

**Republic of Rwanda
Southern Province
Huye District**



Huye District Development Plan



May, 2013

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List of Abbreviations

- AIDS: Acquired Immune Deficiency Syndrome
- DDP: District Development Plan
- DHS: Demographic and Health Survey
- DRC: Democratic Republic of Congo
- EDPRS: Economic Development and Poverty Reduction Strategy ECD: Early Childhood Development
- ECD: Early Childhood Development
- EICV: Integrated Household Living Conditions Survey (Enquête Intégrale sur les Conditions de Vie des Ménages)
- EIA: Environmental Impact Assessment
- EWSA: Energy, Water and Sanitation Authority JADF: Joint Action for Development Forum
- HH: Household
- HIV: Human Immunodeficiency Virus FP: Family Planning
- FP: Family Planning
- ICT: Information and Communication Technology
- IPRC: Integrated Polytechnic Regional Centre
- IPRC: Integrated Polytechnic Regional Centre
- JADF: Joint Action for Development Forum
- JRLO: Justice, Reconciliation, Law and Order
- LABOPHAR: Pharmaceutical Laboratory of Rwanda
- MDGs: Millenium Development Goals

MINECOFIN: Ministry of Finance and Economic Planning

MINICOM: Ministry of Commerce and Industry

M&E: Monitoring and Evaluation

NCD: Non Communicable Diseases

NGOs: Non Government Organization

OAG: Office of Auditor General

RAB: Rwanda Agriculture Board

RDB: Rwanda Development Board

SMEs: Small and Medium Enterprises TB: Tuberculosis

TB: Tuberculosis

TV: Television

VTC: Vocational Training Center YEGO: Youth Empowerment for Global Opportunity

7YGP: Seven Year Government Program

Foreword

Our District Development Plan charts an ambitious path to transform the lives of our district community. The process of preparing the Plan gave thousands of Huye citizens, from the youth to elderly people, the opportunity to think about the kind of future they want for themselves and for future generations. For so many of them – in their various categories – it was another chance they have had to share their aspirations with others and to think broadly about our district's development.

The District Development Plan which sprang from people's participation in the planning process encapsulates the four thematic areas, foundational issues and crosscutting issues. Making this District Development Plan real is a bold and challenging task. It will require a sustained and combined effort from the public and private sectors and from civil society. It will also require the sustained help of our development partners.

Huye District Development Plan was developed through the consultation of different district stakeholders and for this we take the opportunity to thank all the contributors.

The district thanks MINECOFIN for its technical and financial support without it, this plan would not have been possible to be developed.

The district acknowledges the Ministry of Local Government and Southern Province for their ceaseless advices during the preparation of Huye District Development Plan.

Our acknowledgements go to the District Council and the Joint Action Development Forum for their orientation in fine-tuning this DDP.

Our sincere acknowledgements go to the entire district staff and community who contributed effectively before and during the development of this document.

We cannot forget our DDP facilitator Mr. MANIRAGUHA Michael for his technical assistance without it; this work would not have been accomplished.

KAYIRANGA MUZUKA Eugène

Mayor HUYE District

Executive Summary

The 2nd Huye District Development Plan (DDP) for the Plan period 2013/14-2017/18 was prepared by the DDP facilitator in close collaboration with the district officials under the coordination of the district Executive Secretary. The Plan is a product of broad-based consultations among various stakeholders undertaken in the district. It has been prepared in the backdrop of the following thematic areas “*Economic Transformation, Rural Development, Productivity and Youth Employment and Accountable Governance*”.

The DDP articulates projects and main activities to be implemented within the period of five years i.e. from 2013 to 2018. The DDP facilitates and enables the focus on developmental activities and projects while transforming citizen’s lives and well being.

The Ministry of Finance and Economic Planning provided the overall guidance through trainings, workshops and other necessary consultations and on top of that, the Ministry was also responsible for the formulation of guidelines, editing and publication of the DDP.

The Plan is divided into six chapters as follows:

Chapter One:

Briefly sets out the context and purpose of the District Development Plan. It also includes a brief description of the process and methodology undertaken to elaborate the DDP. The section presents the district stakeholders and their area of intervention.

Chapter Two:

Provide the framing for the remainder of the DDP by setting out the current status, achievements and challenges in the District as well as what remains outstanding from planned priorities in the EDPRS 1 to be tackled during EDPRS 2. It also show main challenges encountered in EDPRS 1 so that they get considered in EDPRS 2 as priorities too. It also includes the key baseline information from the EICV3 and DHS4 and clearly identifies.

Chapter Three:

This chapter constitutes the core of the District Development Plan. It indicates the priorities, strategies and programs proposed to overcome the development constraints identified in Chapter Two through the consultation of the stakeholders.

Chapter Four:

Draws out key features of the implementation for the DDP, including:

- **Sequencing of interventions**, including details of the interdependencies between programs and how they are sequenced
- **Roles and responsibilities of partners and stakeholders in the District**, including:
 - ✓ Roles of central versus local government
 - ✓ Role of private sector
 - ✓ Role of civil society and other organizations operating in the district

The chapter four also includes an analysis and discussion of mitigation strategies for risks.

Chapter five:

Outlines Management Information Systems in place in the District and their linkages to the national management information systems. This chapter presents the key performance indicators and priority actions for the period 2013/14 to 2017/18 and the key programs or projects selected for analysis for mid-term review or final evaluation of EDPRS 2.

Chapter six:

Outlines the costing and proposed financing for the DDP.

District Development Plan is the cornerstone of the District Focus for the 5 year period i.e. 2013/14 to 2017/18. The district's focus in the period of 5 years concentrates much on the four thematic areas, cross cutting issues and the foundational issues. In order for this Plan to be more

effective, the district citizens will be actively and fully involved in the entire implementation, monitoring and evaluation.

CHAPTER ONE: INTRODUCTION

1.1 Context and Process of the DDP

The District Development Plan charts an ambitious path to transform the lives of Huye district people.

The process of preparing this DDP gives thousands of Huye district citizens, the opportunity to think about the kind of future they want for themselves and for future generations. This gives an opportunity for Huye community to share their aspirations with others and to think broadly about their district's development.

The district's vision which springs from people's participation in the planning process sums up all that is fundamental to development – peace, security, freedom, tolerance, gender equity, improved health, capacity building, and access to jobs, entrepreneurship and food security. The district we need is one that is prosperous and competitive nationally.

Making the vision real is a bold and challenging task. It will require a sustained and combined effort from the central government, the key district partners and the private sectors.

We hope that this Plan and all that it represents will be translated into actions that will transform people's lives. In the year 2018, it is hoped that the district will look back with pride on the development path it followed from the beginning of the vision 2020.

1.2 Objectives of the DDP

- a) Huye will be a prosperous district with adequate food, shelter and clothing for all people;
- b) Huye population will live in safety, with no genocide ideology;
- c) People especially the youth will be literate a 100%, knowledgeable and skilled. They will be healthy, and live a long, productive life. They will actively participate in economic, social and political development, promoting social equality and national unity;

- d) Infrastructure like roads, electricity ICT will be developed to get people out of isolation throughout the district.
- e) Production and employment will increase in all sectors especially in agriculture, livestock, small scale enterprise and handcraft.
- f) Living standards and services will improve for all Huye citizens, and income will be fairly distributed;
- g) District finances will be managed efficiently, transparently, and will be free from corruption; and
- h) The district will be based on the rule of law.
- i) Gender equality will reign in all district sectors and assignments

1.3 Purpose of District Development Plan

The overall purpose of the DDP is to provide the planning and coordination tools to guide different interventions aiming at contributing at the economic growth by creating and improving better quality of life's conditions for the citizen welfare.

In the preparation of the district development plan, the district looked back in the achievements and challenges recognized in the past period and thus set and harmonize it's priorities with the development sectors priorities at the national level.

The purpose of this harmonization of the district priorities to the national priorities is to prevent the under targeting of the district in comparative to the country vision 2020 as well as the Economic Development and Poverty Reduction Strategy targets.

However, the District Development Plan under preparation is an intention of achievement during five years starting from 2013/2014 to 2017/2018. To achieve this intention, the proposed activities at the district level have also to cover all the thematic areas including the Economic Transformation, Rural Development, Productivity and Youth Employment, Accountable Governance and foundational issues which all include the whole life conditions of the peoples in the country. Moreover achievement of the DDP, there should not be an extreme inequality between poor and riches.

1.4 Methodology

In the preparation process of this DDP, participatory and sectoral approaches were preferred throughout the entire process of elaborating and developing Huye District Development Plan.

Tools utilized to involve all the concerned stakeholders in the whole process were in line with the criteria and concepts of decentralization and participation. Preliminary, a planning team was established at the District level. It comprised Directors of different District departments and Executive Secretaries of Sectors, under the supervision of the District Executive Secretary. The DDP Facilitator worked closely with this team. Several actors were involved in development process of the District Development Plan, notably the District Council, the District Economic Commission, the Joint Action Development Forum (JADF), the working group in charge of Planning and the Budget, Executive Secretaries of Sectors, Cells, local organizations of civil society and the private sector and of course above all, the entire population of the District. The planning process was guided by the planning and costing guidelines developed by MINECOFIN to harmonize the process in all Districts of the Country. Three phases were used in the DDP preparation:

- i. Carry out consultations with the population and their representatives and establish community priorities
- ii. Develop the district development priorities
- iii. Aligning and developing district priorities with sector priorities at national level

The methodology used in this DDP development, is first of all consultation of the population needs which was a primary step in order to know the views and needs of the development beneficiaries. Another method used is to review all the relevant documents which give appropriate baseline information to the country development and the district management and staff have also contributed a lot in the elaboration of this DDP.

Table 1: Huye district key stakeholders

Huye district has various key stakeholders who are divided into four categories and they intervene in different sectors as follows:

S.N	Type of stakeholder	Domain of intervention
1	International Non – Governmental Organizations	Support to Vulnerable children; Economic and Social Development; Health ; Education; Agriculture support; special support to coffee farmers.
2	National/Local Non Governmental Organizations and Civil society	Health and fight against HIV/AIDS; Agriculture; livestock promotion; fight against violence; justice; Social and Economic development; support to genocide survivors; Human rights; Environment Management;
3	Churches	Evangelization, literacy, health, Social and Economic Development,
4	Sector Ministries	Agriculture, health, Economic development, Education, security, etc.

All the above partners contribute in the development of the district either in the economic and social development. Their main contribution is in direct and indirect ways where some of them initiate in the district their own plan or intervene in the plans of the district.

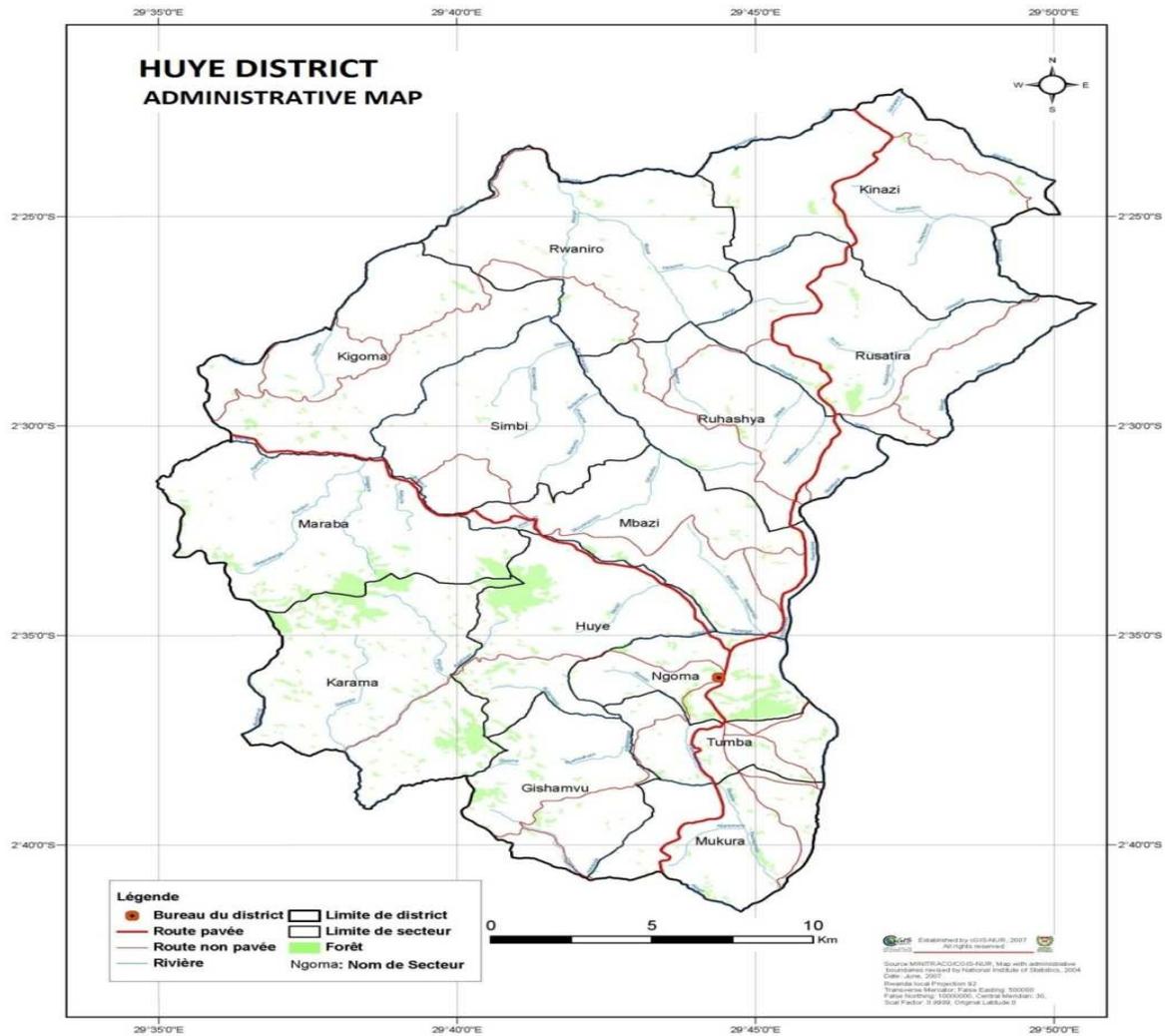
CHAPTER TWO: OVERVIEW OF HUYE DISTRICT

2.1 Geographic location

Huye District is one of the eight Districts comprising the Southern Province. It is composed of 14 Sectors namely: Mbazi, Kinazi, Simbi, Maraba, Rwaniro, Rusatira, Huye, Gishamvu, Mukura, Ruhashya, Tumba, Kigoma, Ngoma and Karama. The District's general characteristics can be grouped as shown in the table below.

Table 2: District boundaries and further characteristics

Boundaries	North	NYANZA District
	East	GISAGARA District
	South	NYARUGURU District
	West	NYAMAGABE District
Surface area	581,5 Km ²	
Number of Sectors	14	
Number of Cells	77	
Number of villages	509	
Total Population	319,000 Inhabitants	
Population density	548 Inhabitants/Km ²	



2.2 Relief

Huye district is situated in the central plateau. The hilly landscape protrudes from East to West and develops into a steep hilly and mountainous area as one move towards the West and North West. These hills are with an average altitude of 1700m which decreases to 1450m towards Songa farm. In the western part of the District are high undulating mountains including the famous Huye Mountain with an altitude of more than 2000m.

2.3 Climate and Rainfall

Huye District is characterized by sub equatorial temperate climate with an average temperature fluctuating around the 20°C. Like in the rest of the country, it has four climatic seasons; long rainy season (Mid February –May), long dry season (June-Mid September), short rainy season (Mid-September-December) and short dry season (January- Mid February). The average annual rainfall is 1160 mm.

2.4 District surface and people distribution

Huye district has a total surface area of 581.5 square Kilometers. The district population is estimated to be 319,000 inhabitants with an average of 548 inhabitants per square kilometer. This population is composed by male and female in the proportion of 54% and 46% respectively.

2.5 Hydrography

Huye district water network comprise various streams. In the west is Kadahokwa stream which flows from the North to south; in the central region is Rwamamba. There is also a big valley called Rwasave drained by Kihene which flows from North to south. All these streams flow towards Migina which is a tributary of Akanyaru river. In the north-west, there is a river of mwogo which discharges into Nyabarongo river.

2.6 Soil

The soil depth depends on the situation of the hills. The best soils are found in the swamps. They sand and humus, if they are not formed from erosion of the hills. Soils on the dorsal granite are not fertile as they are poor in humus content. Central plateau soil are better because are the kaolisol type fertile when the erosion has not impacted it and their humus layer has been conserved. Note that according to the map of soil erosion control as consequence of topography in Rwanda (Dr. Ir. Jean Jacques MBONIGABA), Huye district range in the region where the required erosion control is careful to very careful.

2.7 Fauna and flora

Natural vegetation has disappeared due to agricultural pressure and has been replaced by the man-made vegetation dominated by food plant. The largest part of the land is under cultivation for food plant such as rice, banana, beans, maize, manioc, coffee according to their interest in the district.

Generally, Huye district has insufficient forest cover where up to date estimate is 10% of the district surface. The arboretum forest around the National University of Rwanda plays an important role. However, some of the existing forests require the reforestation. Wild animals are found only in ISAR Songa Station zone.

2.8 Huye District Achievements

The main economic activities of the district are broadly grouped in the economic sector including daily activities of the people in this District.

2.8.1 Agricultural Production

The agriculture has been the most economic activity in Huye district whereby around 85% of Huye citizens depend on agriculture. However, the Government of Rwanda has implemented several ambitious programs to increase the productivity of the agriculture sector. The vision is to modernize the agriculture and livestock to achieve the food security. The key pillar towards this vision is the transformation of the agriculture from subsistence to a productive high value; market oriented farming that is environmentally friendly and has an impact on the other sectors of the economy.

With the vision 2020, the number of people desired in agriculture sector is 50% of the total population. To contribute towards this target the creation of off-farm jobs is crucial.

Remind that the agricultural production in Huye district is characterized by food crop and cash crop.

For the food crop, the most cultivated crops are: Rice, Cassava, Maize, Beans, Banana, Irish and sweet potatoes, Soybean, Sorghum, Groundnuts, vegetable and fruits trees even though no significant consolidated farm for such trees. For the cash crop, the most recognized is coffee.

The achievements of agriculture sectors in Huye District towards the vision target are broadly seen in the following practices.

