

# REPUBLIC OF RWANDA



MINISTRY OF LOCAL GOVERNMENT

KIGALI CITY

GASABO DISTRICT

Website: [www.gasabo.gov.rw](http://www.gasabo.gov.rw)

## ***GASABO DISTRICT DEVELOPMENT STRATEGY (2018/19-2023/24)***

Gasabo, September 2018

## **Foreword**

**LIST OF ACRONYMS**

AI	Artificial Insemination
BDF	Business Development Fund
CDC	Community Development Committee
DDS	District Development Strategies
DHS	Demographic and Health Survey
ECD	Early Childhood Development Center
EDPRS	Economic Development and Poverty Reduction Strategy
EIA	Environmental Impact Assessment
EICV	Enquête Intégrale sur les Conditions de Vie des ménages
GBV	Gender Based Violence
HHs	Households
HMP	Historical Marginalized People
JADF	Joint Action Development Forum
JRLO	Justice, Reconciliation, Law and Order
LTTM	Long Term Transformation Plan
MINALOC	Ministry of Local Government
MINECOFIN	Ministry of Finance and Economic Planning
MININFRA	Ministry of Infrastructure
NCDs	Non Communicable Diseases
NGO	Non Government Organization
NISR	National Institute of Statistics
PTA	Parents-Teachers Association
PWDs	People With disabilities
RALGA	Rwandese Association of Local Government Authorities
RDB	Rwanda Development Board
RDSF	Rwanda Decentralization Strategic Framework
RLDSF:	Community Development Fund
SACCO	Saving and Credit Cooperative

SMEs	Small and Medium Enterprises
TVET	Technical and Vocational Education and Training
VTC	Vocational Training Center
VUP	Vision 2020 Umurenge Program
12YBE	Twelve Years Basic Education

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## **EXECUTIVE SUMMARY**

The Six-Year Gasabo District Development Strategy (2018/19-2023/24) is anchored in the vision: a healthy, well educated productive society with a high quality of life by the year 2050; the District's Mission is to serve the community through the coordinated delivery of services formed on national priorities and significant local needs in order to promote sustainable development of the district; and the Development goal is to reduce the proportion of the people living in extreme poverty by the end of 2020.

This Gasabo DDS is crafted on the backdrop of accomplishment of the previous DDP (2013-2018) and EDPRS1 (2008-2012) and at the country's second Economic Development and Poverty Reduction Strategy (EDPRS 2) for a five- year period (2013/14 to 2017/18).

In the same way, the DDS elaborated is aware of the country's medium and long-term goals and aspirations as stipulated in the Vision 2020, Seven Year Government Plan (7YGP) and the medium term Economic Development and Poverty Reduction Strategy (EDPRS-2). The overall objective of EDPRS 2 is to increase the quality of life of all Rwandans through rapid and sustainable economic growth (11.5%) and accelerated poverty reduction (< 30% by 2018).

During the process of this DDS, Gasabo population and stakeholder participatory approach was ensured in order to create a spirit of ownership. The stakeholders were consulted during its elaboration.

The Gasabo District Development Strategy (2018/19-2023/24) objectives are: to provide a single point of reference for mobilizing resources for implementation of the district priorities; to ensure that resources are channelled to priority programmes and activities to support implementation of the priority programme areas; and to ensure coordinated and effective delivery of services at district and lower local levels.

To achieve the district goal and theme, the following objectives have been identified as strategic:

- ❖ To increase agriculture and livestock production and productivity and value addition of yield for ensuring food security and targeting internal and external markets;
- ❖ To develop the PS in order to become an engine of socio-economic development of the district through increased employment and sustainable and profitable investment;
- ❖ To increase access to modern energy sources and to meet the ever increasing power demand for socio-economic development of the district;
- ❖ To facilitate land based transport across Gasabo district;
- ❖ To ensure 100% access to improved water and improved sanitation facilities in HHs;
- ❖ To actively contribute to the economic transformation through implementation of Gasabo master plan at 25% by 2024;
- ❖ To ensure that the ICT skills contribute to the district economic growth;
- ❖ To ensure the protection and conservation of the environment, and the optimal and rational utilization of the natural resources for the district development;
- ❖ To promote off-farm job creation by and for youth in order to ensure economic growth;
- ❖ To ensure equitable growth for all Rwandans through protection of vulnerable groups;
- ❖ To ensure universal accessibility of quality health services for the population of the District;
- ❖ To increase the literacy rate and competitiveness on job market;
- ❖ To ensure good service delivery and full engagement of population in decision making;
- ❖ To enhance access to justice within united and patriotic people;
- ❖ To ensure good management of public finances;
- ❖ To ensure access to financial resources and monitor their good use

The District Development Strategy is structured into seven chapters: chapter 1 the introduction that defines the foundation of the DDS, the District's achievements and methodology's for its formulation. Chapter 2 discusses the district profile, achievement in different sectors during DDP Implementation, challenges faced by the district; SWAT analysis was also discussed and enumerated district stakeholders. Chapter3 emphasizes the methodology used to elaborate this DDS. This chapter discusses also how Gasabo District Development Strategy will contribute to the



implementation of projects that have been identified as relevant within the District in upcoming six years. Chapter 4 the chapter constitutes the core of this DDS. It defines key new priorities that will enhance the realization of the district's economic, social and good governance transformation pillars for the next six years according to the challenges mentioned. These priorities, on their side, are ranked according to their level of relevance to the district development. It contains also the contribution of this DDS to the achievement of NST through its thematic areas and foundational issues. The result chain through which this DDS will be implemented is also described. Subsequently, chapters 5 and 6 define the implementation framework and monitoring and evaluation respectively. Chapter 7 discusses the costing for the identified prioritized strategies. The estimated budget to implement the defined priority actions in order to achieve the targeted outputs across the six years is Rwf. **112,029,837,376** billion. The District will strongly emphasize and mobilize private-public partnership to finance the budget as the PPP. The district vision is to provide a high quality of life for the people of this district. The DDS is therefore dedicated to the people of the district.

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## **CHAPTER 1: INTRODUCTION**

The Republic of Rwanda is striving to become an upper income country by 2050 with knowledge-based economy. Therefore, the Vision 2020 was adopted by The Government of Rwanda in 2000 as a long term planning tool with a primary objective of transforming Rwanda into a middle-income country by the year 2020, To achieve this target, middle term poverty reduction plans have been set from 2002 defining clearly the targets and resources to be mobilized per sector in order to ensure good quality of life of its population. This was implemented through the medium-term planning framework known as Poverty Reduction Strategy Plan (PRSP1) then Economic Development and Poverty Reduction Strategy (EDPRS I & EDPRS II) for the period of 2002 to 2005, 2008-2012, 2013/14 to 2017/18 respectively supported by Sector Strategic Plans and District Development Plans. Based on the success of the past phases, the Government of Rwanda has decided to be driven by the Vision 2050 with the target of transforming Rwanda into a middle-income country by 2035 and an upper-income country by 2050. These targets will be materialized by the National Strategy for Transformation (NST-1), Sector Strategic Plans and District Development Strategies to cover the period 2018/19 to 2023/24. Such materials are likely aligned with global and regional planning commitments including the Sustainable Development Goals (SDGs), the EAC Vision 2050. The National Strategy for Transformation (NST-1) is built on the commitments contained in the 7 Year Government Programme (7YGP) and linked to the other regional and international plans sus-cited. In line with this NST-1 Gasabo District, as well as other Districts, is required to develop comprehensive 5-years (2018/19-2023/24) development strategies (DDS) that will guide actors in the District over the medium term. This DDS is centered on three pillars which are Economic transformation, Social Transformation and Transformational Governance and distributed into sixteen sectors Strategic Plans, 7 cross cutting issues and District Development plans (DDPs). To elaborate this DDS, several documents have been reviewed in order to understand the district profile, to determine priorities and their baselines. In fact, national surveys and census mainly EICV4 and DHS5 have been consulted to complement district reports. Gasabo district development strategy has been developed through a participatory process engaging various stakeholders. Priorities have been developed by ascending methodology from village to district level whereof priorities were defined by population in community forums, including

umuganda, focus group discussion, public hearing and discussion, and then consolidated for formulating priorities of the district by the District. The district partners and stakeholders have been also consulted during this process. More consultations were held with the Province steering committee while the quality of the developed document was ensured by the MINALOC.

The District Development Strategy is structured into seven chapters: chapter 1 the introduction that defines the foundation of the DDS, the District's achievements and methodology's for its formulation. Chapter 2 discusses the district profile, achievement in different sectors during DDP Implementation, challenges faced by the district; SWAT analysis was also discussed and enumerated district stakeholders. Chapter3 emphasizes the methodology used to elaborate this DDS. This chapter discusses also how Gasabo District Development Strategy will contribute to the implementation of projects that have been identified as relevant within the District in upcoming six years. Chapter 4 the chapter constitutes the core of this DDS. It defines key new priorities that will enhance the realization of the district's economic, social and good governance transformation pillars for the next six years according to the challenges mentioned. These priorities, on their side, are ranked according to their level of relevance to the district development. It contains also the contribution of this DDS to the achievement of NST through its thematic areas and foundational issues. The result chain through which this DDS will be implemented is also described. Subsequently, chapters 5 and 6 define the implementation framework and monitoring and evaluation respectively. Chapter 7 discusses the costing for the identified prioritized strategies.

## **CHAPTER 2. OVERVIEW OF THE DISTRICT**

### **2.1. District Profile**

#### **2.1.1. Geography**

##### **2.1.1.1. Location of Gasabo District**

Gasabo District is one of the three Districts of City of Kigali, with 15 sectors, 73 cells and 481 villages (imidugudu). It is bordered by Kicukiro district (South), Nyarugenge (West), Rwamagana (East) and Rulindo and Gicumbi (North). The district's landscape or surface area is 429.2 km<sup>2</sup> of which a big portion is rural while the small portion represents the developed urban area. It has 15 sectors which are Bumbogo, Gatsata, Gikomero, Gisozi, Jabana, Kacyiru, Kimihurura, Kimironko, Kinyinya, Ndera, Nduba, Remera, Rutunda and Rusororo.<sup>1</sup>

##### **2.1.1.2. District Demography**

According to the results of the 4<sup>th</sup> population and Housing census (2012) indicated that Gasabo district has a population of 529,561 representing 46.8% among them male represent 51.7% and female 48.3% of the total population for Kigali City (1,132,686 population) and 5% of the total national population (10,515,973). This population is distributed into urban and rural represented by 69% and 31% respectively. The average age of population is 25.5 years.<sup>2</sup>

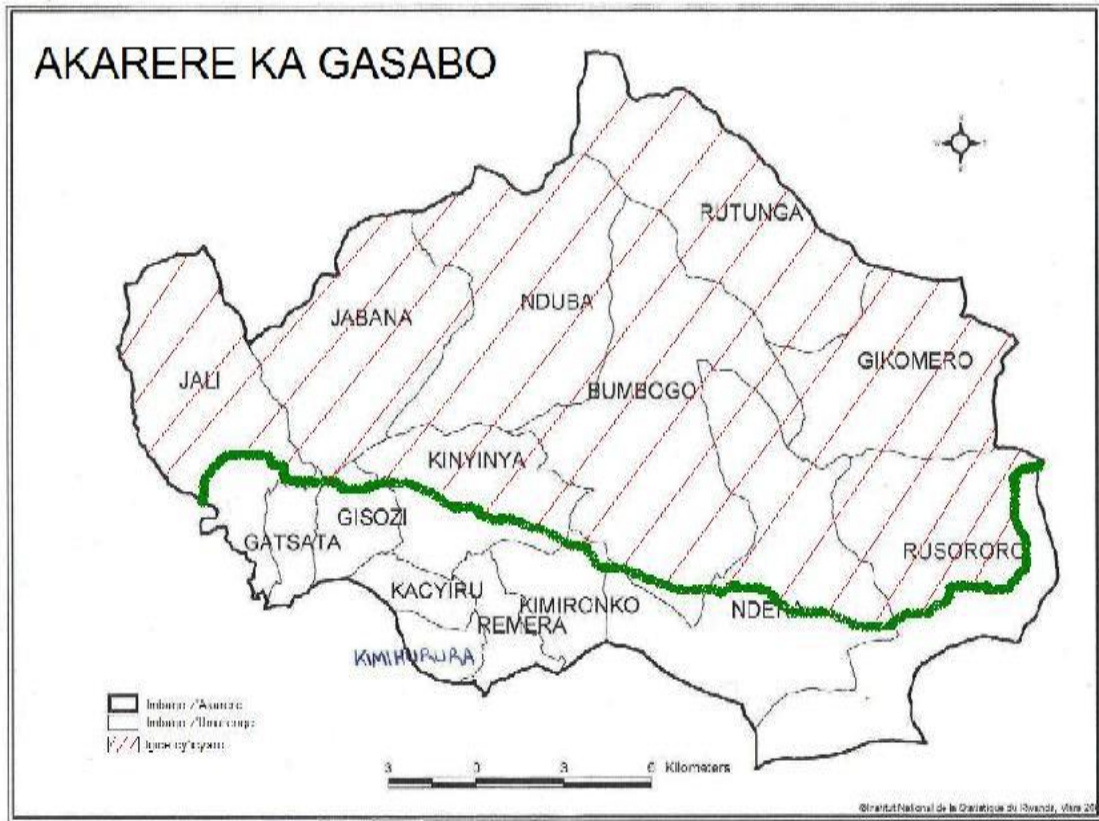
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<sup>1</sup> Gasabo, DDP, 2013-2018

<sup>2</sup> Fourth PHC, 2012



Figure 1. Administrative Map of Gasabo District



Source: Gasabo DDP 2013-2018)

### **2.1.1.3. Topography<sup>3</sup>**

Gasabo district is characterized by the mixture of high mountains with average altitude of 1,800m mainly located in the rural zone, sloping basins and valleys. The district has over 30 wetlands and small rivers traversing through the valleys. The main unique long river of about 50Km long and 1,000M wide is the one that originates from Lake Muhazi and traverses through marshy and boggy valleys before emptying into the Nyabugogo River and thereafter connects to the Nyabarongo River. Also, Lake Muhazi in the North and part in the East borders Gasabo district.

Similarly, other water sources of importance are: Sumo River in Rugende which ends in Akagera River, Buliza River that traverses through Karuruma, Umulindi and Rusine centers before emptying into Nyabugogo River. These marshlands or wetlands provide potentialities to the district if well reclaimed can enhance or increase agriculture productivity, improve tourism, improve environmental ecological system as well.

### **2.1.1.4. Flora and Fauna<sup>4</sup>**

Gasabo district has the largest forest cover compared to the other districts in Kigali City and is well linked to large rural zone area.

However, the natural flora has been largely depleted and being replaced with artificial vegetation mainly of eucalyptus trees. The few remaining natural vegetation is found in the swamps and in the uncultivated small areas. The natural vegetation type occupying the low plains include papyrus *Typhalatiforia* (umuberanya), *Cyperuslatiforialius* (urukangaga) while those in stagnant water or slow flowing waters of Lake Muhazi are phragmites (imiseke) and *Nymphaea maculate* (amarebe).

Faunais characterized by a large diversity of bird species and small wild animals compatible with the existing vegetation cover in the District. Few aquatic animals (fish) are found in Lake Muhazi which includes: tilapia, barbus, *clariasgaliepunus*, common carpe, *haprochromis*). Therefore, conservation of the District's vegetation is relevant to development of the District through natural disaster management and protecting environment and climate change.

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<sup>3</sup> Op cit

<sup>4</sup> Op cit

### **2.1.1.5. Climatic Zones<sup>5</sup>**

Gasabo District has two major climatic seasons in a year, namely, the dry and rain seasons. The two major climatic seasons alternate within the year, hence, the District experiencing two dry seasons and rain seasons as defined below. However, important to note is that duration for these seasons are irregular, though, on average the duration is as indicated in the table below. The average temperatures are about 22oC and rains received range between 900 and 1,500mm annually.

### **2.1.2. Socio-Economic Environment**

#### **2.2. Overview of District Achievements during DDP Implementation**

With its current economic situation, the district has progressed economically during the last five years. In fact, in Gasabo district the Poverty rate is 23.4% (EICV4), and the Extreme-poverty is 11.3%(EICV4). According to the Residents aged 16 and above in labor market is 70.1% , while Labor force participation rate for Male is 78.2%, Female is 61.3%, and Both is 70.1%. The employment rate for Male is 60.1%, while Female is 39.9 (RHPC4). Unemployment rate for Male is 35.3%, and Female is 64.7 % (RPHC4). Inactive is 38% for Male, while 62.1% is for Female. Youth in Rwanda which is aged between 14-35 years according to (RPHC4), Employed are 60.7% for Male and for Female is 39.3%, Unemployed: Male=34.6%, Female=65.4%. Inactive: Male=41.9%, Female=58.1%<sup>6</sup>. When compared with the other districts of Kigali City, Gasabo district comes last after Kicukiro and Nyarugenge districts, which have 2.8% of extreme-poverty, 5.5% poverty and 91.7% non-poor population, and 3.6% extreme-poverty, 6.5% poverty and 89.9% non-population which is poor respectively.

This part presents the current status of the districts, main achievements description of existing features as well as challenges related to each and every development sector.

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<sup>5</sup> Op cit

<sup>6</sup> Fourth PHC, 2012

### 2.2.1. Agriculture

Agriculture in terms of crop production and livestock is the second main economic activity in Gasabo District. According to EICV4, 32.8% of the populations in Gasabo are employed by agriculture sector including the wage farm (6.9%) and independent farmers (26.1%). This rate has been reduced from 40% reported by EICV3. The table below shows more details on agriculture and gender issues.

**Table1. Distribution of Gasabo Population involved in Agriculture sectors**

Economic Activity	TOTAL WORKERS		Gender		Percentage	
	Count	Percent	Male	Female	Male	Female
Total	493,302	100	314,154	179,148	63.7	36.3
Agriculture, forestry and fishing	27,830	5.6	15,070	12,760	54.2	45.8

**Source: RPHC4, 2012**

Currently, this sector is dominated by extensive agricultural practices and it is predicted that the communities dependent on agricultural-based activities will be reduced considerably in the future. This is because the District Master plan shows that the land reserved for agriculture will be reduced from 31,683 hectares to 17,323 hectares (representing a decrease of 45%). However, it is important to note that Gasabo District needs to sensitize its citizens to shift from extensive to intensive practices and try to ensure that their agricultural products are processed and are market oriented rather than aiming to consumption only.

Below sections describe the situation of this sector.

#### a. Crop production

According to Seasonal Agricultural Survey, 2017 Season B, agricultural physical land is 28752.7 Ha; including cultivated land (59.4%), fallow (15.4%) and pasture (0.5%) while the non-agricultural land represent 24.7%. The same survey showed that the main crop produced are legumes and pulse representing 27% of cultivated land followed by cereals 23.8%(especially sorghum and maize) and banana on 17%.

**Table 2. Table 2: Cultivated area by crop type, productivity and production**

<b>Crop/Crop category</b>	<b>Area (Ha)</b>	<b>%</b>	<b>Productivity (Kg/Ha)</b>	<b>Production (MT)</b>
<b>Cereals</b>	<b>5,154</b>	<b>23.80%</b>		
Maize	1,476	6.80%	762	284
Sorghum	3,653	16.90%	1,183	640
Paddy rice	25	0.10%	-	
<b>Tubers and Roots</b>	<b>3,704</b>	<b>17.10%</b>		
Cassava	1,947	9.00%	2,637	1,217
Sweet potato	1,034	4.80%	4,780	470
Irish potatoes	357	1.60%	5,255	25
Yarms& Taro	367	1.70%	3,376	389
<b>Bananas</b>	<b>3,822</b>	<b>17.60%</b>		
Cooking banana	1,509	7.00%	3,350	3,469
Dessert banana	1,230	5.70%	3,900	1,227
Banana for beer	1,083	5.00%	3,210	1,126
<b>Legumes and Pulses</b>	<b>5,855</b>	<b>27.00%</b>		
Bush bean	4,773	22.00%	739	1,112
Climbing bean	103	0.50%	2,131	44
Pea	202	0.90%	597	1
Groundnut	313	1.40%	644	22
Soybean	464	2.10%	589	40
<b>Vegetables and Fruits</b>	<b>807</b>	<b>3.70%</b>		
vegetables	514	2.40%	8,540	2,208
Fruits	292	1.30%	1,633	209
<b>Other crops</b>	<b>2,333</b>	<b>10.80%</b>		
<b>Developed land</b>	<b>21,675</b>	<b>100.00%</b>		
<b>Agricultural physical land</b>	<b>16,756</b>	<b>77.30%</b>		
<b>Fallow land</b>	<b>4,344</b>	<b>20.00%</b>		

**Source: NISR, 2017 Seasonal Agricultural Survey - Season B**

The crop production is governed by agricultural inputs as well as agricultural methods used. In fact, the season B of 2017, in Gasabo District mixed cropping was found in 85.2% of cultivated land which is higher than the national average (80.2%) while improved seeds are used in only 2.7% of cultivated land. Moreover, the use of fertilizers still at low level where by in cultivated land organic and inorganic fertilizers are used in 28% and 6.2% of all plots respectively.

During the last five years, the District made more efforts in mobilization of farmers aimed at increasing the production and productivity of crops. Thus, 320ha of banana plantation, 346ha of key marshland have been rehabilitated while irrigation have been promoted especially Small Scale Irrigation Technology (SSIT) whereby 34 irrigation machines have been supplied to farmers.

#### **b. Livestock**

The livestock in Gasabo district is mainly represented by cows concentrated in peri-urban area as well as in HHs in rural area. In fact, Girinka program is a national program implemented annually by in Gasabo to encourage the support of vulnerable households by either the government, its economic partners by offering cows. The programs also encourage neighbours to support each other the same way, in order to insure sustainability and ownership of the program.

According to last results, a significant number of cows (2994 cows) were offered to 1,320 vulnerable households until end of the year 2015, as per the table 3bellows.

**Table 3.Cows distributed to vulnerable households**

	<b>Till 2010</b>	<b>2011-2012</b>	<b>2012-2013</b>	<b>2013-2014</b>	<b>2014-2015</b>	<b>2015-2016</b>	<b>2016-2017</b>
<b>Nbr of cows</b>	990	348	266	373	251	760	354

**Source: Gasabo LED, 2017**

In order to improve the both quantity and quality of Gasabo milk production, each year both artificial insemination and vaccination services are delivered. Until last December 2017, 9139 cows artificially inseminated while 23,069 cows were vaccinated against diseases. Agro-

processors are critical in this important sector as they act as large-scale buyers of farmers' produces. They also engage in significant value creation. MINICOM works with agro-processors across varied SMEs, including maize, pineapple, rice dairy among others. Gasabo district presents a great opportunity of creation of agro-processing plants as it has the special economic zone dedicated to industry development and considering its location, city of Kigali, whereby the market is assured.

### **2.2.2. Transport**

According to EICV4, 14.2% of HHs has their own means of transport including 4.2% with cars, 0.7% with motorcycles and 9.4% with bicycles while 62.8% use public transport stage regularly.

Currently, the District has weak and poor quality basic infrastructures including urban road networks and connectivity compared to the high and growing demand in the sector. Although the transport sector constitutes one of the sectors offering huge job opportunities highlighted by the CoK Master Plan, basic infrastructure is still weak compared to the high and growing demand in the sector. The development of the sector will focus more on improving road network and other types of transport, reorganizing transport services, to accommodate growing traffic of goods and services mainly public transport. Poor quality of rural and urban road network and connectivity are a challenge to speeding up the development of the District through motivating the private sector development.

Poor infrastructure development in rural areas due to limited number of tarmac ked roads, paved road and asphalt roads connecting to main roads leading to business centres, modern complex markets and other administration offices is an issue. In this regard, the rural areas broken-off and or become costly to access markets and other service centres. The gaps in the road network affect public transport, prevent easy mobility of citizens, and demotivate them to live far from the main town Centre. The consequence is the continuous mushrooming of slums even in the previous zones with low population density.

Huge gaps in transport services since 2008, with the exception of private transport facilities, the transport sector was characterized by formal and informal operators of buses and mini buses, sedans, wagons, trucks and motorcycles. During the last five years, the district made more efforts in developing the district transport network. In fact, 24.9 km of asphalt road were constructed, 12.9 km of cobblestones constructed, 42.4 km of marrum road rehabilitated, 105 km feeder road

constructed in different sector of Gasabo district, 7 bridges were constructed. This was achieved through a strong partnership between the District, RTDA and City of Kigali; Mobilization of people around the concerned area to issue land where it was required; as well as contribution of local population in terms of funds. In addition, asphalt road with walk way, water drainages, greening were constructed in Kimironko, Kibagabaga and Kimihurura sites.

However, the district has got some persistent challenges affecting the transport sector including:

1. High cost associated with the high demand which are disproportional to the annual allocated budget;
2. Some of the existing roads do not have standard dimensions which needs extension of it and it results into cost implications due to expropriation;
3. Quarries of good quality cobblestones is rare to find and it affects implementation cost.
4. Production rate of stone shaping machine is very slow and this affect the execution period of cobblestone roads.

### **2.2.3. Urbanization and Rural Settlement**

The urbanization and settlement are governing in Gasabo District by both Kigali Master plan and Gasabo detailed master plan. To those plans, there are also laws and regulations regulating settlement and housing in Rwanda. The implementation of the Gasabo detailed master plan has been evaluated at 17% in 201. The priority of Gasabo district is to improve urbanization settlement as per Gasabo master plan through Developing Affordable Houses in collaboration with Private Sector & other Partners like Rwanda Social Security Board. According to the District administrative data/ 2015/2016, in last five years, achievements were realised among them, Households in imidugudu : 4,742 (3.45%), Households in planned area : 14,985( 10.9%), Dispersed/isolated HHs : 37,238(27.06%), Households in Slums : 80,181 HHs( 58.5%) of all households(HHs) in Gasabo are 137,146. Currently, as the master plan period is for 5 years, CoK is in process of revising Gasabo Master Plan.

According to Kigali City Master plan, Gasabo District will be a highly urbanized District and therefore having standardized urbanization. Transport and ICT infrastructures are essential for the realization of the District's objective of making Gasabo an administrative centre. Housing status in the District is below the standards of an urbanized city as people living in unplanned clustered

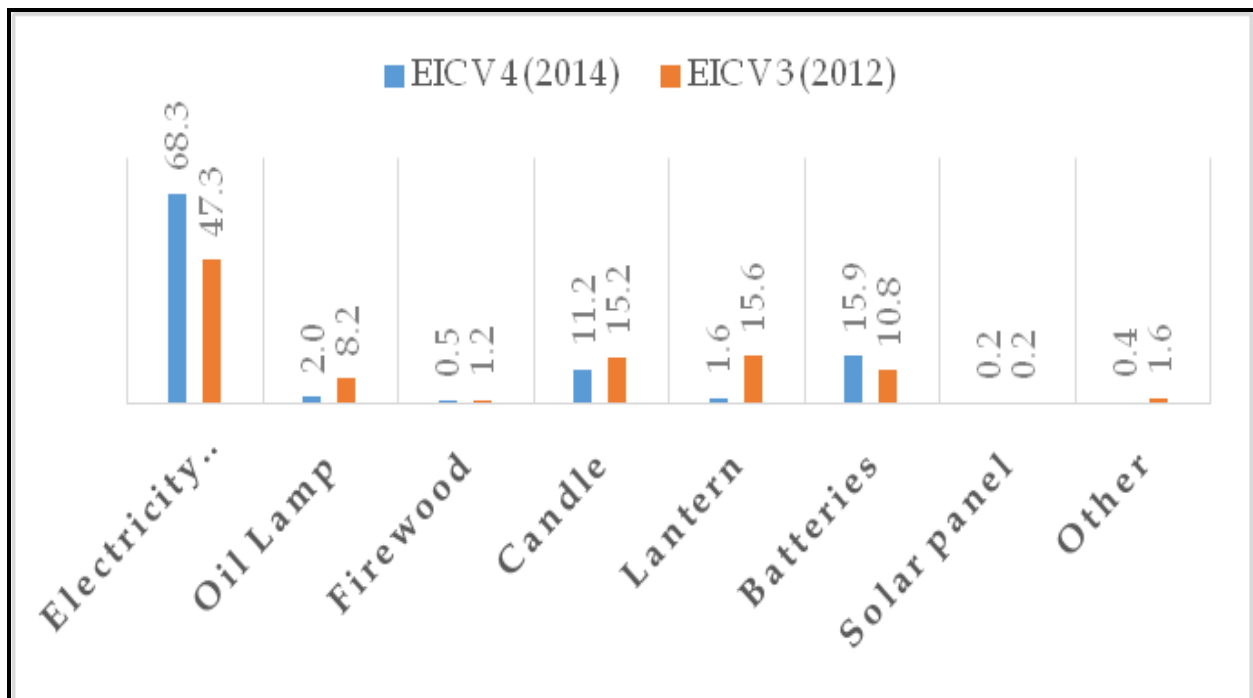


rural housing, isolated rural housing and settlement characterize the District. Data from the 4 PHC revealed that the majority of people (above 46 %) live in unplanned urban housing and 36 % of people live in isolated rural housing; only 3.5% live in Umudugudu (clustered rural settlement) fulfilling the minimum required standards. Due to the very high demographic increase combined with movement of people migrating from country side to CoK, Gasabo District include, and the primary need of having a shelter for every HH, the unplanned settlement still a challenge to the District as evidenced by the existence of densely populated slums. In some areas, those slums are observed in high risk zones and protected area (wetlands) which are against the master plan. During the last five years, Gasabo district made more efforts in upgrading the settlement from informal and slums to the planned settlements. Thus, 33 approved physical plans have been developed and approved in collaboration with the private sector out of which 17 sites are already serviced (3 Rusororo, 2Ndera, 4bumbogo, 2 Kinyinya, 3 Bumbogo, 1Rutunga, 2 Jali). Moreover, 3 informal settlement sites studies have been developed and approved to upgrade them to the formal and modern ways. The later has been achieved in close collaboration with the Rwanda Housing Authority. The persistent challenge associated with this formalization of settlement the fact that most of sites are being planned while they are already occupied which require more efforts in terms of expropriation for basic infrastructure. To remediate the challenge of housing, the district initiated the construction of affordable houses in collaboration with the private sector. Currently, 404 affordable houses have been constructed (360houses in URUKUMBUZI site, 14 houses in Ryakigogo/SEKIMONDO Site in Bumbogo and 30 houses of KOHAKI/Rwankuba. However, this initiative still has challenges that affect its' full implementation including High cost of construction materials, a limit number of private sectors in film of affordable housing, Lack of land bank, high cost of land acquisition, and high need of basic infrastructural, the financial ability of people in affording houses is still low. Additionally, Gasabo District counted 17,565 HHs house housing are located in high risk zones which need to be relocated to safe zone. Thus, the district established IDP model village and imidugudu sites which have been constructed with community participation through umuganda to accommodate the vulnerable families. So far, 117 families have been relocated to such safe houses.

### 2.2.4. Energy

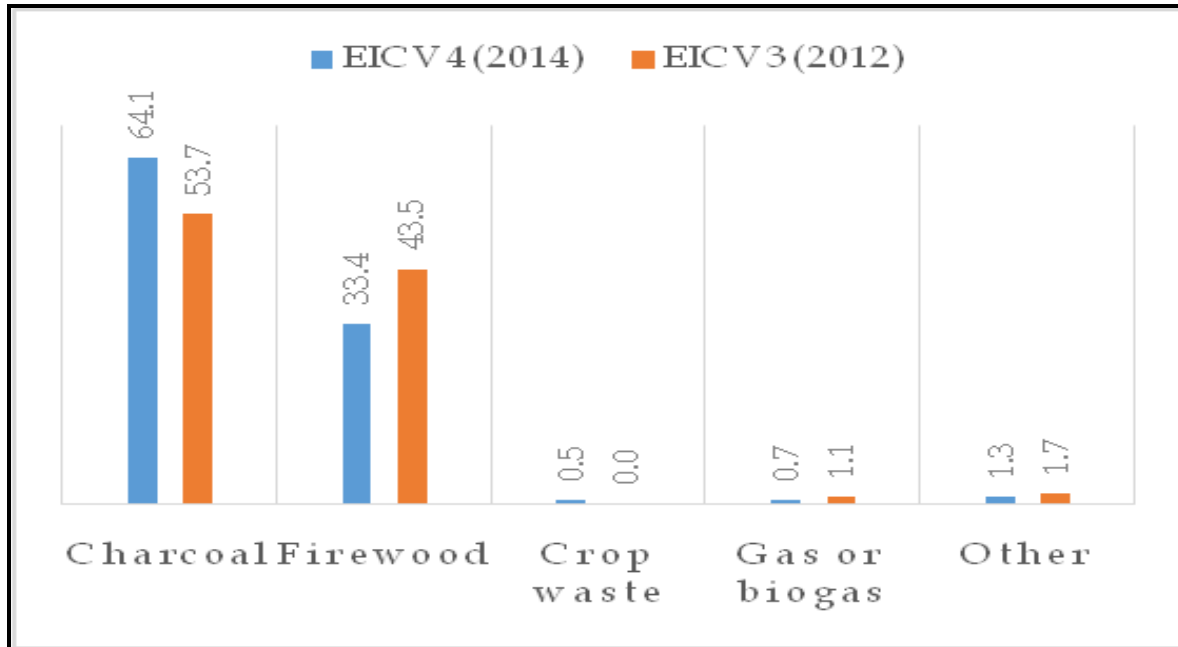
According to EICV4 (2014), in Gasabo district, the primary source of energy used by households for lighting are dominated by electricity (68.3%) followed by other sources like oil lamp, firewood, candle, lantern, solar panel, an battery. Additionally, the electricity network has been improved and currently the connectivity is at 100% ready for domestic lightning. Industrial energy facilities are in place for two industrial zones (Jabana and FTZ); Rusororo seems to be lagging behind in the acquisition of domestic lighting energy.

**Figure 2. Gasabo Main source of lightning**



Source: EICV 4 report, NISR 2014

Moreover, the same surveys showed that the main cooking energy in Gasabo district is charcoal representing 64.1% of HHs followed by firewood used by 33.4% of HHs while gas is used by 0.7% of HHs.

**Figure 3. Gasabo Main type of cooking fuel**

**Source: EICV 4 report, NISR 2014**

Even if there is a decrease in the use of firewood, an alerting increase is observed in the use of charcoal which is contrary to the national target as well as the environmental protection. The use of gas is an ideal for all people. But its access is limited by the financial means of some HHs and lack of awareness for others.

### **2.2.5. Environment and Natural Resources<sup>7</sup>**

Despite the district's efforts in environment and natural resources protection, the current state of environment and natural resource sector is characterized by environment degradation under urbanization pressure, rapid deforestation due to high firewood and charcoal demand for cooking, erosion on high steep slopes dominating the Northern part of the District (Jali), damaged wetland which needs rehabilitation and quarry lands in need of rehabilitation. In fact, the area covered by

<sup>7</sup> Op cit

forest have to be increased from 33% Ha to 45% Ha while a number of mines and quarry land is equal to 721. In the perspective of ensuring protection of wetlands, relocation plans of illegal activities from wetlands has been implemented, while the Environmental Impact Assessment (EIA) is a mandatory for Large capital projects. Environment committees and clubs are in place in the district and helps in environmental awareness promotion as well as promotion.

The current land allocation dominated by informal settlement on high-risk zones not only for the residents but also for the ecosystem equilibrium. The greening component seems to be often lagging behind or forgotten in many sites where the open spaces and protected areas represent less than 1%. However, the projected land allocation provided by the District master plan target a share of 4.2% for greening and open spaces, including wetlands and public parks.

