



Republic of Rwanda
Southern Province
Muhanga District



DISTRICT DEVELOPMENT STRATEGY 2024 – 2029

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

Vision

The District of Muhanga as a recognized satellite city, the direction of the district is to become a Green Secondary City with an Essential focus in Mining, Quarry and Commercial Businesses.

Mission

The mission of the district is to; to implement the government policy, to give services and help sectors to deliver quality services, to establish, coordinate and implement development programs and to promote solidarity and cooperation with Districts.

Foreword

On behalf of the citizens of Muhanga District, I am honoured to present the Muhanga District Development Strategy (DDS) 2024–2029. This strategy is the product of our shared vision, reflecting the priorities and aspirations of our people while aligning with Rwanda’s national transformation agenda, as outlined in the National Strategy for Transformation (NST2) and Vision 2050.

At its heart, the DDS is about enhancing the wellbeing of our citizens. It provides a clear and actionable roadmap to achieve inclusive growth, improved service delivery, and stronger governance. Our goal is to ensure that every resident of Muhanga District enjoys better opportunities, quality services, and a healthier, sustainable environment.

Muhanga District’s vision as a recognised Green Satellite City, with a strategic focus on mining, quarrying, and commercial businesses reflects both our economic potential and our responsibility to pursue development that safeguards the needs of present and future generations. By addressing our unique opportunities and challenges, we aim to create a District that is not only economically vibrant but also socially cohesive and environmentally resilient.

The development of this second-generation DDS was guided by a participatory and inclusive approach. Beginning in early 2024, we engaged citizens, technical experts, community leaders, civil society, the private sector, and development partners. This collaborative process ensures that the strategy reflects the true voices, needs, and hopes of our communities.

Our development vision is anchored in three interconnected pillars: economic transformation, social transformation, and transformational governance. Through these pillars, we will focus on increasing agricultural productivity and value addition, expanding opportunities for youth and women, improving access to quality education and healthcare, enhancing infrastructure, strengthening climate resilience, and promoting transparency and citizen participation.

Achieving this vision will require collective efforts. Government institutions alone cannot deliver the DDS; its success depends on the active participation of all citizens, the commitment of development partners, and the engagement of the private sector. Together, we can build a Muhanga District where every resident enjoys dignity, opportunity, and security.

I invite all stakeholders, investors, and partners to join us on this journey, working hand in hand to create a thriving, inclusive, and sustainable future for Muhanga District, and contributing to Rwanda’s broader transformation.

Sincerely,

KAYITARE Jacqueline

Mayor, Muhanga District

Executive Summary

The Muhanga District Development Strategy (DDS) 2024–2029 presents a unified vision to position Muhanga as a recognized satellite city, inclusive, and competitive secondary city and a Green Secondary City with an essential focus on mining, quarrying, and commercial business. Anchored in the District Land Use Plan (2023-2050) and aligned with NST2 and Vision 2050, the strategy aims to strengthen urban-rural linkages, unlock local economic potential in agro-processing, trade, services, and light industry, and promote sustainable development.

Muhanga faces critical challenges, including youth unemployment, climate-related risks, rapid urbanisation, infrastructure gaps, and limited access to basic services, particularly in remote areas. The DDS responds to these realities with targeted priorities such as the densification of the Muhanga Urban Centre, improved connectivity through integrated road and transport networks, and structured urban expansion to manage population growth. It emphasises sustainable infrastructure, including access to healthcare, clean water, sanitation, electricity, green public spaces, and climate-smart agriculture. The strategy prioritises job creation, innovation, and private-sector growth, leveraging the designated industrial park and Special Economic Zone (SEZ) and strategic proximity to Kigali and its role as a key commercial node along the national logistics corridor.

The DDS was developed through a comprehensive and participatory process, informed by previous strategies from 2018-2024 and district situation analysis, while aligned with national frameworks (NST2 and Vision 2050) and global commitments (SDGs, Agenda 2063). Consultations engaged citizens, local leaders, civil society, the private sector, and development partners at all administrative levels. All cross-cutting areas are mainstreamed throughout the strategy to ensure inclusive and sustainable development.

Key strategic priorities include:

- **Sustainable Urban Growth:** Strengthening land use management, densification of the urban centre, and expansion of climate-resilient infrastructure and mobility systems.
- **Local Economic Development and Industrialisation:** Advancing agro-processing, MSMEs, and value chains anchored in the Special Economic Zone and district production potential.
- **Human Capital and Social Protection:** Enhancing education and health service delivery, reducing malnutrition and stunting, and improving access to clean water, sanitation, and energy.
- **Agricultural Transformation and Climate Resilience:** Promoting modern, climate-smart farming practices, expanding irrigation, and supporting agricultural cooperatives and off-farm employment.
- **Good Governance and Citizen Participation:** Strengthening service delivery, transparency, local planning capacities, and community ownership in development processes.

Therefore, to achieve above objectives, the total cost of implementing the DDS is estimated at RWF 407.9 billion, to be financed through central government transfers, district-generated revenues, and contributions from development partners. The DDS is not only a planning tool but a collective commitment to building a more equitable and prosperous Muhanga. Its success will depend on effective coordination, citizen engagement, and sustained multi-stakeholder collaboration.

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List of abbreviations

Acronym	Description	Acronym	Description
CBDEM	Community-Based Disaster and Emergency Management	M&E	Monitoring and Evaluation
CBHI	Community-Based Health Insurance	MEIS	Monitoring and Evaluation Information System
CCA	Climate Change Adaption	MINALOC	Ministry of Local Government
CCAs	Cross-cutting Areas	MINECOFIN	Ministry of Finance and Economic Planning
DDMCs	District Disaster Management Committees	MINEMA	Ministry in charge of Emergency Management
DDS	District Development Strategy	MSME	Micro, Small and Medium Enterprises
DPME	District, Planning, Monitoring, and Evaluation Unit	NCD	Non-Communicable Disease
		NST	National Strategy for Transformation
DRR	Disaster Risk Reduction	OPDs	Organisations of Persons with Disabilities
EICV	Integrated households living condition survey	PA	Priority Area
ESSP	Education Sector Strategic Plan	PWD	People with Disabilities
FDI	Foreign Direct Investment	SACCOs	Savings and Credit Cooperatives
GBV	Gender-Based Violence	SEZ	Special Economic Zone
HH	Household	SSP	Sector Strategic Plans
HSSP	Health Sector Strategic Plan	STEM	Science, Technology, Engineering and Mathematics
ICT	Information and Communication Technology	TVET	Technical and Vocational Education and Training
JADF	Joint Action Development Forum	VMP	Village Model Project
MAJ	Maison d'Access a la Justice	VUP	Vision Umurenge Programme

1. Introduction

Muhanga District, located in the Southern Province of Rwanda, plays a key role in national development as both a green secondary city and strategic satellite of Kigali. With a population of 358,433, it is predominantly rural but rapidly urbanising. Youth aged 16 to 30 make up 25.3% of the population, representing both a demographic asset and a structural challenge.¹ The local economy is driven primarily by agriculture, which employs over 76% of the workforce, alongside a growing services sector, trade, light manufacturing, and expanding mining and quarrying activities that support industrial development and job creation.² Despite improvement in infrastructure such as water and electricity, Muhanga face persistent social challenges, with 33.4% of children under five affected by stunting, a poverty rate of and high youth unemployment (33.1% NEET), highlighting the need for targeted social protection and empowerment programmes.³ Environmentally, the district's high population density and hilly terrain place significant pressure on land and natural resources, contributing to erosion, , and climate vulnerability. These trends highlight the urgency of integrated, climate-resilient land use planning. Strategically located along key transport corridors, Muhanga also holds growing potential as a commercial and logistics hub linking rural production with national and regional markets.

The District Development Strategy (DDS) 2024–2029 is aligned with Rwanda's long-term Vision 2050 and the National Strategy for Transformation (NST2), and aims to accelerate inclusive growth, infrastructure development, and social transformation. The strategy serves as a planning and coordination tool to guide local investments, mobilize resources, and address development challenges while leveraging local potential. It links district priorities with Sector Strategic Plans (SSPs) and national targets to ensure cohesive and integrated progress towards long-term prosperity and resilience. This alignment is crucial for achieving the ambitious targets set forth in Vision 2050 and NST2, thus laying the groundwork for future success.

The development of this second-generation DDS was grounded in lessons learned from the 2018–2024 strategy and informed by the district's situation analysis. In early 2024, Muhanga districts undertook performance evaluations and identified priorities to feed into NST2. This laid the foundation for the DDS 2024–2029, which was further refined through extensive consultations at district, sector, cell, and village levels.

The strategy was developed through a participatory and evidence-based process that included local consultations and national alignment. Stakeholders engaged in the process included citizens, local government officials, district councils, youth and women's representatives, civil society, private sector actors, and development partners (*see Annex 1, Table 1 for the full list of consulted stakeholders*). Technical guidance was provided by national institutions such as MINALOC, LODA, and NISR to ensure consistency with national planning standards and frameworks. The result is a locally owned, nationally aligned strategy that reflects the development aspirations of Muhanga's people and supports Rwanda's broader transformation agenda.

¹ 2022 Rwanda Population and Housing Census (RPHC): <https://www.statistics.gov.rw/sites/default/files/2025-05/Muhanga.pdf>

² 2022 Rwanda Population and Housing Census (RPHC): <https://www.statistics.gov.rw/sites/default/files/2025-05/Muhanga.pdf>

³ 2022 Rwanda Population and Housing Census (RPHC): <https://www.statistics.gov.rw/sites/default/files/2025-05/Muhanga.pdf>

2. District Situation Analysis

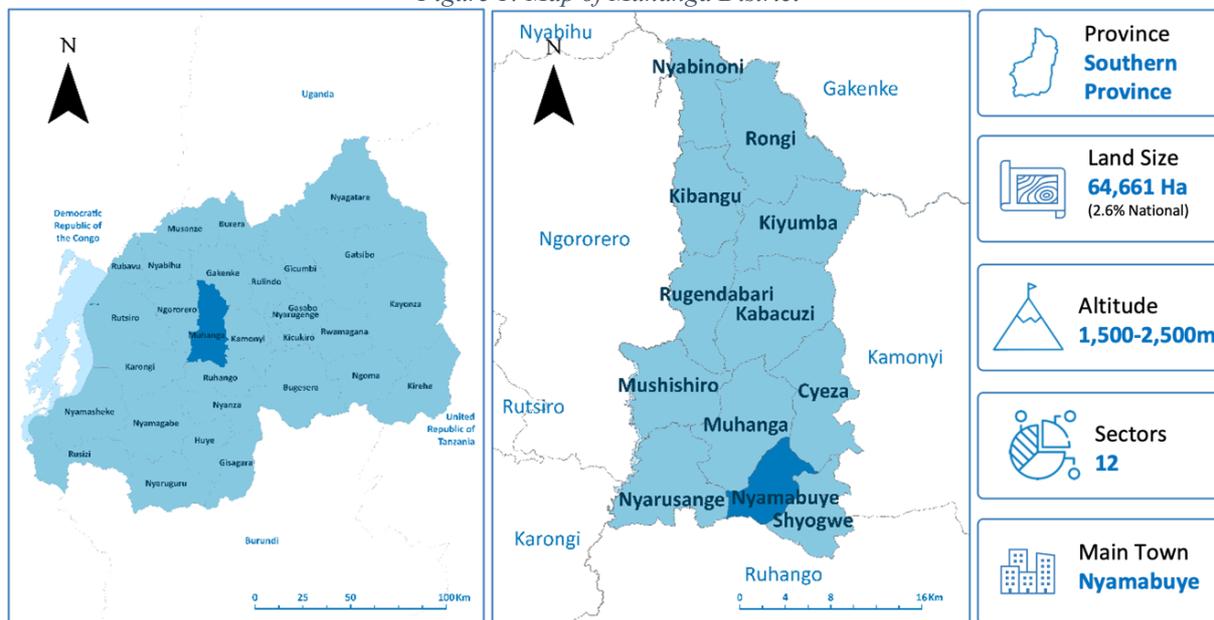
This section outlines Muhanga’s development context, starting with a review of the district’s achievements and challenges under the first-generation DDS, as identified in the performance assessment led by MINALOC. It then provides an updated analysis of the district’s current socio-economic state using the most recent data from sources such as Census 2022, EICV7 (2024), DHS (2020), and other relevant publications. The section concludes with an assessment of Muhanga’s potentialities and comparative advantages, which inform strategic priorities and are poised to drive socio-economic growth and development outcomes.

2.1. Current Status of the district (Profile)

Muhanga District is one of Rwanda’s three satellite cities, part of six designated secondary cities, and eight districts in the Southern Province. Its strategic location, less than an hour from Kigali, in the central of Rwanda, makes it a key regional hub with strong urban–rural linkages and growing economic significance. It covers 647.7 km², with 12 sectors, 63 cells, and 331 villages and Nyamabuye as the main urban centre. The district is divided into main two region: rural and urban sector where the urban cover Nyamabuye, Cyeza, Shyogwe sectors. It borders Ruhango to the south, Kamonyi to the east, Ngororero and Karongi to the west, and Gakenke to the north.

The landscape is hilly and mountainous, with altitude ranging from 1,600 and 2,800 metres above sea level, along the Congo–Nile Divide.⁴ Economic activities including crop farming, livestock rearing, mining, and light industries. It benefits from significant road infrastructure and has established a designated Industrial Park, adjacent to the identified Special Economic Zone (SEZ). Key challenges include environmental vulnerabilities, youth unemployment, and urbanisation and infrastructure gaps, requiring integrated planning and climate-smart development solutions.⁵

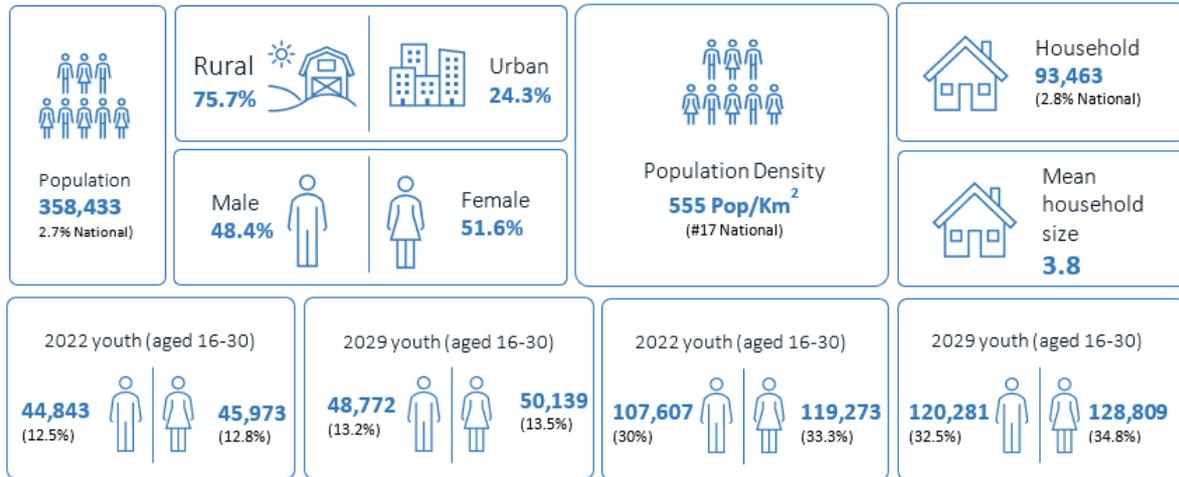
Figure 1: Map of Muhanga District



⁴ Muhanga District Profile (2022)

⁵ Muhanga District Land Use Plan 2023 - 2050

Figure 2: Population Demography



Source: NISR, Rwanda Population and Housing Census 2022

Muhanga is predominantly youthful (25.34% aged 16-30 and over 50% under 30). This drives a high dependency ratio, requiring greater investment in education, healthcare, and infrastructure, while also offering a strong potential workforce to fuel economic growth. With an urban share of 24% (2nd in the South and 15th nationally), Muhanga is growing as a key urban city. The population density, slightly above the national average (500 pop/km²), places growing pressure on land and natural resources, which might lead to environmental degradation. However, this also presents opportunities for compact urban development, efficient service delivery, and sustainable land and resource management.

2.1.1. Economic transformation

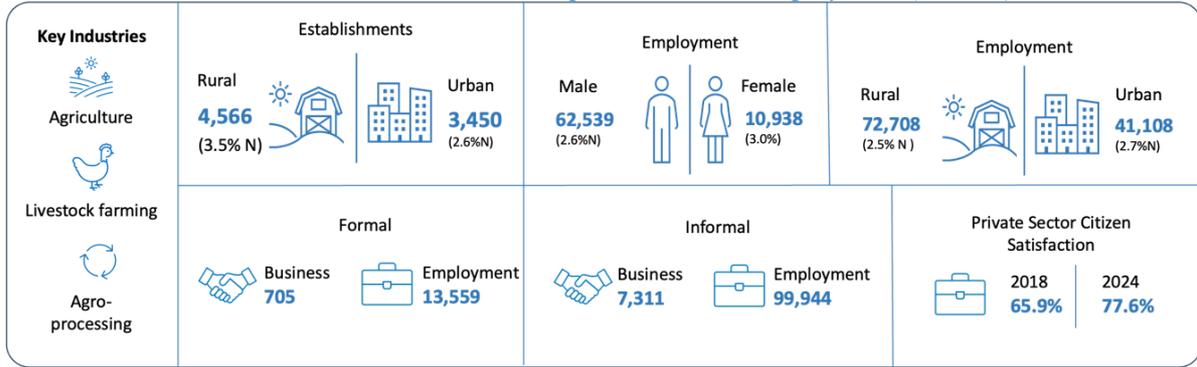
2.1.1.1. Agriculture & Livestock

Households (Agriculture) 74,147 HH (3.25% National)	Agriculture Land 39,300 Ha (2.86% National)	Crop farming 69,003 HH (3.3% National)	Livestock husbandry 62,568 HH (3.7% National)	Crop Farming Citizen Satisfaction 2018: 50.3% 2024: 68.5%
#1. Banana 10,430 Kg/Ha	#2. Sweet potatoes 7,736 Kg/Ha	#3. Cassava 14,913 Kg/Ha (15,000 Kg/Ha Target)	#4. Yams & Taro 9,164 Kg/Ha	
Inorganic Fertilizers 4,268 Ha (10.9%) (1.3% National)	Irrigation 197 Ha (0.5%) (0.7% National)	Pesticides 13,912 Ha (56%) (1.8% National)	Improved Seeds 5,883 Ha (14.97%) (1.1% National)	Livestock Farming Citizen Satisfaction 2018: 54.7% 2024: 82.9%

Source: NISR (2024), Seasonal Agriculture Survey; MINAGRI (2024) PSTA5 2024; NISR (2022), Rwanda Population and Housing Census; NLA (2023-2050), District Land Use Plan; RGB (2018 and 2024), Citizen Report Card

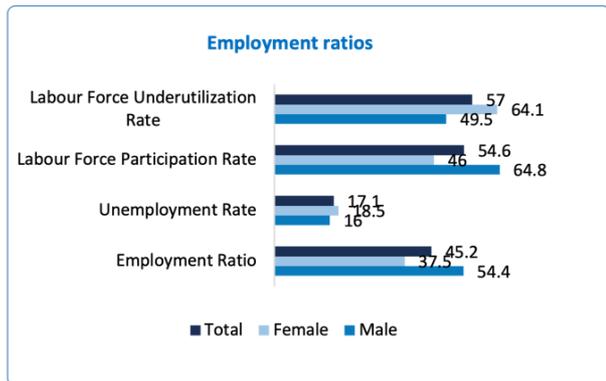
Muhanga District, classified under Land Use Category B (LUCA B) as a satellite city, remains largely agricultural, especially in rural sectors. Productivity is low due to limited input use and weak value addition from lack of processing capacity. Muhanga benefits from marshlands and water, but the irrigation covers less than 1%, a missed opportunity to stabilise production during dry periods. The District Land Use Plan (2023–2050) designates strategic agricultural zones with measures for intensification and erosion control. By improving input utilization, promoting sustainable farming, and land management, and given the district’s proximity to Kigali, Muhanga has the potential to become an agro-trading and processing hub.

2.1.1.2. Private Sector Development & Youth Employment (PSDYE)



Types of Establishments			
Type	Muhanga	District Rank (High)	National
Private sector	5,724	#25	258,280
Cooperative	51	#27	2,496
Public sector	93	#24	3,830
Public Private Partnership	124	#2	2,047
NGO (Rwanda)	70	#11	2,017
International	15	#11	656

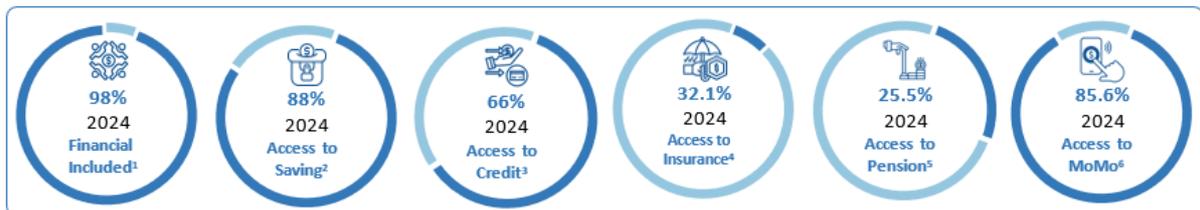
Number of Establishments			
Size	Muhanga	District Rank (High)	Rwanda
Micro (1-3)	5,461	#25	241,179
Small (4-30)	323	#18	16,730
Medium (31-100)	101	#11	3,103
Large (100+)	9	#19	537



Source: NISR (2023), Establishment Census; NISR (2024), Labor Force Surve; RGB (2018 and 2024), Citizen Report Card

In Muhanga District, agriculture is the main employer, followed by Low Tech Industries and Trade. However, Muhanga industrial park is planned to host light and general industries across 228 Ha of the Industrial Park by 2035 and 685 Ha by 2050. Several investments are already being made, hence creating jobs Muhanga ranks high in private sector (#13) and Public Private Partnership (#7) nationally, reflecting a growing dynamic economy that is less dependent on government employment. Both business and employment are highly rural and informal, highlighting the need to expand formalization and registration to strengthen the local economy. In financial digital inclusion, mobile banking is used 4x more than internet. There is space to expand internet banking through fintech platforms and education.

