

REPUBLIC OF RWANDA



SOUTHERN PROVINCE

NYARUGURU DISTRICT

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

Nyaruguru, December 2018

FOREWORD

Nyaruguru District has a vision of becoming “*a district that prides itself in terms of ensuring a better quality of life, economic development, local participation and sustainable development as well as better service delivery for its population both men and women*” by 2024. For that reason, the district of Nyaruguru has developed a six -year District Development Strategy that would transform the lives of its population to high level and ensure the sustainability. The District Development Strategy (DDS) 2018/19-2023/24 has focused on the three main Government pillars such as ***Economic Transformation, Social Transformation*** and ***Transformational Governance***. The overall rationale of current DDS is to eradicate extreme poverty and reduce poverty levels among our population of Nyaruguru District and improve the quality of life and ensure a healthy, well-educated and productive society with a high quality of life.

In order to achieve the above expected vision, the **DDS 2018/19-2023/24** is the strategy document that would guide the district leadership to speed up the development of Nyaruguru district and improve the lives of the population. For simplicity, the implementation of the District Development Strategy should be guided by these objectives: (i) To increase jobs opportunities through creation productive jobs, (ii) To increase the production and productivity of key crops and Livestock, (iii) To add value to agriculture and livestock output, (iv) To improve the infrastructure within the District, (v) To promote and improve religious tourism and other tourism in general, and (vi) To improve urban and rural settlement. To achieve these objectives, there is need to work together as the district leadership from the village up to the district level with full participation of all the district stakeholders and partners to ensure successful implementation and make significant contribution to the budget of the **DDS 2018/19-2023/24**.

I wish to thank all the population of Nyaruguru District, our stakeholders and partners, District Leadership for your invaluable effort and active involvement from the conception and preparation of this document. We also take this opportunity to express our gratitude to the Ministry of Local Government, Ministry of Finance for their technical guidance and financial support.

Mr. HABITEGEKO François

The Mayor of Nyaruguru District

EXECUTIVE SUMMARY

This District Development Strategy for 2018/19-2023/24 is the document with the overall objective of transforming and improve the lives of the population of Nyaruguru. In the preparation of the District Development Strategy (DDS), the views of the population were prioritized and alignment was made to national, regional and international goals and targets including the Sustainable Development Goals (SDGs), African Union Agenda (AU Agenda 2063), the national vision 2050, National Strategy for Transformation one (NST1), National Leadership Retreat (NLR) and Presidential Pledges and other related documents.

The current DDS 2018/19-2023/24 provides the overall guidance to speed up the development of Nyaruguru district and improve the lives of the population. It is a document of seven chapters structured as follows:

Chapter One is the general introduction whereby the contextual framework of the DDS is presented, the vision, overall objective of the current DDS. The overview of Nyaruguru District is presented under Chapter Two. The chapter presents a general description of the district, its location, its climate, demography and socio-economic of the population. Next is Chapter Three which is the alignment of the DDS with the national policy framework. Here, a detailed methodology for the current DDS is fully presented together with the alignment of DDS to the National Strategy Transformation. Strategic Frame Work is under Chapter Four. In this chapter, the DDS guiding objectives are indicated and the main priorities to be focused on during the implementation process of the current DDS. The matrix table indicating all planned activities and projects of the current DDS are also given under Chapter Four. Chapter Five is the implementation of the DDS with deep analysis of the process during the implementation and the level of involvement by all district leadership and district stakeholders and partners in order to achieve the DDS targets. Monitoring and Evaluation (M&E) is given under Chapter Six with a proposed monitoring and evaluation framework, its process and tools for M&E. Lastly, Chapter Seven is the cost and finance of the DDS. This chapter includes the total budget needed for successful implementation of the DDS, the resources mobilization mechanisms as well as the costing summary.

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LIST OF ABBREVIATIONS, SYMBOLS AND ACCRONYMS

CHW: Community Health Worker

CSOs: Civil Society Organizations

DDP: District Development Plan

DDS: District Development Strategy

DHS: Demographic and Health Survey

EAC: East African Community

EIA: Environmental Impact Assessment

EICV: Enquête Intégrale sur les Conditions de Vie des ménages
(Integrated Household Living Conditions Survey)

FBOs: Faith Based Organizations

GBV: Gender Based Violence

HH: Household

ICT: Information and Communication Technology

JADF: Joint Action Development Forum

LED: Local Economic Development

M&E: Monitoring and Evaluation

MINALOC: Ministry of Local Government

MINECOFIN: Ministry of Finance and Economic Planning

NCDs: Non Communicable Diseases

NST1: National Strategy for Transformation One

SACCO: Saving and Credit Cooperative

SDGs: Sustainable Development Goals

SMEs: Small and Medium Enterprises

SSPs: Sector Strategic Plans

SWOT: Strength, Weakness, Opportunity and Threat

TVET: Technical and Vocational Education Training

VUP: Vision Umurenge Program

YEGO: Youth Empowerment for Global Opportunities

CHAPTER 1 GENERAL INTRODUCTION

The District Development Strategy(DDS) has been prepared to speed up the development of Nyaruguru district to improve the lives of the population. This DDS consists of three main focus namely Economic Transformation, Social and Governance Transformation. The Nyaruguru District Development Strategy provides a high level of 6-year strategy and spatial development for the district.

1.1 Purpose of District Development Strategy

The overall purpose of the DDS is to serve as the planning and coordination tools to guide different interventions aiming at contributing to the economic transformation, social transformation and transformational governance by creating and improving quality of life conditions for the citizens and their welfare. The Nyaruguru District Development Strategy has fetched its main guidelines from the National Strategy for Transformation one (NST1), Economic Development Poverty Strategy(EDPRS) as well as the District Development Plan (DDP) to meet with the vision of the district.

1.2 Vision of Nyaruguru District

To be a reference District that prides itself in terms of ensuring a better quality of life, economic development, local participation and sustainable development as well as better service delivery for its population both men and women”.

1.3 Context and Process of the District Development Strategy

The District Development Strategy charts an ambitious path to transform the lives of people of Nyaruguru district. In the preparation of the District Development Strategy, the reference was made to national, regional and international guide lines including the Sustainable Development Goals (SDGs), African Union Agenda (AU Agenda 2063), the national vision 2050, National Strategy for Transformation one (NST1) and other national targets as stipulated in the National Leadership Retreat (NLR) and Presidential Pledges. During its preparation, the population of Nyaruguru were given maxim chance to highlight their main priorities that could speed up their economic levels to meet their expectations. Beside of this, the district looked back in the achievements and challenges encountered in outgoing Millennium Development Goals, EDPRS II and the previous District Development Plan. The process of the DDS up to the last stage, different consultations, meeting and workshops with a full participation of the citizens, councils at all levels and district stake holders including Joint Action

Development Forum and Private Sector Federation (PSF). Finally, the DDS was approved by the District Council as the responsible organ for the administration of the population and safeguarding its interests.

1.2 Objectives of the District Development Strategy

The main objectives of the District Development Strategy is to speed up the development of Nyaruguru district and improve the lives of the population. This main objective is guided by the following specific objectives:

- a) To ensure food security
- b) To develop and improve religious tourism coupled with value Chain
- c) To upgrade sport and culture
- d) To ensure safety and security
- e) To increase access to inclusive education
- f) To improve health services and facilities
- g) To improve and maintain infrastructure and promote ICT
- h) Increase the productive jobs
- i) To improve the service delivery for all levels of the district, fight corruption and promote the culture of rule of law
- j) To establish the income generating projects and ensure its distribution and accessibility
- k) To ensure the efficiency, effectiveness and transparency of the resources management of the district.
- l) To ensure Gender equity in all levels of the District.

CHAPTER 2

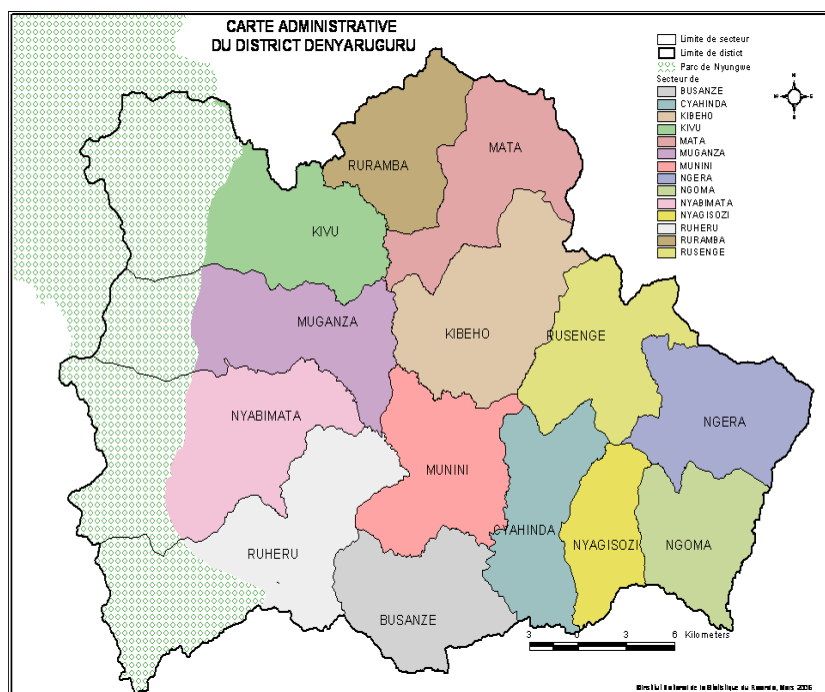
OVERVIEW OF NYARUGURU DISTRICT

The description and exploration of Nyaruguru District are presented here below. The overview includes location, climate, demography, social economic and employment levels.

2.1. Geographic Location and Surface

The district is the most southerly in Rwanda. It is mountainous, containing part of the montane forest of Nyungwe, one of Rwanda's most popular tourist destinations. Nyaruguru District is one among the 30 districts in Rwanda. It locates in the Southern Province. In the East, Nyaruguru District borders with the District of Huye and Gisagara District, in the North the District borders with Nyamagabe. In the West, it shares its borders with the Western Province and the Republic of Burundi in the South. The district of Nyaruguru has a surface area of 1,010 km² and it is composed of 14 (Busanze, Cyahinda, Kibeho, Kivu, Mata, Muganza, Munini, Ngera, Ngoma, Nyabimata, Nyagisozi, Ruheru, Ruramba and Rusenge) which are made of 72 cells and 332 villages.

Figure 2.1: Administrative map of Nyaruguru



2.1.1 Land Scape of Nyaruguru District

Nyaruguru District is mountainous region consisting of hills taking the aspects of peaks. It is the home of the chain of high mountains known as “IBISI” located in the Nyagisozi and Rusenge sectors. The altitude of district varies between 1500 and 2300 m.

2.1.2 Climate and Rainfall

The land scape of Nyaruguru district influences the climate and rain fall. The rainfall in the ditrict of Nyaruguru varies between 1,000 and 1,250mm and the temperature varies between 12°C and 25°C which is averaged to almost 19°C. In general, the district climate is characterized by four seasons namely the great dry season starting from June to August, the great rain season that commences from March to May, then the small dry season which begins from Mid-January to February and lastly the small rain season which ranges from September to mid-January.

2.1.3 Hydrography

Nyaruguru District is composed of a network of internal rivers that would facilitate agriculture and livestock as well as increment of the power plant to increase the electricity access. The following main river network includes: Nshili river, Nshili river, Giswi river, Simbuka river, Akanyaru river, Migendo rivers, Rwerere River, Kaburantwa river.

2.1.4 Soil and Type of Crops

The district land soils are generally clay and sandy with some aggregate of stones. The soil analysis of the district is generally acidic with pH between 5 and 5.5. Such soil needs amendment with lime. The staple crop that grow in Nyaruguru include Irish potatoes, maize, wheat, suit potatoes, climbing beans and cash crops mainly coffee and tea.

2.1.5 Fauna and flora

The fauna and flora of the district is very attractive and very diversified. There is a considerable number of black and white doves living in groups in branches of trees in Nyugwe National Park. There are also Monkeys and stags living in the same park. The park accommodates different species of birds.

2.2 Demography

As per the 4th Population and Housing Census report in 2012, the population of Nyaruguru district is 294,334 of whom 52.7% while males make 47.3%. Considering the population age structure, majority of the population are young where 55.5% of this population is below 20 years old and for extension, about 83% still under 40 years of age. The population density is 291 inhabitants per square kilometer and considering the family size, Nyaruguru district has 5 people as the average family size which is above 4.8 people at the national level. The detailed information on the population distribution by age is given in the table 2.1 below.

Table 2.1: Distribution of population by age groups and sex

Five-year age groups	Count			%		
	Both sexes	Male	Female	Both sexes	Male	Female
Nyaruguru District	294,334	139,279	155,055	100	100	100
0-4	42,909	21,242	21,667	14.6	15.3	14
5-9	47,658	23,870	23,788	16.2	17.1	15.3
10-14	39,110	19,352	19,758	13.3	13.9	12.7
15-19	33,445	16,831	16,614	11.4	12.1	10.7
20-24	24,756	11,911	12,845	8.4	8.6	8.3
25-29	20,860	9,739	11,121	7.1	7	7.2
30-34	17,890	8,159	9,731	6.1	5.9	6.3
35-39	12,498	5,317	7,181	4.2	3.8	4.6
40-44	11,401	4,855	6,546	3.9	3.5	4.2
45-49	9,106	3,826	5,280	3.1	2.7	3.4
50-54	10,041	4,275	5,766	3.4	3.1	3.7
55-59	7,374	3,073	4,301	2.5	2.2	2.8
60-64	5,995	2,514	3,481	2	1.8	2.2
65-69	3,259	1,158	2,101	1.1	0.8	1.4
70-74	3,129	1,210	1,919	1.1	0.9	1.2
75-79	2,076	791	1,285	0.7	0.6	0.8
80-84	1,571	656	915	0.5	0.5	0.6
85+	1,256	500	756	0.4	0.4	0.5

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

2.3 Socio-Economic Status

According to EICV 4 District Profile, Nyaruguru district is among the districts with a high percentage of extreme-poor and poor population categories. The poverty incidence is 47.9% of the population under poverty line while the poverty incidence at national level is 39.1% and 20.1% who are in extreme poverty which is also above 16.3%, the national figure. Compared to other districts in Rwanda, Nyaruguru district ranks fourth by percentage of population identified as poor or extremely poor. Illustratively, the following chart summarizes the economic status of the district.

2.3.1: Ubudehe Category

In line with the Ubudehe categorization, the population of Nyaruguru falls within 4 categories and majority falls within the first and second categories with 53.11% identified as poor. The population in category three are almost 47% and lastly the population classified in the fourth category are almost insignificant with 0.04%. The Table 2.2 below indicates the population distribution in Ubudehe categories by sector.

Table 2.2: Ubudehe Categorization in Nyaruguru in 2015/2016

Sector	Population	Category & HHs				Grand Total
		1	2	3	4	
1. Busanze	28661	1356	1734	2710		5800
2. Cyahinda	22845	1425	1036	2195		4656
3. Kibeho	22402	1146	1638	2047	4	4835
4. Kivu	18868	714	1273	1882	1	3870
5. Mata	14656	704	858	1538		3100
6. Muganza	20773	829	1229	2069	6	4133
7. Munini	17656	630	1216	1725		3571
8. Ngera	24465	770	2204	2453	1	5428
9. Ngoma	24638	742	2155	2494	9	5400
10. Nyabimata	18365	845	1364	1504		3713
11. Nyagisozi	19287	702	1425	1951		4078
12. Ruheru	24400	973	1833	2039	1	4846
13. Ruramba	17948	1154	751	1918	2	3825
14. Rusenge	25896	1231	1484	2958	1	5674
Grand Total	300860	13221	20200	29483	25	62929
%	-	21.01%	32.10%	46.85%	0.04%	100%

Source: Nyaruguru Ubudehe Census, 2015/2016

2.3.2 Employment in Nyaruguru

The population of Nyaruguru mostly rely on substance agriculture with 98 % out of the total population. Among this, 72% are independent farmers, wage non-farm is estimates to 11% while wage farm is 9% and the rest 6% are independent non-farmers.

2.4 Key Indicators of Nyaruguru District Development Plan

This section presents the main key indicators as highlighted in the outgoing District Development Plan.

The table 2.3 presents also the baseline, targets and the progress status current achievement of Nyaruguru district.

Table 2.3 : Key Indicators and level of achievement by sector of activities

S.N	Agriculture Sector			
	Indicator	Baseline in 2011/12	Target for 2017/18	Progress achievement end 2016-2017
1	Ha of cultivated land limed	628	1,000	1,617
	Quantity of sponsored mineral fertilizers provided (tones)	0	5,000	4,870
	Rate of farmers use improved seeds	40%	100%	68%
	Number of new cows distributed on behalf of Girinka program	937	2,100	1,318
	Crop intensification program in Ha	47,800	59,000	64,028
2	Energy sector achievements			
	New HH connected to electricity	1.90%	70%	21%
3	Transport sector Achievement			
	Length of macadamized road	21km	53 Km	0
	Length of feeder roads	0	190km	39km
	Number of bridges constructed	26	6	9
4	Water and Sanitation Sector			
	New HH with Access to clean water	64.5	100	80
5	Urbanization			
	Number of HHs in Planned settlements	54%	70%	65%
	Urban settlement	0%	Development of Master Plan	2%
	IDP Models constructed	1	14	4
6	Information and Communication Technology			
	Access to internet	1%	70%	40%
	Rate of computer literacy among people aged 6 and above	1.1	15	9.8
7	Environment and Natural Resources			
	Surface covered by forest	27.7% (DDP2)	30%	48%
	Soil protected against erosion	53,350 Ha	55,000 Ha	51,150 Ha
	% of application of exploitation standards in quarry	30	70	50
8	Private Sector Development			
	Number of new modern markets constructed	6	11	9
	% of the level implementation of development tourism plan	0%	40%	18%

9	Financial sector Development			
	Number of microfinance operating in Nyaruguru (including SACCOs)	16	18	16
	Rate of people, both men and women having bank account	42%	80%	44%
10	Youth			
	Number of new BDC focal points implemented	2	6	3
11	Health			
	Number of new health post constructed	8	20	16
12	Education			
	Number of primary schools rehabilitated	5	43	44
	Number of secondary schools rehabilitated	2	3	6
	Number of new classrooms constructed	102	150	299
	Number of new schools upgraded to 12YBE	5	6	9
	Rate of enrollment in VTCs schools	5%	30%	27%
13	Decentralization			
	Rate of execution of court decision	64.8%	97%	96.8%
	Rate of villages with Anti-GBV committees	NA	100%	62.4%
	Number of public cemeteries well managed and organized	14	72	15
14	Social Protection			
	Number of new houses constructed for female Heading HHs	2487	621	121
	Number of genocide survivors receiving direct surviving support	1,883	6,616	3,794
	Number of new wage beneficiaries from VUP	7,093	22,000	27,827
	Number of new income generating projects sported by financial program	448	3,000	2,300
15	PUBLIC FINANCE MANAGEMENT			
	Rate of implementation of General auditor recommendations	45%	100%	71.05%
	Rate of contribution to the annual budget from central government	96.20%	91.90%	72.14%

Source: DDP Progress Achievements Report

2.4 Key District Economic Potentialities

The key District economic potentialities have been defined both in the Local Economic Development (LED) strategies and they are also well mentioned in the District Economic Potentiality Assessments report conducted in 2013. The matrix table below indicates the economic potentialities and skills assessment needs.

Table 2.4: Economic Potentialities in the District of Nyaruguru

Potentiality	Area/product	Strategy	Potential Returns	Feasibility/Capacity	Skills Needed	Sectors
Agribusiness Sub- Sector						
SUITABLE LAND FOR COFFEE AND TEA	Tea and coffee production	<ul style="list-style-type: none"> -Increase the acreage of tea and coffee -Sensitize farmers to join together in cooperatives -Rehabilitate feeder roads leading to plantations 	<ul style="list-style-type: none"> -Labor-intensive, low skilled job creation -The terraced fields of coffee and tea good to fight soil erosion 	<ul style="list-style-type: none"> -The climate and soil acidity of Nyaruguru district is supportive for tea and coffee culture. -Nyaruguru is already well integrated in the national supply chain 	<ul style="list-style-type: none"> -Agricultural scientists Agribusiness specialists - Land reclamation -Postharvest handling -Food processing -Business logistics 	All sectors
	Tea processing	<ul style="list-style-type: none"> -Increase anti-erosion ditches -Encourage cooperative 	<ul style="list-style-type: none"> -Benefits can be spread across all income groups 	<ul style="list-style-type: none"> -Nyaruguru lacks a comparative advantage in any staple 		Ruheru, Nyabimata, Muganza Kivu and parts of

		growth -Increase cultivated ha	-labor-intensive, low-skill employment	- High use of improved inputs suggests production efficiency		Busanze
2. Large land for crop production	Sufficient land consolidated	Land consolidation, Arable land reclamation, Formation of producer cooperatives	Increased local production accessing local market and international market Labor-intensive, low skilled job creation -The terraced fields of sweet potatoes, maize, beans and cassava productive job employment	Availability of peasant farmers with basic known of crop production -Availability of land -Favorable climate for crop production There is a possibility for Nyaruguru becoming a national food basket	crop production specialist Post-harvest Agriculture technology	Ruheru, Nyabimata, Muganza Kivu and parts of Busanze.
Tourism Sub-Sector						
TOURISTIC SITES	Pilgrimage center of Kibeho	-Construction of touristic facilities	-An increase of the number of pilgrims for employment	-Kibeho is a vatican-recognized miracle site, for pilgrimage opportunities	-Animal Husbandry -Veterinary Science	Kibeho
	Nyungwe	-Improve	-Will create	Nyungwe is		Ruheru,

	National Park	access to the forests	service-sector employment -Increased capacity for tourism	becoming a popular tourist destination		Nyabimata, Muganza, Kivu
Natural Resources Management sub sector						
1. APICULTURE	Beekeeping	-Encourage the growth of producer cooperatives for beekeeping	-Allows for economic diversification -High national demand for honey and honey products	-Skilled beekeepers are present -Land drills are available -Favorable climate for beekeeping	Apiculture Specialists -Agriculture technology -Agro-forestry experts	Ruheru, Nyabimata, Muganza, Kivu
2.FORESTS AND TIMBER PRODUCTION	Wood exploitation	-Encourage the growth of agro-forestry cooperatives	-Allows off-farm employment -High demand for timber and charcoal -Useful to fight soil erosion	-Nyaruguru district has several forests ready to be harvested -Large tracts of land for forestry - experienced lumberjacks	-Agro-forestry experts	All sectors
3. RIVERS FOR ENERGY GENERATION	Hydropower	-Conduct a feasibility study for new hydropower	-High national energy demand -Can improve	-2 hydropower stations are working and 1 is in renovation	-Electrical Engineers Environmental Scientists	All sectors

			local energy availability			
4. RIVERS AND WATER SPRINGS	Water and hydro power generation	To increase the water consumption rate and electrification of rural areas	Increase access to energy and Drinking water, Increased sanitation and disease control	Availability rivers and springs to produce electricity Possibility of small processing units Mountain springs for easy drinking water supply by gravity system	Apiculture Specialists -Agro-forestry experts	Ruheru, Nyabimata, Muganza, Kivu

Source: LED/Nyarugu

2.5 SWOT Analysis

The SWOT analysis of Nyaruguru District picture out the internal factors briefly showing the current strengths and weaknesses within the district and the external factors that indicate the current opportunities and weaknesses. All these factors are the basis and foundation of the current DDS.