According to EICV4 (2014), the main problems resulting from environmental destruction are due to the destructive rains (12.2%), mountain slides (2.1%) and floods (0.21%). Despite that, only 31.8% of HHs in Gasabo have rainwater catchments systems including ditches (25.6%), Rain water tank (4.6%) and Piped away (1.5%). This situation coupled with the urbanization pressure, settlement slums and shortage of water sources used by HHs showed that there is a very big gap which need more attention.

The District is also rich in various types of clay often of good quality. Clay deposits are concentrated in low laying levels and marshlands (Jabana, Kinyina sectors). This clay is used in bricks and roofing tiles making. There are also sand quarries, gravel and stones used for local construction works. The quarry exploitation is still undeveloped and owned by private individuals which affect negatively the environment.

#### **2.2.6. Private sector and youth employment<sup>8</sup>**

Considering the current economic situation of Gasabo District which intends to ensure knowledge based economy and increase the off-farm job creation, the private sector must become the engine of economy growth of the district. Over the last five years, the district achieved a lot in terms of development of private sector and youth employment as well. In fact, 15,621 people (44.2% are women) were mobilized to start 481 cooperatives and have invested 3.2 billion. At least two Business Development Advisors (BDAs) per sector have been mobilized and trained to offer assist in new business adventure especially those of youth.

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<sup>8</sup> Op cit

Indeed, those BDAs have been linked to Umurenge SACCOs and other financial institutions to support their daily activity which enabled 1,409 persons from those institutions.

**Table 4. Information on Access Finance by Sector and Gender**

		Gatsata	Gikomero	Gisozi	Kiruhura	Remera	Total/District	
<b>Number of Loans (Outstanding)</b>	Men	135	139	113	114	166	667	
	Women	118	41	76	102	135	472	
<b>Value of Loans (Outstanding)</b>	Men	102,266,657	57,443,092	130,508,917	81,325,765	86,494,983	458,039,414	
	Women	56,132,457	13,843,692	58,795,412	52,019,634	52,834,243	233,625,438	
<b>Number of accounts</b>	Men	2,844	3,883	2,220	1,855	2,501	13,303	
	Women	1,844	2,033	1,591	1,956	1,903	9,327	
<b>Deposits</b>	Men	135,765,488	84,417,380	114,381,318	82,245,670	87,616,477	504,426,333	
	Women	139,721,946	67,515,690	95,317,646	74,671,705	49,393,550	426,620,537	
<b>Bankable Population</b>	Men	2,839		9,136	9,400	15,607	36,982	
	Women	1,844		7,136	8,000	12,615	29,595	
<b>MEMBERS</b>	<b>Subscribed</b>	Men	2,844	3,883	2,217	2,567	3,078	14,589
		Women	1,844	2,033	1,589	2,454	2,353	10,273
	<b>Fully paid</b>	Men	2,365	3,706	1,933	1,201	1,142	10,347
		Women	1,701	2,110	1,511	1,048	965	7,335
	<b>Partially paid</b>	Men	472	81	284	1,046	1,016	2,899
		Women	143	54	78	1,174	866	2,315
	<b>Unpaid</b>	Men	6		-	320	929	1,255
		Women	1		-	232	520	753
<b>CAPITAL AMOUNT</b>	<b>Subscribed</b>	Men	15,230,500	10,475,000	22,170,000	25,670,000	30,780,000	104,325,500
		Women	10,557,000	6,638,250	15,890,000	24,540,000	23,530,000	81,155,250
	<b>Fully paid</b>	Men	14,190,000	11,294,500	19,330,000	12,010,000	11,420,000	68,244,500
		Women	10,206,000	5,654,000	15,110,000	10,480,000	9,650,000	51,100,000
	<b>Partially paid</b>	Men	1,040,500	131,000	1,311,700	5,121,500	9,049,500	16,654,200
		Women	351,000	192,000	314,000	5,840,000	4,093,000	10,790,000
	<b>Unpaid</b>	Men			1,528,300	8,538,500	10,360,000	20,426,800
		Women			466,000	8,220,000	9,876,500	18,562,500
<b>SACCOs' Staff</b>	Men	5	6	45	4	5	65	
	Women	8	3	35	6	7	59	

**Source: District Report, March 2018**

Additionally, several employment sites and facilities have been created either by the District or in partnership with Private Sector to increase business creation opportunity as well as increasing the district revenues. Those facilities include 4 main public markets (Gisozi, Kimironko, Mulindi and Gikomero), 8 selling points with 80-100 people capacity were availed (Kimihurura, Rubingo/Jali, Bumbogo, Kinamba/Kacyiru, Gatsata, Kisimenti/Remera, Bibare/ Kimironko, Zindiro/Ndera, Gasanze/Nduba, Indatemwa/Rutungu); 3 Taxi park, 43 Hotels, 241 Bars and restaurant, Integrated Crafts Production Centres in sectors of Gisozi, Gikomero, Kimironko, and Icyerekezo Gatsata complex garage constructed 100% of its phase 1(spare parts), 90% (Phase 2).

Such investment also have been made by some cooperatives whereby 4 infrastructures specialized in hardware, wood & metal workshops, and food product (ICPCs) of the value around 13.8 billion was accomplished by Duhahirane, COPCOM, ADARWA, APARWA. Such model of funds mobilization and investment is encouraged to ensure the involvement of the private sector in the district long-term development.

To ensure youth employment and employability, the technical training trainings have been promoted and those who graduates from them have been facilitated also to access the finance enabling them to start their SMEs.

Thus, 376 TVETs and VTCs graduates were facilitated to acquire toolkits and start-ups through the toolkit program; 2,184 were provided with loan through business development services; 683 women and young street vendors were supported through Girubucuruzi Program to access start up and strategic selling spaces in public markets. Here below there is are statistics showing the number of students by school according to Gender.

**Table 5. Graduates by School and Gender in Gasabo District**

Schools	Total number	
	Male	Female
TVT Bumbogo		56
VTC Gacuriro	80	70
VCT Club Hoteck Technic	41	35
Jyamubandi	14	18
EM VTC Remera	218	3
Incubation Center	52	35
TVET Giporoso	59	13
Training Center Gisozi	31	20
<b>Total</b>	<b>495 (66.4%)</b>	<b>250 (33.6%)</b>
<b>General Total</b>	<b>745</b>	

**Source: NISR, EICV 4, Thematic report: Education, 2014**

### **2.2.7. Financial Sector Development**

The access to finance is among the priorities of the government of Rwanda in order to facilitate the creation of new businesses and ensure poverty eradication. According to EICV4 2014, there is a great increase in terms of financial literacy from 2011 to 2014 both at national level and CoK level whereby 44.9% HHs hold at least one bank account in CoK in 2014 while this was 33.6% in 2011.

The increase of financial institutions in Gasabo district has been boosted by the establishment of Umurenge SACCOs in all 15 sectors of the District. These SACCOs are helping the population especially in rural areas of the District to enhance their savings portfolio in order to be able to invest in small and medium profit oriented projects hence reducing poverty levels in the District. In fact, 82,713 citizens were mobilized to become members of U-SACCOs, which holds a total liquid asset of 4.4 billion Rwf and they have so far benefited a total amount of 7.3 billion in terms of loan since 2011 with savings of 0.5 billion Rwf. Gasabo District started also Igiceri program as saving promotion strategy at village level.

To ensure access to finance, several informal financial groups have been created by different groups of people district wide. These groups contribute a lot in financial literacy as well as poverty reduction at HH level.

### 2.2.8. Education

The education sector in Gasabo District is dominated by the private sector whereby about 80% of schools both pre-primary, primary, secondary and tertiary schools are owned by private investors and civil society. More efforts which have been invested in this sector especially the mobilization, sensitizations have increased the attendance rates to schools at least for primary education. The following table shows the current situation in terms of schools' attendance in Gasabo District. The comparison is made between two periods and with the national average.

**Table 6. Gasabo, Education indicators**

Indicator	Rwanda		Gasabo	
	EICV 4 (2014)	EICV 3 (2012)	EICV 4 (2014)	EICV 3 (2012)
Primary NAR	87.9	89.6	92.3	89.3
Primary GAR	134.6	144	137.9	132.4
Secondary NAR	23	17.8	37.6	33.6
Secondary GAR	41.1	32.9	64.8	58
26-30Y attended tertiary education	3	1.7	6.6	4.7
Literacy ( $\geq 15$ Years old)	72.1	69.5	88.5	84.4
Computer literacy	8.4	5.3	23.5	17.4

**Source: NISR, EICV 4, Thematic report: Education, 2014**

#### ✓ Pre-primary education

The Pre-primary Education is organized in nursery schools for a period of three years for children between the ages of 3 and 6. The Government of Rwanda describes ECD as “the processes by which children from pre conception to six years grow and thrive physically, mentally, emotionally, morally and socially”. “Pre-primary schooling” or nursery schooling is an important part of ECD. (ECD policy and strategic plan MINEDUC 2011b).



Pre-primary education in Gasabo District is still not developed although the number of nursery schools has risen from 21, 6% in 2002 to 38,4 % in 2012(RPHC,2012). The District is confronted by insufficient number of schools in relation to the demand. This is largely due to the lack of funds for construction and to cover the running cost.

Currently more than 12.000 children attend the nursery schools in Gasabo district.

**Table 7. Nursery pupils enrolled since 2013 to 2017**

<b>Indicator/Year</b>	2013	2014	2015	2016	2017
<b>Total (pupils)</b>	5062	5366	11095	10,774	11,850
Male	2494	2631	5442	5,482	5,954
Female	2568	2735	5653	5,292	5,896
% of Male	49.3%	49.0%	49.0%	50.9%	50.2%
% of Female	50.7%	51.0%	51.0%	49.1%	49.8%

**Source: District Report, 2018**

This progress was due on the partnership between parents and schools aiming at enabling children to acquire required pre-primary knowledge. Moreover, the sensitization and role model schools have been reinforced in last 5 years.

#### ✓ **Primary education**

Primary Education lasts six years; the official school age at this level is from 7 years to 12 years. Primary education ends with a national examination which yields eligibility for Lower Secondary education studies. According to the district reports, Gasabo District has 106 primary schools with 1316 classrooms and attended by 95,336 pupils out of which 49.81% are female and 50.19% are male with 1816 teachers whereby 92% are qualified staff and 90% have been trained in teaching methods. The general pupil: teacher ratio is 52 and pupil classroom ratio is 72 with a dropout rate of 7.2%, for both male and female it is 7.6%.

**Table 8. Primary pupils enrolled since 2013 to 2017**

<b>Indicator/Year</b>	2013	2014	2015	2016	2017
<b>Total (pupils)</b>	77486	81964	91445	93240	96694
Male	38851	41207	46022	46629	48110
Female	38635	40757	45423	46611	48584
% of Male	50.1%	50.3%	50.3%	50.01 %	50.2%
% of Female	49.9%	49.7%	49.7%	50.99%	49.8%

**Source: District Report, 2018**

#### ✓ Secondary education

Secondary Education lasts six years; the official age for this level is from 13 years to 18 years. It is composed of lower secondary (the first three years) and upper secondary (the second three years) both ending with a national examination which respectively yields eligibility for upper secondary education and tertiary education studies respectively. Upon completion of lower secondary, students enter different fields of study such as sciences, humanities, languages, teacher training or technical studies.

According to district reports, Gasabo District has 111 secondary schools with 666 classrooms and attended by 20,672 pupils out of which 51.85% are female and 48.15% are male with 886 teachers whereby 95% qualified staff and 85% have been trained in teaching methods.

**Table 9. Secondary pupils enrolled since 2013 to 2017**

<b>Indicator/Year</b>	2013	2014	2015	2016	2017
<b>Total (pupils)</b>	20236	19157	<b>17777</b>	<b>19,536</b>	<b>20,672</b>
Male	9600	8949	8436	9,159	9,954
Female	10636	10208	9341	10,377	10,718
% of Male	47.4%	46.7%	47.5%	46.88%	48.15%
% of Female	52.6%	53.3%	52.5%	53.12%	51.85%

**Source: District Report, 2018**

The general pupil: teacher ratio is 23 and pupil classroom ratio is 33. The dropout rate is higher in lower secondary education (3.8%) than upper section (1.4%). Moreover, general drop out is 7.8%, this dropout rate is five times higher in girls 10.6% than boys 4.7%. the district needs to take more strategies to hundle this issue which affects its development

Technical and Vocational Education and Training (TVET) is taught in Technical Secondary Schools (TSSs), District has 20 TVET schools. Vocational Training Centres (VTCs) and Technical Tertiary Institutions (awarding Diploma and Advanced Diploma). TVET provides both young and unemployed people with the skills to gain productive employment. It also provides those already in employment with an opportunity to upgrade their skills, including entrepreneurs and those wishing to be self-employed.

**Table 10. Trends of school and students by year**

School cat/YR	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16
Pre Primary Schools				50	65	98
Pre Primary Students				5,062	5,366	10,774
Primary Schools	54	61	74	82	92	110
Primary Students				77,978	81,964	93,240
Secondary Schools	33	38	43	54	55	60
Secondary Students				20,236	19,157	19,536
VTC School	1	1	2	3	8	6
VTC Students				483	1,048	875

**Source: RPHC4, 2012**

School attendance among children varies across education levels: It is low (38.4%) for the preschool-age population (3-6 years), widespread (92.9%) for the primary school-age population (7-12 years), and moderate (69.4%) for the secondary school-age population (13-18 years) at the time of the census.

School attendance varies also across the sectors: For the preschool-age, school attendance is highest in Kimironko (59.7%) and lowest in Gikomero (21.1%). For the primary school-age, school attendance is

highest in Kacyiru (96.7%) and lowest in Gikomero (88.3%). For the secondary school, school attendance is highest in Kimihurura (77.1%) and lowest in Gisozi (61.7%).

The gross attendance rates are greater than 120% in all sectors, with minor variations except in Rutunga (117.3%). The net attendance rate (NAR) in Primary school for Gasabo district (87.5%) is below the NAR at Provincial and National level (89.2% and 88.2%, respectively). The highest net attendance rate in primary school (91.6%) is in Kimironko sector followed by Kacyiru sector with 91.1% while the sector with the lowest NAR is Rutunga with 79.9%.

At the national level, the net school attendance rate (22.0%) at secondary level is less than the rate at Gasabo district level (35.2%). Gross attendance rate in Gasabo district is more than 50% while the net attendance rate is less than 50%. This means that a big proportion of Gasabo children who are supposed to attend secondary school are not actually attending that level especially during their official school age. Gross attendance rate for females (59.7%) is less than the one for males (62.1%) while NAR for female (35.4%) is more than NAR for males (34.9%) in Gasabo district. At the sector level, the highest net attendance rate is in Kimironko (52.4%) and the lowest is in Gikomero (14.4%).

Among the population aged 3 years and above in Gasabo district, 15.8% of them has no education, 50.0% attained the primary level, 19.8% attained secondary level, and 1.2% attained university level. The level of educational attainment varies across sectors. Kacyiru has the highest percentage of secondary level attainment (30.9%) while Kimironko has it for the university level (17.6%).

#### ✓ **Tertiary education**

Tertiary Education is based on a credit accumulation and modular scheme (CAMS) system. The qualifications awarded at different tertiary education levels are set out in the Rwandan Higher Education Qualifications Framework.

The Framework has 7 Levels of exit awards:

Level 1: Certificate of education;

Level 2: Diploma in higher education;

Level 3: Advanced Diploma in Higher Education;

Level 4: Ordinary Degree;

Level 5: Bachelor's Degree with Honours;

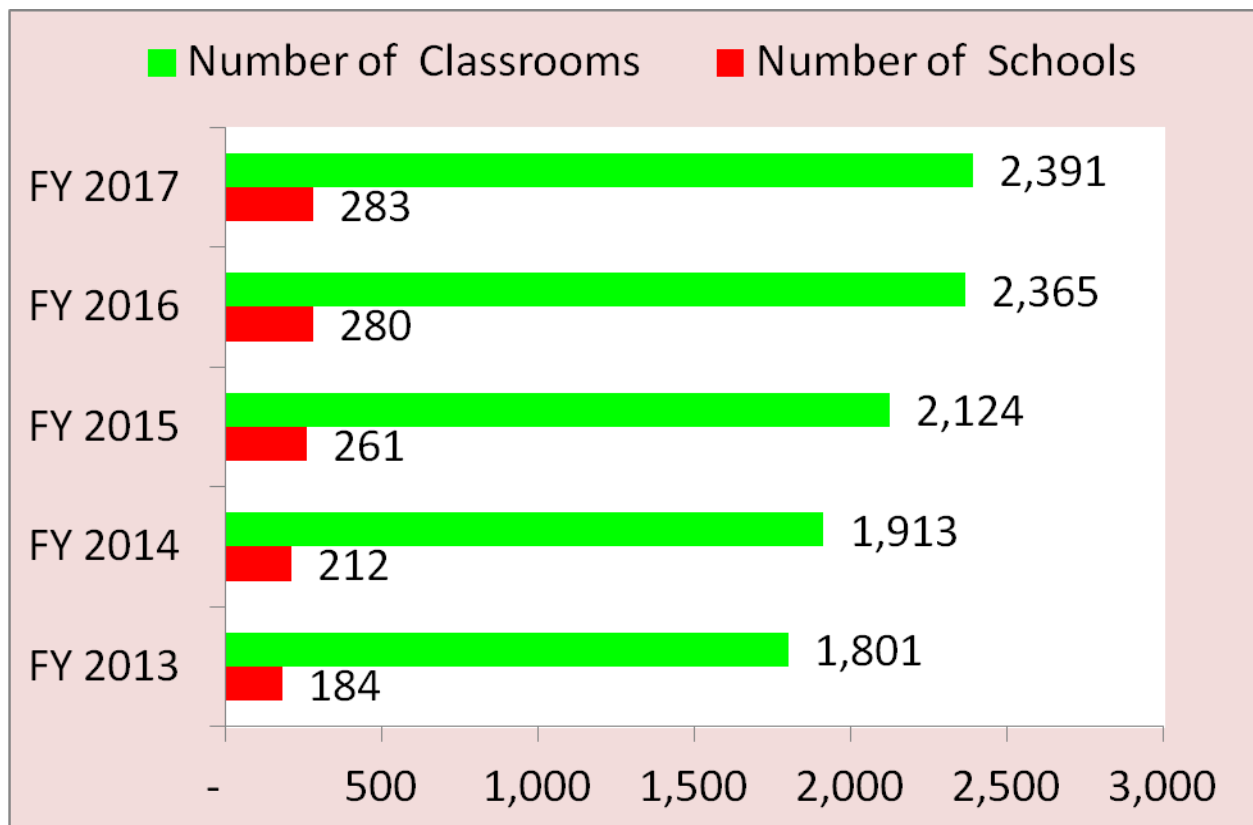
Level 6: Masters Degree and

Level 7: Doctorate.

Currently, Gasabo district count 3 higher learning institutions including ULK, AUCA and UR-Remera Campus. Moreover, considering its location with the CoK, whereby more HLIs are located, the accessibility in terms of distance is affordable however; financial constraints are the most obstacles that limit number of people to attend those institutions.

**Table 11. Trends of education infrastructures in last five years**

Indicator/ Year	2013	2014	2015	2016	2017
Nursery	49 schools/ <b>150</b> Schools	65 schools/ <b>163 classrooms</b>	110 Schools/338 Classrooms	<b>110 Schools/</b> <b>391Classrooms</b>	113 Schools/ <b>391</b> <b>Classrooms</b>
Primary	81 schools/ <b>1076 class rooms</b>	92 schools/ <b>1147 classrooms</b>	96 Schools/1183 Classrooms	<b>110 Schools</b> <b>/1343 Class</b> <b>rooms</b>	110 Schools/ <b>1343</b> <b>classrooms</b>
Secondary	54 schools /575 classrooms	55 schools/ <b>603</b> Classrooms	55School /603classrooms	<b>60 schools /631</b> <b>Class rooms</b>	60 Schools / <b>657</b> <b>classrooms</b>
<b>Total</b>	<b>184 schools</b> <b>/1,801classrooms</b>	<b>212 schools</b> <b>/1,913classrooms</b>	<b>261 schools</b> <b>/2,124classrooms</b>	<b>280 schools</b> <b>/2,365classrooms</b>	<b>283 schools</b> <b>/2,391classrooms</b>



Source: District Report, 2018

### 2.2.9. Health

A health population is fundamental in economic growth of any District. According to the Monographic Study Report published by the District in October 2013, the health network in Gasabo comprises Five (5) hospitals, 16 public Health centres, 29 dispensaries, 17 private clinics, 17 health post; Three community health workers at every village. However, this mapping of health facilities is not exhaustive because there are some who work without authorization of ministry of health nor district.

Within the health sector, issues such as mothers giving birth at homes, quality of health facilities and access to health facilities are due to the geographical difficulties in accessing health services (>10 km) in rural area zone. In addition, high population growth and insufficient medical equipment in Health Centres and District Hospitals are challenges affecting health services within the District. Meanwhile, during the last five years, Gasabo district has improved a lot health facilities and access. Indeed, it constructed 3 new health centers toward the target of having at least one HC per sector, 24 health post toward the target of having at least one HP per cell and district pharmacy was constructed and equipped. However, till now 3 sectors (Gisozi, Kimihurura and Kimironko) do not have yet a health center due to financial gap, as well as some other cells which lack health posts. Additionally, some of the existing health facilities which was dilapidated have been rehabilitated this include 5 health centres (Bumbogo, Kabuye, Kinyinya, Kagugu and Gihogwe) and Kibagabaga hospital. However, the Kacyiru hospital still have some gaps to meet the District hospital standards and needs to be extended. Regarding the health insurance coverage, the MUSA constitutes the main and most popular scheme providing financial accessibility, its management scheme is critical in that way it doesn't cover all kinds of medicines prescribed by medical personnel nor allows beneficiaries to go to any health facility of their preference as for the other health insurance schemes provided by employer to employees in formal sector (RSSB, MMI, insurance companies) target small population. According to (DHS5, 2015), only 73.5% of the populations of Gasabo are covered by any health insurance scheme. The following table shows distribution of those health insurance schemes in Gasabo District:

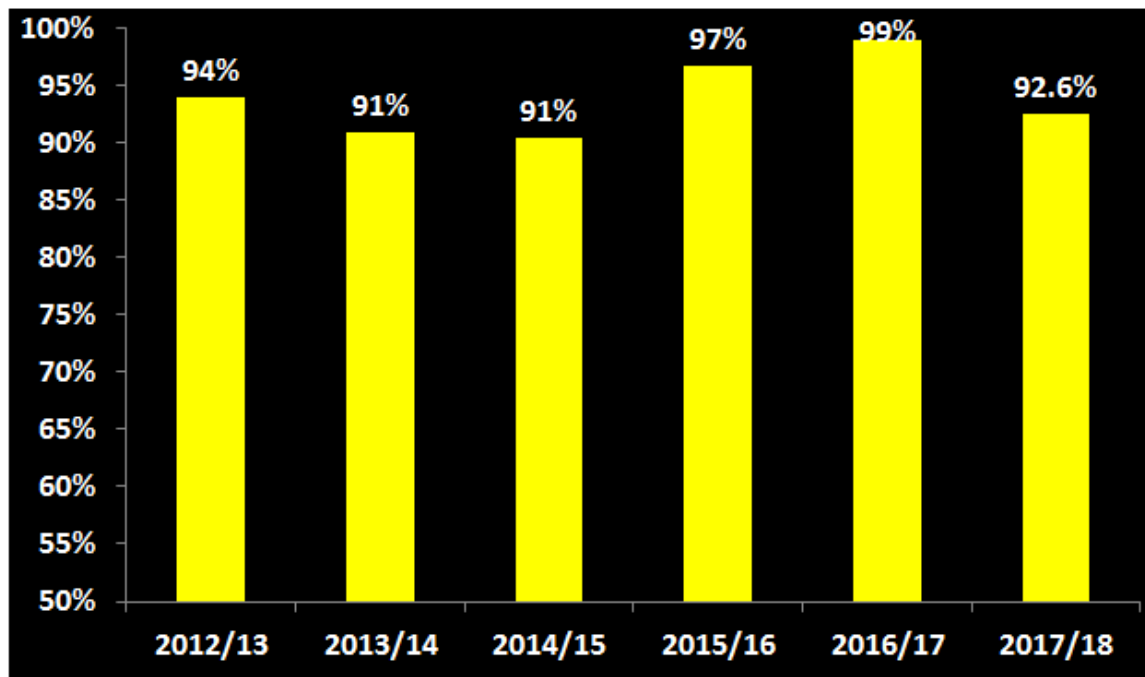
**Table 12: Distribution of health insurance scheme in Gasabo District**

<b>Year</b>	<b>Adhesion rate</b>
2003	7%
2004	27%
2005	44%
2006	73%
2007	75%
2008	85%
2009	86%

Source, NISR, DHS5, 2015

Population adhesion to CBHI was progressive, but the dynamics really started in 2004: Adhesion rates increased rapidly from 7% in 2003 to 85% at the end of June 2008.

## Gasabo CBHI adhesion/Achievement



Source: District performance contract reports



### **CBHI/MUSA Categorization, membership and financing**

The households are put in categories based on their social-economic status, and their property , in terms of land and other belongings and what the families' breadwinners do to earn a living.

The categories are as follows:

- **Category 1:** Families who do not own a house and can hardly afford basic needs.
- **Cat.1,** For CBHI contribution group 1, an annual premium of RWF 2,000 will be paid. As this group is comprised of **the most vulnerable and poor**, it is envisaged that their contributions will be paid by a third party, either the GoR or development partners. **Currently, Category 1 member premiums are paid by the government**
- **Category 2:** Those who have a dwelling of their own or are able to rent one but rarely get full time jobs.
- **Category 3:** Those who have a job and farmers who go beyond subsistence farming to produce a surplus which can be sold. The latter also includes those with small and medium enterprises who can provide employment to dozens of people.
- **Category 4:** Those who own large-scale business, individuals working with international organizations and industries as well as public servants.

<b><u>Ubudehe Category</u></b>	<b><u>MUSA membership in Rwf</u></b>	<b><u>Responsible / concerned</u></b>
Cat. 1	Rwf 2,000 (≈ \$2.3 )	State/ Rwanda GoV
Cat. 2	Rwf 3,000 (≈ \$3.5 )	Individual/ Family
Cat. 3	Rwf 3,000 (≈ \$3.5 )	Individual/ Family
Cat. 4	Rwf 7,000 (≈ \$12 )	Individual/ Family

- Rwanda's health insurance is also provided by other players such as SORAS, SONARWA, MMI, RADIANT, CORAR, etc.
- Cut-down on time and reducing of the citizens' resources spent to pay CBHI/MUSA: a CBHI subscriber has to pay the premium and take the bank slip to the Health Center /public insurer.
- Currently, the Government of Rwanda has installed a new payment method through **Rwanda Online (Irembo) and or by mobile phone/Mobile money.**

According to (DHS5, 2015), the District health profile shows that HIV prevalence is at 5.9% (7.4% in female and 4.4 % in male) for the population aged between 15-49. This prevalence is higher than the national average which is 3.6% for female and 2.2% for male of the same group of people. 98.5% of pregnant women receive Antenatal care from skilled provider, 95.1% of delivery happen in health facility with skilled provider (including 92.0% happened in public facilities and 3.1% in private). The stunting rate among children under 5 years is 22.3 % compared to 38% at national level. The issue of early childbearing is very high whereby 12.5% of female aged between 15-19 begun childbearing compared to 7% at national level. The fertility rate is at 4.0% compared to 3.0% wanted by the same people. The use of contraception is still at low level whereby 44.3% of active women (15-49) and 54.9% of men of the same age group. The mortality rate of under 5 years old is 41 per 1,000 live birth compared to 50 at national level (DHS5, 2015). These figures show that there still room of sensitization of the population of the emergent diseases, both communicable and non-communicable, Maternal and Child Health as well as behaviour change from different groups of people in the district. About teenage pregnancies, 13 % of young women age 15-19 have begun child bearing in their teenage age in Gasabo District compared to 10% and 7% in CoK and national level respectively (DHS 2015). Regarding the health personnel, there is a real gap in terms of doctors, nurses, midwifery, etc. in fact, the district counts currently 22 doctors (both GP and Specialists, 255 nurses, 64 midwifery).

**Table 12. Current status of Health Personnel in Gasabo District by Gender**

Characteristics	Specialists	Medical Doctors	Nurses	Midwifery
Female	3	5	201	63
Male	2	12	54	1
Total	5	17	255	64

**Source: District Report, 2018**

This situation reflects the need of increasing and empowering health personnel in Gasabo District. Regarding the trends in Health infrastructures, Gasabo District still need more infrastructures to satisfy the demand. Here below trends on available health infrastructures by sector.

**Table 13. Trends of health infrastructures by sector**

<b>Health infrastructures ( Public + Private)</b>				
<b>Category</b>	<b>Baseline 2000</b>	<b>2000-2005</b>	<b>2006-2010</b>	<b>2011-2017</b>
Hospital	-	-	2	4
Health Centers	10	12	16	17
Pharmacy	-	8	22	63
Health posts	-	1	6	24
Maternity	-	-	-	1
Clinic HIV	-	4	6	20
Laboratory	-	-	-	2
Dispensaries	-	4	11	36
<b>Total</b>	<b>10</b>	<b>29</b>	<b>63</b>	<b>167</b>

**Source: District Report, 2018**

#### **2.2.10. Water and sanitation**

The EICV4 reported that 85.6% of Gasabo district households use improved drinking water source which are accessed in meantime of 9.5 minutes compared to 84.8% which are accessed in meantime of 11.2 minutes at national level. Meanwhile, this situation of the district has been improved over the last years whereby it was 84.7% accessed in 11.7 minutes in 2012. The target of EDPRS 2 on sanitation was to have nationally 100% of the total population with hygienic sanitation by 2018.

In terms of sanitation, the EICV4 reported that Gasabo district has 94.0% of households have improved toilets while 1.3% do not have toilet whatsoever. Only 48.2 % of HHs use improved toilets and not shared with other HHs. To this, there are about 14.3% of HHs with handwashing places after toilets. The district in collaboration with CoK have put in place one landfill in Nduba Sector to serve the whole CoK. This site presents some environmental and sanitation threats which needs to be remediated. Currently, 11 waste collection companies were created and are operational among which three (3) waste collection companies have been contracted to offer cleaning service (Roads and public spaces) by the District; additionally, each sector contracts at least 1 waste collection company for all households. However, support is needed to improve the system and hence reduce households' expenses on waste disposal, which are not coherent with their income. Additionally, 14 hygiene and security patrols cars have been bought to facilitate monitoring of hygienic issues across sectors, greening and pavement at schools and at health facilities, 4 new public toilets constructed in Kacyiru, Rusororo and Jabana Sectors. According

to 4PHC, sanitation remains challenging because not only does it affect global livelihood of the community but it also constitutes a key indicator of modern urbanization. The directives of construction emphasize the mainstreaming of sanitation issues by providing environment impact assessment and waste management plan in all new construction projects. The level of the District seems to be low where it is closer to the national level of quasi urban District.

In addition to the household sanitation facilities, the public sanitation facilities remain insignificant where there are only 900 public toilets in urban sectors and 413 rooms in peri- urban sectors with a half of sector without any single room of public toilet.

### **2.2.11. Social Protection**

Household vulnerability in Rwanda is often defined not only by pure consumption poverty but also by households' ranking under the system known as ubudehe (NISR, 2012). In Gasabo district, vulnerable households include those headed by disabled people, children under 21 years old and in some cases women.

According to EICV 4, in Gasabo district 9.4% of children under 18 years old do not live with either parents. This situation is very alarming because among them 6.1% have their both parent alive and habit somewhere countrywide. Thus, some of this children are known as street children and do not get the basic needs as defined by the Government.

Under the ubudehe categorization, communities periodically rank the households in their area on a scale of 1 to 4 according to their perceived poverty and vulnerability status, with a score of 1 being the most vulnerable and 4 the least.

Another group of vulnerable people include the survivors of genocide against Tutsi who need special treatments, shelters, etc. Moreover, a special attention is turned to the old people who do not have any other supporting active person with them. To these group, the historically marginalized people are also classified as vulnerable.

To support those vulnerable HHs, the Government of Rwanda in General put in place supporting programs including VUP, Girinka, support to genocide survivors through FARG, etc. Thus, Gasabo district ensures the accountable implementation of these strategies.

### **2.2.12. ICT**

ICT facility and ICT usage are important tools and therefore need to be part of doing business and service delivery. Its usage contributes simultaneously to reducing operating costs for doing business and service delivery. Despite its geographical features especially location which offer to the district the advantage of getting a full telephone and internet network coverage, the use of this opportunity still need to be improved. However, the ownership and access to media is facilitated by the ownership of telephones especially smart phones which offer the possibility of getting information from both online newspapers, social media and radio stations. The service delivery through ICT is also increasing by strengthening the Rwanda online system (Irembo), E-recruitment, E-mails, file management (E-mboni) and updating district databases in all domains. The linkage of district financials to central government through IFMIS and RRA systems is also an asset offered by ICT which ensure the timely and efficient financial reporting. Currently, the E-government services have been initiated through Irembo, but most of the citizen face the challenge of getting internet connection as well as the limited computer literacy to allow them maximize this tool. This is associated with the resistance to change for some public servants to shift to this innovative solution. Regarding access to information, above 90% of population are subscribed to mobile phone and all 73 district administrative offices equipped with public TVs while all district officials from village level including leaders for Umudugudu, Cells, sectors & District councils and all staff communicate at free of charge using Call user group (CUG). The coverage of internet connectivity for 4G is now covered in the whole district which facilitate both the service delivery and access to information across the district.

### **2.2.13. Decentralization and Good governance**

Gasabo District is committed to successful implementation of decentralization policy, respect of human rights and rule of law, exercising good governance and promoting the well-being of its population. The intention is to improve the quality and efficiency of services, strengthen fiscal management, enhance private sector development and increase local participation in decision-making processes. The District has streamlined the working relationship with partners in development (JADF). The principle of accountability is applied at all levels of district administration while service delivery assessment is done quarterly.

#### **2.2.14. Justice, Reconciliation, Law and Order**

In line with national politics related to justice, reconciliation, law and order; Gasabo district put much emphasize on the security from village level whereby a number of community policing agents together with night patrol/Irondo members are in place and efficient supplemented by DASSO and ordinary security organs (Police and Military). The justice is rendered to each and every person through various a number of organs from community forum (inteko z'abaturage), mediators (abunzi) established from cell level and courts at district level. For the vulnerable people a special legal aid is available at district level know as MAJ (Maison d'Aide à la Justice). The newly established akagoroba k'ababyeyiat village level, helped much in preventing crimes in HHs as well as GBV. In order to mainstream Rwandan values among its population, Gasabo district put also much emphasize on National Itorero which is organized from village level up to the district.

The reconciliation is ensured and enhanced by organizing public talks during the period of commemoration of genocide against Tusti in 1994, supporting survivors, maintaining memorial sites, and rewarding role model persons who saved lives from genocide known as Abarinzi b'igihango.

#### **2.2.15. Public Financial Management**

Gasabo district like any other public institution in Rwanda, is striving to be effective and efficient in terms of management of public finance. Moreover, it is committed to increase internal revenue by strengthening collection mechanisms of taxes. The aim of PFM district level is to have a clean audit opinion from OAG as well as implementation of Auditor General's recommendations on the previous year's audits at 100%. Gasabo District budget is funded by five different sources namely: block grant, earmarked transfers, own revenues, transfers from other GoR agencies and external grants. The District revenue from different businesses and other non-taxable sources has increased of 20.5% from 2014/15 to 2015/16. This was possible because the district used different strategies including Mobilization of taxpayers on low governing decentralized taxes, use of new software of declaration and payment, Enforcement and recovery, Tax advisory council (TAC), set of reasonable tariffs by District Council, etc. However, this sector still facing some challenges of taxpayers who are not yet registered, some of land plot have usage which do not match with their lease of contract, many social cases need to be exempted.

