

**REPUBLIC OF RWANDA**



**NORTHERN PROVINCE  
GAKENKE DISTRICT**

***DISTRICT DEVELOPMENT PLAN***  
***(2013-2018)***

July, 2013

## **FOREWORD**

The Government of Rwanda has developed and adopted her third generation of the Poverty reduction Strategy which is the second Economic Development and Poverty Reduction Strategy (EDPRS 2). This is the medium term planning Framework that implements the country's long term Vision 2020.

The broad objectives of EDPRS 2 are further detailed in the numerous Sector Strategic Plans (SSPs) which are also further unpacked under District Development Plans (DDPs)

To this end, Gakenke's DDP elaboration has been informed by vision 2020, The Seven Years Government Program, MDGs and the EDPRS 2 four thematic areas strategic plans.

Accordingly, the Strategies laid down in this DDP have been influenced by priorities under each Thematic Strategy, foundational and cross cutting issues as well as district's existing challenges and opportunities.

The document is thus a result of broad consultative work that was involved all the district's stakeholders. This planning tool shall therefore be a point of reference to all District Partners over the period from 2013/14 to 2017/18.

We are certain that the orientation given in this DDP will spur fast economic Growth of the district and drastically lift the citizens from poverty thereby contributing to EDPRS2's main goal of ensuring better quality of life for all Rwandans.

We thank all the citizens and various stakeholders who will invest their commitment, time and resources to make sure that our vision is realized.

NZAMWITA Deogratias

Mayor Gakenke District

## EXECUTIVE SUMMARY

Though Gakenke District has demonstrated great zeal for economic, political and social transformation as reflected in its major achievements from the planned priorities in the EDPRS 1 that were also reflected in the previous DDP under some key sectors including **education** ( increase in primary net enrolment rate), **Urbanization** (Imidugudu), **Water and Sanitation** (having toilet and improved water facilities), **Transport** (using public transport), **health** (medical insurance), and **ICT** ( having radio), among others, but poverty and extreme poverty were still at high levels compared to the national level: 56.6% against 44.9% and 30.9% against 24.1 % respectively as evidenced by EICV3 results.. In addition to that the district continues to face other major challenges that need to be addressed over the next five years, the top five ones being the following :

1. High acidic soil, low use of agriculture inputs and low level of livestock productivity
2. Low level of Private Sector involvement in District development issues
3. Insufficient access to electricity and high use of wood as the main source of energy
4. Insufficiency of social and economic infrastructure in regrouped settlements
5. Road network in bad conditions.

This development plan aims to change this situation and to address these challenges, five priority areas having spillover effects have been identified and include:

1. Promote modernised agriculture with strong focus on coffee production for the export sector
2. Enhance the growth of the private sector in the district, with strong emphasis on the mining sector ( existence of Coltan, Wolfram, Cassiterite minerals)
3. Scale up Access to Electricity in the district and Promote use of Alternative Energy Sources
4. Improve required infrastructure in Urban Centres & Group Settlements
5. Increase Connectivity & Improve the quality of the district road network.

From the highlighted priorities, strategies having transformative aspects have been developed under each sector in chapter three in addition to the range of cross cutting issues that shall be mainstreamed in the district's interventions over the next five years, including: Gender and Family, HIV/AIDS and non-communicable diseases, Environment and Climate change, Disaster management, Disability and Social Inclusion, Regional Integration, and Capacity Building.

For the implementation of this DDP, Gakenke district shall sequence her interventions over the next five years. The guiding principles towards this sequencing order are; consideration of resources available as well as prioritization of strategies that have multiple effects or spillover effects accelerating the success of other interventions. Each class of stakeholders from the Central Government, Civil society, Private Sector and the district itself have certain roles to play if the DDP is to be transferred from theory into practice. For this coordination to be effective, the district will require a strong M&E Framework and an operational Management Information System (MIS). This shall go a long way in better informing the district which will allow to addressing any identified gaps through regular reports.

The cost of implementing this DDP is estimated at Rwf 64.283 billion. The big share of 19.48% is allocated to Social Protection Sector. It is followed by the Private Sector (17.22%) which is a sector among the five top priority sectors.

Concerning the financing aspect this DDP requires funds that will come from District's internally generated revenues and Government Block Grants that are estimated at Rwf 3.675 billion and Rwf 30.432 billion, respectively. The gap of Rwf 30.175 billion has to be mobilized from the District's Partners including the Private Sector, Civil Society and other donors among others.

As strategies for fund mobilization, Gakenke district shall try as much as possible to establish an adequate and favorable environment to attract the Private Sector to invest in the implementation of the District's Strategies. A thorough stakeholder mapping of all the NGOs and other stakeholders acting in the district shall be made in identifying the intervention areas of each partner to better inform the district in efficient and effective resource allocation whilst making use of home grown initiatives such as Umuganda, TIG, Urugerero, Itorero and “parrainage” plan to address certain programs of the district without having to spend much on those interventions.

## Acronyms

- BNR: Banque Nationale du Rwanda ( *National Bank of Rwanda*)
- CIP: Crop Intensification Program
- DDP: District Development Plan
- DHS: Demographic Health Survey
- EDPRS: Economic Development and Poverty Reduction Strategy
- EICV : ‘‘Enquête Intégrale des Conditions de Vie des Ménages’’ (*Integrated Household Living Conditions Survey*)
- EWSA: Energy, Water and Sanitation Authority
- GoR: Government of Rwanda
- HMP: Historically Marginalized People
- ICT: Information Communication Technology
- IDP: Integrated Development Program
- JADF: Joint Action Development Forum
- JRLO: Justice Reconciliation and Order
- MINALOC: Ministry of Local Government
- MINEDUC: Ministry of Education
- MINECOFIN: Ministry of Finance and Economic Planning
- MININFRA: Ministry of Infrastructures
- MINISANTE: Ministère de la Santé ( *Ministry of Health*)
- MYICT: Ministry of Youth and ICT
- NGO: Non Governmental Organization
- PFM: Public Finance Management
- PWDs: Persons with Disabilities
- PSF: Private Sector Federation
- REMA: Rwanda Environment Management Authority
- RLDSF: Rwanda Local Development Support Fund
- RNRA: Rwanda Natural Resources Authority
- SME: Small and Medium Enterprise
- SSP: Sector Strategic Plan

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## **CHAPTER ONE: INTRODUCTION**

This chapter provides an introductory picture of Gakenke District's Development Plan. It thus presents the purpose of the DDP, the District's Profile and main actors in the district as well as the methodology that was used to prepare the District Development Plan.

### **1.1 Context and Purpose**

#### **1.1.1 Purpose of the District Development Plan**

The Government of Rwanda (GoR) is currently elaborating the Economic Development and Poverty Reduction Strategy (EDPRS 2) which is the third generation of the Poverty Reduction Strategic Plan that will guide its development aspirations over the period 2013/2014 to 2017/2018. Its broad aim is to lead Rwanda towards the middle income country as stipulated by the vision 2020 targets. The EDPRS 2 shall be implemented through a set of District and Sector Strategies, which will be fully aligned to EDPRS 2 thematic areas and priorities. These four thematic areas that have to be taken into account by all stakeholders are; Economic Transformation, Rural Development, Productivity and Youth Employment and Accountable Governance.

To these thematic areas, ongoing priorities or foundational issues shall continue to be a country's focus in addition to the seven CCIs that have to be mainstreamed in all the sector and district interventions namely; Capacity Building, Regional Integration, Gender and Family, Environment and Climate change, Disaster Management, Disability and Social inclusion, HIV/AIDS and non-communicable diseases).

The EDPRS 2 Interventions and priorities are implemented through Sector Strategic Plans (SSPs) as well as District Development Plans (DDPs) that have been elaborated alongside the master document to ensure harmony and coherence in the overall national planning framework. It is in this regard that Gakenke district has elaborated her Strategic Plan setting out the priorities and the strategies to

address the underlying challenges and seize the opportunities within the district thereby contributing to the national objectives. This shall span from 2013/14 to 2017/18.

To sum up, strategies developed in this development plan are expected to have transformative effects on the status of the District ranked among the poorest 10 districts in the country, and will contribute to better quality of life for Gakenke residents at the same time leading to overall national goal of enriching the rate of economic growth at 11.5 percent per annum with poverty rate reduced up to a level that is below 30 percent.

## **1.2 District Profile**

### **1.2.1 Location and Geographical Features**

#### **Location**

The District of Gakenke is one of the five districts of the Northern Province. It borders with Rulindo District at its Eastern side, Burera and Musanze Districts at its North, Nyabihu District at its West, at the South by Kamonyi and Muhanga Districts. This District is divided into 19 administrative Sectors made of 97 Cells, 617 Villages (Imidugudu) and 73 765 Households. The location of the district on the road Kigali-Musanze provides some opportunities related to some activities that may be attractive to passengers like that of Nyirangarama or other that may come from businesses' creativity.

#### **Map 1 Gakenke District**



## **Hydrographic Description**

The District of Gakenke is endowed with reserves that could provide enough water for both consumption and agricultural purposes. These include substantial rainfall (between 1 100 and 1 500 mm per year) and the abundance of streams and watercourses. The main rivers flowing in Gakenke district are Cyacika, Bahimba, Isumo, Busanane, Kiyebe, Senzare, Gaseke, Kinoni, Nyamuhanga, Base and Mugobore. The District of Gakenke enjoys parts of Ruhondo Lac on the side of Kamubuga and Kivuruga Sectors. Alongside Gakenke district, two main rivers go along which are Mukungwa River at the western side of the district, and Nyabarongo River at its South. The last two rivers pour their water in Akagera River, tributary of Nile River. Since most houses are situated on the summit and on the slopes of hills and due to the accidental relief in Gakenke district, the erosion takes what would be the fertile soil to Mukungwa and Nyabarongo Rivers then to be taken to Nile River. The district has to take precautions to contain its soil and to protect it against erosion.

## **Fauna, Flora and Soil**

The vegetation in Gakenke district composes of eragrostis, a dominant grass (which is an evident sign or characteristic of the high level of deteriorated soil), whereas on different small and high mountains big planted trees are evident. Here and there on nice hills and valley, the vegetation is mainly constituted by green crops cultivated near or far houses in the framework of land use consolidation. On hillsides, the soil is from the granite origin whereas in marshlands and valley the soil is clay. As far as the fauna goes, there are variety of bird species like eagle, sparrow hawk, cranes and ravens and that can be attractive to tourists.

## **Climate**

The climate in Gakenke district is generally the type of humid climate with the average annual temperature varying between 16<sup>0</sup> C and 29<sup>0</sup> C. The humid wind comes from East to West. The rainfalls are relatively abundant with a scale between 1 100 and 1 500 mm per year.

As it is the case in Northern Province, Gakenke district has four different seasons:

- The small dry season: January-February
- The high rain season: March- end Mai
- The high dry season: June- end August

- The small rain season: September- December

This climate makes Gakenke district to be a favorable region of agricultural activities.

### 1.2.2 Demographic Features

The District spreads over 704.06 Km<sup>2</sup>, with 345 487 inhabitants, let 473 inhabitants/Km<sup>2</sup> be a density of population in Gakenke district. If population continues to grow at a fertility rate of 4.7%, strategies of developing the district may be out weight by this high rate as far as GDP per capita is concerned and this may lead to spiral poverty in the district.

**Table 01. Global view of demographic situation**

Sectors	Cells	Villages	Households	Population		
				Male	Female	TOTAL
19	97	617	81,367	163,096	182,391	345,487
				47.2%	52.8%	

In relation to population – youth composition- 39.1% makes up the total percentage youth in the district and which is also part of the working class.

### 1.2.3 Stakeholders Analysis

The achievements that Gakenke district has managed to attain in the previous five years of EDPRS 1 were fruits of the great partnership of her stakeholders that include; Central Government which played a key role in providing funding as well as policy guidance. The efforts of central Government were supplemented by the private Sector players in the district despite their small number, the Civil Society together with the entire local community of the district that played a major role in developmental activities such as class room construction for the nine years of basic education.

The Joint Action Development Forums - JADF has provided an avenue for these NGOs and other stakeholders to participate in the district's development planning. They have been active at district level but not vibrant at sector levels. Going forward, the JADF forums shall be strengthened in addition to increased stakeholder coordination through carrying out a comprehensive stakeholder mapping to know which stakeholder intervenes in each area in order to avoid duplication of scarce resources. A list of the key Stakeholders and their main areas of intervention is clearly provided in Annex C.

### **1.3 DDP Elaboration Methodology**

Gakenke's DDP has been developed in accordance with the terms of reference issued by the Ministry of Finance and Economic Planning (MINECOFIN). The outstanding feature in this elaboration process has been one of engagement and consultation where the district reached out to as many stakeholders as possible such as the community engagement during monthly community work commonly called - Umuganda. This was done in view of the fact that participation during the planning process is critical to ownership of the DDP by those parties. This is thus envisaged to smooth implementation thereby leading to fast attainment of the planned interventions.

The various ideas from grass root levels were consolidated at cells level, and later to sectors and finally screened, fine-tuned and consolidated at District level for detailed discussion and prioritization.

In addition to consultations, desk review of numerous documents analyzing the district's situation and challenges also supplemented the development of the district's priorities.

Thereafter, the priorities were discussed among district administration, Community Development Committees, district JADF, Private Sector, NGOs and Civil Societies at different meetings and workshops as well as district councils.

Consultations between Sectors (Line Ministries) and the District were also held to ensure alignment of Central Government and District priorities.

## **1.4 Composition of the DDP**

Gakenke DDP is made up of six chapters: Chapter 1 presents the rationale behind the DDP elaboration, the District's Profile, analysis of Key stakeholders in the district as well as the methodology that was adopted in the development of the document. Chapter 2 discusses the overview of the district. It entails the achievements, challenges and overall situational analysis of the district. Chapter 3 forms the core element for the DDP and thus discusses the strategies that will be undertaken to achieve the objectives of the DDP and address the challenges. The strategies defined in this section should contribute to EDPRS 2 priorities through defining the new direction & innovations of the district and contributing to EDPRS 2 Thematic Areas & Foundational Issues as well as cross cutting issues. Chapters 4 and 5 define the implementation frameworks and monitoring and evaluation. Chapter 6 discusses the costing for the identified priorities and strategies. Also attached is a list of annexes that provide more information to the text in the DDP.

## CHAPTER TWO: DISTRICT OVERVIEW

This chapter takes stock of the current situation of the district by presenting the underlying challenges or areas of weakness in the district, achievements as well as opportunities or potentialities all of which act as the foundation for chapter three, the strategic framework that entails the district's priorities going forward over the EDPRS 2 Phase as well as the appropriate Strategies that shall be undertaken to execute the identified priorities

### 2.1 Achievements

The District has demonstrated great zeal for economic, political and social transformation as reflected in its previous DDP assessment and Imihigo target settings. Though, the self-assessment report on the previous DDP lack quantifiable indicators and/ or more scientifically analysis, the district's performance was generally good (Gakenke District EDPRS1 self-assessment report, 2011).

The major achievements from the planned priorities in the EDPRS 1 as were reflected in the previous DDP included amongst sectors like **education** ( primary gross and net enrolment), **Urbanization** (Imidugudu), **Water and Sanitation** (having toilets facilities and improved water), **Transport** (using public transport), **health** (medical insurance), and **ICT** ( having radio), etc.

However an effort has to be put on **access to electricity** evaluated at 1%, **reduce fire wood use** from 99.4%, **reduce illiteracy rate** that was at 13.1%, increase the computer literacy rate above 3%, reduce **extreme poverty rate** far below 30.9 %, **work on the of population growth rate** (based on 4.7 fertility rate), create **off farm activities** to release the 80.5% of agricultural population that cultivate less than 0.9 ha), etc.

#### 2.1.1 Employment Status

The EICV 3 (2011) survey results indicated that Gakenke district working force of 16 years and above is 193,000 people constituting 3.28% of the country's active labour force (5,888,000 people).

The employment rate in the district averages at 89.1% and is ranked the first in the country with national employment rate which is at 80.9%.

Further assessment of the district's active population, indicates that 75 percent and 11 percent are independent farmer and non- farm wages respectively. About 193,000 active population is employed in the public and private sector representing 82 percent and the majority is employed in Agriculture. Much as the district's employment rate is at 89.1 percent, the correlation to poverty levels is not justified. The district has one of the highest poverty rate and extreme poverty rates of 56.6 percent and 30.9 percent respectively. Gakenke district is ranked the seventh among the poorest 10 districts in Rwanda. Gakenke district has the second highest percentage of the extreme poor after Gicumbi in the Northern Province.

### **2.1.2 Agriculture**

There is considerable agricultural activities carried out in Gakenke district and the main agricultural products for export are mainly coffee and pineapple. While coffee is cultivated especially in Muyongwe, Muhondo, Rushashi, Ruli, Coko, Minazi, Muzo and Mataba sectors, pineapple grows intensively in Gashenyi, Karambo, Gakenke, Muzo, Cyabingo, Kivuruga, Muyongwe and Rushashi sectors. The coffee is processed in basic coffee washing stations, where Gakenke district has a total of 10 coffee washing stations. Though, the pineapple is cultivated intensively in the aforementioned sectors, there is no viable processing industry in Gakenke which can satisfy the growers demand despite the Nyirangarama fruits plant located in the neighbouring district of Rulindo.

Gakenke district is among Northern Province districts where the land is highly partitioned. Thus, 10% of households have 0-0.1 Ha; 24.3% have 0.1-0.19 Ha, and 26.4% have 0.20-0.49 Ha. From these figures, it is clear that the largest number of households in Gakenke district (61%) has less than 0.5 Ha and 80.5% of cultivating households cultivate less than 0.9 Ha of land whereas the agricultural sector covers on itself 82.5% of the total population.

### **2.1.3 Livestock**

While livestock is an important source of income, Gakenke is ranked first in Rwanda (99.6% against 84.6% at national level) where at least a household has a livestock (EICV3). The district has benefited from government One-Cow per poor family programme (2.2% against 3.9% at national level) and (9.2% against 9.4 % at national level) of households benefited from NGOs that have supported the programme.

### **2.1.4 Energy**

Also, the EICV3 survey findings indicate that usage of electricity for lighting is at 1 percent compared to 10.8 percent at national level average. In regards to the use of firewood as primary source for cooking, the district relies heavily on it: - 99.4% against 86.3% at national level average.

### **2.1.5 Water and Sanitation**

Concerning drinking water, 74.6% of the population in Gakenke district has access to improved drinking water whereas at national level only 74.2 % of households have improved water. Better water and sanitation standards have multifaceted positive externalities, such as healthy and productive labour force, less vulnerable to diseases and minimized medication costs, etc.

With access to improved sanitation- it is indicated that 86.2% of Gakenke district population has improved sanitation compared to 74.5% at national level.

### **2.1.6 Education**

In relation to education- the net enrolment rate in primary school is 95.7% above the national average of 91.7% and secondary enrolment rate 26.5% which is above the national average which is around 21%. These percentages rank the district at the first position in the Northern Province. The same

survey revealed that the computer literacy rate for persons of 15 years and older stands at 3% which is below the national average 5.3%.

### **2.1.7 Social Protection**

As pointed earlier, Gakenke District is among the poorest 10 Districts in Rwanda with 30.9 % of households living in extreme poverty which is above the national average level of 24.1%. To reverse the situation it requires programs aiming at uplifting the social economic conditions of its inhabitant found in that trap of poverty. Those programs will ensure that all poor and vulnerable people are guaranteed a minimum income and access to core public services. Those who can work are provided with the means of escaping poverty and those who are unable will benefit from direct support in order to improve also their living conditions.

### **2.1.8 Private and Financial Sector**

EICV 3 data shows that only 43.2% of Gakenke district adult population have access to financial services and at national level were at 39.4%. This calls for extra efforts to reach 80% in the five coming years covered by this DDP. However, a serious concern is to be taken into consideration as far as women and young people are excluded from financial services due to lack of collateral.

Signs show a positive trend where by September, 2012 (Gakenke IDP Progress Report) 68 943 are shareholders of UMURENGE SACCO with a capital of Rwf 254 574 000 and deposits of Rwf 11 150 106 279.

Beside Umurenge SACCO is operating in all administrative Sectors, Gakenke district provides a base for other financial institutions.

**Table 02. List of banking financial institutions working based in Gakenke District**

Type	Financial institution	Location/Branche
Bank	Bank of Kigali (BK)	Gakenke Sector
	UNGUKA BANK Ltd	Gakenke Sector
	UBPR	Gakenke, Ruli, Rushashi, Murambo
IMF	CLECAM	Gakenke, Janja, Cyabingo
	RIM	Rushashi, Ruli
	Vision Finance	Gakenke
	CODEMARU	Muhondo

In terms of **cooperatives**, Gakenke district has a total of **156 cooperatives** gathered under different activities mainly agriculture, trade, livestock, handcraft, service and mining. These cooperatives are located in all Sectors as follows: Busengo: 7 cooperatives; Cyabingo: 12 cooperatives; Coko: 4 cooperatives; Gakenke: 18 cooperatives; Gashenyi: 9 cooperatives; Janja: 8 cooperatives; Kamubuga: 11 cooperatives; Karambo: 6 cooperatives; Kivuruga: 3 cooperatives; Mataba: 3 cooperatives; Minazi: 8 cooperatives; Mugunga: 9 cooperatives; Muhondo: 8 cooperatives; Muyongwe: 3 cooperatives; Muzo: 4 cooperatives; Nemba: 8 cooperatives; Ruli: 13 cooperatives; Rusasa: 7 cooperatives; Rushashi: 12 cooperatives.

In Gakenke district, however, there are about 463 informal savings groups commonly called “Ibimina”, which can be an obstacle to the financial sector development as long as they are from those groups which practice direct financing and not recognized financial institutions.

## **2.2 Challenges**

The implementation of the previous district priorities in the EDPRS1 met hardships ranging from poor benchmarking of the targets, poor coordination at district levels, unable to link the district priorities to sector and national priorities and targets.

The statistics indicated in the above chapter under current assessment section shows the challenges. The following paragraphs discuss the challenges per sector analysis and the room for improvement.

### **2.2.1 Agriculture**

Furthermore, there are more constraints remaining in Gakenke district with due regard agricultural sector. Among them are: soil erosion, low agricultural outputs, feeder roads not well maintained for transportation and marketing of agricultural products, insufficiency of agro processing units or factories and sales outlet, shortage of ameliorated crops and fruits seeds and cuttings, insufficiency of organic manure and mineral fertilizers, etc. It is necessary for the District to formulate and implement realistic development policies that move beyond past delusions of viable subsistence-based agriculture. As in rural areas most people engaged in agricultural activities are women, strategies that may bring off farmers activities release at some extent women from that family burden.

### **2.2.2. Livestock**

It is important to highlight that the augmentation of cattle in numbers is not enough when there's no channels of taking advantage from the livestock products in the district. In deed, the district has to think enough of milk collection facilities, especially as there is only one milk collection center in Gakenke sector.