2.1.1.3. Financial Sector Development (FSD)



Branches		
SACCO 20	Microfinance 16	Saving Groups 429
Insurances 14	Banks 10	

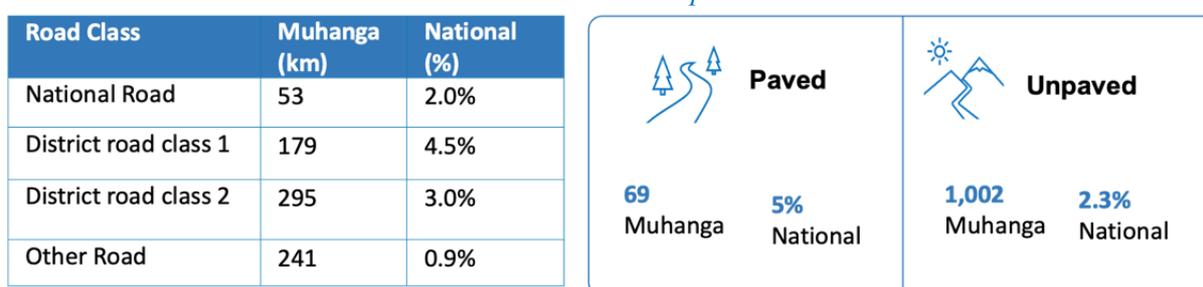
	Active Accounts	Financial Inclusion	Depositors	Savings	Credit	Insurance
Youth		30,695	17,921	12,927	9,099	2,471
Non-Youth		116,944	73,441	13,554	34,498	12,561
Male		74,044	44,363	9,099	22,855	7,898
Female		73,595	46,999	8,100	24,570	7,134

Source: AFR (2024); FinScope Survey Data Aggregated to District Level, BNR (2023); Saving Groups Data, BNR (2025); Financial Inclusion

¹**Financial Inclusion:** 17% banked, 76% other formal and 5% informal.
²**Access to Saving:** 12.5% saving in the bank, 37.5% saving in other formal, 30.7% saving in informal and 3% save at home.
³**Access to Credit:** 7.5% credit from bank, 18.5% credit from other formal, 35.9% credit from informal and 4% get credit from family and friends.
⁴**Access to Insurance:** 67.9% are not insured
⁵**Access to Pension:** 25.5% contribute to pension fund and 74.5% do not.
⁷**Access to MoMo:** 85.6% use mobile money and 14.4% do not use mobile money

Muhanga District shows near gender balance in access. The Financial SSP 2024–2029 identifies youth exclusion and the dominance of informal finance as major national challenges and encourages registering and integrating informal groups into the formal systems. SACCOs are the most common, which aligns with the national plan to digitise and consolidate them into district-level cooperative banks. This presents an opportunity for Muhanga to pilot digital SACCO upgrades.

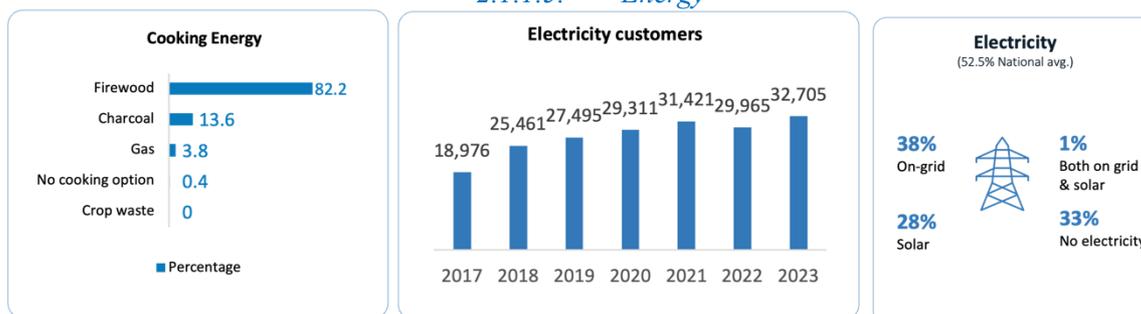
2.1.1.4. Transport



Source: RTDA (2022); NLA (2023-2050), District Land Use Plan

Muhanga District has a large road network, but out of 1,071 km, only 69 km are paved, highlighting the district’s dependency on unpaved surfaces for rural and inter-district mobility. Ongoing upgrades such as Kigali-Muhanga Road expansion and Nyange-Muhanga Road rehabilitation aim to support growing trade and better link Muhanga as a secondary city to Kigali. Improved roads would benefit Muhanga’s economy, which depends heavily on agriculture and trade, by lowering transport costs, reducing post-harvest losses, and increasing access to markets.

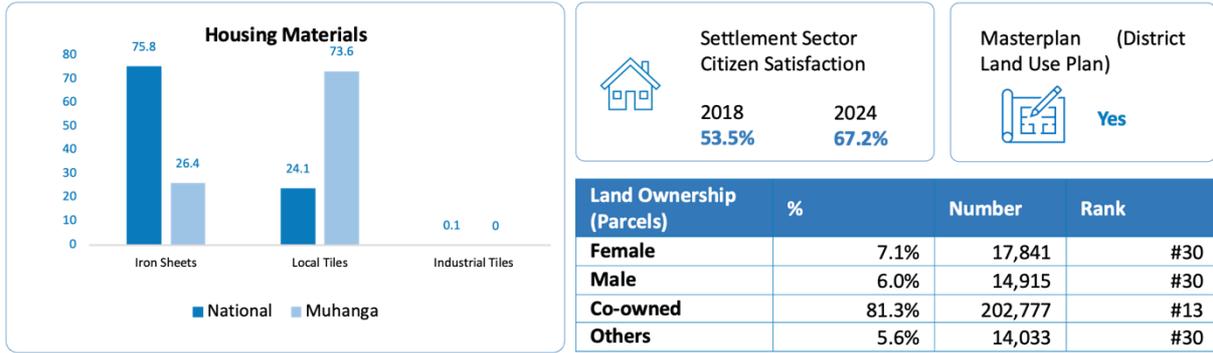
2.1.1.5. Energy



Source: NISR (2022), Rwanda Population and Housing Census; NISR (2024), EICV7, Statistical Yearbook

Muhanga District performs slightly below the national average of 72.5%, where Muhanga is at 67.5%. However, the district shows a continued reliance on firewood (80.9%) as the main cooking energy, with limited uptake of cleaner alternatives.

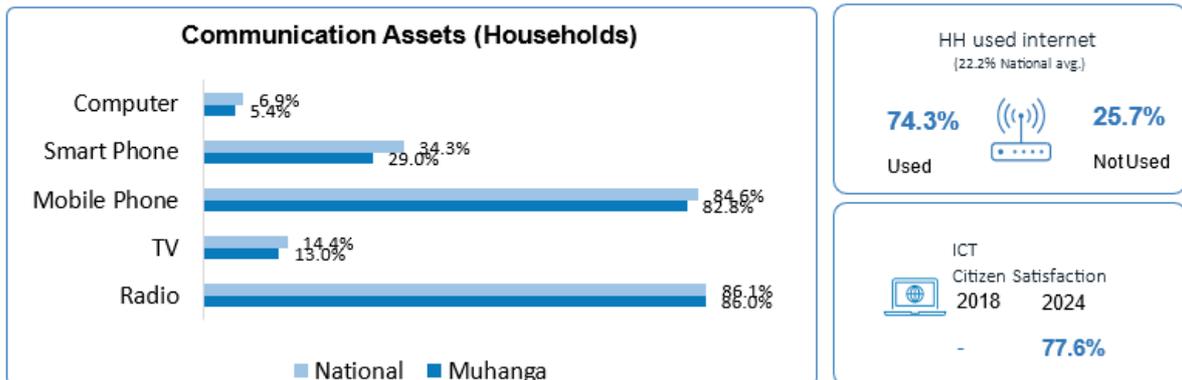
2.1.1.6. Urbanization and Rural Settlement



Source: NISR (2022), Rwanda Population and Housing Census; NISR (2024), Statistical Yearbook

Over 67.5% of households in Muhanga live in planned rural settlements, slightly above the national average. This provides a strong foundation for expanding structured and serviced residential zones. There is a significant percentage of spontaneous and dispersed settlements and only 1.2% of households live in model villages, highlighting the slow uptake of fully integrated settlements. The Urbanisation and Rural Settlement SSP (2024–2029) aims to expand physical plans, facilitate the relocation of households into grouped settlements, reduce informal settlements, and develop public green spaces as a secondary city.

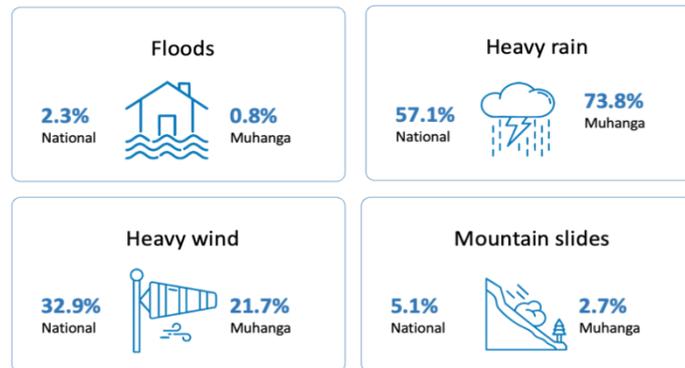
2.1.1.7. Information and Communication Technology (ICT)



Source: NISR (2022 Population and Housing Census EICV7; RGB (2018 and 2024); and Citizen Report Card

ICT infrastructure and services in Muhanga District are nearly equal to national averages. Mobile phones reach (84.6%) makes mobile-based platforms viable channels for delivering digital services, like e-finance, e-health, and e-learning. The dominance of radio (86.1%) presents an opportunity to reach households with development messaging, training content, and public information. Muhanga benefits from national 4G and Fiber backbone coverage. The ICT SSP 2024–2029 targets universal last-mile access, which is critical for the district as it is mountainous and have a couple of had to reach remote areas.

2.1.1.8. Environmental and Natural Resources

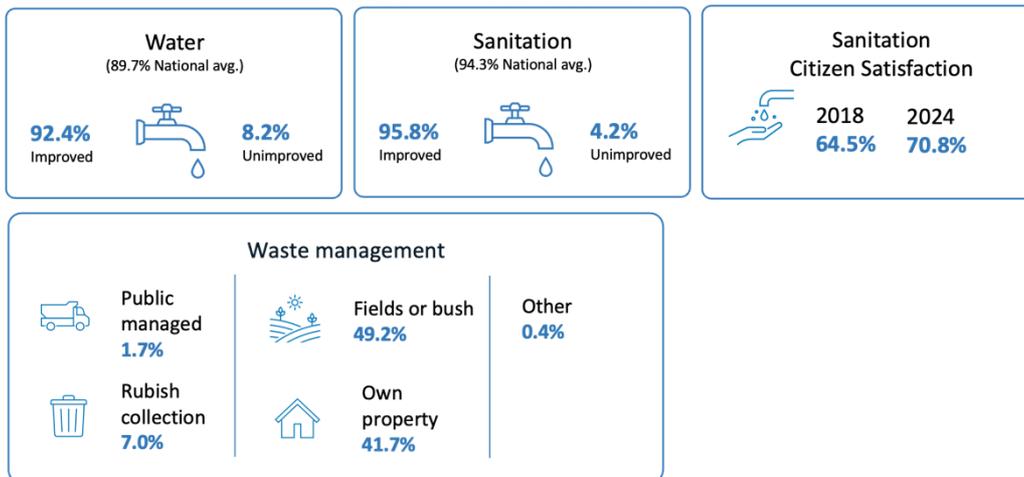


Source: REMA (2018) Rwanda Climate Vulnerability Assessment

Muhanga District's climate vulnerability assessment reveals moderate exposure to climate hazards such as floods and landslides. The district's sensitivity is influenced by its agricultural dependency, which makes it susceptible to climate variability. The impacts include reduced agricultural yields and infrastructure damage, affecting local livelihoods. Muhanga's adaptive capacity is moderate, with ongoing efforts to enhance resilience through sustainable practices and community initiatives. Overall, the district's vulnerability is a combination of moderate exposure and sensitivity, balanced by its adaptive capacity.

2.1.2. Social transformation

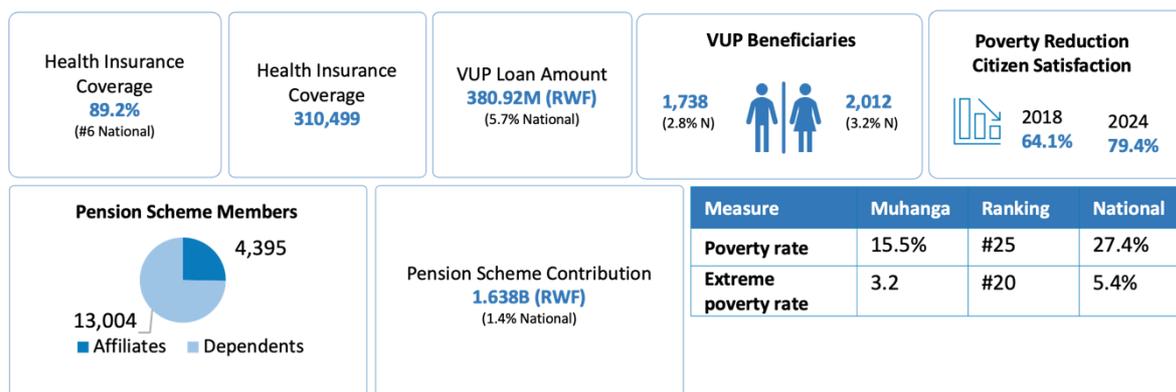
2.1.2.1. Water and Sanitation



Source: NISR (2022), Rwanda Population and Housing Census; NISR (2024), EICV7; RGB (2018 and 2024); and Citizen Report Card

Muhanga District faces challenges in water supply connected due to a scattered population and mountainous rural regions like Ndiza, with sources that do not facilitate a gravity water supply system. Limited access to clean water is an issue, with a percentage (25.6%) of the population not using it because it is too far away. Muhanga benefits from the availability of water sources, with Nyabarongo river and other small water sources, which maintain biodiversity and serve as potential water sources. The planned restructuring and consolidation of rural settlements into model villages sites presents an opportunity to readapt water supply networks for more efficient service delivery.

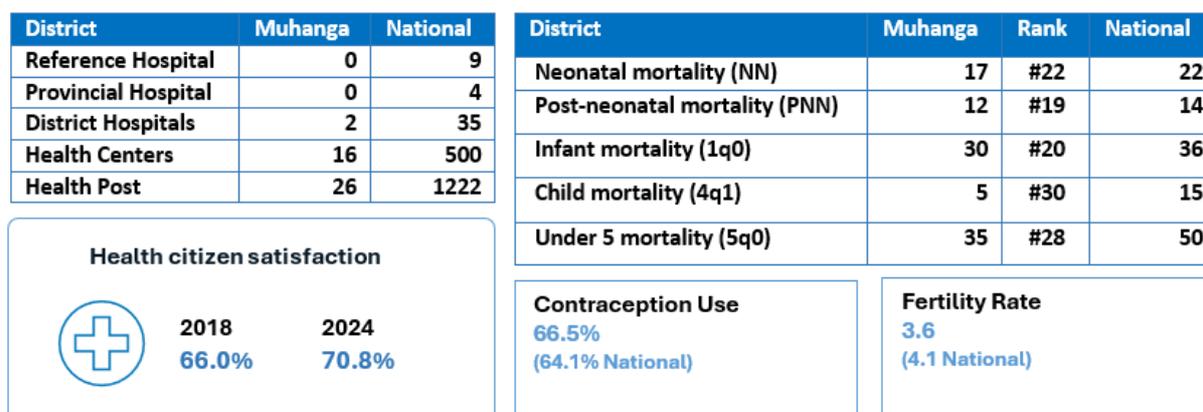
2.1.2.2. Social Protection



Source: NISR (2022), Rwanda Population and Housing Census; NISR (2024), EICV7; RGB (2018 and 2024), Citizen Report Card⁶

Muhanga is part of the national social protection systems, including Community-Based Health Insurance (CBHI), the Pension Scheme, and Vision Umurenge (VUP). This strong coverage provides a solid baseline for protecting household welfare, especially for marginalized communities. The district ranks among the top five nationally with the lowest poverty and deprivation levels. This indicates that Muhanga is performing well on poverty reduction. There is potential to focus less on broad access and more on impact, targeting, and resilience, making sure support reaches the remaining few who are still at risk, and that gains made are sustained in the face of economic shocks.

2.1.2.3. Health



Source: NISR (2019-2020), Demographic and Health Survey; MoH (2022); RGB (2018 and 2024), Citizen Report Card

Muhanga ranks high in neonatal, infant, under-five mortality, indicating a need for improvement in early childhood care and postnatal follow-up. There's a stronger family size control, with fertility rate being lower, alongside high contraception use. There are a significant number of health facilities that cover basic services, but the absence of a provincial or referral hospital can limit access to specialised care. The Health Sector Strategic Plan (HSSP V) provides the national framework for Muhanga's health priorities, with a focus on strengthening

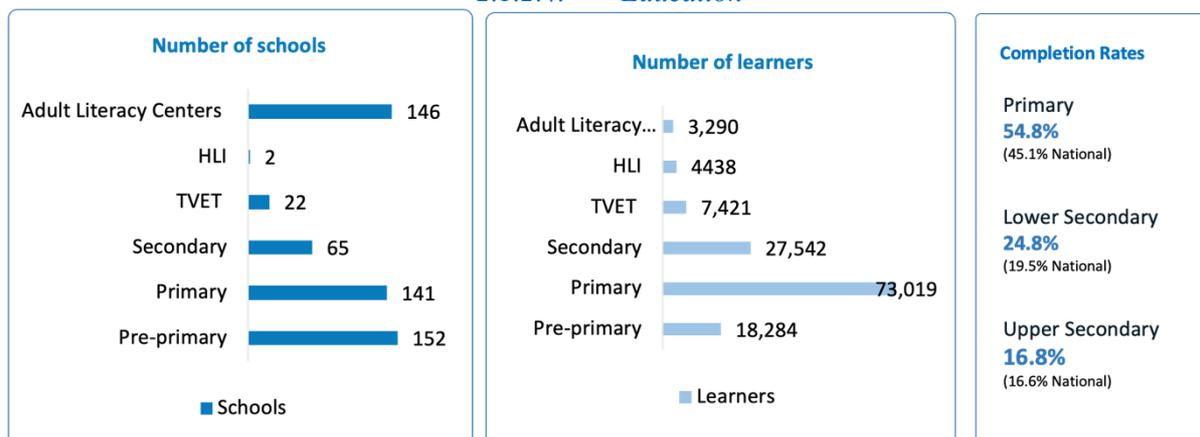
⁶ **Affiliates:** individuals who are registered and contribute to the various schemes managed by RSSB, such as pension, medical insurance, and community-based health insurance

Dependents: family members of the affiliates who are eligible for coverage under the affiliate's RSSB schemes.

Poverty definition: The poverty line for overall poverty is RWF 560,127 per adult equivalent per year. For extreme poverty, it is the food poverty line of RWF 356,432.

primary health care (PHC), preventative care, and referral systems, which could close the remaining gap.

2.1.2.4. Education

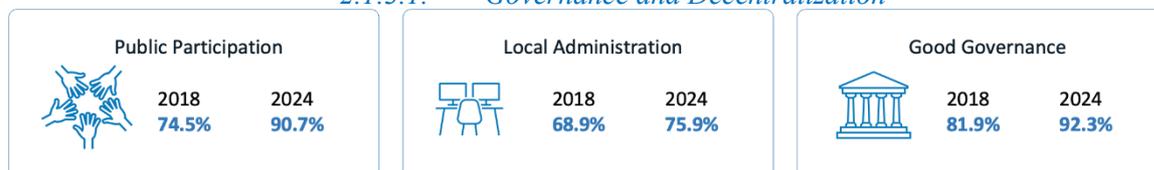


Source: NISR (2022), Rwanda Population and Housing Census; MINEDUC (2024), School Census; RGB (2018 and 2024), Citizen

Muhanga records strong school completion, well above the national average, yet drop-off is steep at secondary levels. This signals retention challenges that may be linked to structural barriers that need to be assessed and addressed. Muhanga's education priorities align with the national Education Sector Strategic Plan (ESSP) 2024-2029, which focuses on strengthening foundational learning and reducing dropout, offering a clear framework for improvements and investments. Muhanga, as a growing urban centre near Kigali, is well-placed to pilot innovations in access, quality, and skills-based learning that reflect labour market needs and prepare learners for life beyond school.

2.1.3. Transformational governance

2.1.3.1. Governance and Decentralization



Source: RGB (2018 and 2024), Citizen Report Card

Overall, Muhanga District improved governance and service delivery by involving communities, decentralizing services, and enhancing officials' skills, boosting transparency, accountability, and responsiveness.

2.1.3.2. Justice, Reconciliation, Law and Order (JRLO)



Source: RGB (2018 and 2024), Citizen Report Card

Overall, Muhanga District improved justice, reconciliation, law, and order by enhancing access to quality justice, ensuring safety and security, and strengthening public institutions. These efforts boosted transparency, accountability, and adherence to human rights.

