

REPUBLIC OF RWANDA



WESTERN PROVINCE

NYABIHU DISTRICT

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DISTRICT DEVELOPMENT PLAN

(2013-2018)

Nyabihu, June 2013

FOREWORD

The second District development Plan of Nyabihu is the decentralized operational medium-term plan for Nyabihu to translate the nation Economic development and poverty reduction Vision 2020. Nyabihu DDP builds on the EDPRS 2 that is bringing emphasis of Economic transformation with rapid growth of real GDP growth of 11.5. It (DDP Nyabihu) covers the period of the EDPRS 2 ranging 2013/14-2017/18. The EDPRS 2 whose overarching goal to “Accelerating progress to middle income status and better quality of life for all Rwandans” has got four key thematic areas: economic transformation, Rural development, Youth and employment, and Accountable governance.

However, DDP plan is consultatively developed with many expectations to transform our district whereby predominantly its population is farmers with limited ha portion over the five years starting from 2013 up to 2018. Indeed inside it consist of district priorities aimed at enabling economic transformation. For the next five years emphasis will be on economic transformation with key priorities namely: developing Mukamira Industrial Economic Zone to increase high potential for tourism; ensure efficient and effective & affordable infrastructure (water, energy and IT), accelerated human settlement habitat (IMIDUGUDU); Increase agricultural product (Inga no, Urutoki, and Irish Potatoes) and livestock productivity, Empowering youth in professional, technical competences and job creation (Off farming activities), develop and increase formal private sector. In addition some cross cuttings will be mainstreamed such as Gender & Family, Capacity Building, Environment, Climate change and Disaster Management. All outputs will require financial resources estimated to **94,340,538 billion** Rwf.

Above priorities were defined by JADF Partners to address DDP 1 challenges and this also incorporates lessons learnt from the implementation of the first DDP. The current DDP serves as the roadmap for the district to shift from social consumption to sustainable economic transformation and for rapid growth. This economic shift does oblige Structural shift from predominant farming to non-farm sectors.

Noteworthy that district will not ignore core foundational aspects like health, and education, but rather maintains a balance between the productive and social sectors of the district economy.

With MINECOFIN support the District oversighted the preparation process and will spearhead the implementation of the DDP. All District stakeholders have varying responsibilities and these have been informed the choice of interventions in the implementation process. We promise our will to cooperate with particular development Partners for the successful implementation of the DDP.

TWAHIRWA Abdulatif,

The Mayor

LIST OF ACRONYMS AND ABBREVIATIONS

7 YGP	: Seven Years Government Program
AIDS	: Acquired Immuno Deficiency Syndrome
CSOs	: Civil Society Organizations
DCB	: District Capacity Building
EDPRS	: Economic Development and Poverty Reduction Strategy
EICV3	: 3 ^{ème} Enquete Integrale sur les Conditions de Vie
EWASA	: Energy, Water and Sanitation Authority
FSD	: Financial Sector Development
FINSCOPE	: Financial Survey
GBV	: Gender Based Violence
HH	: Household
ICT	: Information, Communication and Technology
JADF	: Joint Action Development Forum
M&E	: Monitoring and Evaluation
MDGs	: Millennium Development Goals
MUSA	: Mutuelle de Santé
N/A	: Not Available
NGOs	: Non-Government Organization
SMEs	: Small and Middle Enterprises
TVET	: Technical Vocational Education and Training
VTC	: Vocational Training Center
VUP	: Vision Umurenge Program
DC	: District Council

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CHAPTER 1: INTRODUCTION

1.1 Purpose of the DDP

The Second Economic Development and Poverty Reduction Strategy which guides country's development aspirations over the period 2013/2014 to 2017/2018 have been adopted by the Government of Rwanda. Aimed at achieving overall goals that may provide better quality of life to Rwandans through rapid and sustainable economic growth (11.5 per annum) and accelerated poverty reduction (to be below 30%). The EDPRS 2 aims to end leading the Country towards the middle income country as stipulated in vision 2020.

To hit these objectives the transformation of Economy, rural development, productivity and youth employment and accountable governance are defined as pillars. The District as an Institution of implementation of sector strategic policies must ensure the welfare of the population, by providing a linkage between District priorities, sector priorities and cross-cutting issues that must be integrated in one document which called District Development Plan (DDP). DDP of Nyabihu is a comprehensive developed through involvement of all stakeholders, citizens and partners of the district. It summarizes the District profile, overwhelming challenges, and hence provides addressing priorities to guide district development over the five years period. It will also serve to inform each year district performance contracts and annual action plans. Enabling district economic transformation for the population welfare as we target to reduce the share of population living under poverty line from 28.9% in 2012 to 11% in 2017.

1.2 Analysis of the District Partners

Nyabihu district has a Joint Action Development Forum (JADF). End of 2012, the members were 83 people from different domains. Some of them participate in the implementation of certain programs identified in the strategic plan of the district.

These members are divided into six groups, including representatives from government, international NGOs, National and Local NGOs, Private Sector and Religious organizations. They work in three sectors including health, decentralization, religious organizations, environment,

energy, capacity building, social activities, Water, Private Sector, youth, gender, agriculture and finance.

According the repartition by sector, social sector is very represented with 42.2% against 34.9% of economic sector.

Table 1: Repartition of JADF members by sector intervention and by category

JADF INTERVENTION BY SECTOR		
Sector	Number	Repartition
Economy sector	29	34.9%
Social sector	35	42.2%
Environment sector	4	4.8%
Central Government	15	18.1%
Total	83	100.0%
JADF MEMBERS BY CATEGORY		
Category	Number	Repartition
Religion Confession	11	13.3%
International NGO	20	24.1%
Local or National NGO	12	14.5%
Private sector	18	21.7%
Public institution/ central government	22	26.5%
Total	83	100.0%

Source: District Report 2012

Regarding the table in above, JADF members repartition by category shows that there is low representation of public institution with 26.5% slightly high than a quarter of the total. This means that there is high involvement in district decision making of external representative and strong consultation in District management issues.

When we make deep analysis, international NGOs which 24.1% of JADF's member, are involved much more in areas related to social protection with 78.6% whose 39.3% in health programs and 14.3% in education and 17.9% in the social.

On the other side, their interventions in economic sector were only 17.9%, whose 10.7% for the water sector. As the national and local NGOs, the intervention is balanced, 52.4% of programs in the

areas of social protection and 47.6% in the economy especially in the private sector (19%), agriculture (14.3%), finance (4.8%) and water (4.8%).

Programs that interest religious organizations are exclusively social in nature (45%) and assistance of churches (55%). In the social, education covers 30% against 15% for the health all programs of religious organizations in Nyabihu district.

When analyzing the report of the evaluation of DDP1, it was found that the general assembly committee of JADF seat once quarterly to discuss various problems, set priorities and discuss on the performance reports and assess the achieved results and define measures in order to adjust identified problems and constraints.

Although district partners are many, some of them do not realize their promises while others release funds late. The monitoring and evaluation reports of programs that can help to assess the performance of districts partners are not produced. Another weakness is that the potential strategic partners are not members of JADF. For instance, ISAE Busogo, SOPIRWA HORIZON, Technical Institutes and other NGOs. District is required to expand its partners in order to beneficieate more from the available opportunities at local and national level.

1.3 Methodology

1.3.1 Approach by literature

In the framework of elaboration of this plan, we collected and analyzed a number of documents relating to the national and sector planning. Also, administrative documents and statistics at the local administration level were analyzed to draw conclusions which have been confronted with those derived from the analysis of sector statistics done by NISR.

The results of the literature analysis helped to overcome the major challenges that face the district and prevent its development. It was the way of analyzing causes and effects discussed in various consultative meetings.

1.3.2 Participatory and consultative approach

We have participated in various meetings and induction course organized by MINECOFIN for all facilitators engaged in DDP development and presentations of work carried out in relation to this work.

Brainstorming sessions with various stakeholders operating in the Nyabihu district were organized. Workshops with various cooperatives, managers of Imirenge SACCOs, the district women council, the Youth Council, the private sector federation and many of district senior managers and staff have been consulted.

Validation meetings with JADF and Executive Council were conducted. These meetings aimed at integrating ideas from JADF forums in the DDP early as key development partners and district officials.

This approach helped a lot in the development of the DDP that reflects the needs of the community and economic operators.

1.4 Outline

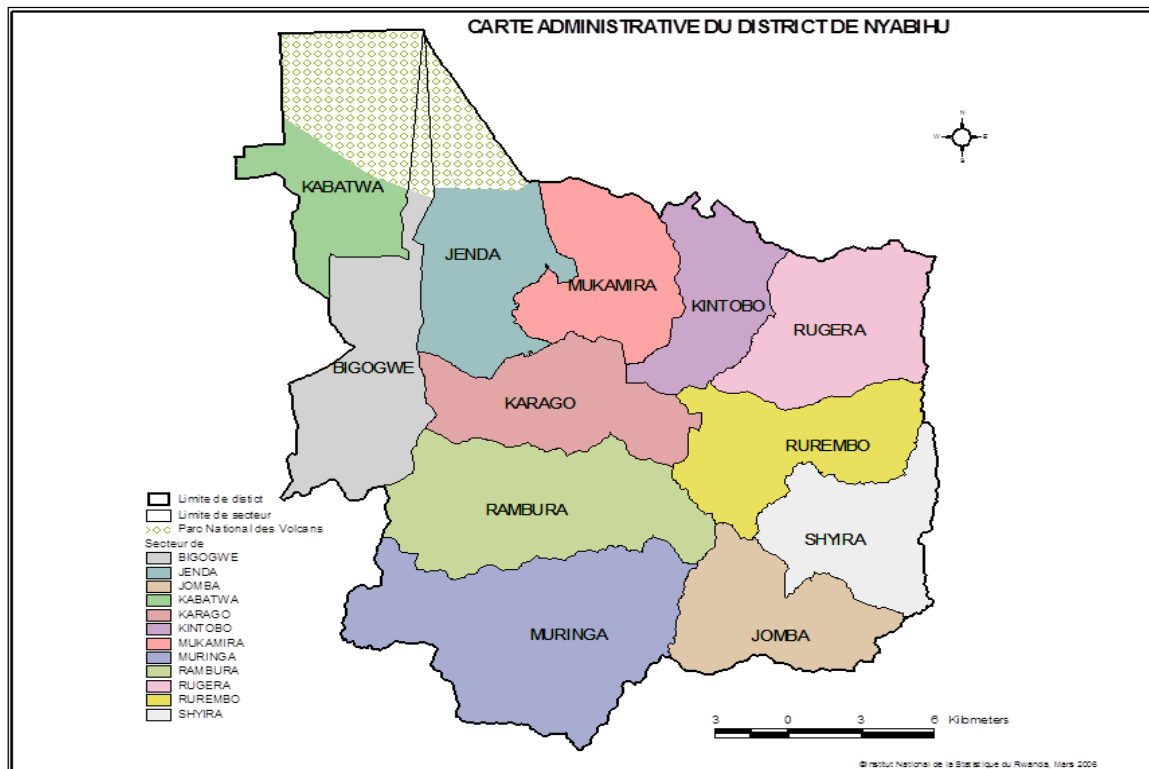
This District Development Plan is composed by six chapters which are: Introduction, District overview, Strategic Framework, Implementation Framework, Monitoring and Evaluation and finally Costing and Resource Mobilization.

CHAPTER 2: DISTRICT OVERVIEW

2.1 Geographical, population and socio-economic situation

2.2.1 Geographical Situation

Figure 1: District Administrative Map



Source: www.nyabihu.gov.rw

Located in the Western Province of Rwanda and in the west part of the country, Nyabihu District has 12 sectors that are Bagogwe, Jenda, Jomba, Kabatwa, Karago, Kintobo, Mukamira, Muringa, Rambura, Rugera, Rurembo, and Shyira. These areas are themselves divided into 73 cells and 473 villages.

Taking into account its administrative limits, in the north there is Musanze district and the Virunga National Park, which separates it with the Democratic Republic of Congo (DRC). In the South, there

is Ngororero and Rutsiro Districts, and in the East there is Gakenke and Musanze Districts. Finally, in the West there is Rubavu District

Its geographical relief is characterized by 90% rugged mountains with a slope of more than 55% creating a high risk of erosion so that the need for the establishment of effective mechanisms for control and prevention of erosion and other harms associated with climate change is very high.

The characteristic of the soil is sandy and clay, laterite and volcanic. It is very fertile. Precipitation is almost uniformly over every month and close to 1400 mm per year. It has a temperate climate with an average temperature of 15⁰ C favorable for the growth of the agro-pastoral products throughout the year with less risk of development of bacteria and diseases.

In terms of fauna and flora, there is Gishwati natural forest and Volcanoes National Parks that are the home of diverse animal and plant species

2.2.2 Demography

According to the 2012 Census on Population and Housing, the population of Nyabihu district is estimated at 295,580 inhabitants with 1% population growth, which is the lowest nationally. Nevertheless, the Nyabihu District has a very high density estimated at 556 inhabitants per square km according to the same source.

Concerning the total fertility rate, Nyabihu district has an average rate of 4.9 which is high than the national average which is 4.6. The average age at the first marriage is 21.5 years for girls against 23 years for boys. 62.5% of households have children less than 7 years and 53.2% of households are headed by women. This situation involves significant investments in education sector and specific programs to support for women.

2.2 Socio-Economic Situation

This sub section focuses on key sector indicator performances achieved and contributed to the district economy development and welfare improvement of citizen. It highlights the overall challenges to be addressed by the district in five years period in order to ensure better life to Nyabihu

population and contribute to national self-reliance goal. This part tries to male the linkage between the causes and effects rooting of the poor and strong performance and from those, the priorities and strategies to overcome challenges are efficiently defined.

2.2.1 Economic sector

A. Agriculture

The economy of the district is heavily dependent on subsistence agriculture, where the majority of households are smallholders.

Approximately 74%, or 105,672 people in 143 000 of the population of the district, derive their income from the exploitation of the soil.

However, there is a scarcity of land because; according EICV3, 50% of the population has an area less than 0.3ha. This lack of land pushes farmers to work an average of 5 hours a day instead of at least 8 hours.

This shows that there is unemployment among economically active people, especially among the youths.

Agricultural food products, industrial and ornamental are grown extensively. For food, there are Irish potatoes, corn, beans, wheat and banana and vegetables as well.

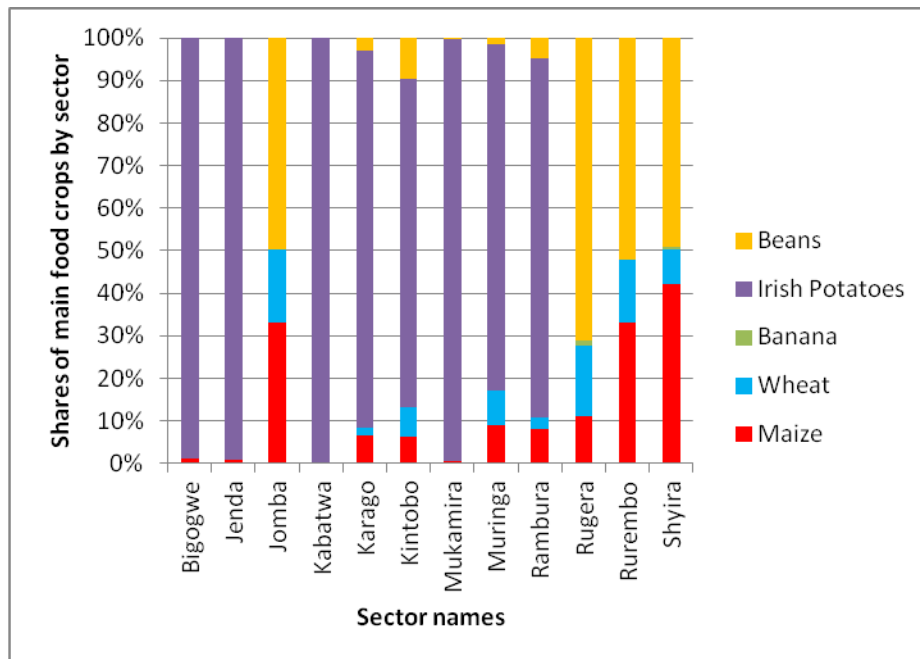
Irish potatoes, maize and beans are cultivated by 76.6% of households on average is 51,000 households. Irish potatoes are most cultivated with 83.7% followed by maize (74.3%) and beans (71.9%). Maize production represents 47.3% of the agricultural production in the district against 8.9% wheat.

Table 2: Main food crops production by Administrative Sectors in Metric Tons, year 2012

Sector Name	Maize	Wheat	Banana	Irish Potatoes	Beans
Bigogwe	604.0	0.0		52,095.4	0.0
Jenda	681.5	0.0		85,306.3	0.0
Jomba	3,606.0	1,869.0		0.0	5,437.9
Kabatwa	0.0	0.0		96,676.0	0.0
Karago	2,996.4	775.0		40,250.0	1,375.0
Kintobo	1,085.7	1,189.8		13,483.2	1,690.8
Mukamira	240.0	0.0		50,852.0	165.8
Muringa	2,828.0	2,481.5		25,547.0	435.6
Rambura	2,375.1	844.0		25,036.4	1,444.8
Rugera	1,072.0	1,625.0	105.6	0.0	6,907.4
Rurembo	2,874.7	1,278.2		0.0	4,551.5
Shyira	2,574.0	500.0	32.5	0.0	3,012.0

Source: District Annual report, Exercise 2012

Figure 2: Shares of main food crops by sector



The table below shows that 84% of potatoes are produced in five sectors which is Kabatwa, Jenda, Bigogwe, Mukamira and Karago. Wheat is cultivated at 80% in the areas of Mulinga, Jomba Rugera, Rurembo and Kintobo. But it is widely cultivated in Karago, Rurembo, Mulinga, Shyira and Rambura sectors. The six areas cover 82% of the total production of the Nyabihu district.

Banana cultivation is less developed in Nyabihu district, but it is cultivated in two sectors that are Rugera and Shyira whose annual production in 2012 was at 75% in Rugera sector against 19% in Shyira sector. According to the report of 2012 of the district of Nyabihu, the current yield per hectare is still low with an average of 25 kgs per banana. By the promotion of the improved seed of banana, the yield will be 65 kgs. Hence the promotion of this quality of seed will play double role to farmers' revenues increment and improve food security in the respective sectors. Currently, the district planted these improved seed on 700 hectares. On which 70% of the total are covered by two category food banana commonly known as Injagi and Morogoma; and 30% are planted of export banana called THIA 17 of which each banana weighs between 100 and 120 Kgs. According the district report 2012, in two sectors of the district where banana is grown, there are 480 ha available for planting improved banana seeds. This DDP must take into account the specificity of agricultural potential of each sector to ensure a balanced development of the district.

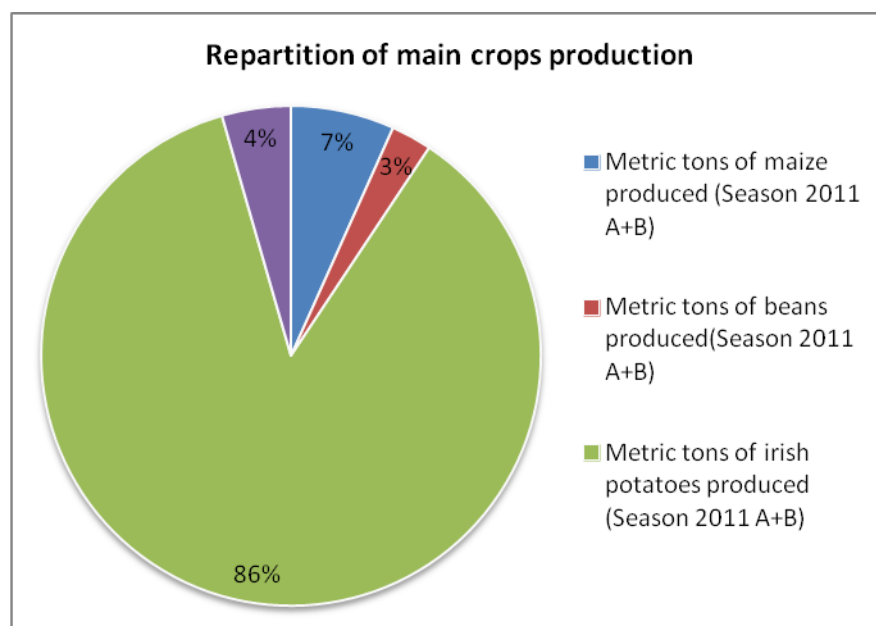
Cultivation areas for seasons A and B have increased significantly for cereal crop with an average increase of 109.1% between 2007 and 2012 against 8.1% for legumes including beans (25%).

For tubers, the average change for all products was 5.3% with 36.8% for Irish potatoes. Cereals including maize (109.2%) and wheat (108.3%) have explosive variations compared to other products including industrial agricultural products which are coffee (50.8%), tea (32.7%) and pyrethrum (0.0%).

Table 3: Comparison of major Agricultural products

Name	Metric tons of maize produced (Season 2011 A+B)	Metric tons of beans produced(Season 2011 A+B)	Metric tons of Irish potatoes produced (Season 2011 A+B)	Metric tons of fruits and vegetables produced (Season 2011 A+B)
Rwanda	19,059	12,058	80,165	19,597
Karongi	9,120	10,918	20,022	25,275
Rutsiro	17,054	9,000	76,861	19,525
Rubavu	35,629	23,623	378,031	28,372
Nyabihu	36,723	14,433	472,436	24,451
Ngororero	16,076	16,362	107,435	31,779
Rusizi	16,990	14,916	20,125	20,715
Nyamasheke	11,560	13,022	9,355	22,629
Average for Western Province	20,450	14,611	154,895	24,678

Source: NISR, EICV 3

Figure 3: Repartition of main crops production in Nyabihu (Maize, Irish potatoes and Beans)

Source: NISR, EICV 3

Although the cultural space of pyrethrum was not raised like other products in the six passed years, it plays an important role in the economy of the country in terms of contribution to foreign currencies income, job creation and income distribution to farmers.

In the district of Nyabihu there is different cash crops that contribute to economy development and household welfare improvement. These products are tea, coffee, pyrethrum and patchouli.

The tea production is still low and covers only 30% of Nyabihu tea factory. This is a big challenge of the district to supply raw material in order to overcome the gap of the remaining 70% that affects the competitiveness of the company and export revenues increment. Currently, the annual production of the factory is estimated to 40.000 metrics tons by the end of 2012. The district plans to expand the tea plantation which will allow an increment of 27,000 metrics tons as new production that represents the gap of 133, 333 metric tons of Nyabihu tea factory total capacity installed.

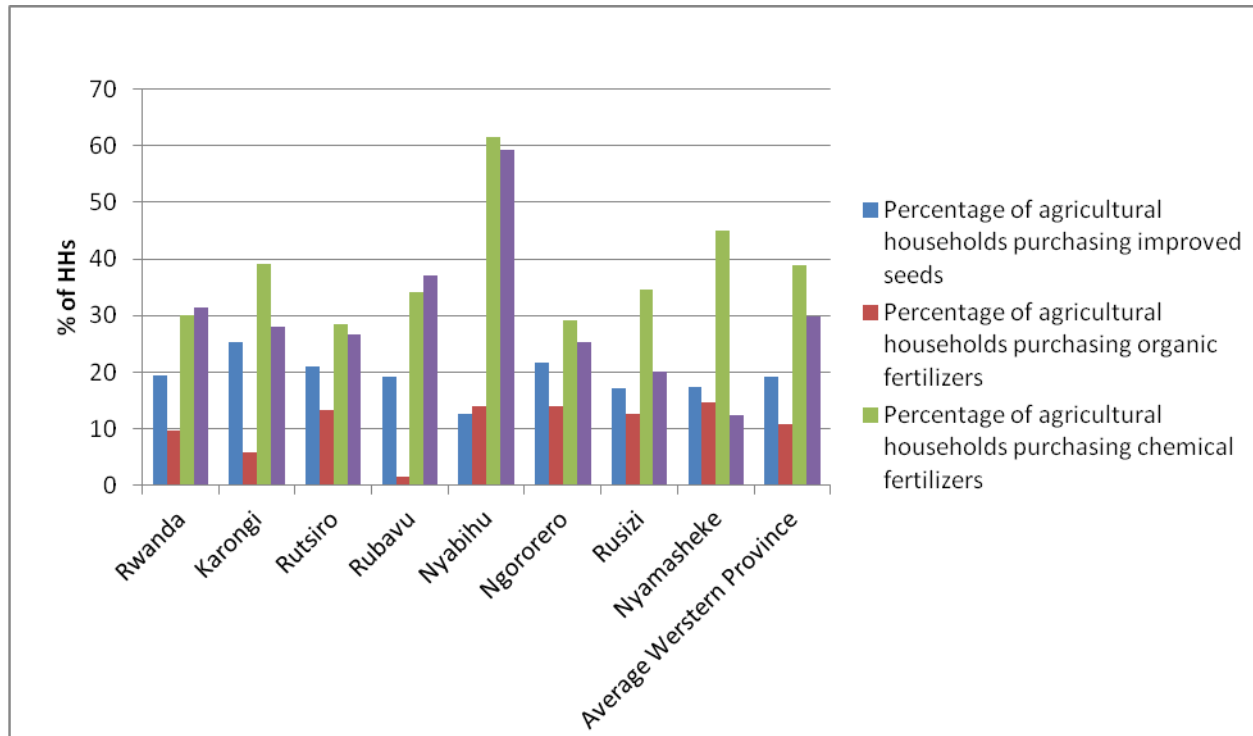
According to SOPYRWA HORIZON, the world pyrethrum market is experiencing a remarkable problem concerning the supply of raw materials. Market needs are covered at 50% distributed as follows: Australia with 70%, Rwanda 20% and 10% for Kenya and other countries. The market is still new.

But there is a remarkable conflict between cultivators of Irish potatoes and Sopyrwa in increasing pyrethrum production. Farmers are very interested in Irish potatoes cultivation than pyrethrum cultivation.

This district development plan should think about the mechanisms that encourage people to promote pyrethrum cultivation in order to take advantage of this opportunity of international market deficit.

The agricultural productivity is very low to ensure food security and generate surplus for the market level. For example, the Irish potatoes yield is 10 tons per hectare for the majority of farmers and 40 tons for specialist cultivators.

Low productivity is explained by several causes, including the lack of knowledge in cultivation techniques by farmers, low use of fertilizers, lack of seeds or improved seeds, high cost of agriculture inputs and the more and more lack of land due to its grinds for inheritance purposes.

Figure 4: Use of Organic and Chemical fertilizers, insecticides and purchase of improved seeds

Source: NISR, EICV3

Only 14% of households use organic fertilizer when there is too much potential with the livestock. 12.7% use improved seeds, 61.6% and 59% use respectively chemical fertilizers and pesticides.

Unfortunately chemical fertilizers and pesticides contribute to the degradation of the environment and deteriorate the health of human beings. Consideration should be given to the promotion of organic fertilizers and decrease chemical fertilizers (combination of two) increase the distribution of improved seeds and accelerate the program of land consolidation and human settlement together to increase agricultural productivity.

Nyabihu district has economic potentials in the area of livestock which can help in the promotion of the organic fertilizer production.

