GISAGARA DISTRICT DEVELOPMENT STRATEGY (2018-2024)

August, 2018

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ABBREVIATIONS

Abbreviation	Description
12YBE:	Twelve Year Basic Education
AIDS	Acquired Immunodeficiency Syndrome
AOS Ltd	African O11eh Services Ltd
AR	Administrative Reports
ASSA	Agriculture Survey SeasonA
ASSB	Agriculture Survey SeasonB
ATM	Automatic Teller Machine
BDF:	Business development Fund
BPR:	Banque Populaire du Rwanda
CCAs:	Cross-Cutting Areas
CEPGL:	Economic Community of the Great Lakes Countries
CESB:	Development and Employment Services Board
CHBI:	Community Based Health Insurance
COMESA:	Common Market for Eastern and Southern Africa
CPEM	Cell Plan for Elimination of Malnutrition
cPW	Classic Public Works
CRC	Community Response Card
CVDs:	Cardiovascular Diseases
DDP:	District Development Plan
DDS:	District Development Strategy
DHS5:	Fifth Demographic Survey
DPEM	District Plan for Elimination of Malnutrition
DS:	Direct Support
EAC:	East African Community
EAR:	Eglise Anglican au Rwanda
ECCAS:	Economic Community of Central African States
ECD:	Early Child Development
EDPRS 1:	First Economic Development and Poverty Reduction Strategy
EDPRS 2:	Second Economic Development and Poverty Reduction Strategy
EIA	Environment Impact Assessment

EICV 4:	Fourth Integrated Household Living Conditions Survey
EICV 5:	Fifth Integrated Household Living Conditions Survey
ePW	Expanded Public Works
F&MHH	Female and Male Headed Household
FBO	Faith-Based Organizations
FHH	Female Headed Household
FI	Financial Institution
FinScope	Financial Inclusion Survey
FS:	Financial Services
GABI	Gisagara Agri Business Industry
GBS	Gender Budget Statement
GBV:	Gender Based Violence
GER	Gross Enrolment Rate
GLAI:	Great Lacs Advocacy Initiatives
HH:	Household
HIV	Human immunodeficiency
ICPC	Integrated Craft Production Center
ICT:	Information and communication Technology
IDP:	Integrated Development Programme
IFMIS:	Integrated Financial Management Information System
IGAs:	Income Generating Activities
JADF:	Joint Action Development Forum
LED:	Local Economic Development
LFS	Labour Force Survey
LLIN:	Long-Lasting Insecticidal Net
LODA:	Local Administrative Entities Development Agency
MAJ	Maison d'Access à la Justice
MHH	Male Headed Household
MINAGRI:	Ministry of Agriculture
MINALOC:	Ministry of Local Government
MINILAF	Ministry of Land and Forest
MoU	Memorandum of Understanding
MSME	Micro, Small and Medium Enterprise
MTEF	Medium Term Expenditure Framework

NCDs:	Non Communicable Diseases
NEP:	National Employment Programme
NER	Net Enrolment Rate
NGOs:	Non-Governmental Organizations
NIP:	National Investment Policy
NR:	National Road
NISR:	National Institute of Statistics
NST1:	National Strategy for Transformation
PPD	Project Profile Document
PRSP I:	Poverty Reduction Strategic Plan
PSF:	Private Sector Federation
PW	Public Works
RBS	Rwanda Bureau of Standardization
RSSB:	Rwanda Social Security Board
RSSP:	Rural Sector Support Project
SAP	Single Action Plan
SD:	Service Delivery
SDG:	Sustainable development Goals
SMEs,:	Small and Medium Enterprise
SPEM	Sector Plan for Elimination of Malnutrition
SSF:	Single Stream Funding
STI	Sexually Transmissible Infections
SSP:	Sector Strategic Plan
SWOT	Strength, Weakness, Opportunity, Threat
SYB	Statistical Year Book
TB:	Tuberculosis
TSSs:	Technical Secondary Schools
TVET:	Technical and Vocational Educational Training
VSO:	Voluntary Service Overseas
VSL:	Village Saving and Loan
VTCs:	Vocational Training Centers
VUP:	Vision 2020 Umurenge Programme
WHO:	World Health Organization
YEGO	Youth Empowerment for Global Opportunity

0 Executive summary

In the perspective to contribute to NST 1, Gisagara District elaborated its DDS as its medium term development strategy for 2018-2024. With a prevailing participatory approach at every stage, it gathered priorities from community and was informed by NST1 and other orientation documents at National level. It captured also unfinished businesses from DDP 2013-2018 and ongoing Vision 2020 targets.

Vision

Basing on contribution that Gisagara District wishes to realize to NST1, considering its potentialities and opportunities, Gisagara District has assigned itself the following vision: "**become an agro-processing hub**" to enhance descent jobs creation, graduation of population from poverty and service delivery leading to satisfaction of population. Under this vision, District wishes to be referential source of crops and pigs processed products source for national and regional market.

Mission

The mission of Gisagara District is coordination of District development and provision of services to its citizens in the legally defined framework. District intends to improve the service delivery by complying with timelines and quality standards defined by the government.

For the District to realize its vision and mission in line with contribution to NST1, this DDS compiles identified challenges and proposes key relative interventions as a result of District SWOT analysis through the 16 NST1 Sectors divided into three pillars which are economic transformation, social transformation and transformational governance.

Regarding economic transformation pillar, it focuses on agriculture and livestock production as a booster of District economy through sustainably supplying raw materials for processing units, trading and tourism. Creation of decent jobs resulting from interactions of these activities is supported by increase of capacity building of female and male graduates from TVET, youth friendly centres and ICPCs and by financial supports given to start up MSMEs and SMEs. This will contribute on reducing unemployment rate

in the District which stands at 8.3%[1]. Viable transport facilities and protection of environment will be promoted to enhance sustainable creation of income generating activities for all socio-economic inclusive categories of District population.

Under social transformation pillar, according to EICV5 (2016/17), Gisagara is with high level of poverty: 55.6% were under poverty line while extreme poverty stood at 25.6% against 38% and 16% at national level respectively. In order to tackle on this issue, this DDS focuses on strengthening social protection programs including providing holistic package for graduation from poverty: DS, FS, PW and livestock, eliminating children malnutrition with emphasis on stunting, blocking new falling into poverty with emphasis on vulnerable genocide survivors, households affected by human security issues, persons with disabilities and households with vulnerability to disasters. It focuses also to increase productive skills of population through ensuring access to education at all level and use of ICT. It increases access to quality health services with focus on quality service delivery and use, increase of health facilities and upgrading old ones. Finally, it enhances dwelling into modern household: planned settlement, access to electricity, clean water and sanitation facilities as well as ICT to all to respond to dwelling basic needs satisfaction.

Transformational Governance pillar focuses on shifting up the level of satisfaction of population to 80% from 65.7% identified in 2017[2], through effective resolution of citizens 'complaints, effective justice for all and increased participation in all levels of planning, budgeting and Imihigo , fighting GBV and corruption. It also plans organizational and individual capacity building to work environment of both male and female staff and District clients through upgrading offices and provision of necessary logistics and ICT.

The planned interventions in six years will cost the District around 148,753,062,000FRW with a great part financed by stakeholders. Implementation framework of this DDS is based on annual action plans, strengthened by annual budgets and Imihigo, measured with annual assessments and one midterm evaluation.

[1] NISR, 2017, Rwanda Labour Force Survey report
[2] RGB, 2017, Rwanda Citizens Report Card

Chapter 1: General introduction

The Government of Rwanda has developed the National Strategy for Transformation (NST1) to support the implementation of the remaining two years of the vision 2020 and the first four years of the vision 2050. Gisagara District Development Strategy (DDS) is a medium-term development framework elaborated in line with this National Strategy for the period of six years (2018-2024). It contains strategies that guide development interventions by different stakeholders of the District. This chapter introduces mainly the DDS document and narrates about its context, its aim and objectives, its alignment with national planning framework and its structural organization.

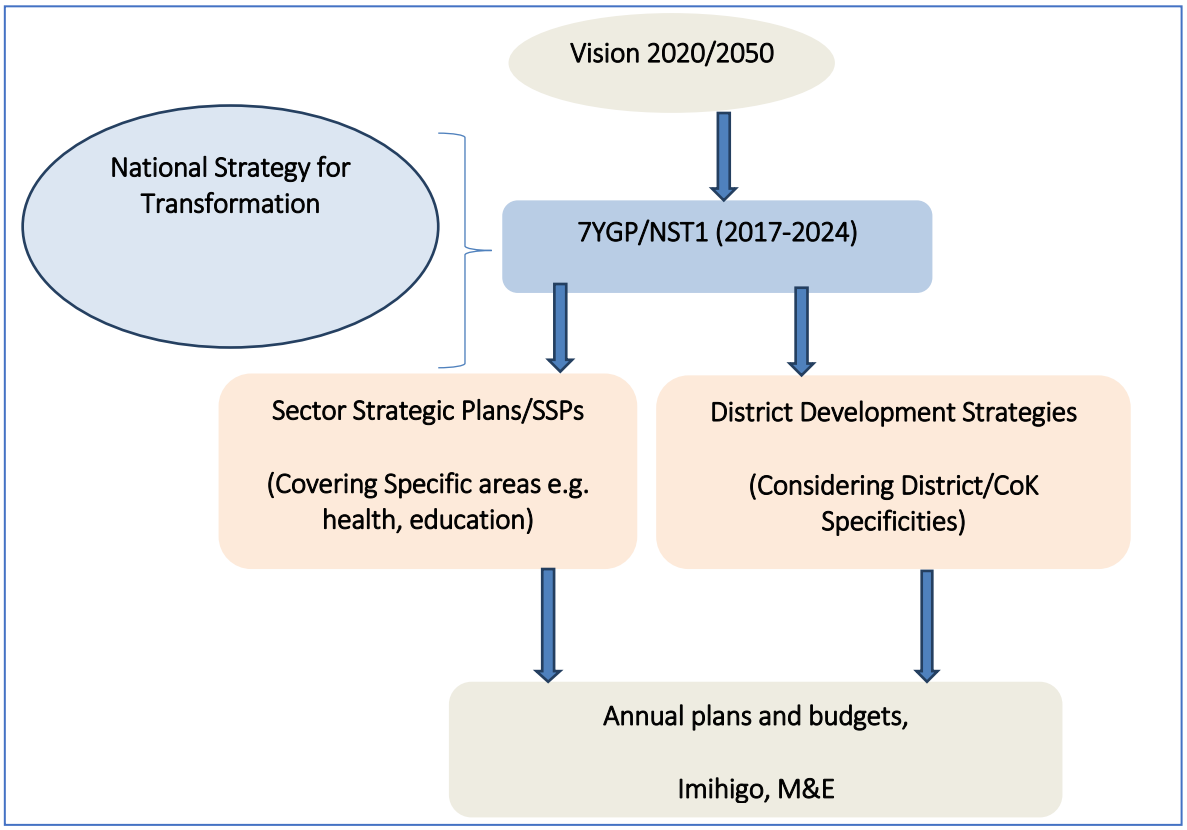
1. 1 Context and Purpose of the DDS

As introduced above, the DDS is aligned with other national development policies documents such as SSPs, Vision 2020, Vision 2050, and NST1 (2017-2024) as well as global and regional commitments including the Sustainable Development Goals (SDGs), the EAC Vision 2050 and the African Development Agenda 2063. Its elaboration was based on District population aspirations and guided by objectives and targets planned in these documents.

As NST1 is including orientations of vision 2050 to lead Rwanda to become an upper middle-income Country by 2035 and a high-income country by 2050 with an annual Gross Domestic Product (GDP) per capita of 4,035$ and 12,476$ respectively. Vision 2050 and to achieve Sustainable Development Goals by 2035 aspirations focus on five broad priorities: (i) High quality and standards, (ii) Developing modern infrastructures and livelihood, (iii) Transformation for prosperity, (iv) Values for Vision 2050 and (v) International cooperation and positioning. Gisagara DDS was elaborated also in that regard to contribute to achievements of those objectives at the District level. For this, it first captures population's aspirations for development, efforts to complete relevant unfinished targets from DDP under EDPRS 2 and ongoing Vision 2020 targets. It takes basis on participatory analysis of existing strengths and opportunities that offer potential orientations of interventions and weakness as well as threats to be transformed into positive utilities for increasing production and productivity, social welfare and increased satisfaction of population on service delivery.

The figure below demonstrates the development planning framework of both Vision 2050 and NST 1, SSPs and the place of DDS.

Figure 1: Planning framework of Vision 2050, NST1, SSPs and DDS



Source: The Development Planning Framework for Vision 2050 and NST1 (MINECOFIN, 2017)

1.2 Elaboration Process of DDS

Aligning from NST1, the DDS focuses on three Pillars namely: Economic Transformation, Social Transformation and Transformational Governance.

The elaboration of the DDS was a fully participatory process since the beginning, where awareness and ownership of it was raised among the District actors and stakeholders composed of District Council, JADF, NYC, NWC, NCPD, PSF, Faith-based organizations, District staff and the Community from the Village level. Throughout the process, primary and secondary data collection methods were used to gather important and needed information. In this regard, secondary data were collected through desk review of existing documents such as EICV4, EICV5, DHS5, Establishment Census, Seasonal Agriculture

surveys, Gisagara DDP 2013-18, Gisagara LED Strategy, Gisagara District Potentialities, annual imihigo reports and annual activity reports together with National orientation documents such as NST1, Vision 2020, Vision 2050, NLRs and National Dialogues Resolutions as well as the regional and global commitments. On the other hand, primary data was collected through an interactive process of awareness creation, consultative meetings with the population from the village level up to the District level, training workshops with the District staff and District JADF members.

1.3 Short Description of the contents of each chapter of the DDS

The District Development Strategy is divided into six chapters as follow:

The first chapter introduces the whole document, context and purpose of DDS elaboration in framework of meeting NST1 objectives. The second chapter narrates about the District profile: geographical location and social and economic context. It also presents an overview of District population, District achievements and its SWOT analysis (strengths, weakness, opportunities and threats), which helps in projecting the District development in future six years. The third chapter focuses on interventions to enable District contributes to NST1 objectives, it identifies main issues at District level and highlight District priorities in each NST1 Sectors and strategic interventions. It presents also in detail the methodology that was used during the data collection, tools used and the involvement of different stakeholders from the Village level up to District level. Chapter Four presents a synoptic linkage of projected interventions in result chain manner. Using a logical framework, it presents inter-linkage between expected positive changes in population welfare in economic transformation, social transformation and transformational governance NTS1 pillars. It also anticipates required conditions for realization and projects how and where progress will be observed. Chapter Five deals with descripting of how implementation is proposed to be done to enhance realization of DDS objective. It also presents key responsibilities as well as their roles in implementation of this DDS. Chapter Six looks at feasibility of objectives planned in DDS by presenting costs of key vectors of implementation of DDS.

Chapter 2: Overview of the District

This chapter presents shortly the District situation. That is its geography, socio-economic and environment characteristics, the District's achievements during the implementation of DDP (2013-2018), Gisagara District potentialities and SWOT analysis.

2.1. District profile

2.1.1. Geography

Gisagara District is in Southern Province and covers an area of 678.9sqkm. It is subdivided into 13 Sectors: Gikonko, Gishubi, Kansi, Kibilizi, Kigembe, Mamba, Muganza, Mugombwa, Mukindo, Musha, Ndora, Nyanza and Save, into 59 Cells and into 524 villages. It is bordered in the South and East by the Republic of Burundi, in the North by Nyanza District, and in the West by Huye and Nyaruguru Districts. Its headquarters is Ndora and its urban master plan covers a surface that links three Sectors: Save (Gatoki and Rwanza Cells), Ndora (Cyamukuza and Gisagara cells) and Kibilizi(Kibilizi, Ruturo and Muyira cells). The figure presented below demonstrates the District geographical location.

Regarding the District temperate climate, it has succession of irregular seasons which vary to rainy to dry seasons: Season A starts in September and ends in December, is characterized by many rains especially in December. Season B that starts in January and ends in June has many rains in April. Season C which is a dry season starts with July and ends with September. Average annual temperatures generally oscillate around 20^0c with amplitudes changing between 15^0c and 20^0c and annual rainfalls of about 1200 mm.

The District hydrography is made up two rivers: Akanyaru rivers which surrounds Gisagara on 80km to boarder Rwanda and Republic of Burundi and Migina that boarders District with Nyaruguru and Huye Districts on west side. In District, springs give stream that flow down to these rivers.

Figure 2: Localization of Gisagara District

Source: District archives

2.1.2. Socio-Economic Environment

In 2012, Gisagara population was 322,5063 (NISR, GRH 2012). By applying the population growth rate of 2.1% to that one identified in 2012, population in 2017 is estimated at 358,151 people: where 191,067 (53.35%) are female and 167,084 (46.65%) are male[4]. These data are not far different from those one identified by ECIV5 in 2016/2017: District population in was 348,558; where 162,809 (46.7%) were male and 185,749 (53.3%) were female[5] nor data resulting from ubudehe survey in 2017 where population is 340,898 living in 81,451 households where 29,069 (35.7%) are female headed and 52,382 (64.3%) are male headed[6] and that population is as follows, distributed according to sectors and ubudehe categories.

[3] RGP, 2012
[4] District estimations, 2017
[5] NISR, EICV5 2016/2017, Youth thematic report, December 2018
[6] Gisagara, ubudehe 2017

Gisagara District population in 2017[7]

SECTOR	CATEGORIES				Total Count of Population
	1	2	3	4	
	Count-Population	Count-Population	Count-Population	Count-Population	
Gikonko	6,047	7,805	10,857	15	24,724
Gishubi	7,828	10,416	8,319		26,563
Kansi	4,802	6,642	8,950	1	20,395
Kibirizi	6,855	8,594	10,551		26,000
Kigembe	5,240	8,596	7,952	7	21,795
Mamba	9,039	10,802	16,001		35,842
Muganza	7,287	12,082	12,879		32,248
Mugombwa	7,473	10,224	7,017	6	24,720
Mukindo	5,596	9,413			27,883
Musha	4,317	9,643	11,057	33	25,050
Ndora	4,141	9,066	11,984	31	25,222
Nyanza	4,042	8,057	8,586		20,685
Save	5,806	9,261	14,655	49	29,771
Grand Total	**78,473**	**120,601**	**141,682**	**142**	**340,898**

Gisagara District household's economy is driven by agriculture. 84.6% of active population is in agriculture (24.5% being farm wage workers and 60.1% being independent farmers). Only 15.4% are non-farm wage workers with 10.7% with non-farm wages, 3.9% independent non farmers and 0.8% with unpaid non-farm wages (NSIR, ECIV5).

In services, Gisagara District has only 2,693 establishments, which represents the lowest percentage of establishments in the Country (1.4%), grouped 2478 enterprises where 93 are formal and 2,385 are informal enterprises (respectively representing 0.7% and 1.4% of the Country formal enterprises). 88.8% of these enterprises are classified as micro, 9.5% (252) are small, 1.5% (41) are medium and 0.2% (4) large. They employ 9,019 workers (representing 1.5% of the total establishments workers in Country) where 5,234 (58%) are male and 3,785 (42%) are female. (NISR, Establishment census 2017). The majority

[7] Gisagara, ubudehe 2017

Private Sector in District is not developed. Only small business operators in trading, bars and restaurants are main taxpayers in District and tourism activities are at a very low; only one guest house is operational in District. The table below provides the status of the district on the key socio-economic indicators

Table 1: Status of the district on the key socio-economic indicators

Main indicator	District Status	National Status
Poverty Incidence rate	55.6% (EICV 5)	38.2%
Extreme Poverty Rate	25.6% (EICV 5)	16%
Labour force participation Rate	53.1% (LFS, August 2017)	52.9%
Unemployment rate	8.3% (LFS, August 2017)[8]	17.8%
Agriculture		
Percentage of land under consolidation	11.1% (EICV 5)	15.9%
Percentage of land protected against soil erosion	66% (EICV 5)	68.5%
Percentage of land under irrigation	5.9% (EICV 5)	6%
Energy		
Percentage of Households using Electricity for lighting	10.3% (EICV 5)	27.1%
Water and sanitation		
Percentage of Households using an improved water source	95.5% (EICV 5)	87.1%
Percentage of Households with access to improved sanitation	59.8% (EICV 5)	87.3%
Education		
Literacy rate (%) of population aged 15 above	64.8% (EICV4)	72.9%
Percentage of Net Attendance Rate in primary	83.4% (EICV5)	87.7%
Percentage of Net Attendance Rate in secondary	11.7% (EICV5)	24.3%
Percentage of promotion rate in primary	71.8% (SYB, 2017)	75.9%
Percentage of repetition rate in primary	20.6% (SYB, 2017)	18.4%
Health		
Percentage of stunted children under five years	38% (DHS 5)	38%
Percentage of married women age 15-49, currently using modern contraception	50% (DHS 5)	48%
ICT		
Percentage of Households owning a computer	1.6% (EICV5)	3.3%
Percentage of Households owning a	44.4% (EICV5)	66.9%

[8] The majority of employment is in agriculture

Main indicator	District Status	National Status
mobile phone		
Environment and Natural resources		
Percentage of Households with rain water catchment systems	4.9% (EICV5)	14.5%
Percentage of Households using firewood for cooking	95.9% (EICV5)	79.9%
Financial Sector		
Percentage of Adult financial inclusion	85%	89%

2.1 Overview of District's Achievements during DDP Implementation

As per the analysis conducted on 50 key projects planned in DDP, the overall implementation was at 45.5% by the end of 2017. This low performance was mainly due to limited funds to implement some projects such as construction of paved roads, access to electricity coverage and hillside irrigation. Lack of feasibility studies for development projects to motivate public investments was also a challenge. The following table summarizes general picture of achievement of Gisagara District under DDP.

Table 2: **Major achievements of Gisagara District under DDP 2013-2018**

DDP OUTPUT/ INDICATOR	BASELINE 2013/14	TARGET 2017/18	ACHIEVEMENT	%	Source of data
Agriculture and Livestock					
Land use consolidation (ha)	16,261	28000 ha	37,200	88.57	AR[9]
Productivity	56%	100%	85%		
Fertilizers on maize and rice	29kg/ha	300kg/ha	450kg/ha		
Radical terraces	125	3898	2015	51.69	AR
Stored beans	12	4,192			AR
Stored maize	50	6,288			AR
Vaccination(cows vaccinated)			21,300		AR
Girinka (Number of cows distributed)	4,345	10,000	9,089		AR
Artificial	1,266	2,500	3750		AR

[9] AR: Administrative reports

DDP OUTPUT/ INDICATOR	BASELINE 2013/14	TARGET 2017/18	ACHIEVEMENT	%	Source of data
insemination(annual number)					
Energy					
New HHs with Access to electricity (%)	5.36% (3913/72994)	70%	22%		AR
Water and Sanitation					
New HHs with access to clean water	70	100	**81**	81.00	AR
Transport					
% Of roads in good condition					AR
Settlement					
Number of HHs settled in grouped settlement (%)	27	95	87.2		EICV5
Rural and urban settlement		60%	5%		AR
ICT					
Number of BDCs/Knowledge hubs at Sector levels established	0	29	15	51	AR
Offices (District, Sector and Cells) equipped with computers and internet (%)	1.3	100	183	83	AR
Environment and Natural Resources					
Surface covered by forest	18.2%	30%	29.73%		AR
Soil protected against erosion (%)	78	98	70[10]	71.4	AR
Land area protected to maintain biodiversity (ha)	0	4	0	0	AR
Private Sector Development					
Amount of new investments	1	30	18[11]		AR

[10] Agriculture survey, 2017

DDP OUTPUT/ INDICATOR	BASELINE 2013/14	TARGET 2017/18	ACHIEVEMENT	%	Source of data
Number of new investments mobilised	0	30	18		AR
Number of modern markets constructed	0	7	1		AR
Integrated craft centre operational (Agakiriro)	1	6	1	16.7	AR
Number of Community Processing centre operational	0	3	1	33.3	AR
Number of hotels constructed	0	4	1	25	AR
Number of tourism sites developed	0	4	0	0	AR
% of cooperative financial and technical viable	38	60%(178)	60%(178)	100	AR
Financial sector Development					
Number of SACCOs with required facilities	0	13	13	100	AR
% Of HHs with access to financial services	27	80	62[12]	77.5	AR
Youth and culture					
Number of playground developed at sector level		13	2	15.4	AR
Number of gymnasium constructed	0	1	1	100	AR
Genocide sites at good condition		1	1	100	AR
Health					
Access to Health Facilities	15/61	19/61	31/61	50.8	AR
Health insurance	58.7%	100%	88	88	AR
Population used Modern	18.9%	60%	60%	100	AR

[11] Houses owned by DS beneficiaries (11), Ubudehe (2), GABI ltd, Kigembe maize, Impamba maize, COJYAMOJYI maize, Gisagara Guest House,
[12] FINSCOPE 2016

DDP OUTPUT/ INDICATOR	BASELINE 2013/14	TARGET 2017/18	ACHIEVEMENT	%	Source of data
Family Planning Methods					
Education					
School feeding	0	100%	85%	85	AR
Adult literacy	55%	95%	64.5%	67.9	EICV5
Drop out	11.9%	0%	4.1%	65.5	AR
Construction of new classrooms	679/48 pupils/class	40pupils/classroom	40pupils/classroom		AR
Education infrastructure in good conditions	65%	89%	75%	84.3	AR
Decentralization					
Increase service delivery and Public finance management	25%	97%)	64%	66	AR
Job creation					
SMSs created	105	350	251	71	AR
New Off farm jobs created	7678	35,000	43,912	43,912	AR
Reduce Unemployment	11%	5%	8%	50	AR
Access to finance	44	80	62		FINSCOP 2016

2.2 Key District economic potentialities

Different studies including the Potentiality Study supported by LODA in 2015 have identified a number of potential resources and opportunities from which Gisagara District may enhance its economic development. The key potentialities as demonstrated by that study are namely:

- **Soil with fertility for many crops:** District has a good type of soil for growing different crops such as maize, rice, cassava, beans, coffee, banana and different fruits like avocado, macadamia and pineapples**.** This is important for increasing agriculture production for food security and availing raw materials to agro-processing industries and hence sustainably increase jobs in all sectors**;**

- Business facilities: Increased market activity by specializing and exports of fruits, pork and banana beer;
- **Abundant human capital:** With a great part of youth (76%), skills development for them through strengthening existing TVET and increasing TVET facilities, increase female and male youth enrolment in TVET to succeed in the workforce of market oriented competent young skilled youth in all economic sectors;
- **Existence of peat:** Extraction of peat presents in Mamba Sector for use to generate electricity to meet the high demand for electricity and create opportunities for employment and opening up of District East Corridor to other poles of development as modern agglomeration;
- **Touristic areas:** Gisagara District has several tourist sites in the areas of Mukindo (Makwaza Mount), Kigembe (Rwabisemanyi fish ponds), Mamba (Muyaga Mount) and Save (Save First catholic Mission in Rwanda) that have comparative advantages in tourism to generate incomes and provide enough jobs for young people if they are developed**.**

2.3 SWOT Analysis

This section analyses internal and external factors that may be favourable to achievements of NST1 objectives in Gisagara District as well as factors that may hinder such achievement. The table below illustrates those factors in terms of strengths, weaknesses, opportunities and threats:

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Table 2: Gisagara District SWOT Analysis:

N°	Sector	STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
Economic Transformation					
1.	Private sector Development & Youth Employment	• Availability of raw materials for agro-processing industries • A great proportion of female and male young population (76% are under 35 years) • Availability of markets (Ndora, Nyaruteja, Musha, Migina and Rwanza) • Rwanza handcraft center in place	- Low number of paid workers : 1.9% (9268: 3579 female and 5,689 male workers[13] - Low value chains development - Unskilled labour force in different sectors e.g.: - handcraft sector - Shortage of off farm activities - Low purchasing power of population - Insufficient selling points	- Good policy in place to support investors - BDF products at District level to support youth and women - Funding schemes for youth and private sector promotion (e.g: LCF) - Existence of PSF structures (PSF)	• Informal Business • Limited access to public infrastructures • Non-productive Akanyaru bas cross boarder • Limited entrepreneurship drives to attract business

[13] NISR, Establishment census 2014, 14p

N°	Sector	STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
			-		
2.	Financial Sector Development	• Availability of financial institutions at Sector level: Umurenge SACCO, and other commercial banks as well as their agents • Existence of the credit and savings schemes at community level (Ibimina)	• Low percentage of access to financial institutions: 62%: 19% with banks and 43% with other FI[14] • 4.6% (6% male and 3.4% female) use formal loans, 25.2% (26.9% male and 23.7% female) use informal loans[15]	• Well-developed financial sector policy • Financial schemes designed for vulnerable people • Availability of online money transfer services: mobile money, mobicash, bank agents	• Background of failed microfinances • Un digitalized systems used in SACCOs
3.	Energy	• Main on-grid Electricity • Supply lines available	• Scatted settlement • Short distance covered by street lighting across the District	• Private companies which operate in solar energy system (e.g.: Mobisol, sun king, bbox)	• Electricity cuts which can be a source of loss for private operators • High cost of electricity infrastructures • Limited investors in

[14] FINSCOPE, 2016
[15] NISR, EICV 5, Gender thematic report, 2016/2017

N°	Sector	STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
					electricity supply
4.	Transport	• Favourable landscapes • Adequate labour and local road materials available	• Roads in bad conditions • Lack of financial capacity for paved roads	• Availability of agencies with clear mandates and responsibilities in road development and maintenance. • Availability of transport policies and regulations	• Lack of paved roads in District which is hindering its connectivity to neighbouring regions • National road n° 8 (Akanyaru bas-Kigembe- Mugombwa –Ndora –Gikonko) is not paved nor rehabilitated
5.	Water and Sanitation	• Sources with enough water regardless seasons • Availability of potential sources	• Sources that are located in areas that do not facilitate the application of gravity system in water supply • Scattered population • Insufficient capacity in paying water related to services •	• Mountainous area • Political will	• Need of pumping water to maintain the flow in water supply system and reach the population • Lack of enough partners involved in water supply activities

N°	Sector	STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
6.	Urbanization and Rural Settlement	• Gisagara master plan available • Land use master plan available • 57% of households in planned settlement	• Lack of detailed implementation plans of Gisagra urban master plan • Lack of secured land for implementing master plans which sometimes imply high cost in expropriation • Business centres developed in non-organized manner	• Regulations on planned settlement and unbanning development • RHA audits for implementation of housing • Political will to	• Weak capacity of private sector in development of housing sector • Insufficient budget for developing required infrastructures
7.	Agriculture	• Availability of arable land for rice, banana, cassava, coffee, vegetables and different types of fruits • Coffee washing stations • Gikonko rice factory which create opportunities to rice	• Prevalence of subsistence farming system • Unskilled farmers and insufficient capacity building (training and equipment) • Low level of productivity resulting from limited input useInsufficiency of value addition to the production by	• Available of suitable agricultural policy and programmes (SSIT, Land use consolidation, TWIGIRE MUHINZI) • Subsidies (improved seeds, mineral and organic fertilizers)	• Irregularities in management, distribution of fertilizers and seeds • Climate changes that affecting crops

N°	Sector	STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
		farmers • Practices of erosion control to protect arable soil (development of radical and progressive terraces, afforestation, etc) • Agro-forestry practices	lack of processing skills and utilities • Insufficiency of post-harvest infrastructures • Feeder roads in bad conditions • Low access to finance	• Climate with three agricultural seasons favourable for planting three times in year. • Sufficient market for agriculture market consumption	• Very expensive insurances for agriculture activities • Crops diseases • Continuous reduction of arable land due to settlement and other socio economic infrastructures • Soil erosions from manmade activities and disasters
8.	Environment and Natural Resources	• Availability of eligible land for forestation	• Poor coordination of all concerned District	•Presence of a strong Political will on	• Climate change • Limited understanding

N°	Sector	STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
		• Rivers that can be used in irrigation practices e.g.: Akanyaru river	departments; • Lack of expertise and low skill levels in environmental staff, • Lack of participation of Civil Society in the implementation of environmental management programmes. • Low level of awareness about environment • Deforestation and environmental degradation in some areas	environmental conservation; • Availability of agencies with clear mandates and responsibilities in the sector • Budget allocation to afforestation practices and rehabilitation of degraded forestry • Having environment policy in place	by different sectors on integrating environment business issue into their planning, management and reporting processes; • Dependency of firewood as source of cooking energy • Poor management of human settlements •
9.	ICT	• Availability of internet network infrastructure at Cell level • Tunga TV program	• Low level of households access to ICT durable goods: radio: 46.5%, TV sets: 1.4%, mobile phone	• Availability of companies supply internet and phone network	• Disturbances interfaces in network especially on side of boarder with Burundi

N°	Sector	STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
		launched in Gisagara • TV screens in 13 public places • Availability of Irembo services	32.4% : computer: 0.3%[16] • 505 villages have not any access to computer service access points • Missing sex desegregated data on use of ICT at District level	• Low level of use of local Gisagara weather station data • Optic fiber reaches District headquarters • 4G network covering 1/3 of District	• Limited access to electricity
Social Transformation					
10.	Social Protection	• Ubudehe categorization • Great proportion of population able to work (active population) • Existence of Social	• Low budget for handling social issues • High rate of poor population • Active human resources non-productive (people who do not want to work) • Weak integration of persons with disabilities in socio-	• Social protection policy and programs (VUP, Ubudehe,...) • Social protection political will • Human security issues:	• Climate change/disasters • Culture mind-set that leads to poverty • Limited resources from the Government to support all vulnerable people with the requirements for

[16] DHS 2014-2015

N°	Sector	STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
		protection information and management system (MEIS, Ubudehe.)	economic inclusion	unsheltered families, lack of sanitation facilities, living with animals, etc	graduation from poverty.
11.	Health	• Health facilities at District and Sector level • CHW at village level to care on some illnesses • Availability of Community Health Workers Services at Village level (Abajyanama b'ubuzima) • Facilitation transfers (Imbangukira	• Insufficiency of health facilities at cell level • Low level of hygiene in community and in public places linked to human security issues • Prevalence of sexually transmitted infections (STIs) and STI symptoms: 20% for female and 2% for male	• Health facilities at District and Sector level • Regular campaigns for vaccination, 100days and screening for malnutrition • Good health policy in place.	• Insufficiency of health facilities at cell level. • Malnutrition

N°	Sector	STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
		gutabara)			
12.	Education	• Accessibility of schools in Cells • Sufficient female and male qualified teachers • Education for all (12 years basic education) • Trainings to scale up adult literacy	• Insufficiency of TVET infrastructures: 5/15 schools. • Low level (11.7%) of enrolment in TVET: 1398 over 12000[17]: 570 female and 828 male students • Low enrolment in ECD due to lack of infrastructures and operationalisation costs • Insufficiency of school materials and equipment • Insufficient capacity building facilities for teaching • Lack of parent's awareness on importance of education	• Availability of stakeholders (NGOs, Churches, MINISTRIES,....) that contribute in education sector • Umwarimu SACCO	• Disasters which sometimes destroy education infrastructures •

[17] Total population attending secondary school in 2012, EICV4

N°	Sector	STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
			• Insufficient access to clean water • Low rate of access to electricity • Insufficiency of vocational training centers • No qualified teachers for ECDs • Low level of access to ICT infrastructures: 17/84 have access to computer labs. • Lack of science laboratories • No accessible infrastructures for persons with disabilities • A great number of old classrooms in need to be replaced (248) • Low NAR in Primary ; 83.4.% (79.5% male and		

N°	Sector	STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
			86.8% female) and Secondary: 22.5% (20.5% male and 11.7% (7.5% male and 16.3% female)		
13.	Urbanization and Rural Settlement	• 87.2% of households in planned settlement	• A considerable number of households living in scattered settlement (43% of Scattered settlement) • Low level of access to clean water (79%) • Very low level of connectivity to electricity • Very low level of houses in durable materials/6.7% only of houses with floor in cement	• Availability of national program of planned settlement • National priority of Development of the IDP model villages	• High level of poverty in population (63%)
14.	Water and Sanitation	• Sources with enough water regardless seasons • Availability of potential	• Sources that are located in areas that do not facilitate the application of gravity	• Mountainous area	• Need of pumping water to maintain the flow in water supply system and

N°	Sector	STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
		sources	system in water supply • Scattered population • Insufficient capacity in paying water related to services • Lack of enough partners involved in water supply activities		reach the population
15.	Energy	• Main on-grid Electricity • Supply lines available	- Electricity cuts which can be a source of loss for private operators - Low level of households connected to on- grid electricity - Scatted settlement - short Distance covered by All street lighting in Gisagara District	• Institutions in distribution of on grid and off grid solutions	• High cost of electricity infrastructures

N°	Sector	STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
Transformational Governance					
16.	Governance and Decentralization	• Performance contracts • Community outreach and other home ground solutions (Umuganda, Umugoroba w'ababyeyi,...) • NWC, NYC, NCPD structures on places	• Insufficient institutional, organization and organizational capacity building • Lack of quality assurance • Budgetary limitations • Weak coordination and M&E mechanisms for capacity building at LG • Poor maintenance of equipment and lack of energy to use the equipment • Insufficient of Premises (District, Sectors and Cells) and office materials at Sector and Cell level • Limited citizens participation	• Strong political support • The presence of several stakeholders • Security maintenance • Involvement of different stakeholders (youth, women, PWDs,..) • Open and accountability days •	• High LGs staff turn-over rate • Conflicts of interests between some local leaders • Under-staffing at Cell level

N°	Sector	STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
17.	Justice, Reconciliation, Law and Order	• Citizen complaints solving • Abunzi committees	• Gacaca cases (3rd category) not yet executed • Long distance for accessing courts	• Strong political support and Political will • Availability of Mediators (Abunzi) • NDI UMUNYARWANDA and ITORERO programs • Involvement of different stakeholders and security organs • Maison d'Accés à la Justice (MAJ) • Online services of Official gazette	• Limited capacity of mediators on laws and organization
18.	Sport and Culture	• Availability of Gymnasium and swimming pool • YEGO center • Young population (76%	• Lack of sport infrastructures (playing grounds) • Cultural centers not developed. • Insufficient genocide	• National sport competitions (Policy) • Umurenge Kagame cup competition • Political will on genocide	• Drugs abuse among youth • Culture assimilation with Burundi (Language, Polygamy, Polyandry,

N°	Sector	STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
		are under 35 years) • Available cultural and touristic sites • One genocide memorial site at District level	memorial sites at District level (baseline 1/3)	ideology eradication	…..) • Existence of cases of genocide ideology
19.	ICT	• Availability of Irembo services • Website sites from District to Cell level • Usage of phone closed user group for leaders from District to Village level • ICT implication (E-kaye, E-document tracking, E-Girinka, ..)	• Low level of ICT literacy • Insufficient ICT equipment • Low level of female and male population watching TV: 7% of 15-49 female years old and 15% 15-49 male years old[18]	• Available online services • Tunga TV program	• Insufficient access to electricity
20.	Public financial	• PFM meetings	• Limited skills in NBAs	• Office of the Auditor	• Duplication of works due

[18] DHS 5, 2014-2015

N°	Sector	STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
	management	• Operational PFM organs: District Council, Internal tender committee, internal audit service, project management committee, HR disciplinary committee etc	• Low level of participatory planning • Arising of non-planned urgencies • Law performance toward clean audit • Idle projects	general • • CPA, CAT courses & training • Accountability driven governance	to systems (IFMIS & Internet banking & MEIS) • Financial softwares non linked District with its NBA

2.4 Stakeholder analysis

Implementation of DDP was facilitated by different stakeholders. District population being in the centre for every intervention domain, other stakeholders from civil society and private sector as well as public institutions are presented in following table.