2.8.2 Land consolidation

The land consolidation has contributed to the increased production. The land consolidation has been achieved through marshland development and rehabilitation. The marshland developed include: Mwogo extended from 300 ha, Umwaro 51ha, Mukura and branches with 126ha, Migina and branches with 200ha and other small marshlands in the sectors. However, the total area of marshland developed in the district is around 1,365 ha on which irrigation practice is done.

Table 3: Marshland development for land consolidation

Number	Marshland name	Area developed	Location/Sector
1	MIGINA and branches	200ha	NGOMA,TUMBA,MUKURA
2	MUKURA and branches	126 ha	MUKURA,
3	UMWARO	51ha	RUSATIRA,KINAZI
4	MWOGO and RUNUKANGOMA	300ha	RWANIRO, SIMBI

In addition to marshland development, terraces construction has as well contributed towards land consolidation on hills. The terraces have been constructed around Mwogo and Runukangoma marshlands.

2.8.3 Terraces construction for land consolidation

Given the issue of land scarcity for agriculture practice in Rwanda due to growing population and resilience to agriculture, the terraces construction is one of the alternatives to solve this issue by maintaining as well the it productivity. The achievement of Huye District in this consideration is the total area of around 500ha which has been protected through this mechanism and still to increase.

2.8.4 Extension of cultivated area for coffee

Coffee is the main cash crop for Rwanda as well as for Huye District. Therefore, along the last five years, the area occupied by this crop will be increased. During the past 5 years, coffee area increased up to 1250 ha with strong emphasis on Maraba Coffee Intensification project.

2.8.5 Livestock Production

In addition to the agriculture production, livestock is another source of income and food for agricultural households. By the EICV 3, 69% of the households in Huye District raise the some type of livestock. According to EICV, 2.3% of the households have received the cow from this program and 12.6% have received animals from other programs. By the contract of performance of 2011/2012, 1224 cows have been distributed while the target in 2012/2013 is 1294 cows. Note that often in this program the achievement is often over target.

In addition to the distribution of these livestock distributed, there are also facilities related to livestock production including the milk collection center in Rusatira Sector as well as in Kinazi Sector.

In relation to the livestock, the markets for livestock have been constructed. These include the markets of Rugogwe and Karambi in Ruhashya and Karambi Sectors respectively.

2.8.6 Industries and Artisanal

Huye district counts a number of industries of small scale. Those include the factory that produce drinking water (Amazi ya Huye), LABOPHAR which manufactures the drugs and the small enterprises which process the agricultural production mainly for rice, cassava and sunflowers.

The artisanal sector of Huye District has developed during the past five years. The most forwards handcrafts include the shoes manufacturing from the animal leather, carpentry, metalwork, and tailoring and ornamentation objects production.

The most strategic achievement in the artisanal sector is the Vocation Training Center (VTC) opened in the District as well as the currently opened IPRC.

2.8.7 Commercial

The commercial works have been improved in the district. This might be looked through different modern market buildings constructed in Huye district along the past 5 years as well as the visible improvement of commercial centers all around the district. These markets include the Huye city complex of Abisunganye Cooperative and New commercial building of SEMUHUNGU AND MISAGO all available in Huye City.

Among the commercial centers, those known as Arrete center in Kinazi Sector at the entrance of Huye District on the road Kigali Huye, Rusatira Center, Rugarama Center on the same road and Gahenerezo, Gako and Karambi center on the road Huye- Rusizi have been improved. In addition to these centers, there are other centers in the local markets of the District including the market of Rugogwe, market of Mugogwe and Rango market, Busoro market.

2.8.8 Tourism and hotel

The sector of Tourism and Hotel has as well developed and has great contribution in the District economy. However, the number of Hotel has increased because in addition to the existing Hotels of IBIS, Faucon, Credo, Petit Prince, Barthos Hotel new hotel such as MATER Boni CONSILLI at TABA, TWIGA Hotel are now operating as Hotels in the district and some of them are improving their states through extension of building. In addition to those Hotels, the motels and pubs have been also developed.

The National Museum Institution available in this District is also a prime attraction of the Tourists in this District.

2.9 Challenges identified as priorities for the next 5 years

Huye district performance in the last DDP was satisfactory as per the self assessment. The district however, faced some challenges due to lack of sufficient funds. These challenges will therefore, be considered as priorities in the next 5 years. Those priorities mentioned here and to be considered in the next 5 years reflect the national and sector priorities as well as cross cutting issues.

2.9.1 Agriculture sector challenges

Agriculture is the leading activity in Huye district that provides more than 80% of employment to the district population. The incomes of the population in Huye district depend mainly on the production of food crops and little is earned from the cash crops led by coffee. The major challenges in the agriculture sector for Huye district are as follows:

- Low productivity of agricultural and animal production (limited use of improved inputs, mechanization, hillside irrigation, etc) and high proportion of farmers using only rain-fed agriculture. Lack of post-harvest handling and storage services for individual farmers and farming cooperatives.
- Weak organization within agricultural produce value chain development, as most of the produced foods are consumed in nearly raw form with low transformation. This is mainly significant issue in the dairy farming. High production of milk needs efforts in value addition, to increase incomes.
- Limited agricultural research to improve the agricultural and livestock production in Huye district.

- Limited access to finance by agricultural and animal farming. Most of the farmers and breeders in the district have limited skills and this makes it not easy for them to access finance in different financial institutions.
- Low involvement of the private sector investment in agriculture sector. This has become a challenge to the extent that in the periods of harvest, there are low and cheap commercial transactions of the produce, thus limiting incomes to the farmers.

In an effort to solve and reduce the volume of these challenges, the district of Huye has identified clear priorities for the agriculture sector in this DDP to be handled to the maximum in the next five year DDP. Develop the agricultural post-harvest handling storage system and farmer capacity

2.9.2. Private Sector Development challenges

Private sector involvement in the development of the district is still very low. In order to develop, more emphasis will be put in the development and support of private sector in order to develop Huye district. There have been a number of challenges as to why this sector has remained dormant for a while. These include the following:

- The private sector in Huye district remains a small contributor to the district development.
- Limited district support to private sector
- High energy costs
- Small domestic market and limited market access to exploit wider regional market despite potential
- Trade deficit remains high despite high export growth. Limited product and market diversification
- Low productive capacity of exporters due to cost & availability of infrastructure, finance and skills
- Shift of bigger business dealers to other areas mostly in Kigali to run businesses there.

2.9.3 Energy and Transport sector challenges

The energy and transport sectors are influential sectors in the development of Huye district. The ultimate growth of the private sector will depend on how energy and transport sectors are well established to lure private entrepreneurs into investments in the district. This sector however, is faced with various challenges that the district will in the next five years transform into opportunities. The challenges include the following;

- Households, commercial and industrial sectors have limited access to electricity supply. This has been an issue for some time. Accessibility to electricity by households is still low 8.3%, affecting domestic activities. Commercial towns and industrial sectors lack adequate energy for their production and delivery products and services.
- High cost of electricity generation based on substantial dependence of fossil fuels. To the household and private industrial entrepreneurs, the cost of electricity generation is high and this reduces or discourages investors in the private sector in the district.
- Limited capacity of electricity supply. The supply of energy is mainly dependant on EWSA and this affects the capacity of the private sector and the household to generate its own electricity. The terrain of the district also makes it difficult for the connection and supply of electricity.
- Lack of specialized skills in the energy sector at some levels; such skills are required to allow the district and EWSA to deliver as well as to stimulate private sector participation.
- Lack of network continuity, capacity and Level of Service of trunk road network and poor riding quality of the unpaved roads. The district still has limited road networks that would link the final products to consumers. There are limited feeder roads that link sectors of the district and other neighboring districts.
- Current road public transport services are generally acknowledged to be inefficient and costly in the district. This is due to that fact that there are limited options to transport
- Lack of adequately trained professionals in transport sector at district level that could develop new mechanisms to polish the transport challenges and set up clear mechanisms of tackling the transport challenge in the district.

2.9.4 Water and Sanitation sector challenges

Water supply and sanitation in Rwanda is characterized by a rapid increase in access over the past years in rural areas, aided by a clear government policy and significant donor support.

National Water and Sanitation programs aim to make measurable and sustainable improvements in water supply, sanitation, hygiene, and the overall environment in the whole country. In order to successfully improve health in Huye district, various programs should be developed and these must be comprehensive, targeting both the direct and indirect causes of

poor health and nutrition. These programs would likely reduce the challenges the district is facing at the moment regarding the inaccessibility of water. These challenges include;

- Insufficient access to clean water supply by the district residents especially those living in the slope hills of the district.
- There is still poor management of rural water supply schemes that are already in place. There are various institutions that have provided water supply in support of the district. However, the maintenance and perfect management of these water supplies still remain a challenge.
- The district lacks a centralized sewerage system that would bring together a central district sewage control and management station.
- The district experiences inadequate rain water Management, that later causes soil erosion to the farmers. With no proper water collection channels, heavy rain water causes landslides and washes away the top soil layers thus causes erosion.
- Insufficient public latrines in Huye and along the trading centres of the district remain a huge challenge as far as sanitation is concerned.

2.9.5 Urbanization sector challenges

Urbanization in Huye district has been given attention since the district has potential urbanization characteristics. The district has laid its fundamental urbanization prospects in Butare town and other growing business centers. However, there are still major challenges to this orient, these include;

- Lack of proper implementation of urban plan and development tools at district level
- Lack of affordable housing due to expensive building materials and plots
- Limited Private Sector Participation in the urbanization process of the district.
- Buildings built against urbanization plans

2.9.6 Health Sector Challenges

The district has some health facilities including a referral hospital and health centers. However, they are inadequate given its vastness. Most of the facilities lack the necessary equipments and personnel to enable them provide quality service to the people. The most prevalent diseases are malaria, diarrhea, skin diseases, and many more. The district has experienced difficulties in providing efficient health services for the fast growing population

because it really needs heavy investment to upgrade to modernized and construct new health facilities.

Like other districts of the country, Huye possesses moderate prevalence of HIV/AIDS which is generally estimated between 5-10%. Despite over 90% awareness undertaken by the district and its partners, the scourge continues to rise and the effects are far reaching. The disease has weakened the economically active and this affects production at the district level. The major health challenges at the district are somehow similar to the national challenges and these include;

- Maternal and child mortality is still a challenge, insufficient use of maternal and child health services
- High prevalence of malnutrition mainly among children and women
- Emerging burden of Non Communicable Diseases (cardiovascular diseases, diabetes, chronic respiratory diseases, cancers,..) and prevalence of Mental health problems
- High prevalence of poor hygiene borne diseases.

The district will in the next five years improve the health sector through various strategies and programs in collaboration with the Ministry of health and other development partners.

2.9.7 Education sector challenges

The education sector at district level has been improving over the years. Efforts have been made to improve education at the district level. This has improved the performances of the district especially at the low primary level.

The net school enrollment rate has improved in the previous years as well as the literacy rate for persons above the normal formal education age. Gross primary school enrollment is also higher than 100 percent. However, with all these improvement in the education sector at district level, there are still some major challenges the district has to tackle in the next five years. These include;

- There is still lack of more trained teachers, more classrooms, and more textbooks in various schools to meet the student's demands.
- The level of education quality is poor and must improve to ensure sector contributes to national productivity and economic growth in the district and produce tangible results

- The district lacks general equipment for science, technology, thus impacting the use of ICT among the students and other people.
- There are still poor levels of literacy and numeracy skills for adults who have not attended school or dropped out of school.

2.9.8 Other Sectors and cross cutting sector issues Challenges

The district also puts more efforts in the promotion of other sectors and cross cutting issues, to ascertain development and the realization of growth in both the short term and long term. These sectors include social protection, ICT, youth, environment and natural resources and other cross cutting issues lie gender. The major sectors the district would give emphasis have been identified and the rest will also be given attention to facilitate the implementation of the key sectors at all district levels and organs.

There are still challenges in these sectors and efforts to reduce the challenges have been identified through various strategies. Among the sector challenges are;

- Household poverty in the district is still high.
- In Huye district, unemployment and underemployment rates are also still high, due to the limited capacity of the private sector to generate jobs.
- In ICT, there are insufficient local capacity/low technical skills base. ICT and ICT-enabled private sector is still emerging. There is also a challenge on the low awareness levels of the available digital information and e-services.
- In environment and natural resources, there are land administration, scarcity and land use management issues, lack of effective cross sectoral coordination in land use management, competing demands for water resource use, and the Siltation of water bodies particularly through floods and soil erosion induced and recurrent water related natural disasters
- In the financial sector, there are low levels of financial inclusion and access, low financial literacy in terms of transactions, savings and other banking facilities available to the population.
- The decentralization sector has been improved in the recent years at the district level due to available decentralization policy and efforts in improving governance. However the main challenge is the low clarity of Roles, responsibilities, and functions of central and local government, and also the decentralized functions are not commensurate with structures of local governments. Lastly, the lower local government entities (sector, cell and village) weakly staffed and equipped

CHAPTER THREE: STRATEGIC FRAMEWORK

3.1 Contribution to EDPRS2

As per the EICV3, DHS4, District Potentialities and Priorities documents, Huye District during the next five year, will focus on the following important priorities also addressing challenges of Vision 2020, 7YGP and MDGs,

- *Agriculture*: In agriculture the emphasis will be put in increasing irrigated areas, consolidated land, mechanization, the use of improved seeds and agroforestry. All this will contribute to the Rural Development and Economic transformation thematic areas.
- *Livestock*: Modernization of animal farming in the district in order to increase the production of milk, meat, eggs and cream.
- *Private Sector*: In Huye district private sector will be focused on to make it vibrant and contributing much on its district budget. Huye district will do its best to create a positive environment for business and amend policies if necessary and possible in order to attract as many business people as possible. The goal here is to make sure that private sector contributes 25% on the district budget within five years from 8% currently.
- *Energy*: The main objective here is to increase the number of subscribers to electricity in Huye district up to 70% and reduce the use of firewood energy while increasing biogas and other environmental friendly kinds of energy sources.
- *Transport*: Roads infrastructures will be developed and maintained to promote inter sectors and districts connections. A focus will be put on the district center roads and feeder roads. All those constructed roads plus the national roads will be well maintained.
- *Water and sanitation*: Under water and sanitation sector, focus will be put on extending clean water supply in the district and sensitizing the population to build clean sanitations to protect themselves against sicknesses caused by **dirty** environment.
- *Urbanization and habitat*: Huye town will be developed by reinforcing the implementation of the existing master plan and making buildings build in a disorder

way are removed. The town landfill and industrial park will also be operational within a few years.

- *Youth*: Youth Empowerment for Global Opportunities will be enhanced. Related infrastructures will be availed, access to finance eased in order to increase employment among youth. Other infrastructures like sports and culture will be built in order to psychologically develop our youth. Fighting HIV, NCDs and drug abuse will also get the close attention from the District.
- *Environment and Natural Resources*: Focus will be given on relocation of unauthorized buildings in the marshlands and watershed protection, rehabilitation of wetland and protection of river band. Promotion of water harvesting systems, tree plantation and forest management plan.
- *Accountable governance*: Best practices in terms of complying with Public Finance Management and promoting decentralization as well as effective and efficient access to Justice.
- *Macro and Finance Sector*: Huye district will sensitize its population on the advantages of doing business while partnering with financial institutions.
- *Foundational areas*: For the foundational issues, the district will focus on health, education, Macro and financial sector, public finance management, decentralization and Justice, Reconciliation, Law and Order. In this area, the district will increase health centers in all its sectors. By this infrastructure will enable the district to reduce maternal mortality rate from 476/100,000 to 200/100,000 in 2018 and infant mortality rate from 39/1,000 to 26/1,000 in 2018. Family planning will be improved to reduce the women fertility rate and the population growth rate. Skilled health professionals will also increase to reach the international standards.

In education, basic education will be focused on up to 12 years; early child development will be the district focus as well to make sure that children go to school at early age. Huye district's aim in all is to always provide quality education and this will be achieved through quality treatment of teachers.

In macro and financial area, emphasis will be put on facilitating investment in Huye district while maintaining the existing investors motivated to keep doing business in Huye district.

In decentralization, focus will be put on collecting taxes as decentralized from the central government to local government. Service delivery will be improved in both private and public sectors.

In justice, reconciliation law and order, emphasis will be put on providing quality and equity justice. Genocide ideology will be highly fought in Huye district and in order for district people to know the enforced laws, programs through media will be organized.

