

REPUBLIC OF RWANDA



**EASTERN PROVINCE
NYAGATARE DISTRICT**

**DISTRICT DEVELOPMENT STRATEGY
2018-2024**

September 2018

FOREWORD

The District Executive Committee expresses its sincere gratitude and thanks to the Government of Rwanda for the initiation and elaboration of the national planning framework that consider the District Development Strategies to achieve the national Visions 2020 and 2050.

The Nyagatare District Development Strategy (DDS) is a result of the collaboration between Ministry of Finance and Economic Planning (MINECOFIN), Ministry of Local Government (MINALOC), the lead ministries for districts planning and local government, Local Administrative Entities Development Agency (LODA), the Eastern Province, Nyagatare District and the Global Green Growth Institute (GGGI), an international organization dedicated to developing and diffusing green growth.

Special thanks to all those who worked, contributed and facilitated to the elaboration of the Nyagatare DDS. The elaboration process of this Nyagatare DDS has involved the national, provincial and district institutions including various district stakeholders including the local community as well. We appreciate all given counsels or guidance and support from national, provincial and district technical teams; District council and Executive council; all district staffs, and Executive Secretaries of Sectors and Cells; the leaders of local Civic Organizations and Communities; and the inputs from both Private Sector and international and national organizations are gratefully acknowledged.

Finally, the District Executive Committee would like to extend our sincere thanks in particular to the Acting Director of Planning, Monitoring and Evaluation, Mr. Hakizamungu Thomas and the DDS facilitator, Mr. Shyaka Jean Eric for their effective efforts during the elaboration of this document.

September 2018.

MUSHABE D. Claudian

Mayor of Nyagatare District

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List of Abbreviations and Acronyms

%	:	Percentage
4GLTE	:	4 G Long Term Evolution
7 YGP	:	Seven Years Government Program
9YBE	:	9 years Basic Education
AU	:	African Union
BDC	:	Business Development Centre
BDF	:	Business Development Fund
BNR	:	National Bank of Rwanda
DCP	:	Document Control Process
DDPs	:	District Development Plans
DDS	:	District Development Strategy
EAC	:	East African Community
EAU	:	East Africa University
ECD	:	Early Childhood Development
EDPRS	:	Economic Development and Poverty Reduction Strategy
EICV	:	Integrated Household Living Conditions Survey
EPIC	:	Eastern Province Investment Corporation
EWASA	:	Energy, Water and Sanitation Authority
FONERWA	:	Rwanda Green Fund
GDP	:	Gross Domestic Product
GGCRS	:	Green Growth Climate Resilience Strategy
GGGI	:	Global Green Growth Institute
GoR	:	Government of Rwanda
Ha	:	Hectares
HIV/AIDS	:	Human Immunodeficiency Virus/ Acquired Immunodeficiency Syndrome.
ICP	:	Internal Communication Process
ICT	:	Information and Communication Technology
IPRC	:	Integrated Polytechnic Regional Centre

IWRM	:	Integrated water Resources Management
JADF	:	Joint Action Development Forum
M&E	:	Monitoring and Evaluation
M&MP	:	Measuring and Monitoring Process
MCCs	:	Milk Collection Centers
MIFOTRA	:	Ministry of Public Service and Labour
MIGEPROF	:	Ministry of Gender and Family Promotion
MINAGRI	:	Ministry of Agriculture and Animal Resources
MINALOC	:	Ministry of Local Government
MINECOFIN	:	Ministry of Finance and Economic Planning
MINEDUC	:	Ministry of Education
MINICOM	:	Ministry of Trade and Industry
MINIJUST	:	Ministry of Justice
MININFRA	:	Ministry of Infrastructure
MINIYOUTH	:	Ministry of Youth
MRP	:	Management Review Process
MSL	:	Mean Sea Level
MSME	:	Micro, Small & Medium Enterprises
NAEB	:	National Agricultural Export Development
NCD	:	Non-Communicable Disease
NDC	:	Nationally Determined Contributions
NGO	:	Non-Governmental Organization
NISR	:	National Institute of Statistics of Rwanda
NLR	:	National Leadership Retreat
NST1	:	National Strategy for Transformation
PFM	:	Public Finance Management
PPP	:	Public Private Partnership
PSF	:	Private Sectors Federation
QMP	:	Quality Management Process
R&D	:	Research and Design

RAB	:	Rwanda Agriculture Board
RALGA	:	Rwandese Association of Local Government Authorities
RCA	:	Rwanda Cooperative Agency
RDB	:	Rwanda Development Board
REMA	:	Rwanda Environmental Management Authority
RHA	:	Rwanda Housing Authority
RKP	:	Record Keeping Process
RLSDF	:	Rwanda Local Development Support Fund
RNRA	:	Rwanda Natural Resources Authority
RPF	:	Rwanda Patriotic Front
RRA	:	Rwanda Revenue Authority
RTDA	:	Rwanda Transport Development Agency
Rwf	:	Rwandan Francs
SACCO	:	Savings and Credit Cooperative
SDGs	:	Sustainable Development Goals
SMEs	:	Small and Medium Enterprises
SSPs	:	Sector Strategy Plans
STEM	:	Science, Technology, Engineering and Mathematics
SWOT	:	Strength Weakness Opportunity Threats
TVETs	:	Technical and Vocational Educational Training
UR-CAVEM	:	University of Rwanda- College of Agriculture and Veterinary Medicine
USD	:	United States Dollars
VUP	:	Vision 2020 Umurenge Program
WDA	:	Workforce Development Authority

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EXECUTIVE SUMMARY

The Government of Rwanda (GoR) formulated the National Strategy for Transformation (NST1) by merging the previous 7 Year Government Programme (7YGP) and Economic Development and Poverty Reduction Strategy (EDPRS). NST1 is as a medium-term strategic plan at the national level and goes hand in hand with the development of District Development Strategy (DDS) which serves as a medium-term strategic development framework at the district level. Previously, DDS were also known as District Development Plans (DDP). Nyagatare DDS is aligned with the priorities and outcomes of NST1 by giving utmost importance to the three pillars of NST1 namely, Economic transformation, Social transformation and Transformational governance.

The Nyagatare DDS development has involved various actors such as: Central and Local Government, in particular Ministry of Local Government (MINALOC), Ministry of Economic Planning and Finance (MINICOFIN), Eastern Province and Nyagatare District, for the elaboration of a proper District Strategy. The joint collaboration also involves civil society including local and international non-governmental organizations such as Global Green Growth Institute (GGGI-Rwanda), Rwanda Governance Board among others, Private Sector, Joint Action Development Forum (JADF) and local community.

The Nyagatare DDS is envisaged as a bridge connecting the national visions of 2020 and 2050 and achievements at the district level which are crucial to realize the national visions, for overall socio-economic development and poverty reduction in the district and country at large, and make Rwanda achieve high-income status by 2050. The DDS is primarily a strategic document that considers aspects of participatory planning, efficient coordination by leveraging strengths of key district stakeholders through partnerships, identifying district priorities, their implementation and enhanced district administration and management to increase economic opportunities, reduce poverty and improve the quality of life of Nyagatare Districts residents. The DDS stressed on all-round development of district by leaving no one behind with emphasis on increasing agriculture and livestock based incomes and productivity, job creation by tapping the potential of agro-processing, cross border trade, minerals, mines & tourism industry, promotion of green urbanization to make Nyagatare city as a pole of economic growth through provision of basic infrastructure services and environment protection at the core of districts development.

In this DDS, the role of Nyagatare city as one of the chosen secondary city among the six secondary cities in the country was highlighted for not just positioning Nyagatare city as a secondary city but also position Nyagatare city as a ‘green growth model’ to the emerging district centers and other urban centers in the Eastern Province to prevent and avoid the socio-economic inequalities among local community through efficient and effective usage of the district resources thereby promote holistic district development which is often characterized by peace, social inclusion, sustainable or green economic development and environment conservation. The DDS also aims to contribute towards the nations Sustainable Development Goals (SDGs).

The Nyagatare district vision is to be a “***Leading Center for Granite and Agro-processing Industry***”. This district vision implicates the positioning of Nyagatare district as a “**Commercial Hub of East and the Dairy Centre**”. And its medium term goals are to: (1) Maximize and increase production and productivity of agriculture and livestock by modernizing agriculture and livestock in way that takes into consideration of climate change, (2) Transform agriculture and livestock production for boosting exports and country’s self-sufficiency, (3) Promote Mining Industry, tourism, trade and expand formal business enterprises (4) Improve and accelerate urbanization and rural settlement by promoting basic infrastructure development and investments for green urbanization and economy development as well as efficient public transport and green mobility (5) Protect and preserve the environment by adopting, implementing and promoting the environmental resilient actions, activities and projects with reference to green alternatives including green innovative technologies (6) Improve and strengthen the quality of life of all local community in all aspects such as education, sustainable management of water resources and sanitation, access to clean and efficient energy, health, justice, good governance and security.

This strategy was developed not only to respond to the country main priorities listed in the National Strategy for Transformation (NST1) but also to come up with tangible and coherent solution to the district main challenges which are the following: (1) Shortage of water for the population, especially in Matimba, Musheru, Rwimiyaga, Karangazi and Rwempasha Sectors; (2) Prolonged draught in 5 Sectors: Karangazi, Rwimiyaga, Matimba, Musheru and Rwempasha (3) Lower modernization, production and productivity of agriculture and livestock (4) Environmental degradation and deterioration due to climate change and other natural and human effects (5) Lower percentage of people with electricity and water (6) Poor condition of road network (7) Lack of Partners in infrastructure development, (8) Lower urbanization rate with the lower trade and tourism

development (9) Insufficient Health facilities where one District Hospital is serving 465,855 population and education facilities (10) Problem of illegal drugs from neighbouring Countries. (11) Insufficient offices, staffs and infrastructure for various public institutions (cells, sectors and district), (12) Insufficient culture and sports facilities.

Furthermore, in order to overcome all district challenges, the following priorities were set and costed according to the NST1 pillars: The sub total of Economic Transformation pillar is **234,095,800,000 Rwfs** and its identified priorities are: Create 1.5m (over 214,000 annually) decent green and productive jobs for economic development, Accelerate Sustainable Urbanization from 17.3% (2013/14) to 35% by 2024, 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, Increase Domestic Savings and position Rwanda as a hub for financial services to promote investments, Sustainable management of natural resources and environment to transition Rwanda towards a carbon neutral economy, Modernize and increase productivity of agriculture and livestock.

The sub total of Social Transformation pillar is **94,723,050,000 Rwfs** and its identified priorities are: Enhancing graduation from extreme Poverty and promoting resilience, Eradicating Malnutrition, Enhancing demographic dividend through ensuring access to quality health for all, Enhancing demographic dividend through ensuring access to quality education and Moving towards a Modern Rwandan Household.

The sub total of Transformational Governance pillar is **3,882,000,000 Rwfs** and its identified priorities are: Reinforce Rwandan culture and values as a foundation for peace and unity, Ensure Safety and Security of citizens and property, Strengthen diplomatic and international cooperation to accelerate Rwanda and Africa's development, Strengthen Justice, Law and Order, Strengthen Capacity, Service delivery and Accountability of public institutions and Increase citizens' participation, engagement and partnerships in development.

The total cost of priorities of all pillars of the Nyagatare District Strategy is **332,700,850,000 Rwfs** for the implementation of the district identified priorities for the next six years and the above budget will come from public funds and district development partners and stakeholders.

CHAPTER ONE: INTRODUCTION

1.0. General introduction and context of district development strategy

The Vision 2020 and 2050 aim to make Rwanda a middle-income and a high-income country where each citizen earns 4,035 \$ by 2020 and 12,476 \$ by 2050 respectively. To realize these visions, Rwanda has embarked on a long-term development planning process at national, sector, and district levels. At the district level, different planning documents have been elaborated since the adoption of both the visions.

Vision 2020, District Development Plans (DDP), Local Economic Strategies and action plans were elaborated in different frameworks and timeframes considering citizen participation. The vision 2050, starts by drafting a National Strategy for Transformation (NST1) at the national level with reference to the district level interventions for the implementation of its three pillars namely: Economic Transformation, Social Transformation and Transformational Governance.

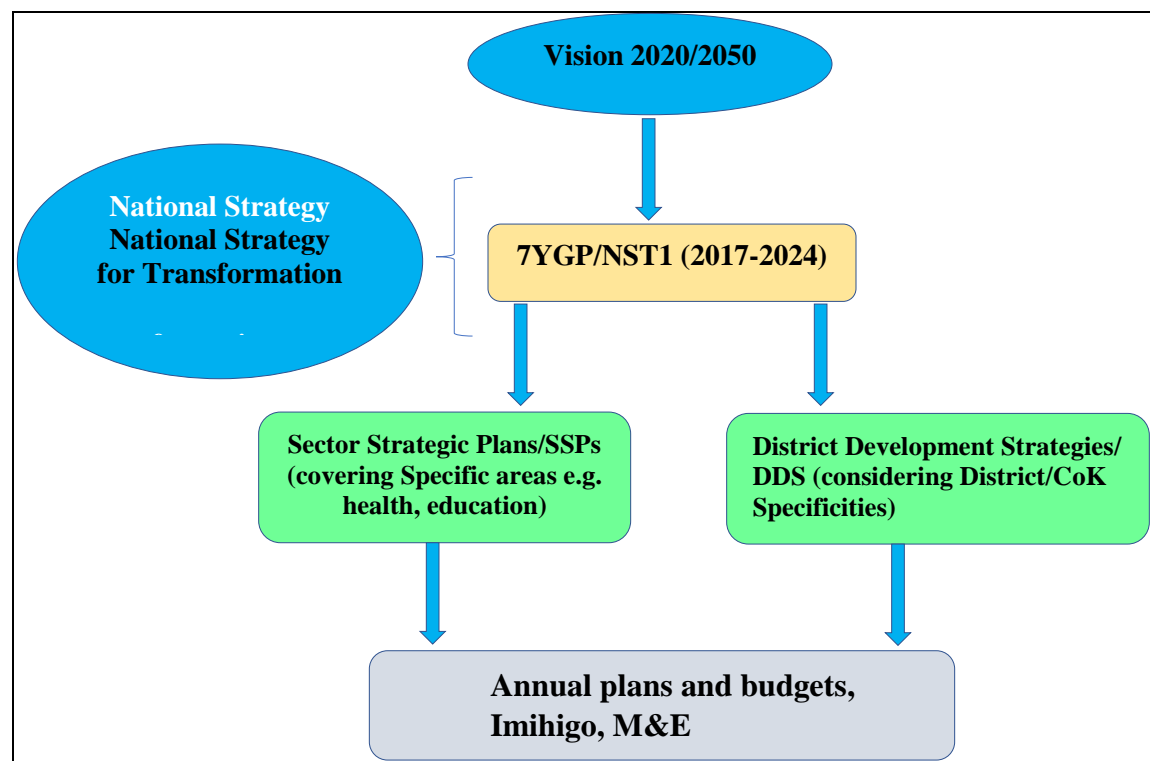
The District Development Strategies are aligned with NST1 pillars, vision 2020 achievements and reflect the Vision 2050. This DDS starts in from the next fiscal year 2018/2019 and ends in fiscal year 2023/2024, covering a period of six years. The Nyagatare DDS is aiming to identify its priorities for the next six years by showcasing to the key district stakeholders the intended outcomes, outputs, projects, their implementation timelines and monitoring and evaluation framework to ensure effective and timely implementation of the projects.

This DDS, also considers the global commitments (both regional and international), strategies and agenda. Climate change issues, green economy concepts including green urbanization are well considered for sustainable district development wherein the natural resources are used in a sustainable manner, projects aiming to mitigate all climate change issues are identified. Furthermore, the district development strategy ensures increased green job creation, aims to deliver good quality of life to all district citizens and mainstreams gender equality.

The overall objective is **“to supporting agriculture transformation, granite production and eco-tourism development by green and sustainable urbanization through improved infrastructure development that positively impacts job creation and the life of district residents.”**

The following figure illustrates the development planning framework of Vision 2050, NST1, Sector Strategic Plans and District Development Strategy:

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



Source: MINECOFIN, 2017

1.1. Objectives of the DDS

The following are the objectives of Nyagatare DDS:

Objective 1: Maximizing and increasing production and productivity of agriculture and livestock by modernizing agriculture and livestock,

Objective 2: Transform agriculture and livestock production for boosting exports and country's self-sufficiency,

Objective 3: Promote Mining Industry, eco-tourism, trade and expand formal business enterprises,

Objective 4: Improve and accelerate urbanization and rural settlement by promoting basic infrastructure development and investments for green urbanization and economy development as well as efficient public transport and green mobility,

Objective 5: Protect and preserve the environment by adopting, implementing and promoting the environmental resilient actions, activities and projects with reference to green alternatives including green innovative technologies,

Objective 6: Improve and strengthen the quality of life of all local community in all aspects such as education, sustainable management of water resources and sanitation, access to clean and efficient energy, health, justice, good governance and security.

1.2. Overview of chapters

Nyagatare DDS is composed of seven chapters and are structured as below:

Table 1: DDS chapters

No	Chapter Title	No	Chapter Title
1	General Introduction	5	Implementation of the District Development Strategy
2	Overview of the District	6	Monitoring and Evaluation
3	Alignment with National Policy Framework and Methodology	7	Cost and Financing of the DDS
4	The Strategic Framework		

Chapter One: This chapter describes the background and purpose of district development strategy by showcasing the main objectives of the DDS. Furthermore, in this chapter, the district stakeholder analysis is described.

Chapter Two: In this second chapter, the district profile is detailed which is composed of both district physical characteristics and socio-economic aspects. Strength Weaknesses Opportunities and Threats (SWOT) analysis is conducted and highlighted. Finally, the chapter concludes with District achievements against DDP (2013-18) targets, achievements and implementation challenges.

Chapter Three: In this chapter, the methodology used for DDS preparation and elaboration is described. The DDS alignment with national policy framework i.e., NST1 is also discussed in this chapter. This part showcases how district priorities are aligned with the national priorities and outcomes.

Chapter Four: The Strategic Framework chapter describes in detail the district priorities for the next six years. It also describes in length, the logical framework of all district activities in terms of outcomes and outputs grouped into sixteen sectors and eight cross-cutting areas.

Chapter Five: The implementation framework of the identified district priorities, the sequencing of district activities and the role and responsibilities of district and all district stakeholders are detailed in this chapter.

Chapter Six: This chapter illustrates the implementation logical framework matrix, key performance indicators and finally the role of the district and its stakeholders (public and private partners) in Monitoring and Evaluation (M&E) of DDS.

Chapter Seven: The chapter on Cost and Financing of the DDS describes the available source of funds for this DDS implementation and the costing of this DDS.

CHAPTER TWO: OVERVIEW OF THE DISTRICT

2.1. District Profile

2.1.1. Physical boundaries

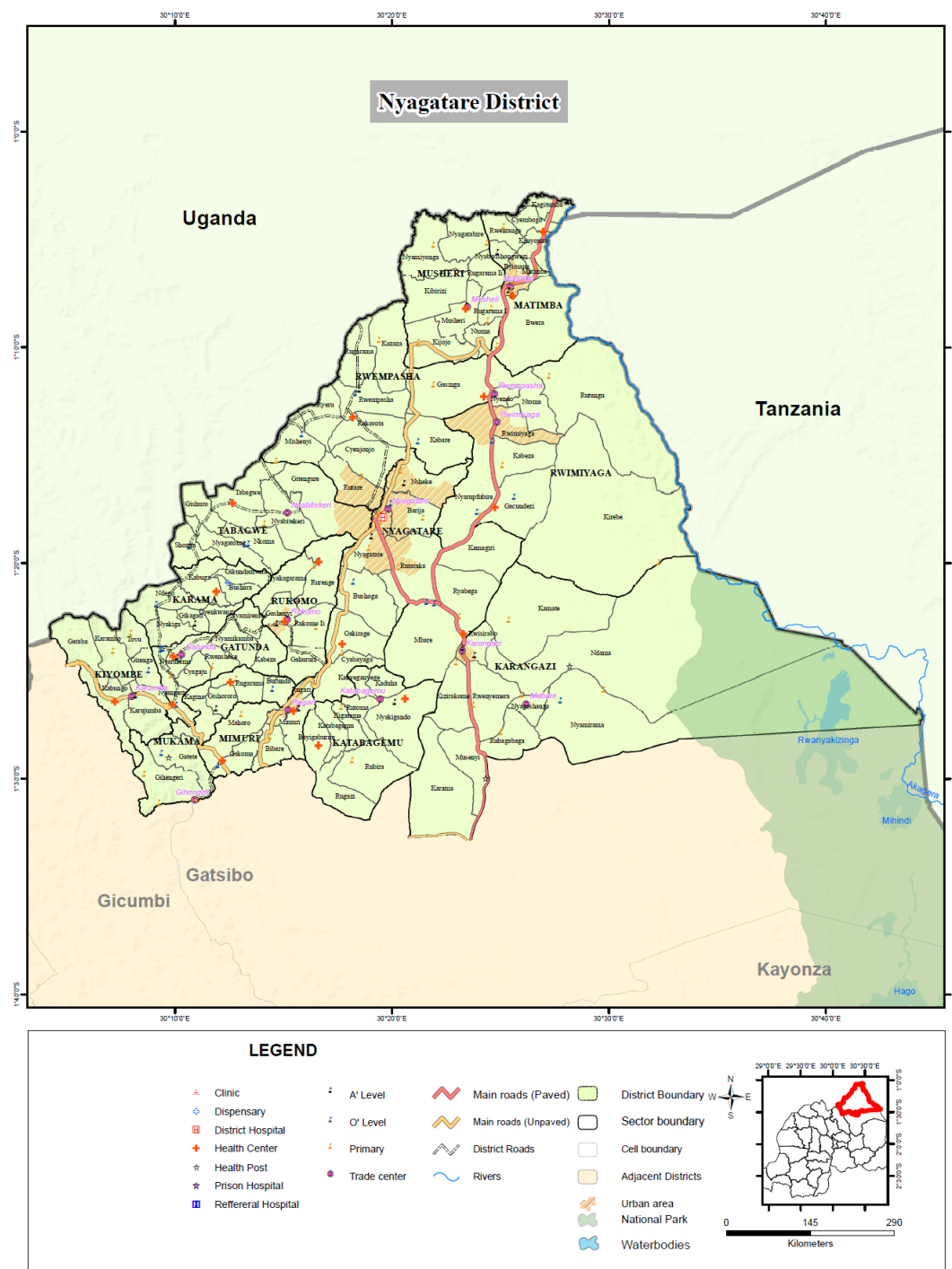


Figure 2: Administrative map of Nyagatare District (Source: NISR, 2012)

Nyagatare District is among seven districts making the Eastern Province. It is sub-divided into 14 Sectors (Imirenge), 106 cells (Utugari) and 628 villages (Imidugudu) and spread over an area of 1,741 square kilometers making it the largest district of the country by area. The District borders with Uganda in the North, Tanzania in the East, and in the South by Gatsibo and by Gicumbi District in the West.