2.2. District Achievements under NST-1 (2018-2024)

Muhanga made notable progress during the NST1 period (2018–2024). Based on the 2024 performance assessments by MINALOC⁷ and the EICV7 2023/2024, the district achieved significant key results across several priority areas that reflects a strong commitment to citizen wellbeing and align with the pillars of the National Strategy for Transformation (NST2):

2.2.1. Economic transformation pillar

This pillar focuses on accelerating inclusive economic growth:

- **Industrial Park** positioned the district as a regional manufacturing hub. Additionally, there are six industries that were constructed in Muhanga Industrial zone. The park created over 1,200 jobs, mainly for youth, and generates RWF 55.2 million annually in local tax revenue, a figure set to rise as the park expands, reinforcing self-sustaining economic growth.
- **Strategic urban infrastructure:** There was construction of 21.4 km of asphalt roads and development of pedestrian and cycle lanes, which improved access, raised property values, and stimulated economic activities.
- **Agricultural productivity:** Agricultural productivity increased through improved land use and better access to quality inputs: fertiliser use rose from 30% to 54%, and improved seed adoption from 1.6% to 13.4%. These efforts boosted yields, leading to improved livelihood and food security.
- **Water access** improved, with % of household using improved drinking water sources growing from 83.2% to 92.4%.⁸ Muhanga constructed water lines in areas where access was limited, contributing to better sanitation and easing the burden of water collection, especially for schoolchildren.
- **Electricity network:** The electricity network expanded from 454 km to 995 km, raising electricity access from 26.7% (2017) to 67.5% (2024).⁹ Power in previously unserved areas enabled small business (e.g. salons, maize milling, welding) and improved service delivery, particularly in healthcare.

2.2.2. Social transformation pillar

This pillar focuses on improving the quality of life and human capital development:

- **Social protection:** Over 5,000 households received cows through the Girinka Programme, while small livestock support increased from 12,000 to 26,755. These interventions contributed to improved livelihood and nutrition; e.g. under-two stunting rates dropped from 31.7% to 12%.
- **Education** improved with new classrooms and a TVET centre in Kiyumba, offering pathways like tailoring, construction, wood and leather technology, and software development. These efforts, with initiatives like the school feeding programme, boosted attendance and enrolment: primary enrolment from 17% to 96.1% and pre-primary from 10% to 61%.
- **Healthcare** improved with the construction of Nyabikenke Hospital and upgrades to Kabgayi Hospital's maternity units, strengthening maternal and child health services. Health posts with adequate infrastructure increased from 17 to 26 bringing essential care closer to communities.

2.2.3. Governance transformation pillar

This pillar focuses on strengthening governance, justice, and accountability:

⁷ MINALOC (2024), Muhanga District Assessment (Unpublished).

⁸ EICV7 2023/2024– Muhanga District

⁹ EICV7 2023/2024 – Muhanga District

- **Local governance** improved: Muhanga invested ~ RWF 560 million in establishing local governance offices (particularly in Nyamabuye and Nyarusange sectors) to improve service delivery and accessibility.
- **Integration of technology** in service delivery rose from 40% to 100%, enhancing efficiency and citizen access. Additionally, in Good governance, the district revenues were increased from 1,245,823,249 Rwf (2017) to 2,389,829,536 Frw (2024).

2.2.4. Key Implementation Challenges under NST1 (2018-2024)

Muhanga faced several cross-cutting constraints that hindered the full achievement of DDS 2018 – 2024 objectives, identified through district reviews and the MINALOC 2024 performance assessment¹⁰:

Under the economic transformation pillar, challenges included:

- **COVID-19**: Disrupted participatory planning, particularly JADF activities, and diverted funds from development to emergency responses. Industrial projects also stalled: 8 mineral treatment facilities and 4 selling points were not established, largely due to limited private investment.
- **Low Agricultural Productivity**: Acidic soils, steep terrain, and limited use of inputs (only 54.2% used improved seeds and 77.2% fertilisers). Climate change widened gaps (6.8 t/ha gap in potatoes and 0.8 t/ha in beans), while pests and diseases added pressure on smallholder farmers.
- **Limited Infrastructure**: Around 771 km of feeder roads still required rehabilitation, while over 1,200 km of earth roads still needed upgrading to asphalt, restricting farmers' access to markets and raising transport costs.

Under the social transformation pillar, access to skills development remains limited, with few and costly TVET centres constraining youth employment, especially in Nyamabuye and Shyogwe. Health workforce shortages also persist in rural areas like Ndiza, compounded by gaps in equipment (echographs, ambulances) and facilities (seven health posts still needed). In addition, persistent unemployment (14,431 people), drug abuse, and high teenage pregnancy rates continue to undermine the demographic dividend.

Under the governance transformation pillar, budgetary constraints, rising construction costs, and high expropriation expenses slowed infrastructure delivery. Limited administrative capacity at the cell level overstretched frontline service provision, while citizen participation and satisfaction also lagged, with Umuganda participation 12.8% below target and governance satisfaction 13.8% lower than expected (CRC 2023).

2.3. District Potentialities and Comparative Advantages

The National Strategy for Transformation 2 (NST2) of Rwanda outlines various strategic goals and priorities for the country's development from 2024 to 2029. While the strategy doesn't explicitly define "opportunities" and "potentialities," it does emphasize the importance of leveraging both to drive national growth and transformation. It is important to understand the difference given that exploiting both will be critical to the district in delivering on its development outcomes and contributing to achieving the NST2 outcomes.

- **Opportunities** in the context of NST2 generally refer to specific, actionable prospects that can be seized to achieve immediate or short-term gains. These might include investment opportunities, new markets, technological advancements, or policy changes that can be capitalized on to drive economic growth and development.

¹⁰ MINALOC (2024), Muhanga District Assessment (Unpublished).

- **Potentialities**, on the other hand, are more about the inherent capabilities or latent possibilities that can be developed over time. These include the country's natural resources, human capital, and infrastructural capacities that, with the right investments and policies, can be harnessed to achieve long-term sustainable growth.

Table 1: District Potentialities

Potentiality	Description	Justification	Anticipated impact
Mining and mineral value addition	Muhanga has significant untapped mineral potential, with known deposits of cassiterite, coltan, wolframite, clay, sand, amethyst, and amblygonite across most of its rural sectors.	The district's geologically rich in strategic minerals. Formalisation and regulation of mining activities, alongside investment in processing industries (especially in the Industrial Park), can unlock value addition, reduce environmental harm from artisanal mining, and align with national targets for local beneficiation of minerals.	<ul style="list-style-type: none"> • Job creation • Increased district revenue through formal taxation and local licensing. • Reduction in illegal mining and improved environmental management. • Attraction of FDI, transfer of skills and technology • Boost mineral export value and improved linkages with the Industrial Park.
Trade and Logistic Hub	Muhanga neighbours Kigali (approximately 50 km) and sits at the convergence of key national roads linking the South and West, connecting Kigali, Huye, Karongi, Rusizi, and extending to Burundi and the Democratic Republic of Congo (DRC).	During DDS consultations, it was noted that despite high agricultural productivity, poor rural road connectivity continues to limit market access and profitability. With the right infrastructure and investment in logistics and structure aggregation, Muhanga can transition from a production zone to a competitive agro-distribution hub. This central location would facilitate the efficient flow of agricultural produce, small livestock, and manufactured goods between production zones and urban markets.	<ul style="list-style-type: none"> • Increased farmer incomes and reduced post-harvest losses. • Strengthened food security for urban centres including Kigali. • Attraction of agri-business investment and job creation in storage, transport, and processing. • Enhanced role in national and regional food supply chains.
Urbanization and Residential Hub Development	As a satellite city with its strategic location and growing infrastructure, the area can attract new residents and businesses.	Muhanga is designated as both a secondary city under Rwanda's Vision 2050 and a satellite city to Kigali, the area can attract new residents and essential services. The focus on urban planning can further enhance Muhanga's appeal; emphasizing green spaces, efficient public transport, and community facilities. Local authorities can engage stakeholders to ensure that the development aligns with the needs of the community while preserving the area's cultural heritage.	<ul style="list-style-type: none"> • Acceleration of affordable and service housing development. • Attracting young families and professionals, the region can facilitate job creation, increase local commerce, and boost tourism Improved quality of life and access to amenities for residents. • Decongestion of Kigali and more balanced national urban growth.
Nyabarongo River as a	The Nyabarongo River plays a vital	The flow of the Nyabarongo river facilitates the operation of	<ul style="list-style-type: none"> • Improved agricultural productivity

source of energy, irrigation development, and smart agriculture	role in supporting energy generation, irrigation development, and promoting smart agriculture in the region.	hydroelectric power plants, providing a renewable energy source that helps meet the electricity needs of communities and industries, The river is also crucial for irrigation, especially in agricultural areas where water scarcity can be an issue. The integration of technology in agriculture around the Nyabarongo River will revolutionize farming practices for Smart agriculture techniques	<ul style="list-style-type: none"> • Potential for mini-hydro schemes or solar-water pumping to serve off-grid rural zones. • Reduce reliance on fossil fuels and promote sustainable energy practices. • Foundation for agro-industrial growth. • Climate-resilient agriculture.
Agro processing	A substantial portion of the population is involved in agriculture, and the district is located near major markets.	Agriculture is by far the most common economic activity, at over 70%. Proximity to major markets from Kigali to Southern and Western Provinces. Rwanda's Industrial Master Plan emphasizes boosting agricultural productivity and upgrading agro-industrial value chains, aligning with the potential developments in Muhanga.	<ul style="list-style-type: none"> • Reduced Post-Harvest Losses • Enhanced livelihood for local farmers • Employment opportunities • Enhanced food security • Diversification of crops
Historical and Eco-Cultural Tourism	Home to significant historical and religious sites, including Kabgayi Basilica, the Kabgayi Genocide Memorial, and the Kabgayi Museum. The district also hosts eco-cultural sites such as Busaga and Ndiza Mountain,	Muhanga holds central importance in the Catholic Church's history in Rwanda and was a key site during the genocide, making it an essential location for memorial tourism and educational outreach. The presence of historical and natural landmarks presents an opportunity for integrated eco-cultural tourism circuits. These sites remain underinvested in terms of documentation, infrastructure, and educational programming.	<ul style="list-style-type: none"> • Preservation of history and culture • Diversification of Muhanga's local economy • Increased local revenue • Community employment • Contribute to the fight against genocide denial
Emerging industrial zone	Muhanga is one of very few districts with land formally zoned for Special Economic Zones (SEZ), covering 208.4 hectares and structured into general industrial and light industrial. ¹¹	This SEZ is already attracting diverse investments including: Anjia Cement Factory; Janiya Textile Factory (garment production); Sanitary and cosmetic product manufacturers; and Ceramic tiles, soap, agro-processing, and ironworks facilities. The SEZ location, as a logistics hub linking all four provinces, makes it a strategic alternative to decongest Kigali while building	<ul style="list-style-type: none"> • Job creation, with strong youth inclusion • Diversifying local economy from subsistence agriculture • Strengthening SME and cooperatives • Integration of rural and urban economies • Boosting incomes and productivity

¹¹ Muhanga District Land Use Plan 2023 – 2050, 2023

		a decentralised industrial network.	
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Source: Consultations with Muhanga District stakeholders, review of available literature

Muhanga District holds distinct comparative advantages that set it apart nationally. It is the only district in the Southern Province hosting a designated Special Economic Zone (SEZ), offering serviced land for light and general industries. This has already attracted anchor investments in cement, textiles, agro-processing, and sanitary products. Its dual role as a Secondary and Satellite City gives it a competitive edge in decongesting Kigali while fostering balanced national urbanisation. Coupled with its central location on national trade corridors, Muhanga serves as a logistics hub linking Kigali with the Southern and Western Provinces.

The district's natural and technological assets further strengthen its comparative position. It is geologically rich, with deposits of cassiterite, coltan, wolframite, and other minerals, making it a centre for regulated mining and mineral value addition. The Nyabarongo River provides a strategic base for hydropower, irrigation, and smart agriculture, supporting both energy security and climate-resilient farming. Muhanga is also home to **Zipline's pioneering drone hub**, the world's first commercial medical delivery service, revolutionizing access to essential medical and agriculture supplies across Rwanda. Alongside its cultural and historical assets, including banana-based agro-processing traditions (in Nyabinoni, Kibangu, and Rongi sectors) and Kabgayi heritage sites, Muhanga combines industrial, logistical, natural, and cultural strengths that position it uniquely in Rwanda's transformation agenda.

3. Strategic Framework

Muhanga District's Development Strategy is firmly rooted in national development frameworks, particularly the National Strategy for Transformation II (NST2) and Vision 2050. Within the Economic Transformation pillar, the district seeks to enhance agricultural productivity, stimulate both public and private investment, and broaden access to decent employment. Emphasis is also placed on strengthening critical infrastructure such as transport, energy and ICT, while deepening financial inclusion and leveraging digital innovation to foster equitable growth. Notable interventions include the expansion of agricultural financing and risk mitigation schemes to support farmers' resilience, as well as the upscaling of Model Village initiatives to promote grassroots entrepreneurship and drive local economic development.

The Social Transformation agenda centres on improving the quality and reach of education and healthcare, eliminating malnutrition, and alleviating poverty. Priority actions include rolling out school feeding programs across all schools, expanding digital literacy, and providing targeted nutritional support such as milk distribution to combat child malnutrition.

The Governance Transformation pillar is dedicated to strengthening service delivery systems, reinforcing justice and reconciliation efforts, encouraging youth involvement through sports and cultural programs, enhancing fiscal management, and promoting gender equality and family well-being. A key feature of this pillar is the continued use of citizens' report cards, which help reinforce accountability and transparency in local governance.

3.1. Strategic Interventions by priority areas

In Muhanga District, the effectiveness of development planning depends not only on defining local priorities but also on ensuring their alignment with national and sectoral frameworks. Table 2 outlines how the district's priority areas and interventions correspond with Vision 2050, the National Strategy for Transformation II (NST2), and Sector Strategic Plans (SSPs) for the 2024–2029 period. This alignment ensures that interventions are rooted in national policy while remaining responsive to Muhanga's specific context and development potentialities. A detailed mapping of this strategic alignment with the district's potentiality is provided in **Annex 4**.

Table 2: District Priorities and Strategic Interventions Relevancy to NST-2, SSPs, and Vision 2050

Pillars	DDS Priority Area (DDS PA)	DDS Intervention	Sector Priority Area (PA)	NST2 Priority Area (NPA)
Economic Transformation	Agriculture			
	Increase productivity of priority crops	<ul style="list-style-type: none"> • Increase quantity of mineral fertilizers and seeds used by farmers • Promote and operationalize Food Basket Sites • Increase area under irrigation • Marshland development • Improve Animal genetics (Liquid Nitrogen plants, Animal breeding centres, Insemination of cows and pigs) 	PA-01: Increase productivity of priority crops by 50%	1.1.1. Climate-resilient, productive and modernized agri-food systems [4.1.]
	Achieve and sustain self-sufficiency in animal resources	<ul style="list-style-type: none"> • Improve Animal genetics (Liquid Nitrogen plants, Animal breeding centres, Insemination of cows and pigs) • Improvement of animal vaccination • Promote livestock insurance • Promote beekeeping • Develop livestock infrastructures 	PA-02: Achieve and sustain self-sufficiency in animal resources	
	Strengthen post-harvest handling and management and reduce post-harvest losses	<ul style="list-style-type: none"> • Construction and Rehabilitation post-harvest infrastructures 	PA-03: Strengthen post-harvest handling and reduce losses to below 5%	
	Attract investment in the agriculture sector and increase credit to agriculture sector	<ul style="list-style-type: none"> • Increase the area under export crops production and increase value addition 	PA-04: Attract investment in the agriculture sector and increase credit to agriculture from 6% to 10%	
	Private Sector Development & Youth Employment			
	Create sustainable and decent jobs	<ul style="list-style-type: none"> • Improve & Strengthen synergies in workplace learning, employability skills for youth, job-matching services and labour market systems [through internships, apprenticeships, re-skilling and up-skilling among others] • Implement an integrated business advisory service model tailored to promote entrepreneurship and growth of MSMEs • Promote Village model project(s) 	PA-11: Create sustainable and decent jobs	1.2.3 Creation of sustainable and decent jobs

Scale up Production of essential and high value products to meet domestic demand and reduce imports	<ul style="list-style-type: none"> • Increase market infrastructure • Promote made in Rwanda • Promoting the mining investment • promote, operationalise, and further develop bankable industrial parks (IPs) and Special Economic Zones (SEZs) • Develop a management model for each industrial park 	PA-05: Scale up Production of essential and high value products to meet domestic demand and reduce imports	1.2.1 Industrial development and Export Promotion [4.2]
Climate, Environment and Natural Resources			
Disaster risk reduction and management	<ul style="list-style-type: none"> • Construction and maintenance of terraces • Improve forest management and promote indigenous species, agroforestry, fruit trees, and urban trees • Promote climate adaptation and mitigation • Establish and operationalise district emergency command posts 	PA-12: Disaster risk reduction and management	1.3.1 Building resilience to climate change and sustainable management of the environment and natural resources [4.10]
Sustainable Natural Resources Management	<ul style="list-style-type: none"> • Promote modern mining 	PA-13: Sustainable Natural Resources Management	
Environmental management, low carbon economy and resilience to climate change	<ul style="list-style-type: none"> • Enhance compliance to land use master plans leveraging technology • Improve land administration leveraging technology 	PA-15: Environmental management, low carbon economy and resilience to climate change	
Transport			
Develop transport infrastructure and services to facilitate economic growth and trade	<ul style="list-style-type: none"> • Construction and rehabilitation of roads • Construction and rehabilitation of bridges • Enhance the maintenance of roads • Establish the pedestrian and cycle lanes • Establish dedicated taxi parks 	PA-19: Develop transport infrastructure and services to facilitate economic growth and trade	1.5.1 Enhanced transport connectivity for economic growth and trade [4.6]
Energy			
Scale up electrification to achieve universal access	<ul style="list-style-type: none"> • Roll out access to electricity in all cells of the district to facilitate household connections • Increase the electricity infrastructure • Enhance public lighting 	PA-20: Scale up electrification to achieve universal access	1.6.1 Renewable & clean energy transition & universal access to electricity (Sector: Infrastructure - Energy) [4.4]
Scale up the adoption of clean and efficient cooking technologies	<ul style="list-style-type: none"> • Mobilize households and disseminate efficient biomass cooking technologies 	PA-22: Scale up the adoption of clean and efficient biomass cooking technologies	

	Urbanization and Rural Settlement			
	Establish initiatives to promote sustainable growth of urban and rural areas	<ul style="list-style-type: none"> • Increase the households in planned settlement • Develop detailed physical plans, site servicing to enhance well planned urban and rural settlements • Implementation of Muhanga district master plan 	PA-23: Establish initiatives to promote sustainable growth of urban and rural areas	1.7.1 Enhanced urbanization and settlements for agglomeration benefits [4.7]
	ICT			
	Foster digital transformation across key economic sectors	<ul style="list-style-type: none"> • Ensure universal basic digital literacy • Increase ICT infrastructure 	PA-24: Foster digital transformation across key economic sectors	1.8.1 Digital transformation [4.8]
	Financial Sector Development			
	Increase financial inclusion and promote saving	<ul style="list-style-type: none"> • Promote access to financial services • Promote saving culture 	PA-16: Strengthen Domestic Savings & Expand Financial Inclusion	1.4.1 Resilient and broadened financial sector for private sector growth [4.9]
	Ensure timely access to quality education in basic education	<ul style="list-style-type: none"> • Establish resilient and inclusive classrooms • Reduce school dropout rate through enhancing school and community collaboration • Promote STEM, technical and vocation education • Sustain the school feeding program • Reduce repetition rate by continuously implementing remedial learning education strategies • Expand functional adult literacy programs • Strengthen education data management systems for evidence-based decision making 	PA-27: Ensure timely access to quality education in basic education PA-29: Enhance ICT integration in education at all levels of General Basic Education and TVET	2.1.1 Improve the quality and market relevance of education [5.1]
Social Transformation	Health			
	Continuously Improving the Access to and Quality of Health Services through Primary Health Care	<ul style="list-style-type: none"> • Increase health facilities and access to medical services • Promote maternal and child health services • Strengthen the use of postpartum family planning and introduction of new contraceptive methods • Raise awareness and educate the public using innovative and targeted strategies on major Non-Communicable Diseases (NCD) risk factors 	PA-30: Continuously Improving the Access to and Quality of Health Services through Primary Health PA-34: Continuing to Expand Health Infrastructure and Equip Health Facilities	2.2.1 Enhanced quality of health, strengthened health systems, and reduced stunting (Health Sector - including nutrition [5.2]

	<ul style="list-style-type: none"> Recruit, train, and deploy certified professional community health cadres at community level, (consistent with the community health program health service package) 		
Improving Child Nutrition	<ul style="list-style-type: none"> Enhance ECDs services Ensure children of 3-6 attend Community Based ECD facilities Promote Hygiene and Sanitation 	PA-31: Improving Child Nutrition	
Social Protection			
Promote graduation by creating an enabling environment for income opportunities	<ul style="list-style-type: none"> Strengthen targeting approaches to increase effectiveness and ensure flexibility to increase coverage of poor and vulnerable group Address shelter related issues Mainstream vulnerable groups Increase coverage of individuals enrolled and saving with Ejo Heza 	<p>PA-36: Promote graduation by creating an enabling environment for income opportunities</p> <p>PA-37: Protect those in poverty by ensuring access to essential services, through social security and income support</p>	2.3.1 Enhanced graduation from poverty and increased resilience
Strengthen disaster mitigation and adaptation	<ul style="list-style-type: none"> Promote preparedness for disasters among citizens Support disaster victims 	PA-38: Prevent people from falling into poverty by providing income security and insurance mechanisms to safeguard individuals and families from shocks	
Water and Sanitation			
Scale up drinking water access to all villages	<ul style="list-style-type: none"> Scale up access to water in remaining villages Construct, upgrade and rehabilitate the Water Supply Systems Scale up the access to basic water for productive use centres including schools and health facilities 	PA-39: Scale up drinking water access to all villages countrywide	2.4.1 Increased access to Water for socioeconomic development [4.5]
Promote waste management	<ul style="list-style-type: none"> Promoting organic waste treatment facility and recycled waste 	PA-40: Increase access to Sanitation, and Hygiene (WASH) services for improved wellbeing	2.4.2 Increased access to Sanitation & Hygiene (WASH) services for improved wellbeing [5.3]

	Strengthen local government institutional, organizational, and human resource capacities for effective coordination and collaboration and implementation of citizen-centered service delivery	<ul style="list-style-type: none"> Reinforced efficient service delivery Upgrade citizen complaint management systems, and coordinate the operationalization of effective citizen complaint handling mechanisms Enhance the efficiency and effectiveness of existing citizen participation platforms and strengthening of effective feedback mechanisms to expedite citizens' problem-solving and improve accountability Update and use local economic potential maps and investment profiles, and to allocate resources to priority green and inclusive LED projects 	<p>PA-42: Strengthen local government institutional, organizational, and human resource capacities for effective coordination and collaboration and implementation of citizen-centered service delivery</p> <p>PA-41: Strengthen institutional frameworks, collaboration, and coordination for inclusive, climate resilient, and gender-transformative Local Economic Development (LED)</p>	3.1.1 Enhance citizen-centered local development and effective service delivery [6.2]
Transformational Governance	Justice, Reconciliation, Law and Order			
	Improve justice service delivery and reduce case backlogs	<ul style="list-style-type: none"> Promote courts judgements execution by local government, Expand Legal aid provision to vulnerable people through semestrial legal aid week Conduct anti-corruption and anti-injustice dialogues, trainings and awareness campaigns 	PA-44: Improve justice service delivery and reduce case backlogs	3.2.1 Enhanced Rule of Law
	Sustained Peace and Security	<ul style="list-style-type: none"> Improve crime prevention and public order through community policing initiatives Operationalization of District Transit Centre, Enhance night patrols/Irondo 	PA-48: To sustain Peace and Security	3.2.4 Sustained Peace and Security [6.6]
	To promote and uphold Rwandan identity and social healing	<ul style="list-style-type: none"> Creation of unity and resilience clubs in schools and villages Promote ndi Umunyarwanda interaction sessions 	PA-46: To promote and uphold Rwandan identity and social healing	3.2.3 National Unity, Resilience, culture and values [6.4]
	Sport and Culture			
Promotion of Culture	Operationalize Itorero program at different levels (village level, schools, institutions) Promote cultural and touristic sites	PA-49. Preserve and promote Rwandan Culture, values, norms and Rwandan Heritage	3.3.1 Fostering National Unity, Resilience, culture and values [6.4]	

Promote sport among citizens	<ul style="list-style-type: none"> • Construction and Upgrade of sport facilities • Sport talents detection and promotion • Promote mass sport • Create accessible sports spaces and related sports facilities 	PA-49. Preserve and promote Rwandan Culture, values, norms and Rwandan Heritage	
Public Financial Management			
Enhance effective public financial management	<ul style="list-style-type: none"> • Financial capacity building • Increase revenue collection, • Enhance the use of public funds 	PA-50: Increase compliance with PFM rules and improve oversight of value-for-money	3.4.1 Strengthen Accountability [6.3]

Source: Muhanga District Consultations; NST2 and SSPs 2024-2029

3.2. Mainstreaming CCA

The Muhanga District Development Strategy (DDS) 2024–2029 ensures the systematic integration of seven key Crosscutting Areas (CCAs) to promote inclusive, resilient, and equitable development. These CCA defined in national planning frameworks are embedded across all pillars and sectors of the DDS to ensure the development is aligned with social wellbeing of the people and the environment.

