



GICUMBI DISTRICT

NORTHERN PROVINCE

**GICUMBI DISTRICT
DEVELOPMENT STRATEGY
(DDS)**

2018-2024



Contents

MINISTRY OF FINANCE AND ECONOMIC PLANNING	1
FOREWORD	6
EXECUTIVE SUMMARY	8
LIST OF ABBREVIATIONS AND ACCRONYMS	10
CHAPTER I. GENERAL INTRODUCTION	11
I.1. Background.....	11
I.2. Context and purpose	12
I.3.4. ELABORATION PROCESS	13
I.5. Contents of the DDS	14
II.1.2. Socio economic environment.....	18
II.1.2.1. Agriculture.....	18
II.1.2.2. Private sector	19
II.1.2.3. Energy and Transport sectors	20
II.1.2.4. Urbanization and rural settlement.....	20
II.1.2.5. Environment and Natural Resources	21
II.1.2.5. Water and Sanitation sector	22
II.1.2.5. Health sector	22
II.2. Overview of District Achievements during District Development Plan (DDP) implementation	23
II.2.1. Achievements.....	24
II.2.1.1. Agriculture.....	24
II.2.1.2. Poverty Reduction	26
II.2.1.3. Education.....	27
II.2.1.4. Health	28
II.2.1.5. Water and Sanitation	29
Education sector	37
Decentralization	38
II.3. Key District Economic Potentialities.....	39



II.4. SWOT Analysis.....	43
II.5. District Stakeholder Analysis.....	51
III.2. Main Issues at the District.....	57
III.2.1. Economic Transformation Pillar	57
III.2.1.1. Agriculture Sector.....	57
III.2.1.2. Private Sector development and youth employment.....	58
III.2.1.3. Urbanization Sector.....	60
III.2.1.4. Environment and Natural Resource Sector.....	61
III.2.2.5. ICT sector.....	64
III.2.2.7. Transport sector	65
III.2.2. Social Transformation Pillar	66
III.2.2. Transformational Governance Pillar	67
III.3. Alignment to NST1.....	68
• Organize study tours of O' level and S6 female levers in TVET schools to see how ladies are able to perform technical activities	78
• Mobilize more private operators to supply off-grid connections such as solar energies.....	79
Chapter IV: The Strategic Framework	83
IV.1. Vision, Innovations, Goals and Strategic objectives	83
Goals.....	83
Strategic Objectives.....	84
IV. 2. Main Priorities at District Level.....	84
IV.2.1. Main Priorities for Economic Transformation	84
Main Priority 1: Modernization of agriculture	84
Main Priority 2: A strong Public and Private Partnership (P.P.P)	88
Main Priority 3: Promotion of Cultural Tourism (Heroic tourism).....	90
Main Priority4: A sustainable Urbanization and rural settlement.....	91
Main Priority 5: A sustainable Management of Natural Resources and Environment.....	92
Main Priority 6: A vibrant ICT sector.....	93
IV.1.2. Main Priorities for Social Transformation.....	94
Main Priority 1: An access to quality health for people of Gicumbi	94
Main priority 2: Reduce poverty among population of Gicumbi	95
Main Priority action 3: An access for all to a quality education.....	97



VI.2.1 District council.....	168
VI.2.2 District Executive Committee.....	169
VI. 2.3 District security committee.....	169
VI. 2.4 District partners	169
VI.3 District Development Strategy M&E.....	169
VI.4 Monitoring and Evaluation process	170
VI.5. Monitoring tools	170
VI. 6. Key performance indicators.....	171
VI. 7 Monitoring and Evaluation and Results-Based Management	171
VI. 8. Information transfer.....	171
CHAPTER VII: COST AND FINANCING OF THE DISTRICT DEVELOPMENT STRATEGY	172
VII.1 Introduction	172
VII.2 Costing of the DDS	172
VII.3 Resource Mobilization mechanisms	173
VII.4 Government block grants.....	174
VII.5 District own taxes.....	174
VII.6 District stakeholders' grants	174
VII.7 Conclusion	175



FOREWORD

This District Development Strategy (2018/19-2023/24) provides great opportunities for transformation of the pillars of Economic, Social and Governance in Gicumbi District. The strategy has been designed according to the Guidelines issued by the Ministry of Finance and Economic Planning in collaboration with Ministry of Local Government in 2017 to guide the process of developing a six-year development strategy for Districts.

This Six-Year District Development Strategy has been compiled through participatory approach using bottom-up consultations and it builds on the achievements made during the last five years of the District Development Plan for the year 2013-2018. The strategy includes also views from all District stakeholders (Political, Civic and Development Partners). And thus the strategy presents the views and aspirations of the people of Gicumbi district in the next six years given the opportunities and resources available.

The main focus of this strategy is to eradicate extreme poverty and reduce poverty through improved transparency and accountability which will lead and enable environment for increased and sustained investments in human resource development, social and economic infrastructure to improve the quality of life and ensure coordinated delivery of services for the people of Gicumbi District. Some of the projects to be implemented during this six year District Development Strategy include but no limited to the following; “Land consolidation for major and cash crops, major crops seeds production, use of fertilizer, increasing accommodations (Hotels) for tourists, electricity and water distribution, construction of roads, increase of health infrastructures and professionals, construction of classrooms, increasing ICT facilities, empowerment of vulnerable groups with financial and other basic needs, graduation of poor households from poverty, citizens’ involvement in decision making and construction of sport and culture facilities.



Indispensably, I wish to thank the Ministry of Local Government, the Ministry of Finance and Economic Planning and all the District partners for their invaluable contributions and support in development of Gicumbi District through implementation of Gicumbi District Development Plan of the year 2013-2018. Once again, the Successful implementation of this strategy calls for a holistic approach and teamwork, unity of purpose, commitment and transparency and these must galvanize our efforts to cause a positive change for our people in the process implementing the



Strategy as we strive to achieve overall goal of eradicating extreme poverty by the end of 2024 to ensure a healthy, well-educated productive society with a high quality of life.

I now call upon all Gicumbi District staff and urge District and National development partners, Civil Societies and Private Sectors among other District stakeholders to strive and work together towards achieving the objectives of District Development Strategy and the Vision of the District.

I wish to express my appreciation to all those who worked tirelessly to produce this important document of our District.

NDAYAMBAJE FELIX

The mayor of Gicumbi District

EXECUTIVE SUMMARY

The Vision 2020, whose objective is to transform Rwanda into a low middle income country by 2020, remains with 2 years to its completion while the Economic Development and Poverty Reduction Strategy (EDPRS2) ended with the fiscal year 2017/18. The National “Umushyikirano” Council of 2015 resolved that the Vision 2020 should be replaced by the Vision 2050. In the same spirit, Rwanda has prepared the National Strategy for Transformation, phase 1, (N.S.T.1), to guide the country’s medium-term development aspirations over the period of 2017 to 2024 to replace EDPRS2

The NST1 is developed around three strategic pillars: Economic Transformation, Social Transformation and Transformational Governance to drive rapid and sustainable economic growth and fast poverty reduction. The NST1 is to be implemented through District and Sector Strategies, which are fully aligned to the priorities NST1. It is with this purpose that Gicumbi District has designed and elaborated a six-year District Development Strategy (DDS 2018/2024).

Gicumbi District encounters a number of challenges, and the main are: (i) soil degradation greatly due to soil erosion (ii) low agricultural productivity due to non-mechanized agricultural, Irrigation and terracing systems at low levels, (iii) small agro processing units and industries for value addition to agriculture production (iv) low access to electricity and potable water; (v) insufficiency of hard and soft infrastructure.

In order to overcome those challenges, the Gicumbi DDS is based on the following main strategic intervention: (i) Agricultural Modernization, (ii) Strong and vibrant Public and Private Partnership, (iii) Promotion of culture tourism (Heroic tourism), (iv) Sustainable urbanization and rural settlement, (v), Access to good quality health care, (vi), Access to a good quality education for all, and (vii) Enhance values, safety and unity of Gicumbi inhabitants.

The overall objective of Gicumbi District Development Strategy is to eradicate extreme poverty and reduce poverty through improved transparency and accountability which will lead an enabling environment for increased and sustained investments in human resource development, social and economic infrastructure to improve the quality of life and ensure coordinated delivery of services for the people of Gicumbi District.



The Vision of Gicumbi DDS is based on Vision 2050, NST1 targets and the potentialities of the District. And for the coming six years (2018/2024), agricultural sector will be considered as an input for industry sector, especially the agro process light industries. The objective is to have at least 5 agro-processing plants in canning dry beans, Ibinyomoro, cow milk, honey, pork by the end of the DDS.

Heroic tourism remains a sector with huge potentiality as well as natural resources and the District vision is: **“An Inclusive economic Development based on Agribusiness, Heroic tourism and Natural Resources”**.

In line with the stated Vision of the District, the DDS pursues the following goals:

- (i) Increase agricultural production,
- (ii) Create and Improve agro-processing plants,
- (iii) Promote Heroic tourism,
- (iv) Enable hard and soft infrastructures, and
- (v) Exploit the local natural resource without endangering the environment.

The following objectives have been identified to achieve the identified goals:

- (i) Increase in agricultural production increased using inputs and modern techniques, to 80% from 34%, by the year 2024
- (ii) Establish and operationalize at least five agro-processing plants by the year 2024
- (iii) Promote Heroic Tourism and attract investors
- (iv) Improve basic infrastructures (electricity and improved water and sanitation etc) and increase their access to 100%
- (v) Identify and exploit local natural resources sustainably

This Six-Year District Development Strategy has been compiled through participatory approach using bottom-up consultations and it builds on the achievements made during the last five years of the District Development Plan for the year 2013-2018. The strategy includes also views from all District stakeholders (Political, Civic and Development Partners). And thus the strategy presents the views and aspirations of the people of Gicumbi district in the next six years given the opportunities and resources available.



LIST OF ABBREVIATIONS AND ACCRONYMS

BDC	Business Development Centre (Business Development Services)
BDF	Business Development Fund
CD	Community Development
CSOs	Civil Society Organizations
DDPs	District Development Plans
DIP	Decentralization Implementation Plan
EIA	Environmental Impact Assessment
EAC	East African Community
EDPRS	Economic Development and Poverty Reduction Strategy
EICV	Integrated Household Living Conditions Survey
EWSA	Energy, Water and Sanitation Authority
GoR	Government of Rwanda
GSP	Generalized System of Preferences
ICT	Information and Communication Technology
IEC	Information Education Communication
IPRC	Integrated Polytechnic Regional Centre
JADF	Joint Action Development Forum
LED	Local Economy Development
LG	Local Government
M&E	Monitoring and Evaluation
MDGs	Millennium Development Goals
NGO	Non-Governmental Organization
NISR	National Institute of Statistics of Rwanda
NPPA	National Public Procurement Agency
PPP	Public Private Partnership
PSF	Private Sector Federation
RGB	Rwanda Governance Board
RLSDF	Rwanda Local Development Support Fund
SACCO	Savings and Credit Cooperative
TEVSA	Technical and Vocational Schools Association
TVET	Technical and Vocational Educational Training



CHAPTER I. GENERAL INTRODUCTION

I.1. Background

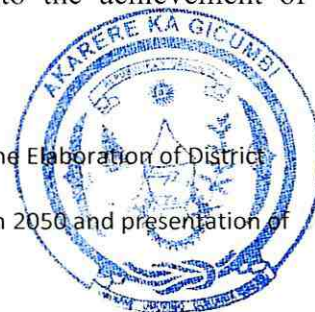
The Vision 2020 whose objective is to transform Rwanda into a low middle income country by the year 2020 (poverty reduction below 30%, rapid and sustainable economic growth, 11.5% per annum, GDP per capita 1.240\$), remains with 2 years to its completion, while the Economic Development and Poverty Reduction Strategy (EDPRS2) ended in the fiscal year by 2017/18, MINECOFIN (2017a)¹, the National “Umushyikirano” Council of 2015 called for the need to elaborate the Country’s Vision 2050. In 2016, the concept paper for the Country’s Vision 2050 was presented in the same forum with the following target: “Rwanda to become an upper middle income country by 2035 (with a 4,035\$ GDP per Capita) and a high income country by 2050 (with a 12,476\$ GDP per Capita)”.

In the same spirit, Rwanda, in the process replacing EDPRS2 prepared a National Strategy for Transformation, phase 1, (N.S.T.1), to guide the country’s medium-term development aspirations over the period of 2017 to 2024. According to MINECOFIN (2017b)², a decision was made to merge the 7 Year Government Programme (7YGP) with NST1. It is with this purpose that the cabinet sat on 12th September 2017 approved (with inputs) the 7YGP/NST1 summary document including the name of “*National Strategy for Transformation*” as the new name to replace EDPRS 3.

The NST1 is to be developed around three strategic pillars: Economic Transformation, Social Transformation and Transformational Governance, which will drive rapid and sustainable economic growth, as well as fast poverty reduction. The elaboration of the NST1 is an opportune moment for the full integration of global planning commitments including the Sustainable Development Goals (SDGs). NST1 will be implemented through a set of District and Sector Strategies, which will be fully aligned to the priorities NST1. District and Sector Strategies will mainstream key cross-cutting issues, SDGs, and will contribute to the achievement of the objectives outlined under the three pillars of NST1.

¹ Ministry of finance and Economic planning (MINECOFIN) (2017), Guidelines for the Elaboration of District Development Strategies for EDPRS 3, Kigali, Rwanda.

² Ministry of finance and Economic planning (MINECOFIN) (2017), Update on Vision 2050 and presentation of 7YGP/National Strategy for Transformation (NST1), Kigali, Rwanda.



I.2. Context and purpose

Following the administrative and territorial reforms, the performance contracts commonly known as “Imihigo” were adopted by the Government of Rwanda as a new instrument to improve the performance of the local administrative entities. Districts were assigned to elaborate the District Development Strategies (DDSs) depending realities of each district.

Rwanda has set its long-term vision of becoming an upper middle-income country by the year 2035 and a high-income country by the year 2050 with an annual Gross Domestic Product (GDP) per capita of 4,035\$ and 12,476\$ respectively. Five key priorities have been identified to realize this ambitious target. These are (i) high quality and standards, (ii) Developing modern infrastructures and livelihood, (iii) Transformation for prosperity, (iv) Values for Vision 2050 and (v) International cooperation and positioning. In regard to this, a National Strategy for Transformation (NST1) was developed as a medium term strategy for implementation of vision 2050. All Sectors and Districts are required to develop their Sector Strategic Plans and Districts Development Plans respectively as implementing instruments at central and local levels.

GICUMBI DDS is therefore, a 6 years strategy covering the period from 2018 to 2024 with an aim of building sustainable pillars of economic, socio and governance at District level. DDS indicates the District’s long-term vision, objectives, priorities challenges and strategies that District will put in place to achieve the defined objectives inspired by national and regional commitments such as Vision 2020 and 2050, EAC Vision 2050, Africa Agenda 2063, SDGs and Paris Climate Agreement. It compiles and integrates population aspirations taking into consideration unfinished targets of DDP under EDPRS2 and those of Vision 2020.

The figure below illustrates the Planning Framework for the Development of Vision 2050, NST 1, SSPs and their linkages of DDS





Figure 1: The Development Planning Framework for Vision 2050 and NST1 (Minecofin, 2017)

I.3.4. ELABORATION PROCESS

The Elaboration of the DDS was done in alignment with the National Strategy for Transformation (NST1) in line with the Pillars of “Economic Transformation, Social Transformation and Transformational Governance”; thereby contributing to the achievement of the remaining tasks of Vision 2020 as well as the implementation of the first four years of the Vision 2050, hence the targeting the country’s objective of being an upper-middle income country by the year 2035 with an annual Gross Domestic Product (GDP) per capita income of 4,035\$ and High-income Country by 2050 with 12,476\$ of GDP per capita.