3.2 Contribution to EDPRS 2 Thematic Areas/Priorities and Key Foundational

The identification process of District's priorities got all stakeholders involved and was elaborated with regard to thematic as well as foundational areas. In this context Huye District, will contribute as follows:

Thematic areas and Foundational Issues	Focus of Huye district as per the thematic areas and the foundational issues.
Economic Transformation for Rapid Growth	<p>Huye districts' key priorities on economic transformation for the EDPRS 2 are diversification of economic base, private sector development, infrastructure development and urbanization and green economy. They are explained in details as follows:</p> <ul style="list-style-type: none"> - <i>Diversification of economic base</i>: Focus will be put on the tourism development, handcraft and agribusiness industry reinforcement. The aim here is to reduce farm jobs. - <i>Private Sector Development</i>: Emphasis will be put on the creation of an environment which attracts investors and MSMEs. Training to the small business starters will be provided to them in order to make them competitive on the market and service delivery. In Huye district, there will be an industrial park which will attract investors. Investment policies will be reviewed and developed with the aim of attracting as many investors as

	<p>possible while trying to maintain the existing ones. Business competitions will be organized in order to attract new SMEs in Huye district and the aim is to register at least 40 SMEs each year as a result of the business competition.</p> <p>- <i>Infrastructure Development and urbanization:</i> EICV3, DHS4 and other researches done at the district level showed that infrastructure is still poor for instance roads, health infrastructure and ICT infrastructure are to be highly worked on during these coming five years. Town roads will be rehabilitated; feeder roads will be built and maintained in all sectors of Huye district and this will ease the transport of goods in and out of the district and the urban environment will be surrounded by trees and grasses to keep the town clean. Electricity supply will be extended in Huye district from 8.3% to 70% within these five years of EDPRS 2. The Huye town will be lit and all its quarters. Water and sanitation infrastructure will be extended so that all Huye district people get clean water and sanitations in the district HHs will be improved where they are not in good conditions and built in public places like markets, schools and health centers.</p>
Rural Development	<p>Huye district is highly made of rural areas i.e. 12 sectors out of 14 are in rural. For this reason therefore, Huye district needs to focus much on the development of these sectors located in the rural areas. To do so the following need to be done while using the following strategies:</p> <p>- <i>Modernization of agriculture:</i> Modernized agriculture and breeding/livestock will be focused on as the district develops its rural sectors. Emphasis will be invested in agriculture mechanization, land consolidation, irrigation, use of selected seeds, post harvest management and the use of environmental friendly fertilizers. The district will also encourage business people to invest in micro processing industries which will help farmers to benefit more from the agriculture harvest. Regarding the livestock, the focus will be put on increasing modern animals in the district. This will be achieved through the help of RAB, the Faculty of Agriculture from the National University of Rwanda and other district partners in this domain. To increase the number of modern animals, animal insemination and the existing traditional strategies (kuzituriranira) will be used as well. Small</p>

	<p>stock will also be focused on to economically improve the district community's lives. This will result in increase of milk, meat, cream and it will create more businesses and employment as well.</p> <ul style="list-style-type: none"> - <i>Environment and Natural resource</i>: In environment and natural resources, the focus will be put on tree planting, making terraces in cultivable land, maintenance of river bands, relocation of buildings built in the marshlands. All the building activities especially in Butare town will follow the environmental management policy. - <i>Construction of villages in Huye district villages</i>: The construction of villages will be carefully done following the environment policy and water from the village houses will be harvested to use it in other economic activities. For health and environment management purposes, all the waste from the villages will be well treated and it will be mandatory for each HHs to have clean sanitation. The district will intervene to those HHs who are unable to get sanitations by themselves.
<p>Productivity and youth employment</p>	<ul style="list-style-type: none"> - <i>Youth training in small business creation</i>: Huye district youth will be encouraged to join cooperatives where they will be trained in small business management. They will be acquainted with basic business management skills and entrepreneurship. - <i>Facilitation of job creation for the youth</i>: Youth will be supported to start their small businesses. The district in partnership with MINICOM and RDB will be supporting at least 40 MSEs each year. On top of this business plans which will not be supported by RDB or MINICOM, the district will see how they can be sponsored by its partners or by financial institutions operating in the district.
<p>Accountable Governance</p>	<p>Under this thematic, Huye district will focus mainly on:</p> <ul style="list-style-type: none"> - <i>Better service delivery</i>: Service delivery will be improved at the level of the district administration itself, in the district institutions like health centers, schools and sector administration. - <i>Citizen participation</i>: Huye citizens will always be involved in the district economic and social planning sessions. - <i>Public resources management</i>: Public finance and other resources in the district will be well managed avoiding corruption and any kind of

	mismanagement.
Foundational issues	<p>Foundational issues are key to the development of any nation. With EDPRS 2, focus will continue to be made on the foundational issues as follows:</p> <ul style="list-style-type: none"> - <i>Health:</i> Health is imperative if human beings are to accomplish any task. Thus, health will be focused on while building health centers where they are not in the district sectors and maintaining those which are already available. All the health institutions will be well equipped in terms of materials and qualified human resources. - <i>Education:</i> Education like health is vital if a country or a community is to perform at a standard level. Education is key to the development and the reason why Huye district aims at educating its people young and old at 100%. ECD centers will be increased to allow children to register in big numbers, primary school net enrollment will reach 100% from 92.6% and secondary gross enrollment will shift from 49.1% to 75%. Education will always be gender sensitive to promote gender equality. - <i>Regional integration:</i> Huye district has a plan to increase its agricultural and livestock production to export the produce to the neighboring countries like Burundi and DRC.

3.3 Strategic framework

3.3.1 Vision of the District

The District aims at the well-being of its population within the next 5 years by reducing poverty through the improvement of agriculture output, development of infrastructure, business activities and tourism and promotion of quality education and health to the district citizens especially women and the youth.

3.3.2 Mission of the District

The mission of the District is to ensure the socio-economic development of its population through active participation in the planning as well as the implementation of programs related to the promotion of good governance, education for all, agriculture, breeding and environment protection, trade, basic infrastructures and tourism.

3.3.3 Results chain

Pursuant to the formulation of the District's priorities, the present section is presenting the results chain expected from the implementation of developed programs as well as activities designated for these programs. The chapter will proceed sector by sector.

3.3.3.1 Priority actions to be done at the district level to promote agriculture.

The overall goal in agriculture area for Huye district is to increase production in order to satisfy the local market and export the surplus to neighboring districts and countries.

It is in that context that the following priorities have been identified.

- ❖ Land use consolidation
- ❖ Use of selected seeds and fertilizers
- ❖ Promotion of agriculture mechanization,
- ❖ Promotion of Private Sector in Agriculture,
- ❖ Development of irrigation,

1. *Land consolidation priority:* Under this priority the purpose is to have enough cultivable space and ease the use of fertilizers, selected seeds and agriculture mechanization. Land consolidation is vital if the district is to increase its production. It is in this context that the following strategies have been identified and put forward:

- Thorough mobilization of population on the effectiveness of land consolidation,
- Field visits and video movies watching on examples of land consolidated elsewhere in the country and outside the country.
- Organize meeting sessions to bring citizens together and learn from each other.

To achieve this outcome, the strategies are will take place as follows:

- Mobilization of the population on the advantages of use of fertilizers and selected seeds,
- Training of cooperatives in the use of selected seeds and fertilizers,
- Avail fertilizers and selected seeds to agriculture cooperatives,
- Sensitize private sector to invest in fertilizers and selected seeds,

- Set up at villages level experiment fields to ease the vulgarization to the population,
- Agriculture staff to concentrate on field more than in offices,
- Rewarding system to the best performers in the sector.

Agriculture activities will focus on the use of modern technologies whereby mechanization will be reinforced. The cultivated area using mechanization will increase in Huye district.

Below are the expected outcomes from revised and improved agriculture practices:

- *Promotion of agriculture mechanization:* Mechanization will fasten increased agricultural production than it was before when the practice was to use hoes in the traditional way. The following activities will be implemented to achieve this objective:
 - To sensitize private sector to invest in the agriculture mechanization,
 - To sensitize cooperatives to adopt agriculture mechanization,
 - To train agriculture practitioners in Huye district on agriculture using mechanization.
- *Sensitization of Private Sector to invest in Agriculture:* The overall district development can only be achieved when all the development partners come together and join their efforts. It is in this context that Huye district needs to encourage at the maximum level the private sector to invest in agriculture. So in order to achieve it the following strategies will be used:
 - Create a safe business environment.
 - Sensitize business people to invest in Huye district.
 - Identify business opportunities in the district and sell them to business people
 - Revise the investment and doing business policies in Huye district.
- *Development of irrigation:* Huye district is the first in rice farming. This is enabled by its advanced irrigation practices. In order to increase the harvest and export it in other districts and neighboring countries, it will extend the irrigation practices wherever it has a marshland. This will increase the size of cultivable land in the district. During these coming five years irrigation will extend from marshlands to dry land where it was not much practiced. In order to achieve this the following need to be done:
 - Strengthen grouped settlement which is still at a lower stage in the district i.e. 52.8% live in isolated rural areas.

- Training cooperatives in irrigation practices.
- To increase irrigation infrastructure and its management systems.

Livestock

- *Livestock is one of the Huye district Priorities.* Huye district geographical position in terms of climate and vicinity with DRC and Burundi (around 150 km to Bukavu and Bujumbura) is a potentiality in terms of developing modern breeding of both cows and small animals. The achievement of this objective a number of strategies are requested:
 - Improve the races of existing cows in the District,
 - Develop required infrastructures to support the races transformation like veterinary clinics, pharmacies, milk collection centers,
 - Private sector mobilization to invest in the sector,
 - Rewarding system for the best performers in the sector,
 - Develop the small animals farming,
 - Experiment farming to ease the adoption by the population.
 - Reinforce capacity building in the district,
 - Decentralize agriculture and veterinary facilities at the cell levels.

3.3.3.2 Private Sector Development

The Private Sector will be the foundation in the achievement of Huye district Development Plan. Therefore the Private Sector will receive the attention of the District in terms of capacity building and development of required infrastructures. The aim is to provide a business environment which will turn the District into a business attraction in the whole province and the Country in general. The following strategies to be taken in order to achieve this objective:

- Create an attractive and safe environment for the private sector by providing required infrastructures,
- Create an industrial park in Huye district
- To invest in the private sector capacity building,
- To organize more business plan competitions in the district,
- Promotion and development of saving culture in Huye district community,
- Amend doing business policies in the district to attract more MSEs and investors.

- Training to potential entrepreneurs in business plan development
- Increase leisure places in Huye town

3.3.3.3 Energy

Energy is a key factor for Huye district to develop. In order to increase energy supply, Huye district will have to create partnership with the private sector. The increase of energy supply will enable Huye district population to get connected to electricity and other environmental friendly sources of energy like biogas etc. The following strategies will be used in order to achieve this objective:

- Mobilization of the private sector to invest in energy supply,
- Sensitization and assistance to the district citizens to join grouped settlements,
- Reinforce the population contribution to their own electrification,
- Assist poor HHs to get electricity and biogas cooking facilities

3.3.3.4 Transport

Transport will be developed to enable inter-district accessibility and exchange. Road Infrastructures will be developed and well maintained in the district. To attain this objective the following strategies are proposed:

- Identification of the possible district road networks,
- To set up a community based roads management and maintenance system,
- Development, maintenance and operations of viable modes of transport in the District,
- Attract partners to intervene in roads and bridges infrastructure construction and rehabilitation.

3.3.3.5 Water and Sanitation

Water and sanitation are very important to the district community and will be given much attention. Cleaner water will be distributed to the community and the district will make sure that adequate sanitations are availed in the HHs of Huye district. The following strategies will guide actions in order to achieve this objective:

- Resources mobilization through different partners,
- Extension of water network with storage facilities to be able to supply it to all villages in the district (This will be possible when all the district citizens stay in the villages).
- Promote the effective and efficiency use of water resource by promoting rain water harvesting, distributing water meters, etc
- To provide clean water close to citizens and improve sanitation system (Access to clean water is supposed to be 100% by 2015).
- Construction of sanitation facilities in the public places like markets, schools, health centers.

3.3.3.5 Urbanization

Under urbanization, Huye district will focus on assisting the district citizens to build in accordance with the master plan. The district will make sure that builds against the master plans are destroyed to stop that culture. To achieve this important objective, the following strategies will be used:

- Mobilization of Huye town population to build houses in accordance to the master plan.
- Elaboration and implementation of Master Plans for emerging secondary towns.
- Promotion of affordable grouped settlements (Imidugudu) in the villages of Huye district. In Huye district around 52.8% live in isolated rural housing.

3.3.3.6 Health

For any development to be achieved, health has to be well assured. People without good health there is no guaranty that they will accomplish anything. So in order to achieve this very foundational element, good health infrastructure has to be developed, modern diseases treatment equipments have to be provided to health institutions and health centers with skilled staff are also very key in order to be able to provide quality services to the patients. In this sector focus will also be put to mobilization of the population to protect themselves to

non communicable diseases and others that can easily be avoided. In order to achieve this, the following strategies have to be used:

- Continue the construction and renovation of health infrastructures. Each sector should have a health center.
- To promote preventive measures by providing small animals, Akarima kigikoni, etc,
- To train medical staff in order to improve their service delivery,
- Capacity building of community FP and FARN at cells level.
- Increase access to Mutuelle de santé and other health insurances in Huye district through sensitization of the local community.
- Promote proper hygiene practices in the community through the functioning of community hygiene clubs and committees (this will be achieved through the community health advisors)
- To improve maternal and child health, reproductive health, family planning and nutrition services.
- Reduction of non-communicable diseases

3.3.3.7 Education

Education is the foundation to any developmental activities. Huye district will put a significant focus on training its population in various areas in order to improve their life standards. During the next five years, the following strategies will be used:

- Improve schools infrastructures by increasing the partners involvement and Huye district citizens,
- Resources mobilization from different partners,
- Training of teaching staff and administration in Huye district schools,
- Reinforce the supervision and dialogues between district administration and schools management.
- Acquisition of ICT equipments to easy ICT knowledge transfer in public and private schools.
- Reinforce education for all in Huye district.
- Reinforce adult's literacy in Huye district.

3.3.3.8 Social Protection

Vulnerable groups such as genocide survivors, returned refugees, people living with disabilities, orphans and other categories will be taken care of in the District Development Plan. Focus will be put on how these people can get out of the poverty status. To those who cannot perform any activity the district support them by responding to their primary needs. The district together with its partners, will try to assist them to form cooperatives which can enable them to work together and develop themselves. The strategies bellow will be used in order to achieve the district objectives:

- Strengthen the existing mechanisms and continue innovation in social protection area. The aim is to make a visible impact on poverty reduction and eradicate extreme poverty in Huye district.
- To reinforce capacity building by establishing cooperatives among vulnerable groups,
- To put in place a fund for vulnerable group to promote and support their initiatives,
- To set up a rewarding system for best performers in this category of people.
- Involve private sector to intervene through corporate social responsibility

3.3.3.9 Youth productivity and employment

Youth makes the majority of the country population and Huye district in particular. In the district development plan, youth will play s significant role. Youth will be involved in all developmental activities like creation of MSMEs, investment and they will also be employed in institutions operating in Huye district. In order to achieve this, the youth will be sensitized to avoid drug consumption, fight against HIV/AIDS and enrolment to schools in Huye district will continue to increase. The focuses on the youth following strategies are recommended:

- Set up D- YEGO and U- YEGO, (Provide infrastructure/land to establish the centers, construction of the centers using community approaches, coordinate the activities of the centers,...)
- Increase youth employment opportunities in the district (Job creation, SMEs and Cooperative management skills development; organization of business plan competitions and access to finance)
- Increase entrepreneurial skills through YEGO and business plan competition
- Promoting sexual reproductive health awareness among youth
- Financial literacy plus mobilization for savings and cooperatives.

- Partnership building with MFIs and commercial banks to design youth-friendly products and services (as well as to create awareness about these products and services).
- Strengthen management and coordination of youth interventions.

3.3.3.10 Information and Communication Technology

Information and Communication Technology is very crucial to the country's development. Huye district will focus on extending ICT infrastructure up to the cell levels. Promotion of ICT will continue in the district to make sure that mobile telephones are increased, radio receivers, TV sets and computer. This will therefore increase quick dissemination of information in the district. The promotion of ICT will be achieved by implanting the following strategies:

- Avail ICT infrastructure in the district and train Huye community (district staff, sector staff, cell staff and citizen) on how to use it
- Deploy a comprehensive ICT Penetration scheme targeting rural citizens to ensure increased access to information (e.g. *Two mobile phones per household, Digital TVs penetration, radios, increase use of computers, etc*)
- Increase Access to ICT through private sector (e.g. increase of Cyber café)
- Sensitization of schools to adopt the use of ICT,

3.3.3.11 Environment and Natural Resources Protection

Huye district development will be sustainable only if it takes into account the environment and natural resources. During this period of five years, Huye district will focus on environment and natural resources protection to avoid possible disasters which can be caused by environmental mismanagement. In order to achieve this, the following strategies will be carefully used:

- Construction of Environmental protection infrastructure (like latrines near the roads, markets, Health Centers, Schools and avail landfill in town areas) and protection and strengthening natural resources.
- Mobilization of the population on soil conservation, wetlands and rivers bands safeguard,

- Promotion of agro forestry industry in the District,
- To integrate the EIA component in all projects with impact to the environment,
- Management of climate-related risks (proper environmental management to protect citizens against various disasters caused by the climate change)
- Increasing forest cover in all sectors of Huye district
- Promotion of waste management strategies
- Sensitization of the community on water harvesting and management

3.3.3.12 Public Finance Management

As a district, public finance management is very key in order to develop. For the district to reach there, Huye district must comply with all existing government procedures be it in financial management, procurement of materials and human resources etc. To accomplish public financial management plan, the following strategies implemented:

- Sensitization of staff on the need of transparency in Public Finance Management,
- Intensive training in Government Financial Procedures from District down to Cells level,
- Reduction of mistakes/errors against AGO recommendations in the District institutions' audit
- Establishing forum of finance officers for public institutions in the district (District, Sectors, Hospitals, Health centers and schools)
- Coverage and registration of all assets and tax payers in the district
- Establishing early warning mechanism for tax payment

3.3.3.13 Promotion of Justice, Reconciliation, Law and Order

Huye District shall provide an environment where access to justice is guaranteed in effective and efficient ways. Efforts shall be put on promoting harmony among the population of the District in eliminating gender based violence, accelerate the courts' judgments, reducing the number of families living without legal marriage, etc. Following strategies are envisaged:

- Increasing knowledge and skills of the district public staff and citizens in the basic laws
- Increase community policing to reduce criminals in the district,
- Ensured equitable justice in the district

- Genocide ideology effectively combated and reconciliation strengthened
- Strengthened fight of corruption in the district
- Promotion of unit and reconciliation practices in Huye district community.

3.3.3.14 Decentralization

The Development of the District will be achieved with the participation of all its entities and population. District entities from Sectors down to Villages shall be empowered to play their role through a well coordination at the District Level. Much attention will be paid to the population contribution to the District Development through public services, to the financial resource mobilization through tax collection, to improved quality of service rendered to the population and to accountability in all Districts' entities. To achieve performing decentralization, following strategies will be required:

- Reinforce Monitoring and Evaluation of the district overall performance.
- Promotion of accountability and transparency culture in governance and service delivery
- Strengthen sustainable and equitable local economic development as a basis to enhance local fiscal autonomy
- Promotion of citizens volunteerism, participation, accountability and democratization
- Promotion of evidence based Planning
- Capacity Building in Huye district staff

3.3.3. 16 Financial Sector Development

The Finance Sector is an unconditional pillar to the District Development. Savings and credit culture will be determinant of the rapid growth of the District. Therefore emphasis will be directed to the reduction of the rate of exclusion to financial services. Mobilization of the population will be integrated in all Districts' campaign. The achievement of this objective will be eased by following strategies:

- Strengthening capacity of Micro Finance Institutions in the District,
- Promote access to financial institutions (Banks) in Huye district,
- Promotion of saving culture in Huye district citizens,
- Assured good finance service delivery in the district,

- Promotion of tontine to increase financial capacity of Huye citizens

The top five priorities that Huye district will highly focus on will be the following:

1. Increase agricultural production and productivity through land use consolidation, fertilizers use, mechanization and irrigation development;
2. Establish an industrial park and other related infrastructure in order to increase private sector competitiveness and diversification and promote the SMEs development
3. Increase population access to electricity by establishing micro-hydropower plants, diversifying the sources of lighting; hence reducing the use of wood as the first source of energy.
4. Promote urbanization and rural settlement development infrastructure
5. Extend the fiber optics to the cells and provide financial and technical support to youth endeavors and cooperatives.