Table 3: Partners with economic activities as main interventions

No	NAME NGO	INTERVENTION AREA/DOMAIN	BENEFICIARIES	SOURCE OF FUNDS	RESPONSIBILITIES
1	One Acre Fund Tubura	Agriculture	Farmers	Private Donor & farmers rep*a*yent	Support farmers to have access to fertilizers and improved seeds
2	Care International	Women Empowerment	742 VSLGs	NORAD/ Care Norway	Empowering vulnerable people, specially women
3	*Rural Development Interdiocesan Service*	*Socio-Economic*		Tearfund	Capacity building of population
4	Sustainable Harvest	Agriculture	6Coffee cooperatives	Bloomberg filintropis	Support in coffee promotion
5	Union the cooperative the rice	Agriculture	Member Groups	Members Contributions and Production	Support rice Farmer in rice productivity

No	NAME NGO	INTERVENTION AREA/DOMAIN	BENEFICIARIES	SOURCE OF FUNDS	RESPONSIBILITIES
6	Let's Us Transform Initiative	Economic empowerment	400 Youth & Women	African Blessing and World Dance	Youth employment
7	Horticulture in Reality Cooperative	Agriculture	6000 People	RAB	Service provider/MINAGRI
8	Dot Rwanda	ICT/Intore mu Ikoranabuhanga	3000	WEF,GIZ WVI & Rwanda Online	ICT penetration in population
9	RWARRI	Agriculture	6 Cooperative	WFP	Promotion of maize post-harvest
10	ActionAid Rwanda	Social Development		Deusch Government	Empowerment of women

Table 4: Partners with main interventions in social transformation pillar

N^{O}	NAME NGO	INTERVENTION AREA/DOMAIN	BENEFICIARIES	SOURCE OF FUNDS	RESPONSIBILITIES
1	World Vision Rwanda	Social economic welfare	1540	World Vision USA	Support in early childhood development and education

N^{O}	NAME NGO	INTERVENTION AREA/DOMAIN	BENEFICIARIES	SOURCE OF FUNDS	RESPONSIBILITIES
2	Concern World Wide	Social Development	800	Irish People	Malnutrition eradication and poverty eradication
3	ActionAid Rwanda	Social Development		Deusch Government	Empowerment of women
4	Good Neighbors Rwanda	Education, Child Protection, Income Generation & water sanitation	5361 Children	Korean Government	social economic support
5	Netherlands Development Organization	Renewable Energy	50 Youth & UCORIBU	Master Card Foundation	renewable energy promotion
6	Cure International	Health	Clubfoot	Cure International	Eye treatment
7	Voluntary Service Overseas	Education	5 Pre-Primary	USAID/ UNICEF	education promotion
8	Project San Francisco	Health	100 Female Sex Workers, 50 Clients & 300 Clients with STI	MOH,RBC & PSF	sexual diseases prevention

N^{O}	NAME NGO	INTERVENTION AREA/DOMAIN	BENEFICIARIES	SOURCE OF FUNDS	RESPONSIBILITIES
9	WIRFUR Rüanda	Education	204 Children with intellectual disabilities	WIRFUR RWANDA	Social inclusiveness of children with mental disabilities
10	Compassion International	Education	1320 Children	Compassion International	Education of children from poor families
11	ASSOCIATION DUHOZANYE	Social economic Advocacy	Widows and Orphans Genocide survivors	Action Aid Rwanda& RGB/UNDP	Socio-economic empowerment of population, specially Widows and Orphans Genocide survivors
12	Rwanda Red Cross	Social: (Health, education & Psycho social	Vulnerable groups	MULTI SECTOR	Disaster alleviation and support to vulnerable groups, especially orphans
13	Inspire Education and Empower Rwanda	Education	Improving education in supported schools by IEE	UNICEF	Quality of education
14	Association Mwana Ukundwa	Social Economic	Orphans and Vulnerable children	Tearfund	Socio economic integration of vulnerable people

N^{O}	NAME NGO	INTERVENTION AREA/DOMAIN	BENEFICIARIES	SOURCE OF FUNDS	RESPONSIBILITIES
15	Association Rwandaise de Travailleurs Chrétiens Féminins	Economic empowerment, Literacy	Vulnerable and illiterate people	Care International	Women empowerment
16	Society for Family Health	Health	General Population	USAID/Global Fund	Health projects support
17	Hope for Community Development Orgnanization	Social Development	107 Vulnerable group	RGB, ONE UN-UNDP	Social welfare promotion
18	Vision for Nation	Health	Eyes Glace	James Chen	Eye treatment
19	One family Health	Health/ Health Posts			Health projects support
20	Association des Etudiants et Eleves Rescapes du Genocide	Governance/GBV Prevention	881 People	RGB/UNDP	Eradication of genocide ideology
21	UMUHUZA	Education		USAID	Education promotion of vulnerable children
22	Save the Children	Education		USAID	Education promotion of

N^{O}	NAME NGO	INTERVENTION AREA/DOMAIN	BENEFICIARIES	SOURCE OF FUNDS	RESPONSIBILITIES
					vulnerable children
23	African Students Education Fund	Education	94 Students		Eradication project of Vulnerable

Table 5: Partners with main interventions in Transformational Governance pillar

NO	NAME NGO	INTERVENTION AREA/DOMAIN	BENEFICIARIES	SOURCE OF FUNDS	RESPONSABILITIES
1	International Alert	GBV Prevention		USAID	Mental health promotion
2	HEALTH POVERTY ACTION	GBV Prevention	2734	Irish Aid	Anti GBeV promotion
3	Commission Justice et paix	Good governance –Citizen Participation	504 Mediators	RGB, ONE UN-UNDP	Participatory governance promotion
4	Rwanda Men's Resource Center	Governance- Anti-GBV	Families with GBV	Care International	anti GBV promotion
5	AJPRODHO-J	Good governance (Unity & Reconciliation)	101 groups (3,030)	USAID	Human rights promotion

6	ARCT-RUHUKA	Good governance (Unity & Reconciliation)	15 groups (180)	USAID	Human rights promotion
7	CLADHO	Citizen Participation	54 Women Groups	Action Aid Rwanda	Human rights promotion
8	PROFEMME TWESE HAMWE	Advocacy	32	RBC	Women empowerment
9	Never Again Rwanda	Governance	80 Youth	USAID	Eradication of genocide ideology

Chapter 3. Alignment with national policy framework and methodology

3.1 Methodology

Under guidelines given by MINECOFIN, Gisagara Development Strategy was elaborated with fully participatory process from community level where priorities were identified from Umudugudu level up to District level through community assemblies, and community outreach programme with full ownership raised among all District stakeholders composed of District authorities, staff, District Council, JADF, the Private Sector, Civil Society as guided by the participatory approaches guidelines issued by LODA, DDS elaboration guidelines since the beginning of the process.

Once more, secondary data was collected from different surveys such as EICV4, DHS5, EDPRS 2 Mid-term Evaluation Report, Agriculture season survey 2017, CRC 2017, District self-evaluation on the implementation of DDP and District reports.

Data from community, District stakeholders and orientation documents were analysed through three consecutive workshops of technicians and stakeholders and then after were validated by JADF and District Council commissions.

3.2 Main issues at District level

3.2.1 Economic transformation pillar

Aiming high level of households ‘income as well as District income equitably contributing to national objective of becoming a middle high-income country, District has to double its economy by 2024 (LED strategy 2017).

This economic transformation requires active population being fully in productive activities and utilizing professional skills and technology to produce goods and services with standards recognized by local and regional markets. It requires also F&MHHs have purchasing power to facilitate them increased speed of money circulation in District. The following are identified issues and respective strategic interventions to overcome them.

Table 4: Issues, strategic interventions and priorities of economic transformation

No	SECTOR	ISSUES	STRATEGIC INTERVENTIONS	PRIORITIES
1	Private Sector and Youth employment	Great number of non-productive youth: 44.8% (53.9 female and 36% male) are not in education and not in paid or profit employment[19] Lowest percentage of paid workers in country (1.6 : 4,829 (2912 male and 1,916 female over 295,527) mainly due to lack of opportunities of jobs creation especially for youth and women Low level of off farm jobs: only	Increase opportunities of creation of descents jobs especially for youth and women	1. Develop friendly youth and women skills production handcraft centers
				2. Establish youth and women friendly culture centers to increase capacity building of youth in skills development
				3. Support creation and sustainability of MSMEs and SME

[19] EICV4, Thematic report-Economic activities, Table ,18

No	SECTOR	ISSUES	STRATEGIC INTERVENTIONS	PRIORITIES
		19.9% (61,876/ 311,430) of jobs are off farm jobs[20]		4. Support in increasing paid work, reducing time spend on unpaid works for both female and male and creation of paid work through operational cooperatives
		Low level of private sector in economic investment	Increase sustainable investments of private Sector in District	1. Support with incentives to attract private investment in District potentialities
				2. Support creation of cooperatives for sustainable investments
		Low productivity and production of industry in District		1. Increase financial management capacity of agro processing units to have raw materials for continuous operationalization

[20] EICV4, Thematic report-Economic activities, Table A, 12

No	SECTOR	ISSUES	STRATEGIC INTERVENTIONS	PRIORITIES
				2. Support increase of processing plant strategically fitting in District
				Support agro processing units respond to standards requirements for regional and international market
2	Urbanization and rural settlement	Low capacity of Gisagara town and business centers to attract off farm economic activities	Increase facilities to attract off farm economic activities in Gisagara town and business centers	1. Develop and support implementation of detailed plans of Gisagara urban master plan
				2. Develop and support implementation of business centers development layout plans
				3. Support private Sector and other stakeholders to construct viable affordable houses in Gisagara town and other business centers
				4. Increase friendly economic infrastructures in Gisagara town and other business centers

No	SECTOR	ISSUES	STRATEGIC INTERVENTIONS	PRIORITIES
				5. Increase access to clean water and sanitation facilities in Gisagara town and other business centers
2		Low productivity of tourism and hospitality industry	Increase facilities to attract tourists through promoting specificity of touristic sites and linkages to local and regional networks	1. Develop financial productivity of touristic sites in District
				2. Promote touristic off farm jobs linked to agro processing hubs
				3. Develop access to basic infrastructures: navigable roads leading to the touristic sites, clean water and sanitation and ICT
				4. Increase sustainable access to clean water to touristic sites : Makwaza, Muyaga, Rwabisemanyi

No	SECTOR	ISSUES	STRATEGIC INTERVENTIONS	PRIORITIES
				5. Upgrade road network to gravel: Makwaza-Mugombwa, Musha-Muyaga –Musha, -Rwabisemanyi- Huye
3	Transport	Low level of navigability of District roads network	Increase roads in sustainable good conditions for internal transport and links to regional and cross borders development poles	1. Develop tarmac roads to link District with Huye City and Akanyaru boarder
				2. Increase km of friendly environmental feeder roads upgraded with gravel to reach all agriculture crop production sites and markets
				3. Support friendly environment maintenance of earth roads for sustainable utilization
4	Financial sector	Low level of sustainable domestic investment and sustainable population purchasing power	Increase population with sustainable active access to finance, Digitalisation of SACCOs	1. Mobilize female and male adult population to actively work with financial institutions
				2. Mobilize children from primary school to financial literacy benefits

No	SECTOR	ISSUES	STRATEGIC INTERVENTIONS	PRIORITIES
5	ICT	Low level of usage of ICT in monetary transaction: ebaking, mobilie banking, mobile money	Increase financial literacy using online monetary transactions	Mobilize population for use of mobile money, mobile banking and e-payments
		Low level of utilization of digital tools in economic information dissemination	Increase use of digital tools in economic information sharing	Increase public digital spots for marketing in public areas
6	Agriculture sector	-Low agriculture production capacity to satisfy both sustainable food security and market demand for consumption -low capacity and quality service of existing agro processing units, - absence of livestock processing units	Increase productivity and production of crops to satisfy both sustainable food security and market demand for consumption and agro processed products	1. Strengthen land use consolidation under key crops: banana, maize, beans, rice, cassava, soybeans and vegetables
				2. Support storing for maize and beans to ensure local food security and agro processing demand
				3. Increase insurance for crop and animal to face to probable disasters
				4. Develop friendly environment infrastructures for soil control erosion

No	SECTOR	ISSUES	STRATEGIC INTERVENTIONS	PRIORITIES
				5. Increase practice of hillside and marshland irrigation to mitigate climate change
				6. Increase quantity and quality of coffee produced in Gisagara District
				7. Increase sustainable fruit production to satisfy local consumption and market demand for consumption and processed products
		Low productivity of export	Low quantities of crop production traditionally exported	Increase quantity and quality of coffee production
			Contribute to reduction of imported products	8. Increase production of mulberry to satisfy to contribute to sericulture demand
		Low productivity of livestock	Increase sustainable livestock production and productivity	9. Increase livestock professional rearing to satisfy animal production consumption and processed products

No	SECTOR	ISSUES	STRATEGIC INTERVENTIONS	PRIORITIES
				10. Establish post-harvest infrastructures to increase quality of agriculture production
	Environment and Natural Resources	Degradation of environment due to increase of socio-economic activities	Ensure integration of strategies to increase environment protection and climate change resilience in all economic interventions	11. Increase area covered by forest
				12. Ensure respect of regulations in exploiting forests, mines and quarries
				13. Establish waste management facilities
				14. Reinforce committees of environment

3.2.2 Social transformation pillar

District development Strategy of Gisagara District will contribute to the overarching goal for the NST1 Social Transformation Pillar which intends to Develop Rwandans into a capable and skilled people with quality standards of living and a stable and secure society. Interventions aim to overcome identified presented in following table.

Table 6: Issues, strategic interventions and priorities for Social transformation pillar

	ISSUES	**STRATEGIC INTERVENTIONS**	**PRIORITIES**
Social protection	Great number of population under poverty line (53.3%) with a critical number in extreme poverty (20.6%) (EICV4) and with human security issues	Enhance resilient graduation from Poverty and extreme poverty and promoting resilience	1. Support F&MHHs to have minimum packages in food security, shelter, labor and economic and financial assets for graduation from poverty
			2. Support persons with disabilities to implement income generating activities
			3. Support all F&MHHs to sustainably have decent income generating activities in form of livestock and/or off farm jobs for self-graduation from poverty.
			4. Support eradicate sustainably human security issues
Health	Insufficient level of geographical(50.8%)[21], financial (92%)[22] and technical access to quality health services	Increase socially inclusive access to sustainable quality health services	1. Construct health posts to increase geographical access to health facilities
			2. Rehabilitate and extend existing health facilities to increase quality of health service delivery
			3. Ensure achieving standards of health services aiming to reduce infant and maternal mortality rate through

[21] This percentage is calculated on basis of available health facilities vis a vis required ones (31/61: 2 hospitals, 14 health centers and 15/45 health posts)
[22] Performance in community based health insurance in 2016/2017

	ISSUES	STRATEGIC INTERVENTIONS	PRIORITIES
			mobilization of both female and male population
			4. Support eradication of malnutrition of under five
			5. Increase awareness of all categories of population on non-communicable diseases
			6. Support achieving required standards of medical care protocol in community and in health facilities
Education	Low level of geographical, technical access to quality socially inclusive skills-based education	Increase socially inclusive access to skills-based education performing at required standards for all categories of female and male population	1. Increase social inclusive classrooms to achieve standard access to safe school and teacher students ratio
			2. Ensure standard access to gender sensitive furniture and ICT equipment to all schools
			3. Increase gender sensitive TVET schools in District, boarding schools included
			4. Increase enrolment to pre-primary education through construction and equipment of ECD and ECE
			5. Increase performance in education through increase net enrolment in primary and secondary education
			6. Construct science laboratories in District schools
			7. Increase sustainable safe studying and teaching viable

	ISSUES	STRATEGIC INTERVENTIONS	PRIORITIES
			environment through promoting school feeding, hygiene, safe drinking facilities, sport and culture, anti GBV and unity and reconciliation programs
			8. Increase material and technical motivational support to increase female and male high performance in relevant quality education
			9. Promote skills in reading from childhood to elder hood with specific attention to Kinyarwanda
Urbanization and settlement	Great number of households missing minimum facilities for minimum standards of household living	Increase facilities to enable F&MHHs obtain minimum standards for living	1. Promote planned settlement through increasing number of households living in IDP villages and viable imidugudu

	ISSUES	STRATEGIC INTERVENTIONS	PRIORITIES
Water and sanitation	Insufficient access to clean water: 52.3% do not use clean water because it is too far[23]	Construction of water supply system to increase access to clean water	2. Ensure coverage of access to clean water for all female and male population with specific attention to increase in house access 3. Connect clean water system to 37 schools (23 primary and 14 secondary) and all health posts 4. Increase number of households with clean water in house from 3548 to 11,748 F&MHH (1% of District househoh)
		Increase clean water access in houses	5. Mobilize private households to have clean water taps in houses
	Low level using clean water due to lack financial capacity to afford it: 45.6% do not use clean water because it is too expensive[24]	Support vulnerable population to use clean water	6. Support vulnerable to use clean water on public taps on water supply schemes

[23] EICV4, Thematic report-Utilities and amenities, Table A.4
[24] Ibidem

	ISSUES	STRATEGIC INTERVENTIONS	PRIORITIES
	Low level of sanitation facilities in households: only 2% of District households have place for washing hand and 61.8% have improved latrines	Increase awareness on sanitation	7. Mobilize households for having sanitation facilities and practices
	Low level of households' connectivity to electricity (35%)	Ensure connectivity of all households	8. Support social inclusive activities to achieve all F&MHHs being connected to electricity
ICT	Low coverage of ICT in households	Increase coverage of ICT in households	9. Facilitate increase of access to ICT for all F&MHHs

3.2.3 Transformational Governance Pillar

Gisagara District Development Strategy will contribute to the overarching goal of Transformational Governance Pillar which is to consolidate Good Governance and Justice as, building blocks for equitable and sustainable National Development by implementing planned strategic interventions as guided by NST 1 and also Gisagara District will come with a kind of innovations basing on Gisagara District History its potentialities.

Table 7: Issues, strategic interventions and priorities for Transformational Governance Pillar

ISSUES	STRATEGIC INTERVENTIONS	PRIORITIES
Low level of cohesion of population	Increase interventions to foster value, unity and reconciliation	Support activities of itorero ry'igihugu in school and in community
		Support activities of abarinzi b'igihango
		Support activities to ensure security for all population
Low level (65.7%) of satisfaction of population vis a vis quality of service delivery (RGB, CRC 2017)	Increase mechanisms to increase sustainable quality of service delivery to population in all domains	Monitor respect of client charters for service delivery
		Increase facilities for public quality service delivery
		Ensure on time resolving of citizen complaints
		Increase capacity building of all stakeholders in promotion of quality of service delivery
Low level of participation of population in District Development	Increase social inclusive participation of all categories of population in all District development	Ensure participation in planning, budgeting and evaluation process is gender sensitively effective, documented and with on time feedbacks
		Increase feedback on planning activities through feedback sessions and accountability days
		Increase value of umuganda executed by eligible female and male persons for sustainable acquisition or maintenance of socio-economic assets

3.3 Alignment to NST1

Pillar 1: Economic Transformation

NST1 Priorities	NST1 Outcome	Gisagara DDS outputs	Gisagara DDS strategic interventions
Priority area 1.1: Create 1,500,000 decent and productive jobs for economic development	Outcome 1: Develop and support priority sub sectors with high potential for growth and employment	Output 1.1: Agro processing industries increased	Establish processing units of key crops and livestock production in District:, especially pigs, maize and avocadoes in collaboration with private sector
		Output 1. 2: Sustainability of productivity of agro processing units increased	Support all operationalization of agro processing units to fulfil required standards for local and regional classification
			Enhance all recognized existing processing units to be operational at least at 80% through ensuring availability of sufficient raw materials and financial capacity
			Support expansion of banana processing units to producing new products such as juice and wine for local and reginal markets
		Output 1. 3: Textile industry to satisfy clothing needs increased	Establish 5 textile units of made in Rwanda clothing products in District
		Output 1. 4: Contribution to raw materials for textile industry	Increase production of sericiculture through planting 200 ha of mulberry

NST1 Priorities	NST1 Outcome	Gisagara DDS outputs	Gisagara DDS strategic interventions
		increased	
	Outcome 2: Increased productivity of tourism in District	Output 2.1: Productivity of touristic areas developed	Develop and implement 5 projects to develop touristic sites: Makwaza Mount, Rwabisemanyi Fishing Ponds, Muyaga Mount and Save first catholic mission
		Output 2.2: Culture and sport tourism activities increased	Support activities of culture tourism through organizing 6 cyclism and 5 folklore culture competitions
			Increase social inclusive sports and culture facilities and productivity: 13 combined volleyball and basketball playing grounds, 5 accessible playing grounds for sit ball, sitting volley and goalball and incubation football playing ground at every cell
	Outcome 3: Increased number of Rwandans with appropriate skills tailored to labour market demands	Output 3.1: Viable hand craft production centers for female and male crafters in potential business centers developed	Construct and equip 4 social inclusive production hand craft centers for youth professional skills incubation and hand products production
		Output 3.2: Hands-on Skills for female and male craft persons increased	Train 1,119 semi-skilled & Unskilled youth and PWDs at least 55% being female through massive vocational training

NST1 Priorities	NST1 Outcome	Gisagara DDS outputs	Gisagara DDS strategic interventions
			Upgrade with skills and award certificates existing productive 475 crafts persons and artisans in ICPCs, at least 43% being female.
			Support rapid response Training, Industrial based training, apprenticeship and certification for 1300 persons, at least 50% being female
			Support 250 female and male headed MSMEs and Cooperatives in ICPCs to access modern equipment in handcraft production
		Output 3.3: Gender sensitive youth friendly centers to enhance entrepreneurship skills increased	Establish 3 youth friendly centers to increase global job creation opportunities for female and male youth
			Mobilize 9722 female and 8278 male people to have access to services of youth friendly centers proved by delivered certificates
	Outcome 4: Increased opportunities to empower female and male youth and women to create business through entrepreneurship	Output 4.1: Creation of decent jobs for female and male youth increased	Monitor creation of 36,979 productive jobs for active population, for female ones being 50% (employment for pay or Profit) created from all socio-economic activities
			Conduct annual surveys to identify District job rich flagship investment project

NST1 Priorities	NST1 Outcome	Gisagara DDS outputs	Gisagara DDS strategic interventions
	and access to finances		Support 7800 female and male youth and women to create decent jobs through Kuremera program and youth and women friendly centers capacity building
		Output 4.2: Creation and sustainability of social inclusive MSMEs and SMEs, majority being headed by women increased	Financially and technically support 90 competitive female and male headed start up MSMEs and SMEs to increase production and jobs creation through partnership such as LCF
			Coach 7500 MSMEs and SMES, at least 51 % being female headed Start up MSMEs to develop bankable projects by Business Development Advisors using vouchers
			Support female and male TVET graduates to access start up toolkits, BDF loan facility included
			Support 12 Agribusiness projects for university graduates with startup capital
		Output 4.3: Models of income and employment generating projects at village level developed	Support implementation of 521 income and employment generating project at village level
		Output 4.4: Business promotion facilities increased	Construct 4 friendly environmental financially productive markets and 5 selling points

NST1 Priorities	NST1 Outcome	Gisagara DDS outputs	Gisagara DDS strategic interventions
		Output 4.5: Youth Entrepreneurship and Access to Finance Capabilities increased	Support 420 female and male headed Startup and early growth MSMEs to access finance through BDF guarantee and grant scheme
			Annually support youth MSMEs and Cooperatives to participate in made in Rwanda product exhibitions conducted at District level
		Output 4.6: Youth talents competition and promoted	Organize 6 competitions to award female and male youth with talents
Priority Area 2: Accelerate Sustainable Urbanization from 17.3% (2013/14) to 35% by 2024	Outcome 5: Ensure green urbanization and business centers development	Output 5.1: Activities to viably implement Gisagara urban master plan increased	Develop and implement detailed Gisagara urban master plan
		0utput 5.2: Friendly environmental implementation of business centers development layouts executed after beign designed	Develop and implement layout plans of 12 business centers to ensure friendly environmental promotion of required settlement and infrastructures
		Output 5.3: Promotion of waste management facilities and greening in Gisagara District increased	Establish 13 waste management and sanitation facilities for a green Gisagara town and green business centers

NST1 Priorities	NST1 Outcome	Gisagara DDS outputs	Gisagara DDS strategic interventions
		Output 5.4: Public lighting on roads and in public places increased	Install 36 km of public lightings on roads in Gisagara town and in all business centers
			Install 24 solar photocetric lights in planned settlements
		Output 5.5: Viable transport infrastructure facilities in Gisagara town increased	Construct 18.8km of asphalt roads in Gisagara town: Gisagara –Huye (12.5km) and Save-Duwani-Huye (6km)
			Construct a complex car park at Ndora centre
Priority Area 3: Establish Rwanda as a Globally Competitive Knowledge-based Economy	Outcome 6: Enhanced business oriented innovations of female and male youth	Output 6.1: Innovations initiated by female and male youth financially supported	Support creation and implementation of 12 business oriented innovations; at least 50% being initiated by female youth.
			Train 3900 female and male youth on digital literacy

NST1 Priorities	NST1 Outcome	Gisagara DDS outputs	Gisagara DDS strategic interventions
			Organize competitions and reward 12 initiatives of youth connect at District level
Priority Area 4: Promote industrialization and attain a structural shift in the export base to High-value goods and services with the aim of growing exports by 17% annually.	Outcome 7: Increased exports of value-added goods	Output 7.1: Quantity of full washed coffee increased	Produce 2518T of full washed coffee through increasing maintenance of coffee plantations, productivity of coffee washing stations
		Output 7.2: Horticulture production and productivity increased	Plant 500 ha of macadamia trees
			Plant 250 ha of pineapples through mobilizing farmers to multiply pineapple seeds
			Support farmers to plant 600 ha of improved avocadoes
	Outcome 8: Enhanced good conditions of earth roads to facilitate transport services	Output 8.1: Earth roads network in District regularly and viably maintained	Maintain annually 180 km of earth road network in all Sectors to keep them in good conditions connections with productive areas, planting trees along sides included
			Realize routine maintenance of 260 km of rehabilitated earth roads

NST1 Priorities	NST1 Outcome	Gisagara DDS outputs	Gisagara DDS strategic interventions
		Output 8.2: Bridges linking earth roads sectors rehabilitated/constructed	Construct and rehabilitate 6 bridges that link earth roads sections
		Output 8.3: Viably rehabilitated feeder roads increased	Rehabilitate annually at least 40 km feeder road networks, planting trees alongside included, to connect productive areas with markets: transformation units and selling areas
		Output 8.4: Implementation of 2 projects of construction 88 km of asphalt roads in District monitored	Monitor progress of project preparation and implementation of three asphalt roads: 1) Save-Musha-Mamba road 2) Akanyaru bas or Ngoma-Nyaruteja-Kigembe – Kansi-Huye road 3) Akanyaru bas or Ngoma- Nyaruteja –Kigembe Mugombwa -Ndora –Gikonko-Nyanza road (National road n° 8)
Priority Area 5: Increase domestic savings and position Rwanda as a hub for	Outcome 9: Enhanced long-term savings and innovative financing mechanisms	Output 9.1: Private long term investments increased	Provide incentives to attract at least 6 investors for investment in identified District potentialities
			Mobilize individuals, cooperatives and companies for 12 joint ventures projects as long term investments

NST1 Priorities	NST1 Outcome	Gisagara DDS outputs	Gisagara DDS strategic interventions
financial services to promote investments			Invest in three private public partnership projects through buying shares in oriented long term projects: pig production processing plant, Rwabisemanyi hospitality facilities and Muyaga Hospitality facilities
	Outcome 10: Increased domestic saving and position Rwanda as a hub for financial services to promote investments	Output 10.1: Adult population with access in financial services increased	Mobilize 49,326 female and male population for adhesion to Umurenge SACCO as one tool to increase financial access from 61% to 80% by 2024
			Mobilize 116, 400 adult active populations, at least 53% being female to adhere to Long Term Saving Pension
		Output 10.2: Use of ICT for financial operations increased	Mobilize new 2,524 female and male mobile money agents and new 17 bank agents to facilitate increased of population using online financial services
			Support integration of financial literacy culture in 88 primary and secondary schools
Priority Area 6: Modernize and increase productivity of Agriculture and	Outcome 11: Increased resilient agricultural production and productivity	Output 11.1: Production and productivity of crop under land use consolidation increased	Increase area under land use consolidation from 26,300ha to 29,500 ha for land use consolidation
			Increase crop production through land use consolidation under key crops: maize, beans, rice, cassava, soybeans,

NST1 Priorities	NST1 Outcome	Gisagara DDS outputs	Gisagara DDS strategic interventions
livestock			vegetables from 37,200 ha to 41,500 ha and use of improved seeds, mineral and organic fertilizers
		Output 11.2: Agriculture extension services strengthened through Twigire Muhinzi	Annually increase capacity of 3,730 female and male farmers and stakeholders using farmer field schools approach.
		Output 11.3: Banana production and productivity increased	Increase production and market of banana through increase ha under productive banana from 1250 ha to 4,750 ha and facilitating improved supply of production to the market.
		Output 11.4: Effective and efficient irrigation developed	Support farmers to practice small scale irrigation technology under 720 ha
			Develop hillside irrigations in District
			Develop marshland irrigation infrastructures on 3000 ha
		Output 11.5: Productive and Sustainable soil erosion infrastructures increased	Develop of and sustainably valorize 1250 ha of radical terraces
			Develop and maintain 2400 ha of progressive terraces
	Outcome 12: Ha under mechanization increased	Output 12.1: Mecanization practices increased	Support meccanization projects through reaching 375 ha of land cultivated with tractors

NST1 Priorities	NST1 Outcome	Gisagara DDS outputs	Gisagara DDS strategic interventions
	Outcome 13: Increased resilient animal production and productivity	Output 13.1: Animal resources production and productivity increased	Artificially inseminate 28,256 cows to increase cows productivity with the six years
		Output 13.2: Animal diseases prevented and controlled	Vaccinate annual average of 23,600 cows against key diseases: BQ, LSD and LVF to sustainability of cows production
			Increase animal production: meat, milk, hides and eggs through increasing heads of animal, feeding and health services.
		Output 13.3: Establishment of facilities for quality animal production increased	Construct 3 milk collection centers
			Construct 3 mini slaughters
			Upgrade viable animal markets areas
	Outcome 14: Food security for nutrition increased	Output 14.1: Post harvest handling facilities increased	Construct 48 rice and maize drying grounds to increase quality of post-harvest
		Output 14.2: Food security for basic consumption crop, vegetables, fruits and animals increased	Establish storing facilities: 5 for maize and 5 for beans to ensure sustainable local food security and agro processing demand

NST1 Priorities	NST1 Outcome	Gisagara DDS outputs	Gisagara DDS strategic interventions
			Increase production of vegetable from 13,694[25]T to 19,600T[26] to of vegetables through annual increase by 20% of area under vegetables from 1,358[27] ha to 1,530ha, annual land use consolidation from 177[28] ha to 477 ha, vegetable productivity in season from 5.085%[29] to and households equipped with functional kitchen gardens from 38,684[30] to 51,840.
			Increase availability of fruit production, at least 246,000 productive fruit trees, through mobilizing every households to have at least three kinds of fruits among the following: papaya, maracuja, oranges, mangoes, avocadoes, etc
			Increase heads of small stock in District

[25] NISR, SAS B2017 and A2018 (Data estimated through multiplying vegetable productivity in SeasonB2017 and that one of seasonA2018 with respective areas)
[26] Gisagara, LED strategy 2017-2024
[27] NISR, SAS B2017 and A2018 (Yield of main crops by district)
[28] Administrative data 2017/2018
[29] NISR, SAS B2017
[30] Administrative data 2017/2018