The elaboration of the DDS was a fully participatory process beginning community awareness and ownership raised among all the District population, actors and stakeholders composed of District authorities, staff, District Council, JADF, the Private Sector, Civil Society and the Community from the village level. Throughout the process, primary and secondary data collection methods were used to make the document more comprehensive and feasible. In Secondary data was collected through desk review of the existing information using different documents such as Gicumbi DDP 2013-18, LED Strategy, Gicumbi District Potentialities, and Local Community Priorities; together with National Strategies such as the NST1, Vision 2020, Vision 2050, National Road Map for Green Secondary Cities, as well as the Regional and Global Commitments. On the other hand, primary data was collected through an iterative process of awareness creation, consultative meeting sessions, and training workshops with the District Local Communities, District Staff members; Community based Organizations among other stakeholders of the District.

I.5. Contents of the DDS

The District Development Strategy is divided into six chapters. Chapter presents a general introduction and highlights on the context and process of the District Development Strategy, the objectives of the District Development Strategy and its Purpose. Chapter two provides an overview of; the Gicumbi District, District's achievements during DDP implementation, District potentialities, SWOT analysis and the key stakeholders of the district. Chapter three is brings together the relevancy of DDS with national policy framework and the methodology used in compiling the DDS. This chapter reveals in details the main issues of Gicumbi District in context with NST1 pillars.

Chapter four contains the strategic framework. Mainly this chapter gives details on the main priorities at the district level, results chain, logical framework and the cross-cutting areas while Chapter five provides the District Development Strategy implementation plan. It details the roles and responsibilities of partners and stakeholders, mechanisms for coordination and information sharing, risk mitigation strategies and communication and marketing strategy for the district.

Chapter six contains the monitoring and evaluation. This chapter details shows the role of the district leaders and stakeholders in the implementation of the strategy monitoring tools, key



performance indicators, monitoring and evaluation and Results Based Management. Lastly, Chapter seven contains the cost and financing of the district Development Strategy. This chapter shows the costing of the District Development Strategy, resource mobilization mechanisms, government block grants, district own taxes and district stakeholders' grants.

Chapter II: Overview of the District

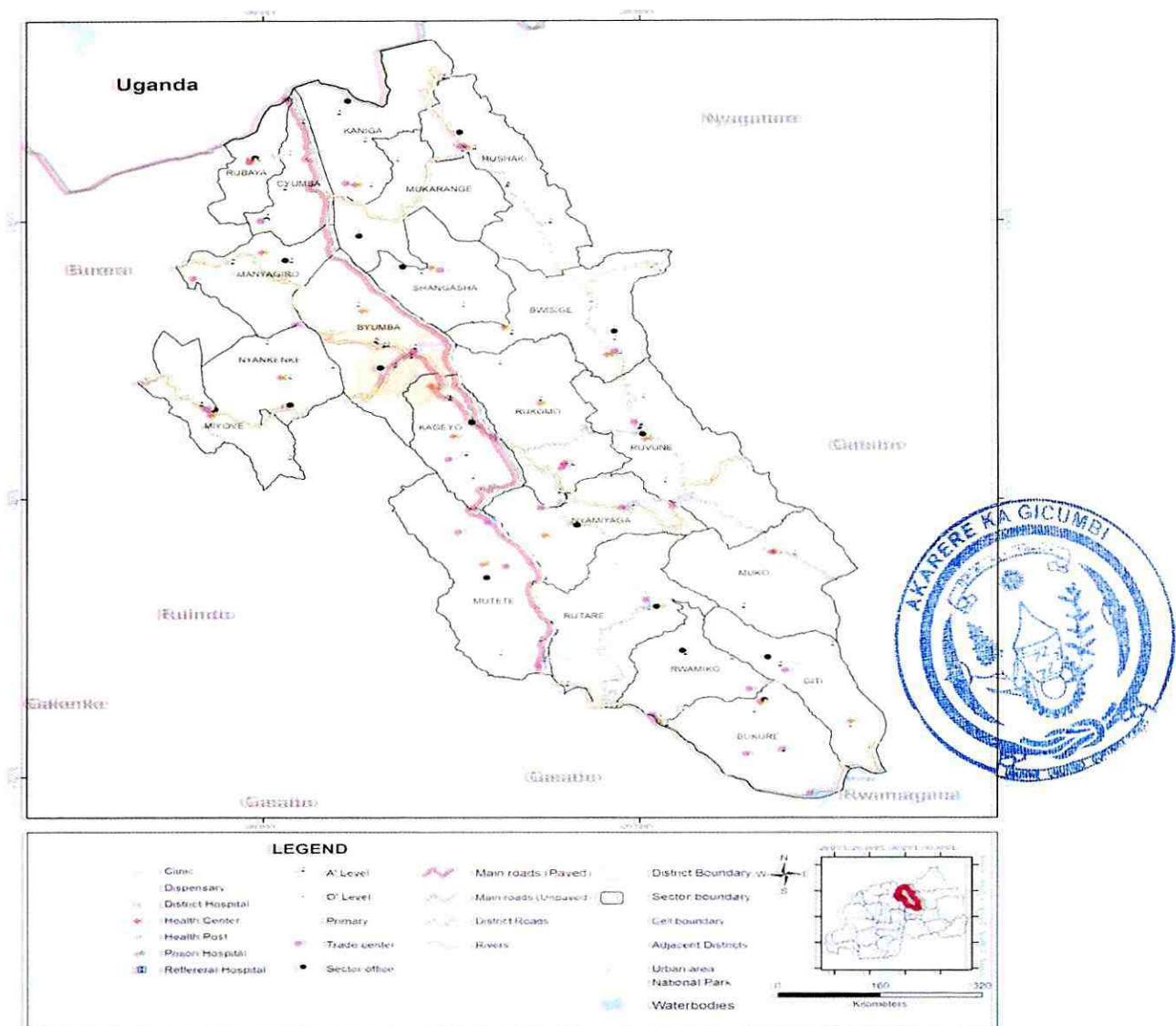
II.1. District Profile

II.1.1. District geographic location, population and topography

Gicumbi District is one of five the Districts of Northern Province created by organic law N^o 29/2005 of 23/12/2005 related to the administrative entities of the Republic of Rwanda. Gicumbi district is spreads over 829 km² and composed of 21 sectors, 109 cells and 630 villages. It is bordered by Burera District in the north, Nyagatare, Rwamagana and Gatsibo in the east, Rwamagana and Gasabo in the south and in the west it borders with Gasabo, Burera and Rulindo Districts. The Eastern part of the District is not hilly and it is composed of valleys with altitudes ranging from 1,500 and 1,800 m. In the southern part of the Distract, there is Lake called Muhazi lake located at an altitude of 1,500 m. This lake is also shared on by the districts of Gasabo and Rwamagana.



Figure 2: Administrative map of Gicumbi



Source: National Institute of Statistic (2012), Rwanda 4th Population and Housing Census. Gicumbi District Profile, Kigali, p.xii

With a gross surface area of 829 km², in 2002 Gicumbi district had a total population of 359,716; in 2012 the total population was 395,606 and a gross density of 480 inhabitants per km². Between 2002 and 2012, it has an average annual growth rate of 9% where males stand at 188,671 (47.7% of Gicumbi population) and females at 206,935 (52.3%)³.

³ National Institute of Statistic (2102) , Rwanda 4th Population and Housing Census, kigali, p.1

Byumba is the most highly populated sector with 36,997 residents whereas Rubaya is the least populated with 10,610 people. Gicumbi population density (480/km²) is above national average (416 in h./km²), while its population growth (1.0%) is below national average (2.6%)⁴.

The relief of the district is characterized with steep slopes and a mountainous topography. The plateau is surrounded by steep ravines with small valleys segmented by multiple swamps. It is a succession of steep hills giving rise to a multitude of watersheds all converging towards the Great Basin of the Nile.

Table 1: Physical description of Gicumbi district

Slope Category	Value of the slope in%	Approximate Area in Km ²	% of the total Area
Flat	0-2	40	4.8
Slightly Flat	2-13	5	0.6
Steep	13-25	35	4.2
Hilly	25-55	748	90.4
Very high slope	55-70	0	0
Steep slope	> 70	0	0
Total District		828	100

Source: Gicumbi district

As indicated in the table above, 90% of the Gicumbi district area is hilly characterized with lateritic soils and granites which lead to high rates of soil erosion during the long and heavy rain. However, today soil erosion problem is being alleviated through implementation soil erosion control measures like bench terracing, excavation of anti-erosion trenches, tree planting among other environment protection mechanisms, even though there remains much to be done in protecting the fragile ecosystems.

Gicumbi District has four seasonal climates: 2 rainy seasons and 2 dry seasons. Ordinary the minor rainy season begins in September to December and the short dry season extends from January to February while the long rainy season extends from March to May when the long dry season begins June to August. But nowadays, the climate is changing catastrophically and seasons have become irregular. Nevertheless, Gicumbi District has a tropical climate with a rainfall ranging in 1200mm to 1500mm;

⁴ Ibidem

therefore agriculture is favored by the presence of the humid soils.

The hydrographic network of the district consists of many rivers and streams. These rivers and streams lie in the plains forming swamp. Such rivers include Mwange, Mulindi, Mutulirwa, Walufu, Muyanza and Gaseke among others. Some of these rivers have a permanent flow that would allow irrigation once wetlands developed. Hydrography of the District is also characterized by the wetlands of Rugezi and Lake Muhazi whose waters are respectively shared with the Burera District in the North and Rwamagana region East and Gasabo District. Gicumbi district falls in the catchments of Muvumba and Nyabugogo and 60% of its land area is situated in the degraded Muvumba watershed located in the Kagera sub-basin part, the upstream section of the Nile Basin, with its ultimate outflow into the Mediterranean Sea.

II.1.2. Socio economic environment

Gicumbi District has a total population of 427,123 and a gross density of 480 inhabitants per km². Between 2002 and 2012, the district had an average annual growth rate of 9% where males stood at 188,671 (47.7% of Gicumbi population) and females at 206,935 (52.3%). The section below describes briefly the status of the key socio-economic sectors in Gicumbi.



II.1.2.1. Agriculture

Agriculture is the leading sector in Gicumbi district that provides nearly 80% of employment to the population of the district. The population mainly grows like beans, maize, potatoes, among others food crops. Tea is the leading cash crop produced though coffee, horticulture and practiced in some areas of the district.

Dairy farming is also an important productive sector of Gicumbi District. A total of 62,452 household out of 88,255 HHs (70.76%) are dairy farmers. Milk production is the estimated at 65,300 liters only in the morning, the evening milk production is estimated at 21,767liters making at a total of 87,067 liters per day. Today, the District has a total of 13 Milk collection

⁵ National Institute of Statistic (2012) , Rwanda 4th Population and Housing Census, kigali, p.1 and UBUDEHE MIS

centers which collect 50,300 liters of milk per day .There is also a small milk processing plant called Blessed Dairies ltd that processes more than 5,000 liters of milk per day⁶.

II.1.2.2. Private sector

The Private sector in Gicumbi covers both large and small scale entrepreneurs whose impetus to changing the face value of the district has been minimal yet the Gicumbi District offers many opportunities for private businesses. The main business in this sector are wholesale and retail trade, motor vehicles and motors cycle repair, Accommodation and welfare services; Professional, scientific and technical activities; Manufacturing; Financial and insurance services; Administrative and support services; and other services like ICT, education, transportation, electricity, construction, etc. The following table shows the hotels and guest which are available in Gicumbi District.

Table 2. Hotels and Guest Houses available in Gicumbi

NO	Hotel (name)	Category and Establishment Type	Location (Sector)
1	HOTEL URUMULI LTD	2 stars	Byumba/Nyarutarama
2	NICE GERDEN COMPANY LTD	MOTEL: Restaurant, Conference Room, Accommodation & Training	Byumba/Gacurambwenge
3	IDEAR TRAINING CENTER	Centre de Formation & Restaurant	Byumba/Nyarutarama
4	CENTRE E.A.R/ BYUMBA(C.D.F.C)	Centre de Formation, Logement & Restaurant	Byumba/Gacurambwenge
5	UMUTUZO MOTEL	MOTEL: Centre de Formation, Logement & Restaurant	Byumba/Gacurambwenge
6	CENTRE D'ACCUEIL (FIAT)	Accommodation, Resto &Bar	Byumba/Nyarutarama
7	MARS AND ME LTD	Motel	Bukure/Rwesero
8	MUHAZI MARINA BEACH	Motel	Bukure/Rwesero
9	AZGAWATER SCOPS	Motel	Bukure/Rwesero
10	EAR Karambo	Restaurent	Bukure/Kavumu



Source: Data from the District

⁶ Gicumbi LED Document

II.1.2.3. Energy and Transport sectors

Energy in Gicumbi is fundamental to the development of the district and a catalyst to other sectors as well. Therefore the district needs to emphasize the distribution in terms of quantity and quality of energy to facilitate the functioning of other sectors. The data from EICV4 report indicates that Gicumbi district has limited usage of energy at all levels. Only 8.9% of the district population uses electricity as a source of lighting. Increasing electrification rates and generation capacity of energy in the district and equitable distribution among all categories of people will be considered within next six years.

In Gicumbi district, transport sector is important as it links sectors with cells, sectors with the district and the district with other districts. According to EICV 4, households in Gicumbi are less satisfied with the use of public transport than at the national level (26.5% against 81.7% respectively). 8.2% of households in Gicumbi District argue that the public transport is too far to be used, compared to 7.5% having the same complaint at national level. This has pulled up effort together to promote and develop the transport system in Gicumbi District at all level. Roads will be constructed in sectors and cells and roads linking to the main highway will be constructed to facilitate access to markets by farmers. Inadequate roads raise transport costs, which limits the poor people to sell and purchase on local market. The highway network in the rural areas needs to be improved to facilitate the co-relation between the rural sectors and the urban centers especially regarding trade and transfer of agricultural products. The asphalted road between Kigali-Gatuna going to Uganda crosses through the District of Gicumbi and the Base-Gicumbi-Nyagatare roads represent big assets for road transportation. At the aggregate level, the district of Gicumbi possesses a network of farming tracks connecting different cells, the sectors and the office of the district, and reaching other important centers such as the schools and the centers of health.

II.1.2.4. Urbanization and rural settlement

Gicumbi district is still facing various challenges in terms of Urbanization. According to EICV 4, people living in settlement are still lower (1.5%) compared the national level (41.8). Only 0.1% is modern planned area compared to 1.6% at the national level. Meanwhile compared to EICV 3, Gicumbi district, has registered some improvements in terms of living in settlement and

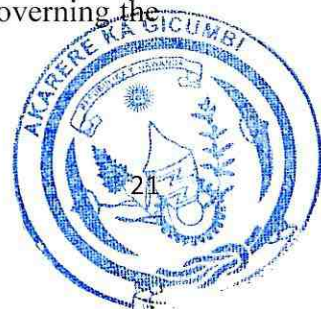


unplanned urban housing by passing respectively from 31.1% and 0.6% (EIVC 3) to 41.8% and 1.5% (EICV 4) .

In promoting standard urbanization and habitant, Gicumbi district focuses on establishing a concrete master plan that covers extensively the settlement set up in urban areas and also develop habitant settlements in the rural areas which are standard. The achievement of this objective will focus on basic infrastructure development in the urban areas, Imidugudu sites as well as IDP Model Villages. The district will also implement the urban district development plan and reinforce the habitant policy of the population in different designed areas in each sector. The implementation of the urban settlement will be based on the master plan developed at the district in relation to the national housing and urbanization policy.

II.1.2.5. Environment and Natural Resources

In Gicumbi district, 90% of the people live in rural areas and depend on land on which they grow crops for substance and sale, collect grass for their animals, collect water and obtain wood for cooking, lighting, and construction of buildings (homes, institutions and business premises). Much of the areas of the district are characterized by steep topography and shallow soils with limited integration of trees and shrubs within the landscape which have led to high soil erosion, floods and landslides during the period of heavy rains. The hilly nature of the district attracts high intensity levels of environmental degradation of any kind and with any form of developmental process, the environment may be tampered with and this should not be ignored as a matter of fact. Therefore, the district will extensively protect the environment by protecting watersheds, wetlands, and river and lake banks rehabilitation. There will be integration of environmental protection tools like Environmental impact Assessment, Strategic Environmental assessment among other tools in all development endeavors within the district. As climate changes continues to impact development negatively in the district, Country and the global in general, Gicumbi district will employ all possible mechanisms in protecting the environment. Environmental policies and policies, local and national environmental protection strategies will be observed in order to protect the environment within district. Forests will be protected and effectively managed while quarry exploitation will be regulated according to laws governing the extraction of minerals in Rwanda.