CHAPTER FOUR: IMPLEMENTATION OF THE DDP

Huye District like other Districts is responsible for the implementation of DDP and Sectors Strategies. This means that a well coordinated implementation plan is required in order to reach the expected results and to ease the monitoring and evaluation process. To reach this specific task, following sections shall be necessary and well defined.

4.1 Sequencing of the interventions

As defined in the table below, sequencing of activities is an important stage of the implementation plan. Important activities shall be accomplished in order to pave a way to other activities to start. Consequently, activities sequencing shall be ranked per decreasing order meaning that those with small number are prerequisite to others. In this context, the following table is summarizing how interventions per sector.

SECTOR	INTERVENTIONS SEQUENCING
AGRICULTURE: a. Crop production	In the agriculture field, interventions are classified into four main areas: Land consolidation, Utilization of fertilizers and selected seeds, Private Sector Investment and Mechanization. Of course land consolidation should be given the first priority if we want to have effective use of fertilizers and selected seeds. Agro Industry activities shall have assumption the increased quantity of production through the use of fertilizers and selected seeds. The private sector investment shall also be subjected to the mobilization of investors and availability of safe working environment. Mechanization of agriculture will request training of private sector in mechanization techniques.
b. Livestock	Training of veterinaries, availing veterinary clinics and pharmacies shall be the assumptions for the modernization of breeding. The increase of the number of cows and small animals will depend on the availability of skills and infrastructures necessary to entertain them.
PRIVATE SECTOR	The role of Private in the Development of the District shall be attained if following conditions are met: Capacity building for the Private Sector,

	Development of business environment including a range of infrastructures such a roads, electricity, hostels, etc.
ENERGY	Grouped habitat will be a key assumption to increase the number of population with access to electricity. To increase quantity and quality of power to be distributed, environment impact assessment shall be a precedent, private sector shall be mobilized and their capacity built to invest in the sector. Schools and public building shall be mobilized on the use of biogas.
TRANSPORT	The foremost priority in the Sector is the mapping of the road network in the District after what existing road maintenance, construction of new roads shall follow preceded by evaluation impact assessment. To improve the effectiveness of roads, bus stops shall be built thereafter.
WATER AND SAN	Interventions in this sector shall be ordered as follows: Maintenance of existing PWA, Distribution meters, training in WMR, Construction of new PWA. The construction of new PWA shall be subjected to the EIA study.
URBANIZATION	The urbanization will be reached through this sequence: Detailed Butare Town Master Plan, The expropriation of old and poorly built houses and Construction of related infrastructures.
HEALTH	Capacity building and training of health personnel, construction of health infrastructures shall be the main sequence of activities.
EDUCATION	Capacity building and training of education personnel, construction of education infrastructures shall be the main sequence of activities.
S. PROTECTION	The social protection in the District aims at self sustainability of vulnerable groups. Therefore, the starting point shall be the capacity building in the area, Special projects shall be designed for the vulnerable groups, and VAF mechanisms developed and projects competition among vulnerable groups are developed.
YOUTH	To increase youth productivity and employment, the first step shall be the increase capacity building among the youth including fight against drug abuses by implementing D-YEGO and U-YEGO, building handcrafts, setting up youth cooperatives, put in place YAF, Recreation centers to be built to allow youth sports and leisure activities.

ICT	The first priority shall be to increase accessibility to ICT infrastructure by connecting sectors and cells if financial means allows it to VPN, the second stage will be to emphasize the use of ICT in the effectiveness of District activities by the application of time attendance, E-Filing, Cheaper communication, and others. The next stage will be the reduction of ICT illiteracy starting by schools and public lectures
ENERGY AND NATURAL RESOURCES	In terms of Environment protection all intervention has got the same priority. Rehabilitation of watershed and river bands, construction of dumpsite, promotion of water harvesting. Regarding forest management, the first step will be to set a forest management plan, preparation of trees nursery, forest plantation and maintenance of new planted trees.
PFM	The important activity shall consist of capacity building in different government procedures including financial then the emphasis on the monitoring of the compliance with those procedures. Peer review mechanism will be extended to Sectors.
JLRO	First intervention will capacity building a capacity of the population in order to prevent gender based violence and other violence, Assistance to be given to victims of violence, Construction of more MAJ,

4.2 Role and responsibilities of partners and stakeholders in the District,

A part from the Central Government partner whose primarily role is to provide policies, sectors strategies and required resources, the District will count on local partners and District entities to implement its development plan. The following table gives a summary of the role and responsibilities of Huye District partners:

STAKEHOLDER	ROLE AND RESPONSIBILITY
CENTRAL GOVERNMENT	Designing policies and intervention mechanisms as well providing required resources for the implantation of sectors strategies.
PRIVATE SECTOR	The Private Sector shall be a key partner in promoting investment plan in the District. The contribution of the Private Sector will also be important in terms of implanting, monitoring and evaluation of the District Development

	plan. In addition to this, the collection of indicators related to the targets in the investment sector.
NGOs	NGOs shall have to fine tune their intervention in the line with the District objectives. In addition to this, they will have to ensure they comply with best practices of the District in terms accountable governance. They will contribute to the data collection in terms achieved targets in their respective fields. They shall avail required resources as committed
CIVIL SOCIETY	Shall contribute to the achievement of District development by accomplishing their core and development activities. In addition to this, civil society will have the role of neutral partner witnessing the DDP implementation and inform the District timely. They are also asked to bring accountability in their businesses and interventions.
DISTRICT ADMINISTRATION AND ENTITIES	Shall have the first responsibility of coordinating the DDP implementation, providing a good business environment to all stakeholders, shall play the role of model in terms of best practices.

4.3 Mechanism for coordination and information sharing between partners and stakeholders

To make sure that the District Development plan is on the right track, a coordination mechanism and information sharing are vital. To reach this, a specific subcommittee in JADF shall be set up and the main responsibility will:

- To coordinate and monitor the implementation of the DDP,
- To gather information related to achievements as well as challenges encountered,
- To propose quick and effective corrections measures in order to bring the DDP in the right direction,
- To report to JADF on the progress of the above mentioned activities.

This subcommittee shall meet on a monthly basis and shall be more field oriented in order to witness to implantation of the DDP.

4.4 Analysis and discussion of strategies for risks mitigation

The implementation of Huye Development Plan shall not be risk free. This section is therefore dedicated to risk analysis and related mitigation mechanisms. These are potential risks identified:

- *Lack of sufficient financial resources in order to implement this DDP:* The central government, District's partners may encounter difficulties to release required financial resources for the objectives of this DDP to be achieved.
- *Lack of skilled and mobility of staff:* A such plan which is ambitious need a talented and committed staff. Whatever perfect is the plan, regardless the availability of Financial Resources, a developed plan needs dedicated and committed staff to be implemented, monitored and objectives achieved.
- *Dedication of private sector towards District:* The private sector may not bring their full cooperation for the investment plan to be attained. As they don't see business opportunities in the proposed field of intervention.
- *Weaker coordination of the DDP implementation:* The implantation of the plan is done on a daily basis. The risk here is to fail to make a close follow up on how the plan is being executed, challenges encountered and how quick theses can be addressed to bring the plan on the right way.
- *The ownership of the DDP:* Like in any plan, ownership of stakeholders is major risk factor that may hamper its implementation. If the plan seems to be the proprietorship of District authorities, then achievement of objectives can be unrealistic,

To mitigate the above mentioned risks, the following strategies will be used to address them:

- Regular contacts will be established with central government, commitment signed with donors and District Income Generated reinforced with skilled and committed staff. Emphasis will also be put in Financial Best Practices to insure partners on the effective use of their financial contribution,
- The District Staff shall be trained and maintained. Increment of their salaries will be done in compliance with laws, other benefits including social ones developed in order to reduce their mobility and increase their belonging to the District,
- Capacity building to the private sector, the creation of a good business environment shall be the strategies in order to attract the investment of both local and investors from outside of the District,

- A strong coordination skilled team shall be put in place, Information system developed and disseminated as quick as possible for correction,
- Once adopted by habilitated organs, stakeholders shall be mobilized around mobilized around the DDP, population as well. The plan implementation should inclusive as it offers business opportunities to all partners and specifically to the population.

CHAPTER FIVE: MONITORING AND EVALUATION OF THE DDP

5.1 Introduction

The monitoring and evaluation shall be a key element towards the accomplishment of Huye District Development Plan in the period from July, 2013 to June, 2018. Monitoring and Evaluation will assist the Huye district to remain on the track towards the development as earlier planned. To achieve the District Development Plan, the district management and district partners will play an important role each playing a role in its area of intervention.

5.2 District Leadership

The monitoring and evaluation of the District Development Plan will be mostly conducted at four important levels in the district. The four levels are; the district council, district executive committee, district security committee and district partners. On top of these, the district economic commission will also intervene in monitoring and evaluation of the DDP.

5.2.1 District council

The district councils being the top district organ and decision maker has the following terms of references:

- To evaluate the Audit reports and take actions thereafter,
- To evaluate and approve the district budget,
- To examine and approve the District Development Plan,
- To review district policies and regulations developed at the district level
- Overall monitoring of the district management and implementation of the central government policies, etc

5.2.2 District Executive Committee

The district Executive Committee is made of the top management of the district i.e. the district Mayor, the two Vice-mayors (Vice-Mayor in charge of Economic affairs and the Vice-Mayor in charge of Social affairs).

The Executive Committee main role is to run the district at a daily basis while implementing the central government decisions, to supervise and enforce the implementation of the District Development Plan, to supervise the district staff and enforce the proper use of the government resources at the district level.

5.2.3 District security committee

The district security committee's main job is to follow up and strengthen the district security and to always come up with appropriate majors to maintain it and sustain it properly.

5.2.4 District partners

District partners play an important role in the implementation and follow up of the District Development Plan. Most of the district partners sponsor a number of activities planned to be implemented in the District Development Plan and others do implement some of the activities planned in the District Development Plan.

5.3 District Development Plan M&E

Monitoring and Evaluation of the activities planned in the DDP will be decentralized at different levels from the village to the Province level. Steering committees that exist from the cell, sector, district and provincial levels will be conducting monthly meetings to know the DDP implementation progress and make corrections wherever necessary.

At this level the Local Economic Committee and the District Economic Committees will play an important role in the monitoring of the implementation of the DDP.

5.4 Monitoring and Evaluation process

In order to be able to conduct the DDP monitoring and evaluation, emphasis must be put in planning. The district yearly plans and district staff performance contracts have to be drawn from the DDP. In this case M&E becomes easier. The monitoring and evaluation will be implemented by the district management and district development partners. Evaluation will be organized each end of three months as usually done at the district level. To ease the process each organ from the cell to the district will conduct a self assessment that will be a basis of evaluation by its hierarchical evaluator. Self assessment at the district level will be done against targets set by each unit in the district. It should therefore be clear that self assessment in the district will be done at the unit level because of the big size of district units.

5.5 Monitoring tools

To monitor the implementation of the DDP, information should be availed in a timely manner for quick decision making. Monitoring will be eased by performance reports produced by the implementers of the planned activities. Reports will be produced at a weekly, monthly, three

months, semester or yearly basis. Performance contracts will be highly used as well. On top of the reports, field tour visits will also be used. Moreover, the district ICT department will also contribute a lot in the development of software that will assist in the monitoring of the implementation of the activities. The use of ICT in the district is still at low level but it is planned to be improved and contribute much in the general district performance. District partners will play a key role in the monitoring process of the activities especially those ones they are involved in.

5.6 Key performance indicators

The performance indicators for this District Development Plan will be based on the set targets in Chapter three of this document. The set targets will be compared to the current performance and see if they are as planned in the District Development Plan. The planned activities in the DDP will be the guide and at the end of the period, they will be evaluated to see if the performance matches the targeted achievements. For the District Development Plan to be effective, targets should be revised to much the current needs of the district. There should always be a clear follow up on the targets set to see if they much the DDP. Each target set should be responding to its corresponding thematic area as set by the Ministry of Economic Planning and Finance. Targets set at the central government level in various sectors will also be references to know the performance status of the district as far as DDP is concerned.

5.7 Monitoring and Evaluation and Results-Based Management

This section focuses its attention on assessing results from the DDP through as planned from sectors and sub-sector strategic plans. The district as a sub national entity will serve as a coordinating center for the M&E frameworks through District Development Plan (DDP) and the more regularly monitored Performance Contracts (Imihigo). District Development Plan results should focus and respond to the government expectations as stipulated in MDGs, 7YGP and the Vision 2020.

To strengthen the M&E at the district level, the unit of Planning and M&E at the district should be given more staff to assist the current Director of Planning and M&E because he does a lot alone which is beyond his capacity. On top of this, there should be a staff at the sector level who

would be in charge of M&E. This staff would avail any information in relation with sector development.

5.8 Information transfer

The district information transfer or communication is mostly done in three ways i.e. through the use of letter (hard copies), internet and formal meetings. Letters are still used to report information in different offices of the district. ICT is used but in some instances it is not mostly used like in the formal reporting process. So this will be improved during this DDP so that the district promotes the use of ICT. The third communication mechanism consists of meetings and joint sector reviews and representative of stakeholders. These Monitoring and Evaluation meetings will be held once in three months. During this DDP, the use of media as a communication channel will also be strengthened.

CHAPTER SIX: COST AND FINANCING OF THE DISTRICT DEVELOPMENT PLAN

6.1 Introduction

District Development Plans at the country level have shown to be useful planning tools. For the past five years, Huye district overall achievement improved highly. The district performance over the past five years was above 82% i.e. most of the planned projects have been achieved. The five year district development plan that is starting 2013/14 considered all the key projects that, if implemented, will transform Huye district community. The five year budget for the second district development plan shows yearly budget and shows the main sources of funds as well.

6.2 Costing of Huye District Development Plan

Huye district estimate of its expenditure is **103,966,004,000** frw. Huye district compared to previous years is to spend a lot of money to fund its planned activities and projects. This is simply because of its vision that it has to accomplish within the next five year of the EDPRS2.

The sources of the estimated funds will come from various sources for instance, the Government of Rwanda, District Partners and taxes collected from the district private sector.

No	Sectors	Outcome	Outputs	Cost (frw)	Source of funds
1	Agriculture	Increased agricultural production	Agricultural production increased	6,996,200,000	MINAGRI
		Developed and modernized livestock practices in terms of quality and quantity	Livestock output increased in Huye district	2,947,280,000	MINAGRI
		Developed mechanization system	District Mechanization systems improved	342,500,000	MINAGRI
		Increased agriculture produce for export	Agricultural harvest improved	3,020,800,000	District, MINAGRI and Partners
		Increased area of consolidated land for agricultural production	Produce from agriculture increased	58,000,000	District, MINAGRI and Partners
				13,504,273,500	
2	PSD	Increased number of tax payers	Number of business people increased	3,228,800,000	MINICOM, District
		Increased investment due to business policies review	Business investment increased in Huye district	132,500,000	RDB, MINICOM, District
		Increased number of business youth and women	Youth and women owned businesses increased	737,000,000	RDB, MINICOM, District, Partners and BRD
				4,098,300,000	

3	Energy	Increased number of district population using electricity and environmental friendly energy	Number of electricity subscribers increased	800,000,000	EWSA, District, Partners
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ANNEXES

Annex 1:**Huye district key stakeholders**

Huye district has various key stakeholders who are divided into four categories and they intervene in different sectors as follows:

International Organizations

The international organizations mentioned below are among the key partners of Huye district. They are shown in a table which shows the organization and the field of its intervention.

SN	Partner's Name	Area/field of intervention
1	ZOE MINISTRY	Socio-Economic Development (Support to Vulnerable children)
2	CARE INTERNATIONAL	Environmental Protection, Biomass Energy through CASE project (Community Assisted Access to Sustainable Energy) and Economic Security and Development targeting the enhancement of women capacity through POWER ISARO Project (Promoting Opportunities for Women Empowerment in Rwanda)
3	POPULATION SERVICE INTERNATIONAL (PSI)	Contribution to district health priorities in the areas of HIV prevention, Malaria prevention and control, family planning and reproductive health and diarrheal disease prevention
4	CONCERN	Contribution to the District livelihoods security, health and education priorities in the areas of livelihoods security, HIV/AIDS capacity building project and scaling-up of the community involvement in management of primary education (SCIPLE)
5	Agro Action Allemande ESIRU II	Marshlands development, establishment of terraces

		and rehabilitation/construction of roads in and around the Mwogo Valley
6	The USAID Agribusiness Project	Promotion du café de spécialité et Prévention du VIH/SIDA
7	GTZ/SANTE	Health
8	WORLD VISION Région sud	Maraba area development program (Vulnerable, Health and Education)
9	INTRA HEALTH INTERNATIONAL (The Capacity Project-Rwanda)	Family Planning, Maternal and child health
10	PROJECT FOR AGROFORESTRY AND RESSOURCE MANAGEMENT	Agro-forestry and Resources Management
11	PROGRAMME ALIMENTAIRE MONDIAL	School feeding, Agriculture and livestock and Food Security
12	COMPASSION INTERNATIONALE (Cluster HUMURA)	Assistance to projects that support vulnerable families and education children in difficulties
13	TECHNOSERVE Business Solutions to Rural Poverty	Support coffee farmers (Agronomy program aiming at promoting best agronomy practices at the farmers' level to increase production and quality of coffee in Rwanda)
14	CHF International	Economic Development through agriculture and livestock cooperatives
15	Maternal and Children Health Integrated Program	Maternal and new born health

National and local Organizations

SN	Partner's Name	Area/field of intervention
1	CARITAS DIOCESAINE	Support to Great Lakes Cassava Initiative/ GLCI, fight against AIDS and vulnerable people
2	Œuvre Humanitaire pour la Protection et le Développement des enfants (OPDE)	Protection to vulnerable children
3	PROXIVET SUD Rwanda	Projet de Promotion d'un service vétérinaire privé de proximité
4	Association des Activités pour la Paix « ADAP »	Fight against violence
5	Comité International de la Croix Rouge Rwandaise	Assistance to war victims to retrieve their separated families and sick people.
6	Association pour la défense des droits de la femme et de l'enfant	Human rights, family assistance and judiciary.
7	Association Rwandaise pour la promotion du Développement Intégré ARDI	Agriculture, Livestock and Income generating activities.
8	Jumelage Rhenanie Palatinat	Economic Development
9	Jumelage Castres Huye	Economic Development
10	African Evangelistic Entreprise	Economic Development
11	IBUKA	Well being of the Genocide survivors
12	Collectif des Liges et Associations de Defenses de Droit de l'Homme au Rwanda	Human rights, Protection and Monitoring
13	Centre IGITI CY'UBUGINGO	Prise en charge des personnes affectees et infectees par le VIH/SIDA, Depistage volontaire
14	Africa Transformation Network	Prise en charge des orphelins pour leur réintégration dans la communauté
15	HUGUKA asbl	Rural Development
16	Association Rwandaise pour le Bien	Family Planning