### **2.2.16. Sport and culture**

In Gasabo District, as urban district is promoting the sporting activities especially jogging, car free day(public sport) among its population of all ages both male and female in order to prevent and/or manage some non-communicable diseases (NCDs). Thus, community sport activities and clubs have been developed in different areas such as Remera/Amahoro, Gisozi/ULK stadium. Those clubs are self-governed and encouraged by the district. Moreover, some fitness factories are developed(Remera Stadium) by private sector to respond to the high demand of such service. The Rwandan culture and values are also mainstreamed in Gasabo district through implementation of National itorerero program at all levels. The feasibility study of **cultural tourism museum** in Rutunga was elaborated and is waiting for funds for construction. Although Gasabo has the Amahoro stadium in Remera Sector and other playgrounds especially those in schools, it doesn't have any official sporting team of either discipline and one memorial site located in Gisozi sector.

## **2.3. District Main Issues**

Gasabo district as a dually classified district (partly urban and rural), presents some key issues which need more attention for the next six years to ensure attainment of national targets and objectives. This section presents the top 5 challenges regardless their belonging sectors.

### **2.3.1. Unplanned settlement and urbanization**

The implementation of master plan of CoK and Gasabo District in particular need more efforts in terms of settlements regulation. Thus, the settlement slums observed in Gasabo, present a blockage to the implementation of the master plan as it need to be expropriated as well as more efforts of sensitization. To this is coupled the issue of wetland protection and disaster prevention which oblige any housing and investment in high risk zone and wetland to shift. With these challenges, we can also add the issue of demographic increase due to both rural exodus and fertility rate.

### **2.3.2. Underdeveloped Economic infrastructures**

Gasabo's infrastructure is underdeveloped in comparison to the national targets. The electrical and water connectivity are the key foundation elements for safe population and the development of off-farm industries. Likewise, poor roads are raising transport costs for both urban and rural areas. The road

infrastructure is of utmost importance for the exploitation of other District's potentialities by easing communication and trade between neighboring regions. The management of Nduba landfill needs to be strengthened in order to make this site productive instead of problematic to the surrounding population.

### **2.3.3. Energy and environment**

As long as the main source of cooking fuel remains firewood and charcoal, the sustainable development of the district will not be effective. In fact, the forest degradation and consequently the climate is not in the favor of green urbanization nor quality of health of citizen. The efforts to the use of cooking gas would be an ideal solution. However, its cost and low level of awareness limit its utilization by most of HHs.

### **2.3.4. Malnutrition and Early Child Bearing**

The high stunting and early childbearing rates observed in Gasabo district need to be addressed urgently to ensure that child rights. This should be addressed by encouraging school attendance and children to live within their respective families to avoid any disturbance and vulnerability.

### **2.3.5. Low agricultural productivity and transformation of production**

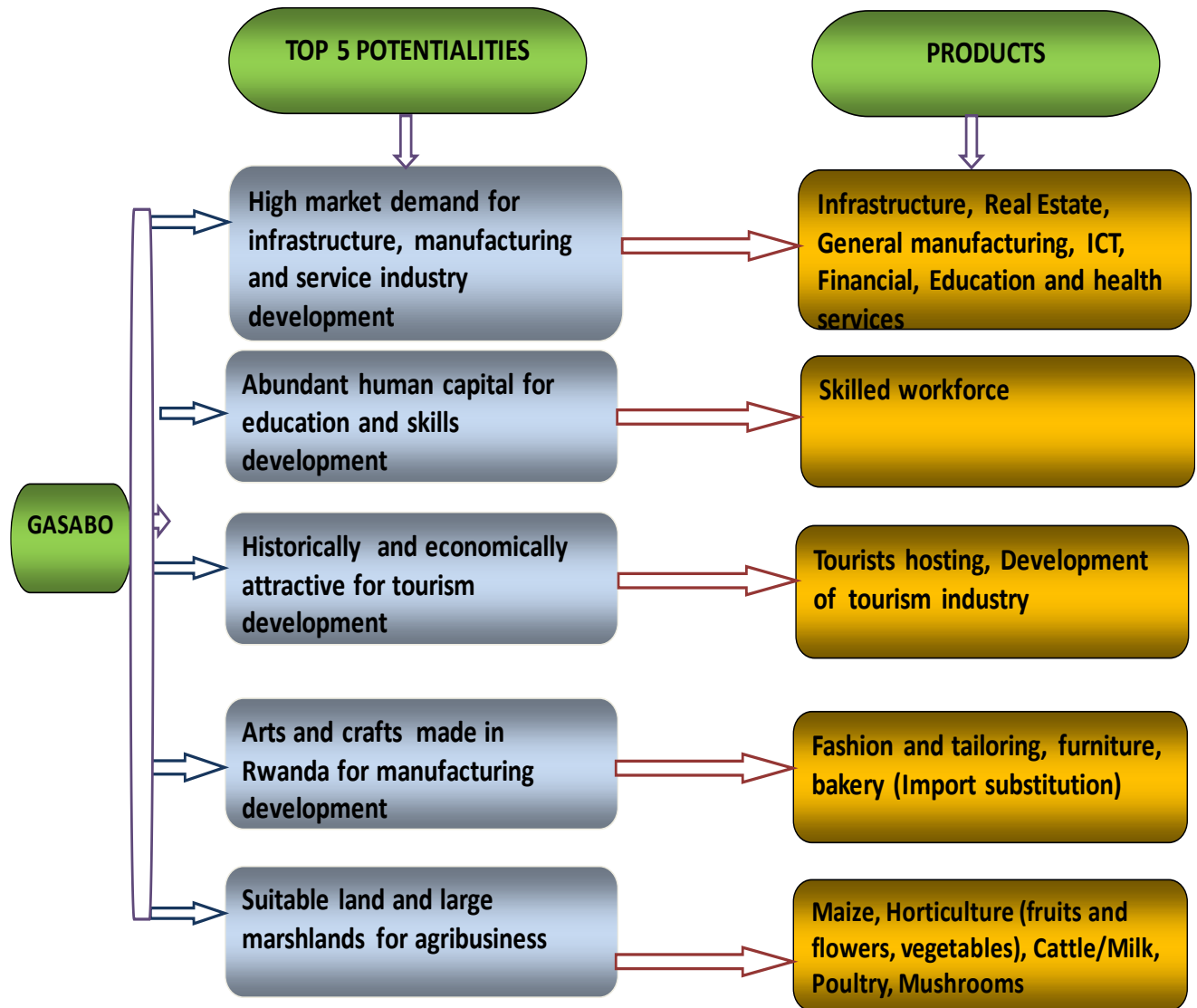
The agricultural sector as the main source of survival of most of HHs need to be more developed by increasing both productivity and production as well as adding some marketable values. With the current farming practices, mainly traditional and isolated land use, the use of unimproved seeds as well as low level of using fertilizers limits the maximization of district potentialities in terms of agricultural productivity. Moreover, the real need of increasing industries to transform agricultural yield is a barrier to the development of agribusiness in the district.

## **2.4. Key District economic potentialities**

Gasabo District is having enough potentialities that can be the backbone of its economy. To begin with, there is availability of Trade Free Zone and industrial parks which presents a great opportunity for industry growing. Below table presents the top five (5) economic potentialities of Gasabo district as per Gasabo LED 2013.



**Figure 4. Gasabo district top five potentialities, and projected products.**



(Source: Gasabo LED, 2013)

## 2.5. SWOT Analysis

SWOT Analysis was carried out in order to assess the internal strengths and weakness as well as external opportunities that the district would benefit of and treats which may affect negatively the transformational journey of the district.

Naturally, internal factors that affects Gasabo Districts as District include; its strengths on which present District Development capitalizes on and weaknesses to shore up; on the other hands external factors includes opportunities that Gasabo should invest in to reach its goals, as well as threats which the strategy scrupulously monitor to insure efficiency.

Internal factors regard personnel issues, financial, District's capability, and its marketing 4Ps (products 'or services, prices, promotion, and publicity). Whereas, external factors include macroeconomic matters, technological changes, legislation and sociocultural changes, and so on. Specifically, they are describing as follows.

### **2.5.1. Strengths**

Gasabo District takes advantages of its strategic geographic situation, being part of the republic's capital plus its infrastructure and services. Gasabo has one of the best catchment of job seekers, and offers better incentives at lower costs.

Gasabo together with the rest of Kigali city's three, District offers top infrastructure, basic education and health services, and a better business environment to both its staff, citizens and visitors. Gasabo is home of the biggest touristic infrastructure ever build in Rwanda (the Conventional center), it hosts the biggest referral hospital of the country, country's largest industrial zone, and It's an administrative urban area for the country with more than 50% of Kigali City surface area and population size of 529,561 among them 274,546 male(51%) and 255,015 female(49). Over, the other Kigali's Districts, Gasabo holds a largest rural and unexploited area for the city agricultural and urban development.

It is worth mentioning that Gasabo is by nature a touristic and historical destination, since it is the origin of Rwanda kingdom, a large number of Rwandese culture and is among few Districts connected to a Lake like Muhazi.

### **2.5.2. Weaknesses**

The mentioned strength, on the other side, gives room to a high competition on the international and even local job market, which results in high turnover between both staff at the municipal office and in even other staff on Gasabo market. The status of Gasabo infrastructure, health, tourism, education and a business environment, though high on the local market, is still poorly competitive. To attract visitors and markets, Gasabo is still challenged; since Lake Muhazi is still unconnected with the rest of the urban

center, and un-exploited; the population production and quality are still lower compared to potentials, and the workforce's capacity needs improvement.

### **2.5.3. Opportunities**

Rwanda is one of the fastest growing economy in the worlds, and top of Africa's country where starting business is easy. The achievement are a result of number macroeconomic reforms, effective economic development policy, and legislative reviews that any local organization should base on to boost its economy, or any tiers stakeholder should take advantage of Kigali city has a master plan that guides implementers. It is therefore not difficult to understand the orientation of the capital until the year 2050.

### **2.5.4. Threats**

The topographic conditions of the District are an important threat that should be taken into account. The District is highly susceptible to landslides mostly on Muhazi and Yanze shores, which makes maintenance and construction of roads and other infrastructure in the area very challenging.

Table 14. SWOT Analysis

SECTOR	STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
1. Staff (turnover, skills, availability, productivity, etc.)	❖ Qualified staff are available and willing to work.	<ul style="list-style-type: none"> <li>❖ High turnover of 30%, lack of skills in some professional areas such (software managements, advanced finance management, expertise in BOQs and procurement among engineers).</li> <li>❖ District &amp; Sector structure not filled due to lack of finance.</li> <li>❖ Lack of other professional experiences (abroad &amp; local international organization),</li> <li>❖ Limited staff benefits and motivation compared to their responsibility,</li> <li>❖ Lack of induction and capacity building strategy for staff.</li> </ul>	<ul style="list-style-type: none"> <li>❖ Existence of CESB (Capacity development and Employment Services Board), RIAM, and WDA.</li> <li>❖ Good governance and decentralisation policy for service delivery.</li> <li>❖ Culture of working under performance contracts.</li> </ul>	<ul style="list-style-type: none"> <li>❖ Policy on salary scale and contract management.</li> <li>❖ Limited financial capacity of employers due to their incapacity to exploit a wider market.</li> </ul>
2. Basic	➤ District has got	➤ Some administrative	➤ Availability of the	➤ Partners' cases of

infrastructure	<p>considerable physical infrastructure</p> <ul style="list-style-type: none"> <li>➤ Strong internet connection (4G).</li> <li>➤ High water (94%) and energy access rate (93%).</li> <li>➤ Gasabo is a hub for national industrial zone (FEZ).</li> <li>➤ Large number of selling point and public market</li> <li>➤ Gasabo has the largest ICPC of Rwanda in Gisozi sector.</li> <li>➤ Gasabo offers 138 ha as industrial zones. Mentioning 31ha for Light industry (Rusororo/Bisenga, Kinyinya , Rusororo), and 107 ha for heavy industry (Jabana , Masoro-Musave, Ruhanga)</li> </ul>	<p>offices are not modernized,</p> <ul style="list-style-type: none"> <li>➤ Internet maintenance and upgrading costs is high,</li> <li>➤ Districts financial capacity to invest in internet connectivity.</li> <li>➤ Far lower water, energy and internet connectivity to District's households,</li> <li>➤ Light industrial zones for SMEs (start-ups) are not government property ready to sell or rent.</li> <li>➤ Many selling points are under-utilized and some are still lacking.</li> <li>➤ Gasabo integrated craft production centers (Modern Agakiriro/ ICPCs) are under-utilized (such as Kimironko, Gikomero and others) and need further improvement.</li> </ul>	<p>master plan and physical plans.</p> <ul style="list-style-type: none"> <li>➤ REG and WASAC are available to provide technical, managerial and financial support. Gasabo support more than 30% of such projects.</li> <li>➤ Availability of optic fibre to promote ICT.</li> <li>➤ Potentials to attract investors</li> <li>➤</li> </ul>	<p>mismanagement, unexpected limited involvement and capacity.</p> <ul style="list-style-type: none"> <li>➤ Partners conflicting condition during contract implementation</li> <li>➤ Limited invest partnerships in infrastructure facility</li> <li>➤ Natural disasters especially in rainy seasons causing loss of soft and hard infrastructures.</li> </ul>
3. Transport	☞ Gasabo holds the highest	☞ Feeder roads in rural	☞ Strong local transport	☞ Increasing number of

	<p>modern road network of Rwanda (1/3 of the District are connected to tarmac roads)</p> <ul style="list-style-type: none"> <li>✍ Public transport stations in Kabuga, Remera, Kimironko.</li> </ul>	<p>sectors are not well maintained, and lacking some areas;</p> <ul style="list-style-type: none"> <li>✍ Demand in modern road network still very high;</li> <li>✍ No modern transport facility on and around Muhazi Lake connecting Gasabo with 4 other Districts (Rwamagana, Gasabo, Kayonza, Gicumbi).</li> <li>✍ District transport facility are not well developed (Cars, train, etc)</li> </ul>	<p>partners (Cooperatives, companies, ...)</p> <ul style="list-style-type: none"> <li>✍ RURA, Kigali City Council, and Gasabo District partnership as capable regulators of public facilities</li> </ul>	<p>vehicles in Kigali City;</p> <ul style="list-style-type: none"> <li>✍ Natural disasters cases;</li> <li>✍ Increasing demand in public transportation, as Kigali Gasabo expends quickly.</li> </ul>
4. Education and training	<ul style="list-style-type: none"> <li>➤ Gasabo workforce in different economic sectors is increasing and diversifying</li> <li>➤ 18 of vocation training centre and TVETs credited by WDA</li> <li>➤ 15 knowledge hubs were availed.</li> </ul>	<ul style="list-style-type: none"> <li>➤ Lack of education and technical skills in large number of economic sectors;</li> <li>➤ High number of graduates versus training in vocational skills whose demand is higher;</li> <li>➤ Available VTC are not fully equipped and</li> </ul>	<ul style="list-style-type: none"> <li>➤ Potential to attract investors in VTCs and other partners in training and education;</li> <li>➤ WDA technical support in quality assurance</li> </ul>	<ul style="list-style-type: none"> <li>➤ Youth not enough mobilize to invest themselves and creative minds in services and technologies. Always seeking for a job rather than creating a job.</li> </ul>

		<p>under exploited ;</p> <ul style="list-style-type: none"> <li>➤ A number of vocational training centre exists but under-exploited;</li> <li>➤ Small number of VTCs as per their demand;</li> <li>➤ Knowledge hubs are underequipped, and unexploited.</li> <li>➤</li> </ul>		
5. Business climate	<ul style="list-style-type: none"> <li>• Gasabo District is slightly more half of Kigali city; which is both an administrative and business capital of Rwanda;</li> <li>• Gasabo District is home for the majority of high class household ; tourist visits Rwanda but they also stays in Gasabo;</li> <li>• Gasabo is a hub for the Kigali convention centre : one of the largest event hub in Africa under management of Raddison Blue Hotel (one of the top</li> </ul>	<ul style="list-style-type: none"> <li>• Not enough modern slaughtering houses and other value addition facilities.</li> <li>• Market highly dependent on import,</li> <li>• Demand in BDF Centre service still high, and far from the market;</li> <li>• No investors' promotion and aftercare services provided;</li> <li>• No LED partners available;</li> <li>• No bank of business plans available;</li> <li>• No logistic development</li> </ul>	<ul style="list-style-type: none"> <li>• Wider market under EAC.</li> <li>• Rwanda's economy is among on the top in terms of security, doing business index.</li> </ul>	<ul style="list-style-type: none"> <li>• Desperate market for quality product have turned the attention to western market.</li> <li>• Belief in used equipment and even utilized clothes rather that local product</li> </ul>

	<p>best in world); hence has potential to hosts the highest personality in world;</p> <ul style="list-style-type: none"> <li>• Gasabo also was privileged to be home for the national genocide memorial in Gisozi;</li> <li>• Large market for food product and home commodities.</li> <li>• District has Business development advisor (2 per sectors)</li> <li>• Gasabo district has one BDF Centre</li> <li>• Gasabo has touristic sites in Rutunga, Bumbogo, and others Sectors, which testifying the district as the origin of Rwanda and its basic cultural practices (such marriages, technological advancement,..).</li> <li>• Muhazi Lac is an opportunity for tourism ;</li> <li>• Muhazi lac connect Kigali City to 5 big</li> </ul>	<p>strategy ;</p> <ul style="list-style-type: none"> <li>• No historical and cultural museum in Gasabo;</li> <li>• No platform for District's marketing (such as websites); events, exhibitions and conference centers.</li> <li>• Identified industrial zone are not well maintained and easy to access. (Land ownership is private)s</li> <li>• Muhazi shore and neighbouring valleys (from Kajevuba to Nyabugogo and others still underexploited as per touristic and agriculture product available opportunity).</li> </ul>		
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	<p>agricultural District in the Eastern province and 's in addition potential for fishing ;</p> <ul style="list-style-type: none"> <li>• Light industry 31 ha (Rusororo, Kinyinya, Ndera ).</li> <li>• Heavy industry 107 ha (Jabana , Ndera/ Masoro-Musave, Rusororo/Ruhanga,</li> <li>• Bumbogo/Musave)</li> </ul>			
6. Quality of life (available health services, entertainment, culture, recreation, public services, etc.)	<ul style="list-style-type: none"> <li>➤ Gasabo has 2-reference hospital, and 13 health centre 15 each sector, and considerable number of health post and private clinics.</li> <li>➤ Available 31ha for open spaces and parks</li> <li>➤ Available 120ha for sport and recreation</li> </ul>	<ul style="list-style-type: none"> <li>➤ Access to health and education service x% and y% lower than international standard</li> <li>➤ High demand in recreational and public service. At least 1 per urban sector.</li> <li>➤ No local event management strategy</li> </ul>	<ul style="list-style-type: none"> <li>➤ Availability of health insurance companies.</li> <li>➤ Support of Government in sport and cultural projects</li> </ul>	<ul style="list-style-type: none"> <li>➤ Weak sport association in term of promoting income generating sports investment.</li> </ul>
7. Agriculture and environment	<ul style="list-style-type: none"> <li>✓ 28,188 ha available for agricultural activities ;</li> <li>✓ Highly fertile soil and favourable climates.</li> <li>✓ Large wetland area available for agricultural</li> </ul>	<ul style="list-style-type: none"> <li>✓ Available agricultural area is under-exploited (below 70%)</li> <li>✓ Large part of availed land for agricultures is used as residential area</li> </ul>	<ul style="list-style-type: none"> <li>✓ Government policies to promote tourism are.</li> <li>✓ Availability of international market of agricultural products</li> <li>✓ Enabling policies in</li> </ul>	<ul style="list-style-type: none"> <li>✓ Fluctuations of prices of agricultural products at international market.</li> <li>✓ Limited number of foreign private investors in the sector</li> </ul>

	<p>activities (492ha).</p> <ul style="list-style-type: none"> <li>✓ High demand for agricultural commodities</li> <li>✓ Available 3,495 ha of green space and forests</li> <li>✓ High number of cross and exotic cattle's compare to locals</li> <li>✓ Girinka program offered 4185 cows until June 2016.</li> <li>✓ INYANGE plant for agricultural products' value addition and marketing</li> <li>✓ Muhazi Lake is a potential hub for fishing</li> </ul>	<p>rather than agriculture</p> <ul style="list-style-type: none"> <li>✓ Agriculture not modernized (manual, not fully mechanized and modernized)</li> <li>✓ Wetland are not well maintained</li> <li>✓ Agricultural is still depends on seasons and no irrigation system was availed.</li> <li>✓ Animal husbandry productivity is low.</li> <li>✓ Bumbogo Milk collection centre underexploited. Price policies and regulations are unfavourable.</li> <li>✓ .Demand in small animal husbandry is still high.</li> <li>✓ Limited number of technician for agriculture and animal husbandry.</li> <li>✓ Costs of animal husbandry (feeds, drugs, materials) high, which reduces</li> </ul>	<p>Agriculture.</p> <ul style="list-style-type: none"> <li>✓ Favourable external markets for cash crops.</li> <li>✓ Control of mines and queries.</li> </ul>	<p>to improve agriculture.</p>
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		<p>profitability.</p> <ul style="list-style-type: none"><li>✓ Weak pest control system</li><li>✓ Seeds and drugs are imported abroad. No local seed and drugs producers</li></ul>		
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## 2.5. Stakeholder analysis

Apart from the Government, the policy making organ and financier of the major District's activities, there exists a number of NGOs both international and locals that are very active in the district and provide a wide range of services that are economically and socially. NGOs are represented and do participate in district meetings through the JADF forums.

Their roles of economic and social transformation of the district citizen are supplemented by the private sector including big, medium and small industries, and SMEs (formal and informal).

**Table 15. District stakeholders in the implementation of DDS**

<b>Thematic area</b>	<b>NST1</b>	<b>Contributing Institution</b>
Economic transformation for rapid growth	Increasing the domestic interconnectivity of the economy through investments in hard and soft infrastructure	REG, EDCL, RNRA, RTDA, City of Kigali (CoK), Gasabo District, PSF
	Increasing the external connectivity of the economy and boosting exports	MINICOM, PSF, CoK, MINAGRI, NAEB, RAB and RSB
	Transforming the private sector by increasing investment in priority sectors	MINICOM, PSF, CoK, MINAGRI, NAEB, RAB, MINALOC, BNR, RCA ; District, PSF, RNRA, RDB, REMA
	Transform the economic status of Rwanda by facilitating and managing urbanization and promoting secondary cities as poles of economic growth	CoK, District, PSF, RNRA, RDB, REMA, Rwanda Housing Authority (RHA), RTDA, MINALOC,
Rural Development	Pursuing a 'green economy' approach to economic	CoK, PSF, MINICOM, RHA, RTDA

	transformation	
	Integrated approach to land use and rural settlements	MINALOC/ LODA, MINAGRI, RAB, NAEB, REMA, PSF
	Increasing the productivity of agriculture	MINAGRI, PSF, CoK, RAB, MINALOC, MINAGRI, RAB, NAEB, MINICOM, MIFOTRA (NEP)
	Enabling graduation from extreme poverty	MINALOC, District, RCA, BNR, CoK, MIGEPROF
	Connecting rural communities to economic opportunity through improved infrastructure	MINALOC, LODA, MINAGRI/ RSSP, CoK, RTDA, District
		EUCL, MININFRA, REMA, REG, WASAC and REMA,
Productivity + youth employment creation	Improving skills and attitudes	MIFOTRA/ NEP, CoK, MINICOM, District and WDA,
	Applying technology and ICT	MIFOTRA/ NEP, CoK, MINICOM, District, WDA, PSF and MINYICT
	Enhancing entrepreneurship and business development	MIFOTRA/ NEP, CoK, MINICOM, District, WDA, PSF and MINYICT
Accountable Governance	Strengthening citizen participation in delivery and demand for accountability	MINALOC, RGB, CoK and District
	Service delivery	MINALOC, RGB, CoK, District, Sectors and Cells

<b>Sector intervention</b>	<b>District Key stakeholders/DDS Implementation</b>
<b>Agriculture</b>	<b>MINAGRI, Citizens,</b>
<b>Transport</b>	<b>CoK, RTDA</b>
<b>Urbanization and Rural Settlement</b>	<b>COK, RHA , Citizens</b>
<b>Energy</b>	<b>REG</b>
<b>Environment and Natural Resources</b>	<b>MINILAF, REMA, Citizens</b>
<b>Private sector and youth employment</b>	<b>Private Sector/JADF/Citizens</b>
<b>Education</b>	<b>MENEDUC, Citizens</b>
<b>Health</b>	<b>MINISANTE</b>
<b>Water and sanitation</b>	<b>WASAC, World Vision</b>
<b>Social Protection</b>	<b>MINALOC, FARG, Citizens</b>

## **CHAPTER 3. ALIGNMENT WITH NATIONAL POLICY FRAMEWORK AND METHODOLOGY**

### **3.1. Methodology**

As the DDP formulation methodology was referenced to the framework and guidelines developed by the Ministry of Finance and Economic Planning (MINECOFIN) for purpose of the development of the EDPRS2, the DDS methodology will follow the same paths. Therefore, the elaboration of this DDS is aligned to the DDP and EDPRS2 guidelines or methodology as evidenced in the chapter three of the current DDP. DDS's priorities and their corresponding strategies are developed in a way to ensure the realization of the EDPRS2's thematic areas such economic transformation, rural development, employment and youth productivity and governance. Similarly, the monitoring and evaluation tool to be used to fast track the success of this DDS is similar to that of the DDP and EDPRS2. This will facilitate the District to evaluate or assess itself over medium and long term performance.

The elaboration of this DDS followed the steps bellow:

#### **3.1.1. Phase I: Document review**

To elaborate this DDS, several documents have been reviewed in order to understand the district profile, to determine priorities and their baselines. In fact, national surveys and census mainly EICV4 and DHS5 have been consulted to complement district reports.

This phase was the backbone of the whole exercise by gathering all scattered necessary information. Under this phase, a desk review of relevant documents and other materials deemed relevant to the assignments were reviewed. The list of documents which were reviewed are not limited to District planning documents but rather all key National policy and strategic documents. The reviews of reports of the past and current development plans of Gasabo District and of the country in general were also considered and integrated. The list of some relevant documents which were consulted is below:

- Constitution of Rwanda
- Rwanda aspirations for Vision 2050
- 7YGP/National Strategy for Transformation (NST1)
- Mid-term evaluation report of EDPRS 2;

- Assessment of the impact of decentralization policy implementation in Rwanda in the last 16 years;
- Sustainable Development Goals (SDGs);
- African Union Agenda 2063;
- EAC Vision 2050;
- Sector Strategic Plans (SSPs) 2018/19-2023/24;
- Cross Cutting Areas Guidance Notes;
- Revised Decentralization Policy;
- Revised Fiscal and Financial Decentralization Policy;
- Gasabo District Profile;
- Mid-term evaluation report of Gasabo DDP implementation (District performance review);
- Gasabo District LED;

### **3.1.2. Phase II: Consultations**

Following the initial and deep analysis of various background studies and policy documents, consultations and discussions were held with relevant senior and technical staff from key central and local government stakeholders. Thus, information and data gathered helped to cross check and adjust the accuracy of indicators mentioned and the relevance of the interventions to be proposed. Meetings with District senior and technical staff were also held to cross check and gather relevant information.

During the process, the population and other stakeholder participatory approach was ensured in order to create a spirit of ownership. The rationale for participatory approach is developing a district citizen- led DDS that will enhance citizen implementation and monitoring and evaluation. The methodology undertaken consists of reviewing and analyzing district's situation and challenges that triggered defining district priorities. Thereafter, the priorities were discussed with district administration, district's councils, district JADF, communities, private sector, NGOs and Civil Societies at different meetings and workshops. During which, stakeholder comments and suggestions were taken and revised.



### **3.1.3. Phase III: Elaboration of Gasabo DDS with perspective of LTTP**

At this stage, the consulting firm gathered data to formulate a strong basis for elaborating revised DDP with perspective of LTTP.

Furthermore, apart from requesting inputs through individual emails, a validation workshop was organized jointly with District officials in order to discuss in more detail different priorities, activities and strategic options that have to be considered while developing the final document. After integrating all the relevant inputs from different key stakeholders, a final document was sent to the client for final inputs before producing a final document for validation purpose.

#### **Main issues at District level**

The NST1 priorities will be achieved by implementing projects that have been identified as relevant within the District in upcoming six years. Furthermore, the Gasabo District Development Strategy will contribute to different thematic area as stated below.

#### **3.2.1. PILAR 1: Economic Transformation**

Gasabo District will contribute to national economic transformation through several achievements to be made within next 6 years. The implementation of master plan of Cok will be made up to 25% with insurance of green urbanization and protection of wetlands which will increase the availability of agricultural land. The improvement of intra-district transport network and development of industries coupled with the development of trade centers and facilitation in access to finance will contribute to the creation of more jobs which will increase thereof the employment rate.

#### **3.2.2. PILAR 2: Social Transformation**

The development of Gasabo will be based on the promotion of inclusive education coupled to its accessibility from early age; improvement of health features by ensuring the accessibility and quality of health services, more emphasis will be in the protection and advocacy of vulnerable groups especially genocide survivors, children, people with disabilities and old people. Thus, the implementation of ECDs at village level and development of workforce through formal and informal education centers (TVETs) combined with the operationalization and increase of arts and hand craft centers will contribute to the transformation of life conditions of Gasabo's people. In addition to that, the modernization of HHs will be ensured by promoting the use of gas as

source of cooking energy, ensured access to electricity, water and sanitation facilities owned by all HHs reducing then the child and maternal mortality rate among others.

### **3.2.3. PILAR 3: Transformational Governance**

The District is aware that Service delivery is more meaningful when the population have an opportunity to provide feedback on the quality and timeliness of the services delivered. To achieve this, Gasabo District will reinforce the use of ICT in service delivery from sector level. The promotion of competition scheme among different governance actors operating in district will be ensured as well as building capacity of staff and ensuring viable public offices among others. With these strategies, the mainstreaming of national values will be done through the Itorerory'igihugu at all level, ensure the Rwandan history conservation, prevention of genocide ideology and other crimes from the HH level.

### **2.3.4. Alignment to NST1**

In 2013-2014, the Government of Rwanda decided to update the existed information for monitoring progress on poverty reduction programs and policies as stipulated in the second Economic Development and Poverty Reduction Strategy (EDPRS2), the Millennium Development Goals (MDGs) and Vision 2020. Further, this update was a follow-up to the 2000/01, 2005/06 and 2010/11 EICV surveys. Each of these surveys aimed to provide information on monetary poverty measured in consumption expenditure terms, but also provides complementary socio-economic information that facilitates understanding changes in households living conditions. The overall results of the 2013/14 EICV indicated substantial progress in poverty reduction and improvement in other socio-economic and demographic indicators in the last three years. The survey shows that poverty was at 39.1% as of 2013/14, down from 44.9% as was reported in 2010/11. During the same period, extreme poverty dropped from 24.1% to 16.3%. Although the progress seemed impressive, some challenges were emphasized notably the poor and for many others living conditions were still need to be improved especially in areas of education and employment.

Shortly after the 2013/14 EICV survey, the Rwanda Demographic and Health Survey 2014-15 (2014-15 RDHS) was carried out by the National Institute of Statistics of Rwanda (NISR) from November 9, 2014, to April 8, 2015. Based on the main findings out of this survey, the National

Institute of Statistics of Rwanda invited District planners and other users were expected to play an active role in using this valuable information to contribute to a better quality of life for the Rwandan population. The chart book provides with information on the demographic and health indicators such as family planning, maternal mortality, infant and child mortality, nutrition status of mothers and children, antenatal care, delivery care and childhood diseases. The main purpose of the EICV survey was to allow each province to be able to trace the level attended in health care and other health related indicators through different charts that were produced. Finally, the intended outcome of this EICV survey was to help in the design and implementation of District Development Plan (DDP). From the overall finding of both surveys, some challenges identified by this EICV survey in the District of Gasabo need to be mentioned for the sake of the DDS.

The first challenge is related to the household characteristics. On the Electricity coverage for example, it is shown that 71 percent of households in the City of Kigali have access to electricity compared to 23 percent at the national level. The results show that the majority of all households in all districts of the City of Kigali possess electricity: this percentage is 83 percent in Kicukiro District, followed by Nyarugenge District with 76 percent and Gasabo District is the last with 62 percent. The second challenge relates to the Health insurance among adult women and men. According to the EICV survey, Seventy- one percent of the population is covered by any health insurance in the City of Kigali, the same percentage as of National level. This percentage is high among respondents in Kicukiro District (77 percent) and low in Nyarugenge District (64 percent), in Gasabo District is about 75 percent (%)<sup>9</sup>.

When it comes to the Family planning, Gasabo District represented the highest level of demand of family planning as well as the access to information related to family planning, in the City of Kigali. Women who were reported using contraceptive method were higher in Gasabo District (57 percent) and Nyarugenge District (56 percent) and low in Kicukiro District (48 percent) with the majority of women using any modern method and the minority using the traditional methods. This effort in family planning in Gasabo District seemed to be challenged by the Child health indicators. According to the EICV survey, the Districts of the City of Kigali have shown the highest prevalence of Acute respiratory infections (ARIs) in Nyarugenge (9 percent), followed by Gasabo (4 percent) and then by Kicukiro (1percent). Even when the HIV prevalence among adults was higher among women in Nyarugenge District (9.0 percent) and Kicukiro District (8.1

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<sup>9</sup> RWANDA COMMUNITY BASED HEALTH INSURANCE POLICY

percent), it was somehow low in Gasabo district (7.4 percent). Among men, the prevalence was higher in Nyarugenge district (6.0 percent), and low in both Kicukiro(4.9 percent) and Gasabo District( 4.4 percent).

According to the EICV3 district profile of the city of Kigali, the findings have shown that the estimated total population of Gasabo district in 2010–11 was representing 45% (477,000) of the total population of Kigali City and 4.4% of the total population of Rwanda. Although this population rate may represent an asset for the socioeconomic development of the District, Gasabo district was ranked fourth lowest (26%) country-wide by percentage of poor population. Compared with other districts of Kigali City, Gasabo district comes last in terms of poverty.

To tackle the above challenges Gasabo district elaborated in 2012 its District Development Plan (DDP) for a period over five years (2013/14 to 2017/18), as a critical framework that would provide a source of reference for the District's priorities and interventions under the country's development themes of; economic transformation, rural development, accountable governance, productivity and youth employment in addition to the foundational issues and cross cutting issues. This DDP aimed at implementing the following top five priorities as the cornerstone to the district's rural transformation and economic transformation and at the same time providing a level field for private sector development and job creation:

- i. Improve the quality of rural and urban road network and connectivity and.
- ii. Improve urbanization settlement (as per Gasabo master plan).
- iii. Promote private sector participation through providing conducive environment.
- iv. Increase access to electricity and usage of other energy sources such as solar and biogas.
- v. Improve youth skills and knowledge through TVET education.

The above top priorities were set to address the following challenges:

1. Poor quality of rural and urban road network and connectivity;
2. Unplanned settlement;
3. Low district-private sector partnership;
4. Limited access to electricity and low usage of solar and biogas system as an alternative to Hydro power; and
5. Low youth productivity and employment.