2.1.1.1. Pedology

Nyagatare is known for its fertile soils, cattle breeding and thereby dairy production, its industrial exploitation of granite and its close proximity to the National Park Akagera, which brings touristic opportunities. Nyagatare DDS will to build on the district potentialities to bring in economic transformation, social transformation and transformational governance.

The soil of Nyagatare District is made by the tightness of the humifere layer of the soil brought about by the grassy savanna and by the vertisoils that are rich in nutrients mineral elements but it lacks organic substances. These types of soils may be mainly exploited with the help of modern agricultural techniques and form sorts of artificial pastures camps for livestock.

2.1.1.2. Climate

Nyagatare District experiences small quantity of rain and hot temperatures. According to 2009 district climate survey, Nyagatare District is subdivided into two main seasons: one long dry season that varies between 3 and 5 months with an annual average temperature varying between 25.3°C and 27.7°C. The distribution of the monthly rainfall varies from year to year. Annual rainfall 827 mm which is less compared to other regions in the country and very unpredictable to satisfy the needs in agriculture and livestock.

2.1.1.3. Topography

The District is in a granite low valley whose average altitude is 1513.5m from Mean Sea level (MSL). This kind of topography is favourable for an important district potentiality to undertake modern and mechanized agriculture. The topography is also characterized in general by low inclined hills separated by dry valleys.

2.1.1.4. Hydrographic description

Nyagatare District comprises of Umuvumba River that cut across the District, the Akagera and Umuyanja Rivers passing the District and constituting its limits with Tanzania and Uganda respectively, there is no other consistent river that can be exploited by the population in Nyagatare. The hydrographic network is very limited in the District of Nyagatare. Few of the rivers found there such as Nyiragahaya, Kayihenda, Karuruma, Nayagasharara and Kaborogota are erratic and intermittent. The weak river network constitutes a serious problem to respond to the needs of water for people and animals.

2.1.1.5. Fauna and Flora

Half of Akagera National Park by area, falls under Nyagatare district and is well-known for wild life such as lions, elephants, rhinoceros, giraffes, wild buffaloes, antelopes, hippopotamus and other species. The park also accommodates a huge variety of birds such as birds of prey, guinea-fowl, partridges, heroes and so forth.

The Flora in Nyagatare is made, in general by an afforested savanna vegetation and some forestry gallery.

2.1.2. Socio-economic development

Nyagatare District's Economic situation is dominated by agriculture and livestock production and promotion. The district has a large area which is suitable for agriculture and livestock development. The availability of swamps and rivers increases the agriculture land and impacts positively the agriculture and livestock productivity and development. The availability of plains and low inclined hills make them suitable for agricultural mechanization. The District is known for its high soil fertility, cattle breeding and thereby dairy production, where the Inyange factory is based, its industrial exploitation of granite, and its close proximity to the National Park Akagera, which brings touristic opportunities.¹

¹ National Roadmap for Green Secondary City Development, 2015

According to the EICV4 and DHS5 report, below are some important data on the different aspects of the Nyagatare district.

Table 2: Socio-economic indicators

Indicator		District Level	National Level	EDPRS 2 target
Poverty				
Poverty rate		44.1%	45%	<30%
Extreme poverty rate		19.1%	24.1%	9%
Employment				
Unemployment rate ²		22.1%	16.7%	
Source of lighting and heating energy				
Electricity		19.9%	19.8%	70%
Other sources of lighting		80.1%	80.2%	
Fire wood		0.5%	5.5%	
Education				
Net Primary enrolment		83.1%	87.9%	
Net Secondary enrolment		21.7%	23%	
Literacy rate		69.1%	72.1%	
Computer literacy		5.3%	8.4%	
Housing, transport, ICT				
Integrated grouped settlement		83.3%	49.2%	100%
Usage rate for public transport	Regularly	25.4%	31.8	
	Often	27.4%	18.3	
	Sometimes	32.3%	36.5	
	Not at all	14.7%	13.4	
ICT device ownership-Mobile		67.9	63.7	
Social protection				
Girinka Scheme		11,074		
Health Insurance		85%		
Improved water source		72.5%	84.8	100%
Improved sanitation		95.1%	83.4%	100%
Time to water source		14.4 min	11.2 min	
Waste management facilities	Compost heap	62.7%	51.6%	
	Thrown in bush/ field	31%	40.2%	
	Dumped in the river/lake	0.2%	0.1%	
	Burnt	0.1%	0.1%	
Agriculture				
One cow policy		56%		
Purchase of Improved seeds		60%		
Purchase of organic fertilizers		60%		
Purchase of chemical fertilizers				

² Source: Labour Force Survey 2017

Cultivable area	90%		
Irrigation	45,000 hectares		

2.1.3. Demographic description

Table 3: Population distribution by sector in Nyagatare District³

Sectors	Area of Residence								
	Total			Urban			Rural		
	Both sexes	Male	Female	Both sexes	Male	Female	Both sexes	Male	Female
Rwanda	10,515,973	5,064,868	5,451,105	1,737,684	891,806	845,878	8,778,289	4,173,062	4,605,227
Eastern Province	2,595,703	1,258,090	1,337,613	186,466	93,910	92,556	2,409,237	1,164,180	1,245,057
Nyagatare	465,855	228,325	237,530	47,480	23,951	23,529	418,375	204,374	214,001
Gatunda	27,776	13,345	14,431	0	0	0	27,776	13,345	14,431
Karama	26,994	12,794	14,200	0	0	0	26,994	12,794	14,200
Karangazi	57,444	28,690	28,754	3,020	1,513	1,507	54,424	27,177	27,247
Katabagemu	34,033	16,452	17,581	0	0	0	34,033	16,452	17,581
Kiyombe	17,152	8,074	9,078	0	0	0	17,152	8,074	9,078
Matimba	23,704	11,732	11,972	5,943	2,984	2,959	17,761	8,748	9,013
Mimuri	27,211	12,999	14,212	4,878	2,371	2,507	22,333	10,628	11,705
Mukama	21,679	10,432	11,247	0	0	0	21,679	10,432	11,247
Musheri	32,204	15,768	16,436	0	0	0	32,204	15,768	16,436
Nyagatare	52,107	26,144	25,963	14,320	7,501	6,819	37,787	18,643	19,144
Rukomo	34,218	16,603	17,615	3,875	1,984	1,891	30,343	14,619	15,724
Rwempasha	20,512	10,369	10,143	1,545	747	798	18,967	9,622	9,345
Rwimiyaga	57,527	28,804	28,723	12,490	6,137	6,353	45,037	22,667	22,370
Tabagwe	33,294	16,119	17,175	1,409	714	695	31,885	15,405	16,480

The 2012 Population Census indicates that the Nyagatare District is the second most populated District of Rwanda with a total population of 465,855 inhabitants of which 228,325 are male (49 %) and 237,530 are females (51%) grouped into 105,885 households. The district average density is 242 inhabitants per km² and with this density, the district remains under the national density figure of 321 inhabitants per km². The following table highlights the population of Nyagatare District cross 14 sectors and it gives also a view on the national and provincial figures.

³ Source: Fourth Rwanda Population and Housing Census

2.2. Overview of District Achievements during DDP Implementation

In the fiscal year 2012-13, Nyagatare district has developed District Development Plan 2013-18 which has identified 88 projects which included 63 projects under Economic Development cluster, 18 projects under Social cluster and 7 projects under Good Governance and Justice Cluster.

The following paragraphs indicate the implementation status of each sector during the DDP implementation period of 2013 to 2018.

2.2.1. Sectoral district achievements during DDP implementation period 2013-18

2.2.1.1. Agriculture and livestock

Nyagatare district has increased agricultural production to enhance food security and increased the value livestock products through various initiatives. Land use consolidation of 75,677 Ha has been achieved in 2017 against the district baseline of 48,080 Ha in 2012 through cultivation of Maize, Beans, Soy beans and rice. This progress can be attributed to increased mechanization (although the area cultivated using tractors is 4,800 Ha against DDP target of 10,000 Ha), increased usage of fertilizers, use of improved seeds (especially Maize and Soy bean) by farmers among other activities. Land covered under fruit trees has increased to 400 Ha in 2017 against the DDP target of 300 Ha. and baseline of 45 Ha in 2012. Livestock production has been increased through improved livestock farming with 50,933 cattle in 2017 against DDP 2018 target of 73,000 cattle and 2012 baseline of 45,000 cattle, increasing the number of valuable families benefitting from Girinka program through distribution of 3,650 cows by 2018 against target of 5,000 cows, increased water supply to animals through construction of additional valley dam among other activities.

Achievement regarding total production and productivity for the last 5 years

2.2.1.2. Energy

34% against the 2018 target of 70% households have access to electricity. In Nyagatare, 98% households use biomass for cooking leading to deforestation, households at high risk of lung diseases due to inhalation of excessive smoke etc. DDP 2013-18 has established a target of reducing number of households using biomass to 50% through encouraging use of biogas digesters with a target of 1000 households using them by the end of 2018 and as on 2017 a total of 236 households are using bio digesters.

2.2.1.3. Water and Sanitation

From 43% of households in 2012, 62% have access to clean water in 2017 while the district targeted 100%. This was achieved through the construction of 1 water treatment plant. On improving sanitation, the district has constructed 2km of sewerage network, 1 modern landfill constructed and dumping sites identified in each of the 14 sectors, thereby meeting 100% of the targets planned in DDP 2013-18.

2.2.1.4. Transport

Under this sector, the following projects have been accomplished:

Construction and rehabilitation of feeder roads 255km

- Nyagatare-Rukomo-Karama 30km
- Nyirangeeni- Akagera National park 22km

Rehabilitation of Bridges

- Nyagatare Bridge
- Gasinga bridge
- Rurenge bridge

Construction of 2.2 km of paved road in Nyagatare city

2.2.1.5. Urbanization

In urbanization, the following progress have been achieved:

- **64 %** of the population in the District has access to clean water;
- CityBlue EPIC Hotel has started;
- **29 Ha** of land has been secured for housing estate in Nyagatare town
- Nyagatare City Detailed Master Plan on 500 Ha elaborated and is being implemented;
- **85%** of Nyagatare population living in grouped settlements (Imidugudu) and the target is to achieve 70% of Planned Settlement by 2018;

2.2.1.6. Information Communication Technology

The ICT sector play a big role in development. Now, Nyagatare District is covered by TV, Radio and telephones networks, 4 GLTE Coverage in Nyagatare town and all Sectors of Nyagatare District have

access to internet through Modems and will soon have fibre optic cable. All Cell Executives Secretaries possess Smartphones.

2.2.1.7. Environment and Natural Resources

Nyagatare District has 42,304 Ha under forest in 2012 and the district has planned to increase to 57,570 Ha by 2018. The district has planted forests in 4,800 Ha taking the achievement target to 31.4%. To control soil erosion, 400 Ha have been terraced in 2017 against 2018 target of 2,000 Ha.

2.2.1.8. Private Sector Development

To attract private sector investment, Nyagatare planned to achieve this by creating favourable investment climate and through strengthening public private partnerships. The district has facilitated construction of 1 Hotel and 1 Agakiriro center until 2017.

2.2.1.9. Financial Sector Development

The data indicate that the big number of Nyagatare's inhabitants have bank accounts. 31.6% of households in Nyagatare District have at least one saving account, ranking it seventh last of all Districts in Rwanda.

Indeed, the government of Rwanda has initiated "Umurenge SACCOs" as administrative sectors for the promotion of a culture of savings as well as increasing access to finance in Rwanda. Nyagatare has an increasing number of financing institutions. There are eight banks' branches in the District: BANK OF KIGALI, ECOBANK, BANQUE POPULAIRE, ZIGAMA CSS, COGEBANQUE. Some microfinance institutions are also found here: MWARIMU SACCO, 14 UMURENGE SACCO, RIM, and DUTERIMBERE. Finally, the District hosts insurance companies such as SONARWA, SORAS and SAHAM.

2.2.1.10. Youth

For a continued technical and financial support to youth Small and Medium-sized Enterprises (SMEs), the district has planned to conduct business development roadshows, coach and financially support SMEs and train youth on entrepreneurship skills. In 2017, the district has conducted 4 business development roadshows against planned target of 20 as per DDP 2013-18, 308 Micro Medium and Small Enterprises (MSME) have been coached and financially supported against a target of 30, and training on entrepreneurship skills have been conducted for 300 youth against a target of 500 to be achieved by 2018.

2.2.1.11. Health

To increase access to health services and facilities, Nyagatare district has constructed 1 Health Center and 5 Health Posts in 2017 against DDP 2013-18 target of 21 Health Centers and 7 Health Posts. The district has put mechanisms in place to reduce infant mortality rate and reduce HIV / AIDS prevalence among married couples and youth. To reduce fertility rates through family planning methods, the district has put in plans in place to reduce fertility planning from 5.1 to 2.5, capacity building of Mutuelles de Sante association and staff, train community health workers in nutrition, family planning, maternal health, epidemic disease control and hygiene.

2.2.1.12. Education

To ensure equitable access to compulsory Nine Year Basic Education program (9YBE) and scaling up of upper secondary education and Technical and Vocational Education and Training (TVET), the district has constructed 207 classrooms in 2017 against 2018 target of 300 and taking the total number of classrooms in the district to 773, the district has planned to construct 4 TVET schools where the construction of 3 TVETs have already been done in collaboration with private sectors. To strengthen early childhood education, the district has constructed 6 Early Childhood Development centers (ECD) against 28 ECDs that were planned. To enhance adult literacy programme the district has trained 22,822 adults in reading and writing skills against the target of 27,348 adults by 2018.

To ensure sufficient number of qualified, suitably skilled and motivated teachers and trainers to meet expanding education access, the district has increased the number of qualified teachers to 2,461 against the DDP 2013-18 target of 2,589 and 14 teacher's houses have been constructed.

2.2.1.13. Decentralization

To increase service delivery in local government and citizen's participation in decision making organs, Nyagatare district has ensured that citizens participation in decision making has been increased to 100% in 2017 against 2012 baseline of 78%, Rwanda Governance Board (RGB) report indicates that Nyagatare Average in Service Delivery satisfaction was at 68.91%.

2.2.1.14. Justice, Reconciliation, Law and Order

Nyagatare district has improved reconciliation through improved delivery in Abunzi justice and executing judgements on time.

2.2.1.15. Social Protection

To increase social protection for the extremely poor and vulnerable groups, the district has supported vulnerable group cooperatives on 16 small scale projects till 2017 against a planned target of 50 by 2018, 10,492 people have benefitted from the Vision 2020 Umurenge Programs (namely: VUP Direct support, VUP expended public works, VUP financial services, VUP Classic public works, and Minimum package) public works as on 2017 against a planned target of 5,000 by 2018.

2.2.1.16. Public Finance Management

In the public finance management, many policies have been established at national level for proper public finance management.

2.2.2. DDP implementation challenges

Following are the challenges encountered during the implementation of Nyagatare District DDP projects:

- Lack of prioritization of DDP projects during planning and budgeting process leading to insufficient funds for few planned projects
- Failure to conduct needs assessment and gap analysis while identifying projects proposed in DDP
- Multidisciplinary technical team not in place to ensure quality assurance of projects
- Committee to monitor and evaluate the implementation of DDP not in place

The above challenges are identified based on the inferences drawn from the report on assessment of implementation status of Nyagatare DDP conducted from 7th March 2017 to 17 March 2017. The report also highlights aspects to be taken care during the development of Nyagatare DDS and they can be summarized as below:

- During the Implementation gap analysis of DDP 2013-18, it has been observed that only 20.4%, that is 18 projects out of 88 projects planned have completed 100%. This percentage indicated that, the Quality Management Process (QMP) has not been considered during needs assessment and prioritization of projects based on population needs, political and administrative orientation.

- 28 projects out of 88 planned projects in DDP 2013-18 equivalent to 31.8% had never started, this confirms the lack of Internal Communications Process (ICP) in terms of implementation of DDP, and weak control and focus during Planning and Budgeting process.
- A gap has been observed in the filing and documentation process in different departments of the District, which means that Document Control Process (DCP) and Record Keeping Process (RKP) needs to be institutionalized from District up to Cell level, to ensure accountability, and to know the origin of data.
- The lack of proper filing and documentation of achievements related to DDP Projects implemented and those being implemented, indicate the gap in capacity building of staff. A training should be organized to provide the necessary skills and knowledge in these domains.
- Internal Audit process of the District has to be strengthened, not only to seek Public Finance Management, but also to ensure an audit of the implementation status of District's plans like strategic Plans, Imihigo and actions Plans.
- The district has been suggested to institutionalize Management Review Process (MRP), and Measuring and Monitoring Process (M&MP). These steps will help the district to review plans of the district towards achievements and to bridge the gap in implementation.

The following table is based on the report on assessment of implementation status of Nyagatare DDP conducted from 7th March 2017 to 17 March 2017 which indicates the achievement of Nyagatare district in various sectors against the projects envisaged in DDP:

Table 4: Implementation status of projects planned in Nyagatare DDP (2013-2018)

No.	DDP Output / Indicator	Baseline 2013/14	Target 2017/18	Progress achieved 2016/17	Percentage achieved (%)
Sector: Agriculture					
1	Land consolidation increased (Ha.)	48,080	75,000	75,657	100.9%
2	Marshland developed (Ha.)	2,900	5,000	6,150	123%
3	Irrigation system improved (Ha.)	3,280	7,000	900	24.2%
4	Mechanization in agriculture increased (Ha.)	1,200	10,000	4,800	48%
5	Vegetable land acreage increased (Ha.)	200	1,300	200	15.4%
6	Fruit trees land coverage increased (Ha.)	45	300	400	133.3%
7	Increased production of flowers (Ha.)	0	50	0	0%
8	Increased coffee and tea acreage (Ha.)	250	1,000	192.8	19.3%
9	Selling points constructed (Nos.)	1	5	1	20%
10	Agro-processing plants increased (Nos.)	2	5	0	0%

11	Post-harvest facilities constructed (Nos.)	23	40	6	35.3
12	% farmers using fertilizers increased to 100%	40	100	17	28.5%
13	% use of improved seeds increased to 100%	30	100	31	44.3%
14	Livestock farming improved (Cattle Nos.)	45,000	73,000	5,933	21.2%
15	MCCs transformed into business centers	0	15	15	100%
16	Increased number of vulnerable families benefiting through Girinka program (No. of cows)	4,000		3,650	73%
17	A Modern Slaughter houses constructed	0	1	0	0%
18	Improved animal health and disease surveillance and control	168	212	0	0%
19	Animal feeds plant constructed (Nos.)	0	1	0	0%
20	Water supply for animals increased	56	2	6	300%
21	Water supply for farms increased	200	1,800	725	45.3%
22	A veterinary laboratory constructed	1	2	0	0%
23	Fencing and bush clearing in farms increased (No. of farms)	5,500	7,520	7,520	100%
Environment and Natural Resources					
24	New forest planted and coverage increased to 30% of land (Ha.)	42,304	57,570	4,800	31.4%
25	Water bodies protected (Ha.)	600	2,000	0	0%
26	Environment committees strengthened for effective involvement in environment conservation	0	0	0	0%
27	Rain water harvesting facilities emphasized (No. of households)	8,391	68,391	800	1.3%
28	Soil erosion controlled (Ha. Terraced)	2,000	4,000	2,000	100%
Transport					
29	17.1 Km of Tarmac road constructed in Nyagatare Town (Km)	1	20	4	23.4%
30	9.5km Stone paved road network constructed	1.5	9.5	0.7	8.8%
31	New Feeder roads constructed (Km)		100	15	15%
32	Feeder roads rehabilitated (Km)		305	256	83.9%
33	Bridges constructed (Nos.)	4	9	0	0%
34	Taxi Parking constructed (Nos.)	1	6	1	20%
35	Air strip constructed at Nyagatare	0	1	0	0%
36	Roadside station constructed	0	1	0	0%
Water and Sanitation					
37	Water pipeline constructed and coverage of clean water increased (%)	43	100	72.5	72.5%
38	Water treatment plant constructed	1	2	1	100%
39	Drainage system constructed in Nyagatare town (Km)	1	3	2	100%

40	Modern landfill constructed in Nyagatare town and dumping sites in each sector	None	1 land fill 14 dumping sites	1	100%
Energy					
41	Households' access to electricity increased through construction of hydro-electric power plant, solar energy installer and extension of electric lines (%)	27.3	70	32.4	46.3%
42	Use of domestic biogas Increased (%)			730	73%
43	Increased use of cooker stoves and other low energy consuming systems (Households)	N/A	7,000	44	0.6%
ICT					
44	TV penetration in all villages increased (%)	None	100	28	4.4%
45	All district staff, teachers trained in ICT	40	100		
46	Access to internet connectivity improved	Not well known	All sectors and cells to have internet access	14	11.7%
47	ICT training Centre increased	1	14	3	23.1%
Urbanization					
48	Town master plan implemented (%)	40	100	10	16.7%
49	Modern villages increased (Nos.)	1	14	3	21.4%
50	Real estates increased	2	100	0	0%
51	District office constructed	None	1	0	0%
52	Nyagatare stadium constructed	None	1	0	0%
53	Master plan for trading centers elaborated (Rwimiyaga, Rukomo, Mimuli, Matimba and Karangazi)	None	All plans to be in place	5	100%
54	Improved rural settlement from 83% to 100% and urban settlement from 3.3% to 35%	83	100	71	71%
55	One stop boarder post constructed	None	1	1	100%
56	Modern markets increased	6	14	1	12.5%
Private Sector Development					
57	Public private partnership strengthened			2	50%
Youth					
58	Business development months conducted	None	To be done	4	20%
59	30 SMEs supported			308	1026.7%
60	Trainings on youth about entrepreneurship skills increased		500	300	60%
61	Strategies that promote and enforce a positive mindset by Organizing youth into cooperatives emphasized		36,000	10,969	30.5%

Social Protection					
62	Extreme poverty reduced (%)	19.4	10	0	0%
63	Vulnerable group supported		50	30	60%
64	Extreme poverty in households with many children addressed				0%
65	Increased number of people raising income from VUP public works		5000	10,492	209.8%
Health					
66	Number of hospitals, health centers and health posts increased	1 hospital, 20 HC and 3 HPs	21 HC, 7HP	1 HC & 10HP	100%
67	Mechanisms to reduce Under five mortality developed (%)	47	20	30	111.1%
68	Mechanisms to reduce HIV prevalence among married couples and youth developed (%)	2.4	1	0.20	14.3%
69	Malnutrition eradicated (%)	0.5	0	0.5	100%
70	Fertility rate reduced from 5.1 to 2.5 (%)	42	70	38	54.3%
71	Mutuelles des santé Associations and staff strengthened (%)		100	83	83%
72	Community Health workers capacity strengthened			100	100%
Education					
73	Number of classrooms constructed	566	866	207	69%
74	More TVET schools constructed	4	8	0	0%
75	Modern ECDs increased	2(COST AFFECTE D	7	6	120%
76	Adult literacy programme enhanced	49,657	77,005	22,822	83.5%
77	Qualified teachers increased	70	100	2,461	95.1%
78	Teacher`s houses constructed	14	28	14	100%
79	Teachers cooperatives supported	1	14	0	0%
Public Finance Management (PFM)					
80	Training on PFM conducted		122	122	100%
Justice, Reconciliation, Law and Order					
81	Abunzi justice delivery improved			840	100%
82	100 % of judgements executed on time.			75	75%
Financial Sector Development					
83	UMURENGE SACCO strengthened by increasing the number of citizen participation in it	55,000	110,000	61,436	55.8%
Decentralization					
84	Citizens participation in decision making increased	78	100	100	100%
85	All cells equipped	40	106	0	0%
86	Level of service delivery increased	66	80	68.9	86.1%