In general, the district, the following challenges were identified in the sector of agriculture and slow down the crops productivity in Nyabihu district:

- Insufficient land;
- Land fragmentation;
- Lack of improved seeds because they are very expensive and inadequate to the climate, especially maize, wheat, and particularly for Irish potatoes. These causes affect negatively the agriculture productivity;
- Low price of agriculture products especially during harvest period;
- Strong land degradation due to harsh weather and nature of the geographical relief;
- Weak capacity of farmers to use agricultural techniques that have positive effects on the productivity;

B. Animal husbandry

The district has more than 35,000 cows. However, there is low number of milk cattle which is 1,704 of good heifers for milk production from artificial insemination. This represents 4.9% of all cows of the district. This shows that there is a high gap and there is a need of the district to put in place the mechanisms to overcome this challenge in order to respond to the local and regional marks needs of milk products of having a cattle milk to the district .Milk production by end of 2012, was 13,000 liters which represent 26% of capacity of Mukamira dairy that is still under construction and that will need 50,000 liters per year in order to fill its capacity installed

The district plans to expand the space with a new redistribution of 1,300 hectares to farmers. This would increase the number of cows and environmental protection as farmers are among the people who are destroying the forests in search of grass for their cows.

In addition, statistics show that 64.1% of households have significantly increased the number of their livestock especially for cows with 45% according to EICV3 report. However quality of dairy cows is still very low.

There is also the challenge of strengthening the organization of veterinary and ensure access to quality food for livestock in order to increase the artificial insemination practice and reduce the problem of transport means for veterinary (Productivity of cows 7 liters target 20 liters)

C. Transport sector

Nyabibu District has 290 Kms of roads. 88% is dirt roads and 12% is paved. He has access to three paved roads which are:

- Kigali - Rubavu-Goma/ DRC ;
- Mukamira - Ngororero-Muhanga-Huye-Burundi and Bukavu / DRC,
- Muhanga – Karongi- Musanze - Cyanika - Uganda.

There is also the road under construction that will play a major role in the promotion of intra-regional trade that would allow the district to maximize its benefits. This is the road of KARONGI–RUSIZI.

It has also feeder roads that are regularly in poor conditions due to the high mountains and strong regular rainfall. These roads connect farms to agricultural products sale points.

However, in some sectors, people walk more than 30 minutes to access the nearest road network. The poor quality and lack of roads connecting the supply area and the collection center is a major concern.

During the rainy season, these roads become almost impracticable, while during dry season the drought, there is too much dust that affects milk quality. In addition, the prices offered to farmers and ranchers by intermediate traders are insignificant and therefore decrease their income.

D. Energy Sector

According to EICV3 report, only 10% of households have access to electricity. However, it is projected to increase this percentage till to 75% at the end of 2018. These households are deprived to watch TV, to use Internet and to enjoy lighting. For cooking, Nyabihu District uses wood and charcoal. This situation makes the district the second most user of charcoal with 10.5% after Rubavu district (25.5%) in the western province. It is important to note that 88.7% of households use wood as a source of energy in Nyabihu District.

The lack of energy in the district increases a strong use of natural resources, puts pressure on forests and land. The use of wood for cooking and lighting degrades the status of the health of the human being, increases dropout rate in school when children spend hours to look for wood.

In the context of deteriorating human being health status, the production of carbon dioxide because of the use of wood may increase respiratory diseases such as pneumonia and pulmonary TBC then increases household income spending, desertification due to global warming, decrease of precipitation which is necessary for an agro-pastoral productivity, source of food security and farmers' income.

The use of other sources of energy is needed including biogas which is still in its embryonic stage although it is a priority for the country to deal with the consequences mentioned above.

Only 0.02%, or 13 households use this source of energy, very low compared to the national forecast of 50% of households by 2017. Achieving this goal would reduce the use of wood as an energy source up to 50% of households.

E. Trade, Industry and Mine

The private sector is characterized by the predominance of cooperatives and small traders who trade small and sundries. The informal sector is dominant and represents 82.2% of all economic activities. The banking system is dominated by micro-finance institutions (15) and BPR /Banque Populaire du Rwanda (3) and Unguka Bank (2).

Compared to formal banks, the informal financial sector experiences unprecedented development. At the end of 2012, the informal financial system showed a growth of 78.6% against only 43.2% for the formal finance system. This growth is justified and reinforced by the insignificant level of savings as shown by the detailed analysis of the financial sector developed in the next chapter. There are only five markets in four sectors out of twelve in Nyabihu district.

The trade of small articles and the trade of agricultural products are predominating. They are located in small shopping centers in five markets which are Bikingi, Kora, Mukamira, Gasiza and Vunga situated respectively in the area of Bigogwe, Mukamira, Rambura and Shyira. The majority of commercial operators are not legally recognized, except that some of them have patent as official authorization document to operate as traders.

There are 17,183 entrepreneurs of whom 6,886 are women grouped into 182 cooperatives of which 36.8% are legally recognized and have legal status delivered by RCA.

On the other side, 48.9% work using provisional status delivered by the district and their duration value does not exceed 6 months. Finally, 14.3% work without any authorization either from RCA, the BNR or the district.

So 62 % of cooperatives in Nyabihu district need to be legally registered so that they can carry out their activities formally and have rights to access to benefits reserved to legally recognized unions.

Industry and commerce sectors are yet low. Nyabihu district has only one tea factory, a small unit of coffee washing, two small banana wine production units and maize mill in Mukamira which is no longer operational due to mismanagement.

There is also the center of milk collection of Mukamira which is under construction and units of cheese production.

F. Water and Sanitation

F.1. Water

This sector which is the one of critical foundations to people to have saved health and ensure others human being to have opportunity of growing. It will be dangerous for them to survive without regular and enough improved water. So, the development of water sector is very important for economy development.

In the district of Nyabihu, 79.7% of households have access to improved drinking water although 30% (16,259 HHs) of them use more than 30 minutes. Also 82.6% of them are supplied on free of charge; which is good support to countryman. Further more 52.5% and 25.6% of household are supplied from protects spring and public standpipe sources respectively. The district shows high performance compare to national averages (74.2%) and province (73.9%) and others Western Province's districts after Rubavu district (93.4%).

For the households who use more than 30 minutes to reach sources of water loss the time that can be used to others income generation activities for women and has bad effect on child education performance.

Concerning rain water management, only 0.7% of household is supplied to rain although the district is qualified at high risk zone to climate change disaster. It will be better if the district increase this ratio during settlement program implementation because it will be one of strategic measures against climate change disasters and strengthen environment protection, have free water to supply biogas centers and ensure continuance biogas energy supply.

From sector review unfortunately, we realized 20.4%, this is 13,872 over 68, 000 of households of the district are supplied from unprotected water source. The consequences of these problems on the health being of the population supplied from that unprotected water will cost much money to the country and to the population. So, combine with the issue of rate of people who don't have access to improved sanitation, will increase infant mortality rate, diarrhea disease, backwardness growth to child, deficiency of work forces among active people and others bad effects causes by theses diseases. There is an urgent need to find solution to that problem in order to allow 100% of household access to improve water less than 500m from each household.

F.2 Sanitation

F.2.1 Waste management

The district shows the poorest performance of waste management compare to the rest of districts of Western province because a cumulative percentage of 44.6% shows that waste is thrown in inappropriate areas (bushes and rivers) and particularly 37.3% are thrown in bushes or fields (37.3%). Waste management is critical issue for the economy and social protection and welfare keeping. The poor management of waste can increase a pollution risk of water and soil and therefore increase disease of people, decrease crops productivity and healthcare of the people who use unclear water draw from river and lack. There is a big gap with national target 2017 where 100% of waste are well managed in order to avoid and prevent all risk from poor management of waste.

Moreover, Nyabihu is qualified highest to dump the waste in river in the country at 7.3% against the last one which is Muhanga district (0.3%) and national average of 2.5%.

Nyabihu district doesn't have waste system so far; and this is a big challenge that needs efficient strategy for waste management in order to protect environment and ensure health care to concern people.

F2.2 Access to improved latrines

Like other parts above developed, access to improved latrine or toilet is apriority for the country and is part of the Millennium Development Goals.

The fact of accessing improved latrines reduces the risk of developing diseases transmitted by flies from latrines such as diarrhea to children and adults and development of worm infections and other diseases and adverse effects which may result on other sectors such as vomiting, stunted growth, malnutrition, infant mortality rate, reduced time dedicated to income-generating activities by the household, loss of income, increased social spending in the Government budget through the taking care of patients, etc.

Indeed, according to the EICV 3 report, in Nyabihu district 70.4% of households has access with improved sanitation, a lower percentage than the provincial level which has 78.8% and the country (74.5%). It is expected to achieve 100% of households with access to improved latrines in 2017.

Officials in charge of sanitation in the district say that the geographic location of Nyabihu district which is characterized by the volcanic soil makes difficult all tentative of excavating. Even one meter has financial cost implication which is beyond the financial means of the population. This is the major cause of inaccessibility to improved sanitation.

G. Urbanization and rural Settlement

Nyabihu district is characterized by unplanned housing and households are scattered on hills at high risk. The insecurity of people and their properties are enormous.

According to the EICV3 NISR, only 20% of households live in planned sites whilst the national target in 2017 is to achieve a performance of 65%.

There is a gap of 45% of households living in unplanned areas. According to administrative statistics from district, 3,005 households dwelling in high risk areas. 64.4% of them or 1,936 households are

not able to build houses in the sites identified in the settlement. This population represents 4.4% of total households of Nyabihu district.

Regarding the industrial park which is the foundation for attraction and promotion of private investment, the district has identified a site measuring 53 hectares.

The inventory of properties to be expropriated is also completed. There is still too much works to do in order to make it usable. The district should accelerate the expropriation program, development of detailed industrial zone plan for the area.

H. Forests, Environment and Natural Resources

Nyabihu district is among districts at high risk in the country that require special attention in environment protection. In total the area that needs to be protected equivalent to an area of 51,250 hectares.

30% of this or 15,375 hectares have to be reforested in accordance with national environment protection policy, which states that 30% of the entire national territory must be covered by forests.

For now, a stretch of 8,700 hectares or 56.6% was planted in agro forestry fruit and ornamental trees.

6,675 hectares are remaining to achieve 30% which was the national target in 2007. The district began rehabilitating Gishwati forest devastated by the population in 1995 with aim of getting arable land. 1,405 hectares of forest have already been planted out of 1,948 hectares.

Even if 25,000 households that to say 36.7% of all households in the district have installed the Rondereza, the method has not been applied by the households living in the volcanic area for several reasons including lack of raw materials such as clay, bricks cooked and very cold region that requires other means to heat homes

In the framework of the fight against erosion and prevent risks related to the nature of the terrain where the precipitation is regular, fragile soil, culminate mountains 90% of all land, promotion of radical terraces was one of solutions to protect the soil against erosion.

In addition, 500,000 agro forestry trees were planted out of 600,000 expected, or 80% of the total cultivable area of 28,000 hectares. Rivers and lakes also experiencing pressure from flooding and

Karago Lake were protected by planting trees around the lake within 50m from the surface of the lake.

Although this program shows performance in the fight against erosion, there were floods and landslides. Thus seeds, harvest, tea, roads were damaged. In total 210 hectares were destroyed, 431 houses were totally destroyed and 2,300 people are homeless. Fight against erosion and disaster prevention is a major challenge for the district.

I. Financial Sector

According to FINSCOPE, Nyabihu district is characterized by the predominance of the informal financial system development and represents a high rate of savings compared to national average. Concerning the integration of adults in banking system, Nyabihu district showed a better performance compared to the national level. It has grown to about 2 times between 2008 and 2012 from 21.1% to 43.2% respectively. However, the informal sector has experienced a growth of 78.6% while the formal finance system has grown by 43.2% for the same period.

The lesson to be learned from this analysis is that Nyabihu residents trust more in informal than in formal financial institutions.

The following analysis that concerns 12 Imirenge SACCOs operating in the district supports this conclusion. Commented statistics are from the database of BNR and the information concern the active population aged from 19 to 65.

Compared to the total active women population aged 19-65 years of 75,000 people, only 11% are members of SACCOs against 23.4% of men in a population of 56,000 people.

The numbers of accounts in the SACCOs are very small compared to the total active population. The number of accounts of women that hold the SACCO is 13.1% for a population of 9,833 people. The number of accounts opened by men is more than twice that of women and covers only 28% for a population of 15,706 people. People who are in cooperatives are ignored because the number of accounts opened by the cooperative is only 6.9% of all open accounts in various financial institutions.

Concerning the distribution of credits, only 0.3% of women have received credit from SACCOs against 1% of men in the same year. Reference made to the classification of type of savings, generally, the average savings rate is for 30 time longer term.

The population with low-income doesn't save. The term savings product of more than three months is 22 Rwf average for an economically active person. On the other side, the sight savings is 546 Rwf per month.

According to the BNR law, in which the microfinance institutions should only distribute 80% of their deposits, SACCOs should provide an average loan of Rwf 3.520, amount that cannot finance any project. However, the district has thousands of Rwandan francs that are circulating outside of the banking system.

There is too much work to do to mobilize people to work with SACCOs in particular and with banks in general. Savings rates are far from being at the level of 80% expected in 2007 by the Government of Rwanda of adults working with banks. It could be difficult to have 90% expected in 2020.

Farmers in cooperatives and the population in general prefer to work with the informal financial institutions (IBIMINA) despite their monthly average interest rate of 10% which is very high compared to the 2.5% interest rate for SACCOs. In addition, SACCOs impose their conditions and their heavy procedures while Tontines/IBIMINA provides them credit with fewer conditions and immediately to their customers and only charge interest.

According to them, tontines allow to meet their urgent needs including children's schooling, education, purchase of inputs and seeds payable at harvest, paying health community insurance subscription and food during crisis period. This is way informal financial sector is growing faster than the formal system, although the interest rate is four times less than the rate of IBIMINA (Tontines).

In brief, the following causes are the basis of the preference of the tontines than SACCOs, because these impose onerous conditions for farmers. Their costs related to account management have been revised upwards, products and credit terms that do not fit the needs of farmers and the agricultural production cycle, delay in processing files loans and the issue of bank guarantees. With this

situation, the SACCOs are far from accomplishing their mission of developing the environment in which they operate as one of partners in economic development and poverty reduction programs.

J. ICT Sector

In Nyabihu district, people are still struggling to communicate easily using the tools of information technology and communication.

According to the EICV 3 report, the level of use of various ICT tools shows a poor performance. Only 42.1% of people in Nyabihu district use mobile phones while radios are owned by 54.8%. There is an improvement even if they are lower than the national average of 45.2% and 60.3% respectively.

Regarding the use of fiber optic, the situation is dramatic even at national level with 0.8% only.

Only 0.6% of households use this infrastructure. It is the same for the use of the computer (0.4%) and television (2.7%). The low level of computer use explains why people who use the Internet regularly are 0.3% of total households.

In Nyabihu district there is few people who know that the internet is in the district because 85% of 68,000 households responded that they have never heard about the internet. There is a problem of awareness on existing of the opportunities available in the district.

However, the internet is important and easy way to help businessmen to meet their tax obligations on time and at less cost.

In short, in Nyabihu district a major challenge to overcome is that related to the use of information, communication and technology tools in order to achieve the objective of the Government of Rwanda in the development of this sector.

2.2.2 Social Sector

A. Youth Sector

In agriculture sector status review, we realized that the majority of active people are depending on farm wages. So, according to EICV3 data, in district of Nyabihu the youth population aged between

14-35 years represents 38% of total population which is almost equal to the national ratio of 38.6%. However, from the youngest years (14-19), there are many more men (38.5%) against (36.2%) for women; but there is follow by decreasing of trend in favor to women (17.4%) and 16.2% for men in oldest age of 30-35 years. Also we saw, in education sector review there is low rate of secondary school enrollment of children age over 12 old years. So, combine three factors, low rate of education joining, high level of depending on farming and limited access to cultivate land. The district has a big challenge to overcome in order to ensure better life to youth people that are a core and pillar of economic development acceleration for poverty reduction and national security stability.

Concerning employment repartition among youth, professional technical employment (0.8%) is still lowest compare to sell and service (4.4%) and agriculture (89.3%). This shows that there a lot of needs to do in order to reverse the share and meet national goal relating to professional technical job promotion. The district shows the lowest rate compare to the average of Western Province (1.5%) and Rusizi district (3.9%) come at the first position in the province in terms of professional technical employment rate although all are not motivating compare to youth needs employment.

B. Social Protection Sector

The desegregated data by gender show that women are many men. They represent 53.3% of the total population of the district. These women are much dependent on farm revenues 82.1% and 2% for off-farm revenues. Concerning men, 63.3% depend on farm income and 22.3% earn their income in off-farm activities.

The population living under poverty line is 28.6% of the total population of 330,525 of which 11.9% is in extreme poverty where the district is ranked fourth nationally behind two districts of Kigali City that are Kicukiro and Nyarugenge and Musanze district. Indeed, these people are an important segment of the population excluded from the consumption of goods and services. These are key factors for the development of private enterprises, broadening the tax base and job creation.

To help these poorest people to move out of poverty the district has provided more direct support to them including one cow per poor family under Girinka program and regular financial support. It gave employment to physically active people in public works.

In practice, much of the funds lent are in small projects of people grouped in cooperatives that are not yet recognized by any regulatory agency. The reason is that the more people are grouped and, the greater the amount given by an individual increases, and therefore people prefer this approach to maximize the money.

However, the impact of the program on the wellbeing of assisted people is still invisible and the sustainability of self-financing program is not yet assured.

Thus, the following causes are responsible for the poor performance of the direct financing of small projects constitute a significant barrier to reducing poverty. These are:

- Diversion of resources allocated due to the dishonesty of certain beneficiaries;
- Ignorance due to low levels of literacy;
- Non-bankable projects;
- Problem of monitoring and evaluation of loans granted by local authorities and low capacity of VUP program staff in charge of credit recovery.

C. Education Sector

Enrolment rate of children in school

The enrollment rate in secondary education is very low and equals to the national average of 20.9% and higher than the provincial level which is 17.7%. This means that 80.1% do not follow high school and take the way of agricultural fields, exposed to earlier marriage, drugs abuse, etc...

Considering the gross enrollment rate, the level of attendance increases to 44.5% and is higher than the provincial and national levels, respectively 40.9 and 36.9%. This rate is still below the target of 100% enrollment rate and is probably due to the level of poverty and a strong dependence of the household income on traditional practices in agriculture.

The illiteracy level of the population aged over 15 years is also significant because 31.6% cannot read or write and it is slightly higher than the national average (30.3%) and lower than the Western provincial average which is 31.8%.

With regards to the qualification of teachers, a set of 662 teachers in the district 79.9%, those to say 529 secondary school teachers have no teaching training. Among these, 49.3% or 261 teachers have a degree of level A1 and 23.4% have a degree of level A2. Finding qualified teachers is a major problem for the district because the new finalists of educational institutions prefer to work in the city or remain unemployed than to work in rural areas.

In addition, teachers haven't financial means to pay for distance learning opportunities that exist. Then, 60%, or 4 secondary schools in the district do not have basic infrastructure including access to electricity and ICT to facilitate distance learning.

Quality of school infrastructure

Nyabihu district has 935 classrooms for primary education. 51% of them or 478 rooms are built of brick stew. These classes built unsustainable materials that are old might fall down on the students during the rainy season considering the high and steady precipitation that characterize the region or reproduction of unexpected events such as weather related to the arrival of winds. These classrooms and 722 latrine doors require full rehabilitation. A classroom has a capacity to host 40 students, which is lower compared to international standard which is 46 students maximum. In addition to that, the number of eligible children in first grade 7 years is slightly higher than the number of students who complete primary school. So there is no need to build more new classrooms at the primary level.

Adult literacy

The adult literacy program from 15 to 65 years shows a result still very low, because for a total of 17,097 people only 32% attend literacy centers.

The illiterate women are many than men and attend literacy centers than men. On the total of 10,625, 35.8% of women against 25.8% of men who cannot read and write. 6,472 people attended the

training program for adults. In total, there are 135 training centers with an average of 127 people per center.

2.2.3 Governance

A. Decentralization & Good Governance

Regarding the principle of delegation of power of the population in decision-making bodies at the grassroots, the district has achieved remarkable performance in the area of Justice.

To avoid congestion and slow or bad service delivery in the management of legal files, Nyabihu district has established a Community legal framework called "Inteko z'abaturage." Since 2010, the community assembly has received 3.113 requests of which 80% were immediately solved and 20% were not satisfied.

The people dissatisfied by the conclusions taken appealed to the lowest courts called the "Abunzi Committee" as a body elected by the people and works at the level of Cell level.

Abunzi committees are legally recognized by the Rwanda jurisdictions, they have recorded 2,720 cases of queries of which 60% was settled with satisfaction and 40% had filed an appeal to the classic courts. This is below the national average of 81% satisfaction according to the document of Accountable Governance Thematic guidance note.

Despite this performance, there are constraints that require adjustment measures to allow the decentralization policy to achieve the expected results. These are:

- ignorance of the population and the traditional image that it gives to the competency of these courts operating at grassroots level;
- problem of skills of judges in relation to the understanding of the laws due to their levels of education;
- Problem of motivation because it is a volunteer job.
- Problem of monitoring of legal activities from the district level to the higher level.

Women are under-represented in the management of villages because their representation is only 6.3%. Some administrative entities do not have a board of directors. So that it is difficult for people to have opportunities to participate in the management of their problems.

Thus, in the context of promoting the community service program at the district level, the population has participated in community service at the rate of 78.07% which is below the national target of 100%. Women accounted for 28% against 50.07% of men. So far, the implementation of the decentralization policy is facing a problem of capacity of local authorities especially in the Management of the population and financial resources as well as the poor quality of service delivered to the general public.

The work environment in which local authorities are operating is not favorable. On a set of 184 people under the public labor structure, 84 people are working that to say a performance in management of human resource of 58.3%.

Most of the cells do not have offices. Only 41% of cells have offices, 30 cells out of a total of 73. Even those who work in buildings, they are not equipped for several reasons including the lack of electricity.

B. Public Financial Management

There is a large imbalance between the ordinary budget execution and the development budget execution with is respectively 94% and 39%. The infrastructure development program is remarkably weak when it is considered as one of big factors of economic growth.

The analysis has highlighted weaknesses in the process of awarding public tenders.

First of all there was an accumulation of contracts with large amounts for key programs to a single recipient who is not even experienced in the field and in an interval of one month. This weakness was as a consequence of delaying in the implementation of programs because the most part of these programs have not been completed in accordance with contract terms.

In addition, the nature of district offices location is also a problem because they are scattered here and there. This dispersion makes it totally impossible to coordinate or control staff. It does not help to speed up service delivery to customers in the district because it causes more time to go from one service to another.

Finally, there is also the problem of information management of data related to procurement. It is difficult for the district to immediately identify a given file on demand. So there is a problem of archive that does not facilitate control.

There is need of thinking about a strategy that would promote a computerized filing of public procurement documents. This strategy would allow a better management of issues related to the monitoring and evaluation of procurement records, contract management, claims management and dispute on a given a case, file organization and invoices.

2.2.4 Cross Cutting Issues

Gender and Family

Now Nyabihu District has a population of 295.580 people among whom 53 % are female and 47 % are men. However, women are not well represented in decision making organs. Moreover the national policy aiming at economic development will only be achieved if vulnerable groups are equally assisted not only in education but also in socio-economic development.

Among the challenges, we do have 3.9 % of households headed by disabled people; 11. % of households is headed by persons under 21 years of age. We also have 22.244 illiterate people. Moreover, the overall population and mainly women are not used to the cooperative spirit as well as the savings policy.

HIV prevalence

By examining the data from DHS4, Nyabihu district displays a rate of 0% among young women and men aged between 15 and 24 years while the whole Western province has an average rate of 0.6% for the same age group. The strategy would be concentrate efforts in awareness using various techniques of fight against the spread of HIV in order to maintain and sustain the results this lowest prevalence rate.

The situation is opposite in the population aged between 15 and 49 years, although the district is second in prevalence (2.7%) after Ngororero (2.1%), it has a higher rates among men (3.4%)

compared to the whole western provincial average (3%). So, men are more likely not to use preventive measures than women. There is thus the risk of contamination of newborns and facilitate the spread of HIV to other people.

The District priorities include assisting vulnerable children, to reduce malnutrition among children, to reduce the HIV/AIDS prevalence rate, to reduce the infant mortality rate as well as to eradicate gender based violence.

Disability and social inclusion

A. Assistance to vulnerable groups

According to NISR report, households which are managed by children less than 21 years and which are managed by vulnerable people represent 5.5% of the total population of Nyabihu.

The following sections summarize the results achieved and the constraints faced by the district in supporting of these people.

A1. Historically marginalized people

As noted in the introduction, the historically marginalized people are particularly concerned by the social programs of the Government of Rwanda.

In total of 205 are homeless families or owning slums exposed to be destroyed during heavy rains period were identified. Thus, 177 houses were built for vulnerable families and they represent 86.3% of achievement compared to the total need in houses.

The district is experiencing three major problems that are: the regular migratory flows PHM from other districts and the lack of financial resources to satisfy their basic needs.

In addition, in the framework of seeking employment in the PHMS, 543 active people at work have been identified 164 of which 30% are grouped in four agricultural cooperatives. Still, there is a big number of unemployed people and this situation constitutes a bottleneck for poverty reduction in Nyabihu district.

These following three problems are yet to solved in order to achieve the goal of making these unemployed people economically productive: lack of cultivable land to PHMs, resistance to change due to their mentality to join cooperatives, lack of culture of joining savings and credit systems among PHMs, lack of supervision and monitoring of children's parents during the school days, regular famine experiencing by PHMs families that prevents children to join classes in regular basis.

A2. Assistance to genocide survivors

A total of 1,314 genocide survivors were identified in Nyabihu district. Among them, 363 vulnerable families were identified and 326 houses were built for them and 90% are completed. So there is still a need of houses for 37 families.

The following issues were highlighted and require measures to be addressed in order to support genocide survivors. These are: lack of arable land, lower level of entrepreneurship and lack of enough financial resources from FARG.

A3. Assistance to the disabled people

In Nyabihu district, 6.432 people with disabilities were identified and 1.239 are grouped into agricultural cooperatives, craft, trade, etc.

People grouped into cooperatives represent only 19.3% of all people who need supervision. There is still a need of creating jobs for 5.193 people, which represents 80.7% of people who need to improve their wellbeing and contribute to the development of their district.

The following issues that block maximizing assistance to people with disabilities were raised: lack of funding, lack of arable land to cooperatives, small assistance from the National Council of People with Disabilities, lack of qualified staff to coordinate disabled people.

Disaster management

Nyabihu district is in the group of districts at high risk countrywide that require special attention in the context of the environment promotion. Its geographical relief is characterized at 90% by high mountains with a slope of more than 55% exposed to the high risk of erosion and therefore the need

for the establishment of effective mechanisms for control and prevention of erosion and other harms related to climate change. Although this program shows performance in the fight against erosion, there were often floods and landslides in this area.

In the framework of the fight against erosion and prevent risks related to the nature of the terrain where the precipitation is regular, fragile soil, culminate of mountains at 90% of the entire land, promotion of radical terraces was one of the solutions to protect the soil against erosion. In addition, 500,000 agro forestry trees were planted on 600,000 expected and represent 80% of the total cultivable area of 28,000 hectares. Rivers and lakes also experiencing pressure from flooding and Karago Lake have been protected through planting trees round the lake far 50m from the surface of the lake edge.

2.2.5 Foundational Issues

A1. Health

Infant mortality rate

Per 1000 live births, there were 79 deaths. This rate is higher than the national rate which is 50 deaths per 1000 live births and the rate of 27 deaths per 1000 live is expected in 2017.

The worst situation could be the result of several factors, including lack of access to health services (geographic and financial inaccessibility), lack of post natal counseling, low vaccination coverage, lack of support by midwives during childbirth, gynecology and pediatric equipments to monitor births.

In conclusion, based on the analysis of statistics from DHS4 report using a sample of 415 women and district administrative records on the health sector, we can probably attribute the mortality rate at births to the combination of the following challenges: low rate of adherence to community health insurance (49.8%) in 2012, the number of students who do not access health services for the reason of lack of funds(44.7%), 22.4% mentioned the problem of long distance to reach a nearest health centers and hospitals and the insufficient number of doctors (1 doctor per 100,000 patients) and midwives whose the current number is 3 only.