NST1 Priorities	NST1 Outcome	Gisagara DDS outputs	Gisagara DDS strategic interventions
Priority 7: Sustainable Management of Natural Resources and Environment to Transition Rwanda towards a Carbon Neutral Economy	Outcome 15: Minerals, oil and gas sector promoted	Output 15.1: distribution and use of alternative fuels and cooking technologies supported	Support in use of cooking gas and domestic biogas in 20,600 female and male headed households (25% of District households)
	Outcome 16: Increased sustainability and profitability of forestry management	Output 16.1: Forest cover productivity increased and maintained	Increase by 930 ha area covered by forest and agro forest trees
			Rehabilitate 150 ha of existing area covered by forest and 12,500 agro forest trees
		Output 16.2: District forest sustainably exploited and managed	Enhance good harvest of forest and agro forest trees: wood, charcoals and handcrafts through ensuring that all harvests respect regulations
			Increase green interventions to reduce use of wood
		Output 16.3: Ha covered by ornamental trees planted alongside roads increased	Plant 16,200 ornamental trees in community and alongside roads

NST1 Priorities	NST1 Outcome	Gisagara DDS outputs	Gisagara DDS strategic interventions
	Outcome 17: Increased efficient land use management	Output 17.1: Improved land use administration and management for optimal allocation	Strengthen land use management for socio-economic activities through elaborating and monitor implementation of 13 detailed sector land use plans
			Increase quality land registration service delivery through organizing annual land weeks
			Support efficient implementation and monitoring of land use plans to ensure sustainable development
	Outcome 18: Enhanced environment and climate change resilience control and awareness	Output 18.1: Environmental committees (district and sector) and clubs created or enforced and trained on environment protection and sustainability	Support activities of environment committees and clubs at village, Cells, Sector and schools levels
		Output 18.2 : Awareness on environment protection and climate change resilience increased	Increase awareness of institutions and female and male population in different categories on environment protection and climate change resilience
		Output 18.3: Interventions to mitigate/adapt climate change issues	Strengthen interventions for environment protection and climate changes resilience

NST1 Priorities	NST1 Outcome	Gisagara DDS outputs	Gisagara DDS strategic interventions
		increased	Rehabilitate ravine nearby Nyaruteja/Nyanza market
			Support implementation of EIA on existing projects
	Outcome 19: Integrated water resource management	Output 19.1: Scaled-up integrated water resource management (IWRM) optimized	Strengthen management of water resources in District
			Increase efficiency of water use in marshlands irrigation
		Output 19.2: Water use and storage Equitable and sustainable	Enhance equipment of rain water harvesting facilities on 6000 households for water harvesting, at least 60% being female headed and at least on 60% of new public buildings
		Output 19.3: Water bonds and rivers Sustainably managed and protected	Maintain sustainable achievements of Akanyaru watershed protection project
			Protect 240 km of water bonds and rivers in District with bamboos and penissetum
	Outcome 20: Enhance friendly environmental and climate resilient use of mining and quarries	Output 20.1: Respect of regulations in exploitation of mining and quarries strengthened	Strengthen respect of laws and regulations in mining and quarries

Pillar 2: Social Transformation

NST1 Priorities	NST1 Outcome	Gisagara DDS outputs	Gisagara DDS strategic interventions
Priority Area 1: Enhancing graduation from Poverty and extreme and promoting resilience	Outcome 21: Increased graduation from Extreme poverty	Output 21.1: Holistic package for graduation of female and male population under poverty and extreme poverty scaled up	Conduct and regularly update information of profiles of all households in category I and II of ubudehe to monitor their graduation from poverty
			Provide 10,000 VUP/PW jobs as an annual average to female and male eligible beneficiaries of VUP/PW with motivating them to save at least 20% of their earning for sustainable asset.
			Provide minimum packages for graduation to 21,667[31] profiled poor households to boot them overcoming identified gaps
			Provide direct support to 100% of eligible female and male headed households
			Provide direct support to 100% of needy genocide survivors and ex-combatants supported under ordinary direct support

[31] Gisagara ubudehe 2017 (Households identified being in category I of ubudehe category)

NST1 Priorities	NST1 Outcome	Gisagara DDS outputs	Gisagara DDS strategic interventions
			Increase financial inclusion of 11,550 vulnerable people, at least 53% being female through providing financial services loans and enhancing their productive management
			Support 11,621[32] eligible female and male headed households in category I and II of ubudehe to have small livestock and/or income generating activities
			Support eligible older people with social protection support
			Increase efficient use of ICT in monitoring implementation of social programs at every level
			Mobilize effectively at least 70% female and male headed households to be active with a saving groups in village
			Strengthen Monitoring of social protection livelihood programs through visiting twice a year at least 80% of beneficiaries of social protection programs

[32] Data from ubudehe category I profiling, Gisagara, December 2017

NST1 Priorities	NST1 Outcome	Gisagara DDS outputs	Gisagara DDS strategic interventions
			Increase role of civil society organizations in efficient management of social welfare programs to ensure their efficiency and sustainability
	Outcome 22: Increased interventions to prevent female and male headed households to fall in extreme poverty	Output 22.1: Vulnerable female and male headed households affected by human security issues supported to graduate	Support 300 unsheltered female and male vulnerable genocide survivors to have equitable houses
			Support 856[33] vulnerable unsheltered female and male headed households to have equitable houses
			Enhance at least 80% female and male headed households to have minimum requirement for hygiene
			Support at least 8967[34] female and male vulnerable children, youth and adult persons to have access to basic equipment within six years
		Output 22.2: Socio economic integration of persons with disabilities enhanced	Financially and technically support 60 income and employment generating activities initiated by different categories of female and male persons with disabilities

[33] Data from ubudehe category I profiling, Gisagara, December 2017
[34] ibidem

NST1 Priorities	NST1 Outcome	Gisagara DDS outputs	Gisagara DDS strategic interventions
			Sustainable Mainstreaming persons with disabilities in all socio-economic activities
			Support 465[35] PwDs with access to rehabilitation support services e.g.: assistive devices and prosthesis
		Output 22.3: Adaptation measures to reduce intensity of disasters on social inclusive persons increased	Annually implement disaster management plan to increase readiness measures to reduce intensity of probable disasters
		Output 22.4: Mitigation measures to reduce risks of disaster	Increase awareness of institutions and female and male population in different categories on disaster prevention and management
		Output 22.5: Community Capacity to deal with first aid emergency increased	Increase number and skills of 354 volunteers on first aid emergency
Priority Area 2: Eradicating Malnutrition	Outcome 23: Reduced malnutrition among children	Output 23.1: Supplement food for prevention and treatment of cases of malnutrition increased	Supplement all eligible female and male vulnerable beneficiaries to supplement foods especially Fortified Blended Food (FBF)

[35] Data from ubudehe category I profiling, Gisagara, December 2017

NST1 Priorities	NST1 Outcome	Gisagara DDS outputs	Gisagara DDS strategic interventions
			Supplement to all vulnerable eligible female and male children with malnutrition to supplement foods especially one cup of milk per child
			Supplement female and male eligible pre-primary and primary pupils with weekly one cup of milk per child, reaching 45,000 pupils in 2024 from 9,998 in 2018
		Output 23.2: Joint action plan to eliminate malnutrition implemented	Ensure and sustain coordination of economic, social assistance and governance interventions to eradicate malnutrition through operational DPEM, SPEM and CPEM
			Promote 1000 days campaigns of good nutrition for children twice every year
			Effectively and efficiently support 6,000 eligible female and male headed households with girinka program
			Effectively and efficiently support eligible female and male headed households with small livestock

NST1 Priorities	NST1 Outcome	Gisagara DDS outputs	Gisagara DDS strategic interventions
			Establish functional ECDs in 518 villages to reinforce good nutrition practices sensitization
			Mobilize households to increase and consume animal production through animal production and consumption target in households imihigo
Priority Area 3: Enhancing demographic dividend through ensuring access to quality Health for all	Outcome 24: Improved healthcare services	Output 24.1: Quality of socially inclusive Health care services increased	Organize regular inspections of health facilities to enhance quality of health service delivery
			Increase capacity building of health facilities through increase of health staff, training and equipment
			Rehabilitate 8 health centers to increase health quality services
			Upgrade two District hospitals to increase referral health quality services
			Motivate community health workers for health service delivery in their package
		Output 24.2 :Socially inclusive and sustainably financial access to the health services increased	Mobilize community and stakeholders to sufficient health financing and sustainable model for Community Based Health Insurance (CHBI)
			Ensure availability of vital medical products at over

NST1 Priorities	NST1 Outcome	Gisagara DDS outputs	Gisagara DDS strategic interventions
			95%
			Support sustainable financial capacity of District pharmacy
		Output 24.3 : Essential Services across the Life Course: pregnancy, early life, children, adolescents and youth programs performed over recommended standards	Mobilize female and male population to perform use of health services at or over recommended standards: ANC, birth delivery in health facility, family planning, immunization, HIV prevention and treatment
		Output 24.4: Environmentally geographical and socially inclusive access to health services increased	Construction of 30 health posts to increase geographical access to health services
			Increase by 6 the number of ambulances to speed up health facilities interventions
		Output 24.5: Coverage of Essential Health Interventions: communicable and non-communicable diseases increased	Increase prevention of HIV/AIDS
			Increase care of HIV//AIDS
			Increase care of TB
		Output 24.6: Prevalence of sexually transmitted infections (STIs) and STI symptoms reduced from 20%	Organize 2 campaigns per year to increase prevention of STIs

NST1 Priorities	NST1 Outcome	Gisagara DDS outputs	Gisagara DDS strategic interventions
		for female persons to 5% and 2% for male persons to 1%	
		Output 24.7: Prevalence of malaria reduced	Organize two campaigns per year to increase prevention of malaria
		Output 24.8: Awareness for prevention against non-communicable diseases increased	Organize two campaigns per year to raise awareness on prevention against NCD
Priority Area 4: Enhancing the demographic dividend through improved access to quality education	Outcome 25: Increased equitable access to education programmes	Output 25.1: Number of female and children completing pre-primary programme before entering Primary Education increased	Increase enrollment of female and male children in ECE to achieve 45% of eligible children (3-6 years old) through construction of ECE classrooms and mobilization of parents
		Output 25.2: Viable infrastructure of social inclusive education facilities increased	Construct and equip equitably 649 viable and social inclusive classrooms for both female and male children and teachers to replace 295 old classrooms and 354 new classrooms
			Equip existing classrooms with 7700 gender sensitive pupils 'desks and 650 teachers 'office tables
			Support girls 'education in schools through strengthening girls 'room in all schools and providing

NST1 Priorities	NST1 Outcome	Gisagara DDS outputs	Gisagara DDS strategic interventions
			incentives to best performers
			Construct and equip 28 libraries for secondary schools
			Construct and equip 15 computer labs in schools to promote use of computer in schools and community
			Increase access of clean water to 60 schools, safe drinking water facilities to 84 schools and on grid electricity connectivity to all schools
			Equip 18 schools with underground rain water harvesting tanks to collect rain water using for hygiene and watering schools gardens
			Construction and equipment of 10 friendly environmental TVETs schools to equitably promote professional skills for female and male youth
			Increase annual enrollment of youth in TVET from 1,398 to 2,958, at least 52% being female
		Output 25.3: Quality of education increased	Increase capacity building in education sector to strengthen quality of education through providing sufficient teaching materials, teacher training, repetition rate reduction

NST1 Priorities	NST1 Outcome	Gisagara DDS outputs	Gisagara DDS strategic interventions
			Increase NAR in primary education and in Secondary education from 83% to 98% and from 11.7% to 50% respectively through fighting against drop out and repetition rate
			Construct 10 science laboratories in District secondary schools
Priority Area 5: Moving Towards a Modern Rwandan household	Outcome 26: Universal access to basic infrastructure (water, sanitation, electricity, ICT, shelter)	Output 26.1: Households with access to basic hygiene, water and sanitation facilities increased	Construct/rehabilitate water supply system to increase access to clean water
			Mobilize 8200 F&MHH to have clean water in their houses
			Strengthen hygiene in community and in public places
			Increase number of female and male headed households with floors in cement
		Output 26.2: Female and male headed households in viable planned settlement increased	Mobilize vulnerable households to join planned settlement
			Develop 12 IDP model villages with all components

NST1 Priorities	NST1 Outcome	Gisagara DDS outputs	Gisagara DDS strategic interventions
			Facilitate access to basic infrastructures: roads, water, ICT network, green spaces and entertainment facilities in all villages
		Output 26.3: All District female and male headed Households Connected to on grid and to off-grid electricity	Extend by 1000 km of electricity lines to electrify all settlements
			Support 18,888[36] vulnerable F&MHHs to be sustainably connected to electricity

[36] LODA, Households profiling ubudehe category I, 2017

Pillar 3: Transformational Governance

NST1 Priorities	NST1 Outcome	Gisagara DDS outputs	Gisagara DDS strategic interventions
Priority area 1: Reinforce Rwandan culture and values as a foundation for peace and unity	Outcome 27: Enhanced unity among Rwandans	Output 27.1: Unity and Reconciliation Preserved and Reinforced & Steadfast Rwandan Identity Fostered	Genocide sites sustainably upgraded and regularly maintained
			Fighting against Genocide ideology enhanced through annual activities of genocide remembering and eradication of its ideology activities
			Annually support realization of Ndi umunyarwanda program
			annually Support unity and reconciliation activities
		Output 27.2: Number of female and male population in different ages and professions categories with Ubutore culture increased	Strengthen activities of ubutore culture promotion through sustainable operationalization of itorero at village level
			Strengthen activities of ubutore culture promotion at school level
			Strengthen activities of ubutore culture promotion according to specialized sectors
			Conduct training on ubutore culture for student graduates

NST1 Priorities	NST1 Outcome	Gisagara DDS outputs	Gisagara DDS strategic interventions
Priority area 2: Ensure Safety and Security of citizens and property	Outcome 28: Ensure reign of Safety and security of citizens	Output 28.1: Capacity building of community policing increased	Support implementation of community policing action plans
			Support implementation of MoU between District and organizations in security domain
			Increase activities to reduce delinquency among female and male youth
			Increase activities to reduce drugs abuse among female and male youth
		Output 28.2: Prevention and mitigation of security issues done on time	Support implementation of security committees resolutions over 90%
Priority area 4: Strengthen Justice, Law and Order	Outcome 29: Universal access to quality of Justice Promoted	Output 29.1: Judgements in courts executed on time	Increase capacity building of bailiffs to execute judgments at 100% on time
			Strengthen MAJ services to support of vulnerable female and male population in laws
		Output 29.2: Performance of Abunzi committees in resolving citizens' complaints increased	Support abunzi committee to perform over 95% of non-appeal to courts of eligible received cases

NST1 Priorities	NST1 Outcome	Gisagara DDS outputs	Gisagara DDS strategic interventions
		Output 29.3: Awareness of female and male population of laws increased	Increase awareness of female and male population on laws through training and awareness campaigns
	Outcome 30: Increased Control of Corruption, Transparency and Accountability among community and stakeholders	Output 30.1: Activities to promote anti-corruption measures, transparency and accountability supported	Strengthen measures to promote anti-corruption measures, transparency and accountability in community
	Outcome 31: Sustained respect for human rights and civil liberties	Output 31.1: Increased socially inclusive and participative interventions to fight against GBV	Strengthen preparation and implementation of anti GBV plans
			Increase productive socio-economic reintegration of under 18 years old with early pregnancies
			Organize annually 16 days of activism campaigns to mobilize population against GBV
			Support ISANGE ONE STOP CENTER services
			Reintegrate children from streets in foster families

NST1 Priorities	NST1 Outcome	Gisagara DDS outputs	Gisagara DDS strategic interventions
			Support activities of umugoroba w'ababyeyi (parents' forum)
Priority area 5: Strengthen Capacity, Service delivery and Accountability of public institutions	Outcome 32: Improved Government operational efficiency and citizens satisfaction	Output32.1: Capacity building of institution increased	Construct and equip District premises
			Upgrade 13 Sectors and 59 Cells Offices
			Support operation costs of District sub entities
		Output 32.2: Use of online services increased	Increase use of online services in Gisagara District through ensuring sustainably operational internet network and equipment in computers to all staff
			Increase penetration of ICT in community through establishment of 46 Services Access Points
			Establish 13 video conference rooms in Sectors
		Output 32.3: Performance in PFM cycle for clean audit sustainably increased	Increase participatory planning, budgeting, monitoring and evaluation of District development at all levels
			Realize annually growth of 25% in amount of collected own revenues
			Realize inspections for capacity building of District and its non-budget agencies
			Strengthen performance and financial audit functions

NST1 Priorities	NST1 Outcome	Gisagara DDS outputs	Gisagara DDS strategic interventions
		Output 32.4: Sustainability of objectives of implemented projects enhanced	Ensure preparation of quality feasibility studies for LED projects though increasing ownership of key stakeholders
			Increase LED projects with baseline survey before implementation
			Strengthen projects contracts management through respect of meeting sites calendar and terms of references
			Increase number of development projects with post evaluations
Priority area 6: Increase citizens' participation, engagement and partnerships in development	DDS Outcome 33: Improved scores for citizen participation	Output 33.1: Participation of different categories of female and male population in planning process increased	Strengthen active participation of female and male citizens in development planning process

NST1 Priorities	NST1 Outcome	Gisagara DDS outputs	Gisagara DDS strategic interventions
		Output 33.2: Feedbacks to provided ideas and received information given by female and male population done on time	Strengthen culture of recording and giving feedback to received population requests
		Output 33.3: Coordination of Partners in District development increased	Strengthen clear participation of District stakeholders in District development through JADF
			Organize regularly accountability days in all institutions
		Output 33.4: Level of satisfaction of socially inclusive female and male population regarding community development regularly monitored	Conduct community score responsiveness surveys on implementation of Government programs
			Increase strategies to overcome weaknesses in citizen satisfaction
		Output 33.5: Mobilization of all categories of population to participate in District development increased	Support NWC to perform its objectives
			Support NYC to perform its objectives
			Support NCPD to perform its objectives
			Support NCC to perform its objectives

NST1 Priorities	NST1 Outcome	Gisagara DDS outputs	Gisagara DDS strategic interventions
			Support elder persons forum to perform its objectives
			Support faith based organization forum to perform its objectives
			Support PSF to perform its objectives
	DDS Outcome 34: Developed Capacity for Civil Society and the Media	Output 34.1: Publication of District information to community and stakeholders increased	Support activities to sustainably record and to disseminate public information to community and District stakeholders
			Strengthen use of District, Sector and Cells websites to disseminate official public information
	DDS Outcome 35: Promote the culture of self-reliance, teamwork spirit, integrity, solidarity and patriotism among Rwandans and developing home-grown	Output 35.1: Participation of female and male adult population in Citizen forum/inteko z'abaturage for community development increased	Strengthen resolving citizens complains and sharing information on community development through citizen forum
		Output 35.2: Agaciro Development Fund sensitized	Strengthen coordination of mobilization of agaciro fund in District

NST1 Priorities	NST1 Outcome	Gisagara DDS outputs	Gisagara DDS strategic interventions
	solutions to problems encountered by different categories of our society.	Output 35.3: Participation of female and male eligible population to umuganda as well as specific groups increased	Increase contribution of umuganda in District development
			Support implementation of 78 community projects implemented through Umuganda;
		Output 35.4: Participation of female and male in civic education activities sustainably increased	Support activities of mobilization of all social categories of female and male population in civic education

4 Strategic Framework

4.1 The District Vision, Mission and Objectives

Vision

Basing on contribution that Gisagara District wishes to realize to NST1, considering its potentialities and opportunities, Gisagara district has assigned itself the following vision" **becomes an agro-processing hub**" to enhance descent jobs creation facilities, graduation of population from poverty and service delivery leading to satisfaction of population ". Under this vision, District wishes to be referential source of crop and pigs processed products source for national and regional market.

Mission

The mission of Gisagara District is the provision of services to its citizens in the legally defined framework. We intend to improve the service delivery by complying with timelines and quality standards defined by our leadership. That is coordinating interventions leading to economic development and enhanced by increased productivity of economic activities, sustainable graduation from poverty line and achieved satisfaction of population with quality service delivery.

Objectives

The medium-term goals of the District are:

Objectives 1:

Enhance descent jobs creation equitably for female and male active population with emphasis on youth and women through support of socio inclusive opportunities to make productive all female and male graduates from TVET and high institutions.

Objectives 2:

Increase agriculture and livestock productivity to ensure nutritive food security; sustainable availability of raw materials pro agro processing units and local and regional market demand in food consumption.

4.2 Main Priorities at District level

Based on the main issues identified in third chapter under the third section and in alignment to the above-mentioned objectives, this section go through an overview of the main priorities is to be outlined in this section.

4.2.1. Priority Area 1: Creation of Off-farm, Decent and Productive Jobs for Economic Development with focus on Youth and Women.

Gisagara District is targeting to increase creation of non-farm decent jobs (wage non-farm and independent non-farm) to shift from 14.2% (27,598) of working age population (194,354 in 2014) 37 to 19% (estimated at 3,6979; at least 50% being for female persons) by 2024. The following tables show estimated baselines in decent off farm jobs by 2024.

Table 8: Estimation of decent non-farm jobs

Category of workers	Institutions	Average of Workers[38]	Total workers
Independent non farmers[39]	18,577	1	18,577
Workers with ME	2,294	1.5	3,441
workers with SE	248	10	2,480
Workers with M	41	50	2,050
Workers with Large	7	150	1,050
Total Non farm			27,598

Source: District estimations, 2018

The table below shows that estimation of decent non-farm jobs are 27,598 (non-farm wages and independent non farmers). Ubudehe categorization of population in 2017 shows that District population was 340,898. With annual growth of 2.1% given by NISR (RGP 2012), there is an estimated increase of 7,159 population that every year get at working ages. With assumption of finding decent jobs at least 80% of that population, the required efforts of DDS 2018-2024 for creation of decent non-farm jobs are estimated in following table.

[37] NISR, EICV4, Economic activity thematic report
[38] Estimations done in May 2018
[39] Estimations based on computed total workers minus total workers in MSMEs and LE identified by NISR, Establishment Census, 2014

Table 9: Estimations of decent non-farm jobs in six years

Categories of non-farm decent jobs	Increase in population	80% of population growth	Estimations of decent non-farm jobs in six years						
			1	2	3	4	5	6	Total
Independent non farmers	4,819	3,855.14	3,936	4,019	4,103	4,189	4,277	4,367	24,892
Workers with Micro Enterprises	893	714.08	729	744	760	776	792	809	4,611
Workers with Small Enterprises	643	514.66	525	536	548	559	571	583	3,323
Workers with Medium Enterprises	532	425.42	434	443	453	462	472	482	2,747
Workers with Large Enterprises	272	217.90	222	227	232	237	242	247	1,407
Total Non farm	7,159	5,727.20	5,847	5,970	6,096	6,224	6,354	6,488	36,979

Source: District estimations, May 2018

The above decent non –farm of jobs will be achieved through increasing opportunities for jobs creation: industries (focusing on value chains development such agro-processing, hand crafts, professional skills and financial and technical support to MSMEs. That creation has to take into consideration that 54.6% of population are female. Key interventions are regrouped in following outcomes.

Outcome 1: Develop and support priority sub sectors with high potential for growth and employment

Creation of jobs opportunities is based on agro processing, tourism promotion, handcraft industries and financially support initiative of youth and women for business promotion. Investment of public sector and private sector as well as civil society and faith based organizations enhancing competitions of youth and women, skilled professional workers and strong private sector engagement have to generate annual average of jobs estimated at 2,500; hence 15,000 jobs will be created in six years.

Gisagara District was facing a problem of having of processing units that were not working at their full capacity due to owners 'weakness in financial means and to lack of sufficient raw materials to ensure production all the time. Only three processing units (GIKONKO RICE ltd, GABI Ltd and INYAMAMARE Ltd) had certifications of RBS in 2017 for respect of standards.

1. Gisagara District will establish agro processing industries productivity especially for maize, rice, banana, pineapples and avocadoes through their extension, increase availability of agricultural raw materials and motivating them to fulfil requirements of products quality standards for local and regional markets.
2. Gisagara District will promote production of "made in Rwanda " in Textile industry to satisfy clothing needs through supporting craft persons in clothing, establishment of clothing units and promotion of sericulture for raw materials.

Outcome 2: Increased productivity of tourism in District

Touristic sites in District have been identified as potentiality to boost District economy through offering jobs, increase demand for food consumption from agriculture production and generation of opportunities for business, especially for handcrafts and trade on ways linking developed touristic sites with local towns and District headquarters. Four potential sites have been identified: Makwaza Mount with its panoramic view and historic exploits in area of the King Ruganzu Ndoli in 16th century, Rwabisemanyi with its manmade attraction based on amazing fishing ponds, Muyaga Mount with its panoramic view on its top and Save Catholic first catholic mission with its important historical background in Evangelisation[40].

With expectation to create jobs of 5,000 jobs by 2024, the following interventions will be focused on:

3. Develop hospitality facilities at Rwabisemanyi, at Muyaga Mount, Makwaza Mountain, at Save Parish and nearby District headquarters
4. Increase access to viable economic infrastructures to the touristic sites: navigable roads, electricity and sufficient access to clean water.

[40] GISAGARA DISTRICT, Strategic plan of touristic sites promotion, May 2017

5. Promote hand craft productions and cultural tourism on ways linking touristic sites: District HQ-Kibilizi Hospital- Kansi-Rwabisemanyi –Utwicarabami twa Nyaruteja-Gisunzu-Akanyaru watershed, District HQ-Mugombwa refugee's camp- Makwaza-Akanyaru watershed-District HQ-Musha- Muyaga mount- Hakan Power Plant and Save-Rwanza-Gisagara banana processing plant- District HQ and Save Parish-Gikonko health center&Gikonko rice plant-Muyaga mount –Hakan Peat Power Plant
6. Promote tourism linked on attraction of at least 27 visits for innovation realized in implementing projects/programs especially in environment protection, sports and culture, social protection and ICT such as graduation model, volleyball sport promotion, greening households and public places with fruit trees and ornamental trees, eradication of malnutrition and ICT penetration in community.

Outcome 3: Increased number of Rwandans with appropriate skills tailored to labour market demands

Gisagara District will look for increasing competitiveness of its active population on labor market. Interventions also will focus on equitably empowering female and male youth and women with professional skills and opportunities through handcraft centers, youth friendly culture centers and TVET. There will be promotion of massive vocational training will be then after supported in start-up tool kits.

7. Construct and make operational hand craft production centers focusing on business centers and promotion of handcrafts especially for female youth: four ICPCs will be established especially in business centers nearby markets in Nyanza, Mugombwa, Ndora and Musha Sectors.
8. Upgrade existing TVET schools : Saint Kizito Technical School at Save, Mugusa TVET in Gikonko Sector, Eugenie SMET and Notre Dame de Bonne Esperance in Ndora Sector, Kigembe TVET in Kigembe Sector, Musha Adventist TVET in Musha Sector and Saint Joseph of Kansi Sector TVET to reach requirements of quality teaching of professional skills
9. Construct and equip 10 TVET schools: 7 new on day TVET (VTC) with promotion of girls' enrolment in Sectors: Gishubi, Kibilizi, Kansi, Save, Muganza, Mukindo Musha and boarding TVET (TSS) schools in Mugombwa, Nyanza and Mamba

10. Establish and equip three youth and women friendly culture centers at Musha, Nyanza, Mugombwa and Kansi Sectors to facilitate access of female and male youth and women from the four District corners to information and skills on opportunities of jobs

11. Train on professional skills through massive vocation training (MVT) female and male youth, Persons with disabilities and women using existing TVETs and ICPCs.

Outcome 4: Increased opportunities to empower female and male youth and women to create business through entrepreneurship and access to finances

Paid wages and independent non farmers workers are on low level in District while there is an objective to reduce active population in agriculture. Financial and technical support will be equitably provided to female and male youth, PwDs and women headed MSMEs and SMEs as a booster to speed up in increasing employment productivity. Expectation is to contribute to creation of at least at 36,979 non-farm decent jobs per year in six years. The following interventions will be focused on:

12. Financially and technically support an average of 1500 MSME per year to start up their businesses, at least 52% being headed by women with expectation to generate new 18,000 decent jobs by 2024;
13. Financially and technically support productivity of 120 SME especially in joint ventures formation to access to financial schemes such as LCF and to BDF products with expectation to generate 600 decent jobs,
14. Coaching 9,000 youth and people with disability, at least 54% being women to have projects accepted and financed by financial institutions with expectation to generate new 18,000 decent jobs
15. Initiate at least one model income and employment-generating project in whole 518 villages

4.2.2. Priority Area 2: Accelerate Sustainable Urbanization

Outcome 5: **Ensure green urbanization and business centers development**

In 2012, Gisagara District population in urban areas was at 1.6%[41]. With an annual growth of 2.1%, this urban population in estimated at 1.78% in 2017. With an objective to contribute to national target where it's annual growth is estimated at 3% (from 17% to 35%), Gisagara District took an objective to realize an average growth of 5%. The following table illustrates expected scenario.

Table 10: Estimation of District population in urban areas by 2014

Years	2017	2018	2019	2020	2021	2022	2023	2024
Population [42]	340,898	348,057	355,366	362,829	370,448	378,228	386,170	394,280
% of population in urban area[43]	1.78	1.82	1.87	1.94	2.02	2.11	2.21	2.34
Population in urban area[44]	6,068	6,381	6,711	7,006	7,349	7,784	8,276	8,826
New population in urban areas[45]		313	280	327	414	467	523	582

Source: District estimations in May 2018

By 2024, new population in urban areas is estimated at a growth of 5%, its population; with new 2,907 population, urban area population is estimated at 8,826. With estimation of 4 members per household, new 724 households will have been settlement in urban areas by 2024.

Reaching this objective relies in increasing activities that attract new population in existing urban areas and increase urban areas through modernization of business centers. The key strategic interventions are the following:

16. Develop and monitor implementation of detailed implementation Gisagara urban master plans and layout plans of business centers to ensure friendly environmental promotion of required settlement and infrastructures.

[41] NISR, GPC 2012
[42] Population estimated using annual growth of 2.1%, baseline being ubudehe 2017
[43] Percentage of population in urban areas with an average growth of 5% per year
[44] Corresponding estimated population in urban area according to whole population
[45] Estimated new population in urban areas per year

17. In collaboration with individuals, private sector and/or with other organizations, construct friendly environment and socially inclusive affordable houses for business and settlements to host 724 households and 76 businesses, accent being put on multi storey housing to accommodate at least new 150 feamale and male headed households in Gisagara town and 150 in business centers.
18. Promote pro women decent jobs and businesses in Gisagara town and Sectors business centers motivating at least 500 women to live in urban areas and attract other members of their households.
19. Install public lightings in key points in Gisagara town and in all business centers to shift from 8.5km to 51.5km of public lights.
20. Service plots with basic infrastructures such as electricity, roads and water and facilitate increase of social facilities for hygiene and sanitation, sport and culture, health, education and religious believes according to Gisagara urban master plan and business centers layout plans.
21. Construct modern and viable markets in Sectors: Save, Musha, Mugombwa, Mukindo and Kansi
22. Develop viable road network through construction of Gisagara –Huye asphalt road, Save –Duwani asphalt road and Ndora car park; average waiting time in Ndora business center for buses during peak hours will be reduced from 2 hours minutes (June 2018) to 30 minutes by 2023/24
23. Establish waste management facilities in Gisagara town and business centers according to their master plan and layout plans.

Priority area 1.3: Establish Rwanda as a Globally Competitive Knowledge-based Economy

Outcome 6: Enhanced business oriented innovations of female and male youth and women

Innovations are one way of speeding development in different areas. Through competitiveness scheme, District will motivate creation of business through the following activities.

24. Organize competitions for business oriented creativity, calling proposals of female and male youth and women for preparation of innovative projects and financially support 360 female headed projects and 360 male headed projects within six years.
25. Train 900 eligible female and male beneficiaries to promote knowledge based economy using youth and women friendly centers and other competent institutions; at least 54% being female.
26. Establish a center for technology transfers in District, equipped with facilities to enable training and workshop for technology acquisition
27. Train at least 4300 female and 3500 male population on ICT and digital tools utilization to increase rate of population with skills in ICT in District

4.2.3. Priority Area 1.4: Promote industrialization and attain a structural shift in the export base to High-value goods and services

Outcome 7: Increased exports of value-added goods

Jobs executed in secondary and tertiary sectors, which are directly linked to businesses and industrializations, were only 18.25% (56,760/311,104); 81.75% (254,344 were in primary sector). This is linked to low level of agro processing production for local and regional market: their limited number as well as their incapacity to operate at their full capacity due to owners 'weakness in financial means and to lack of sufficient raw materials to ensure production all the time. Beside these weakness in private sector, there is also a problem of road infrastructures that are in bad conditions. To increase sustainable quantity and standards of "made in Gisagara" products, interventions focus on capacity building of existing industry, ensuring respect to standards and reducing production costs aim to:

28. Ensure agro processing units operate at least at annual average of 75% of their capacity within these six years through mobilizing them to ensure availability of sufficient raw materials and financial capacity through sustainable agreements with raw materials providers and financial institutions,
29. Support expansion and use of banana processed products from Gisagara industries to satisfy local, regional and international markets. At least 18,000 litters of quality banana processed products will have been exported.

30. Establish new processing units of key crops and livestock production in District, especially one for pigs, one for maize and one for avocadoes in collaboration with private sector,
31. Monitor that at least 70% of operational agro processing units in District fulfil required standards for local and regional classification delivered by competent institutions,
32. Increase production of coffee from 450 Tons to 600 Tons of full washed coffee through increase of maintenance, use of fertilizers and service of coffee
33. Increase production of macadamia from 0T to 100 T through development of 500 ha under macadamia trees
34. Increase production fruits from 60T[46] to 40,00T of fruit production especially through planting 60,000 avocado trees.

Outcome 8: Enhanced good conditions of roads to facilitate transport services

Doing business in Gisagara District is constrained to road network that is not in good conditions. Only 14% of population are satisfied with road network conditions against 86% who are not satisfied[47]. This increases cost of doing business in feeding markets such as processing units, business centers, Huye city and other establishments with high consumption in food and services such as schools, markets and selling points with agriculture production and vis versa the cost of accessing to products from those areas. There is a need to link productive areas in District with other local and regional corners through upgrading road networks. Thus, the following interventions will be implemented:

35. Construct Akanyaru bas-Kansi-Huye tarmac road to strengthen regional integration of Gisagara District with boarding countries and Huye City
36. Rehabilitate and maintain at least 150km of earth road network in all Sectors per year to keep them in good conditions of connections with productive areas, planting trees along sides included through VUP/PW, contractors competent in domain and community works.

[46] NISR, SAS2017B (10T) and SAS2018A (50T)
[47] NISR, EICV4, Utilities and amenities thematic report, 2013/2014

37. Realize maintenance of 68km of national road (NR8: Akanyaru-bas, Kigembe-Mugombwa-Ndora-Gikonko) while advocacy for its upgrading to asphalt road continues,
38. Ensure continuous routine maintenance for all rehabilitated earth roads: feeder roads and other rehabilitated roads such as Save-Mamba and Kibilizi-Mugombwa roads.
39. Construct bridges that link earth roads sections, especially in road rehabilitated/maintained through VUP/PW and community works,
40. Rehabilitate 49.9 km of feeder road networks, planting trees alongside included, to connect farming areas with productive areas
41. Upgrade and electrify Akanyaru bas boarder to promote cross border businesses to promote cross broader businesses.

Priority area 1.5: Increase Domestic Savings and position Rwanda as a hub for financial services to promote investments

Outcome 9: Enhanced long-term savings and innovative financing mechanisms

Investment in Gisagara District is on low level. This is due to lack of domestic saving for investments, low level of working with financial institutions and low level of joint ventures to mobilize sufficient funds for long run investments. Thus, the following key interventions will focus on:

42. Mobilize that at least 20 business infrastructures be executed using joint investments: 4 modern markets, 3 processing plants and 14 projects of affordable houses in Gisagara town and business centers
43. Support cooperation of cooperatives and companies for increase productivity through financial support schemes such as LCF
44. Provide incentives such as access to land and economic infrastructures to at least 10 investors.
45. Invest in private public partnership projects through buying shares in at least three projects that will be qualified as long term projects especially in pig production

processing plant, establishment of hospitality facilities at Rwabisemanyi and establishment of hospitality facilities at Muyaga

Outcome 10: Increased domestic saving and position Rwanda as a hub for financial services to promote investments

Gisagara District population working with banks and other formal financial institutions is 62%[48]. NST1 targets having 100% of adult population with financial inclusion. Focusing on mobilization of existing non included adult people and target covering new youth attaining bankable age, the following interventions will be done:

46. Increase adult female and male population with access to financial services from 69% to 80% through mobilization of opening accounts in Umurenge SACCO and good use of loans
47. Mobilize adult population in informal sector for a long term saving through pensions, shares in businesses and contribution in Agaciro Development Funds (AgDF) and other collective funds with a target to have at least 18,000 adult population in that kind of savings
48. Mobilize female and male population for use of financial online service to shift from to 80% of adult population doing payments electronically: 50% of sellers will use electronics machines for payment transactions.
49. Support financial literacy culture in primary and secondary schools to have 88 schools with saving schemes.