- **Capacity Development** is central to effective local governance and service delivery in Muhanga District. The DDS 2024–2029 prioritises strengthening institutional and human resource capacity through targeted training, skills development, and improved coordination between local and central government. Efforts will focus on addressing capacity gaps, enhancing staff performance, and promoting stakeholder partnerships—particularly in youth empowerment and private sector development. Capacity development is fully integrated into planning and implementation to ensure the successful delivery of district priorities.
- **HIV/AIDS and non-communicable diseases (NCDs)** remain critical health concerns in Muhanga District. While HIV prevalence is slightly below the national average of 2.6%¹², continued efforts such as PMTCT, testing, and treatment support are essential. NCDs are rising, with 27%¹³ of women in Muhanga overweight or obese and NCDs causing nearly half of all deaths in health facilities nationwide.¹⁴ The DDS 2024–2029 will mainstream these issues by integrating services into primary care, expanding community awareness, training health providers, and aligning with national health strategies to improve prevention and access to care.
- **Youth in Muhanga:** Youth aged 16–30 represent over 25.3% of Muhanga’s population, forming a critical demographic for the district’s development.¹⁵ While the employment rate among youth is slightly above the national average (48.1%), nearly 43% fall under the NEET category, with rural youth more affected.¹⁶ Education levels show disparities, with most youth ending their education at primary level and only 4.2% reaching university.¹⁷ Governance participation data remains limited, hindering effective youth engagement. Mainstreaming efforts focus on expanding employment and entrepreneurship, improving TVET and higher education access, targeting NEET youth, and building inclusive governance and M&E systems. These measures will ensure youth are empowered to drive economic, social, and governance transformation in Muhanga.
- **Disability and Social Inclusion:** Muhanga District is committed to ensuring that persons with disabilities and other marginalized groups are fully included in the district’s development agenda. The DDS 2024–2029 mainstreams disability and social inclusion across all NST2 pillars by promoting inclusive employment, accessible education, and tailored social protection services. It prioritises vocational skills, inclusive teaching practices, and access to health and rehabilitation services. Governance reforms will strengthen disability-disaggregated data systems and promote participation in planning and leadership structures.

¹² <https://dhsprogram.com/pubs/pdf/WP189/WP189.pdf?>

¹³ *ibid*

¹⁴ <https://www.statistics.gov.rw/infographics/Cause-of-Death-in-Rwanda-2024>

¹⁵ RPHC – Muhanga District Profile, 2022

¹⁶ 2022 Rwanda Population and Housing Census

¹⁷ *ibid*

- **Gender and Family Promotion:** Muhanga population is female majority (51.5% women)¹⁸ and holding 47% of District Council seats.¹⁹ However, disparities remain in employment, access to finance, and representation in executive roles. Girls outperform boys in early education but lag in secondary school enrolment.²⁰ The DDS mainstreams gender and family promotion by expanding vocational training, improving access to services, and promoting inclusive governance to ensure women and families fully contribute to and benefit from development.
- **Environment and Climate Change:** Muhanga District faces critical environmental challenges, including high soil erosion (82% of land at risk), and rising urban and industrial pressures, particularly in Nyamabuye and Shyogwe.²¹ Despite its topographic diversity and strong adaptive capacity, water scarcity, habitat loss, and energy gaps persist. The DDS aims to promote climate-smart agriculture, soil erosion control, natural resource conservation, and expanded access to renewable energy, while integrating land-use planning, waste management, and environmental education to enhance long-term climate resilience and sustainability.
- **Disaster risk reduction and management:** Muhanga District implements disaster preparedness and response through structured local mechanisms, including District and Sector Disaster Management Committees.²² These bodies conduct risk assessments, lead planning, and coordinate response efforts. Community-Based Disaster Risk Management (CBDRM) and public awareness campaigns further support resilience. However, challenges remain in financing, capacity, and infrastructure. The DDS aims to strengthen disaster risk management through improved resource mobilization, continuous capacity building, resilient infrastructure, and deeper community engagement, ensuring preparedness and swift response to both natural and human-induced hazards.

4. Implementation Framework

The successful implementation of the Muhanga DDS requires a coordinated, inclusive, and well-resourced approach involving local and central government efforts, development partners, and the private sector. This framework defines the implementation timeline, outlines the key actors and their roles, and identifies potential budget sources to ensure that the district's development priorities are effectively realized.

Timeline

The DDS will be implemented over a five-year period (2024–2029).

Implementing Institutions and Their Roles

a. District-Level Responsibilities

District Council: Provides oversight, approves strategic plans, and ensures inclusive representation of women, PWD and youth.

Executive Committee and District administration: The implementation of the DDS will be led by the Mayor, who provides overall coordination and strategic direction. The Vice Mayor in charge of Economic Development will oversee initiatives related to economic growth and

¹⁸ NISR (2022) Rwanda Fifth Population and Housing Census

¹⁹ District administrative records, 2022 (Muhanga District)

²⁰ NISR (2022) Rwanda Fifth Population and Housing Census

²¹ State of Soil Erosion Control in Rwanda, 2022

²² Minima (2012) The National Disaster Management Policy

infrastructure, while the Vice Mayor for Social Affairs will manage social services and promote community well-being. The District Executive Secretary will ensure effective administrative execution and coordination across departments. The Directors and Technical staffs will be responsible for monitoring and evaluating progress, ensuring that DDS targets are met. At the grassroots level, Sector, Cell, and Village Councils will play a vital role in mobilizing communities, implementing local activities, and providing feedback to inform district-level decision-making.

b. External Government Partners

- MINALOC: Oversight of policy alignment and intergovernmental coordination.
- MINECOFIN: Support for financial planning and resource mobilization.
- Line Ministries (e.g., MINEDUC, MINAGRI, MININFRA, MINICOM): Provision of technical support and integrate national programs at the district level.

c. External Partners (Private Sector & NGOs)

- Private Sector: Investment, innovation, and job creation.
- NGOs and Civil Society: Delivery of services, building capacity, and engaging communities.
- Development Partners: Funding, technical assistance, and monitoring support.

Approach to Resource Mobilization

To ensure effective implementation of the DDS, Muhanga District is adopting a diversified resource mobilization strategy that reflects its strategic role as a secondary city. Core funding will be secured through national transfers coordinated with MINECOFIN and MINALOC, supplemented by support from development partners and sector ministries through SSP-aligned agreements. Non-state actors will contribute to advancing key sectors such as agriculture, health, education, youth empowerment, and social protection. The district also aims to strengthen its financial sustainability by enhancing local revenue generation, improving financial management, and working closely with JADF partners and Umuganda initiatives. Community contributions will be encouraged through cooperatives and savings groups, particularly in agriculture, small-scale trade, and artisanal activities. Leveraging its urbanizing status and proximity to Kigali, Muhanga will prioritize attracting private sector investment in agro-processing, service delivery, and urban infrastructure to promote inclusive and resilient growth.

5. Monitoring & Evaluation

The Monitoring and Evaluation (M&E) Matrix at the district level is structured to align with national priorities under the National Strategy for Transformation (NST2) and the District Development Strategies (DDS). It is coordinated primarily by the Ministry of Local Government (MINALOC) and implemented through decentralized structures. The institutional framework for M&E at the district level in Rwanda is anchored by the District Planning Unit (DPU), which coordinates planning, data collection, and reporting, under the oversight of the District Executive Committee and District Council. Sector and cell-level officers support data gathering and feed into district-level systems. Key tools include the Monitoring and Evaluation Information System (MEIS), and performance contracts known as Imihigo, which are central to tracking and evaluating progress. Reporting is conducted through quarterly and annual performance reports submitted to MINALOC and other central agencies, complemented by participatory mechanisms such as community scorecards and citizen report cards that ensure accountability and citizen engagement.

The following approach will be used in assessing and tracking progress in the implementation of the DDS.

- Results-Based Monitoring Framework - Each DDS includes a logical framework with clearly defined goals, outcomes, outputs, and indicators. These indicators are aligned with the National Strategy for Transformation (NST2) and sector strategic plans. Progress is tracked using baseline data, annual targets, and performance indicators that are regularly updated.
- Use of Digital Tools and Systems - Districts use platforms like Monitoring and Evaluation Information System (MEIS) to collect, analyse, and report data. These tools support real-time tracking of activities and facilitate the generation of quarterly and annual performance reports.
- Participatory Monitoring and Feedback - The approach emphasizes inclusive monitoring, involving stakeholders such as the Joint Action Development Forum (JADF), civil society, and citizens. Tools like community scorecards and citizen report cards are used to gather feedback on service delivery and ensure accountability.
- Regular Reporting and Evaluation -The district is requested to produce the mid-term and end -term reports. These reports feed into national performance reviews and inform policy adjustments. Periodic mid-term and end-term evaluations are also conducted to assess impact and sustainability.

5.1. M&E results framework

The M&E results framework is provided in Annex 3, Table 3. The table below presents a template of this framework

5.2. DDS Risk and Mitigation Matrix

This matrix identifies potential risks that could hinder the successful implementation of the DDS, analyses their causes, assesses their likelihood and impact, and outlines corresponding mitigating factors. This proactive approach ensures that potential challenges are anticipated and addressed, thereby enhancing the resilience and adaptability of the strategy.

Table 3: Major risk matrix for District Development Strategy

No	Identified Risk	Risk Analysis			Mitigating Factors
		Causes	Likelihood	Impact	
1	Stakeholders dis-engagement	Failure to involve stakeholders in planning and execution of District initiatives	Very likely	High	Mobilize all possible stakeholders to be part of DDS preparation and implementation in all levels of administration.
2	Lack of sufficient funding for all district strategic initiatives	Failure to implement the identified strategic priorities	Unlikely	High	Prioritization of strategic interventions based on available resources. Strengthen Resource mobilization at the district level. Promote efficient use of available resources.
3	Public Health emergencies such as pandemic	New or resurgence of pandemic diseases may slow down the DDS	Likely	High	Strengthening partnerships with health agencies to anticipate and respond to pandemics proactively

4	Private Sector & CSO dis-engagement	Limited involvement of the Private Sector and Civil Society in the district development project	Likely	High	Strategically mobilize internal and external investors Provide incentives to attract private investment in the DDS plans
5	District High staff turnover	Lack of LG staff Incentives	Very likely	High	Develop and implement District retention strategies

6. Costing

We have developed a comprehensive costing framework to guide the successful implementation of our District Development Strategy (DDS). This section outlines the estimated financial requirements for achieving our strategic priorities over the five-years planning period. Our costing approach is grounded in realistic assumptions and prioritization of interventions, drawing from historical budget allocations and aligned with the methodologies used in the NST2 and SSPs. The total estimated cost for implementing this strategy over the period from July 2024 to June 2029 amounts to **407,963,771,697** Rwandan Francs (**Annex 4, table 4 for the full costing breakdown**). The breakdown of the total budget needed for each year across the five years is as follow:

The breakdown of the total budget needed for each year across the five years is as follows:

- Year 1: Rwf 23,917,657,285
- Year 2: Rwf 47,799,183,080
- Year 3: Rwf 92,325,248,933
- Year 4: Rwf 111,675,027,733
- Year 5: Rwf 132,246,654,667

Funding for the DDS will be sourced from a diversified portfolio, including Government allocations, Grants from development partners, PPPs and the District's Own Revenue. This multi-pronged approach aims to ensure financial sustainability and reduce dependency on single funding streams. The detailed costing framework can be found in Annex 5 in the annex document.

7. Conclusion

Muhanga District Development Strategy stands as a testament to an inclusive and participatory planning process, rooted in grassroots engagement and community ownership. Its formulation was guided by a deliberate effort to align with Rwanda's long-term aspirations as articulated in Vision 2050, as well as the medium-term priorities of the National Strategy for Transformation (NST2) and the Sector Strategic Plans (SSPs). This alignment ensures coherence across planning levels and reinforces the strategy's relevance and responsiveness to national development goals. As a strategic roadmap, it provides a clear framework for coordinated action, resource allocation, and performance monitoring at the district level. Ultimately, the strategy is not only a tool for local transformation but also a vital contributor to the realization of NST2 and SSP targets, fostering sustainable, inclusive, and resilient development across the district.

8. Annexes

8.1. Annex 1: M&E Results Framework

The table below highlights DDS outcomes and the various key performance indicators and targets under each outcome for the period 2025/26 to 2028/29, with the baseline representing the current situation at present to aid in the analysis of performance for review of DDS.

No	DDS Outcome	Indicators	Units	Baseline (2023/24)	End Period Targets	Annual Targets					Means of verification and Data Sources	Responsible for Reporting
						24/25	25/26	26/27	27/28	28/29		
Economic Transformation Pillar												
SECTOR: Agriculture												
PRIORITY AREA 01: Modernization of agriculture and animal resources production for climate resilient agrifood systems												
1	Outcome 1: Modernized crop production and productivity	Compost pits at cell level	Number	10	30	-	5	15	20	30	Verification: Reports Sources: District Report	MINAGRI/R AB and District
		DAP distributed and used	MT	376	2,295	262	478	484	521	550	Verification: Reports Sources: District Report	MINAGRI/R AB and District
		UREA distributed and used fertilizers	MT	244.431	2,279	262	462	484	521	550	Verification: Reports Sources: SNS(Nkunganire), District Report	MINAGRI/R AB and District
		NPK distributed and used fertilizers	MT	158.19	929	177	181	190	190	191	Verification: Reports Sources: SNS(Nkunganire), District Report	MINAGRI/R AB and District
		Lime distributed and used fertilizers	MT	195.5	1,693	227	336	336	364	430	Verification: Reports Sources: SNS(Nkunganire), District Report	MINAGRI/R AB and District
		Soybeans seeds distributed and used	MT	11.6	53	6	8	12	13	14	Verification: Reports Sources: SNS(Nkunganire), District Report	MINAGRI/R AB and District

No	DDS Outcome	Indicators	Units	Baseline (2023/24)	End Period Targets	Annual Targets					Means of verification and Data Sources	Responsible for Reporting
						24/25	25/26	26/27	27/28	28/29		
		Maize seeds distributed and used	MT	63.251	360	70.18	141.18	213	286	360	Verification: Reports Sources: SNS(Nkunganire), District Report	MINAGRI/R AB and District
		Farmers (male & female) accessing extension services	Number	58468	99,260	13,032	42,006	98,368	99,260	99,260	Verification: Reports Sources: SNS(Nkunganire), District Report	MINAGRI/R AB and District
		Selected crops increased (Maize, rice, Irish potatoes, Banana, Cassava)	T/ha	*Maize:5.43 T/Ha *Beans :1.8T/Ha *Rice: 6.4 T/Ha, *Irish potatoes:24.8T/Ha *Banana 11T/Ha	*Maize:5.6 T/Ha *Beans :2T/Ha *Rice: 6.5T/Ha, *Irish potatoes:25 T/Ha *Banana 18T/Ha	*Maize:5.46 T/Ha *Beans :1.82T/Ha *Rice: 6.42T/Ha, *Irish potatoes:24.9T/Ha *Banana 13T/Ha	*Maize:5.5T/ Ha *Beans :1.88T/Ha *Rice: 6.44 T/Ha, *Irish potatoes:24.95T/Ha *Banana 15T/Ha	*Maize:5.5T/ Ha *Beans :1.90T/Ha *Rice: 6.46 T/Ha, *Irish potatoes:24.97T/Ha *Banana 16T/Ha	*Maize:5.55 T/Ha *Beans :1.95T/Ha *Rice: 6.48 T/Ha, *Irish potatoes:24.98T/Ha *Banana 17T/Ha	*Maize:5.60 T/Ha *Beans :2.0T/Ha *Rice: 6.50T/Ha, *Irish potatoes:25 T/Ha *Banana 18T/Ha	Verification: Reports Sources: District Report	MINAGRI/R AB and District
		Land consolidated for priority food crops (maize, beans, cassava, soybeans, rice, vegetables)	Ha	Maize: 4750ha cassava: 3200ha Beans: 31950ha Rice: 460Ha Soybeans: 715ha Irish potatoes: 540ha	Maize: 4750ha cassava: 3200ha Beans: 31950ha Rice: 460Ha Soybeans: 715ha Irish potatoes: 540ha	Maize: 4750ha cassava: 3200ha Beans: 31950ha Rice: 460Ha Soybeans: 715ha Irish potatoes: 540ha	Maize: 4750ha cassava: 3200ha Beans: 31950ha Rice: 460Ha Soybeans: 715ha Irish potatoes: 540ha	Maize: 4750ha cassava: 3200ha Beans: 31950ha Rice: 460Ha Soybeans: 715ha Irish potatoes: 540ha	Maize: 4750ha cassava: 3200ha Beans: 31950ha Rice: 460Ha Soybeans: 715ha Irish potatoes: 540ha	Maize: 4750ha cassava: 3200ha Beans: 31950ha Rice: 460Ha Soybeans: 715ha Irish potatoes: 540ha	Verification: Reports Sources: District Report	MINAGRI/R AB and District
		Agriculture land use master plan	Number (report)	1					1		Verification: Reports Sources: District Report	MINAGRI and District
		Area under Food Basket Sites	Ha	NA	3032.5		1045	1975	2580	3032.5	Verification: Reports	MINAGRI and District

No	DDS Outcome	Indicators	Units	Baseline (2023/24)	End Period Targets	Annual Targets					Means of verification and Data Sources	Responsible for Reporting
						24/25	25/26	26/27	27/28	28/29		
											Sources: District Report	
		Crops insured (maize, rice, Irish potatoes, beans, soybeans)	Ha	Maize: 340 Ha Rice: 123Ha Irish Potatoes: 12.7Ha Soyabeans: 3Ha Beans: 4.6ha	Maize: 420 ha Rice: 330 ha Irish Potatoes: 100Ha Soyabeans : 40Ha Beans: 100Ha	Maize: 360 Ha Rice: 123Ha Irish Potatoes: 13Ha Soyabeans: 3Ha Beans: 10Ha	Maize: 380 Ha Rice: 330Ha Irish Potatoes: 40Ha Soyabeans: 10Ha Beans: 25Ha	Maize: 400 Ha Rice: 330Ha Irish Potatoes: 60Ha Soyabeans: 15Ha Beans: 50Ha	Maize: 400 Ha Rice: 330Ha Irish Potatoes: 80Ha Soyabeans: 20Ha Beans: 75Ha	Maize: 420 ha Rice: 330 ha Irish Potatoes: 100Ha Soyabeans: 40Ha Beans: 100 Ha	Verification: Reports Sources: District Report	MINAGRI/R AB and District
		Area under irrigation systems (marshland irrigation)	Ha	300	500	340	380	420	460	500	Verification: Reports Sources: District Report	MINAGRI/R AB and District
		Ha irrigated through small-scale irrigation	Ha	N/A	119	N/A	43	76	106	119	Verification: Reports Sources: District Report	MINAGRI/R AB and District
		Agri business Development Centre developed in seeds multiplication (maize and cassava)	Number	1	2	-	-	1	-	1	Verification: Reports Sources: District Report	MINAGRI/R AB and District
		Ha of marshland developed and maintained	Ha	Miguramo (0 ha) Makera (0) Takwe (0) Rugeramigo zi II (0)	Miguramo (3 ha) Makera (63ha) Takwe (45) Rugeramigo zi II (75.5ha)	-	Takwe (45 ha)	Makara (63ha)	Miguramo (3 ha)	Rugeramigo zi II (75.5ha)	Verification: Reports Sources: District Report	MINAGRI/R AB and District
2	Outcome 2. Modernized animal resources	Animals vaccinated against diseases (LSD- cows)	Number	(LSD):49496	(LSD):54835	(LSD):50000	(LSD):51000	(LSD):52000	(LSD):53000	(LSD):54835	Verification: Reports Sources: District Report	MINAGRI/R AB and District