Table 2.4: SWOT Analysis for Nyaruguru District

N°	SECTOR	STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
Economic Transformation					
1.	Agriculture	<ul style="list-style-type: none"> • Suitable land and marshland for some crops • 4 agricultural Seasons 	<ul style="list-style-type: none"> • Fragile soil that is prone to landslides • Sloppy area exposed to erosion • Acidic soil requiring high agricultural input • Extensive animal rearing; • Unsustainable land use and management practices • 	<ul style="list-style-type: none"> • Existence of VUP • Girinka; • Potential investment in mechanization; • Potential for agro-forestry ; • Crop Intensification Program; • • The suitable land and marshland for agriculture development and agribusiness, especially for tea, coffee, Irish potatoes, and horticulture, 	<ul style="list-style-type: none"> • Climate fluctuation • Plant diseases/epidemic diseases • Soil erosion • Over exploitation of forest
2.	Private sector Development & Youth	<ul style="list-style-type: none"> • Best place for religious tourism • Many coffee and tea 	<ul style="list-style-type: none"> • low investors in youth development • low investors in religious 	<ul style="list-style-type: none"> • Development partners • National tourism plan • Arts and handcrafts for 	<ul style="list-style-type: none"> • Insecurity in neighbour

	Employment	industries	tourism • Limited access to financial resources for women	manufacturing development • Cross border trade for manufacturing development as the district borders Burundi •	country which hinders business in the district
3.	Transport	• Each and every cell is accessible via District roads	• Lack of macadam road crossing the District • Mountainous region	• HE's Pledge to construct macadamized road • Feeder road policy • National strategy for transformation; • There is potential to increase the capacity and service quality for the public transportation sector and green mobility	• Climate fluctuation • Fragile soil that is prone to land slides
4.	Energy	• Every Sector has a Medium Voltage Line; • Availability of rivers able to produce Electricity.	• People with low capacity to access electricity	• Use of off grid policy • National strategy for transformation	• Climate fluctuation Like thunder that sometimes cause damages on electrical lines
5.	Water and Sanitation	• National strategy for transformation 1; • Water treatment plant in the District • Water supply system around the District that can be extended and reach all Sectors, cells and villages.	• Insufficient of water pipelines	• Suitable topography for Water gravity • ; • Water harvesting systems	• Climate fluctuation

6.	Urbanization and Rural Settlement	<ul style="list-style-type: none"> • District land use master plan available • Local urban master plan available • 40838 Household living in planned villages 	<ul style="list-style-type: none"> • 81 household living in high risk zone • 5363 Household living in scattered areas • Low financial capacity of population; • 	<ul style="list-style-type: none"> • National Settlement and IDP Model village policies. • National strategy for transformation; • Market demand for infrastructure, manufacturing and service industry development: real estates 	<ul style="list-style-type: none"> • High hill Side Topography; • Low level of compliance in master plan implementation •
7.	ICT	<ul style="list-style-type: none"> • Access to internet through Fiber Optic is at 50% • 	<ul style="list-style-type: none"> • Low network • Low population using ICT , especially women and girls • Low capacity of Telecommunication antenna 	4Glte program ICT policy promoted	. Remote area .Sabotage of telecommunication in Burundi
8.	Environment and Natural Resources	<ul style="list-style-type: none"> • High coverage of forests (48%) • High coverage of terraces • EIA followed on all projects 	<ul style="list-style-type: none"> • Inappropriate forest exploitation 	<ul style="list-style-type: none"> • Forest master plan management • Sustainable management of natural resources (minerals, ecosystem services...); • Rich potential of minerals deposit: wolfram, gold, coltan, cassiterite, clay, sands and stones • Forests diversity for the private sector entrepreneurship in wood as well as beekeeping development. 	<ul style="list-style-type: none"> • Climate fluctuation that cause natural calamities • Land degradation due to soil erosion and overuse; •
9.	Financial Sector	<ul style="list-style-type: none"> • Many SACCOs in the District 	<ul style="list-style-type: none"> • Low invertors in Nyaruguru district 	<ul style="list-style-type: none"> • High potentialities in tourism • Potential in Livestock and 	<ul style="list-style-type: none"> •

	Development	<ul style="list-style-type: none"> • 44% of citizens have an account in financial institutions 	<ul style="list-style-type: none"> • Low Commercial bank; • 	<ul style="list-style-type: none"> • export crop (tea and coffee); • Potential for access to innovative and green financing 	
Social Transformation					
10.	Social Protection	<ul style="list-style-type: none"> • VUP program • Many Social protection partners • 	<ul style="list-style-type: none"> • Human security issues • High Poverty rate • High Stunting rate • Many shelter to rehabilitate 	<ul style="list-style-type: none"> • National strategy for t Transformation • Social protection strategic plan 	<ul style="list-style-type: none"> • Climate change • Natural disasters •
11.	Health	<ul style="list-style-type: none"> • All sectors have health facilities • Health Facilities well equipped 	<ul style="list-style-type: none"> • Many HHs don't use health facilities like mosquito nets • Low use of insurance scheme • Low rate of mothers who deliver in a health facility and assisted by a skilled professional • Poor nutrition among women • High prevalence of STIs among women 	<ul style="list-style-type: none"> • Health Strategic plan • DPEM 	<ul style="list-style-type: none"> • Climate change •
12.	Education	<ul style="list-style-type: none"> • Primary schools are in all cells • Rate of enrolment in both primary and secondary is at 96.1% 	<ul style="list-style-type: none"> • Many schools for rehabilitation • Low number of 12ybe schools • Low number of technical school • Low enrolment of female in TVETs 	<ul style="list-style-type: none"> • Inclusive Education • Education for all • 	<ul style="list-style-type: none"> • Strong universities in Huye District •
Transformational Governance					
13.	Governance and	<ul style="list-style-type: none"> • High number of 	<ul style="list-style-type: none"> • High staff turnover especially in education 	<ul style="list-style-type: none"> • Good governance strategic plan • Strong institute of in governance 	<ul style="list-style-type: none"> • Insecurity in neighbour country

	Decentralization	<ul style="list-style-type: none"> qualified staff in their specific positions Many committees in good governance promotion 	<ul style="list-style-type: none"> Low Cell offices constructed 	<ul style="list-style-type: none"> (RGB) 	(Burundi)
14.	Justice, Reconciliation, Law and Order	<ul style="list-style-type: none"> High rate of citizens trained in justice Many partners in justice sector 	<ul style="list-style-type: none"> Many judgement to execute (gacaca, abunzi, Low awareness in law and regulation of population Persistence of GBV 	<ul style="list-style-type: none"> Justice strategic plan , MAJ 	<ul style="list-style-type: none"> International laws
15.	Sport and Culture	<ul style="list-style-type: none"> Nyaruguru is recognized as culture hub Attraction for tourism occasioned by Kibeho pilgrimage and other tourism site (Nyungwe National park, Ikibuye cya Shali, Urutare rwa Munanira ibigabiro by'umwami Rudahigwa). 	<ul style="list-style-type: none"> Few Playgrounds at the Sector and cell level There are limited sports, leisure and recreation facilities that provide Youth with an opportunity, to socialize and spend their time productively, discovering, strengthening and developing their Character and talents. Low levels of infrastructure development in the sector of Cultural sites. Inadequate mechanism for generation of information resource and provision of appropriate cultural tourism products that can be offered in cultural tourism sector Inadequate technical and managerial skills to support the process of delivering cultural tourism products and information resources at 	<ul style="list-style-type: none"> Sport and leisure is a strong strategy of mobilization and a tool to a healthy and physically fit mind and body, it is a source of Income too. In Nyaruguru District, had motivated entertainment through: Organization of Competition of Football, Athletics, and Sitting Volleyball Attractions for tourism occasioned by Kibeho pilgrimage 	<ul style="list-style-type: none"> Limited sport partners in the district

			<p>cultural sites</p> <ul style="list-style-type: none"> • Inadequate mechanisms to actively and effectively attract the involvement of the private sector to deliver cultural tourism product and information resources 		
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2..6 Stakeholder Analysis

Nyaruguru district work in hand with different stakeholders to achieve its mission and improvement of the lives of the people. An exhausted list of the stakeholders and their intervention area and respective locations to ensure equity distribution within the district are summarized in the matrix table below.

Table 2.4: List of Stakeholders and area of intervention

Stakeholder	Intervention sector	Geographic area	Responsibilities
MINAGRI	Agriculture	All sectors	<ul style="list-style-type: none"> - Design and provision of orientation into the national agriculture policy and strategy, offering sector oversight, budgeting and resource mobilization, develop institutional and legal frameworks as well as overall agriculture sector performance monitoring - Human resource capacity building
MINECOFIN	Budget and planning	All sectors	<ul style="list-style-type: none"> - Coordinates the national budgeting, planning and district financing framework, offering Sovereign guarantees where appropriate and initial management of district development strategy
PRIVATE SECTOR	<ul style="list-style-type: none"> - Economic development. - Business development (Private sector) 	All sectors	<ul style="list-style-type: none"> - Developing sector projects allocated for private sector investments, participates in the execution of district projects (consulting firms, contractors) as well as in project operations and monitoring and evaluation - Rwanda Private Sector Federation (PSF) has an important role in technical and vocational training in several sectors and business related development support to SMEs
MININFRA	Infrastructure	All sectors	<ul style="list-style-type: none"> - Design and provision of orientation into the national energy policy and strategy, offering sector oversight, budgeting and resource mobilization, develop institutional and legal frameworks as well as overall energy sector performance monitoring - Overseeing compliance of the district urbanization plans to laws

			<ul style="list-style-type: none"> - Human resource capacity building
REG&WASAC	Energy, Water and Sanitation	All sectors	<ul style="list-style-type: none"> - Implementation of energy and Water sector policies and strategies, undertaking operational sector planning, monitoring & evaluation, coordination of sector stakeholders, technical support to the district energy and water related capacity building, applied research and knowledge management.
RURA	Regulations	All sectors	<ul style="list-style-type: none"> - Regulation of electricity licensing - Tariff setting especially in the transport and energy sectors - Facilitating private sector participation - Quality of supply management and performance indices - Managing and monitoring licensee compliance in the district
MINILAF&MoE	Environment and Natural resources	All sectors	<ul style="list-style-type: none"> - Ensuring environmental respect to during resources exploitation especially in mining subsector, discharge of regulations and environmental impact assessment of environment and energy sectors projects. - Leading on enforcement of environmental regulations and awareness promotion campaigns
REMA	Environment	All sectors	<ul style="list-style-type: none"> - Monitoring energy and environment sector projects compliance to environmental standards - Offering Letters of Approval for projects under the UNFCCC clean Development mechanism (CDM)
RDB	Investment	All sectors	<ul style="list-style-type: none"> - Promote local and foreign direct investment into sector projects at the district level - Carrying out and monitoring sector projects privatization programs
MINIYOUTH	Youth capacity building and development	All sectors	<ul style="list-style-type: none"> - Design and provision of orientation into the national youth policy and strategy, offering sector oversight, budgeting and resource mobilization, develop institutional and legal frameworks as well as overall youth sector performance

			<ul style="list-style-type: none"> monitoring Human resource capacity building
MITEC	ICT	All sectors	<ul style="list-style-type: none"> Design and provision of orientation into the ICT policy and strategy, offering sector oversight, budgeting and resource mobilization, develop institutional and legal framework as well as overall ICT sector performance monitoring Human resource capacity building in ICT area
MINISANTE	Health	All sectors	<ul style="list-style-type: none"> Design and provision of orientation into the national health policy and strategy, offering sector oversight, budgeting and resource mobilization, develop institutional and legal frameworks as well as overall health sector performance monitoring Human resource capacity building
RSB	Standardization services and socio-economic development	All sectors	<ul style="list-style-type: none"> To provide internationally recognized and customer suited standardization services Provide standards-based solutions for consumer protection Promote trade for socio-economic growth in a safe and stable environment
MINALOC	Governance and development	All sectors	<ul style="list-style-type: none"> Responsible for decentralized services, land allocation for private investors together with Rwanda Environment and natural Resources Authority and other mobilization of locals to adopt GoR sector related programs.
MINEDUC	Education	All sectors	<ul style="list-style-type: none"> Participating in school-based programs, designing educational programs from different sectors and development of relevant curricula.
Local Community	District initiatives	All sectors	<ul style="list-style-type: none"> To be involved in district projects identification, planning and commissioning (accountability to society).
Development Partners	Development	All sectors	<ul style="list-style-type: none"> Support district development in accordance with the principles agreed for the SWAP; contribute to financing district projects through aid modalities and technical assistance.

CSOs, NGOs & FBOs	Socio-Economic development and Governance	All sectors	<ul style="list-style-type: none"> - Contribute to the implementation of district projects - Coordination mechanisms at the district level.
ONE ACRE FUND	Agriculture	Cyahinda, Kibeho, Mata, Muganza, Munini, Nyagisozi, Ruheru, Rusenge	provide agricultural training , study tours to Farmers, supplying input (fertilizer and seeds)
CARE International au Rwanda	Gender development	Busanze, Cyahinda, Kibeho, Kivu, Mata, Muganza, Munini, Ngera, Ngoma, Nyabimata, Nyagisozi, Ruheru, Ruramba, Rusenge	supporting Vulnerable women and orphans children
CONCERN WORLDWIDE RWANDA	Education, health, nutrition	Busanze, Cyahinda, Kibeho, Kivu, Mata, Munini, Ngera, Ngoma, Nyabimata, Nyagisozi, Ruheru, Ruramba, Rusenge	to support Poor households,families that have under two children,teacher and schols parent committees
ACTIONAID INTERNATIONAL RWANDA	Education, gender development, agriculture	Ruheru	provide agricultural training to Women groups mainly women smallholder farmers,youth groups,children sponsored and no sponsored
HEALTH POVERTY ACTION	Education	Busanze, Cyahinda, Kibeho, Mata, Ngoma, Nyabimata	supporting senior five students and VTC students
NORWEGIAN PEOPLE'S AID	Community change mobilization, peace and	Busanze, Kibeho, Mata, Muganza,	develop and use community score card , advocacy of people problems

	justice	Munini, Nyabimata, Ruheru, Ruramba, Rusenge	
PLAN INTERNATIONAL	Education, gender development, child protection, health	Busanze, Cyahinda, Kibeho, Muganza, Munini, Ngera, Rusenge	<ul style="list-style-type: none"> - Sponsored children from Rusenge and Munini sectors - PTC members ,Teachers ,Children clubs from 5schools namely Kibangu GS, Rasaniro GS, Masiga GS, Runyombyi GS,and St Paul GS - Children in ECCD centers from Kibeho and Ngoma sectors
TEACH A MAN TO FISH	job creation (school business)	Muganza, Munini, Ngera, Ngoma, Nyabimata, Nyagisozi, Rusenge	Train and support teachers, parents and students
FAO	Gender development, alimentation, health, agriculture, nutrition	Cyahinda, Nyagisozi	<p>soutenir et former les Femme Vulnérable de la catégorie 2, chef de ménage et organiser les</p> <p>Pré-coopératives formées par les bénéficiaires</p>
WINROCK INTERNATIONAL	Youth development, Education, child protection	Kivu, Mata, Muganza, Nyabimata, Ruheru	<ul style="list-style-type: none"> a. train and support Children in or at risk of child labor; b. train Families of Children in or at risk of child labor; c. train Tea farmers Other indirect beneficiaries/stakeholders d. train Local authorities through District Steering Committee on Child Labor (DSCCL) e-train School teachers through parent teachers committees on children labor
Voluntary Service Overseas	Education, disability advocacy	Kibeho, Mata, Rusenge	Train Intermediate beneficiaries: Educators, Community Health Workers, Health Care Providers, NCPD local representatives and Parents of Children with Disabilities facilitate and support Ultimate beneficiaries: Children with Disabilities
MABAWA ASSOCIATION	Education, health	Mata	supporting in scholarship of Mubarambi cell, providing agricultural techniques to farmers

			of murambi cell,
WORLD VISION	Education, child protection, health, Agriculture	Kibeho, Mata, Ruramba	support of most vulnerable children (disabled children, orphans and children from poor families) organize and support people living with HIV & AIDS organize and support small holder farmers support in schools, health centers and CBOs associations
COMPASSION International-Rwanda	Education, child protection, health, nutrition, community change mobilization, peace and justice	Cyahinda, Kibeho, Mata, Nyagisozi, Ruramba, Rusenge	Support of Children and their families in education, health , nutrition. Organizing community in change mobilization peace and justice.
SUSTAINABLE HARVEST RWANDA	Gender development	Ngoma, Rusenge	organize and support of 2080 women with low income to be engaged in coffee
WOMEN FOR WOMEN INTERNATIONAL	Saving, gender development, art	Kibeho, Ngoma, Rusenge	Beneficiaries are mainly vulnerable women but some activities targets children, men and community members at large
World Food Program	Education	Kivu, Munini, Ngoma, Nyabimata, Ruheru	supporting in school feeding in Primary school children train and facilitate Farmers around school, teachers and Community to support feed their children in school
TROCAIRE	alimentation, agriculture, community change mobilization, saving, peace and justice	All sectors	train Women & Youth in Civic participation develop Wheat value chain and organize Farmers' cooperatives & Individual poor farmers - Improve of food security and income for vulnerable people: Farmers' cooperatives & Individual poor farmers
KOREA INTERNATIONAL COOPERATION AGENCY	agriculture, live stock distribution, aménagement des mairrains	Kibeho	Train and support Population of Mubuga cell In Girinka program, developing maize value chain, radicals terraces creation and marshland development, construction of agricultural community center.
SEND A COW	Environment, gender development, alimentation, livestock distribution, agriculture	Nyabimata, Rusenge	train and support Vulnerable livestock farmers (60% are females 40% men)

JHPIEGO	Health, agriculture	All sectors	Support Community Health Workers, general population, MoH Personnel and Women in reproductive age
CLADHO	Financial services	All sectors	budget preparation and dissemination population
DUTERIMBERE ONG	business project	Mata, Rusenge	Survivors of 1994 genocide against Tutsi in Rwanda supported Community assistant for mental health trained, organized and supported -Community assistant for domestic violence trained and facilitated in fighting GBV
ASSOCIATION RWANDAISE DE DEVELOPMENT INTEGRE	nutrition, agriculture	Ngera, Ngoma	Members of agriculture association-cooperatives, group of vulnerable trained, organized and supported
RWANDA MEN'S RESOURCE CENTRE	Gender development	Busanze, Cyahinda, Kibeho, Kivu, Ngoma, Nyagisozi, Rusenge	train and follow up of Students, teachers, parents, community opinion leaders, youth and couples living in gender based violence
CHILDREN'S VOICE TODAY	Child protection		Train children in advocacy , creation of children club in voice and advocacy
Association pour le Développement de Nyabimata	Agriculture	Nyabimata	a) Implement PPIMA Project: 80 community animators from five sectors of Nyabimata ,Ruheru,Muganza, Munini et Busanze, 16 paralegals working under AJIC center, 70 client of AJIC per month 390 clients of CYBER CAFÉ per month. Produce and distribute irish potatoes seeds, provide agricultural technic in Nyabimata sector
Umbrella of organizations of Persons with Disabilities in the Fight against HIV and for Health Promotion	Health	All sectors	Train, organize and support persons with disabilities
Institut Africain pour le Development Social Economique	Gender development, nutrition, health, agriculture	Cyahinda, Nyagisozi	soutenir et former les Femme Vulnérable de la catégorie 2, chef de ménage et organiser les Pré-coopératives formées par les bénéficiaires

DUHARANIRE AMAJYAMBERE Y'ICYARO	Environment, peace and justice, nutrition, health, agriculture	Cyahinda, Kibeho, Mata, Munini, Ngoma, Nyagisozi, Rusenge	train, organize and support of Poor household with small plots of lands involved in agriculture and animal husbandry
COMMUNAUTE DES POTIERS DU RWANDA	Peace and justice, gender development	Kibeho, Mata, Ruramba, Rusenge	organize, train, support Communities in general, especially Historically Marginalized Peoples, youth, women, Persons with disabilities and in particular HMPs families
AFRICA EVANGELISTICE	Gender development, child protection	All sectors	train and organize Parents, teachers, children, youth registration officers in community
YOUNG WOMEN CHRISTIAN ASSOCIATION	Education, gender development, child protection, agriculture	Busanze, Kibeho, Munini, Ngoma, Rusenge	supporting Students who are in S1 to S3 in GS Kibangu, GS Msiga, GS Runyombyi, GS Rasaniro, GS Saint Paul, GS Kamana, GS Bunge and GS Runyinya
Association Modeste et Innocent	Peace and justice, agriculture	Ruheru	support, train and facilitate Genocide survivors, Former prisoners, Families affected by domestic violence, Community leaders and Community assistants in mental health
Society for Family Health	Health, water and sanitation	Busanze, Cyahinda, Kibeho, Kivu, Mata, Muganza, Munini, Ngera, Ngoma, Nyabimata, Nyagisozi, Ruheru, Ruramba, Rusenge	support and provide General population in water and sanitation access and health service delivery
Organization NZAMBAZAMARIYA Veneranda	Gender development	Kivu	former, éduquer et soutenir les Femmes vulnérables du milieu rural
PROFEMME TWESE HAMWE	Environment, artistic, youth development, peace and justice, education, gender development, child protection, nutrition,	Busanze, Cyahinda, Kibeho, Kivu, Mata, Muganza, Munini, Ngera, Ngoma,	capacity built and facilitate Women in decision making organs, train Women in cross border trade market organize Grassroot women in cooperatives and support and organize and support

	health, water sanitation, agriculture, business project	Nyabimata, Nyagisozi, Ruheru, Ruramba, Rusenge	Victims of gender based violence
Initiative pour la Participation Citoyenne represented by S.D.A IRIBA and made up with S.D.A IRIBA; IPFG; UNICOOPAGI; EAR Diocese Kigeme and CDJP Diocese Gikongoro	Peace and justice	Busanze, Cyahinda, Kibeho, Kivu, Mata, Muganza, Munini, Ngera, Ngoma, Nyabimata, Nyagisozi, Ruheru, Ruramba, Rusenge	Develop and use Citizens report card in population extracting information and priority problems to be focus on.
FEDERATION DES AGRI ELEVEURS DU RWANDA	Agriculture, elevage, peace and justice	Kibeho, Nyabimata, Kivu	former, soutenir les Agri -eleveurs du district de Nyaruguru dans l'agriculture et elevage moderne
ASSOCIATION RWANDAISE DES TRAVAILLEURS CHRETIENS FEMININS	Business project, savings groups	All sectors	former, éduquer et soutenir les membres de l'association a développer de bon projets qui peuvent avoir crédit bancaire
NEVER AGAIN RWANDA	Justice and reconciliation	Kibeho	facilitate Population of Kibeho Sector to say never again to genocide
RED CROSS RWANDA	health, water and sanitation, nutrition	Cyahinda, Busanze, Nyagisozi	support in Most vulnerable families, follow up the implementation of VUP program in partnership with the district and LODA
FAITH VICTORY ASSOCIATION	Gender development, child protection, business project, savings group, agriculture	Ruheru	Capacity building Women Small holder Farmers in agriculture techniques, protection of children business development and saving.
Commission Diocesaine Justice et Paix de Gikongoro	Peace and justice	Busanze, Kibeho, Kivu, Mata, Muganza, Munini, Nyabimata, Ruheru, Ruramba	train and support Members of unity and reconciliation groups (association) resolve and follow up Couples living with domestic conflicts, make and operate Members of peace clubs in schools and local authorities
CARITAS GIKONGORO	Youth development, education, health,	Busanze, Kibeho, Kivu,	Train, facilitate and follow up Pregnant and lactating mothers, orphans and vulnerable

	agriculture	Muganza, Munini, Nyabimata, Ruheru	children (OCV),growers of wheat, parents vulnerable
Eglise Anglican au Rwanda	Peace and justice, health, community change mobilization	Ruramba, Muganza, Ruheru, Busanze, Kibeho, Mata, Rusenge, Cyahinda, Nyabimata	resolve families conflicts, teach peace and reconciliation, community mobilization in eradication of human security issues
ADVENTIST CHURCH	Peace and justice, education, health	Cyahinda, Kibeho, Kivu, Mata, Munini, Nyagisozi, Ruramba, Rusenge	resolve families conflicts, teach peace and reconciliation, community mobilization in education of human security issues
Union Des Eglises Baptiste au Rwanda	Peace and justice, education, health	All sectors	resolve families conflicts, teach peace and reconciliation, community mobilization in education of human security issues
Eglise Methodiste libre au Rwanda	Health, peace and justice, education, child protection, gender development, youth development	Kibeho, Ruramba, Mata, Munini, Rusenge, Nyabimata, Ruheru, Cyahinda, Kivu	resolve families conflicts, teach peace and reconciliation, community mobilization in education of human security issues
Association Des Eglises des Pentecôtes du Rwanda	Good governance, education, child protection,nutrition, health	Busanze, Cyahinda, Kibeho, Kivu, Mata, Muganza, Munini, Ngera, Ngoma, Nyabimata, Nyagisozi, Ruheru, Ruramba, Rusenge	resolve families conflicts, teach peace and reconciliation, community mobilization in education of human security issues
Diocese catholique de Gikongoro	Peace and justice, education , health	Mata, Ruramba, Kibeho, Kivu Muganza, Ruheru,	resolve families conflicts, teach peace and reconciliation, community mobilization in education of human security issues