Priority Area 1.6: Modernize and increase productivity of Agriculture and livestock

Outcome 11: Increased resilient agricultural production and productivity

Gisagara District agriculture is still subsistent; it has low level of production to sustainably satisfy food security and market demand for consumption and agro processed products. It has still potentialities based on availability of fertile soils, service of providing improved

[48] Finscope 2016: Banked and members of formal financial institutions

seeds and partners in irrigations to make crop resilient to climate changes. Within 2018-2024 period, Gisagara District is to increase production to satisfy food security and food market. Interventions aim to:

50. Strengthen land use consolidation under key crops: maize, beans, rice, cassava, soybeans and vegetables and yield at least 23,243T of cereals (rice and maize) from 12,245T in 2017/2018[49], 20,806.5T of beans and 13,934.6T vegetables per year supplemented by cassava and soybeans through use of improved seeds and fertilizers.
51. Sustain agriculture productivity through development and valorization of 1200 ha of radical terraces and progressive terraces on 95% on eligible soils
52. Mitigate disasters risks through establishment of small scale irrigation on 720 ha and 300 hillside irrigation technologies
53. Develop marshlands irrigation infrastructures on 3000 ha
54. Increase quantity and quality of full washed coffee in Gisagara District from 350 T to 650T
55. Increase area covered by mulberry from 52 ha to 200ha to contribute to sericulture demand
56. Construct 24 maize and 24 rice drying floors to increase quality of agriculture post-harvest in collaboration with farmers.

Outcome 12: Ha under mechanization increased

57. To modernize agriculture, District will support mechanization projects aiming to time used in cultivating and harvesting.

Outcome 13: Increased resilient animal production and productivity

Livestock in Gisagara District is not professional and production is not well monitored. Interventions will focus on increase its productivity, professionalization and capacity to ensure increased animal production for food security and market demand for consumption and transformation. They will include:

58. Promote pig rearing of pigs throughout the District

[49] NISR, SAS2017B & SAS 2018A, **Production of main crops**

59. Increase animal production and productivity through artificial insemination, vaccination and monitoring of animal feeding and health
60. Increase facilities for improved quality of animal production: viable mini slaughters, collection milk centers and animal markets
61. Increase capacity building of individual and/or grouped in cooperatives breeders for professional animal rearing
62. Support initiatives of population in small livestock promotion

Outcome 14: Food security for nutrition increased

63. District will enhance elimination of malnutrition through ensuring sustainability and availability of sufficient food security both from crop and animal production:
    - Cereals nominally increased by 5% from to 19,844T[50] with emphasis on maize and rice production
    - Legumes (beans, peas etc) increased by 3% from 26,050T[51] to through increase of use of improved seeds and fertilizers
    - Tubers and roots nominally increased by 3% (cassava, sweet potatoes from 46,045T[52] to with looking for annual nominal growth of 5% of production;
    - Vegetables nominally increased by 3% from 13,998T[53] through increase of vegetables under land use consolidation and promotion of kitchen gardens;
    - Fruits nominally increased by 3% from 60T[54] to 600T through mobilizing at least 80% of District households to produce 10kg[55] of fruits per year; using gardens, trees around households, covering pit bins etc.
    - Animal production increased by 5% from: 132T of meat, 9 T of fish, 3800L of milk, 13 T of hides and skins, 25T of honey and 60,000 eggs through promotion of small livestock[56]

[50] NISR, SAS2017A&SAS2018A, **Production of main crops**
[51] Ibidem
[52] Ibidem
[53] Ibidem
[54] Ibidem
[55] Ibidem
[56] District administrative data, May 2018

64. Establish storing facilities of maize and beans to ensure sustainable local food security and agro processing demand to reach 5985T of maize and 6,871.9T of beans continuously stored[57]
65. Increase insurance for crop and animal production to face to probable disasters

Priority area 1.7: Sustainable management of natural resources and environment to transition Rwanda towards a carbon neutral economy

Outcome 15: Minerals, oil and gas sector promoted

66. **I**ncrease use of alternative fuels and cooking technologies through mobilize and//or support at least 20,600 (25%) female and male headed households to use biogas and cooking gas.

Outcome 16: Increased sustainability and profitability of forestry management

67. Increase area covered by trees through planting at least 350 ha of trees per year and rehabilitate existing old ones
68. Strengthen sustainable harvesting of forest with ensuring that or harvested trees respects current regulations
69. Increase ornamental trees in all public places, and in planned settlements; at least 30,000 ornamental trees planted in planned settlement and public places

Outcome 17: Increased efficient land use management

70. Improve land use administration and management for optimal allocation through respect of land use master plan and ensuring effective land registration

Outcome 18: Enhanced environment and climate change resilience control and awareness

[57]GISAGARA DISTRICT, LED STRATEGY 2017

71. Increase mobilization of population on environment protection and climate change resilience through strengthening environment committees, awareness of population and realization of EIA of all eligible projects

Outcome 19: Integrated water resource management

72. District will strengthen use of water resources especially in marshland to ensure equitable use, rain water harvesting to fight against soil erosion and also retaining water for other usage like irrigation and protection of natural resources such as rivers

Outcome 20: Enhance friendly environmental and climate resilient use of mining and quarries

73. To promote viable production of mining, District will focus on monitoring that regulations are respected and workers welfare is improving

Priority area 2.1: Enhancing graduation from extreme Poverty and promoting resilience

Outcome 21: Increased graduation from Extreme poverty

By referring to the status provided in EICV4, District Profile, the level of population identified as poor and extremely poor in Gisagara District 2013/14 stands at 53.3% and 20.6% respectively.

Gisagara District opts for enhancing resilient graduation from extreme poverty and poverty through increase support allowing them self-reliance, preventing vulnerable groups such as persons with disabilities (3.3% , orphans and vulnerable genocide survivors to fall in poverty and facilitate households to have descent generating activities and economic assets allowing them to earn income with a value greater than 150,000FRW. Key interventions in this domain will mainly seek to:

74. Provide VUP/PW jobs to its eligible female and male headed households through implementation of projects with high labour intensity (with at least 70% of non-skilled labor) with motivation of using a part of received wages on saving for investment in

sustainable IGA with at target to have at least 6000 female headed and 4000 male headed IGA created within six years;

75. Provide minimum packages for graduation to boot overcome gaps identified in profiling of poor households; 21,000 households will have been benefited.

Outcome 22: Increased interventions to prevent female and male headed households to fall in extreme poverty

76. Support all vulnerable F&MHHs with not shelters to have them and support in rehabilitation of old ones; attention be put on supporting 300 vulnerable genocide survivors families to have shelter and 800 ones to rehabilitate theirs.

77. Increase effectiveness and efficiency of girinka program through ensuring it reaches all eligible female and male beneficiaries and its good management and productivity

78. Ensure that all eligible F&MHHs in ubudehe categories I&II own small livestock by 2022 through distribution to 15000 female and male headed vulnerable households to breed pigs and/or goats in friendly environmental pigsty and goats shelters to avoid dwelling with animals for all supported beneficiaries.

79. Increase working rate with financial institution through ensuring that at least 10,200 eligible F&MHHs in ubudehe categories I&II has contacted financial services loans for IGA and pay back rate is over 95% and that at least 80% of active population is working with saving groups at village level.

80. Facilitate participation of communities in its self-socio-economic reliance communities through strengthening productivity of all villages community based ubudehe projects perfoming over 80% of their expectations,

81. Increase use ICT in monitoring implementation of social programs at every level and annually update information of profiles of District households to monitor their graduation from poverty so that population under poverty line reduce up to 20% and there is no population having current criteria of under extreme poverty,

82. Increase partnership with civil society, faith based organizations and private sector in monitoring and evaluation of implementation of social welfare programs to ensure their efficiency and sustainability.

Priority area 2.2: Eradicating Malnutrition

Outcome 23: Reduced malnutrition among children

Stunting level in Gisagara District was 38% in 2014[58]; NST I targets to eradicate malnutrition by 2023/24. Multisectorial interventions in different domains such as governance, health, education and agriculture will converge to this objectives.

83. Ensure regular realization of screening high level malnutrition detection to provide relevant data for prevention and malnutrition effective and efficient cases management and treatment,
84. Ensuring and sustaining food security especially to female and male population under poverty line through interventions to produce sufficient and nutrient crop food and vegetables rich in vitamins, proteins from small livestock such us rabbits an chickens
85. Supplement to eligible children and mothers with milk as one cup of milk per child Fortified Blended Food (FBF) and local initiatives linked prevent and treat malnutrition cases, especially stunting.
86. Gisagara District will continue to promote 1,000 days of good nutrition and care at village level as well as Sensitizing households on good nutrition practices through community based ECDs, health facilities and village kitchen initiatives.

Priority area 2.3: Enhancing demographic dividend through ensuring access to quality health for all

Population satisfied with health services in 2017 was 66.4%[59]. This implies low quality of health services due to health staff, weak communication between client and health service provide, weak comfortability of service delivery environment due to lack of sufficient equipment and facilities and low level of geographical and financial accessibility to health services which is not improved.

DHS 204/15 stipulates that 70.8% of population in Gisagara District covered by Health insurance, this implies that in this upcoming 6 years, the focus will be construction of health infrastructure to reduce walking Distance done by Population to reach to health centers, increase number of the population covered by health insurance and prevention of the infection Diseases.

[58] NISR, DHS 2014-2015
[59] RGB, CRC 2017

Outcome 24: Improved healthcare services

87. This will be done through construction of new health infrastructure constructed and upgraded the existing ones to meet the standards. The following strategic direction and interventions will be implemented to achieve the fore mentioned outcome: Kibilizi and Gakoma District Hospitals will be extended with the purpose of increasing their capacity, Kibayi, Kigembe, Kibilizi, Agahabwa, Save, Gisagara, Musha, Gikore health centers will be rehabilitated and, health posts in Cells with no health facility will be constructed for better access to health services, Gisagara District will continue to motivate establishment of private health clinics across all sectors.
88. Gisagara District will continue to reduce Maternal Mortality ratio and ensure child health by reducing maternal mortality ratio. As provided by National Strategy for transformation I, high vaccination coverage and delivery at health facilities above 90% will be maintained.
89. With Gisagara District stakeholders, we will continue to innovative sources of financing like Public Private Partnerships, Public Community Partnership for health financing and sustainable model for Community Based Health Insurance (CHBI).
90. Gisagara District will strengthen disease prevention awareness and reduce Communicable and Non Communicable Diseases (NCDs). This will be achieved through undertaking community mobilization to prevent diseases through maintaining hygiene, promoting physical exercises for all age groups, regular health check-ups, scaling up screening services in communities and health facilities. Furthermore, this will be reinforced by sustaining the universal access to TB, Malaria, HIV treatment for all, ensuring availability, accessibility and affordability of quality care and treatment for NCD patients.

Priority Area 2.3: Enhancing improved quality of education and produce skilled labor to meet market need.

Outcome 25: **Increased equitable access to education programmes**

Gisagara District will continue to promote education for all by increasing access to quality of Education by reducing drop out in all levels this will be done by continue construction new classroom reduce teacher/pupils ration in classroom and ICT in secondary schools will be promoted.

91. Gisagara District Development strategy will continue to develop skilled labour with the knowledge to meet market need where different schools will be rehabilitated those are; Eugenie SMET, Notre Dame de Bonne Esperance/Ndora, Musha Adventist VTC. New technical Secondary Schools will be established; Saint Joseph of Kansi will shift from general education to TVET. New ECD at Gikonko EAR, Gisunzu/Nyanza and Muganza will be constructed.
92. Increase access of clean water to 60 schools, safe drinking water facilities to 84 schools and on grid electricity connectivity to all schools
93. Enhanced quality of teaching and learning outcomes relevant to Rwanda's social and economic development, Gisagara will contribute to the development of appropriate skills tailored to labour market demands where technical secondary schools (TSSs) will be constructed, and Eugenie SMET and Notre Dame de Bonne Esperance/Ndora, Musha Adventist VTC.
94. Increase female and male adult population with literacy skills: from 64.5% (66.7% male and 62.7%)[60] to 80%

4.2.1 Priority Area 8: moving towards a Modern Rwandan household

Gisagara will contribute to the progress towards a Modern household were Basic infrastructure and services include water, sanitation, electricity, shelter and ICT. These infrastructure and services are fundamental to reducing poverty, improving health and livelihoods and promoting social development.

Outcome 26.: Universal access to basic infrastructure (sanitation, ICT, shelter) achieved

95. Access to basic sanitation facilities will be ensured,
96. Households with an improved unshared sanitation facility **will be increased** This will be achieved through introducing low-cost technologies and behaviour change communication approaches. Gisagara District will invest :
97. Increase land use management through development and support implementation of detailed land use master plans
98. In the implementation of developped standards for the construction of household toilets,
99. Construction of public toilets at public institutions, commercial premises, etc.,

[60] NISR, EICV5, Education thematic report, 2016/2017

100. Gisagara District will continue to promote hygiene and sanitation behaviour so as to make cleanliness a habit and a core value (*Indangagaciro*) will be promoted. sensitisation and awareness campaigns for hygiene in homes, schools, and health facilities, public places such as restaurants, recreation facilities and roads will be conducted with emphasis on food hygiene and body hygiene and clean clothes.

101. Gisagara District will continue to increase broadband coverage to all citizens through the 4G network. Mobile banking, easy transfer of money and increase in smart devices penetration will be promoted.

102. Strengthening multi-stakeholder / multi-sector Disaster Risk Reduction and leveraging tools like District Disaster Management Plans

Transformational governance

Priority area 3.1: Reinforce Rwandan culture and values as a foundation for peace and unity

Outcome 27: **Enhanced unity among Rwandans**

103. In collaboration with a model National Civic education Center for the "Itorero ry'Igihugu" which is planned to be established in Southern Province, Gisagara District will continue to promote unity and reconciliation among Rwandans through "Ndi Umunyarwanda and Abarinzi b'Igihango" programmes and scale up of unity clubs at all villages. Gisagara District will reinforce monitoring of the outcome form planned Ndi Umunyarwanda sessions organized at Vallage level, and also Itorero will be established in all villages and schools.

104. The voluntary national service programme (Urugerero) will be strengthened in Gisagara District guided by National Voluntary Programme where by all S6 Students graduate wills attend National Itorero Programme and there after contribute to the development of Gisagara District through Urugerero Programme.

105. Gisagara District will continue to fight against genocide ideology. This will be achieved by insuring preservation of the proof of genocide against Tutsi in 1994, a special attention will attention will be given to programmes designed to fight genocide

ideology in Rwanda and also strengthen citizens' participation in Kwibuka Dialogue organized at Umudugudu Level during commemoration Period.

Priority area 3.2: Ensure Safety and Security of citizens and property

Outcome 28: Ensure reign of Safety and security of citizens

106. District will ensure reign of safety and security of citizen through strengthening capacity of community policing, mobilizing key stakeholders in safety maintenance and fighting drug abuse and human trafficking
107. District will also strengthen collaboration with security organs especially through security committees

Priority area 3.4: Strengthen Justice, Law and Order

Outcome 29: Universal access to quality of Justice Promoted

108. Access to quality of Justice will also promoted where by Legal Aid will be provided to the Community through Access to Justice Bureaus (MAJ), and ensuring execution of Court Judgments including Gacaca judgments, and ensure full operationalization of integrated Electronic case management system will be fully operationalized and used in all relevant institutions involved in case management.
109. Alternative Dispute resolution mechanisms will be enhanced in Gisagara District to promote the culture of problem-solving in families and reinforce amicable settlement of disputes. For better delivery to NST1 Target of increasing cases resolved by Abunzi from 86% (Judiciary annual report 2015/16) to 94% by 2024.

Priority area 3.5: Strengthen Capacity, Service delivery and Accountability of public institutions

Outcome: 33: Level of Citizens Satisfaction with Service Delivery improved

110. **Gisagara District will** continue to **enshrine** a culture of dedicated service to citizens for fast and effective service delivery of public services by insuring that 100% of Local Government services are being delivered online. This will necessitate availing required infrastructures and equipment for the cell to become the centre of service

delivery as provided by Governance and Decentralization Sector Strategic Plan, like Internet connectivity, electricity, and increase citizens about the use of Information technology, new service charters will be adopted for the cell to ensure consistency of Services offered online and those planned to be decentralized at cell level., and also to develop and adopt the new organizational structure of the cell with required staff as per the adopted organizational structure.

111. Capacity of individuals from all level of Service Delivery will be enhanced for better achieving the required level of professionalism in terms of service delivery standards. Carry out service delivery inspections and enforce compliance with SD standards.

112. **Gisagara District is targeting to have unqualified audit opinion on financial statements and compliance with laws and regulations** by 2023/24. This will be supported by having professional accountants and the roll out of IFMS to sub-national entities including sectors (Imirenge), Districts Hospitals and health centers and schools.in addition to this peer review in all sectors and Non Budget Agencies in Gisagara District will be coordinated in collaboration with Rwanda Governance Board.

113. Professionalism and accountability of service delivery in private sector organizations (Banking, Transport, Health, Tourism and Hospitality) will be enhanced. This will be done in collaboration with Rwanda Development Board. A joint monitoring and will be conducted to insure better implementation of service Delivery Policy and Strategy to ensure better quality of Service Delivery at all levels.

4.2.2 Priority area 10: Increase citizens' participation, engagement and partnerships in Development

Outcome 32: Improved Government operational efficiency and citizens satisfaction
Gisagara District will continue to promote Citizens Participation empowerment and inclusiveness. In planning, implementation and monitoring of Gisagara District Actipon Plans, and Imihigo preparation.

114. Gisagara District will continue to insure direct and indirect citizen participation through election of elections the local leaders from village level up to District councils.

115. **Gov**ernance Month and citizens outreach programme will be monitored in collaboration with Rwanda Governance Board to ensure that Citizens problems and complaints are being raised to the concerned institutions and handled in appropriate manner with the purpose of promoting Good Governance.

116. Special group like youth and women will be encouraged to continue and increase their participation in national development and governance, striving to create jobs and provide support to the development of Gisagara District. District Development strategy is talking stock of building capacities of cooperatives, media, non-governmental organizations (NGOs), FBOs, and the private sector to develop an effective partnership to fast-track District development through a strong coordination of Joint Action Forum.

4.3 Result chain

The Result Chain clearly outlines the hierarchical chains of results that will be achieved when the DDS is fully implemented. The Result chain is developed in the form of the Conceptual framework where under each Pillar, a Goal or Impact, Outcomes, Outputs, Activities and Resources needed are identified. The following tables clearly show this flow that is based on the Results Based Management Principles.

Pillar 1 : Economic Transformation

Priority area 1.1: Create decent and productive jobs for economic development

Outcome 1: Develop and support priority sub sectors with high potential for growth and employment

Output 1.1: Agro processing industries increased

Establish processing units of key crops and livestock production in District, especially pigs, maize and avocadoes in collaboration with private sector

Output 1. 2: Sustainability of productivity of agro processing units increased

Support operational agro processing units to fulfil required standards for local and regional classification

Mobilize existing processing units to ensure availability of sufficient raw materials through sustainable agreements with providers and financial institutions

Support expansion and use of banana processed products

Output 1. 3: Textile industry to satisfy clothing needs increased

Establish 5 textile units of made in Rwanda clothing products

Output 1. 4: Contribution to raw materials for textile industry increased

Increase production of sericiculture

Outcome 2: Increased productivity of tourism in District

Output 2.1: Productivity of touristic areas developed

Develop and implement projects to develop touristic sites

Output 2.2: Culture tourism activities increased

Support activities of culture tourism

Increase social inclusive sports and culture facilities and productivity

Promote hand craft and cultural production along sides the ways linking touristic corridor terminates: District HQ via banana processing plant, Hakan peat via Save Parish and Muyaga Mount, Makwaza Mount via Mugombwa refugee camp, Utwicarabami twa Nyaruteja via Kansi baoba tree and Rwabisemanyi fishing ponds

Attract at least 27 visits of tourists for innovations in implementing projects/programs, especially in environment, social protection and ICT

Outcome 3: Increased number of Rwandans with appropriate skills tailored to labor market demands

Output 3.1: Viable hand craft production centers for female and male crafters in potential business centers developed

Establish 4 social inclusive production hand craft centers for youth professional skills incubation and hand products production,

Output 3.2: Hands-on Skills for female and male craft persons increased

Train semi-skilled & Unskilled youth, women and PWDs trained and employed through massive vocational training

Upgrade with skills and award certificates existing productive female and male crafts persons and artisans in ICPCs

Rapid response Training, Industrial based training, apprenticeship and certification increased

Support MSMEs and Cooperatives in ICPCs to access modern equipment

Output 3.3: Gender sensitive youth friendly centers to enhance entrepreneurship skills increased

Establish 4 youth friendly culture centers in Sectors to increase job creation opportunities for female and male youth

Outcome 4: Increased opportunities to empower female and male youth and women to create business through entrepreneurship and access to finances

Output 4.1: Creation of descent jobs for female and male youth increased

Trace and report Productive Jobs (employment for pay or Profit) created in all economic activities

Conduct annually jobs data collection to identify District job rich flagship investment project

Support female and male youth and women to create decent jobs through Kuremera program and youth and women friendly centers capacity building

Output 4.2: Creation and sustainability of social inclusive MSMEs and SMEs, majority being headed by women increased

Financially and technically support competitive female and male headed start up MSMEs and SMEs

Coach female and male headed Start up MSMEs to develop bankable projects by Business Development Advisors using vouchers

New TVET graduates accessing start up toolkit loan facility

Support agribusiness projects for university graduates with start up capital

Support female and male headed Startup and early growth SMEs to access finance through BDF guarantee and grant scheme

Output 4.3: Models of income and employment generating projects at village level developed

Support implementation of income and employment generating project at village level

Output 4.4: Business promotion facilities increased

Construct 4 friendly environmental financially productive markets and 3 selling points

Output 4.5: Youth Entrepreneurship and Access to Finance Capabilities increased

Mobilize female and male youth with startups & early growing MSMEs accessing finance through BDF products.

Support female and male youth graduated from MST, IBT, RRT supported to access tool kits scheme

Support youth MSMEs and Cooperatives to participate in made in Rwanda product exhibitions conducted at District level

Output 4.6: Youth talents competition and promoted

Organize competitions to award female and male youth with talents

Priority Area 2: Accelerate Sustainable Urbanization

Outcome 5: Ensure green urbanization and business centers development

Output 5.1: Activities to viably implement Gisagara urban master plan increased

Develop and implement detailed Gisagara urban master plan

0utput 5.2: Friendly environmental implementation of business centers development layouts executed after being designed

Develop and implement layout plans of business centers to ensure friendly environmental promotion of required settlement and infrastructures

Output 5.3: Promotion of waste management facilities and greening in Gisagara District increased

Establish waste management and sanitation facilities for a green Gisagara town and green business centers

Output 5.4: Public lighting on roads and in public places increased

Install public lightings in key points in Gisagara town and in all business centers

Install solar photocetric lights community

Output 5.5: Viable transport infrastructure facilities in Gisagara town increased

Monitor implementation of projects of construction of tarmac road in Gisagara town

Construction of car park

Time of waiting organized buses reduced from two hours to 30

minutes

Priority area 1.3: Establish Rwanda as a Globally Competitive Knowledge-based Economy

Outcome 6: Enhanced business oriented innovations of female and male youth

Output 6.1: Innovations initiated by female and male youth financially supported

Support creation and implementation of business oriented innovations

Priority area 1.4: Promote Industrialization and attain a Structural Shift in the export base to High-value goods and services with the aim of growing exports by 17% annually

Outcome 7: Increased exports of value-added goods

Output 7.1: Quantity of full washed and milled coffee increased

Increase quantity and quality of full washed and milled coffee produced in District

Output 7.2: Horticulture production and productivity increased

Support farmers to increase production of pineapples to satisfy local market and availability of raw material for Nyanza pineapple processing unit

Increase production of macadamia

Mobilize households to increase avocado production

Outcome 8: Enhanced good conditions of earth roads to facilitate transport services

Output 8.1: Earth roads network in District regularly and viably maintained

Maintain earth road network in all Sectors to keep in good conditions connections with productive areas, planting trees along sides included

Routine maintenance of rehabilitated earth roads

Output 8.2: Bridges linking earth roads sectors rehabilitated/constructed

Construct and rehabilitate bridges that link earth roads sections

Output 8.3: Viably rehabilitated feeder roads increased

Rehabilitate feeder road networks, planting trees alongside included, to connect productive areas with markets: transformation units and selling areas

Output 8.4: Km of asphalt roads in District increased

Construct Gisagara –Huye asphalt road

Monitor progress of national road (Akanyaru –Kigembe-Mugombwa-Ndora-Gikonko) asphalt construction in District project implementation

Monitor project of construction of Akanyaru –Bas-Nyanza-Kigembe-Kansi-Huye asphalt road

Priority area 1.5: Increase Domestic Savings and position Rwanda as a hub for financial services to promote investments

Outcome 9: Enhanced long-term savings and innovative financing mechanisms

Output 9.1: Private long term investments increased

Provide incentives to attract investors for investment in identified District potentialities,

Mobilize individuals, cooperatives and companies for joint ventures for increased long term investments

Invest in private public partnership projects through buying shares in oriented long term projects.

Outcome 10: Increased domestic saving and position Rwanda as a hub for financial services to promote investments

Output 10.1: Adult population with access in financial services increased

Mobilize female and male population for adhesion to financial access

Output 2.2: Use of ICT for financial operations increased

Mobilize female and male population for use of financial online service

Support financial literacy culture in primary and secondary schools

Priority area 1.6: Modernize and increase productivity and livestock

Outcome 11: Increased resilient agricultural production and productivity

Output 11.1: Production and productivity of crop under land use consolidation increased

Strengthen land use consolidation under key crops: banana, maize, beans, rice, cassava, soybeans and vegetables

Output 11.2: Agriculture extension services strengthened through Twigire Muhinzi

Increase capacity of female and male farmers and stakeholders

Output 11.3: Banana production and productivity increased

Increase production and market of banana

Output 11.4: Effective and efficient irrigation developed

Support farmers to practice small scale irrigation

Develop hillside irrigations in District

Develop marshland irrigation infrastructures

Output 11.5: Productive and Sustainable soil erosion infrastructures increased

Develop and sustainably valorize radical terraces

Develop and maintain progressive terraces

Outcome 12: Ha under mechanization increased

Output 12.1: Mecanization practices increased

Support mecanization projects

Outcome 13: Increased resilient animal production and productivity

Output 13.1: Animal resources production and productivity increased

Increase cows artificial insemination

Output 13.2: Animal diseases prevented and controlled

Conduct animal vaccination

Increase management of animal production

Output 13.3: Establishment of facilities for quality animal production increased

Construct milk collection centers

Construct mini slaughters

Upgrade viable animal markets areas

Outcome 14: Food security for nutrition increased

Output 14.1: Post harvest handling facilities increased

Construct 48 rice and maize drying grounds to increase quality of post-harvest

Output 14.2: Food security for basic consumption crop and vegetables increased

Establish 10 storing facilities of maize and beans to ensure sustainable local food security and agro processing demand, especially in potential business centres:Save, Mugombwa, Ndora, Nyanza and Musha

Priority area 1.7: Sustainable management of natural resources and environment to transition Rwanda towards a carbon neutral economy

Outcome 15: Minerals, oil and gas sector promoted

Output 15.1: Distribution and use of alternative fuels and cooking technologies supported

Mobilize 16,460 female and male headed households to use cooking gas and 4,140 female and male households to use domestic biogas in Gisagara District

Outcome 16: Increased sustainability and profitability of forestry management

Output 16.1: Forest cover productivity increased and maintained

Increase area covered by forest and agro forest trees

Rehabilitate existing area covered by forest and agro forest trees

Output 16.2: District forest sustainably exploited and managed

Enhance good harvest of forest and agro forest trees: wood, charcoals and handcrafts

Increase green interventions to reduce use of wood

Output 16.3: Ha covered by ornamental trees planted alongside roads increased

Plant ornamental trees in community and alongside roads

Outcome 17: Increased efficient land use management

Output 17.1: Improved land use administration and management for optimal allocation

Strengthen land use management for socio-economic activities

Increase quality land registration service delivery

Support efficient implementation and monitoring of land use plans to ensure sustainable development

Outcome 18: Enhanced environment and climate change resilience control and awareness

Output 18.1: Environmental committees (district and sector) and

clubs created or enforced and trained on environment protection and sustainability

Support activities of environment committees and clubs

Output 18.2 : Awareness on environment protection and climate change resilience increased

Increase awareness of institutions and female and male population in different categories on environment protection and climate change resilience

Output 18.3: Interventions to mitigate/adapt climate change issues increased

Strengthen interventions for environment protection and climate changes resilience

Rehabilitate ravine nearby Nyaruteja/Nyanza market

Support implementation of EIA on existing projects

Outcome 19: Integrated water resource management

Output 19.1: Scaled-up integrated water resource management (IWRM) optimized

Strengthen management of water resources in District

Increase efficiency of water use in marshlands irrigation

Output 19.2: Water use and storage Equitable and sustainable

Increase facilities for water harvesting on private and public infrastructures

Output 19.3: Water bonds and rivers Sustainably managed and protected

Maintain activities of Akanyaru watershed protection project

Protect water bonds and rivers in District

Outcome 20: Enhance friendly environmental and climate resilient use of mining and quarries

Output 20.1: Respect of regulations in exploitation of mining and quarries strengthened

Strengthen respect of laws and regulations in mining and quarries

Pillar 2: Social Transformation

Priority area 2.1: Enhancing graduation from extreme Poverty and promoting resilience

Outcome 21: Increased graduation from Extreme poverty

Output 21.1: Holistic package for graduation of female and male population under poverty and extreme poverty scaled up

Conduct and regularly update information of profiles of households to monitor their graduation from poverty

Provide VUP/PW jobs to its female and male eligible beneficiaries with motivating them to saving

Provide minimum packages for graduation to profiled poor households to boot them overcoming identified gaps

Provide direct support to eligible female and male headed households

Number of needy genocide survivors and ex-combatants supported under ordinary direct support

Enhance vulnerable female and male households to have active financial access with increased loans management

Support effectively female and male headed households in extreme poverty to have small livestock and/or income generating activities

Support eligible older people with social protection support

Increase efficient use of ICT in monitoring implementation of social programs at every level

Mobilize effectively female and male headed households in extreme poverty to be active with a saving groups in village

Strengthen Monitoring of social protection livelihood programs

Increase role of civil society organizations in efficient management of social welfare programs to ensure their efficiency and sustainability

Outcome 22: Increased interventions to prevent female and male headed households to fall in extreme poverty

Output 22.1: Vulnerable female and male headed households affected by human security issues supported to graduate

Support unsheltered female and male vulnerable genocide survivors to have equitable houses

Support vulnerable unsheltered female and male headed households to have equitable houses

Support vulnerable female and male headed households to have minimum requirement for hygiene

Support female and male vulnerable children, youth and adult persons to have access to specific needs

Output 22.2: Socio economic integration of persons with disabilities enhanced

Financially and technically support income and employment generating activities initiated by different categories of female and male persons with disabilities

Sustainable Mainstreaming persons with disabilities in all socio-economic activities

Support PwDs with access to rehabilitation support services e.g.: assistive devices

Output 22.3: Adaptation measures to reduce intensity of disasters on social inclusive persons increased

Increase readiness measures to reduce intensity of probable disasters

Output 22.4: Mitigation measures to reduce risks of disaster

Increase awareness of institutions and female and male population in different categories on disaster prevention and management

Priority area 2.2: Eradicating Malnutrition

Outcome 23: Reduced malnutrition among children

Output 23.1: Supplement food for prevention and treatment of cases of malnutrition increased

Supplement female and male vulnerable eligible beneficiaries to supplement foods especially Fortified Blended Food (FBF)

Supplement female and male vulnerable eligible children with malnutrition to supplement foods especially one cup of milk per child

Supplement female and male vulnerable eligible pre-primary and primary pupils with one cup of milk per child

Output 23.2: Joint action plan to eliminate malnutrition implemented

Ensure and sustain coordination of economic, social assistance and governance interventions to eradicate malnutrition

Promote 1000 days campaigns of good nutrition for children

Effectively and efficiently support eligible female and male headed households with girinka program

Effectively and efficiently support eligible female and male headed households with small livestock

Reinforce good nutrition practices sensitization through ECDs at village level and health facilities

Mobilize female and male headed households to have kitchen gardens

Priority area 2.3: Enhancing demographic dividend through ensuring access to quality health for all

Outcome 24: Improved healthcare services

Output 24.1: Quality of socially inclusive Health care services increased

Organize inspections of health facilities to enhance quality of health service delivery

Increase capacity building of health facilities

Motivate community health workers for health service delivery in their package

Upgrade health facilities to upgrade soft and/or hard facilities

Output 24.2 :Socially inclusive and sustainably financial access to the health services increased

Mobilize community and stakeholders to sufficient health financing and sustainable model for Community Based Health Insurance (CHBI)

Ensure availability of vital medical products

Support sustainable financial capacity of District pharmacy

Output 24.3 : Essential Services across the Life Course: pregnancy, early life, children, adolescents and youth programs performed over recommended standards

Mobilize community and stakeholders to sufficient health financing and sustainable model for Community Based Health Insurance (CHBI)

Mobilize female and male population to increase use of health services

Support immunization effective coverage

Output 24.4: Environmentally geographical and socially inclusive access to health services increased

Construction of health posts to increase geographical access to health services

Upgrade health centers to increase health quality services

Upgrade District hospitals to increase referral health quality services

Increase number of ambulances to speed health facilities interventions

Output 24.5: Coverage of Essential Health Interventions: communicable and non-communicable diseases increased

Increase prevention of HIV/AIDS

Increase care of HIV//AIDS

Increase care of TB

Output 24.6: Prevalence of sexually transmitted infections (STIs) and STI symptoms reduced from 20% for female persons to 5% and 2% for male persons to 1%

Organize campaigns to increase prevention of STIs

Output 24.7: Prevalence of malaria reduced

Organize campaigns to increase prevention of malaria

Output 24.8: Awareness for prevention against non-communicable diseases increased

Organize campaigns to raise awareness on prevention against NCD

Priority area 2.4: Enhancing demographic dividend through ensuring access to quality education

Outcome 25: Increased equitable access to education programmes

Output 25.1: Number of female and children completing pre-primary

programme before entering Primary Education increased

Increase enrollment of female and male children in ECE

Output 25.2: Viable infrastructure of social inclusive education facilities increased

Construction and equipment of equitable, viable and social inclusive o replace 295 old classrooms and 354 new classrooms for both female and male children and teachers

Equipment of existing classrooms in gender sensitive pupils 'desks and teachers 'office tables

Support girls 'education in schools

Construct and equip libraries

Construct and equip 15 computer labs in schools

Increase access of water to 60 schools

Ensure all schools are connected to ongrid electricity

Mobilize 84 schools to be equipped with safe drinking water facilities

Construction and equipment of 10 friendly environmental TVETs schools to equitably promote professional skills for female and male youth

Increase annual enrollment of youth in TVET from 1,398 to 2,958, at least 52% being female