No	DDS Outcome	Indicators	Units	Baseline (2023/24)	End Period Targets	Annual Targets					Means of verification and Data Sources	Responsible for Reporting
						24/25	25/26	26/27	27/28	28/29		
	production and productivity	Animals vaccinated against diseases BQ (cows)	Number	BQ :26107	BQ :35000	BQ :27854	BQ :27958	BQ :28521	BQ :28759	BQ :35000	Verification: Reports Sources: District Report	MINAGRI/R AB and District
		Animals vaccinated against diseases RVF: Sheep, cows, goats)	Number	RVF:49496 (cows) RVF: 9742 (sheep) RVF: 28214 (goats)	RVF:55124 (cows) RVF: 9844 (sheep) RVF: 29130 (goats)	RVF:54835 (cows) RVF: 9742 (sheep) RVF: 28214 (goats)	RVF:54936 (cows) RVF: 9760 (sheep) RVF: 28820 (goats)	RVF:54950 (cows) RVF: 9764 (sheep) RVF: 28864 (goats)	RVF:55045 (cows) RVF: 9810 (sheep) RVF: 28916 (goats)	RVF:55124 (cows) RVF: 9844 (sheep) RVF: 29130(goats)	Verification: Reports Sources: District Report	MINAGRI/R AB and District
		Animals vaccinated against diseases Rabies (dogs and cats)	Number	Rabies :500	Rabies :2500	Rabies :500	Rabies :1000	Rabies :1500	Rabies :2000	Rabies :2500	Verification: Reports Sources: District Report	MINAGRI/R AB and District
		Livestock and small livestock improved /upgraded in genetics	Number (Cum m)	Cows 16,825 Pigs 625	Cows 40,000 Pigs 3125	Cows 20825 Pigs 1250	Cows 24834 Pigs 1675	Cows30250 Pigs 2300	Cows 36540 Pigs 2900	Cows 40,000 Pigs 3125	Verification: Reports Sources: District Report	MINAGRI/R AB and District
		Domestic animals insured	Number (Cum m)	Cows: 2,681 Pigs: 478 Chicken: 6,500	Cows: 12,620 Pigs: 4600 Chickens: 35,500	Cows: 3000 Pigs: 500 Chicken: 6000	Cows: 6,620 Pigs: 1500 Chicken: 13,000	Cows: 8,620 Pigs: 2500 Chicken: 20,000	Cows: 10,620 Pigs: 3600 Chicken: 27,500	Cows: 12,620 Pigs: 4600 Chickens: 35,500	Verification: Reports Sources: District Report	RAB and District
		Increase area under improved forage	ha	74	174	94	114	134	154	174	Verification: Reports Sources: District Report	RAB and District
		Milk collection posts Installed and equipped	Number	1 Milk collection posts	3 Milk collection posts	-	-	2 Milk collection posts	3 Milk collection posts	-	Verification: Reports Sources: District Report	MINAGRI/R AB and District

No	DDS Outcome	Indicators	Units	Baseline (2023/24)	End Period Targets	Annual Targets					Means of verification and Data Sources	Responsible for Reporting
						24/25	25/26	26/27	27/28	28/29		
		Livestock infrastructures (veterinary clinic and Laboratory) constructed and operationalized	Number	-	(1 Veterinary clinic) and (1 laboratory)	-	-	-	(1 Veterinary clinic) and (1 laboratory)	-	Verification: Reports Sources: District Report	MINAGRI/RAB and District
		Modern pig slaughter houses Constructed and equipped through public-private partnerships	Number	-	1	-	-	1	-	-	Verification: Reports Sources: District Report	MINAGRI/RAB and District
		Bee-keepers cooperatives supported	Number	2	4	-	-	3	4	-	Verification: Reports Sources: District Report	RAB and District
PRIORITY AREA 02: Inclusive markets and post-harvest management for sustainable agri-food systems												
3	Outcome 3: Strengthened market linkages and post-harvest infrastructures	Drying facilities Constructed	Number	42	4	-	1	1	1	1	Verification: Reports Sources: District Report	RAB and District
4	Outcome 4: Boosted agriculture exports	Ha of agriculture land for coffee production increased	Ha	830	1,000	864	898	932	966	1,000	Verification: Reports Sources: District Report	MINAGRI, NAEB and District
		Quantity of chilling Coffee increased and processed at coffee wash stations	MT	3,144	4,000	3,315	3,486	3,658	3,829	4,000	Verification: Reports Sources: District Report	MINAGRI, NAEB and District
		Number of fruit trees increased planted	Number	329,139	379,139	339,139	349,139	359,139	369,139	379,139	Verification: Reports Sources: District Report	RFA, NAEB, RAB, District
		Ha of agriculture land for horticulture increased (Imboga) in all sectors.	Ha	164	214	174	184	194	204	214	Verification: Reports Sources: District Report	NAEB, RAB, and District

No	DDS Outcome	Indicators	Units	Baseline (2023/24)	End Period Targets	Annual Targets					Means of verification and Data Sources	Responsible for Reporting
						24/25	25/26	26/27	27/28	28/29		
		Ha of agriculture land for floriculture increased	Ha	1.0	3.0	1.4	1.8	2.2	2.6	3.0	Verification: Reports Sources: District Report	NAEB, RAB, and District
SECTOR: PRIVATE SECTOR DEVELOPMENT & YOUTH EMPLOYMENT												
PRIORITY AREA 01: Create sustainable and decent jobs												
5	Outcome 1: Increase productive jobs	Youth and women supported through Hanga Hub to develop strong business ideas (MSMEs).	Number	1,850	2,750	2,050	2,250	2,470	2,570	2,750	Verification: Reports Data Sources: District Reports	LODA and District
		Youth (both male and female) trained to acquire start-up equipment and toolkits	Number	876	1,082	900	950	970	1,000	1,082	Verification: Reports Data Sources: District Reports	BDF and District
		Jobs created through employment mainstreaming (cumulative)	Number	8,215	10,400	8,000	8,020	9,000	10,000	10,400	Verification: Reports Data Sources: District Reports	MINICOM, RDB, and District
		Arts centres/Facilities established	Number	N/A	1	-	-	1	-	-	Verification: Reports Data Sources: District Reports	MINICOM, RDB, and District
		Centre of Excellences established and operationalized	Number	N/A	1	-	-	-	-	1	Verification: Reports Data Sources: District Reports	MINICOM, RDB, and District
		Youth benefiting from workplace learning initiatives (new)	Number	343	550	260	450	475	500	550	Verification: Reports Data Sources: District Reports	LODA and District
		MSMEs supported to access finance	Number	483	757	500	530	570	610	757	Verification: Reports Data Sources: District Reports	LODA and District
PRIORITY AREA 02: Attract and increase private investment in industries												

No	DDS Outcome	Indicators	Units	Baseline (2023/24)	End Period Targets	Annual Targets					Means of verification and Data Sources	Responsible for Reporting
						24/25	25/26	26/27	27/28	28/29		
6	Outcome 2: Promote investment to enhance District Economic Investment	% of Ha expropriated in Muhanga Industrial Park	Percentage	16%	100%	20%	35%	50%	75%	100%	Verification: Reports Data Sources: District Reports	District, MINICOM, RDB
		% of basic infrastructure (Marram Road) constructed in Muhanga industrial park	Percentage	-	100%	-	-	50%	75%	100%	Verification: Reports Data Sources: District Reports	LODA and District
		Number of industrial parks with management model	Number	N/A	1	-	-	1	-	-	Verification: Reports Data Sources: District Reports	District, RDB, PSF
		Number of modern markets constructed through public-private partnerships	Number	1	5	-	2	3	-	5	Verification: Reports Data Sources: District Reports	LODA, MINICOM, District
		Number of Selling points constructed	Number	1	2	-	-	-	2	-	Verification: Reports Data Sources: District Reports	District
		Number of ICPCs maintained	Number	1	3	-	-	2	-	3	Verification: Reports Data Sources: District Reports	MINICOM and District
		Number of Hotel constructed through public-private partnerships	Number	3	5	-	-	4	-	5	Verification: Reports Data Sources: District Reports	District, MINICOM, RDB
		Number industries established through private-public partnerships	Number	4	8	-	5	6	7	8	Verification: Reports Data Sources: District Reports	RDB, District
		Number of mining value-addition factories established through PPPs	Number	1	3	1	-	1	-	-	Verification: Reports Data Sources: District Reports	District, RMB, and RDB

No	DDS Outcome	Indicators	Units	Baseline (2023/24)	End Period Targets	Annual Targets					Means of verification and Data Sources	Responsible for Reporting
						24/25	25/26	26/27	27/28	28/29		
		Number of village model projects financed	Number	12	331	76	140	204	268	331	Verification: Reports Data Sources: District Reports	LODA and District
		Number of companies/cooperatives supported to showcase Made in Rwanda products at exhibitions.	number	5	40	-	10	20	30	40	Verification: Reports Data Sources: District Reports	RDB, District
		Increase number of "made in Rwanda" entrepreneurs supported through BDF.	number	N/A	13	5	2	2	2	2	Verification: Reports Data Sources: District Reports	BDF, District, RDB, PSF
SECTOR: CLIMATE, ENVIRONMENT AND NATURAL RESOURCES												
PRIORITY AREA 01: Disaster Risk Reduction and Management												
7	Outcome 1: Increased agriculture land protected and Area of Land under erosion control	Ha of land protected against erosion increased by Radical terraces	Ha	1985.4	2,512.00	2,012	2,212	2,312	2,412	2,512	Verification: Reports Sources: District Report	RAB, RWB, District
		Ha of land protected against erosion increased by Progressive terraces established	Ha	433.4	2,200	440	880	1,320	1,760	2,200	Verification: Reports Sources: District Report	RAB, RWB, District
8	Outcome 2: Sustainable and productive forest and agroforestry management	Ha of land under agroforestry	Ha	4,994	9,988	6,992	8,989	10,987	12,984	14,982	Verification: Reports Sources: District Report	District, TUBURA, RFA
		Nurseries of agroforestry/trees established at cell level	Ha	1	3	1	1	-	-	1	Verification: Reports Sources: District Report	District
		Area of agroforestry trees planted	Ha	3,499	14,224	3,000	5,000	7,720	10,220	14,224	Verification: Reports Sources: District Report	District, TUBURA, FIP, RFA
		Area of forests sustainably managed	Ha	34	400	40	100	250	400	Verification: Reports	RFA, NAEB,	

No	DDS Outcome	Indicators	Units	Baseline (2023/24)	End Period Targets	Annual Targets					Means of verification and Data Sources	Responsible for Reporting	
						24/25	25/26	26/27	27/28	28/29			
											Sources: District Report	RAB, District	
		Area of forest managed under the Forest Monitoring and Evaluation System	Ha	16,822	16,822	16,822	16,822	16,822	16,822	16,822	Verification: Reports Sources: District Report	RFA, NAEB, RAB, District	
		Ha of degraded forest on private and public Land covered rehabilitated and maintained	Ha	10	100	20	40	60	80	100	Verification: Reports Sources: District Report	District, TUBURA, FIP, RFA	
9	Outcome 3: Improved environment management and increased resilience to climate change	Environmental education and awareness sessions conducted	Number	12.00	63	20	30	40	50	63	Verification: Reports Sources: District Report	District and Partners	
		% of approved EIA in compliance with EIAs Studies and Conditions of approval	%	100%	100%	100%	100%	100%	100%	100%	100%	Verification: Reports Sources: District Report	District and Partners
		Environmental Inspections conducted	Number	N/A	20	4	8	12	16	20	Verification: Reports Sources: District Report	District and Partners	
		Projects to reduce vulnerability to climate change developed and implemented	Number	2	5	-	3	4	5	-	Verification: Reports Sources: District Report	District and Partners	
		Area of land with high-risk of soil erosion restored	Number	21,120	16,215	4,000	6,800	8,108	12,108	16,215	Verification: Reports Sources: District Report	District and Partners	
		District emergency command posts established and operational	Number	1	1	-	-	-	-	1	Verification: Reports Sources: District Report	District and Partners	
		PRIORITY AREA 02: Environmental management, low carbon economy and resilience to climate change											

No	DDS Outcome	Indicators	Units	Baseline (2023/24)	End Period Targets	Annual Targets					Means of verification and Data Sources	Responsible for Reporting
						24/25	25/26	26/27	27/28	28/29		
10	Outcome 4: Efficient and Climate Compatible mining	Model mining sites with environment protection and occupational health and safety	Number	3	10	5	7	8	9	10	Verification: Reports Sources: Reports and Field visits	District and Partners
		Mining Safety education and awareness sessions conducted	Number	N/A	17	4	8	10	15	17	Verification: Reports Sources: Reports and Field visits	District and Partners
PRIORITY AREA 03: Sustainable Natural Resources Management												
11	Outcome 5: Enhance land management and Climate compatible	Number of Ha site physical plan elaborated	Ha	297.93	571	55	55	55	55	55	Verification: Reports Sources: NLMP, Reports and Field visits	District and Partners
		Number of expropriated parcels registered	Number	177	1,667	150	513	1,000	1,666	1,667	Verification: Reports Sources: Reports and Field visits	District and Partners
SECTOR: TRANSPORT												
PRIORITY AREA 01: Develop transport infrastructure and services to facilitate economic growth and trade												
12	Outcome 1: Improved and sustained quality of road network	Km paved road rehabilitated (Kigali-Muhanga)	Km	N/A	7.877	-	-	-	-	7.877	Verification: Reports Sources: RTDA, Reports and Field visits	RHA, RTDA, MINIFRA, District
		Km paved road rehabilitated (Nyange- Muhanga)	Km	N/A	24	-	-	24	-	-	Verification: Reports Sources: RTDA, Reports and Field visits	RHA, RTDA, MINIFRA, District
		Km of asphalt road constructed in Muhanga City	Km	21.4	61.4 (Cummm)	21.4	28.4	35.4	45.4	61.4	Verification: Reports Sources: District Report	RHA, RTDA, MINIFRA, District
		Km of cycle/pedestrian	Km	No Data	5	-	1	3	5	-	Verification: Reports	RHA, RTDA,

No	DDS Outcome	Indicators	Units	Baseline (2023/24)	End Period Targets	Annual Targets					Means of verification and Data Sources	Responsible for Reporting
						24/25	25/26	26/27	27/28	28/29		
		lanes established in Muhanga City									Sources: District Report	MINIFRA, District
		Km of feeder roads transformed into an asphalt road [Cya Kabiri-Nybakke-Kiyumba (35Km), Kabadaha-Nyabarongo HPP (23Km), Nkononshya Remera (22Km), Rugendabali-Kibangu-Nyabinoni (40Km)]	Km	87	207 (Cumm)		152	157	182	207	Verification: Reports Sources: District Report	RHA, RTDA, MINIFRA, District
		Km of roads maintained in different sectors	Km	416	771 (Cumm)	487	558	629	700	771	Verification: Reports Sources: District Report	RHA, RTDA, MINIFRA, District
		Footbridges constructed	Number	25	42 (Cumm)	29	33	36	39	42	Verification: Reports Sources: B2P Reports and Field visits	RHA, RTDA, MINIFRA, District
		Bridges constructed	Number	3	11 (Cumm)		6	8	10	11	Verification: Reports Sources: District Report	RHA, RTDA, MINIFRA, District
		Bridges maintained	Number	21	31 (Cumm)	23	25	27	29	31	Verification: Reports Sources: District Report	RHA, RTDA, MINIFRA, District
13	Outcome 2: Improved public transport services	Taxi parks built to link urban and rural transport systems in the satellite city	Number	1	4		2		3	4	Verification: Reports Sources: District Report	RHA, RTDA, MINIFRA, District
SECTOR: ENERGY												
PRIORITY AREA 01: Scale up electrification to achieve universal access												

No	DDS Outcome	Indicators	Units	Baseline (2023/24)	End Period Targets	Annual Targets					Means of verification and Data Sources	Responsible for Reporting
						24/25	25/26	26/27	27/28	28/29		
14	Outcome 1: Street lighting expanded to all major roads	Km of roads electrified for public lighting	Km	74.3Km	104.3km (cummm)	74.3	81.3	93.3	98.3	104.3	Verification: Reports Sources: District Report	Mininfra, REG and District
15	Outcome 2: Universal access to basic infrastructure "electricity"	% households connected to on grid electricity	%	53%	70%	57%	60%	65%	70%	-	Verification: Reports Sources: Sources: EUCL, Reports and Field visits	Mininfra, REG and District
		% households connected to off grid electricity	%	24%	30%	27%	30%	-	-	-	Verification: Reports Sources: Sources: EDCL, Reports and Field visits	Mininfra, REG and District
		Number of cells connected	Number	57	6	-	2	2	2	-	Verification: Reports Sources: Reports and Field visits	Mininfra, REG and District
		Km of electrical network infrastructure constructed	km	995Km	1,315Km	995	1,095	1,225	1,315	-	Verification: Reports Sources: Sources: EDCL, Reports and Field visits	Mininfra, REG and District
		Km of electrical network infrastructure maintained	Km	941	236	150	170	185	200	236	Verification: Reports Sources: Sources: EUCL, Reports and Field visits	Mininfra, REG and District
		Number of productive users connected to off grid or on grid electricity	Number	276	445 (cummm)	316	336	431	445	-	Verification: Reports Sources: Sources: EUCL, Reports and Field visits	Mininfra, REG and District

No	DDS Outcome	Indicators	Units	Baseline (2023/24)	End Period Targets	Annual Targets					Means of verification and Data Sources	Responsible for Reporting
						24/25	25/26	26/27	27/28	28/29		
PRIORITY AREA 02: Scale up the adoption of clean and efficient biomass cooking technologies												
16	Outcome 3: Increased adoption of clean cooking technologies	Number of households using clean non-biomass cooking technologies	Number	78,631	93,372	82,631	86,631	93,241	93,372	93,372	Verification: Reports Sources: District Report	MoE, MININFRA and District
SECTOR: URBANIZATION AND RURAL SETTLEMENT												
PRIORITY AREA 01: Establish initiatives to promote sustainable growth of urban and rural areas												
17	Outcome 1: Satellite city developed as poles of socio-economic growth	Km of streets and residential areas equipped with urban address systems and signposts	Km	No Data	68	-	2	20	45	68	Verification: Reports Sources: District Report	RHA, MININFRA, District
18	Outcome 2: Livable, well serviced, connected, compact, and green and productive urban and rural settlement	Ha of Green space developed for beautification of Muhanga city	Ha	No Data	10	-	4	-	8	10	Verification: Reports Sources: District Report	MININFRA, District, Partners
19	Outcome 3: Developed integrated urban and rural settlements with increased availability to affordable housing	Ha of Residential Sites to be serviced with roads and beacons	Ha	240	1135 (cumm)	440	690	975	1050	1135	Verification: Reports Sources: District Report	RHA, MININFRA, District, Partners
		Number of Affordable houses constructed	Number	100	500 (Cumm)	200	300	400	450	500	Verification: Reports Sources: District Report	RHA, MININFRA, District, Partners
		% of issues in IDP Model villages resolved (cross-cutting)	Percentages	80%	90%	82%	84%	86%	88%	90%	Verification: Reports Sources: District Report	RHA, MININFRA, District, Partners

No	DDS Outcome	Indicators	Units	Baseline (2023/24)	End Period Targets	Annual Targets					Means of verification and Data Sources	Responsible for Reporting
						24/25	25/26	26/27	27/28	28/29		
		Number of investors supporting the construction of affordable houses	Number	2	5	-	3	-	4	5	Verification: Reports Sources: District Report	RHA, MININFRA, District, Partners
20	Outcome 4: Elaborated cemetery layout plans with increased cemetery management	Number of cemeteries Layout plan elaborated	Number	No Data	12	2	4	6	9	12	Verification: Reports Sources: District Report	MININFRA, District, Partners
		Number of cemeteries managed	Number	1	12	3	5	7	9	12	Verification: Reports Sources: District Report	MININFRA, District, Partners
21	Outcome 5: Develop and facilitate decent settlement of Rwandans including relocation of those living in high-risk zones	Number of sessions held to mobilise relocation from HRZ to planned rural sites	Number	5	60	17	29	41	53	60	Verification: Reports Sources: District Report	RHA, MINUBUM WE, District
		Number of social housing units built for relocation from HRZ	Number	4	10	1	4	6	8	10	Verification: Reports Sources: District Report	MININFRA, District, Partners
		Number of rural housing units built for relocation from scattered settlements with government support	Number	997	1177	50	310	342	200	275	Verification: Reports Sources: District Report	MININFRA, District, Partners
SECTOR: ICT												
PRIORITY AREA 01: Promote Digital Inclusion through accessible, resilient, and secure ICT Infrastructure												
22	Outcome 1: Enable vibrant, competitive, and ICT private sector.	Number of citizens (15 years old and above) trained in basic digital literacy	Number	27,883	151,883	51,883	75,883	99,883	125,883	151,883	Verification: Report Sources: District Data	DISTRICT, MINICT and RISA
		% of households owning smartphones	%	29%			49%			70%	Verification: Report Sources: EICV7	DISTRICT, MINICT and RISA
		Proportion of households owning a mobile phone	%	82.8%			86%			92%	Verification: Report Sources: EICV7	DISTRICT, MINICT and RISA