2.3. Key District economic potentialities

With reference to Nyagatare Local Economic Strategy (LED), the main economic district potentialities were identified as follow:

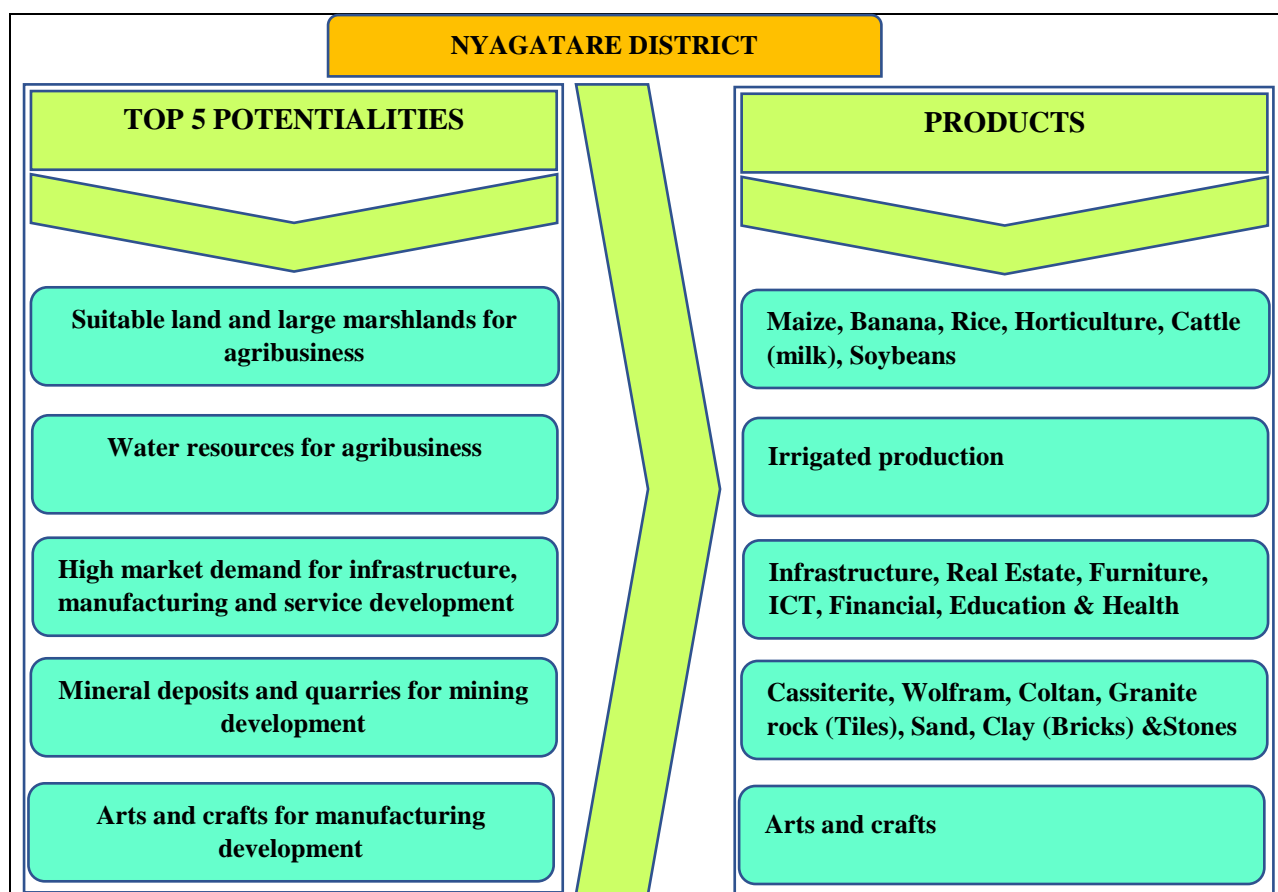


Figure 3: Key District economic potentialities (Source: Nyagatare LED Strategy, 2017)

2.4. Strength Weaknesses Opportunities and Threats-SWOT analysis

The following table presents the analysis of Nyagatare district potentialities by using a SWOT-Analysis for the identification of the district potentialities strengths, opportunities, weaknesses and threats.

Table 5: SWOT analysis

SECTOR	STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
1. Agriculture	<ul style="list-style-type: none"> • Plenty of land and swamps available for agricultural and livestock production • Soil conditions suitable for maize, beans, Sorghum, coffee, banana, cassava, vegetables and fruits production • High agricultural and livestock productivity • Availability of manpower • Existence of plains and low inclined hills that make them suitable for agricultural mechanization • Existence of 8 modern markets for cows (Ryabega, Mbare, Karangazi, Nyendo, Rwimiyaga, Nshuri, Rutare and Nyakigando) • Crops production is labour intensive and therefore, promotes job creation • Easy access to national and district markets 	<ul style="list-style-type: none"> • Inadequate value addition to agriculture and livestock production • Insufficient agro-processing plants • Deficit of agriculture produce storage facilities • Insufficient coffee washing stations • Lack of skilled agricultural technicians and farmers • Lack of agri-business skills • Insufficient modern farms • Insufficient crop irrigation • Insufficient agriculture irrigation and mechanization • Lack of a modern slaughter house • Insufficient veterinary pharmacies and specialized veterinary medicine personnel or staffs • Limited capital (or high initial cost) and/or low number of people accessing both to financial services and business financing facilities • Unsustainable land use management 	<ul style="list-style-type: none"> • Availability of unexploited land and swamps • Extensive agriculture and livestock practices • Existence of MCCs and MPCs • Existence of Inyange Industry • Existence of Girinka and other livestock promotion programmes • Existence of financial institutions including UMURENGE SACCOs • Presence of a University that has agriculture and livestock development and promotion in its attribution (UR-CAVM) • Existence of active agricultural agencies in the district (RAB and NAEB) • Existence of operational farmers cooperatives • High local and national agricultural and livestock production demand • Existence of investment in agricultural sector • Potentiality for agro-forestry 	<ul style="list-style-type: none"> • Insufficient rainfall leading to drought • Degradation and fragile land fragile soil • Deforestation • Prevalence of pests • Animal diseases (high rates of livestock diseases) • Immigration that causes high demography pressure on land

SECTOR	STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
	<ul style="list-style-type: none"> • Availability of National Land Consolidation Strategy • Existence of guarantee fund for agriculture, business and rural investments 		<ul style="list-style-type: none"> • Having the highest number of livestock in the country • 	
2. Private sector Development & Youth Employment	<ul style="list-style-type: none"> • Existence of 2 modern hotels (CityBlue EPIC and Diplomat hotels) • Presence of historical sites • National strategy for tourism development in place • Presence of a granite industry and granite mining currently carried out in the district • Existing of laws and regulations 	<ul style="list-style-type: none"> • Poorly developed infrastructure at touristic sites • Lack of skilled work force • Limited language skills of the staff to offer multi-lingual services • Insufficient culture promotion activities and sites • Insufficient markets, udukiriro and selling points 	<ul style="list-style-type: none"> • Existence of Akagera National park and other attracting touristic sites • Dynamic Eastern Province Investment Corporation (EPIC) • High tourism demand • Existence of national institutions in charge of tourism development and promotion • International and local markets available 	<ul style="list-style-type: none"> • Difficulty to compete with established hubs for tourism • Regional competition in tourism • Limited funds • Less population in urban area (10%) • High cost of mining equipment • Global financial crisis that fluctuates the prices
3. Transport	<ul style="list-style-type: none"> • Existence of maintained feeder roads that permit and facilitate the agriculture production transport • Existence of tarmac roads • Interconnection with neighbouring networks (Uganda and Tanzania) • Presence of manpower 	<ul style="list-style-type: none"> • Insufficient number of car parks • Insufficient tarmac roads • Poor condition of certain roads and bridges • Insufficient public street lighting • Insufficient bikes and pedestrian lanes • Undeveloped areal transport and river navigation 	<ul style="list-style-type: none"> • Existence of public and private partners (MININFRA, World Bank, RTDA) • Existence of plains and low inclined hills that reduce roads construction costs • Low construction cost related to land expropriation • Potentiality to increase the capacity and service quality for the public 	<ul style="list-style-type: none"> • High cost of transport infrastructure • High coverage area due to large area of the district

SECTOR	STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
			transportation sector and green mobility	
4. Energy	<ul style="list-style-type: none"> Existence of off grid energy development (Biogas, solar and cooking stoves) Existence of electricity 	<ul style="list-style-type: none"> Insufficient of energy generation including renewable energy Poor condition of electricity lines Insufficient electricity networks Lack of hydro power 	<ul style="list-style-type: none"> Presence of renewable energy suppliers (BBOXX, MOBISOL) Existence of public and private stakeholders (REG, EUCL and MININFRA) Presence of high sunlight intensity which is a potential for a solar plant development 	<ul style="list-style-type: none"> Unstable power supply High cost of utilities (energy) Limited knowledge of renewable energy Insufficient electricity and energy for industrial use.
5. Water and Sanitation	<ul style="list-style-type: none"> Presence of water treatment plants and water supply networks Presence of boreholes Presence of Rutaraka faecal sludge plant Existence of cleaning companies 	<ul style="list-style-type: none"> Insufficient water connection (or supply) and production Shortage of water for the population, especially in Matimba, Musheru, Rwimiyaga, Karangazi and Rwempasha Sectors Low presence of rainwater harvesting Limited usage (operational) of Rutaraka faecal sludge plant Insufficient waste collection and recycle systems within the district boundary Low private investments in water production and supply 	<ul style="list-style-type: none"> Existence of water supply projects funders and partners (MININFRA, WASAC, Water for All, etc.) Undeveloped waste recycles and management 	<ul style="list-style-type: none"> Few water sources High cost of utilities (water) for industry

SECTOR	STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
6. Urbanization and Rural Settlement	<ul style="list-style-type: none"> • Presence of Master plans and Local Urban Development Plans (LUDP) for Nyagatare city and emerging centers • Nyagatare population lives in grouped settlements at 85% • Availability of policy and regulatory frameworks for urban development 	<ul style="list-style-type: none"> • Lack of detailed and updated Master plans • Lack of green Local Urban Development Plans • Insufficient and unexploited open spaces • Less skilled technicians in green city development • Insufficient affordable housing units and real estate development 	<ul style="list-style-type: none"> • Presence of local building materials (sands, bricks, stones, granites tiles, etc...) • Existence of public and private partners (MININFRA, World Bank, UN-Habitat, GGGI, RHA) • Favourable climate 	<ul style="list-style-type: none"> • Unstable power supply • High cost of utilities (energy and water) • High costs of hiring expert consultants • Low number of population in urban area (10%)
7. ICT	<ul style="list-style-type: none"> • ICT infrastructure and services available • High rate of IT and communication devices ownership • Increase in ICT users and providers 	<ul style="list-style-type: none"> • Insufficient ICT infrastructure and equipment in public and private institutions (schools, hospitals, hotels, etc) • Limited online services • Small coverage of IT system (Internet) and telecommunication facilities (antenna) 	<ul style="list-style-type: none"> • Presence of private and public partners (MITEC, MINEDUC, AIRTEL, MTN, etc...) • A dynamic environment with new innovations • Existence of smart cities development strategies in the country 	<ul style="list-style-type: none"> • High cost of ICT infrastructure and ICT services • Unskilled labour with respect to ICT technologies (limited knowledge) • Cybercrimes and cyberattacks development
8. Environment and Natural Resources	<ul style="list-style-type: none"> • Existence of rivers (Umuwumba, Akagera and Umuyanja), swamps and valley dams that facilitate agriculture and livestock during dry seasons • Existence of a part of Akagera National park 	<ul style="list-style-type: none"> • Deforestation due to intensive usage or need of charcoal and trees (timber or wood) • Environmental degradation due to inadequate mining systems or quarries extraction 	<ul style="list-style-type: none"> • Existence of private and public investors and environmental protection institutions such as MoE, REMA, FONERWA, GGGI, etc... • Existence of national environmental policy and rules 	<ul style="list-style-type: none"> • Prevalence of natural disasters • Limited funds for environmental protection • Land degradation due to soil erosion and overuse

SECTOR	STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
	<ul style="list-style-type: none"> • Presence of mineral deposits and quarries 	<ul style="list-style-type: none"> • Insufficient touristic activities and developed sites • Unprotected rivers (soil erosion) • Limited knowledge on environmental protection 	<ul style="list-style-type: none"> • Existence of green secondary cities development tools and facilities • Sustainable management of natural resources (minerals, ecosystem services...) 	
9. Financial Sector Development	<ul style="list-style-type: none"> • Presence of Banks and SACCOs • Presence of insurance companies • Presence of promising agriculture and urbanization sectors 	<ul style="list-style-type: none"> • Few people accessing financial services and business financing facilities • Lack of Professionalism in doing business and service delivery • Undeveloped agriculture sector (modern agriculture) • Low exploitation of alternative sources of finance (capacity to mobilize innovative, green financing) 	<ul style="list-style-type: none"> • High presence of investors and donors especially in agriculture sector • Increase of ICT coverage or networks and other infrastructure • Presence of private and public institutions (MINECOFIN, BNR, BDF and PSF) • Potential for access to innovative and green financing • National enabling environment of doing business 	<ul style="list-style-type: none"> • High interest rate offered by financial institutions • Limited capital and funds
10. Social Protection	<ul style="list-style-type: none"> • Availability of poverty reduction strategies • Presence of programs and strategies for supporting poor families 	<ul style="list-style-type: none"> • Limited support to poor families • High stunting rate among children • High number of beneficiaries for social protection programs 	<ul style="list-style-type: none"> • Existence of Charity Based Organizations • Presence of national supporting institutions (MINALOC, MINICOFIN and LODA) 	<ul style="list-style-type: none"> • Limited funds • High population growth • Limited job opportunities • Natural calamities due to climate change that destroy lives and properties
11. Health	<ul style="list-style-type: none"> • Presence of health facilities and services • Presence of programs for eradicating malnutrition 	<ul style="list-style-type: none"> • Insufficient health personnel and equipment or facilities with degraded health facilities 	<ul style="list-style-type: none"> • Existence of public and private partners (MoH, RSSB, PSF and CBO) 	<ul style="list-style-type: none"> • Prevalence of human diseases development • Increasing resistance to antibiotic drugs

SECTOR	STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
	<ul style="list-style-type: none"> Existence of community-based health insurance 	<ul style="list-style-type: none"> Unconnected health facilities to water, electricity and internet 		<ul style="list-style-type: none"> Natural calamities destroying health infrastructure
12. Education	<ul style="list-style-type: none"> Presence of educational institutions (nursery, primary and secondary schools and two universities: UR-CAVM and EAU-Rwanda) Presence of TVET schools 	<ul style="list-style-type: none"> Insufficient classrooms and equipment Small number of TVET schools and graduates Insufficient schools for people with disabilities 	<ul style="list-style-type: none"> Availability of private and public investors and donors Presence of clear national education policy and guidelines 	<ul style="list-style-type: none"> High cost of infrastructure development Limited teacher wages
13. Governance and Decentralization	<ul style="list-style-type: none"> Presence of government entities (villages, cells, sector and district) Existence of public accountability approaches District Imihigo performance contract Existence of a decentralization system 	<ul style="list-style-type: none"> Poor condition of government entities' infrastructure Insufficient office equipment Limited number and knowledge of district staff 	<ul style="list-style-type: none"> Availability of private and public stakeholders Availability of policies and programs A strong and good leadership mechanism Inclusive leadership 	<ul style="list-style-type: none"> High cost of infrastructure development Limited funds
14. Justice, Reconciliation, Law and Order	<ul style="list-style-type: none"> Presence of courts including Abunzi intermediate courts (840) Zero tolerance for corruption Inclusive Justice support Availability of home grown solutions and reconciliation mechanisms 	<ul style="list-style-type: none"> High number of family conflicts Human trafficking and other cross border crimes Limited knowledge of local community regarding laws, rules and policies Low level of gender mainstreaming in district 	<ul style="list-style-type: none"> Availability of private and public stakeholders Availability of policies and programs Bilateral meetings and collaboration between countries 	<ul style="list-style-type: none"> Regional security instability Limited funds

SECTOR	STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
15. Sport and Culture	<ul style="list-style-type: none"> • Existence of land reserved for Nyagatare stadium • Availability of feasibility study for Nyagatare stadium construction • Presence of sport and culture clubs 	<ul style="list-style-type: none"> • Poor condition and limited number of sport infrastructure (i.e.: stadium, pitches) • Lack of culture villages and undeveloped cultural and historical tourism sites • Lack of culture promotion and development programs and activities 	<ul style="list-style-type: none"> • Existence of public and private partners (MINISPOC and FERWABA) • Existence of policies and strategies for culture and sport development and promotion 	<ul style="list-style-type: none"> • Limited funds • High cost for sport infrastructure development
16. Public Financial Management Sector	<ul style="list-style-type: none"> • Increase of tax collection and district revenues • Availability of anticorruption policies, rules and laws • Strong mechanisms of district accountability • Online systems for monitoring and evaluation of district projects 	<ul style="list-style-type: none"> • Limited district staff particularly in public management fields • Limited knowledge of district staff • Limited local taxes collection 	<ul style="list-style-type: none"> • Existence of public and private partners (MINICOFIN, RRA, PSF, etc...) • Usage of software in public financial management and control 	<ul style="list-style-type: none"> • Accessibility and connectivity to internet • Prevalence and increase of cybercrimes and cyberattacks

2.5. Stakeholders analysis

The district plays a fundamental role in the projects planned centrally and the ones planned by the district. The district stakeholders play a key role in development and project implementation and the role of private sector and their engagement and contribution to socio-economic development is very crucial as the private sector is considered as an engine for economic growth for the whole country⁴. It gives all stakeholders or partners such as national or international, a huge opportunity to participate or contribute to the national development progress.

In Nyagatare District, this is not an exception, there are many key stakeholders or partners that are involved in different district projects for the district development. The partners are mainly categorized into government institutions, civil society, religious faith-based organizations and private sector. Under the first category of government institutions, there are ministries and ministerial agencies. Under the second category, civil society organizations include Non-government organizations (NGOs) and associations. Under the third category falls all religious faith organizations bodies. Lastly the fourth category of partners, private sector includes banks, insurance companies, hotels, transport companies, private individuals in different business and cooperatives. All these stakeholders are very active and are contributing to the development of the District. The below table, indicates the list of stakeholders under their specific interventions in the district:

Table 6: District partners

⁴ Source: Vision 2020

Specific intervention in the district	Partner's name	Geographic area	Mission/ Responsibilities
1. Job creation and employment	Ministry of Public Service and Labour (MIFOTRA)	District	Enhance the efficiency and effectiveness of public administration systems and processes; Enhance Public Institutions' accountability and good governance; Enhance Institutional and Strengthen Individual Capacity Development
	Ministry of Finance and Economic Planning (MINECOFIN)	District	Responsible for financial management, including overseeing budget development and achievement. Support districts in their planning and budgeting process towards achieving the identified strategies
	Workforce Development Authority (WDA)	District	To promote, facilitate, and guide the development and upgrading of skills and competencies of the workforce to enhance competitiveness and employability
	Capacity Development and Employment Services Board (CESB)	District	Monitor and coordinate the implementation of the national institutional capacity-building and human resource development strategies and those related to employment promotion
2. Agriculture and livestock	Ministry of Agriculture and Animal Resources (MINAGRI)	District	Focuses on increasing animal production, modernizing farming, ensuring food security and promoting surplus for the market
	National Agricultural Export Development (NAEB)	District	Elaborating policies and strategies for agricultural and livestock product export, 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, support increased investment in industry and infrastructure to add value to agricultural and livestock products for export, to collect information on markets and coordinate activities of stakeholders.
	Rwanda Agriculture Board (RAB)	District	Responsible for developing agriculture and animal husbandry through their reform and using modern methods in crop and animal production, research, agricultural extension, education and training of farmers in new technologies.
	Nyama Safi Ltd.	Nyagatare Sector	Private company operating in the meat industry in Rwanda. Operating slaughter services in various slaughter houses in the country and providing meat to various meat processing business in Kigali city.
	Heifer International		An international organisation with its work primarily aimed at increasing household income and farm productivity among project participants.
3. Infrastructure development,	Ministry of Infrastructure (MININFRA)	District	Supporting the development and rehabilitation of infrastructure in the district

Urbanization, Water, Energy, Transport, Quarries and Mining	Rwanda Energy Group (REG)	District	To expand, maintain and operate the energy infrastructure in the Country through its two subsidiaries the Energy Utility Corporation Limited (EUCL) and the Energy Development Corporation Limited (EDCL)
	Water and Sanitation Corporation (WASAC)	District	Entity to manage water and sanitation services in Rwanda; Focuses to deliver new infrastructure; efficient and effective service delivery; build a strong people capability; and meet key national milestones
	Rwanda Housing Authority (RHA)	District	Entity that aims to improve the quality of life of Rwandans through planning, organizing and spearheading rural settlement, urban settlement, public building construction, management of public office space and Government assets, affordable housing, and regulation of the construction industry
	Rwanda Transport Development Agency (RTDA)	District	Entity to establish and rationally manage transport infrastructure and services in the country
	Rwanda Civil Aviation Authority (RCAA)	District	Mandated to regulate and oversee all aspects of civil aviation with focus on management, operation and maintenance of airport infrastructure
	Rwanda Utilities Regulatory Agency (RURA)	District	Entity to regulate public utilities
	Rwanda Standards Board (RSB)	District	Entity to provide standards based solutions for Consumer Protection and Trade promotion for socio-economic growth in a safe and stable environment
	Rwanda Mines, Petroleum & Gas Board	District	The board works in the areas of exploration, licensing, inspection and regulation of mines and fossil fuels
	National Institute of Statistics of Rwanda (NISR)	District	Entity to use information for evidence based decision-making by coordinating national effort to collect and archive reliable data, to analyze, document and disseminate data within an integrated and sustainable framework
	Reserve Force	District	The primary responsibility of the Reserve Force is to provide reserve units and individuals to stand ready to support and augment the Rwanda Defences Force active services when called upon under partial or total mobilisation
	East African Granite Industries (EAGI)	District	Private company operating modern granite processing factory in Nyagatare District
	Global Green Growth Institute (GGGI)	District	An intergovernmental organization working with GoR to develop Six Secondary Cities of Rwanda as per green growth concept
	World Bank (WB)	District	A multilateral development institution supporting the energy, agriculture and transport sectors in Rwanda

	UN-HABITAT	District	To promote socially and environmentally sustainable human settlements development and the achievement of adequate shelter for all. Specific work includes planned city expansion for Nyagatare
	Inyenyeri	District	A private sector company in Rwanda working to eliminate death and disease caused by household air pollution through sale of improved cookstoves
	MOBISOL	District	A private sector company improving electricity access in Rwanda
	BBOXX	District	A private sector company improving electricity access in Rwanda
4. Tourism and Business Development, Banks and insurance companies	Ministry of Trade and Industry (MINCOM)	District	Entity to improve the capacity and investment in small and medium enterprises, and create a positive business environment for large businesses, including mining operators and agribusiness firms
	Rwanda Development Board (RDB)	District	Responsible for supporting private investment and business development in Rwanda. RDB's role relates to developing the private sector, including through addressing the needs of companies and investors
	Rwanda Cooperative Agency (RCA)	District	Entity to develop the cooperative sector and serve its members equitably, efficiently and empower them economically
	Rwanda Revenue Authority (RRA)	District	Entity with the task of assess, collect, and account for tax, customs and other specified revenues.
	Business Development Fund (BDF)	District	A Public Limited Company supported by the Rwandan Government under a PPP arrangement that is tasked to oversee the strengthening of access to finance for small businesses.
	East Province Investment Company (EPIC)	District	Private investment company aimed at accelerating investments in Eastern Province of Rwanda
	Private Sector Federation (PSF)	District	PSF is a professional organization, dedicated to promote and represent the interests of the Rwandan business community. It focusses on policy advocacy, training of SMEs and entrepreneurs.
	National Bank of Rwanda (BNR)	District	The central bank of Rwanda with a mission to ensure price stability and a sound financial system
	Bank of Kigali (BK)	District	Private Sector bank
	Compagnie Générale de Banque	District	Private Sector bank
	Banque Populaire du Rwanda (BPR)	District	Private Sector bank

	KCB	District	Private Sector bank
	RIM	District	Micro finance lending institution
	DUTERIMBERE	District	Micro finance lending institution for low-income entrepreneurs (primarily women) to help them improve their socio-economic conditions
	SACCO	District	Savings and credit cooperative agency to contribute for socio-economic development
	SAHAM	District	Private sector insurance provider
	SORAS	District	Private sector insurance provider
	SONARWA	District	Private sector insurance provider
	BK General Insurance Company	District	Private sector insurance provider
5. Environment	Ministry of Environment (MoE)	District	To ensure the protection and conservation of the environment and ensure optimal and rational utilization of natural resources for sustainable national development
	Ministry of Land and Forestry (MINILAF)	District	To ensure sustainable protection, conservation and development of lands and forestry.
	Rwanda Environmental Management Authority (REMA)	District	The Rwanda Environmental Management Authority is mandated to facilitate coordination and oversight of environmental legislation, policy and standards. Key areas of intervention relate to prevention of soil erosion, deforestation, pollution and water contamination.
	Rwanda Water and Forestry Authority (RWFA)	District	A new agency that would focus on the management of the country's water and forest resources
	Rwanda Land Management and Use Authority (RLMA)	District	A key Institution set up to implement the National Land Tenure Reform Program. This program is aimed at improving land tenure security by putting in place an efficient, transparent and equitable system of land administration.
	Rwanda Green Fund (FONERWA)	District	An environment and climate change fund. Its strategy is to provide unheralded technical and financial support to the best public and private projects that align with Rwanda's commitment to a green economy
	African Drilling and Exploration Ltd.		Privately owned drilling company in Rwanda
	Water for Growth Rwanda		Water for Growth Rwanda is a four-year, joint Rwanda-Netherlands initiative aiming to improve the effective management of water resources in Rwanda.