		Nyabimata, Busanze, Cyahinda	
ISLAM	Peace and justice, education , health	Ruramba	resolve families conflicts, teach peace and reconciliation, community mobilization in education of human security issues
CARITAS BUTARE	Nutrition, health, education	Nyagisozi, Rusenge, Cyahinda, Mata, Kibeho	support Vulnerable people in DPME implementation
Private Sector Federation	Business, agriculture, youth development, gender development, commerce	All sectors	cooperatives, SMEs, develop PPP program,
NSHILI TEA FACTORY	export crop	Nyabimata, Ruheru, Busanze	purchase of tea production, transform it made tea, organize tea farmers in cooperative, provide credit to tea farmers, provide techniques in tea production and fertilizers distribution
MATA TEA FACTORY	export crop	mata, Ruramba, Kibeho,	purchase of tea production, transform it made tea, organize tea farmers in cooperative, provide credit to tea farmers, provide techniques in tea production and fertilizers distribution
KIVU TEA FACTORY	export crop	kivu, muganza, Munini	purchase of tea production, transform it made tea, organize tea farmers in cooperative, provide credit to tea farmers, provide techniques in tea production and fertilizers distribution ,
Union des Cooperatives de Ble; Mais et Pomme de terre Nyaruguru	Agriculture	All sectors	advocacy of wheat , maize and Irish potatoes producers, provide train to members
Union des Cooperatives Agricoles	Health, agriculture	Cyahinda, Kibeho, Munini, Rusenge	advocacy of wheat , maize and irish potatoes producers, provide train to members
IHURIRO RY'ABAHINZI B'ICYARI (Union des cooperatives theicol de Nyungwe	Agriculture	Ruramba, Kibeho, Mata, Rusenge	advocacy of tea producers, provide train to members

BANK OF KIGALI	Financial services	Busanze, Cyahinda, Kibeho, Kivu, Mata, Muganza, Munini, Ngera, Ngoma, Nyabimata, Nyagisozi, Ruheru, Ruramba, Rusenge	provide finance service to Nyaruguru population, coaching population in elaboration of bankable project
BANQUE POPULAIRE DU RWANDA	Financial services	Busanze, Cyahinda, Kibeho, Kivu, Mata, Muganza, Munini, Ngera, Ngoma, Nyabimata, Nyagisozi, Ruheru, Ruramba, Rusenge	provide finance service to nyaruguru population, coaching population in elaboration of bankable project
Business Development Fund	Financial services	Busanze, Cyahinda, Kibeho, Kivu, Mata, Muganza, Munini, Ngera, Ngoma, Nyabimata, Nyagisozi, Ruheru, Ruramba, Rusenge	provide finance service to nyaruguru population, coaching population in elaboration of bankable project
COOPEC TWIZIGAMIRE	Financial services	Ruheru, Busanze, Nyabimata, Muganza, Ruramba, Kibeho, Ngoma, Munini, Nyagisozi,	provide finance service to nyaruguru population, coaching population in elaboration of bankable project

VISION FINANCE	Financial services	Kibeho	provide finance service to nyaruguru population, coaching population in elaboration of bankable project
SACCO INKINGI Y'ITERAMBERE KIVU	Financial services	Kivu	provide finance service to nyaruguru population, coaching population in elaboration of bankable project
SACCO WISIGARA MUNINI	Financial services	Munini	provide finance service to nyaruguru population, coaching population in elaboration of bankable project
SACCO TWIZIGAMIRE NGERA	Financial services	Ngera	provide finance service to nyaruguru population, coaching population in elaboration of bankable project
SACCO UMURAVA MUGANZA	Financial services	Muganza	provide finance service to nyaruguru population, coaching population in elaboration of bankable project
SACCO INOZAMIHIGO RUSENGE	Financial services	Rusenge	provide finance service to nyaruguru population, coaching population in elaboration of bankable project
SACCO AMIZERO Cyahinda	Financial services	Cyahinda	provide finance service to nyaruguru population, coaching population in elaboration of bankable project
SACCO IMBONI KIBEHO	Financial services	Kibeho	provide finance service to nyaruguru population, coaching population in elaboration of bankable project
SACCO KORUKIRE RURAMBA	Financial services	Ruramba	provide finance service to nyaruguru population, coaching population in elaboration of bankable project
SACCO UKURI NYABIMATA	Financial services	Nyabimata	provide finance service to nyaruguru population, coaching population in elaboration of bankable project
SACCO NKUNGANIRE RUHERU	Financial services	Ruheru	provide finance service to nyaruguru population, coaching population in elaboration of bankable project
SACCO EJOHAZAZA NYAGISOZI	Financial services	Nyagisozi	provide finance service to nyaruguru population, coaching population in elaboration of bankable project

SACCO ZAMUKA NGOMA	Financial services	Ngoma	provide finance service to nyaruguru population, coaching population in elaboration of bankable project
SACCO TWITEZIMBERE MATA	Financial services	Mata	provide finance service to nyaruguru population, coaching population in elaboration of bankable project
SACCO JYAMBERE BUSANZE	Financial services	Busanze	provide finance service to nyaruguru population, coaching population in elaboration of bankable project

CHAPTER 3

ALIGNMENT WITH NATIONAL POLICY FRAMEWORK AND METHODOLOGY

The current District Development Strategy has been developed in line with the global and national policies to ensure coherence and inclusiveness. All the relevant and available documents were reviewed and some of them include the National Strategy for Transformation, The Rwanda Vision 2050 and the resolutions of the fifteenth National Dialogue, The Sustainable Development Goals, Africa Agenda 2063. During the review process, the systematic integration of the relevant information to the district priorities was considered and incorporated in the District Development Strategy. To ensure the quality of the current DDS, a rigorous methodology has been established.

3.1 Methodology

In the preparation process, participatory and sectoral approaches were preferred throughout the entire process of elaborating and developing Nyaruguru District Development Strategy. Tools utilized to involve all the concerned stakeholders in the whole process were in line with the criteria and concepts of decentralization and participation. Preliminary, the population of the District was involved through Umuganda days, Inteko z'Abaturage and organized public assemblies. Most of the data collected from the citizens became priorities and were considered as the main projects to be implemented during the six years of the District Development Strategy after fine-tuning in the planning language.

Moreover, a planning team was established at the District level. It was composed of Directors of different District departments and Heads of Commissions, under the supervision of the District Executive Secretary. The purpose the composite team was to match the citizens' and national priorities in order to develop the document that would respond to the citizens' and national needs. Many consultative meetings took place to review the DDS development progress and analysis of its content especially the challenges identified and the projects that will be implemented in the strategy implementation period. Data were analyzed by different stakeholders basing on their areas of expertise. The DDS Facilitator worked closely with the team to ensure the work done and several other actors were involved in development and approval process through District Economic Commission Council members, Social and Good Governance Commissions, the Joint Action Development Forum (JADF), district staff from Planning department, Executive Secretaries of Sectors, Cells, local organizations of civil society and the private sector were also involved. There was technical team for quality assurance at

provincial and national level that continuously guided technically the development of the current DDS and finally the document was submitted to the District Council for ownership and final approval.

3.2 Main issues at District level

The district of Nyaruguru encountered some issues and challenges that need to be addressed and adjusted during the implementation of the current District Development Strategy. The most concerned issues were identified as follows:

3.2.1 Economic transformation pillar

The Economic Transformation pillar leads the development of the district in different sectors. It plays an important role in changing lives of citizens of Nyaruguru district because it provides employment to a big number of people. Nonetheless, there are still some issues associated with the economic transformation. These include:

- Lack of macadam roads to facilitate transport since most of the roads going to Nyaruguru are in poor condition because of heavy rains.
- Access to electricity is still low and the current household connectivity is at 21.6%.
- In agriculture the main issues of sloppy areas that are exposed to erosion
- Acidic soil that require high agricultural input and the soil is fragile and prone to landslides.
- Climate fluctuation which negatively affects the agriculture output.
- Digital literacy is at 40% in the district and computer literacy among the population aged above 15 years is at 3.6%.
- Urbanization and rural settlements are still low where only 0.2% of Nyaruguru district population is located in urban areas

3.2.2 Social Transformation Pillar

Under the social transformation pillar, some issues and challenges were also identified as follows:

- High number of poor people whereby the poverty incidence in Nyaruguru district is 47.9% including 20.1% living in extreme poverty and depend on government support through VUP.
- There are still a considerable number of genocide survivors whose shelters are in poor condition
- The DHS5 showed that 7% of women aged between 15 and 19 years begun child bearing
- Child mortality which is still high and the statistics show that neonatal mortality is at 29/1000, infant mortality is at 52/1000 while under 5 mortality is at 77/1000.
- About 20% of women do not deliver in a health facility
- A number of classrooms are not in good conditions where by a total of 183 primary and secondary classrooms need to be replaced, 228 primary and secondary classrooms need to be rehabilitated
- The issue of latrines in primary and secondary schools where by 288 latrines are.
- Pre-primary schools are still few in the district where by only 13 pre-primary schools are operational and yet the district needs a total of 72 pre-primary schools.

3.2.3 Transformational Governance Pillar

The main issues under transformational governance have also been assessed and serious actions should be taken for remedy. Among these, we have observed the following:

- Poor management of public cemeteries. Here only 15 cemeteries are well organized while the target was 72 cemeteries in the whole district
- Anti-GBV committees have not been introduced in all cells of the district and currently the achievement is only 62.4%.
- Internet connectivity is still an issue as well. Currently the district stands at 40% in all public institutions within the district and the target was to reach at least 80%.
- In ICT, computer literacy is at 9.8% and the target is to reach 40% of the population by 2024.
- The issue of maintaining culture centers and genocide memorials
- Lack of a modern sport facility that should solve the problem of talent discovery of the young population

3.3 Alignment of the District Development Strategy to National Strategy for Transformation one (NST1)

The current district Development Strategy has been aligned with NST1 to ensure the coherence and contribution to the national targets and orientations. The DDS output and strategic intervention were drawn basing on the NST1 priority area and outcome.

Table 3.1: Alignment of the DDS to NST1

NST-1 Priority area	NST-Outcome	DDS Output	DDS Strategic Intervention
1. Economic Transformation Pillar			
NST-1 priority Area	NST-1Outcome	Nyaruguru DDS Outputs	• Nyaruguru DDS Strategic Interventions
1.1 Create 1.5m (Over 214,000 annually) decent and productive jobs for economic development	1.1.1: Increased number of Rwandans with appropriate skills tailored to labor market demands	OUTPUT 1: Increased technical and vocational education and training infrastructure, staff and enrolment, especially among girls	<ul style="list-style-type: none"> • Increase technical and vocational education schools and equipment's • Promote “<i>inspire me</i>” initiatives where senior female staff in STEM and TVET inspire young girls in the community or through media • Increase the number of women in STEM related TVET through sensitization and incentives to women enroled in TVET
		OUTPUT 2: Sport infrastructure facilities constructed	<ul style="list-style-type: none"> • Establish professional sport centers. • Construction a model a multi-sport facility • Construction of basic stadiums in all cells
	1.1.2: Increased productive jobs for youth and women	OUTPUT 3: Increased off-farm jobs for youth and women in the district	<ul style="list-style-type: none"> • Support Business development Advisors to develop Bankable project • Support new viable project in each village • Coaching all off farm jobs in the District • Promote employment through craft centers creation

		OUTPUT 4: Improved and well maintained cultural sites	<ul style="list-style-type: none"> • construct cultural centers to attract tourists • construction of exhibition centers
1.2 Accelerate Sustainable Urbanization from 17.3% (2013/14) to 35% by 2024	1.2.1: Developed and integrated urban and rural settlements	OUTPUT 5: Increased male and female headed households living in planned settlement	<ul style="list-style-type: none"> • Mobilize male and female HHs leaving in scattered areas • Assist vulnerable families to find houses in planned settlements • Move HHs from high risk zones • Establish Green space in urban and semi areas ; • Develop and enforce of land use master plan
	1.2.2: Increased economic opportunities in urban areas	OUTPUT 6: Male and female headed household connected to electricity increased	<ul style="list-style-type: none"> • Extend electricity facilities at the planned settlement and urban level; • Promote renewable energy source of energy (solar, bio-gaz,liquefied Petroleum and Gas, and saving cooking stoves • Mobilize households to join planned settlements
		OUTPUT 7: Rural and Urban Transport Services increased	<ul style="list-style-type: none"> • Introduce big and common transport systems to reduce emissions • Establish Climate proofing on major roads through tree planting
1.5 Increase Domestic Savings and position Rwanda as a hub for financial services to promote investments	1.5.1: Increased high impact FDIs and domestic investments	OUTPUT 1: Private infrastructure increased	<ul style="list-style-type: none"> • Construct modern buildings to facilitate doing business in the district • Conduct mobilization campaign to shift from informal to formal business
	1.5.2: Enhanced long-term savings and innovative financing mechanisms	OUTPUT 2: Increased financial accessibility for male and female population	<ul style="list-style-type: none"> • Increase women access to bank services • Organize access to finance campaigns and Organize customer service trainings for financial institutions

1.6 Modernize and increase productivity and livestock	1.6.1: Increased agricultural production and productivity	OUTPUT 1: Use of fertilizers by male and female farmers increased	<ul style="list-style-type: none"> • Sensitize and train farmers to use organic manure and mineral fertilizers • Avail mineral fertilizers to male and female farmers • Reduce the cost of mineral fertilizers
		OUTPUT 2: Increased Size of land consolidated with selected crops	<ul style="list-style-type: none"> • Mobilize male and female farmers to consolidate their lands • Avail selected seeds/crops to male and female farmers; • Promote new seeds variety that are climate resilient
	1.6.2: Increased traditional and non-traditional export crops	OUTPUT 3: Area/ha of export crop and productivity increased	<ul style="list-style-type: none"> • Mobilize male and female farmers to increase area of tea plantation • Increase area of coffee plantation • Give incentives to export crop male and female farmers
	1.6.3 Increased of hillside irrigation and downside irrigation stations	OUTPUT 4 : Area/ha of crops irrigated increased	<ul style="list-style-type: none"> • Establish downside Irrigation equipments
	1.6.4: Increased climate resilience for agriculture	OUTPUT 5: Productivity increased and environmental resilience strengthened	<ul style="list-style-type: none"> • Mobilize male and female farmers to use more manure fertilizer together with mineral • Increase agro-forestry trees • Increase area covered by forest • Increase area covered by terraces (progressive, radicals)
	1.6.5 :Constructed of post-harvest facilities	OUTPUT 6: Post-harvest stations construct to reduce risks to climate change and related disasters	<ul style="list-style-type: none"> • Construct post-harvest storage facilities.
	1.6.6: Improved livestock sector	OUTPUT 7: Animal production and productivity increased	<ul style="list-style-type: none"> • Increase animal insemination rate • Mobilize farmers for zero grazing • Increase area of animal forage and improve genetically the local breed

1.7 Sustainable Management of Natural Resources and Environment to Transition Rwanda towards green economy	1.7.3: Integrated water resource management	OUTPUT 1: Wetland and river bank protected	<ul style="list-style-type: none"> • Increase area of tree plantation on the river banks • Protect marshlands against over-exploitation
	1.7.4: Accelerated growth in Green Innovation	OUTPUT2: Environment awareness increased in levels	<ul style="list-style-type: none"> • Mobilize the population on environment management • Create environment committees at the cell and school levels
2. Social Transformation Pillar			
2.1 Enhancing graduation from extreme Poverty and promoting resilience	2.1.1 Increased graduation from extreme poverty	OUTPUT 1: Increased initiatives for poor male and female headed families' better life	<ul style="list-style-type: none"> • Create cooperatives for poor male and female headed families • Increase assistance of poor male and female headed families through VUP • Distribute cows and/or small animals to poor male and female headed households
		OUTPUT 2: Improved services to male and female headed vulnerable families	<ul style="list-style-type: none"> • Training health workers on GBV • Establish assistance scheme to PwDs • Increase rehabilitation services to PwDs
		OUTPUT 3: Improved service and accountability to poor male and female headed HHs	<ul style="list-style-type: none"> • Train district and sector staff on core social protection programs • Improve online service to poor male and female headed households • Develop and update district disaster management plan
	2.1.3 Enhanced resilience of Rwandans	OUTPUT 1: Empowered male and female headed poor families with necessary skills	<ul style="list-style-type: none"> • Increase number of male and female headed HHs receiving MPG • Provide skills to poor male and female headed HHs • Provide financial assistance to poor genocide survivors family

2.2 Eradicating Malnutrition	2.2.1 Reduced malnutrition among children	OUTPUT 2: Improved nutrition of all children below 5 years	<ul style="list-style-type: none"> • Mobilize parents to provide balanced diet to under 5 years. • Mobilize mothers on breastfeeding to under 6 months kids • Provide milk to malnourished infants
		Output 3: Improved nutrition among mothers	<ul style="list-style-type: none"> • Community education and awareness on good nutrition practices and complementary feeding practices • Reinforce establishment of “kitchen gardens” at households levels • Provide nutrition support to severely malnourished pregnant and lactating women with micro-nutriments supplements
2.3 Enhancing demographic dividend through ensuring access to quality Health for all	2.3.1 Improved healthcare services	OUTPUT1: Increased health infrastructure facilities to the MoH standard	<ul style="list-style-type: none"> • Rehabilitate all health facilities to the MoH standards • Construct health posts in all cells • Improve
		OUTPUT 2: Reinforced prevention diseases and Hygiene improved	<ul style="list-style-type: none"> • Mobilize the population to improve toilet facilities in their families • Mobilize the population to improve hygiene in their houses
	2.3.2 Increased financial sustainability for the health sector	OUTPUT: Health financing and financial accessibility to health services improved	<ul style="list-style-type: none"> • Mobilize the population to contribute for their health insurance (Mutuelle de santé)
	2.3.3 Increased health of workforce	OUTPUT: Increased number of health professionals in the district	<ul style="list-style-type: none"> • Improve the ratio of health workers/habitant • Improve registration of births in CRVS • Improve the health care service provision • Reduce the malpractice cases in health area

	2.3.4 Reduced Communicable Diseases and Non-Communicable Diseases (NCDs)	OUTPUT1 : Increased Full immunization for under five	<ul style="list-style-type: none"> • Mobilize parents on full immunization of kids between 12-23 months
		OUTPUT 2: Prevention and management of NCDs improved	<ul style="list-style-type: none"> • Organize prevention campaigns of NCDs • Follow up all NCDs • Mobilize the population on sport activities and voluntary check up
		OUTPUT3: Increased prevention services of HIV/AIDS, STIs, and Hepatitis	<ul style="list-style-type: none"> • Organize anti-HIV/AIDS campaigns • Conduct behavior change communication activities to promote positive sexual behaviors among male and female population • Expand access and promote utilization of STIs prevention and treatment services to male and female population • Increase number of babies born with HIV free (from HIV positive mothers) • Mobilize HIV positive people to take medicine properly
	2.3.5 Increased contraceptives prevalence	OUTPUT 1: Increased use of FP methods by men and women	<ul style="list-style-type: none"> • Increase the number of men using vasectomy • Mobilize men and women on the use of FP facilities available for them • Decentralize FP programs at the cell level • Reinforce community education by CHWs to promote the continuous use of long-acting and permanent methods of FP services • Male active involvement in the use of FP services • Strengthen integration of family planning in post-natal care services

		OUTPUT2: Improved and operational youth friendly services at all Health centers	<ul style="list-style-type: none"> • Mobilize youth to use reproductive health service • Increase health centers with operational youth friendly services
2.4 Enhancing demographic dividend through improved access to quality education	2.4.1 Increased access to pre-primary education	OUTPUT 1: Increased pre-primary infrastructure, staff and enrolment	<ul style="list-style-type: none"> • Mobilize funds to construct pre-primary schools • Recruit pre-primary teachers • Mobilize parents to take kids to schools
	2.4.2 Improved education quality in primary and secondary education	OUTPUT 2: Increased primary and secondary infrastructure, staff and enrolment	<ul style="list-style-type: none"> • Increase the number of primary and secondary schools • Rehabilitate inadequate classrooms for both primary and secondary schools • Increase sport facilities and materials in secondary and primary schools
	2.4.3 Increased Technical and Vocational Education and Training (TVET) schools and graduates	OUTPUT 1: Increased technical and vocational education and training infrastructure and staff	<ul style="list-style-type: none"> • Build a TVET in each sector in the district • Increase the teaching materials in TVETs • Recruit qualified staff in TVETs
		OUTPUT2: Increased enrolment in TVETs schools with triple enrollment of girls	<ul style="list-style-type: none"> • Mobilize the youth to enroll in TVETs • Organize study tours of O' level and S6 female levers in TVET Schools to see how ladies are able to perform technical activities • Promoting <i>inspire me</i> initiatives where senior female staff in TVETs inspire young girls in the community or through media • Increase the number of girls/women in TVET through sensitization and incentives to those enrolled in TVET
	2.4.5 Increased adult literacy rates	OUTPUT : Increased male and female adult literacy rates	<ul style="list-style-type: none"> • Negotiate with partners to increase literacy among adults • Mobilize adults on importance of literacy

2.5 Moving towards a Modern Rwandan Household	2.5.1 Universal access to basic infrastructure (water, sanitation, electricity, ICT, shelter)	OUTPUT 1: Male and female headed households and public institutions with access to clean water increased	<ul style="list-style-type: none"> • Mobilize male and female headed households and public institutions to connect to clean water • Mobilize partners to intervene in clean water distribution • Increase spring water facilities in remote areas
		OUTPUT 2: Male and female headed households and public institution with access to improved sanitation facilities increased	<ul style="list-style-type: none"> • Mobilize male and female headed HHs to build improved(clean) sanitation facilities • Build common sanitations in public places and institutions; • Install rain water and harvesting systems; • Construct and renovation of water source; • Protect of river banks (watershed management); • Establish waste collection centers • Construct appropriate Drainage Systems
		OUTPUT 3: Male and female headed household connected to electricity increased	<ul style="list-style-type: none"> • Extend electricity infrastructure in the district • Mobilize male and female headed HHs to connect to electricity • Mobilize male and female headed HHs to buy off-grid electricity
		OUTPUT 4: Increased male and female headed households living in planned settlement	<ul style="list-style-type: none"> • Build IDP model houses in the district • Mobilize male and female headed HHs especially from risk zones to shift to planned settlements • Mobilize partners in housing for poor HHs