Bottlenecks that hampered the performance of the district in the livestock development included: poor level of productivity due to the predominance of local breeds.

In addition to the district's identified challenges there is the lack of the district master plan to guide and differentiate agricultural zones from residential and business centers. Also, lack of peri-urban agricultural policy meant to enhance agriculture for export oriented and improved mechanization.

### **2.2.3 Energy**

The observed main challenge for the district under energy sector is the high utilization of wood and charcoal as the principal source of energy for cooking and lighting. Similarly, only 1 percent of the

households have access to electricity. This adversely affect women and children because they are the ones mostly in charge of fetching woods.

#### **2.2.4 Transport**

Poor infrastructure development in rural areas due to limited number of tarmacked roads, paved road and asphalt roads connecting to main roads leading to business centers, modern complex markets and other administration offices. In this regard, the rural area is broken-off and /or becomes costly to access markets and other service centers. These challenges are similarly connected to lack of master plan to guide the road network of the required standards.

#### **2.2.5 Water and Sanitation**

Accessibility to clean water and improved sanitation in both rural and urban areas are still challenging. Some households have to walk long distances to reach water sources and the related negative externalities, such as, on child education and health cannot be ruled out. EICV3 indicated that 5.0 percent population has no toilet facilities while 20 percent population gets water from unprotected sources.

#### **2.2.6 Urbanization**

As indicated under challenges affecting agriculture sector, lack of district master plan is also a hindrance to the urbanization sector.

#### **2.2.7 Health**

Within the health sector issues like mothers giving birth at homes, quality of health facilities and access to health facilities due to the geographical difficulties in accessing health services in rural areas are still a big challenge. Also, high population growth and insufficient medical equipment in Health Centers and District Hospitals are challenges affecting health services within the district.

### **2.2.8 Social Protection**

As indicated under current district assessment section- the district still has significant portion of the population under extreme poverty bracket and vulnerable groups. However, challenges related to targeting of the right beneficiaries of the different safety nets, implementation of the programs and monitoring cannot be omitted. It is also noted that the district has limited monitoring tools like ubudehe graduation categories to facilitate the measurement of sustainability of the benefited persons from poverty.

### **2.2.9 Youth**

The major observed challenge or stumbling block to increased youth productivity is minimal knowledge and skills in management and project preparation, i.e., business project formulation. This is coupled with few technical schools and youth forums through which skills and innovative trainings can be imparted.

### **2.2.10 ICT**

Inaccessibility of the rural population to the internet network is the main challenge. As evidenced from EICV3 where 96.9 percent of the population of 6+ years have never used computer before.

That said, the following is a summary of the top most five challenges for Gakenke District that have to be addressed over the next five years;

**Table 03. Summary of the top five challenges for Gakenke District that have to be addressed over the next five years**

RANK No.	Challenges
1	High acidic soil, low use of agriculture inputs and low level of livestock productivity
2	Low level of Private Sector involvement in District development issues
3	Insufficient access to electricity and higher use of wood as the main source of energy
4	Insufficiency of social and economic infrastructure in regrouped settlements
5	Road network in bad conditions

### 2.2.11 Cross Cutting Issues

In addition to the above Sectors' challenges there exist challenges related to cross-cutting issues. The District is aware of these challenges and they will be prioritized over the next five years. These challenges are stated in the table below,

**Table 04: Cross-cutting issues related to the District's development**

CROSS CUTTING ISSUE	CHALLENGE
Gender and Family	Gender inequality in participation across all sectors and its data not disaggregated
Capacity Building	Insufficient skills and professional capacity for staff in technical, planning and decision making positions across all district levels and in private sector

<b>CROSS CUTTING ISSUE</b>	<b>CHALLENGE</b>
Environment and Climate Change	<p>Less consideration of environmental and climate change issues.</p> <p>Irrational use of wetlands and water resources not well managed</p> <p>Many quarrying activities done unsustainably and illegal activities</p>
Disaster management	<p>Less consideration of environmental and climate change issues.</p> <p>Irrational use of wetlands and water resources not well managed</p> <p>Many quarrying activities done unsustainably and illegal activities</p>
Regional Integration	<p>Low skills to compete at regional level.</p> <p>Low quality and uncompetitive products at regional markets.</p>
HIV/AIDS, and Non communicable diseases	<p>Insufficiency of improved HIV/AIDS services</p> <p>Insufficient health centres with integrated VCT and prevention of mother to child transmission of HIV</p> <p>Lack of optimized mobilization against HIV/AIDS</p>
Disability and social inclusion	<p>Promote the awareness of their right and inclusion in social economic activities</p>

## 2.3 Opportunities

Besides the challenges highlighted above and the achievements the District managed to register over the past five years, it is also endowed with opportunities that once exploited shall transform the district in countering the existing challenges and thus transform the lives of her people. These potential areas are presented here below;

The 2011 SME Product Cluster Report compiled by MINICOM shows top five products clusters that Gakenke district can greatly reap from once developed and these are enlisted below according to their order;

1. Passion Fruits 2. Pineapples 3. Coffee 4. Fresh Milk. 5. Apparels

A similar study conducted by IMANZI Group of consultants that was commissioned by Rwanda Local Development Support Fund highlights the following as the potential areas that the district should fully exploit;

**1. High Soil Fertility** which can be exploited for increasing the production of the top potential products mentioned above such as coffee and passion fruits.

**2. Existence of Mineral Deposits** that include; Coltan, wolfram, cassiterite in addition to the abundance of quarries which are highly demanded in the ever increasing construction industry.

**3. Potential Growth of the Tourism Industry:-**The district is home to touristic features such as Mountain Kabuye, the famous and historical River i.e. *Iriba rya Nyirarucyaba*, the Royal seat of Mbirima and Matovu, Bagenge stone, Ivubiro rya Huro among others.

## **CHAPTER THREE: STRATEGIC FRAMEWORK**

This chapter forms the backbone of Gakenke's DDP as it provides the campus or strategic direction of the District. The chapter explores the vision and mission of the district that will inform and guide every action of the district as it endeavours to transform the lives of the district population. It further delves into the priorities of the district for the next five years and the strategies to transform the priority objectives from ideas to actions.

The priorities and corresponding strategies to enable their attainment have been developed on the basis on the underlying challenges as well as opportunities identified in the preceding chapters. In addition, priorities have also been designed in away sufficient to solve the district specific challenges but at the same time be in conformity with the overall national policy orientation.

To this end, Gakenke's DDP has been informed by high level strategic planning documents that include: - Seven Year Government Programme (7YGP), Millennium Development Goals (MDGs), EDPRS II Thematic areas strategies as well as the revised Vision 2020 targets.

### **3.1 District's Vision and Mission**

#### **3.1.1 Vision**

The vision of Gakenke District is to be a green, private sector driven economy characterized by modernized agricultural practices and improved infrastructure facilities.

### **3.1.2 Mission**

As per stated in the Law no 08/2006 concerning organization and functioning of the District, section 3, article 5, the District has to:

- 1) Implement government policy;
- 2) Provide quality service;
- 3) Establish, Coordinate and implement developmental programmes
- 4) Promote solidarity and cooperation with other districts

### **3.2. Key Priority areas for Gakenke District and the Corresponding Strategies**

In view of the challenges discussed earlier in Chapter two and in addition to its Vision and mission, Gakenke District has five (5) priority Sectors which are deemed transformative given their knock on effect on other sectors. These include; Agriculture (being the largest employer of the labour force), Private Sector, Energy, Urbanization and Rural Settlement, and Transport. These top five priority Sectors shall be spiced up by effective citizen participation and Good Governance embedded in the Decentralization Sector Strategies.

**Table 05. Summary of the top five priorities for Gakenke District over the next five years**

RANK	PRIORITY
1	Promote modernised Agriculture with strong focus on coffee production for export sector
2	Enhance the growth of the private sector in the district with strong focusing in mining sector ( existence of Coltan, Wolfram, Cassiterite minerals)
3	Scale up Access to Electricity in the district and Promote use of Alternative Energy Sources
4	Improved required infrastructure in Urban Centres & Group Settlements
5	Increase Connectivity & Improve the quality of the district road network

Detailed Priorities, Strategies and specific priority actions under each of the above priority sectors are discussed here below;

### **3.2.1 Agriculture**

EICV3 results indicated that 75.1% of the district's population is independent farmers in terms of economic activity. This implies a high level of people's dependency on agriculture in the district. The next five years shall modernizing and increasing the produce agriculture for both internal and external markets. This goal combined with increased and improved off farm activities in other sectors shall greatly contribute to the envisaged 11.5% annual growth while at the same time significantly reducing poverty.

In this regard, in order to deal with the recurrent poverty, Gakenke district should emphasize and concentrate efforts in increasing and modernizing agricultural activities and livestock with emphasis to the land use consolidation, land productivity, export crops promotion to East African Community member states and elsewhere.

In terms of agricultural products for export, the district under review mainly promotes coffee and pineapple. Though, the pineapple is cultivated intensively in the many sectors, there is no viable processing industry in Gakenke which can satisfy the growers demand despite the Nyirangarama fruits plant located in the neighboring district of Rulindo.

In the course of maintaining the logical chain of production, processing and commercialization, people need to enhance the post-harvest handling and storage activities and consolidate the management and strategic grain reserve by adding value to each stage of production. This mechanism improves the quality of marketable products, produces consumption and income-generation and secures national reserves which increase food security.

Strategies meant to allow large scale farming, improving soil fertility and linking producers with the market shall be the district's focus areas as it endeavors to transform the lives of her people. Being one of the largest coffee producers for instance, the district shall increase the production of this cash crop, improve its quality through value chain promotion and liaise with the National Agricultural Export Board (NAEB) to market the produce. Below is a highlight of the planned interventions;

<b>Agriculture</b>	
<b>Priorities</b>	<b>Strategies to be undertaken</b>
Promote modernised Agriculture with strong focus on coffee production for export sector	<ul style="list-style-type: none"> <li>✓ Fast track the land consolidation exercise &amp; promote Group Settlements to avail sufficient land for increased &amp; Commercialized Agriculture e.g. large scale coffee farming</li> <li>✓ Sensitize private sector investment in agriculture especially in the high yielding crops where the district has a comparative advantage over others like coffee</li> <li>✓ Promote increased use of Soil fertilizers, Irrigation, afforestation and so on in order to improve the fertility of the soils thus increasing the yields for example maize</li> </ul>

- ✓ Encourage establishment of SMEs involved in Agro processing in order to add value to the agricultural produce.
- ✓ Collaborate with NAEB and MINICOM to promote and market the agricultural produce of the district through programs such as Agricultural Trade fairs.
- ✓ Provide improved seeds and other inputs to producer cooperatives

**Priority Projects under Agriculture;**

- a) Land consolidation
- b) Large Scale Production of Crops such as Coffee, Pineapples and passion fruits
- c) Establishment of agro processing plants
- d) CIP - Crop Intensification Program,
- e) Improving Genetic Breeds of livestock (Cows and pigs) in the District
- f) Accelerating One Cow per Family program
- g) Upgrading and increasing the capacity of existing slaughter facilities at Cyabingo market in order to ensure value addition

**Main Outputs expected at the end of the DDP Period;**

- 1,500 hectares for cultivated area of coffee increased
- 2,500 hectares consolidated increased
- 12,450 hectares of radical terraces prepared increased
- 6,324 cows distributed
- 150 farmers trained

### 3.2.2 Private Sector Development

**Priority Area: Enhance partnership with -private sector with strong focus in mining sector (existence of Coltan, Wolfram, Cassiterite minerals).**

**Outcome: Vibrant Competitive Private Sector established in the District**

Increased growth and participation of the private Sector is among key priorities area for Gakenke District over the next five years. The DDP expresses ways for stronger engagement of private sector in the achievement of EDPRS 2 and Vision 2020 objectives.

A vibrant private sector in the District shall take advantage of potential growth areas in the district such as mining, tourism, services, and modernized agriculture. The private sector will not only be key for economic growth, but it will also ensure the emergence of a vibrant middle class of entrepreneurs.

The existing status quo implies strong need for technical and financial support to Small and Medium Enterprises (SMEs);

This is all in the spirit of the country's goal of having a private sector led economy. To this end, Gakenke intends to put at the fore front the private sector in all her priorities as summarized below;

Private Sector Development	
Priorities	Strategies to be undertaken
Enhance the growth of the private sector in the district with strong focus mining sector	<ul style="list-style-type: none"> <li>✓ Scale up business Development support services such as Projects such as PROBAS (Proximity Business Advisors), Hanga Umurimo, <i>Kuremera</i> as well as developing Udukiri</li> <li>✓ Promote Hand Crafts and link Products to Markets</li> <li>✓ Establish an Exhibition park to enable private entrepreneurs to show their products &amp; services</li> </ul>

- ✓ Develop & implement the SMEs that exploit minerals using modern techniques
- ✓ Develop and Implement a district tourism Development Strategy and increase awareness of the tourism master plan
- ✓ Improve managerial and entrepreneurial skills engaged in productive activities that are off farm to raise productivity

### **District Priority Projects under Private Sector**

- a) Private Investment Promotion Strategy in the mining sector
- b) Implementation of Gakenke District Master Plan to facilitate directing private Sector Investments.

### **Main Outputs expected at the end of the DDP Period;**

- (1) Market constructed
- (3) Markets rehabilitated
- (14) units of production established, including Buranga Roadside Station and Kabuye Tourist Site
- Training to all cooperatives managers

### **3.2.3 Energy**

**Priority Area; Scale up Access to Electricity in the district and Promote use of alternative Energy Sources.**

#### **Outcome: Increased access to electricity**

Energy is yet another accelerator of economic growth through its multiplier effect on SMEs growth and reducing the cost of doing business. As discussed in chapter two, 99.4% of households using wood as main source of cooking and only 1% as the percentage that have electricity as the source of

lighting. This DDP intends to tackle on the energy challenge in the district in order to unlock the business potentials in the district as discussed below;

<b>Energy</b>	
<b>Priorities</b>	<b>Strategies to be undertaken</b>
<ul style="list-style-type: none"> <li>Scale up Access to Electricity in the district</li> </ul>	<ul style="list-style-type: none"> <li>✓ Fast track electricity extension program in the district in collaboration with EWSA and other stakeholders Promote group settlements to facilitate easy extension of electricity to the district population and commercial activities</li> </ul>
<ul style="list-style-type: none"> <li>Promote use of Alternative Energy Sources</li> </ul>	<ul style="list-style-type: none"> <li>✓ Promote use of Solar Energy for simple tasks e.g. Cooking, Lighting, ironing, etc.</li> </ul>

### **District Priority Projects under Energy Sector**

- a. Construction of micro hydro power stations
- b. Installation of solar energy in isolated areas
- c. Promote the use of cooking stoves

### **Main Outputs expected at the end of the DDP Period;**

- 64.36% of household have access to electricity
- 5% of households using biogas

### **3.2.4 Urbanization**

**Priority Area : Establish new and Improve Existing required infrastructure in Urban Centres & Group Settlements.**

**Outcome: Improved Planned Settlements in the District**

Urbanization and Rural Settlement will be prioritized by Gakenke district as it facilitates easy provision of basic infrastructure to users in a cost effective manner.

Both natural population growth and continuously increasing number of returnees from neighboring countries, inevitably highlight land administration and land use management issues in Gakenke. Therefore, the District Development Plan lays down clear actions and strategies to slow down these issues. Among other priorities in this area, during the DDP implementation period, the District will focus on the development of model villages, strong mobilization towards group settlements and the establishment and subsequent enforcement of the District land use master plan.

<b>Urbanization</b>	
<b>Priorities</b>	<b>Strategies to be undertaken</b>
Increase Urban population & Group Settlements	<ul style="list-style-type: none"> <li>✓ Liaise with MINIRENA and RNRA (Rwanda Natural Resources Authority) to come up with &amp; implement a detailed district land use master plan</li> <li>✓ Promote Group Settlements</li> <li>✓ Work with the Rural Settlement taskforce to provide Hydro foam Brick Laying machines and teach the population on their usage in order to promote cheaper cost effective building materials (bricks)</li> </ul>

**District Priority Projects Under Urbanization Sector**

- a. Implementation of Gakenke District Master Plan to facilitate directing private Sector Investments
- b. Develop model villages.
- c. Accelerate group settlements

**Main Outputs expected at the end of the DDP Period;**

- % of households in grouped settlements increased from 75.8 % to 100%

- model villages developed in all Sectors (19).
- Existence of Gakenke Town

### 3.2.5 Transport

**Priority Area : Increase Connectivity & Improve the quality of the district road network**

**Outcome: Improve urban and rural road network**

Transport as part of infrastructure is yet another key area in addition to energy that is key to promoting growth. Increased and better road networks to avail the produce to the market shall be one of the district priority areas in order to increase the income earned by her citizens thus pooling them out of poverty.

<b>Transport</b>	
<b>Priorities</b>	<b>Strategies to be undertaken</b>
Increase Connectivity & Improve the quality of the district road network	<ul style="list-style-type: none"> <li>✓ Rehabilitate and construct more feeder roads and bridges in the district &amp; regularly maintain them in collaboration with stakeholders such as FER</li> <li>✓ Ensure construction of better &amp; sustainable drainage channels (Ruhurura) to reduce road damages as a result of soil erosion</li> </ul>

#### **District Priority Projects under Transport Sector;**

- a) Rehabilitation and construction of feeder roads and bridges,
- b) Routine maintenance of roads by community associations.

#### **Main Outputs expected at the end of the DDP Period;**

- 150 km of District unpaved roads upgraded to paved roads
- 2,550 km of feeder gravel roads in good standards

- 10 bridges rehabilitated and constructed

The Priority actions and strategies interweaved in the Priority areas of the above selected sectors are envisaged to lead the district to the attainment of her vision and mission given their transformative nature.

### **3.3 Other District Priorities and Strategies to be undertaken**

This section describes other priorities and corresponding strategies that the district shall undertake in addition to the above priority sectors. Pertinent to highlight that they are not insignificant but equally important as well given their complementarities with the above priority areas. They are discussed in detail in the following sections;

#### **3.3.1 Financial Sector Development**

**Priority Area: Promote a saving culture and increase financial literacy and inclusion in the district**

**Outcome: Increased Financial Inclusion in the district enhanced by more investments as a result of increased credit facility provision**

The 2012 Fin scope Survey results indicate the level of financial exclusion in Gakenke District to be at 40.5%. Given the contribution of finances towards the success of most economic activities, this portion of people that are excluded is still high and will thus be the district's concern going forward. Measures such as attracting financial institutions in the district, negotiating with financial institutions to design tailored financial products for different categories as well as conducting financial literacy campaigns shall be undertaken to promote the financial sector in the district as summarized below;

## Financial Sector Development

Priorities	Strategies to be undertaken
Promote a saving culture and increase financial literacy and inclusion in the district	<ul style="list-style-type: none"><li>✓ Strongly partner with relevant stakeholders including; BNR, MINECOFIN &amp; other banking financial institutions to conduct financial literacy Campaigns in the district</li><li>✓ Strengthen Access to Finance Forums in the district</li><li>✓ Promote farmers and different categories of people to form cooperatives in order to easily access finance as compared to working as individuals which raises financial risks</li><li>✓ Support UMURENGE SACCO in the district in the district by ensuring that their management is in proper direction</li></ul>

### Main Outputs expected at the end of the DDP Period;

- 80% of financial inclusion and literacy
- 5% maximum of non performing loan

### 3.3.2 Health

**Priority Area: Promote good health of the district citizens & dwellers by promoting disease preventive techniques in addition to availing adequate health facilities & services.**

**Outcome: A healthy and productive population control is ensured**

Poor health is most likely to lead to poverty and the reverse is true. That is, a healthy person is most likely to be able to work towards wealth accumulation. Gakenke like the country at large has succeeded in improving the health standards of her people. As discussed earlier, the district has the highest people with health insurance in the province among in addition to other health indicators.

To this end, the district will promote preventive measures such as sanitation and hygiene practices in homes promote improved nutritional habits and scale up the efforts of fighting malaria, mobilize masses on prevention of HIV/AIDS in addition to Non Communicable Diseases. Family planning

will be also of greater concern because the imbalance between population growth and the growth of resources that this DDP aims can constantly maintain the District in the poverty trap;

<b>Health</b>	
<b>Priorities</b>	<b>Strategies to be undertaken</b>
Promote good health of the district citizens & dwellers by promoting disease preventive techniques in addition to availing adequate health facilities & services	<ul style="list-style-type: none"> <li>✓ Ensure availability of quality &amp; easily accessible health services by rehabilitating existing Health Centers constructing new Health Posts, maintaining existing ones, keeping them sufficiently staffed &amp; equipped with drugs</li> <li>✓ Liaise with MINISANTE and RBC to regularly conduct rigorous Sensitization Campaigns on HIV/AIDS &amp; Non Communicable Diseases prevention and treatment</li> <li>✓ Strengthen the Health Insurance Schemes in the district especially the community Based Health Programme</li> <li>✓ Promote family planning techniques in the district to curb down the high population growth rate</li> <li>✓ Encourage Disease Preventing Measures in the district e.g. through promoting mass sports activities &amp; partnering with competent organs to conduct nutritional education programs</li> </ul>

**Main Outputs expected at the end of the DDP Period;**

- 15 Heath posts constructed
- 7 Heath centres constructed and Fully Equiped
- 3 Health centres rehabilitated
- % of population with Health Insurance increased from 79.8% to 100%
- % of infant malnutrition rate reduced from 28.4% to 8%
- % of fertility rate reduced from 4.7% to 2.9%.

### 3.3.3 Education

**Priority Area: Promote TVET Programs in the district and ensure easily accessible demand driven quality education at all levels (Primary, secondary & tertiary levels)**

**Outcome: Access to quality education improved**

With the necessary infrastructure in place and conducive environment for growth in addition to improved and better health workforce, the other vital ingredient would be the appropriate skills for the work force.

The district is thus committed to ensure easy access to quality, demand driven education in the district. In this regard, targeted skills development programmes through demand-driven TVETs, in addition to continued construction of 12YBE Classrooms, monitoring and promoting quality education in all the schools.

<b>Education</b>	
<b>Priorities</b>	<b>Strategies to be undertaken</b>
Promote TVET Programs in the district and ensure easily accessible demand driven quality education at all levels (Primary, secondary & tertiary levels)	<ul style="list-style-type: none"> <li>✓ Collaborate with MINEDUC to promote TVET Schools through campaigns meant to change the original perception towards TVETs (as schools meant for the failures in the mainstream education system) in addition to establishing the necessary TVET institutions in the district</li> <li>✓ Encourage Private Sector Investment in education in order to supplement Government efforts to provide quality education to children and all school going population</li> <li>✓ Through joint efforts with MINEDUC, ensure schools are always well staffed with motivated teachers through regular recruitments</li> </ul>

and scaling up the program for constructing teachers houses

- ✓ Scale up the construction of new education infrastructure in the district by constructing more 12YBE Class rooms, libraries and laboratories as well as their Maintenance

### **Main Outputs expected at the end of the DDP Period;**

- 985 Class rooms of Nursery, Primary, Secondary Schools and Tertiary Constructed / Rehabilitated
- 379 literacy centres put in place
- 14 computer labs established
- 3 laboratories established
- 7 TVETs established
- 100% of Net and gross enrolment rate at primary level
- Net and gross enrolment rate at secondary is respectively 70% and 80%.