	Etre de la Famille	
17	Services au Développement des Associations (SDA IRIBA)	Agriculture, Livestock, Human rights and Environment.
18	Rwanda Ministry of Hope	Support in the fight against HIV AIDS. Poverty and Ignorance reduction and promotion of cultural unit and reconciliation.
19	Asociation pour le Developpement de Nyabimata	Environmental Protection (Fours améliorés ou rondereza, combustion du charbon et activités génératrices de revenus)
20	Association ITUZE	Contribution to the fight against HIV/AIDS and protection of vulnerable children
21	Union des Coopératives des Agriculteurs Intégrés	Culture de blé, du maïs et des pommes de terre ainsi que production du fumier
22	Africa Mission Alliance	Education, santé et Protection des vulnérables
23	Association des Volontaires pour le Développement Intégré (AVODI)	Santé
24	APVV-IGIHOZO	Prise en charge des personnes affectées et infectées par le VIH/SIDA
25	Bureau Social de Développement	Contribution à recherche des solutions aux problèmes socio-économiques identifiés
26	Syndicat IMBARAGA	Agriculture et Elevage
27	Ligue pour la Promotion des Droits de l'Homme	Promotion des droits de l'homme et pladoyer
28	TRANSPARENCY RWANDA	Lutte contre la corruption
29	ASSOCIATION RWANDAISE DES TRAVAILLEURS CHRETIENS FEMININS	Lutte contre le VIH et Appui aux associations des vulnérables dans le cadre de promotion de l'épargne et crédit
30	NEVER AGAIN RWANDA	Peace bulding (Conflict resolution, commemorations)
31	STRIVE FOUNDATION	Développement économique des associations

		des veuves et PVV fabricant des briques et tuiles et celles produisant du miel
32	Pro-Femmes Twese hamwe	Santé : Lutte contre la Tuberculose

Churches operating in Huye district

Partner's Name	Area/field of intervention
Body of Christ Church (BCC)	Contribution dans la lutte contre le VIH/Sida et protection des enfants vulnérables
Eglise Catholique	Evangelisation, réduction de la pauvreté des groupes vulnérables
Eglise Anglicane du Rwanda	Evangelisation, réduction de la pauvreté des groupes vulnérables et Alphabétisation des adultes
ISLAM	Evangelisation, réduction de la pauvreté des groupes vulnérables
Eglise ADVENTISTE du 7 ^{ème} Jour	Evangelisation, réduction de la pauvreté des groupes vulnérables et Education en alphabétisation des adultes
Assemblee de Dieu	Evangelisation, réduction de la pauvreté des groupes vulnérables
ZION TEMPLE	Evangelisation, réduction de la pauvreté des groupes vulnérables
RESTAURATION CHURCH	Evangelisation, réduction de la pauvreté des groupes vulnérables et encadrement des jeunes étudiants
Association des Eglises de Pentecote du Rwanda	Evangelisation et Alphabétisation des adultes
Union des Eglises Baptistes au Rwanda	Evangelisation, réduction de la pauvreté des groupes vulnérables
Eglise Presbythérienne au Rwanda	Evangelisation, rural development and agribusiness
Eglise de Dieu du Nouveau Testament	Evangelisation, réduction de la pauvreté des groupes vulnérables
Eglise Méthodiste Libre	Evangelisation, réduction de la pauvreté des groupes vulnérables

Government Projects

Partner's Name	Area/field of intervention
Rural sector support project	Développement économique
Global Fund	Education, sante
PPMER	Apprentissage des metiers
Projet d'eau potable et Assainissement dans la province du Sud	Développement économique
Projet d'Appui au Service National de la Vulgalisation Agricole	Développement économique
Appui aux Petit Elevage	Elevage
Projet d'Appui à l'aménagement Intégré et à la Gestion des Lacs interieurs	Amenagement des lacs interieurs

Government Institutions

Partner's Name	Area/field of intervention
Université Nationale du Rwanda	Enseignement et recherches
Institut des Recherches Scientifiques et Technologiques AU RWANDA	Recherches scientifiques et promotion de la technologie scientifique
Institut des Sciences Agronomiques au Rwanda	Recherches agronomiques et promotion des cultures et semences sélectionnées
Laboratoire Pharmaceutique	Fabrication des médicaments

Institut des Musées Nationaux au Rwanda	Conservation, recherches, valorisation du patrimoine culturel et Education culturelle
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Financial Institutions

BANQUE DE KIGALI	Epargne et Crédit
COGEBANQUE	Epargne et Crédit
ECOBANQUE	Epargne et Crédit
KENYA COMMERCIAL BANK	Epargne et Crédit
BANQUE COMMERCIALE DU RWANDA	Epargne et Crédit
BANQUE POPULAIRE	Epargne et Crédit
DUTERIMBERE	Epargne et Crédit
INZIRA Microfinance	Epargne et Crédit
RESEAU INTERDIOCESAIN DE MICROFINANCE	Epargne et Crédit
AGASEKE	Epargne et Crédit

Source: P.S. JADF Huye district

Annex 2: Log frame matrix

Table4: Agriculture and Livestock sector

Goal/Impact: Increased agricultural production for the local market and export									
Activity	Indicator	Baseline 2012/13	Target 2013/14	Target 2014/15	Target 2015/16	Target 2016/17	Target 2017/18	MEANS OF VERIFICATION	ASSUMPTIONS
Outcome 1: Increased agricultural production									
Output 1: Agricultural production increased									
Increase land developed with irrigation infrastructure	Number Ha of marshland developed	1,500 ha	104 ha	Reports on irrigated marshland and field visit.	Irrigation done successfully				
Increase hillside irrigation	Number of hectares irrigated each year	11 ha	50 ha irrigated	60 ha irrigated	70 ha irrigated	80 ha irrigated	100 ha irrigated	Reports on irrigated hillside, Performance contracts and field visit.	Lack of enough budget
Increase bench terraces on high slopes in the	Area covered by radical	418 ha (7.5%)	150 ha of terraces made	Reports on terraces made	Land will be properly protected				

district	terraces								
Increase progressive terraces coverage	Area covered by progressive terraces	20,575 ha (76%)	2,479 ha	2479 ha	620 ha	310 ha	310 ha	Reports on terraces made	Land protection improved
Enhance post-harvest handling	Number of maize drying grounds	10 drying grounds available	2 drying grounds built	Reports on the number of drying grounds built	Drying grounds well constructed				
	Number of rice drying grounds	21 drying ground	2 drying grounds built	Reports on rice of drying grounds built	Rice drying grounds well constructed				
	Number storage facilities rehabilitated	8	Rehabilitate 2 storages	Rehabilitate 3 storages	Rehabilitate 4 storages	0	0	Reports on the rehabilitated stores	Harvest wastage reduced
Mobilize investors to build Micro-	Number of Micro-processing	10 Micro-processing industries	2 micro processing industries	2 micro processing industries	3 micro processing industries	4 micro processing industries	6 micro processing industries	Reports of micro processing companies built	Huye production's value increased

processing industries for agriculture and livestock output increased	Industries built	available	built	built	built	built	built		
Sensitize farmers to use improved seeds	% of farmers using improved seeds	40%	55%	65%	75%	85%	100%	Reports on farmers sensitized	Farmers will adopt selected seeds easily through the sensitization processes
Train farmers in modern farming	Number of farmer cooperatives trained	10 cooperatives trained	Train 20 farming cooperatives	Train 20 farming cooperatives	Organized 4 farmers' study tours	Train 20 farming cooperatives	Train 20 farming cooperatives	Reports of trainings and study tours	Modern farming expended in Huye district
Organize Agricultural and livestock district trade fair	Number of district trade fairs organized.	1 trade fair organized already	1 trade fair organized	1 trade fair organized	1 trade fair organized	1 trade fair organized	1 trade fair organized	Reports of trade fair organized	Trade fair well organized and conducted
Outcome 2: Developed and modernized livestock practices in terms of quality and quantity									

Output 1: Livestock output increased in Huye district									
Increasing dairy Production	Number of households receiving Dairy cows distributed under Girinka Program with at least 50% women headed households	4100 Households	1300 Households	1300 Households	1350 Households	1400 Households	1400 Households	Report of new cows recipients through Girinka program	Dairy products increased
Increase milk collection and processing centers	Number of Milk Collection and processing Centers built ,equipped	2 milk collection centers	1milk collection center built	1 milk collection and processing center built	1 milk collection center built	0	0	Reports of constructed and equipped Milk Collection and Processing Centers	Milk processed from the district

	and operational								
Fight against animal disease and monitor their health	Rate of vaccinated animals: CBP, BQ & LSD & FMD	80%	100%	100%	100%	100%	100%	Vaccinated Animals and other taken measures	Animals don't suffer from diseases
	Rate of animals sprayed with acaricide	80%	100%	100%	100%	100%	100%	Reports	All animals are free from tick diseases
	Rate of dewormed animals twice year	85%	100%	100%	100%	100%	100%	Reports	Animals are free from worm
	Rate of stray dogs /	80%	100%	100%	100%	100%	100%	Reports	Eradicate stray dogs

	cats eliminated								and cats
	Rate of s dogs / cats Vaccinated against rabies	50%	70%	75%	80%	90%	100%	Reports	Eradicating Dogs /cats rabies
	Number of Clinics and veterinary pharmacies registered	6	9	12	13	12	0	Reports	Many pharmacies registered
Animal improvement	Number of cows artificially inseminated	2023	3000	3000	3500	3800	4000	Reports	Insemination becomes very productive
	Rate of AI offspring	40%	40%	40%	40%	40%	40%	Reports	AI offspring well maintained
	Number of pigs	0	0	25%	30%	38%	45%	Reports	Pigs increased

	artificially inseminated								through insemination
	Introduction of new breed goats	80 male Boer goat	85 male Boer goat	80 male Boer goat	90 male Boer goat	100 male Boer goat	120 male Boer goat	Reports	Increased boar goats
	Increase ponds for fish farming	203 ponds	15 ponds	20 ponds	10 ponds	10 ponds	10 ponds	Reports and Kg fish harvested, Number of new constructed ponds	Fish prices reduced in Huye due to high production
Increase honey production	Number of modern hives introduced each year	1441	260	540	1000	1300	1500	Reports and field visit	Improving bee keeping by Introducing improved hives
	Number of local hives stopped per yr	4447	4000	3500	2000	1200	450	Reports and field visit	Local hives significantly reduced

	Number of kg produced from modern hives	57640	68000	120000	188000	214000	235520	Reports from honey producers	Honey's price reduces
	Number of kg produced from local hives	26682	24000	21000	12000	7200	2700	Reports	Local hives reduced
Increasing number of livestock extensionists	Number of new extensionists per cell per year	0	1	2	3	4	6	Reports of extensionists	Modern livestock increased
Outcome 3: Developed mechanization system									
Output 1: District Mechanization systems improved									
Buy mechanization equipments	Number of mechanization equipments	3 machines exist	1 machines to be bought this year	2 new machines to be	3 new machines to be	4 new machines to be	5 new machines to be	Report on the mechanization facilities bought	Production will increase

	bought			bought	bought	bought	bought		
Sensitize farmers to increase mechanized land in the district	Number of hectares mechanized	15 ha mechanized already	90 Ha to be mechanized this year	180 Ha to be mechanized this year	270 Ha to be mechanized this year	360 Ha to be mechanized this year	450 Ha to be mechanized this year	Reports on mechanized land	Sensitize farmers to increase mechanized land in the district
Outcome 4: Increased agriculture produce for export									
Output 1: Agricultural harvest improved									
Sensitize farmers to increase the surface area of selected crops like Rice, Maize, Banana, Cassava, Beans and Coffee	Number of hectares of Rice	1500	1604	1708	1812	1916	2019	Reports and Field visit	Rice prices reduced as a consequence to increased area
	Number of hectares of maize	1500	1600	1700	1800	1900	2,000	Reports and field visits	Maize consumption increases
	Number of hectares of banana	600	800	1,000	1,200	1,400	1,600	Reports on bananas	Improved bananas increased

	Number of hectares of cassava	7,200	7,560	7,920	8,280	8,640	9,000	Reports and field visits	Cassava plantation area increased
	Number of hectares of beans	7,500	8,000	8,500	9,000	9,500	10,000	Reports and field visits	Improved beans seeds increased in Huye
	Number of hectares of coffee increased each year	2586 ha	400	400	500	500	500	Reports and field visits	Quality coffee available in Huye district
Sensitize farmers to improve the productivity of selected crops per ha/tree	Number of Kgs of rice produced per ha	5 tons per ha	5.2 tons per ha	5.5 tons per ha	6.0 tons per ha	6.5 tons per ha	7 tons per ha	Reports on the harvest per ha	Harvest per ha increased
	Number of Kgs of maize produced per ha	2.5 tons per ha	2.7	3.1	3.5	3.7	4 tons per ha	Reports on the harvest per ha	Maize production per ha increased

	Number of Kgs of banana produced per ha	6 tons per ha	9	12.5	16	18	20 tons per ha	Reports on the harvest per ha	Modern bananas give high production per ha
	Number of Kgs of cassava produced per ha	11 tons per ha	13	15	16.4	18.5	20 tons per ha	Reports on the harvest per ha	Cassava harvest increased per ha
	Number of Kgs of beans produced per ha	1 ton per ha	1.1	1.25	1.3	1.42	1.5 tons per ha	Reports on the harvest per ha	Beans production increases per ha
	Number of Kgs of coffee produced per tree	2 kg	2.7 kg	3.5 kg	5 kg	6.5 kg	7 kg	Reports on the harvest per tree	Harvest per tree increased
Increase the mushroom production in Huye district	Number of kgs produced in Huye district	2 tons	5 tons produced per year	10 tons produced per year	15 tones produced per year	25 tones produced per year	35 tones produced per year	Reports on the mushroom produced in	Mushroom increased and fights against malnutrition in the

								Huye district	District
Increase the use of fertilizer in Huye district	Kgs of inorganic fertilizer used per ha per year	29kgs/ha	31 kgs/ha	34 kgs/ha	38 kgs/ha	40 kgs/ha	45 kgs/ha	Field visit, Harvest increase on the market and reports	Harvest per ha will increase
	% of farmers using organic fertilizer	75%	80%	85%	90%	95%	100%	Reports	Organic fertilizer use increased
	% of farmers using lime	5%	7%	9%	12%	15%	20%	Reports on the use of lime	Lime use increase land fertility
Outcome 5: Increased area of consolidated land for agricultural production									
Output 1: Produce from consolidated land increased									
Sensitize HHs to consolidate land at the cell level	Percentage of HHs with consolidated land per cell	30% consolidated	35% consolidated	40% consolidated	45% consolidated	50% consolidated	70% consolidated	Reports on the HHs who consolidated their land.	Resistance from some HHs.

through cooperatives	increased to 70%								
Outcome 6: Developed Horticulture production									
Output 1: Promoted Horticulture products									
Establish fruit tree nurseries	Number of fruit nurseries established	6	12	0	6	3	5	Reports on fruit nurseries	Fruits increased in Huye markets
Establish flower nurseries	Number of flower nurseries established	1	1		1		1	Reports on flower nurseries	Flower exports increases
Increase fruit trees plantation	Number of fruit trees planted	13,448 avocados	27,500 avocado trees		25,000 avocado trees		20,000 avocado trees	Reports and field visits	Consumption increases
		41,802 mango trees	17,500 mango trees		15,000 mango trees		10,000 mango trees	Reports and field visits	Fruits availability increased on the fruit market

		20 ha passion fruits	60 ha passion fruits		30 ha passion fruits	90 ha passion fruits	10 ha passion fruits	Reports and field visits	Fruits availability increased on the fruit market
		60,624 tamarillo	10 ha tamarillo		10 ha tamarillo		10 ha tamarillo	Reports and field visits	Fruits availability increased on the fruit market
Organize trainings for horticulture cooperative members	Number of members from horticulture cooperatives trained	0	0	20	0	20	0	Reports on trainings organized	Horticulture cooperatives well organized
Increase vegetable crops plantation	Number of ha planted with vegetable crops	56.4	300	200	250	350	400	Reports and field visits	Vegetable crops increased in Huye district
Increase flower plantation	Number of ha planted with flowers	2	2	1	3	2	2	Reports and field visits	Flower export increased in Huye district

Install vegetable green houses	Number of vegetable green houses installed	6	0	1	2	1	1	Reports and field visits	Vegetable green houses helpful to increase production
Construct 2 fruits and vegetable collection centers	Number of fruits and vegetables collection centers built	0	0	0	1		1	Reports and field visits	Vegetable output increased
Establish fruits and vegetables FFS	Number of established FFS for fruits and vegetables	0	3 FFS of vegetables 1 FFS of Passion fruits	4 FFS of vegetables,1 for tamarillo,1 for passion fruits	3 FFS of vegetables 1 FFS of flowers	5 FFS of vegetables	0	Reports and field visits	FFS helpful for farmers

Table 5: Private sector

Goal/Impact: Private sector highly contributing to the employment of Huye youth									
Activity	Indicator	Baseline 2012/13	Target 2013/14	Target 2014/15	Target 2015/16	Target 2015/17	Target 2017/18	Means of verification	Assumptions
Outcome1: Increased off-farm jobs in Huye district									
Output 1: Number of business people increased									
Mobilize youth from secondary school level to grow with entrepreneurial mindset	Number of mobilization meetings conducted	1	3	3	3	3	3	Reports of meetings held	Mobilization awakens secondary school youth
Organize and sponsor business plan competition to finance outstanding ones by RDB and MINICOM	Number of business plan competitions organized and sponsored each year	1	1	1	1	1	1	Reports on business plan competitions organized	Competitions will be well organized
Train SMEs owners in business management and standard quality control	The number of SMEs staff trained	35	58	72	103	145	174	Reports on SMEs' managers trained.	Lack of enough funds.