Malnutrition among children under five

Concerning the malnutrition, it has been reported that there is a chronic malnutrition of 51% of children. This ratio is higher than the 2010 national average and the expected rate in 2017 which are respectively 44% and 15% undernourished according DHS4 results. Ignorance and poverty among certain families are the main causes of children malnutrition in Nyabihu district.

As for moderate malnutrition of 11.1%, often used by the district and the World Health Organization to measure the country economy status is almost equal to the national average of 11% which is far from the 8% expected in 2017 according to the health statistics analysts.

The following causes underlie this poor performance in malnutrition among under 5 children: poverty, ignorance, lack of parental monitoring, famine within families. Another indicator that measure malnutrition is weight for age (0.9%) where district shows a good performance more than the national level of 3%. If the current trend will be maintained then the expected target of 0.5% in 2017 would be achieved. This last indicator is affected by underweight malnutrition among under five children mainly due to the lack of normal gain of weight among children in relation to age and therefore stunted physical growth.

The causes are many, but the lack of balanced diet is the main cause. It often leads to the risk of non-brain development and therefore very low Intelligence Quotient, fragility to diseases, short life and household economic deterioration and country levels.

Hand Wash

Health promotion requires a lot of caution in order to prevent risks of diseases resulting from the lack of washing hands system just outside of toilets.

So Nyabihu district ranks second with a rate of 6.6% in using of washing hands system. This is due the promotion of “Kandagira ukarabe program” after Nyamasheke district which achieves a rate of 8.4% of all respondents. Even if this rate is higher than the provincial average (4.3%), this performance is insignificant compared to the expectations and there is a need to raise awareness on appropriate technology in order to protect themselves against diseases.

2.3 District performance Analysis for the period 2008-2001

2.3.1 What were DDP1 Programs and Priorities (2008-2012)?

Nyabihu district had identified nine priorities and 170 programs in its development plan for the period 2008-2012. These priorities were : Promoting quality of education for all and culture and sport; Improve the population health; Supervise and assist orphans and other vulnerable children (OVC); contribute sustainably to increase of production and marketing of agricultural and livestock products; improve rural infrastructure; Promote people's wellbeing through good governance, improve the management of human resources; material and financial resources; Increase District revenues; Ensure good governance policy formulation, economic development, rule of law and social affairs. All these priority strategies were estimated at a cost of U.S. \$ 42,654,500

Overall EDPRS 1 Assessment, EDPRS Sector assessment, and the EDPRS District assessment where conducted and reports were published on the performance realized. The EDPRS District assessment (self-assessment) therefore summarized performance and experiences to draw on the district achievements during the DDP1. Accordingly, in Nyabihu there were achievements on different expected outcomes. For instance in relation to access of drinking water, 72% of households, with 43,734 houses had accessed safe drinking water by ending 2011 that is good compared to 80 % projected in 2012.

The district rehabilitated two sectors of Rugera and Jomba, electrified 26 residential centers that didn't have access to electricity and 7173 households were connected to the electricity. In the context of assistance accorded to the poor, 1718 breed cows were distributed, 800 people received direct support both financial and capacity empowerment, temporary 6,000 people hired in the public works programs and other 2,000 people have benefited to the financial loans in order to implement their own projects. But, the report does not show how many people who were assisted have parted from one class to another as the part of wealth and well-being improvement.

This is a serious problem since one can not measure the effectiveness and efficiency of the program of VUP and the sustainability of its positive effects on the economy and society in long-term

positive. Information in the self-evaluation report was very limit to provide with policy makers and planners details. There was also construction of classrooms.

Whereas under the protection of the environment, 75% district area estimated at 15, 375 hectares were covered by forest against the national target of 30% coverage of the entire area of the district. 500, 000 agro forestry trees were planted on 80% of 28,000 hectares of arable land. In addition to that, an area of 8,700 hectares, 56.6% of the entire District forest cover has been reforested by agro-forest trees, ornamental and fruit trees.

Even though, this program shows performance in the fight against erosion, there were floods and landslides. There were also loss of human lives and material. Soil erosion, floods and landslides disasters caused seed fields and roads damages. They also made harvesting of tea complicated as most of dry grounds were damaged too. At least a total of 210 hectares were destroyed in the district, 431 houses were depleted making around 2,300 people homeless.

2.3.2 Challenges and unrealized Programs during DDPI

During the period of implementation of the first District development plan, Nyabihu as district has experienced the following problems:

- Soil erosion;
- Insufficient Coordination of development partners;
- Problems of monitoring and evaluation;
- delays in disbursement of financial resources to carry out some programs;
- low level of processing agricultural products;
- Non consideration of cross-cutting constraints in the Development plan
- Insufficient staff to execute the planned activities.

Comparing to unrealized District programs and projects, more focus will be made on the following big projects under this DDP:

- Construction of Mukamira Hospital;
- Construction of the health centers; and

- Construction of vocational training centers

In addition to the above mentioned challenges in the part of summary presentation of the key elements of implementation, weaknesses and challenges encountered during the period of implementation of DDP1. Probably, some of them still persist and are even subject to apply in the second district development plan.

Following are barriers which have been identified and those were referred on to guide priorities and strategies, and determine the priority actions to be undertaken over the course of the DDP implementation.

Identified Challenges

The following challenges represent the summary of detailed problems identified earlier in sub-section 2.2 that related to socio-economics situation analysis and where the magnitude description of challenges were very explained. These compelling challenges are:

- Low productivity of agriculture;
- Low post harvest and agro-processing;
- Inefficiency of roads;
- Limit access to safe water;
- Low level of Households connectivity to electricity due to inefficient energy;
- High rate of wood use of source of energy;
- Low connectivity and use of IT facilities;
- Low level of private investment in development;
- Youth unemployment;
- Informal finance sector;
- Poverty still remains in Nyabihu district population;
- Scattered and unplanned habitat;
- Old schools infrastructures and equipments;
- Inaccessibility to health facilities;

CHAPTER 3: STRATEGIC FRAMEWORK

3.1 District Vision, Mission and Values

This District Development Plan is providing explanation of strategies that will guide the district of Nyabihu in the process of achieving what he want to be in five coming years and why is existing and values that will guide him. So, the DDP reflects briefly the vision and mission statement and guidance principles that will allow him to contribute to overall national objective.

Vision statement

“To be agro-processing leader in Rwanda, ensure full food security for all, promote an efficient non-farm employment to youth and women and insure permanent income generation to poorest people and sustainable environment protection all supported by human settlement promotion, safe health to citizen and strong good governance”.

Mission statement

Nyabihu District was established by act No. 08/2006 of 24/02/2006 supporting organization and operation of the district, in Section 3, Article 5, and it has the mandate to:

- Implement the policy of the State;
- Making services and help sectors to quality services;
- Develop, coordinate and implement programs;
- Promoting solidarity and cooperation with other districts

Values

The following Values or principles will guide the district in order to achieve its vision or dreams and implement its mandate:

- Unity and cohesion among actors, purity;
- Honesty and transparency in all actions that engage the district;
- Regularity and innovation to provide the services and quality products that meet customer needs and adapted to the markets,
- Efficiency and adequacy in the use of limited financial resources,

- Proactive and customer care.

SLOGAN:

The district slogan derived from the above mission statements is that “*in agriculture we trust*”. That motto portrays that with agriculture the district can realize growth and poverty reduction.

3.2 District opportunities

The fact that DDP of Nyabihu is to translate the EDPRS 2 target of Accelerating growth, its development considered available opportunities that will continue to boost District development.

Following are some opportunities where Nyabihu as the district has advantages.

- Strong untapped potential in tourism (hotel round Lake Karago, Karisimbi antenna in the forest Virunga, Landscape of farm Gishwati and Gishwati, the operation of the thermal energy that is in Kabatwa cell);
- potential investments in industries processing agricultural products (maize, milk, apple land, juice cap);
- Strong opportunities for small livestock, poultry (chickens) and the production and processing of slaughter of livestock products;
- Best position of the district to markets of eastern DRC and Uganda. That present opportunities to increase exports and to facilitate access to raw materials (maize seeds);
- Operation of thermal energy Kabatwa lap which could develop medical tourism;
- Potential mining including Colombo tantalite, Cassiterite, wolfram, uranium (in Karago sector);
- High consumption of the district population characterized by a high proportion of purchases of consumer goods in the market (83.5%) higher than the national average of 64.62%.
- Regional integration and international paved roads Nyabihu-Rubavu to DRC and NYABIHU-MUSANZE-Cyanika to Uganda.

3.3 District Priorities and Strategies

This sub-section describes priorities, strategic programs, outcome and explanation of each priority and strategy that will guide the district contribution to national overall objective in five coming years up to end of 2017 and achievement of its mission and vision.

In this framework, These priorities have been defined from the situational analysis to the district performance made in the past 5 years, the experience of land acquired from the ideas collected in meetings with partners and the population of the district, major challenges highlighted, and nine priorities were defined, and their implementations will make important impact on the completion of the four priorities of EDPRS2 and sector strategic plans that aim to achieve economic growth of 11.5% and poverty reduction under 30% by 2017 for insuring best life to Rwandese and bring the country among middle income countries.

These priorities are:

- Increase agricultural product (wheat, Banana, and Irish Potatoes) and livestock productivity
- Promote agricultural post harvest and agro-processing units
- Develop efficient basic transport infrastructure
- Ensure effective and affordable infrastructure(Water)
- Ensure effective & affordable electricity infrastructure and Increase ICT connectivity
- Ensure effective and affordable infrastructure(Electricity and biogas)
- Develop and increase formal private sector
- Empowering youth in professional, technical competences and job creation (Off farming activities).
- Empower poor and vulnerable group (AGR, Girinka, VUP, etc)
- Accelerate settlement habitat (IMIDUGUDU) and develop Mukamira town
- Promote the quality of Education
- Increase accessibility to HF(Build 1 Hospital and 2 Health center)

3.3.1 The District's top six Priorities

After making a deep analysis of the district sectors performance and gathering inputs from key district partners, officials and communities, the following are six top priorities defined.

These priorities are:

- Increase agricultural product (wheat, Banana, and Irish Potatoes) and livestock productivity
- Promote agricultural post-harvest and agro-processing units
- Develop efficient basic transport infrastructure
- Develop and increase formal private sector
- Ensure effective & affordable electricity infrastructure and Increase ICT connectivity
- Empowering youth in professional, technical competences and job creation (Off farming activities).

The implementation of these priorities will make high contribution on achieving EDPRS2 objectives through answering strategic questions that highlighted in thematic areas. The strategies related to priorities, will allow district to achieve its aspirations in terms of economic growth with high impact on community welfare improvement.

3.2.2 The District's Priorities and Strategic interventions

Priority 1: Increase agricultural product (wheat, Banana, and Irish Potatoes) and livestock productivity

Priority 1.1: Increase agricultural product (wheat, Banana, and Irish Potatoes)

With professional and specialized in selected products that will enable high efficiency goods and production cycle short period agriculture, the district would respond to food safety problems and produce a surplus for the market. It will continue to ensure sufficient agricultural production to supply agro-processing units and private sector development. Creation of technical and professional use is also needed.

This agriculture will increase the added value of agricultural products and distribution of permanent income to farmers. The following strategies are developed to address the barriers that are the causes

of low productivity in agriculture upstream and outstanding growth of industrial and food crops, and livestock as well. They play an important role in problem solving contribution with land conflicts. They take into consideration the specificity of the economy in each region/sector of the district to ensure balanced development.

In addition, the following strategic interventions will be implemented to achieve the national target to increase agricultural productivity by high than 1.5 times compared to the current situation for the selected products zones.

Intervention 1: Ensure efficient the management system of selected seeds

Access to improved seeds at good prices, in quantities suited to the climate for the three crops (maize, Irish potatoes and wheat) has been a challenge for farmers. The main problem is the nearly absence of private multipliers in the district to supply farmers with improved seeds quality. Normally, the seeds come from the state and are subsidized. However, this dependence created a lot of problems in terms of easy access and loose of time to meet the recommended for a better harvest high yield like professional growers normal period.

Addressing this problem and ensuring high productivity, the first response would be to strengthen the system of management seeds. By this intervention, district looks for installing green houses for Irish potatoes, encourage private multipliers to be organized in cooperatives themselves and training providers and distributors of improved seeds to ensure broader ownership skills among farmers.

The strategy will be decentralized up to the lowest level so that skills can be assimilated by a large number of the population. The private sector will play an important role in the implementation of the program and the district will take place in the building and installation of learning places/ modern pads. For instance, maize seeds were not adapted to the climate and even those adapted was supplied in Kenya. This one is not sold more in Rwanda. Accordingly, The Ministry of Agriculture should pay more efforts to distribute maize seeds with quality to farmers and we expect that strategy will bring fruits.

Intervention2: Promote & increase agricultural production of main food crops (Maize, Irish Potatoes, wheat, Banana and beans)

Maize, potatoes, wheat and banana constitute occupy an important place in the economy of the District. Productivity for each crop will be multiplied by 1.5 in order to achieve the goal of economic growth of 11.5% in 2017. Beside potatoes, seeds and maize flour are daily meals for almost households in Nyabihu. For example, despite more than 40% of households cultivate maize and during the hunger period, maize flour is consumed by the majority of households it is not produced locally. According to district statistics, the same situation is observed for potatoes which most of the farmers do not use fertilizers and this limits its productivity while it plays an important role in meeting the food and economic needs of households. Also we noticed that a professional farmer produces 40 tons of potatoes on a hectare against 10 tons for a farmer applying traditional methods and without use of fertilizers.

Secondly, bananas largely grown by a big part of the population and it may contribute to food security and be one of sources of income for household when improved seeds are distributed to farmers.

Thirdly, for wheat, the area of Nyabihu is favorable for it. Its promotion would be a solution to the problem of lack of raw materials for AZAM factory that process wheat flour. These all strategies justify why promoting all those crops is important for the development of the district.

To maximize socio-economic benefits of these food crops, we would therefore take into account problems such as lack of seed quality, lack of access to fertilizers, soil degradation due to permanent erosion, conservation and production from smallest land and chunking plots that greatly hinders the adoption of the large agricultural investments. Thus, the following interventions will be undertaken at the district level to minimize above mentioned barriers.

Intervention3: Enhancing agricultural techniques to farmers

The use of traditional agricultural techniques is one of the factors of soil degradation and low agricultural productivity. In order to promote the use of selected seeds by farmers and increase production with high quality and increased quantity, capacity building through skills development

programme as to farmers in techniques of agricultural production is a priority for the district to address challenge of predominant use of traditional techniques.

Intervention4: Promote the use of organic fertilizers through promotion of breeders cooperative

Note that, guaranteeing the availability of seed quality, quantity and low price is not enough to increase agricultural productivity to meet the needs of the market. Subsequently, leaving the fields fallow for the reason of the scarcity of land limit seed yield. Intervention in relation to this challenge would be to promote the use of organic fertilizers that will in turn be produced by the creation and training of distributive cooperatives of organic fertilizer. This program is directly and strongly dependent on the promotion of livestock which ensure the supply of the main raw material that is dung.

Intervention6: Strengthen the management of radical and progressive terraces and planting trees and agro forestry systems.

For the maintenance of water and good soil for plant growth, it is necessary to establish an effective system to deal with the risks associated with the nature of the terrain at over 50% land slope.

The district will enhance the effective management of both radical and progressive terraces to conserve water and protect the soil against erosion. Then, to keep the minerals needed for plant growth and enhance erosion control will be planted agro forestry trees and planting grass to feed the cattle. The networks will be planted along terraces protect the soil against erosion

Intervention7: Awareness Campaigns to population on land consolidation

The chunking of land is a major handicap for the development of large-scale agriculture for growth and poverty reduction. It cannot attract large specialized and competitive investors in agri-business, using a labor-intensive and ensuring competitive income distribution in the community. It is important to accelerate the consolidation policy of arable land for the development of a modernized agriculture more productive and serve as a model for leadership development of other economic sectors. Consolidation encourages the promotion of lease contracts between small farmers and large farmers that would ensure the growth of the agro-food industry and the realization of the vision of the district

Intervention 8: Facilitate the creation of partnerships group between farmers, suppliers of seeds and fertilizers, multipliers and financial institutions for the promotion of selected products.

Limited access to finance is one of the major problems that hinder the development of the agricultural sector. Farmers in cooperatives and individual farmers borrow money from informal financial associations or itinerant traders. Consequences are many, first farmers sell their production to fraudulent traders before harvest and the latter impose their prices often insignificant compared to the costs incurred when farming. Secondly, they contract very expensive loans whose interest rates are very high for yielding clear positive balances in terms of financial returns for investments or savings.

Farmers are in the same cycle of dependency which blocks their development. Effective intervention would promote partnership between farmers, traders of agricultural inputs and quality crops and banks.

The contract of harvest warrantee between farmers and traders would enhance trust between farmers in cooperatives and banks for granting loans. The partnership will address the problems of hawkers and the use of very expensive credits that transfer wealth to speculative people rather than to farmers. The government would intervene in protecting these contracts through mediation and arbitration, establishing a system of financial security in case of crop failure, and providing other service supports for sector development and stimulate the partnership.

Intervention9: Establish Agricultural Information management system

Access to information is a useful tool for decision-making for any user. Timely and reliable data, well organized allows a deep analysis of information to identify problems and respective causes. It allows making rational decisions aiming to eliminate causes and overcome the main problems that hurt the society. Therefore, realistic statistics allow investors to make rational choices for capital profitability of their investments. Currently, Nyabihu district has no reliable statistics to handle agricultural information. This is going to happen through implementing effective agricultural information management system.

Intervention10: Facilitate the creation of partnerships between farmers and Sopyrwa Horizon

According to farmers, purchase price of dried pyrethrum is 1,000Frw per one kilogram. That price is quit low to the effort involved in growing, and harvesting the pyrethrum. Farmers got discouraged to grow pyrethrum. The only way to solve this problem is to create partnership between farmers and Sopyrwa. This partnership will serve as part of discussing problems and reaching solutions with common definition of measures that reflect shared interests of both parties. The mechanisms of doing so are many; they may opt to sell the shares to farmers without changing the current purchase price of a kilogram, support farmers activities in providing them with cows in Girinka program, send cow, etc. Consequently motivated farmers will increase the level of pyrethrum production. The role of the district is to facilitate the implementation of this partnership, monitoring and evaluation of the socio economic impacts of it towards the district households.

Intervention11: Rehabilitate the fields of pyrethrum

Pyrethrum seeds distributed to farmers are old and produce very low yield per hectare. The Pyrethrum maturity cycle is too long and this discourages farmers. District plan the promotion of quality seed with high yield and shorter production cycle compared to the current seed. It will also rehabilitate over 500 hectares of pyrethrum fields lastly poorly maintained by farmers.

Intervention 12: Increase tea and patchouli fields coverage

Metric tons of exports for tea and *patchouli* are still very low. Reinforcement of their plantation will ensure employment for youth and increase in quantities for export. The district plans to increase the cultivable land for each crop and it projects to get high returns from the project. Their production would increase the capacity of agro-food industries. Details of projections are shown in the logical framework matrix annex 3.

Priority1.2: Increase livestock productivity

Intervention 1: Mobilize farmers to practice artificial insemination

Livestock promotion involves the introduction of new breeds, varieties of animals and adopting artificial insemination respectively. The development of agricultural related processing industries mainly milk processing and its derivatives whose demand is far from being covered by the tender,

requires the promotion of quality breeding cows that would produce at least 20 liters a day. Instead, an average of 10 liters at the moment is still low. Promoting improved breed will ensure the enough supply of milk to the small production units and milk derivatives for export.

This strategy would put more focus on establishment of food processing industry with high value added. For further clarification on the importance of promoting maize as the overall district economy see the matrix on the promotion of maize. District will intervene in several programs of strengthening artificial insemination. This, with emphasis on distribution of the best breed, sensitizes farmers who consider the method to be ineffective for the poor quality of heifers from artificial insemination to commit oneself. Also in part of keeping the quality of the milk until its transformation, the district should also increase the number of milk collection centers.

Intervention2: Promoting common breeding in Human settlement (Imidugudu)

Normally, human settlement promotes land consolidation which makes extension and mechanization of agriculture possible. Despite this advantage, implementation of grouped human settlement put pressure on wood and enhances the environmental degradation and natural disasters. To prevent these risks, the government introduced the program of biogas installation an alternative sustainable solution. Noting this promotion of biogas would need raw materials for their continued operation.

Cow dung from the animal farm is used to manure crop plantations. Its permanent supply requires the promotion of the common livestock by households settled in Imidugudu. On top of that, the project would provide milk for families and contribute to the fight against malnutrition for the growth of the child. It would provide income to households from the sale of milk collection centers and cattle to the slaughter of Bigogwe part of which would be exported to East party of DRC.

Intervention3: Increase the production of small animals (goats, pigs and others)

Rearing small animals will allow the very poor and vulnerable households with small portions of land owe manure to fertilize their fields. Thus, to increase agricultural productivity of grown crops and fruits, district distributes small animals for increase the source of the household income. Also through raising dairy goats, and poor families living with HIV / AIDS have milk to improve health and fight against malnutrition among children under five years.

Intervention4: Promote health services cooperative and artificial insemination

Certainly, strengthening of breeding cows involves the development of various diseases and other livestock related services. Those involve, insemination services, caring the cows, technical advisory on balanced food distribution for better health of cattle and their productivities. As it was declared by farmers and sectors veterinary, themselves are not sufficient to ensure quality services. They suggest training to young people for various services related to the promotion of livestock. Accordingly, this contributes to achieving the objective of increasing the productivity of livestock. It can also provide a lot of sustainable employment for young people.

Intervention5: Promote animal food production and their storage

Like any human being, the quality of physical health and productivity of dairy cows and other domestic reared animal depends on the ingredients contained in the food consumed. The district, like other districts in the country, is experiencing a problem grazing to increase the number of livestock and find enough milk and meat required to satisfy increased country demand and in the region. To address above problems would require the district to initiate program of animal food production and animal preservation of food for cows and poultry as well. This program will enable strengthening the recycling maize flour waste and garbage from brewery of BRALIRWA.

Intervention6: Increase horticultural production

Agricultural diversification implies the process of expanding the variety of products produced. In the framework of diversifying district economy and considering enormous potentials in the district for the production of horticultural products, the district will promote plum, pyrethrum, and banana.

Following programs would be undertaken by the district. This is to increase the cultural space for adapted species (plum, passion fruits, banana, carrot, onions). *Introduce new varieties and ensure better management of improved passion fruits i.e. cherry seeds, onions; Mobilize farmers to use appropriate organic fertilizer and chemical fertilizers, build capacity and organize growers into cooperatives, set up horticulture collection centers in Mizingo, Jenda and Jomba; promote crops of Fungi and flowers.*

Mushroom farming will play a dual role. First, it will generate income for poor families by marketing to hotels in Musanze and Rubavu. Second, it will serve as food for consumption to the fight against malnutrition. Promoting horticulture and flower growing, would contribute to the increase in exports, monetary stability by providing currency and the creation of employment for women. Promoting banana contribute to strengthening food security. Caps and plum will be transformed to produce fruit juice and increase the income of farmers.

Priority2: Promote agricultural post harvest and agro-processing units

Intervention7: Promote agricultural and live stock post harvest

Among the issues raised by farmers, include the absence maintenance and conservation mechanism of the crop during the rainy season and the overproduction of food. However, *the interventions concern of construction of dryers and place of storage of crops harvested by farmers*. All in order to ensure the quality, price stability and keep the real level of output sustainable.

Promoting systems of conservation of harvests could safeguard the quality of production required to supply consumer markets and the transformation to a high value. These increases in agricultural value addition will be as a direct effect of increasing farmers' income and the promotion of off-farm employment for young people. Thus, to operationalize this priority, the following strategic interventions will guide the activities of the district.

These interventions are:

- *Build modern dries ground and Stocking points of Maize, Irish potatoes, wheat, pyrethrum and patchouli;*
- *Increase dairy collection centers;*
- *Install collections centers of horticulture in the areas of Mizingo, Jenda and Jomba*

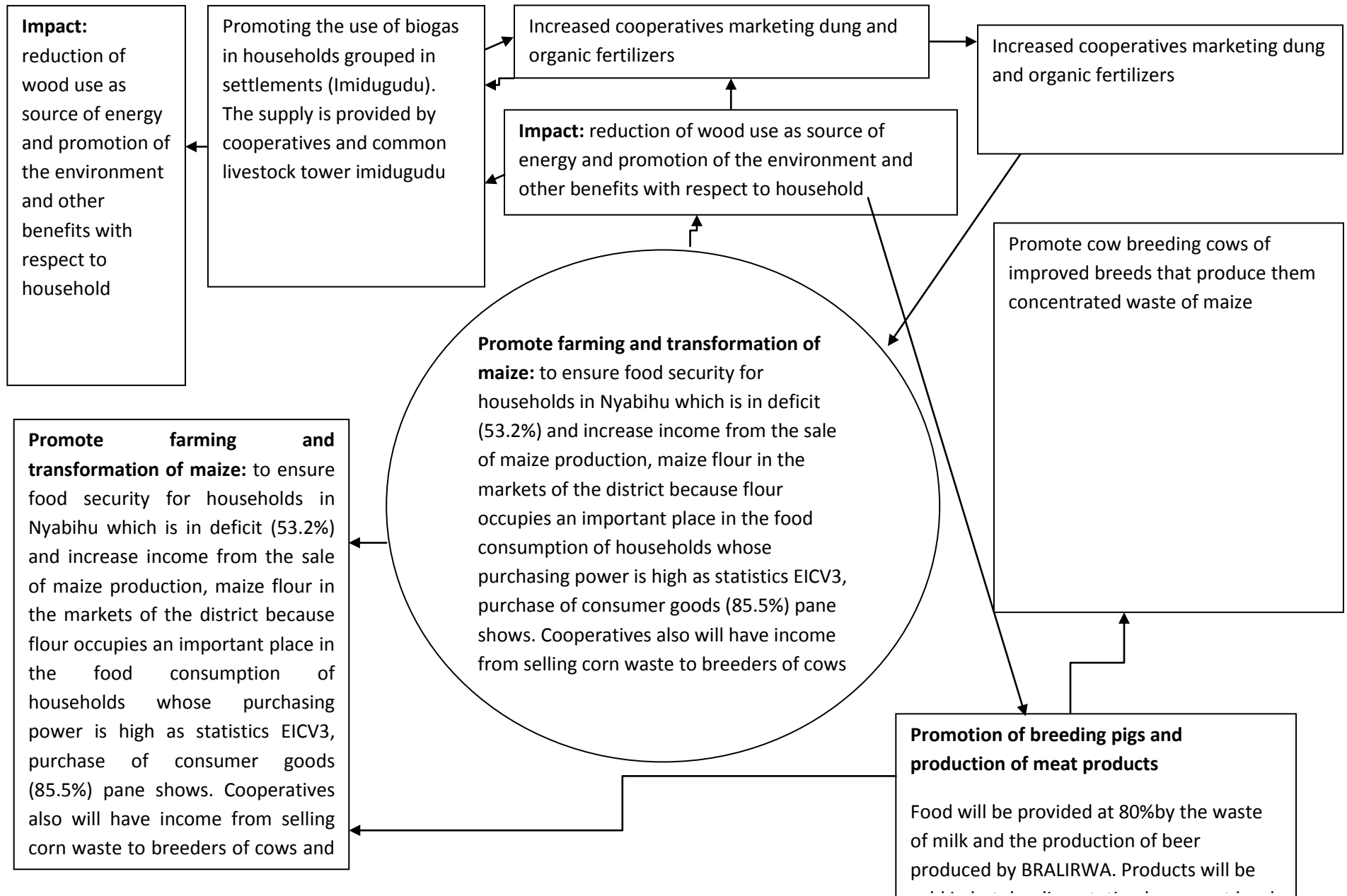
Intervention8: Promote agro-processing units

The District will be processing agricultural products with high value addition chains as shown in the diagram below, to create many projects and solving major problems of society. It will also increase

exports by exploiting comparative advantages in the context of regional integration. The following interventions will be implemented for the success of this strategy:

- *Develop a strategy for high added value and value chain for the selected sectors;*
- *Develop business plans for the agro processing units*
- *Mobilize investors to install units of agro-processing and livestock (maize, carrot and plum, milk, and Irish potatoes)*
- *Promote partnership with districts of the country and the region with high potential for the production of maize and its derivatives*

Figure 5: Chart Showing Strategy for promoting Maize crop in Nyabihu



This diagram shows the relationship and interdependence between sectors of agriculture, livestock, promotion of renewable energy (biogas), producing agricultural products with their added value of organic fertilizers and environment protection. It shows how their inter linkage contributes to the economic growth and poverty reduction.