	World Vision		An international organization working with communities in Rwanda to find long-term solutions to poverty and injustice.
6. Health	Ministry of Health (MINISANTE)	District	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 population.
	Rwanda Social Security Board (RSSB)	District	Public entity providing social security services
	Red Cross		A humanitarian organization working in disaster management, first aid, community resilience program.
	Food for the Hungry		An International Christian Relief and Development Organization with a vision and to end all forms of poverty. The organization is focusing on long-term development work including livelihoods, food and education
	OneFamilyHealth		OneFamilyHealth improves access to basic healthcare by opening primary health clinics in rural communities and also focuses on health promotion and disease prevention, reducing illness, mortality rates and rising health care costs through education
	Caritas	District	Caritas Rwanda works through churches in areas of health and development
	Compassion	District	Compassion partners with churches to help them provide Rwandan children with the opportunity to rise above their circumstances
	Society for Family Health (SFH) Rwanda	District	SFH is a national health organization dedicated to improving the health of people in Rwanda by focusing on serious challenges like a lack of family planning, HIV and AIDS, barriers to maternal health, and the greatest threats to children under five, including malaria and malnutrition.
	Peace Corps		Peace Corps Volunteers work in the health and education fields, serving closely with Rwandans at the ground level to ensure the goals of Rwanda's health and education ministries are achieved
	United Nations International Children's Emergency Fund (UNICEF)		UNICEF Rwanda works with the government on child survival, education, child protection, early childhood development, social policy and research.
7. Education	Ministry of Education (MINEDUC)	District	Developing, reviewing and guiding the implementation of education sector policies and strategies through the elaboration, dissemination and coordination

			of the implementation of education sector policies, strategies and programs regarding basic education, post basic and higher education, literacy, special programs and information and communication technology in education
	Rwanda Education Board (REB)	District	The mission of Rwanda Education Board is to fast-track education development in Rwanda by enabling education sector growth. Their scope of work includes all aspects related to the development of the education sector.
	University of Rwanda (UR) - College of Agriculture, Animal Sciences and Veterinary Medicine (CAVM)	District	UR-CAVM Nyagatare Campus hosts School of Animal Sciences and Veterinary Medicine; and School of Agricultural Engineering
	East African University Rwanda (EAUR)	District	A private higher learning university with a campus in Nyagatare
	Handicap International		Handicap International (HI) is an international aid organization working in situations of poverty and exclusions, conflicts and disaster. They work with people with disabilities and vulnerable populations.
	United Nations Educational, Scientific and Cultural Organization (UNESCO)		UNESCO Rwanda works in the areas of mobilizing for education, pursuing scientific cooperation, building inter-cultural understanding, and protecting freedom of expression
8. ICT	Ministry of Information Technology and Communication (MITEC)	District	To accelerate socio-economic development, improving productivity of the private sector and developing the growth of ICT; To foster ICT development and diffusion in the Rwandan Society and Economy
	Rwanda Broadcasting Agencies (RBA)	District	National broadcasting agency of Rwanda
	MTN	District	A private telecommunications company operating in Rwanda
	Airtel – TIGO	District	A private telecommunications company operating in Rwanda
9. Youth	Ministry of Youth (MINIYOUTH)	District	To create an enabling environment, act as catalyst and facilitator for youth Socio-economic empowerment and ethical values nurturing.
	National Youth Council (NYC)	District	A platform that provides opportunities for the youth to share ideas for self and national development.

10. Gender mainstreaming	Ministry of Gender and Family Promotion (MIGEPROF)	District	A Central Government institution mandated to ensure strategic coordination of policy implementation in the area of gender, family, women's empowerment and children's issues.
	Gender Monitoring Office (GMO)	District	To effectively monitor gender mainstreaming and the fight against Gender Based Violence in public, private, civil society and religious institutions to achieve gender equality in Rwanda
11. Justice	Ministry of Justice / Office of the Attorney General	District	To organize and to oversee the promotion of the rule of law, law enforcement and justice for all
	Office of the Ombudsman	District	To lead the fight against corruption through public education, prevention and law enforcement
12. Culture and sports	Ministry of Sport and Culture (MINISPOC)	District	To develop and support implementation of policies and strategies that lead to a winning culture in sports and to make culture foundational to the development agenda
13. Disaster	Ministry of Disaster Management and Refugees (MIDIMAR)	District	To attain a highly proficient mechanism for preventing, mitigating, responding, recovering, securing, monitoring and timely acting positively in order to promote disaster awareness culture; To have a pro-active refugee policy and good mechanism for handling of Rwandan and Foreign Refugees affairs in respect of Rwandan law and international treaties signed
14. Security	Ministry of Defence (MINADEF)	District	Conduct of defence in terms of protecting Rwanda's interests, territorial integrity, vital resources, her people and shared values under the ambit of the Constitution and International Law.
	Rwanda Defence Force (RDF)	District	To defend the territorial integrity and the national sovereignty of the Republic; To collaborate with other security organs in safe-guarding public order and enforcement of law; To participate in humanitarian activities in case of disasters;
	Rwanda National Police (RNP)	District	To deliver high quality service, accountability and transparency, safeguard the rule of law and provide safe and crime free environment for all
	District Administration Security Support Organ (DASSO)	District	Responsible for reinforcing district decisions and instructions taken in connection with security, collaborate with other organs to ensure public order and work with other organs in prevention and management of disasters.
15. Governance and Decentralization	Ministry of Local Government (MINALOC)	District	The Ministry of Local Government is the reporting ministry for LODA, with the responsibility for the overall decentralization process and coordinating district development and governance.

	Local Administrative Entities Development Agency (LODA)	District	LODA focuses on Local Economic & Community Development, Social Protection, and capacity building of local administrative entities; LODA does monitoring and evaluation on the implementation process of development programs in Local Governments
	Rwanda Association of Local Government Authorities (RALGA)	District	RALGA is responsible for supporting the decentralization process and to support transparent and accountable local government
	Rwanda Local Development Support Fund (RLDSF)	District	Provides financial support to local government development activities, i.e. financing the development projects focusing on infrastructures in the Districts and Kigali City. In addition, RLDSF, spearheads reduction of extreme poverty starting from the poorest administrative Sectors through VUP program; participatory poverty reduction at Umudugudu (village) level through UBUDEHE Scheme; and poverty reduction through labor intensive public works. The funding is delivered to local administrative entities only.
	Rwanda Governance Board (RGB)	District	To promote the principles of good governance
	National Identification Agency (NIDA)	District	Modernize the National Population Registration and production of modern identity cards and integrate systems for online authentication purpose to contribute to socio-economic and political planning
16. International cooperation and regional integration	Ministry of Foreign Affairs, Cooperation and East African Community (MINAFFET)	District	Contributing to the elaboration of Rwanda's foreign policy

CHAPTER THREE: ALIGNEMENT WITH NATIONAL POLICY FRAMEWORK AND METHODOLOGY

This chapter illustrates how the Nyagatare DDS is integrated in various national policies. The long term national policies such as: NST1, Vision 2050, SDGs, Sector Strategic plans, Green development strategies, EAC vision 2050, African Agenda 2063, are mainstreamed with a deep reference to their pillars and their priority areas in terms of interventions to achieve the respective visions, goals of becoming a middle-income country by 2020 and a high-income country by 2050.

3.1.Methodology used for DDS preparation and elaboration

The guidelines provided by Ministry of Finance and Economic Planning (MINECOFIN) served as the background for this exercise. Based on the guidelines, the elaboration of DDSs has been undertaken concurrently with the elaboration of sector strategic plans, thematic strategies, NST1 and vision 2050. To ensure proper elaboration of DDS, the following methodology was used:

- Desk Review
- Consultation meetings with district officials and stakeholders
- District Data collection

3.1.1 Desk Review

The desk review aims at gathering district information and sector priorities to ensure alignment and proper linkages between central government planned activities and that of the district. This part includes the reviewing of the following documents (books, reports, statistical surveys, etc...) for the secondary data collection: the previous district development plans (DDP), assessment report, district local economic strategies, action plans, district performance contracts (IMIHIGO), vision 2020, EDPRS 2, EICV 3 & 4, Imihigo achievement reports, DHS (3,4 & 5), vision 2050, speech of PM, National Leadership Retreat (NLR), Rwanda's Nationally Determined Contributions (NDC), Sustainable Development Goals (SDGs), African Union (AU) Agenda 2063, Sector Strategic Plans (SSPs), GoR and GGGI National roadmap for green city development, Green Growth Climate and Resilience Strategy (GGCRS).

The following cross cutting sectors were also considered for mainstreaming in DDS as they play a key role in the sustainable and inclusive development of the district and the country. (Refer to chapter 4).

- | | |
|-----------------------------------|--|
| 1. Capacity Development | 5. Integrated Water Resource Management (IWRM) |
| 2. Regional integration | 6. Disaster management |
| 3. Gender and Family promotion | 7. Disability and social inclusion |
| 4. Environment and climate change | 8. HIV/AIDS and non-communicable diseases |

3.1.2. Primary data collection through consultation meetings

Stakeholders' play a key role in the development of each Rwandan district, for that reason, their consultation in planning activities for the next six years is of high importance as not only most of them are partners but they are also the beneficiaries of the planned district projects.

The consultation meetings part of the Primary data collection of DDS elaboration played a major role in identification of the district priorities that are not only aligned to the NST1 and but are also aligned to the basic need of the district citizens and key district stakeholders. In the consultation meetings, citizens; national and international NGOs and district staff including the district Executive Committee were consulted for their contribution to this DDS elaboration.

Other important stakeholders consulted also include members of JADF (Joint Action Development Forum) and the local population from Umudugudu to Sectors. The following table shows the main stakeholder consultation meetings that were conducted:

Table 7: List of the main stakeholder consultations held

No	Title	Place	Stakeholders/Participants	Date	Outcome
1	Consultation meeting with district directors and leaders	Moon's charity/ Nyagatare District	Vice Mayors, District Executive Secretary and Directors	3/11/2017	District priorities identified
2	Consultation meeting with district staffs and stakeholders	PDRCIU/ Nyagatare District	District Executive Secretary and Directors, district stakeholders and district council members	13/12/2017	District priorities identified

3	Consultation meeting with district council	PDRCIU/ Nyagatare District	Members of District Council	23/12/2017	District priorities identified
4	Consultation meeting with Province leaders and stakeholders	Dereva Hotel/ Rwamagana District	Province leaders and stakeholders, members of District Councils	27-28/12/2017	District priorities identified and Provincial guidance provided

3.1.3. District Data collection

Data is key for DDS elaboration as it helps in knowing the districts development status regarding to different thematic areas or clusters (economic, social and governance). Using the collected secondary data from both reviewed books and reports and also obtained through the organized consultation meetings, the following data were gathered:

- District profile;
- District potentialities;
- District achievements;
- District baselines and targets.

The above methodologies were done with reference to the following DDS elaboration principles provided by the MINECOFIN:

- Complete unfinished business from Economic Development and Poverty Reduction Strategy (EDPRS 2) and Vision 2020
- Adopt and scale up home grown solutions based on Rwandan culture, values and the country's unique developmental context
- Develop Private sector as the engine/driver of economic growth
- Ensure Sustainability for long lasting results
- Ensure Inclusiveness for all to benefit and no-one to be left behind
- Lay the foundation for a quality standard of living for future generations

3.1.4. Steps for DDS elaboration

The DDS elaboration followed key six steps which are summarized as below:

Table 8: Steps for DDS elaboration

No	Step	Summary
1	Awareness Training for DDS facilitators, District and Provincial planning directors	This step was organized by Ministry of Local Government (MINALOC) and MINECOFIN. All DDS facilitators, district director of planning and provincial director of budget and planning attended this program. The workshops discussed on DDS elaboration process and held discussions on the various key activities to be considered in DDS development.
2	Stakeholder consultation	This step covers all meetings organized by the district from village to the district level to identify the key district priorities. It also concerns other meetings organized by district partners and officials for the same purpose of priorities identification for the next six years.
3	DDS development	Based on the DDS elaboration guidelines, this stage included the collection of up to date district information, district potentialities, achievements, challenges and opportunities identified in all clusters of the district such as economic, social and governance. The District staff played a key role in DDS development in terms of provision of district data, up to date information on various projects being implemented in the district, assistance in baseline setting and district priority identification, preparation of cost estimates for the identified priorities and formulation of M&E framework.
4	DDS costing	This step concerns the budgeting of the identified or set district priorities for DDS implementation period by indicating the subtotal per programme and their implementation timeframe that starts from July 2018 to June 2024.
5	Writing DDS, complete draft	All information gathered, are compiled in one comprehensive document with district priorities showcasing different key partners during their implementation phases.
6	Validation by District Council and stakeholders	Once the draft is complete, the final document will be presented to the district council and then approved by them before final submission to both MINECOFIN and MINALOC.

3.2. Main Issues at District Level

This section illustrates the main district issues referring to economic, social and governance sectors:

The main challenges under **Economic Transformation Sectors**:

1. Shortage of water for the population, especially in Matimba, Musheru, Rwimiyaga, Karangazi and Rwempasha Sectors;
2. Prolonged draught in 5 Sectors: Karangazi, Rwimiyaga, Matimba, Musheru and Rwempasha
3. Lower modernization, production and productivity of agriculture and livestock
4. Environmental degradation and deterioration due to climate change and other natural and human effects
5. Lack of Partners in infrastructure development
6. Lower urbanization rate with the lower trade and tourism development

The Main Challenges under **Social Transformation Sectors**:

7. Lower percentage of people with electricity and water
8. Poor condition of road network
9. Insufficient Health facilities where one District Hospital is serving 465,855 population and education facilities

The Main Challenges under **Transformational Governance sectors**:

10. Problem of illegal drugs from neighbouring Countries.
11. Insufficient offices, staffs and infrastructure for various public institutions (cells, sectors and district),
12. Insufficient culture and sports facilities.

3.3. Alignment to the NST1

3.3.1. District Economic Transformation

The Nyagatare District priorities for the next six years are linked to scale-up finished business to achieve long-term growth, complete unfinished projects planned in the previous DDP (2013-2018) and identify new priorities for overall development of the district.

The DDS development was guided by the NST1 economic transformation pillars and priorities. In Nyagatare DDS, there are specific interventions identified during the district consultation meeting organized by the district with its stakeholders, partners and beneficiaries. In the following paragraphs, the main interventions are enumerated and explained:

- In agriculture development:** The following projects are the major district priorities for next six years, they include: the strengthening of agriculture mechanization, modern irrigation, land consolidation, usage and enhancement of organic and inorganic fertilizers by farmers, usage and enhancement of improved seeds, enhancement of crops production specially exports crops like vegetables, crops, fruits, coffee, flowers, create and strengthening famers' cooperatives through capacity building, trainings, workshops, the enhancement and strengthening of both agri-business and agri-processing, the crops diseases prevention through knowledgeable and equipped agronomists, and post-harvest production improvement. These are the main projects that will be implemented under the agriculture sector and they will also contribute to the various national policies aimed to promote made in Rwanda program.
- Livestock development:** In this domain the following are the main interventions: the increase of livestock development such as numbers of modern cows, increase quantity of milk and meat, improvement of animals' species from the local ones to the exotic specific productive species through insemination, high leather quality production, the construction of a modern slaughter, the transformation of milk collection centers (MCCs) into the business centres, promote animals' vaccination, increase the number of district veterinary hospitals and pharmacies.
- Mining development:** In the whole country, this sector shows the largest percentage increase (22% per year). In the district, mineral deposits (wolfram, coltan, and cassiterite) and quarries (granites, sands and clay) are available for mining development. For the next years, this sector will contribute more to the district development and to the whole country in general by the usage of modern mining technologies that prevent the loss of mining production and then contribute to the add value of the minerals, increase the number of the skilled labour, environmental protection by the mining sites protection.
- Water:** The Eastern province had the largest increase in use of potable water sources by 14% points to 81% between 2010-11 and 2013-14 compared to all other provinces (EICV4). In Nyagatare district, the use of potable water source is at 72.5%. According to the SDGs target of achieving universal and equitable access to safe and affordable drinking water for all by 2030. Rwanda is making a huge effort on this sector, where by 2018, the country's access to the drinking water will be 100% (By 17/18). In water sector development, the following major

projects will be implemented in the next years: increase of water supply by constructing or upgrading water treatment plants and expanding water supply network.

- **Infrastructure development:** In Nyagatare District, its sustainable economic development depends deeply on both the basic and general infrastructure development such as water, energy, roads (tarmac and feeder) and internet accessibility. The Rwanda Urbanization Development Project initiated by the Ministry of Infrastructure in the six secondary cities with a support of the World Bank, it will help to increase the basic infrastructure such tarmac roads and drainages in Nyagatare District. The project was designed to strengthen urban management for the delivery of basic services and to promote local economic development.
- **Urbanization:** Nyagatare District as one of the six secondary cities is benefiting to the national urbanization policy. The updated district master plan under development will lead to the development of Nyagatare city. The following projects will also contribute to the urbanization sector like eco-industrial park, district stadium and markets, car parks, local airport in construction process, increase of real estates, the development of IDP Model villages and affordable housing projects, waste management, renewable energy development, open and green spaces development such as recreational parks, plot servicing, increasing of water supply and electrification systems taking into account the off grid and grid systems.
- **Trade:** Nyagatare District is among the Rwandan Districts that have a proximity to the South - East part of Uganda. This gives to the district an opportunity to develop a cross border trade. Recently, the cross-border market and post were respectively constructed at Kagitumba and Rwempasha – Kizinga localities.
- **Tourism development:** The tourism sector at the country level is increasing at high speed. From the national policies regarding the tourism sector, the district will be facing a quick development of the sector such as the construction of a modern and high ranked hotel (CityBlue EPIC hotel) and the Akagera park development through the increasing of the biodiversity by importing and integrating the exotic animal species into the park.
- **Environment protection:** Due to the climate change issues and the environmental degradation in the world, there is a need of the environment protection in Nyagatare.

3.3.2. District Social Transformation

Social transformation includes the field of health, education, Gender, social protection of the habitat; etc. The Nyagatare DDS aims to contribute to the social transformation pillar by supporting its citizens to graduate from extreme poverty through improved management of social protection program among several other strategies highlighted in NST1.

The overarching goal for the Social Transformation Pillar as per NST1 is to; Develop Rwandans into a capable and skilled people with quality standards of living and a stable and secure society. It will also include to eradicate malnutrition through social welfare programs, enhance demographic dividend through access to quality health for all by construction and upgrading health facilities with basic infrastructure among others & quality education through ICT based solutions and strengthening Science, Technology, Engineering and Mathematics (STEM) across all levels of education and modernize Rwandan households by scaling up access to electricity, water, broadband network and providing decent settlements for people living in high-risk zones.

A compilation of summary of NST1 outcomes against district interventions such as outputs are provided in Annexure 2

3.3.3. District Governance transformation

The overarching goal for the Transformational Governance Pillar is to Consolidate Good Governance and Justice as building blocks for equitable and sustainable National Development. The Nyagatare DDS will base on strengthening and promoting gender equality and ensuring equal opportunities for all in development and putting in place mechanisms to raise awareness of Rwanda's home-grown solutions locally and internationally to support development. The DDS shall focus on strengthening justice, law and order, capacity, service deliver and accountability of public institutions at district level and increase citizens participation and engagement in development process.