### **3.3.4 Water and Sanitation**

#### **Priority Area: Increase access to clean water and sanitation**

##### **Outcome: Improved access to clean water**

The Country's Vision 2020 envisages the following with regard to water resources management; *“All the Rwandan population will have gained access to safe drinking water. Techniques for rain water collection and storage will have been mastered and used in order to increase the level of access to drinkable water and of water harnessing for agricultural purposes. The water catchment areas, especially high altitude forests will have been generated and managed with precaution. The water resources management will be more rational, integrated and in harmony with the national land use master plans in the domains related to water as an essential resource”*.

Pertinent to highlight that water forms part of the basic necessities of life. In addition, sanitation contributes a lot to the health standards of an individual or household. That is poor health standards

as a result of poor sanitation leads to constant illnesses which affect an individual's productivity but also drains him or her financially due to the costs spent while undergoing treatment. It is in this context that the district will ensure that clean water is availed to the population within short distances. The other issue to be strengthened is construction of public sanitation facilities and supervising homesteads to maintain high sanitation standards in the district.

During the next five years of EDPRS 2 where most of the vision 2020 aspirations should be achieved or viewed at sight, Gakenke plans to undertake the following to this effect;

<b>Water and Sanitation</b>	
<b>Priorities</b>	<b>Strategies to be undertaken</b>
Increase access to clean water	<ul style="list-style-type: none"> <li>✓ Ensure strong coordination between EWSA and other partners involved in the sector in order to ensure that water is always provided to the district population at an affordable price</li> <li>✓ Encourage rain water harvesting in order for the population to reduce the costs they incur on water</li> <li>✓ Construct Public Toilets in public places of the district and ensure that they are accessible by disabled people as well as gender sensitive.</li> <li>✓ Include an indicator of household sanitation in family performance contracts to facilitate in maintaining high sanitation standards in the district</li> </ul>

**Main Output expected at the end of the DDP Period**

- % of population having access to clean water and sanitation - 100%

**3.3.5 ICT**

**Priority Area: Improve ICT Penetration and ICT Literacy in the District**

**Outcome: Increased Access to internet and use of ICT in the District**

For Persons aged 15 above in the district, the percentage of people that are computer literate is 3%. This is the second lowest in the province (slightly above Rulindo district at 2.3%) but is below the national average at 5.3%. Therefore in view of the ability of ICT in spearheading growth, the district shall to do the following with regard to ICT;

<b>ICT</b>	
<b>Priorities</b>	<b>Strategies to be undertaken</b>
Improve ICT Penetration and ICT Literacy in the District	<ul style="list-style-type: none"> <li>✓ Encourage District officials at all levels to use of online services while attending to citizens &amp; conduct massive awareness campaigns about the benefits of ICT</li> <li>✓ Liaise with relevant stakeholders such MININFRA, RDB and MYICT to avail adequate ICT Infrastructure in the district</li> <li>✓ Encourage the Private Sector &amp; other partners to be innovative designing ICT applications that address the needs of the local population such as e-soko and guhaha which have been transformative to Rwanda's agriculture &amp; facilitated consumers as well.</li> </ul>

**Main Outputs expected at the end of the DDP Period;**

- 50% people using internet
- 60% people using mobile phones
- 97 Cells having a public T.V

### 3.3.6 Youth

**Priority: Mobilize Youth towards mindset change, prevention against HIV/AIDs & to join TVET schools to equip them with practical skills that will enable them to create their own jobs,**

#### Outcome: Improved youth productivity and employability

As per the National Youth Policy, youth are defined as those aged between 14 and 35 years. According to EICV3 results, they are 39.1% of the Population in Gakenke District. This is a big number of the human resource and actually they compose one of the most productive section of the age groups. However, given the challenges they encounter such as under employment, lack of collateral for them to easily access finance to run their businesses, limited entrepreneurial skills, delinquency, just mention but a few, such factors act as binding constraints to the exploitation of this great potential resource. The district therefore plans to undertake the following to address the aforementioned challenges;

Youth	
Priorities	Strategies to be undertaken
<ul style="list-style-type: none"> <li>Mobilize Youth towards mindset change, prevention against HIV/AIDs &amp; to join TVET schools to equip them with practical skills that will enable them to create their own jobs</li> </ul>	<ul style="list-style-type: none"> <li>✓ Strengthen youth targeted programs in the district such as <i>Ijisho Ry'umuturanyi</i> (Neighbour's eye), <i>Agaciro Kanjye</i> (My Worth) and anti drug abuse youth clubs among others</li> <li>✓ Liaise with MINEDUC, WDA and others to equip the youth with the appropriate employability skills and self employment</li> <li>✓ Prepare and Sensitize the youth towards embracing regional integration &amp; global employment opportunities through increasing their competitiveness</li> </ul>
<ul style="list-style-type: none"> <li>Promote an enabling environment for</li> </ul>	<ul style="list-style-type: none"> <li>✓ Encourage and support youth cooperatives by linking them to financial institutions as well as advocating for youth friendly</li> </ul>

SMEs Development

financial packages due to their lack of collateral security

### **Main Outputs expected at the end of the DDP Period;**

- 20 YEGO Centers (1 YEGO -D and 19 YEGO -S) Constructed
- 6 000 youths trained in project formulation and management
- 100 000 youth with bank account
- 15 000 youth accessing to credit
- 1 Sports Stadium Constructed in Gakenke Town

### **3.3.7 Social Protection**

#### **Priority Area: Enable graduation from Extreme Poverty**

**Outcome: Established Social protection system that tackles poverty, inequality and vulnerability, and improves access to essential services and social insurance**

Social Protection -is very relevant to Gakenke district given the high numbers of people both in poverty and extreme poverty circumstances as shown above. In line with the Sector's intervention principles of Protection, Prevention, Promotion and Transformative, the district has designed measures in this regard as highlighted below;

They are -**protective** in a way that they provide essential support to those living in poverty, **preventive** - by putting in place a safety net that can be activated to catch people in danger of falling into poverty, **promotive** – through supporting poor people's investment so that they can pull themselves out of poverty and **transformative** – by aiming at improving the social status and rights of the marginalized. By undertaking the various poverty alleviation programs, Gakenke district shall greatly contribute to EDPRS 2' over-arching goal of ensuring improved well being of the people.

Ensuring that all poor and vulnerable people are guaranteed a minimum income and access to core public services, those who can work are provided with employment through public works programs.

<b>Social Protection</b>	
<b>Priorities</b>	<b>Strategies to be undertaken</b>
<ul style="list-style-type: none"> <li>• Improve targeting of the extreme poor, increase their coverage &amp; ensure their graduation out of poverty</li> </ul>	<ul style="list-style-type: none"> <li>✓ Support the extremely poor and vulnerable poor people in collaboration with VUP/ MINALOC and link beneficiaries to complementary Social Protection Programs to ensure their graduation out of poverty.</li> </ul>
<ul style="list-style-type: none"> <li>• Improve the wellbeing of people living with Disabilities in the district</li> </ul>	<ul style="list-style-type: none"> <li>✓ Enforce guidelines that require construction of buildings in commercial areas to have provisions for people with disabilities</li> </ul>
<ul style="list-style-type: none"> <li>• Improve District response to climate-related risks which easily drag people into abject poverty</li> </ul>	<ul style="list-style-type: none"> <li>✓ Liaise with stakeholders such as Rural Settlement taskforce, MIDMAR, REMA etc to relocate people from high risk zones</li> </ul>

**Main Outputs anticipated at the end of the DDP Period;**

- % of population below poverty line < 30
- 120,000 people facilitated to get Health Insurance

### 3.3.8 Public Finance Management – PFM

**Priority Area: Improve the district's performance in public financial management Principles and own resources mobilization**

**Outcome: Increased Standards of Public Financial Management in the District**

Public Financial Management (PFM) is one of the elements of good governance. It entails accountability of collected resources and their allocation in a transparent manner. Following the adoption of the decentralization policy by the country, funds have been decentralized as well (fiscal decentralization) in order to ensure that finances follow functions, that is local Governments get funds to execute the devolved functions. Apparently, financial management at the district level is averagely established but more efforts are required at non budget agencies such as sectors, cells, health centres among others;

<b>PFM - Public Finance Management</b>	
<b>Priorities</b>	<b>Strategies to be undertaken</b>
Improve the district's performance in public financial management Principles and own resources mobilization	<ul style="list-style-type: none"> <li>✓ Through the district's capacity building strategy, ensure that staff and district leaders are well conversant with PFM regulations</li> <li>✓ Take a stock of all the Recommendations from the Auditor General's and district Internal Auditors that have not yet been Implemented &amp; implement them accordingly</li> <li>✓ Liaise with MINECOFIN and other sector ministries to strengthen PFM at None Budget Agencies such as Sectors, Cells, Schools, Health Centers etc</li> <li>✓ Maximize the mobilization of the District own resources</li> </ul>

**Main Outputs expected at the end of the DDP Period;**

- 100 % of audit recommendations implemented

- 100 % of Clean Audit Reports produced
- 100% increase of District own revenues

### 3.3.9 JRLO – Justice, Reconciliation, Law and Order

#### Priority Area: Accelerate access to quality service and timely Justice

##### Outcome: Improved access to quality and timely justice

Justice and rule of law are inseparable to growth if such growth is to be sustainable. The country intends of to build on the remarkable progress registered so far regarding unity and reconciliation as well as respect to the rule of law and ensure that justice principles are well entrenched in the principles of all relevant stakeholders. To this end Gakenke district like other districts shall ensure that Participation of citizens in decision making and accountability of leaders towards the people that elected them are given due attention as it implements the principles well articulated in the Accountable Governance thematic area of EDPRS 2;

#### JRLO - Justice Reconciliation Law and order

Priorities	Strategies to be undertaken
<ul style="list-style-type: none"> <li>• Accelerate access to quality and timely Justice</li> </ul>	<ul style="list-style-type: none"> <li>✓ Through community outreach programs, explain to Citizens various laws and Regulations in order to increase their awareness</li> <li>✓ Promote community based approach to conflict resolution and strengthen Community Assemblies that address Citizens’ grievances</li> <li>✓ Improve the Capacity of Members of Mediator Committees (Abunzi) through regular trainings</li> <li>✓ Ensure strong coordination with police and other security organs to fight against Gender Based Violence in homesteads</li> </ul>

**Main Outputs expected at the end of the DDP Period;**

- Dissemination of laws about citizens’ rights and policies at all levels ( Sector, Cells and Villages),
- 617 anti-GBV committees established in all Villages
- 100% of complaints solved and judgments executed.

**3.3.10 Decentralization**

**Priority Area: Improve service delivery through increased transparency, accountability and adherence to Good Governance Principles**

**Outcome: Improved Service Delivery and Increased Citizen Participation in the District Programmes**

Another priority Sector of the District shall be Decentralization. Citizen involvement and mobilization towards homegrown initiatives meant to solve their problems shall be the driving force. It is in this spirit that Gakenke district -intends to undertake the following under the decentralization Sector;

<b>Decentralization</b>	
<b>Priorities</b>	<b>Strategies to be undertaken</b>
Improve service delivery through increased transparency, accountability and adherence to Good Governance Principles	<ul style="list-style-type: none"> <li>✓ Promote e-Governance in the district where local Government facilities are provided online e.g. making an appointment with the Leader through sms or emails for those that can without having to travel &amp; spend productive time on the line.</li> <li>✓ In accordance with the district's robust capacity building strategy, regularly train District Staff at all levels i.e. from district to umudugudu to equip them with the required skills to better serve the population</li> </ul>

- ✓ Renovate & construct new administrative offices where required and equip them in order to provide an enabling conducive environment for effective service delivery
- ✓ Exploit the full benefits of accountability days to get feedback from citizens

**Main Outputs expected at the end of the DDP Period;**

- All Sectors ‘offices rehabilitated and equipped
- Awareness meeting organized at Sectors, Cells and Villages levels.

**3.3.11 Environment and Natural Resources**

**Priority Area: Promote Conservation of the Environment in the District**

**Outcome: Increased forest cover and Environmental Conservation Enhanced in the District**

The 99.4% figure of households in the district using wood for cooking is an excessive rate which is a continued threat to the forest cover target of the country and to the environment in general. Given the fact that sustainability is one of the guiding principles of EDPRS 2 Elaboration. This will involve combined strategies such as; promoting use of bio gas thanks to the increased number of cows in the district due to one cow per poor family, promoting use of solar energy and so on. Additionally, guidance and regular supervision of firms carrying out quarry and mineral prospection shall be emphasized to ensure that they do it in a professional manner that does not degrade the environment. Related measures to allow this to happen in the district are summarized in the strategies below;

<b>Environment and Natural Resources</b>	
<b>Priorities</b>	<b>Strategies to be undertaken</b>
Promote Conservation of the Environment in the District	<ul style="list-style-type: none"> <li>✓ Re - enforce afforestation &amp; reforestation in the district &amp; strengthen maintenance of existing forests.</li> <li>✓ Increase terracing and construction &amp; renovation of roadside water channels to fight soil erosion.</li> <li>✓ Promote Rain Water Harvesting techniques in the district</li> </ul>

**Main Outputs expected at the end of the DDP Period;**

- 4 143.6 ha covered by Forest increased taking the total area to 21,721 ha in the district;
- 100% of household having a harvesting water system.

**3.4 Contribution to EDPRS 2**

By undertaking the above mentioned priorities and strategies, Gakenke district shall play a key role towards achieving the goals of EDPRS 2. The DDP in itself has been designed and tailored towards addressing the thematic priorities where efforts have been made to lay down interventions for high growth and fast poverty reduction. In addition, ongoing priorities from EDPRS 1 that shall be of continued focus (foundational issues) and seven cross cutting issues that shall be mainstreamed in the district's interventions over the next five years have as well guided the DDP Elaboration. Below is a highlight of how Gakenke's DDP will contribute to each Thematic Area of EDPRS 2;

**3.4.1 Economic Transformation for Rapid Economic growth**

Through releasing the productive potential of the private sector in the district by putting in place the necessary infrastructure, establishing agro processing plants and massively increasing the land for agriculture through implementation of the land use master plan, and linking farmers to markets both

local and foreign, the district shall un lock the existing binding constraints to growth thereby contributing to the country goal of fast growth (11.5% annually).

### **3.4.2 Rural Development**

Gakenke district having ranked among the poorest districts has laid down measures to pull her people from poverty.

The overarching objective of this Thematic Area of EDPRS 2 is the achievement of sustainable poverty reduction through broad – based growth across sectors in rural areas by improving land use, increasing the productivity of agriculture, enabling graduation from extreme poverty, and connecting rural communities to economic opportunities through improved infrastructure along with environment protection, and access to energy.

The strategies inter alia discussed in the relevant sectors such as agriculture, urbanization and rural settlement and social protection are meant to address the objectives of this theme. In a special way, home grown initiatives such as Kuremera, Ubudehe (VUP) among others shall be delivered in well coordinated manner through community based targeting as well as follow up of beneficiaries by linking them to complementary programs to enable them graduate out of poverty.

### **3.4.3 Productivity & Youth employment**

The priority areas for productivity and Youth Employment Thematic Strategy are mindset change, acquisition of relevant skills in entrepreneurship, technology and ICT, as well as business development.

Gakenke district in collaboration with relevant stakeholders such as MINEDUC, WDA, MYICT Shall undertake the following Programs; YEGO Centers at District and Sector levels. These are to offer integrated services meant to help the youth acquire the right skills and attitude to prepare them for entrepreneurship. To this end the district shall nurture an environment that promotes job creation for the youth especially the off farm jobs since they are on average the better paying.

Here mobilization of Youth to join demand driven TVETs, embracing ICT for innovation and labour market interventions that match the needs of the employers and the job seekers shall be part of the strategies the district shall undertake that contribute to this theme.

#### **3.4.4 Accountable Governance**

##### **Objectives of Accountable governance**

- (1) To maximize citizens' participation and ownership of the national development process, hence strengthening accountability
- (2) To ensure quality service delivery to support growth and poverty reduction through providing appropriate feedback from citizens

The district shall thus contribute to this through the strong mobilization strategies laid down in the decentralization sector.

### **3.5 Foundational Issues**

In addition to the thematic Priorities, Gakenke district over the next five years shall still consider ongoing priorities from EDPRS 1 that will continue to be of continued importance. This is because they act as the floor for the emerging priorities aimed for high growth and fast poverty reduction described above. A few of them are discussed here under:

#### **3.5.1 Basic education**

Gakenke district shall keep progress registered under the Nine Years and Twelve Years basic education especially with regard to class room construction. More efforts shall now be driven towards improving quality through measures such as regular monitoring of schools in liaison with MINEDUC as well as motivating teachers through packages such as constructing teachers' houses.

### 3.5.2 Primary Healthcare

The district shall promote preventive measures in the district. In this regard, family performance contracts over the sanitation levels in homes shall be greatly emphasized. In collaboration with the Ministry of Health and the community workers (abakangurambaga b'ubuzima) shall be fully exploited to promote Primary Health care as the foundation to development.

### 3.5.3 Security

Security undoubtedly is a prerequisite to growth and therefore the district in collaboration with relevant organs shall ensure the existing peace and stability prevails. Regular mobilization of the population to be vigilant to any security threats shall be made. Community policing shall also be strengthened for this purpose.

### 3.6 Mainstreaming Cross Cutting Issues

In addition to the above highlighted strategies to address main stream priorities under each sector, below are the strategies the district will undertake to mainstream cross cutting issues.

**Table 06: Cross-Cutting Issue- CCIs: Challenges and Strategies to address them**

Challenges	Strategies for mainstreaming CCIs
<b>Gender and Family</b>	
<ul style="list-style-type: none"> <li>• Insufficient understanding of Gender Mainstreaming among certain sections of District Population</li> <li>• Low Number of Women Representation in lower levels of District Administration</li> <li>• Cases of Gender-based violence (GBV) in</li> </ul>	<ul style="list-style-type: none"> <li>✓ Carry out extensive Gender Mainstreaming Education programmes</li> <li>✓ Ensure gender sensitive participation at all leadership levels within the district.</li> <li>✓ Strengthen family performance contracts</li> </ul>

Challenges	Strategies for mainstreaming CCI
<p>families</p> <ul style="list-style-type: none"> <li>• Gender related data not disaggregated</li> </ul>	<p>and awareness campaigns against GBV</p> <ul style="list-style-type: none"> <li>✓ Initiate a system of information with disaggregated data</li> </ul>
<b>HIV/AIDS and non communicable diseases</b>	
<p>High risk of contraction of HIV and AIDS especially among the Youth that are sexually active</p> <ul style="list-style-type: none"> <li>• Increasing Number of Patients with Non Communicable Diseases</li> </ul>	<ul style="list-style-type: none"> <li>✓ Keep Strong partnership with MINISANTE and RBC in the fight against the disease</li> <li>✓ Supporting and Creating anti-AIDS clubs in schools.</li> <li>✓ Promote Anti- alcohol and smoking habits in public places,</li> <li>✓ Promotion of disease preventive measures such as promoting doing sports and physical exercises.</li> </ul>
<b>Environment and Climate change</b>	
<p>High Rains that come in certain occasions and live people homeless in addition to soil erosion which also negatively impacts on the soil fertility</p>	<ul style="list-style-type: none"> <li>✓ Increase the area covered by trees and re - enforce good management of the planted trees e.g. through partnering with cooperatives to maintain the planted trees</li> <li>✓ Relocate all the people living in High Risk Zones and promote Group Settlements in designated Sites</li> <li>✓ Increase terraces to address soil erosion Challenges</li> <li>✓ Train Citizens during Community Work on rain water harvesting techniques,</li> </ul>

Challenges	Strategies for mainstreaming CCI
<ul style="list-style-type: none"> <li>• High level of use of wood as a source of energy</li> <li>• Unprofessional ways of minerals and quarry exploitation that affects the environment</li> <li>• Pollution of water from coffee washing stations and mining</li> <li>• Weak system of data collection in the environment and natural resources</li> </ul>	<ul style="list-style-type: none"> <li>✓ Find other alternative sources of energy for cooking like biogas, electricity and improved cooking stoves</li> <li>✓ Modernize exploitation of minerals and quarries by using modern methods</li> <li>✓ Put in place systems of water conservation and reprocessing</li> <li>✓ Create a database of environmental resources management in the District</li> </ul>
<b>Disaster management</b>	
<ul style="list-style-type: none"> <li>• Low level of awareness and appreciation of environmental issues</li> </ul>	<ul style="list-style-type: none"> <li>✓ Train people about environmental conservation and elementary measures of disasters responsiveness</li> </ul>
<b>Disability and Social Inclusion</b>	
<ul style="list-style-type: none"> <li>• Existence of convenient infrastructure to people living with disabilities</li> </ul> <p>Some attitudes towards people living with Disabilities</p>	<ul style="list-style-type: none"> <li>✓ Sensitize and enforce guidelines that promote construction of public Structures that are easily accessible by people living with disabilities.</li> <li>✓ Conduct sensitization campaigns to reverse the perception of the public including those with disabilities</li> </ul>

Challenges	Strategies for mainstreaming CCI
	<p>themselves to know that disability is not inability i.e. they are still a productive section of the population.</p>
<b>Regional Integration</b>	
<p>Limited Knowledge of Regional opportunities available as a result of Regional Groupings under which Rwanda belongs</p>	<ul style="list-style-type: none"> <li>✓ Carry out increased Public awareness Campaigns regarding benefits of Regional integration such as Increased market for their produce</li> <li>✓ Promote Value addition of the Produce in order to increase competitiveness and better earnings from exports</li> </ul>
<b>Capacity Building</b>	
<ul style="list-style-type: none"> <li>• Uncoordinated Capacity Building Initiatives from various stakeholders targeting the same target group</li> <li>• High Staff Turnover which leads to increased spending on new staff as the experienced ones keep looking for better paying jobs else where</li> </ul>	<ul style="list-style-type: none"> <li>✓ Liaise with MIFOTRA and the Public Sector Capacity Building Secretariat to harmonize and direct training initiatives to required areas</li> <li>✓ Design and implement Staff Retention Mechanisms linked to the district's capacity building plan</li> <li>✓ Carry out Regular Monitoring &amp; review of the skills gaps within the District</li> </ul>

## **CHAPTER 4: IMPLEMENTATION FRAMEWORK**

### **4.1 Sequencing of Interventions**

Gakenke district shall sequence her interventions over the next five years in accordance with the available resources as well as priority ranking of the strategies. The guiding principles towards this sequencing order have been; consideration of resources available as well as prioritization of strategies that have multiple effects or spillover effect to accelerating the success of other interventions among others. A case in point here is that establishment of quality and easily accessible infrastructure could be a spring board to the vibrancy of the private sector, lead to increased trade and create off farm jobs thereby contributing to the district's and country's overall goal of rapid growth and poverty reduction.