Output 25.3: Quality of education increased

Increase capacity building in education sector to strengthen quality of education

Priority area 2.5: Moving towards a Modern Rwandan Household

Outcome 26: Universal access to basic infrastructure (water, sanitation, electricity, ICT, shelter)

Output 26.1: Houses with access to basic hygiene, water and sanitation facilities increased

Construct/rehabilitate water supply system to increase access to clean water

Increase number of female and male headed households with water taps in houses

Strengthen hygiene in community and in public places

Increase number of female and male headed households with floors in cement

Output 26.2: Female and male headed households in planned settlement increased

Support vulnerable households to join planned settlement

Support promotion of planned settlement: layout plans, sites servicing, basic sport and culture facilities, basic infrastructures development, environment and climate resilience facilities

Develop IDP model villages

Ensure coverage of connectivity to electricity to all female and male headed households

Output 26.3: All District female and male headed Households Connected to on grid and to off-grid electricity

Ensure coverage of connectivity to electricity to all female and male headed households

Output 26.4: Strengthen prevention and response strategies to fight gender-based violence (GBV)

Strengthen preparation and implementation of anti GBV plans

Increase productive socio-economic reintegration of under 18 years old with early pregnancies

Organize 16 days of activism to mobilize population against GBV

Support ISANGE ONE STOP CENTER services

Reintegrate children from streets in foster families

Support activities of umugoroba w'ababyeyi (parents' forum)

Pillar 3: Transformational Governance

Priority area 3.1: Reinforce Rwandan culture and values as a foundation for peace and unity

Outcome 27: Enhanced unity among Rwandans

Output 27.1: Unity and Reconciliation Preserved and Reinforced & Steadfast Rwandan Identity Fostered

Genocide sites sustainably upgraded and maintained

Fighting against Genocide ideology enhanced

Support realization of Ndi umunyarwanda program

Support unit and reconciliation activities

Output 27.2: Number of female and male population in different ages and professions categories with Ubutore culture increased

Strengthen activities of ubutore culture promotion at school level

Strengthen activities of ubutore culture promotion at village level

Strengthen activities of ubutore culture promotion according to specialized sectors

Conduct training on ubutore culture for student graduates

Priority area 3.2: Ensure Safety and Security of citizens and property

Outcome 28: Ensure reign of Safety and security of citizens

Output 28.1: Capacity building of community policing increased

Support implementation of community policing action plans

Support implementation of MoU between District and organizations in security domain

Increase activities to reduce delinquency among female and male youth

Increase activities to reduce drugs abuse among female and male youth

Output 28.2: Prevention and mitigation of security issues done on time

Support implementation of security committees resolutions

Priority area 3.4: Strengthen Justice, Law and Order

Outcome 29: Universal access to quality of Justice Promoted

Output 29.1: Judgements in courts executed on time

Increase capacity building of bailiffs to execute judgments

Strengthen MAJ services to support of vulnerable female and male population in laws

Output 29.2: Performance of Abunzi committees in resolving citizens' complaints increased

Increase capacity building of bailiffs to execute judgments

Output 29.3: Awareness of female and male population of laws

increased

Increase awareness of female and male population on laws

Outcome 30: Increased Control of Corruption, Transparency and Accountability among community and stakeholders

Output 30.1: Activities to promote anti-corruption measures, transparency and accountability supported

Strengthen measures to promote anti-corruption measures, transparency and accountability in community

Outcome 31: Sustained respect for human rights and civil liberties

Priority area 3.5: Strengthen Capacity, Service delivery and Accountability of public institutions

Outcome 32: Improved Government operational efficiency and citizens satisfaction

Output 32.1: Capacity building of institution increased

Construct and equip District premises

Upgrade Sector and Cell Offices

Construct villages offices

Provide necessary staff and logistics for viable working environment

Output 32.2: Use of online services increased

Increase use of online services in Gisagara District

Increase integration of ICT in community

Output 32.3: Performance in PFM cycle for clean audit sustainably increased

Increase participatory planning, budgeting, monitoring and evaluation of District development at all levels

Increase sustainably amount of own revenues collected

Realize inspections for capacity building of District and its

non-budget agencies

Strengthen performance and financial audit functions

Output 32.4: Sustainability of objectives of implemented projects enhanced

Ensure preparation of feasibility studies for LED projects

Increase LED projects with baseline survey before implementation

Strengthen projects contracts management through respect of meeting sites calendars and terms of references

Increase number of development projects with post evaluations

Priority area 3.6: Increase citizens' participation, engagement and partnerships in development

DDS Outcome 33: Improved scores for citizen participation

Output 33.1: Participation of different categories of female and male population in planning process increased

Strengthen active participation of female and male citizens in development planning process

Output 33.2: Feedbacks to provided ideas and received information given by female and male population done on time

Strengthen culture of recording and giving feedback to received population requests

Output 33.3: Coordination of Partners in District development increased

Strengthen clear participation of District stakeholders in District development through JADF through accountability days

Output 33.4: Level of satisfaction of socially inclusive female and male population regarding community development regularly monitored

Conduct community score responsiveness surveys on implementation of Government programs

Increase strategies to overcome weaknesses in citizen satisfaction

Output 33.5: Mobilization of all categories of population to participate in District development increased

Support NWC to perform its objectives

Support NYC to perform its objectives

Support NCPD to perform its objectives

Support NCC to perform its objectives

Support elder persons forum to perform its objectives

Support faith based organization forum to perform its objectives

Support PSF to perform its objectives

DDS Outcome 34: Developed Capacity for Civil Society and the Media

Output 34.1: Publication of District information to community and stakeholders increased

Support activities to sustainably record and to disseminate public information to community and District stakeholders

Strengthen use of District, Sector and Cells websites to disseminate official public information

DDS Outcome 35: Promote the culture of self-reliance, teamwork spirit, integrity, solidarity and patriotism among Rwandans and developing home-grown solutions to problems encountered by different categories of our society.

Output 35.1: Participation of female and male adult population in Citizen forum/inteko z'abaturage for community development increased

Strengthen resolving citizens complains and sharing information on community development through citizen forum

Output 35.2: Agaciro Development Fund sensitized

Strengthen coordination of mobilization of agaciro fund in District

Output 35.3: Participation of female and male eligible population to umuganda as well as specific groups increased

Increase contribution of umuganda in District development

Support implementation of community projects implemented through Umuganda;

Output 35.4: Participation of female and male in civic education activities sustainably increased

Support activities of mobilization of all social categories of female and male population in civic education

4.4 Logical framework

Table 11: Logical framework for economic transformation pillar

Indicator	Baseline (2016/17)	Overall Target	Target 2018/19	Target 2019/20	Target 2020/21	Target 2021/22	Target 2022/23	Target 2023/24	MoV	Assumptions
Priority Area 1: Create decent and productive jobs for economic development										
PRIVATE SECTOR AND YOUTH EMPLOYMENT SECTOR										
Outcome 1: Develop and support priority sub sectors with high potential for growth and employment										
Output 1.1: Agro processing industries increased										
Number of additional varieties of banana processed products	One product	2	One new: Juice		One new: wine				Project implementation report	Management of banana processing plants stays favourable
% of implementation of pig processing products project	Feasibility study available	100		40	60				Project implementation report	PPP intervention is favourable

Indicator	Baseline (2016/17)	Overall Target	Target 2018/19	Target 2019/20	Target 2020/21	Target 2021/22	Target 2022/23	Target 2023/24	MoV	Assumptions
Number of avocado processing units established	Project idea	2		1			1		Project implementation report	PPP intervention is favourable
Number of maize processing units with increased production capacity	3	3	1	1		1			Project implementation report	PPP intervention favourable
Output 1. 2: Sustainability of productivity of agro processing units increased										
Number of metric Tons of banana processed in different variety of products fulfilling local and/or international	240	6450	350	650	850	1200	1575	1825	Reports of banana purchased by recognized banana processing units	Policy on consuming quality banana wine stays favourable

Indicator	Baseline (2016/17)	Overall Target	Target 2018/19	Target 2019/20	Target 2020/21	Target 2021/22	Target 2022/23	Target 2023/24	MoV	Assumptions
market standards										
Number of metric tons of pineapple, mangoes and avocadoes processed in different variety of products fulfilling local and/or international market standards	Small pineapple transformation unit at Nyanza	8000	0	250	250	1800	2700	3000	Reports of processed pineaple, mangoes and avocado production	PPP stays favorable for promotion of avocado&mangoes for unit construction

Indicator	Baseline (2016/17)	Overall Target	Target 2018/19	Target 2019/20	Target 2020/21	Target 2021/22	Target 2022/23	Target 2023/24	MoV	Assumptions
Number of existing agro processing units upgraded/rehabilitated	2 cassava processing units and one pineapple processing units were not operational	3		1	1	1			Report of upgrade units: 2 for cassava : Mamba and Mukande and one for pineapples at Nyanza	Owners of processing units participate in upgrading
Annual metric tons of maize products sold on national and international markets	Feasibility study of the project	1850			250	350	500	750	Report of production of	Required processing units established and operational

Indicator	Baseline (2016/17)	Overall Target	Target 2018/19	Target 2019/20	Target 2020/21	Target 2021/22	Target 2022/23	Target 2023/24	MoV	Assumptions
Annual fruit products sold on national and international markets										
Annual litters banana products sold on national and international markets										
Output 1.3: Textile industry to satisfy clothing needs increased										
Number of tailing processing units operations	One cooperative for tailing at Rwanza	4		1	1	1	1		Textile industry report	Textile industry policy stays favourable

Indicator	Baseline (2016/17)	Overall Target	Target 2018/19	Target 2019/20	Target 2020/21	Target 2021/22	Target 2022/23	Target 2023/24	MoV	Assumptions
Number of new female and male users of handcraft centers& textile uruganda iwacu	235 users: 100 female and 135 male[61]	740 users: 460 female and 280 male	60 users: 40female and 20 male	60 users: 40female and 20 male	250 users: 150 female and 100 male	60 users: 40female and 20 male	60 users: 40female and 20 male	250 users: 150 female and 100 male	Report on usage of handcraft centers	At 4 least Handcraft and textiles uruganda iwacu centers established
Output 1.4: Contribution to raw materials for textile industry increased										
Ha of new land covered by mulberry for sericulture development	52 ha	200	20	30	30	40	40	40	Report of sericicultur e	PPP stays favourable for the project
Number of villages with at least one model income and employment	0	518	0	59	118	118	223		report of IEG projects	Initiatives meet availability of funds

[61] Gisagara District; Rwanza handcraft center statistics in April 2018

Indicator	Baseline (2016/17)	Overall Target	Target 2018/19	Target 2019/20	Target 2020/21	Target 2021/22	Target 2022/23	Target 2023/24	MoV	Assumptions
generation project										
Outcome 2: Increased productivity of tourism in District										
Output 2.1: Productivity of touristic areas developed										
Percentage of establishment of hospitality facilities at Rwabisemanyi site	Site has been identified as potential[62]	100			40	60			Project implementation report	PPP intervention favourable
Percentage of establishment of hospitality facilities at Muyaga site	Site has been identified as potential[63]	100			20	30	50		Project implementation report	PPP intervention favourable

[62] Gisagara District strategic plan for touristic sites promotion, 2016
[63] Ibidem

Indicator	Baseline (2016/17)	Overall Target	Target 2018/19	Target 2019/20	Target 2020/21	Target 2021/22	Target 2022/23	Target 2023/24	MoV	Assumptions
Percentage of establishment of hospitality facilities at Save site	Site has been identified as potential[64]	100				30	60	10	Project implementation report	PPP intervention favourable
Percentage of establishment of hospitality facilities at Makwa site	Site has been identified as potential[65]	100				20	40	40		
Output 2.2: Culture tourism activities increased										
Number of sports facilities developed to competitions in volleyball, basketball, goal	*1 combined basketball, volleyball *1 accessible	39 combined basketball, volleyball *5 accessible		6 combined basketball, volleyball *1	9 combined basketball, volleyball *1 accessible to sitball,	9 combined basketball, volleyball *1 accessible	9 combined basketball, volleyball *1	6 combined basketball, volleyball *1	Projects implementation reports Physical verification	PIC accepts the projects

[64] Ibidem
[65] Ibidem

Indicator	Baseline (2016/17)	Overall Target	Target 2018/19	Target 2019/20	Target 2020/21	Target 2021/22	Target 2022/23	Target 2023/24	MoV	Assumptions
ball sit ball and sitting volley constructed	to sitball, goalball and sitting volley, One football ground[66]	to sitball, goalball and sitting volley		accessible to sitball, goalball and sitting volley,	goalball and sitting volley,	to sitball, goalball and sitting volley, One football ground	accessible to sitball, goalball and sitting volley,	accessible to sitball, goalball and sitting volley,		
Number of sport and cultural competions organized	One cyclisme	6 cyclisme, 5 sitting volley and 5 cultural folklore	One cyclisme, one sitting volley and one cultural folklore	One cyclisme, one sitting volley and one cultural folklore	One cyclisme, one sitting volley and one cultural folklore	One cyclisme, one sitting volley and one cultural folklore	One cyclisme, one sitting volley and one cultural folklore	One cyclisme, one sitting volley and one cultural folklore	Report off competitions	

[66] Infrastructures in gymnasium compound

Indicator	Baseline (2016/17)	Overall Target	Target 2018/19	Target 2019/20	Target 2020/21	Target 2021/22	Target 2022/23	Target 2023/24	MoV	Assumptions
Number of average touristic visits attracted by realized performances in programs/projects	NA	27	2	5	5	5	5	5	Report on touristic visits attracted by performances	Innovations in implementing programs/projects are successful and marketed on websites
Outcome 3: Increased number of Rwandans with appropriate skills tailored to labour market demands										
Output 3.1: Viable hand craft production centers for female and male crafters in potential business centers developed										
Number of socially inclusive handcraft production centers established	1 (Rwanza ICPC)	4		1	1	1	1		Project reports	Project is accepted by PIC
Output 3.2: Hands-on Skills for female and male crafters increased										
Number of semi-skilled & Unskilled		1119 at least 55% being	79; at least 55% being female	130; at least 55% being	130; at least 55% being	260; at least 55% being	260; at least 55% being	260; at least 55% being	Report of training through	

Indicator	Baseline (2016/17)	Overall Target	Target 2018/19	Target 2019/20	Target 2020/21	Target 2021/22	Target 2022/23	Target 2023/24	MoV	Assumptions
female and youth, women and PWDs trained and employed through massive vocational training		female		female	female	female	female	female	massive vocational training	
Number of existing productive female and male crafts persons and artisans in ICPCs Upgraded with skills and awarded certificates		475, at least 43% being female	20; at least 30% being female	65; at least 40% being female	65; at least 40% being female	65; at least 50% being female	130; at least 50% being female	130; at least 50% being female	Report of activities of upgrading and rewarding certificates	

Indicator	Baseline (2016/17)	Overall Target	Target 2018/19	Target 2019/20	Target 2020/21	Target 2021/22	Target 2022/23	Target 2023/24	MoV	Assumptions
Number of female and male people trained in Work Place Learning in Rapid response Training, Industrial based training, apprenticeship and certification	65	1300	150	150	200	250	250	300	District annual reports	
Number of new starting female and male hand handcraft persons operational		9722 female and 8278 male people	608 female and 517 male	608 female and 517 male	1823 female and 1552 male	1823 female and 1552 male	2430 female and 2070 male,	2430 female and 2070 male	Business annual report	Handcraft production have relevant market
Output 3.3: Gender sensitive youth friendly centres to enhance entrepreneurship skills increased										

Indicator	Baseline (2016/17)	Overall Target	Target 2018/19	Target 2019/20	Target 2020/21	Target 2021/22	Target 2022/23	Target 2023/24	MoV	Assumptions
Number of youth friendly center to enhance entrepreneurships skills for youth	1	4		1	1	1	1		Project reports	Project is accepted by PIC
Number of new female and male people, at least 75% being youth accessed to services of center supported by certificates	One Center is operational at Ndora	9722 female and 8278 male people	608 female and 517 male	608 female and 517 male	1823 female and 1552 male	1823 female and 1552 male	2430 female and 2070 male,	2430 female and 2070 male	4 Centers for empowering youth and women opportunities constructed	
Output 3.4: Viable and socially inclusive TVETs facilities increased										
Number of new socially inclusive VTC schools constructed	7 VTC operational	7		2	3	3	1	1	Projects implementation reports	TVET construction projects accepted by PIC and other

Indicator	Baseline (2016/17)	Overall Target	Target 2018/19	Target 2019/20	Target 2020/21	Target 2021/22	Target 2022/23	Target 2023/24	MoV	Assumptions
										stakeholders
Number of new TSS constructed	2 TSS operational	3		1		1		1	Project report	PIC accepts to finance the projects
Number of TVET schools upgraded/Rehabilitated: ICT, extension, equipment, workshops, dormitories etc	5 TVET schools operational	6	1	1	1	1	1	1	Report of upgraded TVET school	TVET upgrading projects accepted by PIC and other stakeholders
Output 3.5: Enrolment of female and male youth in TVET increased										

Indicator	Baseline (2016/17)	Overall Target	Target 2018/19	Target 2019/20	Target 2020/21	Target 2021/22	Target 2022/23	Target 2023/24	MoV	Assumptions
Number of female and male students newly enrolled in TVET	1,398: 570 female and 828 male	2958 students , at least 52% being female	480 students , at least 52% being female	720 students , at least 52% being female	720 students , at least 52% being female	920 students , at least 52% being female	920 students , at least 52% being female	1560 students , at least 52% being female	Report on TVET enrolment	TVET schools increased
Outcome 4: Increased opportunities to empower female and male youth and women to create business through entrepreneurship and access to finances										
Output 4.1: Creation of decent jobs for female and male youth increased										
Number of off farms jobs created for female and male active population	5,404 productive jobs in 2017/2018	36,979; at least 50% being for female	5,847; at least 50% being for female	5,970; at least 50% being for female	6,096; at least 50% being for female	6,224; at least 50% being for female	6,354; at least 50% being for female	6,488; at least 50% being for female	Report on off Farm jobs created	
Number of jobs in flagship investment projects identified	20	25	25	25	25	25	25	25	25	

Indicator	Baseline (2016/17)	Overall Target	Target 2018/19	Target 2019/20	Target 2020/21	Target 2021/22	Target 2022/23	Target 2023/24	MoV	Assumptions
Number of female and male youth and women supported to create descent jobs	1100	7800 persons, 56% being female	1300 persons, 56% being female	1300 persons, 56% being female	1300 persons, 56% being female	1300 persons, 56% being female	1300 persons, 56% being female	1300 persons, 56% being female	Report on creation of jobs	
Output 4.2: Creation and sustainability of social inclusive MSMEs and SMEs, majority being headed by women increased										
Financially and technically support competitive female and male headed start up MSMEs and SMEs	13 SMEs supported through LCF	78	13	13	13	13	13	13	Report of MSMEs and SMEs financially supported	

Indicator	Baseline (2016/17)	Overall Target	Target 2018/19	Target 2019/20	Target 2020/21	Target 2021/22	Target 2022/23	Target 2023/24	MoV	Assumptions
Number of Start-up female and male headed MSMEs and SMEs coached and initiated	976	9000 MSMEs and SMES, at least 51 % being FH	1500 MSMEs and SMES, at least 40 % being FH	1500 MSMEs and SMES, at least 45 % being FH	1500 MSMEs and SMES, at least 50 % being FH	1500 MSMEs and SMES, at least 55 % being FH	1500 MSMEs and SMES, at least 58 % being FH	1500 MSMEs and SMES, at least 60 % being FH	District annual reports	BDF or other institutions continue to favorably support the program
Number of New TVET graduates accessing start up toolkits, loan facility included	200 new TVET graduates	900	150	150	150	150	150	150	Report on toolkits loan facility	
Agribusiness projects for university graduates supported with start-up capital	2	12	2	2	2	2	2	2	Report on agri business projects supported	

Indicator	Baseline (2016/17)	Overall Target	Target 2018/19	Target 2019/20	Target 2020/21	Target 2021/22	Target 2022/23	Target 2023/24	MoV	Assumptions
Number of male and female headed SMEs accessing BDF products)	81 male and female headed SMEs accessing BDF products	390	65	65	65	65	65	65	District annual reports	BDF continues with favorable responsibilities
Output 4.3: Models of income and employment generating projects at village level developed										
Number of new income and employment projects initiated by village levels	2 projects initiated by community ubudehe	518		88	130	130	170		Report on community projects realized	Saving mobilization and community investment mobilized
Number of people employed in village projects, at least	4 persons employed : 2 watchmen	2,084		260	520	520	680		Report community projects realized	

Indicator	Baseline (2016/17)	Overall Target	Target 2018/19	Target 2019/20	Target 2020/21	Target 2021/22	Target 2022/23	Target 2023/24	MoV	Assumptions
50% being female										
Output 4.4: Business promotion facilities increased										
Number of market constructed	3	4		1	1		1	1	construction project report	
Number of selling points established	0	4		1	1	1		1		
Output 4.5: Youth Entrepreneurship and Access to Finance Capabilities increased										
Number of female and male youth with startups & early growing MSMEs	2590 enterprises: Micro[67]: 2,294 Small[68]:	6000	1000	1000	1000	1000	1000	1000	Report of the activity	NEP interventions stay favorable for the activity

[67] Micro enterprises: enterprises with one to three workers (NISR, Establishment Census, 2014)

Indicator	Baseline (2016/17)	Overall Target	Target 2018/19	Target 2019/20	Target 2020/21	Target 2021/22	Target 2022/23	Target 2023/24	MoV	Assumptions
accessing finance through BDF products.	248 Medium[69]: 41 Large[70]: 7									
% of female and male youth graduated from MST, IBT, RRT supported to access tool kits schemes	150 in 2017/18	420	70	70	70	70	70	70	Report of the activity	NEP interventions stay favorable for the activity
Number of youth MSMEs and Cooperatives to participate in		600	100	100	100	100	100	100	Report of the activity	NEP interventions stay favorable for the activity

[68] Small enterprises: 4 to 30 workers (NISR, Establishment Census, 2014)
[69] Medium enterprises: 31 to 100 workers((NISR, Establishment Census, 2014)
[70] Large enterprises: With over 100 works ((NISR, Establishment Census, 2014)

Indicator	Baseline (2016/17)	Overall Target	Target 2018/19	Target 2019/20	Target 2020/21	Target 2021/22	Target 2022/23	Target 2023/24	MoV	Assumptions
made in Rwanda product exhibitions conducted at District level										
Output 4.6: Youth talents competition and promoted										
Number of youth with talent awarded	0	360	60	60	60	60	60	60		Ministry in charge of youth sponsors this activity
Number of competitions events organized	Youth participated in youth conneckt	24	4	4	4	4	4	4		Ministry in charge of youth sponsors this activity
Priority Area 2: Accelerate Sustainable Urbanization										
URBANIZATION AND RURAL SETTLEMENT SECTOR										

Indicator	Baseline (2016/17)	Overall Target	Target 2018/19	Target 2019/20	Target 2020/21	Target 2021/22	Target 2022/23	Target 2023/24	MoV	Assumptions
Outcome 5: Ensure green urbanization and business centers development										
Output 5.1: Activities to viably implement Gisagara urban master plan increased										
Ha of area of Gisagara master plan with detailed implementation plan	10 ha with detailed implementation plan	30	5	5	5	5	5	5	Report on implementation Gisagara urban master plan	
% of respect of implementation Gisagara urban master plan	60% of respect of implementation Gisagara urban master plan	100	70	80	100	100	100	100	Report on implementation Gisagara urban master plan	
Number of affordable houses constructed	0	50		10	10	10	10	10	Report on land available for public	Regulations reamain favorable

Indicator	Baseline (2016/17)	Overall Target	Target 2018/19	Target 2019/20	Target 2020/21	Target 2021/22	Target 2022/23	Target 2023/24	MoV	Assumptions
									infrastructures	
Number of new households settled in in Gisagara town and Sector business centers		724	78	70	82	103	116	130	Report of new settlements in urban areas	Development of urbanization policy stays favorable
Number of commercial/business houses constructed in Gisagara town and Sector business centers		70	5	13	13	13	13	13	Report of new business houses constructed	Private sector is motivated for construction of houses

Indicator	Baseline (2016/17)	Overall Target	Target 2018/19	Target 2019/20	Target 2020/21	Target 2021/22	Target 2022/23	Target 2023/24	MoV	Assumptions
Number of km of new public lighting constructed	8.5	24	3	12.5			9		Report on implementation Gisagara urban master plan	Project is accepted by PIC
Number of km of new water extension lines constructed to service plots	Main lines on place	40			10	10	10	10	Report on implementation Gisagara urban master plan	Project is accepted by PIC
0utput 5.2: Friendly environmental implementation of business centers development layouts executed after being designed										
Number of friendly environment development layouts designed	Project idea	4	2		2			Report on developed layouts	Project accepted by PIC	

Indicator	Baseline (2016/17)	Overall Target	Target 2018/19	Target 2019/20	Target 2020/21	Target 2021/22	Target 2022/23	Target 2023/24	MoV	Assumptions
Number of business centers with layout plans	Project idea	8		4		4		Report on implementation of layout plans	Project accepted by PIC	
Output 5.3: Promotion of waste management facilities and greening in Gisagara District increased										
% of implementation of waste management project in Gisagara urban master plan implemented	Project idea	100			20	30	50		Projects implementation reports	
Number of public places annually reached by greening and beautification	73	126	113	126	126	126	126	126	Projects implementation reports	Project is still accepted by PIC

Indicator	Baseline (2016/17)	Overall Target	Target 2018/19	Target 2019/20	Target 2020/21	Target 2021/22	Target 2022/23	Target 2023/24	MoV	Assumptions
project										
Output 5.4: Public lighting on roads and in public places increased										
Number of km of public lighting on roads Gisagara- Huye, Rwanza, Mbazi, Kibilizi-Huye and business centers Musha, Nyaruteja, Gakoma, Migina, Gatunda constructed	8.5	36	4	16	4	4	4	4	Projects implementation reports	Project accepted by PIC
Number of solar photocetric lights installed in		24			6	6	6	6	Installed lightings	Project accepted by PIC

Indicator	Baseline (2016/17)	Overall Target	Target 2018/19	Target 2019/20	Target 2020/21	Target 2021/22	Target 2022/23	Target 2023/24	MoV	Assumptions
public										
Output 5.5: Viable transport infrastructure facilities in Gisagara town and business centers increased										
% of construction works of Gisagara-Huye asphalt road	20	80	60	20					Projects implementation report	RTDA finances the project
% of construction of Save- Duwani – Huye asphalt road	Project idea	100		Feasibility satudy		20	40	40	Projects implementation report	RTDA finances the project
% of construction of car park in Gisagara at Ndora	Project idea	100	Feasibility study		20	80			Projects implementation report	PPP stays favourable

Indicator	Baseline (2016/17)	Overall Target	Target 2018/19	Target 2019/20	Target 2020/21	Target 2021/22	Target 2022/23	Target 2023/24	MoV	Assumptions
Number of helipads constructed	project idea		1			1			Helpad available	
Time of waiting buses on organized transport in Town	Two hours for waiting organized buses	3 min	2	1	1	30	30	30	Report on public transport in District	Quality of roads increasingly improved
Priority area 1.3: Establish Rwanda as a Globally Competitive Knowledge-based Economy										
ICT SECTOR										
Outcome 6: Enhanced business oriented innovations of female and male youth										
Output 6.1: Innovations initiated by female and male youth financially supported										
Number of projects ideas initiated by youth financially rewarded	2 projects of agri business funded	12	2	2	2	2	2	2	Reports of initiatives funded	Initiatives obtained financial support

Indicator	Baseline (2016/17)	Overall Target	Target 2018/19	Target 2019/20	Target 2020/21	Target 2021/22	Target 2022/23	Target 2023/24	MoV	Assumptions
Number of competitions of initiatives rewarded at District level	Initiatives are rewarded at national level/youth connect	12: 6 for female and 6 for male youth	2	2	2	2	2	2	Reports of youth connect report at District	Funds as rewards of initiatives available
Number of youth, female being 50%, trained on digital literacy	4,221 (6.7%: 4.2% male, 9.2% female[71])	58,779	6500	10,455	10,455	10,455	10,455	10,455	Report on training on digital literacy	
Priority area 1.4: Promote Industrialization and attain a Structural Shift in the export base to High-value goods and services with the aim of growing exports										
EXPORT SECTOR										
Outcome 7: Increased exports of value-added goods										
Output 7.1: Quantity of full washed and milled coffee increased										

[71] NISR, EICV5, Education thematic report, 2016/2018

Indicator	Baseline (2016/17)	Overall Target	Target 2018/19	Target 2019/20	Target 2020/21	Target 2021/22	Target 2022/23	Target 2023/24	MoV	Assumptions
Number of annual metric Tons of Full washed coffee resulting maintenance of coffee and capacity of farmers produced	350T of full washed coffee produced	2518	360	375	400	425	450	508	Annual report on coffee production	Ha under coffee stays favorable
Output 7.2: Horticulture production and productivity increased										
Number of new ha covered by pineapples	Pineapples were destroyed by diseases	250	20	50	50	50	50	30	Reports of pineapples plantations	Diseases do not destroy plantations
Number of ha of macadamia planted	0	500	80	100	80	80	80	80	Agriculture reports	Projects accepted by PIC

Indicator	Baseline (2016/17)	Overall Target	Target 2018/19	Target 2019/20	Target 2020/21	Target 2021/22	Target 2022/23	Target 2023/24	MoV	Assumptions
Number of new ha covered by avocado	600 ha of avocadoes planted	600	100	100	100	100	100	100	Reports on planted tree fruits	Financial support for seedlings preparation available
TRANSPORT SECTOR										
Outcome 8: Enhanced good conditions of earth roads to facilitate transport services										
Output 8.1: Earth roads network in District regularly and viably maintained										
Number of earth roads maintained per year	180	180	180	180	180	180	180	180	Report of maintained earth roads	VUP/PW stays favorable for the project
Number of km of earth roads in villages maintained through community works	260	260	260	260	260	260	260	260	Report of community works	

Indicator	Baseline (2016/17)	Overall Target	Target 2018/19	Target 2019/20	Target 2020/21	Target 2021/22	Target 2022/23	Target 2023/24	MoV	Assumptions
Output 8.2: Bridges linking earth roads sections rehabilitated/constructed										
Number of bridges rehabilitated/constructed to link earth roads sections	2	12	2	2	2	2	2	2	Bridges constructed /rehabilitated	Project accepted by PIC
Output 8.3: Viably rehabilitated feeder roads increased										
Number of km of feeder roads rehabilitated with water drainage and alongside road planted trees	125	105		35		35		35	Project implementation report	MINAGRI&RTDA finances projects
Number of km of rehabilitated feeder roads with routine	125	1065	125	160	160	195	195	230	Project implementation report	Feeder roads rehabilited in planed years

Indicator	Baseline (2016/17)	Overall Target	Target 2018/19	Target 2019/20	Target 2020/21	Target 2021/22	Target 2022/23	Target 2023/24	MoV	Assumptions
maintenance										
Output 8.4: Projects of construction of asphalt roads: Save-Musha- Mamba, Akanyaru bas-Mugombwa -Ndora -Gikonko and Kigembe-Kansi-Huye monitored										
% of construction works of Save-Mamba asphalt road executed	0	100	0	0	20	40	40		Project implementation report	RTDA finances the project
% of construction works Akanyaru bas or Ngoma -Nyaruteja-Kansi-Huye asphalt road executed	0	100	0	0	0	20	40	40	Project implementation report	RTDA finances the project
% of construction	0	100	0	0	0	0	0	20	Project implementa	RTDA finances the

Indicator	Baseline (2016/17)	Overall Target	Target 2018/19	Target 2019/20	Target 2020/21	Target 2021/22	Target 2022/23	Target 2023/24	MoV	Assumptions
works Akanyaru bas or Ngoma-Nyaruteja-Kigembe-Mugombwa-Ndora-Gikonko asphalt road executed									tion report	project
Priority area 1.5: Increase Domestic Savings and position Rwanda as a hub for financial services to promote investments										
FINANCIAL SECTOR										
Outcome 9: Enhanced long-term savings and innovative financing mechanisms										
Output 9.1: Private long term investments increased										
Number of investors receiving incentives to attract them to invest in District	2 investors have been granted with incentives	6	1	1	1	1	1	1	Report on incentives given to investors	Investors are willingness to invest in District

Indicator	Baseline (2016/17)	Overall Target	Target 2018/19	Target 2019/20	Target 2020/21	Target 2021/22	Target 2022/23	Target 2023/24	MoV	Assumptions
Number long run investments implemented by joint ventures/cooperatives of	10 long run projects initiated by social protection beneficiaries	12	2	2	2	2	2	2	Report on long run investments realized	Cooperative& private sectors have willingness to invest
Number of projects implemented in PPP approach	One project "GABI" implemented in PPP	3			1	1	1		Project reports	PPP project accepted by PIC
Outcome 10: Increased domestic saving and position Rwanda as a hub for financial services to promote investments										
Output 10.1: Adult population with access in financial services increased from 61% (19% with access to bank and 43% to microfinances) to 80%										
Number of new of female and male adult population with access to Umurenge	8,378 new Umurenge SACCO members in 2017/2018	49,326	7,800	7,963	8,131	8,302	8,476	8,654	Report of adhesion in Umurenge SACCO	Policy of Umurenge SACCO stays favorable

Indicator	Baseline (2016/17)	Overall Target	Target 2018/19	Target 2019/20	Target 2020/21	Target 2021/22	Target 2022/23	Target 2023/24	MoV	Assumptions
SACCO										
Number of reached female and male adult population members of saving groups	109542 members of 2039 saving groups	179542	129542	139542	149542	159542	169542	179542	Report on saving groups	Saving groups stay favourable
Number of adult active populations, at least 53% being female to adhere to Long Term Saving Pension	The program was launched	116, 400	19,400	19,400	19,400	19,400	19,400	19,400	Report on adhesion of LST Ejo Heza	LST Ejo Heza policy continue to be favourable
Output 10.2: Use of ICT for financial operations increased										

Indicator	Baseline (2016/17)	Overall Target	Target 2018/19	Target 2019/20	Target 2020/21	Target 2021/22	Target 2022/23	Target 2023/24	MoV	Assumptions
Number of mobile money agents operational to reduce time spent to get service (44 min: Finscope 2016)	168 mobile money agents operational	2524	300	350	400	450	500	524	Report on business promotion activities	
Number of mobile bank agents operational to reduce time spent to gent bank service (55 min: Fin scope 2016)	17 bank agent operational	230	20	25	36	40	50	59	Report on business promotion activities	Program of banks for bank agents stays favorable

Indicator	Baseline (2016/17)	Overall Target	Target 2018/19	Target 2019/20	Target 2020/21	Target 2021/22	Target 2022/23	Target 2023/24	MoV	Assumptions
Number of schools reached with practice of children financial literacy	4	88	26	52	88	88	88	88	Report of activities of financial literacy in schools	Financial literacy program stays favorable in schools
Priority area 1.6: Modernize and increase productivity and livestock										
AGRICULTURE SECTOR										
Outcome 11: Increased resilient agricultural production and productivity										
Output 11.1: Production and productivity of crop under land use consolidation increased										
Ha of consolidated Land	25,567[72]	26,300	27,000	27,500	28,000	28,500	29,000	29,500	Report of mapped land for land use consolidation	Planned settlement is still favourable

[72] NISR, 2018 Seasonal Agricultural Survey - Season A

Indicator	Baseline (2016/17)	Overall Target	Target 2018/19	Target 2019/20	Target 2020/21	Target 2021/22	Target 2022/23	Target 2023/24	MoV	Assumptions
Ha of total land consolidation area for main crops	38,022.8	41,500	37,500	37,800	40,000	40,500	41,000	41,500	Annual agriculture report	Improved settlement
Ha of land consolidation area for main crops: maize,	7,286	7,200	7,073	7,200	7,200	7,200	7,200	7,200	Annual agriculture report	
Ha of land consolidation area for main crops: beans	21787	22,300	20,927	20,700	22,400	22,700	22,400	22,300	Annual agriculture report	
Ha of land consolidation area for main crops: rice	2493.5	2,450	2,450	2,450	2,450	2,450	2,450	2,450	Annual agriculture report	
Ha of land consolidation area for main crops: cassava	4938	6,000	1738	2500	3500	4000	4,500	4,800	Annual agriculture report	
Ha of land consolidation area for main crops soybeans	1518.3	3000	1278	1500	1800	2100	2100	2100	Annual agriculture report	