Training of trainers in business plan competition	Number of people trained	16	16	16	16	16	16	Report	Trainers well trained
Organize meetings linking SMEs owners and financial institutions	Number of meetings organized	3	4	4	4	4	4	Reports of meetings held each year	Many financial institutions interested in this activity. Few SMEs interested to request for loans
Organize study tours and movies watch events on success stories on business elsewhere	Number of study tours and movies watched	4	8	12	15	20	25	Reports of study tours, reports of new businesses.	Lack of funds
Construction of modern markets in Kinazi, Gishamvu, Mugogwe, Rugarama and Rugogwe	Number of markets constructed	7	1	1	1	1	1	report	Every business will be held in the build market
Outcome 2: Increased investment in Huye district									
Output1: Business investment increased in Huye district									

Mobilize private sector to invest in tourism sector	Number of new hotels build	5	2	2	2	2	2	Reports of new hotels built	Tourists increased
Sensitize private sector to increase modern business buildings in Huye town	Number of modern business buildings built	4	4	4	4	4	5	Reports of new business buildings built	Business activities increase
Organize campaign meetings to explain opportunities in Huye district to potential investors	All campaigns held in time.	2	2	2	2	2	2	Report of campaigns held	New investors will come to Huye district
Build modern slaughter house in Huye district	Slaughter house built	-	-	Modern slaughterhouse built	-	-	-	Reports	Modern slaughter house helpful to Huye district.
Increase coffee shops in Huye town	Number of coffee shops established	1	1	1	1	1	1	Reports on coffee shops built	Quality coffee shops
Sensitize business owners	Number of	10	129	140	155	163	170	Reports on new	Investment

to invest in Agri-business in Huye district	investors in Agri-business							investors in the district	increased significantly
Sensitize Huye district population to open bank accounts in financial institutions	Proportion of Huye citizens with accounts in Fin Institution	50%	55%	60%	65%	75%	85%	Reports on accounts created	Difficult because of the mindset
Create sport complex places in Huye district	New leisure places created	0	0	0	0	1	1	Reports	Many investors in this domain
<i>Attract private investors in the development of pharmaceutical industry within Huye district</i>	<i>Number of pharmaceutical industries built</i>	2	-	-	1	-	1	<i>Reports on new investment in pharmaceutical industry</i>	<i>Most wanted medicine manufactured locally</i>

Table 6: Energy sector

Goal/Impact: Huye peoples' economy improved as a result of availability of Electricity and environmental friendly energy									
Activity	Indicator	Baseline 2012/13	Target 2013/14	Target 2014/15	Target 2015/16	Target 2016/17	Target 2017/18	MEANS OF VERIFICATI ON	ASSUMPTIO NS
Outcome1: Increased number of district population using electricity and environmental friendly energy									
Output 1: Number of electricity subscribers increased									
Increase the % of electricity accessibility in Huye district	Number of new subscribers to electricity	8.3%	13.3%	20%	35%	50%	70%	Reports on sensitized people	Financial limitations to get connected to electricity
Extend electricity infrastructure in Huye district	Number of Km of new electricity supply	125 Km	25 km	30 km	25 km	30 km	40 km	Reports on extensions done	Most of Huye citizens have electricity

Extend street public lighting	Number of Kms of new public lights installed each year	12.5 Kms	8.5 Kms	15 Kms	18 Kms	21 Kms	28 Kms	Reports of public lights installed	Clean and lit town
Increase solar energy use in Huye district	Number of HHs using solar energy (10 cells, 3 sectors, 6 H centers, 5 primary Schools)	24	1	1	1	1	1	Reports on the Installation	Solar energy will be liked and installed in many district HHs
Increase biogas energy in the HHs	Number of biogas energy installed each year (GSO, EAV, ENDP Karubanda, ES Kiruhura&Huye Prison)	23	64	64	64	64	64	Reports of biogas installed	Biogas use increased significantly

Outcome 2: Improved and used cooking energy (like tekutangije, rondereza, biogas and others)

Output 1: Use of wood and charcoal reduced

Sensitize Huye district HHs on the use of environmental friendly cooking systems	Number of HHs using improved cooking systems	250	770	2310	3850	4620	9240	Reports on the number of people using improved cooking system	People will like this program Funds will be availed
Provide Rewards to HHs who use environmental friendly energy	Number of HHs rewarded at the cell level	0	First 77 rewarded	Reports on the number of HHs rewarded	People will be motivated to use environmental friendly cooking materials				

Table7: Transport sector

Goal/Impact: Transport that facilitate exchange among district sectors and neighboring districts									
Activity	Indicator	Baseline 2012/13	Target 2013/14	Target 2014/15	Target 2015/16	Target 2016/17	Target 2017/18	Means of verification	Assumptions
Outcome 1: Increased operational roads and bridges in the district									
Output 1: Sectors and cells Networking roads constructed									
Elaborate transport development plan	Transport plan elaborated	0	1	0	0	0	0	District transport plan	Development plan well elaborated
Rehabilitate and Maintain feeder roads	Number of KMs maintained	69 Km	22 Km	22 Km	22 Km	22 Km	23 Km	Field visits and roads maintenance reports	Lack of enough budget
Construct tarmac roads Huye-Kibeho(15km) and Huye-Nyamagabe (21	Tarmac roads constructed	33 Km	Huye-Kibeho tarmac road constructed (15Km)	Huye-Nyamagabe rehabilitate d (21 Km)	0	0	0	Reports and field visit	Roads well constructed

Km)									
Rehabilitate old bridges	Number of bridges rehabilitated	15	4	4	2	0	0	Reports of bridges	Roads well networked
Output 2: Transport facilities and infrastructure increased									
Construct modern Taxi parks in Huye district	Number of taxi parks constructed	0	1	0	1	1	1	Reports and field visit	Taxi parks well built
Construct Mukoni-MAGERWA road for heavy trucks	The new road is operational by 2018	0	Feasibility study & other primary activities conducted	Expropriation process take place	Construction activities start	Construction activities end	The road is operational (8Km)	Field visit	The road will assist heavy trucks movements in town
Rehabilitate all Huye town networking roads	Number of town roads rehabilitated	16KM	15 Km	16 Km	13.8 Km	0	0	Reports and field visit	Roads well rehabilitated
Rehabilitation and use of Huye airport	Huye airport rehabilitated	Non rehabilitated	Advocacy on a study of all the	Conduct the feasibility study	Construction activities start	Continue the construction	finish the construction activities	Reports	Airport operational

	and operational	airport	requirement s of the airport	(MININFR A)		n activities			
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Table 8: Water and sanitation sector

Goal/Impact: Healthy population with 100% access to sanitation and clean water									
Activity	Indicator	Baseline 2012/13	Target 2013/14	Target 2014/15	Target 2015/16	Target 2016/17	Target 2017/18	Means of verification	Assumptions
Outcome1: Increased HHs with access to clean water									
Output 1: Number of HHs with access to clean water increased									
To increase the number of new HHs with access to clean water at a shorter distance	Number of HHs with access to clean water at a shorter distance	78%	85%	95%	100%	100%	100%	Field visit and water distribution reports	The big majority of Huye people will get water
Finalize Kadahokwa extension project	Production capacity	4000 m ³ /day	8000m ³ /day	8000m ³ /day	8000m ³ /day	8000m ³ /day	8000m ³ /day	Reports of HHs with clean water from Kadahokwa source	Clean water use increased in Huye district
Conduct a survey to know water springs in Huye district	Reports available	0	Start the survey	End the survey	0	0	0	Reports	Survey well conducted
Construct water	Number of	70	7	12	10	15	0	Reports on water	Clean water

sources	water sources constructed							sources constructed and field visit	supplied to all community
Outcome 2: Number of hygienic infrastructure increased in the district									
Output 1: Hygiene conditions of the population improved									
Construction and maintenance of public hygienic facilities in common places	Number of hygienic facilities constructed and maintained	100	16	20	15	10	25	Reports on hygiene facilities constructed and maintained	Lack of sufficient funds
To organize hygiene campaigns and sensitization through media	2 campaigns organized 1 field visit organized each month by Sector Ex. Secretary	0	2 campaigns and 12 visits	Campaign report	Campaigns will help in the change of the mindset				
Outcome 3: Available district water and sanitation facilities									
Output 1: Constructed water and sanitation facilities in the district									
Develop water and sanitation master plans at the district level	District master plans developed	Huye town master plan available	Start water master plan	End water master plan		0	0	Reports on the Master plans developed	Master plans will be developed through the help of partners (NUR

			survey	surve y					Stud & Lecturers)
Improve hygiene facilities at the HHs level and public places	Number of HHs and public places (schools, markets, Health centers and public toilets) increased to 30%	54.9%	60%	65%	70%	80%	100%	Reports	Hygiene improved
Improve waste treatment in Huye district	Clean town and waste well managed	Waste collection by 2 companies	Waste efficiently treated	Report	Waste well treated				

Table 9: Urbanization sector

Goal/Impact: All population living in well planned settlements accessing to primary infrastructure									
Activity	Indicator	Baseline 2012/13	Target 2013/14	Target 2014/15	Target 2015/16	Target 2016/17	Target 2017/18	Means of verification	Assumptions
Outcome1: Increased population accessing primary infrastructure as a result of organized settlements									
Output 1: Settlements well built in different sectors of Huye district									
Build settlements in identified sites	Number of villages built in all identified sites	120	14	28	42	42	28	Reports	Lack of sufficient budget
Mobilize all District population to join the built villages	Number of the HHs mobilized as per the village settlements available	12,000	1,400	2,800	2,800	1,400	3,200	Reports of people in settlement	Lack of enough budget
Sensitize district Partners to bring primary infrastructures	Number of settlements sites with at least water,	42	28	42	42	14	28	Report	Primary infrastructure increased in the district

(water, electricity, health post) near the settlement sites	electricity and health post								villages
Establish layout plans for trading centers (Kinazi, Rusatira, Rugarama, Rugogwe, Mugogwe, Karama[Ruhashya], Gahororo[Karama], Busoro, Karambi, Kizi&Byiza)	Number of layout produced	-	2	2	2	2	3	Reports of the layouts produced	Layouts helpful
Outcome 2: Increased buildings with rain water harvesting tanks									
Output 1: Buildings with water harvesting facilities increased									
Sensitize population to buy or construct rain water harvesting tanks	Number of houses with rain water harvesting tanks	8%	30%	40%	50%	65%	80%	Sensitization reports	Financial problem of population

Sensitize people to use harvesting water for home activities and agricultural purposes	All HHs with water harvesting tanks use water in home and agricultural activities.	200	800	4,000	6,500	7,000	12,500	Sensitization reports	Financial problem of population
Outcome3: Implemented existing Districts' urban planning and development tools									
Output 1: The urban plans and development tools implemented									
Disseminate the master plan to the community up to the cell level	All District population knows the Master plan	25% of the population	25% of the population	50 % of the population	0	0	0	Report	Financial problem
Mobilize funds to prepare and divide affordable plots to Huye community	Amount of funds mobilized	0	0	Raise 13,000,000 frw	Raise 12,000,000 frw	Raise 8,000,000 frw	0	Report	Financial problem
Construct the district	Rate of construction of	Plot available	Develop the landfill	Construction activities	Construction activities	0	0	Field visits and reports	Landfill increase waste

landfill	the district landfill	in Huye town	layout	started	finished				management capacity
Sensitize the population on the removal of asbestos on the private and government buildings	% of buildings with asbestos removed	5%	25%	50%	75%	100%	100%	Reports and field visit	Asbestos removed on all Huye buildings.

Table 10: Health Sector

Goal/Impact: Ensured well being of the population with access to quality health care									
Activity	Indicator	Baseline 2012/13	Target 2013/14	Target 2014/15	Target 2015/16	Target 2016/17	Target 2017/18	Means of verificati on	Assumptions
Outcome 1: Improved Maternal and infant Health									
Output 1: Maternal and infant mortality reduced									
Conduct infant and maternal death audit	Number of death over 100,000 of mothers delivered	487/100,000	400/100,000	300/100,000	250/100,000	220/100,000	200/100,000	Report	
Organize mobilization campaigns on the use of maternal and infant health services									
Follow up on HCs and health Workers activities in relation									

with maternal and infant health									maternal and infant death rate
Avail maternal and infant equipments in Hospitals and HCs	Number of deaths over 1,000 children born	Infant mortality 39/1000	37/1000	34/1000	31/1000	28/1000	Target = 26/1,000	Report	
Train FOSA in focused Consultation Pre-Natale									
Train HCs technicians in SONU B & SONU C	% of deliveries assisted by a qualified staff	78%	82%	97%	100%	100%	100%	Reports on deliveries assisted by qualified staff	Trainings improve technical skills of health workers
Reduce mortality rate of infants under 1 year	Mortality rate reduced per 1000 children	73/1000	68/1000	62/1000	57/1000	50/1000	42/1000	Reports on infant mortality rate	Infant lives well improved
Reduce mortality rate of infants under 5 years	Mortality rate reduced per 1000 children	106/1000	100/1000	91/1000	75/1000	64/1000	57/1000	Reports of under 5 yr mortality	Treatments of under 5 improved
Outcome 2: Reinforced vaccination services									

nutrition committees at all levels									
Insure the follow up of infants with severe malnutrition at HC level									
Outcome 4: Reinforced GBV prevention and take care of violated people									
Output 1: All GBV cases are well taken care of									
Organize sensitization campaigns on GBV at the community level	Proportion of GBV cases taken into consideration properly	50%	65%	85%	100%	100%	100%	Report	GBV reduced in the district
Organize meetings with partners who intervene in GBV									
Outcome 5: Reinforced sexual and reproductive services of adolescents									
Output 1: Sexual and reproductive services provided at one stop center in all Health Centers									
Put in place & complete the minimum package of	% of the youth (between 15-24 years)	25%	28%	32%	38%	45%	50%	Reports	All youth involved in SR use the services

SR of the youth and teenagers in all HCs	utilizing SR services that are at their disposal								
Train all the youth clubs at the community and school levels									
Train all primary and secondary school teachers on the youth SR									
Organize meetings with youth at the sector level									
Organize mobilization campaigns on SR and GBV at the community level									
Outcome 6: Reinforced Family Planning services in Huye district									
Output 1: Increased use of modern reproductive methods									
Mobilize the community through	% of men and women in the	65%	68%	71%	74%	78%	80%	Reports	Contraceptive highly use to

field visits	age of reproduction using contraceptive methods								control births
Organize coordination meetings with opinion leaders on FP									
Train health workers of HCs in FP field									
Outcome 7: Reinforced HIV/AIDS prevention services									
Output 1: Huye citizens with access to HIV/AIDS prevention facilities increased									
Avail HIV package in all new HC	Number of HC with HIV/AIDS package	16	17	0	0	0	0	Report	All HC with HIV/AIDS packages
Mobilize the population on the use of HIV services									
Integrate HIV services at HC level									
Train HIV PV cooperatives									

Train HC staff on HIV/AIDS									
Assure the availability of materials to fight against HIV/AIDS									
Outcome 8: Reinforced prevention and assistance to patients of malaria									
Output 1: Prevention and assistance to malaria patients improved									
Mobilize the population to see the doctor in time	% of under 5 yrs with fever	15.8%	12%	10%	8%	6%	5%	Report	Fever significantly reduced
Reinforce Primary Curative Consultation services at the HC level									
Increase proportion of HHs using mosquito net (children under 5 years)	Proportion of the population sleeping under mosquito nets/Proportion	75.8%	85%	95%	100%	100%	100%	Reports on the use of mosquito net	Malaria reduced

Train health workers of HCs in the fight against malaria	of children under 5 yrs sleeping under								
Avail necessary equipments to fight against malaria	Mosquito net								
Outcome 9: Reinforced testing and treatment services of the TB									
Output 1: Access to test and assistance of TB patients by all the population increased									
Organize a testing campaign for TB	Rate of TB testing	45%	48%	53%	60%	65%	70%	Reports	TB well monitored
Train TB services at the HC level	Therapeutic success rate	100%	100%	100%	100%	100%	100%	Reports	Theurapeutic rate well successful
Follow up of the training of HCs program on community DOT (Prise des medicaments sous supervision)									
Avail necessary equipments to fight									

against the TB									
Train HC workers to fight against TB									
Outcome 10: Integrated mental health service into health center in Huye district									
Output 1: All cases in relation with mental health are highly considered									
Sensitize the community on problems related to mental health	Proportion of morbidity related to mental health	60%	70%	80%	95%	100%	100%	Report on mental health status	Mental health well monitored in Huye HCs
Put in place and follow up of mental health services at the HC level	Number of HCs with operational mental health service	1	3	7	12	15	17	Reports	Mental health services improved in Huye HCs
Organize post genocide traumatism assistance during the memorial period									
Initiate group therapy courses at the HC level									

Avail the necessary equipments for better management of mental health service									
Outcome 11: Reinforced prevention and assistance of Non Communicable Diseases (NCDs)									
Output 1: Prevention and assistance to NCDs improved									
Mobilize the population on the prevention and fight against NCDs	Proportion of people having information on NCDs	45%	55%	70%	85%	100%	100%	Reports	NCDs well known
Organize sport activities at the community level	Proportion of NCD cases followed up and assisted by HCs	70%	75%	80%	85%	92%	100%	Reports	Huye community well sensitized
Train service providers at the HCs and health workers' levels on the follow up and assistance to the patients of NCDs									
Outcome 12: Reinforced follow up services on environmental health at the FOSA and community level									
Output 1 : Environmental health and waste management systems improved									

Mobilize the community on HH hygiene	Proportion of HHs with standard sanitations	54.7%	60%	70%	80%	90%	100%	Reports	All Huye HHs have standard sanitation facilities
Train hygiene committees and clubs	Proportion of HHs with kandagirukarabe and clean water	70%	75%	80%	85%	93%	100%	Reports	All Huye citizens use clean water in all their activities
Organize inspection and follow up of hygiene in public places	Proportion of public places observing hygiene rules	65%	70%	75%	82%	94%	100%	Reports	Public places with clean hygiene
Outcome 13: Improved health infrastructure									
Output 1: All health infrastructures are as per the MoH standards									
Rehabilitation of all HC and renovation of Kabutare Hospital	Level of rehabilitation of HC and Kabutare Hospital	70%	82%	100%	100%	100%	100%	Rehabilitation report	HCs and Kabutare Hospital services improved
Buy ambulances for Kabutare Hospital	Number of ambulances	4	2	2	3	1	0	Reports on ambulances	Huye patients well facilitated

and HCs of Huye district	bought							bought	to reach HCs and Hospitals
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Table 11: Education sector