		OUTPUT 5: Gender parity attained in ICT access, usage and innovation	<ul style="list-style-type: none"> • Organise campaigns for girls' involvement in ICT through Ms. Geek Competition, Tech Kobwa camps, Technovation challenges, and digital financial inclusion through Rugori fund among others • Increase and extend ICT infrastructures such as 'YEGO Centres', ICT knowledge hubs...
3. Transformational Governance Pillar			
3.1 Reinforce Rwandan culture and values as a foundation for peace and unity	3.1.1: Enhanced unity among Rwandans	OUTPUT 1: Enhanced citizen participation and inclusiveness for transformation	<ul style="list-style-type: none"> • Increase attendance in itorero ry'igihugu • Increase participation in umuganda • Increase peacemaking dialogues among citizens (Ndi Umunyarwanda)
	3.1.2: Increased innovations and sustainability across Home Grown Solutions	OUTPUT 1: Enhanced access to information and feedback mechanisms	<ul style="list-style-type: none"> • Organize meetings with citizens • Create platforms to share information with citizens
3.4 Strengthen Justice, Law and Order	3.4.1: Strengthened Judicial System (Rule of Law)	OUTPUT 1: Male and female citizens' grievances received and addressed and court judgments timely executed	<ul style="list-style-type: none"> • Provide training to abunzi • Improve the use of E-Citizen • Decentralize MAJ to sector level • Organize awareness campaigns
		Output 2: GBV prevention and response initiatives strengthened through Umugoroba w'ababyeyi, and involvement of CSOs/FBOs.	<ul style="list-style-type: none"> • Awareness raising on laws, GBV forms, women's rights; • Encourage legal marriage to protect men, women, and children's rights • Streamline <i>Umugoroba w'ababyeyi</i> and men inclusion; • Promote positive masculinity through Men Engage approach • Enhance the partnership and role of FBOs and CSOs, in preventing and managing domestic conflicts

	3.4.3: Zero corruption across government services and institutions achieved and maintained	OUTPUT : Enhanced capacity of institutions of accountability	<ul style="list-style-type: none"> • Improve the implementation of the general auditors recommendations • Organize PFM inspections • Increase the number of audited institutions
3.5 Strengthen Capacity, Service delivery and Accountability of public institutions	3.5.1:Enhanced accountability across public institutions	OUTPUT : Increased satisfaction of service delivery including online services in all sectors	<ul style="list-style-type: none"> • Improve service delivery • Construct cells offices • Provide necessary equipments to cells and sectors office and staff
3.6 Increased Citizens Participation and Engagement in Development	3.6.2: Developed Capacity for Civil Society and the Media	OUTPUT: Improved male and female staff capacity for better service delivery	<ul style="list-style-type: none"> • Train all staff in their specific area of work • Recruit employees in the missing positions

CHAPTER 4

STRATEGIC FRAMEWORK

The District Development strategy 2018/19-2023/24 is a six-year period aiming to transform and speed up the development and considerable reduction of the poverty levels among the population of Nyaruguru District. In the preparation process, the population of Nyaruguru were actively involved and the projects from the population were given high priority and were included in the document. Additionally, the national and regional targets were also consulted and alignment was made to meet both national and regional visions.

4.1 NYARUGURU Vision 2024

To be a reference District that prides itself in terms of ensuring a better quality of life, economic development, local participation and sustainable development as well as better service delivery for its population both men and women.

4.2 Mission

Nyaruguru district ensures a sustainable development of every one among its population both men and women by facilitating them to access self-generation and good use of financial resources.

4.3 Objectives of the District Development Strategy

In order to achieve the vision 2024, the current DDS should be guided by the following main objectives as highlighted under Section 1.2 above. In summary, during the implementation of the District Development Strategy should focus on the following measurable and observable objectives.

- (i) To increase jobs opportunities through creation productive jobs
- (ii) To increase the production and productivity of key crops and Livestock
- (iii) To add value to agriculture and livestock output
- (iv) To improve the infrastructure within the District
- (v) To promote and improve religious tourism and other tourism in general
- (vi) To improve urban and rural habitat

4.4 Main Priorities at District level

During these six years of the DDS implementation, the administration of the district as well as the district stakeholders will focus and put their efforts on the following priorities.

4.4.1 Agriculture

The main priorities will be to increase area covered by radical terraces, land consolidation as well as improvement of agriculture through the use of fertilizer and selected seeds. On the other hand, the improvement on the livestock by increasing improved cows and small stock to upgrade their production.

4.4.2 Business

During the six years of the DDS implementation, a great attention will be to increase bankable projects to the level of village. The priority here will be to acquaint people with basic skills on project management and provide the necessary support.

4.4.3 Infrastructure

The existing infrastructure should be maintained and improved during the implementation of the DDS. As novelty, the tarmac road from Huye district to Ndago should be constructed. This will be coupled with business enabling facilities such as building guest house, Hotels and Motels for hospitality and tourism in the district. During this DDS, the district also counts to put in place a sport complex and district stadium to promote multi-sport activities.

4.4.4 Education

In order to increase access and equity in education sector, the construction of schools in all levels of education will be done as well as increasing the number of technical schools known as TVETs at sector level.

4.4.5 Health

For improvement of the life of the population, the attention will be focusing on health infrastructure, human resources development and health facilities equipment. More health workers will be recruited to meet the standards of the Ministry of Health (MoH).

4.4.6 Governance

In governance and administration, the main concentration will be to improve the quality service to the people of Nyaruguru. To achieve this, there will be a need to improve and construct sector and cells offices as well as recruitment of the qualified staff to fill in in vacant posts.

4.5 Results Chain

This section develops the hierarchical chains of results to be achieved when the DDS is fully implemented. The result chain is based on Results Based Management (RBM) principles and should clearly match the national priorities and the district focus to ensure full implementation and integration of the national targets.

NST1 Pillar	Focus of Nyaruguru district as per Pillar
Economic Transformation	<p>Nyaruguru districts' key priorities on economic transformation for the NST1 are Modernized agriculture, diversification of economic base, private sector development, infrastructure development and urbanization and green economy. They are clearly explained in details as follows:</p> <ol style="list-style-type: none">1. <i>Modernized agriculture:</i> With modernized agriculture, emphasis will be put in expanding agriculture land with terraces, increasing small scale hillside and marshland irrigation, increase area of consolidated land, use of selected seeds and expanding area of cash crops (tea, coffee and Irish Potatoes). The use of fertilizers will also be focused on in order to increase the productivity.2. <i>Diversification of economic base:</i> Focus will be put on the tourism development, handcraft and agribusiness industry reinforcement, increase of animal and agriculture produce processing and wood processing as well. The aim here is to reduce farm jobs.3. <i>Private Sector Development and youth employment:</i> Emphasis will be put on the creation of an environment which attracts investors and MSMEs. Training to the small business starters will be provided in order to make them competitive on the market and improve service delivery. After the construction of a tarmac road, there is a great hope that Nyaruguru business sector will be booming. Investment policies will be reviewed and developed with the aim of attracting as many investors as

	<p>possible. To strengthen this sector, the district leadership will continue to focus on increasing the number of youth attending TVETs with emphasis to women and girls through mobilization campaigns. It is planned that each sector will have a TVET that will help the youth to learn different professions.</p> <p>4. <i>Infrastructure Development and urbanization:</i> Various documents and reports like EICV4, DHS5, LED and district reports indicated that infrastructure is still poor for instance roads, health infrastructure and ICT infrastructure are to be highly developed during this DDS. Town crossing roads will be constructed, feeder roads will be built and others rehabilitated and as a result it will ease the movement of people and goods in and out of the district. Urban areas in Nyaruguru will be greened by trees and grasses to keep urban place clean. Access to electricity will move from 27.6 to 100% and public lighting will also increase to 45 Km. Access to clean water will be 100% as well within this period of six years of DDS. Market buildings will be built as well after assessing well where they are needed.</p> <p>5. <i>Youth support</i> will be another area of emphasis during this six year DDS period. Training to the youth on entrepreneurship development, Drug abuse and HIV/AIDS will be conducted. Youth will also be encouraged and assisted to acquire necessary technical skills that can help them in the job creation</p>
Social Transformation	<p>The overarching goal for the Social Transformation Pillar is to <i>develop Rwandans into a capable and skilled people with quality standards of living and a stable and secure society</i></p> <p><i>Significant reduction of poverty and extreme poverty:</i> Strategies to achieve this goal will be to expand public works to poor families with more emphasis to women headed families, distribution of cows or small stock to poor families. All these interventions will contribute to significantly reduce poverty from 41.7% poverty to 23.2% and extreme poverty will be reduced from 20% to 5.7%. Children and women malnutrition will also be another area where focus will be made whereby for children 1,000 days of balanced nutrition will be promoted together with other ECD initiatives. Women will be Educated and assisted to balance their nutrition. Those</p>

	<p>who are thin will be assisted through VUP initiatives that will enable them to acquire financial resources that can help them to improve their nutrition. Mobilization will also be another tool to reach those overweighting women and the focus will be to sensitize them to do sport and to take balanced nutrition.</p> <p><i>Construction of decent houses villages and urban places in Nyaruguru:</i> The construction of villages will be carefully done following the environment policy and water from the village houses will be harvested to use it in other economic activities. For health and environment management purposes, all the waste from the villages will be well treated and it will be mandatory for each HHs to have clean sanitation. The district will intervene to those HHs who are unable to get sanitations by themselves.</p> <p>Other infrastructure facilities like schools, health facilities will also be built. Health infrastructure will be taken care of starting with Munini district hospital. GBV prevention and response initiatives will be strengthened through Umugoroba w’ababyeyi, and the involvement of CSOs/FBOs.</p>
Transformational Governance	<p>Under this Pillar, the district will focus mainly on:</p> <ol style="list-style-type: none"> <i>1. Better service delivery:</i> Service delivery will be improved at the level of the district administration itself, in the district institutions like health centers, schools, sector administration and also in private sector operating in Nyaruguru. <i>2. Citizen participation:</i> Citizens will always be involved in the district economic and social planning sessions. They will also be involved in dispute settling through mediation procedures as set by our country (Abunzi). <i>3. Public resources management:</i> Public finance and other resources in the district will be well managed avoiding corruption and any kind of mismanagement. <i>4. Regional integration:</i> Nyaruguru district has a plan to increase its agricultural and livestock production to export the produce to the neighboring Burundi and other foreign countries.

<p>Cross Cutting Areas: Nyaruguru District Development Strategy will mainstream all the seven cross cutting issues, namely capacity building, regional integration, gender and family promotion, Environment and climate change, Disaster management, Disability and social inclusion, Regional integration and HIV/AIDS and non-communicable diseases.</p>	
1. Gender and Family Promotion	<p>Gender and Family Promotion is an aspiration of Government strategy to attain gender parity in all levels of development. The DDS should be designed, executed, monitored and evaluated, and coordinated from a gender perspective.</p> <p>In particular, Nyaruguru District will undertake activities to increase women's access to finance and implement interventions to attain gender parity in ICT access, usage and innovation. The District will strive to reduce STIs and to improve nutritional status among mothers in reproductive age. Maternal and child health will be improved through increasing rate of delivery in health facilities, and more using antenatal, postnatal and family planning services. The district will triple girls' enrollment in TVETs to advance women's employment opportunities. Nyaruguru District will also improve measures to address GBV (Prevention & response); and will implement behavior change communication activities to increase women's decision making power within the household.</p>
2. HIV/AIDS and NCDs	<p>Under HIV/AIDS the district will strengthen STIs package at all the health facilities in the district. Focus will also be on HIV prevalence among people aged 15-49 years and pregnant women. Protection of infants born from HIV positive mothers will also increase over the coming six years. Moreover, access to condoms in all public places, shops and markets will improved in order to save more lives.</p> <p>On Non Communicable Diseases follow up will be reinforced through mobilization of the population and training of health workers. NCD services will be decentralized at the health center level in order to combat them and more efforts will be put in sensitizing people for self screening. More qualified staff will be recruited at the health center level in order to deal with these above cases at the health center level.</p>
3. Information and Communication Technology	<p>Information and Communication Technology is a central engine to driving Rwanda's transformation to a knowledge based economy. Rwanda continues to be one of the fastest growing African countries in ICT and there are several avenues for growth for the ICT sector from e-commerce and e-services, mobile technologies, applications development and automation to becoming a regional center for the training of top quality ICT professionals and research. Consequently, different sectors especially Financial Institutions and Utilities are increasingly digitizing and mobilizing their</p>

		<p>products and services, reducing costs and providing compelling new experiences for consumers. Nyaruguru District Development Strategy implementation will also make sure that the ICT development is met in Nyaruguru District as the projects reflecting the enabling infrastructure ICT has taken the key role.</p>
4.Disability and Social Inclusion		<p>Rwanda has prioritized to preserve the rights of Persons with Disabilities as enshrined in the Rwandan citizens principally by the Constitution. The rights of Persons with Disabilities are additionally protected by the National Law N° 01/2007 on the Protection of Persons with Disabilities in general and N° 2/2007 on the Protection of former War Combatants with Disabilities.</p> <p>Nyaruguru district through the District Development Plan will continue to support disabled and vulnerable people in the district. 80% of disabled people will be fully supported via different initiatives available in the district. 1,500 severely disabled people will be supported with a pension scheme. Moreover, 3,500 people in the category of moderately disabled people will also be assisted. More other initiatives have been thought of to support vulnerable people during the DDS whereby VUP public works come as number one in process. More than 10,000 households will be supported through VUP public works, 65% of historically marginalized households will be reintegrated, 1,252 households will receive minimum package for graduation and other vulnerable groups like genocide survivors will also be assisted whereby 1,922 survivors will be directly supported. All the mentioned groups above will receive basic training skills in financial management and saving. The district has a wish to assist vulnerable and disabled people to create 9 cooperatives that will help to achieve graduation from poverty for these people.</p> <p>In terms of monitoring, data from the district will be disaggregated in terms of types of disabilities and gender for better management of issues related to PWDs.</p>
5.Environment and climate change		<p>The plan has been to explicitly address environment as a cross-cutting theme and integrate principles of sound environmental management and climate change into the policies of key sectors such as agriculture, industry and infrastructure. NYARUGURU District Development Strategy will mainly focus on environment sustainability by focusing on the environment protection projects. The implementation of different projects that will be performed in NYARUGURU District Development Strategy will assure that the Environmental Impact Assessment (EIA) is met during the project implementation.</p>

6.Capacity Building	<p>In Nyaruguru, the district will focus on developing capacity of it staff and that of people in private sector in their different areas of investment. In business, the district will assist in mentorship of small businesses and ease the link between business owners and financial institutions to get loans.</p> <p>Farmer capacity will be improved as per the current needs. They will be provided with modern farming skills using properly fertilizers, selected seeds etc. More Farmer Field Schools trainings will increase to have many farmers trained.</p> <p>Youth will be a main focus to improve their skills through short and medium vocational Trainings. After training the youth, they will be financially supported to be to put into practice the learnt skills.</p> <p>The district will assist poor households by improving their capacity to be able to manage properties given to them and also to be able to manage the small business initiatives undertaken as well. Vulnerable people will also be trained through formal and technical schools.</p> <p>In security, the district in partnership with the National police will continue to strengthen security and peace through training DOSSOs staff and other people involved in security. Mobilizations will also take place to sensitize the population to stop genocide ideology.</p> <p>Moreover, district staff training and skills development will be organized and planned annually. Trainings will be conducted respecting different areas of work.</p>
7.Regional and International positioning	<p>Nyaruguru District borders Burundi in south and a cross border market has been constructed at Akanyaru border to ease business transactions between the two countries. When the cross border market was completed, it was obvious that smooth business transactions were achieved and there is a hope that this will continue even in the coming years.</p> <p>Nyaruguru as a rural district, it is trying to do its level best to improve business environment by increasing attractive infrastructure. It's in this context that the cross border market and stores were constructed and more other investments in tourism and processing industries especially tea and coffee processing facilities will continue to be constructed.</p>

4.6 Logical Framework

Below here is the logical framework for Nyaruguru district. It presents all the planned activities and projects to be performed within the period of six years for the District Development Plan. The logical framework shows targets of each year from 2018/19 to 2023/24.

NYARUGURU LOGFRAME										
Indicator including measurement unit	Baseline 2016/17	Overall Target 2018/24	Target 2018/19	Target 2019/20	Target 2020/21	Target 2021/22	Target 2022/23	Target 2023/24	means of verification	Assumptions
PILLAR: ECONOMIC TRANSFORMATION										
SECTOR: AGRICULTURE										
PRIORITY AREA: Modernize and increase productivity and livestock										
OUTCOME: Increased agricultural production and productivity										
OUTPUT 1: Productivity increased and environmental resilience strengthened										
Yield (MT/Ha) of major crops: maize	3.76	5.7	4.5	4.7	4.9	5.3	5.5	5.7	District annual report	Availability of seed and fertilizers, farmers mobilized
Yield (MT/Ha) of major crops: Irish potato	26.06	30	27.5	27.8	28	28.5	29	30	District annual report	Availability of seed and fertilizers, farmers mobilized
Yield (MT/Ha) of major crops: beans	1.78	2.7	2.4	2.5	2.6	2.5	2.6	2.7	District annual report	Availability of seed and fertilizers, farmers mobilized
Yield (MT/Ha) of major crops: wheat	3.58	4.5	3.8	4	4.1	4.2	4.3	4.5	District annual report	Availability of seed and fertilizers, farmers mobilized
Weight (Kg) of banana stem/bunch	49	80	55	65	68	70	75	80	District annual report	Availability of seed and fertilizers, farmers mobilized
Quantity of Maize (MT) produced	24,650	37,050	29,250	30,550	31,850	34,450	35,750	37,050	District annual report	Availability of seed and fertilizers, farmers mobilized
Quantity of Irish potato produced (MT)	79,392	240,000	216,975	219,620	221,760	226,575	231,420	240,000	District annual report	Availability of seed and fertilizers, farmers mobilized

Quantity of Beans produced (MT)	44,160	94500	93600	95500	100100	96500	94900	94500	District annual report	Availability of seed and fertilizers, farmers mobilized
Quantity of Wheat produced (MT)	41,460	36000	26600	28400	29930	31500	32895	36000	District annual report	Availability of seed and fertilizers, farmers mobilized
Quantity of Banana produced (MT)	23,792	45,600	35,000	44,100	44,500	44,800	45,300	45,600	District annual report	Availability of seed and fertilizers, farmers mobilized
Quantity of vegetables produced (MT)	18,546	50,500	28,500	35,000	40,500	44,500	45,700	50,500	District annual report	Availability of seed and fertilizers, farmers mobilized
PRIORITY AREA: Modernize and increase productivity and livestock										
OUTCOME: Increased traditional and non-traditional export crops										
OUTPUT 1: Area/ha of export crop and productivity increased										
Productivity of tea green leaves (MT/ha/year)	6.798	12	8	8.5	9	10	11	12	District annual report	availability of seed, fertilizer, use of agriculture mechanism and farmers mobilized
Productivity of coffee cherries (kg/tree)	6.5	10	7.5	8.2	8.5	9.1	9.5	10	District annual report	availability of seed, fertilizer, use of agriculture mechanism and farmers mobilized
Land (Ha) for new tea plantation	5,142	8,442	5,642	6,442	7,442	8,442	9,442	10,442	District annual report	availability of seed, fertilizer, use of agriculture mechanism and farmers mobilized
Land (Ha) for new coffee plantation	1964.7	45	50	30	35	45	37	40	District annual report	availability of seed, fertilizer, use of agriculture mechanism and farmers mobilized
Quantity of tea green leaves produced (MT)	14,030	19,200	16,500	17,800	18,800	19,200	20,500	24,500	District annual report	availability of seed, fertilizer, use of agriculture mechanism and farmers mobilized
Quantity of made tea produced (MT)	3,507.57	4800	4125	4450	4700	4800	5125	6125	District annual report	availability of seed, fertilizer, use of agriculture mechanism and farmers mobilized
Quantity of coffee cherries produced (MT)	2,405	3,500	2,800	3,200	3,400	3,500	3,800	4,000	District annual report	availability of seed, fertilizer, use of agriculture mechanism and farmers mobilized

Quantity of fully washed coffee produced (MT)	489.42	700	560	640	680	700	760	800	District annual report	availability of seed, fertilizer, use of agriculture mechanism and farmers mobilized
PRIORITY AREA: Modernize and increase productivity and livestock										
OUTCOME: Well developed land for agriculture use improved										
OUTPUT 1: Increased soil conservation and protection										
Ha of irrigation developed within an Integrated Water Resources Management Framework : marshland	252	682	200	80	60	130	112	100	District annual report	farmers mobilized, availability of irrigation material, budget
Ha of irrigation developed within an Integrated Water Resources Management Framework Small scale hillside	50	580	150	230	310	380	470	580	District annual report	farmers mobilized, availability of irrigation material, budget
Ha of irrigation developed within an Integrated Water Resources Management Framework: Hillside (medium – large scale)									District annual report	
Area (Ha) of land under erosion control measures: radical terraces	5,291.90	1,482.00	252	250	150	280	200	350	District annual report	farmers mobilized, availability of irrigation material, budget
Area (Ha) of land under erosion control measures: progressive terraces	51,150	1,725	275	280	285	290	295	300	District annual report	farmers mobilized, availability of irrigation material, budget
Area (Ha) of land under erosion control measures: Agroforestry	14,765	3,207	527	530	435	570	495	650	District annual report	farmers mobilized, availability of irrigation material, budget
Ha of mechanized land	0	140	77	92	102	114	130	140	District annual report	farmers mobilized, availability of irrigation material, budget
Percentage of mechanized farm operations									District annual report	

PRIORITY AREA: Modernize and increase productivity and livestock										
OUTCOME: Increased agricultural production and productivity										
OUTPUT 1: Increased seed production and use										
Quantity of Irish potato seed produced per year (MT)	387	850	650	700	750	780	800	850	District annual report	farmers trained in seed production
Quantity of maize seed produced per year (MT)	0	500	400	420	450	457	480	500	District annual report	farmers trained in seed production
Quantity of wheat seed produced per year (MT)	0	800	600	620	650	700	750	800	District annual report	farmers trained in seed production
Quantity of banana seeds produced	0	280	30	50	40	70	30	60	District annual report	farmers trained in seed production
Quantity of banana suckers produced (improved)									District annual report	
% of farmers use quality seeds on consolidated land (disaggregated by gender)	71.5	100	85	90	92	93	95	100	District annual report	farmers trained in seed production
Percentage of farmers use quality seeds: agricultural operator/non-consolidated sites									District annual report	
PRIORITY AREA: Modernize and increase productivity and livestock										
OUTCOME: Increased agricultural production and productivity										