The sequenced priorities, strategies and the relevant institutions required to support Gakenke District during the implementation phase is shown in Annexes A to C.

### **4.2 Roles and responsibilities of stakeholders of the District**

Gakenke district greatly acknowledges that realization of the laid down DDP Strategies and their targets only depends on the ownership of the DDP by all stakeholders.

Each class of stakeholder be it from the central Government, Civil society, Private Sector and the district itself has certain roles to play if the DDP is to be transferred from theory into practice. The Central Government shall mainly provide policy guidance and orientation as per the national overall goals, continue to support, build and develop the capacity of the district staff as well as mobilize the necessary resources to enable the district undertake her devolved functions that shall be addressed through the highlighted strategies in this document. Below is a short summary of the key expectations or responsibilities of each stakeholder.

#### **4.2.1 Gakenke District;**

Following the adoption of the decentralization policy in 2000 and the subsequent administrative reforms of 2005/6, Gakenke Districts is one of the thirty (30) districts in the country and Pursuant to law n° 08/2006 of 24/02/2006 concerning organisation and functioning of district, it is vested with the autonomy and resources to execute the devolved functions. In this regard, the district has the main responsibility of implementing numerous functions that were formally centrally performed and does this through its different organs such as the district council that approves and monitors the District's Annual Budget, the District Executive Committee that has the main task of executing the planned and approved activities that are closely followed by different departments as per the organigram. The district does not however perform these tasks in isolation and is thus supplemented by various stakeholders as briefly described below;

#### **4.2.2 The Ministry of Local Government**

The Ministry of Local Government is the overseer of all decentralized organs and shall accordingly set policy orientations, provide guidance, perform routine monitoring of all decentralized entities and work closely with all other central Government Agencies to ensure that all the necessary resources necessary to enable districts implement their devolved functions are availed.

Further still, in collaboration with the Ministry of Finance and Economic planning together with office of the Prime minister will conduct annual Performance Contract formulation and evaluation to enhance effective and efficient service delivery and rapid economic development.

#### **4.2.3 Ministry of Finance and Economic Planning**

As per the mandate of the Ministry of Finance and Economic Planning, MINECOFIN shall over see the coherence and coordination of Plans and their implementation both at Central as well as at District levels. This is done by ascertaining that interventions under DDPs address the sector priorities as well as thematic area priorities.

Secondary, with regard to the revenue mobilization requirements, MINECOFIN Shall continue coordinating dialogue between earmarking agencies and Districts in order to ensure that adequate

finances are availed and on a timely basis to enable the implementers (Districts) to get resources to execute the devolved functions.

It will coordinate the resource mobilization of central Government grants such as earmarked transfers, Block Grant and Development Budget that is channeled through RLDSF - Rwanda Local Development Support Fund/CDF in addition to providing technical support to districts to maximize the collection of the decentralized taxes and fees.

Further, as a ministry in charge of economic planning, MINECOFIN will ensure that the district's annual action plans and Imihigo are in harmony with DDPs, Sector Strategic plans, EDPRS 2 Priorities and overall national goals and targets.

#### **4.2.4 Other Central Government Ministries and Agencies**

Other Ministries and Central Government Agencies shall mainly be responsible for providing leadership through policy formulation, national sector objectives and targets as well as coordination of all actors in their sectors, providing detailed guidelines regarding use and reporting against earmarked transfers in addition to provision of capacity building and development interventions to district staff in charge of certain sectoral duties.

Roads that need rehabilitation and be monitored at district level, MININFRA (RTDA) and MINAGRI will lead by providing the necessary budget and guidance on the exact roads and kilometers to be rehabilitated, while the District will assure the implementation. Certain other duties such as electricity roll out plans and water distribution plans shall still be within the mandate of MININFRA through her Agency EWSA.

#### **4.2.5 Civil Society Organizations**

Although no sufficient quantitative data is available regarding the contribution of the civil society towards the development of the district, these organizations both local and international have had a tremendous role especially towards the fight against poverty through providing assistance to the vulnerable in addition to supporting social amenities such as water sources, schools and so forth.

These will continue to be banked upon for the continued development of the district especially now that the district even aims to achieve much more than in the previous five years.

CSO depending on their style of operation shall intervene either by providing financial resources, undertaking the activities themselves or conducting sensitizations and advocacy towards the realization of the districts priorities.

#### **4.2.6 Private Sector**

Again to retaiate this important feature, one of the pillars of Rwanda's vision 2020 is having a private sector led economy. Government (central and local) intends to concentrate on what it does best i.e. enabler, facilitator, catalyst, policy maker and so forth and the private sector gets in as an active partner. Therefore, the cornerstone in the implementation of this DDP shall be the private Sector engagement in all the priorities and strategies set forth in this five year strategic plan.

#### **4.3 Mechanisms for co-ordination and information sharing**

Gakenke district is cognizant of the vital role of effective coordination. Accordingly the district intends to support the establishment of a fully active JADF forum not only at district level but also sectors to ensure that development programs in the district are well planned executed and reported on accordingly thus improving accountability and results based management.

For this coordination to be effective, the district will require a strong M&E Framework and an operational Management Information System (MIS).

As earlier mentioned, the district shall conduct a detailed stakeholder mapping and consultatively develop user friendly reporting tools to ensure that results are tracked on a regular and timely basis: This shall go a long way in better informing the district where to better support as gaps shall have been identified through regular reports.

#### **4.4 Assumptions, Risks and Risk Mitigation and Management**

Implementation of Gakenke's DDP involves a broad range of stakeholders that include; Ministries, Northern Province, District Executive Committee, District Council, JADF, CDCs, Private sector, NGOs, Civil society organisations and the entire Gakenke Community.

Due to the multiplicity of involved stakeholders, each with different strengths, opportunities and challenges, this DDP has catered for any possible risks to the success of this DDP and appropriate measures to mitigate them have been put in place.

These risks could emerge from within the District or from the external environment to the district and could surface in different facets be it; financial, human resource, business environment, operational constraints, just to mention but a few.

In order to mitigate the occurrence of the risks and their likely adverse effects on the implementation of Gakenke's DDP- the district has designed a robust risk management framework. This framework is premised on having a clear understanding of the district's players as the first tool to risk management. This is then to be cemented by the development of a strong MIS for identifying, measuring, managing and reporting risks. This will involve an adequate database with rich information sufficient enough to facilitate the district to make informed decisions in order to counter or manage any risks that might arise. This model is summarized in a tabular form below in order to allow simplicity. It shows the likely source of risk, the possible risk itself, and possible ways on how to rectify that risk. It is important to note that it shall continuously be re adapted or transformed to take into account of emerging challenges during the implementation phase.

**Table.07 Risk Management Framework.**

Source	Risk itself	Mitigating measures
Internal Risk Factors	<ul style="list-style-type: none"> <li>• limited revenues for meeting the requirements</li> <li>• Insufficient capacity to execute, monitor and evaluate the implementation of the DDP</li> <li>• High Staff Turn Over</li> </ul>	<ul style="list-style-type: none"> <li>• Strengthen own Revenue Generation Strategies in the District</li> <li>• Building capacity in the district at decision making and execution levels</li> <li>• Put in place staff retention measures to retain the experienced district staff</li> </ul>
Risk factors from Central Government Agencies	Uncoordinated planning between Central & local Government	<ul style="list-style-type: none"> <li>• Make efficient use of Communication Dialogues such as the; High level Leaders Retreat, Network of planners that brings together central &amp; local Government Planners;</li> <li>• Closely work with central Government to ensure that Earmarked Transfer Guidelines are in line with the situation at District Level</li> </ul>
District partners	Late release or total failure to fulfil their financial commitments to the District	Strengthen advocacy among Development Partners to respect their Commitments
Civil Society	Duplication of activities	Conduct a stakeholder Mapping

Source	Risk itself	Mitigating measures
Organizations (CSOs)		to know who does what and where within the District in order to promote Synergy
Private Sector	<ul style="list-style-type: none"> <li>• Poor execution of contracts or abandoning agreed upon tasks with the district</li> <li>• Lack of sufficient facilities or incentives to promote the Private Sector</li> </ul>	<ul style="list-style-type: none"> <li>• Strengthening Contract Management at District Level</li> <li>• Work Closely with the Private Sector Development Sector at MINICOM together with other Sectors such as Energy, Urbanization, Transport etc to ensure that adequate facilities that will attract investors are established in the district</li> </ul>
Other external sources e.g Climate Change related risks	Adverse soil erosion that deplete the district's soil fertility	Continue with soil erosion control measures such as terraces across the affected areas, rain water harvest management, etc.

## **CHAPTER 5: MONITORING AND EVALUATION**

### **5.1. District's Monitoring and Evaluation Framework**

The district shall do regular self reviews of her progress with regard to implementation of these interventions. In this endeavour, Gakenke District shall strengthen its M&E framework in order to stay on course of realizing the district's objectives. The M&E framework shall be guided by an Evidence- Based Monitoring and Evaluation through a mechanism that allows regular generation of reports that enable identification of challenges on a timely basis.

Monitoring as always shall help provide regular feedback on implementation progress while the evaluation shall provide a picture of the overall assessment of results of the laid down interventions. An operational MIS shall be designed and run to help provide this vital information to best allow informed decision making.

### **5.2 Indicators, Data Collection and Reporting**

Gakenke district has consultatively selected indicators that shall be the basis for monitoring the progress of implementation and results.

The Results matrix (Annex A) forms the basis for Gakenke M&E framework. That is, they define the district's performance indicators (output indicators) that will be monitored and evaluated regularly e.g. monthly, quarterly or on an annual basis over the five years i.e. 2013-2018.

The District priority actions matrices (Annex B) on the other hand provide the district's strategic actions to be undertaken over the same period. The defined output indicators also shown below indicate the required type of data and information that shall be collected for this cause.

Frequency for the data collection shall depend on the availability and source given the fact that some data is availed regularly while to others it isn't. Accordingly, the district shall set timelines for data and information submission in specific designed questionnaires. Data collection, compilation and analysis shall be disaggregating whenever possible in order to provide sex disaggregated data to allow tracking progress on gender equality assessment across sectors.

## CHAPTER 6: COST AND FINANCING OF THE DISTRICT DEVELOPMENT PLAN

This chapter indicates the financing requirements of the strategies planned by the District. It first presents a snap short of the estimated expenditure compared to the available funds and later discusses the resource mobilization's measures that the district shall undertake to ensure that the plans in this DDP will be implemented despite the global economic and financial difficulties.

Thus the table below shows the resources that Gakenke district shall require in the next five years for implementing this DDP as well as a projection of the funds available.

### 6.1 Estimated total cost of the DDP

**Table. 08 Cost and financing of the District Development Plan ( in Rwf'000)**

EDPRS 2						
	2013/14	2014/15	2015/16	2016/17	2017/18	Total for EDPRS 2
<b>Own Funds Available</b>						
Government block grants	8,794,008	10,159,855	11,493,955	12,988,169	14,676,631	<b>58,112,618</b>
Own taxes and fees	500,000	600,000	725,000	850,000	1,000,000	<b>3,675,000</b>
Donor projects	1,630,000	3,645,000	3,343,000	1,845,000	1,554,000	<b>12,017,00</b>
Private sources	695,000	1,088,000	1,258,000	1,378,000	878,000	<b>5,297,000</b>
Other sources						
<b>Total</b>	<b>11,619,008</b>	<b>15,492,855</b>	<b>16,819,955</b>	<b>17,061,169</b>	<b>18,108,631</b>	<b>79,101,618</b>
Existing Baseline Expenditure	4,310,079	4,856,772	5,434,051	6,140,478	6,938,740	<b>27,680,120</b>
Available funds for DDP Priorities	7,308,929	10,636,083	11,385,904	10,920,691	11,169,891	<b>51,421,498</b>
<b>Total Projected Cost of DDP Priorities</b>	<b>12,762,120</b>	<b>14,537,670</b>	<b>14,223,420</b>	<b>12,205,740</b>	<b>10,554,310</b>	<b>64,283,260</b>
<b>Overall Deficit/Surplus</b>	<b>-5,453,191</b>	<b>-3,901,587</b>	<b>-2,837,516</b>	<b>-1,285,049</b>	<b>615,581</b>	<b>-12,861,762</b>
<i>% Surplus/deficit</i>	<i>-43%</i>	<i>-27%</i>	<i>-20%</i>	<i>-11%</i>	<i>6%</i>	<i>20%</i>

The costs and revenue estimates indicated in the table above relate to District's internally generated revenues, funds from District's Development Partners which are Private Sector, and Civil Society on one hand and on the other hand the Government block grants.

To implement this DDP there is a need of intensive collection of District's own revenues and to mobilize funds from different partners of the District by putting more emphasis on Private sector and donors.

**Table 09 Summary of costing by Sector**

	<b>Sector</b>	<b>013/014</b>	<b>014/015</b>	<b>015/016</b>	<b>016/017</b>	<b>017/018</b>	<b>Total</b>	<b>%</b>
1	<b>Agriculture</b>	1549.8	1564.8	1674.15	1456.35	1509.43	7754.53	12.06
2	<b>Private Sector Development</b>	1848	2954	2673	2100	1496	11071	17.22
3	<b>Energy</b>	1374	1395	1415	1345	1345	6874	10.69
4	<b>Urbanisation</b>	135	275	325	175	177	1087	1.69
5	<b>Transport</b>	813	886	933	1083	683	4398	6.84
6	<b>FSD</b>	15	15	15	17	17	79	0.12
7	<b>Health</b>	880.29	1125.09	889.09	301.09	301.09	3496.65	5.44
8	<b>Education</b>	1595.7	2365.25	2203.3	1726.17	1340.61	9231.03	14.36
9	<b>WATSAN</b>	418.5	233.7	194.7	228.9	385.1	1460.9	2.27
10	<b>ICT</b>	258.7	356.2	398.7	436.2	41.9	1491.7	2.32
11	<b>Youth</b>	265.2	282.4	363.8	426	346	1683.4	2.62
12	<b>Social Protection</b>	2829.98	2425.98	2423.48	2422.48	2421.48	12523.4	19.48
13	<b>PFM</b>	18	19.5	21	22.5	24	105	0.16
14	<b>JRLO</b>	16.355	16.355	16.355	16.355	16.355	81.775	0.13
15	<b>Decentralization</b>	584.5	457.3	497.45	314.6	314.75	2168.6	3.37
16	<b>ENR</b>	160.09	166.09	180.39	135.09	135.59	777.25	1.21
	<b>Total</b>	<b>12,762.115</b>	<b>14,537.665</b>	<b>14,223.415</b>	<b>12,205.735</b>	<b>10,554.305</b>	<b>64,283.235</b>	<b>100.00</b>

## **6.2 Strategies for resources mobilization**

The District will ensure that internal capacities to raise own revenues sufficiently are built, measures to motivate the staff involved in revenue generation are availed, possible feasible options such as outsourcing are considered where necessary in order to maximize revenue collection.

Further still, the district shall try as much as possible to establish an adequate and favorable environment to attract the Private Sector to invest in the implementation of the District's Strategies. A thorough stakeholder mapping of all the NGOs and other stakeholders acting in the district shall be made identifying the intervention areas of each partner to better inform the district in efficient and effective resource allocation whilst making use of home grown initiatives such as Umuganda, TIG, Urugerero, Itorero and *parrainage* plan to address certain programs of the district without having to spend much on those interventions. In this regard, therefore, it is important to stress that resource mobilization is a team effort, and involves the district's commitment to resource mobilization; acceptance for the need to raise resource; and institutionalizing resource mobilization priorities, and budget allocation.

Among other strategies, the District of Gakenke intends to maintain good working relationship with its current partners to monitor ongoing interventions.

### **6.2.1 Communicating and Prospecting**

Once Gakenke District has achieved a certain readiness for resource mobilization, it must then ensure its long-term sustainability by acquiring new partners and maintaining a sizeable constituency base. The District will think how to connect with prospective partners in a manner and language they understand, knowing that the art of resource mobilization entails discerning the right prospect to approach, and matching the appropriate resource mobilization strategy to the prospect. In this regard, Gakenke District must be aware that resource mobilization is really friend raising, financial support coming as a result of a relationship and not as the goal in and of itself. The District of Gakenke will further keep in mind that people or partners do not give funds to causes, they give to people with causes. Once Gakenke District addresses problems successfully, it will create more confidence and satisfaction to partners who in turn will continue to work closely with the District.

### **6.2.2 Relationship Building**

Once Gakenke District has already identified its partners, the objective is then to get closer to them, get to know them better, very much the same way as developing a casual acquaintance into a trusted friend and confident. As the relationship deepens, this increases the chance of partners giving higher level of support over time, intensifying commitment and enlarging investments. Concretely, initiating new relationships, nurturing existing ones, and building an ever expanding network of committed partners will be an ongoing activity, embedded as core function of the District of Gakenke. This requires, however, the dedication of all district's authorities, staff and volunteers, and in order to build enduring relationships.

### **6.2.3 Transparency**

Transparency is one of other pillars of good governance and sustainable development in Rwanda. This refers to open communication with internal and external stakeholders regarding an institution's financial and management health, and is a characteristic of organizations that disclose information about their programmes, activities and even financial transactions and investments to stakeholders and anyone who wishes to know more about the organization. Gakenke District will be, therefore, aware that transparency is a criterion that is highly regarded by prospective donors and partners, as transparency assures them of an organization's trustworthiness and commitment to its constituents.

### **6.2.4 Accountability**

To be trusted by development partners, the District is required to be guided by the accountability habits. This refers to an organization's ability to stand up for its mission, and to be guided by sound management and financial principles. Gakenke District will be judged as an accountable institution when it will responsibly serve its community, properly manage its resources, and able to report back to development partners regarding the use of engaged funds. Such working habit will make the

District likely gaining public support, as quite a number of development partners now expect to be updated on how their funds have been used by their beneficiary organizations.

## **CONCLUSION**

The district development plan has been designed with the aim of guiding all district interventions for the next five years i.e. 2013 - 2018. It forms a bridge leading the people of Gakenke to a better quality of life.

The strategies laid out in this plan aim at tackling the underlying challenges in the district in order to release the productive capacity of all the players involved.

Given the citizen centered nature of these planned interventions, it is anticipated that once put into action, the poverty's challenges currently existing in the district shall be eradicated substantially.

It is worth noting however, that planning is one thing and implementation is another, this is therefore a call to every stakeholder to ensure that our undivided effort, zeal and courage accompanies our resources as it has been always and where possible, we should strive even more than ever before. Once that is done, the goal of improving the lives of our people shall be a reality.

## Annex A. Logical framework

District Indicator	Baseline	Targets (in relation to District Priorities)					Total Targets 2017/2018	MoV	Assumptions
		2013/2014	2014/2015	2015/2016	2016/2017	2017/2018			
<b>AGRICULTURE</b>									
<b>Outcome 1: Increased agricultural productivity</b>									
<b>Output 1: Increased land consolidation</b>									
Number of ha consolidated		500	500	500	500	500	2 500	District report & Field visit, EICV 4	Willingness of land owners and availability of funds
<b>Output 2: Area of land developed with radical terraces increased</b>									
Number of ha of radical terraces prepared		2 490	2 490	2 490	2 490	2 490	12 450	District report & Field visit, EICV 4	Willingness of land owners and availability of funds
<b>Output 3: Area of coffee increased</b>									
Number of cultivated area of coffee increased (ha)		300	300	300	300	300	1 500	District report & Field visit, EICV 4	Willingness of land owners and availability of funds
<b>Output 4: Cooperatives of multiplication of selected seeds increased</b>									
Number of cooperatives of multiplication of selected seeds		5	5				10	District report & Field visit	Commitment of cooperatives managers
<b>Output 5: Use of fertilizers increased</b>									
% of households purchasing improved seeds used	32.2	10	10	10	10	7.8	80	District report & EICV 4	Willingness of farmers and their purchasing power
% of households using of chemical fertilizers	64.4	6.44	6.44	6.44	6.44	6.44	96.6	District report & EICV 4	Willingness of farmers and their purchasing power
% of households using pesticides	14.9	1.49	1.49	1.49	1.49	1.49	22.35	District report	Willingness of farmers

District Indicator	Baseline	Targets (in relation to District Priorities)					Total Targets 2017/2018	MoV	Assumptions
		2013/2014	2014/2015	2015/2016	2016/2017	2017/2018			
% of households using Organic fertilisers	17.8	16.44	16.44	16.44	16.44	16.44	100	& EICV 4 District report & EICV 4	and their purchasing power Willingness of farmers and their purchasing power
<b>Output 6: Area of mechanization services increased</b>									
Number of ha mechanized		100	400	1 500	4 500	10 400	16 900	District report & Field visit, EICV 4	Willingness of land owners and availability of funds
<b>Output 7: Increased land developed with irrigation</b>									
Number of agricultural land using Irrigation		9	9	9	9	11	47	District report & Field visit, EICV 4	Willingness of land owners and availability of funds
<b>Outcome 2: Increased livestock productivity</b>									
<b>Output 1: Increased honey bee collection centre and production</b>									
Number of Honey bee collection centre constructed			1	1	1		3	District report & Field visit	Sensitization of honey producers and availability of market
<i>MT of honey produced</i>		26	28	32	37	41	164	District report & Field visit	Availability of market
<b>Output 2: Increased fish production centres and production</b>									
Number of modern centers (sites) of Fish ponds increased		1	1				2	District report & Field visit	Initiative of investors and availability of market
<i>Number of fish tones produced (in tons per year)</i>		7	1	2	2	3	14	District report	Availability of market
<b>Output 3: Increased modern farms of ruminant and pigs</b>									
Number of modern farms of			1	1			2	District report	Sensitisation of