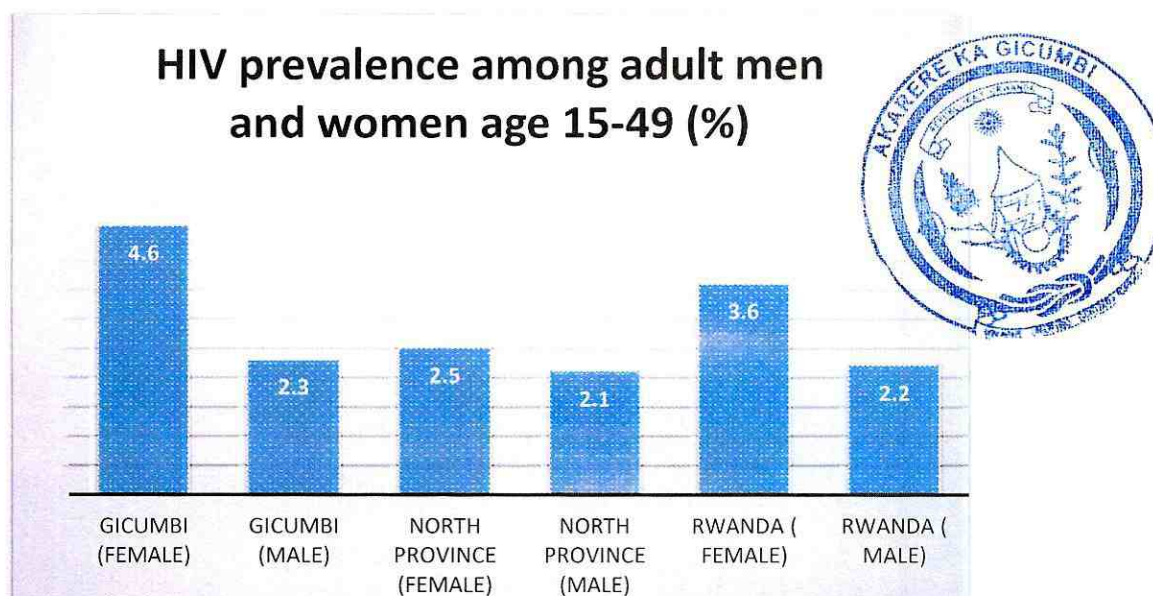
II.1.2.5. Water and Sanitation sector

National Water and Sanitation programs aim at measurable and sustainable improvements in water supply, sanitation, hygiene, and the overall environment in the whole country. According to EICV4, access of improved water and sanitation in Gicumbi District was at 89.4% and 89.7% respectively by 2014. In order to successfully improve health in Gicumbi district, various programs should be developed and these must be comprehensive, targeting both the direct and indirect causes of poor health and nutrition. These programs would likely reduce the challenges the district is facing at the moment regarding the inaccessibility of water.

II.1.2.5. Health sector

The district has some health facilities including a referral hospital and health centers (22 Health post, 24 health centers). Most of the facilities lack the necessary equipment and personnel to enable them provide quality service to the people. The District has one referral hospital called Byumba Hospital and today it is under rehabilitation. The district has experienced difficulties in providing efficient health services for the fast growing population because it really needs heavy investment to upgrade, modernize and construct new health facilities. In terms of HIV/AIDS, Gicumbi possesses a high prevalence as shown in figure below.

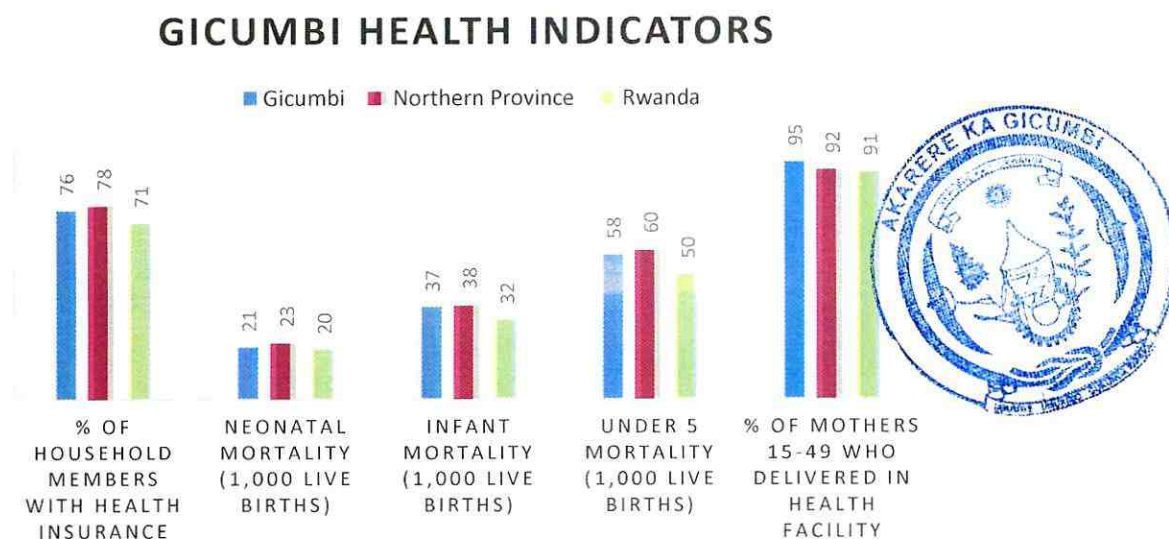
Figure 3: HIV prevalence among adult.



Source: By the author, from, Demographic and Health Survey RDHS/2014-2015. District Profile

A few other selected indicators related to health issues are provided here under with national average comparisons with Gicumbi District facing numerous challenges.

Figure 3: Main Gicumbi health indicators



Source: By the author, from, Demographic and Health Survey RDHS/2014-2015. District Profile, Chart Book, Northern Province

Comparatively to the national lever, infant mortality rate in Gicumbi is still higher. This is a big challenge that needs to be addressed.

II.2. Overview of District Achievements during District Development

Plan (DDP) implementation

Gicumbi District Development Plan (DDP 2013-2018) has been inspired by Vision 2020, 7YGP, Millenium Development Goals (MDGs), EDPRS 2 and Sector Strategic Plans. Its purpose was to give a strategic orientation of the District development in those sectors where the potentials and capacities for economic and social development as well as accountable governance environment have been identified. As mentioned above, the Economic Development and Poverty Reduction Strategy (EDPRS2) is entering its final year in 2018. In this section, we are highlighting the achievements and challenges in implementing the EDPRS2 through the District Development Plan (DDP 2013-2018) in Gicumbi.

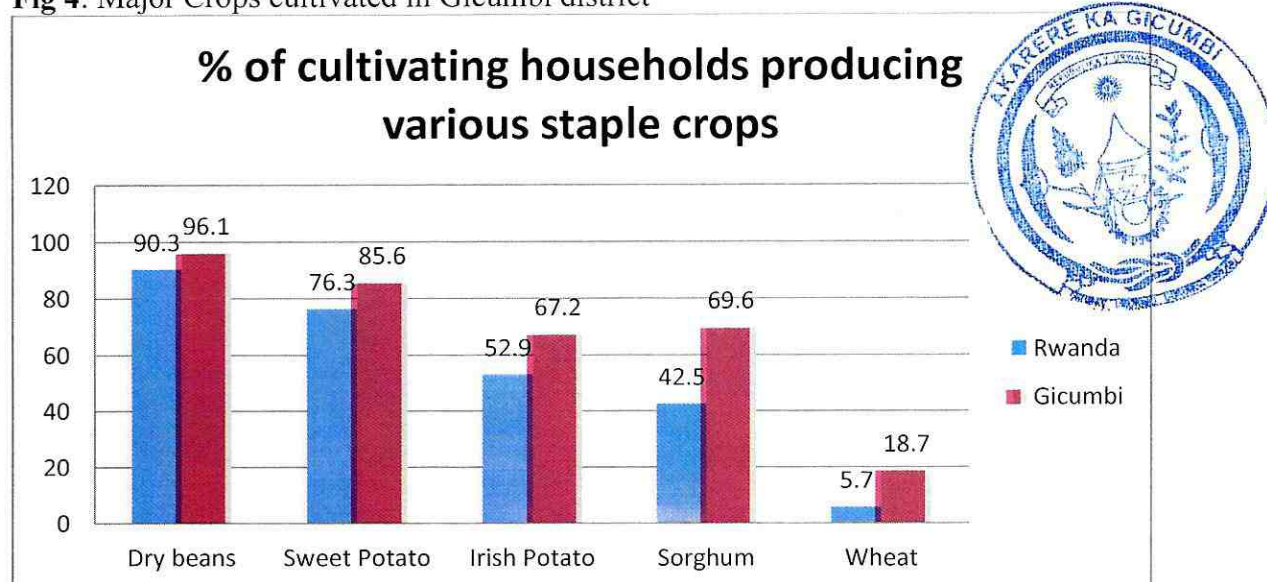
II.2.1. Achievements

From 2012/2013 up to November 2017, Gicumbi District has been registering important progress in the following main sectors among other sectors covered Gicumbi District Development Plan.

II.2.1.1. Agriculture

Agriculture is the leading sector in Gicumbi district providing nearly 80% of employment to Gicumbi population. The incomes of the population in Gicumbi district depend mainly on the production of food crops and little is earned from the cash crops led by Tea and coffee Horticulture, etc. The figures below shows major crops cultivated in Gicumbi district.

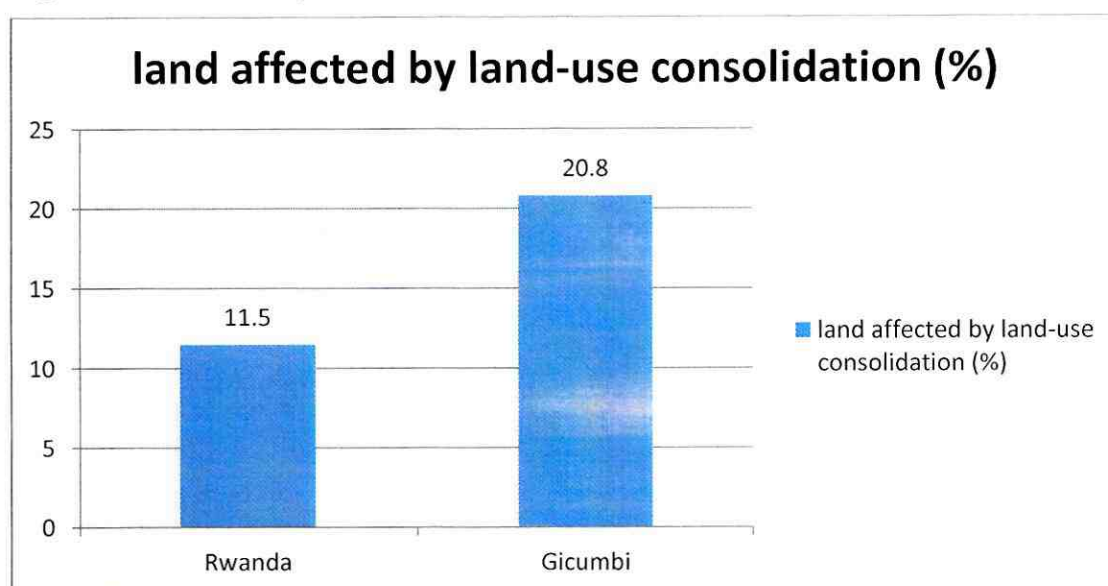
Fig 4: Major Crops cultivated in Gicumbi district



Source: By the Author, from NISR, Seasonal Agricultural Survey data (2017).

The fig.2 shows that the percentage of households cultivating dry beans, sweet potatoes, Irish potatoes, sorghum and wheat is above the national average, and this is mainly due to the fact that the land affected by land-use consolidation is very high in Gicumbi, compared to the national level, as shown by the figure 5.

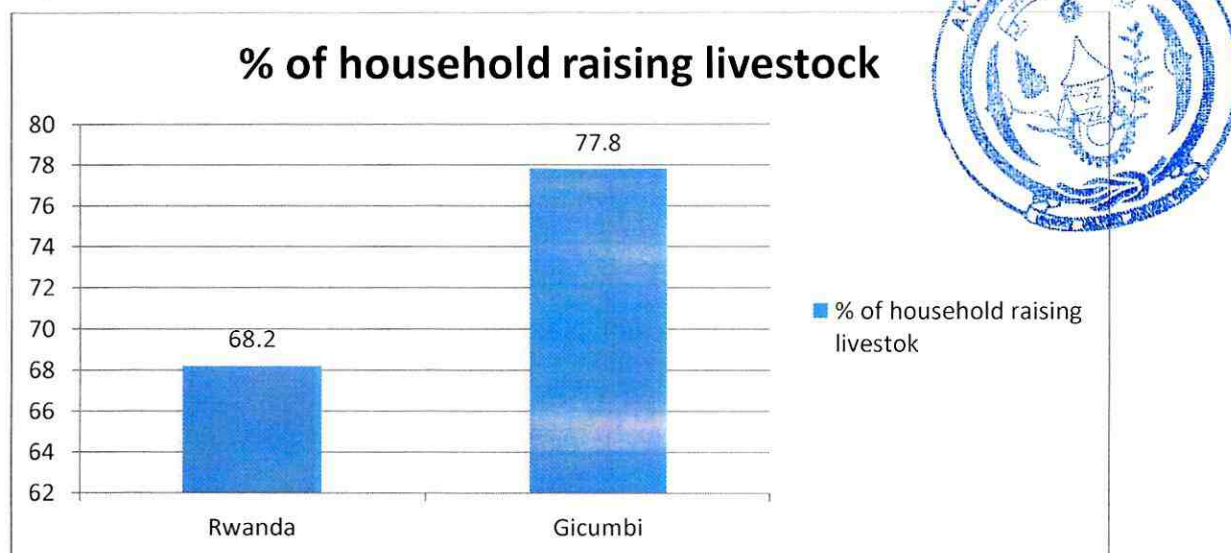
Fig. 5: land affected by land-use consolidation.



Source: By the Author, from the EICV4 data

In terms of Livestock, Gicumbi has made some remarkable achievements, as shown by the figure below.

Fig. 7: Households raising livestock



Source: By the Author, from the EICV4 data.

The percentage of household raising livestock in Gicumbi (77.8%) is well above the national average (68.2). This situation is highlighted by the increasing percentage of cattle in Gicumbi (65.4%) in comparison with the number of cattle raised at the national level (47.3%).

II.2.1.2. Poverty Reduction

One of the main achievements is that poverty has been reduced in Gicumbi District. According to the EICV4, the extreme poverty reduced from 33.9% in 2002 to 24.7% in 2012.

Table 2: Population (%) identified as poor and extremely poor by district, 2013/14

No	District	Poverty incidence	Extreme poverty incidence	No	District	Poverty Incidence	Extreme poverty incidence
1	Kicukiro	16.3	6.5	16	Nyamagabe	41.5	13.0
2	Nyarugenge	19.9	8.4	17	Kirehe	41.8	17.8
3	Gasabo	23.4	11.3	18	Gakenke	42.0	16.2
4	Rwamagana	25.4	8.0	19	Gatsibo	43.8	18.5
5	Kamonyi	25.9	6.0	20	Nyagatare	44.1	19.5
6	Kayanza	26.4	9.5	21	Karongi	45.3	21.3
7	Muhanga	30.5	7.8	22	Ngoma	46.8	19.5
8	Huye	32.5	5.7	23	Nyaruguru	47.9	20.0
9	Bugesera	34.3	13.4	24	Rulindo	48.1	20.2
10	Musanze	34.9	16.8	25	Ngororero	49.6	23.5
11	Rusizi	35.1	15.8	26	Burera	50.4	23.0
12	Rubavu	35.5	14.2	27	Rutsiro	51.4	23.6
13	Ruhango	37.8	12.8	28	Gisagara	53.3	20.6
14	Nyanza	38.0	17.6	29	Gicumbi	55.3	24.7
15	Nyabihu	39.6	12.6	30	Nyamasheke	62.0	39.2

Source: NISR, EICV4.