The implementation of the above strategy, will contribute to the improvement of household livings and reduced income spent for procuring wood, charcoal, and time taken to supply wood, to draw water, time to prepare food, etc.. It would also contribute to improving household health, animals and the increase of milk production concentrates from the production of maize flour.

It would ensure the increase of income from exports through maximizing opportunities offered to farms in eastern DRC on the border posts Rubavu-Goma and Bukavu-Cyangugu as result of the regional integration.

Similarly, its implementation would enhance food security and the fight against malnutrition in the district. District partners are expected to participate in implementation. Finally, it will guarantee a lot of off-farm activities to women and as well as to youth through creation of direct and indirect employment by promoting farmers' cooperatives as it shown in this diagram. Training for youth to provide treatments and insemination of cows and small animals, production of spare parts of machines that would be used to modernization and transformation of maize, milk and etc.

Although, the maize can take the leading place for economic development tin the district, there has been a problem of finding a quality seed adapted to the cold climate that characterizes the region. Consequently, to reach the harvest period, it takes at least eight months. In addition, the appropriate seed is imported from Kenya and this for some time has stopped selling the best quality seed in Rwanda.

It is the Ministry of Agriculture in close collaboration with the Districts, to address these two problems. Meanwhile, given the importance of growing that crop in the economy of the district and to ensure the implementation of this strategy, the district plans to cooperate with the necessary districts of Rwanda plus those of Uganda and the Eastern party of DRC. Such kind of cooperation will constantly resolve concerns of finding the improved seeds of maize to ensure the supply of production units of maize flour.

Priority 3: Develop efficient basic transport infrastructure

The existence of viable transport infrastructure and maintained property accelerate development and facilitate exchange of goods and services between regions. Moreover, the situation analysis in chapter two shown that some areas of the District of Nyabihu are not connected to road networks linking agricultural fields and pastures to markets. Even those which are connected are often damaged and blocked during periods of heavy rains especially in the winter times.

The following strategies will be adopted to mitigate problems that have long ago characterized feeder roads to transport agricultural products to markets in order to increase farmers' incomes and to ensure openness from fields and pastures to markets. *Create 100 km of Murom roads interconnecting the areas of Shyira, Bigogwe, Jomba, and Bikingi sectors; Rehabilitate existing 137 km of feeder roads; Maintain & protect 350 km of the existing roads.*

Priority 4: Ensure effective and affordable infrastructure (Water)

Regarding water accessibility, 79.7% of households have access to improved drinking water although 30% (16,259 HHs) of them use more than 30 minutes. Furthermore, 20.4%, this is 13,872 of households are supplied from unprotected water source. The consequences of these problems on the health being of the population supplied from that unprotected water will cost much money to the country and to the population. It will be dangerous for them to survive without regular and enough improved water. So in Nyabihu, accessing to improved water is critical foundations to people to have saved health and ensure others human being to have opportunity of growing. To overcome these challenges, the following programs will be implemented. *Construct water supply systems; Build water rain collection system; Rehabilitate water supply system; Privatize management of water supply, build public waste infrastructure in modern market ,in trade centers and in other public places, construct public latrines in schools, markets, hospitals etc.*

Priority 5: Ensure effective & affordable electricity infrastructure and Increase ICT connectivity

Development and competitiveness of the private sector, the safety of it as the main actor for benefiting existing opportunities and engine for job creation, heavily depend on the performance of other sectors including basic infrastructure namely energy, transport and ICT. These infrastructures

are interdependent each other. The performance of the energy sector is dependent on more than 90% of the water sector. The use of Information and communication technology is also dependent on the availability of electricity. The latter is also used as a tool for the effective management of water and electricity and contributes to cost control and operational control and speed of production of goods and services costs. However, these facilities are less developed to play their roles to drive to development of the private sector

5.1 Ensure effective & affordable electricity infrastructure

Only 10% of the households are connected to electricity. This shows a high gap compare to national target of 70% by 2017. Also, 88.7% of household and 10.5% are using wood and charcoal as energy means as source of energy specifically for cooking. These challenges have bad direct and indirect impact on environment, on household health and on economy growth and poverty reduction. However, in order to promote environment protection and prevent households against breathing diseases caused by carbonate gaze from wood energy, it is required to each district to reduce the rate at 50% of firewood and increase use improved kilns of HHs. The following actions will be implemented by the district accordingly by each sub-sector of energy of electricity and renewable energy.

5.1.1 Provide efficient electricity

As show above, the electricity will play a key role in different programs implementation performance of the district especially for private sector development by providing efficient and affordable electricity to the companies and household. A cheap cost of electricity raised company's competition and thereby profitability and sustainable production, revenues and job creation. The increment of electricity connection is faced to big challenge of scatted habitat which will be overcome by accelerating settlement habitat program implementation program. In meantime, the following interventions are planned by the district to increased electricity connection. *Build a new mini hydro power plant and Sensitize & facilitate Households to be connected to EWSA electricity.*

5.1.2 Promote renewable source of energy (Biogas and Solar panels)

Low access to energy in the district put pressure on strong use of natural resources especially use of wood. There is an increase in use of forest, nature reserves, hence environmental degradation and acceleration of multiple devastating consequences to an individual human being and the economy in general.

Among the mechanisms envisaged by the government include dealing with these problems would be to promote the use of biogas. However, the district knows a low rate of households using biogas. For instance, only 13 households and one school center have installed and use biogas.

Several factors explaining such weakness may include the lack of clay as raw material due to the quality of the volcanic soil which is dominant in the area, limited and unavailability of technicians for their installation, lack of funds for most of the households and dung to supply cabs biogas. In order to achieve the target of 50% of households using biogas as source of energy and avoid the losses incurred about by the use of cooking wood; listed interventions and actions will be undertaken: *Promote and support of Biogas installation in HHs and in Schools; Promote and support installation of Solar energy on HHs, at publics infrastructures offices and schools; Sensitize household to install and use improved kilns/Rondereza; Train Building capacity of service providers for constructing biogas infrastructure.*

5.2 Increase ICT connectivity

Information technology and communication is one of the key priority sectors to stimulate growth in the economy of a country. This is the key production factors in the modern world where competition is taking lead in the businesses. Its development, enable selling goods and services via internet and it reduces costs which might be associated to expenses of traditional marketing, the cost of transport. It facilitates transfer of money, reduces the risk of theft and kidnapping people with cash in hand moving around to purchases and makes other payments. Also it is an important tool in the research field. It facilitates communication of various programs implemented in remote areas through radio broadcasts and televisions.

In Nyabihu ICT development is still embryonic. The level of use of various ICT tools / ICT portrays poor performance as the EICV3 Data show. Only use mobile phones (42.1%) and radio (54.8%)

showed at least increased performance moreover they are still lower than the national average of 45.2% and 60.3% respectively.

Intervention1: Promote and install ICT infrastructures & equipments in schools and Administrative buildings

In the second chapter, the findings of the analysis of IT sector performance shown that there is low access to It infrastructure in the District of Nyabihu. However, the internet is important and easy way to help businessmen to meet their tax obligations on time and at minimum cost. It also helps to teachers, students and other state officials to seek their own capacity building to better perform their daily jobs. Finally achieve the best performance. The Internet is a prerequisite networking of simple communication, less expensive reports and other ideas. The easy access and operation of its services first request the installation/distribution of network for basic services related to modern communication technologies throughout the administrative territory of the district. In addition to this program, the district will act in *Expanding BDCs facilities; train people for computer use and maintain computer equipment.*

The implementation of these two programs will allow people to use services that are offered by Tele-centers and increase the number of installed infrastructure for bringing back to the basic administrative units greatly reduce the distance to get there.

Intervention2: Conduct awareness campaign on online services using telephone and TV among population

Few people, knew that the internet is in the district, given 85 % calculated out of 68,000 households have responded they have not heard of it. There is a problem of marketing opportunities in the sector and its benefits to the people of the district. The only to increase the subscription and use the ICT, and gain of course to the ICT services like Mobile Service such as internet connection, TV would be awareness campaigns towards people. Through organizing assemblies and other gatherings to make population aware on the use of ICT tools. However, the district will organize population awareness campaigns on advantages of using telephone as one of the means to transfer money between family members and other business men. It will set up TVs at each district office with double objectives of government programs broadcast and induce the increase of TVs subscription within electrified

households. Finally, to strengthen communication of programs and learn from others experiments, the district is planning to *install Video-conference room at District level.*

Intervention3:Set up Online database for data collection

For reasons of strengthening good governance and monitoring query processing and other public records and other legal persons who need the services of the district, it will develop an electronic system. This system will record all cases filed by the Customer care service. It will also allow authorities to monitor the effectiveness of their staff in terms of case management and contribute to the improvement of services to their customers by reducing to a minimum the time required to respond to a case. This system will allow to any authorized user to access to district information.

Priority 6: Develop and increase formal private sector

The private sector is the main engine of economic growth. The organized property investors contribute to the creation of jobs and thus fight against unemployment and ensure the country's stability. It imposes on the market by selling goods and services more competitive and responsive to consumer needs. Sustainable private sector development innovator helps the country to achieve its programs by the payment of taxes which strengthen budgetary independence vis-à-vis external funding often packed.

6.1 Strengthen formal Private sector

Nyabihu district best interests to work towards the implementation of strategies that would allow the private sector to flourish and be an effective driver of growth for poverty reduction. It should also take into account the causes that affect the development of the informal to the formal expense. Thus, the following procedures will be performed during the next five years in the development of the private sector. It is: *Increase private investment through reducing informal business, strengthen Imirenge SACCO, tourism sector promotion and cooperatives strengthening, empower women economically and enhancement their self-confidence in business management.*

Intervention1: Conduct awareness campaigns for sensitizing informal Entrepreneurs to join private sector

This strategy will be to mobilize and convince a large number of economic and legally register their business and fully join the federation of private sector operators. It will be an opportunity for the district to mobilize thousands of Rwf circulating in the economy in an informal manner. Literacy issues and tax evasion are the main obstacles to its businessmen to abandon the informal sector. One of the measures to encourage these people to operate in the formal economy is to organize awareness campaigns focusing on the benefits of registering their business legally and inconveniences of staying in the informal sector.

Intervention2: Organize public and private investment forum.

The high level of unemployment among young people will not be solved by inhabitants of Nyabihu District only. The mobilization of citizens or children living in the district and in other districts surrounding it, including those of the City of Kigali, would be a rational strategy to mobilize private capital to start projects that contribute to the creation of 200,000 jobs in 2017. The best way to achieve this would be to create a permanent and safe environment that encourages dialogue between the government and the private sector to find compromise on decisions that would aim to promote the competitiveness of the company and therefore economic growth for the creation of competitive employment and ensuring a better life for youth and others. These forum discussions on development issues in the district would be an opportunity in the private sector to present and discuss with the district authorities the evils he faced and immediately find the appropriate recovery measures and agree on objectives

It will be an important opportunity to create new companies that would bring together businessmen of Nyabihu and native of district who live elsewhere. This framework would last for the private sector to show cases their achievements and performance contracts for the future in order to position themselves in the market and profit in a sustainable manner. This forum would be a way to improve and formalize effective coordination and harmonization of activities of different development partners in the district.

Intervention3: Promote women entrepreneurship

The District Women are less represented in the business. This low representation is justified by the lowering of the status of women in village wealth management at family level/ no power of decision, early marriage, illiteracy leading to lack of knowledge on entrepreneurship and rights of women, lack of access to money and credit. Knowing that women represent 52% of the district's population and many among them are responsible for the household. Formally exclude this important part of the community in economic affairs and consumption, is condemned to poverty and submission of man forever. The support of women's entrepreneurship as an opportunity to openness and increase their confidence to take risks in different areas and their consideration in their respective families, because they contribute to the creation of wealth and development of the family. This initiative would help women to work with the banks by the application process and implementation of micro-deposits. The fact to promote entrepreneurship among women stimulates supply response and improving their access to markets and thus economic development. It will open the minds of women and contribute to removing barriers to this integration into the formal economy. It would also provide an opportunity for women easier access to knowledge and technologies that increase productivity.

Areas of entrepreneurship for women are different, but the district also chose the promotion of handicraft products. It is in this framework that will build and equip craft center /Build and equip handicraft Center for training courses related to the industry. Sector development offer many jobs for women, particularly those responsible for the household and those who do not have access to land to make savings for the wellbeing of their families.

Intervention4: Create a partnership between the private sector and banks in order to increase Synergy and trust between them and ensure business development

The lack of self-awareness as a main effect to develop among the possessors of wealth, especially professional growers 'custom not to work with the banks on the pretext of not losing their money. This is confirmed by the very low savings among people aged between 18 and 65. It would be important if the federation of private sector in collaboration with the district, through the awareness of people working in the informal sector, a framework for discussion and exchange of experience with banks.

This framework would be a channel to communicate the benefits of working in the formal and inconveniences of staying in the informal.

The positive effect of this dialogue would be part of the integration of a larger number of firms in the formal economy that would bring long-term changes such as offering better jobs, better paid and more sustainable, sign large amounts of contracts with government, business and the rich population, increase the level of confidence of economic operators from banks to benefit from the significant credit and increase their investment, broaden the tax base and possibly lead to lower rates taxation, develop information on local businesses in order to facilitate the conclusion of contracts and strengthen frameworks defense effective policies, reduce the hoarding finances and increase the liquidity of banks and increase the portfolio to inject into the economy, increase the level of understanding of business management and productivity of invested capital.

Intervention5: Building management competence and facilitate Cooperatives access to financial support

The majority of the formal private sector is organized into cooperatives and most of them have a very low level of education. To contribute to attaining the objective of economic growth for poverty reduction, district should provide to them with effective tools that would allow produce goods and services and be more competitive. This is strongly linked to the quality of capital factor that is the labor of accounts for the cooperative. In order to achieve these objectives, the district would provide technical support to its cooperatives especially by strengthening their managerial and technical capabilities.

Intervention 6: Promote tourism infrastructures (hotels)

For economic growth to beat a high level to create more jobs and ensure the stability of the purchasing power of the population and the improvement of the trade balance, the district should diversify its economic structure by exploiting existing tourism opportunities and virgin. The situation analysis showed that Nyabihu district offers good opportunities for the construction of hotels and the promotion of medical tourism. For the latter, there is a thermal energy in Kabatwa near the volcano Karisimbi. One can use this energy not only for energy production for lighting

homes, but also to attract tourists. Thus, the following projects will be implemented through the promotion of tourism in the district: Guest house Mukamira, Karago Lake Hotel, Muhe Hotel and Hotel Karisimbi. The first will be built 100% by the district, the second through PPP and the last two by private investors.

Intervention7: Develop district sector profile & build investor system database needs

The strategy of mobilizing private investors demands the existence of marketing tools. Thus, the Nyabihu district has investment opportunities that are not known and information or statistics on these opportunities do not exist anywhere. To maximize the result of investor education, it would be important if the district produce documents that it has the potential to be an effective and efficient planning, enabling researchers to good education and private investors to develop plans profitable business and reflect all risks and with projections based on reliable statistics. It is recognized that based on unreliable data and imaginary planning lead to failure and often results in expensive and therefore less competitive private sector and slowing job creation and deepening poverty. Hence the need to develop a document on economic and sector profiles summarizing all useful information for decision making by the owners of capital to make investments in the district. This would be accompanied by the creation of based reliable and timely data to enable the development of profitable projects.

6.2 Develop Mukamira Economic Zone

A well organized and competitive private sector at the present market is an engine for business development and economic growth which leads to poverty reduction. As mentioned earlier, that sector has so long been undeveloped in the district. For instance, EICV3 surveyed that the district formally recognize only 8.3% of the whole people practicing trade. Promoting formal private investment is the key challenge which requires the district officials' attention and central government to make district actor in increasing the national economy.

Creating scattered production industries imply monopoly, cause high production costs, and low profits. Profit is determinant of widespread of commercial activities economic diversification, and increase of economic base for taxation. Taxation is core foundational for the dignity of an economy to survive not relying mostly on foreigner aid and donations or grants often tied with conditions. Therefore, way to strengthen private sector is to increase their access to sufficient water and

electricity supply at the low prices, ensure access to ICT services mainly the internet and adopt specialized industrial zone. This is very important, to reserve special zone for industries where each new enterprise is established. However, it is through the promotion of special industrial zone that boost Mukamira town and additional economic activities especially off-farm activities. District intervention will be ‘identify and develop a zone for investors’. Zoning is crucial for investment attraction and expansion into remote rural area like Nyabihu. Notably, programs to operationalize Mukamira zone include: *Expropriate land owners; Landscape Mukamira Economic Industrial Park (MEIP); Sensitize and facilitate private investors to set up business in MEIP; Monitoring & evaluation of implementation of exploitation of MEIP.*

6.3 Financial Sector Development

Intervention: Strengthen Umurenge SACCOs

Successful entrepreneurial initiatives by the middle class and the poor are highly dependent on the availability and accessibility of sustainable financial resources. However, the terms of commercial banks exclude people with low incomes to access their services. The solution to this problem was the creation of SACCOs that meets the needs of this category of the population. The situation analysis of the financial sector revealed that the level of savings is low and people need little credit.

The services offered by these informal institutions do not allow the acceleration of the dynamics of development of rapid and sustainable economy in the long term. They cannot lend for a long time because they have limited portfolios to meet high demand.

To promote the development of small and medium enterprises should strengthen the capacity of SACCOs by mobilizing sufficient savings to the community through education on the importance of deposit and claim credits. Second, we should strengthen the organization of informal micro-credits associations to the village level. The amounts collected by these organizations will be deposited in their respective accounts in the SACCOs. This approach, when applied and the mobilization or sensitization is carried out, the cumulative five-year savings would come to 12.6 billion Rwf read by 80% of the workforce. This strategy would be able to address the problem of low levels of adherence to the community health assurance through the of credit. To make this more effective line of credit, the contract binding on the SACCO and tontine created and these provide loans to their members to purchase membership cards in the program of community health assurance. The hypothesis for this

project would create 10 associations (tontine) at each cell and each member will contribute a deposit of 2,000Frw per month, or 500 Rwf a week, equal to half of the daily income of a cultivator. It should be noted that the savings rate will increase from 19.5% in 2012 to 80% for 2017 with this strategy. Thus, to achieve this goal, the district should focus on the following interventions: *Enlighten women & youth about increasing of financial literacy; Conduct mobile money transfer service awareness campaign to community, sensitize existing tontines to work with SACCOs and Organize saving & credit award competition among community.* This last initiative would be to distribute awards, giving farm equipment, cows or other properties, encourage others to adhere to the policy of the savings and loan and therefore increase the financial capacity of SACCOs to finance SMEs.

Priority 7: Empowering youth in professional, technical competences and job creation (Off farming activities)

According to the EICV3 data, in Nyabihu district, the youth population aged between 14-35 years represents 38% of total population. 50% of youth women have the first born at 21.7 years; this can have negative impact on family planning program.

The rate of secondary school enrollment of children aged over 12 years is 20%. So, combine three factors, low rate of education, high level of dependence to farm wages and limited access to cultivate land, the youth people have a big problem of insuring themselves the permanent effective job. The district has a big challenge to overcome in order to insure better life to youth people. The youth are a core pillar of economic development for poverty reduction and national security stability. There is a lowest rate of youth professional technical employment (0.8%) compare to sell and service (4.4%) and agriculture employment (89.3%). This shows that there is a lot of needs to do in order to inverse the trend and meet national goals relating to professional technical job promotion and achieving national target of 100,000 jobs creation expected in 2017 for youth.

Intervention1: Provide technical and professional skills to youth through in different areas in YEGO Centers

The aim would be to provide technical and professional skills to young people who have early dropped out their school and to those unemployed who have completed secondary school. Also

attending technical centers will make them get married at the real time, as an educated teenage avoid earlier marriage. All the above challenges justify the need of this priority among the top five.

Intervention2: Build and equip new YEGO Centers

All training programs for young people should be organized in secured and well-equipped places that can accommodate a large number of youth. The district will build training centers in each administrative area commonly referred YEGO Centers. They will be closed to youth in order to enable their access to the services offered at no financial cost. The program does not provide the service to accommodate the people who follow the training. These centers serve as means to facilitate the reception of young people to attend the training on important courses for production of goods and services selected as pillars of development and district that would allow young finalists to find well paid and sustainable employment than continue depending on informal employment without warranty. Selected training programs are in the field of construction, plumbing, veterinary, electronics, mechanical, decoration, and other options needed in the development of cities to ensure safe and sustainable inhabitants life and environmental protection. It is planned to organize cooperatives of the youth who effectively come out of those trainings. These are: *promote youth cooperatives in construction, plumbing, energy, water supply and others.*

The management of these centers should be reinforced so as to be a source of generating income and creating jobs for youth and serve as centers for talent detection and useful for the business owners and for the country requiring perfection for their economic exploitation

These programs will be implemented to address these concerns: run projects income generation in YEGO Centre; Organize Youth talents detection competition,

Intervention 3: Mobilize financial Resources and guarantee to youth through BDF and other financial schemes

As most of Youth do not have access to wealth and collaterals to preen to the banks, they face barrier of access to credits to finance their projects. These constraints lead them to be dependent on informal employment which ensures only the financial means to barely cover short term subsistence. However, mobilize financial resources would avail the necessary funds to support youth to implement designed projects during their professional and technical training.

Intervention 4: Organize awareness campaigns to health reproductive and intimate/sexual, to fight against HIV/AIDS and against Drug abuse among the youth

To build a bright future for the youth and the country, the promotion of youth trained is strongly linked to the physical strength of the labor which is determined by the other sexual transmitted quality of health and safety of the country. Young people are exposed to endemic risks of HIV/AIDS and other diseases and consequences caused by drug abuse of different types and unwanted pregnancies. All these obstacles require regular and vigilant interventions from parents, government and civil society as well. That is why conduct awareness campaigns for young people to move away from sexuality and protect against drugs is vital and important to build a strong nation in the future. For youth aware on these programs to adhere permanently, some revenue-generating secondary programs were also planned. In addition, youth should be involved in *environmental protection programs which can endanger their lives, putting their plans into practice*. Thus, these programs are defined to meet these challenges. *Support Youth Clubs initiatives and projects; reinforce Youth anti HIV/AIDS and environment protection clubs.*

Intervention6: Conduct M&E of Youth programs performance

Youth is a strength of the nation, we must ensure that their initiatives are undertaken and ways they bring fruits and changes in social and economic life of the country especially in the poverty reduction. The monitoring and evaluation activity will help to know those that work well and which do not, to find solutions before they become complex. It will be the only way to know and update statistics on the number of young people in the district to the administrative entities at local level as villages. It is also a way to mobilize more funds from the various partners involved in the promotion of youth initiatives.

Intervention6: Construct playgrounds in Mukamira City and Renovate genocide memorials

The program of building a stadium will play a big role because first it will serve to be a meeting place for young people to organize intramural sports, entertainment, organize competitions with other districts. It will also serve as a means of meeting the general public in connection with the organization of major events in the district. More, more Mukamira town and operation of industrial economic zone, the utility of this infrastructure will be of major importance in the district to

facilitate various events. In addition, to give memory to those swept away by the genocide against Tutsi in 1994.

Priority 8: Empower poor and vulnerable group (AGR, Girinka program, VUP,)

In Nyabihu district, 28.6% of over 295,580 district population lives below the poverty line, whereas 11.9% live in extreme poverty. These people are indeed an important part of the population expected to participate in the consumption of goods and services which are in turn key factors for the development of private enterprises, broadening the tax base, job creation and so on.

Intervention1: Support the extreme poor through VUP Direct Support and VUP Public Works and strengthen economically poor households

To enable people access enough income to meet their basic needs and save some money, the district will continue to financially support vulnerable people especially elders and whoever doesn't have means to survive. Also through the implementation of major public investment projects such as roads construction and schools building; District will provide employment for active people privileged by the rest of the population in the framework of VUP programme.

Intervention2: Build houses for vulnerable persons and provide prosthesis and crutches to persons with disability persons

Due to the limited financial resources to cover all the needs of the district in as far as social assistance to vulnerable groups including genocide survivors, historically marginalized people, people with disabilities, and extremely poor households is concerned some people in these categories live homeless others have not received the body replacement tools and other children do not attend school.

In EDPRS2, we will continue to address these problems by providing necessary support to anyone living in one of such categories. Thus, the district will build houses for remaining vulnerable groups; facilitate children from vulnerable households to access education and advocate for getting body carriers and crutches for people living with serious disability.

Intervention3: Strengthen & support cooperatives promotion under VUP program

From the VUP 2012 assessment, it is seen that the financial support provided to the population under the projects of financing best economical projects recorded a poor performance in the loans repayment period. The low recovery rate is justified by the fact that most of the beneficiaries considered fund provided to them as a gift from His excellence the President of the Republic and diverted it too their needs rather than upgrading their livelihoods. Ignorance, design of non-bankable projects and dishonesty were identified to be at the origin of such low rate of paying back amounts of francs borrowed. However, one resolution would be to avoid these problems and enable the achievement of program objectives with more impact would be consolidate all eligible people into cooperatives.

It is through the promotion of cooperatives, members benefit from the services like capacity building, easy access to savings and credit services granted by either formal or informal financial institutions. Strengthening the banking culture among the village population will grow their businesses substantially. This approach to work together will enable promotion of culture of self-confidence and self-reliance for each member in cooperative and exchange of experience among members and with other cooperatives. Yet, the fact of acquiring bank loans will require every member of the cooperative to manage borrowed funds in efficient manner and the business would progress lastingly and positive gradual change sin living standards.

Intervention4: ensure strong coordination of VUP programs

At the situation analysis of social protection programs the performance especially part of the financial support; it was found that there are many problems to overcome in the EDPRS 2 in order to make significant changes in the social and economic life of the population living below the poverty line.

Specifically, the problems under mentioned are observed from various meetings organized by the district: diversion of resources granted due to the dishonesty of certain beneficiaries and weak monitoring and follow up of loans repayment granted by the local authorities and VUP program staff. These two problems are interlinked with the lack of coordination of the program at the starting, i.e. from the selection of those who should be eligible for the program until the implementation of the VUP financed projects. The result is that the district does not recognize the percentage of people

who have graduated from a lower to the higher class in the classification of economic empowerment level and vice versa. All this has implications to the mismanagement of Public finances and on the District Planning.

One recommendation to ensure better performance of the program: establishment of strong coordination system that generates regular reports of monitoring and evaluation producing reliable results for decision-making and conduct unbiased selection of people actually eligible for VUP program.