District Indicator	Baseline	Targets (in relation to District Priorities)					Total Targets 2017/2018	MoV	Assumptions
		2013/2014	2014/2015	2015/2016	2016/2017	2017/2018			
ruminant established								& Field visit	farmers
Number of modern farms of pigs established					1		1	District report & Field visit	Sensitization of farmers
Number of sires to be imported		10	10	10	10	10	50	District report & Field visit	Sensitization of farmers and availability of funds
<b>Output 4: Increased distribution of cows and services</b>									
Dairy cows distributed under Girinka program		1 200	1 200	1 250	1 250	<b>1 424</b>	<b>6 324</b>	District report & Field visit, EICV 4	A fair selection of beneficiaries and availability of funds
Number of cows artificially inseminated (per year)		5 000	5 500	6 000	6 500	6 500	29 500	District report & Field visit, EICV 4	Availability of trained technicians and <i>semen (intanga)</i>
<i>MT of milk produced</i>		<i>23 000</i>	<i>23 000</i>	<i>23 000</i>	<i>24 000</i>	<i>25 000</i>	<i>118 000</i>	District report	Availability of market
<b>Output 5: Vaccination services improved</b>									
% of livestock vaccinated		80	80	80	80	80	80	District report & EICV 4	Availability of vaccines
<b>Outcome 3: Increased agricultural and livestock infrastructure</b>									
<b>Output 1: Established an animal laboratory</b>									
Number of Animal laboratory constructed				1			1	District report & Field visit	Availability of funds
<b>Output 2: Post harvest storage constructed</b>									
Number of post harvest storage constructed		1					1	District report & Field visit	Availability of funds
<b>Output 3: Banana macropagation established</b>									
Number of macro propagation unit of banana established		1	1	1	1	1	5	District report & Field visit	Availability of funds
<b>Output 4: Dry ground constructed</b>									

District Indicator	Baseline	Targets (in relation to District Priorities)					Total Targets 2017/ 2018	MoV	Assumptions
		2013/ 2014	2014/ 2015	2015/ 2016	2016/ 2017	2017/ 2018			
Number of drying ground		1	1	1	1	1	5	District report & Field visit	Availability of funds
<b>Output 5: Milk collection constructed and equipped</b>									
Number of Milk collection centre built, equipped, and operational		1	1	1			3	District report & Field visit	Availability of funds
<b>Outcome 4: Capacity building of farmers strengthened</b>									
<b>Output 1: Farmers empowered with technical skills</b>									
Number of farmers trained		30	30	30	30	30	150	District report & Field visit, EICV 4	Willingness of farmers and Availability of funds
<b>PRIVATE SECTOR DEVELOPMENT</b>									
<b>Outcome 1: Increased sources of labour and revenues in the District</b>									
<b>Output 1: Market rehabilitated and constructed</b>									
Number of market rehabilitated		1	1	1			3	District report & Field visit	Availability of funds
Number of market constructed		1					1	District report & Field visit	Availability of funds
<b>Output 2: Units of production constructed</b>									
% of execution by phase of Feed processing plant at Gakenke			50	50			1	District report & Field visit	Initiative by private entrepreneurs and district partnership
% of execution by phase of Gakenke Agro processing unit			50	50			1	District report & Field visit	Initiative by private entrepreneurs and district partnership
Number of petrol station constructed at Gakenke			1				1	District report & Field visit	Initiative by private entrepreneurs and district partnership
Number of Car park Constructed		1					1	District report	Initiative by private

District Indicator	Baseline	Targets (in relation to District Priorities)					Total Targets 2017/2018	MoV	Assumptions
		2013/2014	2014/2015	2015/2016	2016/2017	2017/2018			
at Gakenke Sector								& Field visit	entrepreneurs and district partnership
% of execution by phase of Buranga Roadside Station		50	50				1	District report & Field visit	Availability of funds from the donors
% of execution by phase of Kabuye Tourist site				50	50		1	District report & Field visit	Availability of funds from the donors and district
(%) of execution by phase of Hand Craft Center in Gakenke Sector		20	20	20	20	20	1	District report & Field visit	Initiative by private entrepreneurs and district partnership
(%) of execution of the construction by phase of a hotel in Gakenke Town				50	50		1	District report & Field visit	Initiative by private entrepreneurs and district partnership
Number of Pigs Slaughter house to be constructed in Gakenke Sector			1				1	District report & Field visit	Initiative by private entrepreneurs and district partnership
(%) of execution of the construction by phase of a modern Slaughter house to be constructed in Gakenke Sector		40	60				1	District report & Field visit	Initiative by private entrepreneurs and district partnership
(%) of execution of construction by phase of fruit processing plant at Gakenke				50	50		1	District report & Field visit	Initiative by private entrepreneurs and district partnership
(%) of execution by phase of <b>coffee processing plant at Rushashi</b>			50	50			1	District report & Field visit	Initiative by private entrepreneurs and district partnership
Number of sales outlet constructed		1	1	1	1		4	District report & Field visit	Initiative by private entrepreneurs and

District Indicator	Baseline	Targets (in relation to District Priorities)					Total Targets 2017/ 2018	MoV	Assumptions
		2013/ 2014	2014/ 2015	2015/ 2016	2016/ 2017	2017/ 2018			
									district partnership
<b>Outcome 2: Cooperatives promoted and empowered</b>									
<b>Output 1: Cooperatives promoted</b>									
Number of pigs cooperatives		4	2	2	2	2	12	District report & Field visit	Willingness of cooperatives' members
<b>Output 2: Managers of cooperatives are empowered with managerial skills</b>									
% of cooperatives managers trained		50	20	10	10	10	100	District report	Availability of funds and trainers
<b>ENERGY</b>									
<b>Outcome 1: Electricity access increased from 1% to 64.36%</b>									
<b>Output 1: Increased access to electricity</b>									
% of household accessing to electricity lines	1	12.672	12.672	12.672	12.672	12.672	64.36	District report & Field visit, EICV 4	Availability of funds and skilled technicians
<b>Output 2: Increased power in isolated areas</b>									
% execution of Micro hydropower construction		10	20	20	20	30	100	District report & Field visit	Availability of funds and skilled technicians
Number of isolated Cells offices having solar energy per zone		1	1	1			3	District report & Field visit	Availability of funds and skilled technicians
<b>Outcome 2: Biomass consumption reduced</b>									
<b>Output 1: Use of wood as a source of energy reduced</b>									
% of households using wood energy as source of energy ( using electricity, solar energy and gazes) and cookstoves	99.4	5.88	5.88	5.88	5.88	5.88	70	District report & Field visit, EICV 4	Willingness of beneficiaries and availability of funds
% of households using biogas		1	2	3	4		5	District report	Willingness of

District Indicator	Baseline	Targets (in relation to District Priorities)					Total Targets 2017/2018	MoV	Assumptions
		2013/2014	2014/2015	2015/2016	2016/2017	2017/2018			
								& Field visit, EICV 4	beneficiaries and availability of funds
<b>URBANISATION</b>									
<b>Outcome 1: Master plan of district implemented</b>									
<b>Output 1: Master plan of the district implemented</b>									
% of implementation of Gakenke Town master plan implemented		17	22	22	22	17	100	District report & Field visit	Availability of funds
Number of model villages developed		4	4	4	4	3	19	District report & Field visit	Availability of funds
% of households in grouped settlements	75.8	4.84	4.84	4.84	4.84	4.84	100	District report, Field visit & EICV 4	Availability of funds and participation of population
<b>Outcome 2: Master plan of new towns developed</b>									
<b>Output 1: Master plan of Muhondo and Rushashi town developed</b>									
Studies of new master plan of Muhondo and Rushashi done				1			1	District report & Field visit	Availability of funds
<b>Outcome 3: District land use master plan developed</b>									
<b>Output 1: Land use master plan developed</b>									
Number of land master plan developed			1				1	District report & Field visit	Availability of funds
<b>Outcome 4: Improved technical capacity of the bodies in charge of urbanization</b>									
<b>Output 1: Technical staff trained</b>									
% of staff trained		100	100	100	100	100	100		Availability of funds and trainers
<b>TRANSPORT</b>									
<b>Outcome 1: Provisions for improved road communication</b>									

District Indicator	Baseline	Targets (in relation to District Priorities)					Total Targets 2017/ 2018	MoV	Assumptions
		2013/ 2014	2014/ 2015	2015/ 2016	2016/ 2017	2017/ 2018			
<b>Output 1: Increased transport infrastructures</b>									
Number of roads rehabilitated		3	3	4	5	2	17	District report & Field visit	Availability of funds, technicians and participation of population
Number of bridges in good conditions		2	2	2	2	2	10	District report & Field visit	Availability of funds, technicians and participation of population
Number of km of all main roads in major urban centres have basic facilities for NMT and pedestrians		24	24	24	24	24	120	District report & Field visit, EICV 4	Availability of funds, technicians and participation of population
Number of km acquired of road reserve for District roads		15	15	15	15	15	75	District report & Field visit, EICV 4	Availability of funds, technicians and participation of population
Number of km acquired of road reserve for Feeder roads		6	6	6	6	6	30	District report & Field visit, EICV 4	Availability of funds, technicians and participation of population
Number of km of District unpaved roads upgraded to paved roads		30	30	30	30	30	150	District report & Field visit, EICV 4	Availability of funds, technicians and participation of population
Number of km of Feeder gravel standards		510	510	510	510	510	2 550	District report & Field visit, EICV 4	Availability of funds, technicians and participation of population

District Indicator	Baseline	Targets (in relation to District Priorities)					Total Targets 2017/ 2018	MoV	Assumptions
		2013/ 2014	2014/ 2015	2015/ 2016	2016/ 2017	2017/ 2018			
									population
Number of km of District unpaved roads upgraded to gravel roads		30	30	30	30	30	150	District report & Field visit, EICV 4	Availability of funds, technicians and participation of population
<b>Outcome 2: Improved human resource capacity for the District</b>									
<b>Output 1: Technical team of the District trained</b>									
Number of Community associations trained on roads construction and maintenance		33	33	33	33		33	District report & Field visit, EICV 4	Availability of funds and trainers
<b>FINANCE SECTOR DEVELOPMENT</b>									
<b>Outcome 1: Increased financial literacy and inclusion</b>									
<b>Output 1: Education on financial services strengthened</b>									
% of financial inclusion and literacy	43.2	7.36	7.36	7.36	7.36	7.36	80	District report, Field visit & EICV4	Sensitization of population and engagement of financial institutions
Maximum % of non performing loans		5	5	5	5	5	5	District report, Field visit & EICV4	
Number of meeting organized		3	3	3	3	3	15	District report & Field visit	
<b>Output 2: Increased the use of ICT in SACCOs</b>									
Number of SACCOs using ICT								District report, Field visit & EICV4	Availability of equipment
<b>Outcome 2: Technical skills of managers improved</b>									
<b>Output 1: Improved managements skills in SACCOs' organs</b>									

District Indicator	Baseline	Targets (in relation to District Priorities)					Total Targets 2017/ 2018	MoV	Assumptions
		2013/ 2014	2014/ 2015	2015/ 2016	2016/ 2017	2017/ 2018			
Number of regular trainings organized		4	4	4	4	4	20	District report & Field visit	Availability of funds and trainers
<b>HEALTH</b>									
<b>Outcome 1: Increased health infrastructure</b>									
<b>Output 1: Increased health infrastructure</b>									
3 health centres rehabilitated		1	1	1			3	District report & Field visit	Availability of funds and efficient contractors
3 Health centres constructed and equipped		1	2	2	2	2	7	District report & Field visit	Availability of funds and efficient contractors
15 Health posts constructed		2	2	3	4	4	15	District report & Field visit	Availability of funds and efficient contractors
<b>Outcome 2: Increased access to health care</b>									
<b>Output 1: Improved Maternal and Child Health</b>									
% of pregnant women making the 4 visits before delivery	<b>16.8</b>	25	30	40	50		65	District report, EICV4 & DHS 5	Good sensitization of population
% of births attended in health facilities	<b>58.4</b>	60	65	70	80		90	District report, EICV4 & DHS 5	Good sensitization of population
Infant mortality rate per 1,000 reduced	<b>31</b>	28	25	23	22		20	District report, EICV4 & DHS 5	Good sensitization of population
% of children having vaccination increased	<b>91.1</b>	8.9	8.9	8.9	8.9	8.9	100	District report, EICV4 & DHS 5	Good sensitization of population

District Indicator	Baseline	Targets (in relation to District Priorities)					Total Targets 2017/ 2018	MoV	Assumptions
		2013/ 2014	2014/ 2015	2015/ 2016	2016/ 2017	2017/ 2018			
Maternal mortality rate per 100,000 reduced	42	6	5	5	5	5	20	District report, EICV4 & DHS 5	Good sensitization of population
<b>Outcome 3: Improved infant nutrition</b>									
<b>Output 1: Reduced infant malnutrition</b>									
% of infant with malnutrition reduced	28.4	3.4	5	5	5	2	8	District report, EICV4 & DHS 5	Sensitization of parents and existence of purchasing power
<b>Outcome 4: Reduced communicable and non communicable diseases</b>									
<b>Output 1: Reduced prevalence of HIV, Malaria and others Non Communicable Diseases</b>									
% of population conducting HIV test increased	65	6	6	6	5	2	90	District report, EICV4 & DHS 5	Sensitization of population to resistance change
% of household having mostiquito net increased	76.2	3.8	10	10	10	10	100	District report, EICV4 & DHS 5	Sensitization of population to resistance change
% of people in the household using moustiquito net	52.1	7.9	10	10	10	10	100	District report, EICV4 & DHS 5	Sensitization of population to resistance change
% of children in the household using moustiquito net increased	74.6	5.4	10	10	10	10	100	District report, EICV4 & DHS 5	Sensitization of population to resistance change
% of malaria and other non communicable deseases related mortality reduced								District report, EICV4 & DHS 5	Sensitization of population to resistance change
<b>Outcome 5: Population control increased</b>									
<b>Output 1: Reduced population growth</b>									
% de la population using FP	41.4	45	50	55	60		65	District	Sensitization of

District Indicator	Baseline	Targets (in relation to District Priorities)					Total Targets 2017/ 2018	MoV	Assumptions
		2013/ 2014	2014/ 2015	2015/ 2016	2016/ 2017	2017/ 2018			
% of fertility rate	4.7	4	3.8	3.5	3		2.9	report, EICV4 & DHS 5	population to the mindset change
<b>Outcome 6: Increased Health Insurance cover</b>									
<b>Output 1: Increased population with insurance cover</b>									
% of population with Health Insurance	79.8	4.2	4	4	4	4	100	District report, EICV4 & DHS 5	Sensitization of population and support to needy
<b>Outcome 7: Capacity building of staff strengthened</b>									
<b>Output 1: Staff trained</b>									
% of staff trained		100	100	100	100	100	100	District report & EICV4	Availability of trainers and funds
<b>EDUCATION</b>									
<b>Outcome 1: Accelerate reduction of illiteracy rate and access to quality education</b>									
<b>Output 1: Illiteracy rate reduced</b>									
Number of literacy centres put in place		373	5	1			379	District report, Field visit & EICV4	Willingness of population and availability of funds
Number of enrolled people in literacy centres		7052	8000	2764	0		0	District report, Field visit & EICV4	Willingness of population and availability of funds
Number of operational libraries		10	12	15	18		19	District report & Field visit	Willingness of population and availability of funds
<b>Output 2: Strengthened early childhood education</b>									
Number of nursery classroom		60	30	20	20	20	150	District report	Availability of funds

District Indicator	Baseline	Targets (in relation to District Priorities)					Total Targets 2017/ 2018	MoV	Assumptions
		2013/ 2014	2014/ 2015	2015/ 2016	2016/ 2017	2017/ 2018			
increased								& Field visit	and qualified teachers
<b>% of teachers trained</b>		100	100	100	100	100	100	District report & EICV4	Availability of trainers and funds
<b>Output 3: Strengthened primary education</b>									
Number of classrooms constructed and/or rehabilitated		84	115	70	70	32	371	District report & Field visit	Availability of funds
Number of schools sports infrastructures		2	2	2	3		9	District report & Field visit	Availability of funds
% of net enrolment		99	99.2	99.5	99.8		100	District report & EICV4	Availability of funds and qualified teachers
% of gross enrollment		127.2	118.1	115.5	106.2		100	District report & EICV4	Availability of funds and qualified teachers
% of teachers trained		100	100	100	100	100	100	District report, Field visit & EICV4	Availability of trainers and funds
<b>Output 4: Strengthened secondary education</b>									
Number of classrooms constructed and/or rehabilitated		<b>57</b>	57	57	57	47	452	District report & Field visit	Availability of funds
Number of schools with electricity supply		43	12	20	20	20	115	District report, Field visit & EICV4	Availability of funds
Number of schools with water tape and/ or water tanks		54	10	14	22	40	140	District report, Field visit & EICV4	Availability of funds
Number of dormitories constructed		1	1	1	1		4	District report, Field visit & EICV4	Availability of funds
% of net enrolment		36.3	42.8	50.2	65.1		70	District	Availability of funds

District Indicator	Baseline	Targets (in relation to District Priorities)					Total Targets 2017/ 2018	MoV	Assumptions
		2013/ 2014	2014/ 2015	2015/ 2016	2016/ 2017	2017/ 2018			
								report, Field visit & EICV4	and qualified teachers
% of net enrolment		64.4	71.0	74.3	77.8		80	District report, Field visit & EICV4	Availability of funds and qualified teachers
% of teachers trained		100	100	100	100	100	100		Availability of trainers and funds
<b>Output 5: Increased Vocational Technical Schools</b>									
Number of VTCs in place		2	2	2	1		7	District report, Field visit & EICV4	Availability of funds and qualified teachers
% of teachers trained								District report, Field visit & EICV4	Availability of trainers and funds
<b>Output 6: Developed educational service in Science, Technology and ICT</b>									
Number of science laboratories and kits science		1	1	1			3	District report, Field visit & EICV4	Availability of funds
Number of science kits science distributed		5	2	2	2		11	District report, Field visit & EICV4	Availability of funds
Number of computer labs		5	3	3	3		14	District report, Field visit & EICV4	Availability of funds
% of teachers trained		100	100	100	100	100	100	District report, Field visit & EICV4	Availability of funds and scare qualified trainers in science
<b>Output 7: Developed educational service for children with special needs</b>									

District Indicator	Baseline	Targets (in relation to District Priorities)					Total Targets 2017/ 2018	MoV	Assumptions
		2013/ 2014	2014/ 2015	2015/ 2016	2016/ 2017	2017/ 2018			
Number of schools for children with special needs		2		1			3	District report, Field visit & EICV4	Availability of funds and qualified teachers
% of teachers trained		100	100	100	100	100	100	District report, Field visit & EICV4	Availability of specific trainers and funds

**Output 8: Established an Institute of Nursing and Midwifery at Ruli Sector**

Number of classrooms constructed and /or rehabilitated		4	4	2	2		12	District report, Field visit & EICV4	Availability of funds
Number of staff and qualified		6	14	10	10		40	District report, Field visit & EICV4	Availability of funds and qualified staff
Operational options		0	1	2	2		2	District report, Field visit & EICV4	Availability of funds

**WATER AND SANITATION**

**Outcome 1: Improved clean water infrastructure**

**Output 1: Increased access to clean water**

Number of water supply systems rehabilitated and constructed of Bweremana- Mataba		2						District report & Field visit	Availability of funds and sensitization of population
Number of new supply system of Nyabihembe constructed (in phases, %)		60	30	10			100	District report & Field visit	Availability of funds and sensitization of population
Number of new supply system of Minazi constructed (in phases)			30	30	40		100	District report & Field visit	Availability of funds and sensitization of population

District Indicator	Baseline	Targets (in relation to District Priorities)					Total Targets 2017/ 2018	MoV	Assumptions
		2013/ 2014	2014/ 2015	2015/ 2016	2016/ 2017	2017/ 2018			
Number of new supply system of Nyarwungo constructed						1	1	District report & Field visit	Availability of funds and sensitization of population
Number of community committees established		19						District report	Availability of trainers and funds
<b>Outcome 2: Improved sanitation facilities</b>									
<b>Output 1: Access to improved sanitation facilities ( from 86.2 % to 100 % of population)</b>									
Number of new modern compost constructed		1	1	1	1	1	5	District report & Field visit	Availability of funds
Number of collective solid compost established		1		2			3	District report & Field visit	Availability of funds
Number of new public ECOSAN latrines constructed		73	3	3	3	3	85	District report & Field visit	Availability of funds
% of household with domestic waste handling facilities		69	6	7	8	10	100	District report & EICV4	Availability of funds
<b>Outcome 3: Capacity building strengthened</b>									
<b>Output 1: Technical staff trained</b>									
% of staff trained		100	100	100	100	100	100		Availability of funds and sensitization of population
<b>INFORMATION COMMUNICATION TECHNOLOGY</b>									
<b>Outcome 1: Increased access to ICT and business development services with the communities</b>									
<b>Output 1: Increased access to services across the district leveraging ICT's</b>									
Number of BDS constructed		1	1	1	1		4	District report, Field visit & EICV4	Availability of funds and sensitization of population
% of population benefiting public services offered through the		20	10	10	10		50	District report & EICV4	Availability of funds and sensitization of

District Indicator	Baseline	Targets (in relation to District Priorities)					Total Targets 2017/ 2018	MoV	Assumptions
		2013/ 2014	2014/ 2015	2015/ 2016	2016/ 2017	2017/ 2018			
business service delivery									population
<b>Output 2: Job creation</b>									
% of population setting up business through BDS		30	20	30	30		100	District report, Field visit & EICV4	Availability of funds and sensitization of population
<b>Outcome 2: Sectors offices equipments with the appropriate ICT infrastructure and applications</b>									
<b>Output 1: Connect the sectors to internet (WAN)</b>									
Number of Sector connected to Internet		3	2	2	2		9	District report, Field visit & EICV4	Availability of funds and sensitization of population
% of staff using ICT on cell level		40	20	20	20		100	District report, Field visit & EICV4	Availability of funds and sensitization of population
% of people using internet	1.3	10.3	10.3	10.3	10.3	7.5	50	District report, Field visit & EICV4	
<b>Output 2: Increased awareness and utilization of ICTs</b>									
Number of people trained through ICT awareness campain		200	300	350	400	500	1 750	District report & EICV4	Availability of funds and sensitization of population
% of people using modern technology		20	10	10	10	10	60	District report & EICV4	Availability of funds and sensitization of population
Use of ICT in SACCOs (%)		20	20	20	20	20	100	District report, Field visit & EICV4	Availability of funds and sensitization of population
Number of Cells having a public		12	17	28	40		97	District	Availability of funds