Goal/Impact: Huye population well educated and illiteracy eradicated									
Activity	Indicator	Baseline 2012/13	Target 2013/14	Target 2014/15	Target 2015/16	Target 2016/17	Target 2017/18	MEANS OF VERIFICATION	ASSUMPTIONS
Outcome1:Increased net enrollment in primary and secondary schools									
Output 1: The number of students in primary and secondary schools increased									
Build and maintain schools to accommodate 12 YBE	Classrooms for 12 YBE built	1369	48 to be built	65 to be maintained	65 to be maintained	65 to be maintained	66 to be maintained	Reports on classrooms built and rehabilitated	Clean class rooms in the district
Sensitizing parent to support 12 YBE	Number of meetings held at the cell level	0	2	3	2	2	0	Report	12 YBE well supported
Output 2: Adult literacy reinforced in Huye district									
Eradicate illiteracy in Huye District community	Number of adults (women) enrolled to	4996	1536	1536	1536	388	0	Reports on literacy	Adult illiteracy significantly

	education							status	eradicated
	Number of adults (men) enrolled to education	3331	826	826	826	853	0		
Mobilize district partners in adults education	Number of district partners participating in adults education	5	5	6	8	8	10	Reports on the district partners intervening in adult education	Adult education significantly assist to the district development
Output 3: Strengthen Early childhood development (ECD)									
Sensitizing parents to support ECD Program	Rate of children registered to ECD	6%	25%	35%	50%	65%	80%	ECD report	ECD face challenges due to insufficient infrastructure
Build and Provide equipments to ECDs	Number of ECDs built and provided with equipments	10	3 built this year	3 built this year	3 built this year	5 built this year	10 built this year	Report on the classrooms built	ECDs supports Huye citizens' children

Train ECD teachers on ECD program	Number of ECD trainers trained	2	13 ECD teachers trained	15 ECD teachers trained	18 ECD teachers trained	23 ECD teachers trained	33 ECD teachers trained	Report on trainings organized	Trainings well conducted
Output 4: Quality, skilled and motivated teaching staff									
Organize teachers' trainings on quality training	Number of trainings organized	2	2	2	2	2	2	Training report	Quality teaching increased
Strengthen Science schools	Science schools well equipped		5 schools equipped	4 schools equipped	10 schools equipped	0	0	Reports on equipments given to schools	Science and Technology well delivered
Equip Science schools with labs	Science schools well equipped	5 schools equipped	7 schools equipped	7 schools equipped	0	0	0	Reports on equipments given to schools	Science and Technology well delivered
Improve ICT skills in secondary schools	Number of high schools with computer labs	48	12	12	12	12	12	Reports	ICT improved in schools

Table 12: Social protection sector

Goal/Impact: Improved well being and economy of vulnerable and extreme poor people									
Activity	Indicator	Baseline 2012/13	Target 2013/14	Target 2014/15	Target 2015/16	Target 2016/17	Target 2017/18	MEANS OF VERIFICATION	ASSUMPTIO NS
Outcome 1: Strengthened economic capacity of poor people									
Output 1: Poor families' lives improved									
Provide financial support to poor HHs' cooperatives	Number of cooperatives started and supported	53	77	77	77	154	0	Reports of operational cooperatives and their activities	Visible change on the lives of poor people in the district
Strengthen financial support to people living with disabilities	% of people with disabilities supported per year	10%	10%	20%	45%	70%	100%	Report on the disabled people support	Lack of sufficient funds
To promote	95% of	11%	27%	47%	69%	85%	95%	Report	Akarima

establishment of Akarima k'Igikoni within poor households	household have Akarima k'Igikoni								kigikoni contributes to improved nutrition
Assist people with minor disabilities to get loans in financial institutions	% of disabled people with loans	2%	10%	20%	30%	40%	50%	Reports of disabled people with loans	Lack of fundable business plans
Mobilize Genocide survivors to group themselves into developmental cooperative	Number of cooperative created per year	14 cooperatives	Reports of created cooperatives	Cooperatives transforming members lives					

s									
Strengthen the reintegration strategies of historical marginalized people	% of reintegrated strategies of historical marginalized HHs	17%	25%	35%	45%	60%	70%	Reports	Marginalized people well integrated
Outcome 2: Increased involvement of partner institutions in poverty reduction process in Huye district									
Output 1: Private sector involved through corporate social responsibility									
Sensitize private institutions operating in Huye to intervene through CSR	Number of companies intervened	12	15	20	20	18	16	Report of private institutions intervened through CSR	All private institutions intervene in CSR in Huye district
Outcome 3: High risk zones well known and protected									
Output 1: Risk areas identified and mapped									

Identify poor HHs living in risky areas	Number of HHs living in risky areas	450 HHs	Assist 50 HHs to shift from risky areas	Assist 70 HHs to shift from risky areas	Assist 100 HHs to shift from risky areas	Assist 100 HHs to shift from risky areas	Assist 130 HHs to shift from risky areas	Reports	HHs live out of the risky zones
Assist poor HHs to move from risk areas to planned settlements	% of poor HHs to be assisted to move from risky areas (149)	32%	33%	33%	0	0	0	Reports	All poor HHs assisted to get away of risky zones
Mobilize the population on disaster prevention and management	Number of mobilization campaigns conducted per year	12	12	12	12	12	12	Reports	Campaigns conducted successfully
Organize trainings to strengthen the	Number of trainings organized per year	2	3	3	3	3	3	Trainings reports	Trainings become very important in disaster

Table 13: Productivity and youth employment

Goal/Impact: Unemployment rates decreased among the youth in Huye district									
Activity	Indicator	Baseline 2012/13	Target 2013/14	Target 2014/15	Target 2015/16	Target 2016/17	Target 2017/18	MEANS OF VERIFICATION	ASSUMPTIONS
Outcome1: Increased and well established youth cooperatives in Huye district									
Output 1: Youth cooperatives increased									
Conduct a survey on youth employment in Huye district	1 census conducted	0	1	0	0	0	0	Report of the survey	1 census conducted
Provide training support to youth cooperatives	Training organized	3	4	4	3	3	4	Reports on cooperatives trained	Number of supported cooperatives
Provide technical assistance (coaching) to newly created cooperatives	Number of cooperatives assisted	0	5 cooperatives assisted	6 cooperative s assisted	10 cooperati ves assisted	10 cooperativ es assisted	8 cooperativ es assisted	All new cooperatives technically assisted	Technical assistance bears positive fruits
Outcome 2: Strengthened youth skills development centers									
Output 1: D- YEGO and U- YEGO centers built and operationalized									

Promote technical education through TVTs	Number of TVTs schools established	13	0	1	0	0	1	Reports of TVTs built	TVTs helpful in Huye
Sensitize youth to enroll in technical schools	% of youth enrolled	12%	20%	30%	45%	60%	70%	Enrolment reports	Youth enrollment increase
Extend the existing youth training center of Huye district	Building activities started	0	0	0	0	0	1 building finished	Building reports and inauguration	Lack of sufficient funds
Registration of youth to join the centers	Number of youth trained	0	200	350	500	750	900	List of youth registered	Lack of enough equipments in the centers
Outcome 3: Increased entrepreneurial capacity in Huye district youth to increase jobs in the district									
Output 3: Youth business knowledge and skills increased									
Organize business plan competitions for the youth and women	Business plan competition organized	0	1	1	1	1	1	Report on the business plans organized	Business plan competitions successfully organized
Assist the	Number of	0	40	40	40	40	40	Report of the	Businesses well

business plan Y&W winners to get the support	business plan winners supported							business plan supported	started
Provide managerial skills training to business plan competition winners	2 trainings held each year	0	2	2	2	2	2	Training report	Trainings well coordinated

Table14: Information and Communication Technology

Goal/Impact: Empowered and transformed communities through improved access to information and services through ICT									
Activity	Indicator	Baseline 2012/13	Target 2013/14	Target 2014/15	Target 2015/16	Target 2016/17	Target 2017/18	MEANS OF VERIFICATION	ASSUMPTIONS
Outcome 1: Increased number of people using ICT in their daily activities									
Output 2: ICT enabled service delivery improved in Huye district									
Extend ICT infrastructure to the sector level (Optic fiber)	Extend ICT infrastructure to the cell level (Optic fiber)	0	3	3	4	4	0	Fiber optic extension reports	Local government communication improved
Construct one telecenter per Sector in Huye District	Number of telecenters with ICT equipments in Huye District	3	3	5	2	1	0	Reports of telecenters built	Lack of sufficient funds
Output 2: Connection of all public institutions to internet in Huye district									
Conduct a study on the	Study well conducted	Internet network	Installation of	30% of public	30% of public	30% of public	10% of public	Report	No required experts

supply of internet to all public institutions	and installation done and finished	study well conducted	internet network begin	institutions with internet	institutions with internet	institutions with internet	institutions with internet		
Output 3: Improved use of ICT in Huye district									
Increase mobile phones in Huye district	Mobile phone use increased to 75%	37.5%	42%	50%	56%	64%	75%	Reports on People with mobile phones	Mobile phone use increase in Huye
Increase radio and TV sets in Huye district citizens	Increased radios in HHs to 90%	62.2%	65.5%	70%	77.5	85%	90%	Reports on HHs with radio receivers	People using mobile instead of radio receivers
	Increased TV sets in HHs through Tunga TV program to 35%	4.9%	9%	16%	22%	27.5%	35%	Report on HHs with TV sets	TVs increased due to electricity extension
Improve ICT literacy	Reduce computer illiteracy to 60%	92.2%	87%	80%	72%	65%	60%	Reports on the computer literacy	Easy to achieve due to telecenters in sectors

Table15: Environment and natural resources

Goal/Impact: Green and disaster free environment									
Activity	Indicator	Baseline 2012/13	Target 2013/14	Target 2014/15	Target 2015/16	Target 2016/17	Target 2017/18	Means of verification	Assumptio ns
Outcome1: Rehabilitated watershed and enhanced water storages									
Output 1: Soil conservation, wetlands and river bands safeguard and management improved									
Plant trees and bamboos on the river bands and wetlands as per the law	Number of trees planted in the river bands and wetlands	10,000	10,000	12,000	15,000	18,000	25,000	Reports on the trees planted	The population is actively involved
Rehabilitate 356 gullies with vegetative covers and masonry structure	Number of gullies rehabilitated with vegetative covers	1 gully rehabilitated	5 gullies rehabilitated	8 gullies rehabilitated	12 gullies rehabilitated	14 gullies rehabilitated	11 gullies rehabilitated	Reports on gullies rehabilitated	Gullies construction well done
	Number of masonry structures built	2 masonry structures built	3 masonry structures built	3 masonry structures built	3 masonry structures built	3 masonry structures built	3 masonry structures built	Reports and field visit	Masonry structures well constructed

Plant agro-forestry trees on the river bands and terraces made	Number of agro-forestry trees planted	10,000	2,000	2500	2000	3000	2,550	Reports on agro-forestry trees planted	Lack of enough trees for plantation
Update and implement District forest management plan	1 document updated and implemented	1	0	1	0	0	0	Data available and supervision reports	Lack of fund
Relocate all 72 unauthorized buildings in the marshlands	All buildings removed in the marshlands	0	15	20	20	10	7	Reports on the buildings relocated and field visits organized	Lack of sufficient funds for relocation of buildings
Mobilize rainwater harvesting at household and institution levels	Number of rainwater facilities constructed.	8%	30%	45%	55%	67%	85%	Reports on HHs with rain water harvesting facilities	Rain water well harvested
Output 2: Environmental laws Implemented at the district level									
Conduct EIA before environmental related projects are implemented	Number of EIA projects conducted	1	1	1	1	1	1	Reports on assessments conducted	EIA well assimilated by investors

Strengthen environmental committees at the cell levels	77 environmental committees created	0	35	42	0	0	0	Reports on the environmental committees created at the cell level	Lack of fund.
Outcome 2: Improved environment protection in sustainable way by mining sensitization and inspection of miners									
Output 1: Mining activities well supervised by the district management									
Sensitize mining companies to form cooperatives	Cooperatives formed per mining field	0	At least one cooperative in each field	-	-	-	-	Report of mining cooperatives formed	Cooperative formed
Sensitize mining cooperatives to conduct their activities as per the mining law	Mining activities done as per the law 100%	0	100%	100%	100%	100%	100%	Mining reports	Mining done as per the law
Identify, stop and punish all illegally mining sites	100 % of illegally mining and carry stopped and punished	0	100%	100%	100%	100%	100%	Reports on illegal mining	Identify, stop and punish all illegally mining sites

Outcome 3: Increased forest coverage for soil conservation in the district									
Output 1: Forest coverage increased in Huye district									
Prepare tree nurseries at each Huye cell of 10,000 trees	Number of trees supplied and planted per year	668,000	670,000	720,000	740,000	770,000	800,000	Reports on the trees planted	Trees well grown
Organize events for planting trees (CNF, CNJ, army, policy, one tree per a child)	10 events organized	2	2	2	2	2	2	Reports on the trees planted	Lack of follow-up
Outcome 4: Improved clean technologies such as biogas and cooking stoves									
Output 1: Clean technologies such as biogas and cooking stoves improved									
Capacity building of cooperatives in new technologies(burn charcoal)	Number of cooperatives trained	5	8	10	12	14	12	Reports on the trained reports	Cooperatives attend trainings
Sensitize cooperatives and individual businesses involved in tiles and bricks burning to use modern	Number of cooperatives and individual people using	126	44	44	44	45	45	Reports	Cooperatives do not follow these new guidelines

technologies	modern technologies								
Outcome 5: Promoted environment committees, school clubs, school greening initiatives and other institutions									
Output 1: Environment committees, school clubs, school greening initiatives and other institutions promoted									
Create school clubs in all schools, school greening initiatives in all schools and other institutions	Number of school clubs and other institutions greening initiatives created	76	8	15	15	15	15	List of club created	Environmenta l clubs well operational
Build capacity of all environmental committees and clubs	All committee and club members trained.	14	15	15	15	15	16	Reports	Clubs well trained
Outcome 6: Sustainable and land use in Huye district ensured through land use planning and mapping									
Output 1: Increased registered land and land administration in Huye district									
Connect Huye district to LAIS	Land related services provided	-	0	Huye District connecte	-	-	-	Report on connection to LAIS	Computerized land services

	through LAIS			d to LAIS					
Train staff in charge of land and environment in land and environment management	Number of staff trained	0	1	1	1	1	1	Report training	Training will be well organized
Introduce Land Administration Information system within land unit department	In one year the software is operational	0	1	0	0	0	0	Report on the new system	The software solves many land related problem

Table 16: Public Finance Management

Goal/Impact : Transparent Public Finance Management									
Activity	Indicator	Baseline 2012/13	Target 2013/14	Target 2014/15	Target 2015/16	Target 2016/17	Target 2017/18	MEANS OF VERIFICATION	ASSUMPTIONS
Outcome1: Cleaned AGO recommendations in all administrative areas									
Output 1: AGO recommendations well implemented									
Implement AG recommendations	Rate of implementation of the AG recommendations	86%	98%	100%	100%	100%	100%	Reports on the recommendation allocations	Recommendations well implemented
Organize training on accounting and public finance management, expenditure and planning	Number of trainings conducted	4	4	4	4	4	4	Reports	No funds for this action
Output 2: All District assets and tax payers files are regularly updated									
Register all	All assets	1	1	1	1	1	1	Reports	No funds for

district assets for a proper use	registered								activity
Register all Huye district tax payers to reduces irregularities	All tax payers registered and regularly updated	1	1	1	1	1	1	Reports on available	No expertise in producing these documents
Organize regular tax payers meetings	One meetings organized per year	1	1	1	1	1	1	Reports	Meetings successfully organized
Organize regular trainings on government funds use	All financial stakeholders trained	4	4	4	4	4	4	Reports on training organized	Trainings well conducted

Table17: Financial Sector development

Goal/Impact: Improved economy and welfare in Huye community									
Activity	Indicator	Baseline 2012/13	Target 2013/14	Target 2014/15	Target 2015/16	Target 2016/17	Target 2017/18	MEANS OF VERIFICATION	ASSUMPTI ONS
Outcome1: Increased saving in SACCOs, MFIs and banks									
Output 1: Access to finance increased									
Mobilize the community on the advantages of saving in financial institutions	100% of adults have an account in financial institutions	70%	75%	80%	90%	95%	100%	Reports on people with an accounts in banks or MFIs in the district	Mindset problem and poor people who don't have money
Sensitize banks and MFIs to provide good service to its customers	Customer satisfaction increased to 100%	70%	75%	80%	85%	92%	100%	Reports on the customer care in banking institutions	Banking staff caress in customer care
Strengthen access to finance forum	Increased proportion of people with access to finance	60%	70%	75%	80%	85%	95%	Reports	People fear to open an account in banks
Promote tontine to	People in	10%	15%	20%	34%	38%	40%	Reports on people	Finance not

increase financial capacity of Huye citizens	village join tontines at 40%							joined tontines	well managed in tontines
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Table 18: Justice, Reconciliation, Law and Order

Goal/Impact: Excellent service to the people									
Activity	Indicator	Baseline 2012/13	Target 2013/14	Target 2014/15	Target 2015/16	Target 2016/17	Target 2017/18	MEANS OF VERIFICATION	ASSUMPTIONS
Outcome1: Improved unit and reconciliation in the district									
Output 1: Criminal and discrimination cases reduced									
Organize unit and reconciliation campaign	Number of campaigns organized each year	2	2	2	2	2	2	Report on campaigns organized	campaigns well conducted
Organize youth campaigns to fight genocide ideology	Number of campaigns organized in each sector of Huye district each year	0	2 per annum	Reports on the campaigns conducted	Campaigns well conducted				
Train mediators (Abunzi)	Number of trainings conducted	1	1	1	1	1	1	Report of trained mediators	Mediators are very important in the local society

committees at the cell level									
Sensitize the community to involve mediators in their misunderstandings	Number of sensitization campaigns organized	1	1	1	1	1	1	Sensitization well conducted	Mediators intervene in the community misunderstanding
Encourage population especially women to participate in decision making organs	At least 50% of women participate in decision making at all level (from the village to the District level)	18%	25%	32%	39%	45%	50%	Report s	Mindset and poor campaigns on the side of women
Construct and rehabilitate genocide memorials in	Number of Genocide memorials built and	13memorials available	1 memorial rehabili	1 memorial built	1memoria 1 rehabilitated	0	1 memorial rehabilitated	Reports on the Genocide memorials built and rehabilitated	Genocide memorials well treated

Huye District	rehabilitated		tated						
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Table 19: Decentralization sector