Even if, Gicumbi has reduced remarkably the levels of poverty (55.3% of population identified as poor) and the extreme poverty rate (24.7% of population identified as living in extreme poverty), more need to be done, because the poverty and the extreme poverty rate in Gicumbi District are still high compared to the national levels, which are respectively 39.1% and 16.3%.

Several factors contributing to poverty in Gicumbi were identified in the most recent District Development Plan (DDP), some of which include low agricultural and livestock productivity, inadequate water and poor sanitation, high rates of soil erosion, landslides and floods during the rainy seasons. The DDP proposed priority interventions to address such issues and those related to watershed protection which are still viable going forward such as:

- undertaking a comprehensive approach to land husbandry including land consolidation, soil fertility, soil conservation, water harvesting systems and management,
- training and awareness campaigns for proper management of rural water supply systems and

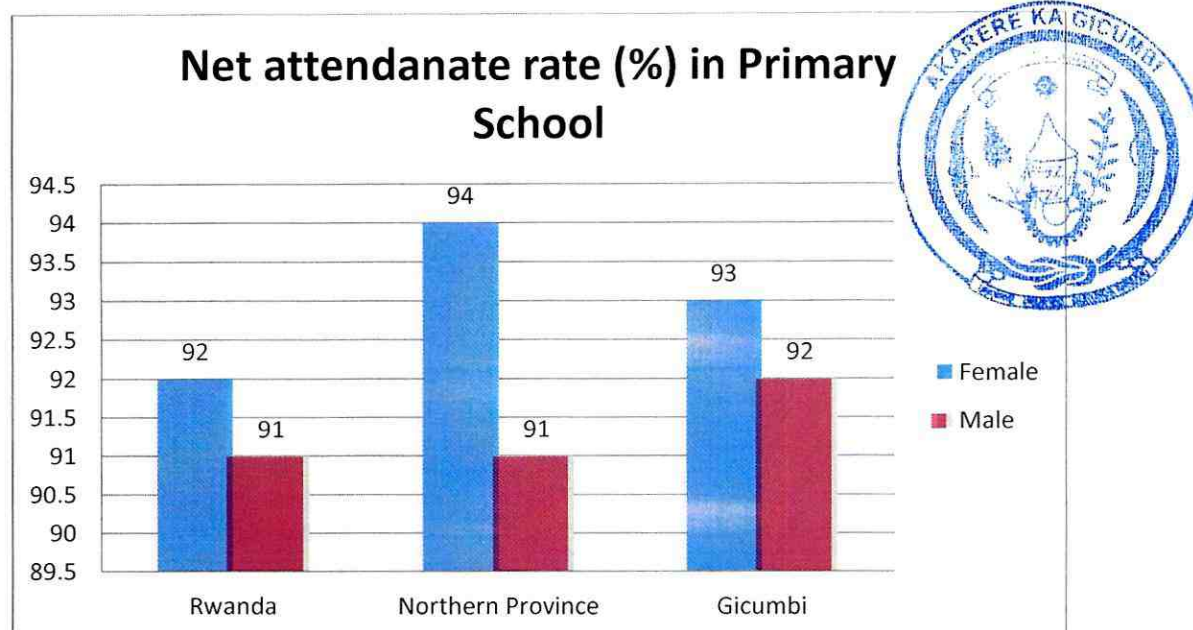


- rehabilitation of existing non-functional water supply systems and extend the supplies to other sectors of the district that lack sufficient clean water, and
- construction of storm water management facilities (drains) and construction of public latrines.

II.2.1.3. Education

There have been efforts to improve education in the district, sector and cell levels. This has improved the performances of the district especially in primary and secondary level as evidenced in the graphs below.

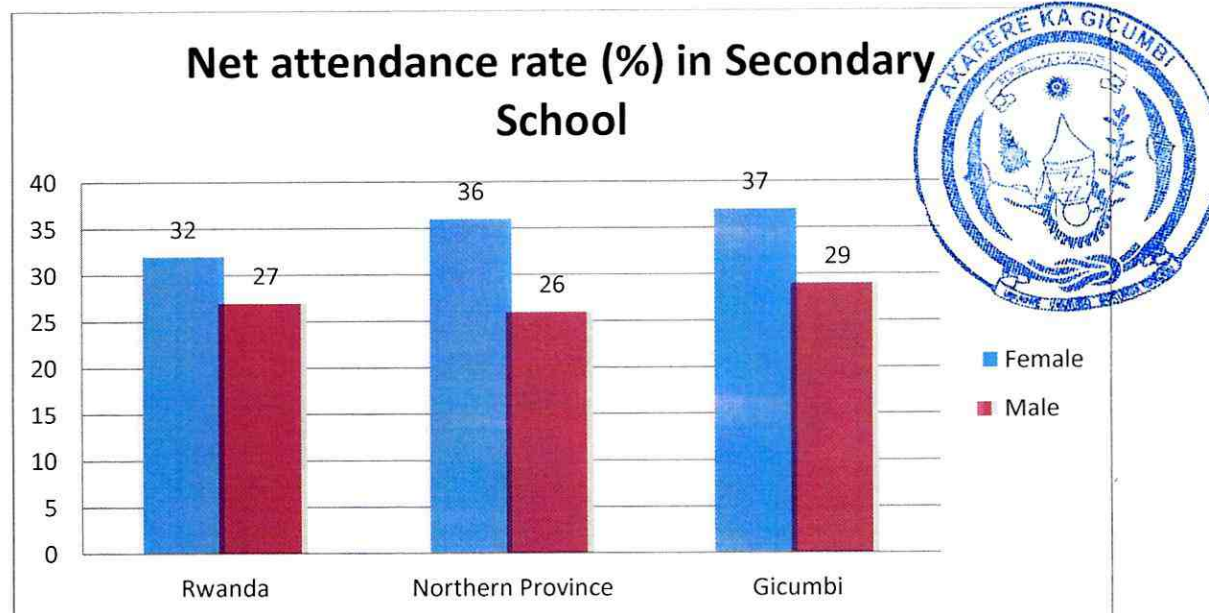
Fig8: Primary net attendance



Source: RDHS/2014-2015

The net school attendance rate has improved in the previous years. The net primary school attendance rate is at 93% for the female and 92% for the male compared to national level 92% and 91% respectively for female and male.

Fig 9: Secondary net attendance



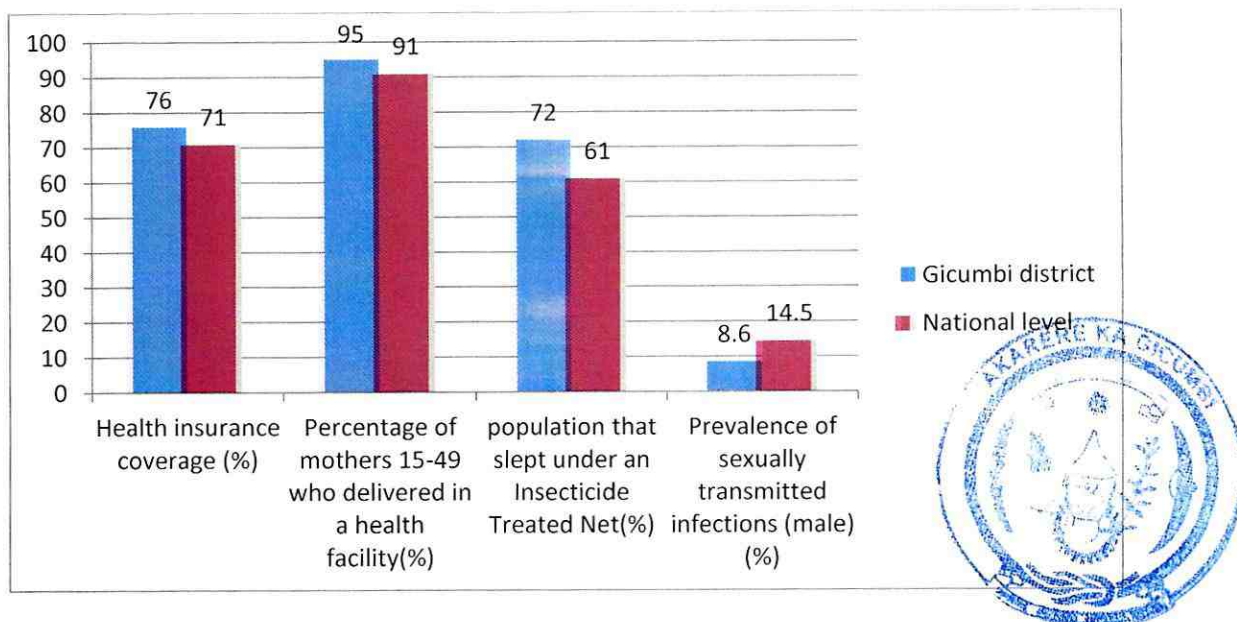
Source: RDHS/2014-2015

The net school attendance rate, in secondary school, has also improved in the previous years. The net secondary school attendance rate is at 37% for female and 29% for male compared to national level which is at 32% and 27% respectively for female and male.

II.2.1.4. Health

The district has some health facilities including a referral hospital and health centers (22 Health post, 24 health centers). However, they are inadequate given its vastness. Most of the facilities lack the necessary equipment and personnel to enable them provide quality service to the people. The district has experienced difficulties in providing efficient health services for the fast growing population because it really needs heavy investment to upgrade to modernized and construct new health facilities. The following are some improvements observed in health sector.

Figure.10: Health insurance, mother who deliver in health facility, population that sleep under ITN and Prevalence of STI



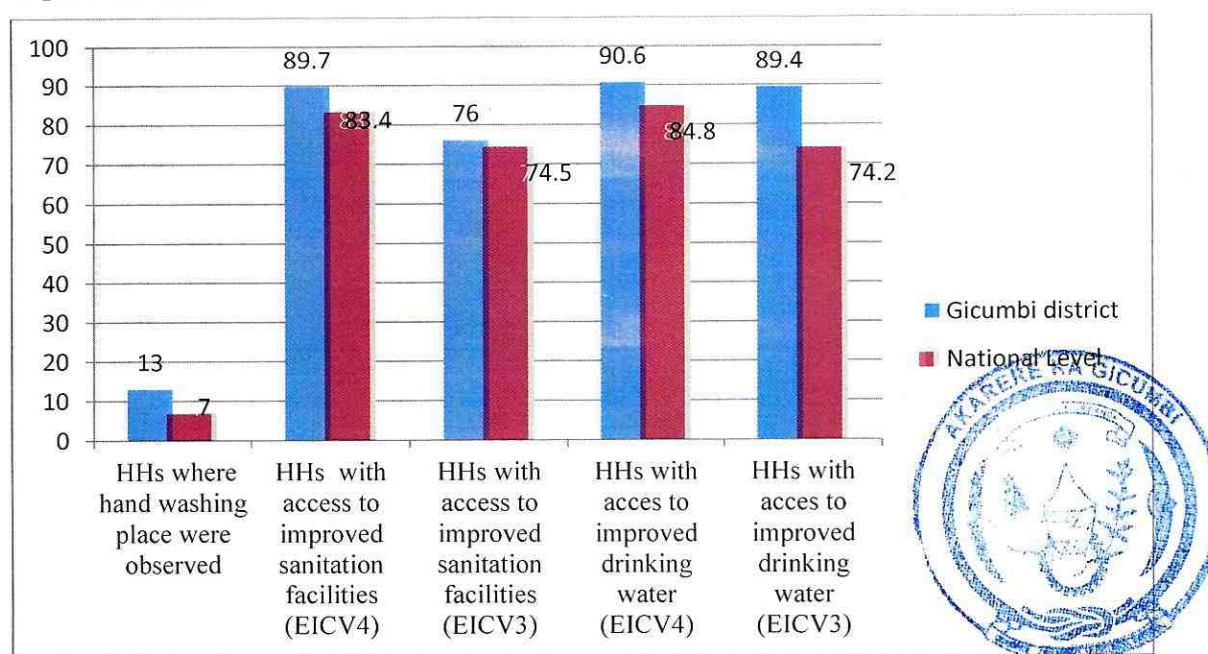
Source: RDHS, 2014-2015

The figure 10 shows some remarkable achievements in Gicumbi in term of health insurance coverage, use of Insecticide Treated Net and Prevalence of sexual transmitted infection, in comparison with the national level. The Coverage of Health Insurance is higher (76%) than at National Level (71%), the same thing for the mother who delivers in a health facility, 95% in Gicumbi against 91% at National level. The population that sleeps under an insecticide treated net is also higher (72%) than at a National level (61%) and the prevalence of sexually transmitted infections for male is lower (8.6%) than at National level (14.5%).

II.2.1.5. Water and Sanitation

Gicumbi district has made some improvement in terms of water and sanitation in various domain such as place where hand wash were observed, access to improved sanitation facilities and access to improved drinking water.

Figure 11: improvement in terms of water sanitation



Source: RDHS, 2014-2015

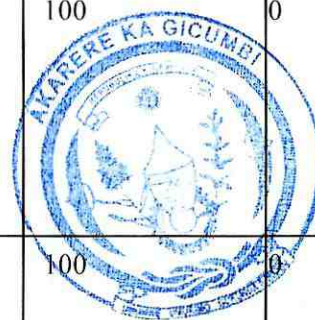
According to the figure 11, in comparison to the EICV3 (2011-2012), Gicumbi district has made some remarkable improvements. For instance, hand washing place has been observed at 13% in 2015 (EICV 4), instead of 7% in 2012 (EICV3); access to improved sanitation facilities has also improved, from 83.4% to 89.7% and access to improved drinking water went from 74.2% to 89.4%. It is obvious that in those three domains (place where hand washing were observed, access to improve sanitation facilities and access to improved drinking water) Gicumbi is above the national level.