Table 9: NST-1 Alignment with “Nyagatare District Development Strategy (DDS)”

NST1 Priority Area	NST1 Outcome	Nyagatare DDS Outputs	Nyagatare DDS Strategic Interventions
1. ECONOMIC TRANSFORMATION			
SECTOR: AGRICULTURE			
1.1 Modernized and increased productivity of agriculture and livestock	1.1.1: Increased agricultural production and productivity	Area of selected seeds (Maize, Beans & Soya Bean) multiplication increased	Increasing land reserved for selected seeds multiplication
			Promote new seed varieties that are climate resilient
		Usage of agriculture fertilizers increased from 42.5% to 100%	Increasing agriculture fertilizers utilization
			Strategies to promote compost manure/ organic fertilizers to increase soil nutrient levels
		Productivity of key crops increased	Increasing crop production
		Quantity of maize stored increased for food security	Increasing quantity of maize stored
		Consolidated, irrigated and mechanized land increased	Increasing consolidated, irrigated and mechanized land
			Conducting feasibility studies including EIA to ascertain the availability of water for irrigation
		Tractors with bailors and chopper machines availed	Availing tractors and their equipment for agriculture mechanization improvement
	1.1.2: Increased traditional and non-traditional export crops	Area of coffee, flowers, fresh beans, mangoes and banana cultivation increased	Increasing area covered by coffee, fresh beans, mangoes and banana plantation
	1.1.3: Increased financing and infrastructure for agriculture	Coffee washing stations constructed and upgraded	Constructing and upgrading coffee washing stations
		Greenhouses for different varieties of vegetables and fruits constructed	Constructing greenhouses for horticulture improvement (vegetables and fruits)
		Private sector mobilized in investing in post harvesting equipment for cereals and vegetables	Mobilizing private sector in investing in post harvesting
		Valley dams constructed and rehabilitated	Constructing and rehabilitating valley dams
		Gabiro commercial farm constructed and operationalized	Constructing and operationalizing Gabiro commercial farm
		Muvumba multipurpose dam constructed	Constructing Muvumba multipurpose dam for agriculture modernization and irrigation and energy production
			Conducting studies including EIA to ascertain the availability of water for irrigation

NST1 Priority Area	NST1 Outcome	Nyagatare DDS Outputs	Nyagatare DDS Strategic Interventions
		Farmers cooperatives mobilized on access finance	Mobilizing farmers cooperatives on accessing finance
	1.1.3. Increased climate resilience for agriculture	Progressive and radical terraces constructed and rehabilitated	Constructing and rehabilitating progressive and radical terraces
	1.1.4 Increased construction of post-harvest stations to reduce risks to climate change and related disasters	Post-harvest stations constructed and rehabilitated to reduce climate change other disasters	Constructing and rehabilitating post-harvest stations
	1.1.5. Improved livestock sector	Professionalized livestock farmers mobilized and trained on modern technologies in livestock	Mobilizing and training professionalized livestock famers on modern technologies in livestock
		Modern slaughterhouse constructed and operationalized	Constructing and operationalizing a modern slaughterhouse
		Milk production increased	Promoting modern milk production technics
		Cattle crossed	Insemination of cattle
		Animal diseases (BQ, LSD, FMD, RVF) controlled	Controlling animal diseases for increasing livestock production
		Modern farms established	Establishing of modern farms
		Cattle markets and fishing ponds constructed	Constructing cattle markets and fishing ponds
		Veterinary laboratories constructed, veterinary pharmacies upgraded and mobile veterinary clinic established	Constructing veterinary laboratories, upgrading veterinary pharmacies and establishing a mobile veterinary clinic
		Milk collection centers transformed into business centers and milk collection points upgraded into milk collection centers	Transforming milk collection centers into business centers and milk collection points into milk collection centers
	SECTOR: PRIVATE SECTOR DEVELOPMENT AND YOUTH EMPLOYMENT		
1.2 Create 69,000 (over 11,500 annually) decent and productive jobs for economic development	1.2.1. Increased number of Rwandans with appropriate skills tailored to labour market demands	Public and private institutions equipped and trained to offer workplace learning and 75% of young graduates attend workplace learning	Equipping and training public and private institutions to offer work place learning
	1.2.2. Increased productive jobs especially for youth and women	Cooperatives and companies (especially for youth and women) financed through BDF and SACCOs	Financing cooperatives and companies through BDF and SACCOs
		Job desk established in Nyagatare youth center, youth and women mobilized on job opportunities and internships	Establishing a job desk in Nyagatare youth center, Mobilizing youth and women on job opportunities and professional internships
		Selling points constructed and SMEs supported	Constructing selling points and supporting SMEs

NST1 Priority Area	NST1 Outcome	Nyagatare DDS Outputs	Nyagatare DDS Strategic Interventions
		Udukiri and cross border markets constructed and operationalized	Constructing and operationalizing udukiri and cross border markets
		Industry sustainability promoted	Enforce of Cleaner production and resource efficiency practices
			Install waste water treatment system (Water recycling, Pollution control)
		Modern markets constructed and rehabilitated	Constructing and rehabilitating modern markets
		Modern guest houses constructed	Constructing modern guest houses
1.3. 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	1.3.1 Increased exports of value-added goods	Agro-processing plants for meat, maize, leather, milk, tomato and rice constructed and operationalized	Constructing and operationalizing agro-processing plants
		A tomato cooling house constructed in Nyagatare sector	Constructing a tomato cooling house in Nyagatare sector
		Handcraft cooperatives increased and operationalized	Establishing and operationalizing handcraft cooperatives
		Mining sites increased for effective and efficient mining	Increasing mining sites for effective and efficient mining
		A Mining processing plant constructed and operationalized	Constructing and operationalizing a mining processing plant
		Mining sector modernized and mining technicians trained on environment protection	Modernizing mining sector and training mining technicians on environment protection
			District Disaster Management Plans and related interventions
			Follow up of quarry and mining sites to adhere to the Environment Management Plans
		Dimension stone products increased	Increasing granite production
SECTOR: TRANSPORT			
	1.3.2. Hard infrastructure developed for trade competitiveness	Barija airstrip constructed for a vibrant aviation sector	Constructing Barija airstrip for a vibrant aviation sector
		Promote green mobility	Introduce big and public transport systems to reduce emissions
			Introduce dedicated bus lanes gain to reduce traffic Climate proofing on major roads through tree planting
SECTOR: SPORT AND CULTURE			
	1.3.3. Enabling platforms developed for productivity	Historical sites and a zoo park developed for increasing revenues from tourism services	Developing historical sites and a zoo park for increasing revenues from tourism services

NST1 Priority Area	NST1 Outcome	Nyagatare DDS Outputs	Nyagatare DDS Strategic Interventions
		Culture villages established and constructed	Constructing culture villages
SECTOR: URBANIZATION AND RURAL SETTLEMENTS			
1.4. Accelerate Sustainable Urbanization from 17.3% (2013/14) to 35% by 2024	1.4.1. Increased economic opportunities and social facilities	Masterplans reviewed and updated	Reviewing and updating master plans
		Greened Local Urban Development Plans (LUDP) for 100 Ha around CityBlue EPIC hotel and its surrounding areas	Greening Local Urban Development Plans (LUDP) for 100 Ha around CityBlue EPIC hotel and its surrounding areas
		Green open spaces developed in cities, emerging centers and schools	Developing green open spaces in cities, emerging centers and schools
		Nyagatare stadium and 13 sector pitches constructed	Constructing Nyagatare stadium and 13 sector pitches
		Golf pitch constructed	Constructing golf pitch
SECTOR: TRANSPORT			
		Tarmac roads with their drainages constructed and maintained	Constructing and maintaining tarmac roads with their drainages
		Feeder roads with their drainages constructed and maintained	Constructing and maintaining feeder roads with their drainages
		Pedestrian lanes constructed and maintained	Constructing and maintaining pedestrian lanes
		Bridges constructed and maintained	Constructing and maintaining bridges
		Car parks constructed and rehabilitated	Constructing and rehabilitating car parks
		Public lighting constructed and maintained	Constructing and maintaining public lighting
		Unpaved roads created, paved roads constructed and maintained	Creating unpaved roads, constructing and maintaining paved roads
		Plots serviced	Plot servicing
	1.4.2. Increased availability of affordable housing	Affordable housing developed at 6 sites in six sectors	Developing affordable housing at 6 sites in six sectors
		Land banked for future infrastructure development in all sectors	Banking land for future infrastructure development in all
SECTOR: ENVIRONMENT AND NATURAL RESOURCES			
1.5. Sustainable Management of Natural Resources and Environment to Transition Rwanda towards a Carbon Neutral Economy	1.5.1 Increased sustainability and profitability of forestry management	Environmental committees and clubs created or enforced and trained on environment protection and sustainability	Creating environmental committees and clubs or enforcing and training on environment protection and sustainability
		Land afforested and reforested to ensure district coverage of 31.4 %	Afforesting and reforesting to ensure district coverage of 31.4%

NST1 Priority Area	NST1 Outcome	Nyagatare DDS Outputs	Nyagatare DDS Strategic Interventions
		Agro-forestry trees increased and maintained	Increasing and maintaining agro-forestry practice
	1.5.2. Increased sustainability of land use system	Land weeks conducted	Organizing and conducting land weeks
		Amount of collected land revenues increased	Mobilizing local community & training for land officers or district technicians
	1.5.3. Integrated water resource management	Rivers’ shores protected from 50% to 100%	Protecting rivers’ shores from 50% to 100%
			Constructing water shade management to protect river banks
		Rainwater management improved	Improving rainwater management
			Install rain water harvesting systems
			Construct and renovation of water sources
			Construct appropriate Drainage Systems
		1.5.4. Accelerated growth in Green Innovation	Eco-industrial park developed at 50 Ha in Nyagatare city and operationalized
	Local community mobilized annually on renewable energy usage		Mobilizing local community on renewable energy usage
			Promote Solar, Biogas, Liquefied Petroleum and Gas , Energy saving cooking stoves etc
	Renewable energy usage enhanced		Enhancing renewable energy usage
	Waste recycle and reuse enhanced		Enhancing waste recycle and reuse
	Asbestos removed from all buildings	Removing asbestos from all buildings	
SECTOR: FINANCIAL SECTOR DEVELOPMENT			
1.6. Increase Domestic Savings and position Rwanda as a hub for financial services to promote investments	1.6.1. Enhanced long-term savings and innovative financing mechanisms	Annual awareness campaigns conducted in all sectors about online transactions	Conducting awareness campaigns in all sectors on online transactions
		Electronic payment cards distribution increased	Increasing electronic payment cards distribution
		New bank and micro-finance agencies created or increased	Creating new bank and micro-finance agencies
		Payments transactions done electronically increased	Mobilizing local community on electronic payments
		People adhering to savings and pension increased	Increasing people adhering to savings and pension
		Saving Basket Fund developed	Mobilizing local community and district partners
		Uptake and usage of financial services improved (Formal and Non-formal financial services)	-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

NST1 Priority Area	NST1 Outcome	Nyagatare DDS Outputs	Nyagatare DDS Strategic Interventions
			including capital market; -To work with capital market authority in meeting requirement to become eligible of issuing District bonds
		The performance of Umurenge SACCOs improved and District SACCO established.	-Mobilize the financially excluded Rwanda's to join financial institutions -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 formal financial institutions through access to finance forums -To mobilise people to save through capital market products and bonds -Enhance agriculture financing through mobilising farmers to acquire agriculture insurance premiums
		Output 2.2: Use of ICT for financial operations increased	Mobilize female and male population for use of financial online service
2. SOCIAL TRANSFORMATION			
SECTOR: SOCIAL PROTECTION			
2.1. Enhancing graduation from extreme Poverty and promoting resilience	2.1.1. Increased graduation from extreme poverty	VUP Expended Public work for women and men headed HHs increased	Increasing VUP Expended Public work for women and men headed HHs
		VUP classic public works for men and women headed HHs increased	Increasing VUP classic public works for men and women headed HHs
		Cows, goats, pigs chickens and rabbits distributed to poor families	Distributing cows, goats, pigs chickens and rabbits to poor families
	2.1.2. Enhanced resilience of Rwandans	CBOs and NGOs engaged in social protection strengthened and increased	Strengthening and increasing CBOs and NGOs engaged in social protection
SECTOR: ENVIRONMENT AND NATURAL RESOURCES			
		Local community mobilized annually on disaster risk reduction and management	Mobilizing local community on disaster risk reduction and management
		DIDIMAC and SEDIMAC trained on disaster risk reduction and management	Training DIDIMAC and SEDIMAC on disaster risk reduction and management
		DDMP developed, validated and implemented	Developing, validating and implementing DDMP
		People affected by disasters supported	Identifying and supporting people affected by disasters

NST1 Priority Area	NST1 Outcome	Nyagatare DDS Outputs	Nyagatare DDS Strategic Interventions
SECTOR: HEALTH			
2.2. Enhancing demographic dividend through ensuring access to quality Health for all	2.2.1. Reduced malnutrition among children	Annual trainings for DPEM committees organized and conducted	Organizing and conducting trainings for DPEM committees
		Fortified Blended Food (FBF) supplied to all beneficiaries for stunting prevention	Supplying Fortified Blended Food (FBF) to all beneficiaries for stunting prevention
		Model kitchen gardens established at village level	Establishing model kitchen gardens at village level
		One cup of milk programme for affected children improved and expended	Improving and expending one cup of milk programme for affected children
		1,000 days programme scaled up to village level	Scaling 1,000 days programme to village level
		ECDs established in all villages and local community mobilized	Establishing ECDs in all villages and mobilizing local community on ECDs' roles
		Prevalence of stunting reduced	Reducing prevalence of stunting
	2.2.2. Improved healthcare services	Health facilities constructed, upgraded, equipped and maintained	Constructing, upgrading, equipping and maintaining health facilities
		Maternal Mortality ratio and under five mortality rate reduced	Reducing maternal mortality ratio and under five mortality rate
		Local community mobilized on negative effects of drugs abuse and human trafficking	Mobilizing local community on negative effects of drugs abuse and human trafficking
	2.2.3. Increased financial sustainability for the health sector	Ensured coverage of health insurance scheme to 100%	Mobilizing local community to ensure 100% coverage
		PPP in health sector improved and increased	Improving and increasing PPP in health sector
	2.2.4. Increased health of workforce	Human resources and quality for health facilities increased	Increasing human resources and quality for health facilities
		CBHI committees trained	Training CBHI committees
	2.2.5. Reduced Communicable Diseases and Non-Communicable Diseases (NCDs)	Mechanisms to reduce HIV/AIDS prevalence from 1.7% to 1.5% developed	Training and mobilizing local community on HIV/AIDS
			Voluntary testing of local community
	2.2.6. Increased contraceptives use	Local community mobilized on reproductive health and increase contraceptive use	Mobilizing local community on reproductive health and increasing contraceptive use
SECTOR: EDUCATION			
2.3. Enhancing demographic dividend through improved access to quality education	2.3.1. Increased access to all levels of education	Nursery schools established in all primary schools and nursery teachers recruited	Establishing nursery schools in all primary schools and recruiting nursery teachers
		Local community mobilized to let children with disability joining the schools	Mobilizing local community to let children with disability joining the schools
		Inclusive education promoted	Promoting inclusive education

NST1 Priority Area	NST1 Outcome	Nyagatare DDS Outputs	Nyagatare DDS Strategic Interventions
	2.3.2. Increased Technical and Vocational Education and Training (TVET) schools and graduates	Program of school feeding reinforced in 9 and 12 YBE schools	Reinforcing Program of school feeding in 9 and 12 YBE schools
		All schools, TVET and HEI institutions (public and private) have appropriate infrastructure, facilities and resources	Connecting schools to water and internet
		Program of school feeding reinforced in 9 and 12 YBE schools	Reinforcing program of school feeding in 9 and 12 YBE schools
		TVET schools constructed and TVETs' students and graduates increased	Constructing TVET schools and increasing TVETs' students and graduates
	2.3.3. Improved education quality in primary and secondary education	Inclusive education promoted	Increasing number of children with disability in schools
			Recruiting special teachers
			Constructing special schools and appropriate pitches
		Local community mobilized to let children with disability joining schools	Mobilizing local community
		Classrooms constructed and rehabilitated	Constructing and rehabilitating classrooms
		Nursery schools established in all primary schools and nursery teachers recruited	Establishing nursery schools and recruiting nursery teachers
		Online schools' data control established and enhanced	Establishing and enhancing online schools' data control
			Equipping schools with ICT materials and supervision of provided ICT equipment
		Schools inspected on hygiene and sanitation	Inspecting schools on hygiene and sanitation
	2.3.4. Increased adult literacy rates	Adult literacy programme enhanced	Enhancing adult literacy programme
	2.3.5. Equitable opportunities to all levels of learning irrespective of gender, socio-economic or other status	Local community mobilized on equitable opportunities to all levels of learning	Conducting awareness campaigns
SECTOR: ENERGY			
2.4. Moving towards a Modern Rwandan Household	2.4.1. Universal access to basic infrastructure	Multipurpose solar plant (with green houses) constructed	Constructing a multipurpose solar plant (with green houses)
SECTOR: WATER AND SANITATION			
		Waste treatment plant operationalized and 13 sector waste collection sites constructed	Operationalizing waste treatment plant and constructing sector waste collection
		Public toilets constructed	Constructing public toilets

NST1 Priority Area	NST1 Outcome	Nyagatare DDS Outputs	Nyagatare DDS Strategic Interventions
		Dust bins installed in public places	Installing dust bins in public places
		Companies’ hygiene and sanitation inspection improved	Improving companies’ hygiene and sanitation inspection
		Cleaning and waste collection companies trained on sanitation and waste management	Training cleaning and waste collection companies on sanitation and waste management
		Waste recycling companies established	Establishing waste recycling companies
SECTOR: ENERGY			
	2.4.2. Household access to electricity increased to 100%	Villages and trading centers with access to electricity increased for scale up to 100%	Increasing villages and trading centers with access to electricity by HHs connection
			Connecting schools to electricity
SECTOR: WATER AND SANITATION			
	2.4.3. Increased and sustained urban and rural households access to 100 % of safe drinking water	Improved and sustained urban and rural households access to 100 % of safe drinking water	Improving and sustaining urban and rural households access to100% of safe drinking water
		Water treatment plant upgraded and water pipeline constructed and maintained	Upgrading water treatment plant and constructing and maintaining water pipeline
		Boreholes constructed and rehabilitated	Constructing and rehabilitating boreholes
SECTOR: URBANIZATION AND RURAL SETTLEMENTS			
	2.4.4. Facilitated development of affordable housing and IDP model villages	IDP model villages developed in rural areas	Developing IDP model villages in rural areas
			Promote Planned settlements
			Create green spaces in urban and semi urban areas including secondary cities
		Citizens without shelter facilitated to acquire affordable and decent housing	Development and enforcement of land use masterplans
		Facilitating citizens without shelter to acquire affordable and decent housing	
3. TRANSFORMATIONAL GOVERNANCE			
SECTOR: SPORT AND CULTURE			
3.1. Reinforce Rwandan culture and values as a foundation for peace and unity	3.1.1. Enhanced unity among Rwandans	Capacity building of cell committees, Inshuti z’Umuryango and Umugoroba w’Ababyeyi Committees organized	Organizing capacity building to cell committees, Inshuti z’Umuryango and Umugoroba w’Ababyeyi Committees
		Kinyarwanda language and culture values taught in primary and secondary schools	Teaching Kinyarwanda language and culture values in primary and secondary schools
		Local community mobilized on gender	Mobilizing local community on gender

NST1 Priority Area	NST1 Outcome	Nyagatare DDS Outputs	Nyagatare DDS Strategic Interventions
		Local community mobilized on GBV and child abuse prevention	Mobilizing local community on GBV and child abuse prevention
		GBV victims supported for rehabilitation	Supporting GBV victims for rehabilitation
		Local community mobilized annually on Tubarerere mu muyango programme	Mobilizing local community on Tubarerere mu muyango programme
	3.1.2. Increased innovations and sustainability across Home Grown Solutions	Unity and reconciliation mechanisms of Rwandans strengthened	Strengthening unity and reconciliation mechanisms of Rwandans
		Culture, Unity and reconciliation clubs strengthened and supported	Strengthening and supporting culture, unity and reconciliation clubs
SECTOR: GOVERNANCE AND DECENTRALIZATION			
3.2. Ensure Safety and Security of citizens and property	3.2.1. Enhanced Peace and Security	Community policing organs trained and supported	Training and supporting community policing organs
		DASSO equipped and strengthened	Equipping and strengthening DASSO
		Voluntary services at sector level strengthened and increased	Strengthening and increasing voluntary services at sector level
SECTOR: JUSTICE, RECONCILIATION AND ORDER			
3.3. Strengthen Justice, Law and Order	3.3.1. Sustained respect for human rights and civil liberties	MAJ outreach and activities decentralized from district to sector levels	Decentralizing MAJ outreach and activities from district to sector levels
		Local community engaged in problems solving processes	Engaging local community in problems solving processes
		Fight against genocide ideology intensified through community dialogues, publications and conferences	Intensifying fight against genocide ideology through community dialogues, publications and conferences
		Genocide memorial sites constructed and rehabilitated	Constructing and rehabilitating Genocide memorial sites
SECTOR: PUBLIC FINANCIAL MANAGEMENT			
	3.3.2. Zero corruption across government services and institutions achieved and maintained	Annual awareness campaigns against corruption organized for local community	Organizing awareness campaigns against corruption for local community
3.4. Strengthen Capacity, Service delivery and Accountability of public institutions	3.4.1. Enhanced accountability across public institutions	JADF trained to enhance coordination in planning and implementation	Training JADF to enhance coordination in planning and implementation
SECTOR: ICT			
	3.4.2. Developed Capacity for Public Institutions	District staffs trained in technical skills and ICT software and knowledge	Training district staffs in technical skills and ICT software and knowledge

NST1 Priority Area	NST1 Outcome	Nyagatare DDS Outputs	Nyagatare DDS Strategic Interventions
		Fiber Optic cables extended for broadband coverage	Extending fiber optic cables for broadband coverage
		Public institutions connected to optic fiber cable and 4G Internet	Connecting public institutions to optic fiber cable and 4G Internet
	3.4.3. Reinforced efficient service delivery	District, sectors and cells equipped with ICT devices (computers & software) and public institutions connected to the internet	Equipping district, sectors and cells with ICT devices (computers and software) and public institutions connecting to the internet
		Building permits provided at 100% online	Providing building permits at 100% online
	3.4.4. Enhanced effective Public Financial Management System	Regular periodic audits conducted	Conducting regular periodic audits
		District own revenues increased	Increasing district own revenues
3.5. Increase citizens' participation, engagement and partnerships in development	3.5.1. Enhanced decentralisation system	Mechanisms at decentralized levels for citizens particularly women and youth to effectively contribute to districts planning and prioritization reinforced	Reinforcing mechanisms at decentralized levels for citizens particularly women and youth to effectively contribute to districts planning and prioritization
		District, sectors and cells offices constructed and sectors offices rehabilitated	Constructing district, sectors and cells offices and rehabilitating sectors office
		District staffs recruited for filling all vacant positions	Recruiting district staffs for filling all vacant positions
		District and sectors offices equipped	Equipping district and sectors offices
	3.5.2. Developed Capacity for Civil Society and the Media	Stakeholders trained on development and improvement of citizen welfare	Training stakeholders on development and improvement of citizen welfare

CHAPTER FOUR: THE STRATEGIC FRAMEWORK

4.1. The District Vision, Mission and Objectives

4.1.1. Vision of the District

The vision of Nyagatare district in the next six years is mentioned in its Local Economic Development (LED) Strategy (2017-2024) and is stated as follows: “*Leading Center for Granite and Agro-processing Industry*”. Furthermore, as per the National Roadmap for Green Secondary City Development based on Nyagatare’s urban context and its potentialities, the specific branding to be developed for Nyagatare should be based on the concept of the being the “**Commercial Hub of East and the Dairy Centre.**”

It is important for Nyagatare district’s development to account the commercial exploitation of huge granite deposits in the district through the presence of the East African Granite Industry (EAGI) and attract other players. Furthermore, the agro-processing industry is critical for the district development as the district is known for its high soil fertility, cattle breeding and thereby dairy production⁵.