**Table 16. The current DDP2 evaluation of Gasabo District based on the LED strategies**

Sector	Key priorities	Unity	Baseline (2012/2013)	Targets for 2017/2018	Progress ( September 2017/ 2018)
Transport	Increasing of murrum roads in good condition	Km	10.5 km	55.8	58.4 km done and 14 km in process
	Construction of asphalt roads in good	Km	-	46.7	50.09 km done and 16.879 km in process
	Pavement of (stone) roads	Km	-	31.3	28.76 km done and 3.9 m in process
	Construction of storm water channels (Ruhurura)	Km	-	7.4	0.5km done
Private Sector Development	Development of private partnership strategy	Strategy	-	1	Law on PPP established.
	Cluster priority businesses established (number)		50	250	376 provided with toolkits
	Development of Business Development Centers (BDC)	Number	2	15	2 BDAs per Sector in SACCOs
	Construction of cultural Tourism Museum	Number	-	2	0
	Development of Business and job information system	System	-	1	Using National one (NEPs')

	Construction and rehabilitation of new market infrastructure	Number	-	10	8 (Kimihurura, Rubingo, Bumbogo, Kinamba, Gatsata, Kisimenti, Kimironko, Zindiro)
	Facilitate SMEs to finance access	Number	-	330	2184
Urbanization	Planned settlement	%	55%	85%	Data are not yet available
	Development of urban centers (Kinyinya, Rusororo-Nyagahinga)	Number	-	3 physical plans	6 physical plans established
	Development of Land Bank strategy	Ha	-	190	Data are not available
	Development of area bordering Lake Muhazi	Ha	-	Detailed Local Dev't plan	Not yet done
	Group settlement (% population)	%	12.7%	50%	38%
	Reducing Slum settlement	%	46.9%	10%	Data are not yet available
Youth	Establishment of YEGO SE (TVET) Program center	Number	-	15	11
	Agaciro Kanjye trainees (youth trained)	Number	-	270	9443

	Conducting the capacity building & financial literacy	Number	-	750,000	Data are not yet available
ICT	Improve mobile phone subscription	%	75%	90%	Data are not yet available
	Increasing of public TVs and internet rooms	Number	-	73	Data are not yet available
	Access to internet in all public Primary Secondary University	%	-	70% 100% 100%	Primary: 53 Secondary: 18 University: 9
Energy	Access to electricity by households	%	79.8%	100%	93.2%
	Usage of Biogas: a) Households b) Schools c) Hospitals d) Prisons	%	0.1%	30% 100% 100% 100%	0.1%
Water and Sanitation	Increasing of rain water collection	% HH	1%	20%	12%



	Improve waste water recycling	%HH	-	5%	Data are not yet available
	Increasing of access to clean water	%HH	84%	100%	94%
	Increasing of access to sanitation facilities	%HH	74.3%	100%	Data are not yet available
Agriculture	Improve Vegetable growing	Ha	643	2500	485Ha
	Improve fruit growing	Ha	1,400	750	Data are not yet available
	Construction of horticulture (Flower growing) sites	Number	1	5	0
	Increasing of horticulture processing plants	Number	-	2	0
	Improve coffee growing	Ha	378	3200	416Ha
	Improve fish farming	Number	6	30	40
	Increasing of maize growing	Ha	2,740	500	5,519 Ha consolidated 2016-2017
	Increasing of beans growing	Ha	4,753	500	5,795 Ha consolidated 2016-2017
	Increasing of milk production	L	185,000	15,000	19,096 L produced by day

Environment & Natural Resources	Management of wetlands properly	Ha	643	500	426 Ha
	Protection of marshlands	Number	-	30	Data are not yet available
	Conducting of community trainings	Number	-	73	73
Health	Reducing of Early Child death	Number/1000	50/1,000 (DHS 2010)	0	32/1,000 (DHS 2015)
	Reducing of Early mother deaths	Number/1000	5/1,000 (DHS 2010)	0	2/1,000 (DHS 2015)
	Reducing of Child Malnutrition	%	3%	0%	0,1%
	Increasing of vaccination	%	80%	100%	99,9%
	Construction of new Infrastructure	Number	-	5	7
	Increasing of Hospital &HCs Equipment	Number	4	60	39
	Increasing of qualified Human resource in health centers	Number/staff	20	110	91
	Rehabilitation of HCs Infrastructure	Number	-	3	3

	Increasing of ambulances	Number	-	5	7
	Maintenance of medical and nonmedical materials	Number	-	16	Data are not yet available
	Construction of fences	Number	-	14	6
	Conducting of staff training on NCDs	Number	-	15	32
Education	Construction of primary schools	Number	147 (9YBE)	6	8
	Construction of 12YBE schools	Number	-	52	24
	Construction of TVETs	Number	6	15	7
	Renovation of schools	Number	-	1	8
	Increasing of Pupil/Teacher ratio at primary level	Ratio	54/1	40/1	43/1
	Increasing of Pupil/Teacher ratio at secondary	Ratio	38/1	<30/1	29/1
	Improve gross prim. Enrolment rate	%	139.9%	>100%	121.2%

	Improve gross sec. Enrolment rate	%	66.1%	100%	78%
Social Protection	Increasing of beneficiaries becoming self-sustaining	HH	30	212	
	Supporting of Households	Number	127	290	
	Supporting of Children	Number	1,406	4192	
	Support provided in form of:	Number			
	- Access to credit - Public works - Direct cash - FARG - Girinka - Health Insurance		875 1,500 684 1,235 200 75,899	6,363 10,420 2,220 1,235 1,750 226,495	5,560 31,500 2,045 1,318 4,227 353,707
Decentralization	Construction of Gasabo Headquarters	Number	-	1	Progress works up to 74%
	Construction of administrative offices	Number	20	26	27 Administrative infrastructures ( Sector and Cell administrative offices, Sector conference halls, etc.)

	Extension of Ruhanga Genocide Memorial site	Number	-	1	1
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It is worth noting that this DDP evaluation has mainly focused on the sectors that reflect the challenges of the Gasabo District without showing the progress achieved per year and how this progress was measured. The final evaluation in 2018 should consider this gap in order to update the DDS.

A part from the current DDP achievements and lessons learnt, the implementation of the DDS should also be in the same line with the national policy frameworks as set by the Vision 2020 and Vision 2050 and NST1. Vision 2020 set its objectives focusing on the Macroeconomic stability and wealth creation to reduce aid dependency; Structural Economic Transformation and the Creation of a productive middle class and fostering entrepreneurship, based on the following pillars:

1. Good Governance and a Capable State
2. Human Resource Development and a
3. Knowledge-based Economy
4. Education
5. Health and population
6. Private Sector-led Development
7. Infrastructure Development
8. Land use management
9. Urban development
10. Transport
11. Communication & ICT
12. Energy
13. Water
14. Waste management
15. Productive High Value and Market Oriented Agriculture
16. Regional and International Integration

In addition to Vision 2020, Vision 2050 and NST1 also set the following high impact growth sectors to be focused on:

- ❖ Jobs and Skills development
- ❖ Modern Infrastructure and Urbanization (long term strategy)
- ❖ Transformation of the Society (Mindset, IT uptake, Quality of education, Values for transformation)
- ❖ Climate resilience and Long-term National Stability

Although the priorities set by the DDP generally refer to the national policy frameworks, it was imperative that this DDS clarifies how new priorities would directly be linked to the current policy frameworks and how different stakeholders would be involved and set the levels of responsibilities.

This DDS implementation phases will also consider **the priorities set by the National Strategy for Transformation (NST1)** around the long-range global and regional commitments by embracing:

- **The Sustainable Development Goals (SDGs)** consisting of 17 Goals with around 170 targets and indicators, across a range of economic, social and environmental issues.
- **The Africa Union Agenda 2063 and its First 10-Year Implementation Plan 2014-2023** which is dedicated to the building of an integrated, prosperous and peaceful Africa, driven by its own citizens and representing a dynamic force in the international arena. The Agenda has eight pillars spanning social and economic development, integration, democratic governance and peace and security.
- **The East African Community (EAC) Vision 2050** focuses on initiatives for job creation and employment. It applies development enablers that will create jobs which are integral to long-term transformation, value addition and acceleration of sustained growth. These include infrastructure, transport networks, energy and information technology, and industrialization.

## **CHAPTER 4. STRATEGIC FRAMEWORK**

This chapter constitutes the core of this DDS. It contains priorities for the next six years according to the above challenges. These priorities, on their side, are ranked according to their level of relevance to the district development. It contains also the contribution of this DDS to the achievement of NST through its thematic areas and foundational issues. The result chain through which this DDS will be implemented is also described below.

### **4.1. The District Vision, Mission and Objectives**

Considering its position and mandate in the master plan of the CoK, the long term vision of Gasabo district was defined as follows: **Gasabo “A cultural heartland, touristic and industrial based economy”**.

To achieve this vision, a number of interventions must be put in place in order to ensure economic transformation and social welfare of the population.

### **4.2. Main Priorities at District level for next six years**

The district would like to ensure a better life for its population. To achieve this vision, several priorities are set for next 6 years.

#### **4.2.1. Ensure implementation of district master plan at 25 %**

The district will implement the developed master plans of both CoK and Gasabo District in particularly by promoting planned settlements and green urbanization as well. It will improve its transport network across the district to ensure easy circulation of human capital and linkage to opportunities offered by the district. Moreover, the use of ICT devices and linked opportunities will be increased by 2024. Finally, the maximization of touristic opportunities will be ensured.

#### **4.2.2. Develop economic infrastructure that enable job creation and increase the employment**

The District will improve its transport network across the district to ensure easy circulation of human capital and linkage to opportunities offered by the district. The accessibility to the alternative energy especially cooking gas will be addressed in order to reduce the use of wood as



source of cooking fuel. Moreover, the use of ICT potentialities will be enhanced especially in education and service delivery at all levels. Finally, the maximization of touristic opportunities will be ensured.

#### **4.2.3. Ensure access to green energy**

The accessibility to the alternative energy especially cooking gas will be addressed in order to reduce the use of wood as source of cooking fuel. The electricity generation will be looking at diversification of energy sources including renewable energy. The waste management will be done in the way of preserving the wellbeing of people and promotion of environment protection.

#### **4.2.4. Mainstream child rights and reduce malnutrition**

The basic child rights shall be implemented at all level through insurance of balance diet at HHs level, mainstream the education and awareness of reproductive health to ensure reduction of early childbearing. Encourage school attendance and children to live within their respective families to avoid any disturbance and vulnerability.

#### **4.2.5. To ensure the increase of agricultural productivity and production**

The accessibility and affordability of agricultural inputs will be enhanced through Nkunganire program, Tubura among others, to ensure increase of productivity. In addition to that, the use of fertilizers will be mainstreamed across the district. The seeds improvers will also be encouraged to expend the improved seeds to farmers across the district as well as the encouragement of pure cropping system and land consolidation policy. Moreover, soil erosion should be prevented by several programs such as setting up new progressive terraces, exploiting the existing ones, increasing the forest coverage, etc.

### **4.3. Results Chain**

This section describes the strategic framework of each sector. Thus, global objectives and related key results area are described in addition to the brief description of interventions.

#### **4.3.1. Economic Pillar**

#### **4.3.1.1. Agriculture**

During the past years, agriculture has been the most economic activity in Gasabo District. However, with the current move of implementation of Kigali master plan, the agriculture sector will be revolutioned from extensive to intensive agriculture coupled with the agribusiness.

Considering the observed persistent challenges of this sector including limited financial resources of both district and farmers limiting then the access to improved inputs and more investment, with limited capacity of human capital to operate in this sector; the District will ensure that national policies and programs aiming at increase the productivity and production of both crop and livestock.

The vision is to modernize the agriculture and livestock to achieve the food security. The key pillar towards this vision is the transformation of the agriculture from subsidence to a productive high value; market oriented farming that is environmentally friendly and has an impact on the other sectors of the economy. The achievements of agriculture sectors in Gasabo District towards the vision target are broadly seen in the following practices.

**Objective:** To increase agriculture and livestock production and productivity and value addition of yield for ensuring food security and targeting internal and external markets.

The intermediate results (Outcomes), strategies or priorities and policy actions will ensure that this result is achieved.

#### **Outcome 1: Increased agricultural production and productivity**

In order to increase agricultural production and productivity, key interventions under the NST framework will include increasing soil fertility, reducing soil erosion and improving land use consolidation, land management and land administration. The capacity of farmers will be built through the enforcement of model cooperatives and sensitization of famers to work within cooperatives.

Gender will be taken into consideration because of the differences between male and female farmers. The number of female farmers is higher and when it comes to the access of labor, manure, fertilizers, improved seeds they face more challenges

Moreover, the production of selected food crops (Maize, banana, beans, etc.) will be strengthened year by year.

### **Output 1: Soil fertility and productivity improved**

The objective of this strategy is to increase the rate of use of fertilizers and other modern inputs; and to create a sustainable private distribution system to ensure timely delivery of improved inputs to farmers at reasonable prices.

The District will reinforce the agricultural programs aiming at ensuring accessibility and affordability of agricultural inputs including Nkunganire, Twigiremuhinzi programs among others. Also, the various initiatives in the area of rural finance cover the purchase of inputs will be promoted. According to the quality of soil, selected crops including maize, rice, banana, beans among others, will be planted seasonally in a rotational manner in order to maximize production.

For this, selected improved seeds will be used. To sustain this activity, the District will link up RAB directly with farmers' organizations as well as private investors to commission them to multiply needed seeds. Moreover, an incentive should be built in so that the farmers who opt for seed multiplication and who produce seeds of required standards should be paid premium prices that are better than those paid for products. To maintain the purity of the seeds, arrangements can be made with farmers from one specific area to multiply seeds for that specific area.

### **Output 2: Key crop production and productivity increased**

The district aims at increasing the production and productivity of the key food crops for local consumption and exportation. To achieve this, the following programs will be implemented among others:

- Rehabilitation of banana plantation on 280ha in Peri Urban sectors
- Intensification of pineapple plantations on 210 ha in Peri Urban sectors
- Intensification of vegetable production on 350 Ha of marshlands developed
- Increasing exploited size of lands for the production and productivity of food crops including maize (5412 ha), beans (9899 ha), soya beans(700 ha), rice (280 ha), Irish potatoes (100 ha), Cassava (150 ha) totalizing 16,541 ha.
- Increasing the production export of other crops especially coffee and fresh beans (600T each)

**Output 3: Size of consolidated and irrigated land increased**

By Sensitizing farmers to adhere to the program of land use consolidation and utilization of mechanization in irrigation to promote off-rain agriculture, the district will ensure the increase yearly of consolidated land and use of irrigation technologies. Therefore, the consolidated land, especially marshlands, will be exploited maximally by using modern agricultural technologies that promote off-rain agriculture. During the next six years, the district shall rehabilitate 120ha of key marshlands situated in Gatsata, Kacyiru, Remera, Kimironko, Gisozi, Kimihurura, Ndera, and Kinyinya sectors while 360 Ha of consolidated marshland will be irrigated by utilization of Small Scale Irrigation Technology (SSIT).

**Output 5: Capacity building of farmers improved**

Farmers will continue to be admitted to cooperatives. The capacity of such cooperatives will be enforced through trainings offered by relevant technicians and field trips conducted by them. Mainly, the district will train and support farmers on seeds multiplication, post-harvest handling and conservation.

**Output 6: Agricultural yield added value increased**

Depending on the stages, processing can be classified into primary and secondary processing. In primary processing, the valuable part of the harvested produce is not changed, seed for instance. In the secondary processing, the form of the product is changed, flour and paste for example. During the next six years, the district will encourage investors to continue the implementation of agro processing units both for cash and food crops to ensure suitable post-harvest handling and storage among others. Meanwhile the district shall invest in the construction of agro-processing facility of pineapple to ensure its marketability while the private investors will be required to invest in construction of 12 post-harvest and storage facilities of different crops.

**Outcome 2: Increased animal productivity and production****Output 1: Large and small livestock increased especially within poorest families**

The main objective of one cow per poor family program (Girinka) is to reduce poverty and malnutrition. This objective should be extended and become an overall objective of livestock in

general. In fact, increasing the rate of HHs (male and female headed HHs) involves both large and small livestock. The latter is mostly recommended for those poorest families without capacity of owning a cow as it permits to the host HHs to have in a short-term source of income from sales. Therefore, the intensification of improved small livestock (28000 Pigs, 2800 goats, 56000 poultry, 5600 Rabbits) will be enhanced through farmers' financial support. Then, Girinka program will continue to distribute cows (10,500 cows) to poorest families. Finally the fishery will be improved through the establishment of 14 fish farming cage system in MuhaziLake.

**Output 2: Local bleed is genetically improved to productive bleed**

The strategies planned for improving local bleed is first the use of Artificial Insemination within cows and extend such program to other species especially pigs. The use of exotic male shall be used for small livestock. The core strategy here is to organize the trainings of artificial inseminators as well as providing them with required equipment.

**Output 3: Animal diseases are prevented and controlled**

The strategies planned are to reinforce animal disease control operations through strengthened pests' control and vaccinations. To achieve this, the district will construct and purchase equipment of one veterinary clinic in Bumbogo sector while 64 cattle handling crushes will be constructed in peri-urban areas.

**Output 4: Animal feeding ensured and domestication improved**

As the district expect to have a maximum production from its livestock, it has to ensure the source of food for the livestock. In that way, the district will ensure that at least **1** animal foodstuff processing plants **is constructed in Bumbogo sector.**

**Output 5: Value of animal products improved**

The increase of livestock leads to an increase of livestock products. To ensure their marketability and processability the district will ensure the implementation and operationalization of two (2) milk processing and packaging units as well as one honey factory in Jali sector. Moreover, the milk collection center of Bumbogo will be rehabilitated and operationalized. Finally, the district will construct and operationalize one (1) slaughterhouse in Butare/Nduba.

#### **4.3.1.2. Private sector development**

The PS sector aims to achieve accelerated, broad-based, diversified economic growth; the creation of new jobs and increasing the returns from existing jobs as well as increased incomes for the self-employed people. In order to meet the ambitious targets set at national level of becoming a middle income country, and achieve the Sustainable Development Goals(SDGs), the private sector must become the engine of growth of the economy.

##### **Objective:**

The key objective of developing a PS is to become an engine of socio-economic development of the district through increased employment and sustainable and profitable investment.

To achieve this objective, a number of interventions are to be implemented by the district during the next five years. The following paragraphs describe briefly key intervention per expected results.

##### **Outcome 1: Private sector becomes an engine of socio-economic development**

The private sector within Gasabo district aims to develop an entrepreneurial, innovative and competitive sector that delivers broad-based and inclusive economic growth as the country's objective. In order to achieve this, the private sector development strategy includes a number of interventions aligned with the needs of key sectors and which aim to unlock the binding constraints to investment and growth in the district.

##### **Output 1: Access to basic trade infrastructures and formal business improved**

To ensure the sustainability and profitability of trade as well as any other business developed within Gasabo District, there is a real need of improve the quality of trade infrastructures. The latter will emphasize on several interventions including: (1) development of physical plans and road demarcation of heavy and light industrial zones, (2) availing land bank of Ha 100 for

investment, (3) five new selling points established. These interventions will also solve the issue of street vendors who will benefit from some of those investments.

### **Output 2: Sports, Cultural and historical tourism promoted**

Tourism products in Rwanda are undergoing tremendous diversification as the country expands its traditional offering of gorillas, savannah, baskets and traditional dancers. Within Gasabo district, the tourism industry is identified as a critical sector in economic development; however, there is still room for expansion. It is, therefore, important to expand on the existing products while venturing into new areas that will diversify the tourism portfolio and foster sustainability.

For doing so, the district will (1) construct and equip “U Rwanda rwa Gasabo” museum in Rutunga sector, (2) Revitalize the historic "Bumbogobwa Nkuzuzu" place as a cultural museum hall (Ubukwe museum), (3) Establish two (2) historical and cultural monuments in Rutunga as the origin of Rwanda, to add value on protected historical site.

Hotels and other tourism facilities are also to be encouraged around the Muhazi Lake in order to ensure that this lake is used for recreation and tourism development. Thus, the district will construct Guest house on Muhazi shore/Rutunga, buy 2 yatch and 10 water bike, establish a standard boat station with stores, build 2 recreation centres in Rutunga, and Gikomero each with sport grounds.

### **Output 3: Entrepreneurship developed**

Entrepreneurship is the driving force for the private sector to create wealth. In particular, Micro, small and medium enterprises (MSMEs) will be the key driver for job creation in upcoming six years. Thus, mentoring services linked to banks and financial institutions will be empowered for MSMEs with growth potential to enable them to improve operations, innovation and their chance of accessing credit. In fact, the district will:

- (1) Facilitate 10,500 new MSMEs to access finance;
- (2) Support 900 youth (men and women) TVET graduates to acquire start-up toolkits;
- (3) Support 900 MSMEs managed by youth (men and women) to access finance through BDF guarantee or leasing.

The skills development and start-up support coaching to reduce investors’ expenses in human resources and venturing from outsides Rwanda, most importantly to increase local products’ quality competence will be promoted. Thus, the district will:

- (1) construct and equip 4 new TVETs in Bweramvura/Jabana, Gasanze/Nduba, Ndatemwa/Rutunga and Rusororo;
- (2) organize skills, technology and business idea through annual exhibitions whereby it is expected that the attendance will increase of 25% respectively. Such exhibitions will also aim at promote the Made in Rwanda policy while reducing the importations and increasing exportations.

#### **Output 4: Handcraft based investment and cooperatives developed**

The Gasabodevelopment will be mainstreamed within its population by empowering existing off-farm cooperatives and encouraging people to belong to these cooperatives in order to ensure their development. Thus, the district will construct and equip two new ICPCs in Zindiro/Bumbogo and Mulindi/Ndera and expand the Gikomero ICPC. While at least one cooperative per village will be established in order to promote the culture of working together. At least one model income and employment-generating project in each village will be developed.

Moreover, it is expected that 7 collective investment groups will be supported to promote employment through construction of shopping malls (Kimironko, Kisimenti, Musezero), hotels and modern public spaces.

#### **4.3.1.3. Transport**

Considering its location, Gasabo's transport network is not sufficient as the ownership of transport means increases on daily basis giving raise to the traffic jam. Moreover, some of the existing roads are in bad conditions that they need to be rehabilitated. It is planned that the District will construct and rehabilitate roads targeting feeder roads connecting farms and food processing hubs. Furthermore, the investment will also focus on improved maintenance of the road network. In order to improve mobility, accessibility and connectivity, the network will be improved in terms of addition of new links and upgrading of existing unpaved roads to paved

**Objective:** To facilitate land based transport across Gasabo district

**Outcome:** Land based transport facilitated and improved

#### **Output 1: Transport facilities are developed**

Roads development and maintenance remains a great hurdle that the Government of Rwanda particularly Gasabo District, continue to grapple with. It is planned that the Gasabo district will



construct 67.5 km of asphalt road, 13.4 km of Cobblestones, 15 km of marram roads will be rehabilitated, 350 km of feeder roads will be constructed and rehabilitated, and 3 bridges will be constructed.

**Output 2: Human and goods transport improved**

By ensuring good quality of roads, private investors should be mobilized and sensitized to improve the human and goods transport across the district.

**4.3.1.4. Urbanization**

The implementation of Kigali master plan obliges Gasabo district to prioritize the urbanization and human settlement in order to ensure its sustainable development. Thus, the development of physical plans, servicing the residential sites, promoting affordable houses, relocation of people living in high risk zones and upgrading informal/unplanned settlements are the key priorities for this sector. Thus, the land use will be maximized while ensuring the land bank for investment and agriculture in the district.

**Objective:** To actively contribute to the economic transformation through implementation of Gasabomaster plan at 25% by 2024.

**Outcome 1: HHs live in formal and improved settlements**

**Output 1: Residential zones have physical plans and basic infrastructures**

The District recognizes that the determinants of urbanization are primarily physical plans that allow residents to have basic infrastructures and then prevent the unplanned and scattered settlements. Considering the demographical increase observed in Gasabo District associated with the need of having shelter per HH, including those to be relocated from HRZ, oblige the district to avail residential zones. Fortunately, the master plan of CoK has this component as one of the solution of maximization of the land use.

For the next six year, the district expects to develop and approve physical plans of all residential zones indicated on the CoK master plan. Additionally, the informal settlements will be upgraded to ensure full access to basic infrastructure and compliance with environmental protection as well as hygiene and sanitation. With this regards, it is expected that 328.45 ha of informal settlements will have full study of upgrade while 2 sites (Nyabisindu, Kangondo&Kibiraro) will be upgraded.

### **Output 2: Planned settlement promoted**

The District is committed to develop and put in place basic infrastructures in the Imidugudu/grouped settlement that will encourage grouped settlements. This will increase %age of population in grouped settlement to **100%**. To achieve this target Gasabo District will continue to mobilize Private Sector for Construction of affordable houses while servicing approved physical plans. Thus, it is expected that at least 600 affordable houses will be available for occupation and 500km of earth roads will be constructed in planned residential zones.

Moreover, the relocation of people living in HRZs and those in scattered settlements will be enhanced to ensure that they adhere to the grouped and planned settlements. To achieve this, the district will continue to mobilize people especially those in risk zone to adhere to this program and local leaders will be trained in management of settlement in order to prevent the installation of slums. Additionally, the district will assist 357vulnerable HHs to get in IDP models.

Finally, the district will ensure that both public and private buildings are equipped with lightning conductors, extinguishers and retain rain water in order to prevent disasters related to rainfall.

### **Output 3: Land use developed**

The focus will be to make sure that security of land tenure through systematic land registration and by issuance of all land leasehold titles. For the future implementation of investment projects especially those of affordable houses that will need land, the District will secure an additional land bank of 50ha.

#### **4.3.1.5. Environment and natural resources**

The demographic pressure and human activities practiced on land including firewood, exploitation of natural resources, building, etc. are the main factors of environment degradation which gives raise to different disasters and climate change. Forest resources constitute the main source of cooking energy in the district while the forest coverage is very low compared to the agricultural land. Meanwhile, the protection of buffer zones of rivers, marshlands and lakes is among the key environmental priorities at national level. Additionally there is need to improve the exploitation of quarries to ensure that it is done in environmental friendship ways.

The first activity is to strengthen the mobilization and sensitization of farmers for ensuring their involvement to this program. The modernized mechanisms for fighting against erosion must be

seen as a cross cutting program combining housing sector where each building must have a core system of retaining rain water, agriculture, environmental and natural resources management in terms of increasing radical terraces, ditches and increasing forestry (increase of agro-forest and forest). Finally, adequate forest management system will play an important role in preservation of such structures.

**Objective:** To ensure the protection and conservation of the environment, and the optimal and rational utilization of the natural resources for the district development.

**Outcome:** Operationalized disaster management including climate change

**Output 1: Forest coverage is increased**

Protection against soil erosion through the increase of forest coverage will be performed by promoting agro-forestry and forestry planting. This will involve several activities such as supporting re-forestation and forestation on both public and private land, promote participation of population in tree planting through campaigns and civil society organizations and mobilize the private sector to support these initiatives. The good management of planted trees will be ensured by the district through involvement of private sector. The target is that by increasing the forest coverage, the malnutrition cases be reduced while income be increased through plantation of the fruit trees and ornamental trees respectively. The district expects to plant new 60,000 ornamental trees on 37.5Ha, 322,650 agroforestry trees on 3226.5Ha, 57,600 forests trees on 36Ha, and 120,000 fruits trees on 1200ha. These activities will be complemented by the development and implementation of the district Forests Management Plan (DFMP).

**Output 2: Buffer zones and swamp protected**

It is expected that 2,173ha of buffer zones around marshlands, Muhazi lake and Nyabugogo and Yanze rivers will be protected by setting progressive terraces on 1,563 ha of highly erosive sites in Jali, Rutunga, Gikomero, Bumbogo and Nduba in addition to the above tree planting and Protection of Nyabugogo and Akagera Upper catchments areas. Moreover, it is planned that all of harmful activities located in the swamps (currently 1564 activities are identified) will be relocated in order to ensure the conservation of those swamps.

**Output 3: Quarry and mineral exploitation improved**

The rationalization of Gasabo mining and quarries will be ensured through the regular inspections of all Mines and quarries according to environment, mining and quarries laws and regulations in order to address the problem of illegal mining as well as environmental protection.

**Output4: Environmental concern integrated in all development initiatives.**

The district development will be based on ensuring the sustainability of environmental systems. To achieve this, the district will mainstream the Environmental Impact Assessment policy in all developmental project proposals.

**Output 5: Men and women are aware about environmental issues**

The sustainable environment will be ensured by increasing the level of public awareness about environmental issues. It is expected that the district will conduct at least two environmental awareness campaigns per year. This will pass through media spots, campaign and capacity building of environmental clubs. Moreover, environmental committees at sectoral level will ensure the promotion of practices that protect the environment in their daily activities.

**4.3.1.6. Public Financial Management**

Public financial management is a key function for efficient and effective management of public service delivery in Gasabo district. It aims at ensuring public financial services are affordable and accessible.

**Objective:** To ensure good management of public finances

**Outcome:** Strengthened public financial management by organizing tax systems management and increasing capacity of budget execution

**Output 1:** Internal revenue increased and well managed

Self-contribution to yearly budget will be increased by increasing internal revenues of at least 20% annually. To achieve this, the district will have to update regular the database of taxpayers, keep functional the district tax advisory committee as well as organizing annually tax week.

To ensure the good management of public finances, all recommendations about budget execution from Auditor General will be implemented as well as targeting a clean audit report.

**4.3.1.7. Financial Sector Development**

To accomplish the DDS aspiration, Gasabo District needs a robust and supportive financial sector with a suitable regulatory framework, effective and efficient financial intermediation and

adequate provision of credit to the economy that thrive to contribute to 5080 annual jobs creation in both formal and informal sector. In the next six years, the District will focus on encouraging financial and non-financial institutions to provide a broader range of low-cost financial services to households beyond the reach of branch networks.

**Objective:** To ensure access to financial resources and monitor their good use.

**Outcome:** Financial self-generation and good use of financial resources insured

**Output1: Financial institutions improved**

In collaboration with BNR, the District will continue to supervise Umurenge SACCOs as the government is also considering easing the burden of BNR as a supervisory authority by creating an apex institution without banking functions owned by Umurenge SACCOs. The District will ensure that once this institution is in place and in collaboration with Rwanda Cooperative Agency provide training and capacity enhancement to SACCOs and also ensure that their members comply with regulatory requirements. The District will also strengthen governance by consolidating Umurenge SACCOs at the district level and establish an effective interface between District SACCOs and Umurenge branches to achieve stability and control, while preserving cooperative culture elements. Moreover, the district will continue to deal with investors especially bankers to invest more in bank system in Gasabo.

**Output 2: Access to finance improved**

Finally, access to finance by people, both male and especially women, will be enhanced by sensitization and promotion of a saving policy thus increasing people's financial inclusion. This access to loans will be facilitated by helping women in developing income generating projects to be funded by financial institutions. This help, will be ensured by relevant technicians from MINICOM to sector level. Moreover, access to guarantee provided by BDF especially for youth and women's projects will ensure the development of financial sector within Gasabo. In fact, the district will promote the serving culture and financial literacy among the population. Thus, the Igiceri program and other serving financial groups will be enhanced at all villages with participation of at least 90% of population. From such financial groups, the district expects to have at least one income generating project per village.

## **4.3.2. Social Pillar**

### **4.3.2.1. Energy**

Access to safe, reliable and cost effective energy is essential if we are to achieve the ambitious levels of growth defined under the National Strategy of Transformation (NST). There is a strong correlation between a country's energy usage and the level of development. The energy sector in Rwanda consists of three components: Electricity, Biomass and Petroleum, with each playing a key role in Rwanda's transition to a middle income country by the end of the decade.

Energy is a service and a key input into economic development and household activity. Different sources of energy have different uses and there is need to ensure that the most appropriate form of energy is available in a cost effective, reliable and sustainable manner. As an example, it would be impossible to charge a mobile phone using biogas and it is as well not cost effective to use electricity for cooking.

The primary source of energy will continue to be biomass, principally used in cooking. The most basic forms of Biomass are firewood and charcoal. Across the globe, firewood is associated with environmental, social and health problems, stemming from deforestation and the emissions from wood and charcoal burning respectively.

To address the social and health problems emanating from use of biomass, Gasabo District will promote the use of alternative fuels such as cooking gas and where possible Biogas from animal and plant waste. This will free up the time of women and children currently spent collecting firewood, giving them enough time to study and undertake more productive commercial activities.

Electricity is an essential driver of modern technology and socio-economic development. Use of electricity is required for both low consumption devices such as lights and mobile phones and large users such as industry which will enable industrial processing activities, value addition, driving exports and job creation. Electricity access can be through on-grid connections to households and businesses and off-grid solutions such as mini-hydro as well as small solar generation. Network connections require significant capital costs but are able to provide the reliable, high voltage electricity required for industry, commercial and large residential users.

The district priority is to extend the network to allow heavy users of electricity across the District to be connected to the grid. For lighter users of electricity, grid connections are unlikely to make

economic sense in the short term and as such, off-grid solutions such as Solar PV and Micro-hydro will be promoted.

**Objective:** To increase access to modern energy sources and to meet the ever increasing power demand for socio-economic development of the district.

**Outcome 1: Reduced the use of firewood as source of cooking and lighting energy.**

Most of Gasabo's HHs (both male and female headed HHs) currently use firewood for cooking and lighting, but this practice is causing large amounts of deforestation as well as contributing to major respiratory diseases for the women and children that are the most around firewood stoves. The use of other alternative energy resources should prevent such disadvantages.

**Output 1: Access to electricity increased**

The sector strategy intends to provide at least 100% of access to electricity by HHs and communities including markets, schools, trade centers and public roads. This is hoped to harness the above growth of the sector, significantly supporting economic transformation. To achieve this, the district, in collaboration with REG, expects to support 2,253 vulnerable HHs to get connected to off-grid electricity (solar energy) while 43,148 New households will be connected to the grid.

**Output 2: Use of alternative energy increased**

Biogas and cooking gas are the clean source of energy that do not degrade the environment and human health. Biogas is especially useful for development because it provides fertilizer that could be used to grow crops while simultaneously aiding in waste management. For this issue, the district will continue to promote access to sponsorship as well as awareness in order to promote the use of biogas and cooking gas within HHs and boarding institutions. According to the price of those gas and biogas, some HHs may not be able to access them since they need all to cook every day. For such HHs, the district will emphasize on the availability, accessibility and affordability of improved cooking stoves like rondereza, canarumwe, etc. which have an advantage of reducing considerably the firewood use. Additionally, the Nduba landfill will be reorganized in such way of energy generation to be used by the surrounding HHs.

#### **4.3.2.2. Water and sanitation**

Access to safe drinking water is, amongst the highest priority for Rwandan population. It is a basic facility. Improved access to clean drinking water impact strongly on women economic development as it frees up the time of women and children currently spent on fetching water to allow them to study and undertake more productive activities. Limited access to clean water by both HHs and Public institutions is one of the key challenges in Gasabo District. To address this challenge, a priority action of persistent rehabilitation is always required for existing water infrastructure. In this development; Rain water harvesting mechanisms will also be emphasized in households and public buildings.

Solid waste management, collection and disposal are a task to the private sector, community associations, District authorities, households, communities and NGO in the District. Unhygienic sanitary facilities, poor management of solid and liquid wastes and inadequate hygienic practices are responsible for a large portion of hygiene related diseases. Increasing urbanization and grouped rural settlements will subsequently result in increased solid and liquid waste generation. This calls for solid, liquid waste management approaches. To achieve the sanitation improvement the District will endeavor to emphasize the mobilization of the population to establish water harvesting systems such as use of water tanks, water catchments, water ponds and drainage systems to preserve water.