Intervention3: Improve agriculture related to social protection

Agriculture is the engine in the Nyabihu district economy; on average 50% of households cultivated on 0.3% less a hectare land area. Meaning that, households in this category fail to reach food self-sufficiency and are regularly affected by the problem of food insecurity. Thus, he may fall at any time in the category of extreme poverty. It is important to increase agricultural productivity through strengthening cows' distribution program, and small livestock such as dairy goats, pigs etc. Normally, dairy cows and goats contribute to increase the incomes of poor families as they sell milk to the milk collection centers and cattle. In addition these pets produce organic fertilizer used to increase crop yields on small areas of land. Then, it will be one of the ways to eliminate hunger in poor households.

Milk is necessary when fighting malnutrition among children and even adults. Raising cows and goats will improve children's physical development and increase their school performance and enrollment rates. This will also help the job creation and the distribution of raw materials for chain production and high value addition presented in previous sections.

Priority 9: Accelerate settlement habitat (IMIDUGUDU) and develop Mukamira town

The development of Urbanization and rural settlements consists of grouping scattered, rural households within centers and boosting of cities. Human settlements are one of the measures to boost off-farm employment and the diversification of the economy of the district. It allows easy access of households to basic infrastructure.

Promoting grouped habitat and developing Mukamira town will facilitate land consolidation for large skilled and professional agricultural investments. In the context of the promotion of grouped

housing, the following interventions will be implemented to make new five planned sites habitable during the next 5 years: *Expropriate land owner in settlement sites identified, Landscape settlement sites, Sensitize and facilitate households for land or plot exchange, Conduct awareness company of settlement habitat to community, Build houses for poor and Vulnerable households shifted from high risk zone & someplace else, Ensure land registration, Regularization and Transfer, Install and maintain e-land database system management.*

Regarding the development of the city of Mukamira, the following programs relate to the implementation of its Master Plan: *Expropriate land and estate owners; Conduct housing scheme and landscaping Mukamira town site.*

Intervention1: Accelerate settlement habit and develop Mukamira town

A well organized and competitive private sector at the present market is an engine for business development and economic growth which leads to poverty reduction. As mentioned earlier, that sector has so long been undeveloped in the district. For instance, EICV3 surveyed that the district formally recognize only 8.3% of the whole people practicing trade. Promoting formal private investment is the key challenge which requires the district officials' attention and central government to make district actor in increasing the national economy.

Creating scattered production industries imply monopoly, cause high production costs, and low profits. Profit is determinant of widespread of commercial activities economic diversification, and increase of economic base for taxation. Taxation is core foundational for the dignity of an economy to survive not relying mostly on foreigner aid and donations or grants often tied with conditions. Therefore, way to strengthen private sector is to increase their access to sufficient water and electricity supply at the low prices, ensure access to ICT services mainly the internet and adopt specialized industrial zone. This is very important, to reserve special zone for industries where each new enterprise is established.

Priority 10: Promote the quality of Education

Education sector is the main pillar of development. It is important that children are educated in safe environment where security and success is assured. Thus, in five years to come, the district will perform the following programs: *Build and operationalize Vocational & Technical Centers (VTC), Rehabilitate & equip secondary schools of TVETs, build campus, Rehabilitate and Equip*

classrooms, Promote e-learning program to unqualified teacher (A1) of secondary school, Organize short courses to unqualified teachers (A0) of secondary school, Mobilize private investor for investing in ECD program, Install and maintain laboratories and libraries, sensitize adult people to attend education literacy program and Build houses for teachers.

Priority 11: Increase accessibility to Health Facilities (Build 1 Hospital and 2 Health centers)

Many households take couple of hours to get to medical services for treatment. This leads to the challenges of non-performance of some district health indicators as shown in the analysis of the district health sector. To overcome the challenges and consequences relating thereto, the following strategic interventions are defined over the next five years: *Build new health centers in Kintobo Sector, Expand of Shyira Health Center, Build new Health Posts (Jenda and Kabatwa), Build a new District Hospital at Mukamira Sector, and Strengthen community health insurance management.*

Priority 12: Strengthen administrative systems based on good governance

The performance of all strategies are based on strong foundation of public good governance in which the pillars are transparency, efficiency staff, involvement of citizens in decision making and better working environment and access to equitable justice to all. So, the district implement the following interventions in five coming years: *Conduct annual perception survey on services delivery; Construct and equip village and cells Offices; Strengthen community work program (CWP)/umuganda; Promote e-filing management system; Renovate district and sector offices; Implement district's staff capacity building plan; Promote Twigishanye program median; Organize open days at all levels, Organize Itorero for youth programme, Organize community study tours for lesson learn for the best practices community development; Community sensitization on court functions and proceedings and reconciliation and Sensitize and facilitate illegal wedding couples to civil marriage.*

3.4 How the district will contribute to EDPRS2 implementation?

This subsection shows how the district priorities and strategic interventions will address fundamental questions highlighted in four thematic areas of the EDPRS2 in order to achieve its overall objective.

Overarching goal of EDPRS 2 is “Accelerating progress to middle income status and better quality of life for all Rwandans through sustained growth of 11.5% and accelerated poverty reduction to less than 30% of the population” and it has been derived from Vision’s long-term goal of “**creating a productive middle class and fostering entrepreneurship**”.

Table 4: Contribution of DDP towards four EDPRS 2 Thematic areas

Economic transformation	Rural development	Productivity and youth employment	Accountable Governance
<ul style="list-style-type: none"> -Promotion of Agro processing units and livestock - Development of Mukamira industrial park -Promotion of main Cash crops (pyrethrum, patchouli, and the coffee) - Facilitate SMEs by implementing ICT infrastructure to facilitate communication between different partners, -Develop and expand the formal private sector - Construction of hotels - Creation, maintenance 	<ul style="list-style-type: none"> - Accelerate land consolidation - Promote the use of organic fertilizers -Increase the production of horticulture - increase access to electricity - Increase grouped settlements (imidugudu) - Increasing access to safe drinking water - Support vulnerable groups - Strengthen financial institutions (Imirenge 	<ul style="list-style-type: none"> -Creation of off-farm employment and competitiveness - Construction of vocational training centers such as YEGO Centers -Increase technical schools - Strengthen the technical and professional capacity of young - Strengthen the technical and professional capacity of youth. 	<ul style="list-style-type: none"> - Strengthen the capacity of lawyers - Undertake regular campaigns on laws awareness especially in relation to human rights and trade. - Submit performance reports to the district partners - Conduct a survey on the community's perception concerning the district actions - Put in place mechanisms that improve service delivery to general public

and rehabilitation of feeder roads - Increase access to ICT infrastructure	SACCOs) - Promote the use of Biogas and other nonrenewable source of energy -Reforestation - Promote and strengthen cooperatives	- Promote the integration of apprenticeships and internship programs to private employers	- Improve the MIS communication system to report performance of district activities to the beneficiaries - Organize open days at all levels
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3.5 Foundational Issues

According to EDPRS 2, foundational issues reflect long-term ongoing priorities where, in many cases, significant progress has already been made during EDPRS1. Therefore this DDP considers the basic factors that can prevent the achievement of expected results set out in the district strategies. These factors although they might register tremendous performance they shall be of continued focus for the district in order to lay a firm foundation for the district priorities identified in above sections. Foundational issues include Demographic issues, Food security and malnutrition, Literacy, early childhood development and basic education, Quality, demand and accessibility of primary health care, strengthening effectiveness of public finance management among others. Fundamental issues that relate to access to education, basic health care for all, food security, especially children and the vulnerable population are ongoing requirements to the district and will be kept in consideration.

i. Literacy, early childhood development and basic education

Access to basic education for all is a priority for the district as the country knows the problem of scarcity of land and predominance of agricultural employment. In its strategy, the district in collaboration with parents and civil society should continue to encourage all children to reach school till the level of 12YBE, enrollment at 100% in primary education, build schools infrastructure and provide equipment to them.

ii. Access to basic health services

The district will continue to mobilize people: to have kitchen gardens of vegetables and fruits, how to prepare a balanced and cheaper diet, distributing small cattle, ruminants and cows to the poorest families with aim of fighting against malnutrition. These strategies will of course help to improve the health sector indicators and the achievement of the Millennium Development Goals as shown in the **annex 3&4** on strategies and results to be achieved by the District.

The district will invest its efforts to raise people's awareness on the prevention measures of the risks of spreading non-communicable diseases related to poor hygiene. Those diseases are cancers, diabetes and heart attacks, etc. District will build infrastructure to accommodate sick people and facilitate access to health services at lower costs as well as minimize cases of deaths arising from inaccessibility to health services.

iii. Public Financial Management

Given the country relies heavily on external resources funding and those of ten packed with conditions; this is a major handicap for the country to realize its vision and achieve its goals.

Now, objective of financial independence and the effective and efficient management of financial resources concern all Rwandans. That is why the government of Rwanda initiated the AGACIRO Development Fund that built on voluntarily contributions and intends on using the internal financial resources on national development priorities that will be chosen through discussions with Rwandans everywhere.

In addition, fiscal decentralization policy allows the district to benefit from of the national budget through the earmarked transfers. Nyabihu district will continue to put in place mechanisms for the rational use of the budget allocated and provide efforts in mobilizing both local and external resources instead of continuing to relying on central government. Particularly the District will increase the share of local revenues by promoting formal productive private sector.

Also, the district will continue to strengthen the mechanisms which promote a fair procurement process to assure transparency and achieve high performance with regard to the implementation of programs on time and make more impact in social and economic area of the district in particular and

the nation in general. Noticing that poor performance in the management of public finances affects significantly the achievement of the country perspectives.

3.6 Cross Cutting Issues

Cross Cutting Issues are that to be mainstreamed in all the sector strategies and district plans over the period of EDPRS 2. There are seven CCI: Capacity building, Environment and climate change Gender and family, Regional integration, HIV/AIDS and NCDs, Disaster management, Disability & Social Inclusion.

This section shows the role of the district in achieving the objectives related to cross-cutting issues that could sustainably affect the performance indicators of all sectors.

The district has incorporated into this plan, strategies to reduce the risks of not achieving results and impact of the budget allocated to various programs for the district economic transformation and improving the social welfare of the population. *It is therefore by exploiting the advantages offered by certain sectors through market expansion and supporting socially marginalized groups and integrating disabled and other vulnerable groups by providing with them cows and/or small livestock, construction of houses.* See more details on interventions of the district related to the cross cutting in **Annex5**.

CHAPTER4: IMPLEMENTATION OF THE DDP

4.1 Sequencing of DDP Priorities

Like the implementation of EDPRS 2 that requires the involvement of multi sectors, DDP also requires special attention in the definition and ranking of the district priorities. There is a breakdown of actions to be implemented each year which are in line with identified priorities. This operationalization of programs or projects has a positive impact to achieve economic growth and poverty reduction. Prioritization was done by the district JADF members together with district Staff and has ranked activities basing on the key focus areas of the district according to their importance or merits in terms of contribution to the DDP achievement.

Given the predominance of agriculture in the district and land scarcity economy, housing scattered and unplanned, insufficient financial resources, and the lack of the processing of agricultural products sequence of operations of the district is established as follows: Land consolidation, construction of basic infrastructure, promoting industry, processing of agricultural products, strengthen financial institutions merely (SACCO) by savings mobilization, promotion of off-farm employment to young people. These have been presented in the table in **Annex 2**.

4.2 Roles and responsibilities of the District partners

Yet a number of actors involved in development of this plan are central government, local administration, administrative entities/Imidugudu, civil society and the private sector. Public and private sector will primarily benefit from this DDP. The section below highlights the role of each in its operationalization, monitoring and evaluation since the beginning to the end of its implantation.

4.2.1. Role of the district

In accordance with the district mission, its role will be to a custodian of the implementation of this DDP and coordinate the good governance policy implementation at district level. On the operational side, the district identified priorities and will continue to define the global and inclusive action plans with respect to sector priorities. It should seek for achieving the results that bring a lot of changes in

social and economic life of the target people, particularly to the vulnerable i.e. Homeless, orphans, genocide survivors and any other people below the poverty line.

The district is committed to ensure that the public benefits in all programs in its administrative area. Also because financial resources are limit and scarce, the district will ensure that the assignment of any financial resource is allocated as planned and without mismanagement. It will ensure the mobilization of financial and technical resources to support its programs and strengthen the technical capacity of the staff, the public and private sector. In addition, basing on the status of the district financial autonomy, the district will play a fundamental role in mobilizing local revenues that will fund the needy programs. Thus, it must do everything to give quality service to anyone in particular private investors ‘engines for job creation and local income tax payers who fund their initiatives.

Further as part of good governance, the district will spearhead partners’ interventions and coordinate the role of population in particular. Achievements in relation to problems and emphasize their role in support of the resolution of the problems identified in the planning process.

4.2.2 Role of the Province

Provincial entity is the coordinator of all activities undergone at the districts and sectors located in its territory. It ensures the implementation of the policy of the state, contact the district council resolutions of Ministers and its own priorities in order to achieve the overall objectives of development.

The province level monitor and evaluate the performance of the civil society, faith based organizations and other partners working in its territory to ensure that their programs are implemented in relation to the mission, priorities and policies of the Government. It always uses to follow up and evaluate programs undergone in the districts and produce annual reports on the consolidated performance contract of each district.

4.2.3 Role of the EDPRS Sector Working Group

The district is a key partner for the implementation of sector policies. The central government is responsible for setting policies and ensures that the resources required for implementation of such

policies are channeled towards the local levels and ensure that budget gets there on time. It oversees whether it is used rationally to implement those policies/ programs. Central government creates a framework for discussion of 16 sectors to ensure alignment of priorities in the development of the DDP. Whereas the district ensures that priority actions are financed and performed accordingly. It also ensures that resources are allocated according to the priorities defined in the DDP.

4.2.4 Role of Private Sector

In Nyabihu like in any other District of Rwanda, Private operators play a leading role in the process of development of the district and the country as whole. Under the market economy, if there basic infrastructure to facilitate trade and production of goods and services and that the business environment is more competitive especially the legal framework and procedures for investment, the private sector takes front for the creation of employment. Thus, the reduction in unemployment rate and ensuring macroeconomic stability legally recognized private investors should take the initiative to motivate their colleagues who prefer to work in informal and enable them knowing their role of participating in the construction of socio-economic development of their district. However, they will be encouraged to assemble together to fully exploit the above presented District opportunities (in chapter three). Private sector will play a major role in the implementation of some development programs under this development plan and assist in apprenticeship of the young people in the business world.

4.2.5 Role of Civil Society and NGOs

For Civil society and NGOs, their activities should be oriented in support of certain programs, including health, education, capacity building and support to the initiatives of vulnerable and economically poor. Churches in particular should make efforts to educate their members to give prominence to positive ethical values advocated by the Government of Rwanda. They gilded also take part in the early educational development of children in the district.

In short, everyone should take ownership of some programs DDP and integrates them into their own annual action plans. Finally, for reasons of transparency, they are accountable to the district and

participate fully in the committee monitoring and evaluation of the implementation of the development plan.

4.2.6 Role of Population

The role of the population in implementation of the District Development Plan will be marked by the protection of the infrastructure built in the framework of smoothing the development. Population should take the lead in responding to any call for awareness that would be conducted to every partner in the development of the district. Therefore, citizen Participation through providing recommendations to correct errors which are made in last years will enable the better implementation of certain projects. This should facilitate the district in regards the community awareness to adhere to socio-economic programs such as cooperative grouping; youth participation in programs to prevent against HIV/ AIDS and drug abuse; education, sexual and reproductive health, the fight against vagrancy and fraudulent activities; encouraging children to enroll in school education programs, etc. This should be achieved by facilitating their participation in the administration of Imidugudu to enable them to communicate and follow the state of programs.

CHAPTER 5: DDP MONITORING AND EVALUATION

The present chapter discusses the entire framework for DDP monitoring and evaluation. Monitoring and evaluation as are systematic ways to guide DDP implementation and assessing its impacts with comparison to its Purpose. Those are used for different purposes; administering basic sector/ministerial level and facilitate donors to monitor the effective use of their efforts with financial and technical assistance to implement programs and projects and inform their relevancy to the district development.

It serves primarily to show the logical connection is between the overall objectives, specific objectives, strategies to be implemented to achieve the specific objectives that inform the overall objectives to achieve the overall mission and vision of the country under economic growth to reduce the country to become middle-income countries.

5.1 Rationale of M&E

The M & E framework also summarizes the M & E indicators which are used to measure and ensure the implementation of strategies and programs planned as part of achievement. As everything is done in the dark, the frame also summarizes the immediate, intermediate and changes that would implement strategies in social and economic life of the country and the community.

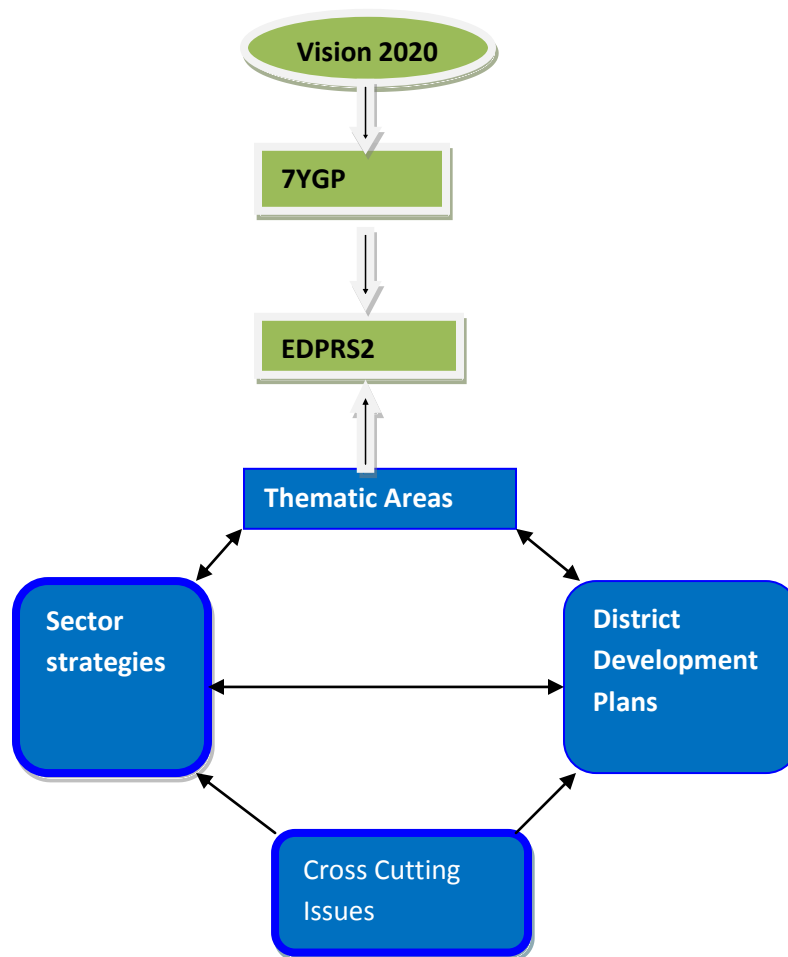
In particular, the framework for monitoring and evaluation is effective tool to promote transparency in the management of scarce financial resources of the State and assess performance at the national, sector and base. It is a way that allows the public to monitor and evaluate their programs that are intended to create a lasting positive improvement in their social and economic life.

This framework is then facilitates the reporting of program results, the dialogue between stakeholders to exchange experiences on specific issues and bring in sets of measures of prevention and adjustments to them to accelerate the impact of programs and development the country.

5.2. Context of M&E of the DDP Key performance Indicators

In the context of Nyabihu DDP 2, M&E will imply the roles and responsibility from each partner in the implementation of district strategies. And it will be conducted during and after the implementation of the DDP. Assessing at which frequency, the district policy actions were realized through reporting on useful statistics for monitoring and evaluation. Further, key monitorable indicators are mentioned in the Logical Framework so that all the elements mentioned in the context of monitoring and evaluation will determine whether the relationship of the elements shown in the following diagram is clear and interdependent property assets to achieve the overall objective of the district.

Figure 6: Diagram of inter linkages across levels



Source: MINECOFIN, DDP2 Guidelines

5.3 M&E Model: Imihigo monitoring and evaluation

Reporting of the results from interventions undertaken by the district stakeholders involve working together. Efficient coordination regarding the implementations of plans is useful for better achievements. For example a yearly performance contracts involved different stakeholder is the best model. In addition, Imihigo being part of the action plan and drawn from the District Development Plan already have a well-developed monitoring and evaluation framework. The monitoring of the action plan and Imihigo at District level is done by the Executive committee. The table below presents the levels involved at every stage of Imihigo and Annual action plans preparation and Monitoring and Evaluation and this mechanism will be referred to in DDP as well.

Table 5: Levels involved in District Imihigo Preparation, Monitoring and evaluation

Level	Imihigo preparation	Monitoring	Evaluation
Village	Executive Committee of Village	Executive Committee of Village	<ul style="list-style-type: none"> Executive Council of Village and Executive Secretary of the Cell
Cell	Executive Committee of Cell	Executive Committee of Cell	<ul style="list-style-type: none"> Executive Council of Cell and Executive Secretary of the Sector
Sector	Community Development Committee (CDC) and Executive Secretary of Sector agreed with the Sector Joint Action Development Forum (JADF)	Community Development Committee (CDC) and Executive Secretary of Sector agreed with the Sector Joint Action Development Forum (JADF)	<ul style="list-style-type: none"> District Executive Committee
District	Community Development Committee (CDC) and Executive Secretary of District agreed with the District Joint Action	<ul style="list-style-type: none"> Community Development Committee (CDC) and Executive Secretary of District agreed with the District Joint Action Development Forum 	<p>On a semester basis, the evaluation team consists of;</p> <ol style="list-style-type: none"> Representative from National Decentralization Implementation

Level	Imihigo preparation	Monitoring	Evaluation
	Development Forum (JADF)	(JADF) <ul style="list-style-type: none"> Executive Secretary of Province 	Secretariat (NDIS) <ol style="list-style-type: none"> Representative from Ministry of Local Government (MINALOC) Representative from Prime Minister's office (PRIMATURE) Representative from Ministry of Finance and Economic Planning (MINECOFIN) Representative from RALGA (association of districts) Representative from Province/Kigali City (Executive Secretary or in charge of imihigo)
Province	Province Executive Secretary	Province Executive Secretary	<ol style="list-style-type: none"> Prime Minister's Office MINALOC MINECOFIN

Source: MINECOFIN, Institutional framework EDPRS 2 guidance note

Monitoring IMIHIGO is a continuous process and reporting on Imihigo is done on a quarterly basis (after 3 months) in harmony with the reporting timelines of the EDPRS. Evaluation will be done on a semester basis and will be done by an evaluation team.

Similarly, DDP Implementation M&E will be done consistently and Evaluation will be done on an annual basis by evaluation team. As it is presented above that Evaluation team should be composed by people from different levels such as from Village, cell, district, provincial and central levels.

CHAPTER 6: COSTING OF NYABIHU DISTRICT DEVELOPMENT PLAN

6.1 Estimates of the DDP requirements in Money

Total costs for DDP are calculated using the EDPRS 2 template. Currently, we calculated DDP Resources requirements amount to **94,340,538Rwfs**. Some amount of it will be part of the district resources and others from Government. Although such amount is based on projection of realized and ongoing funding; monetization of possible Partners commitments and success with some easier-to-reach funding targets, the funding mobilization will continue.

Table 6: Summary of DDP Total cost and source of funds each year

RWF '000	2013/14	2014/15	2015/16	2016/17	2017/18	Total for DDP
Own Funds Available						
Government block grants	1,334,891	1,334,891	1,334,891	1,334,891	1,334,891	6,674,455
Own taxes and fees	588,500	647,350	712,085	783,294	861,623	3,592,852
Donor projects	479,824	479,824	479,824	479,824	479,824	2,399,118
Private sources						0
Other sources						0
Total	2,403,215	2,462,065	2,526,800	2,598,009	2,676,338	12,666,425
Existing Baseline Expenditure						
Available funds for DDP Priorities	2,403,215	2,462,065	2,526,800	2,598,009	2,676,338	12,666,425
Total Projected Cost of DDP Priorities	21,893,571	21,077,071	18,322,456	16,440,986	16,606,453	94,340,538
Overall Deficit/Surplus	-19,490,357	-18,615,007	15,795,657	-13,842,978	13,930,115	-81,674,114
<i>% Surplus/deficit</i>	<i>-89%</i>	<i>-88%</i>	<i>-86%</i>	<i>-84%</i>	<i>-84%</i>	<i>-87%</i>

Source: EDPRS2 Costing: Nyabihu District template

Against **94,340,538 “000”s Rwf**, the table in above shows that 3,592,852Rwf billions 3.8% will be collected by the district in its own resources. Other contributions expected include Government block grants of 6,674,455 and donor projects 2,399,118 Rwf. However there is need to mobilize more other sources from district Stakeholders and partners and make strong public financial

management. Further, table below summarizes averages requirements for each year to implement the DDP and **annex n°6** provides more details on outputs costs.

6.2 DDP Costing Requirements per Sector.

From the total shown in the table above, DDP years of implementation occupy different amount of money. The logic is that the year with more policy actions to implement is allocated more resources to ensure financing of different activities envisaged in DDP. Also sector with more output indicators have been allocated with an increased amount of money. For example Private sector development and Agriculture are estimated to cost **31,217,088 and 1,704,920 billion Rwf ‘000’s** respectively. See summary of sector requirements description in the table below.