Table 3: Major achievements organized per sector

Pillar 1: Economic Transformation

Agriculture sector

NO	Output/Indicator	BASE LINE (2013/14)	TARGET (2017/18)	ACHIEVE MENT	ACHIEVEME NT IN %	TASK REMAINING (%)
1	Land use consolidation (ha)	30,000ha	40,000ha	61,888.5ha	154	0
2	Use of fertilizers in crop production	250T	1530T	1053.0 T	68	32
3	Construction of dry ground	1	22	5	23	77
4	Construction of crop stores	15	78	23	29.5	70.5
5	Construction of agro processing plants	5	38	12	31.5	69.5
6	Design data collection instruments	5	4	1	25	75
7	Training and sensitizing the population on animal feeds	0	8000	7963	99.5	0.5
8	Provide and distribute cows to poor families	1833	4000	4,763	100	0
9	Cows artificially insemination	7392	32500	25,954	80	20
10	To increase sensitization on number of small animal races breeds like pig, sheep, goat, and poultry	500	15,000	45110	100	0
11	To increase number of modern rushes by sensitization	1756	1500	2754	100	0



12	Fighting against animal diseases through vaccination	45000	272000	161,672	59.4	40.56
13	Increase sensitization and capacity building of fish farmers	15	50	46	92	8
14	Mobilize, Sensitize private sector and cooperatives to invest in livestock infrastructure	10	30	11	37	63
15	Slaughter house built	0	21	3	14	86
16	MCC built	0	21	10	48	52
17	Fisheries cooperatives formed and trained	0	21	4	19	81
18	Beekeeping cooperative formed	0	21	10	48	52

Environment and Natural Resources sector

NO	OUTPUT/INDICATOR	BASELINE (2013/14)	TARGET (2017/18)	ACHIEVEMENT	ACHIEVEMENT IN %	TASK REMAINING (%)
20	To construct radical terraces	6015	2400	8137	100	0
21	Construction of biogas power plants	35	300	504	100	0
22	Construction of modern landfill	0	0	0	0	0
23	To plant the agro-forestry seedlings	9,846.5	4000	7196.3	100	0



24	To plant the forestry tree seedlings	2,682.47	1120	2020	100	0
25	To plant bamboos alongside warufu river	0	16	20	100	0
26	To train mining and quarrying cooperatives and companies	0	200	250	100	0



Private Sector

NO	OUTPUT/INDICATOR	BASE LINE (2013/14)	TARGET (2017/18)	ACHIEVEMENT	ACHIEVEMENT IN %	TASK REMAINING
27	To train members of cooperative	2547	24031	17711	74	26
28	To train business men and woman	1671	9714	5326	72.8	-45
29	Increase number of Members of financial institutions	82145	178457	125,676	78	-30
30	Recover loans delivered by financial institution	0	146,160,000	37,867,300	38,7 %	-74
31	Increasing number of population using electronic transactions within banks	200	1000	719	89.9	-28
32	Umurenge SACCO equipped at Sector level	3	15	16	133.3	0

33	Construct new modern markets	6	9	3	42.9	
34	Construct new hand craft centers	0	0	0	0	100%
35	Construct new selling points	0	5	0	0	100%
36	Increasing grain Industries	3	3	4	200	0
37	Construction of Modern Hotels and restaurants	Resto:18 and 1 Hotel	10	Resto:7 Motel 2	112.5	1%

Urbanization sector

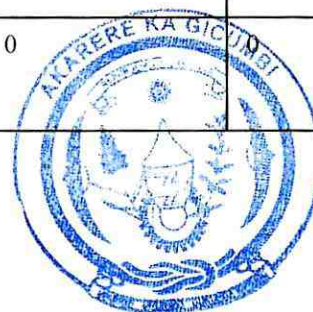
NO	OUTPUT/INDICATOR	BASE LINE (2013/14)	TARGET (2017/18)	ACHIEVEMENT	ACHIEVEMENT IN %	TASK REMAINING
38	Parceling	200 Parcels are demarkated	1617	700	57.5	-56.71
39	Plot servicing	200	2500	200	16.4	-92
40	Study of construction the roads	-	-	Study for 15km macadam and 14 km of paved roads are established	86.7	13.3%



41	Construction of paved roads	1.03 km	35km	5.24 km of paved roads and 4 km of asphalts roads constructed	31.8	85%
42	Establishment of Modern landfill	0	1	0	0	100
43	Establishment of cemetery	0	1	1	100	0

Energy sector

NO	OUTPUT/INDICATOR	BASE LINE	TARGET (2013/2014)	ACHIEVE MENT IN	STATUS% AFTER 3YRS	TASK REMAINING
44	Construction of electricity networks in rural area	138km	158km	160.3km of MV and 273km of LV	101.5	0
45	Increase of the number of household of energy (BIOGAZ)	117	345	504Biogaz	206%	0
46	Construction of micro hydropower plant	0	2	0	0	



Transport sector

NO	NAME OF ACTIVITY	BASE LINE	TARGET (2013/14)	ACHIEVEMENT (2017/18)	STATUS% A	TASK REMAINING
47	110 km of feeder road are rehabilitated	53km	110km	46	59.7	58
48	Maintenance of feeder roads 250Km	-	250km	166.3km	83%	33
49	Public lighting	-	18km	12Km	66.7	-33

Pillar 2: Social Transformation

Health sector

NO	OUTPUT/INDICATOR	BASE LINE (2013/14)	TARGET (2017/18)	ACHIEVEMENT IN %	TASK REMAINING
1	HIV prevalence among men and women age 15-49	3	1	2.3	54
2	HHs member with health insurance	70	90	76	16
3	Neonatal mortality (1000 live births)	25	20	21	5
4	Mother who delivered in health facility	85	90	95	0
5	Infant mortality (1,000 live births)	30	50	37	26



6	Under 5 mortality (1,000 live births)	60	35	58	40
7	Prevalence of sexual transmitted infection	14.5	5	8.6	42

Education sector

NO	OUTPUT/INDICATOR	BASE LINE (2013/14)	TARGET (2017/18)	ACHIEVEMENT IN %	TASK REMAINING
1	Net attendance rate (%) in primary school (female)	85	100	93	0.7
2	Net attendance rate (%) in primary school (male)	83	100	92	0.8
3	Net attendance rate (%) in secondary school (female)	30	50	37	26
4	Net attendance rate (%) in secondary school (male)	25	50	29	42
5	Dropout rate (%) in primary	7	2	5.3	63
6	Dropout rate (%) in secondary	14	2	10.6	98.2



Social Protection

NO	OUTPUT/INDICATOR	BASE LINE (2013/14)	TARGET (2017/18)	ACHIEVEMENT IN %	TASK REMAINING
1	Reduce extreme poverty	33.9	16.3	24.7	
2	Reduce poverty	60	39.1	55.3	30

Pillar 3: Transformational Governance

Public finance management

NO	OUTPUT/INDICATOR	BASE LINE (2013/14)	TARGET (2017/18)	ACHIEVEMENT	ACHIEVEMENT IN %	TASK REMAINING
1	Maximizing tax collection	1,500,500,000	1,800,000,000	1,092,000,000	100	0
2	Implementing audit recommendations	75.6%	100%		85%	15%

Decentralization

NO	OUTPUT/INDICATOR	BASE LINE (2013/14)	TARGET (2017/18)	ACHIEVEMENT	ACHIEVEMENT IN %	TASK REMAINING
1	Rate of execution of court decision	64.8%	97%		96.8%	0.2%
	Rate of villages with Anti-GBV committees	NA	100%		60%	40%

II.3. Key District Economic Potentialities

Gicumbi District potentialities are mostly focused on agribusiness. If developed, these potentialities will support SMEs products clusters. Byumba town offers the District more opportunities to develop potentialities and products than many of its neighboring Districts. Byumba offers a local market that can satisfy the needs of many small producers. However, poor infrastructure quality outside of Byumba hinders many opportunities to develop additional potentialities. The same can be said for the dominance of the informal-agricultural sector in the local labor market. Nonetheless, several value-added processing opportunities exist that can help formalize Gicumbi's economy. Gicumbi's agribusiness potentialities are focused on processing, notably in potatoes and beans. The District enjoys a strong comparative advantage in the production of both crops, well outpacing the national average. Likewise, good transport infrastructure through Byumba Town offers easy access to a larger market in Kigali. The District also has a potential comparative advantage in Rice, given that it possesses large tracts of unexploited marshlands and a favourable climate. As described hereafter, the following map shows different wetlands which exist in Gicumbi District. Rice crop plantation dominates in Kazigaziga and Cyamuhinda marshland.

Table3 : Potentialities per administrative sector

Sector	Potentiality	Products
Bukure High	High soil fertility	Bean-based products: biscuits
	Marshlands	Rice cultivation in Kazigaziga-Cyamuhinda marshlands
	Mines and quarries	Clay and gravel production
	Forests	Wood processing
Bwisige	High soil fertility	Bean-based products: biscuits
	Mines and quarries	Clay production
	Forests	Wood processing
Byumba	High soil fertility	Bean-based products: biscuits
	Mines and quarries	Clay production and Urugarika rock
	Forests	Wood processing
Cyumba	High soil fertility	-Bean-based products: biscuits -Irish potatoes production and processing



	Mines and quarries	Clay production and Urugarika rock
	Forests	Wood processing
Giti	High soil fertility	Bean-based products: biscuits
	Mines and quarries	Clay production
	Forests	Wood processing
	Marshlands	Rice cultivation in Kazigaziga- Cyamuhinda marshlands
Kaniga	High soil fertility	Bean-based products: biscuits and Irish potatoes production and processing
	Mines and quarries	Clay production
	Forests	Wood processing
Kageyo	High soil fertility	Bean-based products: biscuits
	Mines and quarries	Clay production
	Forests	Wood processing
Manyagiro	High soil fertility	Bean-based products: biscuits
	Mines and quarries	Clay production
	Forests	Wood processing
Miyove	High soil fertility	Bean-based products: biscuits; Irish potatoes production and processing
	Mines and quarries	Clay production
	Forests	Wood processing
Mukarange	High soil fertility	Bean-based products: biscuits; Irish potatoes production and processing
	Mines and quarries	Clay production
	Forests	Wood processing
Muko	High soil fertility	Bean-based products: biscuits;
	Mines and quarries	Clay production
	Forests	Wood processing
Mutete	High soil fertility	Bean-based products: biscuits;
	Mines and quarries	Clay production
	Forests	Wood processing
	Mwange falls	Hydropower
Nyamiyaga	High soil fertility	Bean-based products: biscuits;
	Mines and quarries	Clay production
	Forests	Wood processing
Nyankenke	High soil fertility	Bean-based products: biscuits;
	Mines and quarries	Clay production
	Forests	Wood processing



Rubaya	High soil fertility	Bean-based products: biscuits;
	Mines and quarries	Clay production
	Forests	Wood processing
Rukomo	High soil fertility	Bean-based products: biscuits;
	Mines and quarries	Clay production
	Forests	Wood processing
Rushaki	High soil fertility	Bean-based products: biscuits;
	Mines and quarries	Clay production
	Forests	Wood processing
Rutare	High soil fertility	Irish potatoes production and Processing and Bean-based products: biscuits
	Mines and quarries	Clay production
	Forests	Wood processing
Ruvune	High soil fertility	Bean-based products: biscuits;
	Mines and quarries	Clay production
	Forests	Wood processing
Rwamiko	High soil fertility	Bean-based products: biscuits
	Marshlands	Rice cultivation in Kazigaziga- Cyamuhinda marshlands
	Forests	Wood processing
Shangasha	High soil fertility	Bean-based products: biscuits
	Marshlands	Rice cultivation in Kazigaziga- Cyamuhinda marshlands
	Forests	Wood processing

Besides those potentialities, Gicumbi district has a huge opportunity to increase the resilience of vulnerable communities to climate change through a project approved for funding by Green Climate Fund (GCF) in March, 2018.

The project seeks a total of **USD 32,794,442** of GCF grant resources over six years. The project will restore and enhance ecosystem services in one of the sub-catchments of the degraded Muvumba watershed, increase the capacity of communities to renew and sustainably manage forest resources and support smallholders to adopt climate resilient agriculture. The project will also invest in climate resilient settlements for vulnerable families currently living in areas prone to landslides and floods and support community based adaptation planning and livelihoods diversification. Knowledge and capacity developed during implementation will be mainstreamed at the local and national level.

The project will specifically target the most vulnerable groups who have fewer resources to mitigate and adapt to climate change. This includes the extreme poor, as more than a quarter of households in the target area fall into this category and women headed households who tend to be poor and are particularly vulnerable to climate change. Many of the project's interventions target those who farm marginal land and are highly vulnerable to landslides, flooding and droughts. A key focus will be on developing the adaptive capacity of farmers and local institutions to ensure that the developed resilience becomes embedded within communities and local structures enabling them to continue adapting to future climate variability beyond the lifetime of the project.

The project comprises four interlinked outputs:

1. Sub-catchment B of the Muvumba watershed restored and small scale farmers supported to adopt climate resilient practices;
2. Communities supported to implement sustainable forest management and adopt fuel-efficient cooking methods;
3. Human settlements developed and/or modified to increase climate resilience; and
4. Successful adaptation and mitigation approaches communicated and mainstreamed at the national level.

There are two expected outcomes from the project, linked to both mitigation and adaptation:

1. Improved management of land or forest areas contributing to emissions reductions; and
2. Strengthened adaptive capacity and reduced exposure to climate risks.

The executing entity of the project will be the Rwanda National Climate Fund, FONERWA which is an agency of the accredited agency. FONERWA will manage the project on behalf of Ministry of Environment (MOE).

The project will reach at least 150,000 highly vulnerable beneficiaries, as well as providing wider benefits to more than 380,000 people through mainstreaming interventions.



II.4. SWOT Analysis

The strategic planning tool of SWOT analysis (*Strengths, Weaknesses, Opportunities and Threats*), in the context of Gicumbi, is used to consider the internal and external environment while highlighting helpful and harmful attributes which can promote or prevent District in achieving its stated goals and objectives over a six-year period. This in-depth analysis offers the District prospect to utilize its strengths, take advantage of opportunities, build on weaknesses and minimize threats.

N°	Sector	STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
Economic Transformation					
1.	Agriculture	<ul style="list-style-type: none"> Positive environment for agriculture: available cultivable land, sufficient water resources for irrigation, varieties of crops, good climate, etc 4agricultural Seasons 	<ul style="list-style-type: none"> Fragile soil that is prone to landslides Sloppy area exposed to erosion Extensive animal rearing. Lack of quality seed (resilient to climate change) Little use of fertilizers Unsustainable farming practices on steep slopes Low prices to farmers Low transformation of animal products 	<ul style="list-style-type: none"> Existence of VUP Girinka program Resources mobilization to address environment and climate related issues. Such as the GCF funding for strengthening climate resilience of rural communities Agriculture policy 	<ul style="list-style-type: none"> Climate fluctuation Plant diseases/epidemic diseases



			<ul style="list-style-type: none"> • insufficient of Livestock market • Low fish production • Low Poultry development 	<ul style="list-style-type: none"> • Lack of information on investment opportunities -Lack of demarcated industrial park -Lack of entrepreneurship skills (capacity building needs) -Poor awareness of community to entrepreneurship - Lack of Job creations/Support opportunities available /ideas • Limited access to financial resources for women 	<ul style="list-style-type: none"> • Development partners • National tourism plan • Being located on the Border 	<ul style="list-style-type: none"> • Competition from neighbour country which hinders
2.	Private sector Development & Youth Employment	<ul style="list-style-type: none"> • Best place for heritage (heroic) tourism • Many tea industries 				
3.	Transport	<ul style="list-style-type: none"> • Each and every cell is accessible via District roads 	<ul style="list-style-type: none"> • Lack of macadam road crossing the District • Mountainous region • Poor drainage 	<ul style="list-style-type: none"> • Feeder road policy. Adequate drainage systems and protection of 		<ul style="list-style-type: none"> • Climate fluctuation • Unprotected/Fragile soil that is prone to landslides, flooding and subsequent soil



			systems during the construction of roads.	road buffers against climate risks	erosion
4.	Energy	<ul style="list-style-type: none"> • Every Sector has a Medium Voltage Line; • Availability of rivers able to produce Electricity. 	<ul style="list-style-type: none"> • People with low capacity to access electricity • unsustainable forest and other energy sources management practices • Excessive use of polluting energy sources 	<ul style="list-style-type: none"> • National strategy for transformation • Use of off grid policy: promote improved cookstoves and other alternative energy sources such as biogas and solar power etc. • Sustainable management of forest products and other energy sources • Green social housing promotion • National strategy for transformation 	<ul style="list-style-type: none"> • Climate fluctuation that sometimes cause damages on electrical lines
5.	Water and Sanitation	<ul style="list-style-type: none"> • Water treatment plant in the District • Water supply system around the District that can be extended and reach all Sectors, cells and 	<ul style="list-style-type: none"> • Insufficient water pipelines • Reduction/contamination of water resources due to flooding and landslides among others resulting in limited access to clean water 	<ul style="list-style-type: none"> • Suitable topography for Water gravity • Promote integrated water resources management and resilient waste/wastewater 	<ul style="list-style-type: none"> • Climate fluctuation

	villages.	Inadequate waste/wastewater management	management systems • National strategy for transformation	
6.	Urbanization and Rural Settlement	<ul style="list-style-type: none">• District land use master plan available• Local urban master plan available• 33869 Household living in planned villages	<ul style="list-style-type: none">• household living in high risk zone• Household living in scattered areas• Low financial and know-how of population in proper urbanization and rural settlement establishment• Limited storm water management destroying infrastructures• Settlements and other infrastructures built without consideration of environment and climate risks among others.	<ul style="list-style-type: none">• National Settlement and IDP Model village policies.• National strategy for transformation• Construct 100 green social houses in Kabeza to reduce the number of vulnerable households living in high risk zones , through GCF project 
7.	ICT	<ul style="list-style-type: none">• Access to internet through Fiber Optic is at 50%•	<ul style="list-style-type: none">• Low network• Low population using ICT , especially women and girls	<ul style="list-style-type: none">• 4Glte program ICT policy promoted• Remote area .Sabotage of telecommunication systems