4.1.2. Mission of the District

According to the Law n°08/2006 of 24/02/2006 determining the organization and functioning of the District, the main mission of the district is as follows:

- To implement Government policies adopted;
- To deliver and assist Sectors in delivering good quality services;
- To elaborate, coordinate and implement development programs;
- To promote solidarity and cooperation with other Districts
- Mobilize resources, and promote investment in the District;
- Ensure proper management of public assets, and promote ICT;

In addition to the above general mission, Nyagatare District **is dedicated** (over the DDS period from 2018 to 2024) **to supporting agriculture transformation, granite production and eco-tourism development by green and sustainable urbanization through improved infrastructure development that positively impacts job creation and the life of district residents.**

⁵ National Roadmap for Green Secondary City Development

4.1.3. Objectives

Under DDS implementation period, the medium-term goals of the Nyagatare district are:

Objective 1: Maximizing and increasing production and productivity of agriculture and livestock by modernizing agriculture and livestock,

Objective 2: Transform agriculture and livestock production for boosting exports and country's self-sufficiency,

Objective 3: Promote Mining Industry, eco-tourism, trade and expand formal business enterprises,

Objective 4: Improve and accelerate urbanization and rural settlement by promoting basic infrastructure development and investments for green urbanization and economy development as well as efficient public transport and green mobility,

Objective 5: Protect and preserve the environment by adopting, implementing and promoting the environmental resilient actions, activities and projects with reference to green alternatives including green innovative technologies,

Objective 6: Improve and strengthen the quality of life of all local community in all aspects such as education, sustainable management of water resources and sanitation, access to clean and efficient energy, health, justice, good governance and security.

4.2. Identified district main priorities for the next 6 years

Nyagatare district conducted citizen consultations right from grassroots level i.e., villages through community assemblies to hear their aspirations and needs for the next six years. These ideas were compiled from cell, sector and district level to formulate strategic priorities and interventions. The development partners and stakeholders were also consulted to ensure strategic planning and ownership of the DDS by its stakeholders.

4.2.1. Economic transformation

To transform its economy, Nyagatare district is prioritizing its interventions leading to decent job creation and poverty reduction, sustainable urbanization for economic growth, efficient use of land and cost-efficient provision of basic services, promotion of industries and services, exports and development of related infrastructure, modern and productive agriculture and livestock, sustainable management of natural resources and the environment among its priorities. The district will make

sure that this increase of agriculture productivity does not contribute to deforestation, pollution (uncontrolled use inorganic fertilisers and pesticides ...) soil degradation, etc. Small holders access to finance and skills to practice sustainable agriculture should be strengthened. The District will promote green industry that provide innovation for youth and employment. On transport, the district will also design transport facilities and services that are efficient and resilient taking into consideration the Rwanda's Global Green Climate Resilient Strategy.

The following table summarizes district economic transformation priorities:

Table 10: District priorities under economic transformation pillar

Priority Area	District Priorities
Job Creation	<ul style="list-style-type: none"> • Encourage youth to form cooperative, support women and youth cooperatives • Establish job desk in Nyagatare youth centre, and create awareness on job placement and internship opportunities • Support entrepreneurs through construction of udukiriro, cross border markets, selling points and renovation of existing markets • Support SMEs to access finance through SACCOs • Strengthen and increase coverage of TVET centres • Develop one income generation project per village
Urbanization and rural settlement	<ul style="list-style-type: none"> • Construction and maintain of flagship projects such as airstrips, district office, golf course, solar plant, eco-industrial parks and granite industry to support economic development and create jobs for urban dwellers • Development of green urban land use plans, their enforcement and implementation aspects and create land banks for future infrastructure • Development of urban infrastructure such as roads, drainage systems, streetlighting, pedestrian pathways, car park spaces, bridges, green open spaces etc.
Promotion of Industries and services	<ul style="list-style-type: none"> • Promote tourism through development of historical sites, guest houses and culture village centers • Increase the number of mining sites and construct mining processing plants to add value to minerals and quarries • Increase the value and volume of export crops through cultivation of coffee, flowers, mangoes, fresh beans and construction of processing plants.
Increase domestic savings	<ul style="list-style-type: none"> • Increase access to financial services through increasing the number of banks and microfinance agencies. • Increase electronic transactions through awareness campaigns and increased usage of electronic payment cards • Increase savings by encouraging people to use savings and pension instruments
Modern agriculture and livestock	<ul style="list-style-type: none"> • Mobilize private investment in land consolidation, increasing land area under irrigation and mechanization, construction of post-harvest equipment and facilities • Increase and maintain land area covered by terraces

	<ul style="list-style-type: none"> • Enhance and increase access to improved seed and fertilizers • Increased training for farmers to use modern agricultural technologies and increased access to finance through establishment of farmer cooperatives • Improved livestock management through establishment of model farms, cattle markets, veterinary facilities and milk collection centers • Increase agro-processing plants • Construction and maintain valley dams
Sustainable Management of Natural Resources and Environment	<ul style="list-style-type: none"> • Reduce households using firewood as source of energy and promote use of household biogas plants • Increase area covered by forests through tree plantation and agroforestry • Manage water flows in rivers through river bank protection • Promote rain water harvesting practices • Removal of asbestos • Construction of waste collection sites for effective waste management and operationalized Rutaraka waste treatment plant

4.2.2. Social transformation

Nyagatare district agrees on the fact that economic development will not be sustainable unless there is social development and improved quality of life of citizens of the district. The need for a capable workforce with standard of living will continue to be a priority for the district, to ensure graduation from extreme poverty, eradicate malnutrition, access to quality health and education services, and modern Rwandan households. This includes increased access to energy, taking into consideration increased investment in renewable energies and energy efficiency. This also includes increased access to quality water and efficient water utilization, whilst ensuring sustainable management of water resources and sanitation.

The following table summarizes the districts social transformation priorities:

Table 11: District priorities under social transformation pillar

Priority Area	District Priorities
Graduation from extreme Poverty	<ul style="list-style-type: none"> • Expand VUP public works with focus on female headed households and increase the number of ePW beneficiaries • Support poor families through GIRINKA scheme and small livestock procurement through minimum package • Engage CBOs and NGOs in social protection activities
Eradicate Malnutrition	<ul style="list-style-type: none"> • Prevent and manage all forms of malnutrition through supply of fortified blended food, establishing model kitchen gardens, establish DPEM committees and eradicate prevalence of stunting • Ensure proper identification of beneficiaries for 1 cup of milk program for affected children

	<ul style="list-style-type: none"> • Promotion of 1000 days programme scaled to village level • Construction and establishment of ECDs and raising awareness programmes on ECDs
Access to quality Health for all	<ul style="list-style-type: none"> • Construct, upgrade, and equip Health centers and ensure 100% access to electricity and water for health centers. • Reduce maternal, neonatal and infant mortality rate through development of health infrastructure and skilled health professionals • Strengthen CBHI mobilization committees • Increases health and disease prevention awareness creation through construction of public toilets, awareness on HIV AIDS. • Eradicate drug abuse and trafficking by creating awareness among youth and local community • Mobilize private investment in health service provision • Increase awareness on reproductive health and contraceptive use through awareness programmes in communities
Access to quality education	<ul style="list-style-type: none"> • Increase enrolment to pre-primary education through establishment of nursery and primary schools paired with recruitment of teachers • Connect schools to internet for smart education & inspection, water and electricity • Mobilize differently abled children to join school, recruit special teachers and construct necessary infrastructure to cater to the needs of differently abled children. • Increase the number of students pursuing TVET through construction of TVET schools • Ensure hygiene and sanitation in all schools • Increase adult literacy
Modern Rwandan Household	<ul style="list-style-type: none"> • Increase universal access to electricity, water, sanitation, waste management and internet • Development of affordable homes and IDP model villages • Relocation of households from high risk zones and regrouping of scattered settlements into planned group settlements • Promote recreational activities through construction of stadium and pitches. • Mobilize local community on gender based violence and child abuse • Mobilize local community on disaster risk prevention

4.2.3. Transformational governance

Sustainable development can only take place if a predictable and transparent framework of rules and institutions exists for the conduct of private and public business. Good governance is a governance system characterized by accountability, transparency, rule of law, and participation. The district aims at consolidated good governance and Justice as, building blocks for equitable and sustainable development. The following table summarizes district transformational governance priorities:

Table 12: District priorities under transformational governance pillar

Priority Area	District Priorities
Reinforce Rwandan culture and values as a foundation for peace and unity	<ul style="list-style-type: none"> • Establishment of Rwandan language, culture and value conservation clubs in all schools • Promote Rwandan identity (Ndi Umunyarwanda) through dialogues and sensitize members of Associations/cooperatives, civil society, schooling and non-schooling youth, private and public-sector institutions, village, cell and sector level • Effective coordination of unity and reconciliation stakeholders (Faith Organizations, Abarinzi b'Igihango, and other partners) • Promote gender equality
Ensure Safety and Security of citizens and property	<ul style="list-style-type: none"> • Strengthen community policing and security organs • Reinforce values and culture of excellence and patriotism among district citizens
Strengthen diplomatic and international cooperation	<ul style="list-style-type: none"> • Strengthen regional and international security partnerships to fight and prevent cross-border crimes, human and drug trafficking and cybercrimes
Strengthen Justice, Law and Order	<ul style="list-style-type: none"> • Decentralize MAJ outreach activities from Districts to Sector levels • Promote the culture of problem-solving in families and reinforce amicable settlement of disputes • Intensify prevention and fight against corruption • Intensify fight against genocide ideology
Strengthen Capacity, Service delivery and Accountability of public institutions	<ul style="list-style-type: none"> • Ensure 100% of services are delivered online by 2024 • Ensure clean financial audit report • District staffing (recruitment of new staff for vacant positions)
Increase citizens' participation, engagement and partnerships in development	<ul style="list-style-type: none"> • Build capacities of media, NGOs, CBOs, FBOs, for their continuous engagement in national development and improved citizen welfare • Promote the culture of self-reliance, solidarity and patriotism among Rwandans • Identify and develop home-grown solutions to the problems encountered

In the consultation meetings that have been organized by the district with its stakeholders, partners, and beneficiaries, the new priorities that are aligned to the NST1 were identified and enriched during different group discussions. All identified priorities are summarized in the following table 12 within their respective clusters:

4.3. Logical Framework

Table 13: Logical framework

INDICATOR with Unit of Measurement	BASELINE	OVERALL TARGET	FISCAL YEARS' TARGETS						MEANS OF VERIFICATION	ASSUMPTIONS
	2017/18	2018/2024	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24		
PILLAR: ECONOMIC TRANSFORMATION										
SECTOR: Agriculture										
PRIORITY AREA: Modernized and increased productivity of agriculture and livestock										
OUTCOME 1: Increased agricultural production and productivity										
OUTPUT 1: Area (2,491.5 Ha) of selected seeds (Maize, Beans & Soya Bean) multiplication increased										
Ha of selected seeds multiplication increased	213	2,491.5	550	750	1,100	1,500	1,900	2,491.5	District report	Funds availability
OUTPUT 2: Usage of agriculture fertilizers increased from 42.5% to 100%										
Tons of agriculture fertilizers increased	1,534	3,250	1850	2150	2530	2850	3,050	3,250	District report	Funds availability
OUTPUT 3: Productivity of key crops increased										
Tons per Ha of maize increased	4.4	7	5	5.5	6	6.4	6.8	7	District report	Funds availability
Tons per Ha of beans increased	1.9	3	2	2.2	2.4	2.6	2.8	3	District report	Funds availability
Tons per Ha of soya increased	1.45	2.5	1.6	1.8	2	2.2	2.4	2.5	District report	Funds availability
Tons per Ha of rice increased	5.5	7	6	6.2	6.4	6.6	6.8	7	District report	Funds availability
Tons per Ha of banana increased	20.62	30	24	25	27	28	29	30	District report	Funds availability

INDICATOR with Unit of Measurement	BASELINE	OVERALL TARGET	FISCAL YEARS' TARGETS						MEANS OF VERIFICATION	ASSUMPTIONS
	2017/18	2018/2024	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24		
Tons per Ha of fresh beans increased	22	28	23	24	25	26	27	28	District report	Funds availability
Tons per Ha of mango increased	20	33	23	25	27	30	32	33	District report	Funds availability
Tons per Ha of watermelon increased	35	47	36	38	42	45	46	47	District report	Funds availability
OUTPUT 4: Quantity of maize stored increased for food security										
Tons of the maize stored	7000	20,000	8000	10,000	12,500	15,000	18,000	20,000	District report	Funds availability
OUTPUT 5: Consolidated land increased for selected crops (maize, beans, soya, cassava & rice)										
Ha consolidated increased	74,925	82,550	76,025	78,500	79,500	80,300	81,300	82,550	District report	Funds availability
OUTPUT 6: Irrigated land increased to 25,000 Ha										
Ha irrigated increased	3,980	25,000	8,000	10,000	12,000	19,000	21,000	25,000	District report	Funds availability
OUTPUT 7: Mechanized land increased to 15,000 Ha										
Ha of agricultural mechanization promoted	4,800	15,000	6,000	7,200	9,200	11,000	13,000	15,000	District and RAB reports	Funds availability
OUTPUT 8: 5 tractors with 5 bailors availed										
Number of tractors with bailors	None	5	1	1	1		1	1	District report	Funds availability
OUTPUT 9: 100 chopper machines availed										
Number of chopper machines	None	100		25	25		25	25	District report	Funds availability

INDICATOR with Unit of Measurement	BASELINE	OVERALL TARGET	FISCAL YEARS' TARGETS						MEANS OF VERIFICATION	ASSUMPTIONS
	2017/18	2018/2024	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24		
bought										
OUTCOME 2: Increased traditional and non-traditional export crops										
OUTPUT 10: Area (539 Ha) of coffee cultivation increased										
Ha for coffee cultivation increased	181	539	89	178	268	358	448	539	District report	Funds availability
OUTPUT 11: Area (120 Ha) of flowers cultivation increased										
Ha for flowers cultivation increased	None	120	20	40	60	80	100	120	District report	Funds availability
OUTPUT 12: Area (985 Ha) of fresh beans cultivation increased										
Ha for fresh beans cultivation increased	215	985	162	324	488	652	817	985	District report	Funds availability
OUTPUT 13: Area (320 Ha) of mangoes cultivation increased										
Ha for mangoes cultivation increased	180	320	52	105	158	211	265	320	District report	Funds availability
OUTPUT 14: Area (10,535 Ha) of banana cultivation increased										
Ha for banana cultivation increased	13,465	10,535	1752	1752	1754	1754	1758	1765	District report	Funds availability
OUTCOME 3: Increased financing and infrastructure for agriculture										
OUTPUT 15: 1 Coffee washing station constructed and 2 washing stations upgraded										

INDICATOR with Unit of Measurement	BASELINE	OVERALL TARGET	FISCAL YEARS' TARGETS						MEANS OF VERIFICATION	ASSUMPTIONS
	2017/18	2018/2024	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24		
Number of coffee washing stations constructed	2	1			1				District report	Funds availability
Number of coffee washing stations upgraded	2	2		1		1			District report	Funds availability
OUTPUT 16: Greenhouses for different varieties of vegetables and fruits constructed										
Number of greenhouses constructed	4	20	3	3	3	3	4	4	District report	Funds availability
OUTPUT 17: Private sector mobilized in investing in post harvesting equipment for cereals and vegetables										
Number of private companies invested in post harvesting	4	6	1	1	1	1	1	1	District report	Funds availability
OUTPUT 18: 10 valley dams constructed and 28 valley dams rehabilitated										
Number of valley dams constructed	40	10	1	1	2	2	2	2	District report	Funds availability
Number of valley dams rehabilitated	40	28	4	4	5	5	5	5	District report	Funds availability
OUTPUT 19: Gabiro commercial farm constructed and operationalized										
Number of commercial farm constructed and operationalized	None	1	1						District report	Funds availability
OUTPUT 20: 1 Muvumba multipurpose dam constructed										
Number of multipurpose dam	None	1	1						District report	Funds availability

INDICATOR with Unit of Measurement	BASELINE	OVERALL TARGET	FISCAL YEARS' TARGETS						MEANS OF VERIFICATION	ASSUMPTIONS
	2017/18	2018/2024	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24		
constructed										
OUTPUT 21: Famers cooperatives mobilized on access finance										
Number of farmers cooperatives mobilized	30	30	30	30	40	50	55	60	District report	Funds availability
OUTCOME 4: Increased climate resilience for agriculture										
OUTPUT 22: (18,980Ha) Progressive and (9,200 Ha) radical terraces constructed										
Ha of progressive terraces constructed	22,520	18,980	3,163	3,163	3,163	3,163	3,164	3,164	District report	Funds availability
Ha of radical terraces constructed	13,300	9,200	1,533	1,533	1,533	1,533	1,533	1,535	District report	Funds availability
OUTPUT 23: (4,200 Ha) Progressive and (200 Ha) radical terraces rehabilitated										
Ha of progressive terraces rehabilitated	22,520	4,200	700	700	700	700	700	700	District report	Funds availability
Ha of radical terraces rehabilitated	300	200	30	30	30	30	40	40	District report	Funds availability
OUTCOME 5: Improved livestock sector										
OUTPUT 24: Professionalized livestock farmers mobilized and trained on modern technologies in livestock										
Percentage of livestock farmers mobilized and trained	30	40	50	65	70	80	90	100	District report	Funds availability

INDICATOR with Unit of Measurement	BASELINE	OVERALL TARGET	FISCAL YEARS' TARGETS						MEANS OF VERIFICATION	ASSUMPTIONS
	2017/18	2018/2024	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24		
OUTPUT 25: 1 modern slaughterhouse constructed and operationalized										
Number of modern slaughterhouses constructed and operationalized	None	1		1					District report	Funds availability
OUTPUT 26: Milk production increased										
Number of liters of milk produced annually	12,240,000	17,500,000	13,240,000	14,240,000	15,240,000	16,240,000	17,000,000	17,500,000	District report	Funds availability
OUTPUT 27: Cattle crossed										
Percentage of cattle crossed	55	90	60	65	70	75	80	90	District report	Funds availability
OUTPUT 28: Animal diseases (BQ, LSD, FMD, RVF) controlled										
Percentage of cattle vaccinated	65	95	70	75	80	85	90	95	District report	Funds availability
OUTPUT 29: Model farms established										
Number of model farms established	39	861	143	143	143	144	144	144	District report	Funds availability
OUTPUT 30: 2 cattle markets constructed, 4 cattle markets upgraded and 45 fishing ponds constructed										
Number of cattle markets constructed	8	2	1		1				District report	Funds availability
Number of fishing ponds constructed	18	45		9	9	9	9	9	District report	Funds availability

INDICATOR with Unit of Measurement	BASELINE	OVERALL TARGET	FISCAL YEARS' TARGETS						MEANS OF VERIFICATION	ASSUMPTIONS
	2017/18	2018/2024	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24		
OUTPUT 31: 2 veterinary laboratories constructed, 14 veterinary pharmacies upgraded and 1 mobile veterinary clinic established										
Number of veterinary laboratories constructed	1	2		1		1			District report	Funds availability
Number of veterinary pharmacies upgraded	45	14	2	2	2	2	3	3	District report	Funds availability
Number of mobile veterinary clinics established	1	1			1				District report	Funds availability
OUTPUT 32: 6 MCCs transformed into business centers and 15 MCPs upgraded into MCCs										
Number of MCCs transformed	10	6	3	3					District report	Funds availability
Number of MCPs upgraded	15	15	2	2	2	3	3	3	District report	Funds availability
SECTOR: Private Sector Development & Youth Employment										
PRIORITY AREA: Create 69,000 (over 11,500 annually) decent and productive jobs for economic development										
OUTCOME 6: Increased number of Rwandans with appropriate skills tailored to labour market demands										
OUTPUT 33: 40 private and public institutions mobilized to offer workplace learning and 75% of young graduate attend workplace learning										
Number of private and public institutions mobilized	None	40	6	6	6	6	7	9	District report	Funds availability
OUTPUT 34: 1,530Ha Irrigated under Small Scale irrigation technology										
Ha irrigated under small scale irrigation	615	1,530	180	270	270	270	270	270	District report	Funds availability

INDICATOR with Unit of Measurement	BASELINE	OVERALL TARGET	FISCAL YEARS' TARGETS						MEANS OF VERIFICATION	ASSUMPTIONS
	2017/18	2018/2024	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24		
OUTCOME 7: Increased productive jobs especially for youth and women										
OUTPUT 35: 60 cooperatives and companies financed through BDF and SACCOs										
Number of cooperatives and companies financed	276	60	10	10	10	10	10	10	District report	Funds availability
OUTPUT 36: Job desk established in Nyagatare youth center, youth and women mobilized on job placement and internship opportunities										
Number of job desk established	None	1		1					District report	Funds availability
Percentage of youth and women mobilized on job placement and internships opportunities	None	90%	20%	35%	45%	60%	80%	90%	District report	Funds availability
OUTPUT 37: 2 Selling points constructed										
Number of selling points constructed	1	2	1	1					District report	Funds availability
OUTPUT 38: 440 SMEs supported										
Number of SMEs supported	373	440	446	519	592	665	738	813	District report	Funds availability
OUTPUT 39: 5 Udukiri and 2 cross border markets constructed and operationalized										
Number of udukiri constructed	1	5	1	1	1	1	1		District reports	Funds availability

INDICATOR with Unit of Measurement	BASELINE	OVERALL TARGET	FISCAL YEARS' TARGETS						MEANS OF VERIFICATION	ASSUMPTIONS
	2017/18	2018/2024	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24		
Number of cross border markets constructed	None	2			1			1	District reports	Funds availability
OUTPUT 40: 4 Modern markets constructed and 4 markets rehabilitated										
Number of modern markets constructed	6	4	1	1	1	1			District report	Funds availability
Number of modern markets rehabilitated	6	4	1	1	1	1			District report	Funds availability
OUTPUT 41: 2 modern guest houses constructed										
Number of modern guest houses constructed	None	2	1	1					District and PSF reports	Funds availability
PRIORITY AREA: Promote Industrialization and attain a Structural Shift in the export base to High-value goods and services with the aim of growing exports by 17% annually										
OUTCOME 8: Increased exports of value-added goods										
OUTPUT 42: 7 Agro-processing plants for meat, maize, leather, milk, animal feeds, tomato and rice constructed and operationalized										
Number of agro-processing plants constructed	1	7	1	1	1	2	1	1	MINICOM, PSF and District reports	Funds availability
OUTPUT 43: 1 tomato cooling house constructed in Nyagatare sector										
Number of tomato cooling houses constructed	None	1					1		MINICOM, PSF and District reports	Funds availability
OUTPUT 44: Handcraft cooperatives increased and strengthened										