Table 7: Total cost per Sector in **RW ‘000s’**

Sector	2013/14	2014/15	2015/16	2016/17	2017/18	TOTAL For DDP
Agriculture	1,459,420	1,459,420	1,459,345	1,434,345	1,704,920	1,704,920
Transport	790,000	820,000	809,000	892,500	944,500	4,256,000
Urbanization and Rural Settlement	2,201,000	2,201,000	1,063,500	1,063,500	801,000	7,330,000
Energy	2,921,000	2,921,000	1,783,500	1,783,500	1,221,000	10,630,000
Private sector Development	6,277,300	5,088,800	5,214,800	5,494,800	5,577,800	31,217,088
ICT	711,000	711,000	478,000	474,000	474,000	2,848,000
Youth	618,851	618,851	702,811	776,841	846,833	3,564,188
Social Protection	5,310,000	5,280,000	4,280,000	3,280,000	3,658,000	21,718,000
Education	1,476,000	1,496,000	1,256,000	1,020,000	995,000	6,243,000

Water and Sanitation	698,000	698,000	508,000	318,000	312,000	2,534,000
Health	938,000	888,000	1,135,000	273,000	273,000	3,507,000
JRLOs	25,000	25,000	25,000	25,000	25,000	125,000
Decentralization	10,000	10,000	10,000	10,000	10,000	50,000
TOTAL	17,615,521	16,799,021	14,474,406	12,942,936	13,408,403	94,340, 538 Billion Rwf

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ANNEXES

Annex 1: LIST of NYABIHU District Partners

LIST Of NYABIHU District Partners				
No	NAME	Areas of interventions	Location	Time frame
	PROJECTS			
1	BAMPOREZE	Visit Households of people living with HIV (pairs educator support associations of people living with HIV)	All sectors	
2	PAREF	Forest Intensification and protection	Karago, Bigogwe, Mulinga	
3	DCDP/MINALOC	Provide equipment to decentralized entities	All sectors	
4	GWLM (Gishwati Water and Land Management Project)	Protecting GISHWATI forest	BIGOGWE, MULINGA, KARAGO	
5	STRIVE FOUNDATION/SSF-TB PROJECT	Capacity building of CHWs cooperative, Sector and District steering committees	All Health Centers	
	LOCAL PARTNERS			
1	ADEPR HIGA UBEHO	Assist Orphans through nutrition, creation of income-generating activities for Orphans and Vulnerable Children	Kabatwa, Rugera, Mukamira, Bogogwe, Jenda	
2	CARITAS HIGA UBEHO	Economic strengthening and food security, education, health and social services	Rambura, Jomba, Mulinga, Karago, Shyira, Kintobo	

3	BAIR (Bureau d'appui aux initiatives Rurales)	Identification of associations and cooperatives real problems for agricultural purposes and attempt tentative solutions.	All sectors	
4	CROIX ROUGE RWANDAISE	Assistance to vulnerable, intervene whenever emergency disaster occurs	All sectors	
5	OTP (Organization pour le Travail et le Progrès)/ CIP Crop Intensification Program	Supervision of farmers, Agricultural inputs distribution, Training on Modern farming techniques use, Post-harvest	All sectors	
6	DUHAMIC ADRI (Duharanire Amajyambere y'icyaro)	Protect water Springs and water sources in the area of Jomba Promotion of wheat crop and fruits (plum, Japan)	Jomba	
7	APIB (Association pour la Promotion des initiatives de base)	Initiate savings and loan groups through Voluntary Saving and Loans. Promote farmers through income-generating activities, provide technical assistance to groups	Mukamira, Jenda	
8	APROFAPER	Support Cooperatives Of people living with HIV	Mukamira, Jenda , Karago, Kintobo	
9	NYABIHU RUBAYA TEA COMPANY	Promote tea industrial and its processing	KARAGO,MULINGA, JOMBA	
	NGOs			

1	SPREAD	VIH/AIDS Prevention, family planning, maternal and child health, hygiene and sanitation	Kabatwa, Jenda, Mukamira	
2	UCF/YWCA(Union Chrétienne Féminine)/ Young Women Christian Association)	Visit facilitation in the fight against AIDS, nutrition, education, MUSA, Cooperatives	All sectors	
3	FRED HOLLOWS FOUNDATION	Medical care: Eyes treatment	Shyira	
4	MCHIP (Maternal and Child Health Integrated Programm)	Provide technical support to the MOH to address the MCH activities in order to reduce the maternal and infant mortality	All health centers	
5	THE GO (The Gorilla Organization)	Protection of PNV: support associations, building schools and water tank for the population near volcano	Mukamira, Jenda, Kabatwa	
6	SNV(Netherland Development Organization)	Water, sanitation and hygiene	All sectors	
7	VSI (VSI (Venture Strategies Interventions)	Health domain		
8	WASH (Water Sanitation And Hygiene)	Water supply, sanitation, mobilization (change behavior)	All sectors	
9	PEACE CORPS	Education/training volunteers to teach sciences and English	Kabatwa, Mukamira, Jomba	
10	Compassion International Rw 835 MUKAMIRA	Support to poor children	Shyira, Jenda, Mukamira and Ruga sectors	

11	COMPASSION INTERNATIONALE RW 835 MUKAMIRA	Religion, education, health (pay MUSA for parents and children) and social	REGA	
12	DOT(Digital opportunity Trust Rwanda)	Supporting Youth, Women and vulnerable groups and people starting business	Mukamira sector	
13	PSI	Safe water campaign, and VCT mobile to fight against AID		
14	E3PARTNERS	Community development HIV/AIDS awareness		
15	IABINYA	Cooperative Union of farmers of Irish potatoes	BIGOGWE	
16	DEMP II-REMA/Decentralization and Environment Management Project	Protection of river banks and lakes	Karago	
17	AHF	Support medical institutions in NYAKIGEZI and RWANKERI	Mukamira, Rugera	
18	FECOPPORWA (Fédération des Coopératives des Producteurs de Pomme de Terre au Rwanda)	Assist Unions of apple growers Cooperatives		
FAITH BASED ORGNAIZATIONS				
1	Eglise Catholique and Eglise Adventiste	Religion, education and health related activities	Rambura, Mukamira	
2	EPARWA (Eglise de la Pentecote Apostolique au Rwanda)	Religion	Jenda	

3	CFR (Church of Faith in RWANDA)	Religion	Jenda	
4	CLCA :Christian Light Church in Africa)	Religion	Musanze	
5	AEBR (Association des Eglises Baptiste au Rwanda)	Religion and education	KABAYA(JOMBA)	
6	EFCR (Evangelical Free Church in Rwanda)	Religion and education	Kabatwa	
	OTHER IMPORTANT Partners			
1	NYABIHU RUBAYA TEA COMPANY	Promote tea industrial and its processing	Karago, Mulinga, Jomba	
2	Mukamira maize factory	Processing and marketing maize flour	Mukamira	
3	HORIZON SOPYRWA			
4	INSTITUT TECHNOLOGIQUE DE TUMBA			

Annex2: Agreed District Challenges and addressing Priorities

Nº	CHALLENGES	PRIORITIES
1	Low productivity of agricultural	Increase agricultural product (Ingano, Urutoki, and Irish Potatoes).
	Low post harvest and agro-processing	Promote agro-processing plants
2	Inefficiency of roads	Develop efficient basic transport infrastructure
3	Limit access to safe water	Ensure effective and affordable infrastructure(Water)
4	Low connectivity and use of IT facility	Ensure effective and affordable infrastructure (Internet, electricity).
5	Low level of Households connectivity to electricity due to inefficient energy	Ensure effective and affordable infrastructure (Electricity).
	High rate of wood use of source of energy	Ensure effective and affordable infrastructure(Electricity and biogas)
6	Low level of private investment in development	Develop formal private sector
7	Jobless (unemployment) among youth	Empowering youth in professional, technical competences and job creation (Off farming activities).
8	Informal finance sector	
9	Poverty	Empower poor and vulnerable group (AGR, Girinka, VUP,...)
10	“Abaturage batuye batatanye”	Accelerate settlement habit and develop MUKAMIRA town
	Urbanization of MUKAMIRA town	Accelerate settlement habitat (IMIDUGUDU) and develop Mukamira town
11	Old Schools infrastructures and equipment	Promote the quality of Education
12	Inaccessibility to health facility	Increase accessibility to HF(Build 1 Hospital and 2 Health center)

Annex 3: Detailed DDP Implementation Log Frame: Operationalize the priority outcomes; outputs indicators and their means of verification:

District outcome indicators by Sectors	Output Indicator	DDP Targets (in relation to District priorities)						Cumulated target	Means of Verifications (MoV)
		Baseline 2012	2013/14	2014/15	2015/16	2016/17	2017/18	2017/18	
Agriculture									
Sector outcome: Increased productivity & production of mains crops up to 1.5 times									
District Priority: Increase agricultural and livestock productivity									
Agriculture land use consolidation	# ha consolidated (% of ha of agriculture land use consolidated)	3,390 ha (13.3%)	400	500	400	300	20,000 ha(80%)?		Reports
Increase production of agriculture industrial crops (pyrethrum, coffee, tea, wheat and patchouli)	# of tones/ha, Kg/ha in a year for pyrethrum, tea; and patchouli	Pyrethrum :495T Tea: 602,746T Patchouli: 1250 kg	495 602,746T 1250 kg	742.5 72175400 1309	1113.25 858872600 1309	1485; 1324500 1309	1485T; 1324500 T; 6545kg		Horizon report, district Annual report
	#of new ha of coffee	254ha	100	100	100	100	100	500	

District outcome indicators by Sectors	Output Indicator	DDP Targets (in relation to District priorities)						Cumulated target	Means of Verifications (MoV)
		Baseline 2012	2013/14	2014/15	2015/16	2016/17	2017/18	2017/18	
	# of pied of coffee planted	635,000 pied	25,000	25,000	25,000	25,000	25,000	125,000	
	# of new hectares increase of tea and Patchouli		500	700	800 30	600 30	300	2,900	Reports from cooperatives
	# of new ha of wheat cultivated	3,000	1,000	2,000				3,000	Reports from cooperatives
	Beans: #T/ha (1.5 times); maize: #T/ha (1.5 times); Irish potatoes: #T/ha (1.6 times); wheat: #T/ha (1 times)	Beans (2T/ha); maize (3,9T/ha); Irish potatoes (20,9T/ha); wheat (2,8T/ha)	Beans: 2.5T/ha (1.5 times); maize: 4,5T/ha Irish potatoes: 28T/ha; wheat: 2,9T/ha		Beans: 3T/ha maize: 6T/ha irish potatoes : 32T/ha wheat: 3T/ha		Beans: 3T/ha maize: 6T/ha (1.5 times); irish potatoes : 32T/ha (1.6 times); wheat: 3T/ha		Reports

District outcome indicators by Sectors	Output Indicator	DDP Targets (in relation to District priorities)						Cumulated target	Means of Verifications (MoV)
		Baseline 2012	2013/14	2014/15	2015/16	2016/17	2017/18		
install Green Houses and Modern Plot for Irish Potatoes; Use of selected IPs seeds	# Green Houses for Irish Potatoes installed;	1 GHs	2	2				4	Contract and reports
	27 PMs cooperatives of Irish potatoes' seeds created; 472 modern plots installed; 36 new IP seeds suppliers created	6PMs created; 72 MP 23 IP seeds	8 148 9	8 149 9	5 148 9	6 48 9	0 46		Reports
	#of new ha of improved banana plantation for food and export	700	240	240				480	Field visit report and performance contract with seeds supply
	# of ha for banana	1	1					2	report

District outcome indicators by Sectors	Output Indicator	DDP Targets (in relation to District priorities)						Cumulated target	Means of Verifications (MoV)
		Baseline 2012	2013/14	2014/15	2015/16	2016/17	2017/18	2017/18	
		Cabbages: 55ha Tomatoes: 2ha Onions: 5 ha onions							
Increased fishery production	# of Tons of fish per year produced;	250 kgs	500kg	1.5T	3T	3T			Cooperative and district reports
	# of tons of honey produced and # improved beehives distributed	N/A	432; 600	432; 600	432; 600	432; 600	432	2160T; ;2400	Report from cooperatives and JADF report
Increase Milk production	# of tons of milk produced; % of all cattle with of improved race; #of liters per milk cattle	13000T 50% 7L	1,000T 65% 7L	1,000T 75% 7L	1,000 80% 7L	1,000T 80% 15L	1,000 80% 15L	5,000T; 80% 15L	Cooperative, district and EICV4 Reports

District outcome indicators by Sectors	Output Indicator	DDP Targets (in relation to District priorities)						Cumulated target	Means of Verifications (MoV)
		Baseline 2012	2013/14	2014/15	2015/16	2016/17	2017/18		
	# of milk cattle raised	35,000	38000	41000	44000	47000	50000	50000	Cooperatives , district and EICV4 Reports
Raise breeding of small animals (goat, pig and others)	% of HHs raised goat and % of HHs raised pigs	38.4% 6%	48% 16%	55% 25%	60% 30%	63% 35%	65%, 40%		Cooperative, district and EICV4 Reports
District Priority: Promote agricultural post-harvest and agro-processing units									
Increased pyrethrum with high value addition,	# of new dries ground build	3	5	5				10	Dealers contract performance and district report
	# of wheat beating machines and sieving bought in seven sectors	6		12	12	12		6	Dealers contract performance and district

District outcome indicators by Sectors	Output Indicator	DDP Targets (in relation to District priorities)						Cumulated target	Means of Verifications (MoV)
		Baseline 2012	2013/14	2014/15	2015/16	2016/17	2017/18		
									report
	# of wheat dry grounds built	4	8	9				15	Dealers contract performance and district report
	Mini pilot Irish Potatoes	0	1					1	Dealers contract performance and district report
Improved Coffee growing	# of coffee stations built	1		1			1	2	Reports
Ensure food security	# maize processing unit set up including Mukamira Maize Plant	1	1	2				3	Reports

District outcome indicators by Sectors	Output Indicator	DDP Targets (in relation to District priorities)						Cumulated target	Means of Verifications (MoV)
		Baseline 2012	2013/14	2014/15	2015/16	2016/17	2017/18		
	# of new collection centers created; # of milk dairy operationalized	40	21	21	11			4	Reports
	# of Tamarillo and Carotte Juice processing,	0	1						Reports
	# of cooperatives producing Pork products	0	2						Cooperative permits issued and report
Transport Sector									
Sector outcome: Ensured efficient roads connectivity for agricultural farms & fields to markets									
District Priority: Develop efficient basic transport infrastructures									
Murum roads in good condition	Km of murum road created in Shyira,	3,6 km?	100					100 km	District Reports

District outcome indicators by Sectors	Output Indicator	DDP Targets (in relation to District priorities)						Cumulated target	Means of Verifications (MoV)
		Baseline 2012	2013/14	2014/15	2015/16	2016/17	2017/18		
	Bigogwe, Jomba and Bikingi sectors								
Maintenance and rehabilitation of roads	450 km of roads rehabilitated; 350 km maintained	108km;	90 105	120 105	120 105	60 35	60	450	MININFRA plus Performance dealer's performance contract reports
Stone road created	# of Km of stone road created	0		10				10	Reports
Energy									
Sector outcome: Increased access to electricity									
District Priority1: Ensure effective & affordable electricity infrastructure and Increase ICT connectivity									
Increased access to electricity	% of HHs connected to electricity	10	15%	25%	35%	50%	60%	75%	EICV4
Provide efficient electricity	# of Administrative Sector offices	Sector offices: 9	1	1	1			3	EWSA and District

District outcome indicators by Sectors	Output Indicator	DDP Targets (in relation to District priorities)						Cumulated target	Means of Verifications (MoV)
		Baseline 2012	2013/14	2014/15	2015/16	2016/17	2017/18		
	electrified								reports
Installed public lights	# of public lights	0		10				10	
	# of new mini hydro power plants	2					1		EWASA, District Reports and construction performance report
District Priority2: Ensure effective and affordable infrastructure(Electricity and biogas)									
Promote renewable source of energy (Biogas and Solar panels)	% HHs used biogas digesters,	0%	20%	30%	40%	45%	50%	50%	Reports
	# of Solar energy panels installed	5	4	5				9	
	# school centers used biogas energy	3	3	2				5	Reports
Reduce firewood consumption	% of HHs use firewood consumption	88.7%	68.7%	60%	58%	53%	50%		Reports

District outcome indicators by Sectors	Output Indicator	DDP Targets (in relation to District priorities)						Cumulated target	Means of Verifications (MoV)
		Baseline 2012	2013/14	2014/15	2015/16	2016/17	2017/18	2017/18	
Urbanization and rural settlement									
Sector outcome: Improved household living settlement in urban area and promoting rural grouped settlements									
District Priority: Accelerate settlement habitat (IMIDUGUDU) and develop Mukamira town									
Developed Mukamira town	# of land and estate owners Expropriated								
	# of ha in Mukamira Town landscaped (phase I) and housing scheme of Mukamira Town site conducted	N/A	7	12	6			25	Report of habitat and EICV4
	# Of Guest House Built in Mukamira	0	1						Field visit report
Improved settlement in rural area	% of HHs living in settlement	20.7	30	40	50	60	65		Report of habitat and EICV4
Promoted modern human settlement	# of site landscaped; # of sites identified	2 72	1 14	14	1 12	10	6	72	Reports

District outcome indicators by Sectors	Output Indicator	DDP Targets (in relation to District priorities)						Cumulated target	Means of Verifications (MoV)
		Baseline 2012	2013/14	2014/15	2015/16	2016/17	2017/18		
Develop Mukamira Industrial Economic zone for economy diversification	% of HHs expropriated; # Hectares expropriated.	0%; 0	30%; (15.9)	20%; (10.6)	20% (10.6)	20% 10.6	10% (10.6)	100%; 53	Reports of money compensated
Ensure land registration, Regularization and Transfer	% of land owner registered; # of days for land transfer	N/A	20%	20%	20%	20% 12	20 % 10	100 %	Reports
Private Sector Development									
Sector outcome: Promoted formal business for economic growth and job creation									
District Priority6: Develop and increase formal private sector									
6.1: Strengthen formal Private sector									
Developed Private partnership strategy	# of Private partnership strategy Developed	0	1	-	-	-	-		Strategy Report
Business Development Centers (BDCs) developed	# of business plan developed	0	3	4	2		1	10	Reports

District outcome indicators by Sectors	Output Indicator	DDP Targets (in relation to District priorities)						Cumulated target	Means of Verifications (MoV)
		Baseline 2012	2013/14	2014/15	2015/16	2016/17	2017/18		
	# of BDCs build	1	5	4	2	1		12	Reports
	# % of share of Bigogwe modern Slaughterhouse privatized, # of Tons minimum of meat produced per year	0% N/A	10%	20% 43.2T	40% 86T	50%	60% 216T/year		EICV4, MINAGRI, District reports
Increase of meat production and minimum tons of meat produced per year	# of metric tons of meat production produced per year % of meat tons exported	280800 0%	336960	421200	421200	505440	702000 (20%)	140400	EICV4, MINAGRI, District reports
	Number of meat plant set up;	0		1		-		1	Reports
Enhance Business and job creation	# of women trained in business; % of women in business	0	7579	7579	7579	7579	37.895 50%		Reports

District outcome indicators by Sectors	Output Indicator	DDP Targets (in relation to District priorities)						Cumulated target	Means of Verifications (MoV)
		Baseline 2012	2013/14	2014/15	2015/16	2016/17	2017/18		
	# job created (% men, % women)						5100(60%;40%)		Reports
Increased access to high learning education	# of campus build	0					1	1	Reports
Improve Capacity building cooperative's members	3,314 of cooperative's members trained in management 62% cooperative's members graduate to higher category						62%		Reports
6.2: Develop Mukamira Industrial Economic zone									
Develop Mukamira Industrial Economic zone for economy diversification	% of HHs expropriated; # Hectares expropriated.	0%; 0	30%; (15.9)	20%; (10.6)	20% (10.6)	20% 10.6	10% (10.6)	100%; 53	Reports of money compensated
Promote private sector investment	# of PPP projects operationalized	N/A	2	2	1			5	MoUs signed ,reports and Contract

District outcome indicators by Sectors	Output Indicator	DDP Targets (in relation to District priorities)						Cumulated target	Means of Verifications (MoV)
		Baseline 2012	2013/14	2014/15	2015/16	2016/17	2017/18	2017/18	
									performance
	# of hotels build and operationalized through PPP and by private investors	1		1	1			2	Reports and construction contract performance
6.3: Financial Sector Development									
Increased financial literacy	# of tontines created at village; Billions Rwf term deposit mobilized in 5 years from active people;	948 1.26 B	948 2.52B	948 5.04	948 10.8	948 11B	4948 12.6 B	4,740;	EICV, BNR and SACCO Reports
	% of youth saving rate;	0	10%	20	40	60	80		Reports
	# Average Rwf of amount saved in SACCOs per year	22	200	500	1000	1500	19,200		EICV, BNR and SACCO Reports

District outcome indicators by Sectors	Output Indicator	DDP Targets (in relation to District priorities)						Cumulated target	Means of Verifications (MoV)
		Baseline 2012	2013/14	2014/15	2015/16	2016/17	2017/18	2017/18	
ICT									
Sector outcome: Increased ICT usage at all educational levels									
District Priority: Ensure effective and affordable infrastructure (Internet, electricity)									
Increased access & use of IT infrastructure	# of Laptops and computers distributed	347	350	375	400	375	1,500		Reports
Promote and install ICT infrastructures & equipment in schools and Administrative buildings	# of Sectors connected on optic fiber and internet	0	6	6				12	Reports
	# of BDCs built & equipped	3	3	3	3			9	Dealers Contract performance and reports
Increase ICT connectivity	Install Video-conference room at District level	0	1						Purchase invoices
	474 TVs bought and	0	94	94	94	95	94	474	Purchase invoices and

District outcome indicators by Sectors	Output Indicator	DDP Targets (in relation to District priorities)						Cumulated target	Means of Verifications (MoV)
		Baseline 2012	2013/14	2014/15	2015/16	2016/17	2017/18	2017/18	
	distributed at cell levels								annual Reports
Youth									
Sector outcome: Empowered economically & increased non-farm employment among youth									
District Priority: Promote youth entrepreneurship initiatives									
	# of YEGO Centers build; # of YEGO Centers equipped; % of YEYO Centers operational	10 0%	1 20	1 50	1 60	5 80	8 100	3 13 100	Reports and construction contract performance reports
	# of youth cooperatives created and # of jobs created (60% men & 40 % of women)	12 13536	65 13536	65 13536	65 13536	65 13537	65 67,682	325	Reports
Sport and leisure	Number of modern	0		1				1	Reports

District outcome indicators by Sectors	Output Indicator	DDP Targets (in relation to District priorities)						Cumulated target	Means of Verifications (MoV)
		Baseline 2012	2013/14	2014/15	2015/16	2016/17	2017/18		
facilities improved	playgrounds constructed								
Promote youth entrepreneurship initiatives	# people trained; 80% of people graduated								Reports
	# of Youth projects operationalized and permanent jobs created						5 10		Reports
Established handcrafts centers and increased capacity of youth for off-farmers	# of handcrafts (udukiriro) established # of people trained in selected programs	0	1 912	2 912	1 912			4 handcrafts 3,650	
Education									
Sector outcome: Increased access to high quality of education in primary, secondary and higher education institutions									
District Priority: Promote Quality of education									
12YBE & Primary	# classrooms	N/A	54	54			108		Entrepreneur

District outcome indicators by Sectors	Output Indicator	DDP Targets (in relation to District priorities)						Cumulated target	Means of Verifications (MoV)
		Baseline 2012	2013/14	2014/15	2015/16	2016/17	2017/18		
schools construction	constructed								s Contract performance and reports
Reconstruct primary and secondary schools classrooms and latrines	# of primary classrooms	N/A	95	95	192	96		478	Entrepreneur s Contract performance and reports
Construct School latrines	# of latrines built for primary and secondary schools;	N/A	364	365				729	Entrepreneur s Contract performance and reports EICV4 , MINEDUC, and district Reports
	% of Gross sec. Enrolment rate	20.9	50	60	80	90	100%		
VTC program operationalized	# of VTCs constructed	0	2	2	2	1	1	8	EICV4 , MINEDUC, Reports

District outcome indicators by Sectors	Output Indicator	DDP Targets (in relation to District priorities)						Cumulated target	Means of Verifications (MoV)
		Baseline 2012	2013/14	2014/15	2015/16	2016/17	2017/18	2017/18	
Strengthened TVET program	# of laboratory rehabilitated and equipped; # of laboratory build # of workshop hangars build # of teachers trained	0 1 1	1 1 35	 1 1	 	 	 	1 2 2 35	Construction contract performance report Reports
Promoted technical education	# of technical school built and equiped	0				1		1	Build contract performance. and report, EICV4
Build houses for teachers	# of houses of teachers build	12 under construction	16	16	16			48	Reports
Water & Sanitation									
Sector outcome: Increase access to improved & safe water									

District outcome indicators by Sectors	Output Indicator	DDP Targets (in relation to District priorities)						Cumulated target	Means of Verifications (MoV)
		Baseline 2012	2013/14	2014/15	2015/16	2016/17	2017/18	2017/18	
District Priority: Increase access to safe water									
Rain water collection increased	% of Schools collected rain water	N/A		50	50		100	100	Reports
Improved waste management systems	% of HHs had waste management systems	44.6%	55%	60%	75%	90%	100		EICV4 and district reports
Access to clean water increased	% of Access to clean water	70	78	82	90	95	100	17	EICV4, EWSA, and district reports
	# of Km of Water Schemes constructed		17						
	# of Km of Water Schemes rehabilitated				65			65	
Access to sanitation facilities increased	% of HHs use kandagira ukarabe;	6.6					30;		EICV4
	% HHs use dish rack	75					90;		
	# of improved latrines installed	0	15	12	15			42	EICV and district reports

District outcome indicators by Sectors	Output Indicator	DDP Targets (in relation to District priorities)						Cumulated target	Means of Verifications (MoV)
		Baseline 2012	2013/14	2014/15	2015/16	2016/17	2017/18		
	rivers and Lakes								
Increase the forest cover	# of ha covered by forest (13% of total area)	8700	1334.4	1334.4	1334.4	1334.4	1334.4	6,672	REMA and district Reports
Protect mining sites with trees	ha of mining sites protected with trees	0	1	2	3	4	5	5	Reports
	50 schools trained , # cooperatives strengthened about capacity for mining & environment	50 0	13 4	20 3	17			50 7	Reports
Social Protection									
Sector outcome: Social protection system has sustainable impact on extreme poverty									
District Priority: Empowering participation of poor people in economic transformation									
Reduce poverty rate (from 28.5% to 8%)	% of population living under poverty line	28.5	25.2					11%	EICV4
	% of population	11.9	10.2	9.8	9.2	8.8	8.5	8%	EICV4

District outcome indicators by Sectors	Output Indicator	DDP Targets (in relation to District priorities)						Cumulated target	Means of Verifications (MoV)
		Baseline 2012	2013/14	2014/15	2015/16	2016/17	2017/18		
	living in extreme poverty								
Ensure social safety net to poor and Vulnerable	# of Vulnerable people HHs received goats Distributed cows to households with highest severely malnourished children	60	20	25	35	30	30	140	MINALOC and District report
	# of HHs received goats 100% HHs received cows & milk goat; 50 session organized	N/A	98	98	98			294	District reports and JADF
Provide shelter to needy persons	# of houses build for poor and Vulnerable households shifted from high risk zone	500	213	214	213	213	213	1,069	Reports

District outcome indicators by Sectors	Output Indicator	DDP Targets (in relation to District priorities)						Cumulated target	Means of Verifications (MoV)
		Baseline 2012	2013/14	2014/15	2015/16	2016/17	2017/18	2017/18	
	& someplace else								
Increased access to financial support;	# of news cooperatives created and received financial support	N/A	2	3				5	Disbursed amount of money
	# of persons receive financial support		921	921	921	921	921	4,606 68.9	Reports
Public Finance Management									
Sector outcome: Strengthening the PFM work groups to improve coordination and management of the PFM activities									
District Priority:									
Enabling environment for increased female participation in the labor force enhanced	% of women per cell trained for business management/financial management		10	20	30	40	50 women per cell		Reports
Improve Public Expenditure management	% of increase in district revenues collected	N/A	10%	20%	30%	40%	50%		Reports

District outcome indicators by Sectors	Output Indicator	DDP Targets (in relation to District priorities)						Cumulated target	Means of Verifications (MoV)
		Baseline 2012	2013/14	2014/15	2015/16	2016/17	2017/18		
Strengthen capacity building for finance managers so as to create a sustainable solid base of financial management	# trainings Conducted to Strengthen capacity building for finance managers	N/A	1		1		2		Reports
Health									
Sector outcome: Reduce maternal and child mortality									
District Priority: Increase accessibility to health care services									
Increase access to health care services	# New District Hospital at Mukamira Sector built;	1	1				1		Reports
	# of new Health Centers built and Expand Shyira Health Center	14	1						
	# of new Health Posts (Jenda and Kabatwa)	8		1	1			2	Reports

District outcome indicators by Sectors	Output Indicator	DDP Targets (in relation to District priorities)						Cumulated target	Means of Verifications (MoV)
		Baseline 2012	2013/14	2014/15	2015/16	2016/17	2017/18		
	built								
Reduce maternal and child mortality	% of people used MFPM	26%	28%	30	30	33	35		DHS and reports
	4# of pregnant visits	4 (19%)					30%		
Strengthen health reproductive services and family planning	% of use of contraceptive methods	35 %	38%	40%	55%	65%	70 %		
	% HHs with Health insurance (MUS)	75%	90%	95%	100%	100%	100%	100%	Reports
	#% of Children, youth and women have equitable access to nutrition and related health services	N/A				95%	100%		Reports
	Quarterly Evaluation of health care services delivery (%)	N/A						Quarterly report	Reports