**Objective:** To ensure access to improved water and improved sanitation facilities

#### **Outcome 1: Increased access to improved water and sanitation**

##### **Output 1: water settlements improved**

The main focus during the next 6 years is to ensure 100% access to clean water and sanitation by HHs as well as the functionality of water supply systems. This will be achieved through the construction of four (4) water supply channels of 50km serving 4600 new HHs in Jabana, Ndera (Kira, Buruga and Gitaraga), Kinyinya and Nduba Sectors

##### **Output 2: Sanitation facilities ensured for all**

The district will ensure that all HHs own sanitation facilities at home such as improved toilet, shower, and hand wash facilities among others. Moreover, the public places will be equipped with sanitation facilities especially improved toilets.



#### **4.3.2.3. Youth**

Youth employment and economic empowerment will enable Gasabo's youth to realize their potential and rights through an integrated approach that will address the challenges they face such as poverty and unemployment. The promotion of off-farm job creation will enable them to participate actively in the district development.

**Objective:** To promote off-farm job creation by and for youth in order to ensure economic growth.

**Outcome: Increased youth (male and female) employment skills and entrepreneurship**

**Output 1: Youth workforce skills developed**

By promoting the development of workforce skills of youth, the district will ensure the capacity building of youth in entrepreneurship. To achieve such initiative, emphasis will be on implementation of VTCs, TVETs and non-formal education centers. The outputs of such institutions will be admitted to the arts and craft centers to be developed also within and by the district.

**Output2: Youth's health improved and reducing teenager's pregnancies**

The promotion of youth's health will be made effective by ensuring their welfare. In addition good health can be attained by promoting sports activities from cells up to the district.

To achieve this, the district will ensure the establishment of playgrounds at village level. Also the district plans to develop a stadium by the next six years and a form a district football team. The youth's welfare will be also ensured by reducing teenager's pregnancies and preventing crucial diseases such as HIV/AIDS and other communicable diseases by promoting sensitization and ensuring availability of condoms. Fighting against drug abuse will be possible by operationalizing the community policing program and by empowering other community forums including Umugoroba w'ababyeyi program.

#### **4.3.2.4. Social Protection**

It is now understood that economic growth alone is not sufficient to lift the poorest and most vulnerable households out of poverty. Social protection concerns the group of vulnerable people such as oldest and poor families, genocide survivors, PWDs and HMP. Well-targeted social protection contributes to economic growth, and makes that growth more pro-poor by providing a

spring-board out of poverty and into productive livelihoods. There is a strong link between vulnerability, disability and poverty.

**Objective:** To ensure equitable growth for all Rwandans through protection of vulnerable groups

**Outcome:** Enhanced and sustained equitable livelihood opportunities and food security with a focus on vulnerable groups

**Output 1: Vulnerable HHs for both male and female headed HHs sheltered**

The vulnerable people especially genocide survivors in poor class and those from Nyakatsi as well as vulnerable HHs in HRZs will be facilitated to own houses in grouped settlements. The rehabilitation of dilapidated houses of genocide survivors will also be rehabilitated as.

**Table 17. Vulnerable household heads by District, (EICV4, EICV3)**

	Women	Disabled	Under 21	Total number of households (000s)
<b>EICV4</b>				
<b>All Rwanda</b>	<b>25.5</b>	<b>9.2</b>	<b>0.9</b>	<b>2,493</b>
Nyarugenge	19.5	5.2	1.3	73
<b>Gasabo</b>	<b>24</b>	<b>4.9</b>	<b>1.2</b>	<b>147</b>
Kicukiro	23.5	2.5	0.9	76
<b>EICV3</b>				
<b>All Rwanda</b>	<b>27.7</b>	<b>10.3</b>	<b>0.9</b>	<b>2,253</b>
Nyarugenge	22.8	5.6	1.1	60
<b>Gasabo</b>	<b>26.1</b>	<b>4.7</b>	<b>0.9</b>	<b>99</b>
Kicukiro	20.3	3.3	0.8	64

To achieve that, it is planned the following projects:

1. Constructing of 357houses for vulnerable groups living in HRZs , rented by Sectors and orthers,
2. Construction of 64 houses for vulnerable genocide survivors
3. Re-construction of 40 houses for vulnerable from Nyakatsi(Nduba 22, Rusororo 16 and Rutunga 2)

4. Re-construction 51 houses for vulnerable genocide survivors
5. Rehabilitation 81 houses for vulnerable from Nyakatsi (Ndera 50, Gikomero 21 and Jali 10)
6. Rehabilitation of 33 houses for vulnerable genocide survivors
7. Maintain 1292 houses for vulnerables groups constructed from 1997-2014

**Output 2: Schooling of all vulnerable children insured**

The under school age children from poor historical marginalized HHs will be supported to complete vocational training/University studies. Thus it is planned that at least 90 children will be supported annually and provision of 10 start ups tool kits.

**Output 3: Welfare ensured for all vulnerable people**

The district will ensure that the vulnerable people are supported to either survive or graduate from their respective socio-economic quantile to the greater level. The poorest HHs will continue to be assisted through different components of VUP such as sponsoring their income generating projects by financial program and providing direct surviving support etc. Additionally, genocide survivors and other vulnerable people will be assisted to create and implement income generating projects.

For the surviving support, it is planned the following projects:

1. Support 2,507 poor and extremely poor families through the direct support under VUP
2. Support 1249 poor and extremely poor families through direct support offered by FARG, annually.
3. Support 62 Incike of genocide through direct support offered by FARG, annually.

For facilitating the economic graduation of poor and extremely poor families, it is planned the following projects:

1. Facilitate 40,784 poor and extremely poor families to get jobs for wage under VUP
2. Support 10,200 poor and extremely poor families under VUP/ ePW.
3. 481 projects of community supported every year under Ubudehe program
4. 481 projects of individual supported every year under Ubudehe program
5. Annual support for at least 132 income generating project among extremely poor and poor groups
6. Support 1374 vulnerables persons with school fees, medical assistance, house renting, etc

7. Support to 30 Cooperatives of persons with disabilities.
8. Support income generating projects of 48 families dismissed from TZ

#### **Output 4: PWDs supported to enjoy their citizenship**

The district will support the fully integration of PWDs in its development. In fact, it is planned the following projects:

1. Construction of the community development centre specialized in supporting PWDs employments.
2. Facilitate sport and recreation in PWDs called Intwari Handisport in all sectors in order promote special sport disciplines.

#### **4.3.2.5. Health**

Health of people is a crucial factor of community development. In fact, when the members of a family are healthy, the father and mother have the opportunity to look for and keep jobs, and they can generate wealth, feed and protect their children, and send them to school. Healthy, well-fed children have better performance in school and this will have a positive impact on household incomes in the future. In addition, if the parents are sure that their children are highly likely to live to be adults, they will usually have fewer children and can thus invest more in the health and education of each one.

**Objective:** To ensure universal accessibility of quality health services for the population of the District

**Outcome 1:** Gasabo's people, both male and female, are safe within safe families.

#### **Output 1: Health infrastructures improved**

For insuring good health service delivery, the district, in partnership with its stakeholders will put emphasis on the improvement of health infrastructures. To achieve this, the focus will be on the rehabilitation of dilapidated health infrastructures as well construction of new ones. All of these infrastructures (constructed and rehabilitated) will be equipped with modern medical equipment. The following are the key projects to be implemented:

1. Extension and upgrading Kacyiru District Hospital to ensure that it meets minimum standards of a district hospital

2. Construction and equipment of new Health Centres:
  - a. Kimihururahealth centreaiming at reducing congestion at Kacyiru HC and hospital
  - b. Gisozi health centre to increase accessibility of health services
  - c. Kimironko Health Centre in Kibagabaga Cell/ Nyirabwana Village to increase accessibility of health services
3. Construction of Day Care Health center in Kinyinya Sector aiming at Management of Mental diseases
4. Construction and equipment of Health Posts to increase accessibility of health services at
  - a. Rwankuba in Kinyinya Sector
  - b. Gasabo in Rutunga sector
  - c. Nyamugali health post in Gatsata Sector
  - d. Ruhanga health post
  - e. Kabuga II health posts
  - f. Nkuzuzu health post in Bumbogo Sector
5. Relocation of Kagugu Health Centre from Kabunde Village to Dusenyi Village in Kinyinya Sector to overcome the challenge related to the small size of plot and environmental commodities.
6. Construction of medical laboratories to replace the existing one which are very small and worn at
  - a. NyacyongainJabanasector
  - b. Rubungo in Ndera sector
  - c. Jali in Jali sector
  - d. Gihogwe sector
7. Construction of maternity blocs to include maternity packages at health center and replacement of existing dilapidated infrastructures:
  - a. Kacyiru health centre
  - b. Jali health centre
8. Extension of health centres which are very small or worn to serve the surrounding population:
  - a. Kabuye Health Centre

- b. Bumbogo health centre
  - c. Gihogwehealth centre
  - d. Rwanda Women Network Health Centre to meet full package as per MOH standards
9. Removal and replacement of asbestos in Rubungo health center
  10. Rehabilitation of Ndera health post because the existing facility is worn
  11. Construction of 6 new Health posts in Nduba Sector: Sha, Shango, Gasura, Butare, Gasanze and Gatunga posts because the current facilities are rented
  12. Extension of Kibagabaga district hospital by constructing Maternity, Neonatology, canteen, archive blocks and conference hall in order to satisfy the client
  13. Extension of Kayanga maternity because the existing is too small compared to the client size
  14. Acquisition and installation of machinery Kibagabaga hospital to overcome electrical cutoff and infection diseases including nosocomial diseases as well facilitating in diagnostics.
    - a. Standardized automatic generator of KVA 500
    - b. washing machine (60kg)
    - c. Radiography machine to replace the existing one which is worn and using outdated technology
  15. Equip Gatsata health center to ensure that it is fully operational
  16. Construction of HCs' fences: Nduba, Gikomero, Gihogwe, Kayanga, Bumbogo and Rwanda women network to increase security of health centers

### **Output 2: Health personnel increased**

The district health personnel are currently insufficient as per the international standards. Thus, during the implementation of this DDS; the district will ensure their sufficiency in terms of health personnel by recruiting additional medical doctor, nurses, midwives, pharmacists and Lab technicians. Moreover, some health agents on service will be facilitated to enable them attain high education by upgrading to the required levels. In this framework, district expectations are summarized in below table:

**Table 18. Targets of health personnel**

<b>Ratio</b>	<b>Baseline</b>	<b>Target</b>
Doctor (both GP and Specialists)/pop		1/7,000
Nurse/pop		1/800
Midwife/pop ratio (women aged from 15-49)		1/2,500
Pharmacist /pop		1/15,500
Lab Technicians /pop		1/7,500

**Output 3: Mother-child mortality reduced**

Gasabo district is classified within districts with a moderate rate of malnutrition especially for Mothers and children. Thus, during the next six years, the district will continue to sensitize people to change mentality about nutrition by incorporating in their daily ration vegetables and proteins especially milk which is abundant in the district. Moreover, the district will increase coverage rate of child growth monitoring, improve screening of malnutrition among children, pregnant and lacting women and management of malnutrition cases. The ownership of health insurance per person will be strengthened. Good service delivery in health institution will be mainstreamed and 2 new ambulances will be acquired to support in service delivery.

The infant and maternal mortality rates will be reduced considerable through the reinforcement of 4 antenatal care standards visits and postnatal care uptake in health facilities to be at least 60%.

Additionally, the community health workswill continue to be involved in monitoring, sensitization about public health indicators. Communicable diseases will be prevented by enhancing vaccination schemes. While, non-communicable diseases will be controlled by enhancing sports within people and sensitization people about them.

**Output 4: Reproductive health education and family planning promoted**

Sensitization and service providing about family planning will be done for both men and women in order to reduce fertility rate. More efforts will be put in the promotion of participation of men in reproductive health services toward family planning as well as integrating youth friendly adolescent services in health facilities, to called “youth corner” for reproductive health

education. Additionally, the district will integrate prenuptial consultation in HCs for exposure of candidates on family health and planning.

**Output 5: Diseases prevention and treatment strengthened**

The district aims at having healthy citizen. To achieve this, it is expected that the prevention of communicable diseases be strengthened through the maximization of new born immunization (99%), mass campaign to reduce prevention of HIV among youth especially in women where it is high compare to men, TB and Hepatitis; promotion of hygiene and sanitation in public places and households. The HIV infection rate among new born for affected mothers will be reduced to 0%. The prevention of NCDs will be ensured by sensitization on prevention and management of NCDs through appropriate life style including sport, dietetics, and mental health, among others.

The great emphases will be put also on management of mental diseases through integration of mental health services in HCs, Training of nurses and CHWs on mental health and patient orientation.

**Output 6: Coordination of health activities and services promoted**

To ensure that the district health systems and activities are well coordinated, the district will promote use of data from health information system for evidence based decision, planning and interventions; reinforce monitoring and evaluation systems of health program and health activities as well as strengthen public and private partnership in health through sharing information and updated protocols toward quality health service delivery.

**4.3.2.6. Education**

The Government's Vision 2050 and other national economic development plans set out ambitious plans to create a growing knowledge-based economy country. Thus, the development of skilled workforce that can compete both the regionally and internationally is to be promoted. Only a workforce with sufficient number of people with the necessary skills to operate in an increasingly sophisticated and continuously adapting business environment will allow Rwanda to become the competitive and diversified economy it aspires to be. The Twelve-Year Basic Education program is the foundation for human resource development, while improved access to and quality of upper secondary schools, teacher training colleges, Technical and Vocational Education and Training (TVET) institutions and Higher Learning Institutions will supply the



demand for higher level skills and competencies. In Gasabo district, education is a concern of public and private sectors and is categorized into four levels namely: Pre-primary, Primary, secondary schools and Technical training.

**Objective:** To increase the literacy rate and competitiveness on job market

**Outcome: Ensured access to quality education for all**

**Output 1: Ensured quality education from early to tertiary-level for all.**

The district will continue to ensure the provision of education for its children. This will concern early education, pre-primary, primary, secondary and tertiary education. The perspective will be also on establishment of a technical college at tertiary level. Activities will concern several steps:

1. Expand, equip laboratories, libraries and ICT for acquisition of productive and employable knowledge and skills, and improve primary and secondary schools facilities in areas of need.
2. Increase the standard minimum class size and rationalize teacher workloads:
  - Implement ECDs and ECDs models up to cell level
  - Monitor the pre-primary schools to ensure they follow government policies on early learning.
  - Construct and rehabilitate, according to the needs, primary and secondary classrooms in line with government policies.
  - Reduce the pupils' teacher ratio of primary and secondary schools by recruiting new teaching staff
3. Enhance primary school completion by involving parents' teachers association in mobilization. In addition, school feeding program shall be mainstreamed by involving parents and other actors.
4. Improve sanitation facilities (Construct new toilets and rehabilitate the ones existing at schools) and taking into account PWDs.

**Output 2: Increase the Vocational training centers (VTC) and TVET**

1. Increase the district number of VTC (Vocational training centers) to one per sector across the district
2. Construct district TVETs (Technical, Vocational education and training)
3. Furnish the required equipment, furniture and other supplies to those institutions
4. Improved equity in the participation of girls and needy students

### **Output 3: Adult Literacy rate increased**

To ensure an increase of literacy of adults, civil society will continue to be mobilized for intervening in this activity. Moreover, the district will motivate teachers of these people by providing them at least a mutuelle de santé. Basic needs of literacy centers will be provided by district or owners of the centers in cases of private investors.

### **4.3.3. Good Governance Pillar**

#### **4.3.3.1. Information Communication and Technology**

The key objectives of ICT sector are to transform Rwanda into an IT-literate nation; promote and encourage the deployment and utilization of ICT within the society; improve the civil and public service efficiency; improve the information and communications infrastructure; make Rwanda a regional ICT hub; transform the educational system and enhance skills development. ICT is expected to generate opportunities across all sectors and acceleration of the country's socio-economic development process.

**Objective:** To ensure that the ICT skills contribute to the district economic growth

**Outcome:** Gasabo district is connected to the outer world and people (both men and women) can easily access information

#### **Output 1: ICT infrastructures improved**

The internet connection through broadband and other recent generation internet distributors will be distributed to public settlements and main trading centers. Thus the fiber optic will be distributed to urban sectors including Remera, Kimihurura, Kimironko, Kinyinya, Kimihurura, Gisozi, Kacyiru, Gatsata; other public settlements like Schools, Cells, Police station, Health posts will be connected viawireless connectivity.

#### **Output 2: The use of ICT increased**

Skills development is a national priority and also a foundation for the achievement of priorities set up in this DDS. This focus area aims to build ICT literacy especially by enforcing one laptop per child program with a target of 80% of computer literacy and pupil: computer ratio will be 3:1. The capacity building of teachers in this domain will be conducted yearly as well as facilitating them owning computers. Training centers will be put in place to help acquiring the skills in ICT in order to raise the level of literacy in Computer

#### **Output 3: E-governance promoted**

To ensure that services delivered to citizen are timeless and tireless for them, online services will put in place in order to eradicate the culture of printing and travelling. Thus, all services delivered at sector level will be based online. It is expected that by 2024, no documents will no longer be printed out through the initiation of electronic certificates to be given to citizen as proof of service delivered.

#### **Output 4: Access to information ensured**

The source of information insured facilitates a sustained development by exchanging with others. Thus, a sustained system will be implemented within the district. In fact, the district's website will continue to be updated and to avail updated information regarding the important events of the district. Moreover, a district journal will be initiated in order to facilitate access to information for the group of people who cannot have access to internet. In order to mainstream a reading culture within its population especially children, the district will conduct annually reading competitions thought both primary and secondary schools.

#### **4.3.3.2. Decentralization**

Decentralization was considered to be the main mechanism to promote good governance (through improved participation, promotion of transparency and accountability, and setting up responsive and sensitive decentralized structures), enhance local economic development (through efficient and effective implementation of development programs) and bringing quality and accessible services closer to the citizens.

As indicated by Rwanda Governance Board, under citizen report card 2016, findings show that citizens' Satisfaction on their participation stands at 62.3%. These findings entails that there are challenges which need to be addressed so that citizens can fully participate in decision making. Moreover, participation in these aspects requires sufficient mobilization and preparation time and a well elaborate process. Quest for solutions to all problems through dialogue and consensus; and the necessity to draw from, uphold and promote the positive traditional values of the Rwandan society, among others. The desire and resolve to restore, promote and uphold these tenets led to the conceptualization and formulation of the Decentralization policy.

**Objective:** To ensure good service delivery and full engagement of population in decision making

**Outcome:** Enhanced equitable, efficient and effective service delivery involving participative decision making.

**Output 1: Public administrative offices are viable and well equipped**

The district will ensure that public settlements and offices especially the one of cells are in good looking conditions. Moreover, these offices will be equipped in order to provide good service delivery in a good mood.

**Output 2: Quality of service delivery improved and population involved in decision making**

To achieve this output, Gasabo District will reinforce the use of ICT in service delivery from sector level. The promotion of competition scheme among different governance actors operating in district will be ensured as well as updating capacity of staff. Moreover, the District aspires that by bringing services closer to the population, citizens will have a direct role in the management of issues and affairs, and have greater role in decision making. Thus, the community forums will be enhanced in order to reduce and prevent crimes in general and GBV in particular.

**4.3.3.3. Justice, Reconciliation, Law and Order**

Despite the progress made by Gasabo district in line with JRLO, this sector is still facing some key challenges such as weak sector capacity, limited access to quality justice, persistence of genocide ideology and challenges to unity and reconciliation, reports on breach of rule of law, inadequate accountability in some areas and abuse of human rights and need for improvement in safety, law and order. To cope with these challenges, the different actors of JRLO operating in the district need to work together to deliver accurate solutions.

**Objective:** To enhance access to justice within united and patriotic people

**Outcome:** Patriotism, unity, reconciliation and equitable justice guaranteed for all

**Output 1: Access to equitable justice for all**

The focus of Government efforts is to strengthen the community mediation committees (Intekoz'Abunzi) which operate at the cell level. The Abunzi system is designed to decentralize justice, making it affordable and accessible. The district will ensure that elected Abunzi are competent by offering them relevant trainings. Moreover, district justice committee will be implemented to ensure execution of courts' decisions and maintain community order. In addition, MAJ should be decentralized by implementing outlets at sector level. A JRLO forum

will be enhanced at sectoral level to ensure that different actors are delivering for the same purpose.

**Output 2: Promotion of Reconciliation**

The focus of the district is to maintain reconciliation paradigm within the population. To achieve this target, the district will put emphasis on empowering associations aiming at unity and reconciliation. In addition, Genocide memorial sites and graves will be rehabilitated in order to honor genocide victims and keep the country's history for the next generations. Moreover, the Ndi Umunyarwanda program will be enhanced at all levels from village.

**Output 3: Promotion of order and patriotism**

The Itorerory'igihugu program is a national institution established in order to promote patriotism and Rwandan values. Gasabo district during the next six years will monitor the implementation of this program at village level and for students finishing secondary schools. Mentorship of Anti-GBV practices will be implemented within the community based forums especially Umugoroba w'ababyeyi.

## 4.4. Logical Framework

No	Indicator	Baseline (2016/17)	Overall Target	Target (2018/19)	Target (2019/20)	Target (2020/21)	Target (2021/22)	Target (2022/23)	Target (2023/24)	Means verification	Assumption
<b>PILLAR 1: ECONOMIC TRANSFORMATION</b>											
<b>SECTOR: AGRICULTURE</b>											
<b>PRIORITY AREA:</b>											
<b>Outcome 2: Increased traditional and non-traditional export crops</b>											
<b>Output 1:</b>											
	Intensification of vegetable production on Ha 350 of marshlands developed	30Ha of marshlands producing different vegetables	<b>350</b>	58	58	58	58	58	60	<ul style="list-style-type: none"> <li>➤ District administrative data</li> <li>➤ District Agronomist report</li> </ul>	Reduction of malnutrition among children
	Intensification of pineapple plantations on Ha 210 in Per Urban sectors	Existing land not consolidated for pineapple	<b>210</b>	35	35	35	35	35	35	<ul style="list-style-type: none"> <li>➤ <b>District administrative data</b></li> <li>➤ <b>District Agronomist report</b></li> </ul>	Per urban sectors will cultivate pineapple on Ha 210
	Ha 280 of banana plantation rehabilitated in Per Urban sectors	Improved 5 Ha of existed banana plantations	<b>280</b>	46	46	46	46	46	50	<ul style="list-style-type: none"> <li>➤ <b>District administrative data</b></li> <li>➤ <b>District Agronomist report</b></li> </ul>	Reduction of malnutrition among children and population
<b>Outcome 6: Increased financing and infrastructure for agriculture</b>											

	12 harvesting and storage facilities for different crops constructed	8 facilities are constructed by different partners	12	2	2	2	2	2	2	2	<ul style="list-style-type: none"> <li>➤ MINAGRI</li> <li>➤ District administrative data</li> <li>➤ District Agronomist report</li> </ul>	Avail storage facilities for agriculture production
<b>Outcome5. Improved livestock sector</b>												
	Intensification of improved small livestock (28000 Pigs, 2800 goats, 56000 poultry, 5600 Rabbits) through farmers' financial support.	Existed improved small livestock	92,400	15,400	15,400	15,400	15,400	15,400	15,400	15,400	<ul style="list-style-type: none"> <li>➤ MINAGRI</li> <li>➤ District administrative data</li> <li>➤ District Agronomist report</li> </ul>	Improve small live stocks for domestic animals
	Establishment of 14 fish farming cage system in Muhazi lake	None established	14	2	2	2	2	2	4		<ul style="list-style-type: none"> <li>➤ MINAGRI</li> <li>➤ District administrative data</li> <li>➤ District Agronomist report</li> </ul>	Fish farming cage system in Muhazi Lake will be established
	Construction and delivering equipments of honey factory in Jali sector	None constructed	100	-	-	50	50	-	-		<ul style="list-style-type: none"> <li>➤ MINAGRI</li> <li>➤ District administrative data</li> <li>➤ District Agronomist report</li> </ul>	Factory equipment will be constructed and delivered to increase the

										➤ PSF	quantity of honey produced in Jali Sector
	1 Animal feeds production centers in Bumbogo constructed	None constructed	100	-	-	-	40	30	30	➤ MINAGRI ➤ District administrative data ➤ District veterinary report ➤ PSF	To improve the welfare of domestic animals, in Bumbogo Sector 1 animal feeds will be constructed
	Construction of 100 cattle handling crushes in peri urban areas	5 Cattle handling crushes constructed	100	50	50	-	-	-	-		
	Construction and delivering equipments of slaughterhouse in Butare/Nduba	1 constructed	1	=	50%	50%	=	=	-	➤ MINAGRI ➤ District administrative data ➤ District Agronomist report ➤ PSF	Distribution of slaughterhouse use in Butare/Nduba sector
<b>Outcome8: Enabled environment and responsive institutions</b>											
	Train and Support farmers on seeds multiplication, FPs and FFS activities	None trained	6	1	1	1	1	1	1	PSF report ➤ Cooperatives reports ➤ District administrative data	Farmers will be trained and supported on seeds multiplication



										➤ <b>District Agronomist report</b>	on
	Cross cutting issues: training, field visits, building	None trained	<b>6</b>	1	1	1	1	1	1	➤ <b>District administrative data</b>	Trainings, field visits, will be organised for male and women to understand cross cutting issues
	Forming 12 assured agricultural cooperatives	None insured	<b>12</b>	2	2	2	2	2	2	➤ <b>Cooperatives reports</b>	Agriculture cooperatives will be formed and assured
	Construction and delivering equipments of one veterinary clinic in Bumbogo sector	None constructed	<b>100</b>	-	40	30	30	-	-	➤ <b>District veterinary report</b> ➤ <b>District administrative data</b>	Bumbogo Sector will receive the construction infrastructure and equipment of one veterinary clinic
<b>Outcome 6: Increased climate resilience for agriculture</b>											
	Ha of progressive terraces prepared and		<b>800</b>	200	200	100	100	100	100 -	<b>District administrative data</b> <b>MINAGRI</b>	Ha of progressive will continue to

	number of existed radical terraces valorised										<b>Reports VUP Reports</b>	be prepared and valorized
<b>Outcome 10: Minerals, oil and gas sector promoted</b>												
	12,000 New HHs use cooking gas technology		<b>12,000</b>	200	200	200	200	200	200		<b>District administrative data</b>	Around 12000 HHs will be helped to use cooking gas technology
<b>Outcome7. Increased sustainability and profitability of forestry management</b>												
	Forests planted: ◆ Agro forestry trees 322,650/3,226.5 Ha, ◆ Forests trees 57,600/36Ha, ◆Ornamental trees 60,000/37.5Ha, ◆ Fruits trees 120,000/1,200Ha	Ha 12,348.6 District area /Ha are covered with trees	<b>4,500</b>	1,234	987	785	612	490	392		<b>MINAGRI Reports District administrative data District agronomist report</b>	Trees will be planted to help in retaining rain water and reduce erosion
<b>Outcome8: Accelerated growth in Green Innovation</b>												
	Protection of buffer zones (marshlands, Nyabugogo and		<b>2,173</b>	395	376	340	310	385	367		<b>MINAGRI Reports District administrative</b>	Buffer zones will continue to be protected

	Yanze rivers, Muhazi lake) on 2173 Ha.									<b>data District agronomist report</b>	in align with environmental protection
	Ha 355 of Nyabugogo and Akagera Upper catchments areas protected		<b>355</b>	60	59	59	59	59	59	<b>MINAGRI Reports District administrative data District agronomist report</b>	Reinforcement of environmental protection
	Reallocation of harmful activities located in the swamps/ 1,564Ha	167	<b>1,564</b>	261	261	261	261	260	260	<b>MINAGRI Reports District administrative data District agronomist report</b>	Environment protection on 1,564 Ha
	Ha 1,600 of degraded area "Mont Jali" Rehabilitated	None	<b>1,600</b>	270	266	266	266	266	266	<b>MINAGRI Reports District administrative data District agronomist report</b>	Mont Jali will be rehabilitated on 1,600 Ha
	Conducting District Forests Management Plan	None	1	1	≠	≠	≠	≠	≠	<b>Survey Reports</b>	Results for survey will help to know excluded

											zone for environmental protection
<b>Outcome 2. Off-farm jobs created per year</b>											
	Creation of 120,000 new off-farm jobs in different Socio-economic activities with District partners		<b>120,000</b>	20,000	20,000	20,000	20,000	20,000	20,000	<b>Survey Reports</b>	Reduction of poverty and unemployment rate among men and women
	Increase private sector investment and financing									<b>PSF Reports District administrative data</b>	Investment and finance in Private sector will increase, thus decrease the percentage of poverty and unemployment rate among men and women
<b>Outcome 2. Increase the number of active firms, older than two years with at least 4 employees</b>											
	Small Scale Irrigation Technology (SSIT) developed at Ha 360 /marshlands	25Ha is developed under SSIT	<b>360</b>	60	60	60	60	60	60	<b>MINAGRI Reports District administrative data District</b>	Marchlands areas have to be irrigated at 360Ha with developed

	area.										<b>agronomist report</b>	Small Scale Irrigation Technology (SSIT)
<b>Outcome 3. Increased traditional and non-traditional export crops</b>												
	Intensification of vegetable production on Ha 350 of marshlands developed	30Ha of marshlands producing different vegetables	<b>350</b>	58	58	58	58	58	58	60	<b>MINAGRI Reports District administrative data District agronomist report</b>	Marshlands developed on Ha 350 will be availed for vegetable production
	Intensification of pineapple plantations on Ha 210 in Per Urban sectors	Existing land not consolidated for pineapple	210	35	35	35	35	35	35	35	<b>MINAGRI Reports District administrative data District agronomist report</b>	Per urban sectors will cultivate pineapple on Ha 210
	Rehabilitation of Ha 280 of banana plantation in Per Urban sectors	Improved 5 Ha of existed banana plantations	280	46	46	46	46	46	46	50	<b>MINAGRI Reports District administrative data District agronomist report</b>	Banana plantation will be rehabilitated on Ha 280 in per urban sectors
<b>Outcome: Enhanced long-term savings and innovative financing mechanisms</b>												

Mobilize at least 20 new members (People) under “Igiceri program”/ Saving scheme by each Village	Bankable population is today 340,533=65% ).	57,720 People mobilized to save through Igiceri Program	9,620	9,620	9,620	9,620	9,620	9,620	9,620	<b>District administrative data Cooperative report</b>	At least 20 new members have to be mobilized (People) under “Igiceri program”/ Saving scheme in each Village
<b>Outcome 4. Increased agricultural production and productivity</b>											
Increasing production and productivity on Ha 16,541 of land planted: - Ha 5,412 of Maize, - Ha 9899 of beans, - Ha 700 of soya beans, - Ha 280 of rice, - 100 Ha of Irish potatoes - 150Ha of Cassava plantation	7.Increased yield on production and productivity of total land planted: - Ha 5,515 of Maize, -5,795 Ha of beans, - Ha 500 of soya beans, - Ha 250 of rice,	<b>16,541</b>	2,756	2,756	2,756	2,756	2,756	2,756	2,761	<b>MINAGRI Reports District administrative data District agronomist report</b>	Production and productivity have to be Increased

Ha 120 of Gatsata, Kacyiru, Remera , Kimironko, Gisozi, Kimihurura, Ndera and Kinyinyakey marshlands rehabilitated	500Ha are rehabilitated by MINAGRI/R SSP	<b>120</b>	20	20	20	20	20	20	20	<b>MINAGRI Reports District administrative data District agronomist report</b>	Ha 120 will be marshlands rehabilitated in different sectors
<b>Outcome5. Increased animal resources productivity</b>											
Intensified rearing of 10,500 improved new breeds of cattle in Per-urban Sectors, through Girinka program, and provision of veterinary services.	1,726 cows inseminated	<b>10,500</b>	1,750	1,750	1,750	1,750	1,750	1,750	1,750	<b>Reports District administrative data District agronomist District veterinary report</b>	Intensified rearing of 10,500 improved new breeds of cattle in Per-urban Sectors, through Girinka program, and provision of veterinary services.
Prevention of animal diseases through vaccination and bio security.	14,600 animals vaccinated	<b>150,000</b>	25,000	25,000	25,000	25,000	25,000	25,000	25,000	<b>District administrative data District agronomist District</b>	Animal will be Prevented of diseases through

										<b>veterinary report</b>	vaccination and bio security.
	Construction of 2 Milk processing and packaging units (For cheese, yogurt, and fresh packages) and delivering equipments	1 constructed	2	-	-	-	1		1	<b>District reports</b>	2 Milk processing and packaging units will be constructed
<b>Outcome 7: Increased exports of value-added goods</b>											
	Producing and Exporting 600 T of coffee/ Fully washed	518Tones of COFEE are exported	<b>600</b>	100	100	100	100	100	100	<b>District administrative data</b>	600 T of coffee/ Fully washed will be produced and Exported
	Producing and Exporting 600T of fresh beans	70 Tones of fresh beans are exported	<b>600</b>	100	100	100	100	100	100	<b>MINAGRI Report MINICOM report District administrative data</b>	600T of fresh beans will be Produced and Exported
	6 Local products exhibition to	0	<b>6</b>	1	1	1	1	1	1	<b>MINICOM report District</b>	Through Made in Rwanda



	promote Made in Rwanda									<b>administrative data</b>	promotion 6 Local products will be exhibited
	Ha 800 of Progressive terraces prepared		800	160	210	120	120	120	70	<b>MINAGRI Report District administrative data</b>	Progressive terraces will be prepared on Ha 800
	Preparation of 200 Ha radical terraces		200	40	40	30	30	30	30	<b>MINAGRI Report District administrative data</b>	200 Ha radical terraces will be prepared

No	Indicator	Baseline (2016/17)	Overall Target	Target (2018/19)	Target (2019/20)	Target (2020/21)	Target (2021/22)	Target (2022/23)	Target (2023/24)	Means of verification	Assumption
<b>PILLAR 1: ECONOMIC TRANSFORMATION</b>											
<b>SECTOR: Business Development</b>											
<b>PRIORITY AREA:</b>											
<b>Outcome11 : Increased number of Rwandans with appropriate skills tailored to labour market demands</b>											
	Supporting 7 collective Investment groups/cooperatives to promote employment; in shopping malls (Kimironko, Kisimenti, Musezero), hotels and modern public spaces.	8 (ADARWA, DUHAHIRANE, COPCOM, APARWA, COCCPAR, ICYEREKEZO, GIC, SOPROCOGIS)	7	1	1	2	1	1	1	RCA Report Cooperative report	7 collective Investment groups/cooperatives will be Supported in order to promote employment ; in shopping malls, etc..
	Promotion of a saving culture in all bankable population through Igiceri program scheme	70%	6	1	1	1	1	1	1	<b>District administrative data</b> <b>SACCO Reports</b>	Saving culture will be Promoted

(Bankable population is today 340,533=65%).											
482 new cooperatives established (1 cooperative per village)	***	<b>482</b>	10	100	100	100	100	100	72	RCA Report <b>District administrative data</b>	482 new cooperatives will be established 1 cooperative per village
900 youth supported to Acquisition of startup toolkits	475	<b>900</b>	150	150	150	150	150	150	150	<b>District administrative data</b>	900 youth will be supported to obtain start-up toolkits
10,500 new MSMES Facilitated to access finance through Business advisory services.	2867	<b>10,500</b>	1,500	1,500	1,500	2,000	2,000	2,000	2,000	<b>District administrative data SACCOS' Report</b>	Facilitation to access finance through Business advisory services
Support to guarantee and leasing	150	<b>900</b>	150	150	150	150	150	150	150	<b>District administrative data SACCOS' Report</b>	Gasabo population will be supported to get guarantee and leasing

Agribusiness projects for university graduates supported with start up capital	2 agribusiness projects supported in 2017/2018	27	3	4	5	5	5	5	District administrative data	Agribusiness projects for university graduates will be supported
<b>Outcome12. Increased Technical and Vocational Education and Training (TVET) schools and graduates</b>										
4 TVETs constructed and equipped ( Bweramvura in Jabana Sector, Gasanze/Nduba Sector, Ndatemwa/Rutungwa Sector and .../Rusororo Sector).	7	4	1	1			1	1	District administrative data	4 TVETs will be constructed and equipped
<b>Outcome13: Export growth sustained at 17% annually</b>										
Development of website linking industrial zone landowners and investors	0	1		1					District administrative data	Development of website linking industrial zone landowners and investors