Indicator	Baseline (2016/17)	Overall Target	Target 2018/19	Target 2019/20	Target 2020/21	Target 2021/22	Target 2022/23	Target 2023/24	MoV	Assumptions
MT/ha of maize produced	3	4	3.5	3.6	3.7	3.8	3.9	4	Annual agriculture report	Disasters do not destroy crops
MT/ha of rice produced	4.5	6	5	5.2	5.5	5.7	5.9	6	Annual agriculture report	Disasters do not destroy crops
MT/ha of bush beans produced	1.2	1.8	1.4	1.45	1.5	1.6	1.7	1.8	Annual agriculture report	Disasters do not destroy crops
MT/ha of cassava produced	18	25	20	22	23	24	24.5	25	Annual agriculture report	Disasters do not destroy crops
Metric tons of Maize improved seeds used	77.6	105	80	80	85	85	105	105	Annual agriculture report	Conditions for seeds multipliers remains favourable
Percentage of farmers who use quality maize seeds	50	80	55	60	65	70	75	80	Annual agriculture report	improved seeds available

Indicator	Baseline (2016/17)	Overall Target	Target 2018/19	Target 2019/20	Target 2020/21	Target 2021/22	Target 2022/23	Target 2023/24	MoV	Assumptions
Percentage of farmers who use quality rice seeds	70	90	75	80	83	85	87	90	Annual agriculture report	improved seeds available
Metric tons of mineral fertilizers used of consolidated area for maize	1,340 (19.6% of plots use mineral fertilizers ; NISR, ASSB2017	1,650	1,400	1,460	1,500	1,550	1,600	1,650	Annual agriculture report	
Metric tons of mineral fertilizers used of consolidated area for rice	1200	7200	1200	1200	1200	1200	1200	1200	Agriculture reports	Policy on mineral fertilizers stays favourable

Indicator	Baseline (2016/17)	Overall Target	Target 2018/19	Target 2019/20	Target 2020/21	Target 2021/22	Target 2022/23	Target 2023/24	MoV	Assumptions
Metric tons of annual average organic manures produced by farmers through composts and pit bins used in District	55,800	78,000	60,000	65,000	7,000	73,000	76,000	78,000	Annual agriculture reports	
Output 11.2: Agriculture extension services strengthened through Twigire Muhinzi										
Number of farmer Facilitators and promotors trained on extension services	586	3,730	1,110	1,634	2,158	2,682	3,206	3,730	Annual agriculture report	
Number of local cooperatives engaged in seeds	N/A	6	4	4	5	6	6	6	Annual agriculture report	Conditions for seeds multipliers

Indicator	Baseline (2016/17)	Overall Target	Target 2018/19	Target 2019/20	Target 2020/21	Target 2021/22	Target 2022/23	Target 2023/24	MoV	Assumptions
multiplication										remain favorable
Output 11.3: Banana production and productivity increased										
Number of ha covered by well-maintained improved banana	1250 ha	4,750	1,750	2,500	3,250	3,750	4,250	4,750	Annual agriculture report	
Number of banana cooperatives with supplying contracts to banana processing units	2	26	2	4	13	13	18	26	Annual agriculture report	
Output 11.4: Effective and efficient irrigation developed										
Number of new ha under small scale irrigation	265	720	120	120	120	120	120	120	Agriculture report	

Indicator	Baseline (2016/17)	Overall Target	Target 2018/19	Target 2019/20	Target 2020/21	Target 2021/22	Target 2022/23	Target 2023/24	MoV	Assumptions
Number of ha under hillside irrigation projects	-	225	-	-	-	75	75	75	Report of hillside irrigation	MINAGRI finances the project
Ha of marshlands developed for irrigation irrigated increased	150 ha	900	150	150	150	150	150	150	District annual agriculture reports	
Output 11.5: Productive and Sustainable soil erosion infrastructures increased										
Number of ha of radical terraces protected with penissetum and agro forest trees developed and valorised	2,015	1,250	250	250	250	250	250	250	District annual agriculture reports	Projects meet funds requirement

Indicator	Baseline (2016/17)	Overall Target	Target 2018/19	Target 2019/20	Target 2020/21	Target 2021/22	Target 2022/23	Target 2023/24	MoV	Assumptions
% of developed radical terraces with optimal exploitation ensured	80	98	95	98	98	98	98	98	District annual agriculture reports	
Ha of new area covered by developed/rehabilitated progressive terraces	72	2400	400	400	400	400	400	400	District annual agriculture reports	Community works opted for the projects
Outcome 12: Ha under mechanization increased										
Output 12.1: Mechanization practices increased										
Ha cultivated using tractors	-	375	50	50	65	70	70	70	District annual agriculture reports	MINAGRI accepts to support in mechanization
Outcome 13: Increased resilient animal production and productivity										
Output 13.1: Animal resources production and productivity increased										

Indicator	Baseline (2016/17)	Overall Target	Target 2018/19	Target 2019/20	Target 2020/21	Target 2021/22	Target 2022/23	Target 2023/24	MoV	Assumptions
Number of cows inseminated to improve cows genetic race	4,174 AI cows in 2017/18	28,256	4,260	4,430	4,608	4,791	4,984	5,183	District annual reports	
Output 13,2: Animal diseases prevented and controlled										
Number of cows vaccinated against black quarters(BQ), lamps kin diseases (LSD) and or brucellosis	20,562 cows vaccinated for black quarter, 856 cows were tasted for brucellosis, 21,703 LSD,	141,600	22,800	23,000	23,500	23,800	24,000	24,500	District annual reports	

Indicator	Baseline (2016/17)	Overall Target	Target 2018/19	Target 2019/20	Target 2020/21	Target 2021/22	Target 2022/23	Target 2023/24	MoV	Assumptions
Number of other domestic animals vaccinated against animal diseases	98 dogs, 1,865 for RVF vaccinated	15,300	2,300	2,400	2,500	2,600	2,700	2,800	District annual reports	
Output 13.3: Animal production increased										
Metric tons of meat produced	172	1,187	179	186	193	201	209	218	Report of production of mini slaughters	Mini slaughters constructed to produce required meat
Number of litres of milk annually produced	83	573	86	90	93	97	101	105	Animal production report	
Metric tons of hides produced	277	1,911	288	300	312	324	337	350	Animal production report	
Number of eggs produced	850	5,629	884	919	919	956	956	994	Animal production report	

Indicator	Baseline (2016/17)	Overall Target	Target 2018/19	Target 2019/20	Target 2020/21	Target 2021/22	Target 2022/23	Target 2023/24	MoV	Assumptions
Metric tons of fishes produced	9	62	9	10	10	11	11	11	Animal production report	
Metric tons of organic manure produced	29.3% of plots use organic manure[73]	263,885	41,439	43,096	43,096	44,820	44,820	46,613	Annual District survey on manure use	Farmers record productivity in manure
Number of campaign for animal feeding realized		2	2	2	2	2	2	2	Reports on campaigns for animal feeding	RAB supports the activity
Output 13.4: Establishment of facilities for quality animal production increased										
Number of viable mini slaughters constructed	3	4		2		2			Report on constructed mini	Project accepted by PIC

[73] NISR, 2017 Seasonal Agricultural survey –season B, 30p

Indicator	Baseline (2016/17)	Overall Target	Target 2018/19	Target 2019/20	Target 2020/21	Target 2021/22	Target 2022/23	Target 2023/24	MoV	Assumptions
									slaughter	
Number of viable milk collection center constructed	1	4			2		2		Report of constructed milk center	Project accepted by PIC
Number of animal markets upgraded	1	3	0	1	0	1	0	1	Report on upgraded animal markets	Project accepted by PIC
Output 13.5: Insurance for Agriculture and livestock projects increased										
Number of female/male farmers with insurance of their crop agriculture project	NA		5	13	39	59	120	130	District annual reports	

Indicator	Baseline (2016/17)	Overall Target	Target 2018/19	Target 2019/20	Target 2020/21	Target 2021/22	Target 2022/23	Target 2023/24	MoV	Assumptions
Number of farmers with livestock insurance	0		15	30	60	130	260	390	District annual reports	
Outcome 14: Food security for nutrition increased										
Output 14.1: Post harvest handling facilities increased										
Number of drying grounds constructed	59 (43 for Rice and 16 for Maize)	Rice: 9 Maize : 20	Rice: 0 Maize : 2	Rice: 2 Maize : 4	Rice: 0 Maize : 4	Rice: 4 Maize : 4	Rice: 1 Maize : 4	Rice: 2 Maize : 2	Agriculture report	funding mechanism remains favourable
Number of ecologically maize storing facilities established	2 maize facilities	13		2	3	4	4	2	Project reports	Project meets funding requirement
Number of ecologically beans storing facilities				2	3	4	4		project report	Project meets funding requirement

Indicator	Baseline (2016/17)	Overall Target	Target 2018/19	Target 2019/20	Target 2020/21	Target 2021/22	Target 2022/23	Target 2023/24	MoV	Assumptions
established										
Output 14.2: Food security for basic consumption crop and vegetables increased										
Metric tons of maize continuously stored	189 T of maize stored	6,872	460	2,600	3,500	6,872	6,872	6,872[74]	Season reports on storing activities	PPP for maize storing stays favourable
Metric tons of beans continuously stored	230 T of beans stored in 2016/17	6,872	460	2,600	3,500	6,872	6,872	6,872[75]	Season reports on storing activities	PPP for beans storing stays favorable
Reached ha covered by vegetables	1358 ha (669 ha in season B2017[76]	1,529.33	1,385.16	1,412.86	1,441.12	1,469.94	1,499.34	1,529.33	Agriculture report on vegetable production	PPP for horticulture stays favourable

[74] This target is estimated basing on estimated basing on 200kg per day (0.0002T), times all population(381,778) and times 90 days (days to wait for new seasonal harvesting)
[75] idem
[76] NISR, SAS B2017

Indicator	Baseline (2016/17)	Overall Target	Target 2018/19	Target 2019/20	Target 2020/21	Target 2021/22	Target 2022/23	Target 2023/24	MoV	Assumptions
	and 689[77] in SeasonA2018)									
Metric tons of vegetables annually produced to increase vegetable revenues (7,756,97 FRW in 2014; MINAGRI baseline survey 2014)	12441.61 ha	Annual average 13,040	12,500	12,600	12,800	13,200	13,400	13,934.6	Agriculture report on horticulture	Mutation of crops allows vegetable cultivation

[77] NISR, SAS A2018

Indicator	Baseline (2016/17)	Overall Target	Target 2018/19	Target 2019/20	Target 2020/21	Target 2021/22	Target 2022/23	Target 2023/24	MoV	Assumptions
Farming households with functional vegetables kitchen gardens								51,840		
ENVIRONMENT SECTOR										
Outcome 15: Minerals, oil and gas sector promoted										
Output 15.1: Distribution and use of alternative fuels and cooking technologies supported										
Percentage of households using wood with improved cooking stoves	90	95	92	95	95	95	95	95	Reports of households using improved stoves	
Number of female and male headed households using domestic biogas	506	4,140 (5%)	80	390	420	650	1300	1300	Report of new HH with domestic biogas	Households initiatives' subsidized by GoR

Indicator	Baseline (2016/17)	Overall Target	Target 2018/19	Target 2019/20	Target 2020/21	Target 2021/22	Target 2022/23	Target 2023/24	MoV	Assumptions
Number of female and male headed households using cooking gas	52	16,480 (20%)	260	1300	2600	3900	4200	4200	Report of new HH with cooking gas	Households' initiatives subsidized by GoR
Outcome 16: Increased sustainability and profitability of forestry management										
Output 16.1: Forest cover productivity increased and maintained										
Ha of public forests rehabilitated	N/A	150	-	10	20	20	50	50	Agriculture and Natural Resources report	fundings mechanism remains favorable
Ha of Forestry planted		930	80	100	150	200	200	200	Agriculture and Natural Resources report	Fundings mechanism remains favourable
Ha of agro-forestry trees planted		2,100	350	350	350	350	350	350	Agriculture and Natural Resources report	fundings mechanism remains favourable

Indicator	Baseline (2016/17)	Overall Target	Target 2018/19	Target 2019/20	Target 2020/21	Target 2021/22	Target 2022/23	Target 2023/24	MoV	Assumptions
Output 16.2: District forest sustainably exploited and managed										
Percentage of harvested eligible wood respecting regulation	100	100	100	100	100	100	100	100	Report of harvested wood	
Output 16.3: Ha covered by ornamental trees planted alongside roads increased										
Number of ornamental trees planned in households/public places		15600	2600	2600	2600	2600	2600	2600	Report of ornamental planted trees	
Number of ornamental trees planed alongside the roads		100	100	100	100	100	100	100	Report of planted trees	
Outcome 17: Increased efficient land use management										
Output 17.1: Improved land use administration and management for optimal allocation										

Indicator	Baseline (2016/17)	Overall Target	Target 2018/19	Target 2019/20	Target 2020/21	Target 2021/22	Target 2022/23	Target 2023/24	MoV	Assumptions
Number of sectors with detailed land use master plans	0	13	1	3	3	3	3	3	Report of detailed land use master plans	
Number of annual land weeks realized	1	6	1	1	1	1	1	1	Report on land weeks	
Percentage of new investments on land respecting land use master plan	Land use master plan adopted	70	70	70	70	70	70	70	Report on respect of land master plan for new investments	Regulations stay favourable
Percentage of respect of land use master plan (cumulative)						20	80	85	Report on management of land use	Detailed land use master plan elaborated

Indicator	Baseline (2016/17)	Overall Target	Target 2018/19	Target 2019/20	Target 2020/21	Target 2021/22	Target 2022/23	Target 2023/24	MoV	Assumptions
Outcome 18: Enhanced environment and climate change resilience control and awareness										
Output 18.1: Environmental committees (District and sector) and clubs created or enforced and trained on environment protection and sustainability										
Percentage of implementation of environment committee action plan	60	85	90	90	90	90	90	90		
Output 18.2 : Awareness on environment protection and climate change resilience increased										
Number of female and male persons trained on environment	67	2340	390	390	390	390	390	390	Reports of training on environment and climate change	Stakeholders support activities
Number of campaigns realized to inspect environment	2	24	4	4	4	4	4	4	Report of annuals campaigns	

Indicator	Baseline (2016/17)	Overall Target	Target 2018/19	Target 2019/20	Target 2020/21	Target 2021/22	Target 2022/23	Target 2023/24	MoV	Assumptions
protection										
Output 18.3: Interventions to mitigate/adapt climate change issues increased										
Percentage of new projects requiring EIA that have it	60	90	70	75	80	95	95	95	Certificates of EIA for new projects	
Percentage of rehabilitation works of a ravine nearby Nyaruteja market	0	100	0	0	0	20	30	50	Project implementation report	Funds (±500,000,000 FRW) to rehabilitate the ravine are available
Number of existing projects with EIA audits	0	9	1	3	2	1	1	1	Certificates of EIA for existing projects	

Indicator	Baseline (2016/17)	Overall Target	Target 2018/19	Target 2019/20	Target 2020/21	Target 2021/22	Target 2022/23	Target 2023/24	MoV	Assumptions
Outcome 19: Integrated water resource management										
Output 19.1: Scaled-up integrated water resource management (IWRM) optimized										
Percentage of implementation of water resource management plan	Water board is on place	80	80	80	80	80	80	80		
Percentage of marshlands with water management associations	45	95	50	60	80	95	95	95		
Output 19.2: Water use and storage Equitable and sustainable										
Number of domestic female and male households equipped with rain water	NA	6000	1000	1000	1000	1000	1000	1000	Report on households equipped with RWH	Partners support projects

Indicator	Baseline (2016/17)	Overall Target	Target 2018/19	Target 2019/20	Target 2020/21	Target 2021/22	Target 2022/23	Target 2023/24	MoV	Assumptions
harvesting tanks										
Output 19.3: Water bonds and rivers Sustainably managed and protected										
Percentage of Akanyaru watershed protection projects activities with routine maintenance	AWP implemented	100	100	100	100	100	100	100	Maintenance of AWP report	
Number of ha realized to protect water bonds and rivers	80 of Akanyaru	60	20	20	20	20	20	20	Protection reports	
Outcome 20: Enhance friendly environmental and climate resilient use of mining and quarries										
Output 20.1: Respect of regulations in exploitation of mining and quarries strengthened										
Percentage of mining and quarries	100	100	100	100	100	100	100	100	Reports of mining and quarries	

Indicator	Baseline (2016/17)	Overall Target	Target 2018/19	Target 2019/20	Target 2020/21	Target 2021/22	Target 2022/23	Target 2023/24	MoV	Assumptions
regularly inspected for respect of regulations									inspected	

Table 12: Log frame of Social transformation pillar

INDICATOR	BASELINE (2016/17)	OVERALL TARGET	TARGET 2018/19	TARGET 2019/20	TARGET 2019/20	TARGET 2021/22	TARGET 2022/23	TARGET 2023/24	MoV	ASSUMP-TIONS
Priority Area 1: Enhancing graduation from Poverty and extreme poverty and promoting resilience										
SOCIAL PROTECTION SECTOR										
Outcome 21: Increased graduation from Extreme poverty										
Output 21.1: Minimum package for graduation of female and male population under poverty and extreme poverty scaled up										
Percentage of realizing/updating ubudehe category profiling/survey planed for the year	Category I profiled 100%	100	100	100	100	100	100	100	Ubudehe profiling/survey reports	LODA continues to support activity
% of F&MHHs under extreme poverty eligible to cPW& ePW covered by VUP – cPW &VUP-ePW	78% with 9,176 F&MHH	100	84	88	90	95	98	98	District annual reports	Ubudehe categorization gives eligible F&MHHs eligible to PW

INDICATOR	BASELINE (2016/17)	OVERALL TARGET	TARGET 2018/19	TARGET 2019/20	TARGET 2019/20	TARGET 2021/22	TARGET 2022/23	TARGET 2023/24	MoV	ASSUMP-TIONS
% of extremely poor population benefitting from Direct Income Support schemes	100	100	100	100	100	100	100	100	Social protection report	
Number of F&MHHs received assets and/or financial support to initiate income generating projects to support them to graduate from extreme poverty.	2012 F&MHHs supported	21667	2600	6500	6500	6067			Social protection report	Monitoring of graduation stays focusing on population in cat I of ubudehe
% of older people eligible to social protection support covered	NA	100	100	100	100	100	100	100	Report of support given to persons with	

INDICATOR	BASELINE (2016/17)	OVERALL TARGET	TARGET 2018/19	TARGET 2019/20	TARGET 2019/20	TARGET 2021/22	TARGET 2022/23	TARGET 2023/24	MoV	ASSUMP-TIONS
									disability	
Number of income generating activities (IGA) initiated by persons with disabilities		60	10	10	10	10	10	10	District annual reports	
Number of new male and female people under VUP FS- Umurenge SACCO beneficiaries	1579 people	11550	1800	1850	1900	1950	2000	2050	District annual reports	
Percentage of performance in implementation of social protection	65	90	90	90	90	90	90	90	Report on social protection activities	

INDICATOR	BASELINE (2016/17)	OVERALL TARGET	TARGET 2018/19	TARGET 2019/20	TARGET 2019/20	TARGET 2021/22	TARGET 2022/23	TARGET 2023/24	MoV	ASSUMP-TIONS
programs interventions										
Percentage of implementation of action plans of CSO in monitoring social protection program	NA	80	95	95	95	95	95	95	Report on implementation of CSO action plans	
Outcome 22: Increased interventions to prevent female and male headed households to fall in extreme poverty										
Output 22.1: Vulnerable female and male headed households affected by human security issues supported to graduate from poverty										
Number of other vulnerable F&M headed families supported to have shelters	1049 families supported	2700	450	450	450	450	450	450	Social protection reports	

INDICATOR	BASELINE (2016/17)	OVERALL TARGET	TARGET 2018/19	TARGET 2019/20	TARGET 2019/20	TARGET 2021/22	TARGET 2022/23	TARGET 2023/24	MoV	ASSUMP-TIONS
Percentage of identified vulnerable female and male headed households to have minimum requirement for hygiene	60	80	60	65	70	75	80	80	Social protection reports	Joint support of stakeholders
No. of PwDs with access to rehabilitation support services e.g.: assistive devices	NA	100	15	15	15	15	20	20	Partners for supporting activity available	
No. of households in crisis provided with other short-term social assistance (health	Annual interventio n	1500	250	250	250	250	250	250	Social protection reports	

INDICATOR	BASELINE (2016/17)	OVERALL TARGET	TARGET 2018/19	TARGET 2019/20	TARGET 2019/20	TARGET 2021/22	TARGET 2022/23	TARGET 2023/24	MoV	ASSUMP-TIONS
user fees, temporary financial assistance, shelter etc)										
Number of public infrastructures equipped with operational lightning	NA	130		65	65	130	130	130	project report	availability of funds
Priority area 2.2: Eradicating Malnutrition										
Outcome 23: Reduced malnutrition among children										
Output: Supplement food for prevention and treatment of cases of malnutrition increased										
Percentage of eligible extremely poor mothers and infants in first the 1,000 days benefitting from	100	100	100	100	100	100	100	100	Report of grant distribution	

INDICATOR	BASELINE (2016/17)	OVERALL TARGET	TARGET 2018/19	TARGET 2019/20	TARGET 2019/20	TARGET 2021/22	TARGET 2022/23	TARGET 2023/24	MoV	ASSUMP-TIONS
nutrition-sensitive Child Support Grant										
Supplement female and male vulnerable eligible children with malnutrition to supplement foods especially one cup of milk per child	100	100	100	100	100	100	100	100		
Number of schools with eligible pre-primary and primary pupils with one cup of milk per child	19	19	38	38	65	65	65	65		Program stays relevant for all schools
Output 23.2: Joint action plan to eliminate malnutrition implemented										

INDICATOR	BASELINE (2016/17)	OVERALL TARGET	TARGET 2018/19	TARGET 2019/20	TARGET 2019/20	TARGET 2021/22	TARGET 2022/23	TARGET 2023/24	MoV	ASSUMP-TIONS
Percentage of implementation of annual plans for elimination of malnutrition	80	95	85	90	90	92	94	95	Annual reports of DPEM	
Number of 1000 days campaigns for nutrition realized	At least one campaign per year	12	2	2	2	2	2	2	Report of campaigns	
Number of HHs received cows through Girinka program)	8760 received cows	7200	1200	1200	1200	1200	1200	1200	District annual reports	
Number of new vulnerable F&MHH supported to breed pigs(number of vulnerable	2,156 vulnerable households : 862 FHHs and 1294 MHH	18800	2600	2800	3000	3200	3500	3700	District annual reports	

INDICATOR	BASELINE (2016/17)	OVERALL TARGET	TARGET 2018/19	TARGET 2019/20	TARGET 2019/20	TARGET 2021/22	TARGET 2022/23	TARGET 2023/24	MoV	ASSUMP-TIONS
households supported to breed pigs)	supported to breed pigs									
% of pre-primary and P1-P3 children benefiting One cup per child Programme	24% 9,933/42000) pupils: 5,120 male and 4813 female pupils	100	24	50	100	100	100	100	District annual reports	Program stays favourable and Capacity of Supplying of milk stays favourable
Percentage of under-five children with acute and chronic malnutrition benefited from	100%(482/482)	100	100	100	100	100	100	100	District annual reports	

INDICATOR	BASELINE (2016/17)	OVERALL TARGET	TARGET 2018/19	TARGET 2019/20	TARGET 2019/20	TARGET 2021/22	TARGET 2022/23	TARGET 2023/24	MoV	ASSUMP-TIONS
milk Programme (%)										
Percentage of implementation of multi sectorial stakeholders action plan to eliminate malnutrition	90	95	95	95	95	95	95	95	Coordination meeting minutes	All stakeholders integrate nutrition in priorities
Number of ECD model centers constructed	4	59	7	13	13	13	13	13	ECD model in place	Stakeholders support projects
Number of home based ECD with nutrition awareness components	4	524	59	118	236	350	468	524	Annual Reports on ECD	ECD established and operational

INDICATOR	BASELINE (2016/17)	OVERALL TARGET	TARGET 2018/19	TARGET 2019/20	TARGET 2019/20	TARGET 2021/22	TARGET 2022/23	TARGET 2023/24	MoV	ASSUMP-TIONS
% of female and male eligible mothers and children benefiting supplement nutritive food	100	100	100	100	100	100	100	100	Annual reports of supplement food distribution	Financing for supplement food stay relevant
Number of female and male parents reached by 1000 days campaigns with signed commitment for nutrition practices	4 Campaigns realized per year	7600 male and 20,200 female parents	500 male and 2500 female parents	800 male and 2700 female parents	1000 male and 3000 female parents	1500 male and 3500 female parents	1800 male and 4000 female parents	2000 male and 4500 female parents	Reports on quarterly 1000 days campaigns	There are stakeholders who commit to support interventions
Percentage of F&MHH with operational kitchen gardens	35	90	40	50	60	70	80	90	Report on HH with kitchen gardens	

INDICATOR	BASELINE (2016/17)	OVERALL TARGET	TARGET 2018/19	TARGET 2019/20	TARGET 2019/20	TARGET 2021/22	TARGET 2022/23	TARGET 2023/24	MoV	ASSUMP-TIONS
Number of households with imihigo targets related to fruit production &consumption performed over 80%				40000	50000	60000	7000	75000	Report on productive fruit trees	Mindset on fruit consumption is favourable
Number of households with imihigo targets related to animal production consumption performed over 80%	NA			40000	50000	60000	7000	75000	Report of production of small stock	Mindset on animal production consumption is favourable
Priority area 2.3: Enhancing demographic dividend through ensuring access to quality health for all										
Outcome 24: Improved healthcare services										
Output 24.1: Quality of socially inclusive Health care services increased										

INDICATOR	BASELINE (2016/17)	OVERALL TARGET	TARGET 2018/19	TARGET 2019/20	TARGET 2019/20	TARGET 2021/22	TARGET 2022/23	TARGET 2023/24	MoV	ASSUMP-TIONS
Number of inspections realized for every health facilities to ensure quality of health facilities are meeting required standards	3	4	4	4	4	4	4	4	Inspections reports	MoH instructions stay favorable on inspections
Average of implementation of capacity building plan for every health facility		90	90	60	70	80	85	90	Annual reports on health facilities capacity building plans implementation	

INDICATOR	BASELINE (2016/17)	OVERALL TARGET	TARGET 2018/19	TARGET 2019/20	TARGET 2019/20	TARGET 2021/22	TARGET 2022/23	TARGET 2023/24	MoV	ASSUMP-TIONS
% works of rehabilitation Gakoma hospital executed	Infrastructures without fences and with asbestos	100		50	100				Project implementation report	PIC accepts the project
% of upgrading works Kibilizi hospital executed	Kibilizi hospital needs to be extended	100				30	100		Project implementation report	MoH finances the project
Number of health centers rehabilitated/upgraded	District has 14 health centers and 2 District hospitals	8		3	1	1	1	1	Annual reports on District capacity building plans implementation	Motivation projects accepted by PIC
Number of incinerators	One incinerator			1			1		Establish incinerator	Project is

INDICATOR	BASELINE (2016/17)	OVERALL TARGET	TARGET 2018/19	TARGET 2019/20	TARGET 2019/20	TARGET 2021/22	TARGET 2022/23	TARGET 2023/24	MoV	ASSUMP-TIONS
constructed and equipped	at								reprot	accepted by PIC
% of community health workers performing assigned services over 90%	1572 HCW are operational	95	80	85	87	90	92	95	Reports on activities of CHW	Funding of CHW activities stay favorable
Output 24.3: Essential Services across the Life Course: pregnancy, early life, children, adolescents and youth programs performed over recommended standards										
Prevalence of Stunting	37.5	18	35	33.5	30	25	19	18		
% of Preganant women realizing ANC coverage (4 standards visits)	43		46	50	53	60	63	67		
% of births attended by skilled health	88.1	92	90	90	91	91	91.5	92		

INDICATOR	BASELINE (2016/17)	OVERALL TARGET	TARGET 2018/19	TARGET 2019/20	TARGET 2019/20	TARGET 2021/22	TARGET 2022/23	TARGET 2023/24	MoV	ASSUMP-TIONS
professionals										
% of women using modern contraceptive prevalence rate	51.1	70	57	60	65	68	69	70		
% of feamle and male Children 12-23 months fully immunized	90	>96	94	96	96	96	96	>96		
Output 24.2: Coverage of Essential Health Interventions: communicable and non-communicable diseases increased										
Proportion of female and male persons diagnosed with HIV infection receiving sustained ART	98		98.5	99	99.3	99.7		100	Reports on HIV programs	Financing for ARV stay favorable

INDICATOR	BASELINE (2016/17)	OVERALL TARGET	TARGET 2018/19	TARGET 2019/20	TARGET 2019/20	TARGET 2021/22	TARGET 2022/23	TARGET 2023/24	MoV	ASSUMP-TIONS
Percentage of infants born to HIV + mothers free from HIV by 18 months		100	98	100	100	100		100	Reports on HIV programs	Financing for ARV stay favorable
TB Effective treatment success rate	84.5	85	85.5	86	86.5	87		88		Financing for TB stay favorable
Proportion female and male headed HH with at least one LLIN	88.4	100	90	92	95	97		100	Report of activities to eliminate maleria	Financing for LLIN stay favorable
Output 24.3: Prevalence of sexually transmitted infections (STIs) and STI symptoms reduced from 20% for female persons to 5% and 2% for male persons to 1%										
Number of female and male persons reached by campaigns against STI	20% of female and 2% of male persons with	23400 female and 11700 male	3900 female and 1950 male	23400 female and 11700 male	3900 female and 1950 male	23400 female and 11700 male	3900 female and 1950 male	23400 female and 11700 male	Report on reached female and male persons by SSIT	Campaigns against SSIT regularly realized

INDICATOR	BASELINE (2016/17)	OVERALL TARGET	TARGET 2018/19	TARGET 2019/20	TARGET 2019/20	TARGET 2021/22	TARGET 2022/23	TARGET 2023/24	MoV	ASSUMP-TIONS
	prevalence of sexually transmitted infections (STIs) and STI symptoms [78]								campaigns	
Number of realized campaigns at health center level to figth against non-communicable diseases	4	4	4	4	4	4		4	Report on activities to fight NCD	

[78] RDHS, 2014-2015

INDICATOR	BASELINE (2016/17)	OVERALL TARGET	TARGET 2018/19	TARGET 2019/20	TARGET 2019/20	TARGET 2021/22	TARGET 2022/23	TARGET 2023/24	MoV	ASSUMP-TIONS
Number of at less or over 18 years age female and male people participate in voluntary check-up at least once a year		97000	35000	50000	70000	90000		97000	Report on activities to fight NCD	
Output 24.4: Socially inclusive and sustainably financial access to the health services increased										
% of female and male population with health insurance	92% of population with health insurance	100	100	100	100	100	100	100		
% of payments of invoices to District pharmacy within three months of supply			100	100	100	100	100	100		

INDICATOR	BASELINE (2016/17)	OVERALL TARGET	TARGET 2018/19	TARGET 2019/20	TARGET 2019/20	TARGET 2021/22	TARGET 2022/23	TARGET 2023/24	MoV	ASSUMP-TIONS
% of availability of vital medical	2% of stocked out for vital medical	100	100	100	100	100	100	100		
OUTPUT 24.5: Environmentally geographical and socially inclusive access to health services increased										
Number of health posts constructed	17	28	5	5	5	5	5	3	Projects implementation reports	Project is accepted by PIC
Number of ambulance purchased to increase ratio of population using ambulance	3 ambulances operational	6		2		2		2	Supplied ambulances	Project is accepted by PIC
4.3.3. Priority Area 7: Enhancing improved quality of education and produce skilled labour to meet market need										
EDUCATION SECTOR										
Outcome 25: Increased equitable access to education programmes										
Output 25.1: Viable infrastructure of social inclusive education facilities increased										

INDICATOR	BASELINE (2016/17)	OVERALL TARGET	TARGET 2018/19	TARGET 2019/20	TARGET 2019/20	TARGET 2021/22	TARGET 2022/23	TARGET 2023/24	MoV	ASSUMP-TIONS
Number of new viable classrooms and latrines constructed	524/956 in primary and 457/469 in secondary or 981/1425 are in good condition,	649	80	125	108	110	112	114	Projects implementation reports	Funds to construct classrooms available
Number of new gender sensitive pupils 'desks and ge	In secondary: 6640 desks in primary 14505 desks	7700	1700	1200	1200	1200	1200	1200	Projects implementation reports	Project is accepted by PIC
% of secondary schools equipped with operational girls 'rooms	70	100	75	85	95	100	100	100	School stastistics	

INDICATOR	BASELINE (2016/17)	OVERALL TARGET	TARGET 2018/19	TARGET 2019/20	TARGET 2019/20	TARGET 2021/22	TARGET 2022/23	TARGET 2023/24	MoV	ASSUMP-TIONS
(having required minimum kits)										
12YBE Secondary schools with functioning libraries	6	7	2	1	1	1	1	1	Reports of projects implementations	Projects is accepted by PIC
Number of ICT rooms constructed and equipped	16	15	2	3	2	3	2	3	Reports of projects implementations	Projects is accepted by PIC
Conference halls constructed in secondary schools	9	6	1	1	1	1	1	1	Reports of projects implementations	Projects is accepted by PIC
Number of schools equipped with teachers/head	11	72	10	20	20	10	8	8	Data base of schools report	

INDICATOR	BASELINE (2016/17)	OVERALL TARGET	TARGET 2018/19	TARGET 2019/20	TARGET 2019/20	TARGET 2021/22	TARGET 2022/23	TARGET 2023/24	MoV	ASSUMP-TIONS
teacher' office internet connection										
% of primary and secondary schools with access to electricity	70	100	70	90	100	100	100	100	Data base of schools report	
Number of new schools with clean water taps	46 schools with clean water taps	37	11	15	9				Data base of schools report	New WSS and WSS extensions constructed
Number of schools with underground rain water harvesting tanks	8	18	3	3	3	3	3	3	Data base of schools report	Project accepted by PIC
Number of schools equipped with safe drinking water facilities	No school	88		13	13	26	26	6	Data base of schools report	Project accepted by PIC

INDICATOR	BASELINE (2016/17)	OVERALL TARGET	TARGET 2018/19	TARGET 2019/20	TARGET 2019/20	TARGET 2021/22	TARGET 2022/23	TARGET 2023/24	MoV	ASSUMP-TIONS
Number of TVET schools upgraded	3 existing TVET schools	3		1		1		1	TVET upgraded	PIC accepts the projects
Number of new TVET schools constructed	7/14 TVET available	7			1	2	2	2	Constructed TVET schools	PIC accepts the projects
Output 25.2 : Quality of education increased										
Primary pupil text book ratio	7 students on 1 book (7:1)	7books per 7 students (7:7)	7:2	7:3	7:4	7:5	7:6	7:7	246000	
Enrolment in pre-primary education	17.5	40	20	22	25	30	35	40	Enrolment progress report	pre-primary education subsidized
Gross Enrolment Rate (GER) in primary	114	102	111	110	108	106	103	102	school statistics report	Reducing repeating rate stays favourable
NER Enrolment Rate in primary	77	98	89	90	92	94	97	98	school statistics	Reducing repeating