No	DDS Outcome	Indicators	Units	Baseline (2023/24)	End Period Targets	Annual Targets					Means of verification and Data Sources	Responsible for Reporting
						24/25	25/26	26/27	27/28	28/29		
23	Outcome 2: Promoting digital literacy program	Number of Digital ambassadors recruited	Number	28	63	35	42	49	56	63	Verification: Report Sources: District Data	DISTRICT, MINICT and RISA
24	Outcome 3: Sustained Vibrant Smart Cities	Number of Public locations connected with WIFI Hotspots	Number	n/a	3	-	1	-	2	3	Verification: Report Sources: District Data	DISTRICT, MINICT, and RISA
		Number of Public institutions with ICT (computers, and another tech)	Number	159	26	5	6	5	5	5	Verification: Report Sources: District Data	DISTRICT, MINICT and RISA
		Number of Public institutions connected to the internet	Number	130	101	10	30	60	81	101	Verification: Report Sources: District Data	DISTRICT, MINICT and RISA
SECTOR: FINANCIAL SECTOR DEVELOPMENT												
PRIORITY AREA 01: Strengthen Domestic Savings & Expand Financial Inclusion												
25	Outcome 1: Strengthened District Financial Sector	District cooperatives forum general assembly organized	Number	1	9	1	2	2	2	2	Verification: Report Sources: District Data	RCA, District, Partners
		Cooperative forums executive committees organized	Number	1	4	1	4	4	4	4	Verification: Report Sources: District Data	RCA, District, Partners
		Loans provided VUP beneficiaries (female and male) to support income generating activities	Number	2,025	3,000	1,600	1,800	2,000	2,400	3,000	Verification: Reports Sources: MIS Reports and Field visits	MINALOC, LODA, District
		Number of Muhanga District SACCO established	Number				1					Verification: Reports Sources: BNR Reports and Field visits
26	Outcome 2: Long-term saving and	Members subscribed to Long-Term Saving Scheme (LTSS)	Number	20,063	89,610	17,922	17,922	17,922	17,922	17,922	Verification: Reports Sources: LISS	RSSB, BNR, MINECOFI

No	DDS Outcome	Indicators	Units	Baseline (2023/24)	End Period Targets	Annual Targets					Means of verification and Data Sources	Responsible for Reporting
						24/25	25/26	26/27	27/28	28/29		
	innovative financing mechanisms enhanced	through Ejo Heza Scheme									Reports and Field visits	N, District, Partners
		Money saved through Ejo Heza	Amount (RWF)	62,669,783	1,750,000,000	300,000,000	320,000,000	350,000,000	380,000,000	400,000,000	Verification: Reports Sources: LISS Reports and Field visits	RSSB, BNR, MINECOFIN, District, Partners
		Tontines/VSLAs registered to MINECOFIN.	Number	N/A	500	20	100	200	300	500	Verification: Report Sources: District Data	MINALOC, LODA, District
		Money saved through VSLAs/tontines registered to MINECOFIN	Amount (RWF)	N/A	50,000,000	5,000,000	15,000,000	20,000,000	25,000,000	50,000,000	Verification: Report Sources: District Data	BNR, MINECOFIN, District, Partners
Social Transformation Pillar												
SECTOR: EDUCATION												
PRIORITY AREA 01: Ensure timely access to quality education in basic education												
27	Outcome 1: Enhanced pre-primary education with increased NER (from 44.7 percent to 65 percent).	Net enrolment rate in pre-primary	Percentage	68.0%	70.0%	68.0%	68.5%	69.0%	69.5%	70.0%	Verification: Reports Sources: District Reports & SDMS	MINEDUC and District
		ECD model constructed	Number	5	12	5	9	10	11	12	Verification: Reports Sources: District Reports & SDMS	MINEDUC and District
		Teachers placed in vacant positions	Percentage	95%	100%	96%	97%	98%	99%	100%	Verification: Reports Sources: District Reports & SDMS	MINEDUC and District
		Classrooms constructed	Number	18,835	394	-	10	84	100	200	Verification: Reports Sources: District Reports & SDMS	MINEDUC and District
		Latrines constructed	Number	180	400	-	50	100	175	75	Verification: Reports	MINEDUC and District

No	DDS Outcome	Indicators	Units	Baseline (2023/24)	End Period Targets	Annual Targets					Means of verification and Data Sources	Responsible for Reporting
						24/25	25/26	26/27	27/28	28/29		
											Sources: District Reports & SDMS	
		Kitchens constructed	Number	131	15	-	5	5	3	2	Verification: Reports Sources: District Reports & SDMS	MINEDUC and District
		Sessions on pre-primary enrolment organized	Number	-	5	1	2	3	4	5	Verification: Reports Sources: District Reports & SDMS	MINEDUC and District
		Pupil to trained teacher ratio in pre-primary	Ratio	46/1	30/1	40/1	37/1	35/1	32/1	30/1	Verification: Reports Sources: District Reports & SDMS	MINEDUC and District
PRIORITY AREA 02: Enhance quality of education at all levels with a focus on improving learning outcomes at foundational grades.												
28	Outcome 2: Improved timely enrolment efficiency and equity in primary education	Enrolment to primary education	Percentage	99.6%	100.0%	99.6%	99.7%	99.8%	99.9%	100.0%	Verification: Reports Sources: District Reports & SDMS	MINEDUC and District
		Classrooms constructed (to eliminate double shifts)	Number	72,517	573	-	100	285	385	573	Verification: Reports Sources: District Reports & SDMS	MINEDUC and District
		Latrines constructed	Number	1,612	1,721	-	336	636	1,086	1,721	Verification: Reports Sources: District Reports & SDMS	MINEDUC and District
		Classrooms rehabilitated	Number	42	414	-	132	210	310	414	Verification: Reports Sources: District Reports & SDMS	MINEDUC and District
		New schools constructed	Number	14	3	-	-	1	2	3	Verification: Reports Sources: District Reports & SDMS	MINEDUC and District
		Smart classrooms constructed	Number	20	33	-	8	15	25	33	Verification: Reports Sources: District Reports & SDMS	MINEDUC and District

No	DDS Outcome	Indicators	Units	Baseline (2023/24)	End Period Targets	Annual Targets					Means of verification and Data Sources	Responsible for Reporting
						24/25	25/26	26/27	27/28	28/29		
		% of P1 students attended pre-primary	number	38.0%	65.0%	38.0%	45.0%	50.3%	58.0%	65.0%	Verification: Reports Sources: District Reports & SDMS	MINEDUC and District
		% of students fed at school	%	100%	100%	100%	100%	100%	100%	100%	Verification: Reports Sources: District Reports & SDMS	MINEDUC and District
		% of Dropout rate decrease in primary	number	5.0%	3.9%	5.0%	4.7%	4.5%	4.4%	3.9%	Verification: Reports Sources: District Reports & SDMS	MINEDUC and District
		Repetition rate in Primary school decreased	%	30%	15%	30%	25%	20%	18%	15%	Verification: Reports Sources: District Reports & SDMS	MINEDUC and District
		Schools connected by internet for smart education	Number	52	136	26	53	80	108	136	Verification: Reports Sources: District Reports & SDMS	MINEDUC and District
		% of schools connected to electricity	%	83%	100%	84.0%	88.0%	90.0%	95.0%	100%	Verification: Reports Sources: District Reports & SDMS	MINEDUC, WASAC, and District
		% of boys and girls with disability attending schools at all levels	Percentage	73.6%	90.0%	76.0%	79.0%	82.0%	86.0%	90.0%	Verification: Reports Sources: District Reports & SDMS	MINEDUC
29	Outcome 3: Increased net enrolment in general secondary education	% of students fed at school	%	100%	100%	100%	100%	100%	100%	100%	Verification: Reports Sources: District Reports & SDMS	MINEDUC ,NESA and District

No	DDS Outcome	Indicators	Units	Baseline (2023/24)	End Period Targets	Annual Targets					Means of verification and Data Sources	Responsible for Reporting
						24/25	25/26	26/27	27/28	28/29		
30	Outcome 6: Functional adult literacy programs and learning opportunities for out-of-school expanded	Nonliterature adults trained	Number	3,080	15,000	3,000	6,000	9,000	12,000	15,000	Verification: Reports Sources: District Reports	MINEDUC and District
PRIORITY AREA 03: Scale up access to market relevant education in basic TVET and higher education												
31	Outcome 4: Enhanced access to quality education in basic TVET (from 38.7 percent to 60 percent)	TVET schools constructed	Number	24	2	-	-	-	1	2	Verification: Reports Sources: District Reports & SDMS	MINEDUC ,NESA and District
		TVET wings constructed	Number	5	7	1	2	3	5	7	Verification: Reports Sources: District Reports & SDMS	MINEDUC ,NESA and District
		% of 9 years basic education pursuing TVET	%	50%	70%	54%	58%	62%	66%	70%	Verification: Reports Sources: District Reports & SDMS	MINEDUC ,NESA and District
		Teachers placed in vacant positions	%	93.2%	100%	94%	95%	96%	98%	100%	Verification: Reports Sources: TMIS Reports & SDMS	MINEDUC ,NESA and District
PRIORITY AREA 04: Improve the governance and integration of crosscutting areas in the education sector.												
32	Outcome 5: Improved governance of the education sector through strengthened data systems and accountability and	Comprehensive Assessment and Inspection data recorded (CAMIS&QAMIS)	%	100%	100%	100%	100%	100%	100%	100%	Verification: Reports Sources: District Reports & SDMS	MINEDUC ,NESA and District
		Education information recorded into the SDMS system with accuracy	%	100%	100%	100%	100%	100%	100%	100%	Verification: Reports Sources: District Reports & SDMS	MINEDUC ,NESA and District

No	DDS Outcome	Indicators	Units	Baseline (2023/24)	End Period Targets	Annual Targets					Means of verification and Data Sources	Responsible for Reporting	
						24/25	25/26	26/27	27/28	28/29			
	benchmarking mechanism												
SECTOR: HEALTH													
PRIORITY AREA 01: Improve access to quality health services													
33	Outcome 1: Maximized readiness and operationalization of health facilities through modernized health infrastructure	% of operationalization of health post	Percentages	80%	100%	80%	82%	83%	85%	100%	Verification: Administrative Reports Sources: District Report	MOH/RBC, Sectors,HFs, District, Partners	
		Number of new health centre constructed	number	16	1	-	-				1	Verification: Administrative Reports Sources: District Report	MOH/RBC, Sectors,HFs, District, Partners
		Number of health centre upgraded to provide advanced health services	number	-	2	-	-	1	2	-		Verification: Administrative Reports Sources: District Report	MOH/RBC, Sectors,HFs, District, Partners
		% of works of Rehabilitation of Kabgayi L2 TH	Percentages	0	100%	-	-	25%	50%	100%		Verification: Administrative Reports Sources: District Report	MOH/RBC, Sectors,HFs, District, Partners
		Number of health centres rehabilitated	number	0	5	-	-	3	4	5		Verification: Administrative Reports Sources: District Report	MOH/RBC, Sectors,HFs, District, Partners
		Number of healthcare facilities using electronic medical record systems.	Number	11	18	8	10	13	15	18		Verification: Administrative Reports Sources: District Report	MOH/RBC, Sectors,HFs, District, Partners
		Number of Health centers using echograph	Number	10	16	-	11	13	15	16		Verification: District Reports Sources: District Report, HMIS	MOH/RBC, Sectors,HFs, District, Partners

No	DDS Outcome	Indicators	Units	Baseline (2023/24)	End Period Targets	Annual Targets					Means of verification and Data Sources	Responsible for Reporting
						24/25	25/26	26/27	27/28	28/29		
		% , 000 rates of maternal mortality	Perc entages	20.3/100,000	19/100,000	19.5/100,000	19.4/100,000	19.3/100,000	19.2/00,000	19/100,000	Verification: District Reports Sources: District Report, HMIS	MOH/RBC, Sectors,HFs, District, Partners
		% Rate of under 5 years mortality	Perc entages	15.9/1000	14/1000	15.5/1000	15.4/1000	15/1000	14.5/1000	14/1000	Verification: District Reports Sources: District Report, HMIS	MOH/RBC, Sectors,HFs, District, Partners
		Neonatal Mortality Rate/1000 LB	Perc entages	10.1/1000	7.5/1000	10/1000	9.8/1000	9.6/1000	9.4/1000	7.5/1000	Verification: District Reports Sources: District Report, HMIS	MOH/RBC, Sectors,HFs, District, Partners
		Infant Mortality Rate/1000 LB	Perc entages	12.9/1000	12/1000	12.8/1000	12.6/1000	12.4/1000	12.2/1000	12/1000	Verification: District Reports Sources: District Report, HMIS	MOH/RBC, Sectors,HFs, District, Partners
		% of women attending ANC 1 in first trimester	%	60.0%	62.0%	60.3%	60.5%	61.0%	61.5%	62.0%	Verification: District Reports Sources: District Report, HMIS	MOH/RBC, Sectors,HFs, District, Partners
		% of pregnant women attending at least four ANC visits increased	%	50%	60%	51%	52%	53%	55%	60%	Verification: District Reports Sources: District Report, HMIS	MOH/RBC, Sectors,HFs, District, Partners
		Delivery at health facility increased	%	95%	100%	95%	95%	95%	100%	100%	Verification: District Reports Sources: District Report, HMIS	MOH/RBC, Sectors,HFs, District, Partners
34	Outcome 2: Attained universal health coverage of essential health services	Percentage of currently married women with unmet need of family planning	%	13.0%	8.0%	12.0%	11.5%	11.0%	9.0%	8.0%	Verification: District Reports Sources: District Report, HMIS	MOH/RBC, Sectors,HFs, District, Partners
		% of children fully immunized	%	95%	100%	95%	96%	97%	98%	100%	Verification: District Reports Sources: District Report, HMIS	MOH/RBC, Sectors,HFs, District, Partners

No	DDS Outcome	Indicators	Units	Baseline (2023/24)	End Period Targets	Annual Targets					Means of verification and Data Sources	Responsible for Reporting
						24/25	25/26	26/27	27/28	28/29		
35	Outcome 3: A robust health workforce that is well-trained, adequately supported, and optimally deployed to meet the population's health needs	Number of Medical doctors, nurses and midwives Lab Technicians /pop ratio	Ratio	Medical doctors: 1/7,965; Nurses: 1/1,373 Midwives: 1,167 Lab Technicians: 1/7315	Medical doctors (1/7000), nurses (1/800) and midwives (1/2500) Lab Technician s: 1/7000	Medical doctors (1/7800), nurses (1/1300) and midwives (1/1,167) Lab Technicians: 1/7300	Medical doctors (1/8500), nurses (1/1200) and midwives (1/1,167) Lab Technicians: 1/7200	Medical doctors (1/7600), nurses (1/1100) and midwives (1/1,167) Lab Technicians: 1/7150	Medical doctors (1/7500), nurses (1/900) and midwives (1/1,167) Lab Technicians: 1/7100	Medical doctors (1/7000), nurses (1/800) and midwives (1/1,167) Lab Technicians: 1/7000	Verification: District Reports Sources: District Report, HMIS	MOH/RBC, Sectors, HFs, District, Partners
36	Outcome 4: Increased financial sustainability for the health sector	% of people having medical insurance	%	99.10%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	Verification: District Reports Sources: District Report, HMIS	MOH/RBC, Sectors, HFs, District, Partners
37	Outcome 5: Reduced Communicable and Non-Communicable Diseases (NCDS)	% of people living with HIV who know their HIV status (to be assessed at central level)	%	98.00%	100.00%	98.00%	98.50%	99.00%	99.50%	100.00%	Verification: District Reports Sources: District Report, HMIS	MOH/RBC, Sectors, HFs, District, Partners
		Proportion (%) of eligible population with mental and neurological disorders who received mental health services (psychosis, depression, bipolar disorder and epilepsy)	%	20.00%	30.00%	20.00%	22.50%	25.00%	27.00%	30.00%	Verification: District Reports Sources: District Report, HMIS	MOH/RBC, Sectors, HFs, District, Partners

No	DDS Outcome	Indicators	Units	Baseline (2023/24)	End Period Targets	Annual Targets					Means of verification and Data Sources	Responsible for Reporting
						24/25	25/26	26/27	27/28	28/29		
		Probability of dying between age 30 and 70 from any of cardiovascular diseases, cancer, diabetes, or chronic respiratory diseases (to be assessed at national level)	%	13.00%	8.00%	13.00%	12.50%	12.00%	10.00%	8.00%	Verification: District Reports Sources: District Report, HMIS	MOH/RBC, Sectors, HFs, District, Partners
		Proportion of health facilities with available tracer health products among essential according to level of care	%	92.00%	95.00%	92.00%	92.50%	93.00%	94.00%	95.00%	Verification: District Reports Sources: District Report, HMIS	MOH/RBC, Sectors, HFs, District, Partners
		Malaria incidence per 1,000 population	Ratio	72.8/1000	50/1000	70/1000	65/1000	60/1000	55/1000	50/1000	Verification: District Reports Sources: District Report, HMIS	MOH/RBC, Sectors, HFs, District, Partners
		Malaria proportional mortality rate	Ratio	3.10/1000	2/1000	3/1000	3/1000	3/1000	3/1000	2/1000	Verification: District Reports Sources: District Report, HMIS	MOH/RBC, Sectors, HFs, District, Partners
		Proportion of Malaria cases treated at Community level (HBM)	%	86.00%	90.00%	87.00%	88.00%	89.00%	89.50%	90.00%	Verification: District Reports Sources: District Report, HMIS	MOH/RBC, Sectors, HFs, District, Partners
		Proportion of children under five years old who sleep under a LLIN (Super net) the previous night	%	85.00%	100.00%	86.00%	88.00%	90.00%	95.00%	100.00%	Verification: District Reports Sources: District Report, HMIS	MOH/RBC, Sectors, HFs, District, Partners
38	Outcome 6: Increased contraceptive prevalence	% of women using modern contraceptive methods	%	66.50%	70.00%	67.00%	68.00%	69.00%	69.50%	70.00%	Verification: District Reports Sources: District Report, HMIS	MOH/RBC, Sectors, HFs, District, Partners
		Teenage pregnancy rate (per 1,000 teens)	Ratio	29.3/1000	14/1000	20/1000	19/1000	17/1000	15/1000	14/1000	Verification: District Reports Sources: District Report, HMIS	MOH/RBC, Sectors, HFs, District, Partners

No	DDS Outcome	Indicators	Units	Baseline (2023/24)	End Period Targets	Annual Targets					Means of verification and Data Sources	Responsible for Reporting
						24/25	25/26	26/27	27/28	28/29		
PRIORITY AREA 02: Eradicate malnutrition												
39	Outcome 7: Reduced malnutrition among children	% of eligible under two years and eligible mothers receiving FBF	%	100%	100%	100%	100%	100%	100%	100%	Verification: District Reports Sources: District Report, HMIS	MOH/RBC, NCDA, Sectors, District, Partners
		Number of ECDs facilities established	Number	4	63	20	40	50	60	63	Verification: District Reports Sources: District Report, HMIS	NCDA, Sectors, HFs, District, Partners
		Number of breastfeeding rooms at workplaces	Number	0	30	6	12	18	24	30	Verification: District Reports Sources: District Report, HMIS	NCDA, Sectors, HFs, District, Partners
		Number of awareness campaign on exclusive breastfeeding, dietary and complementary feeding practices	Number	4	20	4	8	12	16	20	Verification: District Reports Sources: District Report, HMIS	NCDA, Sectors, HFs, District, Partners
		Number of nutritional centres revamped	Number	N/A	16	4	10	11	13	16	Verification: District Reports Sources: District Report, HMIS	NCDA, Sectors, HFs, District, Partners
		Prevalence of stunting among children 6–24 months	%	12.2%	8.2%	12.2%	11.0%	10.0%	9.0%	8.2%	Verification: District Reports Sources: District Report, HMIS	NCDA, Sectors, HFs, District, Partners
		Prevalence of stunting among under five children	%	35.8%	15.0%	30.0%	28.0%	24.9%	20.0%	15.0%	Verification: District Reports Sources: District Report, HMIS	NCDA, Sectors, HFs, District, Partners
SECTOR: SOCIAL PROTECTION												
PRIORITY AREA 01: Enhance graduation and promote resilience of poor HHs												

No	DDS Outcome	Indicators	Units	Baseline (2023/24)	End Period Targets	Annual Targets					Means of verification and Data Sources	Responsible for Reporting
						24/25	25/26	26/27	27/28	28/29		
40	Outcome 1: Increased graduation from Extreme poverty	% of the population in poverty	%	33%	7%	-	15%	-	-	7%	Verification: Reports Sources: EICV Reports	LODA, District, Partners
		% of the population in extreme poverty	%	NA	2%	3.20%				2%	Verification: Reports Sources: EICV Reports	LODA, District, Partners
		Number of recipients receiving Direct Support/subsistence allowance (sex disaggregated)	Number	2539	2539	2539	2539	2539	2539	2539	Verification: Registry, Payrolls, Reports, MEIS Sources: Social Registry, Payrolls, Reports, MEIS	LODA, MINUBUM WE, District, Partners
		Number of individuals benefiting from old age, disability, and child grants under the Lifecycle approach (sex disaggregated)	Number	1256	1256	1884	2826	4239	6358	1256	Verification: Registry, Payrolls, Reports, MEIS Sources: Social Registry, Payrolls, Reports, MEIS	LODA, District, Partners
		Number of vulnerable male and female HHs receiving safety nets (HBECD)	Number	357	357	357	357	357	357	357	Verification: Registry, Payrolls, Reports, MEIS Sources: Social Registry, Payrolls, Reports, MEIS	LODA, District, Partners
		Number of male and female directly and indirectly benefiting from the project climate-smart public works projects	Number	NA	1732	1732		1732	1732	1732	Verification: Registry, Payrolls, Reports, MEIS Sources: Social Registry, Payrolls, Reports, MEIS	LODA, District, Partners