			<ul style="list-style-type: none"> • Low capacity of Telecommunication antenna 	<ul style="list-style-type: none"> • Inappropriate forest management • Lack of technical skills and limited infrastructure to control environmental issues 	<ul style="list-style-type: none"> • Forest master plan management • Capacity development in protecting environment and natural resources and also strengthening climate resilience of rural communities 	<ul style="list-style-type: none"> • Climate fluctuation that cause natural calamities
8.	Environment and Natural Resources	<ul style="list-style-type: none"> • High coverage of forests (48%) • High coverage of terraces • EIA followed on all projects 				
9.	Financial Sector Development	<ul style="list-style-type: none"> • Many SACCOs in the District • 44% of citizens have an account in financial institutions 	<ul style="list-style-type: none"> • Low invertors in Gicumbi district • Low Commercial bank 	<ul style="list-style-type: none"> • High potentialities in tourism • Potential in Livestock and export crop (tea and coffee) 		
Social Transformation						
10.	Social Protection	<ul style="list-style-type: none"> • VUP program • Many Social protection partners 	<ul style="list-style-type: none"> • Human security issues • High Poverty rate • High Stunting rate • Many shelter to 	<ul style="list-style-type: none"> • National strategy for Transformation • Social protection strategic plan 	<ul style="list-style-type: none"> • Climate change • Natural disasters 	



	their specific positions in governance promotion	constructed	in governance(RGB)	
14. Justice, Reconciliation, Law and Order	<ul style="list-style-type: none"> • Many committees in good governance promotion • High rate of citizens trained in justice • Many partners in justice sector 	<ul style="list-style-type: none"> • Many judgement to execute (gacaca, abunzi, • Low awareness in law and regulation of population • Persistence of GBV 	<ul style="list-style-type: none"> • Justice strategic plan , • MAJ • International laws 	
15. Sport and Culture	<ul style="list-style-type: none"> • Gicumbi is recognized as culture hub • Attraction for tourism occasioned by Umulindi w'Intwari 	<ul style="list-style-type: none"> • Few Playgrounds at the Sector and cell level • There are limited sports, leisure and recreation facilities that provide Youth with an opportunity, to socialize and spend time productively, discovering, strengthening and developing their Character and talents. • Low levels of infrastructure development in the sector of Cultural sites. • Inadequate mechanism for 	<ul style="list-style-type: none"> • Sport and leisure is a strong strategy of mobilization and a tool to a healthy and physically fit mind and body, it is a source of Income too. In Gicumbi District, had motivated entertainment through: Organisation of Competition of Football and Handball • Limited sport partners in the district 	



			<p>generation of information resource and provision of appropriate cultural tourism products that can be offered in cultural tourism sector</p> <ul style="list-style-type: none"> • Inadequate technical and managerial skills to support the process of delivering cultural tourism products and information resources at cultural sites • Inadequate mechanisms to actively and effectively attract the involvement of the private sector to deliver cultural tourism product and information resources 		
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II.5. District Stakeholder Analysis

Gicumbi District is endowed with fertile land for agriculture, natural resources and bordered one country: Uganda. These are opportunities for having more active stakeholders in District.

The numerous achievements registered in the previous four years in the district were as a result of a great partnership of her partners. Highlighted in the table 5 is a quick description of the domain of intervention of the stakeholders in the district.

Table 5: District Stakeholders

Stakeholder	Intervention sector	Geographic area	Responsibilities
MINAGRI	Agriculture	All sectors	<ul style="list-style-type: none"> - Design and provision of orientation into the national agriculture policy and strategy, offering sector oversight, budgeting and resource mobilization, develop institutional and legal frameworks as well as overall agriculture sector performance monitoring - Human resource capacity building
MINECOFIN	Budget and planning	All sectors	<ul style="list-style-type: none"> - Coordinates the national budgeting, planning and district financing framework, offering Sovereign guarantees where appropriate and initial management of district development strategy
PRIVATE SECTOR	<ul style="list-style-type: none"> - Economic development. - Business development (Private sector) 	All sectors	<ul style="list-style-type: none"> - Developing sector projects allocated for private sector investments, participates in the execution of district projects (consulting firms, contractors) as well as in project operations and monitoring and evaluation - Rwanda Private Sector Federation (PSF) has an important role in technical and vocational training in several sectors and business related development



MININFRA	Infrastructure	All sectors	support to SMEs	<ul style="list-style-type: none"> - Design and provision of orientation into the national energy policy and strategy, offering sector oversight, budgeting and resource mobilization, develop institutional and legal frameworks as well as overall energy sector performance monitoring - Overseeing compliance of the district urbanization plans to laws - Human resource capacity building
REG & WASAC	Energy, Water and Sanitation	All sectors		<ul style="list-style-type: none"> - Implementation of energy and Water sector policies and strategies, undertaking operational sector planning, monitoring & evaluation, coordination of sector stakeholders, technical support to the district energy and water related capacity building, applied research and knowledge management.
RURA	Regulations	All sectors		<ul style="list-style-type: none"> - Regulation of electricity licensing - Tariff setting especially in the transport and energy sectors - Facilitating private sector participation - Quality of supply management and performance indices - Managing and monitoring licensee compliance in the district
MINILAF & MoE	Environment and Natural resources	All sectors		<ul style="list-style-type: none"> - Ensuring environmental respect to during resources exploitation especially in mining subsector, discharge of regulations and environmental impact assessment of environment and energy sectors projects. - Leading on enforcement of environmental regulations and awareness promotion campaigns



REMA and FONERWA	Environment	All sectors	<ul style="list-style-type: none"> - Monitoring energy and environment sector projects compliance to environmental standards - Implementation of GCF project through FONERWA
RDB	Investment	All sectors	<ul style="list-style-type: none"> - Promote local and foreign direct investment into sector projects at the district level - Carrying out and monitoring sector projects privatization programs
MINIYOUTH	Youth capacity building and development	All sectors	<ul style="list-style-type: none"> - Design and provision of orientation into the national youth policy and strategy, offering sector oversight, budgeting and resource mobilization, develop institutional and legal frameworks as well as overall youth sector performance monitoring - Human resource capacity building
MITEC	ICT	All sectors	<ul style="list-style-type: none"> - Design and provision of orientation into the ICT policy and strategy, offering sector oversight, budgeting and resource mobilization, develop institutional and legal framework as well as overall ICT sector performance monitoring - Human resource capacity building in ICT area
MINISANTE	Health	All sectors	<ul style="list-style-type: none"> - Design and provision of orientation into the national health policy and strategy, offering sector oversight, budgeting and resource mobilization, develop institutional and legal frameworks as well as overall health sector performance monitoring - Human resource capacity building
RSB	Standardization services and socio-economic development	All sectors	<ul style="list-style-type: none"> - To provide internationally recognized and customer suited standardization services - Provide standards-based solutions for consumer protection - Promote trade for socio-economic growth in a safe



MINALOC	Governance and development	All sectors	and stable environment	<ul style="list-style-type: none"> - Responsible for decentralized services, land allocation for private investors together with Rwanda Environment and natural Resources Authority and other mobilization of locals to adopt GoR sector related programs.
MINEDUC	Education	All sectors		<ul style="list-style-type: none"> - Participating in school-based programs, designing educational programs from different sectors and development of relevant curricula.
Local Community	District initiatives	All sectors		<ul style="list-style-type: none"> - To be involved in district projects identification, planning and commissioning (accountability to society).
Development Partners	Development	All sectors		<ul style="list-style-type: none"> - Support district development in accordance with the principles agreed for the SWAP; contribute to financing district projects through aid modalities and technical assistance.
CSOs, NGOs & FBOs	Socio-Economic development and Governance	All sectors		<ul style="list-style-type: none"> - Contribute to the implementation of district projects - Coordination mechanisms at the district level.
ONE ACRE FUND	Agriculture			provide agricultural training , study tours to Farmers, supplying input (fertilizers and seeds)
Private Sector Federation	Business, agriculture, youth development, gender development, commerce	All sectors		Cooperatives, SMEs, develop PPP program,
UN Agencies and International	Gender development, alimentation, health,			-Contribute to the implementation of District Projects



Organizations	agriculture, nutrition		
University of Technology and Arts of Byumba (UTB)	Education	All sectors	High Learning provider



Chapter III: ALIGNMENT WITH NATIONAL POLICY FRAMEWORK METHODOLOGY

III.1. METHODOLOGY: Bottom Up versus Top down approach

In the preparation process of this District Development Strategy, participatory and sectoral approaches were preferred throughout the entire process of elaborating and developing Gicumbi District Development Strategy. Tools utilized to involve all the concerned stakeholders in the whole process were in line with the criteria and concepts of decentralization and participation. Preliminary, the population of the District was involved through Umuganda days, Inteko z'Abaturage and organized public assemblies. Most of the data collected from the citizens became priorities that were considered as projects that will be implemented during the six years of the District Development Strategy after fine-tuning in the planning language.

Moreover, a planning team was established at the District level. It was composed of Directors of different District departments and Heads of Commissions, under the supervision of the District Executive Secretary. This team's purpose was to match the citizens' and national priorities in order to develop one priority document that would respond to the citizens' and national needs. The DDS Facilitator worked closely with this team to tackle that challenging task. Several other actors were involved in development, commenting and approval processes of the District Development Strategy, notably the District Council, the District Economic, Social and Good Governance Commissions, the Joint Action Development Forum (JADF), district staff from Planning department, Executive Secretaries of Sectors, Cells, local organizations of civil society and the private sector and of course above all,

Another method used was a desk review of all the relevant documents which gave appropriate baseline information to the country development and the district management and staff have also contributed a lot in the elaboration of this DDS.

Many consultative meetings took place to review the DDS development progress and analysis of its content especially the challenges identified and the projects that will be implemented in the strategy implementation period. Data were analyzed by different stakeholders based on their areas of expertise (E.g. Agriculture, Environment, Education, Health etc).



To know the alignment of the District Development Strategy priorities to the global and national policies, all the relevant and available documents were reviewed. For instance the National Strategy for Transformation, The Rwanda Vision 2050 and the resolutions of the fifteenth National Dialogue, The Sustainable Development Goals, Africa Agenda 2063. After reviewing all those above mentioned documents, important and relevant information to the district priorities was considered and incorporated in the District Development Strategy

III.2. Main Issues at the District

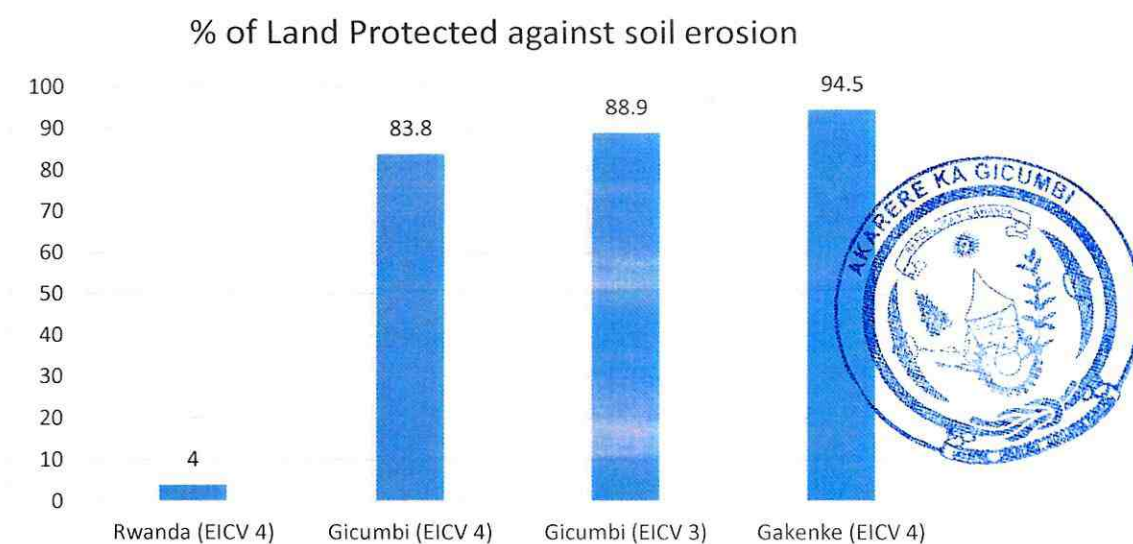
III.2.1. Economic Transformation Pillar

III.2.1.1. Agriculture Sector

In Gicumbi, the average size of land holding per household is approximately 0.7 ha and productivity levels are very low due to low soil fertility, a predominance of very shallow soils, especially on the slopes, resulting in limited soil moisture holding capacity, the limited use of inputs and mechanization, erosion on steep slopes, a lack of irrigation and post-harvest facilities as well as under-developed agricultural value chains and a lack of private investment.

Even if Gicumbi district has made much effort on protecting land against erosion, as shown by the figure 12, much need to be done in terms of quality number and quality of terraces.

Figure 12. Land protected against soil erosion



Source: By the Author, from EICV4 and EICV 3

The figure 12, reveals that even if the percentage of land protected against soil erosion is still higher in Gicumbi (83.8%) than the national level (4%), when we compare with Gakenke, the district with the similar topography, we found that, the percentage of land protected against soil erosion is lower than what we found in Gakenke district (94.5%). Moreover, compared to the EICV3 (88.9%), the EICV 4 (83.8) shows that Gicumbi district stepped back in terms of land protected against erosion.

Furthermore, smallholders often lack the knowledge, inputs and technology to transition to more climate resilience farming systems that would help them to generate a marketable surplus for food, nutrition and income security. They have neither the financial nor physical access to quality feed for livestock and have limited knowledge of improved feeding, fodder establishment and crop-livestock integration approaches. At the same time, extension services lack the technical capacity to effectively mainstream climate concerns into advice services. According to Green Climate Fund (2018)⁷, these two factors result in low crop and milk productivity, inefficient use of resources (time, space and money) and high GHG emissions per unit of meat produced.

In summary, the main challenges are about:

- Soil erosion and use of chemical fertilizers;
- Available cultivatable land use does not maximize the agricultural production. It requires modern agricultural techniques;
- Low agricultural productivity due to non-mechanized agricultural, Irrigation and terracing systems at low levels;
- Small agro processing units and industries for value addition to agriculture production for targeting the regional and international market;
- Insufficient livestock and its market development.



III.2.1.2. Private Sector development and youth employment

Rwanda's vision 2020 envisages having a private sector led economy. To this end, measures have been put in place and remarkable progresses regarding the growth of the private sector both at district as well as national levels are evident. Despite this progress, the private sector in

⁷ Green Climate Fund (2018), Funding Proposal: Strengthening Climate Resilience of Rural Communities in Northern Rwanda, Jan 2018 version

Gicumbi faces numerous challenges key among them including; insufficient skills and innovation, infrastructure (especially energy and transport), finance, market access and supply chain failures.

Gicumbi district therefore needs to lay down concrete strategies to address the binding constraints towards private sector development.