District outcome indicators by Sectors	Output Indicator	DDP Targets (in relation to District priorities)						Cumulated target	Means of Verifications (MoV)
		Baseline 2012	2013/14	2014/15	2015/16	2016/17	2017/18	2017/18	
	perception image rate for service delivery)								
Decentralization									
Sector outcome: Increased efficiency and effectiveness in service delivery by Local Governments									
District Priority: Strengthen administrative systems based on good governance									
Build offices for enhancing services delivery to citizens	Administrative offices constructed and or rehabilitated	Village Offices: Cell: sector offices:						100 73 4	Reports and Constructors contract performance
	Number of genocide site memorials renovated	0				1			Reports
Strengthened transparency and increased community trust vis-à-vis to district activities	# of meetings organized every year; % HHs attended meetings	4 N/A	4	4	4	4	4 70	20	Reports

District outcome indicators by Sectors	Output Indicator	DDP Targets (in relation to District priorities)						Cumulated target	Means of Verifications (MoV)
		Baseline 2012	2013/14	2014/15	2015/16	2016/17	2017/18	2017/18	
Sector outcome: Improved access to quality justice									
District Priority: Ensure land dispute resolution									
Strengthen quality justice	# of trained Sector & Cells law enforcers(Abahesha)		All Abunzi (sector + Cells)	All Abunzi (sector + Cells)	All Abunzi (sector + Cells)	All Abunzi (sector + Cells)			Reports
organized conflict resolution & management trainings	% of land dispute resolved	N/A					100	100%	Reports
	# of workshops organized on business laws and business registration process	15	3	4	3	3	2	15	Reports

Annex 4: District priority Actions (Results) Matrix: detailing actions to undertake over the period 2013-2017/18

District Priority	District Interventions	District Priority Actions (in relation to District Priorities)					Budget estimated
		2013/14	2014/15	2015/16	2016/17	2017/18	
Agriculture Sector							
Increases agricultural and livestock productivity	Increase Land use consolidation	Ensure efficient the management system of selected seeds	Increase Land use consolidation	Increase Land use consolidation	Increase Land use consolidation	Increased land use area for mean crops (maize and potatoes) & production	
	Promote & increase agricultural production of main food crops (Maize, Irish Potatoes, wheat, Banana and beans)	Increased land use area for mean crops (maize and potatoes)	Increased land use area for mean crops (maize and potatoes)	Increased land use area for mean crops (maize and potatoes)	Ensure efficient the management system of selected seeds	Enhancing improved agricultural techniques to farmers	
	Enhancing improved agricultural techniques to farmers	Enhancing improved agricultural techniques to farmers	Enhancing improved agricultural techniques to farmers	Enhancing improved agricultural techniques to farmers	Enhancing improved agricultural techniques to farmers	Enhancing improved agricultural techniques to farmers	
	Promote agricultural and livestock post-harvest	Ensure efficient the management system of selected seeds	Ensure efficient the management system of selected seeds	Ensure efficient the management system of selected seeds	Increased land use area for mean crops (maize and potatoes) & production	Ensure efficient the management system of selected seeds	
		Rehabilitate the fields of	Rehabilitate the fields of	Rehabilitate the fields of	Rehabilitate the fields of	Rehabilitate the fields of pyrethrum	

District Priority	District Interventions	District Priority Actions (in relation to District Priorities)					Budget estimated
		2013/14	2014/15	2015/16	2016/17	2017/18	
	Increase horticultural production	fields of pyrethrum Increase organic manure fertilizer use Develop & maintain radical and progressives terraces Expanded horticulture business & reduced malnutrition among child under 5 years Setting up small agro-processing Units for Maize; mini milk Bigogwe sector , Mukamira dairy;	pyrethrum Increase organic manure fertilizer use Develop & maintain radical and progressives terraces Expanded horticulture business & reduced malnutrition among child under 5 years Increase organic manure fertilizer use Implement Crops rotation Improved	pyrethrum Increase organic manure fertilizer use Develop & maintain radical and progressives terraces Expanded horticulture business & reduced malnutrition among child under 5 years Promote livestock feed production and bee keeping Implement Crops rotation	pyrethrum Increase organic manure fertilizer use Develop & maintain radical and progressives terraces Expanded horticulture business & reduced malnutrition among child under 5 years Increased consolidation of agricultural land use Increased land use area for mean crops	Increase organic manure fertilizer use Increased consolidation of agricultural land use Develop & maintain radical and progressives terraces Expanded horticulture business & reduced malnutrition among child under 5 years Implement Crops rotation	

District Priority	District Interventions	District Priority Actions (in relation to District Priorities)					Budget estimated
		2013/14	2014/15	2015/16	2016/17	2017/18	
		Mini pilot Arish Potatoes, small Tamarillo and Carotte Juice processing, Implement Crops rotation Sensitize community for agricultural land use consolidation program Conduct artificial insemination awareness campaign among livestock farmers Warrantee system created & harvest prices	genetic cattle for increasing of breed milk cattle up to 80% Implement Crops rotation Conduct artificial insemination awareness campaign among livestock farmers Establish commercial poultry farms for women Build capacity & organize horticulture producers into	Improved genetic cattle for increasing of breed milk cattle up to 80% Implement Crops rotation Conduct artificial insemination awareness campaign among livestock farmers Strengthen partnership between Farmers and Horizon SOPYRWA Establish commercial poultry farms for women Build capacity &	(maize and potatoes) & production Implement Crops rotation Improved genetic cattle for increasing of breed milk cattle up to 80% Conduct artificial insemination awareness campaign among livestock farmers Establish commercial poultry farms for women	Improved genetic cattle for increasing of breed milk cattle up to 80% Conduct artificial insemination awareness campaign among livestock farmers Establish commercial poultry farms for women Build capacity & organize horticulture	

District Priority	District Interventions	District Priority Actions (in relation to District Priorities)					Budget estimated
		2013/14	2014/15	2015/16	2016/17	2017/18	
		stabilized Establish commercial poultry farms for women Build capacity & organize horticulture producers into cooperatives Facilitate the creation of partnerships between farmers and Sopyrwa Horizon	cooperatives Increase the number of HHs raising Small ruminants (goats and pigs) Facilitate the creation of partnerships between farmers and Sopyrwa Horizon	organize horticulture producers into cooperatives Increase the number of HHs raising Small ruminants (goats and pigs) Facilitate the creation of partnerships between farmers and Sopyrwa Horizon	Increase the number of HHs raising Small ruminants (goats and pigs) Build capacity & organise horticulture producers into cooperatives Facilitate the creation of partnerships between farmers and Sopyrwa Horizon	producers into cooperatives Facilitate the creation of partnerships between farmers and Sopyrwa Horizon	
	Increase the production of small animals (goats, pigs and others)	Increase the number of HHs raising Small ruminants (goats and pigs)	Increase the number of HHs raising Small ruminants (goats and pigs)	Increase the number of HHs raising Small ruminants (goats and pigs)	Increase the number of HHs raising Small ruminants (goats and pigs)	Increase the number of HHs raising Small ruminants (goats and pigs)	

District Priority	District Interventions	District Priority Actions (in relation to District Priorities)					Budget estimated
		2013/14	2014/15	2015/16	2016/17	2017/18	
	<p>Mobilize farmers to practice artificial insemination</p> <p>Promote animal food production and their storage</p>	<p>Promoting common breeding in Human settlement (Imidugudu)</p> <p>Promote health services cooperative and artificial insemination</p>	<p>Promoting common breeding in Human settlement (Imidugudu)</p> <p>Promote health services cooperative and artificial insemination</p>	<p>Promoting common breeding in Human settlement (Imidugudu)</p> <p>Promote health services cooperative and artificial insemination</p>	<p>Promoting common breeding in Human settlement (Imidugudu)</p> <p>Promote health services cooperative and artificial insemination</p>	<p>Promoting common breeding in Human settlement (Imidugudu)</p> <p>Promote health services cooperative and artificial insemination</p>	

District Priority	District Interventions	District Priority Actions (in relation to District Priorities)					Budget estimated
		2013/14	2014/15	2015/16	2016/17	2017/18	
Promote agricultural post harvest and agro-processing units	Build a mini coffee washing station Build modern dries ground and Stocking points of Maize, irish potatoes, wheat, pyrethrum and patchouli	Build a mini coffee washing station Build modern dries ground and Stocking points of Maize, irish potatoes, wheat, pyrethrum and patchouli Organize field visits for farmers Buying wheat beating and sieving Machines Rehabilitate pyrethrum land of 500 ha & increase plantation with	Build a mini coffee washing station Build modern dries ground and Stocking points of Maize, irish potatoes, wheat, pyrethrum and patchouli Organize field visits for farmers Buying wheat beating and sieving Machines Rehabilitate pyrethrum land of 500 ha & increase plantation with	Build a mini coffee washing station Build modern dries ground and Stocking points of Maize, irish potatoes, wheat, pyrethrum and patchouli Organize field visits for farmers Buying wheat beating and sieving Machines Creation of cluster priority businesses. Facilitate establishment of historical and live	Build a mini coffee washing station Build modern dries ground and Stocking points of Maize, irish potatoes, wheat, pyrethrum and patchouli Organize field visits for farmers Buying wheat beating and sieving Machines Establish	Creation of cluster priority businesses. Build modern dries ground and Stocking points of Maize, irish potatoes, wheat, pyrethrum and patchouli Organize field visits for farmers Buying wheat beating and sieving Machines Facilitate establishment of historical and live cultural touristic	

District Priority	District Interventions	District Priority Actions (in relation to District Priorities)					Budget estimated
		2013/14	2014/15	2015/16	2016/17	2017/18	
Develop efficient and maintain basic transport infrastructures	1 Created new marrow roads Increase Murrum roads in good condition Connect landscaped zones to basic roads networks	Improved quality of existing feeder road Increase Murrum roads in good condition	1 Created new marrow roads Increase Murrum roads in good condition	1 Created new marrow roads Increase Murrum roads in good condition	1 Created new marrow roads Increase Murrum roads in good condition	1 Created new marrow roads Increase Murrum roads in good condition	
Energy							
Increased access and connectivity to electricity	Increased uses of Biogaz and solar energy in households and at schools Promote & provide efficient energy	Build a new mini hydro power plant Promote renewable source of energy (Biogas and Solar panels) Building capacity of	Build a new mini hydro power plant Sensitize & facilitate Households to be connected to EWSA electricity Promote renewable source of energy	Build a new mini hydro power plant Promote and support of Biogas installation in HHs and in Schools Promote renewable source of energy (Biogas and Solar panels) Promote and	Promote and support of Biogas installation in HHs and in Schools Promote and support of Biogas installation in HHs and in Schools	Increased access and connectivity to electricity Promote and support of Biogas installation in HHs and in Schools Building capacity of	

District Priority	District Interventions	District Priority Actions (in relation to District Priorities)					Budget estimated
		2013/14	2014/15	2015/16	2016/17	2017/18	
		service providers for constructing biogas infrastructure Building capacity of service providers for constructing biogas infrastructure Sensitize household to install and use improved kilns/coking stoves rondereza	(Biogas and Solar panels) Promote and support of Biogas installation in HHs and in Schools Building capacity of service providers for constructing biogas infrastructure Sensitize household to install and use improved kilns/coking stoves rondereza	support of Biogas installation in HHs and in Schools Building capacity of service providers for constructing biogas infrastructure Sensitize household to install and use improved kilns/coking stoves rondereza	Building capacity of service providers for constructing biogas infrastructure Sensitize household to install and use improved kilns/coking stoves rondereza	service providers for constructing biogas infrastructure Sensitize household to install and use improved kilns/coking stoves rondereza	
Urbanization and Rural settlement							

District Priority	District Interventions	District Priority Actions (in relation to District Priorities)					Budget estimated
		2013/14	2014/15	2015/16	2016/17	2017/18	
Private Sector Development							
Promote modern human settlement	Accelerate settlement habitat (IMIDUGUDU) and develop Mukamira town	Accelerate settlement habitat (IMIDUGUDU) and develop Mukamira town Expropriate land owners located in MIEP Landscape Mukamira Economic Industrial Park (MEIP) Greening in Mukamira town Build houses for poor HHs	Accelerate settlement habitat (IMIDUGUDU) and develop Mukamira town Expropriate land owners located in MIEP Landscape Mukamira Economic Industrial Park (MEIP) Greening in Mukamira town Build houses for poor HHs	Accelerate settlement habitat (IMIDUGUDU) and develop Mukamira town Expropriate land owners located in MIEP Landscape Mukamira Economic Industrial Park (MEIP) Greening in Mukamira town Build houses for poor HHs	Accelerate settlement habitat (IMIDUGUDU) and develop Mukamira town Expropriate land owners located in MIEP Landscape Mukamira Economic Industrial Park (MEIP) Greening in Mukamira town Build houses for poor HHs	Accelerate settlement habitat (IMIDUGUDU) and develop Mukamira town Build houses for poor HHs Greening in Mukamira town	

District Priority	District Interventions	District Priority Actions (in relation to District Priorities)					Budget estimated
		2013/14	2014/15	2015/16	2016/17	2017/18	
Expanded efficient business development and economy diversification for income generation and job creation	Developed and well managed Mukamira Industrial Economic zone	Engage the private sector in selected projects and key service provision to the economy Promote tourism investment	Develop the business plans Held study tours Build hotels build in PPP; # hotels build by private investors; # of hotels operationalized; # jobs created (%men, %women) Promote tourism investment	# of business plan developed; # of study tours organized with private investors; # of hotels build in PPP; # hotels build by private investors; # of hotels operationalized; # jobs created (%men, %women) Promote tourism investment	Held study tours Build hotels build in PPP; Held regular study tours Build hotels build in PPP; Promote tourism investment	Promote tourism investment	
ICT							
Increased access & use of IT infrastructures for communication services enhancement and business	Promote and install ICT infrastructures & equipment in schools Expanding BDCs	Update the district's website Adopt e-land system Install Video-conference	Ensure Computer usage in schools and in District administrative levels Adopt e-land	Installation of internet infrastructure and promote wireless connectivity Adopt e-land	Conduct awareness campaign for online services using telephone	Conduct awareness campaign for online services using telephone	

District Priority	District Interventions	District Priority Actions (in relation to District Priorities)					Budget estimated
		2013/14	2014/15	2015/16	2016/17	2017/18	
development	facilities; train people for computer use and maintain computer equipment	room at District level and TVs at Cellule level Conduct awareness campaign for online services using telephone and TV among population	system Conduct awareness campaign for online services using telephone and TV among population	system Conduct awareness campaign for online services using telephone and TV among population	and TV among population	and TV among population	
Youth							
Promote youth entrepreneurship initiatives	Increase professional, technical competences and non-farmer employment among the youth Increase Youth financial literacy	Build & equipping YEYO centers Mobilize financial Resources and guarantee to young through BDF and other financial resources	Build & equipping YEYO centers Increased Youth financial literacy Mobilize financial Resources and guarantee to young through	Build and equip new YEGO Increased Youth financial literacy Mobilize financial Resources and guarantee to young through BDF and other financial resources	Increased Youth financial literacy Provide technical and professional skills to youth in selected areas through YEGO Centers and insure strong coordination of	Increase professional, technical competences and non-farmer employment among the youth Build &equipping YEYO centers	

District Priority	District Interventions	District Priority Actions (in relation to District Priorities)					Budget estimated
		2013/14	2014/15	2015/16	2016/17	2017/18	
		Build training centers in each administrative area commonly referred YEGO Centers	BDF and other financial resources	Develop business plan for projects income generation in YEGO Centre	youth activities	Mobilize financial Resources and guarantee to young through BDF and other financial resources	
		Ensure youth access financial services through collaboration with Financial Institutions	Build training centers in each administrative area commonly referred YEGO Centers	Increase Youth financial literacy	Build training centers in each administrative area commonly referred YEGO Centers		
		Conduct awareness company of VTCs among Youth	Conduct awareness company of VTCs among Youth		Ensure youth access financial services through collaboration with Financial Institutions	Build training centers in each administrative area commonly referred YEGO Centers	
		Train youth to be self-reliant and innovative so as to have self- dignity	Train youth to be self-reliant and innovative so as to have self- dignity	Identify youth talents to be supported		Operationalized YEGO Centers	
		Train youth to be self-reliant and innovative so as to have self- dignity	Organize awareness campaigns to	Organize campaign to health reproductive and intimate/sexual, to fight against	Organize campaign to health reproductive and intimate/sexual,	Promote youth cooperatives in construction, plumbing,	
		Provide					

District Priority	District Interventions	District Priority Actions (in relation to District Priorities)					Budget estimated
		2013/14	2014/15	2015/16	2016/17	2017/18	
		<p>technical and professional skills to youth in selected areas through YEGO Centers and insure strong coordination of youth activities</p> <p>Increased Youth financial literacy</p> <p>Organize awareness campaigns to health reproductive and intimate/sexual, to fight against HIV/AIDS and against drug abuse among the youth</p> <p>Organize Itorero</p>	<p>health reproductive and intimate/sexual, to fight against HIV/AIDS and against Drug abuse among the youth</p> <p>Increased Youth financial literacy</p> <p>Organize Itorero for youth programme</p>	<p>HIV/AIDS and against Drug abuse in youth</p> <p>Promote youth cooperatives in construction, plumbing, energy, water supply and others.</p> <p>Organize awareness campaigns to health reproductive and intimate/sexual, to fight against HIV/AIDS and against Drug abuse among the youth</p> <p>Organize Itorero for youth</p>	<p>to fight against HIV/AIDS and against Drug abuse in youth</p> <p>Promote youth cooperatives in construction, plumbing, energy, water supply and others</p> <p>Organize awareness campaigns to health reproductive and intimate/sexual, to fight against HIV/AIDS and against Drug abuse among the youth</p> <p>Organize Itorero for youth</p>	<p>energy, water supply and others</p> <p>Organize awareness campaigns to health reproductive and intimate/sexual, to fight against HIV/AIDS and against Drug abuse among the youth</p> <p>Organize Itorero for youth programme</p>	

District Priority	District Interventions	District Priority Actions (in relation to District Priorities)					Budget estimated
		2013/14	2014/15	2015/16	2016/17	2017/18	
		for youth programme		programme	programme		
Education							
Increased access to high quality of education in primary, secondary and higher education institutions	Improve youth productivity for job creation	<p>Operationalize VTC program</p> <p>Implement the YEGO SE program through TVET education</p> <p>Ensure 100% of qualified teachers</p> <p>Equip & maintain equipment of VTCs</p> <p>Engage financial institutions and develop relevant youth product, e.g., Youth Fund</p>	<p>Operationalize VTC program</p> <p>Implement the YEGO SE program through TVET education</p> <p>Rehabilitate& equip secondary schools of TVETs</p> <p>Ensure 100% of qualified teachers</p> <p>Engage financial institutions and develop relevant youth product, e.g., Youth Fund</p>	<p>Operationalise VTC program</p> <p>Implement the YEGO SE program through TVET education</p> <p>Rehabilitate & equip secondary schools of TVETs</p> <p>Ensure 100% of qualified teachers</p> <p>Engage financial institutions and develop relevant youth product, e.g., Youth Fund</p> <p>Equip & maintain equipment of</p>	<p>Operationalise VTC program</p> <p>Implement the YEGO SE program through TVET education</p> <p>Rehabilitate& equip secondary schools of TVETs</p> <p>Ensure 100% of qualified teachers</p> <p>Engage financial institutions and develop relevant youth product, e.g., Youth Fund</p>	<p>Operationalise VTC program</p> <p>Implement the YEGO SE program through TVET education</p> <p>Schools rehabilitated</p> <p>Ensure 100% of qualified teachers</p> <p>Engage financial institutions and develop relevant youth product, e.g.,</p>	

[illegible]

District Priority	District Interventions	District Priority Actions (in relation to District Priorities)					Budget estimated
		2013/14	2014/15	2015/16	2016/17	2017/18	
Increase access to safe water	Install improved Latrines	Rehabilitate water supply system	Rehabilitate water supply system	Rehabilitate water supply system	Rehabilitate water supply system	Rehabilitate water supply system	
	Community had access to wastes management system for water source and health protection	Construct public latrines in schools, markets, hospitals etc.	Increasing access to safe drinking water	Increasing access to safe drinking water	Increasing access to safe drinking water	Increasing access to safe drinking water	
	Promote rain water harvest system at school, health care services, district and sectors offices and at HHs's houses	Construct water supply systems; Build water rain collection system; Rehabilitate water supply system; Privatize management of water supply, build public waste infrastructure in modern market	Construct public latrines in schools, markets, hospitals etc. Construct water supply systems; Build water rain collection system; Promote rain water harvest system at school, health care services, district and	Construct public latrines in schools, markets, hospitals etc. Construct water supply systems; Build water rain collection system; Promote rain water harvest system at school, health care services, district and sectors offices and at HHs's houses	Construct public latrines in schools, markets, hospitals etc. Construct water supply systems; Build water rain collection system; Promote rain water harvest system at school, health care services, district and sectors offices and at	Construct public latrines in schools, markets, hospitals etc. Construct water supply systems; Build water rain collection system; Promote rain water harvest system at school, health care services, district and	

District Priority	District Interventions	District Priority Actions (in relation to District Priorities)					Budget estimated
		2013/14	2014/15	2015/16	2016/17	2017/18	
		,in trade centers and in other public places, Promote rain water harvest system at school, health care services, district and sectors offices and at HHs's houses	sectors offices and at HHs's houses Ensure promotion of “Kandagira ukarabe program	Ensure promotion of “Kandagira ukarabe program	HHs's houses Ensure promotion of “Kandagira ukarabe program	sectors offices and at HHs's houses Ensure promotion of “Kandagira ukarabe program	
Environment & Natural Resources							
Protected soil against erosion	Forest coverage improved	Increase soil productivity, livestock feed and forest cover area by agro forestry trees and French Cameroon Protect mining sites by planting	Plant Bamboo trees around rivers and Lakes Increase soil productivity, livestock feed and forest cover area by agroforestry trees and French	Protect soil against erosion Covering rivers edges are with tree Plant Bamboo trees around rivers and Lakes Increase soil productivity,	Plant Bamboo trees around rivers and Lakes Increase soil productivity, livestock feed and forest cover area by agro forestry trees and French	Plant Bamboo trees around rivers and Lakes Increase soil productivity, livestock feed and forest cover area by agroforestry	

District Priority	District Interventions	District Priority Actions (in relation to District Priorities)					Budget estimated
		2013/14	2014/15	2015/16	2016/17	2017/18	
		trees	Cameroon Protect mining sites by planting trees	livestock feed and forest cover area by agro forestry trees and French Protect mining sites by planting trees	Protect mining sites by planting trees	trees and French Protect mining sites by planting trees	
Social Protection							
	Increase graduation from extreme poverty Ensure greater coverage of social protection	Increased graduation from extreme poverty & coverage of social protection Support the extreme poor through VUP Direct Support Build houses for poor HHs Distribute goats and cows to Vulnerable	Increased graduation from extreme poverty & coverage of social protection Support the extreme poor through VUP Direct Support Build houses for vulnerable persons Build houses for	Increased graduation from extreme poverty & coverage of social protection Support the extreme poor through VUP Direct Support Build houses for vulnerable persons Distribute goats and cows to Vulnerable people	Increased graduation from extreme poverty & coverage of social protection Build houses for vulnerable persons Build houses for vulnerable persons Distribute goats and cows to Vulnerable	Increased graduation from extreme poverty & coverage of social protection Build houses for vulnerable persons Distribute goats and cows to Vulnerable people HHs Establish and	

District Priority	District Interventions	District Priority Actions (in relation to District Priorities)					Budget estimated
		2013/14	2014/15	2015/16	2016/17	2017/18	
		people HHs Establish and strengthen cooperatives	poor HHs Distribute goats and cows to Vulnerable people HHs Establish and strengthen Cooperatives	HHs Establish and strengthen Cooperatives	people HHs Establish and strengthen Cooperatives	strengthen Cooperatives	
Health							
Increase access to health care services	Bring health care services closer to community and strengthened equitable access to health services to all Increase access to health care services Strengthen sensitization Campaign to	Build a new District Hospital at Mukamira Sector Improve health services to the community To provide and continually improve health services of the community through	Build a new District Hospital at Mukamira Sector Strengthen health reproductive services and family planning Increase access to health services (geographical	Build and expansion of health centers in Kintobo and Shyira Sectors Strengthen health reproductive services and family planning Increase access to health services (geographical	Build and expansion of health centers in Kintobo and Shyira Sectors Strengthen health reproductive services and family planning Reinforce and improve establishment of Kitchen garden	Increase accessibility to health care services Strengthen health reproductive services and family planning Reinforce and improve establishment of Kitchen	

District Priority	District Interventions	District Priority Actions (in relation to District Priorities)					Budget estimated
		2013/14	2014/15	2015/16	2016/17	2017/18	
	<p>Enhanced service delivery and reduced bureaucracy</p> <p>Strengthened staff capacity for efficiency allocation of financial resources and programs performance implementation</p>	<p>Conduct annual perception survey on services delivery</p> <p>District's staff capacity building plan implemented</p> <p>Promote Twigishanye program median</p> <p>Strengthen Performance action plan elaboration at Village level</p> <p>Implement district's staff capacity building plan</p>	<p>Conduct annual perception survey on services delivery</p> <p>District's staff capacity building plan implemented</p> <p>Organize community accountability day of district's action plan performance</p> <p>Strengthen Performance action plan elaboration at Village level</p> <p>Organize open days at all levels</p> <p>Organize</p>	<p>Conduct annual perception survey on services delivery</p> <p>District's staff capacity building plan implemented</p> <p>Organize community accountability day of district's action plan performance</p> <p>Strengthen Performance action plan elaboration at Village level</p> <p>Organize open days at all levels</p> <p>Organize community study tours for lesson</p>	<p>Conduct annual perception survey on services delivery</p> <p>District's staff capacity building plan implemented</p> <p>Organize community accountability day of district's action plan performance</p> <p>Strengthen Performance action plan elaboration at Village level</p> <p>Organize open days at all levels</p> <p>Organize</p>	<p>Conduct annual perception survey on services delivery</p> <p>District's staff capacity building plan implemented</p> <p>Organize community accountability day of district's action plan performance</p> <p>Strengthen Performance action plan elaboration at Village level</p> <p>Organize open</p>	

District Priority	District Interventions	District Priority Actions (in relation to District Priorities)					Budget estimated
		2013/14	2014/15	2015/16	2016/17	2017/18	
			community study tours for lesson learn for the best practices community development Implement district's staff capacity building plan	learn for the best practices community development Implement district's staff capacity building plan	community study tours for lesson learn for the best practices community development Implement district's staff capacity building plan	days at all levels Organize community study tours for lesson learn for the best practices community development Implement district's staff capacity building plan	
Financial Sector Development							
Promote financial inclusion	Increased Access to Financial Services from to 80%	Conduct community financial literacy programs Rise managerial skills and	Conduct community financial literacy programs Rise managerial skills and	Conduct community financial literacy programs Rise managerial skills and increase	Conduct community financial literacy programs Rise managerial skills and	Conduct community financial literacy programs Rise managerial	

District Priority	District Interventions	District Priority Actions (in relation to District Priorities)					Budget estimated
		2013/14	2014/15	2015/16	2016/17	2017/18	
		<p>increase cooperatives access to BDF, other financial resources an market access</p> <p>Ensure increase access to finance and establish a credit guarantee scheme.</p> <p>Mobilize financial Resources and guarantee to young through BDF and other financial resources</p> <p>Increase community financial literacy</p>	<p>increase cooperatives access to BDF, other financial resources an market access</p> <p>Ensure increase access to finance and establish a credit guarantee scheme</p> <p>Mobilize financial Resources and guarantee to young through BDF and other financial resources</p> <p>Increase community financial literacy</p>	<p>cooperatives access to BDF, other financial resources an market access</p> <p>Ensure increase access to finance and establish a credit guarantee scheme.</p> <p>Mobilize financial Resources and guarantee to young through BDF and other financial resources</p> <p>Increase community financial literacy</p> <p>Review SACCO Business plan that</p>	<p>increase cooperatives access to BDF, other financial resources an market access</p> <p>Ensure increase access to finance and establish a credit guarantee scheme.</p> <p>Mobilize financial Resources and guarantee to young through BDF and other financial resources</p> <p>Increase community financial literacy</p>	<p>skills and increase cooperatives access to BDF, other financial resources an market access</p> <p>Ensure increase access to finance and establish a credit guarantee scheme.</p> <p>Mobilize financial Resources and guarantee to young through BDF and other financial resources</p>	