1 Modern Market in Bumbogo constructed	1	1	50%	50%						District administrative data	1 Modern Market in Bumbogo will be constructed
2 ICPCs constructed ( Zindiro /Bumbogo & Mulindi/Ndera) and expansion of Gikomero ICPCs.	2	3	1		1			1		District administrative data	Construction of 2 ICPCs
<b>Outcome14: Increased exports of high-value services</b>											
“U Rwanda rwa Gasabo” museum in Rutunga sector constructed /PPP	0	1		30%	50%	20%				District administrative data	Through PPP “U Rwanda rwa Gasabo” museum will be constructed in Rutunga sector
The historic place as a cultural museum hall "Bumbogo bwa Nkuzuzu" (Ubukwe museum) revitalized .	0	1				70%	30%			District administrative data	The historic place as a cultural museum hall will be revitalized

No	Indicator	Baseline (2016/17)	Overall Target	Target (2018/19)	Target (2019/20)	Target (2020/21)	Target (2021/22)	Target (2022/23)	Target (2023/24)	Means of verification	Assumption
<b>PILLAR 1: ECONOMIC TRANSFORMATION</b>											
<b>SECTOR: ENERGY</b>											
<b>PRIORITY AREA:</b>											
<b>Access to electricity</b>											
<b>Outcome 15: Household access to electricity increased to 100%</b>											
1	Distribution of electricity to 2,366 new households in Jabana sector (Construction of Km 16.3 of electric line: Kidashya Cell (Agatare and Mweru villages) and Ngiryi Cell Agasharu village)	Access rate to electricity is at 94% (HH7,740/HH8,207)	2,666	1,300	1,366					<b>EWASA Report District administrative data</b>	Construction of electric line and distribution of electricity to new households in different sectors
<b>Outcome 16: Universal access to basic infrastructure (water, sanitation, electricity, ICT, shelter)</b>											
2	2,253 vulnerable people (HHs) supported for energy connection /Off Grid connection	♦ Electricity Access rate in District : 94.3%	2,253	350	350	350	400	400	403	<b>EWASA Report District administrative data</b>	Vulnerable people in HHs will be supported for energy connection

		◆ 12% of Gasabo District Population is under extreme poverty (991HH) 6.02%										
<b>Outcome17: Minerals, oil and gas sector promoted</b>												
<b>Output 2: Use of alternative energy increased / Promoted use of modern energy cooking technologies to reduce biomass use</b>												
3	12,000 New HHs used cooking gas technology	Cooking gas technology used by (HHs33, 172/137, 146HHs) 24.1%, (2017-2018)	12,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	<b>EWASA Report District administrative data</b>	New HHs will be mobilised to use cooking gas technology

No	Indicator	Baseline (2016/17)	Overall Target	Target (2018/19)	Target (2019/20)	Target (2020/21)	Target (2021/22)	Target (2022/23)	Target (2023/24)	Means of verification	Assumption	
<b>PILLAR 1: ECONOMIC TRANSFORMATION</b>												
<b>SECTOR: TRANSPORT</b>												
<b>PRIORITY AREA:</b>												
<b>Outcome 18: Increased economic opportunities and social facilities in urban areas</b>												
<b>Output 1: Transport facilities (roads and bridges) are developed</b>												
<b>1.</b>	<b>Km 57.37 of new asphalt road constructed:</b>											
	Ha 88.5 of Nyabisindu and Kangondo & Kibiraro informal settlements Upgraded	Study done ü HHs/imidugudu in the District: 3.45%; ü HHs in planned area in the District: 10.9%; ü HHs in Slums in the District : 58.5%; ü Dispersed/isolated HHs in the District : 27.06%.	<b>88.5</b>	2.5	10	30	20	15	11	<b>RHA Report MININFRA Report EWASA Report District administrative data</b>	All the 88.5Ha informal settlements must be Upgraded	



<p>Study of informal settlement for upgrading Ha Ha 328.45 (Kabuhundi / Kagugu, Kamutamu, Kamutwa, Gatsata) conducted</p>	<p>approved studys for informal settlements ( Nyabisindu , Nyagatovu, Kangondo &amp;Kibiraro) ü HHs/imidu gudu in the District: 3.45%; ü HHs in planned area in the District: 10.9%; ü HHs in Slums in the District : 58.5%; ü Dispersed/i solated HHs in the District : 27.06%.</p>	<p>328.5</p>	<p>37.45</p>	<p>186</p>			<p>105</p>		<p><b>RHA Report MININFRA Report EWASA Report District administrative data</b></p>	<p>The Study of informal settlement have to be conducted in order to know upgrading sectors</p>
<p>Km 9.23 of Mulindi complex</p>	<p>Existing marrum roads in</p>	<p>9.23</p>							<p><b>MININFRA Report District</b></p>	<p>This road shall be constructed</p>

market-Gasogi-maison de jeune Rusororo asphalt road	bad conditions								<b>administrative data</b>	based on Gasabo master plan
Km 12.45 of Karuruma-Camp Jali-Rubingo memorial site asphalt constructed	Existing marrum roads in bad conditions	12.45		20%	25%	25%	30%		<b>MININFRA Report District administrative data</b>	This road shall be constructed based on Gasabo master plan
Km 6.42 of Mulindi-Rusororo Sector-maison de jeune-Kabuga center asphalt road (6.42km) up to 100%	Existing coble stone road in bad conditions	6.42				50%	50%		<b>MININFRA Report District administrative data</b>	This road shall be constructed based on Gasabo master plan
Km 1.87of Convetion Centre - Rwandex asphalt road	Existing marrum roads in bad conditions	1.87		1.87					<b>MININFRA Report District administrative data</b>	This road shall be constructed based on Gasabo master

constructed										plan
Km 3.56 of Ruhango-Musezero cells-Bertoire & Agakiro-Musezero asphalt road constructed	Existing marrum roads in bad conditions	3.56				50%	50%		<b>MININFRA Report District administrative data</b>	This road shall be constructed based on Gasabo master plan
Km 20 of Ndera-Gikomero-Rutungu-Kajevuba asphalt road constructed up to 50%	Existing marrum roads in bad conditions	50%					20%	30%	<b>MININFRA Report District administrative data</b>	This road shall be constructed based on Gasabo master plan
Km 350 of earth/feeder roads rehabilitated through VUP/cPW in different Sectors of Gasabo district	Existing marrum roads in bad conditions	350	60	60	60	60	60	50	<b>MININFRA Report District administrative data</b>	This road shall be constructed based on Gasabo master plan and citizens will get job through VUP

										program
Km 14.5 of Zindiro-Masizi-Birembo-Kami-Gasanze-business center marrum road constructed	Construction works in progress: Up to 30%	14.5	60%	10%					<b>MININFRA Report District administrative data</b>	This road shall be constructed and finished based on Gasabo master plan
Km 1.34 of Police-mama sportif cobblestone road constructed	Existing marrum roads in bad conditions	1.34		1.34					<b>MININFRA Report District administrative data</b>	This road shall be constructed based on Gasabo master plan
Km 1.24 of Gacuriro cobblestone roads constructed	Existing marrum roads in bad conditions	1.24			1.24				<b>MININFRA Report District administrative data</b>	This road shall be constructed based on Gasabo master plan
Construction of Km 1.58 of Kinamba-District	Existing marrum roads in bad conditions	1.58			1.58				<b>MININFRA Report District administrative data</b>	This road shall be constructed based on Gasabo

HQs Office cobblestone road										master plan
Km 0.93 of "Ubumwe Village - OMS Rugando" cobblestone road constructed	Existing marrum roads in bad conditions	0.93		0.93					<b>MININFRA Report District administrative data</b>	This road shall be constructed based on Gasabo master plan
Km 0.98 of Police-Kacyiru Sector cobblestone road constructed	Existing marrum roads in bad conditions	0.98			0.98				<b>MININFRA Report District administrative data</b>	This road shall be constructed based on Gasabo master plan
Km 2.26 of "Pantecoste church-Kibagabaga hospital" cobblestone road constructed	Existing marrum roads in bad conditions	2.26					2.26		<b>MININFRA Report District administrative data</b>	This road shall be constructed based on Gasabo master plan
Servicing residential sites on 500 km for urban quality control and	196km/696 km	<b>500</b>	60	90	86	88	88	88	<b>RHA Report MININFRA Report District administrative data</b>	Residential sites will be checked on 500 km for urban quality control and

monitoring: Murama ,Kagugu, Nyabikenke ,Cyaruzing e, Rudashya, Gikomero, Rutunga, Musezero ,Gasanze and Gatunga sites, Bweramvur a,Mbandazi										monitoring
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No	Indicator	Baseline (2016/17)	Overall Target	Target (2018/19)	Target (2019/20)	Target (2020/21)	Target (2021/22)	Target (2022/23)	Target (2023/24)	Means of verification	Assumption
<b>PILLAR 1: ECONOMIC TRANSFORMATION</b>											
<b>SECTOR: Urbanization /Housing and settlement development</b>											
<b>PRIORITY AREA:</b>											
<b>Outcome : Liveable, well-serviced, connected, compact, green and productive urban and rural settlements with a cultural identity</b>											
5	IDP Model village of 100 Houses ( for 100 vulnerable people) established in the new sector	<ul style="list-style-type: none"> <li>ü 3 IDP Model villages established</li> <li>ü HHs/imidugudu in the District: 3.45%;</li> <li>ü HHs in planned area in the District: 10.9%;</li> <li>ü HHs in Slums in the District : 58.5%;</li> <li>ü Dispersed/isolated HHs in the District : 27.06%.</li> </ul>	<b>100</b>			20	25	25	30	<b>MININFRA Report District administrative data</b>	Vulnerable citizens will access to IDP Model Village Houses

6	HHs 240 people living in HRZS & Scattered settlements relocated	103/17,565 HHs relocated from 2016/17 - 2017/18	<b>240</b>	40	40	40	40	40	40	<b>RHA Report MININF RA Report District administrative data</b>	240 people who are living in HRZs will be Relocated
	Construction of 300 affordable houses under PPP approaches		<b>50</b>	<b>50</b>	<b>50</b>	<b>50</b>	<b>50</b>	<b>50</b>	<b>50</b>	<b>RHA Report MININF RA Report District administrative data</b>	Job creation through construction of 300 affordable houses with PPP approaches
<b>Outcome 20: Integrated urban and rural settlements development</b>											
	Ha 50 Provision of Land bank for housing developed		<b>50</b>	4	8	8	8	8	4	<b>RHA Report MININF RA Report District administrative data</b>	Citizens will access to land bank for house construction
7	Ha 997.8 of Physical plans (Rudashya , Bweramvura, Kidashya, Gikomero , Rutunga	ü 32 approved physical plans ü HHs/imidugudu in the District:	<b>997.8</b>	558.3	439.5					<b>MINAGRI Report District administrative data</b>	Physical Plans will be developed on Ha of 997.8



	, Butare,Buhiza) developed.	3.45%; ü HHs in planned area in the District: 10.9%; ü HHs in Slums in the District : 58.5%; ü Dispersed/isola ted HHs in the District : 27.06%.									
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No	Indicator	Baseline (2016/17)	Overall Target	Target (2018/19)	Target (2019/20)	Target (2020/21)	Target (2021/22)	Target (2022/23)	Target (2023/24)	Means of verification	Assumption
<b>PILLAR 1: ECONOMIC TRANSFORMATION</b>											
<b>SECTOR: Water and sanitation</b>											
<b>PRIORITY AREA: 6. ....</b>											
<b>Outcome 21: Increased and sustained urban and rural households access to 100 % of safe drinking water</b>											
<b>6,934</b> new households accessed to clean water in 7 Sectors: Bumbogo, Jabana, Kinyinya, Ndera, Nduba, Rutunga and Rusororo Sectors:											
	water supply project (water channel of Km 9.5) to be served 2,627new households to clean water in Jabana Sector	Rate of access to clean water: 68% (HH 5580/HH 8207)	<b>2,627</b>	1,050	1,577					<b>WASAC Report RHA Report MININF RA Report District administrative data</b>	HHs will be supplied clean water through project
	Water supply project (water channel of Km 9.5) to be served 1154 new households to clean water to Kira , Buruga and gitaraga in Ndera Sector	Rate of access to clean water: 90% (HH 10054/HH 11208)	<b>1,154</b>	400	754					<b>WASAC Report RHA Report MININF RA Report District administrative data</b>	HHs will be supplied clean water through project

Water supply to 937 new households in Rusororo Sector : Rwabashanana-Mbandazi, Cells	Rate of access to clean water: 84.4% (HH 7501/HH 8889)	<b>937</b>	500	437					<b>WASAC Report RHA Report MININF RA Report District administrative data</b>	HHs will be supplied clean water through project
Water supply to 1,997 new households in Bumbogo sector 100% /Phase III (Construction of Km 14.6 of water channel: Nyabikenke - Ki	Rate of access to clean water: 63.3% (HH3840/HH 6065)	<b>1,997</b>	<b>1,997</b>						<b>WASAC Report RHA Report MININF RA Report District administrative data</b>	HHs will be supplied clean water through project
Water supply to 648 new households in Kinyinya sector /Phase II (Construction of Km 13.5 of water channel: Rwankuba Village and Gasharu Cell)	Rate of access to clean water: 97% (HH 16010/HH 16507)	<b>648</b>	<b>648</b>						<b>WASAC Report RHA Report MININF RA Report District administrative data</b>	HHs will be supplied clean water through project

	Water supply to 1,319 new households in Nduba sector (Construction of Km 17.5 of water channel: Batsinda-Gasanze-Nyakagezi-Gasura sites)	Rate of access to clean water: 66% (HH 4302/HH 6530)	<b>1,319</b>	650	669						<b>WASAC Report RHA Report MININF RA Report District administrative data</b>	HHs will be supplied clean water through project
	Water infrastructure maintenance project : Nyamateke-Kibara-Gasagara	Rate of access to clean water: 66% (HH 4302/HH 6530)	X	X							<b>WASAC Report RHA Report MININF RA Report District administrative data</b>	HHs will be supplied clean water through project
	Conduct a maintenance of Water channels and materials in Gikomero sector	None	<b>Study</b>	X							<b>WASAC Report RHA Report MININF RA Report District administrative data</b>	HHs will be supplied clean water through project

<b>N o</b>	<b>Indicator</b>	<b>Baseline (2016/17)</b>	<b>Overall Target</b>	<b>Target (2018/1 9)</b>	<b>Target (2019/2 0)</b>	<b>Target (2020/2 1)</b>	<b>Target (2021/2 2)</b>	<b>Target (2022/23 )</b>	<b>Target (2023/2 4)</b>	<b>Means of verification</b>	<b>Assumptio n</b>
<b>PILLAR 2: SOCIAL TRANSFORMATION</b>											
<b>SECTOR: Health</b>											
<b>Outcome 22: Improved healthcare services</b>											
<b>Output 1: .....</b>											
1	Kacyiru District Hospital (1) constructed	4 Hospitals in District	<b>1</b>	30%	35%	35%				<b>MINISANTE Report MININFRA Report District administrative data</b>	The District hospital will help Gasabo Citizens
2	Kimihurura Health Centre (1) in Rugando Cell/ Gasasa Village constructed	0	<b>1</b>		40%	60%				<b>MINISANTE Report MININFRA Report District administrative data</b>	HC will help Gasabo Citizens in general and Kimuhurura in particular
3	2 Incinerators (Kibagabaga and Remera HC) installed	Incinerators of Kibagabaga and Remera HC are not functional	<b>2</b>	30%	70%					<b>MINISANTE Report MININFRA Report District administrative data</b>	Incinerators will be constructed to reduce dusts in HC
4	1 Day care Health center "Psychiatric center" in Kinyinya Sector constructed	Land available	<b>1</b>	40%	60%					<b>MINISANTE Report MININFRA Report District administrative data</b>	Population in Kinyinya sector will profit of Psychiatric center that will be constructed

5	Nyacyonga laboratory in Jabana Sector constructed	Land available	<b>1</b>	40%	60%					<b>MINISANT E Report MININFRA Report District administrative data</b>	The population of Jabana Sector will profit of Nyacyonga Laboratory
6	Extension of Kacyiru health centre ( + maternity packages)	Existing building rooms are insufficient according the number	<b>1</b>	30%	70%					<b>MINISANT E Report MININFRA Report District administrative data</b>	The population of Kacyiru will profit of the extension of health center and maternity for mother with pregnancies
7	Extension of Kibagabaga facilities (Maternity, Neonatology, canteen, archive block, conference hall )	patients	<b>1</b>	20%	40%	40%				<b>MINISANT E Report MININFRA Report District administrative data</b>	The population of Kacyiru will profit of the extension of health center and maternity for mother with pregnancies
8	Promote participation	10%	<b>70%</b>	20%	30%	40%	50%	60%	70%	<b>MINISANT E Report</b>	Men and Women will

	<b>of men and women in reproductive health services</b>									<b>MININFRA Report District administrative data</b>	acquire knowledge in reproductive health
9	Nkuzuzu health post/Bumbogo Sector constructed	23	<b>1</b>			1				<b>MINISANTE Report MININFRA Report District administrative data</b>	Construction of Nkuzuzu health post
10	Gisozi health centre constructed	17	<b>1</b>			1				<b>MINISANTE Report MININFRA Report District administrative data</b>	Construction of Gisozi health center
11	Rwankuba Health Post in Kinyinya Sector constructed	23	<b>1</b>			1				<b>MINISANTE Report MININFRA Report District administrative data</b>	Construction of Rwankuba health center
12	5 HCs' fences constructed: Nduba, Gikomero, Gihogwe, Kayanga and Rwanda	12	<b>5</b>		2	3				<b>MINISANTE Report MININFRA Report District administrative data</b>	

	women net work										
13	Rubungo laboratory in Ndera Sector constructed	Existing is insufficient	<b>1</b>			1				<b>MINISANT E Report MININFRA Report District administrative data</b>	Construction of Rubungo laboratory in Ndera Sector
14	Bumbogo health centre rehabilitated & fenced	HC no fenced	<b>1</b>			1				<b>MINISANT E Report MININFRA Report District administrative data</b>	Rehabilitation of Bumbogo health center
15	Jali and Gihogwe laboratories in Jali Sector constructed	Existing is insufficient	<b>2</b>				1	1		<b>MINISANT E Report MININFRA Report District administrative data</b>	Construction of Gihogwe laboratory in Jali Sector
16	Extension of Kabuye Health Centre in Jabana Sector	Existing is insufficient	<b>1</b>				1			<b>MINISANT E Report MININFRA Report District administrative data</b>	Kabuye health center in Jabana sector will be extended to satisfy population demand



17	Kimironko Health Centre in Kibagabaga Cell/ Nyirabwana Village constructed	0	1			50%	50%			<b>MINISANT E Report MININFRA Report District administrative data</b>	Needs of population in health facilities will be satisfied
18	Gasabo Health post in Rutunga sector constructed	0	1				1			<b>MINISANT E Report MININFRA Report District administrative data</b>	Needs of population in health facilities will be satisfied
19	Jali maternity constructed	Existing is insufficient	1				50%	50%		<b>MINISANT E Report MININFRA Report District administrative data</b>	Needs of population in health facilities will be satisfied
20	Extension of Gihogwe Health Centre in Jali Sector	Existing is insufficient	1				50%	50%		<b>MINISANT E Report MININFRA Report District administrative data</b>	Needs of population in health facilities will be satisfied
21	Extension of Rwanda women network Health	Existing is insufficient	1				1			<b>MINISANT E Report MININFRA Report</b>	Needs of population in health facilities

	Centre									District administrative data	will be satisfied
22	Relocation of Kagugu Health Centre (from Kabunde Village to Dusenyi Village in Kinyinya Sector)	0	1				20%	50%	30%	MINISANT E Report MININFRA Report District administrative data	Needs of population in health facilities will be satisfied
23	Ndera health post in Kibenga Cell rehabilitated	23	1				1			MINISAN TE Report MININFRA Report District administrative data	Needs of population in health facilities will be satisfied
24	6 Health posts in Nduba Sector: Sha, Shango, Gasura, Butare, Gasanze and Gatunga posts constructed	the existing is rented	6		2	2	2			MINISAN TE Report MININFRA Report District administrative data	Needs of population in health facilities will be satisfied
25	Extension of Kayanga maternity	Existing is insufficient	1				1			MINISANT E Report MININFRA Report	Needs of population in health facilities

										<b>District administrative data</b>	will be satisfied
26	Nyamugali health post/Gatsata Sector constructed	23	<b>1</b>				1			<b>MINISANT E Report MININFRA Report District administrative data</b>	Needs of population in health facilities will be satisfied
27	Ruhanga and Kabuga II health posts constructed	23	<b>2</b>				1	1		<b>MINISANT E Report MININFRA Report District administrative data</b>	Needs of population in health facilities will be satisfied
28	Integrate youth (Men and Women ) friendly adolescent services in HFs (youth corner)	20%	<b>80%</b>	30%	40%	50%	60%	70%	80%	<b>MINISANT E Report MININFRA Report District administrative data</b>	Youth will be integrate in friendly adolescent services in HFs
29	Integrate preuptial consultation in HCs	20%	<b>80%</b>	30%	40%	50%	60%	70%	80%	<b>MINISANT E Report MININFRA Report District administrative data</b>	Preuptial consultation will be integrated in HCs
30	Increase FP	30%	<b>60%</b>	35%	40%	45%	50%	55%	60%	<b>MINISANT</b>	Increase FP

	coverage rate									<b>TE Report MININFRA Report District administrati ve data</b>	knowledge among men and women to reduce high birth rates
31	Increase coverage of ANC 4 standards visits in HFs	44%	<b>99%</b>	47%	50%	60%	70%	80%	99%	<b>MINISANT E Report MININFRA Report District administrati ve data</b>	Coverage of ANC 4 standards visits in HFs will be increased
32	Increase Immunization coverage rate among < 5 years, young girls and women	86%	<b>99%</b>	89%	95%	99%				<b>MINISAN TE Report MININFRA Report District administrati ve data</b>	Immunization coverage rate among < 5 years, young girls and women will be increased
33	Increase post-natal care visit coverage	46%	<b>90%</b>	20%	40%	60%	80%	85%	90%	<b>MINISANT E Report MININFRA Report District administrati ve data</b>	Post-natal care visit coverage will be increased
	Relocation of Kibagabaga and Remera HC incinerators	Incinerators of Kibagabaga and Remera	<b>2</b>	30%	70%					<b>MINISANT E Report MININFRA Report District</b>	Kibagabaga and Remera HC incinerators will be

	(at Nduba & Gikomero)	HC are not functional								<b>administrative data</b>	relocated in Nduba and Gikomero
	Extension of Kacyiru health centre (+ maternity packages)	Theatre rooms , maternity and Neonatology construction works started: Up to 40%	<b>4</b>	Theatre rooms , maternity and Neonatology	Isange One Stop Center Referral (1 Storied block					<b>MINISANTE Report MININFRA Report District administrative data</b>	Needs of population in health facilities will be satisfied
	Construction of Kimihurura Health Centre (1) in Rugando Cell/ Gasasa Village	0	<b>1</b>		40%	60%				<b>MINISANTE Report MININFRA Report District administrative data</b>	Needs of population in health facilities will be satisfied
	Construction of 1Day care Health center "Psychiatric center" in Kinyinya Sector	Land available	<b>1</b>	40%	60%					<b>MINISANTE Report MININFRA Report District administrative data</b>	Needs of population in health facilities will be satisfied
	Construction of Nyacyonga laboratory in Jabana Sector	Land available	1	40%	60%					<b>MINISANTE Report MININFRA Report District administrative data</b>	Needs of population in health facilities will be satisfied

<b>Outcome: Reduced malnutrition among children</b>											
34	Increase coverage rate of child growth monitoring	65%	<b>95%</b>	70%	75%	80%	85%	90%	95%	<b>MINISANT E Report District administrative data</b>	Coverage rate of child growth monitoring will be increased
35	Improve screening of malnutrition among children, pregnant and lactating women and management of malnutrition cases	70%	<b>95%</b>	70%	75%	80%	85%	90%	95%	<b>MINISANT E Report District administrative data</b>	Screening of malnutrition among children, pregnant and lactating women and management of malnutrition cases will be improved
<b>Outcome 4: Increased health of workforce</b>											
36	Eliminate HIV infection among new born	95%	<b>99%</b>	95%	97%	99%				<b>MINISANT E Report District administrative data RBC Report</b>	HIV infection among new born will be eliminated
37	Mass campaign for prevention of HIV, TB, Hepatitis and	20%	<b>80%</b>	30%	40%	50%	60%	70%	80%	<b>MINISANT E Report District administrative data</b>	Intensification of Mass campaign for prevention

	non communicable diseases									<b>RBC Report</b>	of HIV, TB, Hepatitis and non communicable diseases
38	Prevention and care of patients with infectious diseases	60%	<b>95%</b>	70%	75%	80%	85%	90%	95%	<b>MINISANT E Report District administrative data RBC Report</b>	Prevention and care of patients with infectious diseases
39	Promote Hygiene and sanitation in public places and households	87%	<b>99%</b>	90%	95%	99%				<b>MINISANT E Report District administrative data RBC Report</b>	Promotion of Hygiene and sanitation in public places and households
40	Provide vaccine, care and treatment for patient infected by HIV, TB, Hepatitis	86%	<b>99%</b>	90%	99%					<b>MINISANT E Report District administrative data RBC Report</b>	Vaccine, care and treatment for patient infected by HIV, TB, Hepatitis will be provided
<b>Outcome 5: Strengthen Prevention &amp; Control of NCD, injuries &amp; Mental Health</b>											
41	Reinforce home based distribution of anti-TB drugs	85%	<b>90%</b>	87%	90%					<b>MINISANT E Report District administrative data RBC Report</b>	Home based distribution of anti-TB drugs reinfo

										<b>ve data RBC Report</b>	rced
42	Promote safe nutrition and sport	45%	<b>50%</b>	50%	50%	50%	50%	50%	50%	<b>MINISANT E Report District administrati ve data</b>	Promotion of safe nutrition and sport
43	Care and treatment of patient with NCDs	40%	<b>99%</b>	50%	60%	70%	80%	90%	99%	<b>MINISANT E Report District administrati ve data</b>	Care and treatment of patient with NCDs
44	Effective integration of mental health services in HCs	1%	<b>6%</b>	1.5%	2%	3%	4%	5%	6%	<b>MINISANT E Report District administrati ve data</b>	Effective integration of mental health services in HCs
45	Training of nurses and CHWs on mental health and patient orientation	1%	<b>6%</b>	1.5%	2%	3%	4%	5%	6%	<b>MINISANT E Report District administrati ve data</b>	Nurses and CHWs will be trained on mental health and patient orientation
<b>Outcome:Health Financing and Leadership &amp; Governance</b>											
46	Strengthen public and private partnership in health	50%	<b>90%</b>	60%	70%	80%	90%			<b>MINISANT E Report District administrati ve data PSF Report</b>	public and private partnership in health will be strengthened



											d
47	Organize coordination and DHMT meetings	80%	<b>99%</b>	90%	95%	99%				<b>District administrative data</b>	Coordination and DHMT meetings will be organized
<b>Outcome: Data use in evidence based decision making for Planning &amp; M&amp;E</b>											
48	Promote use of data from health information system for evidence based decision, planning and interventions	30%	<b>90%</b>	40%	50%	60%	70%	80%	90%	<b>MINISANTE Report District administrative data</b>	The use of data from health information system for evidence based decision, planning and interventions will be promoted
49	Reinforce Monitoring and Evaluation of Health program and health activities	80%	<b>99%</b>	90%	95%	99%				<b>MINISANTE Report District administrative data</b>	Monitoring and Evaluation of Health program and health activities will be reinforced

<b>N o</b>	<b>Indicator</b>	<b>Baseline (2016/17)</b>	<b>Overall Target</b>	<b>Target (2018/1 9)</b>	<b>Target (2019/2 0)</b>	<b>Target (2020/2 1)</b>	<b>Target (2021/2 2)</b>	<b>Target (2022/2 3)</b>	<b>Target (2023/2 4)</b>	<b>Means of verificatio n</b>	<b>Assumpti on</b>
<b>PILLAR 2: SOCIAL TRANSFORMATION</b>											
<b>SECTOR: EDUCATION</b>											
<b>Outcome 1: Increased Technical and Vocational Education and Training (TVET) schools and graduates</b>											
1	VTC Gacuriro Renovated	Existing class are old	<b>1</b>	50%	50%					<b>MINEDUC Report District administrative data</b>	All Gacuriro's VTC will be renovated to allow men and women to acquire technical skills
2	Bweramvura VTC Established	None	<b>1</b>	50%	50%					<b>MINEDUC Report District administrative data</b>	Bweramvura VTC will be set up to allow men and women to acquire technical skills
<b>Outcome 2: Improved education quality in primary and secondary education</b>											
5	8 New Primary School classrooms at Bisenga Village in Rusororo Sector constructed	No Primary school	<b>8</b>	8	-					<b>MINEDUC Report District administrative data</b>	Ratio students/ teacher will approach the standard set by UNESCO and increase the quality of teaching

6	6 Gicaca II Primary School classrooms rehabilitated	Existing class are old	6	3	3					<b>MINEDU C Report District administrative data</b>	Ratio students/teacher will approach the standard set by UNESCO and increase the quality of teaching
7	Rehabilitation and Extension of Gs Rwankuba /5 classrooms	Enough classrooms	5	3	2					<b>MINEDU C Report District administrative data</b>	Ratio students/teacher will approach the standard set by UNESCO and increase the quality of teaching
8	8 Dusenyi Primary School classrooms /Kinyinya constructed	No Primary school	8	6	2					<b>MINEDU C Report District administrative data</b>	Ratio students/teacher will approach

											the standard set by UNESCO and increase the quality of teaching
10	8 Kajevuba Primary school classrooms constructed at Kajevuba/Jali	No Primary school	<b>8</b>	6	2					<b>MINEDU C Report District administrative data</b>	Ratio students/teacher will approach the standard set by UNESCO and increase the quality of teaching
11	Rehabilitation of 12 classrooms/ Gs Gicaca I	Existing class are old	<b>12</b>	6	6					<b>MINEDU C Report District administrative data</b>	Ratio students/teacher will approach the standard set by UNESCO and

											increase the quality of teaching
12	Establishment of Kibara 9 YBE/ 3Classrooms constructed	Primary level only	<b>3</b>	3						<b>MINEDU C Report District administrative data</b>	Ratio students/ teacher will approach the standard set by UNESCO and increase the quality of teaching
13	Establishment Munini Primary School /8 Classrooms constructed	No Primary school	<b>8</b>	8						<b>MINEDU C Report District administrative data</b>	Ratio students/ teacher will approach the standard set by UNESCO and increase the quality of teaching

14	Rehabilitation of Kacyiru Primary School /24 Classrooms rehabilitated	Existing class are old	<b>24</b>	12	12						<b>MINEDU C Report District administrative data</b>	Ratio students/ teacher will approach the standard set by UNESCO and increase the quality of teaching
15	Primary dropout rate	dropout rate in Primary 7.2 %	<b>1.9%</b>	6.2%	5.2%	4.2%	3.2%	2.2%	1.9%		<b>MINEDU C Report District administrative data</b>	The percentage of pupils who drop out especially girls will be reduced
16	Lower secondary dropout rate	dropout in lower secondary 3.8%	<b>1.5%</b>	3.5%	2.8%	2.5%	2.0%	1.6%	1.5%		<b>MINEDU C Report District administrative data</b>	The percentage of pupils who drop out especially girls will be reduced

17	Lower secondary repetition rate	Primary repetition rate 12.3%	<b>2.9%</b>	8.2%	7.0%	5.0%	4.0%	3.0%	2.9%	<b>MINEDUC Report District administrative data</b>	The percentage of pupils who repeat will be reduced by setting up appropriate strategies to overcome challenges that meet especially girls students
	ICT strengthened across all levels of education	Number of OLPC/students 11 (9%)	<b>11%</b>						11%	<b>MINEDUC Report District administrative data</b>	The percentage of students who have skills in ICT especially girls will increase
		One 7/ student (13 %)	<b>11%</b>	12.5%	12.5%	11.5%	11.0%	11.0%	11%	<b>MINEDUC Report District administrative data</b>	The percentage of students who have skills in ICT especially girls will increase

<b>Outcome: Improved management and deployment of teachers in order to attract and retain high quality teachers in the teaching profession</b>												
18	Average, primary and secondary pupil qualified teacher ratio	52	50	51	51	51	50	50	50		<b>MINEDU C Report District administrative data</b>	Ratio students/teacher will approach the standard set by UNESCO and increase the quality of teaching
<b>4. Enhanced use of ICT in teaching and learning to support the improvement of quality across all levels of education in Rwanda</b>												
20	Rehabilitation and Extension of Gs Kagugu/ 12classrooms rehabilitated	Existing class are old	12		6	6					<b>MINEDU C Report District administrative data</b>	Ratio students/teacher will approach the standard set by UNESCO and increase the quality of teaching
21	Extension of Gs Kinyinya/	Existing class are old	5			5					<b>MINEDU C Report</b>	Ratio students/



	5classrooms constructed									<b>District administrative data</b>	teacher will approach the standard set by UNESCO and increase the quality of teaching
22	24 Nursery classrooms constructed	Existing class are old	<b>24</b>		12	6	6			<b>MINEDU C Report District administrative data</b>	Ratio students/teacher will approach the standard set by UNESCO and increase the quality of teaching
23	Extension of Kibagabaga Primary school /6 classrooms constructed	12 classrooms	<b>6</b>			3	3			<b>MINEDU C Report District administrative data</b>	Ratio students/teacher will approach the standard

											set by UNESCO and increase the quality of teaching
24	Gs Rubingo rehabilitated/ 5classrooms	Enough classrooms	5			2	3			<b>MINEDU C Report District administrative data</b>	Ratio students/ teacher will approach the standard set by UNESCO and increase the quality of teaching
25	Kigarama Primary school/Jali rehabilitated/ 9 classrooms	Enough classrooms	9			4	5			<b>MINEDU C Report District administrative data</b>	Ratio students/ teacher will approach the standard set by UNESCO and increase the quality of teaching

5. All children complete school readiness programs											
26	Establishment ECE Bumbogo	No	1	1						<b>MINEDU C Report District administrative data</b>	ECE Bumbogo will be established
27	ECD at Kigabiro constructed	2 ECD 2 in District	1	50%	50%					<b>MINEDU C Report District administrative data</b>	ECD at Kigabiro will be constructed

<b>No</b>	<b>Indicator</b>	<b>Baseline (2016/17)</b>	<b>Overall Target</b>	<b>Target (2018/19)</b>	<b>Target (2019/20)</b>	<b>Target (2020/21)</b>	<b>Target (2021/22)</b>	<b>Target (2022/23)</b>	<b>Target (2023/24)</b>	<b>Means of verification</b>	<b>Assumption</b>
<b>PILLAR 2: SOCIAL TRANSFORMATION</b>											
<b>SECTOR: SOCIAL PROTECTION</b>											
<b>Outcome 1: Increased graduation from Extreme poverty</b>											
<b>Output 1: .....</b>											
1	300 houses for vulnerable groups constructed	1711 houses constructed from the FY 2011-2017	<b>300</b>	50	50	50	50	50	50	<b>MININFR A Report, RGB, RHA Report District administrative data</b>	300 houses for vulnerable groups will be constructed
2	205 houses for vulnerable groups ( genocide survivors , marginalized vulnerable people from Nyakatsi, etc. in Nduba, Ndera, Rusororo , Rutunga , Gikomero and Jali Sectors) rehabilitated or Re-constructed	Houses in bad conditions	<b>205</b>	67	75	41	22			<b>MININFR A Report, RGB, RHA Report District administrative data</b>	205 houses for vulnerable groups ( genocide survivors , marginalized vulnerable people from Nyakatsi, etc... in different sectors will be rehabilitated or Re-constructed