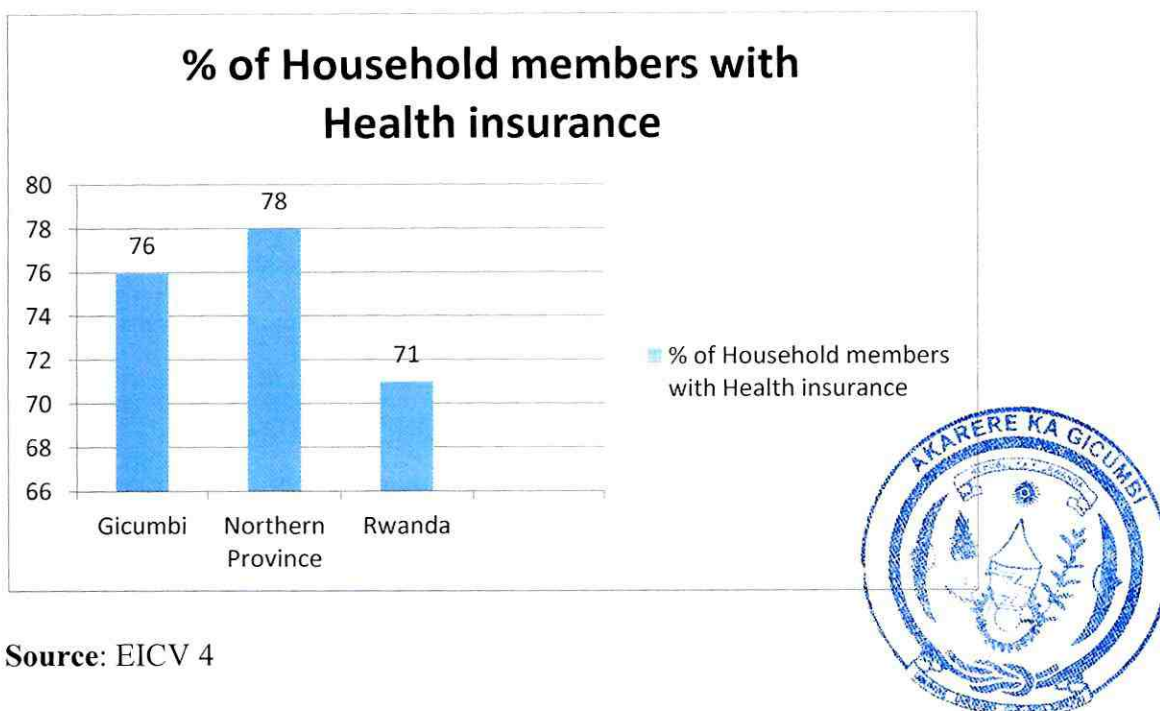
Even though Gicumbi district can serve as a heroic tourism hub, tourism in the last five years was characterized by lack of diversity, poorly maintained infrastructures and an acute shortage of trained manpower in the hospitality sector. The challenges identified in private sector development are:

- Lack of information in Gicumbi investment opportunities,
- Lack of a platform of dialogue between the District and the private sector,
- Lack of an innovative Private Public Partnership (PPP) focused on home grown solutions,
- Insufficient local economic development based on tourism enterprises and opportunities,
- Inadequate way of creating options for increasing income avenues for the poor due to lack of dynamism. A willingness to think laterally and intertwine commercial opportunities with new options for local enterprise or labor can improve living condition of population;
- Few number of hotels and the existing are poorly maintained;
- Lack of recreational and leisure activities for attracting tourists so that they can spend more time and money in Gicumbi District.

As far as youth employment is concerned the figure 13 describes, the percentage of youth that are not in education and not in paid or in profit employment.

Figure13. Youth not in education and not in paid or profit employment.





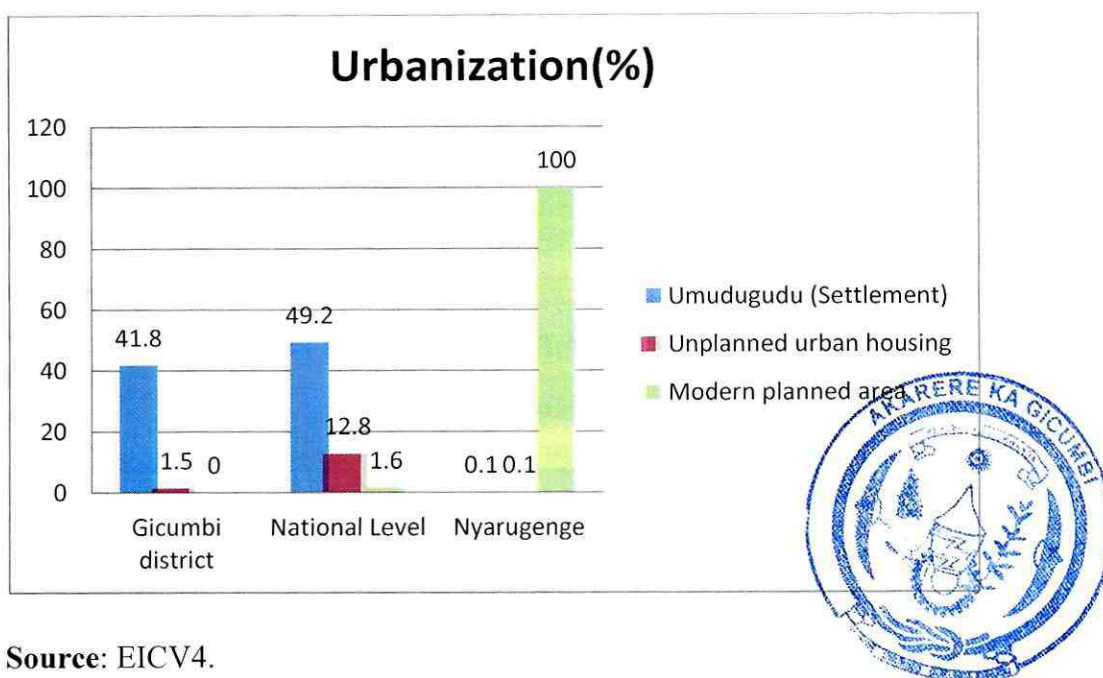
Source: EICV 4

From the figure above, we can see that the female in Gicumbi are the most likely to be unemployed. In fact, 46.8% of female in Gicumbi are not in education and not in paid or profit employment, while male are at 25.1%. We can also re-mark that the percentage of female youth that is not in education and not in paid or profit employment, in Gicumbi, is slightly higher than that we can observe at national level (45.7%).

III.2.1.3. Urbanization Sector

Gicumbi district still face some challenges in urbanization related to settlement, unplanned urban housing and modern planned area. The fig.14 below, highlight some of these challenges.

Fig.14: challenges in urbanization sector



Source: EICV4.

The figure 14 shows the challenges Gicumbi district is still facing in terms of Urbanization. People living in settlement are still lower (1.5%) compared the national level (41.8). Only 0.1% is modern planned area compared to 1.6% at the national level and 100% to Nyarugenge district.

Meanwhile compared to EICV 3, Gicumbi district, has registered some improvements in terms of living in settlement and unplanned urban housing by passing respectively from 31.1% and 0.6% (EIVC 3) to 41.8% and 1.5% (EICV 4) .

III.2.1.4. Environment and Natural Resource Sector

Gicumbi District is characterized by steep topography and shallow soils with limited integration of trees and shrubs within the landscape, with intense rainfall leading to high soil erosion and floods and landslides.

Current climate variability has a major impact on Gicumbi district, as Gicumbi has some of the highest soil erosion rates in Rwanda. Soil erosion, deforestation and lack of water storage were ranked among the highest priorities by the Muvumba Catchment Task Force⁸. According to

⁸ Green Climate Fund (2018), Funding Proposal: Strengthening Climate Resilience of Rural Communities in Northern Rwanda, Jan 2018 version.

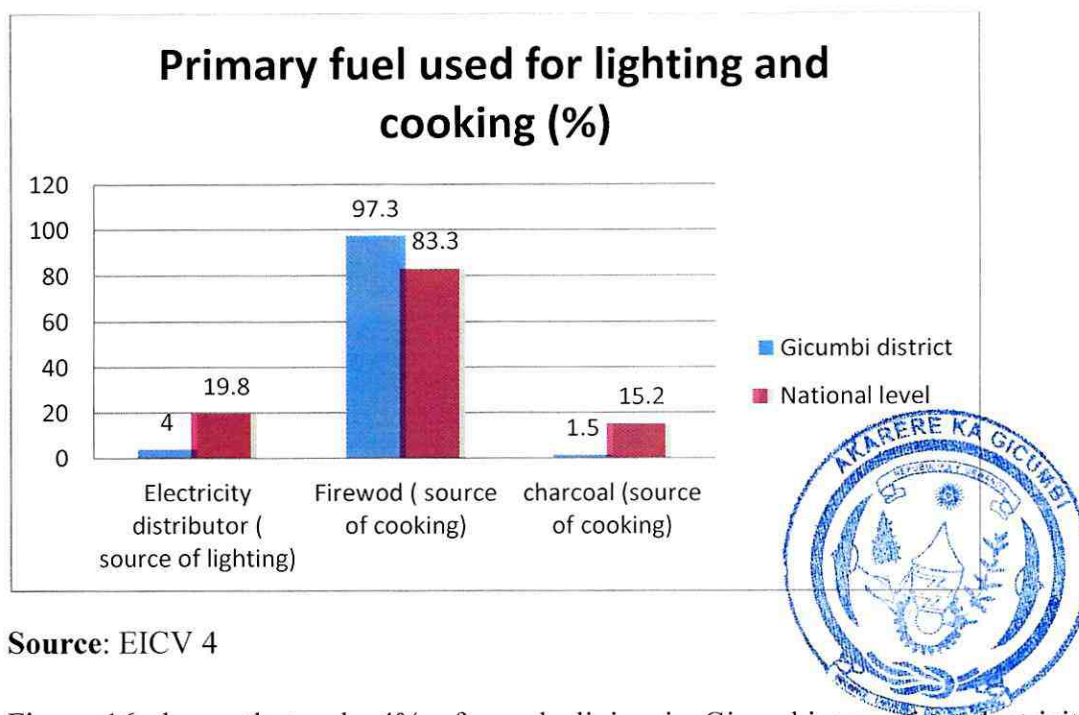
Green Climate Fund (2018)⁹, field and GIS analysis in the district estimate that the Gicumbi district experiences soil erosion rates between 150-300 tonnes/hectare/year. This leads to major economic damage, with the average revenue loss per plot of land estimated at between USD14-62 per hectare per year, equivalent to up to 5.2 million USD per year. The variability in rainfall combined with high levels of erosion and intense pressure from over-cultivation and deforestation causes extensive sedimentation and degradation of rivers, lakes and wetlands with more than 5000 tonnes of soil leaving the catchment every day which impacts on downstream water abstraction and hydro-power potential. Soil sedimentation loading in Gicumbi is estimated to occur at a rate of 1.13 tonnes per hectare per year. The mountainous topography and steep ravines make the area prone to landslides that cause the destruction of physical infrastructure downhill and downstream.

Furthermore, according to Green Climate Fund (2018), projected climate change indicates that drought risk will increase in future because Gicumbi's forests are being over cut (legally and illegally) resulting in a sparsely covered degraded forest estate. This is likely to continue because biomass in the form of firewood, charcoal and crop waste is the primary cooking fuel for over 98% of households, with 97.3% using firewood, by far the most used energy source in rural areas. The vast majority of rural households use open fires which are inefficient and cause indoor pollution with an estimated 5,680 deaths a year in Rwanda related to household air pollution, and 94% of these are children.



⁹ Green Climate Fund (2018), Funding Proposal: Strengthening Climate Resilience of Rural Communities in Northern Rwanda, Jan 2018 version.

Fig.16. Primary fuel used for lighting and cooking.

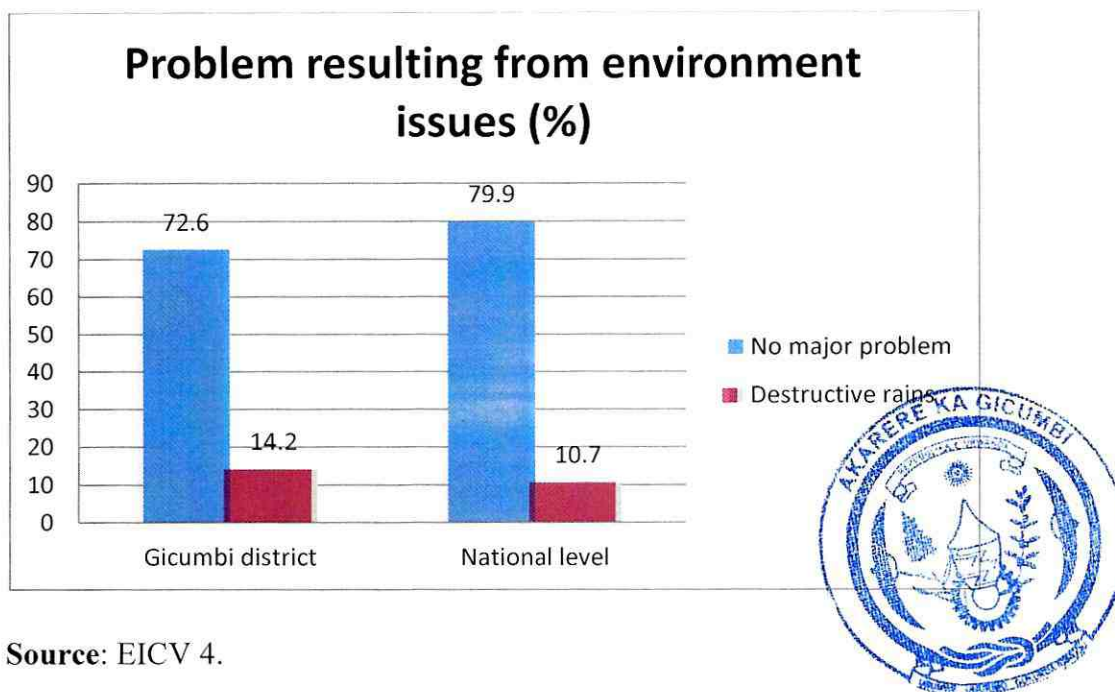


Source: EICV 4

Figure 16 shows that only 4% of people living in Gicumbi are using electricity as the main primary source for lighting, while at the national level we have almost 20% of people using electricity. The figure shows that the majority of people in Gicumbi (97.3%) are instead using firewood as source of cooking and lighting, while at the national level we have 83.3%. Charcoal also are using by a little proportion of people in Gicumbi (1.5%) as the source of cooking compared to national level where we have 15.2% of people using it as primary fuel used in cooking.

According to Green Climate Fund (2018), projected climate change indicates that drought risk will increase in future because Gicumbi's forests are being over cut (legally and illegally) resulting in a sparsely covered degraded forest estate. This is likely to continue because biomass in the form of firewood, charcoal and crop waste is the primary cooking fuel for over 98% of households, with 97.3% using firewood, by far the most used energy source in rural areas. The vast majority of rural households use open fires which are inefficient and cause indoor pollution with an estimated 5,680 deaths a year in Rwanda related to household air pollution, and 94% of these are children.

Fig.17. Problem resulting from environment issues



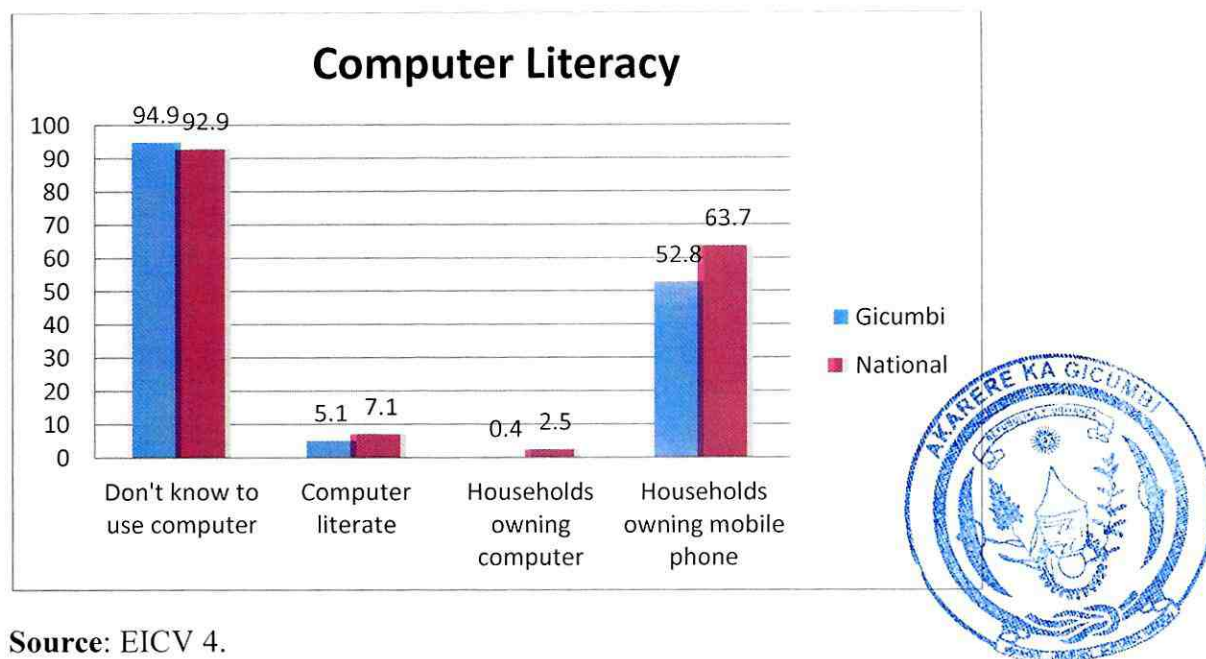
Source: EICV 4.