Goal/Impact: Excellent service to the people									
Activity	Indicator	Baseline 2012/13	Target 2013/14	Target 2014/15	Target 2015/16	Target 2016/17	Target 2017/18	Means of verification	Assumptions
Outcome1: Improved good governance and service delivery									
Output 1: Good governance and service delivery improved									
Promote accountability and transparency culture in governance and service delivery	Huye district staff well trained in transparency and accountability	1	1	1	1	1	1	Report on the training conducted	Trainings well conducted
sensitize population especially women to participate in decision	Number of meetings held	2	2	2	2	2	2	Report s	Mindset and poor campaigns on the side of women changed

making organs									
Decentralize decision making at the low level	100% participation in all developmental decisions	100%	100%	100%	100%	100%	100%	Report s on decisions made with community participation	Welcomed participatory decision making
Build and equip cells offices in the whole district	Number of cells with offices	26 cells built	51 cells to be built	32 cells equipped	34 cells equipped	10 cells equipped	0	Reports of the offices constructed and field visits	All cells well built
Capacity Building for Huye district staff in their area of work	Number of staff trained	70%	90%	100%	100%	100%	100%	Report of the staff trained	Training don't increase staff performance
Build a women's house in Huye town	House built	0	0	Plot identified	Construction activities started	Construction activities continued and finished	0	Report on the building	Women's house is helpful to them

Annex 3: Priority actions matrix

Sector	DDP Priority outcome Indicator	Priority action Description	Priority action 2013/14	Priority action 2014/15	Priority action 2015/2016	Priority action 2016/2017	Priority action 2017/2018
Agriculture	Increase marshland irrigation by 519 Ha	Irrigate 104 ha each year	Establish a calendar on the irrigation plan and start irrigation on 104 ha	Irrigation of 104 ha	Irrigation of 104 ha	Irrigation of 104 ha	Irrigation of 104 ha
	Increase hillside irrigation by 260 ha	Increase hillside irrigation	Buy irrigation facilities and irrigate 50 ha at the beginning	60 ha irrigated	70 ha irrigated	80 ha irrigated	100 ha irrigated

	livestock output increased	industries	processing industries and build 2 this year	processing industries and build 2 this year	processing industries and build 3 this year	processing industries and build 4 this year	and build 6 this year
	Agriculture and livestock trade fairs well organized	Prepare a good location for the agriculture and livestock trade fair	Organize one agriculture and livestock trade fair	Organize one agriculture and livestock trade fair	Organize one agriculture and livestock trade fair	Organize one agriculture and livestock trade fair	Organize one agriculture and livestock trade fair
	Women play key role in professional farming activities.	Big number of women trained in professional farming.	Improve women skills in farming	Sensitize men on the importance of women participation in professional farming	Train women in professional farming and organize women study tours in and outside Huye	0	0
	Increased livestock in Huye district	Doubled livestock production in Huye district	Increase livestock like cows, goats, pigs through existing government	Train animal farmers on modern farming to increase	Assist animal farmers to get improved food and other nutrients to	Train animal farmers (cows) on milk handling from the milking to consumption	Organize study tours for farmers to get more animal farming skills from different professionals in and

			programs and local population exchange of livestock	animal productivity (like keeping animal food during dry season etc).	increase production per animal and improve animal genetics	time. Train vets and facilitate their transport to assist breeders	outside the country
	Increased production on district selected crops	Production of selected crops increased.	Mobilize the population to consolidate land	Consolidate land to use for selected crops production	Increase coffee production in Huye district	Improve current crops to get an improved harvest	Increase of research on selected crops to increase the harvest
Private Sector	Private sector contribution to the GDP increased	Increased number of business people	Organize business plan competitions at the district level and fund the best business plans thru RDB/MINICOM	Make a follow up, provide advices and technical training to the new businesses starters on how to access funds	Create a youth entrepreneurship center in Huye district	Advocate for women cooperatives to access funds	Construction of modern markets in all sectors of Huye district (for urbanization)
	Added value for products and services delivered	Micro-processing industries for	Review district laws, policies and regulations	Sensitize investors to build micro-	Build an industrial park for Small,		

	in Huye district.	agriculture and livestock output increased	where possible to attract investors	processing industries	Medium and Big Enterprises in Huye district		
	High customer satisfaction level in Huye district	Customer service well delivered in Huye district	Conduct survey on the service delivery and customer satisfaction levels in Huye businesses	Train both district and private business staff on customer care.			
	Developed tourism industry at the national level	Tourism sites rehabilitated and creation of new touristic sites in the district	Identify and Promote development of tourist attractions to extend the tourism circuit	Develop and improve infrastructure that will attract investors into the sub-sector;	Preservation of cultural heritage of the local community		
Energy	Increased number of Rwandan population using	Electricity supplied to many HHs in the districts'	Identify new electricity lines as per new proposed village	Sensitize HHs in grouped settlements and small towns to	Supply electricity to HHs located in villages and	Supply electricity to HHs located in villages and small towns in the	Continue to supply electricity to HHs located in villages and small towns in the

	electricity	villages	sites	get connected to electricity	small towns in the district	district	district
	Reduced use of biomass energy sources	Environmental friendly energy used	Sensitize people on environmental friendly energy and Install solar and biogas energy in the HHs	Sensitize people on environmental friendly energy and Install solar and biogas energies in the HHs	Install and maintain solar and biogas energy already installed in the HHs	Install and maintain solar and biogas energy already installed in the HHs	Create maintenance strategies of the installed biogas and solar energy infrastructure
	Improved physical energy infrastructures	Physical energy infrastructures improved	Study the best option to provide cheap energy to HHs	Sensitize private institutions to invest in energy supply businesses to disseminate energy faster all over the district	Build more energy power sources to transform the cooking system in Huye district HHs	Build more energy power sources to transform the cooking system in Huye district HHs	Build more energy power sources to transform the cooking system in Huye district HHs

Transport	Improved transport infrastructure to ease exchange of commodities within and with neighboring districts	Sectors and bordering districts networking roads constructed	Conduct a survey on the current Huye infrastructure status and start tarmac Huye town roads	Continue tarmac activities in Huye town roads	construct non constructed roads, feeder-roads and bridges in the district	Sensitize development partners to contribute in infrastructure development in Huye district	Maintain old roads and bridges in Huye district
Water and sanitation							
	Increased water supply coverage in Rwandan rural areas	HHs using clean water increased in the district	Design water supply projects in Huye district.	Select priority areas to start water supply activities	Start distributing water in villages and small towns	Continue to distribute water in villages of Huye district	Continue to distribute water in villages of Huye district
	Well established maintenance of rural area water supply	Rural area water supply infrastructure well maintained	Update a database with all water sources in Huye district and develop a water	Develop a maintenance plan of water infrastructure in Huye district	Develop a maintenance plan of water infrastructure	Develop a maintenance plan of water infrastructure in	

	infrastructure.		infrastructure maintenance policy		in Huye district	Huye district	
	Increased coverage of sanitation in HHs	HHs with sanitation in and/or near their houses increased	Identify the current HHs without or with old sanitation	Sensitize HHs to build their own sanitations and the district helps those unable	Sensitize people to construct kandagirukarabe in their HHs and common places like schools, Markets, health centers	Monitor the use of available sanitation in the district	
	Construction of public toilets in common places like schools, markets, health centers and in other public places	Public toilets constructed in all schools, markets, health centers and other public places	Identify schools, markets, health centers and other public places without or with no sufficient toilets	Plan how toilets will be constructed where they are not sufficient and in all new public buildings	Start building public toilets where there are not sufficient	Continue building public toilets where they are needed.	Continue building public toilets where they are needed.

Urbanization	All the housing infrastructure constructed as per the environment Policy and Urbanization master plan in Huye towns	All buildings constructed as per the existing master plan	Making building plots available and Demarcation of District Urban Boundaries	Rehabilitation of the existing buildings and removing asbestos	Rehabilitation of the existing buildings and removing asbestos	Rehabilitation of the existing buildings and removing asbestos	
		A modern Taxi park constructed in Huye town	Selection and approval of appropriate location for Taxi park	Start construction activities of the taxi park	Taxi park activities continued	Construction activities finished	
	Improved constructions of liquid and solid waste treatment facilities for urban centers;	Landfill constructed in Butare town	Upgrading of sewer systems in urban centers	Upgrading of sewer systems in urban centers	Upgrading of sewer systems in urban centers		
	Constructed	Start the	Start the	Start the	Start the		

	affordable grouped settlement	construction of affordable grouped settlements	construction of affordable grouped settlements	construction of affordable grouped settlements	construction of affordable grouped settlements		
Health	Improved access to health services by all population	Access to health services in Huye district increased	Build health centers in the sectors which do not have them	Sensitize the population on the benefits of Health insurance schemes	Assist poor people/HHs to get insurance scheme		Reduced maternal and child deaths and improved nutrition services (Indicator)
	Improved health provision at the country level	Well trained health HR and equipped hospitals and health centers	Identify skills and materials gaps in health sector in the district	Start training in the areas where there are high skills gaps	Buy medical equipments which are highly needed		
	Reduced non communicable diseases	Non communicable diseases decreased in Huye district	Conduct a survey to know the type of non communicable diseases found in	Sensitize the population to prevent against those diseases	Teach citizens to take a complete meal and reduce the use of alcohol	Organize events through which messages on NCDs will be delivered	

			Huye district		and tobacco		
	Reduced maternity rate	Family planning services availed in public and private health services	Sensitize the population on the importance of FP services.	Sensitize the youth on family planning services to avoid unwanted pregnancies.			
	Improved accessibility to nutrition education services	Nutrition education services increased in the district population	Sensitize people on the adoption of the kitchen gardens and other community based interventions	Sensitize people to consume fortified type of foods	Assist poor families to get fortified foods from the health centers		
Educatio n	Enhanced teaching capacity at all education levels i.e. from pre-primary to	Teaching delivery level increased in Huye district	Creation of a database of all teachers and their qualifications in	Identification of the quality teaching gaps in all the schools located	Start providing quality and relevant education to	Provide quality and relevant education to teachers and send some few out of	

	higher learning levels.	schools.	the district	in Huye district	teachers	the country according to the needs and financial capacity	
	Improved teachers' leaving standards.	Teachers' leaving standards upgraded	Sensitize teachers to create micro businesses that can increase their incomes through cooperatives	Strengthen teachers business cooperatives through capacity building	Increase the Umwalimu SACCOs capital	Build houses for primary and secondary schools teachers	
	Well equipped schools that teach science and technology.	Schools that teach science and technology equipped	Identify all schools that teach science and technology in the district and equipments needed	Build laboratories where needed	Build libraries and equip them	Provide computers to all science and technology schools	Train science and technology teacher in Science and IT
	Achieved twelve years basic education.	Twelve years basic education	Sensitize parents to register their children school	Sensitize citizens for the mind change	Start Early Childhood Development	Assist financially poor HHs to educate their	

		achieved 100%.	up to 12 years education	on children education	(ECD) at the cell level (How many will be built in 5 yrs)	children beyond the school fees	
Social protection	Improved welfare of families headed by disabled people	Lives of families with disabled people Improved.	Identify different disability categories	Assist those with serious disabilities	Form cooperatives of disabled people	Financial assistance to serious disabled people	
	Improved lives of extreme poor people.	Extreme poor peoples' lives improved	Identify the current extreme poor people in Huye district and possible ways of assistance	Create new ways of assisting poor people in addition to existing ones	Organize forums for poor people to brainstorm on the activities that can improve their lives	Sensitize poor people to join cooperatives and financial institutions	Employ poor people in available big projects
Productivity and Youth employm	Reduced youth unemployment	Youth employment increased.	Create good business environment in the district.	Train youth on SMEs creation and management especially	Assist young people to access finance to start SMEs both young	Youth employment and economic empowerment;	

ent				those who did not get chance to access secondary or university education	men and women		
	Decreased number of youth involved in the drug abuse	Youth involved in the drug abuse reduced	Develop a policy(ies) to fight against youth drug abuse at the district level	Sensitize young people on the consequences of drugs	Assist the youth to create their own jobs which would stop them from taking drugs		
	Increased youth awareness on the sexual reproductive health	Youth awareness on the sexual reproductive health increased.	Sensitize young people on sexual reproductive health, patriotism and moral values	Sensitize youth on the use of condom and other family planning facilities to fight against transmissible diseases like			

				HIV/AIDS and unwanted births			
	Increased youth patriotism and moral values	Patriotism and moral values increased in the Rwandan youth	Sensitize youth on discipline, tolerance and gender equality	Promotion of values like Agaciro Kanjye, patriotism and peace building.	Instill among youth a spirit of volunteerism		
Information Communication and Technology	Improved local government operational efficiency	Huye districts' offices well equipped with appropriate ICT infrastructure and applications	Install the appropriate ICT infrastructure and applications in Huye districts offices.	Train local government staff in utilizing installed technologies for a better service delivery			
	secured ICT assets wherever they are deployed	ICT Infrastructure secured and well	Conduct cyber security awareness	Train staff in ICT security and			

	country wide	maintained in Huye district	campaigns and trainings in Huye district	maintenance.			
	Developed ICT Skills in large number of Rwandan population	ICT well knowledgeable personnel increased	Conduct ICT skills assessment,	Incorporate ICT Professional certification courses in the teaching curriculum for secondary schools of Huye district.	Enforce public servant ICT certification in Huye district	Provide ICT infrastructure and connectivity to all public schools in the district	Carry out teacher trainings in basic ICT skills
Environm ent and natural resource	Marshland areas well conserved		Conducting expertise for buildings to be relocated	Relocation of building in Busoro center	Relocation of building in Rwabuye center	0	Relocation of industries building in Rwabuye
	Planted trees and grass for environmental	Well protected environment in Huye district	Prepare 14 tree nurseries	Plant 120,000 trees	Plant 140,000 trees	Plant 170,000 trees	Plant 200,000 trees

	management						
	Construction of modern waste landfill with facility of wastes recycling	Modern wastes landfill constructed	Landfill site expropriation	Landfill compartments sorting and construction one of biodegradable wastes	Construction of liquid wastes compartment	Construction of solid wastes compartment	Installation of machines for wastes recycling
	Building capacity and strengthening environment committees in the district	Increased ownership of environment policy and regulations in the community	Training of Sector and Cell environment committees on the environment organic law	Internalisation of the right ,obligation and penalties of the environment law in the curriculum of the environment committees			
	Financed environment and climate change	Climate change mitigation projects	Environment protection and Climate change	-	Environment protection and Climate	-	Environment protection and Climate change mitigation project

	mitigation projects in the district	implemented in the district	mitigation project applied to the FONERWA		change mitigation project applied to the FONERWA		applied to the FONERWA
Public Finance Management	AGO recommendations implemented in the public institutions	Reduced Audit mistakes or errors against AGO recommendations in the District institutions	Assessment of the repeated mistakes in from the Auditor Generals' reports and challenges that district staff face.	Training of the technical staff on updated accounting, Finance, procurement and HR management skills.	Train district top level management on basic management skills	To establish a forum for finance directors of public institutions in the district and Sector Executives (District, Hospitals, Health center)	
	Assured coverage of all public assets and tax payer in the district	List of assets and tax payer available	Updating list for each assets and tax payer and registration of all business old over one year and tax collection	List update and tax collection			

Finance Sector development	Increased loans to MSMEs	Loans to MSMEs increased in Huye district	Encourage youth to undertake financial profitable activities.	Train the youth to detect business opportunities in the surrounding areas	Encourage banks to go in the village to sensitize people to do business		
	Increased capacity for Umurenge and Umwalimu SACCOs and MFIs to be able to lend money to its customers	Financial capital for Umwalimu and Umurenge SACCOs and MFI in Huye district increased.	Identify the challenges that SACCOs and MFIs face in Huye district.	The district intervenes in the management of SACCOs and MFIs to avoid mismanagement	Create partnership between SACCOs and Private Financial Institutions	Organize access to finance forums	
Justice, reconciliation, law and order	Enhanced safety, law and order maintained and adherence to human rights	Detention facilities and conditions improved	Survey on safety status prisons in the districts' prisons and social reintegration of	Implementation of the results from the survey on the prison status and	Implementation of the results from the survey on the prison status and	Implementation of the results from the survey on the prison status and reintegration of prisoners	Implementation of the results from the survey on the prison status and reintegration of prisoners completing their detention (100%)

			prisoners completing detention identified	reintegration of prisoners completing their detention (25%)	reintegration of prisoners completing their detention (50%)	completing their detention (75%)	
	Improved crime prevention capacity	Improve crime prevention mechanisms	Train staff in crime prevention strategies and provide professional equipments to them	Reduce serious crimes committed in Huye district	Keep criminal records in the district files professionally	To reward people who point out injustice and corruption incidents in Huye district	
	Improved community participation and awareness of crime prevention	Conduct meetings with local leaders, establish anti-crime clubs and capacity building for improved community	Reduce crimes through the partnership with the community and implement the reduction of gender based violence	Reduce crime levels			

			participation	through GBV clubs/committees			
	Promoted rule of law, accountability & competitiveness	Anti-injustice and anti-corruption mechanisms strengthened	Conduct a survey on the status on injustice and corruption in the district	Organize campaign to fight against injustice and corruption	Punish injustice and corruption in public in organized meetings at the cell levels		
	Universal access to quality justice strengthened	Justice delivery at local level reinforced	Resolve community disputes before they go to court and introduce justice sector district committee in Huye district	Increase positive perception of Abunzi justice			
	Implemented legal aid policy	Legal aid policy established and	Reinforce legal aid policy and	Establish and budget for	Organize lawyer	Increase lawyer representation in	Decentralize legal representation reach the

		implemented	increase MAJ in the district	Legal Aid fund	representation in the court cases especially women and children	the court cases especially women and children	cell level
Decentralization	Improved service delivery in Central and Local government	Service delivery in Huye district improved	Identify weaknesses in good service delivery in the district	Institutionalize timely service delivery in the district	To train district and private sector on customer care	Provide service at a satisfactory level (reach more than 80%)	
	Harmonized and well-coordinated capacity building interventions to address local needs.	Capacity building plans to address local needs well coordinated and harmonized.	Develop capacity building plans in the district	Collect capacity building funds and start training district staff	Continue to develop the district staff delivery capacity in all areas		
					Limited skills for better service delivery	District and business community capacity building	Reach 80% customer satisfaction (Source: 7 YGP)

					(Public sector is 74.4%, Private Sector 51% RDB report, 2012)	for better service delivery	
			Fight against corruption strengthened (Source: 7YGP, Rwanda needs to come among 10 top countries worldwide to fight against corruption)		Involving the local community in the district planning process		