INDICATOR with Unit of Measurement	BASELINE	OVERALL TARGET	FISCAL YEARS' TARGETS						MEANS OF VERIFICATION	ASSUMPTIONS
	2017/18	2018/2024	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24		
Number of handcraft cooperatives increased and strengthened	None	24	4	4	4	4	4	4	District report	Funds availability
OUTPUT 45: Mining sites increased for effective and efficient mining										
Number of mining sites increased	4	6		1	1	1	1	2	District report	Funds availability
OUTPUT 46: 1 Mining processing plant constructed and operationalized										
Number of mining processing plants constructed	None	1				1			District report	Funds availability
OUTPUT 47: Mining sector modernized and mining technicians trained on environment protection										
Number of mining machines bought	None	21		5		7		9	District report	Funds availability
Number of trainings conducted	None	6	1	1	1	1	1	1	District report	Funds availability
OUTPUT 48: Dimension stone (Granite) products increased										
m ² of stones produced	120,000	316,800	240,000	288,000	316,800	316,800	316,800	316,800	EAGI and District reports	Funds availability
SECTOR: Transport										
OUTCOME 9: Hard infrastructure developed for trade competitiveness										
OUTPUT 49: Barija airstrip constructed for a vibrant aviation sector										

INDICATOR with Unit of Measurement	BASELINE	OVERALL TARGET	FISCAL YEARS' TARGETS						MEANS OF VERIFICATION	ASSUMPTIONS
	2017/18	2018/2024	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24		
Number of airstrips constructed	None	1			1				MoD and District reports	Funds availability
SECTOR: Sport and Culture										
OUTCOME 10: Enabling platforms developed for productivity										
OUTPUT 50: 4 Historical sites developed for increasing revenues from tourism services										
Number of historical sites developed	None	4		1	1	1	1		RDB and district reports	Funds availability
OUTPUT 51: 2 Culture villages established and constructed										
Number of culture villages established and constructed	None	2		1	1				District report	Funds availability
SECTOR: Urbanization and Rural settlements										
PRIORITY AREA: Accelerate Sustainable Urbanization from 17.3% (2013/14) to 35% by 2024										
OUTCOME 11: Increased economic opportunities and social facilities in urban areas										
OUTPUT 52: 6 Masterplans reviewed and updated										
Number of master plans developed	6	6	1	1	1	1	1	1	District and RHA reports	Funds availability
OUTPUT 53: Greened Local Urban Development Plans (LUDP) for 100 Ha around CityBlue EPIC hotel and its surrounding areas										
Number of greened LUDPs developed	None	1	1						RHA and District reports	Funds availability

INDICATOR with Unit of Measurement	BASELINE	OVERALL TARGET	FISCAL YEARS' TARGETS						MEANS OF VERIFICATION	ASSUMPTIONS
	2017/18	2018/2024	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24		
OUTPUT 54: 6 Green open spaces developed in cities, emerging centers and schools										
Number of green open spaces developed	1	2	1	1	1	1	1	1	RHA and District reports	Funds availability
OUTPUT 55: Nyagatare stadium and 13 sector pitches constructed										
Number of stadium constructed	None	1	1						District report	Funds availability
Number of sector pitches constructed	None	14	3	3	2	2	2	2	District report	Funds availability
OUTPUT 56: 1 golf pitch constructed										
Number of golf pitches constructed	None	1	1						District report	Funds availability
SECTOR: Transport										
OUTPUT 57: 104 Km of tarmac roads with their drainages constructed and maintained										
Km of tarmac roads and drainage systems constructed	71	104	17	17	17	17	18	18	District report	Funds availability
Km of tarmac roads and drainage systems maintained	71	60	10	10	10	10	10	10	District report	Funds availability
OUTPUT 58: 237 Km of feeder roads with their drainages constructed and maintained										
Km of feeder roads and drainage systems constructed	256	237	295.5	335	374.5	414	453.5	493	District report	Funds availability

INDICATOR with Unit of Measurement	BASELINE	OVERALL TARGET	FISCAL YEARS' TARGETS						MEANS OF VERIFICATION	ASSUMPTIONS
	2017/18	2018/2024	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24		
Km of feeder roads and drainage systems maintained	256	480	80	80	80	80	80	80	District report	Funds availability
OUTPUT 59: 20 Km of Pedestrian lanes constructed and maintained										
Km of pedestrian lanes constructed	4	20	3	3	3	3	4	4	District report	Funds availability
Km of pedestrian lanes maintained	4	12	4		4		4		District report	Funds availability
OUTPUT 60: 18 Bridges constructed and maintained										
Number of bridges constructed	26	18	3	3	3	3	3	3	District report	Funds availability
Number of bridges maintained	26	20	3	3	3	3	4	4	District report	Funds availability
OUTPUT 61: 123 Km public lighting constructed and maintained										
Km of public lighting constructed	6	123	26	46	66	87	108	123	District report	Funds availability
Km of public lighting maintained	6	129	32	46	66	87	108	123	District report	Funds availability
OUTPUT 62: Unpaved roads created, paved roads maintained										
Number of unpaved roads created	15	20	4	4	4	4	4	4	District report	Funds availability

INDICATOR with Unit of Measurement	BASELINE	OVERALL TARGET	FISCAL YEARS' TARGETS						MEANS OF VERIFICATION	ASSUMPTIONS
	2017/18	2018/2024	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24		
Km of paved roads maintained	2.2	12.6	2.2	2.2	2.2	2.2	2.2	2.2	District report	Funds availability
OUTPUT 63: 5 Car parks constructed and rehabilitated										
Number of car parks constructed	1	5	1	1	1	1	1		District and PSF reports	Funds availability
Number of car parks rehabilitated	1	1		1					District and PSF reports	Funds availability
OUTPUT 64: Plots serviced in urban areas										
Number of new sites developed with plots serviced	1	6	1	1	1	1	1	1	District report	Funds availability
SECTOR: Urbanization and Rural settlements										
OUTCOME 12: Increased availability of affordable housing										
OUTPUT 65: Affordable housing developed at 6 sites in six sectors										
Number of affordable housing sites identified	1	6	1	1	1	1	1	1	District report	Funds availability
OUTPUT 66: 300 Ha banked for future infrastructure in all sectors										
Ha of land banked	29	300	50	50	50	50	50	50	District and RHA reports	Funds availability
SECTOR: Environment and Natural Resources										
PRIORITY AREA: Sustainable Management of Natural Resources and Environment to Transition Rwanda towards a Carbon Neutral Economy										

[illegible]

INDICATOR with Unit of Measurement	BASELINE	OVERALL TARGET	FISCAL YEARS' TARGETS						MEANS OF VERIFICATION	ASSUMPTIONS
	2017/18	2018/2024	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24		
OUTPUT 71: Rivers' shores protected from 50% to 100%										
% of river' s shores of Akagera, Umuvumba & Umuyanjanjanja protected	50	100	60	65	70	80	90	100	District report	Funds availability
OUTPUT 72: Rainwater management improved										
Percentage of HHs with roof rainwater harvesting systems (all buildings) increased	31	100	100	100	100	100	100	100	District report	Funds availability
OUTCOME 16: Accelerated growth in Green Innovation										
OUTPUT 73: Eco-industrial park developed at 50Ha in Nyagatare city and operationalized										
Number of eco-industrial park developed	None	1			1				District and Minicom reports	Funds availability
OUTPUT 74: Local community mobilized annually on renewable energy usage										
Number of awareness campaigns conducted	None	6	1	1	1	1	1	1	District report	Funds availability
OUTPUT 75: Renewable energy usage enhanced										
Number of Cooking Stoves distributed	43,005	132,000	22,000	22,000	22,000	22,000	22,000	22,000	District report	Funds availability
Number of Gaz Cooker distributed	2950	30,000	5,000	5,000	5,000	5,000	5,000	5,000	District report	Funds availability

INDICATOR with Unit of Measurement	BASELINE	OVERALL TARGET	FISCAL YEARS' TARGETS						MEANS OF VERIFICATION	ASSUMPTIONS
	2017/18	2018/2024	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24		
Number of households' biogas plants constructed	987	5,600	933	933	933	933	933	935	District report	Funds availability
Number of institutional Biogas constructed	1	100	100	100	100	100	100	100	District report	Funds availability
OUTPUT 76: Waste recycle and reuse enhanced										
Tons of waste recycled increased	None	24,000	4,000	4,000	4,000	4,000	4,000	4,000	District report	Funds availability
Tons of waste reused increased	None	48,000	8,000	8,000	8,000	8,000	8,000	8,000	District report	Funds availability
OUTPUT 77: Asbestos removed from all buildings										
Percentage of asbestos removal on buildings	70	100	75	80	85	90	95	100	District report	Funds availability
SECTOR: Financial Sector Development										
PRIORITY AREA: Increase Domestic Savings and position Rwanda as a hub for financial services to promote investments										
OUTCOME 17: Enhanced long-term savings and innovative financing mechanisms										
OUTPUT 78: Annual awareness campaigns conducted in all sectors about online transactions										
Number of awareness campaigns conducted	None	6	1	1	1	1	1	1	District report	Funds availability
OUTPUT 79: Electronic payment cards distribution increased										
Number of electronic	None	36,000	6,000	6,000	6,000	6,000	6,000	6,000	District report	Funds availability

INDICATOR with Unit of Measurement	BASELINE	OVERALL TARGET	FISCAL YEARS' TARGETS						MEANS OF VERIFICATION	ASSUMPTIONS
	2017/18	2018/2024	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24		
payment distributed										
OUTPUT 80: New bank and micro-finance agencies created or increased										
Number of new bank agencies opened	4	12	2	2	2	2	2	2	District report	Funds availability
Number of new micro-finance agencies opened	3	12	2	2	2	2	2	2	District report	Funds availability
OUTPUT 81: Payments transactions done electronically increased										
% of electronic payments transaction effectuated	N/A	100	25	30	50	70	90	100	District report	Funds availability
OUTPUT 82: Adult people financially inclusion increased										
% of people adhering to saving services increased	50	90	50	55	60	75	85	90	District report	Funds availability
% of people adhering to pension services increased	90	100	100	100	100	100	100	100	District report	Funds availability
OUTPUT 83: Saving Basket Fund developed										
Saving amount deposited	None	1,200,000,000	200,000,000	400,000,000	600,000,000	800,000,000	1,000,000,000	1,200,000,000	District report	Funds availability
OUTPUT 1: mobilised members subscribed to LTSS										

INDICATOR with Unit of Measurement	BASELINE	OVERALL TARGET	FISCAL YEARS' TARGETS						MEANS OF VERIFICATION	ASSUMPTIONS
	2017/18	2018/2024	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24		
Indicator: Number of members subscribed to Long Term Saving Scheme	0	31,010	5,168	10,337	15,505	20,673	25,842	31,010	District and MINECOFIN DATA	The number determined based on the population number of district over general population
OUTCOME: Increased Financial inclusion										
OUTPUT 2: Uptake and usage of financial services increased										
Percentage (%)of adult population financially included (formal and Informal)	93	100%	94	96	98	100			Fin scope survey	Baseline is picked from last fin scope survey of 2016
Indicator: Number of Umurenge SACCOs automated and district SACCOs set up.	0	100%	50%	70%	90%	100%			Project Report	
Number of VSLAs and their Members (men and women) linked to formal financial institutions	TBD	284	38	80	124	170	224	284		
PILLAR: SOCIAL TRANSFORMATION										
SECTOR: SOCIAL PROTECTION										
PRIORITY AREA: Enhancing graduation from extreme Poverty and promoting resilience										
OUTCOME 18: Increased graduation from extreme poverty										
OUTPUT 84: VUP Expended Public work for women and men headed HHs increased										

[illegible]

INDICATOR with Unit of Measurement	BASELINE	OVERALL TARGET	FISCAL YEARS' TARGETS						MEANS OF VERIFICATION	ASSUMPTIONS
	2017/18	2018/2024	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24		
Number of awareness campaigns organized	2	6	1	1	1	1	1	1	District report	Funds availability
OUTPUT 89: DIDIMAC and SEDIMAC trained on disaster risk reduction and management										
Number of trainings prepared and organized	1	6	1	1	1	1	1	1	District report	Funds availability
OUTPUT 90: DDMP developed, validated and implemented										
Number of DDMP developed validated and implemented	None	2	1					1	District report	Funds availability
OUTPUT 91: People affected by disasters supported										
Percentage of HHs supported	80	100	100	100	100	100	100	100	District report	Funds availability
SECTOR: HEALTH										
PRIORITY AREA: Eradicating Malnutrition										
OUTCOME 20: Reduced malnutrition among children										
OUTPUT 92: Annual trainings for DPEM committees organized and conducted										
Number of trainings organized and conducted	None	6	1	1	1	1	1	1	District report	Funds availability
Output 93: Fortified Blended Food (FBF) supplied to all beneficiaries for stunting prevention										
Percentage of beneficiaries increased	80	100	100	100	100	100	100	100	District report	Funds availability

[illegible]

INDICATOR with Unit of Measurement	BASELINE	OVERALL TARGET	FISCAL YEARS' TARGETS						MEANS OF VERIFICATION	ASSUMPTIONS
	2017/18	2018/2024	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24		
OUTPUT 99: Health facilities constructed, upgraded, equipped and maintained										
Number of medicalized health center constructed	None	1	1						District report	Funds availability
Number of health facilities equipped	None	1	1						District report	Funds availability
Number of incinerators constructed	13	7	2	2	2	1			District report	Funds availability
Number of placenta pits constructed	17	3			3				District report	Funds availability
Number of placenta pits maintained	17	10	3	3	3	1			District report	Funds availability
Number of Hospital upgraded	1	1		1					District report	Funds availability
Number of health posts upgraded into health center	20	2	1		1				District report	Funds availability
Number of health centers connected to electricity	17	3	3						District report	Funds availability
Number of HCs connected to water	17	3	3						District report	Funds availability
Number of ambulances bought	5	6	1	1	1	1	1	1	District report	Funds availability

INDICATOR with Unit of Measurement	BASELINE	OVERALL TARGET	FISCAL YEARS' TARGETS						MEANS OF VERIFICATION	ASSUMPTIONS
	2017/18	2018/2024	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24		
Number of maternity blocs Constructed at HCs	12	6	1	1	1	1	1	1	District report	Funds availability
OUTPUT 100: Maternal Mortality ratio and under five mortality rate reduced										
Neonatal mortality rate Reduced	20/1000	15.2/1000	19/1000	17/1000	16/1000	15.75/1000	15/1000	15.2/1000	District report	Funds availability
Infant mortality rate reduced	49/1000	20/1000	45/1000	40/1000	35/1000	30/1000	25/1000	20/1000	District report	Funds availability
Percentage of ANC coverage increased	28	51	30	35	40	45	50	51	District report	Funds availability
Percentage of births attended by skilled health professionals	83.2	92	85	87	89	90	91	92	District report	Funds availability
OUTPUT 101: Local community mobilized on negative effects of drugs abuse and human trafficking										
Number of awareness campaigns conducted	1	12	2	2	2	2	2	2	District report	Funds availability
OUTCOME 22: Increased financial sustainability for the health sector										
OUTPUT 102: Ensured coverage of health insurance scheme to 100%										
Percentage of local community adhered CBHI	87	100	100	100	100	100	100	100	District report	Funds availability
OUTPUT 103: PPP in health sector improved and increased										
Number of private investors engaged in PPP increased	2 Private clinics	3			1		1	1	District report	Funds availability

[illegible]

INDICATOR with Unit of Measurement	BASELINE	OVERALL TARGET	FISCAL YEARS' TARGETS						MEANS OF VERIFICATION	ASSUMPTIONS
	2017/18	2018/2024	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24		
Number of awareness campaigns conducted	2	6	1	1	1	1	1	1	District report	Funds availability
SECTOR: EDUCATION										
PRIORITY AREA: Enhancing demographic dividend through ensuring access to quality education										
OUTCOME 26: Increased Technical and Vocational Education and Training (TVET) schools and graduates										
OUTPUT 108: All schools, TVET and HEI institutions (public and private) have appropriate infrastructure, facilities and resource										
Number of schools connected to internet	12	34	5	5	6	6	6	6	District report	Funds availability
Number of schools connected to water	45	72	12	12	12	12	12	12	District report	Funds availability
OUTPUT 109: Program of school feeding reinforced in 9 and 12 YBE schools										
Percentage of school feeding in schools increased	89	100	100	100	100	100	100	100	District report	Funds availability
OUTPUT 110: 7 TVET schools constructed and TVETs' students and graduates increased										
Number of TVET schools constructed	5	7	2	1	1	1	1	1	District report	Funds availability
Number of TVET students increased	405	1500	500	660	780	900	1200	1500	District report	Funds availability
Number of TVET graduates increased	342	1410	420	570	690	800	1110	1410	District report	Funds availability

INDICATOR with Unit of Measurement	BASELINE	OVERALL TARGET	FISCAL YEARS' TARGETS						MEANS OF VERIFICATION	ASSUMPTIONS
	2017/18	2018/2024	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24		
Number of nursery schools established	141	37	7	6	6	6	6	6	District report	Funds availability
Number of nursery teachers recruited	292	111	37	37	37				District report	Funds availability
OUTPUT 115: Online schools' data control established and enhanced										
Number of schools using online schools' data control systems	None	117 Schools	117						District report	Funds availability
Number of schools equipped with ICT materials and supervised	41	47	7	7	8	8	8	9	District report	Funds availability
OUTPUT 116: Schools inspected on hygiene and sanitation										
Number of schools inspected	177	177	177	177	177	177	177	177	District report	Funds availability
OUTCOME 28: Increased adult literacy rates										
OUTPUT 117: Adult literacy programme enhanced										
Number of illiterate people trained	193,247	31,500	4,000	4,500	5,000	5,500	6,000	6,500	District report	Funds availability
OUTCOME 29: Equitable opportunities to all levels of learning irrespective of gender, socio-economic or other status										
OUTPUT 118: Local community mobilized on equitable opportunities to all levels of learning										
Number of awareness	None	6	1	1	1	1	1	1	District report	Funds availability

INDICATOR with Unit of Measurement	BASELINE	OVERALL TARGET	FISCAL YEARS' TARGETS						MEANS OF VERIFICATION	ASSUMPTIONS
	2017/18	2018/2024	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24		
campaigns conducted										
SECTOR: ENERGY										
PRIORITY AREA: Moving towards a Modern Rwandan Household										
OUTCOME 30: Universal access to basic infrastructure										
OUTPUT 119: 1 Multipurpose solar plant (with green houses) constructed										
Number of solar plant constructed	None	1			1				District report	Funds availability
SECTOR: Water and Sanitation										
OUTPUT 120: Waste treatment plant operationalized and 13 sector waste collection sites constructed										
Number of waste treatment plants operationalized	1	1					1		District report	Funds availability
Number of waste collection sites constructed	1	13		3	3	3	2	2	District report	Funds availability
OUTPUT 121: 18 Public toilets constructed										
Number of public toilets constructed	2	18	3	3	3	3	3	3	District report	Funds availability
OUTPUT 122 100 dust bins installed in public places										
Number of dust bins bought and installed	20	100	15	15	15	18	18	19	District report	Funds availability
OUTPUT 123: Companies' hygiene and sanitation inspection improved										

INDICATOR with Unit of Measurement	BASELINE	OVERALL TARGET	FISCAL YEARS' TARGETS						MEANS OF VERIFICATION	ASSUMPTIONS
	2017/18	2018/2024	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24		
Number of inspection conducted	12	72	12	12	12	12	12	12	District report	Funds availability
OUTPUT 124: Cleaning and waste collection companies trained on sanitation and waste management										
Number of trainings conducted	None	6	1	1	1	1	1	1	District report	Funds availability
OUTPUT 125: 6 Waste recycling companies established										
Number of waste recycling companies established	None	6	1	1	1	1	1	1	District report	Funds availability
SECTOR: ENERGY										
OUTCOME 31: Household access to electricity increased to 100%										
OUTPUT 126: Villages and trading center with access to electricity increased for scale up to 100%										
Percentage of HHs connected to electricity	32.4	100	44.4	55.6	67	79	90	100	District report	Funds availability
Number of schools connected	54	117	11	11	11	11	11	8	District report	Funds availability
SECTOR: Water and Sanitation										
OUTCOME 32: Increased and sustained urban and rural households access to 100 % of safe drinking water										
OUTPUT 127: Improved and sustained urban and rural households access to 100 % of safe drinking water										
Percentage of HHs with access to safe drinking water	72.5	100	77	81.5	85	89.5	95	100	District report	Funds availability

[illegible]

INDICATOR with Unit of Measurement	BASELINE	OVERALL TARGET	FISCAL YEARS' TARGETS						MEANS OF VERIFICATION	ASSUMPTIONS
	2017/18	2018/2024	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24		
SECTOR: SPORT AND CULTURE										
PRIORITY AREA: Reinforce Rwandan culture and values as a foundation for peace and unity										
OUTCOME 34: Enhanced unity among Rwandans										
OUTPUT 132: Capacity building of Cell- committees, Inshuti z'Umuryango and Umugoroba w'ababyeyi committees organised										
Number of committees trained	None	6	1	1	1	1	1	1	District report	Funds availability
OUTPUT 133: Kinyarwanda language and culture values taught in primary and secondary schools										
% of schools with Kinyarwanda programme	148 (98.3)	100	100	100	100	100	100	100	District report	Funds availability
OUTPUT 134: Local community mobilized on gender										
Number of awareness campaigns conducted	None	6	1	1	1	1	1	1	District report	Funds availability
OUTPUT 135: Local community mobilized on GBV and child abuse prevention										
Number of awareness campaigns organized	2	6	1	1	1	1	1	1	District report	Funds availability
OUTPUT 136: GBV victims supported for rehabilitation										
Percentage of GBV victims supported	80	100	100	100	100	100	100	100	District report	Funds availability
OUTPUT 137: Local community mobilized annually on Tubarerere mu muryango programme										

INDICATOR with Unit of Measurement	BASELINE	OVERALL TARGET	FISCAL YEARS' TARGETS						MEANS OF VERIFICATION	ASSUMPTIONS
	2017/18	2018/2024	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24		
Number of mobilization campaigns organized	2	6	1	1	1	1	1	1	District report	Funds availability
OUTCOME 35: Increased innovations and sustainability across Home Grown Solutions										
OUTPUT 138: Unity and reconciliation mechanisms of Rwandans strengthened										
Ndi Umunyarwanda and Abarinzi b'igihango strengthened in all villages	159	628 (all villages)	628	628	628	628	628	628	District report	Funds availability
OUTPUT 139: Culture, Unity and reconciliation clubs strengthened and supported										
Number of unity & reconciliation clubs established and operational at village	165	628	450	500	530	580	600	628	District report	Funds availability
Number of culture clubs established	None	14		5	5	4			District report	Funds availability
SECTOR: Governance and Decentralization										
PRIORITY AREA: Ensure Safety and Security of citizens and property										
OUTCOME 36: Enhanced Peace and Security										
OUTPUT 140: Community policing organs trained and supported										
Number of trainings conducted	None	6	1	1	1	1	1	1	District report	Funds availability
OUTPUT 141: DASSO equipped and strengthened										