INDICATOR	BASELINE (2016/17)	OVERALL TARGET	TARGET 2018/19	TARGET 2019/20	TARGET 2019/20	TARGET 2021/22	TARGET 2022/23	TARGET 2023/24	MoV	ASSUMP-TIONS
									report	rate stays favourable
Gross Enrolment Rate (GER) in secondary	78	98	85	86	90	94	98	98		12YBE program stays favourable
NER Enrolment Rate in secondary	45	75	55	60	64	65	73	75		12YBE program stays favourable
Number of science laboratories constructed	5	10		2	2	2	2	2	Construction report	Project supported by PIC
Number of adult people taught in literacy program	129000 (64.5%) with literacy skills	39000	6500	6500	6500	6500	6500	6500	Annual report of literacy program	

INDICATOR	BASELINE (2016/17)	OVERALL TARGET	TARGET 2018/19	TARGET 2019/20	TARGET 2019/20	TARGET 2021/22	TARGET 2022/23	TARGET 2023/24	MoV	ASSUMP-TIONS
Priority Area 8: Moving towards a Modern Rwandan household										
URBANIZATION AND RURAL SETTLEMENT SECTOR (b)										
Outcome 26.: Universal access to basic infrastructure (sanitation, ICT, shelter) achieved										
Output 26.1: Houses with basic hygiene and sanitation facilities increased										
% of population with access to clean water	77	100	79	85	90	95	98	100		Funds to finance projects of water available
Number of F&MHHs with water taps in houses	3150	11500	1300	1700	1800	2000	2200	2500	Report of new houses with water in house	Water supply system with sufficient flows reach every village
% of female and male headed households with basic sanitation	49,036 (59.8%: EICV5)	68,716 (83.8%)	52,316 (63.8%)	55,596 (67.8%)	58,876 (71.8%)	62,156 (75.8%)	65,436 (79.8%)	68,716 (83.8%)	Report on households with basic sanitation	

INDICATOR	BASELINE (2016/17)	OVERALL TARGET	TARGET 2018/19	TARGET 2019/20	TARGET 2019/20	TARGET 2021/22	TARGET 2022/23	TARGET 2023/24	MoV	ASSUMP-TIONS
facilities									facilities	
Number of F&MHHs with floors in cements	11,808 (14.4%) (EICV5)	16,728 (20.4%)	12,628 (15.4%)	13,448 (16.4%)	14,268 (17.4%)	15,088 (18.4%)	15,908 (19.4%)	16,728 (20.4%)	Report of new houses with floors in cements	
Output 26.2: Female and male headed households in planned settlement increased										
Number of settlement sites with layouts										Projects accepted by PIC
Number of planned settlement equipped with cultural and sport facilities								78		

INDICATOR	BASELINE (2016/17)	OVERALL TARGET	TARGET 2018/19	TARGET 2019/20	TARGET 2019/20	TARGET 2021/22	TARGET 2022/23	TARGET 2023/24	MoV	ASSUMP-TIONS
% of servicing planned settlement with basic infrastructures and environment protection facilities: roads, water, electricity					50	60	70	75		
% of F&MHHs living in planned settlement	87.2 (EICV5)	91	88	89	89.5	90	90.5	91	Report on planned settlement	
Number of friendly environment IDP model constructed	1	12	1	3	3	3	2		Report of IDP Model projects implementation	Funds available
% identified cases of human security issues in		95	60	80	90	95	95	95	Report on households affected by	Human security issue stays a

INDICATOR	BASELINE (2016/17)	OVERALL TARGET	TARGET 2018/19	TARGET 2019/20	TARGET 2019/20	TARGET 2021/22	TARGET 2022/23	TARGET 2023/24	MoV	ASSUMP-TIONS
community handled									HSI	preoccupation of all stakeholders
Percentage of spaces of planned settlement with greening activities (rain water harvesting tanks, hygiene facilities, trees, grasses)	0	40	2	5	10	20	30	40	Planned settlement greening projects reports	Greening planned settlement meets GoR's funds requirements
% of planned settlement sites serviced with basic infrastructures: roads, electricity, water, sites servicing, basic	20	60	22	24	26	28	30	32	Report on planned settlement status	

INDICATOR	BASELINE (2016/17)	OVERALL TARGET	TARGET 2018/19	TARGET 2019/20	TARGET 2019/20	TARGET 2021/22	TARGET 2022/23	TARGET 2023/24	MoV	ASSUMP-TIONS
sport and culture facilities, greening places										
Number of public toilets constructed	No public toilets	18	4	2	4	2	4	2	Report on constructed public toilets	
Output 26.3: All District female and male headed Households Connected to on grid and to off-grid electricity										
% of households connected to electricity	35 (Administrative data 2018)	100	45	60	70	80	90	100	Report on connectivity	
Output 26.4: Strengthen prevention and response strategies to fight gender-based violence (GBV)										
% of villages sessions of umugoroba w'ababyeyi realized	89	100	90	90	90	90	90	90	Reports on Umugoroba w'ababyeyi	

INDICATOR	BASELINE (2016/17)	OVERALL TARGET	TARGET 2018/19	TARGET 2019/20	TARGET 2019/20	TARGET 2021/22	TARGET 2022/23	TARGET 2023/24	MoV	ASSUMP-TIONS
Percentage of eligible female and male participating in Umugoroba w'ababyeyi	30% of female and 20% of male[79]	60% of female and 50% of male	35% of female and 25% of male	40% of female and 30% of male	45% of female and 35% of male	50% of female and 40% of male	55% of female and 45% of male	60% of female and 50% of male	Reports on Umugoroba w'ababyeyi	Mobilizatio n of men to participate in umugoroba w'ababyeyi enhanced
% of implementation plan of anti GBV action plan	75	90	90	90	90	90	90	90	Report of implementati on of anti GBV action plans	Partners in anti GBV interventions are available
% of identified under 18 years old teenage pregnancy financially or technical supported for	15 girls were supported through VTC Ndora	50	15	20	30	40	45	50	Report on supports given to lastly identified under 18	Mobilization of population on issue stays favorable

[79] District survey in April 2018

INDICATOR	BASELINE (2016/17)	OVERALL TARGET	TARGET 2018/19	TARGET 2019/20	TARGET 2019/20	TARGET 2021/22	TARGET 2022/23	TARGET 2023/24	MoV	ASSUMP-TIONS
productive reintegration									years old pregnant women	
Number of mobilization sessions realized to raise awareness of girl teenage protection children	Campaign for teenage started	14	28	28	28	28	28	28	Reports on realized awareness campaigns on teenage protection	Mobilization of population on issue stays favourable
% of early pregnancies occurred in current year pursued and submitted to competent organs	Cases of early pregnancies	100	100	100	100	100	100	100		Mobilization of population on issue stays favourable
% of implementation plan of 16 days of activisms	Annual campaign of 16 days of activism	95	95	95	95	95	95	95	Report of activities realized in 16 days of	Campaign program stays favourable

INDICATOR	BASELINE (2016/17)	OVERALL TARGET	TARGET 2018/19	TARGET 2019/20	TARGET 2019/20	TARGET 2021/22	TARGET 2022/23	TARGET 2023/24	MoV	ASSUMP-TIONS
	realized								activism	
Annual average number of female and male population and stakeholders trained on gender issues	17	250; at least 30% being male	250; at least 30% being male	250; at least 35% being male	250; at least 40% being male	250; at least 45% being male	250; at least 48% being male	250; at least 50% being male	Reports on training on gender issues	Stakeholders accept to finance trainings
% of suspected victims of GBV eligible to ISANGE one stop centre service received the service	Isange one stop center services operational at Kibilizi and Gakoma District hospitals	100	100	100	100	100	100	100	Report on suspected victims of GBV	Isange one stop centers stay operational

INDICATOR	BASELINE (2016/17)	OVERALL TARGET	TARGET 2018/19	TARGET 2019/20	TARGET 2019/20	TARGET 2021/22	TARGET 2022/23	TARGET 2023/24	MoV	ASSUMP-TIONS
Output 26.5: Ensure that orphans are raised in families through										
Percentage of annual implementation of children reintegration plans	NA	90	75	80	85	90	90	90	Reports on reintegration of children	

Table 13: Log frame of Transformational Governance pillar

INDICATOR	BASELINE (2016/17)	OVERALL TARGET	TARGET 2018/19	TARGET 2019/20	TARGET 2019/20	TARGET 2021/22	TARGET 2022/23	TARGET 2023/24	MoV	ASSUMP-TIONS
Priority Area 1: Rwandan Culture and Values reinforced as a Foundation for Peace and Unity										
GOVERNANCE AND DECENTRALIZATION SECTOR										
Outcome 27: Enhanced unity among Rwandans										
Output 27.1: Unity and Reconciliation Preserved and Reinforced & Steadfast Rwandan Identity Fostered										
Percentage of genocide memorial sites with routine maintenance	100	100	100	100	100	100	100	100	Report on routine maintenance of genocide memorial sites	
Kwibuka Xn genocide perpetrated against Tutsi in 1994	24	25	26	27	28	29	30	31	Kwibuka Xn genocide perpetrated against Tutsi in 1994 activity report	
Percentage of annual implementation of	100	100	100	100	100	100	100	100	Report on Ndimunyarwan	

INDICATOR	BASELINE (2016/17)	OVERALL TARGET	TARGET 2018/19	TARGET 2019/20	TARGET 2019/20	TARGET 2021/22	TARGET 2022/23	TARGET 2023/24	MoV	ASSUMP-TIONS
Ndi umunyarwanda program									da activities	
Percentage of annual implementation of Abarinzi b'igihango program	100	100	100	100	100	100	100	100	Report on Abarinzi b'Igihango activities	
Percentage of annual implementation of unity and reconciliation plan in different category of population		80	95	95	95	95	95	95	Report on unity and reconciliation activities	
Output 27.2: Number of female and male population in different ages and professions categories with Ubutore culture increased										
Percentage of eligible people trained through itorero program at School	96	100	100	100	100	100	100	100	Report on itorero activities	
Percentage of annual implementation of	96	100	100	100	100	100	100	100	Report on itorero	

INDICATOR	BASELINE (2016/17)	OVERALL TARGET	TARGET 2018/19	TARGET 2019/20	TARGET 2019/20	TARGET 2021/22	TARGET 2022/23	TARGET 2023/24	MoV	ASSUMP-TIONS
ubutore intake program									activities	
Percentage of female and male youth eligible to national services "urugerero" who realize it	98	100	100	100	100	100	100	100	Reports on urugerero activities	
Priority Area 2: Ensure Safety and Security of citizens and property										
Outcome 28: Ensure reign of Safety and security of citizens										
Output 28.1: Capacity building of community policing increased										
Percentage of community policing committees performing at 70% and above	70	100	80	90	100	100	100	100	Report on community policing activities	
Percentage of implementation of security committee	92	90	90	90	90	90	90	90	Reports of security committee	

INDICATOR	BASELINE (2016/17)	OVERALL TARGET	TARGET 2018/19	TARGET 2019/20	TARGET 2019/20	TARGET 2021/22	TARGET 2022/23	TARGET 2023/24	MoV	ASSUMP-TIONS
recommendations										
Percentage of implementation of MoU between District and other stakeholders in security	95	100	100	100	100	100	100	100	MoU implementation report	
Output 28.2: Interventions to eradicate female and male delinquency increased										
Percentage of implementation of annual delinquency eradication plans	90	90	90	90	90	90	90	90	Report on implementation of plans	
Number of mobilization sessions realized to fight against drugs abuse	13	13	26	26	26	26	26	26	Campaigns reports	

INDICATOR	BASELINE (2016/17)	OVERALL TARGET	TARGET 2018/19	TARGET 2019/20	TARGET 2019/20	TARGET 2021/22	TARGET 2022/23	TARGET 2023/24	MoV	ASSUMP-TIONS
SECTOR: JUSTICE,RECONCILIATION, LAW AND ORDER										
Priority area 3.4: Strengthen Justice, Law and Order										
Outcome 29: Universal access to quality of Justice Promoted										
Output 29.1: Judgements in courts executed on time										
Percentage of Court of law judgment executed	100	100	100	100	100	100	100	100		
Output 29.2: Performance of Abunzi committees in resolving citizens' complaints increased										
Number of annual training sessions to Abunzi on laws	1	1	1	1	1	1	1	1	Training reports	
Percentage of cases received and settled by Abunzi	96	98	98	98	98	98	98	98	Settlement cases	
Output 29.3: Awareness of female and male population of laws increased										

INDICATOR	BASELINE (2016/17)	OVERALL TARGET	TARGET 2018/19	TARGET 2019/20	TARGET 2019/20	TARGET 2021/22	TARGET 2022/23	TARGET 2023/24	MoV	ASSUMP-TIONS
Percentage of MAJ outreach activities supported	80	100	100	100	100	100	100	100	Activity reports of MAJ	MAJ orientation stays favorable
Number of female and male persons trained on laws	Population were being trained on Family law	23,400, at least 56 being female	3900, at least 56 being female	3900, at least 56 being female	3900, at least 56 being female	3900, at least 56 being female	3900, at least 56 being female	3900, at least 56 being female	Report of training	Activities are supported by stakeholders
Priority area 4: Increase citizens' participation, engagement and partnerships in Development										
Outcome 29: Citizen Participation, Empowerment and Inclusiveness enhanced										
Output 29.1: Channels for increasing participation increased										
Percentage of citizen complaints resolved on time	80	90	80	80	90	90	90	90	Citizen complaints resolving report	
Numbers of channels of information	4	5	5	5	5	5	5	5	Report on information	

INDICATOR	BASELINE (2016/17)	OVERALL TARGET	TARGET 2018/19	TARGET 2019/20	TARGET 2019/20	TARGET 2021/22	TARGET 2022/23	TARGET 2023/24	MoV	ASSUMP-TIONS
utilized to disseminate public information									disseminated and the utilized channel	
Percentage of citizens' cases received and handled during community outreach program	80	90	80	90	90	90	90	90	Community outreach realization reports	
Number of governance months realized on annual basis	1	2	1	2	2	2	2	2	Governance months realization report	
Percentage of construction works execution of District premises executed	Study available	100	0	60	100	100	100	100	District premises construction report	

INDICATOR	BASELINE (2016/17)	OVERALL TARGET	TARGET 2018/19	TARGET 2019/20	TARGET 2019/20	TARGET 2021/22	TARGET 2022/23	TARGET 2023/24	MoV	ASSUMP-TIONS
Number of Sectors and Cells offices maintained and rehabilitated	31	72	41	50	59	67	72	72	Maintenance project report	
Number of villages with offices	0	518		177	177	164			Report on villages with offices	administrative areas remain favourable
Output 29.2: Citizen participation enhanced										
Amount of value of umuganda in FRW collected	625, 981,997	625,981,997	641,005,565	656,389,698	672,143,051	688,274,484	704,793,072	721,708,106	Report on Umuganda execution	
Percentage of participation of eligible female and male population in Umuganda	92	95	95	95	95	95	95	95	Umuganda participation report	
Output 29.3: NWC activities supported to enhance women participation in development										

INDICATOR	BASELINE (2016/17)	OVERALL TARGET	TARGET 2018/19	TARGET 2019/20	TARGET 2019/20	TARGET 2021/22	TARGET 2022/23	TARGET 2023/24	MoV	ASSUMP-TIONS
Percentage of implementation of NWC action plan	92	95	95	95	95	95	95	95	NWC action plan implementation report	
Output 29.4: NYC activities support to enhance participation of female and male youth in development										
Percentage of implementation of NYC action plan	92	95	95	95	95	95	95	95	NYC action plan implementation report	
Output 29.5: NCPD activities supported to enhance participation of persons with disabilities in development										
Percentage of implementation of NCDP action plan	92	95	95	95	95	95	95	95	NCDP action plan implementation report	
Output 29.6: Coordination of activities of NCC at all level in District supported to enhance children voice in development										
Percentage of implementation of NCC action plan	92	95	95	95	95	95	95	95	NCC action plan implementation report	

INDICATOR	BASELINE (2016/17)	OVERALL TARGET	TARGET 2018/19	TARGET 2019/20	TARGET 2019/20	TARGET 2021/22	TARGET 2022/23	TARGET 2023/24	MoV	ASSUMP-TIONS
Output 29.7: Coordination of partners in development supported to enhance JADF participation in District development										
Percentage of implementation of JADF action plan	92	95	95	95	95	95	95	95	JADF action plan implementation report	
Outcome 30 : Increased married women who control over their financial resources and who have decision-making power within the household										
Output 30.1: Number of women with regular paid work increased										
Number of women newly initiating business generating at least 2500FRW as average daily net benefit	Saving groups mobilizing women are on place	42,500	2000	3000	5000	7500	10000	15000	Annual records of business registration	
Number of men who realize written commitments to support their wives in domestic unpaid care	Sensitization on reducing unpaid care work is on going	15,000	2,500	2,500	2,500	2,500	2,500	2,500	Reports on commitments done by men to support in unpaid care	Mobilization on men to support in unpaid care works

INDICATOR	BASELINE (2016/17)	OVERALL TARGET	TARGET 2018/19	TARGET 2019/20	TARGET 2019/20	TARGET 2021/22	TARGET 2022/23	TARGET 2023/24	MoV	ASSUMP-TIONS
works									work	realized
Outcome 31: Increased socially inclusive and participative interventions to fight against GBV										
Output 31.1: Interventions to enhance eradication of GBV increased										
% of villages sessions of umugoroba w'ababyeyi realized	89	100	90	90	90	90	90	90	Reports on Umugoroba w'ababyeyi	
Percentage of eligible female and male participating in Umugoroba w'ababyeyi	30% of female and 20% of male[80]	60% of female and 50% of male	35% of female and 25% of male	40% of female and 30% of male	45% of female and 35% of male	50% of female and 40% of male	55% of female and 45% of male	60% of female and 50% of male	Reports on Umugoroba w'ababyeyi	Mobilization of men to participate in umugoroba w'ababyeyi enhanced
% of implementation plan of anti GBV action plan	75	90	90	90	90	90	90	90	Report of implementation of anti GBV	Partners in anti GBV interventio

[80] District survey in April 2018

INDICATOR	BASELINE (2016/17)	OVERALL TARGET	TARGET 2018/19	TARGET 2019/20	TARGET 2019/20	TARGET 2021/22	TARGET 2022/23	TARGET 2023/24	MoV	ASSUMP-TIONS
									action plans	ns are available
% of identified under 18 years old teenage pregnancy financially or technical supported for productive reintegration	15 girls were supported through VTC Ndora	50	15	20	30	40	45	50	Report on supports given to lastly identified under 18 years old pregnant women	Mobilization of population on issue stays favorable
Number of mobilization sessions realized to raise awareness of girl teenage protection children	Campaign for teenage started	14	28	28	28	28	28	28	Reports on realized awareness campaigns on teenage protection	Mobilization of population on issue stays favourable
% of early pregnancies occurred in current year pursued and	Cases of early pregnancies	100	100	100	100	100	100	100		Mobilization of population on issue

INDICATOR	BASELINE (2016/17)	OVERALL TARGET	TARGET 2018/19	TARGET 2019/20	TARGET 2019/20	TARGET 2021/22	TARGET 2022/23	TARGET 2023/24	MoV	ASSUMP-TIONS
submitted to competent organs										stays favourable
% of implementation plan of 16 days of activisms	Annual campaign of 16 days of activism realized	95	95	95	95	95	95	95	Report of activities realized in 16 days of activism	Campaign program stays favourable
Annual average number of female and male population and stakeholders trained on gender issues	17	250; at least 30% being male	250; at least 30% being male	250; at least 35% being male	250; at least 40% being male	250; at least 45% being male	250; at least 48% being male	250; at least 50% being male	Reports on training on gender issues	Stakeholders accept to finance trainings
% of suspected victims of GBV eligible to ISANGE one stop centre service received the service	Isange one stop center services operational at Kibilizi and Gakoma District	100	100	100	100	100	100	100	Report on suspected victims of GBV	Isange one stop centers stay operational

INDICATOR	BASELINE (2016/17)	OVERALL TARGET	TARGET 2018/19	TARGET 2019/20	TARGET 2019/20	TARGET 2021/22	TARGET 2022/23	TARGET 2023/24	MoV	ASSUMP-TIONS
	hospitals									
Outcome 33 : Control of Corruption, Transparency and Accountability Improved										
Output 33.1: Activities to promote anti-corruption measures, transparency and accountability supported										
Number of citizen score card survey realized by District	CSC realized in 2013	1	1	1	1	1	1	1	Reports of citizen score card	Activity meets support of stakeholders
Average annual number of interventions realized to fight against corruption	Gisagara participated in competitions	2	2	2	2	2	2	2	Report of activities	
ICT SECTOR										
Outcome 34: Increased capacity building of individuals and institutions in ICT literacy										
Output 34.1: ICT access, usage and innovation with emphasis to female population increased										

INDICATOR	BASELINE (2016/17)	OVERALL TARGET	TARGET 2018/19	TARGET 2019/20	TARGET 2019/20	TARGET 2021/22	TARGET 2022/23	TARGET 2023/24	MoV	ASSUMP-TIONS
% of District female and male staff with computers	88	100	100	100	100	100	100	100	Report on use of computers	
% of availability in all offices of required internet connection during working days	82	100	92	100	100	100	100	100	Report on use of internet connections	
Percentage of performance in available Government services delivered online	40	100	50	60	80	90	95	95	Report on Government services delivered online	
Number of sector offices with video conference rooms	0	13					7	6	Report on video conference rooms	Project meets national orientation
Priority 5: Strengthen Capacity, Service delivery and Accountability in Gisagara District										

INDICATOR	BASELINE (2016/17)	OVERALL TARGET	TARGET 2018/19	TARGET 2019/20	TARGET 2019/20	TARGET 2021/22	TARGET 2022/23	TARGET 2023/24	MoV	ASSUMP-TIONS
PUBLIC FINANCIAL MANAGEMENT SECTOR										
Outcome 35: Level of Citizens Satisfaction with Service Delivery improved										
Output 35.1: Public finance management and accountability enhanced										
FRW of own revenue collected (in thousands)[81]	379,017.5	1,131,7740	454,821	545,785	654,942	785,931	943,117	1,131,740	Own collection report	Own revenue collection regulations stay favourable
Number of eligible staff trained on PFM	117	257	167	207	257	257	257	257	Training report	
Percentage of annual Auditor General's recommendations for implemented	70	100	100	100	100	100	100	100	Auditor General's recommendations implementation report	

[81] The targeted annual FRW collected amounts are estimated on basis of an increase of 20% per year

INDICATOR	BASELINE (2016/17)	OVERALL TARGET	TARGET 2018/19	TARGET 2019/20	TARGET 2019/20	TARGET 2021/22	TARGET 2022/23	TARGET 2023/24	MoV	ASSUMP-TIONS
Number of annual audit assignments realized	32	240	40	40	40	40	40	40	Audit report	
Output 35.2: Sustainability of objectives of implemented projects enhanced										
Percentage of projects implemented basing on Feasibility studies	70	98	90	95	95	95	98	98	Projects feasibility studies	
Number of LED projects with feasibility studies fulfilling sustainability requirements, EIA included	Feasibility studies requirements available	30	5	5	5	5	5	5	Feasibility studies reports	Budget for feasibility studies available
Percentage of annual GBS activities implemented	100	100	100	100	100	100	100	100	GBS implementation report	

INDICATOR	BASELINE (2016/17)	OVERALL TARGET	TARGET 2018/19	TARGET 2019/20	TARGET 2019/20	TARGET 2021/22	TARGET 2022/23	TARGET 2023/24	MoV	ASSUMP-TIONS
Percentage of works tender documents with terms of reference specifying proportion of female and male workers	0	95	40	95	95	95	95	95	Published Tender documents	
Percentage of LED projects with baseline survey before implementation	One LED project with baseline survey (AWP)	50	15	25	30	35	40	50	Baseline survey reports	Costs for baseline surveys in LED projects stay relevant
Percentage of infrastructure projects with training/meeting on awareness of role stakeholders before launching activities	0	50	15	25	30	35	40	50	Minutes/report of awareness training/meeting of stakeholders	Tender documents clarify this activity into terms of

INDICATOR	BASELINE (2016/17)	OVERALL TARGET	TARGET 2018/19	TARGET 2019/20	TARGET 2019/20	TARGET 2021/22	TARGET 2022/23	TARGET 2023/24	MoV	ASSUMP-TIONS
										references
Average of respect of timetables of sites meetings for infrastructures projects	Periodicity of sites meetings is not systematic	80	25	40	50	60	70	80	Reports of sites meetings for projects	Tender documents clarify periodicity of sites meetings.
Percentage of infrastructure projects with hand over supported by written commitments of stakeholders in management	0	95	50	100	100	100	100	100	Report on projects with hand over Filing of tender documentations	Feasibility studies and maintenance and operation plans clarify roles and responsibilities
Percentage of financed in last 5	4 projects financed in	90	70	75	78	80	85	90	Report of projects	Projects documents

INDICATOR	BASELINE (2016/17)	OVERALL TARGET	TARGET 2018/19	TARGET 2019/20	TARGET 2019/20	TARGET 2021/22	TARGET 2022/23	TARGET 2023/24	MoV	ASSUMP-TIONS
years projects sustainably operational	last 10 years are not productive[82]								management	well filed
Percentage of LED projects with post evaluation after three years of implementation	0	27	2	5	5	5	5	5	Post evaluation reports of LED projects implemented	Post evaluation projects are funded

Table 14: The cost of DDS 2018-2024 (FRW In '000)

No	Priority/Outcome/Year	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	Total
	Total	**25,369,942**	**23,997,892**	**24,869,732**	**25,296,732**	**24,705,572**	**24,513,192**	**148,753,062**

[82] These projects are namely: Nyampinja washing station, cassava unit at Mukande, cassava unit at Mamba(CATM) and processing unit of pineapples at Nyanza

No	Priority/Outcome/Year		2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	Total
1	Economic Transformation		10,497,500	11,247,500	11,627,500	11,847,500	11,532,500	11,232,500	67,985,000
1.1	Priority area 1.1: Create decent and productive jobs for economic development		3,955,000	4,470,000	4,620,000	4,620,000	4,770,000	4,470,000	26,905,000
		Outcome 1: Develop and support priority sub sectors with high potential for growth and employment	650,000	650,000	650,000	650,000	650,000	650,000	3,900,000
		Outcome 2: Increased productivity of tourism in District	725,000	725,000	725,000	725,000	725,000	725,000	4,350,000
		Outcome 3: Increased number of Rwandans with appropriate skills tailored to labour market demands	1,504,000	2,019,000	2,169,000	2,169,000	2,319,000	2,019,000	12,199,000
		Outcome 4: Increased opportunities to empower female and male youth and women to create business through entrepreneurship and access to finances	1,076,000	1,076,000	1,076,000	1,076,000	1,076,000	1,076,000	6,456,000
1.2	Priority Area 2: Accelerate Sustainable Urbanization		1,010,000	960,000	945,000	1,045,000	945,000	945,000	5,850,000
		Outcome 5: Ensure green urbanization and business centers development	1,010,000	960,000	945,000	1,045,000	945,000	945,000	5,850,000

No	Priority/Outcome/Year	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	Total
1.3	Priority area 1.3: Establish Rwanda as a Globally Competitive Knowledge-based Economy	25,000	25,000	25,000	25,000	25,000	25,000	150,000
	Outcome 6: Enhanced business oriented innovations of female and male youth	25,000	25,000	25,000	25,000	25,000	25,000	150,000
1.4	Priority area 1.4: Promote Industrialization and attain a Structural Shift in the export base to High-value goods and services with the aim of growing exports by 17% annually	1,600,000	1,595,000	1,595,000	1,610,000	1,610,000	1,610,000	9,620,000
	Outcome 7: Increased exports of value-added goods	105,000	105,000	105,000	105,000	105,000	105,000	630,000
	Outcome 8: Enhanced good conditions of earth roads to facilitate transport services	1,495,000	1,490,000	1,490,000	1,505,000	1,505,000	1,505,000	8,990,000
1.5	Priority area 1.5: Increase Domestic Savings and position Rwanda as a hub for financial services to promote investments	260,000	260,000	260,000	260,000	260,000	260,000	1,560,000
	Outcome 9: Enhanced long-term savings and innovative financing mechanisms	215,000	215,000	215,000	215,000	215,000	215,000	1,290,000
	Outcome 10: Increased domestic saving and position Rwanda as a hub for financial	45,000	45,000	45,000	45,000	45,000	45,000	270,000

No	Priority/Outcome/Year		2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	Total
		services to promote investments							
1.6	Priority area 1.6: Modernize and increase productivity and livestock		2,970,000	3,120,000	3,120,000	3,120,000	3,120,000	3,120,000	18,570,000
		Outcome 11: Increased resilient agricultural production and productivity	2,390,000	2,390,000	2,390,000	2,390,000	2,390,000	2,390,000	14,340,000
		Outcome 12: Ha under mechanization increased	#VALUE!	150,000	150,000	150,000	150,000	150,000	750,000
		Outcome 13: Increased resilient animal production and productivity	130,000	130,000	130,000	130,000	130,000	130,000	780,000
		Outcome 14: Food security for nutrition increased	450,000	450,000	450,000	450,000	450,000	450,000	2,700,000
1.7	Priority area 1.7: Sustainable management of natural resources and environment to transition Rwanda towards a carbon neutral economy		677,500	817,500	1,062,500	1,167,500	802,500	802,500	5,330,000
		Outcome 15: Minerals, oil and gas sector promoted	165,000	165,000	165,000	165,000	165,000	165,000	990,000
		Outcome 16: Increased sustainability and profitability of forestry management	160,000	160,000	160,000	160,000	160,000	160,000	960,000
		Outcome 17: Increased efficient land use	25,000	35,000	35,000	35,000	35,000	35,000	200,000

No	Priority/Outcome/Year		2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	Total
		management							
		Outcome 18: Enhanced environment and climate change resilience control and awareness	137,500	267,500	512,500	617,500	252,500	252,500	2,040,000
		Outcome 19: Integrated water resource management	160,000	160,000	160,000	160,000	160,000	160,000	960,000
		Outcome 20: Enhance friendly environmental and climate resilient use of mining and quarries	30,000	30,000	30,000	30,000	30,000	30,000	180,000
2		Social Transformation	13,742,242	11,715,192	12,257,032	12,414,032	12,187,872	12,295,492	74,611,862
2.1	Priority area 2.1: Enhancing graduation from extreme Poverty and promoting resilience		2,595,500	2,599,000	2,549,000	2,489,000	2,489,000	2,289,000	15,010,500
		Outcome 21: Increased graduation from Extreme poverty	1,250,000	1,250,000	1,250,000	1,250,000	1,250,000	1,250,000	7,500,000
		Outcome 22: Increased interventions to prevent female and male headed households to fall in extreme poverty	1,345,500	1,349,000	1,299,000	1,239,000	1,239,000	1,039,000	7,510,500
2.2	Priority area 2.2: Eradicating Malnutrition		2,051,960	2,208,560	2,512,160	2,549,160	2,657,160	2,932,160	14,911,160
		Outcome 23: Reduced malnutrition among	2,051,960	2,208,560	2,512,160	2,549,160	2,657,160	2,932,160	14,911,160

No	Priority/Outcome/Year		2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	Total
		children							
2.3	Priority area 2.3: Enhancing demographic dividend through ensuring access to quality health for all		2,308,892	2,628,892	2,958,892	3,183,892	2,893,892	2,933,892	16,908,352
		Outcome 24: Improved healthcare services	2,308,892	2,628,892	2,958,892	3,183,892	2,893,892	2,933,892	16,908,352
2.4	Priority area 2.4: Enhancing demographic dividend through ensuring access to quality education		1,634,740	1,631,240	1,845,480	1,845,480	1,861,320	1,889,640	4,080,000
		Outcome 25: Increased equitable access to education programmes	1,634,740	1,631,240	1,845,480	1,845,480	1,861,320	1,889,640	10,707,900
2.5	Priority area 2.5: Moving towards a Modern Rwandan Household		5,151,150	2,647,500	2,391,500	2,346,500	2,286,500	2,250,800	17,073,950
		Outcome 26: Universal access to basic infrastructure (water, sanitation, electricity, ICT, shelter)	5,151,150	2,647,500	2,391,500	2,346,500	2,286,500	2,250,800	17,073,950
3		Transformational Governance	1,130,200	1,035,200	985,200	1,035,200	985,200	985,200	6,156,200
3.1	Priority area 3.1: Reinforce Rwandan culture and values as a foundation for peace and unity		425,000	355,000	355,000	355,000	355,000	355,000	2,200,000
		Outcome 27: Enhanced unity among	425,000	355,000	355,000	355,000	355,000	355,000	2,200,000

No	Priority/Outcome/Year		2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	Total
		Rwandans							
3.2	Priority area 3.2: Ensure Safety and Security of citizens and property		108,000	148,000	98,000	148,000	98,000	98,000	698,000
		Outcome 28: Ensure reign of Safety and security of citizens	108,000	148,000	98,000	148,000	98,000	98,000	698,000
3.4	Priority area 3.4: Strengthen Justice, Law and Order		100,000	100,000	100,000	100,000	100,000	100,000	600,000
		Outcome 29: Universal access to quality of Justice Promoted	20,000	20,000	20,000	20,000	20,000	20,000	120,000
		Outcome 30: Increased Control of Corruption, Transparency and Accountability among community and stakeholders	15,000	15,000	15,000	15,000	15,000	15,000	90,000
		Outcome 31: Sustained respect for human rights and civil liberties	65,000	65,000	65,000	65,000	65,000	65,000	390,000
3.5	Priority area 3.5: Strengthen Capacity, Service delivery and Accountability of public institutions		310,000	250,000	250,000	250,000	250,000	250,000	1,560,000
		Outcome 32: Improved Government operational efficiency and citizens satisfaction	310,000	250,000	250,000	250,000	250,000	250,000	1,560,000

No	Priority/Outcome/Year	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	Total
3.6	Priority area 3.6: Increase citizens' participation, engagement and partnerships in development	187,200	182,200	182,200	182,200	182,200	182,200	1,098,200
	DDS Outcome 33: Improved scores for citizen participation	96,500	96,500	96,500	96,500	96,500	96,500	579,000
	DDS Outcome 34: Developed Capacity for Civil Society and the Media	65,000	60,000	60,000	60,000	60,000	60,000	365,000
	DDS Outcome 35: Promote the culture of self-reliance, teamwork spirit, integrity, solidarity and patriotism among Rwandans and developing home-grown solutions to problems encountered by different categories of our society.	25,700	25,700	25,700	25,700	25,700	25,700	154,200

4.5 Cross-Cutting Areas

4.5.1 Capacity Building

The implementation of National Strategy for Transformation 1 as well as the implementation of Gisagara District development Strategy will necessitate the capacity building of the key operators through the implementation of different policies in place like National Employment Policy and Programme (NEP); National Workplace Learning Policy; TVET Policy; Pay and Retention Policy; Human Resource for Health Policy; Prime Ministers Order on Training of Public Servants; Rwanda Aid Policy Manual of Procedures; Results Based Performance Management for Rwanda - Policy Paper.

The Capacity Development and Employment Services Board (CESB) is therefore responsible for overall coordination and implementation of the National Capacity Development Policy and Strategy as well as providing some strategic orientations for all capacity building interventions.

This capacity building will effectively impact local service delivery and also support the implementation of Gisagara District Development Strategy where Gisagara District will have a capacity development strategy informed by the mentioned above policies.

In collaboration with Private Sector Federation (PSF), Gisagara District will develop private sector led Sector Skills Councils (SSCs) in liaison associations and Professional Bodies. including Manufacturing, ICT, Construction, Mining, Tourism, Agriculture, Energy, Financial Services, Media and Entertainment, Beauty & Fashion and Health, Transport and Logistics as well as health to reduce skills gaps and shortages; improving productivity and business performance; increasing opportunities to boost the skills and productivity of everyone in the sector's workforce, including action on equal opportunities and improving quality and relevance of training for employment.

4.5.2 Gender and Family

Rwanda is committed to placing Gender and family Promotion at the center of National development agenda (NST 1). Gender equality promotion and protection of family members including children and parents are prerequisites to achieving equitable and sustainable

development as entrenched in PRSP, EDPRS 1 and EDPRS 2 and will continue as cross cutting area of National Strategy for Transformation (NST 1).