District Indicator	Baseline	Targets (in relation to District Priorities)					Total Targets 2017/ 2018	MoV	Assumptions
		2013/ 2014	2014/ 2015	2015/ 2016	2016/ 2017	2017/ 2018			
T.V								report, Field visit & EICV4	and sensitization of population
% of people using mobile phones	41.1	3.78	3.78	3.78	3.78	3.78	60	District report & EICV4	Sensitization of population
<b>YOUTH</b>									
<b>Outcome 1: Young women and men aged 18-35 years have increased incomes and are economically empowered</b>									
<b>Output 1: Employability skills among youths increased</b>									
Number of youth trained in entrepreneurship		2 000	1 000	1 000	1 000	1 000	6 000	District report & EICV4	Willingness of beneficiaries and availability of trainers
Number of youth trained in project formulation and management		2 000	1 000	1 000	1 000	1 000	6 000	District report & EICV4	Willingness of beneficiaries and availability of trainers
Number of youth integrated centers (YEGO D & YEGO S) established		1	3	4	6	7	20	District report, Field visit & EICV4	
<b>Output 2: Access to financial services for youths increased</b>									
Number of youth people having a saving account		10 000	15 000	20 000	25 000	30 000	100 000	District report & EICV4	Good sensitization of youths
Number of youth accessing to credit		1 500	2 500	3 500	4 000	4 500	15 000	District report & EICV4	Good sensitization of youths
Number of youth supported by partners by providing collateral		100	200	400	500	800	2 000	District report & EICV4	Sensitization of partners providing collateral
<b>Outcome 2: Improved access to information and quality health services for young men and women</b>									
<b>Output 1: Sensitization of Youth in specific health care Increased</b>									
Number of youth sensitized		1 000	1 000	1 000	1 000	1 000	5 000	District report & EICV4	Good sensitization of youths

District Indicator	Baseline	Targets (in relation to District Priorities)					Total Targets 2017/ 2018	MoV	Assumptions
		2013/ 2014	2014/ 2015	2015/ 2016	2016/ 2017	2017/ 2018			
<b>Outcome 3: Increased quantity and quality of sport infrastructures</b>									
<b>Output 1: Sport ground Constructed</b>									
A stadium Constructed in Gakenke Town (% of phase executed)			30	30	40			District report & Field visit	Availability of funds
<b>SOCIAL PROTECTION</b>									
<b>Outcome 1: Establish a social protection system that tackles poverty and vulnerability</b>									
<b>Output 1: Scale up VUP Public work to improve the living conditions of the poorest</b>									
Number of people involved in VUP public works		3 000	3 000	3 000	3 000	3 000	15 000	District report, Field visit & EICV4	Availability of funds
<b>Output 2: Scale up direct support to improve the living conditions of the poorest</b>									
Number of people benefiting from direct support		2 000	2 000	2 000	2 000	2 000	10 000	District report, Field visit & EICV4	Availability of funds
<b>Output 3: Ubudehe Category 1,2 are promoted through Job creation</b>									
Number of people graduating from category 1 and 2		5 000	5 000	5 000	5 000	5 000	25 000	District report, Field visit & EICV4	Availability of funds
<b>Output 4: Social protection systems strengthened</b>									
Number of people facilitated to get Health Insurance		40 000	30 000	25 000	15 000	10 000	120 000	District report, Field visit & EICV4	Availability of funds
<b>Output 5: People with disability are trained about income generating activities and/ or projects through VTCs &amp; Cooperatives empowerment</b>									
Number of persons with Disabilities trained		40	40	40	40	40	200	District report & EICV4	Availability of funds and willingness of beneficiaries
% of people sensitized about		10	20	20	20	30	100	District report	Availability of funds

District Indicator	Baseline	Targets (in relation to District Priorities)					Total Targets 2017/ 2018	MoV	Assumptions
		2013/ 2014	2014/ 2015	2015/ 2016	2016/ 2017	2017/ 2018			
disability awareness								& EICV4	and willingness of beneficiaries
cooperatives of PWDs' funded		6	4	4	3	2	21	District report & Field visit	Availability of funds and willingness of beneficiaries
<b>Output 6: Ensuring that all children with different types of disabilities attend schools</b>									
% of children with disability attended schools		30	40	60	80	100	100	District report, Field visit & EICV4	Availability of funds and willingness of beneficiaries
Number of trips done by by PWDs Committee to where PWDs they are promoted		19	19	19	19	19	19	District report & Field visit	Availability of funds and willingness of beneficiaries
% of PWDs having prosthesis and other materials		20	20	20	20	20	100	District report, Field visit & EICV4	Availability of funds and willingness of beneficiaries
<b>Output 7: Ensuring that historical marginalized people are trained to improve their living conditions</b>									
Number of HMP trained		20	20	20	20	20	100	District report, Field visit & EICV4	Availability of funds and willingness of beneficiaries
Number of cooperatives of HMPs funded		1	1	1	1	1	5	District report & Field visit	Availability of funds and willingness of beneficiaries
% of School aged children of HMPs attending schools.		100	100	100	100	100	100	District report, Field visit & EICV4	Availability of funds and willingness of beneficiaries
<b>Output 8: Ensuring that Genocide survivors have access to Health care services and their living conditions are improved through cooperative formation and/or income generating projects</b>									
Number of genocide survivors		95	85	75	70	60	385	District	Availability of funds

District Indicator	Baseline	Targets (in relation to District Priorities)					Total Targets 2017/ 2018	MoV	Assumptions
		2013/ 2014	2014/ 2015	2015/ 2016	2016/ 2017	2017/ 2018			
benefiting direct support								report, Field visit & EICV4	and willingness of beneficiaries
Number of genocide survivors cooperatives empowered		19	19	19	19	19	19	District report & Field visit	Availability of funds and willingness of beneficiaries
<b>Output 9: Ensuring adequate shelter for genocide survivors</b>									
Number of houses rehabilitated		20	20				40	District report, Field visit & EICV4	Availability of funds
Number of houses constructed			20	20	20		60	District report, Field visit & EICV4	Availability of funds
<b>PUBLIC FINANCE MANAGEMENT</b>									
<b>Outcome 1: Increasing the district revenues and its use</b>									
<b>Output 1: Strengthened financial sources of the District own revenues</b>									
% increased of District own revenues		20	20	20	20	20	100	District report	Strong resource mobilization team
<b>Output 2: Strengthened financial spending plans</b>									
% reduced of miscellaneous items		4	3	2	1		10	District report	Leaders discipline
<b>Outcome 2: Clean audit</b>									
<b>Output 2: Regular audits are conducted</b>									
Minimum number of audits conducted		25	25	25	25	25	125	District report	Sufficient Staff, Qualified and committed
% of regular reports and accurate		80	90	100	100	100	100	District report	Staff Qualified and committed
% of implementation of audit recommendations		100	100	100	100	100	100	District report	Staff committed

District Indicator	Baseline	Targets (in relation to District Priorities)					Total Targets 2017/2018	MoV	Assumptions
		2013/2014	2014/2015	2015/2016	2016/2017	2017/2018			
<b>Outcome 3: Capacity building strengthened</b>									
<b>Output 1: Staff trained</b>									
% of staff trained		100	100	100	100	100	100	District report & EICV4	Availability of trainers and funds
<b>JUSTICE, RECONCILIATION, LAW AND ORDER</b>									
<b>Outcome 1: Citizens are to be knowledgeable about their rights, Rwandan laws and policies</b>									
<b>Output 1: Disseminated laws about rights and laws</b>									
Number of Sectors covered		19	19	19	19	19	19	District report	Local leaders' commitment
Number of Cells covered		97	97	97	97	97	97	District report	Local leaders' commitment
Number of Villages covered		617	617	617	617	617	617	District report	Local leaders' commitment
Number of Villages covered		617	617	617	617	617	617	District report	Local leaders' commitment
Number of Villages covered		617	617	617	617	617	617	District report	Local leaders' commitment
Number of Cells covered		97	97	97	97	97	97	District report	Local leaders' commitment
<b>Outcome 2: Prevented and mitigated family violence and solving complaints</b>									
<b>Output 1: Measures to limit family violence and problems solving strengthened</b>									
Number of anti-GBV committees		617	617	617	617	617	617	District report & EICV4	Population sensitization and Local leaders' commitment
% of complaints resolved		100	100	100	100	100	100	District report & EICV4	Population sensitization and Local leaders' commitment

District Indicator	Baseline	Targets (in relation to District Priorities)					Total Targets 2017/ 2018	MoV	Assumptions
		2013/ 2014	2014/ 2015	2015/ 2016	2016/ 2017	2017/ 2018			
% of executed judgments		100	100	100	100	100	100	District report & EICV4	Population sensitization and Local leaders' commitment
<b>Outcome 3: Capacity building strengthened</b>									
<b>Output 1: Training of technical staff strengthened</b>									
% of staff trained		100	100	100	100	100	100	District report & EICV4	Availability of trainers
<b>DECENTRALISATION</b>									
<b>Outcome 1: Strengthened decentralized local entities</b>									
<b>Output 1: Local administrative entities' offices constructed and equipped</b>									
Number administrative Sectors offices rehabilitated		3	3	2			8	District report & Field visit	Availability of funds
Number administrative Sectors equipped		6	6	7			19	District report & Field visit	Availability of funds
Number of Cells administrative offices constructed		10					10	District report & Field visit	Availability of funds
Number of Cells administrative offices equipped		10	20	33			66	District report & Field visit	Availability of funds
<b>Outcome 2: Enhanced Citizens participation in decision making</b>									
<b>Output 1: Increased meeting at local entities government level</b>									
Number of community dialogue organized (annually) per Sector		19	19	19	19	19	19	District report & Field visit	Population sensitization and Local leaders' commitment
Sensitization meeting on the culture of accountability & transparency ( 2 times a year) per Sector		38	38	38	38	38	38	District report & Field visit	Population sensitization and Local leaders' commitment
Meeting promoting participation		57	57	57	57	57	57	District report	Population

District Indicator	Baseline	Targets (in relation to District Priorities)					Total Targets 2017/2018	MoV	Assumptions
		2013/2014	2014/2015	2015/2016	2016/2017	2017/2018			
and inclusion ( 3 times per Year) per Sector								& Field visit	sensitization and Local leaders' commitment
<b>Outcome 3: Implementation of ID model</b>									
<b>Output 1: Implementation of ID model in Sectors</b>									
% of implementation		20	20	20	20	20	100	District report & Field visit	Availability of funds
<b>Outcome 4: Capacity building of civil servants strengthened</b>									
<b>Output 1: Civil servant trained</b>									
% of civil servants trained		100	100	100	100	100	100	District report & Field visit	Availability of funds
<b>ENVIRONMENT AND NATURAL RESOURCES</b>									
<b>Outcome 1: Sustained environment protection</b>									
<b>Output 1: Increased area covered by forests</b>									
Number of ha covered by Forest		827	837	847	832	800.6	21,721	District report & Field visit, EICV 4	Availability of funds and improved trees
Number of ha of critical system rehabilitated		400	400	400	400	400	2 000	District report & Field visit	Availability of funds
Number of Cooperatives established		12	4	4	4		24	District report & Field visit	Cooperatives 'members commitment
<b>Output 2: Protection of critical ecosystems</b>									
Number of km protected on Base and Mukungwa River sides		10	12	14	15	11	66	District report & Field visit	Availability of funds
Number of ha protected by grasses and shrubs o Ruhondo Lake shores		8	3	4	5	5	25	District report & Field visit	Availability of funds
% of households having a harvesting water system		20	20	20	20	20	100	District report & Field visit,	Availability of funds and population

District Indicator	Baseline	Targets (in relation to District Priorities)					Total Targets 2017/ 2018	MoV	Assumptions
		2013/ 2014	2014/ 2015	2015/ 2016	2016/ 2017	2017/ 2018			
								EICV 4	participation
% of households having harvesting and storage water system		5	5	5	5	5	25	District report & Field visit, EICV 4	Availability of funds and population participation
<b>Outcome 2: Increased awareness of environment degradation</b>									
<b>Output 1: Promoted a sustainable exploitation of mineral and quarries</b>									
Number of ha of mineral and quarries with a sustainable exploitation		346.6	346.6	346.6	346.6	346.6	1 733	District report & Field visit, EICV 4	Availability of policies and control
<b>Output 2: Reduced water pollution from coffee washing station and mining</b>									
Number of enforced effluent for main source of water pollution in coffee washing station and mining		6	6	6	6	8	32	District report & Field visit, EICV 4	Availability of policies and control

## Annex B: District Priority Actions Matrix

District Priority	District Output	District Priority Actions (in relation to District Priorities)					Budget (in 000 000 Rwf)
		2013/2014	2014/2015	2015/2016	2016/2017	2017/2018	
<b>AGRICULTURE</b>							
Increase agricultural productivity and livestock	<b>Increased Land consolidation</b>						
		Sensitization for land Consolidation	Sensitization for land Consolidation	Sensitization for land Consolidation	Sensitization for land Consolidation	Sensitization for land Consolidation	716.900
	<b>Area of land developed with radical terraces increased</b>						
		Preparation of terraces	Preparation of terraces	Preparation of terraces	Preparation of terraces	Preparation of terraces	1440
	<b>Area of coffee increased</b>						
		Increasing cultivated area of coffee by 300 ha	Increasing cultivated area of coffee by 300 ha	Increasing cultivated area of coffee by 300 ha	Increasing cultivated area of coffee by 300 ha	Increasing cultivated area of coffee by 300 ha	745
	<b>Area of mechanization services increased</b>						
		100 ha increased of surface area mechanized	400 ha increased of surface area mechanized	1 500 ha increased of surface area mechanized	4 500 ha increased of surface area mechanized	10 400 ha increased of surface area mechanized	315
	<b>Increased land developed with irrigation</b>						
		9 ha increases of agricultural land using irrigation	9 ha increased of agricultural land using irrigation	9 ha increased of agricultural land using irrigation	9 ha increased of agricultural land using irrigation	11 ha increased of agricultural land using irrigation	1 200
	<b>Cooperatives of multiplication of selected seeds increased</b>						
		Establishment	Establishment				37.5

District Priority	District Output	District Priority Actions (in relation to District Priorities)					Budget (in 000 000 Rwf)
		2013/2014	2014/2015	2015/2016	2016/2017	2017/2018	
		and strengthening cooperatives in charge of multiplication of selected seed	and strengthening cooperatives in charge of multiplication of selected				
		- Selecting appropriate seeds - Training on use of selected seeds	Use of selected seeds	Use of selected seeds	Use of selected seeds	Use of selected seeds	1.7
<b>Use of fertilizers increased</b>							
		Use of chemical fertilizers	Use of chemical fertilizers	Use of chemical fertilizers	Use of chemical fertilizers	Use of chemical fertilizers	9
		Use of pesticides	Use of pesticides	Use of pesticides	Use of pesticides	Use of pesticides	10
		Use of organic fertilizers	Use of organic fertilizers	Use of organic fertilizers	Use of organic fertilizers	Use of organic fertilizers	141
<b>Increased honeybee collection centre</b>							
			Construction of Honey bee collection center	Construction of Honey bee collection center	Construction of Honey bee collection center		36
<b>Increased fish production centres</b>							

District Priority	District Output	District Priority Actions (in relation to District Priorities)					Budget (in 000 000 Rwf)
		2013/2014	2014/2015	2015/2016	2016/2017	2017/2018	
		Construction of Modern centers (sites) of Fish ponds at Rushashi	Construction of Modern centers (sites) of Fish ponds at Gakenke				40
<b>Increased modern farms of ruminant and pigs</b>							
			Establishment of a modern farm of Small ruminant Rushashi	Establishment of a modern farm of Small Ruminant at Gakenke	Establishment of a modern farm of pigs at Cyabingo		30
		Distribution of 10 sires to selected farmers	Distribution of 10 sires to selected farmers	Distribution of 10 sires to selected farmers	Distribution of 10 sires to selected farmers	Distribution of 10 sires to selected farmers and training of farmers	70
<b>Increased distribution of cows and services</b>							
		Distribution of cows under Girinka programme	Distribution of cows under Girinka programme	Distribution of cows under Girinka programme	Distribution of cows under Girinka programme	Distribution of cows under Girinka programme	2023.68
		Apply artificial Insemination	Apply artificial Insemination	Apply artificial Insemination	Apply artificial Insemination	Apply artificial Insemination	45
<b>Vaccination services improved</b>							
		80 % of livestock is	80 % of livestock is	80 % of livestock is	80 % of livestock is	80 % of livestock is vaccinated	100

District Priority	District Output	District Priority Actions (in relation to District Priorities)					Budget (in 000 000 Rwf)
		2013/2014	2014/2015	2015/2016	2016/2017	2017/2018	
		vaccinated	vaccinated	vaccinated	vaccinated		
<b>Increase agricultural and livestock infrastructure</b>	<b>Established an animal laboratory</b>						
				Construction of Animal laboratory			98
	<b>Milk collection centre constructed and equipped</b>						
		Construction of Milk collection center at Gakenke	Construction of Milk collection center at Rushashi	Construction of Milk collection center at Ruli			588
	<b>Banana macropagation established</b>						
		Construction of Macro propagation of banana	Construction of Macro propagation of banana	Construction of Macro propagation of banana	Construction of Macro propagation of banana	Construction of Macro propagation of banana	25.2
	<b>Dry ground increased</b>						
		Construction of dry grounds in Rushashi Sector	Construction of dry grounds in Muyongwe Sector	Construction of dry grounds in Muzo Sector	Construction of dry grounds in Busengo Sector	Construction of dry grounds in Kamubuga Sector	81.2
<b>Empower farmers with technical skills</b>	<b>30 Farmers trained (per year)</b>						
		Training of 30 farmers for mechanization use	Training of 30 farmers for mechanization use	Training of 30 farmers for mechanization use	Training of 30 farmers for mechanization use	Training of 30 farmers for mechanization use	1.35

District Priority	District Output	District Priority Actions (in relation to District Priorities)					Budget (in 000 000 Rwf)
		2013/2014	2014/2015	2015/2016	2016/2017	2017/2018	
	<b>Total</b>						<b>7,754.53</b>
<b>PRIVATE SECTOR DEVELOPMENT</b>							
<b>Increase the involvement of private sector in income generating projects and employment</b>	<b>Market rehabilitated and constructed</b>						
		Rehabilitation of markets of Gakenke	Rehabilitation of markets of Kinyari	Rehabilitation of markets of Murambo			72
		Construction of new modern markets of KIVURUGA					512
	<b>14 units of production constructed</b>						
			Construction of a Feed processing plant at Gakenke commences	Construction of a Feed processing plant at Gakenke completed			360
			Construction of an Agro processing unit in Gakenke Sector	Construction of an Agro processing unit in Gakenke Sector completed			1,200
			Construction of a petrol station				300

District Priority	District Output	District Priority Actions (in relation to District Priorities)					Budget (in 000 000 Rwf)
		2013/2014	2014/2015	2015/2016	2016/2017	2017/2018	
			at Gakenke				
		Construction of a car park at Gakenke					180
		Tendering process and commencement of the Construction of Buranga Roadside Station	Construction of Buranga Roadside Station completed				1,680
				Construction of Kabuye Tourist Site commences	Construction of Kabuye Tourist Site completed		660
		Tendering process and commencement of Construction of Hand craft Center (Agakiro)( in phases) at Gakenke commences	Construction of Hand craft Center (Agakiro) continues	Construction of Hand craft Center (Agakiro) continues	Construction of Hand craft Center (Agakiro) continues	Construction of Hand craft Center (Agakiro) completed	2,880
				Construction of an Hotel at Gakenke	Construction of an Hotel at Gakenke		1,440

District Priority	District Output	District Priority Actions (in relation to District Priorities)					Budget (in 000 000 Rwf)
		2013/2014	2014/2015	2015/2016	2016/2017	2017/2018	
				commences	completed		
			Construction of a pigs Slaughter house at Gakenke				120
		Construction of another Slaughter house at Gakenke commences	Construction of a Slaughter house at Gakenke completed				240
				Construction of a fruit processing plant at Gakenke	Construction of a fruit processing plant at Gakenke completed		204
			Construction of a coffee processing plant at Rushashi commences	Construction of a coffee processing plant at Rushashi completed			1,080
		Construction of sales outlet at Muhondo	Construction of sales outlet Muryabazira	Construction of sales outlet at Kivuruga	Construction of sales outlet at Buranga		87
			Construction of post harvest storage at Muyongwe				36

District Priority	District Output	District Priority Actions (in relation to District Priorities)					Budget (in 000 000 Rwf)
		2013/2014	2014/2015	2015/2016	2016/2017	2017/2018	
Promotion of cooperatives							
	<b>Pigs cooperatives promoted</b>						
		Pigs cooperatives promoted	Pigs cooperatives promoted	Pigs cooperatives promoted	Pigs cooperatives promoted	Pigs cooperatives promoted	12
	<b>Cooperatives managers empowered by managerial skills</b>						
		Training of cooperatives' managers	Training of cooperatives' managers	Training of cooperatives' managers	Training of cooperatives' managers	Training of cooperatives' managers	26
<b>Total</b>							<b>11,071</b>
<b>ENERGY</b>							
<b>Increase access to electricity and diversify other sources of energy</b>	<b>Increased access to electricity</b>						
		Extension of electrical lines in <i>Zone Rushashi</i> (Rushashi, Karambo, Gashenyi, Coko, Ruli, Muhondo, Muyongwe & Minazi Sectors)	Extension of electrical lines in <i>Zone Rushashi</i> (Rushashi, Karambo, Gashenyi, Coko, Ruli, Muhondo, Muyongwe & Minazi Sectors)	Extension of electrical lines in <i>Zone Centre</i> (Gakenke, Nemba, Kamubuga, Kivuruga & Mataba)	Extension of electrical lines in <i>Zone Bukonya</i> (Janja, Muzo, Busengo, Cyabingo, Rusasa & Mugunga)	Extension of electrical lines in <i>Zone Bukonya</i> (Janja, Muzo, Busengo, Cyabingo, Rusasa & Mugunga)	6 500
	<b>Increased power in isolated areas</b>						
		Tendering process and Construction	Construction of Musarara Micro hydropower	Construction of Musarara Micro	Construction of Nyakotsi Micro	Construction of Nyakotsi Micro hydropower	200

District Priority	District Output	District Priority Actions (in relation to District Priorities)					Budget (in 000 000 Rwf)
		2013/2014	2014/2015	2015/2016	2016/2017	2017/2018	
		of Musarara Micro hydropower commences		hydropower and tendering process for Nyakotsi Micro hydropower	hydropower commences		
		Installation of solar systems in Zone Nyange (Coko Sector)	Installation of solar systems in Zone Gashyamba (Janja Sector)	Installation of solar systems in Zone Mwiyoondo (Muzo Sector)			150
<b>Use of wood as a source of energy reduced</b>							
		Reduction of use of wood as source of energy( using electricity, Biogas and gazes)	Reduction of use of wood as source of energy( using electricity, Biogas and gazes)	Reduction of use of wood as source of energy( using electricity, Biogas and gazes)	Reduction of use of wood as source of energy( using electricity, Biogas and gazes)	Reduction of use of wood as source of energy( using electricity, Biogas and gazes)	14
		Promoting the use of Biogas and gazes	10				
<b>Total</b>							<b>6,874</b>
<b>URBANISATION</b>							
<b>Effective plan of urban centres development and the land use</b>	<b>Master plan of the district developed and implemented</b>						
		Implementatio	Implementation	Implementati	Implementati	Implementation	655