District Priority	District Interventions	District Priority Actions (in relation to District Priorities)					Budget estimated
		2013/14	2014/15	2015/16	2016/17	2017/18	
		Review SACCO Business plan that meet farmers needs and encourage community saving; diversion of community savings Integrate e-banking system in SACCOs	Review SACCO Business plan that meet farmers needs and encourage community saving; diversion of community savings Integrate e-banking system in SACCOs	meet farmers needs and encourage community saving; diversion of community savings Integrate e-banking system in SACCOs	Review SACCO Business plan that meet farmers needs and encourage community saving; diversion of community savings Integrate e-banking system in SACCOs	Increase community financial literacy Review SACCO Business plan that meet farmers needs and encourage community saving; diversion of community savings; Integrate e-banking system in SACCOs	
Justice, Reconciliation, Law and Order							
		Ensure speed finalization of court cases	Provide trainings to district staff in charge of legal	Provide trainings to district staff in charge of legal matters	Provide trainings to district staff in charge of legal matters	Provide trainings to district staff in charge of legal	

District Priority	District Interventions	District Priority Actions (in relation to District Priorities)					Budget estimated
		2013/14	2014/15	2015/16	2016/17	2017/18	
		Community sensitization on court functions and proceedings and reconciliation	<p>matters</p> <p>Ensure speed finalization of court cases</p> <p>Community sensitization on court functions and proceedings and reconciliation</p>	<p>Ensure speed finalization of court cases</p> <p>Community sensitization on court functions and proceedings and reconciliation</p>	<p>Ensure speed finalization of court cases</p> <p>Community sensitization on court functions and proceedings and reconciliation</p>	<p>matters</p> <p>Ensure speed finalization of court cases</p> <p>Community sensitization on court functions and proceedings and reconciliation</p>	
Public Finance Management							
Improve resource mobilization and allocation	<p>Accountable budget execution</p> <p>Improved source of revenues and expenditure</p>	<p>100% of the recommendation s of general audit and from self-audit allowed for quite budget execution</p> <p>Increase the capacity to guide and monitor the</p>	<p>Continue Strengthening the public and financial management</p> <p>Ensure better expenditure</p> <p>Enhance the filling system of financial management</p>	<p>Ensure Time Value of Money through minimizing execution delays</p> <p>Ensure better expenditure</p> <p>Continue Strengthening the</p>	<p>Increase new sources of revenue</p> <p>Ensure better expenditure</p> <p>Continue Strengthening the public and financial management</p>	<p>Increase new sources of revenue</p> <p>Ensure better expenditure</p> <p>Continue Strengthening the public and financial</p>	

District Priority	District Interventions	District Priority Actions (in relation to District Priorities)					Budget estimated
		2013/14	2014/15	2015/16	2016/17	2017/18	
		<p>implementation of district action plan elaborated</p> <p>Conduct M&E assessments on public finance use</p>	<p>book keepings through software</p> <p>Conduct M&E assessments on public finance use</p>	<p>public and financial management</p> <p>Enhance the filling system of financial management book keepings through software</p> <p>Conduct M&E assessments on public finance use</p>	<p>Enhance the filling system of financial management book keepings through software</p> <p>Conduct M&E assessments on public finance use</p>	<p>management</p> <p>Enhance the filling system of financial management book keepings by using update computer software</p> <p>Conduct M&E assessments on public finance use</p>	

Annex 5: CCI's mainstreaming

Gender & Family							
Promote gender equality and non-discrimination in order to empower women to enjoy their rights in all national initiatives/commitment	<p>Imihigo at family and sector levels institutionalized</p> <p>Sensitize women to compute to the decision markers positions in different areas</p> <p>Strengthen production capacity and product development opportunities with market linkages for women producers in farming, handicrafts and other</p>	<p>Develop gender disaggregated database</p> <p>Strengthen women capacity in business development service providers and support women entrepreneurs</p> <p>Enabling environment for increased female participation in the labor force enhanced</p>	<p>Develop gender disaggregated database</p> <p>Strengthen women capacity in business development service providers and support women entrepreneurs</p> <p>Enabling environment for increased female participation in the labor force enhanced</p> <p>Strengthen production capacity and product development</p>	<p>Develop gender disaggregated database</p> <p>Enabling environment for increased female participation in the labor force enhanced</p> <p>Increased income to women producers due to product sale</p> <p>Strengthen production capacity and product development opportunities with market linkages for women producers in</p>	<p>Develop gender disaggregated database</p> <p>Enabling environment for increased female participation in the labor force enhanced</p> <p>Increased income to women producers due to product sale</p> <p>Strengthen production capacity and product development opportunities with market linkages for women producers in</p>	<p>Develop gender disaggregated database</p> <p>Enabling environment for increased female participation in the labor force enhanced</p> <p>Increased income to women producers due to product sale</p> <p>Strengthen production capacity and product development opportunities with market linkages for women</p>	

	sectors		opportunities with market linkages for women producers in farming, handicrafts and other sectors	farming, handicrafts and other sectors	farming, handicrafts and other sectors	producers in farming, handicrafts and other sectors	
Capacity Building							
Develop the District capacity building plan strategy	Capacity building plan developed	Implement the strategy	<p>Implement the strategy</p> <p>Strengthen production capacity and product development opportunities with market linkages for women producers in farming, handicrafts and other sectors</p> <p>Train teachers trained (men & women)</p>	<p>Implement the strategy</p> <p>Train teachers trained (men & women)</p> <p>Provide professional trainings, attachments and in-house trainings to staff</p>	<p>Implement the strategy</p> <p>Assessment and/or identification Skills gaps and shortages conducted</p> <p>Provide professional trainings, attachments and in-house trainings to staff</p> <p>Train teachers trained (men & women)</p>	<p>Implement the strategy</p> <p>Assessment and/or identification Skills gaps and shortages conducted</p> <p>Provide professional trainings, attachments and in-house trainings to staff</p> <p>Train teachers trained (men & women)</p>	

					women	&women	
HIV/AIDS and other Non-Communicable Diseases (NCDs)							
Strengthen Youth mobilization for civic education, fighting drug abuse, HIV/AIDS and environment protection programs		Organize awareness campaign to health reproductive and intimate/sexual and fight against HIV/AIDS among youth	Reinforce Youth anti HIV/AIDS and environment protection clubs Organize awareness campaign to against Drug use among youth	Reinforce Youth anti HIV/AIDS and environment protection clubs Organize awareness campaign to against Drug use among youth	Reinforce Youth anti HIV/AIDS and environment protection clubs Organize awareness campaign to against Drug use among youth	Reinforce Youth anti HIV/AIDS and environment protection clubs Organize awareness campaign to against Drug use among youth	Reinforce Youth anti HIV/AIDS and environment protection clubs Organize awareness campaign to against Drug use among youth
Disaster management							
Fight against Disasters	Develop & maintain radical and progressives terraces	Build houses for poor and Vulnerable households shifted from high risk zone & someplace else	5000 ha of high risk zone covered by forest Plant tree at high on risk zone	Build houses for poor and Vulnerable households shifted from high risk zone & someplace else	Build houses for poor and Vulnerable households shifted from high risk zone & someplace else	Build houses for poor and Vulnerable households shifted from high risk zone & someplace else	Build houses for poor and Vulnerable households shifted from high risk zone & someplace else
Regional Integration							
Create partnership for	Create partnership for	Create partnership for	Create partnership for	Implement partnership	Implement partnership	Implement partnership	Implement partnership

ensuring supply of maize and increase export Sign MoUs with either local or regional districts	ensuring supply of maize and increase export	ensuring supply of maize and increase export	ensuring supply of maize and increase export	agreement with other districts for ensuring supply of maize and increase export	agreement with other districts for ensuring supply of maize and increase export	agreement with other districts for ensuring supply of maize and increase export	agreement with other districts for ensuring supply of maize and increase export
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Annex 6: District Ongoing and planned Projects

NAME of Project	Description of the project interventions	Location	Partners	Period
CDLS (Conseil de District pour la Lutte contre le SIDA)	Coordination of the fight against AIDS in the District and all partners working in this field	All sectors		
DEMP II-REMA/Decentralization and Environment Management Project	Protection of river banks and lakes	Karago		
GWLM (Gishwati Water and Land Management Project)	Protection of GISHWATI forest	All sectors	Government	
NDBP (National Domestic Biogas Programme)	Target : to build 15.000 plants of digesters in whole country include NYABIHU	All sectors	PPP	
PAREF	Forest Intensification and protection of existing forests	Karago, Bigogwe, Mulinga	Government	
Construction of Mukamira dairy collection		Mukamira	PPP	2012-20xx
Build Dries ground and Stock points			Government	2013-2016
Buying wheat beating and sieving Machines			PPP	2013-2017

Installing green houses for irish potatoes		Kabatwa, Jenda ,Bigogwe Mukamira and Karago sectors	PPP	2013-2015
Set up Irish potatoes processing unit		Bigogwe Sector		
Build coffee stations		Mutanda in Shyira sector		
Set up Juice processing unit		Jenda sector		
Roads creation		Shyira, Bikingi village in Bigogwe sectors	Government and community	2013-2017
Roads rehabilitation		Bigogwe, Karago, Mulinga sectors in Gishwati zone; Rurembo-kintobo-Jomba	Government and community	2013-2017
Construct water schemes		Mulinga Sector	Government	20016
Rehabilitate water schemes		Rurembo, Karago and Rambura Sectors	government	20016
Create stone road in Mukamira Town		Mukamira town in Mukamira sector	Government	2014-2015
Build Karago Hostel and Mukamira Guest house		Karago and Mukamira sectors	PPP	2014-2017
Mini hydro power plant		Giciye River	Government	2014-2016
Install public light around the main road from Mukamira-kinyanja		Mukamira sector	Government	2014-2015
Electrification of local administrative		Shyira, Mulinga and Rurembo	Government	2015-2017

offices		sectors		
Implement Mukamira industrial park		Mukamira sector	PPP	2013-2018
Construct Mukamira hospital		Mukamira sector	Government	2014-2016
Construct new health centers and Rehabilitation			Government	2014-2017
Reconstruct old Schools and latrines		All sectors	Government and community	2014-2015
Installing Biogas in schools		Rambura cy'Ibisabo, EAV Bigogwe, EAV Gatovu, Rambura filles et garçons	EWSA	2013-2017
Installing Solar energy		RUBARE, G SC MULINGA, G SC GATAGARA and G SC St PIERRE JOMBA school centers; ARUSHA, GAKAMBA, JOMBA and RUREMBO health centers	JADF	2014-2017
Construct YEGO centers and VTCs		All sectors	Government	2014-2017
Rehabilitate and equip TVET		EAV SO Cyibisabo	Government	2014-2015
Construct two Laboratories		Computer laboratory at Kibihekane and Agr-veterinary laboratory at EAV Bigongwe	Government	2014-2016
Construct two hangars for workshops		Cyibisabo and EAV Bigogwe	Government	2014-2017

Construct and equip workshop of Kibihekane technical school		Kibihekane school at Rambura	Government	2014-2015
Construct Sewage Waste Management		Mukamira town	Government	
Build BDC offices at each sector		All sectors	Government	

Annex 7: DDP Costing Details

Specific Outcome	Output	Units	TOTAL for DDP in RWF '000s
			94,340,538
Increased agricultural product (Wheat, Banana, and Irish Potatoes) and livestock productivity	Proximity private advisory & public services reached farmers and high quality of seeds supply insured & farmers agriculture technical skill improved	4 of greenhouses of Irish potatoes installed	150,000
		73 training sessions organized; x cooperatives members trained; % of trainees used modern agriculture technical	180,000
	Organic manure fertilizer use increased	Promoting organic manure fertilizer distributors through livestock farmer's cooperatives organization	160,000
	Increased land use area for mean crops (maize and potatoes) & production	Sensitize community to cultivate main products	130,000
	Warrantee system created & harvest prices stabilized	2 warrantee systems created and operationalized; 24 cooperative members trained	600
	Created partnership between farmers, traders inputs and crops harvesters and bank in order to insure sustainability of crops production & trading through credit bank distribution	2 clusters created for each product	2,000
	Crop rotation ensured	Monitor of appropriate implementation crops rotation	120,000
	Produced, updated & available of reliable agriculture data for decision making and planning purpose	Establish agriculture system information management	25,000
Increased volume & export revenues of production of agriculture industrial crops (pyrethrum, tea, coffee and patchouli)	Reduced losses and enhanced quality of production	Build 10 new dries ground for pyrethrum & drying shed for patchouli crops	150,000

	Rehabilitated pyrethrum land of 500 ha & covered by improved seed	Strength pyrethrum land use and provide efficient quality of pyrethrum seed	50,000
	Motivated farmers to cultivate pyrethrum through MoU Signing with Horizon	meeting organized; MoUs signed	20,000
	Expanded tea, coffee and patchouli crops areas	Extending 834.95 ha of tea; 10 ha of patchouli	300,000
Increased livestock productivity and Jobs creation	Improved genetic cattle for increasing of breed milk cattle up to 80%	Conduct artificial insemination awareness campaign among livestock farmers	150,000
	Increased availability of organic fertilizer	Promote common livestock around settlement/Imidugudu	25,000
	Increased access to cowpat for biogas raw material supply	cowpat for biogas raw material supply	100,000
	Raised milk cattle by HH		2,000,000
	Operationalized milk collection centers	Construct 6 new collection centers	1,200,000
	operation	operation	180,000
	Maintenance	maintenance	240,000
	Raised livestock of small animals by poor households	Raise livestock of small animals (goat, pig and others)	1,000,000
	Enhanced animal health and technical skills of adequate number of veterinarians	800 young veterinarians trained ; 8 cooperatives created; 6 veterinary pharmacies cooperatives created; 60 pharmacists trained	200,000
	Strengthened poultry, fish and bee farmers and expanded business development; increased export	Strengthen livestock cooperatives capacity of poultry/hens, fish and bee farming	500,000
	Increased quality and quantity of livestock feeds and livestock productivity	Promote livestock feed production and keeping	30,000
Increased horticulture production	Increased area of major species	Increase the area of major species adapted in the District: tamarillo, passion fruit, banana, calotte et onions, etc.	60,000
	Strengthened farmers capacity, enhanced quality and reduced losses of horticulture products.	6 nurseries of 450,000 tamarillo selected seedling	900

		30 model producers professionalized	
		3 HCCs installed& operationalized	30,000
	Expanded horticulture business & reduced malnutrition among child under 5 years	Building capacity & organize horticulturists into cooperatives	6,000
		Promote flower farming	5,000
		Promote mushroom crop	6,500
	Plant pied of coffee	125,000 ha	40,250
Increased agricultural products in a transformation chain with high value addition, created opportunities for economy diversification and job creation	Strengthened efficiency sustainable planning result oriented	Develop strategy of highly value addition chain for products and services transformation in selected sectors	2,000
	Produced marketing tools for investors mobilization	Develop business plan for agro-processing Units	1,000
	Diversified and expanded agri-business SMEs through agriculture products transformation and strengthened market access for food security & income generation	Mobilize investors to set up small agro-processing Units	10,000
	Strengthen partnership for ensuring supply of maize processors trough MoUs signing	Promote partnership local and foreigner districts producers of Maize with high potential production	5,000
	Empowered women economically and increased eggs production for internal and external markets	eggs production	25,000
Promoted agricultural post-harvest and agro-processing units	Purchase of wheat beating and Buying and sieving Machines	6 machines per sector (7 sectors)	3,000
	Maintenance		450
	Build wheat dry grounds	3 dry ground in 7 sectors)	45,000
	increase banana plantation for export	144 ha of banana plantation for export	79,200
	Banana for food	336 ha for banana plantation for food	184,800
	training on Banana Planting	150 farmers trained	750

Ensured efficient roads connectivity for agricultural farms & fields to markets and households to health care services	Create new mar rum roads	Create new marrow roads of 100 km in Shyira, Bigogogwe, Jomba and Bikingi sectors	1,800,000
	Improved quality of existing feeder road	Rehabilitate existing feeder roads of 137 km	1,781,000
		Maintain & protect the existing roads of 350 km	525,000
	Create Stone road	10 km of Stone road created	30,000,000
Increased access and connectivity to electricity	Increased capacity of electricity	Build a new mini hydro power plant	2,500,000
	Maintenance	Maintenance	375,000
	Operation	Operation	500,000
	Installed public light	10 Km installed with public lighting	60,000,000
	Aware households about electricity connection facility	Sensitize & facilitate Households to be connected to EWSA electricity	1,200,000
Increased use of renewable source (biogas & penal solar) & reduced wood as source of energy	Increased uses of Biogas and solar energy in households and at schools	Promote and support of Biogas installation in HHs and in Schools	2,700,000
	Strengthen capacity & increased number of suitable technicians for building biogas infrastructure	Building capacity of service providers for constructing biogas infrastructure	25,000
	Awared households about use improved kilns/rondereza and increased users	Sensitize household to install and use improved kilns/coking stoves rondereza	30,000
Increased access to improve and safe water supply	Improved quality of water supply	Construct water supply systems	2,000,000
	water schemes constructed	17 km constructed	300,000
		60 Km of water schemes rehabilitated	1,000,000
	Strengthened water system management	Privatize management of water supply	25,000

	Collected rain water for disaster prevention and access to free water supply for biogas centers and HHs	Promote rain water harvest system at school, health care services, district and sectors offices and at HHs's houses	250,000
	Community had access to wastes management system for water source and health protection	Build community capacity to manage wastes	20,000
Ensure effective & affordable electricity infrastructure and Increase ICT connectivity	Provided computers, internet facilities and increased computer literacy among communities and students	Promote and install ICT infrastructures & equipment in schools	50,000
		Install and provide ICT infrastructures & equipment in 12 publics sectors offices	24,000
		Expand 12 BDCs facilities and train people for computer use	1,500,000
	Enhanced service delivery and reduced bureaucracy	Set up Online database for data collection	600,000
	Strengthened communication system of national and district programs and achievements to communities	Install Video- conference room at District level and 474 TVs at Cellule level	474,000
	Updated and gathered strategic information on district and put on website		200,000
	Developed and well managed Mukamira Industrial Economic zone	Expropriate land owners located in MIEP	3,000,000
Empowered youth in professional, technical competences and job creation (Off farming activities)	Identified youth talents to be supported	Organize Youth talents detection competition	50,000
	Awared Youth about VTCs advantages and increased enrollment to the program	Conduct awareness company of VTCs among Youth	25,000
Increased youth capacity and job creation	Operationalized YEGO Centers	Build and equip new 12 YEGO Centers	888,362
	Maintenance		289,379
	Operation		419,947
	Strengthened technical and professional skills among Youth for business development competitiveness and creation	Provide technical and professional skills to youth in selected areas through YEGO Centers and insure strong coordination of	25,000

		youth activities	
	Increased access to professional internship of recognized companies with high technology & expanded various supports of Youth investment initiatives	Promote partnership between Youth entrepreneurs and various partners in Rwanda and abroad	5,000
	Strengthened and expanded technical & professional SMEs for increased of none-farm jobs among Youth	Promote youth cooperative in construction, plumbing, energy, water supply and other	25,000
	Developed profitable business plan for money mobilization and sustainable business implementation	Develop business plan for projects income generation in YEGO Centre	5,000
	Mobilized sufficient money to support implementation of Youth investments	Mobilize financial Resources and guarantee to young through BDF and other financial resources	15,000
Strengthened Youth health through reducing HIV new cases contamination, drugs use and increased women age to give first birth	Instilled patriotism values among Youth	Organize Itorero for youth program	25,000
	Aware Youth about harmful effects of drugs use and HIV	Organize awareness campaigns to against Drug abuse in youth	20,000
	Increased youth actions in environment protection	Support Youth projects environmental related	50,000
	Enhanced Youth information administration & updated reliable data for decision making	Conduct M&E of Youth programs performance	20,000
	Developed leisure facility in Mukamira City	Develop playgrounds in Mukamira City	500,000
	Renovated genocide memorials	Renovate genocide memorials	1,500

Reduced informal business for economy growth, job creation and empowered woman economically and enhancement its self-confidence in business management	Aware economic operators about risks of informal business	Conduct awareness campaign for sensitizing informal entrepreneurs to join private sector and RCA	35,000
	Empowered women to become successful entrepreneurs	Strengthen women capacity in entrepreneurship	40,000
	Created framework of issues & solutions discussion for business development	Create a partnership between the private sector and banks in order to increase synergy and trust between them and ensure business development	30,000
	Participated private sector in selected projects and key service provision to the economy	Organize public and private investment forum for PPP investments implementation and exchange of knowledge & dialogue	25,000
	Raised managerial skills and increased cooperatives access to BDF, other financial resources an market access	Strengthen capacity of business cooperative	50,000
	Produced detailed district investment opportunities and key information to guide investor decision	Develop district sector profile & build investor system database needs	15,000
	Mukamira Economic Industrial Park (MEIP) landscaped		1,500,000
	campus build		15,000,000
Expanded efficient business development and economy diversification for income generation and job creation	Developed and well managed Mukamira Industrial Economic zone	Expropriate land owners located in MIEP	3,000,000
	Mukamira Economic Industrial Park (MEIP) landscaped		1,500,000
Promoted attractive tourism for export revenue increment and job	Build hotels	3 hotels build: Karago Lake Hotel, Muhe & and Karisimbi hotel for promoting	950,000

creation		tourism health, horse sport , mountain climbing and events arrangements	
	Operation	operation	142,500
	Maintenance	maintenance	190,000
	Soil erosion reduced	Develop 2000 radical terraces to protect against soil erosion	2,000,000
		Develop 2288 progressive terraces	1,601,600
	Increased consolidation of agricultural land use	3431 ha of agriculture land covered by agro forestry trees	2,744,800
	Mining sites covered by trees	5ha of trees zisaruwe; # ha planted new trees	4,000
	Traditional Rational mining cases reduced	Traditional mining cases reduced	10,000
	Environment management capacity increased	cooperatives trained; received financial support	5,000
Increased Financial Access	Increased financial literacy among women and Youth	Enlighten women & youth about increasing of financial literacy	150,000
	Increased rate of mobile money transfer service among community	Conduct mobile money transfer service awareness campaign to community	100,000
	Increased tontines opening accounts in SACCOS	Sensitize existing tontines to work with SACCOS	60,000
Improved connection of extreme poor to basic social protection and strengthened economically poor people	Enhanced quality of data for decision making specially on poverty graduation assessment and planning	Enhance monitoring and evaluation of VUP program	250,000
	Ensured minimum essential for poorest and vulnerable households for their daily survival	Provide support to the extreme poor through VUP Direct Support and VUP Public works	500,000
	Ensured housing to vulnerable and walking means to persons with disability	Build 64 houses for vulnerable persons	192,000
	Enabling access to education to vulnerable households child	Organize all active people eligible to VUP financial support in cooperatives and ensure strong coordination	100,000

Increased households living in settlements up to 65%	Were free settlement sites for landscape	Expropriate land Owner in settlement sites identified	2,000,000
	Landscaped settlement sites and installed basic infrastructures	5 sites landscaped & basic infrastructures installed	5,000,000
	Plots exchanged	Sensitize and facilitate households for land or plot exchange	100,000
	Aware households about benefits of living in settlement	Conduct awareness company of settlement habitat to community	200,000
	Shifted households from high risk zone to planned settlement	Build 1069 houses for poor and Vulnerable households shifted from high risk zone & someplace else	4,276,000
	Secured & well-kept land information	Ensure land registration, Regularization and Transfer	1,000,000
		Install and maintain e-land database system management	600,000
Developed Mukamira Industrial Economic Zone	Expropriate land and estate owners identified in Mukamira Town site		2,000,000
	Conduct housing scheme of Mukamira Town site		4,000,000
	Landscape of Mukamira Town site	landscaping Mukamira town site	1,500,000
	Build Guest house of Mukamira (1)	Build Guest house of Mukamira (1)	400,000
Promote the quality of Education	VTCs build operationalized	Build and operationalize 8 Vocational & Technical Centers (VTC)	80,000
	School rehabilitated and child learned in safe schools	3 school rehabilitated	150,000
	Build class rooms	108 new class rooms build	864,000
	Class rooms rehabilitated and child learned in safe classes	478 primary classrooms reconstructed	1,195,000
		4 Secondary schools reconstructed	200,000
		722 latrines constructed	1,444,000
	Improved nursery school education program	Mobilize private investor for investing in ECD program	250,000

	Enhanced practical skill among students	Install and maintain Laboratories and libraries	600,000
	Increased literacy rate among the adults	Sensitize adult people to attend education literacy program	200,000
	Built teachers' houses	48 houses build for teachers	20,000,000
Increased access to improve sanitation	Increased HHs access to improved latrine	Sensitize & monitoring HHs using of improved latrines	50,000
		Sensitize hand washing& dish rack in all households	300,000
		Maintain and using Hygiene Clubs at all Village level	150,000
	Increased HHs have quality of waste management system	Sensitize community for enhancing waste management system	1,000,000
	Latrines installed	42 latrine installed	84,000
	Distributed milk goats distributed	Distribute milk goats breeding to improve protein intake	200,000
Reduced maternal and child mortality	Youth and women have equitable access to family planning and related health services	Strengthen health reproductive services and family planning	50,000
		Strengthen infectious diseases and malnutrition prevention	60,000
		Sensitize community for using cheaper & best practices of equilibrium nutritional	45,000
		Provide food support to malnourished U5 infected and/or affected by HIV/AIDS	100,000
		Conduct awareness campaign on improve complimentary feeding practices in HHs community/Agakono k'Umwana concept	5,000
		Reinforce and improve establishment of Kitchen garden in HHs for vegetables consumption promotion	15,000
		Distribute 140 cows to households with highest severely malnourished children	42,000

Increased access to health care services	Brought health care services closer to community and strengthened equitable access to health services to all	Build new health centers in Kintobo Sector	500,000
	Operation	Operation	75,000
	Maintenance	Maintenance	15,000
		Expand of Shyira Health Center	100,000
		Build new Health Posts (Jenda and Kabatwa)	100,000
		Build a new District Hospital at Mukamira Sector	2,000,000
	Increased community subscription to MUS	Enhance community health insurance management	150,000
	Increased awareness, access to effective HIV & cancer and diabetes prevention mechanisms	Conduct awareness campaign against HIV/AIDS& prevent cancer and diabetes diseases among community	50,000
Ensured universal access to justice	Instilled laws, rules and judicial procedures among community	Conduct awareness campaign of law, rules and judicial procedures related to human rights, land and family cohesion and gender equality to community	50,000
	Strengthened capacity of Abunzi for universal access to quality justice	Provide training and support mediation committees/Abunzi	25,000
	Ensured justice to victims gender based violence	Provide legal assistance to victims gender based violence	30,000
	Justice delivery at local level reinforced	Strengthen sensitization of community in conflict resolution participation	15,000
	Reduced conflict among family and polygamy	Sensitize and facilitate illegal wedding couples to civil marriage	5,000
Strengthened staff capacity for efficiency allocation of financial resources and programs performance implementation	Strengthened staff capacity	District's staff capacity building plan implemented	50,000