3	2,507 poor families under VUP/DS supported/ 1 person supported during 3 years	2045 Poor families Supported in the FY 2016-2017	<b>5,014</b>	2507	2507	2507	2507	2507	2507	<b>MININFR A Report, RGB, RHA Report District administrative data VUP Report</b>	Poor families under VUP/DS will be supported
4	11,793 poor families supported under VUP/cPW/ 1 person supported during 3 years	5411 Poor families supported in the FY 2016-2017	<b>11,793</b>	5,526	5,526	5,526	6267	6267	6267	<b>MININFR A Report, RGB, RHA Report District administrative data VUP Report</b>	Poor families under VUP/DS will be supported
5	2,700 poor families supported under VUP-ePW/ 1 person supported during 3 years	The program launched in 1 Sector with 98 poor families FY 2016-2017	<b>2,700</b>	1200	1200	1200	1500	1500	1500	<b>MININFR A Report, RGB, RHA Report District administrative data VUP Report</b>	Poor families under VUP/DS will be supported
6	1,249 poor families supported under FARG DS/ 1 person supported during 6 years	At least 1,249 poor families are supported by each 1 year from FY 2016-2017	<b>1,249</b>	1249	1249	1249	1249	1249	1249	<b>FARG Report District administrative data</b>	Poor families under FARG/DS will be supported

7	62 poor families supported under FARG DS/Incike/ 1 person supported during 6 years	At least 62 poor families (Incike) are supported by each 1 year from FY 2016-2017	<b>62</b>	62	62	62	62	62	62	<b>FARG Report District administrative data</b>	Poor families under FARG/DS will be supported
8	132 income generating projects among extremely poor families supported	***	<b>132</b>	22	22	22	22	22	22	<b>Cooperatives Report District administrative data</b>	132 income generating projects among extremely poor families will be supported
9	30 Cooperatives of persons with disabilities financially supported	36 cooperatives of PWDs already supported the FY 2012-2017	<b>30</b>	5	5	5	5	5	5	<b>Cooperatives Report District administrative data</b>	30 Cooperatives of persons with disabilities financially will be supported
10	1 Community development centre specialized in supporting	Site identified	<b>1</b>			1				<b>District administrative data</b>	1 Community development centre specialize

	PWDs employments constructed										d in supporting PWDs employments will be constructed
	Supporting 1200 HHs beneficiaries with minimum package to support graduation		<b>1,200</b>	400	-	400	-	400	-	<b>District administrative data</b>	1200 HHs beneficiaries with minimum package to support graduation will be supported
<b>Outcome: Reduced poverty among Rwandans</b>											
	Distribution of 1,500 Cows under one cow per poor family (Girinka) Program		<b>1,500</b>	250	250	250	250	250	250	<b>District administrative data</b>	f 1,500 Cows under one cow per poor family (Girinka) Program will be distributed
<b>Outcome: Household access to electricity increased to 100%</b>											
	Distributed electricity to 2,366 new households in Jabana sector	Access rate to electricity is at 94% (HH7,740/	2,666	1,300	1,366					<b>EWASA report District administrative data</b>	EWASA will distribute electricity to 2,366

		HH8,207)									new households in Jabana sector
	1,450 New households accessed to electricity in Jali Sector	Electricity connectivity rate: HH5490/HH6065 (90%)	1,450	1,450						<b>EWASA report District administrative data</b>	EWASA will distribute electricity to 1,450 new households in Jali sector
	2,253 vulnerable people (HHs) supported for energy connection /Off Grid connection	<ul style="list-style-type: none"> <li>◆ Electricity Access rate in District : 94.3%</li> <li>◆ 10.7% of Gasabo District Population is under extreme poverty (991HH) 6.02%</li> </ul>	2,253	700	750	803				<b>EWASA report District administrative data</b>	2,253 vulnerable people in HHs will be supported to get energy connection



**Pillar 3: Transformational Governance**

No	Indicator	Baseline (2016/17)	Overall Target	Target (2018/19)	Target (2019/20)	Target (2020/21)	Target (2021/22)	Target (2022/23)	Target (2023/24)	Means of verification	Assumption
<b>3</b>	<b>Pillar 3: Transformational Governance</b>										
<b>3.1</b>	<b>Priority area 3.1: Reinforce Rwandan culture and values as a foundation for peace and unity</b>										
<b>DDS Outcome: Enhanced unity among Rwandans</b>											
1	<b>Itorero at all levels (Villages, schools...) are operational</b>	Done regularly	Itorero operational at Village level-	Continually	Continually	Continually	Continually	Continually	Continually	Itorero at District level report	All citizens at village, cells, sectors will acquire and trained on culture and rwandans' values
2	<b>" Ndi Umunyarwanda and Abarinzi b'Igihango" programmes in District Institutionalized</b>	Done regularly	To be do regularly-	Continually-	Continually	Continually	Continually	Continually	Continually	District annual report	The programme of " Ndi Umunyarwanda and Abarinzi b'Igihango " have to be institutionalised at all District levels

3	<b>Conducting " Ndi Umunyarwanda dialogues from villags to District levels</b>	Done regularly	To be do regularl y-	Ndi Umunya rwan da interacti ve sessions organize d and held from District to Village level	Ndi Umunyar wanda interactiv e sessions organized and held from District to Village level	Ndi Umunyar wanda interactiv e sessions organized and held from District to Village level	Ndi Umunyar wanda interactiv e sessions organized and held from District to Village level	Ndi Umunyar wanda interactiv e sessions organized and held from District to Village level	Ndi Umunyar wanda interactiv e sessions organized and held from District to Village level	District annual report	Increase the percentage of citizens(Me n and Women ) from village levels up to District to understand the meaning of Ndi Umunyarw anda and its impact patriotism
4	<b>Supporting CNF activities and operational</b>	Done regularly	CNF is operatio nal-	Supporti ng CNF activities and operatio nal	Supportin g CNF activities and operation al	Supportin g CNF activities and operation al	Supportin g CNF activities and operation al	Supportin g CNF activities and operation al	Supportin g CNF activities and operation al	District annual report	All activities of CNF have to be supported in order to be fully operational
5	<b>Umugoroba w'ababyeyi" operational" at all villages</b>	No regularly done	To be do regularl y-	Continua lly-	Continual ly	Continual ly	Continual ly	Continual ly	Continual ly	District annual report	All men and women in HHs will acquire its importance
6	<b>Increase</b>	Done	Women	Women	Women	Women	Women	Women	Women	District	Increase

	<b>financial support to Women initiative cooperatives</b>	according to available means	empowerment and strengthened -	empowerment and strengthened -	empowerment and strengthened	empowerment and strengthened	empowerment and strengthened	empowerment and strengthened	empowerment and strengthened	empowerment and strengthened	annual report	the percentage of citizens to access finance especially women should be supported financially through their cooperatives
7	<b>Strengthen abunzi organs</b>	<b>76% (MINIJ UST Data base)</b>	100% of cases received and settled by mediation committees " Abunzi"	85% of cases received and settled by mediation committees " Abunzi"	87% of cases received and settled by mediation committees " Abunzi"	90% of cases received and settled by mediation committees " Abunzi"	93% of cases received and settled by mediation committees " Abunzi"	97% of cases received and settled by mediation committees " Abunzi"	100% of cases received and settled by mediation committees " Abunzi"	District annual report	All Abunzi will be trained on how to resolve citizens' problems	
8	<b>MAJ Operational at Sector level</b>	<b>MAJ Operational at District level</b>	MAJ Operational at Sector level	MAJ Operational at Sector level	MAJ Operational at Sector level	MAJ Operational at Sector level	MAJ Operational at Sector level	MAJ Operational at Sector level	MAJ Operational at Sector level	District reports	Citizens have to be assisted in lows and justice issues	
9	<b>Handling citizens' cases</b>	<b>93.2</b> of citizen	100% of citizen	100% of citizen	100% of citizen	100% of citizen	100% of citizen	100% of citizen	100% of citizen	District reports	Decrease the	

	<b>during community outreach program/Inteko z'abaturatione</b>	complaints without litigation received and resolved through Community outreach Program	complaints without litigation received and resolved through Community outreach Program	complaints without litigation received and resolved through Community outreach Program	complaints without litigation received and resolved through Community outreach Program	complaints without litigation received and resolved through Community outreach Program	complaints without litigation received and resolved through Community outreach Program	complaints without litigation received and resolved through Community outreach Program	complaints without litigation received and resolved through Community outreach Program		percentage of citizens' cases during inteko z'abaturatione
10	<b>Increase citizens' (men and women) participation in planning, engagement and partnerships in development</b>	<b>Planning consultation is representative at 90%</b>	Increase citizens' participation in planning up to 100%	Increase citizens' participation in planning up to 60%,	70%	80%	90%	95%	100%	RGB Citizens' Card Report	Citizens will participate, planning, engagement and partnership of development of the District
11	<b>Organization of JADF open day at District level</b>	<b>1 open day at District level</b>	Organization of JADF open day at District level-	Organization of JADF open day at District level	Organization of JADF open day at District level	Organization of JADF open day at District level	Organization of JADF open day at District level	Organization of JADF open day at District level	Organization of JADF open day at District level	➤ <b>District JADF Reports</b>	Participation of all local and international NGOs organised open day at district

											level for activities evaluation, consultations, etc...
<b>DDS Outcome: Values, home grown solutions and innovations streamlined into all institutions for transformational governance</b>											
12	<b>Participation in voluntary national service program (Urugerero Ruciye Ingando)</b>	483 students from the three Districts that make up the City of Kigali (Gasabo 219, Kicukiro 123, and Nyarugenge for 141	Different social Economic infrastructures activities accomplished by "Urugerero ruciye ingando"	Urugerero Ruciye Ingando operational	Urugerero Ruciye Ingando operational	Urugerero Ruciye Ingando operational	Urugerero Ruciye Ingando operational	Urugerero Ruciye Ingando operational	Urugerero Ruciye Ingando operational	➤ <b>District Itorero report</b>	Increase the percentage of men and women of volunteers in national service program
13	<b>Enhancing and sustaining volunteers initiatives "Abunzi, Abakorabusha ke"</b>	83% of cases received and settled by mediation committees "Abunzi"	100% of cases received and settled by mediation committees "Abunzi"	85% of cases received and settled by mediation committees "Abunzi"	87% of cases received and settled by mediation committees "Abunzi"	90% of cases received and settled by mediation committees "Abunzi"	93% of cases received and settled by mediation committees "Abunzi"	97% of cases received and settled by mediation committees "Abunzi"	100% of cases received and settled by mediation committees "Abunzi"	➤ <b>District administrative report</b>	Increase the percentage of men and women of volunteers initiatives

DDS Outcome: A more active community with access to quality sports facilities and programs											
14	<b>Strengthening governance month through Kagame Cup competitions at Sector levels</b>	Umurenge Kagame Cup organized and participated by all District sectors.	15 District' Sectors participated in Umurenge Kagame Cup competitions	15 District' Sectors participated in Umurenge Kagame Cup competitions	15 District' Sectors participated in Umurenge Kagame Cup competitions	15 District' Sectors participated in Umurenge Kagame Cup competitions	15 District' Sectors participated in Umurenge Kagame Cup competitions	15 District' Sectors participated in Umurenge Kagame Cup competitions	15 District' Sectors participated in Umurenge Kagame Cup competitions	<ul style="list-style-type: none"> <li>➤ CoK sport and culture department report</li> <li>➤ District sport and culture department report</li> </ul>	Men and Women will acquire the importance of good governance in the development of the country through Kagame Cup at sector levels
15	<b>Organize and participation in Mass sports (Car free day)</b>	Kigali Car free day organized and participated (2/months)	12 Mass Sports events organized at Sector level (by annual)	At least 12 Mass Sports events organized at Sector level	At least 12 Mass Sports events organized at Sector level	At least 12 Mass Sports events organized at Sector level	At least 12 Mass Sports events organized at Sector level	At least 12 Mass Sports events organized at Sector level	At least 12 Mass Sports events organized at Sector level	<ul style="list-style-type: none"> <li>➤ CoK sport and culture department report</li> <li>➤ District sport and culture department report</li> </ul>	All CoK and Gasabo District have to participate in mass sport called car free day
16	<b>Construction of 2 Playgrounds (Football , Basket ball, Volley ball) :</b>		2 Playgrounds constructed	10%	30%	30%	30%			<ul style="list-style-type: none"> <li>➤ District sport and culture department</li> </ul>	Youth (men and women) will practice the

	<b>Ritunga &amp; Gikomero Sector</b>									nt report ➤ Sectors' report	sport in their respective areas and for those who are not interested in it will be sanitised on the importance of sport practice on their health
<b>3.2</b>	<b>Priority area 3.2: Ensure Safety and Security of citizens and property</b>										
	<b>DDS Outcome: Enhanced Peace and Security</b>										
<b>17</b>	<b>Capacity building of DASSO, Irondo and CPC members on Civic Education and basic security skills</b>	Members trained on Civic Education and basic security skills FY 2017/18: ◆ 140/140 DASSO; ◆ 1,118/574 Irondo; ◆ 2,307/2,	All District DASSO and Irondo members trained on basic civic and security skills.	133 DASSO and 584 Irondo members trained on basic civic and security skills.	133 DASSO and 584 Irondo members trained on basic civic and security skills.	133 DASSO and 584 Irondo members trained on basic civic and security skills.	133 DASSO and 584 Irondo members trained on basic civic and security skills.	133 DASSO and 584 Irondo members trained on basic civic and security skills.	133 DASSO and 584 Irondo members trained on basic civic and security skills.	District service reports	The District security agents will be educated on civic skills and security skills basics, therefore the District security will be reinforced in

		400 CPCs.									professiona l manner
<b>18</b>	<b>100% Execution of Court judgments without litigations, according to the existing laws, instructions and regulations governing Gacaca and ordinary judgments</b>	1,943/2,051 court judgments without litigations executed 95% : FY 2017/18	100% Execution of Court judgments	100% Execution of Court judgments	100% Execution of Court judgments	100% Execution of Court judgments	100% Execution of Court judgments	100% Execution of Court judgments	100% Execution of Court judgments	<ul style="list-style-type: none"> <li>➤ <b>District administrative report</b></li> <li>➤ District courts report</li> </ul>	All Districts Judgement will be executed
<b>3.3</b>	<b>Priority area 3.4: Strengthen Justice, Law and Order</b>										
	<b>DDS Outcome: Control of Corruption, Transparency and Accountability Improved</b>										
<b>19</b>	<b>Strengthen Capacity, Service delivery and Accountability of public institutions</b>	2 Intekorusange organized by each 1year	2 Accountability day organized/ 1Year	2 Accountability day organized/ 1Year	2 Accountability day organized / 1Year	2 Accountability day organized / 1Year	2 Accountability day organized / 1Year	2 Accountability day organized / 1Year	2 Accountability day organized / 1Year	<ul style="list-style-type: none"> <li>➤ <b>District administrative report</b></li> <li>➤ <b>RGB Report</b></li> </ul>	<b>District Workers will be trained, and sensitised on the importance of service delivery, accountability in the development of the country in</b>



											<b>general and District in particular</b>
20	<b>100% of Auditor general's recommendations implementation</b>	68% of Auditor general's recommendations implemented FY 2017/18.	100% of Auditor general's recommendations implemented FY 2017/18.	80% of Auditor general's recommendations implemented FY 2017/18.	85% of Auditor general's recommendations implemented FY 2017/18.	90% of Auditor general's recommendations implemented FY 2017/18.	95% of Auditor general's recommendations implemented FY 2017/18.	100% of Auditor general's recommendations implemented FY 2017/18.	100% of Auditor general's recommendations implemented FY 2017/18.	District financial department report	District finance will be managed with efficiency
21	<b>Irembo online services operational in 15 Sectors</b>	***	Irembo online services operational in 15 Sectors	Irembo online services operational in 15 Sectors	Irembo online services operational in 15 Sectors	Irembo online services operational in 15 Sectors	Irembo online services operational in 15 Sectors	Irembo online services operational in 15 Sectors	Irembo online services operational in 15 Sectors	District administrative report	In 15 Gasabo District sectors online public services named Irebo will be operational
<b>3.4</b>	<b>Priority area 3.5: Strengthen Capacity, Service delivery and Accountability of public institutions</b>										
	<b>DDS Outcome: Improved Government operational efficiency and citizens satisfaction</b>										
22	<b>Inteko y'Akarere /Inteko z'abaturage operational</b>	2 Inteko y'Akarere organized FY	2 Inteko y'Akarere organized by	2 Inteko y'Akarere organized	2 Inteko y'Akarere organized	2 Inteko y'Akarere organized	2 Inteko y'Akarere organized	2 Inteko y'Akarere organized	2 Inteko y'Akarere organized	➤ <b>District administrative report</b>	These local will be operational in helping to resolve

		2017/18	each 1year								population conflicts and disputes
23	<b>Governance month organization</b>	One ( 1) Governance month organized/ 1year	One ( 1) Governance month organized/ 1year	One ( 1) Governance month organized	One ( 1) Governance month organized	One ( 1) Governance month organized	One ( 1) Governance month organized	One ( 1) Governance month organized	One ( 1) Governance month organized	➤ <b>District administrative report</b>	Men and Women will acquire the importance of good governance in the development of the country
24	<b>Enhance District online services</b>	***	100% citizen complaints received and resolved via e- citizens complaint tracking system	100% citizen complaints received and resolved via e- citizens complaint tracking system	100% citizen complaints received and resolved via e- citizens complaint tracking system	100% citizen complaints received and resolved via e- citizens complaint tracking system	100% citizen complaints received and resolved via e- citizens complaint tracking system	100% citizen complaints received and resolved via e- citizens complaint tracking system	100% citizen complaints received and resolved via e- citizens complaint tracking system	➤ <b>District administrative report</b>	The population will access on district online service and the time to be served will be reduced
<b>DDS Outcome: Developed High quality skills in ICT</b>											
25	IT penetration developed	All District Cells and		Facilitate Cells & Sectors to get IT	Equipping District, sectors	Maintaining of IT equipment and				➤ <b>District administrative report</b>	Cells and sectors will be equipped

		Sectors are connected to electricity		equipment for technology penetration in the District	and cells with ICT devices (laptops & software) and connected to the internet	infrastructure					with IT tools to improve the quality of service delivery	
<b>3.6</b>	<b>Priority area 3.6: Increase citizens' participation, engagement and partnerships in development</b>											
	<b>DDS Outcome: Enhanced decentralisation system</b>											
26	<b>Rehabilitation of Ndera Sector administrative office</b>	Existing old administrative office-	1 -	-	100%						<ul style="list-style-type: none"> <li>➤ <b>District administrative report</b></li> <li>➤ <b>Report from MINAL OC</b></li> </ul>	The quality service will be delivered in safe place
27	<b>Construction of Gasabo District new administrative Office</b>	Construction works up to 75%	1	25%							<ul style="list-style-type: none"> <li>➤ <b>District administrative report</b></li> <li>➤ <b>Report from MINAL OC</b></li> </ul>	The quality service will be delivered in safe place
28	<b>Construction of Jali Sector administrative office</b>	Existing old administrative	1-		40%	60%					<ul style="list-style-type: none"> <li>➤ <b>District administrative report</b></li> </ul>	The quality service will be delivered

		office								➤ <b>Report from MINAL OC</b>	in safe place
30	<b>Construction of Jabana Sector administrative office</b>	Existing old administrative office	<b>1</b>					30%	70%	➤ <b>District administrative report</b> ➤ <b>Report from MINAL OC</b>	The quality service will be delivered in safe place
31	<b>Construction of Gikomero Sector administrative office</b>	Existing old administrative office	<b>1</b>				50%	50%		➤ <b>District administrative report</b> ➤ <b>Report from MINAL OC</b>	The quality service will be delivered in safe place
32	<b>Construction of Bumbogo Sector administrative office</b>	Existing old administrative office	<b>1</b>			40%	60%			➤ <b>District administrative report</b> ➤ <b>Report from MINAL OC</b>	The quality service will be delivered in safe place
33	<b>Construction of Kinyinya Sector administrative office</b>	Existing old administrative office	<b>1</b>		30%	70%				➤ <b>District administrative report</b> ➤ <b>Report</b>	The quality service will be delivered in safe

										from MINAL OC	place
34	<b>Relocation of Rusororo Sector administrative office</b>	***	1	70%-	30%					➤ <b>District administrative report</b>	The service will be delivered to meet population satisfaction
35	<b>Construction of "Itorero training center (Igcumbi cy'itorero)"</b>	<b>Site identified</b>	1	Study	50%	50%				➤ <b>District administrative report</b> ➤ <b>National Itorero report</b>	The population will be taught Rwandans ' values
36	<b>Construction of 3 Cell administrative offices: Bwiza, Rudashya and Kibenga</b>	Inadequate offices according to Cells mandate	3	3	2					➤ <b>District administrative report</b>	Citizens of the said cells will be approached by the quality services

#### 4.5. Cross-Cutting Areas

The Crosscutting issues and associated challenges related to the District's development are given below:

CROSSCUTTING ISSUE	CHALLENGES
Gender and family promotion	<p>Existence of some controversies surrounding gender promotion within families leading to GBV cases.</p> <p>In fact, 65.2% of women participate in decision making regarding their own healthcare, household purchases, and making family visits.</p> <p>Increasing number of teenage pregnancy</p> <p>High HIV prevalence rate among women</p>
Environment and climate change	<p>Within Gasabo district, 97.5% use firewood and charcoal for cooking, this have a negative impact on the environment and climate.</p>
Disaster management	<p>The mismanagement of forest has a negative impact on the environment as it is a main factor of appearance of floods. Rain water from shelters and main roads not retained may cause erosion of adjacent soils. The insufficiency of fire extinguishers at all levels (from HHs to public level) coupled with electrical disturbances expose the public to fire related disasters. Finally, limited infrastructure such as lightning rod in public places exposes to accidents caused by lightning.</p>
Disabilities and social inclusion	<p>Within Gasabo district, 607 pupils in primary 382pupils in secondary schools live with major disability which shows the need of mainstreaming</p>

	of social inclusion. On this, we should add genocide survivors who are psychologically and economically vulnerable.
Capacity development	The district capacity creation and retention strategy has been developed but not yet implemented while the need of qualified staff still prevails.
HIV/AIDS and Non communicable diseases	<p>The prevalence of HIV within Gasabo district is 5.9%.</p> <p>This rate could be reduced by the increase of follow-up the sexual active groups, especially sex workers.</p> <p>The lack of adequate sport facilities combined with the expansion of drug abuse among youth is risk factors of NCDs in the district. Thus, the mobilization for mass sports as well as fighting against the abuse.</p>

## CHAPTER 5. IMPLEMENTATION OF DDS

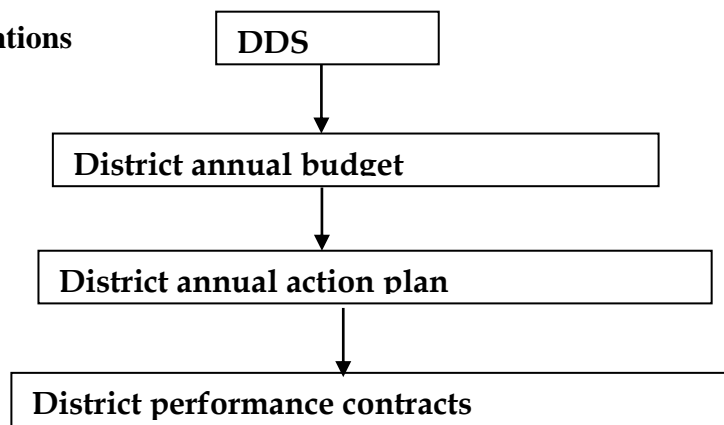
### 5.1. Implementation

The success of this DDS toward a long-term transformation and the realization of the ambitious targets discussed in the preceding chapters are mainly dependent on the ownership by all stakeholders including District authorities, private sector, civil society, and mostly the community. The major constraints might be the lack of resources and delay in taking administrative measures to reduce risks of aggravation of the current situation (development of new slums). Strong coordination mechanisms by the District and information sharing across all stakeholders are also key success factors. It is important to note that the implementation of this DDS should keep an eye on external shocks both at national and external levels and provide quick adjustment according to the general trend of the performances of Rwandan Economy. Due to this effect, provision of room for flexibility of this planning tool through adjusting the implementation of the prescribed targets will be required. Therefore, the District will strongly ensure high coordination in delivery. The District has set priorities and targets based on the overall national, and sector priorities. The District will act as the first implementation and monitoring level for the EDPRS3 progress. Therefore, Gasabo District will ensure sharing periodic reports to sectors for easy assessment and monitoring of the EDPRS3 performance.

### 5.2. Sequencing of Interventions (Implementation Plan)

**The DDS will be implemented through several interventions from households to central government. This implementation will involve a good planning and good monitoring of annual action plan, annual budget and performance contracts of the district.**

**Figure 5. Sequencing of interventions**





### **5.2.1. District annual budget**

The elaboration of annual budget from 2018/19 to 2023/24, the district will ensure the prioritization of development projects as specified in this DDS in order to incorporate them in its annual budget for funding. The funds mobilization will be confirmed by the central government and parliament according to its availability. Meanwhile, different strategies set for each sector to delivery high level of socio-economic transformation of the district will drive the daily work of each involved actor.

### **5.2.2. Annual action plan**

An annual action plan will be established on the basis of voted annual budget specifying the relevant interventions by domain. Therefore, every Director of district department will get a roadmap related to his/her domain.

### **5.2.3. Performance contracts**

For designing performance contract to be executed within the fiscal year, an ascending planning system will be used in order to involve households in their own transformation. Such system stipulates that every HH designs its own performance contract to be signed with the authorities of village (umudugudu); thereafter, the chief of village consolidates all of these performance contracts from different HHs in order to set up village targets to be signed with executive secretary of cell. The same system is used to cell and sector level up to district level. To those HHs' targets will be added the selected development projects as stipulated in this DDS.

For ensuring the implementation of annual action plan, every district department will set up its own performance contracts to be signed with the Mayor after incorporating suggestions from grassroots. The later, will ensure a consolidation of all performance contracts from different departments for signing them with the President of the Republic of Rwanda.

## **5.3. DDS Implementation Strategy**

### **5.3.1. Role of local government**

The District Council has the main responsibility of the implementation of this DDS. Its regular meetings will evaluate the progress made, identifies challenges met in order to address them and set strategies for next step of implementation.

The executive committee of the district will be responsible of monitoring the day-to-day implementation of activities set by district council. In addition it will ensure the availability of required inputs in order to succeed. For doing so, they should motivate national and internal NGOs to work within the district especially in the identified key areas of development.

District technicians will be the key mentor of implementation of policies set by either central or local government. They are responsible of demonstration, sensitization and monitoring of set activities. They should be involved in different activities on behalf of the district executive committee.

### **5.3.2. Role of central government**

Central government through different ministries, public agencies and partners will ensure the setting up of relevant policies. Most part of budget will be also provided by central government and managed by the district executive committee jointly with district council. The Province, as a representative entity of central government jointly with MINECOFIN and MINALOC will ensure the monitoring and evaluation of performance contracts set by the district.

### **5.3.3. Role of NGOs and civil society**

All NGOs and members of civil society will be invited to orient their intervention in identified key development areas. For doing so, before getting their operational license, they shall be expected to submit their strategic plans to the Executive committee in order to ensure the alignment of their actions to the priorities of the district. Retained actions for such NGOs and civil society become their responsibility and they have to engage themselves to perform them by the allocated time. Their accountability is considered as a key factor of DDS success. The quarterly meeting of JADF will ensure this accountability and set key guidelines for next steps.

### **5.3.4. Risk mitigation strategies**

This DDS takes into consideration risk factors understand that is not free of risks, therefore, risk identification, measuring, control and managing or mitigation is highly embedded in the DDS document preparation.

The source of risk could emerge from internal operations (e.g. from staff, poor internal controls, systems) or external shocks (economic and environment businesses). The transitional period is

highly risk exposure due resistance to change which can lead to speculations on land related properties.

However, cognizant of the likely risks, the elaboration of the DDS and the set targets are based on the assumptions that the internal and external risks/ shocks are minimal in short time but in medium and long term, the current structure of the District with its staff risk to be overloaded while some sectors for example expect to reach a weight equivalent to the current of the District. Therefore, the District recognizes the likelihood or occurrences of the following risks to be high with high likely impact on the realization of the target results:

- **Strategic Risk:** due to poor and/ or erroneous benchmarks for target settings and basing on wrong information for decision-making. Basically, the risks emanates from poor planning, monitoring and evaluation of projects;
- **Liquidity Risk:** limited revenue resources to meet the District obligation and at the same time finance the set priorities;
- **Market Risk:** as result of adverse economic changes and environment hazards like landslides, erosions, floods, etc.;
- **Operational Risk:** resulting from internal District's operations due to incompetent staff to implement and monitor the Revised DDP, lack of efficient MIS and database and lack of internal controls in place to help detect and measure risks;
- **Regulatory Risk:** arise from wrong advice to private investors, as the District is not aware of applicable regulations and laws.

In order to mitigate the occurrence of the risks and their likely adverse effect on the DDS implementation, the District will consider developing a robust risk management framework. Risk management will involve to first understanding: the plausible risks as those stated above, economic and environment business, products and services provided by all stakeholders and the general population. Therefore, understanding the District's players is the first tool of risk management.

Development of a strong MIS is critical for enhancing early identification, measuring, managing and reporting risks. MIS is an internal control tool that can help detect plausible risks from staff, incomplete information and internal weaknesses. Developing a robust database and MIS will

facilitate the District get timely information and similarly be able to understand all stakeholders and subsequently to be able to identify and mitigate any risks.

### **5.3.5. Communication and marketing strategy for the District**

The DDS implementation success will highly depend on the effective coordination and communication systems in place. The District administration will lead coordination level, starting from the DDS elaboration, implementation and to monitoring and evaluation stages.

In order to enhance the coordination, the District will require having strong Management Information System (MIS) containing detailed institutional profiles for the above mentioned stakeholders, administrative data and regular data collection on key performances achieved while implementing this plan. Additionally, the District's MIS will be coherent with other institutions' (Government ministries and agencies private sector, NGOs, etc.) websites for purpose of timely information and easy comparability.

The District will develop different comprehensive reporting templates and define reporting process that has to be respected by all stakeholders from head of village (Umudugudu) to sector levels. All reports will capture wide-ranging household data and information, which will be consolidated at the District level. Similarly, private sectors, NGOs, Civil societies will frequently (monthly, quarterly and annually) asked to submit their performance reports to the District for planning and synergy.

## **CHAPTER 6. MONITORING AND EVALUATION**

The implementation of this DDS requires a closed monitoring and evaluation system. This will be performed by a joint action of different actors both internal and external.

### **6.1. Role of internal actors**

The community development committees from cell level to district level will retrieve required information and submit a clear report to the district economic development commission. The latter will consolidate this report according to the progress of DDS and present it to the JADF and District council. However, this M&E is chaired by the Mayor, Vice-Mayor in charge of Economic affairs and Executive secretary of the district in their respective duties. Directors of different departments will make the annual action plans and performance contracts (Imihigo) and ensure execution in their respective domains. In addition, they will make a progress report and achievement report and submitted them to the Executive secretary. This will permit the determination of the effectiveness and efficiency of planned activities. The success of this DDS is based on the commitment of beneficiary population. The latter is required to adopt a self-determination strategy in order to ensure the self-development.

### **6.2. Role of external actors**

Central government through its respective ministries especially MINECOFIN and MINALOC and other institutions will ensure the implementation of EDPRS III in the whole country. Moreover, they will ensure the availability of required resources and elaboration and application of relevant policies. The province will ensure the execution of planned activities of districts through performance contracts of district leadership. It will analyze received report from district executive committee and advise the latter in order to succeed in this DDS.

NGOs and other partners will contribute technically and financially in the implementation of this DDS. Moreover, they will provide the required information and submit relevant report to JADF. The latter will moderate the exchange between partners and executive committee.

**Table 19. Duties and responsibilities of M&E actors**

<b>Actor</b>	<b>Duties</b>	<b>Means of Verificationon</b>	<b>Periodicity</b>
Central government	Elaboration and monitoring of policies, Budget financing	policies, annual budget	Annually
Province	Ensure the implementation of national policies and directives. Monitor and evaluate performance contracts	Reports	Quarterly
District executive committee	Coordination, monitoring and evaluation of DDS, prepare and implement performance contracts of district	Reports and field visit reports	Monthly, quarterly and annually
Sector executive committee	Carries out monitoring and evaluation, decides strategies of actions at their level. Collects and analyses quantitative and qualitative data, transmits reports to District	Report and field visit report	Monthly, quarterly and Annual
Beneficiaries	Contribute to the implementation of projects; participate in the field evaluation.	field visit reports	Monthly
JADF	Coordinates the exchange between partners and District	meeting reports	Quarterly and semester

### **6.3. Reporting system**

Different reports under this DDS will be done both by soft and hard copies. However, in order to ensure the authenticity of data, only hard copies will be considered as official and will be stored by the concerned institutions.