OUTPUT 1: Use of fertilizers increased										
Quantity of agricultural lime used per year (MT)	4,851	5,400	2,370	2,500	3,257	4,210	5,250	5,400	District annual report	mobilized farmers and affordable price and availability of fertilizers
Quantity of mineral fertilizers used per year (MT)	1,120.60	5,000	2,100	2,500	3,200	3,800	4,500	5,000	District annual report	mobilized farmers and affordable price and availability of fertilizers
% of farmers using mineral fertilizers by gender	74.7	100	85	90	92	93	95	100	District annual report	mobilized farmers and affordable price and availability of fertilizers
Quantity of fertilizers per ha	20.375	150	45	65	85	120	140	150	District annual report	mobilized farmers and affordable price and availability of fertilizers
PRIORITY AREA: Establish Rwanda as a Globally Competitive Knowledge-based Economy										
OUTCOME:Empoved Post-harvest handling										
OUTPUT 1: post-harvest handling facilities increased										
Number of maize drying grounds constructed	13	13	3	2	2	2	2	2	District annual report	availability of production, farmers mobilized and organized
Number storage facilities constructed	11	6	1	1	1	1	1	1	District annual report	availability of production, farmers mobilized and organized
Number of Micro-processing units constructed	8	5	1	0	2	0	0	2	District annual report	availability of production, farmers mobilized and organized
Agricultural trade fairs organized each year.	0	6	1	1	1	1	1	1	District annual report	availability of production, farmers mobilized and organized
Number of coffee washing stations constructed	8	1	0	1	0	0	0	0	District annual report	availability of production, farmers mobilized and organized
Number of tea factories constructed	3	2	0	0	0	0	1	1	District annual report	availability of production, farmers mobilized and organized
PRIORITY AREA: Modernize and increase productivity and livestock										

OUTCOME: Increased agricultural production and productivity										
OUTPUT 1: Increased Size of land consolidated with selected crops										
Ha of land consolidated for maize	6,571.40	7,500	6,650	6,700	6,800	7,200	7,400	7,500	District annual report	availability of seed, fertilizer, use of agriculture mechanism and farmers mobilized
Ha of land consolidated for Irish potatoes	7854.2	8,000	7,890	7,900	7,920	7,950	7,980	8,000	District annual report	availability of seed, fertilizer, use of agriculture mechanism and farmers mobilized
Ha of land consolidated for beans	40,223.90	42,000	39,000	38,200	38,500	38,600	36,500	42,000	District annual report	availability of seed, fertilizer, use of agriculture mechanism and farmers mobilized
Ha of land consolidated for wheat	6489.9	8,000	7,000	7,100	7,300	7,500	7,650	8,000	District annual report	availability of seed, fertilizer, use of agriculture mechanism and farmers mobilized
Ha of banana plantation rehabilitated per year	18	440	350	400	420	430	435	440	District annual report	availability of seed, fertilizer, use of agriculture mechanism and farmers mobilized
Ha of vegetable crops planted per year	125	250	180	200	200	230	245	250	District annual report	avail of seed, fertilizer, use of agriculture mechanism and farmers mobilized
PRIORITY AREA: Modernize and increase productivity and livestock										
OUTCOME: Increased business development services for entrepreneurs										
OUTPUT 1: Farmer capacity building improved										

Number of women and men farmers trained on agricultural techniques	8,765	3,210	350	370	450	570	670	800	District annual report	mobilized farmers
Capacity building of crop frontline extension agents (FFS Facilitators) and their cooperatives	14	332	25	50	70	65	60	62	District annual report	mobilized farmers
Number of cooperatives farmers and members trained	50	82	15	20	10	10	15	12	District annual report	mobilized farmers
Number of farmer cooperative using Small Scale Irrigation Technology	7	89	10	12	15	17	25	10	District annual report	mobilized farmers
Capacity building of crop frontline extension agents (FFS Facilitators) and their cooperatives	65	79	14	14	14	14	11	12	District annual report	mobilized farmers
Number of farmer field schools established per year	65	676	79	93	107	121	132	144	District annual report	mobilized farmers
Number of TWIGIRE MUHINZI groups organized per year	3,345	30,300	4,000	4,500	5,100	5,200	5,500	6,000	District annual report	mobilized farmers
Number of farmers registered in TWIGIRE MUHINZI groups per year	56,578	606,000	80,000	90,000	102,000	104,000	110,000	120,000	District annual report	mobilized farmers
PRIORITY AREA: Modernize and increase productivity and livestock										
OUTCOME: Animal resource and fishery production systems improved										
OUTPUT 1: Animal production and productivity increased										
Number of new cows distributed in Girinka program per year	1318	15,400	2,000	2,100	2,300	2,500	3,000	3,500	District annual report	livestock farmers mobalized, semen and vaccines availability

Number of new small livestock distributed to poor families by gender of the household's head	11,467	10,500	2,000	1,500	2,000	2,500	1,500	1,000	District annual report	livestock farmers mobilized, semen and vaccines availability
Number of vaccinated animals (cum.):	24,000	34,600	30,000	32,000	34,000	34,000	34,500	34,600	District annual report	livestock farmers mobilized, semen and vaccines availability
Number of vaccinated animals against CBP	24,000	34,600	30,000	32,000	34,000	34,000	34,500	34,600	District annual report	livestock farmers mobilized, semen and vaccines availability
Number of vaccinated animals against BQ	24,000	34,600	30,000	32,000	34,000	34,000	34,500	34,600	District annual report	livestock farmers mobilized, semen and vaccines availability
Number of vaccinated animals against LSD	24,000	34,600	30,000	32,000	34,000	34,000	34,500	34,600	District annual report	livestock farmers mobilized, semen and vaccines availability
Number of vaccinated animals against FMD	24,000	34,600	30,000	32,000	34,000	34,000	34,500	34,600	District annual report	livestock farmers mobilized, semen and vaccines availability
Animal disease control and health management: Rate of animals sprayed with acaricide (%)	75	100	80	87	90	94	95	100	District annual report	livestock farmers mobilized, semen and vaccines availability
Animal disease control and health management: Rate of dewormed animals twice year (%)	80	100	90	93	94	95	98	100	District annual report	livestock farmers mobilized, semen and vaccines availability
Number of Clinics and veterinary pharmacies registered	8	66	8	10	14	12	16	6	District annual report	livestock farmers mobilized, semen and vaccines availability
Number of new fish ponds established	13	33	2	3	2	6	8	12	District annual report	livestock farmers mobilized, semen and vaccines availability
Number of new modern hives introduced each year	3,000	6,000	3,500	4,000	4,500	5,000	5,500	6,000	District annual report	livestock farmers mobilized, semen and vaccines availability
Number of training session for cooperatives on commercial insects production	1	12	2	2	2	2	2	2	District annual report	Training will be well conducted and attended

Number of ha of new forage fields consolidated (ha)	17		89	161	193	227	303	350	District annual report	livestock farmers mobilized, semen and vaccines availability
Quantity of milk produced per day (liters)	30,192	60,500	36,600	45,670	50,790	55,500	58,900	60,500	District annual report	livestock farmers mobilized, semen and vaccines availability
Quantity of beef meat produced per month (kg)	8,918	1,000	9048	9188	9348	9548	9758	9,918	District annual report	livestock farmers mobilized, semen and vaccines availability
Quantity goat meat produced per month	15,041	1,000	15191	15371	15571	15791	16021	16,271	District annual report	livestock farmers mobilized, semen and vaccines availability
Quantity pork meat produced per month	22848	2,152	23173	23503	23838	24180	24530	24,910	District annual report	livestock farmers mobilized, semen and vaccines availability
Number of eggs produced per month	30,467	50,500	35,600	40,300	42,500	45,700	48,600	50,500	District annual report	livestock farmers mobilized, semen and vaccines availability
Quantity of honey produced per year (kg)	46,000	65,000	47,500	52,000	56,500	60,400	62,500	65,000	District annual report	livestock farmers mobilized, semen and vaccines availability
PRIORITY AREA: Modernize and increase productivity and livestock										
OUTCOME: Animal resource and fishery production systems improved										
OUTPUT 1: Local breed is genetically improved										
Number of cows artificially inseminated per year	1,956	6,000	3,151	4,200	4,800	5,200	5,700	6,000	District annual report	livestock farmers mobilized, semen and vaccines availability
Number of new breed goats introduced	0	2320	200	300	400	450	470	500	District annual report	livestock farmers mobilized, semen and vaccines availability

Improved local breed of dairy cows as a percentage of local breeds	9.3	32	12	18	25	28	30	32	District annual report	livestock farmers mobalized, semen and vaccines availability
Improved local breed of pigs as a percentage of local breeds	21	45	28	32	38	40	42	45	District annual report	livestock farmers mobalized, semen and vaccines availability
Improved poultry as a percentage of local breeds	23	50	25	35	40	43	45	50	District annual report	livestock farmers mobalized, semen and vaccines availability
PRIORITY AREA: Modernize and increase productivity and livestock										
OUTCOME: Animal resource and fishery production systems improved										
OUTPUT 1: Increased animal output and processing facility										
Number of new milk collection centers built	2	2	0	1	0	0	1	0	Annual report and MCC	availability of milk
Number of dairy plant constructed	0	1	0	0	1	0	0	0	Annual report and dairy plant	availability of milk
Number of honey collection center constructed	2	3	1	0	1	0	0	1	Annual report and honey collection center	availability of honey
Number of honey processing units constructed	0	1	0	1	0	0	0	0	Annual report and processing unit	availability of honey
Number of Pigs raised	26,000	60,000	30,000	35,000	40,000	46,000	53,000	60,000	Annual report	availability of pigs
Piggery processing unit	0	1	0	1	0	0	0	0	Annual report and processing unit	availability of pigs

Number of improved slaughter house constructed	0	2	0	1	0	0	1	0	Annual report and slaughter house	availability of pigs
PILLAR: ECONOMIC TRANSFORMATION										
SECTOR: Private Sector Development and Youth Employment										
PRIORITY AREA: Create 1.5m (over 214,000 annually) decent and productive jobs for economic development										
OUTCOME: Increasing firm level productivity and enhancing diversification(Skills development and Entrepreneurship)										
OUTPUT 1: Increased off-farm jobs in the district										
Number of Bankable projects developed (Supporting Business development Advisors in developing Bankable project)	606	3606	1,106	1606	2106	2606	3106	3606	Annual Report	mobilized of people,
Number of tailor cooperatives supported and coached (23 Cooperatives supported)	5	24	3	3	4	4	5	5	Annual Report	mobilized of people,
Number of model cooperatives created and supported in each village (Support	188	332	10	60	64	68	63	67	Annual Report	mobilized of people,
Number of Agri-business projects supported (Support 2 Agribusiness project)	0	23	2	3	3	4	5	6	Annual Report	mobilized of people,
Number of productive Jobs created (Coaching all off farm jobs in the District)	3,435	104761	7,442	11,449	15,456	19,463	23,471	27,480	Annual Report	mobilized of people,
Number of Modern craft centers constructed	1	51	2	5	7	10	13	14	Existing of craft centers	mobilized of people,
PRIORITY AREA: Create 1.5m (over 214,000 annually) decent and productive jobs for economic development										
OUTCOME: Increasing firm level productivity and enhancing diversification(Skills development and Entrepreneurship)										
OUTPUT 2: Enhanced cooperative Management in Nyaruguru										

Number of Cooperatives Registered in RCA (Sensitize and coaching cooperatives in each villages)	188	332	20	37	65	70	70	70	Annual Report	people mobilized
Number of farmers women and men cooperative members trained(Organise and train cooperative members)	100	3300	300	400	500	600	700	800	Annual Report	people mobilized
Number of saving groups mobilised and coached(Mobilisation and coaching savings groups)	0	324	50	52	53	55	59	55	Annual Report	people mobilized
Number of handcraft cooperative members trained	M&F: 5	0							Annual Report	people mobilized
		53	3	5	8	10	12	15	Annual Report	people mobilized
Number of young graduate supported on toolkits	120	642	72	80	100	120	130	140	Annual Report	people mobilized
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: Private sector infrastructure developed										
OUTPUT 1:Trade Infrastructure increased										
Number of new markets constructed	9	13	10	11	12	13	13	13	Annual Report	PSF organized,
Number of markets Rehabilitated	3	11	5	7	9	11	11	11	Annual Report	PSF organized,
Number of new livestock markets constructed	2	5	3	4	4	5	5	5	Annual Report	PSF organized,

Number of Tea factory constructed	3	5	3	3	4	4	5	5	Annual Report	PSF organized,
Number of coffee washing station constructed	8	9	8	9	9	9	9	9	Annual Report	PSF organized,
Number of wood-processing plants developed and operationalized	0	5	0	1	1	1	1	1	Annual Report	PSF organized,
PRIORITY AREA: Increase Domestic saving and position Rwandan as hub for financial services to promote saving										
OUTCOME: Promote access to finance and Enhanced liquidity										
OUTPUT 1: Private infrastructure increased										
Number of modern business buildings built	0		1	2	3	3	4	4	Annual report	mobilized investors, PSF sthrenthned
Number of accommodations (Hotels & Hostels) built in partnership with private sector	5		0	1	1	1	1	0	Annual report	mobilized investors, PSF sthrenthned
Number of Investment Meetings organised	2		2	2	2	2	2	2	Annual Report	mobilized investors, PSF sthrenthned
Number of Public Private Dialogue meetings organized each year	3		3	3	3	3	3	3	Annual Report	mobilized investors, PSF sthrenthned
Number of campaigns informal-formal trade	1		2	2	2	2	2	2	Annual Report	mobilized investors, PSF sthrenthned
PRIORITY AREA: Promote industrialization and attain a structural shift in the export based to high-value goods and services										
OUTCOME: Developed tourism industry										
OUTPUT 1: Touristic site in nyaruguru district developed										
Number of touristic sites made known and maintained	1	10	1	1	2	2	1	1	Sites maintenance report	availability of partners with budget
Kibeho touristic site developed (with sanctuary, benediction water source improved, basilica and artificial	0			1	0	0	0		Report	availability of partners with budget

lake.)										
Nyaruguru exhibition center constructed	0		0	1	1	0	0	0	exhibition center constructed	availability of partners with budget
Number of religious tourists in Nyaruguru (Collect data of Tourist in Nyaruguru)	500000		550,000	600,000	650,000	700,000	750,000	800000	Annual report	tourist site improved
PILLAR: ECONOMIC TRANSFORMATION										
SECTOR: Financial Sector Development										
PRIORITY AREA: Increase Domestic saving and position Rwandan as hub for financial services to promote saving										
OUTCOME: Improved access to finance										
OUTPUT 1: Increased financial accessibility										
% of women accessing bank products/Services (Mobilisation of population to join finance institutions)	58%	85%	60%	65	70	75	80	85	Annual report	bank accessibility, people mobilized and trained in financial service
% of men accessing bank products/Services	62%	95%	70	75	80	85	90	95	Annual report	bank accessibility, people mobilized and trained in financial service
% of women and men with an account in MFI or Commercial bank (Sensitize population to join SACCOs and analyse SACCOs Report)	104,503	100	50	60	70	80	90	100%	Annual report	bank accessibility, people mobilized and trained in financial service
Number of campaigns and workshops conducted on effective financial management by year	2	2	3	3	3	2	2	2	Annual report	bank accessibility, people mobilized and trained in financial service
Number of access to finance campaigns organized	2	4	4	4	4	4	4	4	Annual report	bank accessibility, people mobilized and trained in financial service

Number of training for private companies on quality service delivery	0	800	300	400	500	600	700	800	Annual report	bank accessibility, people mobilized and trained in financial service
SECTOR: Financial Sector Development										
PRIORITY AREA: Increase Domestic saving and position Rwandan as hub for financial services to promote saving										
OUTCOME: Improved access to finance										
OUTPUT 1: Improved access to modern Payment Systems (electronic and Digital financial Services) to enable a cashless										
Number of financial institutions staff trained on modern payment systems by sex	65	100	70	80	90	95	100	100	Annual Report	mobilized finance companies and people
Number of awareness campaigns on electronic and digital financial services in partnership with BNR	0	3	2	3	3	3	3	3	Annual Report	mobilized finance companies and people
PILLAR: ECONOMIC TRANSFORMATION										
SECTOR: Environment and Natural Resources Sector										
PRIORITY AREA: Sustainable Management of Natural Resources and Environment to Transition Rwanda towards a Carbon Neutral Economy										
OUTCOME: Improved soil conservation, wetlands and river banks										
OUTPUT 1: Wetland and river bank protected										
Number of Km of river banks protected with bamboos	25	205	55	85	115	145	175	205	Annual report	mobilized farmers
Wetland ha covered by agro-forestry trees	5	245	45	85	125	165	205	245	Annual report	
Number of district forest management	1	1	1	0	0	0	0	1	Annual report	

plans developed										
PRIORITY AREA: Sustainable Management of Natural Resources and Environment to Transition Rwanda towards a Carbon Neutral Economy										
OUTCOME: Environmental laws Implemented at the district level										
OUTPUT 1: Environment awareness increased in levels										
Number of environmental committees created at the cell level	14	50	8	10	12	10	10	8	Annual report	
Number of school clubs and other institutions greening initiatives created	11	90	15	20	14	18	12	11	Annual report	
Number of committees and women and men club members trained.	14	58	8	10	12	10	10	8	Annual report	
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: Improved environment protection in sustainable way by mining sensitization and inspection of miners										
OUTPUT 1: Mining protection and inspection increased										
Number of mining companies operating in the district	5	1	-	1	0	0	0	0	Annual report	availability of companies, people mobilized in mining aspect
% of mineral and quarry exploitations done after conducting the EIA	70	100	75	80	85	100	100	100	Annual report	availability of companies, people mobilized in mining aspect
Number of Quarry inspections done	4	6	6	6	6	6	6	6	Annual report	availability of companies, people mobilized in mining aspect

PRIORITY AREA: Sustainable Management of Natural Resources and Environment to Transition Rwanda towards a Carbon Neutral Economy										
OUTCOME: Sustainable and productive forest management ensured.										
OUTPUT 1: Increased forest coverage for soil conservation in the district										
% area of Nyaruguru covered with forest	48	49	49	49	49	49	49	49	Annual report	available forest land
Ha of quarterly harvested Forests reduced	100	45	70	60	50	55	50	45	Annual report	
Forest Sensitization fund mobilized	0	14,000,000	7,000,000	10,000,000	12,000,000	13,000,000	14,000,000	14,000,000	Annual report	forest fund scheme available
Rate of zero grazing for forest protection purpose	65	1,000	85	90	95	97	98	100	Annual report	
Number of forest workers recruited by sex	M&F: 7									
		14	7	14	14	14	14	14	Annual report	
Ha of forest rehabilitated	579.92	4600	3800	4000	4010	4020	4100	4600	Annual report	forest to rehabilitated
PRIORITY AREA: Sustainable Management of Natural Resources and Environment to Transition Rwanda towards a Carbon Neutral Economy										
OUTCOME: Sustainable and productive forest management ensured.										
OUTPUT 1: Improved clean technologies use in charcoal, tiles and bricks burning										
Number of cooperatives, women and men using modern technologies in burning charcoal/tiles/bricks	0	14	3	6	8	10	12	14	Annual report	available modern technology
Number of cooperatives ,women and men trained on the charcoal/tiles/bricks burning with environmental friendly technologies	7	12	2	2	2	2	2	2	Annual report	available modern technology

% of HHs cooking with modern cooking technologies(biogas, gaz, improved cooking stoves, ..) instead of firewood and charcoal by sex of the HHs head	98.5	42	90.5	82.5	74.5	66.5	58.5	42	Reports	available modern technology
PILLAR: ECONOMIC TRANSFORMATION										
SECTOR: Energy sector										
PRIORITY AREA: Accelerate Sustainable Urbanization from 17.3% (2013/14) to 35% by 2024										
OUTCOME: Access and connection to electricity improved										
OUTPUT 1: Household connected to electricity increased										
Percentage of Households connected to electricity on-grid Solutions	4.3	52	19	26	32.08	38.16	44.24	52%	Reports	available electricity network
Percentage of Households accessing electricity through off-grid solutions	12	48	18	24	30	36	43	48%	Reports	available electricity network
Number of Km of new electricity supply	409.84	100	98	98	98	98	99	100	Reports	available electricity network
Number of power plant Constructed	3	3	0	0	0	1	1	1	Reports	available electricity network
Percentage of productive uses of electricity with access to electricity	66	100	73	80	90	100	100	100	Reports	available electricity network
Number of Kms of new public lights installed each year	15	112	5	10	12	22	44	19	Reports	available electricity network
PILLAR: ECONOMIC TRANSFORMATION										
SECTOR: Transport										
PRIORITY AREA: Accelerate Sustainable Urbanization from 17.3% (2013/14) to 35% by 2024										
OUTCOME: Improved and Sustained Quality of Road Network										
OUTPUT 1: Transport infrastructure created and rehabilitated										
Number of Kms of feeder roads constructed	39.5	200	30	30	30	30	40	40	Reports	available funds

Kms of National road and District roads(Class 1&2) in good condition	120	210	35	35	35	35	35	35	Reports	available funds
Kms of national and District tarmac roads constructed each year	21	62	0	15	10	17	10	10	Reports	available funds
Number of new bridges constructed	18	12	2	2	2	2	2	2	Reports	available funds
Number of new suspended bridges constructed	6	18	3	3	3	3	3	3	Reports	available funds
PILLAR: ECONOMIC TRANSFORMATION										
SECTOR: Water and sanitation sector										
PRIORITY AREA: Moving towards a Modern Rwandan Household										
OUTCOME: Improved water supply and Sanitation for All District citizens										
OUTPUT 1: Household and public institution accessed to clean water increased										
% of HHs with access to clean water	73.8	100	83	90	95	100	100	100	Reports	available funds
% of households with improved water source in dwellings /yard (access to safely managed drinking water services)	1.5	5	1.8	2	2.2	3	3.5	5	Reports	available funds
Percentage of productive uses with access to clean water	68.5	100	76.3	84.1	91.9	95	100	100	Reports	available funds
Number of spring water Constructed and rehabilitated	805	925	825	20	20	20	20	20	Reports	available funds
Number of Cells with functional Cell water	0	72	0	72	0	0	0	0	Reports	available funds

user committees										
PRIORITY AREA: Moving towards a Modern Rwandan Household										
OUTCOME: Improved water supply and Sanitation for All District citizens										
OUTPUT 1: Household and public institution accessed safety sanitation increased										
% of households with improved sanitation facilities	70.7	100	75	90	100	100	100	100	Reports	availability funds
Rate of Productive User (Schools, Health infrastructures, Markets, Trade Centers and Other Public Places) with improved sanitation	77	100	100	100	100	100	100	100	Reports	availability funds
PILLAR: ECONOMIC TRANSFORMATION										
SECTOR: Urbanization and settlement sector										
PRIORITY AREA: Accelerate Sustainable Urbanization from 17.3% (2013/14) to 35% by 2024										
OUTCOME: Developed and integrated urban and rural settlements										
OUTPUT 1: Increased household in planned settlement										
% of households headed by men and women in planned settlements with green space	M&F: 66	100	M:	M:	M:	M:	M:	M:	Reports	
			F: 72	F: 77	F: 83	F: 88	F: 94	F: 100		
Number of IDP Model Villages Developed with green space	4	13	1	2	2	2	3	3	Reports	population mobilized and fund availability
Number of layouts developed/produced	36	94	14	24	54	0	0	0	Reports	population mobilized and fund availability
Rate of the area covered on local urban master plan	10	50	12	18	25	35	40	50	Reports	population mobilized and fund availability
Rate of new buildings and constructions designed or rehabilitated with disability facilities (toilets, ways)	N/A	100	100%	100%	100%	100%	100%	100%	Joint inspection report	population mobilized and fund availability