Gisagara District Development Strategy will promote the inclusive economic transformation where productive men and women will be fully engaged in District Development in term of the implementation and also in managerial positions as determined by the law.

DDS will continue to maintain a good momentum in promoting political participation of women. Nonetheless, Gisagara District will implement this through the implementation of planned strategic interventions of NST 1 which are; increasing effective participation of women in leadership and decision making especially in the competitive local government position and the private sector., and also to ensure the implementation of legal frameworks, policies and strategies that promote family cohesion which are in place to address the existing issues of family conflicts, GBV, child abuse, teenage pregnancy, and Human Trafficking.

4.5.3. HIV/AIDS and NCDs

The Ministry of health through coordination of health sector will contributes to national efforts toward zero new HIV infections by 2030 through education of individuals and families about HIV/AIDS, providing counselling, distribution of condoms, and making sure that all patients with HIV/AIDS or tuberculosis receive and adhere to treatment and support. Gisagara District will also contribute to this national objective through the implementation of key interventions as planned in NST 1 which include regular sensitization regarding HIV, voluntary counselling and testing, prevention of mother to child transmission, condom distribution, test and treat program etc.

Gisagara Districts will also take steps for preventing Non-communicable diseases (NCDs) which are defined by the World Health Organization (WHO) as cardiovascular diseases (CVDs), cancers, diabetes, and chronic respiratory diseases, in addition to injuries.

Gisagara District Development Strategy will take stock of preventable means of interventions that tackle the prevention of the use of tobacco, alcohol, unhealthy diet, physical inactivity, and environmental carcinogens. And District will focus on prevention and control of NCDs in

general through increased sensitization and awareness of the dangers and risks, by promoting healthy nutrition and living; and ensuring accessibility to adequate treatment.

4.5.4. Environment and Climate Change

District Development Strategy will contribute to the implementation of priority interventions basing on global (SDGs, Paris Agreement), regional (Agenda 2063, EAC 2050), and national medium and long-term strategies (especially GGCRS and NDC). Where they have been aligned with the aspirations of Vision 2050. This will be mainstreamed in Gisagara District Action Plans and "Imihigo" and regular monitoring will be done by District with mutual support of Sector Ministries responsible for monitoring Cross cutting areas.

4.5.5. Disability and social inclusion

Gisagara District will continue to ensure that people with Disabilities are being taken not consideration and also are being involved in different sector interventions. Gisagara District will offer trainings for PwDs in a sustainable manner, where in collaboration with the concerned institutions to jointly follow up the use of funds mobilized to support job creation among persons with disabilities; Accessibility to building, and also to ensure that all services provided in the community are accessible for everyone.

4.5.6. Disaster management

Gisagara District D**evelopment Strategy will ensure the implementation of the disaster District profiles, mitigation m**mechanism, response and recovery appropriate to disaster situation. As proposed in NST 1, District will ensure the progress monitoring of the implementation of planned interventions but with much focus on new innovations (home grown solutions) that will help to bring on board different actors including volunteers, private sector.

4.5.7. Regional Integration and International positioning.

As cited in National Strategy for Transformation I, Rwanda has identified regional and international economic integration as a key element to its long term development path for better

achievement of Vision 2020 and also Vision 2050. EDPRS II found that sectors needed a framework to capture the benefits, develop opportunities and mitigate risk from regional integration and international positioning.

The objective of taking into consideration of regional integration and international positioning as cross-cutting areas in Gisagara District Development Strategy is to ensure its contribution to the achievement of national development goals through improving Rwanda's opportunities to overcome Rwanda's key development constraints of being a landlocked country with a small market, energy constraints and limited human capital (NST1)

It is in this regards Gisagara District will also continue to benefit four key regional integration blocs: The East African Community (EAC), the Common Market for Eastern and Southern Africa (COMESA), the Economic Community of the Great Lakes Countries (CEPGL) and Economic Community of Central African States (ECCAS). Where Gisagara District will benefit from the free movement of goods, services, capital and labor in these for mentioned regional integration to expend Gisagara District business opportunities.

5. IMPLEMENTATION OF THE DISTRICT DEVELOPMENT STRATEGY

5.1. Sequencing of Interventions (Implementation Plan)

Gisagara District Development Strategy 2018/19-2023/24 will be implemented since July 2018 up to June 2024. The sequencing of specific directions and interventions between District Priorities and outcomes, and the areas of focus and of key District partners and stakeholders, Mechanisms for co-ordination and information sharing between stakeholders and partners in the District, the role and responsibilities of the private sector in LED projects have to be clearly defined and analysis and discussion for risk mitigation strategies.

5.2. Important strategic areas

Gisagara District Development Strategy was elaborated taking into consideration all the sixteen sectors of National Strategy for Transformation I which are Agriculture, Private sector Development & Youth Employment, Transport , Energy , Water and Sanitation , Urbanization and Rural Settlement, ICT, Environment and Natural Resources, Financial Sector Development, Social Protection , Health , Education, Governance and Decentralization, Justice, Reconciliation, Law and Order , Sport and Culture and Public Finance Management (PFM) and seven cross cutting areas were identified as strategic areas of National Strategy for Transformation I which includes Capacity Development, Regional integration , Gender and Family promotion, Environment and climate change, Disaster management , Disability & social inclusion and HIV/AIDS & non-communicable diseases.

The implementation of this District Development Strategy will be done with full participation of all key District stakeholders including JADFs and Citizens as whole for better to better understand and consider citizens' needs during the DDS development, exchange information to achieve that the DDS is highly shared and accepted by the citizens , public ownership of the DDS; Improvement of cooperation between the local government and the citizen – confidence-building / transparency and to take into consideration of key success and effectiveness.

Furthermore, this should be a joint effort of all key players from policy makers across all the sectors, investors and financiers and all the other stakeholders in the District. Some of the challenges to the implementation of the District Development Strategy include issues in sectoral coordination which have affected the implementation of the previous District Development Plan.

5.3. Precise order of the programs

The implementation of this District Development Strategy will be guided by Sector Strategic Plans and Different Policy frameworks at central Level which will guide the legal frameworks and implementation plan of this District Development Strategy. This again will be influenced by Fiscal and Financial Decentralization Policy, revised Decentralization Policy, service delivery, Capacity building and evidence-based planning as whole at local level.

5.4. Precise order or sequencing of interventions

District Development Strategy is like an implementation plan of the plan of Sector Strategic Plans at Central Level where by each sector will decentralize the most important services at District level in accordance with the revised Decentralization policy. A framework for an integrated approach from each sector will be created which will provide District-wise services for all the sectors. Strategic Directions and interventions of all sector Ministries will be integrated into District Development Strategy, this will be done by promoting and strengthening a strong harmonized planning, monitoring and evaluation between Central Government and Local Government.

The Projects interventions described in this District Development Strategy will be implemented in the remaining six-year period of the National Strategy for Transformation I, which have been started by the implementation of the seven years Government Programme which started in August 2017. Detailed implementation was provided in Gisagara Local Economic Development Strategy.

5.5. Inter-dependence between sectors and programs

The National Strategy for Transformation I Provide a clear interdependence of the Sector Strategic Plans and District Development Strategy as shown in the figure below:

5.6. Tasks and Responsibilities of Partners and Stakeholders

The implementation of this Development Strategy will be overseen by Gisagara District in coordination with activity plans central Government including (line ministries and their associated affiliated agencies, private sector, civil society organizations and development partners at the District and local level.

5.6.1. The tasks of the District

The Law Determining the Organization and Functioning of the District No.08/2006 of 24/02/2006 relates to the organization, functioning and competencies of the District. A District is divided into Sectors, the Sectors into Cells and the Cells into Villages. The District is an autonomous administrative legal entity with legal status and administrative and financial autonomy. The District is administered by a Council supported by selected committees. Amongst its responsibilities the District Council is responsible for the development and monitoring of District activities across all the sectors. The Law provides details on the funding and budgeting of the District. A distinction is drawn between an Ordinary Budget and a Development Budget.

As determined by DDS elaboration process guideline issued by Ministry of Finance and Economic Planning, these guidelines highlight the main roles of some key stakeholders. However, Districts should engage as many stakeholders as possible to ensure an inclusive elaboration process for the District development strategy as a basis of better implementation, monitoring and Evaluation.

Gisagara District through its two different organs (executive and councils) have the primary responsibility of owning and championing the elaboration, implementation, Monitoring and Evaluation of District development strategies and also responsible for generating District-specific innovations/strategies to support National Strategy for transformation I and Vison 2050 to be realized

Putting into action all the activities set to achieve increased agricultural productivity for food security and availability of markets to agricultural produce.

- Implementing institutional and legal frameworks, policies, strategies and master plans in all sectors;

- Working towards implementation of programs to enhance human resource capacities in all sectors
- Initiating the development of infrastructure in sectors where it's necessary;
- To initiate, develop and maintain sustainable power generation facilities to supply clean, cost-effective and uninterrupted energy for the District;
- Initiating programs aimed at increasing access to affordable water and sanitation programs, transport and urbanization infrastructure, environmental protection and effective exploitation of natural resources like mining and related services for the population in Gisagara District;
- Supervising activities meant to elaborate, monitor and assess the implementation of national policies and programs on matters relating to the District development across all the sectors;
- Implementing activities meant to elaborate, monitor and assess the implementation of national policies and programs on matters relating to the Decentralization, Justice, reconciliation, law and order, ICT, Education, Youth and Private sector development;
- Implementing activities related to Public Financial Management and Financial Sector development so as to enhance proper utilization of public funds a financial inclusion respectively;
- Supervising actions to mobilize resources and partnerships in all sectors.

5.6.2. **Citizens**

Citizens are responsible for contributing to the priorities identification basing on their Needs. Was done through a different community outreach platform such as; Umuganda Days, Inteko Z'Abaturage, public assemblies among others. During the implementation of this District Development Strategy citizens' responsibility is to make a follow-up and ensure that the planned interventions Projects or Programme are being implemented as planned to satisfy their needs. And also ensure their sustainability.

5.6.3. JADFs

In line with Gisagara District Development Strategy, District Joint Action Development forums (JADFs) are expected to interface and co-ordinate closely with the SWGs and Province Steering Committees during the elaboration, implementation and Monitoring and evaluation of this District Development strategy. Also JADF is responsible for Approval of DDS strategy. This will be translated into annual action

with Budget that will be approved by District council which is responsible for ensuring if annual action plan is being reflecting the priority interventions that have been agreed up on during District Development Strategy Elaboration. District JADFs will assist in the following:

- To support the implementation of the decentralization policy by bringing all actors together;
- To ensure full participation of citizens in local development process through their representatives from the public, civil and private sectors;
- To promote the culture of dialogue and accountability so that the voices of citizens can be heard by local leaders and service providers;
- To ensure coordination and integration of activities among all development actors to enhance efficiency of development efforts and avoid duplication or redundant efforts;
- To promote the culture of participatory planning, monitoring and evaluation of development activities at District and sector levels;
- To support sustainable local economic development;
- To promote good service delivery.

5.6.4. Tasks of the Private Sector

As Rwanda we are aiming to have a private sector led economy, to achieve a middle income country by 2035 and a high income Country by 2050, GISAGARA District will continue to fully engage Private sector starting from implementation, monitoring and Evaluation.

The private sector will be engaged during the implementation of financially viable projects across all sectors like in agriculture, water and sanitation, transport, energy, education, health and urbanization sectors in partnership with the District and other stakeholders;

5.6.5. Civil Society and other organizations

Refer to National Strategy for Transformation I, under its strategic outcome of Strengthening Unity of Rwandans. District Development Strategy will ensure civil society, development partners and other public and private organization and special group (women and Youth) involvement at all stage. In planning and also during decisions making.

5.6.6. Ministry of Finance and Economic Planning (MINECOFIN)

The Ministry of Finance and Economic Planning will contribute to the Implementation of Gisagara District Development Strategy as the coordination institutions to ensure the consistence of alignment of planned strategic interventions t District level with the ones planned at sector level which will contribute to the implementation of the planned Strategic Interventions in National Strategy for Transformation I.

5.6.7. Ministry of Local Government (MINALOC)

The Ministry of Local Government(MINALOC) who is responsible for overseeing all local Government Institutions will particularly play a key role in ensuring that all objectives of decentralized development and Local Economic developments projects are being taken into consideration along the process from planning, monitoring and evaluation

5.6.8. Ministry of Infrastructures (MININFRA)

The Ministry of Infrastructure will help in the implementation of this DDS by facilitating lot of policies regarding to Road infrastructure development, energy infrastructure, water, urban planning, and urban settlement. All these will have significant contribution to the development and economic transformation of the District. and better delivery to other aspects that will contribute to overall achievement of NST 1 targets.

5.6.9. Ministry of Health (MINISANTE)

The Ministry of Health through its health Sector Strategic Plan will work with Gisagara District to address all health related issues as identified in tis DDS. Regarding the Monitoring and Evaluation Ministry of Health will help District in identifying the progress of the implementation of the planned interventions using Demographic Health Survey.

5.6.10. MINIJUST (MINISTRY OF JUSTICE)

MINIJUST will contribute to the implementation of priorities under Governance Pillar where it will help on the enforcement by building the capacity of judges in the District and also promote universal access to quality of Justice.

5.6.11. Ministry which are reading on Cross cutting areas (MINILAF, MIGEPROF, MINALOC, MIFOTRA, MIDMAR, MINISANTE, MINAFET)

Ministry responsible for mainstreaming all cross cutting areas will be responsible for development and elaboration of guidelines and policies which will serves as guiding

documents for better ensure that all cross cutting areas are being mainstreamed in our daily plans.

5.6.12. Donors and other Development Partners

Donors will help in terms of financial Support and also in terms of capacity building of citizens and other key players for better delivery to the implementation of Gisagara District Development Strategy.

CHAPTER 6: MONITORING AND EVALUATION

Monitoring and Evaluation framework of the Gisagara District Development Strategy 2018/2023 was elaborated in respect of DDS elaboration Guidelines issued by Ministry of Finance and Economic Planning and also additional notes on monitoring and evaluation of National Strategy for Transformation one. DS is organized in three pillar of NST1 which are Economic Transformation, Social Transformation and Transformational Governance. NST 1 will be implemented through sixteen Sector Strategic Plan, and District Development Strategy.

The effective implementation of the Gisagara District Development Strategy will be reinforced by an effective Monitoring and Evaluation framework. This will allow the District to effectively monitor progress against the settled targets, During the implementation timeframe District will ensure that all annual plans are planned in accordance with the agreed objectives, activities, targets and indicators to be achieved as planned in District Development Strategy and also ensure that all of these are delivering to the achievement of National Strategy for Transformation 1 goals and objectives.

As described in the paragraph above, District actions Plans and District performance contract will play a big role in the implementation of Gisagara District Development Strategy where all planned interventions will be taken as first priorities to be implemented in each fiscal year as planned in District Development Strategy.

Progress report will be provided on regular basis for better tracking the performance through quarterly reviews by the planning department of the District and the existing joint mechanisms such as JADFs. These reviews assess performance against indicators and actions agreed by all stakeholders. This will allow the District to continue to assess progress of implementation of planned targets of interventions against the detailed District Development Strategy Monitoring framework.

Coordination mechanism will be ensured between all District partners including sector Ministries, donors, the private sector, civil society including Non-Governmental Organizations, and Faith Based Organizations, and also other economic operators. To facilitate regular monitoring and evaluation, the District will continue to use Monitoring and Evaluation Information System from LODA, including a well-structured and computerized database with quantitative/ and qualitative indicators which will underpin annual monitoring of the evolution of achievements and changes.

In addition to the regular monitoring of progress against District Development Strategy Targets, the District will put in place a rigorous and comprehensive evaluation tool, like filing mechanisms and also to promote a result based planning looking at impacts from the implementation of different interventions.

A midi term evaluation and final District Development strategy will be conducted to examine targets that have been achieved, on progress, on watch and also the targets that are lagging behind. This will help Gisagara District to draw constructive lessons from the implementation of DDS and offer recommendations for improvement towards the District developmental aspirations.

Table 15: Localization of key projects in DDS 2018-2024

No	PROJECTS	INDICATOR	BASELINE	TARGET	LOCALIZATION IN SECTORS					
					1	2	3	4	5	6
I	AGRICULTURE									
1	Strengthen land use consolidation under key crops	Ha under of area under land use consolidation	37200	41500	All Sectors	All Sectors	All Sectors	All Sectors	All Sectors	All Sectors
2	Increase area covered by improved banana	ha of improved banana	2500	3300		All Sectors	All Sectors	All Sectors	All Sectors	All Sectors
3	Promote practice of small scale irrigation technology	Ha under SSIT	330	720		All Sectors	All Sectors	All Sectors	All Sectors	All Sectors
4	Develop hillside irrigation	Ha under hillside irrigation technology	0	500			Ndora	Ndora	Kansi, Mugombwa, Mukindo	Kansi, Mugombwa, Mukindo
5	Construct/rehabilitate irrigation infrastructures in marshlands	Ha of marshlands with irrigation infrastructures	ha 3000 in need for marshland irrigation	1500	All Sectors	All Sectors	All Sectors	All Sectors	All Sectors	All Sectors

No	PROJECTS	INDICATOR	BASELINE	TARGET	LOCALIZATION IN SECTORS					
					1	2	3	4	5	6
6	Develop and valorise radical terraces	Ha of radical terraces developed	1250	1200	All Sectors	All Sectors	All Sectors	All Sectors	All Sectors	All Sectors
7	Develop use of mechanization	Ha under mechanization	0	250	All Sectors	All Sectors	All Sectors	All Sectors	All Sectors	All Sectors
8	Construct mini slaughters	Number mini slaughters constructed	2	4		Mugombwa , Ndora				
9	Construct maize and rice drying grounds	Number of maize and rice drying grounds constructed		48		Mamba Ndora		Mugombwa Kansi		
10	Establish maize and/or beans storing facilities	Number of maize and/or beans storing facilities	0 [83]	10		Musha	Mugombwa	Ndora	Nyanza	Save
11	Promote cultivating	Ha under			All	All	All	All	All Sectors	All Sectors

[83] In District there was no storage facility which is professionally managed, there were temporally and sporadic storing facilities

No	PROJECTS	INDICATOR	BASELINE	TARGET	LOCALIZATION IN SECTORS					
					1	2	3	4	5	6
	vegetables	vegetables			Sectors	Sectors	Sectors	Sectors		
12	Produce full washed coffee	Metric tons of full washed coffee produced	470 in 2017/2018	2520	All Sectors	All Sectors	All Sectors	All Sectors	All Sectors	All Sectors
	Develop macadamia production	Ha under macadamia trees	0	500	All Sectors	All Sectors	All Sectors	All Sectors	All Sectors	All Sectors
13	Plant fruits trees	Ha under new fruit trees	147[84]	90	All Sectors	All Sectors	All Sectors	All Sectors	All Sectors	All Sectors
14	Promotion of sericulture	Ha under mulberry trees	52	200	Mamba, Mugombwa	All Sectors	All Sectors	All Sectors	All Sectors	All Sectors
II	**PRIVATE SECTOR AND YOUTH EMPLOYMENT**									
15	Construct processing units	Number of processing unit operational	4: 4 banana, 3 rice	4		Kibilizi			Gikonko	
16	Upgrading agro processing unit	Number of agro processing units		4	Gikonko rice for	GABI Ltd for new	Cassava processin	Pineapple productio	At least other two	At least other two operating

[84] NISR, SAS2018, SeasonA

No	PROJECTS	INDICATOR	BASELINE	TARGET	LOCALIZATION IN SECTORS					
					1	2	3	4	5	6
	processing	upgraded			maize production at Gikonko	products at Kibilizi	g units at Mamba and Mukande	n at Nyanza	operating units	units
17	Establish clothing industry units	Number of units operational	0	5		Save	Ndora	Kigembe	Musha	Mugombwa
18	Invest in Private Public Partnership projects	Feasibility studies available	0	3		Kibilizi (Pig production processing plant)	Mamba (Establishment of hospitality facility at Muyaga)		Kigembe (Establishment of hospitality facility in Rwabisemanyi)	Kigembe, Save, Mamba Mukindo, Kansi, Nyanza
19	Promote tourism based on sports&culture	Number of tournaments realized in District	0	100	Ndora	Ndora	All sectors	All Sectrors	All Sectrors	All Sectrors
20	Develop ecosystem tourism	Number study tours attracted projects/prog		30	All sectors	All sectors	All sectors	All sectors	All sectors	All sectors

No	PROJECTS	INDICATOR	BASELINE	TARGET	LOCALIZATION IN SECTORS					
					1	2	3	4	5	6
		rams implemented in District: Environment ,social protection, ICT etc								
21	Construct Integrated Production Craft Centers	% of implementation of the project	One ICPC at Save	4		Nyanza	Nyanza Mugomb wa	Mugomb wa Ndora	Ndora Musha	Musha
22	Construct youth and women friendly culture center	Number of YWFC constructed	One YWFC operational at Ndora	4		Musha	Nyanza	Mugom-bwa	Kansi	
23	Support initiatives of private sector in long run investment	Number of projects with joint investment	01	15	All Sectors	All Sectors	All Sectors	All Sectors	All Sectors	All Sectors
24	Support creation of MSMEs	Number of MSMEs		6000	All Sectors	All Sectors	All Sectors	All Sectors	All Sectors	All Sectors
25	Implement income and jobs generating projects	Number of village IGA	3 ubudehe projects: Kibilizi and	520	All Sectors	All Sectors	All Sectors	All Sectors	All Sectors	All Sectors

No	PROJECTS	INDICATOR	BASELINE	TARGET	LOCALIZATION IN SECTORS					
					1	2	3	4	5	6
			Ndora							
26	Support innovations initiated by female and male youth and women	Number of female and male innovations supported	NA	690	All Sectors	All Sectors	All Sectors	All Sectors	All Sectors	All Sectors
27	Support in performance of cooperatives	% of cooperatives with legal personality with one general assembly	90	95	All Sectors	All Sectors	All Sectors	All Sectors	All Sectors	All Sectors
III	**TRANSPORT**									
28	Maintain operational earth roads	Annual average of Km of earth roads maintained	120	120	All Sectors	All Sectors	All Sectors	All Sectors	All Sectors	All Sectors
29	Routine maintenance	Km of earth	84	150	All	All	All	All	All Sectors	All Sectors

No	PROJECTS	INDICATOR	BASELINE	TARGET	LOCALIZATION IN SECTORS					
					1	2	3	4	5	6
	of 150 km	roads annually with routine maintenance			Sectors	Sectors	Sectors	Sectors		
30	Construction of bridges	Number of bridges constructed		6	Kibilizi	Kansi, Mukindo	Gishubi	Nyanza	Ndora	Musha
31	Rehabilitate feeder roads	km of feeder roads reahabilitated	71	150	All Sectors	All Sectors	All Sectors	All Sectors	All Sectors	All Sectors
32	Construct Save-Mamba asphalt road	% of asphalt road construction works executed	0	100			Save, Musha, Mamba	Save, Musha, Mamba	Save, Musha, Mamba	
33	Construct Akanyaru bas or Ngoma-Nyaruteja-Kansi-Huye asphalt road	% of asphalt road construction works executed	0	100				Nyanza, Kigembe, Kansi	Nyanza, Kigembe, Kansi	Nyanza, Kigembe, Kansi
34	Maintain earth roads linking cells	Number of km of earth roads maintained	295	295	All Sectors	All Sectors	All Sectors	All Sectors	All Sectors	All Sectors

No	PROJECTS	INDICATOR	BASELINE	TARGET	LOCALIZATION IN SECTORS					
					1	2	3	4	5	6
		(annual average)								
IV	**ENERGY**									
35	Mobilize households to be connected to electricity	Number of F&MHH connected to electricity	30,384	61,846[85]	All Sectors	All Sectors	All Sectors	All Sectors	All Sectors	All Sectors
36	Mobilize households to use cooking gaz and domestic biogas	Number of new F&MHH with biogas digesters	483	1200	All Sectors	All Sectors	All Sectors	All Sectors	All Sectors	All Sectors
37	Connect productive users to electricity	% of productive use areas connected to	45	100	All Sectors	All Sectors	All Sectors	All Sectors	All Sectors	All Sectors
V	**WATER AND SANITATION**									
38	Construct water supply systems	km of new WSS constructed	340.781 km of WSS[86]	80	Kigembe, Mugobwa, Mukindo, Muganza	Mugombwa, Mukindo, Muganza	Ndora,	All Sectors	All Sectors	All Sectors

[85] With annual growth of 2%, households in 2024 are estimated at 92, 230 from 81,898 HH in 2017
[86] Administrative data, 2018

No	PROJECTS	INDICATOR	BASELINE	TARGET	LOCALIZATION IN SECTORS					
					1	2	3	4	5	6
						Gishubi				
39	Rehabilitate and extend existing water supply systems	Km of WSS rehabilitated		150	All Sectors	All Sectors	All Sectors	All Sectors	All Sectors	All Sectors
40	Support households to have water in houses	Number of new households with water in house	3000	7800	All Sectors	All Sectors	All Sectors	All Sectors	All Sectors	All Sectors
41	Construct public toilets in public places	Number of public toilets constructed	0	12	Ndora, Musha, Nyanza, Save		Kibilizi, Mugombwa,			
VI	**URBANIZATION AND RURAL SETTLEMENT**									
42	Development of plots: expropriation, electricity, clean water and road accessibility	Number of plots available	0	200	All Sectors	All Sectors	All Sectors	All Sectors	All Sectors	All Sectors
43	Development of business centers:	Number of business centers	0	10	All Sectors	All Sectors	All Sectors	All Sectors	All Sectors	All Sectors

No	PROJECTS	INDICATOR	BASELINE	TARGET	LOCALIZATION IN SECTORS					
					1	2	3	4	5	6
	layouts, electricity, clean water and road accessibility	with layout plans								
44	Establishment of land fills	Number of mini land fill established in business centers	0	5		Ndora	Musha	Save	Mugom-bwa	Mukindo
45	Installation of public lighting	Km of new public lights installed	8.5	30	Kibilizi and Save	Nyaruteja, Musha, Mamba, Ndora, Kibilizi	Mugombwa, Gikonko	Mukindo and Kansi	Kigembe and Gishubi	Muganza
46	Construction of Gisagara -Huye tarmac road	Km of asphalt road constructed	0	13.5	Kibilizi, Ndora	Kibilizi, Ndora				
47	Construction of Save - Duwani tarmac road	Km of asphalt road constructed	0	10				Save, Kibilizi	Save, Kibilizi	Save, Kibilizi
48	Construction of car	Number of car	0	1			Ndora	Ndora		

No	PROJECTS	INDICATOR	BASELINE	TARGET	LOCALIZATION IN SECTORS					
					1	2	3	4	5	6
	park at Ndora	park								
49	Support female and male headed households to join planned settlement	Number of new F&MHH in planned settlement (‘000)	60.9 (over 79HH)[87]	7200	All Sectors	All Sectors	All Sectors	All Sectors	All Sectors	All Sectors
50	Construction of IDP model villages	Number of IDP model developed	One at Mamba	6	Mukindo	Gishubi Ndora	Muganza Save	Mugom-bwa Kibilizi	Kigembe Gikonko	Nyanza
VII	**ICT**									
	Establish ICT Service Access Point in Cells	Number of public SAP operational	13	47	All Sectors	All Sectors	All Sectors	All Sectors	All Sectors	All Sectors
51	Train female and male population of use of computer under MS word, excel and	Number of F&M population trained on ICT (annual	550	650	All Sectors	All Sectors	All Sectors	All Sectors	All Sectors	All Sectors

[87] NSIR, EIC4 4

No	PROJECTS	INDICATOR	BASELINE	TARGET	LOCALIZATION IN SECTORS					
					1	2	3	4	5	6
	Internet	average)								
52	Increase number of female and male headed households with TV sets	Number of F&MHH with TV sets	790	1200	All Sectors	All Sectors	All Sectors	All Sectors	All Sectors	All Sectors
VIII	**ENVIRONMENT**									
53	Plant agro forestry and forestry trees			1920	All Sectors	All Sectors	All Sectors	All Sectors	All Sectors	All Sectors
54	Protect rivers banks				8 Sectors (AWP)	8 Sectors (AWP)	8 Sectors (AWP)	8 Sectors (AWP)	8 Sectors (AWP)	8 Sectors (AWP)
IX	**FINANCIAL DEVELOPMENT SECTOR**									
55	Increase access to financial institutions				All Sectors	All Sectors	All Sectors	All Sectors	All Sectors	All Sectors
56	Increase use of ICT for financial transactions				All Sectors	All Sectors	All Sectors	All Sectors	All Sectors	All Sectors
X	**SOCIAL PROTECTION**									
57	Support vulnerable			3600	All	All	All	All	All	All Sectors

No	PROJECTS	INDICATOR	BASELINE	TARGET	LOCALIZATION IN SECTORS					
					1	2	3	4	5	6
	households with minimum package for graduation				Sectors	Sectors	Sectors	Sectors	Sectors	
58	Support vulnerable genocide survivors with shelters	Number of houses constructed	300 HH are without shelters and 800 with old ones		All Sectors	All Sectors	All Sectors	All Sectors	All Sectors	All Sectors
59	Support vulnerable households with shelters	Number of families supported to have shelters		2500	All Sectors	All Sectors	All Sectors	All Sectors	All Sectors	All Sectors
60	Support vulnerable households with income generating activities			60	All Sectors	All Sectors	All Sectors	All Sectors	All Sectors	All Sectors
61	Support vulnerable households with girinka program			9600	All Sectors	All Sectors	All Sectors	All Sectors	All Sectors	All Sectors

No	PROJECTS	INDICATOR	BASELINE	TARGET	LOCALIZATION IN SECTORS					
					1	2	3	4	5	6
62	Support vulnerable households with small livestocks			15000	All Sectors	All Sectors	All Sectors	All Sectors	All Sectors	All Sectors
63	Establishment of ECDs				All Sectors	All Sectors	All Sectors	All Sectors	All Sectors	All Sectors
XI	**HEALTH**									
64	**Construct health posts**			30	Mugombwa, Kigembe, Gikonko, Save, Mukindo	5 to be determined	5 to be determined	5 to be determined	5 to be determined	5 to be determined
65	Rehabilitate health centers				Mukindo Nyanza	Mukindo	Kigembe, Kibilizi SAVE	Ndora Kansi	Mamba	
66	Upgrade District hospitals					Kibilizi	Kibilizi	Kibilizi Mamba	Mamba	Mamba
67	Organize mobilization				All	All	All	All	All	All Sectors

No	PROJECTS	INDICATOR	BASELINE	TARGET	LOCALIZATION IN SECTORS					
					1	2	3	4	5	6
	sessions to fight against malnutrition				Sectors	Sectors	Sectors	Sectors	Sectors	
68	Organize child immunization capaigns				All Sectors	All Sectors	All Sectors	All Sectors	All Sectors	All Sectors
69	Organize family planning campaigns				All Sectors	All Sectors	All Sectors	All Sectors	All Sectors	All Sectors
70	Organise non communicable diseases mobilization sessions				All Sectors	All Sectors	All Sectors	All Sectors	All Sectors	All Sectors
71	Organize mobilization sessions for hygiene promotion				All Sectors	All Sectors	All Sectors	All Sectors	All Sectors	All Sectors
XII	**EDUCATION**									
72	Construct and equip new viable classrooms	Number of classrooms constructed	649	All Sectors	All Sectors	All Sectors	All Sectors	All Sectors	All Sectors	All Sectors

No	PROJECTS	INDICATOR	BASELINE	TARGET	LOCALIZATION IN SECTORS					
					1	2	3	4	5	6
73	Upgrade existing classrooms with ICT and other necessary facilities			24	Gikonko, Nyanza	Mukindo Musha	Muganza Kansi	Gishubi Save	Kigembe Kibilizi	Mugombwa Mamba
74	Construct and equip 10 TVET: 7 VTC and 3 boarding TSS				Mugom-bwa TSS (40%)	Mugom-bwa TSS (100%) Nyanza TSS (40%) Save VTC (100%)	Nyanza TSS (100%) Kibilizi VTC (100%)	Mamba TSS (40%) Muganza VTC (100%)	Mamba TSS (100%) Kansi VTC (100%)	Mukindo VTC (100%) Musha VTC (100%)
75	Construct science laboratories in District secondary schools	8	10			Gikonko Mugom-bwa	Kigembe Mamba	Mukindo Gishubi	Kibilizi Nyanza	Kibilizi Musha
76	Train pupils in good use of Kinyarwanda language				All Sectors	All Sectors	All Sectors	All Sectors	All Sectors	All Sectors
77	Train illiterate female and male people	Number of people trained in	129,000	168,000	All Sectors	All Sectors	All Sectors	All Sectors	All Sectors	All Sectors

No	PROJECTS	INDICATOR	BASELINE	TARGET	LOCALIZATION IN SECTORS					
					1	2	3	4	5	6
		literacy program								
	Construct houses in 12 IDP model villages	Number of houses constructed in IDP model villages	120	180	0	30	45	45	30	30
	Construction of public toilettes	Number of public toilettes constructed	13	18	Ndora, Musha, Nyanza, Save	Kibilizi Mamba Kansi	Mugombwa Mukindo	Kigembe Gikonko	Gishubi Muganza	
XIII	**GOVERNANCE AND DECENTRALISATION**									
78	Construct and equip District premises					Ndora	Ndora	Ndora		
79	Upgrade Sector and Cells offices				All Sectors	All Sectors	All Sectors	All Sectors	All Sectors	All Sectors
80	Implement projects of				All	All	All	All	All Sectors	All Sectors

No	PROJECTS	INDICATOR	BASELINE	TARGET	LOCALIZATION IN SECTORS					
					1	2	3	4	5	6
	umuganda to contribute				Sectors	Sectors	Sectors	Sectors		
XIV	**JUSTICE, RECONCILIATION, LAW AND ORDER**									
68	Support community policing				All Sectors	All Sectors	All Sectors	All Sectors	All Sectors	All Sectors
69	Support realization of security committees				All Sectors	All Sectors	All Sectors	All Sectors	All Sectors	All Sectors
70	Support abunzi committees				All Sectors	All Sectors	All Sectors	All Sectors	All Sectors	All Sectors
71	Increase awareness of population on laws				All Sectors	All Sectors	All Sectors	All Sectors	All Sectors	All Sectors
XV	**SPORTS AND CULTURE**									
	Develop female and male youth talents	number of laurates awarded after talent competitions		5F&5M	District level	District level	District level	District level	District level	District level
	Support district female and male teams	Number of F&M sport teams	3M: Volley,	5: 2F and 3M	District level	District level	District level	District level	District level	District level

No	PROJECTS	INDICATOR	BASELINE	TARGET	LOCALIZATION IN SECTORS					
					1	2	3	4	5	6
		operational at District level	sitball and goalbal							
	Organize cyclism competition	Number of competitions realized per year	1	1	District level	District level	District level	District level	District level	District level
	Organize massive sports	Number of times massive sports is organized per year	12	12	All Sectors	All Sectors	All Sectors	All Sectors	All Sectors	All Sectors
	Development of sport facilities at Cells level	Number of Cells with sport facilities	14	59	All Sectors	All Sectors	All Sectors	All Sectors	All Sectors	All Sectors
	Support cultural promotion	Number of cultural troops operational	NA	14	All Sectors	All Sectors	All Sectors	All Sectors	All Sectors	All Sectors
XVI	**PUBLIC FINANCIAL MANAGEMENT**									
72	Support participatory planning, budgeting	Number of participatory	3	6	All Sectors	All Sectors	All Sectors	All Sectors	All Sectors	All Sectors

No	PROJECTS	INDICATOR	BASELINE	TARGET	LOCALIZATION IN SECTORS					
					1	2	3	4	5	6
	and imihigo	sessions realized								
73	Train NBA in public financial management	Number NBA with at least one staff trained per year	District has 114 NBA	114	All Sectors	All Sectors	All Sectors	All Sectors	All Sectors	All Sectors