<b>Output: 360 Ha Irrigated under Small Scale irrigation technology</b>								
	<b>Activity: Develop Small Scale Irrigation Technology (SSIT) at Ha 360 /marshlands area.</b>	29,760,000	29,760,000	29,760,000	29,760,000	29,760,000	29,760,000	178,560,000
<b>DDS Outcome: Increased animal resources productivity</b>		8,581,310	8,581,310	140,581,310	8,581,310	140,581,310	8,581,310	315,487,860
<b>Output: 10,500 Livestock inseminated</b>		2,540,810	2,540,810	2,540,810	2,540,810	2,540,810	2,540,810	15,244,860
	<b>Activity: Intensify rearing of 10,500 improved new breeds of cattle in Peri-urban Sectors, through Girinka program, and provision of veterinary services.</b>	2,540,810	2,540,810	2,540,810	2,540,810	2,540,810	2,540,810	15,244,860
<b>Output: 150,000 livestock vaccinated against diseases</b>		6,040,500	6,040,500	6,040,500	6,040,500	6,040,500	6,040,500	36,243,000
	<b>Activity: Prevention of animal diseases through vaccination and biosecurity.</b>	6,040,500	6,040,500	6,040,500	6,040,500	6,040,500	6,040,500	36,243,000
<b>Output: 2 Milk center collections constructed</b>		-	-	132,000,000	-	132,000,000	-	264,000,000
	<b>Activity: Construction of 2 Milk processing and packaging units (For cheese, yogurt, and fresh packages) and delivering equipments</b>	-	-	132,000,000	-	132,000,000	-	264,000,000
<b>Priority area 1.2: Accelerate Sustainable Urbanization from 17.3% (2013/14) to 35% by 2024</b>		6,442,386,696	6,869,375,790	9,228,911,564	4,683,250,000	12,214,966,000	11,006,750,000	50,445,640,049
<b>DDS Outcome: Increased economic opportunities and social facilities in urban areas</b>		4,275,938,696	4,671,335,790	6,528,319,564	1,923,250,000	9,450,750,000	8,186,750,000	35,036,344,049
<b>Output: 417 Ha of informal settlement upgraded</b>		4,189,185	21,085,790	31,069,564	-	-	-	56,344,538
	<b>Activity: Upgrading Ha 88.5 of Nyabisindu and Kangondo &amp; Kibiraro informal settlements</b>	4,189,185	7,770,263	-	-	-	-	11,959,448
	<b>Activity: Conduct a Study of informal settlement for upgrading Ha 328.45</b>	-	13,315,527	31,069,564	-	-	-	44,385,091

	(Kabuhundi/ Kagugu, Kamutamu, Kamutwa, Gatsata)							
<b>Output: Km 35.9 of tarmac roads with their drainages constructed and maintained</b>		<b>2,154,500,000</b>	<b>2,084,000,000</b>	<b>4,000,000,000</b>	<b>-</b>	<b>7,912,500,000</b>	<b>6,648,500,000</b>	<b>22,799,500,000</b>
	<b>Activity: Km 9.23 of Mulindi complex market- Gasogi-maison de jeune Rusororo asphalt road</b>	500,000,000	2,084,000,000	4,000,000,000	-	-	-	<b>6,584,000,000</b>
	<b>Activity: Construction of Km 10.3 of Mulindi-Rusororo-Kabuga asphalt road</b>	-	-	-	-	3,200,000,000	1,936,000,000	<b>5,136,000,000</b>
	<b>Activity: Construction of Km 1.87 Kimihurura road network (Conveticn Centre -Rwandex ) asphalt road</b> 1,654,500,000	-	-	-	-	-	-	<b>1,654,500,000</b>
	<b>Activity: Construction of Km 14.5 of Zindiro-Masizi- Birembo-Kami-Gasanze-business center asphalt road/ Phase B</b>	-	-	-	-	<b>4,712,500,000</b>	<b>4,712,500,000</b>	<b>9,425,000,000</b>
<b>Output: 350 Km of feeder roads with their drainages constructed and maintained</b>		<b>306,250,000</b>	<b>306,250,000</b>	<b>306,250,000</b>	<b>306,250,000</b>	<b>306,250,000</b>	<b>306,250,000</b>	<b>1,837,500,000</b>
	<b>Activity: Rehabilitation of Km 350 of earth/feeder roads through VUP/cPW in different Sectors</b>	<b>306,250,000</b>	<b>306,250,000</b>	<b>306,250,000</b>	<b>306,250,000</b>	<b>306,250,000</b>	<b>306,250,000</b>	<b>1,837,500,000</b>
<b>Output: Km 25 of Unpaved roads created, paved (cobblestone) roads constructed and maintained</b>		<b>970,999,511</b>	<b>1,000,000,000</b>	<b>987,000,000</b>	<b>385,000,000</b>	<b>-</b>	<b>-</b>	<b>3,342,999,511</b>
	<b>Activity: Construction of Km6.3 Gacuriro road network</b>	-	-	434,000,000	-	-	-	<b>434,000,000</b>
	<b>Activity:Construction of Kamutwa-Kinamba 1 (1.6km) KG 5Ave</b>	-	-	553,000,000	-	-	-	<b>553,000,000</b>
	<b>Activity:Construction of Kamutwa-Kinamba 2 (1.1km) KG 688St</b>	-	-	-	385,000,000	-	-	<b>385,000,000</b>
	<b>Activity: Construction of Km 14.5 of Zindiro-Masizi- Birembo-Kami-Gasanze-business center marrum road : From 60% to 100%/Phase 3-A</b>	960,999,511	-	-	-	-	-	<b>960,999,511</b>
	<b>Activity: Roads maintenance/ Water</b>	10,000,000	1,000,000,000	-	-	-	-	<b>1,010,000,000</b>

	<b>drainage system-AZAM-Rubungo : Km 1.5</b>							
<b>Output: Km 500 Plots serviced</b>		<b>840,000,000</b>	<b>1,260,000,000</b>	<b>1,204,000,000</b>	<b>1,232,000,000</b>	<b>1,232,000,000</b>	<b>1,232,000,000</b>	<b>7,000,000,000</b>
	<b>Activity: Servicing residential sites on 500 km for urban quality control and monitoring: Murama ,Kagugu, Nyabikenke,Cyaruzinge, Rudashya, Gikomero, Rutunga, Musezero ,Gasanze and Gatunga sites, Bweramvura,Mbandazi</b>	840,000,000	1,260,000,000	1,204,000,000	1,232,000,000	1,232,000,000	1,232,000,000	<b>7,000,000,000</b>
<b>DDS Outcome: Integrated urban and rural settlements development</b>		<b>126,448,000</b>	<b>158,040,000</b>	<b>180,592,000</b>	<b>120,000,000</b>	<b>124,216,000</b>	<b>60,000,000</b>	<b>769,296,000</b>
<b>Output: 50 ha of land acquired by the district and banked for urban development</b>		<b>60,000,000</b>	<b>120,000,000</b>	<b>120,000,000</b>	<b>120,000,000</b>	<b>120,000,000</b>	<b>60,000,000</b>	<b>600,000,000</b>
	<b>Activity: Ha 50 Provision of Land bank for housing developed</b>	60,000,000	120,000,000	120,000,000	120,000,000	120,000,000	60,000,000	<b>600,000,000</b>
<b>Output: Detailed physical plan developed on Ha 1,088</b>		<b>66,448,000</b>	<b>38,040,000</b>	<b>60,592,000</b>	-	<b>4,216,000</b>	-	<b>169,296,000</b>
	<b>Activity: Developing of Ha 1,088 Physical plans (Rudashya , Bweramvura, Kidashya, Gikomero , Rutunga , Butare, Buhiza, Gasagara &amp; Kibara, Kibenga).</b>	66,448,000	38,040,000	60,592,000		4,216,000	-	<b>169,296,000</b>
<b>DDS Outcome: Liveable, well-serviced, connected, compact, green and productive urban and rural settlements with a cultural identity</b>		<b>2,040,000,000</b>	<b>2,040,000,000</b>	<b>2,520,000,000</b>	<b>2,640,000,000</b>	<b>2,640,000,000</b>	<b>2,760,000,000</b>	<b>14,640,000,000</b>

<b>Output: 1 IDP model village constructed</b>		<b>440,000,000</b>	<b>440,000,000</b>	<b>920,000,000</b>	<b>1,040,000,000</b>	<b>1,040,000,000</b>	<b>1,160,000,000</b>	<b>5,040,000,000</b>
	<b>Activity: Establish IDP Model village of 100 Houses ( for 100 vulnerable people) in the new Sector</b>	-	-	480,000,000	600,000,000	600,000,000	720,000,000	<b>2,400,000,000</b>
	<b>Activity: Relocate HHs 4092 people living in HRZs &amp; Scattered settlements</b>	440,000,000	440,000,000	440,000,000	440,000,000	440,000,000	440,000,000	<b>2,640,000,000</b>
<b>Output: 300 Accessed to affordable and social housing</b>		<b>1,600,000,000</b>	<b>1,600,000,000</b>	<b>1,600,000,000</b>	<b>1,600,000,000</b>	<b>1,600,000,000</b>	<b>1,600,000,000</b>	<b>9,600,000,000</b>
	<b>Activity: Construction of 300 affordable houses under PPP approaches</b>	1,600,000,000	1,600,000,000	1,600,000,000	1,600,000,000	1,600,000,000	1,600,000,000	<b>9,600,000,000</b>
<b>Priority area 1.3: Establish Rwanda as a Globally Competitive Knowledge-based Economy</b>		450,000,000	110,000,000	400,000,000	-	400,000,000	-	1,360,000,000
<b>DDS Outcome: Export growth sustained at 17% annually</b>		<b>450,000,000</b>	<b>110,000,000</b>	<b>400,000,000</b>	-	<b>400,000,000</b>	-	<b>1,360,000,000</b>
<b>Output: Promote Business facilities / 1 website developed</b>		-	<b>10,000,000</b>	-	-	-	-	<b>10,000,000</b>





	<b>Activity: Environmental management and regularly quarries inspection on environment protection and climate change (721 Mines and quarries)</b>	669,728	669,728	669,728	669,728	669,728	669,728	<b>4,018,368</b>
	<b>Activity: Meeting and training of mining/quarries companies and cooperatives on Mining law, environment protection and climate change resilience</b> 1,000,000		1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	<b>6,000,000</b>
<b>DDS Outcome: Increased exports of high-value services</b> <b>519,033,615</b>			<b>415,226,892</b>	<b>103,806,723</b>	<b>223,500,000</b>	<b>96,500,000</b>	<b>10,000,000</b>	<b>1,368,067,230</b>
<b>Output: 2 Historical site and a cultural museum halls developed for increasing revenues from tourism services</b>		<b>519,033,615</b>	<b>415,226,892</b>	<b>103,806,723</b>	<b>223,500,000</b>	<b>96,500,000</b>	<b>10,000,000</b>	<b>1,368,067,230</b>
	<b>Activity: Construct "U Rwanda rwa Gasabo" museum in Rutunga sector /PPP</b>	519,033,615	415,226,892	103,806,723	10,000,000	5,000,000	5,000,000	<b>1,058,067,230</b>
	<b>Activity: Revitalize the historic place as a cultural museum hall "Bumbogo bwa Nkuzuzu" (Ubukwe museum)</b>	-	-	-	213,500,000	91,500,000	5,000,000	<b>310,000,000</b>





	<b>Activity: Increasing production and productivity on Ha 9,899 of land planted/ beans</b>	13,354,363	13,354,363	13,354,363	13,354,363	13,354,363	13,354,363	<b>80,126,176</b>
	<b>Activity: Increasing production and productivity on Ha 700 of land planted/ Soya beans</b>	2,225,727	2,225,727	2,225,727	2,225,727	2,225,727	2,225,727	<b>13,354,363</b>
	<b>Activity: Increasing production and productivity on Ha 280 of land planted/ Rice</b> 2,225,727		2,225,727	2,225,727	2,225,727	2,225,727	2,225,727	<b>13,354,363</b>
	<b>Activity: Increasing production and productivity on Ha 100 of land planted/ Irish potatoes</b> 2,225,727		2,225,727	2,225,727	2,225,727	2,225,727	2,225,727	<b>13,354,363</b>
	<b>Activity: Increasing production and productivity on Ha 9,899 of land planted/ Cassava plantation</b>	11,128,636	11,128,636	11,128,636	11,128,636	11,128,636	11,128,636	<b>66,771,813</b>
<b>Output: Marshland production increased</b>		<b>154,800,000</b>	<b>206,400,000</b>	<b>258,000,000</b>	-	-	-	<b>619,200,000</b>
	<b>Activity: Rehabilitation of Ha 120 ( Gatsata, Kacyiru, Remera , Kimironko, Gisozi, Kimihurura, Ndera and Kinyinya) key marshlands</b>	<b>154,800,000</b>	<b>206,400,000</b>	<b>258,000,000</b>				<b>619,200,000</b>
<b>DDS Outcome: Increased traditional and non-traditional export crops</b>		<b>140,395,279</b>	<b>140,395,279</b>	<b>140,395,279</b>	<b>140,395,279</b>	<b>140,395,279</b>	<b>143,635,995</b>	<b>845,612,390</b>



<b>DDS Outcome: Improved livestock sector</b>		<b>98,301,000</b>	<b>118,395,965</b>	<b>125,501,000</b>	<b>525,501,000</b>	<b>345,501,000</b>	<b>351,501,000</b>	<b>1,564,700,965</b>
<b>Output: Large and small livestock especially within poorest families increased</b>		<b>45,501,000</b>	<b>45,595,965</b>	<b>125,501,000</b>	<b>125,501,000</b>	<b>45,501,000</b>	<b>51,501,000</b>	<b>439,100,965</b>
	<b>Activity: Intensification of improved small livestock (28000 Pigs, 2800 goats, 56000 poultry, 5600 Rabbits) through farmers' financial support.</b>	39,501,000	39,595,965	39,501,000	39,501,000	39,501,000	39,501,000	<b>237,100,965</b>
	<b>Activity: Establishment of 14 fish farming cage system in Muhazi lake</b>	6,000,000	6,000,000	6,000,000	6,000,000	6,000,000	12,000,000	<b>42,000,000</b>
	<b>Activity: Construction and delivering equipments of honey factory (1) in Jali sector</b>	-	-	80,000,000	80,000,000	-	-	<b>160,000,000</b>
<b>Output: 1 Animal feeds production centres constructed</b>		-	-	-	<b>400,000,000</b>	<b>300,000,000</b>	<b>300,000,000</b>	<b>1,000,000,000</b>
	<b>Activity: Construction of 1Animal feeds production centers in Bumbogo</b>	-	-	-	400,000,000	300,000,000	300,000,000	<b>1,000,000,000</b>
<b>Output: Access of farmers to livestock facilities improved</b>		<b>52,800,000</b>	<b>72,800,000</b>	-	-	-	-	<b>125,600,000</b>

	<b>Activity: Construction of 100 cattle handling crushes in peri urban areas</b>	12,800,000	12,800,000	-	-	-	-	<b>25,600,000</b>
	<b>Activity: Construction and delivering equipments of slaughterhouse in Butare/Nduba.</b>	40,000,000	60,000,000	-	-	-	-	<b>100,000,000</b>
<b>DDS Outcome: Enabled environment and responsive institutions</b>		<b>44,000,000</b>	<b>43,000,000</b>	<b>43,000,000</b>	<b>40,000,000</b>	<b>40,000,000</b>	<b>40,000,000</b>	<b>250,000,000</b>
<b>Output: Capacity building of farmers improved</b>		<b>44,000,000</b>	<b>43,000,000</b>	<b>43,000,000</b>	<b>40,000,000</b>	<b>40,000,000</b>	<b>40,000,000</b>	<b>250,000,000</b>
	<b>Activity: Train and Support farmers on seeds multiplication,FPs and FFS activities</b>	10,000,000	10,000,000	10,000,000	10,000,000	10,000,000	10,000,000	<b>60,000,000</b>
	<b>Activity: Cross cutting issues: training, field visits,Innovations,and capacity building</b>	10,000,000	10,000,000	10,000,000	10,000,000	10,000,000	10,000,000	<b>60,000,000</b>
	<b>Activity: Forming 12 assured agricultural cooperatives</b>	20,000,000	20,000,000	20,000,000	20,000,000	20,000,000	20,000,000	<b>120,000,000</b>
	<b>Activity: Construction and delivering equipments of one veterinary clinic in Bumbogo sector</b>	4,000,000	3,000,000	3,000,000	-	-	-	<b>10,000,000</b>







	<b>Activity: Supporting 62 poor families under FARG DS/Incike/1 person supported during 6 years</b>	22,320,000	22,320,000	22,320,000	22,320,000	22,320,000	22,320,000	<b>133,920,000</b>
<b>Output: 30 PWDs cooperatives supported and facilitated</b>		<b>15,000,000</b>	<b>15,000,000</b>	<b>15,000,000</b>	<b>15,000,000</b>	<b>15,000,000</b>	<b>15,000,000</b>	<b>90,000,000</b>
	<b>Activity: Supporting 30 Cooperatives of persons with disabilities financially</b>	15,000,000	15,000,000	15,000,000	15,000,000	15,000,000	15,000,000	<b>90,000,000</b>
<b>Output: PWDs facilitated to basic skills</b>		<b>10,000,000</b>	<b>150,000,000</b>	-	-	-	-	<b>160,000,000</b>
	<b>Activity: Construction of 1Community development centre specialized in supporting PWDs employments</b>	10,000,000	150,000,000		-	-	-	<b>160,000,000</b>
<b>Output: 132 PWD Cooperatives trained in income Generating Activities to improve their skills and to motivate them to create jobs</b>		<b>44,000,000</b>	<b>44,000,000</b>	<b>44,000,000</b>	<b>44,000,000</b>	<b>44,000,000</b>	<b>44,000,000</b>	<b>264,000,000</b>
	<b>Activity: Supporting 132 income generating projects among extremely poor families</b>	44,000,000	44,000,000	44,000,000	44,000,000	44,000,000	44,000,000	<b>264,000,000</b>
<b>DDS Outcome: Reduced poverty among Rwandans</b>		<b>78,625,000</b>	<b>78,625,000</b>	<b>78,625,000</b>	<b>78,625,000</b>	<b>78,625,000</b>	<b>78,625,000</b>	<b>471,750,000</b>
<b>Output: 1,500 cows distributed to poor families</b>		<b>78,625,000</b>	<b>78,625,000</b>	<b>78,625,000</b>	<b>78,625,000</b>	<b>78,625,000</b>	<b>78,625,000</b>	<b>471,750,000</b>
	<b>Activity: Distribution of 1,500 Cows under one cow per poor family (Girinka) Program</b>	78,625,000	78,625,000	78,625,000	78,625,000	78,625,000	78,625,000	<b>471,750,000</b>
<b>DDS Outcome: Household access to electricity increased to 100%</b>		<b>196,042,000</b>	-	-	-	-	-	<b>196,042,000</b>
<b>Output: 2,366 new HHs accessed to electricity in Jabana sector</b>		<b>196,042,000</b>	-	-	-	-	-	<b>196,042,000</b>
	<b>Activity: Distribution of electricity to 2,366 new</b>	196,042,000	-	-	-	-	-	<b>196,042,000</b>





	rate from 30% to 60%							
	<b>Activity: Increase coverage of ANC 4 standards visits in HFs :from 44% to 99%</b>	5,000,000	5,000,000	5,000,000	5,000,000	5,000,000	5,000,000	<b>30,000,000</b>
	<b>Activity: Increase Immunization coverage rate among &lt; 5 years, young girls and and women: from 86% to 99%</b>	5,000,000	5,000,000	5,000,000	5,000,000	5,000,000	5,000,000	<b>30,000,000</b>
	<b>Activity: Increase post-natal care visit coverage : from 46% to 90%</b>	65,000,000	65,000,000	65,000,000	65,000,000	65,000,000	65,000,000	<b>390,000,000</b>
<b>Output: 7 District infrastructure health facilities rehabilitated and extended</b>		-	-	<b>60,000,000</b>	<b>25,000,000</b>	-	-	<b>85,000,000</b>
	<b>Activity: Rehabilitation of Ndera health post in Kibenga Cell</b>	-	-	-	25,000,000	-	-	<b>25,000,000</b>
	<b>Activity: Rehabilitation of Bumbogo health centre &amp; fence</b>	-	-	25,000,000	-	-	-	<b>25,000,000</b>
	<b>Activity: construction of 5 HCs' fences : Nduba, Gikomero, Gihogwe, Kayanga and Rwanda women net work</b>	-	-	35,000,000	-	-	-	<b>35,000,000</b>
<b>Output: 32 Infrastructure Health facilities constructec and operational (Hospital, health centres , health post, laboratories, Day Care HC, etc.)</b>		<b>3,824,900,000</b>	<b>3,928,603,000</b>	<b>1,994,750,000</b>	<b>930,000,000</b>	<b>360,000,000</b>	<b>75,000,000</b>	<b>11,113,253,000</b>
	<b>Activity: Construction of Kacyiru District Hospital (1)</b>	3,238,000,000	2,023,750,000	1,214,250,000	-	-	-	<b>6,476,000,000</b>
	<b>Activity: Construction of Kimihurura Health Centre (1) in Rugando Cell/ Gasasa Village</b>	288,000,000	432,000,000	-	-	-	-	<b>720,000,000</b>
	<b>Activity: Construction of 1Day</b>	235,200,000	352,800,000	-	-	-	-	<b>588,000,000</b>

	<b>care Health center "Psychiatric center" in Kinyinya Sector</b>							
	<b>Activity: Construction of Nyacyonga laboratory in Jabana Sector</b>	25,600,000	38,400,000	-	-	-	-	<b>64,000,000</b>
	<b>Activity: Extension of Kacyiru health centre ( + maternity packages)</b>	17,100,000	39,900,000	-	-	-	-	<b>57,000,000</b>
	<b>Activity: Extension of Kibagabaga facilities (Maternity, Neonatology, canteen, archive block, conference hall )</b>	21,000,000	420,000,000	420,000,000	-	-	-	<b>861,000,000</b>
	<b>Activity: Construction of Nkuzuzu health post/Bumbogo Sector</b>	-	-	25,000,000	-	-	-	<b>25,000,000</b>
	<b>Activity: Construction of Gisozi health centre</b>	-	611,753,000	-	-	-	-	<b>611,753,000</b>
	<b>Activity: Construction of Rwankuba Health Post in Kinyinya Sector</b>	-	-	25,000,000	-	-	-	<b>25,000,000</b>
	<b>Activity: Construction of Rubungo laboratory in Ndera Sector</b>	-	-	16,000,000	-	-	-	<b>16,000,000</b>
	<b>Activity: Construction of Jali and Gihogwe laboratories in Jali Sector</b>	-	-	19,500,000	-	-	-	<b>19,500,000</b>
	<b>Activity: Construction of Kimironko Health Centre</b>	-	10,000,000	275,000,000	285,000,000	-	-	<b>570,000,000</b>
	<b>Activity: Construction of Gasabo Health post in Rutunga sector</b>	-	-	-	19,000,000	-	-	<b>19,000,000</b>
	<b>Activity: Extension of Gihogwe Health Centre</b>	-	-	-	34,000,000	-	-	<b>34,000,000</b>
	<b>Activity: Extension of Rwanda women net work Health Centre</b>	-	-	-	54,000,000	-	-	<b>54,000,000</b>

	<b>Activity: Relocation of Kagugu Health Centre (from Kabunde Village to Dusenyi Village in Kinyinya Sector)</b>	-	-	-	360,000,000	360,000,000	-	<b>720,000,000</b>
	<b>Activity: Construction of 6 Health posts in Nduba Sector: Sha, Shango, Gasura, Butare, Gasanze and Gatunga posts</b>	-	-	-	125,000,000	-	-	<b>125,000,000</b>
	<b>Activity: Extension of Kayanga maternity</b>	-	-	-	34,000,000	-	-	<b>34,000,000</b>
	<b>Activity: Construction of Nyamugali health post/Gatsata Sector</b>	-	-	-	-	-	25,000,000	<b>25,000,000</b>
	<b>Activity: Construction of Ruhanga and Kabuga II health posts</b>	-	-	-	-	-	25,000,000	<b>25,000,000</b>
	<b>Activity: Extension of Kabuye Health Centre in Jabana Sector</b>	-	-	-	-	-	25,000,000	<b>25,000,000</b>
	<b>Activity: Construction of Jali maternity</b>	-	-	-	19,000,000	-	-	<b>19,000,000</b>
	<b>DDS Outcome: Increased health of workforce</b>	<b>542,036,000</b>	<b>517,036,000</b>	<b>465,036,000</b>	<b>460,036,000</b>	<b>435,036,000</b>	<b>425,036,000</b>	<b>2,844,216,000</b>
	<b>Output: Improve the quality of the health workforce by strengthening a comprehensive, hands-on pre-service training, regulation of clinical practice and skills enhancement applying in-service mentorship</b>	<b>87,500,000</b>	<b>87,500,000</b>	<b>35,500,000</b>	<b>35,500,000</b>	<b>10,500,000</b>	<b>10,500,000</b>	<b>267,000,000</b>
	<b>Activity: Strengthen public and private partnership in health: From 50% to 90%</b>	25,000,000	25,000,000	25,000,000	25,000,000			<b>100,000,000</b>
	<b>Activity: Organize coordination and DHMT meetings: From 80% to 99%</b>	3,500,000	3,500,000	3,500,000	3,500,000	3,500,000	3,500,000	<b>21,000,000</b>
		57,000,000	57,000,000	5,000,000	5,000,000	5,000,000	5,000,000	<b>134,000,000</b>





	<b>Activity: ICT strengthened across all levels of education</b>							
<b>Output: 72 new classrooms constructed</b>		<b>904,000,000</b>	<b>234,000,000</b>	<b>117,000,000</b>	<b>72,000,000</b>	<b>72,000,000</b>	<b>72,000,000</b>	<b>1,471,000,000</b>
	<b>Activity: Construction of 8 New Primary School classrooms at Bisenga Village in Rusororo Sector</b>	120,000,000	-	-	-	-	-	<b>120,000,000</b>
	<b>Activity: Construction of 8 Dusenyi Primary School classrooms /Kinyinya Sector</b>	90,000,000	30,000,000	-	-	-	-	<b>120,000,000</b>
	<b>Activity: Construction of 8 Kajevuba Primary school classrooms constructed at Kajevuba/Jali</b>	90,000,000	60,000,000	-	-	-	-	<b>150,000,000</b>
	<b>Activity: Establishment of Kibara 9 YBE/ 3Classrooms</b>	45,000,000	-	-	-	-	-	<b>45,000,000</b>
	<b>Activity: Establishment Munini Primary School /8 Classrooms</b>	120,000,000	-	-	-	-	-	<b>120,000,000</b>
	<b>Activity: Extension of Gs Kinyinya/ 5classrooms</b>	90,000,000	-	-	-	-	-	<b>90,000,000</b>
	<b>Activity: Extension of Kibagabaga Primary school /6 classrooms</b>	-	45,000,000	45,000,000	-	-	-	<b>90,000,000</b>
	<b>Activity: Construction of 24 Nurcery classrooms</b>	72,000,000	72,000,000	72,000,000	72,000,000	72,000,000	72,000,000	<b>432,000,000</b>
	<b>Activity: Establishment 1 ECE Bumbogo</b>	250,000,000	-	-	-	-	-	<b>250,000,000</b>
	<b>Activity: Construction of 1 ECD at Kigabiro</b>	27,000,000	27,000,000	-	-	-	-	<b>54,000,000</b>
<b>Output: 99 Old classrooms Rehabilitated</b>		<b>719,000,000</b>	<b>730,000,000</b>	<b>198,000,000</b>	<b>120,000,000</b>	-	-	<b>1,767,000,000</b>

	<b>Activity: Rehabilitation of Es Bombogo / 26 classrooms</b>	143,000,000	121,000,000	-	-	-	-	<b>264,000,000</b>
	<b>Activity: Rehabilitation of 6 (Gicaca II Primary School) classrooms</b>	45,000,000	45,000,000	-	-	-	-	<b>90,000,000</b>
	<b>Activity: Rehabilitation of 12 classrooms/ Gs Gicaca I</b>	90,000,000	90,000,000	-	-	-	-	<b>180,000,000</b>
	<b>Activity: Rehabilitation and Extension of Gs Rwankuba / 5 classrooms</b>	225,000,000	150,000,000	-	-	-	-	<b>375,000,000</b>
	<b>Activity: Rehabilitation of Kacyiru Primary School /24 Classrooms</b>	216,000,000	216,000,000	-	-	-	-	<b>432,000,000</b>
	<b>Activity: Rehabilitation and Extension of Gs Kagugu/ 12classrooms</b>	-	108,000,000	108,000,000	-	-	-	<b>216,000,000</b>
	<b>Activity: Rehabilitation of Gs Rubingo / 5classrooms</b>	-	-	30,000,000	45,000,000	-	-	<b>75,000,000</b>
	<b>Activity: Rehabilitation of 9 Kigarama Primary school classrooms/Jali Sector</b>	-	-	60,000,000	75,000,000	-	-	<b>135,000,000</b>
<b>DDS Outcome: Improved management and deployment of teachers in order to attract and retain high quality teachers in the teaching profession</b>		<b>1,000,000</b>	<b>1,000,000</b>	<b>1,000,000</b>	<b>1,000,000</b>	<b>1,000,000</b>	<b>1,000,000</b>	<b>6,000,000</b>
<b>Output: Teacher motivation, retention and attrition of motives improved</b>		<b>1,000,000</b>	<b>1,000,000</b>	<b>1,000,000</b>	<b>1,000,000</b>	<b>1,000,000</b>	<b>1,000,000</b>	<b>6,000,000</b>
	<b>Activity: Average, primary and secondary pupil qualified teacher ratio from 52 to 50</b>	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	<b>6,000,000</b>
<b>Priority area 2.5: Moving towards a Modern Rwandan Household</b>		1,703,630,000	162,000,000	44,968,000	-	-	-	1,910,598,000
<b>DDS Outcome: Universal access to basic</b>		<b>39,200,000</b>	<b>42,000,000</b>	<b>44,968,000</b>	-	-	-	<b>126,168,000</b>



<b>infrastructure (water, sanitation, electricity, ICT, shelter)</b>								
<b>Output: 2,253</b> Households Connected to off-grid solutions		<b>39,200,000</b>	<b>42,000,000</b>	<b>44,968,000</b>	-	-	-	<b>126,168,000</b>
	<b>Activity: Supporting 2,253 vulnerable people (HHs) for energy connection /Off Grid connection</b>	39,200,000	42,000,000	44,968,000				<b>126,168,000</b>
<b>DDS Outcome: Increased and sustained urban and rural households access to 100 % of safe drinking water</b>		<b>1,664,430,000</b>	<b>120,000,000</b>	-	-	-	-	<b>1,784,430,000</b>
<b>Output: Improved and sustained urban and rural households access to 100 % of safe drinking water</b>		<b>1,664,430,000</b>	<b>120,000,000</b>	-	-	-	-	<b>1,784,430,000</b>
	<b>Activity: water supply project (water channel of Km 9.5) to be served 2,627new households to clean water in Jabana Sector</b>	<b>750,000,000</b>	-	-	-	-	-	<b>750,000,000</b>
	<b>Activity: Water supply to 1,388 new households in Rusororo sector /Phase II (Construction of Km 16 of water channel: Muyumbu-Mbandazi-Gasagara cells)</b>	<b>70,674,106</b>	-	-	-	-	-	<b>70,674,106</b>
	<b>Activity: Water supply to 1,997 new households in Bumbogo sector 100% /Phase III (Construction of Km 14.6 of water channel: Nyabikenke - Kinyaga - Musave cells)</b>	<b>93,127,616</b>	-	-	-	-	-	<b>93,127,616</b>
	<b>Activity: Water supply to 648 new households in Kinyinya sector /Phase II (Construction of Km 13.5 of water channel: Rwankuba Village and Gasharu Cell)</b>	<b>283,286,278</b>	-	-	-	-	-	<b>283,286,278</b>
	<b>Activity: Water supply to 1,319 new households in Nduba sector (Construction of Km 17.5 of water channel: Batsinda-</b>	<b>92,342,000</b>	-	-	-	-	-	<b>92,342,000</b>







<b>DDS Outcome: A more active community with access to quality sports facilities and programs</b>		<b>124,700,000</b>	<b>324,700,000</b>	<b>324,700,000</b>	<b>324,700,000</b>	<b>24,700,000</b>	<b>24,700,000</b>	<b>1,148,200,000</b>
	<b>Output: Sport activities organised and conducted</b>	<b>124,700,000</b>	<b>324,700,000</b>	<b>324,700,000</b>	<b>324,700,000</b>	<b>24,700,000</b>	<b>24,700,000</b>	<b>1,148,200,000</b>
	<b>Activity: Strengthening governance month through Kagame Cup competitions at Sector levels</b> 8,000,000		8,000,000	8,000,000	8,000,000	8,000,000	8,000,000	<b>48,000,000</b>
	<b>Activity: Organize and participation in Mass sports (Car free day)</b> 500,000		500,000	500,000	500,000	500,000	500,000	<b>3,000,000</b>
	<b>Activity: Gasabo District Staff participate in sport every Friday</b>	16,200,000	16,200,000	16,200,000	16,200,000	16,200,000	16,200,000	<b>97,200,000</b>
	<b>Activity: Construction of 2 Playgrounds (Football , Basket ball, Volley ball) : Rutunga &amp; Gikomero Sector</b>	100,000,000	300,000,000	300,000,000	300,000,000			<b>1,000,000,000</b>
<b>Priority area 3.2: Ensure Safety and Security of citizens and property</b>		7,000,000	7,000,000	7,000,000	7,000,000	7,000,000	7,000,000	42,000,000
<b>DDS Outcome: Enhanced Peace and Security</b>		<b>7,000,000</b>	<b>7,000,000</b>	<b>7,000,000</b>	<b>7,000,000</b>	<b>7,000,000</b>	<b>7,000,000</b>	<b>42,000,000</b>
<b>Output: Community policing Strengthened and g security organs Strengthened plan</b>		<b>5,000,000</b>	<b>5,000,000</b>	<b>5,000,000</b>	<b>5,000,000</b>	<b>5,000,000</b>	<b>5,000,000</b>	<b>30,000,000</b>
	<b>Activity: Capacity building of DASSO, Irondo and CPC members on Civic Education and basic security skills.</b>	5,000,000	5,000,000	5,000,000	5,000,000	5,000,000	5,000,000	<b>30,000,000</b>
<b>Output: Court judgments executed 100%</b>		<b>2,000,000</b>	<b>2,000,000</b>	<b>2,000,000</b>	<b>2,000,000</b>	<b>2,000,000</b>	<b>2,000,000</b>	<b>12,000,000</b>
	<b>Activity: 100% Execution of Court judgments without litigations, according to the existing laws, instructions and regulations governing Gacaca and ordinary judgments.</b>	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	<b>12,000,000</b>
<b>Priority area 3.3: Strengthen diplomatic and international cooperation to accelerate Rwanda and Africa's development</b>		-	-	-	-	-	-	-



	<b>Activity: Facilitate Cells &amp; Sectors to get IT equipment for technology penetration in the District</b>							
	<b>Activity: Equipping District, sectors and cells with ICT devices (laptops &amp; software) and connected to the internet</b>	50,000,000	50,000,000	50,000,000	50,000,000	50,000,000	50,000,000	<b>300,000,000</b>
	<b>Activity: Maintaining of IT equipment and infrastructure</b>	25,000,000	25,000,000	25,000,000	25,000,000	25,000,000	25,000,000	<b>150,000,000</b>
<b>Priority area 3.6: Increase citizens' participation, engagement and partnerships in development</b>		1,315,728,500	632,000,000	759,000,000	275,000,000	200,000,000	225,000,000	3,406,728,500
<b>DDS Outcome: Enhanced decentralisation system 1,315,728,500</b>			<b>632,000,000</b>	<b>759,000,000</b>	<b>275,000,000</b>	<b>200,000,000</b>	<b>225,000,000</b>	<b>3,406,728,500</b>
<b>Output: District, sectors and cells offices rehabilitated</b> -			-	-	-	-	<b>50,000,000</b>	<b>50,000,000</b>
	<b>Activity: Rehabilitation of Ndera Sector administrative office</b>	-	-	-	-	-	50,000,000	<b>50,000,000</b>
<b>Output: District, sectors and cells offices constructed</b>		<b>1,315,728,500</b>	<b>632,000,000</b>	<b>759,000,000</b>	<b>275,000,000</b>	<b>200,000,000</b>	<b>175,000,000</b>	<b>3,356,728,500</b>
	<b>Activity: Construction of Gasabo District new administrative Office</b>	996,728,500	-	-	-	-	-	<b>996,728,500</b>
	<b>Activity: Construction of Jali Sector administrative office</b>	-	100,000,000	150,000,000	-	-	-	<b>250,000,000</b>
	<b>Activity: Construction of Jabana Sector administrative office</b>	-	-	-	-	75,000,000	175,000,000	<b>250,000,000</b>
	<b>Activity: Construction of Gikomero Sector administrative office</b>	-	-	-	125,000,000	125,000,000	-	<b>250,000,000</b>
	<b>Activity: Construction of Bumbogo Sector administrative office</b>	-	-	100,000,000	150,000,000	-	-	<b>250,000,000</b>

	<b>Activity: Construction of Kinyinya Sector administrative office</b>	-	111,000,000	259,000,000	-	-	-	<b>370,000,000</b>
	<b>Activity: Relocation of Rusororo Sector administrative office</b>	259,000,000	111,000,000	-	-	-	-	<b>370,000,000</b>
	<b>Activity: Construction of "Itorero training center (Igicumbi cy"itorero)"</b>	30,000,000	250,000,000	250,000,000	-	-	-	<b>530,000,000</b>
	<b>Activity: Construction of 3 Cell administrative offices: Bwiza, Rudashya and Kibenga</b>	30,000,000	60,000,000	-	-	-	-	<b>90,000,000</b>