Outcome 2:	Increased buildings with rain water harvesting facilities									
Output 1:	HHs with rain water harvesting facilities increased									
% of HHs with rain water harvesting facilities by sex of the HHs head	1%	50%	2%	15%	25%	35%	45%	50%	Reports	mobilized farmers
Number of campaigns on rain water harvesting and its usage	0	14	14	14	14	14	14	14	Reports	
Outcome 3:	Implemented existing Districts' urban planning and development tools									
Output 1:	Increased rate of implementation of the District urban master plan									
Rate of Munini Master plan implementation with green public spaces	0%	50%	5%	10%	20%	30%	40%	50%	Reports	mobilized investors, available funds
Rate of Kibeho Master plan implementation with green public spaces	5%	60%	10%	10%	30%	40%	50%	60%	Reports	mobilized investors, available funds
Rate of construction of the waste Collection facility	0%	100%	0%	25%	75%	100%	100%	100%	Reports	mobilized investors, available funds
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: Integrated and sustainable land management to maximize reliable, efficient and productive investments										
OUTPUT 1: Increased sustainability of land use system plan										
Number of Model Tools facilitating to deliver land related services (GIS Soft Ware and Model Tablets)	4	25	4	14	7	7	0	0	Purchase order	mobilized funds
Rate of District Land Use Master plan implementation	50	100	50	60	65	75%	80%	100%	Reports	mobilized funds

PILLAR: SOCIAL TRANSFORMATION										
SECTOR: HEALTH SECTOR										
PRIORITY AREA: Enhancing demographic dividend through ensuring access to quality Health for all										
OUTCOME: Improved healthcare services										
OUTPUT 1: Improved Maternal and infant Health										
Rate of maternal mortality	139.9/100,000	75/100,000	131/100,000	115/100,000	90/100,000	85/100,000	75/100,000	75/100,000	Hmis	Mobilized families
Rate of Neonatal mortality	29/1000 (RDHS 2014-2015)	15/1000	27,5/1000	25,5/1000	22,5/1000	20,5/1000	17,5/1000	15/1000	RDHS	Mobilized families
Rate of Infant mortality	52/1000 (RDHS 2014-2015)	25,5/1000	45,5/1000	42,5/1000	37/1000	33,5/1000	29,3/1000	25,5/1000	RDHS	Mobilized families
Rate of under five mortality	77/1000 (RDHS 2014-2015)	33,5/1000	65,5/1000	55,3/1000	47,5/1000	42,5/1000	39,5/1000	33,5/1000	RDHS	Mobilized families
PRIORITY AREA: Enhancing demographic dividend through ensuring access to quality Health for all										
OUTCOME: Improved healthcare services										
OUTPUT 1: Increased number of mothers delivering in health facilities and assisted by skilled providers										
% of births attended by skilled health professionals	81,6/100 (RDHS 2014-2015)	>98%	93,5%	95	95%	97,5%	98%	>98%	HMIS report	Mobilized families
Teenage pregnancy and motherhood rate (15-19 years)	4,3% RDHS 2014-2015)	<1%	3,9%	3,1%	2,5%	2,3%	1,9%	<1%	RDHS	Mobilized families
PRIORITY AREA: Enhancing demographic dividend through ensuring access to quality Health for all										
OUTCOME: Improved healthcare services										
OUTPUT 1: Increased number of pregnant women using antenatal and postnatal care services										
Percentage of pregnant women attending 4 antenatal care	47,3	70%	50%	55%	60%	65%	70%	70%	Hmis report	Mobilized families
% of women who received post natal care	57,1 %	>90%	75%	81%	85%	87%	90%	>90%	HMIS report	Mobilized families
Proportion of targeted population who received MDA	93% (campaign 2017 report)	>98%	94,5%	95%	95%	96,5%	97,5%	>98%	Campaign Report	

PRIORITY AREA: Eradication malnutrition										
OUTCOME: Reduced malnutrition among children										
OUTPUT 1: Improved nutrition of all children below 5 years										
Rate of under five with Stunting (Chronic malnutrition)	41.7% (RDHS 2014-2015)	19%	33%	25%	23,5%	21,5%	20%	19%	Hmis report and DHS	Mobilized families
Number of children below 5 years with moderate malnutrition (yellow cases)	320	55	175	55	0	0	0	0	Hmis report	Mobilized families
Number of children below 5 years with severe malnutrition (red cases)	57	19	19	0	0	0	0	0	Hmis report	Mobilized families
No of children and pregnant/breastfeeding women receiving fortified blended food	2,606	6500	7290	8456	9500	9500	8500	6500	Hmis report	Mobilized families
No of severely malnourished infants provided with milk	377	< 100	422	450	350	250	150	< 100	Hmis report	Mobilized families
Exclusive Breastfeeding < 6 months	7,1 (RDHS 2014-2015)	7,1	7,1%	7,1%	7,1%	7,1%	7,1%	7,1	RDHS	Mobilized families
PRIORITY AREA: Enhancing demographic dividend through ensuring access to quality Health for all										
OUTCOME: Increased contraceptives prevalence										
OUTPUT 1: Increased use of FP methods by men and women										
Number of Men using modern contraceptive methods / Vasectomy methods	141	750	100	150	100	150	110	750	HMIS report	Mobilized families
Modern contraceptive prevalence rate	54,07% (RDHS 2014-2015)	70	68%	70%	66.50%	73%	74.50%	70%	HMIS report	population mobilized and fund availability
Modern contraceptive prevalence rate for married women	57,5	75	65,5%	68,5%	70.00%	70,0%	70.00%	75%	HMIS report	population mobilized and fund availability

Unmet need for Family Planning	29.5% (RDHS2014-2015)	<5%	21,5%	19,5%	17.00%	13,7%	9.00%	<5%	RDHS	population mobilized and fund availability
Number community based family planning program (CBPF) at cells level operational by CHWs (Community health workers)	328	332	332	332	332	332	332	332	HMIS report	population mobilized and fund availability
Number of women using tubal ligation methods	9	131	15	15	11	10	10	70	HMIS report	population mobilized and fund availability
PRIORITY AREA:Enhancing demographic dividend through ensuring access to quality Health for all										
OUTCOME:Improved healthcare services										
OUTPUT : Increased Full immunization for under five										
% of Children 12-23 months fully immunized	93.7% (RDHS 2014-2015	98.00%	94.50%	95.50%	96%	97,5%	98%	98%	HMIS report	population mobilized and fund availability
PRIORITY AREA:Enhancing demographic dividend through ensuring access to quality Health for all										
OUTCOME:Improved healthcare services										
OUTPUT: Reinforced GBV prevention and take care of violated people										
% of GBV cases taken into consideration properly	NA	100	45%	65%	72%	75%	85%	100%	Hmis report	population mobilized and fund availability
Number of mobilizations in partnership with partners who intervene in GBV		4	4	4	4	4	4	4	Hmis report	population mobilized and fund availability
% of GBV cases treated and reintegrated	NA	100	90%	93,5%	95%	100%	100%	100%	Hmis report	population mobilized and fund availability

PRIORITY AREA:Enhancing demographic dividend through ensuring access to quality Health for all										
OUTCOME:Sexual and reproductive services provided at one stop center in all Health Centers										
OUTPUT: Improved effective operational of youth friendly service at all Health centers										
% of the youth (between 15-24 years) utilizing Reproductive health services	7%	95%	40%	50%	65%	75%	85%	95%	District report	population mobilized and fund availability
Number of health centers with youth friendly service operational	10	16	16	16	16	16	16	16	District report	population mobilized and fund availability
PRIORITY AREA:Enhancing demographic dividend through ensuring access to quality Health for all										
OUTCOME:Increased financial sustainability for the health sector										
OUTPUT: Health financing and financial accessibility to health services improved										
Rate of people having health insurance by sexe (Mutuelle de Sante)	M & F : 74,6%		M : 100%	M : 100%	M : 100%	M : 100%	M : 100%	M : 100%	RSSB report	population mobilized
			F : 100%	F : 100%	F : 100%	F : 100%	F : 100%	F : 100%	RSSB report	population mobilized
PRIORITY AREA:Enhancing demographic dividend through ensuring access to quality Health for all										
OUTCOME: Reinforced HIV/AIDS and Hepatitis prevention services										
OUTPUT: Increased prevention services of HIV/AIDS and Hepatitis										
Number of Health Facilities with HIV/AIDS package	100%	100%	100%	100%	100%	100%	100%	100%	District report	population mobilized and fund availability
% of Health facilities and care providers in testing and treatment of Viral Hepatitis	5,8%	52.9	17,6%	29,4%	35,2%	41,1%	47,7%	52,9%	District report	population mobilized and fund availability
HIV prevalence among people aged 15-49 years	1.6% (RDHS 2014-2015)	0.9	1,1%	1,1%	1,1%	1	0,9	0.90%	Hmis report	population mobilized and fund availability
% of HIV prevalence among pregnancy women	2,9%	1.30%	2,7%	2,3%	1,9%	1,7%	1,5%	1,3%	Hmis report	population mobilized and fund availability
% of infants born to HIV + mothers free from HIV by 18 months	95%	100%	98%	98,5%	99%	99,5%	99,5%	100%	Hmis report	population mobilized and fund availability

Rate of accessibility to condoms (%) by risk groups	NA	89%	40	43	47	50	65	89%	District report	population mobilized and fund availability
Number of anti-HIV campaigns organized (JMLS)		1	1	1	1	1	1	1	District report	population mobilized and fund availability
Proportion of persons diagnosed with HIV infection receiving sustained ART	100%	1%	100%	100%	100%	100%	100%	1	Hmis report	population mobilized and fund availability
PRIORITY AREA:Enhancing demographic dividend through ensuring access to quality Health for all										
OUTCOME: Reinforced prevention and assistance to patients of malaria										
OUTPUT: Prevention and assistance to malaria patients improved										
% of the population sleeping under mosquito nets	50%	100%	83%	91%	95%	100%	100%	100%	Hmis report	population mobilized and fund availability
(%) of malaria prevalence	13,9%	1.9	10,7%	7,3%	5,9%	3,3%	2,7%	1.90%	Hmis report	population mobilized and fund availability
Proportion of children under five years old who slept under a LLIN the previous night	55%	100%	83%	91%	95%	100%	100%	100%	Hmis report	population mobilized and fund availability
Proportion HH with at least one LLIN	74,1 (RNDH 2014-2015)	100	95%	>95%	100%	100%	100%	100%	Hmis report	population mobilized and fund availability
Malaria incidence per 1,000 population	341/1000	75/100	247/1000	196/1000	135/1000	129/1000	117/1000	75/1000	Hmis report	population mobilized and fund availability
Malaria proportional mortality rate	22.40%	13,1%	20,5%	20%	19,5%			13,1%	Hmis report	population mobilized and fund availability
PRIORITY AREA:Enhancing demographic dividend through ensuring access to quality Health for all										
OUTCOME: Reinforced prevention and assistance of Non Communicable Diseases (NCDs)										
OUTPUT: Prevention and assistance to NCDs improved										
Number of mobilization campaigns on NCDs by year	1	4	4	4	4	4	4	4	District report	population mobilized and fund availability
% of NCD cases followed up	NA	100%	70%	75%	81,5%	85,7%	93%	100%	District report	population mobilized and fund availability
% of obesity cases reduced	14%	7,5%	11,3%	10.40%	9,5%	8,7%	7,9%	7,5	Hmis report	population mobilized and fund availability

Eye diseases problem morbidity rate at health facility level	4,06 (Hmis report 2016)	<1.7%	3,5%	2,3%	< 2%	<2%	<1,9%	<1.7%	Hmis report	population mobilized and fund availability
Rate of NCDs self-screening test (Diabetes, High blood pressure...)	NA	100%	85%	90%	95%	100%	100%	100%	Hmis report	population mobilized and fund availability
TB Treatment success rate	93.30%	> 95%	94.10%	94,7%	95%	95%	95%	> 95%	Hmis report	population mobilized and fund availability
Teeth and gum diseases morbidity rate at health facility level	4% (Hmis report)	1.7	3,7%	3,5%	2,9%	2,3%	2,9%	1.70%	Hmis report	population mobilized and fund availability
Cataract Surgical Rate (number of cataract surgeries per 1000 population per year)	NA	2,5/1000	1/1000	1,5/1000	1,7/1000	2/1000	2,5/1000	2,5/1000	Hmis report	population mobilized and fund availability
Proportion of new cases treated in health facilities (HC+DH+PH+RH) for mental disorders”	NA	>95%	60%	70%	70%	80%	95%	>95%	Hmis report	population mobilized and fund availability
PRIORITY AREA:Enhancing demographic dividend through ensuring access to quality Health for all										
OUTCOME: Improved healthcare services										
OUTPUT: Increased health infrastructure facilities to the MoH standard										
Rate of rehabilitation and Upgrade of Munini District Hospital with green consideration	0%	100%	45%	70%	100%				Reception report	population mobilized and fund availability
Number of Health Facilities rehabilitated and asbestos removed	11	8	3	2	2	0	0	1	Reception report	population mobilized and fund availability
Number of Health Posts constructed	20	13	2	2	3	2	3	1	Reception report	population mobilized and fund availability
Ratio ground ambulance / population	1/43,571	1/28,500	1/43,571	1	0	1 : (1/30,500)	0	1 (1/28,500)	Reception report	population mobilized and fund availability
Number of hospitals with functional basic maintenance system (trained manpower, available tools and space for operations)	0	1	1	1	1	1	1	1	District report	population mobilized and fund availability

Percentage of Health centres with functional internet and local area network connectivity	25% (4/16)	100%	50% (8/16)	100% (16/16)	100%	100%	100%	100%	District report	population mobilized and fund availability
% HFs with < 5% of vital medical products stock-outs	<5%	<1%	<5%	< 3,5%	<2,5%	2,1%	2,1%	<1%	District report	population mobilized and fund availability
% of public health facilities (HC,DH,PH and RH) using EMR full package system	0%	100%	<90%	100%	100%	100%	100%	100%	District report	population mobilized and fund availability
% of private facilities reporting to national data collection systems (DHIS-2 and e-IDSR)	100%	100%	100%	100%	100%	100%	100%	100%	District report	population mobilized and fund availability
PRIORITY AREA:Enhancing demographic dividend through ensuring access to quality Health for all										
OUTCOME: Improved healthcare services										
OUTPUT: Increased number of health professionals in the district										
Ratio doctor/habitant from 42,550 to 1/7000)	1/42 550	1/7000'	1/35,000	1/ 25538	1/23200	1/17000	1/11500	1/7000'	District report	population mobilized and fund availability
Midwife/pop ratio (women aged from 15-49)	17	263	32	20	25	25	21	140	District report	population mobilized and fund availability
Increase Percentage of births registered according to the CRVS	91%	100%	95%	97%	98,5%	99%	100%	100%	District report	population mobilized and fund availability
Number of new medical doctors recruited by sex (Doctor/pop ratio (GP and Specialists as well)	M : 9 (1/40,453	23	1	4	5	4	2	7	District report	population mobilized and fund availability
	F : 0	23	3	4	4	5	3	4	District report	population mobilized and fund availability
Nurse /pop ratio (Nurse by sex)	M & F : 1/1250	M : 1/800	M: 1/1200	M : 1/1100	M : 1/950	M : 1/900	M : 1/850	M : 1/800	District report	population mobilized and fund availability
		M : 1/800	M: 1/1201	M : 1/1100	M : 1/950	M : 1/900	M : 1/850	M : 1/800	District report	population mobilized and fund availability
Citizen level satisfaction rate with health services	NA	>95%	85%	91%	95%	> 95%	>95%	>95%	District report	population mobilized and fund availability
% malpractice cases assessed and responded to	NA	>90%	40%	60%	70%	75%	80%	>90%	District report	population mobilized and fund availability

Pharmacist /pop ratio	1/152,898	1/80,989	1/152,898	1/152,898	1/107,665	1/107,665	1/80,989	1/80,989	District report	population mobilized and fund availability
PRIORITY AREA: Enhancing demographic dividend through ensuring access to quality Health for all										
OUTCOME: Improved healthcare services										
OUTPUT: Reinforced prevention diseases and Hygiene improved										
% of HHs with hygienic facilities (safe Toilets)by sex of HHs'head	M: 89%	M : 100%	M : 100%	M : 100%	M : 100%	M : 100%	M : 100%	M : 100%	District report	mobilized population
		F : 100%	F : 100%	F : 100%	F : 100%	F : 100%	F : 100%	F : 100%	District report	mobilized population
Number of mobilization campaigns organized & descent each year	4	4	4	4	4	4	4	4	District report	mobilized population
Rate of cleanliness of houses belonging to poor HHs by sex of HHs head	M & F : 93%	M: 100%	M : 95%	M : 95%	M: 98%	M: 100%	M: 100%	M: 100%	District report	mobilized population
										mobilized population
PILLAR: SOCIAL TRANSFORMATION										
SECTOR: Social Protection Sector										
PRIORITY AREA: Enhancing graduation from extreme Poverty and promoting resilience										
OUTCOME: Life of poor families headed by men and women are improved										
OUTPUT 1: Increased initiatives for poor families' better life by sex of head of HH										
Number of poor family cooperatives started and supported by sex of the head of family	5	14	7	10	13	14	14	14	Reports	mobilized population
Number of extremely women and men poor and vulnerable households participating in VUP public works by sex of the HHs'head	6,300	10,000	7,800	8,000	8,500	9,000	9,300	10,000	Reports	mobilized population
Number of men and women workers enrolled into saving scheme and benefiting associated financial literacy	2,392	5,000	2,500	3,000	3,500	4,000	4,500	5,000	Reports	mobilized population

% of women and men with disabilities supported per year	40%	80%	45%	55%	60%	65%	72%	80%	Reports	mobilized population
Number of women and men extremely poor, women and men with disabilities and child headed HHs provided with VUP direct support	4,758	3,500	6,200	5,800	5,400	5,000	4,300	3,500	Reports	mobilized population
% of reintegrated historically marginalized HHs by sex of the HHs head.	35%	65%	40%	45%	50%	55%	60%	65%	Reports	mobilized population
Number of severely disabled women and men assisted through disability pension scheme	0	1,500	300	600	900	1,200	1,400	1,500	Reports	mobilized population
Rate of children from extremely poor and historically marginalized people assisted to reintegrate in schools by sex	90%	100%	100%	100%	100%	100%	100%	100%	Reports	mobilized population
Rate of poor female-headed families assisted with a small livestock/cow	80%	100%	85%	95%	100%	100%	100%	100%	Reports	mobilized population
PRIORITY AREA: Enhancing graduation from extreme Poverty and promoting resilience										
OUTCOME: Strengthened provision of Social Care Services sensitization for the most vulnerable										
OUTPUT 1:Improved services to vulnerable families/ Improved services to vulnerable children, men and women										
Number of health facilities staff trained on GBV by sex	32	90	40	50	60	70	80	90	Minutes of staff trained	funds availability
No. of male and female with disabilities (PwDs) receiving assistive devices	27	27	27	27	27	27	27	27	Reports	funds availability
No. of male and female with disabilities (PwDs) with access to rehabilitation services	27	10	10	10	10	10	10	10	Reports	funds availability

Number of caseworkers recruited, trained and provided incentives by sex	14	14	14	14	14	14	14	14	Minutes of caseworkers trained	funds availability
PRIORITY AREA: Enhancing graduation from extreme Poverty and promoting resilience										
OUTCOME: Strengthened linkages with complementary services for sustainable graduation from extreme poverty										
OUTPUT 1: Empowered poor families with necessary skills by sex of HHs head										
Number of households receiving Minimum Package for Graduation (MPG) asset transfers by sex of HHs head	337	1,252	489	641	841	1,041	1,252	1,252	Reports	funds availability
No. of extremely poor men and women (individuals) receiving formal skills training	717	1,515	300	315	300	200	200	200		funds availability
No. of poor and vulnerable genocide survivors by sex of HHs head received shelter and equipped (construction /rehabilitation program)	311	1,372	487	668	844	1,020	1,196	1,372	Reports	funds availability
Number of other vulnerable households supported to get shelter and related equipments by HHs head	5	114	14	20	20	20	20	20	Reports	funds availability
Number of vulnerable genocide survivors' beneficiaries provided direct support by sex	M&F: 1534									
		1,922	1,922	1,922	1,922	1,922	1,922	1,922	Reports	funds availability
Number of vulnerable needy genocide survivors (incike) and elders' beneficiaries provided direct support by sex	M&F: 87									
		149	149	149	149	149	149	149	Reports	funds availability

PRIORITY AREA: Enhancing graduation from extreme Poverty and promoting resilience										
OUTCOME: Improved efficiency, effectiveness and accountability in core social protection programmes										
OUTPUT 1: Improved service and accountability to poor HHs headed by men and women										
Number of district and sector staff given trainings on core social protection programmes by sex	M&F: 42		72	82	92	100	100	100	Minutes of staff trained	funds availability
Rate of beneficiaries of social protection programmes electronically paid by sex	100%		100%	100%	100%	100%	100%	100%	MEIS	funds availability
Number of district disaster management plan developed and updated	1		0	1	0	0	0	0	Developed document	funds availability
PILLAR: SOCIAL TRANSFORMATION										
SECTOR: Education										
PRIORITY AREA: Enhancing demographic dividend through improved access to quality education										
OUTCOME: Improved conducive environment in education programmes										
OUTPUT 1: Increased pre-primary infrastructure, staff and enrolment										
Number of Pre-primary schools constructed	13	72	17	25	40	55	65	72	Report	available funds
% of schools with sufficient learning/teaching materials	75%	100%	85%	95%	100%	100%	100%	100%	Report	available funds
% of Electricity connection and maintenance at all Pre-primary schools	61%	100%	83%	100%	100%	100%	100%	100%	Report	available funds, available electricity line
Rate of water supply and maintenance at all Pre-primary schools	40%	100%	65%	88%	100%	100%	100%	100%	Report	available funds

Rate of pre-primary staff/teacher paid monthly salary by sex	M: 25%	100%	M: 30%	50%	70%	100%	100%	100%	Report	available funds
	F: 32,2%	100%	F: 42%	50%	70%	100%	100%	100%	Report	
PRIORITY AREA: Enhancing demographic dividend through improved access to quality education										
OUTCOME: Improved conducive environment in education programs										
OUTPUT 2: Increased primary and secondary infrastructure, staff and enrolment										
Number of new classrooms constructed for Primary and secondary schools	390	426	396	402	408	414	420	426	Report	available funds
Number of old classrooms replaced for Primary and secondary schools	55	238	98	126	154	182	210	238	Report	available funds
Number of classrooms rehabilitated for Primary and secondary schools and asbestos removed	12	240	54	110	156	194	222	240	Report	available funds
Number of schools with a smart classroom and internet connection	10	47	25	30	47	40	43	47	Report	available funds
Number of new dining holes and dormitories constructed	6	13	7	8	10	11	12	13	Report	available funds
Number of play grounds rehabilitated/constructed at all Primary and secondary schools	17	47	27	33	38	42	44	47	Report	available funds
% of schools with sufficient learning/teaching materials	87%	100%	100%	100%	100%	100%	100%	100%	Report	available funds
Number of latrines constructed	756	1044	804	852	900	948	996	1044	Report	available funds
% of Electricity connection and maintenance at all Primary and secondary schools	61%	100%	83%	100%	100%	100%	100%	100%	Report	available funds