No	DDS Outcome	Indicators	Units	Baseline (2023/24)	End Period Targets	Annual Targets					Means of verification and Data Sources	Responsible for Reporting
						24/25	25/26	26/27	27/28	28/29		
		% of targeted participants through Social Registry Information System (both government and non-government organisations)	%	10%	90%	10%	30%	50%	70%	90%	Verification: Social Registry, Payrolls, Reports, MEIS Sources: Social Registry, Payrolls, Reports, MEIS	LODA, District, Partners
		Number of targeted graduation participants receiving a full package (annual)	Number	3,172	14,267	3,172	10,000	10,000	14,267	14,267	Verification: Social Registry, Payrolls, Reports, MEIS Sources: Social Registry, Payrolls, Reports, MEIS	LODA, District, Partners
		% of graduation participants have graduated (with resilience) after completing a two-year cycle	%		70%	5%	25%	40%	55%	70%	Verification: Social Registry, Payrolls, Reports, MEIS Sources: Social Registry, Payrolls, Reports, MEIS	LODA, District, Partners
		Annual joint graduation action plan developed and implementation monitored	number		1	1	1	1	1	1	Verification: Social Registry, Payrolls, Reports, MEIS Sources: Social Registry, Payrolls, Reports, MEIS	LODA, District, Partners
		Number of Sector with extremely poor (Female and Male headed) households provided with public works	Number	* cPWs: 8 Sectors * ePWs & HBECD: 3 Sectors	* cPWs: 12 Sectors * ePWs & HBECD: 12 Sectors	* cPWs: 8 Sectors * ePWs & HBECD: 3 Sectors	* cPWs: 10 Sectors * ePWs & HBECD: 6 Sectors	* cPWs: 10 Sectors * ePWs & HBECD: 8 Sectors	* cPWs: 12 Sectors * ePWs & HBECD: 10 Sectors	* cPWs: 12 Sectors * ePWs & HBECD: 12 Sectors	Verification: Social Registry, Payrolls, Reports, MEIS Sources: Social Registry, Payrolls, Reports, MEIS	LODA, District, Partners

No	DDS Outcome	Indicators	Units	Baseline (2023/24)	End Period Targets	Annual Targets					Means of verification and Data Sources	Responsible for Reporting
						24/25	25/26	26/27	27/28	28/29		
		Number of People from HHs supported by Assets Transfer (i.e. toolkits)	Number	595	1,000	200	400	600	800	1,000	Verification: Social Registry, Payrolls, Reports, MEIS Sources: Social Registry, Payrolls, Reports, MEIS	LODA, District, Partners
		Number of HHs supported to access technical/ vocational skills	Number	347	975	210	275	430	750	975	Verification: Social Registry, Payrolls, Reports, MEIS Sources: Social Registry, Payrolls, Reports, MEIS	LODA, District, Partners
		% of eligible genocide survivors supported with Direct support	%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	Verification: Social Registry, Payrolls, Reports, MEIS Sources: Social Registry, Payrolls, Reports, MEIS	MINUBUM WE, District, Partners
		Number of genocide survivors supported with shelter	Number	134	150	30	60	90	120	150	Verification: Social Registry, Payrolls, Reports, MEIS Sources: Social Registry, Payrolls, Reports, MEIS	MINUBUM WE, District, Partners
		Number of vulnerable genocide survivors supported with Income Generating Activities	Number	265	300	60	120	180	240	300	Verification: Social Registry, Payrolls, Reports, MEIS Sources: Social Registry, Payrolls, Reports, MEIS	MINUBUM WE, District, Partners

No	DDS Outcome	Indicators	Units	Baseline (2023/24)	End Period Targets	Annual Targets					Means of verification and Data Sources	Responsible for Reporting	
						24/25	25/26	26/27	27/28	28/29			
		Number of poor male and female headed HHs supported through Girinka Program	Number	5,516	2,500	500	1,000	1,500	2,000	2,500	Verification: Social Registry, Payrolls, Reports, MEIS Sources: Social Registry, Payrolls, Reports, MEIS	LODA, District, Partners	
		Number of poor females headed and male headed HHs supported through small livestock	Number	16,548	10,000	2,000	4,000	6,000	8,000	10,000	Verification: Social Registry, Payrolls, Reports, MEIS Sources: Social Registry, Payrolls, Reports, MEIS	LODA, District, Partners	
41	Outcome 2: Vulnerable groups assisted	Number of houses contracted for homeless	Number	294	100	20	40	60	80	100	Verification: Reports Sources: District Reports	LODA, District, Partners	
		Number of poor houses rehabilitated/Constructed for vulnerable household living in poor houses	Number	726	100	20	35	42	67	100	Verification: Reports Sources: District Reports	LODA, District, Partners	
		% of rehabilitated people receiving reintegration package (psychosocial support & economic support)	%	N/A	99.5%	99.5%	99.5%	99.5%	99.5%	99.5%	99.5%	Verification: Reports Sources: District Reports	MIGEPROF, District, Partners
		% of identified street children integrated into families	%	N/A	99%	99%	99%	99%	99%	99%	99%	Verification: Reports Sources: District Reports	MIGEPROF, District, Partners
		Percentages of delinquents benefitted from	%	100%	100%	100%	100%	100%	100%	100%	100%	Verification: Reports Sources: Reports	MIGEPROF, District, Partners

No	DDS Outcome	Indicators	Units	Baseline (2023/24)	End Period Targets	Annual Targets					Means of verification and Data Sources	Responsible for Reporting
						24/25	25/26	26/27	27/28	28/29		
		preliminary rehabilitation										
		% Graduates from rehabilitation Centres reintegrated in the community (continued education, self-employed or employed)	%	100%	100%	100%	100%	100%	100%	100%	Verification: Reports Sources: Reports	MIGEPROF, District, Partners
		% of eligible GBV victims received reintegration support and reintegrated into safe family and community environments	%	100%	100%	100%	100%	100%	100%	100%	Verification: Reports Sources: District Reports	MIGEPROF, District, Partners
		% of GBV and child abuse cases monitored	%	100%	100%	100%	100%	100%	100%	100%	Verification: Reports Sources: District Reports	MIGEPROF, District, Partners
		Number of Youth Friendly centre extended at Sector levels	Number	1	3	-	-	2	-	3	Verification: Reports Sources: District Reports	LODA, District, Partners
42	Outcome 3: Increased disability and social inclusion	Number of Audit conducted on the (public and private) infrastructure Accessibility	Number	N/A	5	1	2	3	4	5	Verification: Reports Sources: District Reports	NCPD, H&I, RUB, NUDOR, and District
		Number of PWDs male and female supported with assistive devices	Number	136	575	125	250	375	500	575	Verification: Reports Sources: District Reports	District, Partners
		Number of Meeting of Inteko Rusange of people with disabilities Organised	Number	1	5	1	2	3	4	5	Verification: Reports Sources: District Reports	District, Partners

No	DDS Outcome	Indicators	Units	Baseline (2023/24)	End Period Targets	Annual Targets					Means of verification and Data Sources	Responsible for Reporting
						24/25	25/26	26/27	27/28	28/29		
		Number of district teams of PWDs supported (annual)	Number	3	3	3	3	3	3	3	Verification: Reports Sources: District Reports	NCPD, District, Partners
		Number of cooperatives of PWDs financially supported (annual)	Number	32	20	4	4	4	4	4	Verification: Reports Sources: District Reports	District, Partners
PRIORITY AREA 02: Prevent people from falling into poverty by providing income security and insurance mechanisms to safeguard individuals and families from shocks												
43	Outcome 4: Conduct awareness campaigns for disaster prevention and recovery	Percentage of vulnerable households Supported through activities related to Disaster/shocks	%	100%	100%	100%	100%	100%	100%	100%	Verification: Reports Sources: District Reports	MINEMA, District, Partners
		Level (%) of community engagement in disaster risk resilience at Local Level	%	55%	75%	55%	60%	65%	70%	75%	Verification: Reports Sources: District Reports	District and Partners
		%of District Disaster Management Plan implementation	%	30%	100%	30%	40%	60%	80%	100%	Verification: Reports Sources: District Reports	District and Partners
		Number of disaster prevention training sessions conducted for community	Number	7	4	1	1	1	1	1	Verification: Reports Sources: District Reports	District and Partners
SECTOR: WATER AND SANITATION												
PRIORITY AREA 01: Scale up drinking water access to all villages												
44	Outcome 1: Improved and sustained urban and rural households' access to	Number of villages with access to clean water	Number	308	23	-	8	16	20	23	Verification: Reports Sources: District Reports	MININFRA, WASAC, District
		Number of water supply networks constructed in different Sectors	Number	68	5	1	2	3	4	5	Verification: Reports Sources: District Reports	MININFRA, WASAC, District

No	DDS Outcome	Indicators	Units	Baseline (2023/24)	End Period Targets	Annual Targets					Means of verification and Data Sources	Responsible for Reporting
						24/25	25/26	26/27	27/28	28/29		
	safe drinking water	% of HHs with access to improved drinking water	%	86.7%	100% (Cumm)	91%	92%	95%	98%	100%	Verification: Reports Sources: WASAC, District Reports, and Field visits	MININFRA, WASAC, District
		% of works executed for Kagaga water treatment plant constructed	%	No Data	100%	0%	20%	60%	100%	-	Verification: Reports Sources: WASAC, District Reports, and Field visits	MININFRA, WASAC, District
		% of works in the rehabilitation and extension of water supply networks in different Sectors	%	61%	100%	65%	75%	80%	90%	100%	Verification: Reports Sources: WASAC, District Reports, and Field visits	MININFRA, WASAC, District
PRIORITY AREA 02: To increase access to Sanitation, and Hygiene (WASH) services for improved wellbeing												
45	Outcome 2: Sustainable safe and reliable water supply services for schools, health facilities public places	% of Schools connected to water supply system	%	93%	100% (Cumm)	93%	95%	97%	100%	-	Verification: Reports Sources: WASAC, District Reports, and Field visits	MININFRA, WASAC, District
		% of Health facilities connected to water supply system	%	94%	100% (Cumm)	95%	97%	98%	100%	-	Verification: Reports Sources: WASAC, District Reports, and Field visits	MININFRA, WASAC, District
		% of public institution facilities connected to water supply system	%	65%	100% (Cumm)	75%	80%	85%	90%	100%	Verification: Reports Sources: WASAC, District Reports, and Field visits	MININFRA, WASAC, District
46	Outcome 3: Access to sanitation	% of works executed in the construction of modern eco-friendly Landfill	%	No Data	100%	-	-	20%	60%	100%	Verification Report Sources: District Reports	District and Partners

No	DDS Outcome	Indicators	Units	Baseline (2023/24)	End Period Targets	Annual Targets					Means of verification and Data Sources	Responsible for Reporting
						24/25	25/26	26/27	27/28	28/29		
	and hygiene Increased	Percentage of population with improved sanitation services	%	84%	100%	84%	88%	92%	95%	100%	Verification Reports Sources: District Reports	District and Partners
Transformation Governance Pillar												
SECTOR: Governance and Decentralization												
PRIORITY AREA 01: Improve governance, service delivery and accountability												
47	Outcome 1: Citizen participation, empowerment and inclusiveness enhanced	Percentage of villages in the district with operational Umugoroba w'Imiryango	Percentage	100%	100%	100%	100%	100%	100%	100%	Verification Reports Sources: District Reports	MINALOC, District and Partners
		Number of National Children Summit held	Number	5	5	1	1	1	1	1	Verification Reports Sources: District Reports	NCTA, District and Partners
		Level of operationalization of National Women Council Committees at District, Sector, Cell and Village level	%	100%	100%	100%	100%	100%	100%	100%	100%	Verification Reports Sources: District Reports
48	Outcome 2: Increased innovation and sustainability across home growth solution	% of LED projects developed and implemented from District potentiality maps	%	70%	90%	75%	80%	87%	88%	90%	Verification Reports Sources: District Reports	MINALOC, District and Partners
		Number of jobs created by green, gender-inclusive LED projects implemented in districts (Cumulative)	Number	35,664	16,040	4,500	5,200	6,015	10,400	16,040	Verification Reports Sources: District Reports	MINALOC, District and Partners
		Number of twinning arrangements initiated at district	Number	-	100%	-	-	-	100%			Verification Reports Sources: District Reports

No	DDS Outcome	Indicators	Units	Baseline (2023/24)	End Period Targets	Annual Targets					Means of verification and Data Sources	Responsible for Reporting
						24/25	25/26	26/27	27/28	28/29		
49	Outcome 3: Reinforced efficient service delivery	Percentage of citizens satisfied with complaints solved by district	%	95%	95%	95%	95%	95%	95%	95%	Verification: Reports Sources: District Reports	MINALOC, District and Partners
		Percentage of citizens satisfied with district services	%	76%	95%	77%	83%	85%	90%	95%	Verification: Reports Sources: District Reports	MINALOC, District and Partners
		Percentage of quality-of-service delivery	%	80%	90%	80%	81%	82%	85%	90%	Verification: Reports Sources: District Reports	MINALOC, District and Partners
		Percentages of services delivered online	%	100%	100%	100%	100%	100%	100%	100%	Verification: Reports Sources: District Reports	MINALOC, District and Partners
		% HHs with digital devices;	%	83%	95%	85%	87%	90%	93%	95%	Verification: Reports Sources: District Reports	MINALOC, District and Partners
		Number of decentralised entities offices of cells and sectors constructed	Number	6	1	-	1	-	-	-	Verification: Reports Sources: District Reports	MINALOC, District and Partners
		Number of decentralised entities offices of cells and sectors rehabilitated	Number	14	20	2	2	1	1	-	Verification: Reports Sources: District Reports	MINALOC, District and Partners
		Number of cells adopted service charter	Number	63	63	63	63	63	63	63	Verification: Reports Sources: District Reports	MINALOC, District and Partners
		% of public buildings maintained	Percentage	No data	50%	10%	20%	30%	40%	50%	Verification: Reports Sources: District Reports	MINALOC, District and Partners
		% of public and private buildings that having lightening rod (Productive uses areas)	Percentage	60%	100%	65%	75%	80%	90%	100%	Verification: Reports Sources: District Reports	MINALOC, District and Partners

No	DDS Outcome	Indicators	Units	Baseline (2023/24)	End Period Targets	Annual Targets					Means of verification and Data Sources	Responsible for Reporting
						24/25	25/26	26/27	27/28	28/29		
		Percentage of women and men of local leaders and counsellors trained	Percentage	100%	100%	100%	100%	100%	100%	100%	Verification: Reports Sources: District Reports	MINALOC, District and Partners
50	Outcome 4: Enhanced Decentralization System	Number of monitoring and evaluation done on the DDS	Number	2	2	1	-	-	-	1	Verification: Reports Sources: District Reports	MINALOC, District and Partners
		number of open days organised for different categories of stakeholders	Number	5	5	1	2	3	4	5	Verification: Reports Sources: District Reports	MINALOC, District and Partners
		Number of press conference conducted	Number	No Data	5	1	2	3	4	5	Verification: Reports Sources: District Reports	MINALOC, District and Partners
		Percentage of citizen satisfied with their participation in elaboration of district plan, Imihigo and Budget	%	70.4%	80%	72%	73%	75%	78%	80%	Verification: Reports Sources: District Reports	MINALOC, District and Partners
		Percentage of women elected in local government councils (district, sector, cell, village level)	%	45%	50%	45%	48%	48%	48%	50%	Verification: Reports Sources: District Reports	MINALOC, District and Partners
		Percentage increase of JADF contribution to district development budget	%	70%	92.5%	86%	88%	90%	90%	92.5%	Verification: Reports Sources: District Reports	MINALOC, District and Partners
		% of Itorero operationalisation at primary, secondary schools and villages	%	75%	95%	95%	95%	95%	95%	95%	Verification: Reports Sources: District Reports	MINALOC, District and Partners
		Proportion of youth enrolled in Voluntary National Service (Urugerero)	%	75%	95%	95%	95%	95%	95%	95%	Verification: Reports Sources: District Reports	MINALOC, District and Partners

No	DDS Outcome	Indicators	Units	Baseline (2023/24)	End Period Targets	Annual Targets					Means of verification and Data Sources	Responsible for Reporting
						24/25	25/26	26/27	27/28	28/29		
SECTOR: Justice, Reconciliation, Law, and Order												
PRIORITY AREA 01: Improve service delivery and reduce case backlogs												
51	Outcome 1: Increased timely delivery on cases	Number of legal aid outreach Session (from Districts to cell levels session) organized	Number	2164	20	4	8	12	14	20	Verification: Reports Sources: District Reports	MINIJUST, District, Partners
		% of cases received and handled by MAJ	%	100%	100%	100%	100%	100%	100%	100%	Verification: Reports Sources: District Reports	MINIJUST, District, Partners
		% of cases assisted before courts by MAJ	%	100%	100%	100%	100%	100%	100%	100%	Verification: Reports Sources: District Reports	MINIJUST, District, Partners
		% offenders sentenced with alternative to the imprisonment (like TIG and diversion services for children)	%	100%	100%	100%	100%	100%	100%	100%	Verification: Reports Sources: District Reports	MINIJUST, District, Partners
		% of judgements executed through local governance (sectors, cells levels)	%	80%	98%	80%	85%	87%	93%	98%	Verification: Reports Sources: District Reports	MINIJUST, District, Partners
		% of disputes handled by Abunzi committees	percentage	100%	100%	100%	100%	100%	100%	100%	Verification: Reports Sources: District Reports	MINIJUST, District, Partners
		% of identified child protection cases handled by District (Cases from IZU, 711 hotline and other channels)	%	80%	80%	80%	80%	80%	80%	80%	Verification: Reports Sources: District Reports	NCDA, District, Partners
		Number of Legal Aid week organized for vulnerable people including PWDs, Children, Pregnant women, Refugees...	Number	28	20	4	8	12	16	20	Verification: Reports Sources: District Reports	MINIJUST, District, Partners

No	DDS Outcome	Indicators	Units	Baseline (2023/24)	End Period Targets	Annual Targets					Means of verification and Data Sources	Responsible for Reporting
						24/25	25/26	26/27	27/28	28/29		
		Level of Citizen satisfaction with legal aid services	%	85.0%	91.4%	85.0%	86.0%	87.4%	90.0%	91.4%	Verification: Reports Sources: District Reports	MINIJUST, District, Partners
		Level of citizen satisfaction with MAJ effectiveness	%	75%	83%	78%	79%	79%	80%	83%	Verification: Reports Sources: District Reports	MINIJUST, District, Partners
PRIORITY AREA 02: To Sustain Peace and Security												
52	Outcome 2: Enhanced Peace and Security	Number of Villages in which community-based rehabilitation is effectively operational	%	100%	100%	100%	100%	100%	100%	100%	Verification: Reports Sources: District Reports	District, Partners
		Number of Villages with operational night patrols/Irondo	Number	331	331	331	331	331	331	331	Verification: Reports Sources: District Reports	District, Partners
		% of DASSO staff trained and facilitated	%	100%	100%	100%	100%	100%	100%	100%	Verification: Reports Sources: District Reports	District, Partners
		Number of Community Policing actors trained including youth volunteers (Cumulative)	number	17,300	49,732	22,000	25,400	29,838	35,988	49,732	Verification: Reports Sources: District Reports	District, Partners
		Number of major community security engagement campaigns conducted	Number	4	20	4	4	4	4	4	Verification: Reports Sources: District DASSO Reports	District, Partners
		Level of operationalization of Child Labour Elimination and Prevention Committee at District, Sector, Cell and Village level	%	100%	100%	100%	100%	100%	100%	100%	Verification: Reports Sources: District Reports	District, Partners

No	DDS Outcome	Indicators	Units	Baseline (2023/24)	End Period Targets	Annual Targets					Means of verification and Data Sources	Responsible for Reporting
						24/25	25/26	26/27	27/28	28/29		
		% of activities realized for relocate Muhanga Prison	percentage	Muhanga prison to be relocated	100%	20%	40%	60%	80%	100%	Verification: Reports Sources: District Reports	District, Partners
PRIORITY AREA 03: Prevention and fight against genocide ideology												
53	Outcome 3: Strengthen National Unity and Community Resilience	% of works realized for extension of Kabgayi memorial center	percentage	0	100%			60%	80%	100%	Verification: Reports Sources: District Reports	MINUBUM WE, District, Partners
		Number of Genocide against Tutsi monuments rehabilitated	Number	10	10	10	10	10	10	10	Verification: Reports Sources: District Reports	MINUBUM WE, District, Partners
		Percentages of extension works of Genocide against Tutsi History Museum in Kiyumba Sector	Percentage	20%	100%	40%	60%	70%	80%	100%	Verification: Reports Sources: District Reports	MINUBUM WE, District, Partners
		Number of Ndi Umunyarwanda sessions conducted in different groups	Number	15	15	3	6	9	12	15	Verification: Reports Sources: District Reports	District, Partners
		Number dialogues conducted during Unity and resilience month	Number	N/A	10	2	4	6	8	10	Verification: Reports Sources: District Reports	District, Partners
		Number of social healing and reintegration sessions conducted	Number	N/A	20	4	8	12	16	20	Verification: Reports Sources: District Reports	MINUBUM WE, District, Partners
		Level of genocide ideology reduction	Number	3	0	0	0	0	0	0	Verification: Reports Sources: District Reports	MINUBUM WE, District, Partners

No	DDS Outcome	Indicators	Units	Baseline (2023/24)	End Period Targets	Annual Targets					Means of verification and Data Sources	Responsible for Reporting
						24/25	25/26	26/27	27/28	28/29		
		Number of secondary schools sensitized on law LAW N° 59/2018 OF 22/8/2018 on the crime of genocide and ideology and related crimes	Number	79	79	79	79	79	79	79	Verification: Reports Sources: District Reports	MINUBUM WE, District, Partners
PRIORITY AREA 01: Strengthen transparency and accountability												
54	Outcome 1: Increase level of citizen satisfaction with fighting corruption and injustice from 81% to 86%	% of government funds recovered from recoverable won case (Amount of public Asset Recovery Increased)	%	1	1	1	1	1	1	1	Verification: Reports Sources: District Reports	MINIJUST, District, Partners
		Number of Anti-corruption committees in public and private institutions trained	Number	7	5	1	1	1	1	1	Verification: Reports Sources: District Reports	Districts, Partners
		Number of Anti-corruption week organized	Number	7	5	1	1	1	1	1	Verification: Reports Sources: District Reports	Districts, Partners
SECTOR: Sport and Culture												
PRIORITY AREA 01: Preserve and promote Rwandan Culture, values, norms, and Rwandan Heritage												
55	Outcome 1: Rwandan cultural values and norms embedded into daily life	Number of schools with effectively operational Itorero structures	number	331	331	331	331	331	331	331	Verification: Reports Sources: District Reports	Districts, Partners
		Number of Villages with effectively operational Itorero structures		177	177	177	177	177	177	177	Verification: Reports Sources: District Reports	Districts, Partners
		Number of sessions of "Ndi Umunyarwanda programmes" organised	Number	2442	6620	1324	2648	3972	5296	6620	Verification: Reports Sources: District Reports	Districts, Partners