INDICATOR with Unit of Measurement	BASELINE	OVERALL TARGET	FISCAL YEARS' TARGETS						MEANS OF VERIFICATION	ASSUMPTIONS
	2017/18	2018/2024	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24		
Percentage of equipping and strengthening DASSO	108 (65%)	100	70	80	85	90	95	100	District report	Funds availability
OUTPUT 142: Voluntary services at sector level strengthened and increased										
Voluntary services at sector level strengthened and increased	60	100	60	65	70	75	80	100	District report	Funds availability
SECTOR: Justice, Reconciliation, Law and Order										
PRIORITY AREA: Strengthen Justice, Law and Order										
OUTCOME 37: Sustained respect for human rights and civil liberties										
OUTPUT 143: MAJ outreach and activities decentralized from district to sector levels										
Percentage of MAJ outreach and activities decentralized	None	100	30	50	70	80	90	100	District report	Funds availability
Percentage of MAJ activities supported at sector levels	None	100	35	55	75	90	95	100	District report	Funds availability
OUTPUT 144: Local community engaged in problems solving processes										
Level of citizen satisfaction and problems solving with direct participation	87	100	85	87	90	91	96	100	District report	Funds availability
Percentage of family related conflicts reduced	85	95	87	89	90	92	94	95	District report	Funds availability
Percentage of family	60	100	60	67	70	75	80	100	District report	Funds availability

INDICATOR with Unit of Measurement	BASELINE	OVERALL TARGET	FISCAL YEARS' TARGETS						MEANS OF VERIFICATION	ASSUMPTIONS
	2017/18	2018/2024	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24		
dialogues increased										
OUTPUT 145: Fight against genocide ideology intensified through community dialogues, publications and conferences										
Number of community dialogues conducted	123	753	125	125	125	125	125	128	District report	Funds availability
Number of conferences conducted	15	75	15	15	15	15	15	5	District report	Funds availability
OUTPUT 146: Genocide memorial sites constructed and rehabilitated										
Number of memorial sites constructed	4	1			1				District report	Funds availability
Number of memorial sites rehabilitated	4	3		1		1		1	District report	Funds availability
SECTOR: Public Financial Management										
OUTCOME 38: Zero corruption across government services and institutions achieved and maintained										
OUTPUT 147: Annual awareness campaigns against corruption organized for local community										
Number of awareness campaigns conducted	None	6	1	1	1	1	1	1	District report	Funds availability
PRIORITY AREA: Strengthen Capacity, Service delivery and Accountability of public institutions										
OUTCOME 39: Enhanced accountability across public institutions										
OUTPUT 148: JADF trained to enhance coordination in planning and implementation										
Number of trainings	None	6	1	1	1	1	1	1	District report	Funds availability

INDICATOR with Unit of Measurement	BASELINE	OVERALL TARGET	FISCAL YEARS' TARGETS						MEANS OF VERIFICATION	ASSUMPTIONS
	2017/18	2018/2024	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24		
conducted										
SECTOR: ICT										
OUTCOME 40: Developed Capacity for Public Institutions										
OUTPUT 149: District staffs trained in technical skills and ICT software and knowledge										
Number of trainings conducted	None	6	1	1	1	1	1	1	District report	Funds availability
OUTPUT 150: Fiber Optic cables extended for broadband coverage										
Km of fiber optic cable extended	52	34		3	3	24	2	2	District report	Funds availability
OUTPUT 151: Public institutions connected to optic fiber cable and 4G Internet										
Number of Public Institutions connected to 4G internet (Education, Health, Justice, Local Government/ Cell level)	34	120	20	20	20	20	20	20	District report	Funds availability
Number of administrative institutions connected to optic fiber cable	13	12	2	2	2	2	2	2	District report	Funds availability
OUTCOME 41: Reinforced efficient service delivery										
OUTPUT 152: District, sectors and cells equipped with ICT devices (computers & software) and public institutions connected to the internet										
Number of computers bought	150	350	50	50	75	75	75	75	District report	Funds availability

INDICATOR with Unit of Measurement	BASELINE	OVERALL TARGET	FISCAL YEARS' TARGETS						MEANS OF VERIFICATION	ASSUMPTIONS
	2017/18	2018/2024	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24		
Number of software bought	None	4		4						
Number of public institutions connected	None		121		60	61			District report	Funds availability
OUTPUT 153: Building permits provided at 100% online										
Percentage of online building permits provided	2	100	100	100	100	100	100	100	District report	Funds availability
OUTCOME 42: Enhanced effective Public Financial Management System										
OUTPUT 154: Regular periodic audits conducted										
Number of audits conducted	80	128	128	128	128	128	128	128	District report	Funds availability
OUTPUT 155: District own revenues increased										
Amount (Rwf) of district own revenues collected	1,086,697,755	9,100,000,000	1,200,000,000	1,350,000,000	1,450,000,000	1,550,000,000	1,700,000,000	1,850,000,000	RRA and district reports	
PRIORITY AREA: Increase citizens' participation, engagement and partnerships in development										
OUTCOME 43: Enhanced decentralisation system										
OUTPUT 156: Mechanisms at decentralized levels for citizens particularly women and youth to effectively contribute to districts planning and prioritization reinforced										
Number of youth Councils engaged in district planning (Village up to District level)	121	749	749	749	749	749	749	749	District report	Funds availability
Number of women councils	121	749	749	749	749	749	749	749	District report	Funds availability

[illegible]

INDICATOR with Unit of Measurement	BASELINE	OVERALL TARGET	FISCAL YEARS' TARGETS						MEANS OF VERIFICATION	ASSUMPTIONS
	2017/18	2018/2024	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24		
OUTPUT 1: Stakeholders trained on development and improvement of citizen welfare										
Number of stakeholders' trainings conducted	None	6	1	1	1	1	1	1	District report	Funds availability

4.4. Mainstreaming Cross Cutting Areas (CCAs)

The NST1 is based on eight cross cutting areas for their different contribution to the development of the country and to the district as well; namely: Capacity development, disability and social inclusion, disaster management, environment and climate change, Integrated Water Resources Management (IWRM), gender and family promotion, HIV/AIDS and non-communicable diseases and regional integration. In the following sub sections, all the above mentioned cross cutting areas are described in detailed by showcasing the key planned activities for the next six years of the implementation of Nyagatare DDS.

4.4.1. Capacity Development

Under this area, the following main activities are envisaged:

- The District will develop a good work environment by construction and upgrading of district institutions offices namely district, sectors and cells' offices
- The District will equip the offices with furniture and staff in the constructed or upgraded district institutions
- The District will identify capacity development needs of district staff in technical skills and ICT software and knowledge and impart knowledge accordingly with the support of stakeholders
- The district administration will train the district staff in their respective areas for increasing their capacity and excelling their performance

4.4.2. Disability and social inclusion

The following activities are planned into this district strategy to mainstream the requirements of people with disabilities and avoid social exclusion in all socio-economic fields as well as governance field:

- The district shall ensure basic infrastructure within the district for all people and particularly special attention shall be given for people with disabilities in infrastructure projects such as footpaths, road crossing, facilities in public buildings, etc. to name a few
- The district shall provide water and electricity to the poor and vulnerable families and households particularly with people with disabilities
- The district shall ensure inclusive education and health for all
- The district shall ensure financial support to cooperatives of people with disabilities for assistance to generate income projects

- The district shall avoid all kinds of socio-economic marginalization and exclusion of people with disabilities

4.4.3. Disaster management

In disaster management area, the following key actions are envisaged for the district:

- The District Disaster Management Master Plan will be developed and implemented with the support of stakeholders
- The local community and district staff particularly (district and sector committee in charge of disaster management) will be trained on disaster risk reduction and management with the support of stakeholders
- Financial and materials support will be provided to the households or individuals affected by any kind of a disaster with the support of stakeholders

4.4.4. Environment and climate change

In environment and climate change area, the main key actions that are envisaged in this district strategy are:

- The district shall protect soil through construction of radical and progressive terraces
- The shall reduce air pollution through Eco-industrial park promotion, asbestos removal and increasing forests coverage and thereby mitigate the emitted greenhouses gases
- The district shall promote construction of green buildings and promotion of sustainable construction practices with the support of stakeholders
- The district shall promote alternative energy sources such biogas and gas cooking stoves in both rural and urban households of Nyagatare district
- The district shall reduce risk by relocating people from high-risk zones
- The district shall improve waste management by operationalizing the constructed RUTARAKA waste and faecal sludge treatment plant
- Environmental committees and clubs will be formed and people shall be trained on environment protection and sustainability
- The district shall enhance afforestation and reforestation mechanisms and also promote agroforestry
- The district shall promote green urbanization in cities and emerging centres by implement 'green growth' concept for overall development of the urban centers with the support of stakeholders

- The district shall promote resilient climate change agriculture practices through construction of green houses with the support of stakeholders.

4.4.5. Integrated Water Resource Management (IWRM)

Under IWRM, the following key actions are envisaged in this district strategy:

- The district shall manage water flows in rivers (Akagera, Umuvumba and Umuyanja) through river bank protection
- Valley dams will be constructed and maintained to increase resilience during long drought season
- The district shall increase the number of rainwater harvesting systems in all district institutions and households.
- The district shall enhance water supply coverage by upgrading or constructing water treatment plants and constructing new water pipelines or upgrading the existing ones. The district shall also promote alternative water sources such as boreholes.

4.4.6. Gender and Family promotion

For gender mainstreaming and family promotion, bellow actions will be considered for the DDS implementation years:

- The district shall strengthen cooperatives and facilitate them to access finances with focus on women cooperatives
- The district with the support of stakeholders shall strengthen and increase coverage of TVET centres by increasing (triple) women enrolment in TVET schools
- The district shall promote women participation in decision-making through awareness campaigns and trainings
- Local community shall be mobilized on Gender based violence (GBV), child abuse prevention and GBV victims shall be supported for rehabilitation
- Inshuti z'umuryango (Friends of the Family) 's committees strengthened and local community mobilized on Tubarerere mu muryango (let's raise children in families) programme

4.4.7. HIV/AIDS and non-communicable diseases

Under this cross cutting area, the following main actions will be envisaged:

- The district with the support of stakeholders shall implement mechanisms to reduce HIV/AIDS prevalence from 1.7% to 1.5%
- Local community shall be mobilized on reproductive health and increase contraceptive prevalence
- The district with the support of stakeholders shall increase availability of health equipment, rooms, staff and other facilities

4.4.8. Regional integration

Since, Nyagatare district shares international border with Uganda and Tanzania, and regional integration has a significant impact in the district development and for the coming years the strengthening mechanisms will be enhanced. Below are the main actions that will lead to the implementation and achievement of this cross cutting area:

- ✓ The district shall strive to provide a better ease of doing business environment by increasing basic infrastructure such as construction of cross border markets and posts
- ✓ The district will support increase in export production
- ✓ The district will strive to enhance cross border tourism
- ✓ Enhancement of diplomacy and security collaboration between neighbouring regions of Uganda and Tanzania through multilateral or bilateral meeting with the support of stakeholders.

CHAPTER FIVE: IMPLEMENTATION OF THE DDS

This chapter sets out how the district development strategy will be implemented. It describes key stakeholders and their roles and responsibilities during the DDS implementation phases. It explains the three major elements for the DDS implementation namely: Ownership, communication and coordination. It also shows, the linkage between DDS and Annual Action Plan and performance contract (IMIHIGO).

5.1.Mechanisms for DDS implementation

5.1.1. Ownership

The implementation of the DDS projects depends on the ownership shared by the district and its partners once approved by the district council. In addition, local community will also play a key role through their participation and involvement to this DDS implementation in its various phases.

5.1.2. Communication

After the approval of the DDS by the district council, the next activity will be to communicate and explain deeply planned activities to district stakeholders and beneficiaries especially local community. At district level, each unit will oversee communication and follow up with the sensitization of elaborated activities.

5.1.3. Coordination

The coordination of the DDS implementation is very crucial for a proper collaboration between the district and all development partners such as: central government and its affiliated agencies, private sector, international and national development partners, civil society organizations and local community. Furthermore, the proper coordination will strengthen efficient and effective DDS projects implementation.

5.2. Linkage of DDS, Annual action Plan, performance contract (IMIHIGO)

The annual action plan following the planned activities of the DDS will lead to successive annual district performance contracts until end of June 2024. In the logical framework, all DDS planned projects are budgeted considering their successive implementation timelines. The DDS will inform the annual planning through Single Action Plans and Performance Contracts of Nyagatare district.

5.3. Roles and Responsibilities of district and its stakeholders

In the following paragraphs, the main roles of the district and its stakeholders or partners in DDS implementation are enumerated. In addition, the role of local community in DDS implementation phases are also listed.

5.3.1. District

- ✓ Coordinate the implementation of the DDS
- ✓ Follow up the implementation of planned activities
- ✓ Ensure completed activities are sustained in partnership with local community
- ✓ Attract investors to participate in DDS implementation through mobilisation
- ✓ Advocacy to district partners to fund DDS planned activities
- ✓ Report to Central Government

5.3.2. Partners and Stakeholders

- ✓ Avails funds on time
- ✓ Protect and sustain achieved activities
- ✓ Implement activities captured in the DDS falling into their mandate as committed during its development
- ✓ Report on the progress and challenges

5.3.3. Local community

- ✓ Participate, collaborate and facilitate during the DDS implementation phases
- ✓ Ownership of the implemented projects or activities
- ✓ As conclusion, the district will also ensure that Environmental Impact Assessments (EIA) and/or Environmental Management Plans (EMP) are always carried out for development projects, as required.

CHAPTER SIX: MONITORING AND EVALUATION OF THE DDS

National planning framework follows three levels: long term, medium term and annual planning. Long term visions (2020, 2035 and 2050) are translated into medium term strategies to achieve their objectives. The medium-term planning at national level is complemented by the planning at sector, districts and institutional levels. The DDS alignment to the NST1 contributes to the achievement of the national visions at the district level.

6.1. Implementation of logical framework matrix

The presented Logical Framework for the implementation of this DDS is an adequate tool for monitoring and evaluation of this six years strategy. Under the logical framework the following elements are presented within a specific period: district projects, baselines data, targets, means of verification and assumptions. It also presents amount required for planned projects implementation. The matrix also indicates, the goals or impacts, outcomes and outputs of each identified planned project. Referring to the matrix, the annual action plan, budget and performance contract will also set annual targets and milestones to be met yearly. However, the DDS proposes that after three years of its implementation, a mid-term evaluation of the performance should be conducted to review the implementation status and make course corrections, if required for effective implementation of DDS during the remaining period. Final evaluation will be at the end of the period of six years of its implementation. The evaluation shall be carried out by a special multidisciplinary commission established by District council and it will comprise representative of the District Development Partners' Forum (JADF). The logical framework will help to collect the right data on a regular basis for monitoring the DDS implementation progress, efficiency and effectiveness. Monthly, quarterly, semi-annual and annual reports will be prepared against the DDS. As earlier mentioned, a mid-term and final evaluations will be carried out for the same purpose.

6.2. Key performance indicators

The monitoring and evaluation indicators provided by the NST1 in addition to those set by the Nyagatare district of the identified specific projects contribute to measure the outcomes of DDS project. The key performance indicators and targets are measured to monitor various success level of the outputs (direct results) during the DDS timeframe of six years. Furthermore, the monitoring results will guide the evaluation team to the review the projects and reorient them through revised actions and budget. The indicators are categorized according to the NST1 pillars (economic

transformation, social transformation and transformational governance) and priorities, following the elaborated logical framework.

A proper flow of Key Performance Indicators-KPIs aligned with the NST1, sector strategic plans as well as the current DDS will guide the monitoring and evaluation exercises.

Monitoring and Evaluation assessment will lead to the dissemination of tools, guidelines, reports and resources developed; while community and stakeholders will be required need to reinforce data collection and reporting measures from the sector to district.

6.3.Role of the District in M&E of DDS

In Rwanda, District is administered by three organs, namely:

- The District Council
- The Executive Committee
- The Security Committee

These three organs will be involved directly or indirectly in the implementation of this DDS.

During the DDS implementation phases, all district levels from villages, cells, sectors and the district as well, will play a predominant and a considerable role regarding the monitoring and Evaluation of the DDS. The major role of Nyagatare district in the implementation of the DDS will be specific and very important in the M&E of the DDS:

- Coordination and supervision
- Provision of technical assistance
- Guidance to monitoring and evaluating the DDS response
- Tracking progress made in program activities at all levels
- Supporting capacity building and training for M&E at all levels
- Development and implementation of a district plan for monitoring and evaluating the DDS response, including defining indicators, identifying means of verification and setting targets
- Guiding and supervising systematic data collection, storage and analysis at various levels;
- Providing the platform for partnerships, networking and collaboration between all levels of stakeholders in monitoring and evaluation.

Furthermore, the district M&E officer or specialist will work closely with district implementers and decentralized structures, including civil society, private sector and community-based implementing partners, to ensure the proper functioning of the decentralized data collection and reporting structure. Under the DDS M&E, the major and specific district tasks are follows:

- Registration and submission of names of all NGOs and Community Based Organizations involved in the DDS response;
- Coordination and supervision of planning and M&E activities at sector and district level;
- Timely submission of all data to the district M&E committee (public sector, civil society operating in the district and community) in the agreed format;
- Data dissemination to local stakeholders at the district level.

6.4. Role of private institutions in M&E of DDS

Through public and private partnership approach or system, the collaboration of private and public will be strengthened for a proper implementation of this DDS.

6.5. Public and Private Partnership

The PPP approach will play a key role in the monitoring and evaluation of this DDS for a proper coordination, communication and reporting of all district partners projects. The evaluation team will be established and composed of both parts (public and private individuals). The team will be in charge of evaluation and monitoring of all district projects.

This will highly impact the district projects' implementation by showing the real status of those projects and also showing the projects' implementation challenges as well as their recommendations in order to achieve them as planned before.

CHAPTER SEVEN: COST AND FINANCING OF THE DISTRICT DEVELOPMENT STRATEGY

7.1.Introduction

This chapter presents the required financial resources for the implementation of the planned DDS projects by considering the available sources of funding including the mobilized funds from various district stakeholders such as private sector players, NGOs and development partners. The details of estimated budget required for DDS implementation under each financial year is also highlighted.

In the following parts, the chapter is divided into two sub-parts namely: Available source of funds and costing of district development strategy.

7.2. Available source of funds

The implementation of the DDS projects will need the collaboration and cooperation of all district stakeholders in resource mobilization for all-round implementation of the identified priorities. Partnerships are key for successful implementation of projects. The district shall leverage the strength if its partners namely Govt. agencies, private sector players, NGOs and development partners to mobilize required resources. The following type of funds shall be allocated for project implementation:

- Government block grants
- District own revenues
- Local and international donors
- Private sources
- And other sources

7.3. Costing of District Development Strategy

The costing of the DDS has been carried out according to NST1 costing model that shows pillars, outcomes, outputs, activity and Sub Activity as envisaged by the district in the next six years (2018-2024).

In the following table, the costed Nyagatare District priorities are shown and summarized referring to their respective pillars:

Table 14: Costed Nyagatare District Priorities (2018-2024)

S.N.	PRIORITY AREAS	DDS IMPLEMENTATION PERIOD						TOTAL
		2018/2019	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024	
TOTAL		72,893,950,000	51,669,750,000	53,239,250,000	52,857,400,000	50,711,400,000	51,329,100,000	332,700,850,000
1	Pillar1: Economic Transformation	56,855,350,000	34,492,850,000	36,212,150,000	36,880,250,000	34,522,250,000	35,132,950,000	234,095,800,000
1.1	Create 1.5m (over 214,000 annually) decent and productive jobs for economic development	2,360,800,000	1,784,800,000	2,180,800,000	1,730,800,000	131,800,000	534,000,000	8,723,000,000
1.2	Accelerate Sustainable Urbanization from 17.3% (2013/14) to 35% by 2024	41,506,750,000	30,877,750,000	31,137,250,000	30,928,250,000	32,268,250,000	31,562,250,000	198,280,500,000
1.3	Establish Rwanda as a Globally Competitive Knowledge-based Economy	-	-	-	-	-	-	-
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	214,000,000	292,000,000	760,000,000	1,707,000,000	387,000,000	362,000,000	3,722,000,000
1.5	Increase Domestic Savings and position Rwanda as a hub for financial services to promote investments	19,000,000	19,000,000	19,000,000	19,000,000	19,000,000	19,000,000	114,000,000
1.6	Sustainable management of natural resources and environment to transition Rwanda towards a carbon neutral economy	246,500,000	227,500,000	213,500,000	214,500,000	214,500,000	214,000,000	1,330,500,000
1.7	Modernize and increase productivity and livestock	12,508,300,000	1,291,800,000	1,901,600,000	2,280,700,000	1,501,700,000	2,441,700,000	21,925,800,000
2	Pillar 2: Social Transformation	15,351,600,000	15,104,900,000	16,691,100,000	15,678,150,000	15,945,150,000	15,952,150,000	94,723,050,000
2.1	Enhancing graduation from extreme Poverty and promoting resilience	1,120,400,000	1,120,400,000	1,120,400,000	1,120,400,000	1,120,400,000	1,120,400,000	6,722,400,000
2.2	Eradicating Malnutrition	70,750,000	65,750,000	65,750,000	65,750,000	65,750,000	65,750,000	399,500,000
2.3	Enhancing demographic dividend through ensuring access to quality health for all	728,000,000	192,500,000	350,000,000	376,000,000	262,000,000	261,000,000	2,169,500,000
2.4	Enhancing demographic dividend through ensuring access to quality education	975,600,000	1,229,600,000	1,420,800,000	1,415,400,000	1,515,400,000	1,425,400,000	7,982,200,000
2.5	Moving towards a Modern Rwandan Household	12,456,850,000	12,496,650,000	13,734,150,000	12,700,600,000	12,981,600,000	13,079,600,000	77,449,450,000
3	Pillar 3: Transformational Governance	687,000,000	2,072,000,000	336,000,000	299,000,000	244,000,000	244,000,000	3,882,000,000
3.1	Reinforce Rwandan culture and values as a foundation for peace and unity	21,500,000	21,500,000	21,500,000	19,500,000	19,500,000	19,500,000	123,000,000

3.2	Ensure Safety and Security of citizens and property	4,000,000	4,000,000	4,000,000	4,000,000	4,000,000	4,000,000	24,000,000
3.3	Strengthen diplomatic and international cooperation to accelerate Rwanda and Africa's development	10,000,000	10,000,000	10,000,000	10,000,000	10,000,000	10,000,000	60,000,000
3.4	Strengthen Justice, Law and Order	287,000,000	272,000,000	22,000,000	22,000,000	22,000,000	22,000,000	647,000,000
3.5	Strengthen Capacity, Service delivery and Accountability of public institutions	175,500,000	115,500,000	115,500,000	115,500,000	60,500,000	60,500,000	643,000,000
3.6	Increase citizens' participation, engagement and partnerships in development	189,000,000	1,649,000,000	163,000,000	128,000,000	128,000,000	128,000,000	2,385,000,000

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