District Priority	District Output	District Priority Actions (in relation to District Priorities)					Budget (in 000 Rwf)
		2013/2014	2014/2015	2015/2016	2016/2017	2017/2018	
		n of Gakenke Master plan commences ( Construction of 5 km of sustainable road, making extension of power lines of 5 km, extension of 5 km of water scheme and construction of 20 houses in demarcated plots)	of Gakenke Master plan commences ( Construction of 5 km of sustainable road, making extension of power lines of 5 km, extension of 5 km of water scheme, 3 km of public light and construction of 20 houses in demarcated plots)	on of Gakenke Master plan commences ( Construction of 5 km of sustainable road, making extension of power lines of 5 km, extension of 5 km of water scheme, 3 km of public light and construction of 20 houses in demarcated plots)	on of Gakenke Master plan commences ( Construction of 5 km of sustainable road, making extension of power lines of 5 km, extension of 5 km of water scheme, 3 km of public light and construction of 20 houses in demarcated plots)	of Gakenke Master plan commences ( Construction of 5 km of sustainable road, making extension of power lines of 5 km, extension of 5 km of water scheme and construction of 20 houses in demarcated plots)	
		Development of model villages in all cells	Development of model villages in all cells	Development of model villages in all cells	Development of model villages in all cells	Development of model villages in all cells	125
		Resettlement of all households in	Resettlement of all households in	Resettlement of all households in	Resettlement of all households in		4
<b>Master plan of Muhondo and Rushashi developed</b>							

District Priority	District Output	District Priority Actions (in relation to District Priorities)					Budget (in 000 000 Rwf)
		2013/2014	2014/2015	2015/2016	2016/2017	2017/2018	
				Feasibility studies of new master plan of Muhondo		Feasibility studies of new master plan of Rushashi	300
<b>District land use master plan developed</b>							
			Establishment of Gakenke District land use master plan				100
<b>Capacity building</b>	<b>Staff trained</b>						
		Training of technical staff	Training of technical staff	Training of technical staff	Training of technical staff	Training of technical staff	10
<b>Total</b>							<b>1,087</b>
<b>TRANSPORT</b>							
<b>Maintaining roads and bridges in good conditions</b>	<b>Increased transport infrastructures</b>						
		Rehabilitation of 3 feeder roads: Gakenke-Rushashi - Ruli, Gicuba-Janja-Mubuga - Vunga), Gashenyi-Rushashi-	Rehabilitation of 3 feeder roads: Buranga-Boshya-Murambo, Mataba-Muvumba, Janja-Muzo-Kaziba	Rehabilitation of 4 feeder roads: Muhondo-Bumba-Muyongwe, Ruli-Gahira, Gisiza-Rushashi, Buranga-Kamubuga-	Rehabilitation of 5 feeder roads: Kivuruga-kamubuga-Rugendabari, Buranga-Kabuye-Karambo, Muhondo-Munindi,	Construction of the feeder road Buhuga- Kamina-Bigabiro-Murambo, Kararama-Karyango - Rusoro - Mubuga	4 068

District Priority	District Output	District Priority Actions (in relation to District Priorities)					Budget (in 000 000 Rwf)
		2013/2014	2014/2015	2015/2016	2016/2017	2017/2018	
		Muyongwe		Kabuye-Rutabo-Base Rusasa (Kamonyi-Rurembo)	Gashenyi-Karambo, Buyange - Nyundo		
<b>Construction and Rehabilitation of existing bridges</b>							
		Nyarutovu (Karambo Sector), Rushashi,	Rutenderi(Gashenyi Sector), Buranga (Nemba Sector)	Giko ( Muzo Sector), Nyarutovu (Mugunga Sector),	2 Kirenge-Rushashi (Muhondo Sector)	Kidomo & Kamurambo ( Kamubuga Sector)	174
<b>Maintenance of transport infrastructures</b>	<b>Community associations trained for roads maintenance</b>						
		33 community associations trained in to maintain roads	33 community associations trained in to maintain roads	33 community associations trained in to maintain roads	33 community associations trained in to maintain roads	33 community associations trained in to maintain roads	150
<b>Total</b>							<b>4,397</b>
<b>FINANCE SECTOR DEVELOPMENT</b>							
<b>Increase financial literacy and inclusion</b>	<b>Education on financial services strengthened</b>						
		Mobilize population to be members of banking financial institutions	Mobilize population to be members of banking financial institutions and	Mobilize population to be members of banking financial institutions	Mobilize population to be members of banking financial institutions	Mobilize population to be members of banking financial institutions and SACCOs	25

District Priority	District Output	District Priority Actions (in relation to District Priorities)					Budget (in 000 000 Rwf)
		2013/2014	2014/2015	2015/2016	2016/2017	2017/2018	
		and SACCOs	SACCOs	and SACCOs	and SACCOs		
		Sensitize population to pay back loans	Sensitize population to pay back loans	Sensitize population to pay back loans	Sensitize population to pay back loans	Sensitize population to pay back loans	5
		Organize access to finance forums	Organize access to finance forums	Organize access to finance forums	Organize access to finance forums	Organize access to finance forums	10
<b>Increased the use of ICT in SACCOs</b>							
		SACCO use ICT in their daily activities	SACCO use ICT in their daily activities	SACCO use ICT in their daily activities	SACCO use ICT in their daily activities	SACCO use ICT in their daily activities	19
<b>Improve technical skills of SACCOs' managers</b>	<b>Improved managements skills in SACCOs' organs</b>						
		Train SACCOs'organs	Train SACCOs'organs	Train SACCOs'organs	Train SACCOs'organs	Train SACCOs'organs	20
<b>Total</b>							<b>79</b>
<b>HEALTH</b>							
<b>Access to quality health care</b>	<b>Increased health infrastructure</b>						
		Construction of Muyongwe & Gakenke Heath centres	Construction of Minazi Heath centre & equipment of Muyongwe & Gakenke Heath centres	Equipment of Minazi Health Centre & Equipment			2,192

District Priority	District Output	District Priority Actions (in relation to District Priorities)					Budget (in 000 000 Rwf)
		2013/2014	2014/2015	2015/2016	2016/2017	2017/2018	
		Rehabilitation of Cyabingo Health centre	Rehabilitation of Rusoro , Nyundo Health centres	Rehabilitation of Ruli , Rutake, health centres	Rehabilitation of Rutenderi, Busengo health centres		763.2
		Construction of post Heath centres at Kamina and Huro	Construction of post Heath centres at Kigembe, Matabata	Construction of post Heath centres at Kirebe, Bwenda, Buheta	Construction of post Heath centres at Muhororo, Raba, Razi, Gasiza	Construction of post Heath centres at Kidomo, Bumba, Buyange, Mubuga	360
<b>Improved Maternal and Child Health</b>							
		Pregnant having the 4 prenatal visits	Pregnant having the 4 prenatal visits	Pregnant having the 4 prenatal visits	Pregnant having the 4 prenatal visits	Pregnant having the 4 prenatal visits	2.5
		Sensitization and organization of vaccination to children	Sensitization and organization of vaccination to children	Sensitization and organization of vaccination to children	Sensitization and organization of vaccination to children	Sensitization and organization of vaccination to children	25
		Sensitization for health care to decrease infant mortality	Sensitization for health care to decrease infant mortality	Sensitization for health care to decrease infant mortality	Sensitization for health care to decrease infant mortality	Sensitization for health care to decrease infant mortality	2.5
		Sensitization for women health care to decrease	Sensitization for women health care to decrease maternal	Sensitization for women health care to decrease	Sensitization for women health care to decrease	Sensitization for women health care to decrease maternal	2.5

District Priority	District Output	District Priority Actions (in relation to District Priorities)					Budget (in 000 000 Rwf)
		2013/2014	2014/2015	2015/2016	2016/2017	2017/2018	
		maternal mortality rate	mortality rate	maternal mortality rate	maternal mortality rate	mortality rate	
<b>Improve infant nutrition</b>	<b>Reduced infant malnutrition</b>						
		Sensitization for balanced diet and support to decrease infant malnutrition	Sensitization for balanced diet and support to decrease infant malnutrition	Sensitization for balanced diet and support to decrease infant malnutrition	Sensitization for balanced diet and support to decrease infant malnutrition	Sensitization for balanced diet and support to decrease infant malnutrition	15
	<b>Reduced communicable and non communicable diseases</b>						
		Sensitize population for HIV testing	6				
		Sensitization for health care to decrease malaria related mortality	Sensitization for health care to decrease malaria related mortality	Sensitization for health care to decrease malaria related mortality	Sensitization for health care to decrease malaria related mortality	Sensitization for health care to decrease malaria related mortality	5
		Sensitization of Household possession of mosquito net	2.5				
		Sensitization for the use of moustiquito	Sensitization for the use of moustiquito net	Sensitization for the use of moustiquito	Sensitization for the use of moustiquito	Sensitization for the use of moustiquito net	2.5

District Priority	District Output	District Priority Actions (in relation to District Priorities)					Budget (in 000 Rwf)
		2013/2014	2014/2015	2015/2016	2016/2017	2017/2018	
		net in the housseholds	in the housseholds	net in the housseholds	net in the housseholds	in the housseholds	
		Sensitization for the use moustiquito net by children	Sensitization for the use moustiquito net by children	Sensitization for the use moustiquito net by children	Sensitization for the use moustiquito net by children	Sensitization for the use moustiquito net by children	2.5
<b>Reduced population growth</b>							
		Promotion of community health services	10.39				
		Sensitize population for PF	6				
<b>Increased Health insurance cover</b>							
		Sensitize the population for health insurance cover subscription	Sensitize the population for health insurance cover subscription	Sensitize the population for health insurance cover subscription	Sensitize the population for health insurance cover subscription	Sensitize the population for health insurance cover subscription	5
<b>Capacity building</b>	<b>Staff empowerment of update skills increased</b>						
		Training of staff	50				
<b>Total</b>							<b>3,496.65</b>
<b>EDUCATION</b>							
<b>Reduce illiteracy rate</b>	<b>Illiteracy rate reduced</b>						
		Put in place sustainable	22.8				

District Priority	District Output	District Priority Actions (in relation to District Priorities)					Budget (in 000 000 Rwf)
		2013/2014	2014/2015	2015/2016	2016/2017	2017/2018	
		literacy centers	literacy centers	literacy centers	literacy centers	literacy centers	
		Increase enrollment in literacy centers	Increase enrollment in literacy centers	Increase enrollment in literacy centers			15
		Put in place community library	Put in place community library	Put in place community library	Put in place community library	Put in place community library	17.68
<b>Access to quality education</b>	<b>Strengthened early childhood education</b>						
		Construction of classrooms for nursery education	Construction of classrooms for nursery education	Construction of classrooms for nursery education	Construction of classrooms for nursery education	Construction of classrooms for nursery education	84
		Training of teachers	Training of teachers	Training of teachers	Training of teachers	Training of teachers	26.750
	<b>Strengthened primary education</b>						
		Construction and/or rehabilitation of classrooms	Construction and/or rehabilitation of classrooms	Construction and/or rehabilitation of classrooms	Construction and/or rehabilitation of classrooms	Construction and/or rehabilitation of classrooms	1,892.1
		Construction of school infrastructures with help of community	Construction of school infrastructures with help of community	Construction of school infrastructures with help of community	Construction of school infrastructures with help of community	Construction of school infrastructures with help of community	96

District Priority	District Output	District Priority Actions (in relation to District Priorities)					Budget (in 000 000 Rwf)
		2013/2014	2014/2015	2015/2016	2016/2017	2017/2018	
		approach and stakeholders					
		Increase Net Enrolment					
		Decrease Gross Enrolment					
		Training of teachers	71.75				
<b>Strengthened secondary education</b>							
		Construction of school infrastructures with a particular emphasis on 12YBE with help of community approach and stakeholders	Construction of school infrastructures with a particular emphasis on 12YBE with help of community approach and stakeholders	Construction of school infrastructures with a particular emphasis on 12YBE with help of community approach and stakeholders	Construction of school infrastructures with a particular emphasis on 12YBE with help of community approach and stakeholders	Construction of school infrastructures with a particular emphasis on 12YBE with help of community approach and stakeholders	1,402.5
		Increase electricity equipment to school	612				
		Equip schools with water facilities	Equip schools with water facilities	Equip schools with water	Equip schools with water	Equip schools with water facilities	75.6

District Priority	District Output	District Priority Actions (in relation to District Priorities)					Budget (in 000 000 Rwf)
		2013/2014	2014/2015	2015/2016	2016/2017	2017/2018	
				facilities	facilities		
		Construction of dormitories at ES Nyarutovu	Construction of dormitories at ES GS Rwankuba	Construction of dormitories at ES Karuganda	Construction of dormitories at CMUR Rushashi		288
		Increase Net Enrolment	Increase Net Enrolment	Increase Net Enrolment	Increase Net Enrolment	Increase Net Enrolment	
		Decrease Gross Enrolment	Decrease Gross Enrolment	Decrease Gross Enrolment	Decrease Gross Enrolment	Decrease Gross Enrolment	
		Training of teachers	Training of teachers	Training of teachers	Training of teachers	Training of teachers	148.25
<b>Increased Vocational Technical Schools</b>							
		Set up VTCs at Cyabingo and Muhondo	Set up VTC at Ruli and Mugunga	Set up VTC at Rusasa and Mataba	Set up VTC Kivuruga		1,624
		Training of teachers	Training of teachers	Training of teachers	Training of teachers	Training of teachers	200
<b>Developed educational service in Science, Technology and ICT</b>							
		Construction of a Science laboratory at ES Nyarutovu, ES Ruli, GS Rwankuba	Construction of a Science laboratory at GS Janja	Construction of a Science laboratory at College Nkunduburezi			120

District Priority	District Output	District Priority Actions (in relation to District Priorities)					Budget (in 000 000 Rwf)
		2013/2014	2014/2015	2015/2016	2016/2017	2017/2018	
		Distribution of kits science to 12YBE	Distribution of kits science to 12YBE	Distribution of kits science to 12YBE	Distribution of kits science to 12YBE	Distribution of kits science to 12YBE	32.4
		Establishment of ICT Laboratories in secondary schools	Establishment of ICT Laboratories in secondary schools	Establishment of ICT Laboratories in secondary schools	Establishment of ICT Laboratories in secondary schools	Establishment of ICT Laboratories in secondary schools	115.2
<b>Develop educational service for children with special needs</b>							
		Set up a school for children with special needs education in Gakenke		Set up a school for children with special needs education in Ruli			60
		Training of teachers	Training of teachers	Training of teachers	Training of teachers	Training of teachers	5
<b>Established an Institute of Nursing and Midwifery at Ruli Sector</b>							
		Construction of classrooms with help of stakeholders	Construction of classrooms with help of stakeholders	Construction of classrooms with help of stakeholders	Construction of classrooms with help of stakeholders	Construction of classrooms with help of stakeholders	72
		Staffing the Institute	Staffing the Institute	Staffing the Institute	Staffing the Institute	Staffing the Institute	990

District Priority	District Output	District Priority Actions (in relation to District Priorities)					Budget (in 000 000 Rwf)
		2013/2014	2014/2015	2015/2016	2016/2017	2017/2018	
		Organizing the teaching	Organizing the teaching	Organizing the teaching	Organizing the teaching	Organizing the teaching	1,100
		Training of teachers	Training of teachers	Training of teachers	Training of teachers	Training of teachers	160
<b>Total</b>							<b>9,231.03</b>
<b>WATER AND SANITATION</b>							
<b>Access to improved water and sanitations</b>	<b>Increased access to clean water</b>						
		Rehabilitation and extension of damaged water supply systems of Bweremana – Mataba)					300
		Construction of new water supply systems Nyabihembe commences	Construction of new water supply systems (Nyabihembe) continues and that of Minazi commences	Construction of new water supply systems (Nyabihembe completed & Minazi, ) continues	Construction of new water supply systems (Minazi ) completed	Construction of new water supply systems (Nyarwungo), Muzo Sector)	880
		Promotion of community committees for WSS management	Promotion of community committees for WSS management				2
	<b>Increased access to sanitation facilities</b>						
		Construction	Construction of	Construction	Construction	Construction of	36

District Priority	District Output	District Priority Actions (in relation to District Priorities)					Budget (in 000 000 Rwf)
		2013/2014	2014/2015	2015/2016	2016/2017	2017/2018	
		of new modern compost at Gakenke	new modern compost at Muhondo	of new modern compost at Kivuruga	of new modern compost at Rushashi	new modern compost at Ruli	
		Establishment of a Collective Solid Compost per Town	Establishment of a Collective Solid Compost per Town	Establishment of a Collective Solid Compost per Town	Establishment of a Collective Solid Compost per Town	Establishment of a Collective Solid Compost per Town	4.4
		Construction of new public ECOSAN latrines	216				
		Improved sanitation facilities & Increased domestic solid waste handling	Improved sanitation facilities & Increased domestic solid waste handling	Improved sanitation facilities & Increased domestic solid waste handling	Improved sanitation facilities & Increased domestic solid waste handling	Improved sanitation facilities & Increased domestic solid waste handling	12.5
<b>Capacity building</b>	<b>Technical staff trained</b>						
		Training of staff	10				
<b>Total</b>							<b>1,460.9</b>
<b>INFORMATION COMMUNICATION TECHNOLOGY</b>							
<b>Increase ICT infrastructure and its use</b>	<b>Increased access to services across the district leveraging ICT's</b>						
		Establishment of	Establishment of BDS centre at	Establishment of			960

District Priority	District Output	District Priority Actions (in relation to District Priorities)					Budget (in 000 000 Rwf)
		2013/2014	2014/2015	2015/2016	2016/2017	2017/2018	
		BDS centre at Janja	Muhondo	BDS centre at Cyabingo			
		Conduct public awareness campaigns on service delivery centres	Conduct public awareness campaigns on service delivery centres	Conduct public awareness campaigns on service delivery centres	Conduct public awareness campaigns on service delivery centres	Conduct public awareness campaigns on service delivery centres	7
<b>Job creation</b>							
		Training on Set up business through BDS	9.6				
<b>Connect the sectors to internet (WAN)</b>							
		Connect the sectors to internet (WAN)	350				
		Provide appropriate equipment of Internet access to Cell level and Training staff on use of Internet	Provide appropriate equipment of Internet access to Cell level and Training staff on use of Internet	Provide appropriate equipment of Internet access to Cell level and Training staff on use of Internet	Provide appropriate equipment of Internet access to Cell level and Training staff on use of Internet	Provide appropriate equipment of Internet access to Cell level and Training staff on use of Internet	4.7

District Priority	District Output	District Priority Actions (in relation to District Priorities)					Budget (in 000 000 Rwf)
		2013/2014	2014/2015	2015/2016	2016/2017	2017/2018	
		Sensitization of internet using	Sensitization of internet using	Sensitization of internet using	Sensitization of internet using	Sensitization of internet using	1.4
<b>Increased awareness and utilization of ICTs</b>							
		Launch Annually public ICT awareness campaigns	Launch Annually public ICT awareness campaigns	Launch Annually public ICT awareness campaigns	Launch Annually public ICT awareness campaigns	Launch Annually public ICT awareness campaigns	8.5
		Training community on ICT use and Modern technologies	Training community on ICT use and Modern technologies	Training community on ICT use and Modern technologies	Training community on ICT use and Modern technologies	Training community on ICT use and Modern technologies	5
		SACCO use ICT in their activities every day	SACCO use ICT in their activities every day	SACCO use ICT in their activities every day	SACCO use ICT in their activities every day	SACCO use ICT in their activities every day	5
		Mobilizing people to set up a place of public TV use	Mobilizing people to set up a place of public TV use	Mobilizing people to set up a place of public TV use	Mobilizing people to set up a place of public TV use	Mobilizing people to set up a place of public TV use	138
		Sensitize people for mobile subscriptions	Sensitize people for mobile subscriptions	Sensitize people for mobile subscriptions	Sensitize people for mobile subscriptions	Sensitize people for mobile subscriptions	2.5
<b>Total</b>							<b>1,491.7</b>

District Priority	District Output	District Priority Actions (in relation to District Priorities)					Budget (in 000 000 Rwf)
		2013/2014	2014/2015	2015/2016	2016/2017	2017/2018	
<b>YOUTH</b>							
<b>Empowering economically</b>	<b>Youths</b>	<b>Employability skills among youths increased</b>					
		Train more youths on entrepreneurship skills	Train more youths on entrepreneurship skills	Train more youths on entrepreneurship skills	Train more youths on entrepreneurship skills	Train more youths on entrepreneurship skills	250
		Train youths on project formulation and management	Train youths on project formulation and management	Train youths on project formulation and management	Train youths on project formulation and management	Train youths on project formulation and management	250
		Establish youth integrated centers YEGO (D)	Establish youth integrated centers YEGO (S)	469.9			
<b>Access to financial services for youths increased</b>							
		Sensitize youths for a culture saving	Sensitize youths for a culture saving	Sensitize youths for a culture saving	Sensitize youths for a culture saving	Sensitize youths for a culture saving	27.5
		Promote access to credit	Promote access to credit	Promote access to credit	Promote access to credit	Promote access to credit	13
		Partner with MFIs, NGOs and BDF to build a support fund	Partner with MFIs, NGOs and BDF to build a support fund	Partner with MFIs, NGOs and BDF to build a support fund	Partner with MFIs, NGOs and BDF to build a support fund	Partner with MFIs, NGOs and BDF to build a support fund	27

District Priority	District Output	District Priority Actions (in relation to District Priorities)					Budget (in 000 000 Rwf)
		2013/2014	2014/2015	2015/2016	2016/2017	2017/2018	
<b>Improve access to information and quality health services for young men and women</b>	<b>Sensitization of Youth in specific health care Increased</b>						
		Sensitization and awareness raising campaigns about availability of youth friendly health facilities	Sensitization and awareness raising campaigns about availability of youth friendly health facilities	Sensitization and awareness raising campaigns about availability of youth friendly health facilities	Sensitization and awareness raising campaigns about availability of youth friendly health facilities	Sensitization and awareness raising campaigns about availability of youth friendly health facilities	166
<b>Construction of sport infrastructures</b>	<b>Modern Stadium Constructed</b>						
			Construction of modern Stadium commences	Construction of modern Stadium continues	Construction of modern Stadium completed		480
<b>Total</b>							<b>1,683.4</b>
<b>SOCIAL PROTECTION</b>							
<b>Reducing poverty and vulnerability</b>	<b>Scale up VUP Public works to improve the living conditions of the poorest</b>						
		At least 3 000 people are involved in public works	At least 3 000 people are involved in public works	At least 3 000 people are involved in public works	At least 3 000 people are involved in public works	At least 3 000 people are involved in public works	5,765
	<b>Scale up direct support to improve the living conditions of the poorest</b>						
		At least 2 000	3,870.5				