Rate of water supply and maintenance at all Primary and secondary schools	56%	100%	65%	88%	100%	100%	100%	100%	Report	available funds
Number of qualified teachers recruited in Primary and secondary schools	1784	1866	1810	1826	1838	1848	1856	1866	Report	available funds
PRIORITY AREA: Enhancing demographic dividend through improved access to quality education										
OUTCOME: Improved conducive environment in technical and vocational education and training (TVET) schools and graduates										
OUTPUT 2: Increased technical and vocational education and training infrastructure, staff and enrolment										
Number of technical and vocational education training schools (TVET) constructed	3	14	7	9	11	13	14	14	Report	available vacation centers, fund, mobilized population
Number of technical and vocational education training schools rehabilitated	0	4	1	2	3	4	4	4	Report	available vacation centers, fund, mobilized population
Number of schools transformed into technical and vocational education training schools (TVET)	0	4	1	2	3	4	4	4	Report	available vacation centers, fund, mobilized population
Increased number of students enrolled in technical and vocational education training schools (TVET)	3%	60%	25%	35%	35%	45%	55%	60%	Report	available vacation centers, fund, mobilized population
Number of play grounds rehabilitated/constructed in technical and vocational education training schools (TVET) schools	11	47	17	24	31	38	44	47	Report	available vacation centers, fund, mobilized population
% of schools with sufficient learning/teaching materials	47%	100%	67%	87%	100%	100%	100%	100%	Report	available vacation centers, fund, mobilized population

% of Electricity connection at all in technical and vocational education training schools (TVET) schools	100%	100%	100%	100%	100%	100%	100%	100%	Report	available vacation centers, fund, mobilized population
Rate of water supply at all in technical and vocational education training schools (TVET)	100%	100%	100%	100%	100%	100%	100%	100%	Report	available vacation centers, fund, mobilized population
%of qualified teachers recruited in TVETs	77%	100%	87%	97%	100%	100%	100%	100%	Report	available vacation centers, fund, mobilized population
Number of trained teachers in technical and vocational education training schools (TVET)	72	205	90	125	155	175	195	205	Report	available vacation centers, fund, mobilized population
PRIORITY AREA: Enhancing demographic dividend through improved access to quality education										
OUTCOME: Increased adult literacy rates										
OUTPUT 2: Increased adult literacy rates										
Reduced % of illiteracy among adult people	10%	1%	9.00%	7%	5%	3%	2%	1%	Report	mobilized population
Number of district partners participating in adults education	6	30	9	15	20	22	25	30	Report	mobilized population
Incentives paid to adult literacy trainers	4,059,000	12,059,000	6,059,000	7,559,000	8,559,000	9,559,000	10,059,000	12,059,000	Report	mobilized population
Amount of money paid to buy equipments for adult literacy	2,808,500	11,666,528	4,000,000	6,775,381	7,214,150	9,674,857	10,158,599	11,666,528	Report	mobilized population
PRIORITY AREA: Enhancing demographic dividend through improved access to quality education										
OUTCOME:Equitable opportunities to all levels of learning irrespective of gender, socio-economic or other status										
OUTPUT 2: Enhanced gender equity in all levels of education in the district										
% of girls attendance in primary level	97,2%	100%	98%	98,5%	99,%	99,5%	99,8%	100%	Report	mobilized students and parents
% of girls attendance in secondary level	97,6%	100%	98%	99%	99%	99,5%	100%	100%	Report	mobilized students and parents

% of boys attendance in primary level	96,5%	100%	97%	97,5%	98%	98,5%	99%	100%	Report	mobilized students and parents
% of boys attendance in secondary level	95,9%	100%	97%	98%	98,5%	99%	100%	100%	Report	mobilized students and parents
Number of girls room constructed	16	47	20	25	30	35	40	47	Report	mobilized students and parents
Number of girls in technical schools (TSS&VTC)	582	2589	782	982	1182	1582	2082	2589	Report	mobilized students and parents
PRIORITY AREA: Enhancing demographic dividend through improved access to quality education										
OUTCOME: Improved teachers motivation and welfare										
OUTPUT 2: Increased welfare of teachers										
Number of teachers rewarded for outstanding performance	14	98	28	42	56	70	84	98	Report	funds availability
Number of teachers benefited from a shelter	7	49	14	21	28	35	42	49	Report	funds availability
% of teachers benefiting from a SACCO loan	96%	100%	98%	100%	100%	100%	100%	100%	Report	funds availability
PILLAR: TRANSFORMAL GORVENANCE										
SECTOR: Governance and Decentralization Sector										
PRIORITY AREA: Reinforce Rwandan culture and values as a foundation for peace and unity										
OUTCOME: Enhanced Citizen Participation, empowerment and inclusiveness										
OUTPUT 1: Enhanced citizen participation and inclusiveness for transformation										
Number of men and women (citizens) attended Itorero in the district	125,128	167,680	131,384	137,953	144,850	152,092	159,696	167,680	raport	mobilized population
Number of Mobilization campaigns on law awareness each year	13	135	15	17	25	26	26	26	raport	mobilized population
Value of Umuganda in terms of money	765,363,812 Frw	900000 000	795,000, 000	810,000,0 00	830,000, 000	850,000,0 00	880,000, 000	900,000, 000	Action report	mobilized population
Rate of women seats in Nyaruguru district structure	26.40%	42.00%	26.40%	27.00%	30.00%	35.00%	38.00%	42.00%	report	mobilized population

Ndi umunyarwanda dialogues at village and District Level	8	20	10	12	14	16	18	20	Report	mobilized population
Number of JADF planning session per year	1	1	1	1	1	1	1	1	Report	mobilized population
PRIORITY AREA: Reinforce Rwandan culture and values as a foundation for peace and unity										
OUTCOME: Enhanced Citizen Participation, empowerment and inclusiveness										
OUTPUT 1: HGSs preserved and protected										
Rate of participation of men and women in Itorero at the district level	85%	100%	100%	100%	100%	100%	100%	100%	report	mobilized population
Rate of participation of men and women in Umuganda		100%	100%	100%	100%	100%	100%	100%	report	mobilized population
Rate of participation of men and women in Agaciro development fund									report	mobilized population
Rate of participation of men and women in VUP	100%	100%	100%	100%	100%	100%	100%	100%	report	mobilized population
PRIORITY AREA: Reinforce Rwandan culture and values as a foundation for peace and unity										
OUTCOME: Enhanced Citizen Participation, empowerment and inclusiveness										
OUTPUT 1: Enhanced access to information and feedback mechanisms										
Number of Descents done	2	4	4	4	4	4	4	4	report	funds availability
Number of campaigns organized	1	2	2	2	2	2	2	2	report	funds availability
PRIORITY AREA: Reinforce Rwandan culture and values as a foundation for peace and unity										
OUTCOME: Enhanced Citizen Participation, empowerment and inclusiveness										
OUTPUT 1: Increased participation of Media, NGOs, FBOs and Private Sector in national development, democratic governance and citizens' welfare										
Indashyikirwa Magazines elaborated	0	350	0	50	60	70	80	90	report	funds availability
Number programs broadcasted at Radio/Tv	52	52	52	52	52	52	52	52	report	funds availability

Number of success stories posted on District Web site	176	200	180	185	190	195	200	200	report	funds availability
PRIORITY AREA: Strengthen Capacity, Service delivery and Accountability of public institutions										
OUTCOME: Enhanced effective public financial management system										
OUTPUT 1: Enhanced capacity of institutions of accountability										
Rate of implementation of General auditor recommendations	84%	100%	90%	100%	100%	100%	100%	100%	report	institution committed
Number of PFM inspection organized each year	4	4	4	4	4	4	4	4	report	institution committed
Number of public institutions audited	25	185	26	28	30	32	34	35	report	institution committed
PRIORITY AREA: Strengthen Capacity, Service delivery and Accountability of public institutions										
OUTCOME: Enhanced effective public financial management system										
OUTPUT 1: Men and women (Citizen) Grievances received and addressed and court judgments timely executed										
Rate of dispute cases settled at Abunzi level	90.20%	100%	92%	95%	97%	98%	100%	100%	Reports	mobilized population
% of judgments tried by Abunzi and/or Courts executed	97.80%	100%	100%	100%	100%	100%	100%	100%	Reports	mobilized population
Rate of complain received and resolved through E-Citizen	0%	100%	50%	100%	100%	100%	100%	100%	Reports	mobilized population
Number of law awareness campaigns organized each year	1	4	4	4	4	4	4	4	report	mobilized population
Number of Sectors with MAJ	0	14	3	8	14	14	14	14		mobilized population
Number of men and women (citizen) demands/complaints received and resolved.	86.20%	100%	90%	95%	100%	100%	100%	100%	Reports	mobilized population

PRIORITY AREA: Strengthen Capacity, Service delivery and Accountability of public institutions										
OUTCOME: Improved service delivery to men and women (citizens)										
OUTPUT 1: Increased satisfaction of service delivery including online services in all sectors										
% of men and women (citizen) satisfaction with service delivery	61.20%	90%	65%	69%	72%	78%	85%	90%	raport	mobilized population
Number of accountability day and radio talk shows organised	1	4	2	4	4	4	4	4	raport	mobilized population
Number of open days held	1	1	1	1	1	1	1	1	raport	mobilized population
Number of cells office constructed	8	52	12	18	24	32	42	52	raport	mobilized population
Number of cells offices rehabilitated	8	20	8	10	14	17	20	20	report	mobilized population
PRIORITY AREA: Strengthen Capacity, Service delivery and Accountability of public institutions										
OUTCOME: Improved service delivery to men and women (citizens)										
OUTPUT: Improved male and female staff capacity for better service delivery										
Number of staff trained for skills development and transformation throuth Coaching, training, peer to peer learning by sex	219/438	74/438	70/438	70/438	70/438	70/438	74/438	74/438	Report	funds availability
Number of new staff recruited to fill all positions on the Structure by sex	348	178	112	133	150	164	178	178	Report	funds availability
PILLAR: TRANSFORMAL GORVENANCE										
SECTOR: Governance and Decentralization Sector										
PRIORITY AREA: Create 1.5m (over 214,000 annually) decent and productive jobs for economic development										
OUTCOME: Increased support for development of sports infrastructure in Nyaruguru										
OUTPUT 1: Sport infrastructure facilities constructed										
Number of modern football stadiums constructed	0	1	0	0	0	1	1	1	raport	funds availability

Number of football grounds built	9	72	14	20	30	45	60	72	report	funds availability
Number of youth training and sport complex constructed	0	2	0	0	1	0	1	1	report	funds availability
PRIORITY AREA: Create 1.5m (over 214,000 annually) decent and productive jobs for economic development										
OUTCOME: Increased support for development of sports infrastructure in Nyaruguru										
OUTPUT 1:Increased appreciation and promotion of the health, education and social benefits of sports by the community										
Rate of participation in district staff sport by sex	80%	100%	100%	100%	100%	100%	100%	100%	report	funds availability
Number of sport clubs created in the district	21	265	30	35	40	45	55	60	report	funds availability
Number of talented youth who do sport as a profession by sex	M&F: 0	M&F: 100	F:	F:	F:	F:	F:	F:	report	funds availability
			M: 10	M: 30	M: 50	M: 65	M: 80	M: 100		
PRIORITY AREA: Create 1.5m (over 214,000 annually) decent and productive jobs for economic development										
OUTCOME: Cultural sites identified and improved										
OUTPUT 1: Improved and well maintained cultural sites										
Number of cultural sites attracting tourists	0	10	1	3	6	10	10	10	report	funds availability
Number of Genocide memorials rehabilitated	10	10	10	10	10	10	10	10	report	funds availability
Number of culture and exhibition centers built	0	1	0	1	0	0	0	0	report	funds availability
PILLAR: TRANSFORMAL GORVENANCE										
SECTOR: Information and Communication Technology (ICT) Sector										
PRIORITY AREA: Create 1.5m (over 214,000 annually) decent and productive jobs for economic development										
OUTCOME: Improved Government operational efficiency and citizens satisfaction										
OUTPUT 1: Connection of all public institutions to internet in Nyaruguru district										
% of Public Institutions connected to 4G internet	40%	100%	65%	70%	75%	80%	85%	100%	Reports	funds availability

% of public staff equipped with functioning and connected computers by sex	40%	100%	65%	70%	80%	90%	95%	100%	Reports	funds availability
% of district staff trained in ICT by sex	60%	100%	70%	80%	85%	90%	95%	100%	Reports	funds availability
PRIORITY AREA: Accelerate Sustainable Urbanization from 17.3% (2013/14) to 35% by 2024										
OUTCOME: ICT enabled service delivery improved in Nyaruguru district										
OUTPUT 1: Increased number of men and women (people) using ICT in their daily activities										
Campaigns on the use of ICT	3	1	1	1	1	1	1	1	Reports	funds availability
% of service provided online	90%	100%	100%	100%	100%	100%	100%	100%	Reports	funds availability
Rate of the use of ICT by men and women	30%	90%	40%	50%	60%	70%	80%	90%	Reports	funds availability
Teachers and Health staff Trained on ICT	60%	100%	75%	85%	95%	100%	100%	100%	Reports	funds availability
% of computer illiteracy in the district by sex	4%	35%	7%	15%	20%	25%	30%	35%	Reports	funds availability

CHAPTER 5

IMPLEMENTATION OF THE DISTRICT DEVELOPMENT STRATEGY

The development of the District Development strategy should be practically implemented and after its implementation, it follows a monitoring and evaluation to assess its progress achievement and how the lives of the population are changing. However, this calls a well-coordinated sequencing interventions plan in order to reach the expected results and to ease the monitoring and evaluation process.

5.1 Sequencing of Interventions

This is the implementation plan that indicates the yearly monitoring of projects and their level of achievement. As highlighted in the table below, sequencing of activities is an important stage of the implementation plan. In detail, the summary of the interventions per sector and the yearly progress are well framed in the Table 5.1 below.

Table 5.1: Implementation Plan

Project	FY 2018/19	FY 2019/20	FY 2020/21	FY 2021/22	FY 2022/23	FY 2023/24
Transport project						
Upgrading 52 kms of Huye-Kibeho-Munini-Ngoma road (Matyazo-Ndago: 18 Kms, Kibeho Urban Roads: 6Kms), Ndago-Munini (7Kms) and Ndago-Ngoma: 21Kms) with tarmac road.	10% of construction works	40% of construction works	70% of construction works	90% of construction works	100% of construction works	
Construction of the 174 km Feeder road	Huye-Rusenge-Ngera-Nyagisozi (12 km), Uwinteko-Kabere(3kms roads constructed	Munini-Kamana-Gatunda, Remera (17.82 km) roads Constructed, Giswi-Rugogwe-Kabere-Nshili Tea Factory-Kabere (Ruheru) 6.18 km),	Giswi-Rugogwe-Kabere-Nshili Tea Factory-Kabere (Ruheru) (15.12km), Rukore-Bigugu-Nyabimata (9.88 km)	Rukore-Bigugu-Nyabimata (3.615 km) Muganza-Buruhukiro-Rubumburi-Rugerero- RDB Nyungwe (29.13 km) Ruyenzi-Uwimbogo-Remera (2.255 km)	Ruyenzi-Uwimbogo-Remera (12.645 km) Runyombyi(Ryagwiza)-Nteko-Kirarangombe - Nkanda(10.8km) Ryabidandi-Viro- First Priority Akanyaru-Giswi(10.49km)	Kibeho-Mata-Ruramba(17.8km) Ndago-Akavuguto-Rusenge(5.205km) Cyahinda-Rusenge (13.6km) Sheke-Akanyaru-cyahinda (4.395kms)

Construction of the 18 Suspended bridges	3 suspend bridge constructed	3 suspend bridge constructed	3 suspend bridge constructed	3 suspend bridge constructed	3 suspend bridge constructed	3 suspend bridge constructed
Construction of the 12 New bridges	2 Bridges Constructed	2 Bridges Constructed	2 Bridges Constructed	2 Bridges Constructed	2 Bridges Constructed	2 Bridges Constructed
Routine maintenance of National Roads and District Road class one (200 km)	135 km Maintained in all sectors	200 km Maintained in all sectors	200 km Maintained in all sectors	200 km Maintained in all sectors	200 km Maintained in all sectors	200 km Maintained in all sectors
Maintenance of District roads class 2 and feeder roads (Inter-Sector feeder roads) in all sectors using VUP/PW	210 Km of District roads class 2 and feeder roads (Inter-Sector feeder roads) in all sectors using VUP/PW	210 Km of District roads class 2 and feeder roads (Inter-Sector feeder roads) in all sectors using VUP/PW	210 Km of District roads class 2 and feeder roads (Inter-Sector feeder roads) in all sectors using VUP/PW	210 Km of District roads class 2 and feeder roads (Inter-Sector feeder roads) in all sectors using VUP/PW	210 Km of District roads class 2 and feeder roads (Inter-Sector feeder roads) in all sectors using VUP/PW	210 Km of District roads class 2 and feeder roads (Inter-Sector feeder roads) in all sectors using VUP/PW
Water and sanitation projects						
Extension of water pipeline system in KIBEHO, MATA, MUNINI, MUGANZA, NYABIMATA, CYAHINDA, NYAGISOZI, NGOMA	27 KM of water pipeline constructed in Ruheru,Kibeho,Mata,Ruramba	28 KM of water pipeline constructed in Ngoma,Nyabimata,Kivu,	28 KM of water pipeline constructed in Munini,Muganza	28 KM of water pipeline constructed in Nyagisozi, Cyahinda	28 KM of water pipeline constructed in Rusenge	28 KM of water pipeline constructed in Busanze

Rehabilitation of 832 water springs	20 water springs rehabilitated in Busanze,Ngera,Rusenge,Nyagisozi Sectors	20 water springs rehabilitated in Cyahinda ,Munini,Kivu,Nyabimata	20 water springs rehabilitated in Mata,Ruramba ,Ngoma,Kibeho	20 water springs rehabilitated in Ruheru,Muganza ,Busanze,Ngera	20 water springs rehabilitated in Rusenge, Nyagisozi,Munini ,kivu	20 water springs rehabilitated in Nyabimata,Mata,Ruramba,Ngoma
Rural and urban Settlement projects						
Development of the layout settlement sites	14 layout settlement sites developed	24 layout settlement sites developed	54 layout settlement sites developed	NA	NA	NA
Layout of sites: (Akajonge; Agateko; Sinai I,II,III; Nyarushishi; Rohero and Nyarusovu residential Sites; Layout Sinai I and Ndago Commercial Sites); Construction of Agateko industrial Local Zone; Macadamized road at 6Kms in SINAI I&II, Nyarushishi Sites	Layout of Akajonge; Agateko; Sinai I,II,III; Nyarushishi; Rohero and Nyarusovu residential Sites; Layout Sinai I and Ndago Commercial Sites); Construction of Agateko industrial Local Zone sites at 5%	Layout of Akajonge; Agateko; Sinai I,II,III; Nyarushishi; Rohero and Nyarusovu residential Sites; Layout Sinai I and Ndago Commercial Sites); Construction of Agateko industrial Local Zone sites at 40%	Layout of Akajonge; Agateko; Sinai I,II,III;nyarushishi; Rohero and Nyarusovu residential Sites; Layout Sinai I andNdago Commercial Sites);Construction of Agateko industrial Local Zone sites at 70%,tarmac road at 6Kms in SINAI I&II, nyarushishi Sites at 20%	Layout of Akajonge; Agateko; Sinai I,II,III; Nyarushishi; Rohero and Nyarusovu residential Sites; Layout Sinai I and Ndago Commercial Sites); Construction of Agateko industrial Local Zone sites at 100% and Macadamized road at 6Kms in SINAI I&II, Nyarushishi Sites at 70%	Macadamized road at 6Kms in SINAI I&II, Nyarushishi Sites at 100%	

Construction of 100 Kms Low Voltage Line on the Constructed Medium Voltage Lines(Ruheru,Nyabimata,Busanze,Ruramba and Kivu)	10 Kms of Low voltage Lines constructed	20 Kms of Low voltage Lines constructed	20 Kms of Low voltage Lines constructed	20 Kms of Low voltage Lines constructed	20 Kms of Low voltage Lines constructed	10 Kms of Low voltage Lines constructed
Construction of three(3) micro-hydropower				1 micro-hydropower constructed	1 micro-hydropower constructed	1 micro-hydropower constructed
112 Kms of street with Public Lighting	0 Kms of street with Public Lighting in Busanze sector	10 Kms of street with Public Lighting in Ruheru sector	12 Kms of street with Public Lighting in kibeho Sector	22 Kms of street with Public Lighting in Rusenge Sector	44 Kms of street with Public Lighting Mata	24 Kms of street with Public Lighting in Ngera Sector
Agriculture project						
new tea plantation	400 ha: Munini, Kibeho, Cyahinda, Mata, Busanze	450: Munini, Kibeho, Cyahinda, Mata, Busanze, Muganza, Nyabimata, Ruramba, Kivu.	320: Munini, Kibeho, Cyahinda, Mata, Busanze, Muganza, Nyabimata, Ruramba, Kivu.	300: Munini, Kibeho, Cyahinda, Mata, Busanze, Muganza, Nyabimata, Ruramba, Kivu.	250: Munini, Kibeho, Cyahinda, Mata, Busanze, Muganza, Nyabimata, Ruramba, Kivu.	200: Munini, Kibeho, Cyahinda, Mata, Busanze, Muganza, Nyabimata, Ruramba, Kivu.
new coffee plantation	50: Rusenge, Kibeho, Busanze, Ngoma, Ngera, Cyahinda, Nyagisozi.	30: Rusenge, Kibeho, Busanze, Ngoma, Ngera, Cyahinda, Nyagisozi.	35: Rusenge, Kibeho, Busanze, Ngoma, Cyahinda, Nyagisozi.	45: Rusenge, Kibeho, Busanze, Ngoma, Ngera, Cyahinda, Nyagisozi.	37: Rusenge, Kibeho, Busanze, Ngoma, Ngera, Cyahinda, Nyagisozi.	40: Rusenge, Kibeho, Busanze, Ngoma, Ngera, Cyahinda, Nyagisozi.