No	DDS Outcome	Indicators	Units	Baseline (2023/24)	End Period Targets	Annual Targets					Means of verification and Data Sources	Responsible for Reporting
						24/25	25/26	26/27	27/28	28/29		
		Number of sessions of training for abarinzi b'igihango organised	Number	5	10	6	7	8	9	10	Verification: Reports Sources: District Reports	Districts, Partners
		Number of Unity clubs extended and strengthened up to (village levels, schools)	Number	456	794	519	582	645	728	794	Verification: Reports Sources: District Reports	Districts, Partners
PRIORITY AREA 02: Build a vibrant and professional sports industry												
56	Outcome 2: A more active community with access to quality sports facilities and programs	% of rehabilitation work of Muhanga Regional Stadium) in Nyamabuye Sector	percentage	existing stadium	100%	20%	40%	60%	80%	100%	Verification: Reports Sources: District Reports	MINIYOUTH, MINISPORT, District, Partners
		Number of Yego Centres constructed	Number	1	2	0	2	0	0	3	Verification: Reports Sources: District Reports	MINIYOUTH, MINISPORT, District, Partners
		Number of new play grounds Developed in each sector (Sectors)	Number	6	18	8	11	14	16	18	Verification: Reports Sources: District Reports	MINISPORT, District, Partners
		Number of sports facilities/playgrounds at community level availed	Number	6	10	1	3	6	9	10	Verification: Reports Sources: District Reports	LODA, MINISPORT, DISTRICT
		Number of Gymnasium in Muhanga Town constructed	Number	1	2	2	0	3	0	0	Verification: Reports Sources: District Reports	MINIYOUTH, MINISPORT, District, Partners
		Number of competitions at Schools and Marange level organized	Number	6	10	2	4	6	8	10	Verification: Reports Sources: District Reports	District, Partners
		Number of Kagame Cup competition organized	Number	6	10	2	4	6	8	10	Verification: Reports	District, Partners

No	DDS Outcome	Indicators	Units	Baseline (2023/24)	End Period Targets	Annual Targets					Means of verification and Data Sources	Responsible for Reporting
						24/25	25/26	26/27	27/28	28/29		
											Sources: District Reports	
SECTOR: PUBLIC FINANCIAL MANAGEMENT												
PRIORITY AREA 1: Increase compliance with PFM rules and oversight of value-for-money												
57	Outcome 1: Enhanced effective Public Financial Management System	Amount of District own Revenue collected	Rwf	2,061,063,133	3,530,151,028	2,411,140,651	2,652,254,717	2,917,480,188	3,209,228,207	3,530,151,028	Verification: Reports Data Sources: RRA Reports	RRA, RALGA and District
58	Outcome 2: Peer review mechanisms reinforced for local PFM	Number of sessions of peer review on NBAs and add across public and local governance institutions	Number	20	40	24	28	32	36	40	Verification: Reports Sources: District Reports	RRA, RALGA and DISTRICT

8.2. Annex 2: Costing Matrix

Activities/Interventions	Actual Budget for Yr1	Budget for Yr2	Budget for Yr3	Budget for Yr4	Budget for Yr5
	1st July 24 - June 25	25/26	26/27	27/28	28/29
Economic Transformation Pillar	7,502,427,507	22,632,352,659	52,667,645,999	68,958,821,798	90,592,631,787
SECTOR: AGRICULTURE	1,083,006,237	1,285,291,300	1,782,947,916	1,502,822,594	2,233,480,603
PRIORITY AREA 01: Increase agricultural productivity	792,241,567	967,229,614	1,237,021,786	940,461,983	1,703,931,120
Optimize the usage of modern inputs among farmers	419,725,567	461,094,700	553,313,640	691,642,050	829,970,460
Increase land use Consolidation	22,016,000	30,080,000	42,096,000	55,120,000	68,144,000
Promote sustainable irrigation and expand irrigated areas	340,000,000	105,029,914	126,035,896	157,544,870	189,053,844
Marshland development	0	360,000,000	504,000,000	24,000,000	604,000,000
Scale up agricultural crop insurance	10,500,000	11,025,000	11,576,250	12,155,063	12,762,816
PRIORITY AREA 02: Increase livestock and animal production	141,464,670	161,296,687	326,322,880	319,527,199	198,074,400
Genetic improvement of livestock	21,670,755	22,754,293	23,892,007	25,086,608	26,340,938
Improvement of animal vaccination	63,793,915	79,742,394	95,690,873	119,613,591	103,665,112

Activities/Interventions	Actual Budget for Yr1	Budget for Yr2	Budget for Yr3	Budget for Yr4	Budget for Yr5
Promote livestock insurance	48,300,000	50,715,000	53,250,750	55,913,288	58,708,952
Promote beekeeping	7,700,000	8,085,000	8,489,250	8,913,713	9,359,398
Develop livestock infrastructures	0	0	145,000,000	110,000,000	0
PRIORITY AREA 03: Improve post-harvest handling	0	0	55,000,000	70,000,000	150,000,000
Construction and Rehabilitation post-harvest infrastructures	0	0	55,000,000	70,000,000	150,000,000
PRIORITY AREA 04: Increase cash crops productivity	149,300,000	156,765,000	164,603,250	172,833,413	181,475,083
Increase coffee production	136,200,000	143,010,000	150,160,500	157,668,525	165,551,951
Increase horticulture and floriculture production	13,100,000	13,755,000	14,442,750	15,164,888	15,923,132
SECTOR: Private Sector Development & Youth Employment	848,807,532	1,416,228,833	2,114,757,077	665,982,784	1,492,481,063
PRIORITY AREA 01: Create productive jobs and promote entrepreneurship for economic development	251,808,519	246,971,292	156,373,781	171,911,159	189,002,275
Increase access to finance for youth and women	100,688,000	105,722,400	1,000,000	1,000,000	1,000,000
Increase Jobs creation for youth	134,522,754	141,248,892	155,373,781	170,911,159	188,002,275
Promote Village model project(s)	16,597,765	0	0	0	0
PRIORITY AREA 02: Enhance business development	596,999,013	1,169,257,542	1,958,383,296	494,071,625	1,303,478,788
Increase market infrastructure	568,901,248	1,000,000,000	1,735,000,000	250,000,000	1,035,000,000
Promote made in Rwanda	26,597,765	29,257,542	32,183,296	35,401,625	38,941,788
Promoting the mining investment	1,500,000	0	1,500,000	0	0
promote, operationalise, and further develop bankable industrial parks (IPs) and Special Economic Zones (SEZs)		140,000,000	154,000,000	169,400,000	186,340,000
Develop a management model for each industrial park	0		35,700,000	39,270,000	43,197,000
SECTOR: Climate, Environment and Natural Resources	214,608,000	211,491,500	229,826,630	252,320,967	280,768,091
PRIORITY AREA 01: Enhance erosion control	110,691,000	102,540,100	115,589,110	132,533,021	155,152,198
Construction and maintenance of terraces	60,000,000	63,000,000	66,150,000	69,457,500	72,930,375
Maintain forest coverage	19,500,000	1,500,000	2,000,000	2,500,000	3,000,000
Promote climate adaptation and mitigation	9,325,000	13,987,500	20,981,250	31,471,875	47,207,813
Establish and operationalise district emergency command posts	21,866,000	24,052,600	26,457,860	29,103,646	32,014,011
PRIORITY AREA 02: Increase mining productivity	100,688,000	105,722,400	111,008,520	116,558,946	122,386,893
Promote modern mining	100,688,000	105,722,400	111,008,520	116,558,946	122,386,893

Activities/Interventions	Actual Budget for Yr1	Budget for Yr2	Budget for Yr3	Budget for Yr4	Budget for Yr5
PRIORITY AREA 03: Enhance Natural Resource Management	3,229,000	3,229,000	3,229,000	3,229,000	3,229,000
Enhance compliance to land use master plans	2,941,000	2,941,000	2,941,000	2,941,000	2,941,000
Improve land administration leveraging technology	288,000	288,000	288,000	288,000	288,000
SECTOR: TRANSPORT	1,901,490,738	9,492,959,026	25,305,931,376	25,659,109,453	29,170,389,031
PRIORITY AREA 01: Promote easy mobility and efficient transport	1,901,490,738	9,492,959,026	25,305,931,376	25,659,109,453	29,170,389,031
Construction and rehabilitation of roads	1,389,510,600	5,131,848,128	22,502,191,899	21,054,785,023	28,140,450,233
Construction and rehabilitation of bridges	410,981,238	1,550,012,108	1,281,530,808	1,069,894,894	882,066,308
Enhance the maintenance of roads	100,998,900	111,098,790	122,208,669	134,429,536	147,872,489
Establish the pedestrian and cycle lanes	0	700,000,000	1,400,000,000	1,400,000,000	0
Establish dedicated taxi parks	0	2,000,000,000	0	2,000,000,000	0
SECTOR: ENERGY	2,742,000,000	3,138,890,000	11,718,919,000	14,143,750,000	14,070,125,000
PRIORITY AREA 01: Increase access to electricity	2,546,000,000	2,815,000,000	11,712,500,000	14,143,750,000	14,070,125,000
Increase access to on and off-grid electricity	1,250,000,000	1,375,000,000	1,512,500,000	1,663,750,000	1,830,125,000
Increase the electricity infrastructure	1,080,000,000	1,200,000,000	9,600,000,000	10,800,000,000	10,000,000,000
Enhance public lighting	216,000,000	240,000,000	600,000,000	1,680,000,000	2,240,000,000
PRIORITY AREA 02: Scale up the adoption of clean and efficient cooking technologies	196,000,000	323,890,000	6,419,000	0	0
Increase households using improved cooking stoves and LPGs	196,000,000	323,890,000	6,419,000	0	0
SECTOR: URBANIZATION AND RURAL SETTLEMENT	0	6,300,000,000	10,600,000,000	25,750,000,000	42,240,000,000
PRIORITY AREA 01: Accelerate sustainable urbanization and rural settlement	0	6,300,000,000	10,600,000,000	25,750,000,000	42,240,000,000
Increase the households in planned settlement	0	1,500,000,000	600,000,000	1,750,000,000	2,240,000,000
Plot servicing	0	4,800,000,000	10,000,000,000	24,000,000,000	40,000,000,000
SECTOR: ICT	97,720,000	137,492,000	215,264,000	234,836,000	255,388,000
PRIORITY AREA 01: Increase ICT infrastructure and digital literacy	97,720,000	137,492,000	215,264,000	234,836,000	255,388,000
Promote digital literacy	97,720,000	107,492,000	117,264,000	127,036,000	136,808,000
Increase ICT infrastructure	0	30,000,000	98,000,000	107,800,000	118,580,000
SECTOR: FINANCIAL SECTOR DEVELOPMENT	614,795,000	650,000,000	700,000,000	750,000,000	850,000,000

Activities/Interventions	Actual Budget for Yr1	Budget for Yr2	Budget for Yr3	Budget for Yr4	Budget for Yr5
PRIORITY AREA 01: Increase financial inclusion and promote saving culture	614,795,000	650,000,000	700,000,000	750,000,000	850,000,000
Promote access to financial services	314,795,000	350,000,000	350,000,000	350,000,000	400,000,000
Promote saving culture	300,000,000	300,000,000	350,000,000	400,000,000	450,000,000
Pillar 2: Social Transformational Pillar	15,373,387,304	23,958,269,656	37,156,602,798	39,757,727,652	37,830,030,725
SECTOR: EDUCATION	9,637,764,921	12,795,638,967	16,401,939,750	19,944,084,357	24,841,667,184
PRIORITY AREA 01: Universal access to high quality education	9,637,764,921	12,795,638,967	16,401,939,750	19,944,084,357	24,841,667,184
Increase adequate school facilities	6,457,889,258	9,303,678,184	12,572,052,740	15,744,177,336	20,234,998,240
Enhance school attendance and quality of education	130,089,583	136,594,062	139,195,854	140,496,749	141,797,645
Promote STEM, technical and vocation education	5,000,000	6,102,034	6,500,000	6,800,000	7,000,000
Sustain the school feeding programme	3,023,577,262	3,325,934,989	3,658,528,488	4,024,381,336	4,426,819,470
Reduce repetition rate by continuously implementing remedial learning education strategies	5,364,000	5,900,400	6,490,440	7,139,484	7,853,432
Expand functional adult literacy programmes.	12,701,948	13,972,143	15,369,357	16,906,293	18,596,922
Strengthen education data management systems for evidence-based decision making	3,142,869	3,457,156	3,802,871	4,183,159	4,601,475
SECTOR: HEALTH	3,364,100,134	4,560,910,147	14,795,561,162	14,227,617,278	8,175,379,006
PRIORITY AREA 01: Improve access to quality health services	3,205,199,032	4,386,118,935	14,603,290,829	14,016,119,912	7,942,731,903
Increase health facilities and access to medical services	0	860,400,000	10,725,000,000	9,750,000,000	3,250,000,000
Promote maternal and child health services	25,000,000	27,500,000	30,250,000	33,275,000	36,602,500
Promote family planning	1,500,000	1,650,000	1,815,000	1,996,500	2,196,150
Enhance communicable and non-communicable Diseases prevention and management	51,000,000	56,100,000	61,710,000	67,881,000	74,669,100
Increase qualified health workforce	3,127,699,032	3,440,468,935	3,784,515,829	4,162,967,412	4,579,264,153
PRIORITY AREA 02: Eradicate malnutrition	158,901,102	174,791,212	192,270,333	211,497,367	232,647,103
Enhance ECDs services	31,251,123	34,376,235	37,813,859	41,595,245	45,754,769
Promote nutrition among children	69,713,400	76,684,740	84,353,214	92,788,535	102,067,389
Promote Hygiene and Sanitation	57,936,579	63,730,237	70,103,261	77,113,587	84,824,945
SECTOR: SOCIAL PROTECTION	1,621,522,249	1,771,720,541	1,539,101,886	2,116,026,016	2,312,984,535

Activities/Interventions	Actual Budget for Yr1	Budget for Yr2	Budget for Yr3	Budget for Yr4	Budget for Yr5
PRIORITY AREA 01: Enhance graduation and promote resilience of poor HHs	1,589,378,799	1,736,748,079	1,501,044,485	2,074,604,043	2,267,892,415
Provide adequate support to poor HHs	1,203,758,799	1,324,134,679	1,456,548,147	1,602,202,961	1,762,423,258
Provide supports to eligible genocide survivors	385,620,000	412,613,400	44,496,338	472,401,082	505,469,157
Mainstream vulnerable groups	0	0	0	0	0
PRIORITY AREA 02: Strengthen disaster mitigation and adaptation	32,143,450	34,972,462	38,057,401	41,421,973	45,092,120
Promote preparedness for disasters among citizens	19,299,000	21,228,900	23,351,790	25,686,969	28,255,666
Support disaster victims	12,844,450	13,743,562	14,705,611	15,735,004	16,836,454
SECTOR: WATER AND SANITATION	750,000,000	4,830,000,000	4,420,000,000	3,470,000,000	2,500,000,000
PRIORITY AREA 01: Increase access and clean to clean water	750,000,000	4,830,000,000	4,420,000,000	3,470,000,000	2,500,000,000
Increase household with access to safe water		4,000,000,000	3,500,000,000	2,500,000,000	1,500,000,000
Increase the water and sanitation infrastructure	750,000,000	830,000,000	920,000,000	970,000,000	1,000,000,000
PRIORITY AREA 02: Promote waste management	36,119,742	36,119,742	36,119,742	36,119,742	36,119,742
Promoting organic waste treatment facility and recycled waste	36,119,742	36,119,742	36,119,742	36,119,742	36,119,742
Pillar 3: Transformational Governance Pillar	1,041,842,474	1,208,560,765	2,501,000,136	2,958,478,283	3,823,992,155
SECTOR: GOVERNANCE AND DECENTRALIZATION	59,116,000	65,027,600	71,530,360	78,683,396	86,551,736
PRIORITY AREA 01: Improve governance, service delivery and accountability	59,116,000	65,027,600	71,530,360	78,683,396	86,551,736
Reinforced efficient service delivery	6,588,000	7,246,800	7,971,480	8,768,628	9,645,491
Resolve citizens' complaints	13,528,000	14,880,800	16,368,880	18,005,768	19,806,345
Engagement of citizens in planning and decision making	16,000,000	17,600,000	19,360,000	21,296,000	23,425,600
Update and use local economic potential maps and investment profiles, and to allocate resources to priority green and inclusive LED projects	23,000,000	25,300,000	27,830,000	30,613,000	33,674,300
SECTOR: JUSTICE, RECONCILIATION, LAW AND ORDER	209,335,000	230,268,500	253,295,350	278,624,885	306,487,374
PRIORITY AREA 01: Provision of accessible and quality legal aid services	30,005,000	33,005,500	36,306,050	39,936,655	43,930,321
Promote courts judgements execution by local government,	20,000,000	22,000,000	24,200,000	26,620,000	29,282,000

Activities/Interventions	Actual Budget for Yr1	Budget for Yr2	Budget for Yr3	Budget for Yr4	Budget for Yr5
Promote legal aid services (Abunzi and Maison assistance a l justice (MAJ)	10,005,000	11,005,500	12,106,050	13,316,655	14,648,321
PRIORITY AREA 02: Ensure Safety and Security of citizens and property	145,400,000	159,940,000	175,934,000	193,527,400	212,880,140
Promote community rehabilitation program,	22,000,000	24,200,000	26,620,000	29,282,000	32,210,200
Operationalization of District Transit Centre,	105,000,000	115,500,000	127,050,000	139,755,000	153,730,500
Enhance night patrols/Irondo	18,400,000	20,240,000	22,264,000	24,490,400	26,939,440
PRIORITY AREA 03: Promote Unity and Resilience among citizens	33,930,000	37,323,000	41,055,300	45,160,830	49,676,913
Creation of unity and resilience clubs in schools and villages	2,930,000	3,223,000	3,545,300	3,899,830	4,289,813
Promote Ndi Umunyarwanda interaction sessions	31,000,000	34,100,000	37,510,000	41,261,000	45,387,100
SECTOR: SPORT AND CULTURE	580,371,654	684,120,000	1,932,189,481	2,341,475,200	3,154,622,720
PRIORITY AREA 01: Promote of culture	144,000,000	158,400,000	174,240,000	191,664,000	210,830,400
Operationalize Itorero /urugero	85,000,000	93,500,000	102,850,000	113,135,000	124,448,500
Promote cultural and touristic sites	59,000,000	64,900,000	71,390,000	78,529,000	86,381,900
PRIORITY AREA 02: Promote sport among citizens	436,371,654	525,720,000	1,757,949,481	2,149,811,200	2,943,792,320
Construction and Upgrade of sport facilities	241,171,654	311,000,000	1,521,757,481	1,890,000,000	2,658,000,000
Sport talents detection and promotion	92,000,000	101,200,000	111,320,000	122,452,000	134,697,200
Promote mass sport	31,200,000	34,320,000	37,752,000	41,527,200	45,679,920
Create accessible sports spaces & related sports facilities	72,000,000	79,200,000	87,120,000	95,832,000	105,415,200
SECTOR: PUBLIC FINANCIAL MANAGEMENT	193,019,820	229,144,665	243,984,945	259,694,802	276,330,326
PRIORITY AREA 1: Enhance effective public financial management	193,019,820	229,144,665	243,984,945	259,694,802	276,330,326
Financial capacity building	4,000,000	5,000,000	6,000,000	7,000,000	8,000,000
Increase revenue collection,	180,119,820	214,354,665	227,215,945	240,848,902	255,299,836
Enhance the use of public funds	8,900,000	9,790,000	10,769,000	11,845,900	13,030,490
Grant Total	23,917,657,285	47,799,183,080	92,325,248,933	111,675,027,733	132,246,654,667
Economic Transformation Pillar (%)	31.37%	47.35%	57.05%	61.75%	68.50%
Social Transformation Pillar (%)	64.28%	50.12%	40.25%	35.60%	28.61%
Transformation Governance Pillar (%)	4.36%	2.53%	2.71%	2.65%	2.89%

Table 3: List of Stakeholders Consulted

Local Government structure	Institution	Position
District	District Executive Committee	Economic Vice Mayor
District	District Executive Committee	District Executive Officer
District	District Executive Committee	Vice Mayor – Social Affairs
District	District Executive Committee	Division Manager
District	District Executive Committee	District Executive Secretary
District	District Council	District Council Chairperson
District	District JADF Department	JADF Chairperson
District	District Agriculture Unit	Director Of Agriculture and Natural Resources
District	District PME Department	M&E Officer
District	District JADF Department	Rwanda Development Board Intern
District	District PME Department	Statistician
District	District JADF Department	Heifer International RDDP2 Staff
District	District Agriculture Unit	Acting Veterinary Officer
District	District JADF Department	JADF Officer
District	District Agriculture Unit	District Agronomist Officer
District	District Finance Department	Revenue Inspector
District	District Agriculture Unit	Forest and Natural Resources Officer
District	District PME Department	Director of Planning, Monitoring, and Evaluation
District	District JADF Department	Executive Director of SIAC (Centre for Dignified Aging)
District	District JADF Department	Representative of CARSA (Christian Action for Reconciliation and Social Assistance)
District	District PME Department	Planner, M&E Officer
District	District JADF Department	Compassion International Rwanda Representative
District	District Good Governance Unit	Acting Director of Good Governance Unit
District	District Health Department	HSO Officer / Health Unit
District	District Education Unit	Director of Education
District	District JADF Department	Representative of Social Development Bureau
District	District JADF Department	Tubura Local Government Relations Specialist
District	District PME Department	Planner, M&E Officer

Local Government structure	Institution	Position
District	District Good Governance Unit	Good Governance Commission President
District	District Social Development Unit	Director of Social Development
District	District JADF Department	Caritas Diocésaine de Kabgayi Social Assistant
District	District JADF Department	Radio Huguka - Good Governance Cluster Representative
District	District JADF Department	SEVOTA Representative
District	District Council	Councilor
District	District Council	District Specialist Affair
District	District JADF Department	Humanity & Inclusion (HI) Representative
Sector	Sector Executive Secretary	Executive Secretary – Cyeza