District Priority	District Output	District Priority Actions (in relation to District Priorities)					Budget (in 000 000 Rwf)
		2013/2014	2014/2015	2015/2016	2016/2017	2017/2018	
		people benefit from direct support					
<b>Ubudehe Category 1,2 are promoted through Job creation.</b>							
		At least 5 000 people are graduating from categories 1 & 2 through job creation	At least 5 000 people are graduating from categories 1 & 2 through job creation	At least 5 000 people are graduating from categories 1 & 2 through job creation	At least 5 000 people are graduating from categories 1 & 2 through job creation	At least 5 000 people are graduating from categories 1 & 2 through job creation	2,138
<b>Social protection systems strengthened</b>							
		At least 40 000 people are facilitated to get health insurance	At least 30 000 people are facilitated to get health insurance	At least 25 000 people are facilitated to get health insurance	At least 15 000 people are facilitated to get health insurance	At least 10 000 people are facilitated to get health insurance	2,138
<b>People with disability are trained about income generating activities and/ or projects through VTCs &amp; Cooperatives formation</b>							
		Train persons with disabilities about projects elaboration and project management	Train persons with disabilities about projects elaboration and project management	Train persons with disabilities about projects elaboration and project management	Train persons with disabilities about projects elaboration and project management	Train persons with disabilities about projects elaboration and project management	7.5
<b>People are sensitized about disability awareness and supported</b>							
		people are sensitized	people sensitized about	people sensitized	people sensitized	people sensitized about disability	25

District Priority	District Output	District Priority Actions (in relation to District Priorities)					Budget (in 000 Rwf)
		2013/2014	2014/2015	2015/2016	2016/2017	2017/2018	
		about disability awareness	disability awareness	about disability awareness	about disability awareness	awareness	
		Establish cooperatives of PWDs					
		Funding cooperatives of PWDs	1.5				
<b>Ensured that all children with different types of disabilities attend schools</b>							
		Sensitization of parents to rights of children with special needs	Sensitization of parents to rights of children with special needs	Sensitization of parents to rights of children with special needs	Sensitization of parents to rights of children with special needs	Sensitization of parents to rights of children with special needs	5
		Organise trips of parents of disabled children	5				
		Distribute special materials to school-aged children with disabilities	Distribute special materials to school-aged children with disabilities	Distribute special materials to school-aged children with disabilities	Distribute special materials to school-aged children with disabilities	Distribute special materials to school-aged children with disabilities	5
<b>Ensured that historical marginalized people are trained and supported to improve their living conditions</b>							
		Training Historically Marginalised	7.5				

District Priority	District Output	District Priority Actions (in relation to District Priorities)					Budget (in 000 Rwf)
		2013/2014	2014/2015	2015/2016	2016/2017	2017/2018	
		people about projects elaboration and project management	people about projects elaboration and project management	people about projects elaboration and project management and evaluation of the effect on the trainees of Y1	people about projects elaboration and project management and evaluation of the effect on the trainees of Y1	people about projects elaboration and project management and evaluation of the effect on the trainees of Y3	
		Funding HMP' cooperatives	Funding HMP' cooperatives	Funding HMP' cooperatives	Funding HMP' cooperatives	Funding HMP' cooperatives	5
		Educating all school aged children from HMP	Educating all school aged children from HMP	Educating all school aged children from HMP	Educating all school aged children from HMP	Educating all school aged children from HMP	2.5
<b>Ensured that Genocide survivors have access to Health care services and their living conditions are improved through cooperative formation and/or income generating projects</b>							
		Genocide survivors have access to direct support	Genocide survivors have access to direct support	Genocide survivors have access to direct support	Genocide survivors have access to direct support	Genocide survivors have access to direct support	51
<b>Ensured adequate shelter for genocide survivors</b>							
		Genocide survivors have access to income generating	Genocide survivors have access to income generating	Genocide survivors have access to income generating	Genocide survivors have access to income generating	Genocide survivors have access to income generating activities through	95

District Priority	District Output	District Priority Actions (in relation to District Priorities)					Budget (in 000 000 Rwf)
		2013/2014	2014/2015	2015/2016	2016/2017	2017/2018	
		activities through cooperatives	activities through cooperatives	activities through cooperatives	activities through cooperatives	cooperatives	
		Genocide survivors have access to houses					400
<b>Total</b>							<b>12,523.4</b>
<b>PUBLIC FINANCE MANAGEMENT</b>							
<b>Increase the district own revenues and its uses</b>	<b>Strengthened financial sources of the District own revenues</b>						
		Ensure effective and optimal own revenues collection	Ensure effective and optimal own revenues collection	Ensure effective and optimal own revenues collection	Ensure effective and optimal own revenues collection	Ensure effective and optimal own revenues collection	35
	<b>Strengthened financial spending plans</b>						
		Strict follow up of the District financial spending plan	Strict follow up of the District financial spending plan	Strict follow up of the District financial spending plan	Strict follow up of the District financial spending plan	Strict follow up of the District financial spending plan	10
	<b>Audit of budget and NBA are regularly conducted</b>						
		Conduct audits and ensure that recommendation are implemented	Conduct audits and ensure that recommendation are implemented	Conduct audits and ensure that recommendation are implemented	Conduct audits and ensure that recommendation are implemented	Conduct audits and ensure that recommendation are implemented	30

District Priority	District Output	District Priority Actions (in relation to District Priorities)					Budget (in 000 000 Rwf)
		2013/2014	2014/2015	2015/2016	2016/2017	2017/2018	
		<b>Strengthened financial and PFM reports</b>					
		Ensure regularly and accurate reports	Ensure regularly and accurate reports	Ensure regularly and accurate reports	Ensure regularly and accurate reports	Ensure regularly and accurate reports	10
<b>Capacity building</b>		<b>Staff equipped with update skills</b>					
		Training of staff	Training of staff	Training of staff	Training of staff	Training of staff	20
<b>Total</b>							<b>105</b>
<b>JUSTICE, RECONCILIATION, LAW AND ORDER</b>							
<b>Citizens are to be knowledgeable about their rights, Rwandan laws and policies</b>		<b>Disseminate laws about rights and laws</b>					
		Dissemination of laws and policies to sector level	Dissemination of laws and policies to sector level	Dissemination of laws and policies to sector level	Dissemination of laws and policies to sector level	Dissemination of laws and policies to sector level	5.25
		Dissemination of laws and policies to cells	Dissemination of laws and policies to cells	Dissemination of laws and policies to cells	Dissemination of laws and policies to cells	Dissemination of laws and policies to cells	7.5
		Dissemination of laws and policies to villages	Dissemination of laws and policies to villages	Dissemination of laws and policies to villages	Dissemination of laws and policies to villages	Dissemination of laws and policies to villages	5
		<b>Measures to prevent and mitigate family violence and problems solving strengthened</b>					

District Priority	District Output	District Priority Actions (in relation to District Priorities)					Budget (in 000 000 Rwf)
		2013/2014	2014/2015	2015/2016	2016/2017	2017/2018	
		Institutionalize family council at village level	15.425				
		Reinforce the community policing & anti-GBV committees at villages level	Reinforce the community policing & anti-GBV committees at villages level	Reinforce the community policing & anti-GBV committees at villages level	Reinforce the community policing & anti-GBV committees at villages level	Reinforce the community policing & anti-GBV committees at villages level	9.5
		Promote and reinforce Umugoroba w'ababyeyi at village level	Promote and reinforce Umugoroba w'ababyeyi at village level	Promote and reinforce Umugoroba w'ababyeyi at village level	Promote and reinforce Umugoroba w'ababyeyi at village level	Promote and reinforce Umugoroba w'ababyeyi at village level	9.5
		Community dialogues, civic education awareness raising to combat genocide ideology intensified	Community dialogues, civic education awareness raising to combat genocide ideology intensified	Community dialogues, civic education awareness raising to combat genocide ideology intensified	Community dialogues, civic education awareness raising to combat genocide ideology intensified	Community dialogues, civic education awareness raising to combat genocide ideology intensified	14.6
		Assurance of conflicts resolutions	7.5				
		Improving the execution of	2.5				

District Priority	District Output	District Priority Actions (in relation to District Priorities)					Budget (in 000 000 Rwf)
		2013/2014	2014/2015	2015/2016	2016/2017	2017/2018	
		judgments	judgments	judgments	judgments	judgments	
<b>Capacity building</b>	<b>Staff trained</b>						
		Training of staff	Training of staff	Training of staff	Training of staff	Training of staff	5
<b>Total</b>							<b>81.775</b>
<b>DECENTRALISATION</b>							
<b>Strengthening decentralized local entities</b>	Local administrative entities 'offices constructed and equipped						
		Rehabilitation of Sectors 'administrative offices	Rehabilitation of Sectors 'administrative offices	Rehabilitation of Sectors 'administrative offices			204
		Equipment of Sectors administrative offices	Equipment of Sectors administrative offices	Equipment of Sectors administrative offices			350
		Construction, Cells administrative offices					180
		Equipment of Cells administrative offices	Equipment of Cells administrative offices	Equipment of Cells administrative offices			60
	<b>Increase awareness of local entities government</b>						
		Organize community dialogues and feedback meetings	Organize community dialogues and feedback meetings	Organize community dialogues and feedback meetings	Organize community dialogues and feedback meetings	Organize community dialogues and feedback meetings	50

District Priority	District Output	District Priority Actions (in relation to District Priorities)					Budget (in 000 000 Rwf)
		2013/2014	2014/2015	2015/2016	2016/2017	2017/2018	
		(annually) per Sector					
		Promote the culture of accountability & transparency 2 times a year) per Sector	Promote the culture of accountability & transparency 2 times a year) per Sector	Promote the culture of accountability & transparency 2 times a year) per Sector	Promote the culture of accountability & transparency 2 times a year) per Sector	Promote the culture of accountability & transparency 2 times a year) per Sector	50
		Meeting promoting participation and inclusion ( 3 times per Year) per Sector	Meeting promoting participation and inclusion ( 3 times per Year) per Sector	Meeting promoting participation and inclusion ( 3 times per Year) per Sector	Meeting promoting participation and inclusion ( 3 times per Year) per Sector	Meeting promoting participation and inclusion ( 3 times per Year) per Sector	10.7
<b>Implementation of ID model</b>							
		Implementation of ID model	1,250				
<b>Capacity building of civil servants</b>	<b>Civil servant trained</b>						
		Training of Civil Servants	13.9				
<b>Total</b>							<b>2,168.6</b>
<b>ENVIRONMENT AND NATURAL RESOURCES</b>							
<b>Conservation of the soil and protect environment</b>	<b>Increased area covered by forests</b>						
		Planting trees	298				

District Priority	District Output	District Priority Actions (in relation to District Priorities)					Budget (in 000 Rwf)
		2013/2014	2014/2015	2015/2016	2016/2017	2017/2018	
		focusing on Ubumbogo and Ubukonya Sites					
		Rehabilitate forest and critical ecosystems	72.5				
		Establishing cooperatives involved in ecosystem rehabilitation	1.25				
<b>Protection of critical ecosystems</b>							
		Promote activities protecting Nyabarongo, Base and Mukungwa river sides	Promote activities protecting Nyabarongo, Base and Mukungwa river sides	Promote activities protecting Nyabarongo, Base and Mukungwa river sides	Promote activities protecting Nyabarongo, Base and Mukungwa river sides	Promote activities protecting Nyabarongo, Base and Mukungwa river sides	89
		Protect Ruhondo Lake shores by grasses and shrubs	Protect Ruhondo Lake shores by grasses and shrubs	Protect Ruhondo Lake shores by grasses and shrubs	Protect Ruhondo Lake shores by grasses and shrubs	Protect Ruhondo Lake shores by grasses and shrubs	36
		Promote water harvesting in	Promote water harvesting in households and	Promote water harvesting in	Promote water harvesting in	Promote water harvesting in households and	12.2

District Priority	District Output	District Priority Actions (in relation to District Priorities)					Budget (in 000 000 Rwf)
		2013/2014	2014/2015	2015/2016	2016/2017	2017/2018	
		households and public buildings	public buildings	households and public buildings	households and public buildings	public buildings	
		Promote water harvesting and its storage in households and public buildings	Promote water harvesting and its storage in households and public buildings	Promote water harvesting and its storage in households and public buildings	Promote water harvesting and its storage in households and public buildings	Promote water harvesting and its storage in households and public buildings	24.4
<b>Promoted a sustainable exploitation of mineral and quarries</b>							
		Promote modern exploitation of minerals and quarries	10.7				
<b>Reduced water pollution from coffee washing station and mining</b>							
		Enforcement of effluent standards for main sources points of water pollution (coffee washing station, mining)	Enforcement of effluent standards for main sources points of water pollution (coffee washing station, mining)	Enforcement of effluent standards for main sources points of water pollution (coffee washing station, mining)	Enforcement of effluent standards for main sources points of water pollution (coffee washing station, mining)	Enforcement of effluent standards for main sources points of water pollution (coffee washing station, mining)	11.2
<b>Watershed rehabilitated</b>							

District Priority	District Output	District Priority Actions (in relation to District Priorities)					Budget (in 000 000 Rwf)
		2013/2014	2014/2015	2015/2016	2016/2017	2017/2018	
		Rehabilitation of watershed	Rehabilitation of watershed	Rehabilitation of watershed	Rehabilitation of watershed	Rehabilitation of watershed	230
<b>Incertives of hydrological observed</b>							
		Observation of incertives hydrological	Observation of incertives hydrological	Observation of incertives hydrological	Observation of incertives hydrological	Observation of incertives hydrological	4.2
	<b>Total</b>						<b>777.25</b>
<b>Toal</b>							<b>81.775</b>
<b>GRAND TOTAL</b>							<b>64,283.24</b>

## Annex C. List of District Stakeholders

### 1. NON GOVERNMENTAL ORGANIZATIONS

No	NAME	TYPE	DOMAIN OF INTERVENTION	SECTOR	LINE MINISTRY
1	Access Project	International NGO	Health, Economic development, Social services	All Sectors	MINISANTE
2	Rwanda Family Health	International NGO	Health	Hospital of Ruli, Nemba and all Health Centres	MINISANTE
3	WORLD VISION	International NGO	Education	Kivuruga, Cyabingo, Kamubuga, Gakenke, Karambo, Nemba	MINEDUC
4	ADEPR/ CHF HIGA UBEHO	International NGO	Health, Economic development, Social services	Gakenke District	MINISANTE, MINALOC, MIGEPROF
5	Care International	International NGO	Economic (Microfinance)	Janja, Kamubuga, Coko, Muyongwe, Gakenke, Gashenyi, Rushashi, Cyabingo, Kivuruga,	MINICOM, MINECOFIN
6	SFH (Society for Family Health, Rwanda)	International NGO	Health	All Sectors	MINISANTE
7	Organisation pour la Réduction de la Pauvreté et la Promotion du Genre (ORPPG)	International NGO	Social Program in Gender and Family Promotion	Busengo, Gakenke, Kivuruga, Nemba and Rushashi	
8	Heifer International Rwanda	International NGO	Health	District Gakenke	MINISANTE
9	Search for Common Ground (SFCG)	International NGO	Health	District Gakenke	

10	Norwegian People's AID	International NGO	Good Governance	Coko, Gakenke, Janja, Muzo, Kamubuga, Muyongwe, Nemba, Rusasa	MINIJUST
11	RCN	International NGO	???	Gakenke District	???
12	SNV	International NGO	Coffee	Gakenke District	MINICOM
13	TROCAIRE	International NGO	Human Rights, Justice, Peace and Reconciliation	Gakenke District	MINALOC
14	CIAT	International NGO	???	Gakenke District	??
15	CRS	International NGO	??	Gakenke District	??
16	TECHNOSERVE	International NGO	Youth support	Ruli, Coko, Nemba, Mataba, Gakenke, Mugunga, and Janja	MIGESPOC
17	SOCIETE CIVIL	International NGO	???	All Sectors	MINIJUST
18	DOT RWANDA (Digital Opportunity Trust)	International NGO	ICT, Coching, social welfare	Gakenke District	MINAGRI
19	Medicusmundi	International NGO	Health	Gakenke District	MINISANTE
20	Vision for Nation Foundation	International NGO	Tous les Centre de Santés+Hopitaux	Gakenke District	MINISANTE
21	DRD (Development Rural Durable)	Local NGO	Agriculture	Gakenke, Kivuruga, Cyabingo	MINAGRI
22	RWANDA WOMEN'S NETWORK	Local NGO	Combate HIV/AIDS and support cooperatives of vulnerable groups	Janja, Kamubuga, Kivuruga Rusasa and Karambo	MINISANTE
23	APIB (Association pour la promotion des initiatives de base)	Local NGO	Promotion of off farmers activities (DPOMEHA)	Kivuruga, Cyabingo, Rusasa, Busengo	MINICOM, MINECOFIN, MINALOC

24	URUGAGA IMBARAGA	Local NGO	Agriculture and Poverty Reduction	Coko, Muyongwe, Gakenke, Mataba.	MINAGRI, MINECOFIN
25	PREFED	Local NGO	Combate HIV/AIDS and support cooperatives of vulnerable groups	Cyabingo, Busengo, Coko, Gashenyi and Mugunga	MINISANTE
26	Hop For Living	Local NGO	Combate HIV/AIDS and support cooperatives of vulnerable groups	Minazi, Muyongwe, Mataba and Muzo	MINISANTE
27	Associatio ITUZE	Local NGO	Combate HIV/AIDS and support cooperatives of vulnerable groups	Ruli, Gakenke, Nemba, Rushashi and Muhondo	MINISANTE
28	WOMEN INVESTMENT FUND (WIF)	Local NGO	Project of HIGA UBEHO/ USAID-CHF	Ruli, Janja, Cyabingo, Mugunga, Busengo, Rushashi	MIGEPROFE
29	ADTS (Association pour le Developpement et la Transformation Sociale)	Local NGO	Enhancing capacity for public policy information, monitoring and accounting at the local level	Janja, Rusasa, Nemba, Kamubuga	MINALOC
30	RWAMREC	Local NGO	Gender	All Sectors	MIGEPROFE
31	PROFEMME Twese Hamwe	Local NGO	Micro Lending	??	MINICOM
32	APRODESOC	ASBL	Education	Nemba	MINEDUC
33	COLLEGE NKUNDUBUREZI	ASBL	Education	Janja	MINEDUC
34	ACEDI	ASBL	Education	MATABA	MINEDUC
35	APAPEM	ASBL	Education	MUHONDO	MINEDUC
36	APEM	ASBL	Education	RULI	MINEDUC
	<b>Total : 36 where 20 International NGOs, 11 Local NGOs, and 5 ASBL</b>				

## 2) PROJECTS

No	NAME	TYPE	DOMAIN OF INTERVENTION	SECTOR	LINE MINISTRY
1	DERN	Diocèse Catholique de Ruhengeri	Agriculture extension	Janja, Gakenke, Karambo, Nemba, Kivuruga, Busengo, Cyabingo	MINAGRI
2	CTB MINISANTE IV	Public Project	Health	Gakenke District	MINISANTE

## 3) GOVERNMENT INSTITUTIONS

No	NAME	TYPE	DOMAIN OF INTERVENTION	SECTOR	LINE MINISTRY
1	DISTRICT GAKENKE	Public Institution	Health	Gakenke	MINALOC
2	NEMBA Hospital	Public Institution	Health	Nemba	MINISANTE
3	RURI Hospital	Public Institution	Health	RULI	MINISANTE
4	RSSB/CSR	???	Health Insurance	GAKENKE	MINISANTE
5	VUP Busengo	Public Intervention/MI NALOC - District	Poverty Reduction	BUSENGO	MINECOFIN
6	RAB	Public Institution	Coffee	All Sectors	MINAGRI
7	RALGA	Public Organisation	Combate HIV/AIDS and Good Governance	All Sectors	MINALOC
8	Conseil National des Femmes	Public Organisation	Promotion of Gender and Children Rights	All Sectors	MIGEPROFE
9	Conseil National des Jeunes	Public Organisation	Youth promotion	All Sectors	MINYCIT

10	<b>Conseil National des Handicapes</b>	Public Organisation		All Sectors	MINALOC
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#### 4) CHURCHES

No	NAME	TYPE	DOMAIN OF INTERVENTION	SECTOR	LINE MINISTRY
1	Commission Diocesaine Justice et Paix de Ruhengeri	Civil Society	Combate Gender Based Violence	Minazi	MIGEPROFE
2	ADEPR	Civil Society	Well being promotion	Muzo, Gashenyi, Muhondo, Minazi, Coko, Muyongwe	MINALOC
3	EGLISE PROTESTANTE/EAR	Civil Society	Well being promotion	All Sectors	MINALOC
4	EGLISE BAPTISTE(RBCR)	Civil Society	Well being promotion	??	MINALOC
5	EGLISE ADVENTISTE	Civil Society	Well being promotion	??	MINALOC
6	EGLISE CATHOLIQUE	Confession religieuse	Well being promotion	All Sectors	MINALOC
7	EGLISE ISLAMIQUE	Civil Society	Well being promotion	All Sectors	MINALOC
8	EPR Nyarutovu	Civil Society	Well being promotion		MINALOC

#### 5) SMEs (PMEs)

No	NAME	TYPE	DOMAIN OF INTERVENTION	SECTOR	LINE MINISTRY
1	FSP-Gakenke				
2	COOP. TWUGA	Private Organisation	Advocacy of Private Sector	All Sectors	MINICOM
3	Union des Coopératives du Café	Cooperative	Fabrication des briques	NEMBA	

6	EPROCOMI	Cooperative	Promotion of Coffee	RUSHASHI, RULI, COKO, MINAZI	MINICOM
7	COMIKAGI	Cooperative	Mining	RULI	MINICOM
8	Etablissement MUNYABARENZI Mathias	Cooperative	Mining	RULI	MINICOM
9	Etablissement MUGABONAKE Jeanne	Cooperative	Mining	RULI	MINICOM
10	Etablissement SINDAMBIWE Simon	Cooperative	Mining	CYABINGO	MINICOM
11	Coop. TERIMBERE MUHINZI MWOROZI	Cooperative	Mining	MINAZI	MINICOM
12	Tantum Ergo(jus Bagenge)	Cooperative	Agriculture and Livestock	Gashenyi	MINICOM
13	Coop.COVAFGA	Processing unit	Fabrication des jus de maracuja et ananas	Gakenke	MINICOM, MINAGRI
14	UNGUKA BANK	Cooperative	Jus proceesing unity from Maracuja and Pinneapple	Gakenke	MINAGRI, MINICOM
15	BK	Private Company	Banking services	Gakenke	MINICOM
16	BP RULI	Private Company	Banking services	Gakenke	MINECOFIN
17	BP NDUSU	Private Company	Banking services	Ruli	MINECOFIN
18	BP RUSHASHI	Private Company	Banking services	Janja	MINECOFIN
19	BP NYARUTOVU	Private Company	Banking services	Rushashi	MINECOFIN
20	Vision Finance	Private Company	Banking services	Gakenke	MINECOFIN
		Private Company	Banking services	Gakenke	MINECOFIN

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