marshland developed and irrigated	200: Mata, Rusenge, Cyahinda	80: uganza, Rusenge, Kibeho	60: Cyahinda, Rusenge, Mata	130: Kivu, Ruheru, Mata	112: Kivu, Ruheru, Mata, Busanze	100: Kibeho, Busanze, Ruheru, kivu
small scale irrigated by SSIT	150: All Sectors	230: All Sectors	310: All Sectors	380: All Sectors	470: All Sectors	580: All Sectors
construction of radical terraces (ha)	252: Ruheru, Muganza, Kivu, Nyabimata	350: Ruheru, Muganza, Kivu, Nyabimata, Rusenge	350: Ruheru, Muganza, Kivu, Nyabimata, Rusenge, Busanze, Muganza	350: Ruheru, Muganza, Kivu, Nyabimata, Rusenge, Busanze, Muganza	350: Ruheru, Muganza, Kivu, Nyabimata, Rusenge, Busanze, Muganza	350: Ruheru, Muganza, Kivu, Nyabimata, Rusenge, Busanze, Muganza, Munini
construction of progressive terraces (ha)	275: Ngera, Ngoma, Nyagisozi, Mata	280: Ngera, Ngoma, Nyagisozi, Mata, Muganza, Ruramba	285: Ngera, Ngoma, Nyagisozi, Mata, Muganza, Ruramba	290: Kibeho, Cyahinda, Nyagisozi, Mata, Muganza, Ruramba	295: Kibeho, Cyahinda, Nyagisozi, Mata, Muganza, Ruramba	300: unin, Kibeho, Cyahinda, Nyagisozi, Mata, Muganza, Ruramba
Ha of mechanized land	77: Mata, Ruramba, Kibeho, Ngoma, Ngera	92: Mata, Ruramba, Kibeho, Ngoma, Ngera	102: Mata, Ruramba, Kibeho, Ngoma, Ngera	114: Mata, Ruramba, Kibeho, Ngoma, Ngera	130: Mata, Ruramba, Kibeho, Ngoma, Ngera	140: Mata, Ruramba, Kibeho, Ngoma, Ngera
agricultural lime distributed and used per year (MT)	2370: All Sectors	2500: All Sectors	3257: All Sectors	4210: All Sectors	5250: All Sectors	5400: All Sectors
mineral fertilizers used per year (MT)	2100: All Sectors	2500: All Sectors	3200: All Sectors	3800: All Sectors	4500: All Sectors	5000: All Sectors

construction maize drying grounds	3: Kibeho, Ngera	2: Rusenge, Cyahinda	2: Mata, Muganza	2: Mata, Muganza	2: Kibeho, Rusenge	2: Ngera, Muganza
storage facilities construction	1: Kibeho	1: Cyahinda	1: Ngoma	1: Ruheru	1: Muganza	1: Rusenge
Micro-processing units construction	1: Kibeho	0	2: Ruramba, Ruheru	0	0	2: Cyahinda, Muganza
coffee washing stations construction	0	1: Munini	0	0	0	0
Number of tea factories constructed	0	0	0	0	1: Kibeho	1: Munini
Banana plantation rehabilitated per year	32 ha in Rusenge, Ngera, Ngoma and Cyahinda	45 ha in Rusenge, Ngera, Ngoma, mata and Cyahinda	50 ha in Rusenge, Ngera, Ngoma, Cyahinda, munini, Mata	35 ha in Rusenge, Ngera, Ngoma, Cyahinda and kibeho	60 ha in Rusenge, Ngera, Ngoma, mata and Cyahinda	70 ha in Rusenge, Ngera, Ngoma, mata and Cyahinda Nyagisozi
new cows distributed in Girinka program per year	2000: All Sectors	2100: All Sectors	2300: All Sectors	2500: All Sectors	3000: All Sectors	3500: All Sectors
new small livestock distributed to poor families by sex of the household's head	2000: All Sectors	1500: All Sectors	2000 : All Sectors	2500: All Sectors	1500: All Sectors	1000: All Sectors
Number of vaccinated animals: CBP, BQ & LSD & FMD	30000: All Sectors	32000: All Sectors	34000: All Sectors	34000: All Sectors	34500: All Sectors	34600: All Sectors
Number of new fish ponds established	2: Ngera	3: Ngera, Ngoma, Rusenge, Kivu	2: Ngera, Ngoma	6: Ngera, Ngoma, Rusenge, Kivu	8: Ngera, Ngoma, Rusenge, Kivu	12: Ngera, Ngoma, Rusenge, Kivu, Kibeho

new forage fields consolidated (ha)	72: All Sectors	72:All Sectors	32:All Sectors	34:All Sectors	76:All Sectors	47:All Sectors
cows artificially inseminated per year	3151:All Sectors	4200 :All Sectors	4800 :All Sectors	5200 :All Sectors	5700 :All Sectors	6000 :All Sectors
new breed goats introduced	200: All Sectors	300 : All Sectors	400 : All Sectors	450 : All Sectors	470 : All Sectors	500 : All Sectors
new milk collection centers built	0	1: Muganza	0	0	1: Nyagisozi	0
dairy plant constructed	0	0	1: Kibeho	0	0	0
honey collection center constructed	1: Ruheru	0	1: Busanze	0	0	1: Nyabimata
honey processing units constructed	0	1: Nyagisozi	0	0	0	0
Improved slaughterhouse constructed	0	1: Kibeho	0	0	1: Ngoma	0
River banks protected	55: Rusenge, Kibeho, Cyahinda, Munini	85: Rusenge, Kibeho, Cyahinda, Munini, Mata, Ruheru, Busanze	115: Cyahinda, Munini, Mata, Ruheru, Busanze	145; Cyahinda, Munini, Mata, Ruheru, Busanze, Muganza, Nyabimata	175 : Cyahinda, Munini, Mata, Ruheru, Busanze, Muganza, Nyabimata	205 : Cyahinda, Munini, Mata, Ruheru, Busanze, Muganza, Nyabimata
Wetland ha covered by agro-forestry trees	45: Kibeho, Rusenge, Cyahinda	85: Rusenge, Cyahinda, Nyagisozi, Ngoma	125: Cyahinda, Nyagisozi, Ngoma, Mata	165 : Cyahinda, Nyagisozi, Ngoma, ngera, Muganza	205 : Cyahinda, Nyagisozi, Ngoma, ngera, Muganza	245 : Cyahinda, Nyagisozi, Ngoma, ngera, Muganza

District forest management plans developed	1: At District Level	0	0	0	0	1: At District Level
Private sector intervention						
Construction of mini markets			1 Mini market in Munini sector	1 Mini market in Gorwe (Mata) sector	1 Mini market in kivu sector	1 Mini market in Birambo in Nyagisozi sector
Construction of artificial lake			Constructi on of artificial lake in kibeho sector			
Construction of basilica				Construction of basilica in kibeho sector		
Kibeho modern market and car parking operational		Kibeho modern market and car parking operational in kibeho sector				
Rehabilitation commercial market		Rehabilitation of Rugarika and kamirabagenz i market in Muganza and Rusenge	Rehabilita tion of Ruramba and Cross border market in Ruramba and Ngoma		Rehabilitation of Viro and Ruheru in Cyahinda and Ruheru sectors	

Young graduate access to Toolkit	150 young graduate access toolkit in all sectors	150 young graduate access toolkit in all sectors	150 young graduate access toolkit in all sectors	150 young graduate access toolkit in all sectors	150 young graduate access toolkit in all sectors	150 young graduate access toolkit in all sectors
Health interventions						
Construction of Munini hospital	Munini hospital constructed at 30%	Munini hospital constructed at 80%	Munini hospital constructed at 100%			
Construction of health post	Construction of HP in Ruheru (Remera) and Busanze (shororo)	Construction of HP in Rusenge (Bunge) and Mata (Rwamiko)	Construction of HP in Muganza (Uwakiza) Rusenge , Nyabimata (Ruhinga)	Construction of HP in Nyagisozi (and Rutobwe) Muganza (samiyonga	Construction of HP in Ngera and ngoma	Construction of HP in Nyabimata (Gihemvu) and Kivu
Rehabilitation of health centers	Rehabilitation of health center in Nyagisozi (Maraba) and Maraba (Nyamyumba)	Rehabilitation of health center in Kivu sector and Nyabimata	Rehabilitation of health center in Rusenge (kabilizi), and Nyagisozi (Nyantanga)	Rehabilitation of health center in munini and Cyahinda (koko) sectors	Rehabilitation of health center in Busanze (Runyombyi) and Muganza	Rehabilitation of health center in Ruheru

Prevention and reduction of stunting for under five years in all sectors	Prevention and reduction of stunting for under five years in all sectors	Prevention and reduction of stunting for under five years in all sectors	Prevention and reduction of stunting for under five years in all sectors	Prevention and reduction of stunting for under five years in all sectors	Prevention and reduction of stunting for under five years in all sectors	Prevention and reduction of stunting for under five years in all sectors
Social protection intervention						
Construction shelter for genocide survivors	Construction shelter in in all sectors	Construction shelter in in all sectors	Construction shelter in in all sectors	Construction shelter in in all sectors	Construction shelter in in all sectors	Construction shelter in in all sectors
Construction and upgrading IDP Model Villages	Construction and upgrading IDP Model Villages in Ngoma and Ruheru Sectors	Construction and upgrading IDP Model Villages in Ngoma and Busanze Sector	Construction and upgrading IDP Model Villages in Ngera ,Ruramba and Mata	Construction and upgrading IDP Model Villages in Nyagisozi, Cyahinda and Muganza	Construction and upgrading IDP Model Villages in Munini, Kivu and Rusenge	Construction and upgrading IDP Model Villages in Nyabimata, Kibeho ,Kivu
Rehabilitation of houses for genocide survivors	Rehabilitation of houses for genocide survivors in all sectors	Rehabilitation of houses for genocide survivors in all sectors	Rehabilitation of houses for genocide survivors in all sectors	Rehabilitation of houses for genocide survivors in all sectors	Rehabilitation of houses for genocide survivors in all sectors	Rehabilitation of houses for genocide survivors in all sectors
Providing minimum package	Providing minimum package in all sectors	Providing minimum package in all sectors	Providing minimum package in all sectors	Providing minimum package in all sectors	Providing minimum package in all sectors	Providing minimum package in all sectors

Education interventions						
Construction of 59 ECDs Centres,	4 ECDs Constructed in Busanze, Ruramba, Munini, Kivu sectors	8 ECDs constructed in Ngera, Nyabimata, Mata, Muganza sectors	15 ECDs constructed in Busanze, Cyahinda, Kibeho, Munini, Ngoma sectors	15 ECDS Constructed in Ngoma, Nyagisozi, Nyabiamata, Ruheru, Rusenge Sectors	10 ECDs constructed in Mata, Kibeho, Kivu, Ngera Rusenge sectors	7 in Ngoma, , Nyagisozi, Cyahinda, Muganza, Busanze
Construction of 219 Class rooms in primary and Secondary schools	42 class rooms constructed in all sectors	42 Constructed in all sectors	36 Constructed in all sectors	36 Constructed in all sectors	36 Constructed in all sectors	27 Constructed in all sectors in different
Construction of 288 latrines in different schools at schools level	24 Latrines constructed in : Ngera at GS Liba and Murama, 12 in Nyagisozi at GS Mwoya and 12 in Busanze at EP Kabavomo	12 Latrines in Ngera at EP Mukuge; 24 in Cyahinda at GS Coko; and 12 at GS ST Laurent	12 latrines constructed in Rusenge at GS Rasaniro; 12 in Kibeho at GS Ndago; 12 in Kivu at GS Rusuzumiro and 12 in Cyahinda at EP Gsasa	12 latrines constructed in Ngera at EP Yaramba; 12 in Cyahinda at EP Mirabyo; 12 in Busanze at GS Masiga and 12 in Munini at EP Giheta	12 in Muganza at EP Rwishywa; 36 in Nyabiamata at EP Kabere, Ruhinga and GS Muyira	24 in Ngoma at EP Rubona II, GS Kibangu; 24 in Mata at GS Ramba and GS Rwamiko/mata
Construction of 7 dormitories/dining halls	1 in Kibeho at GSMV	1 in Ruramba sector at GS BTR RWAMIKO	2 dormitories and 1 dining hole in Nyagisozi at TSS Nyagisozi	1 in Cyahinda at TTC Cyahinda	1 in Kibeho at GS Marie Merci.	0

Construction of 11 TVET Schools in different sectors	1 in Nyagisozi Sector	2 in Busanze and Nyabimata sector	2 in Muganza and Kivu sector	2 in Mata and Ruramba sector	2 in Ruheru and Rusenge sector	2 in Ngera and Munini sector
Sport and culture intervention						
playgrounds, materials and houses rehabilitated	1 in Sector nyagisozi	1 in Sector in Rusenge	4 in Sector Cyahinda, munini, busanze and Ruheru sector			
Construction of Gymnasium			Construction of Gymnasium in kibeho sector	Construction of Gymnasium in kibeho sector		
Good governance intervention						
Construction of cells offices	Construction of cell offices in shororo, Nteko, Kirarangombe, Muhambara, Rutobwe, Gakoma, Mubuga, Cyanyirankora, Kivu, Rubona, Kibangu, Nyamirama, Fugi	Construction of cell offices in Nyamabuye, Gorwe, Murambi, Rwamiko, Giheta, Nyarure, Ntwali, Nyanza, Mukuge, yaramba	Construction of cell offices in , Kiyonza, Mbuye, Mpanda, rugerero, Gihemvu, Mishungero , Maraba, Nkakwa, mwoya,	Construction of cell offices Ruyenzi, Gitita, Remera, Gabiro, Ruramba, Nyarugano, Giseke, Bunge, Rusenge, Gikunzi		

Completion (finishing) of cells offices		Rehabilitation of cell offices in Rugogwe, Kimina, Rukore, samiyonga, Uwacyiza, Muganza, Runyombyi, Nkanda, Ruhinga, Nyabimata, kabere, cyuna, Kibeho, uwumusebeya		Rehabilitation of Cells: Kabere (Ruheru) , Murama, Nyamirama, Nyagisozi, Mariba		
Rehabilitation of district offices		Rehabilitation of district offices in Kibeho sector				
Rehabilitation of sectors offices		Rehabilitation of Ruramba, Kivu, Muganza sectors offices	Rehabilitation of Nyabimata, Busanze , Cyahinda sectors offices	Rehabilitation of Rusenge, Ngoma, and Ngera sectors offices	Rehabilitation of Ruheru, Mata, Nyagisozi sectors offices	Rehabilitation of munini and kibeho sectors offices
ICT intervention						
extension of internet connectivity (4Glte)	4Glte Connection of cell offices in Ruramba, Kivu, Muganza sectors offices	4Glte Connection of cell offices in Nyabimata, Busanze , Cyahinda sectors offices	4Glte Connection of cell offices in of Rusenge, Ngoma, and Ngera sectors offices	4Glte Connection of cell offices in Ruheru, Mata, Nyagisozi sectors offices	4Glte Connection of cell offices in munini and kibeho sectors offices	
Construction of YEGO centers		Construction of yego center in Ngera sector		Construction of yego center in Ruheru sector		Construction of yego center in kivu sector

5.2 Implementation of the District Development Strategy

The primary role of the district development strategy will be to inform all district stakeholders about the development strategies, the main priority areas and the expected key indicators. This is a 6-Year Long Term Plan and the district partners and stakeholders should play a very important role during the implementation process.

5.2.1 Partners and Stakeholders Role the Process of Implementation

Partners and stakeholders are very crucial and are considered as the engine from the development stage of the District Development Strategy up to the level of its implementation. District partners and stakeholders play a very important role in different areas through funding and need assessments of activities and projects. To avoid redundancy and to ensure equity and equal distribution, a list of active stakeholders operating in the district as shown in the Table 2.4 under Chapter 2, has been elaborated and it shows clearly their responsibilities, area of focus and operation sites. This will facilitate a smooth conduct of the DDS and its implementation process.

5.2.2 Mechanism for Co-ordination and Information Sharing

District Development Strategy is one of the key plans for economic and social development of the district in Rwanda. To make sure that the District Development Strategy is on the right track, a well-organized and a coordination mechanism for information sharing are vital. To reach this, mechanisms have to be identified and set up. There should be a proper follow up from the central level to the district and a technical team as the steering committee of the DDS. The full integration of district council and JADF would be an asset and will have a positive impact for the implementation success. There should also be an appropriate reporting system that facilitate quick view of the implementation status through the regular meetings and field observations.

5.2.3 Analysis and Discussion of Strategies for Risks Mitigation

It is obvious that, the implementation is always coupled with risks. The most important is to ensure that risks are analyzed and set mitigation mechanisms.

The following are the foreseen risks:

(i) Lack of sufficient financial resources in order to implement this DDS

Nyaruguru district is not yet self-sufficient since it relies mostly on the government and external funds. Thus, some of the activities that would boost its development may not be realized adequately.

(ii) Dedication of private sector towards District strategies

The location of Nyaruguru district can also be a risk for the private sector accessibility. Most of the private sector prefer to stay in towns and watch from far the district locating in the remote areas.

(iii) Weak coordination of the DDS implementation

The implementation of any strategy should well-coordinated with strong mechanism and available tools for daily records. The risk here is to fail to make a close follow up on how the strategy is being implemented, challenges encountered and how quick theses can be addressed to bring it on the right direction.

(iv) The ownership of the DDS

Like in any other strategy, ownership of stakeholders is a major concern especially in the beginning of the strategy and may impede its implementation. If the strategy seems to be the proprietorship of District authorities, then achievement of its objectives can be unrealistic.

(v) Staff turnover and skills development

Staff stability in the district is a challenge and yet we have technical areas that need experienced staff, Besides of this, skills are also another big issue and to make this strategic and planned goals, well trained staff will be mandatory in the process of the DDS.

Generally, the risks should be analyzed and propose strategies for mitigation in line with the above foreseen risks the following strategies will be cumbersome to address the above risks.

- ✓ Regular updates and consultation meetings will be established,
- ✓ Commitment should be signed with donors and partners to ensure ownership
- ✓ District commitment to increase internal and own revenues.
- ✓ Improve Financial Best Practices to insure effective use of funds
- ✓ The District Staff shall be trained, motivated and retained
- ✓ Capacity building for both public and private sector to ensure a conducive business environment to attract the investment
- ✓ A strong and skilled coordinating team shall be put in place for technical guidance
- ✓ Total inclusive mobilization for all district leaders, stakeholders and partners to own the DDS
- ✓ The district will ensure that Environmental Impact Assessments (EIA) and/or Environmental Management Plans (EMP) are always carried out before and during the DDS implementation

5.2.4 Communication and marketing Strategy for the DDS

Communication and marketing the DDS is very strategic activity to ensure ownership and increase the level of awareness among the district partners and stakeholders. Here, the emphasis would be to explain the purpose and the expected results of the District Development Strategy. Different ways shall be used for the communication and marketing strategy and among others include:

(i) Media

Media is a communication channel for marketing strategy of the DDS to increase the awareness level to the District's stakeholders. This mostly involves different local televisions, radios, newspapers and the district website and other social networks. All feedback should be captured and adjusted accordingly.

(ii) Conference and meetings

This would be another channel for marketing the DDS since it involves a physical contact of the stakeholder and partners during the conference and meetings. Here, During the events, the leadership presents and highlight the main pillars and the expected outcome of the DDS and the participants brainstorm on the effectiveness of the development plan.

(iii)Public Relations

Public Relations may be effective method for communication through the district public relations office who is in contact with the district stakeholders' addresses. This can be done through disseminating the information and posting on the district's website and other possible and available channels for maximum exploitation.

CHAPTER 6

MONITORING AND EVALUATION OF THE DISTRICT DEVELOPMENT STRATEGY

6.1 Introduction

It is proposed that the District Development Strategy be revisited and updated in advance of every Long Term Plan preparation cycle to remain valid and relevant. Much of the high level strategic direction-setting content is likely to remain largely unchanged, but the more detailed key move aspects will require regular updating in line with project and capital work roll-out as well as a result of unexpected and unforeseen events and developments. Monitoring and Evaluation will assist to keep on track towards the development as planned through the monitoring and evaluation tools and regular assessment reports. The Monitoring and evaluation will be done under the overall supervision and guidance of district management through its department of planning, monitoring and evaluation.

6.2 District Leadership

The district leadership is the engine for all the activities and development plans in the district. The district leadership will keep an eye on the DDS plans and execution. It should watch closely to make sure the full implementation of all plans. This can be achieved through the integration and full participation of the aligned organizational leadership structure including the district council, district executive committee, district security committee and district partners.

6.2.1 District council

The district councils as the top organ and decision maker in the district will play its significant role in the monitoring and evaluation of the DDS to make sure its success and effectiveness. This can be done in line with the council's mandate such as evaluating the audit reports and take actions, evaluating and approve the district budget, examining and approving the District Development Strategy, reviewing district policies and overall monitoring of the district management to ensure the implementation of the central government policies.

6.2.2 District Executive Committee

The district Executive Committee is made of the top management of the district. This committee's main role is to run the district at a daily basis and to ensure the implementation of the central government decisions. The committee has also to supervise and enforce the implementation of the District Development Strategy as well as the management of the district staff for proper use of the government resources at the district level.

6.2.3 District security committee

The district security committee has to work hand in hand with other district organs to ensure maximum security and safety during the period of the DDS implementation. The committee has also to assist in addressing and solving the human security issues affecting the welfare of the population.

6.2.4 District partners

District partners are the investors of some of the projects for that and they are considered as the main pivot and they are important players in the implementation of the District Development Plan. The district partners will be actively involved from the start up to the end of the district development strategy to ensure their fund utilization and management in order to achieve the objectives of the main priorities as stipulated in the document plan.

6.3 Monitoring and Evaluation of District Development Strategy

Monitoring and Evaluation is the key to gear up all the activities planned in the District Development Strategy for achieving its goals and making sure of the efficiency and effectiveness of all planned activities at all levels of the district administration entities from the village to the district level. We shall form the steering committees at the cell, sector, and district levels and provincial levels. The system of monitoring and evaluation will be put in place and regular reports will be cross checked to ensure the DDS implementation progress

6.4 Monitoring and Evaluation process

To ensure fully integration of the DDS and for ease monitoring and evaluation, emphasis must be put in the planning process of the district. The district yearly plans and staff contract performances have to be drawn and fetch from the DDS. The district management is responsible for monitoring and evaluation

activities. A schedule for monitoring and evaluation will be pre-determined and aligned with other already established monitoring schedules existing in the district. To ensure full participation and accuracy of the DDS implementation each organ from the cell to the district level will conduct a self-assessment that will form a basis of monitoring and evaluation.

6.5 Monitoring tools

To monitor the implementation of the DDS, information should be availed in a timely manner for quick decision making. The department of planning, monitoring and evaluation is responsible in the designing of the monitoring tools to facilitate a smooth conduct of the verification and assessment processes. Reports with evidence based indicators will be produced regularly and discussed from the bottom up to the high level of the district management. On top of the reports, field tour visits, observations and documentation as well as other useful records shall be used as supporting documents during the assessment of the DDS progress. This calls an integration of the district ICT department to team up the monitoring committee.

6.6 Key Performance Indicators

The performance indicators for the current DDS will be computed based on the set targets as highlighted in Chapter Three of this document. The District Development Strategy to be effective, targets should always be revisited, cross checked regular monitored. Each target set should be responding to its corresponding thematic area as recommended by the Ministry of Economic Planning and Finance to ensure the fitness of the DDS.

6.7 Monitoring and Evaluation and Results-Based Management

This section focuses its attention on the assessment and indicators that clearly show the level of achievement. The indicators should reflect a realistic path and should respond to the government expectations as stipulated in the national visions and targets already set in the SDGs, SSPs, NST1, 7YGP, the Visions 2020 and 2050.

6.8 Information transfer and sharing

The information transfer and share constitute a strong bond and heartily attachment to the implementation of DDS. This can be done through various channels for communications and information dissemination processes in order to share the information with district management and leadership as well as stakeholders and district partners.

CHAPTER 7

COST AND FINANCING OF THE DISTRICT DEVELOPMENT STRATEGY

7.1 Introduction

The current District Development Strategy of Nyaruguru District require both human and capital investments to ensure its implementation. The district needs to mobilize resources and funds from district stakeholders and partners.

7.2 Costing of the DDS

The total budget designed for the DDS is estimated 194,616,970,303 RWF to be spent within 6 years of its implementation.

7.3 Resource Mobilization mechanisms

The district will need enough resources to implement the current DDS to ensure its successful orientation and its objectives. In terms of resources and funds mobilization, the district leadership will need to work together and increase the own revenues and attract the potential investors. The part of the funds will be partly sourced from the central government and external funds from different partners.

7.4 Costing summary

A summary of the costing through all processes of implantation is summarized under the following table with consideration to all pillars for the DDS.

7.4. District stakeholders' grants

The district stakeholders intervene in various domains including Social Protection, Health, Education, Water and Sanitation, Agriculture and livestock development. However, the district will continue to work together with partners and stakeholders to ensure the efficiency and effectiveness of the DDS and cost sharing depending on the stakeholders' area of intervention and orientations.

7.5 Conclusion

The current District Development Strategy for Nyaruguru District is meant for six years of implementation. This requires joint effort and teamwork spirit and work closely with population of Nyaruguru to achieve the vision of ensuring a better quality of life, economic development, local participation and sustainable development as well as better service delivery for its population both men and women”.

Annexes

Costing details