The figure 17 shows that in Gicumbi district, even if, less problem are resulting from environment issues (72.6%) than at national level (79.9%), the issue of destructive rains need to be addressed as their level in Gicumbi is high (14.2%) compared to the national level (10.7%).

III.2.2.5. ICT sector

This section discusses the challenges observed in the domain of ICT, in Gicumbi district. The figure 16 shows the trend in household ownership of some ICT devices and computer literacy.

Figure 16: Challenges in ICT sector



Source: EICV 4.

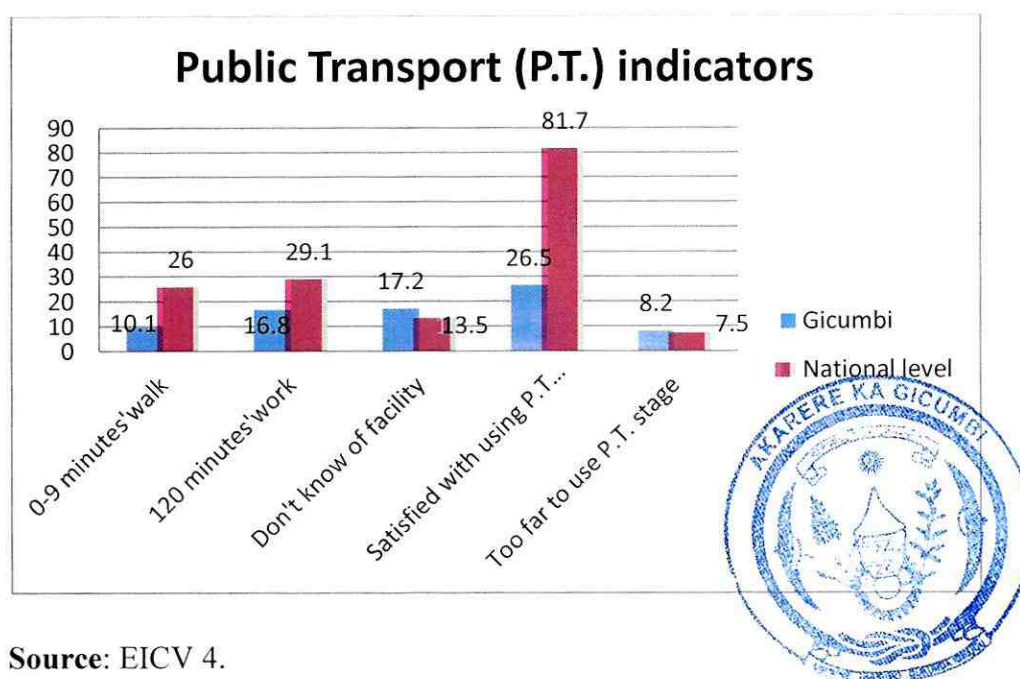
The figure 16 shows that 94.9% of households in Gicumbi don't know how to use computer, while at national level the status is at 92.9 % of households. Only 5.1% of people in Gicumbi are computer literate, while at the national level we have 7.1% of literate people. The percentage of people owning computer is still very low (0.4%) in Gicumbi, the same at the national level, but slightly high, with only 2.5%. On the other side, the percentage of households owning a mobile phone is quit high (52.8%) in Gicumbi, but is still below the percentage of households, at national level, that own a mobile phone.

III.2.2.7. Transport sector

The transport sector is influential sector in the development of Gicumbi district. The ultimate growth of the private sector will depend on how transport sector is well established to lure private entrepreneurs into investments in the district. This sector however, is faced with various challenges that the district will in the next six years transform into opportunities.

In terms of transport, the figure 17 illustrates some of these challenges.

Figure.17. Transport indicators in Gicumbi



Source: EICV 4.

The figure 17 shows some of the challenges that Gicumbi district is facing in terms of access to public transport. In Gicumbi district, 10.1% of households need between 0 to 9 minutes to walk to the nearest public transport stage and 16.8% of them need 120 minutes and more to do the same. While at the national level, 26% and 29.1% of households spend respectively the same time, walking to the nearest public transport stage. As mentioned in the figure above, households in Gicumbi are less satisfied with the use of public transport than at the national level (26.5% against 81.7% respectively). 8.2% of households in Gicumbi estimate that the public transport is too far for being used, compared to 7.5% estimated at the national level.

III.2.2. Social Transformation Pillar

The main issues under social protection include a high level of poverty incidence (55.3%) and 24.7% of extreme poor people. Therefore a significant number of people depend on government support through VUP direct support and public works. There are still a big number of genocide survivors whose shelters are in poor condition. The DHS5 showed that 7% of women aged between 15 and 19 years begun child bearing.

In health especially maternal and infant health there are many challenges that need to be dealt with within these coming six years. Among the issues that need to be carefully handled we can talk of early child mortality where the DHS5 shows that neonatal mortality is at 21/1000 (National level at 20/1000), infant mortality is at 37/1000 (National level at 32/1000) and under 5 mortality is at 58/1000 (National level at 50%). Mobilization of women to deliver at a health facility is necessary as well because the DHS 5 findings show that only 95% of women in Gicumbi deliver in a health facility.

In education infrastructure, many classrooms are not in good conditions. Under this 193 primary and secondary classrooms need to be replaced, 328 primary and secondary classrooms need to be rehabilitated and latrines are a big challenge in primary and secondary schools. 278 latrines need to be built. Pre-primary schools are still few in the district compared to the needed ones. Gicumbi has 15 pre-primary schools while 82 pre-primary schools are needed.

III.2.2. Transformational Governance Pillar

In Gicumbi the main issues under Public Finance Management, Justice, Reconciliation, Laws and Orders, Decentralization, Sport and Culture are:

- Shortfall in district revenue;
- Lack of sufficient infrastructures for public assets management;
- Lack of knowledge of laws regarding public property management;
- Insufficient implementation of court decisions;
- Land conflict , succession and inheritance;
- Polygamy;
- Lack of knowledge about laws & orders;
- Poverty among grassroots leaders
- Lack of skills and leadership at Sector, Cell and village levels;
- Lack of sector, Cell and village decent Administrative Offices;
- lack of cultural centers;
- insufficiency of playing grounds




III.3. Alignment to NST1

NST-1 Priority area	NST-Outcome	DDS Output	DDS Strategic Intervention
1. Economic Transformation Pillar			
1.1 Create 1.5m (Over 214,000 annually) decent and productive jobs for economic development	1.1.1: Increased number of Rwandans with appropriate skills tailored to labor market demands	OUTPUT 1: Increased technical and vocational education and training infrastructure, staff and enrolment, especially among girls	<ul style="list-style-type: none">• Establish TVET in each sector• Promote “<i>inspire me</i>” initiatives where senior female staff in STEM and TVET inspire young girls in the community or through media• Construct and equip 15 VTCs (from existing 6 VTCs)• Organize 60 short time training of VTCs in electricity, sewing, welding, masonry, agro-processing, tourism and hotels services and handcraft• Increase the number of women in STEM related TVET through sensitization and incentives to women enrolled in TVET
		OUTPUT 2: Sport infrastructure facilities constructed	<ul style="list-style-type: none">• Establish professional sport center in Byumba town• Construction of a modern multi-sport facility in Byumba town• Upgrade the Byumba town Stadium
	1.1.2: Increased productive jobs for youth and women	OUTPUT 3: Increased off-farm jobs for youth and women in the district	<ul style="list-style-type: none">• Establish a strong PPP legal framework• Enabling a conducive environment to the PS in establishment of :<ul style="list-style-type: none">➢ A Canning Dry Beans Processing Plant;➢ A plum tree (Ibinyomoro) processing plant



			<ul style="list-style-type: none"> ➤ A Milk Processing plant in Kageyo Sector ➤ A honey processing plant in Kageyo • Promote employment through craft centers creation • Construction of Kageyo Handcraft (Agakiriro) • Rehabilitation of Byumba, Gaseke, Rushaki, Cyumba markets to modern markets,
		OUTPUT 4: Promote cultural tourism (heroic tourism)	<ul style="list-style-type: none"> • Establish a Public Private Partnership (PPP) framework in management of the heroic museum • Build a five star hotel at the site in Kaniga sector (Mulindi) • Construct road network leading to the site for around 32 km • Upgrade Imisezero y'Abami Site (Kings'Tombs) in Rutare sector • Construction of 2 hotels and recreation centers along the Muhazi lake
1.2 Accelerate Sustainable Urbanization from 17.3% (2013/14) to 35% by 2024	1.2.1: Developed and integrated urban and rural settlements	OUTPUT 5: Increased male and female headed households living in planned settlement	<ul style="list-style-type: none"> • Mobilize male and female HHs leaving in scattered areas to join planned settlement. • Develop a detailed master • Demarcated Parceling • Accelerate living in settlements (IMIDUGUDU) • Create 5 public green gardens in Byumba town • Improve urban transportation



		
<p>mechanism by constructing 11km of asphalt road and 18km of stones paved road in Gicumbi town</p> <ul style="list-style-type: none"> • Improve rural transportation mechanism by constructing and rehabilitate 250 km of feeder roads • Construction of 26 km of asphalt road: Cyamutara road-Gasange-Kiramuruzi • Establish Cars, Bus and Lorry Park in Gatuna City • Initiate a special legal framework with private sector in implementation of Gicumbi master plan and in the establishment of Estates buildings • Promote and develop Gicumbi local construction materials such as “Urugarika” and quarry • Extend public lighting in Byumba town and other commercial centers (25 Km) • Assist vulnerable families to find houses in planned settlements • Move HHs from high risk zones 	<p>OUTPUT 6: Male and female headed household connected to electricity increased</p>	<p>Extend electricity facilities at the planned settlement and urban level</p> <p>Mobilize households to join planned settlements</p>
<p>1.2.2: Increased economic opportunities in urban areas</p>	<p>OUTPUT 1: Private infrastructure increased</p>	<p>Construct modern buildings to facilitate doing business in the district</p> <p>Establish a strong PPP legal framework</p> <p>Conduct mobilization campaign to shift from informal to formal business</p>
<p>1.5 Increase Domestic Savings and position Rwanda as a hub for financial services to promote investments</p>	<p>1.5.1: Increased high impact FDI and domestic investments</p>	

	1.5.2: Enhanced long-term savings and innovative financing mechanisms	<p>OUTPUT 2: Increased financial accessibility for male and female population</p>	<ul style="list-style-type: none"> • Increase men and women access to bank services • Scaling up VSLAs (Village Savings and Loan Associations), Promote voluntary saving culture of citizen up • Promote cashless culture, trough sensitization campaigns • Organize access to finance campaigns • Organize customer service trainings for financial institutions
1.6 Modernize and increase productivity and livestock	1.6.1: Increased agricultural production and productivity	<p>OUTPUT 1: Use of fertilizers by male and female farmers increased</p>	<ul style="list-style-type: none"> • Sensitize and train male and female farmers to use organic manure and mineral fertilizers • Avail mineral fertilizers to male and female farmers • Promote field farmers school (FFS) • Promote diseases control using integrated Crop management (51 plant clinics established) • Increase mechanization technology (buy 5 tractors)
		<p>OUTPUT 2: Increased Size of land consolidated with selected crops</p>	<ul style="list-style-type: none"> • Mobilize male and female farmers to consolidate their lands • Increase ha of land consolidated (28,000 of new ha consolidated) • Establish a seed multiplication plant • Avail selected seeds/crops to male and female farmers
	1.6.2: Increased traditional and non-traditional export crops	<p>OUTPUT 3: Area/ha of export crop and productivity increased</p>	<ul style="list-style-type: none"> • Mobilize male and female farmers to increase area of tea plantation • Develop coffee plantations on 600 ha in Rwamiko, Giti, Bukure, Muko, Mutete, Rutare, Nyamiyaga and Rukomo Sectors

		<ul style="list-style-type: none"> Rehabilitate tea plantations on 300 ha in Rushaki, Kaniga, Mukarange, Shangasha, Byumba, Nyankenke, Rubaya, Manyagiro, Cyumba and Miyove Sectors Promote horticulture on 360 ha Intensify Ibinyomoro production in Rubaya, Kaniga, Cyumba, Mukarange Give incentives to export crop male and female farmers
1.6.4: Increased climate resilience for agriculture	OUTPUT 4: Productivity increased and environmental resilience strengthened	<ul style="list-style-type: none"> Mobilize male and female farmers to use more manure fertilizer together with mineral Promote Agriculture climate resilient trough Green Climate Fund (GCF) project Increase marshland and small-scale technologies for irrigation Construct radical terraces and progressives terraces (500 new Ha for both) Increase the surface covered by agro-forestry trees (500 new Ha)
1.6.5: Improved livestock sector	OUTPUT 5: Animal production and productivity increased	<ul style="list-style-type: none"> Increase animal insemination activities Mobilize male and female farmers for zero grazing Control animal diseases (Veterinary pharmacies will be increased and meet the government requirement by putting in place 6 new veterinary pharmacies) Build a modern slaughterhouse Establish a pork processing plant Increase area of animal forage



1.7 Sustainable Management of Natural Resources and Environment to Transition Rwanda towards a Carbon Neutral Economy	1.7.3: Integrated water resource management	OUTPUT 1: Wetland and river bank protected	<ul style="list-style-type: none"> Promote modern beehives (200 new beehives) Improve genetically the local breed Increase area of tree plantation on the river banks Protect marshlands against over-exploitation
	1.7.4: Accelerated growth in Green Innovation	OUTPUT2: Environment awareness increased in levels	<ul style="list-style-type: none"> Mobilize the population on environment management Create environment committees at the cell and school levels Increase the surface covered by forestry (600new Ha) Increase the surface covered by agro-forestry (500new Ha) Promotion of use of cooking gas and biogas (number of HHs using Cooking gas and biogas) Improve rainwater harvesting Improve surface water management Relocate HHs living in high risks zone Train people in establishment of community tree nurseries Improve water resources management.
NST-1 Priority area			DDS Strategic Intervention
2. Social Transformation Pillar			
2.1 Enhancing graduation from extreme Poverty and promoting resilience	2.1.1 Increased graduation from extreme poverty	OUTPUT 1: Increased initiatives for poor male and female headed families' better life	<ul style="list-style-type: none"> Promote the creation of cooperatives for poor male and female headed families Increase assistance of poor male and female headed families through VUP programs.




		<ul style="list-style-type: none"> Distribute cows and/or small animals to poor male and female headed households
	<p>OUTPUT 2: Improved services to male and female headed vulnerable families</p> <p>OUTPUT 3: Improved service and accountability to poor male and female headed HHs</p>	<ul style="list-style-type: none"> Training health workers on GBV Establish assistance scheme to PwDs Increase rehabilitation services to PwDs Support 12 cooperatives of Person With Disabilities Train district and sector staff on core social protection programs Increase the number of people sustainably graduated from poverty Develop and update district disaster management plan
	2.1.3 Enhanced resilience of Rwandans	<p>OUTPUT 1: Empowered male and female headed poor families with necessary skills</p> <ul style="list-style-type: none"> Equip poor male and female headed HHs with adequate skills and financial support Provide skills and financial assistance to poor genocide survivors family
2.2 Eradicating Malnutrition	2.2.1 Reduced malnutrition among children	<p>OUTPUT 2: Improved nutrition of all children below 5 years</p> <ul style="list-style-type: none"> Strengthening Fortified Blended Food (FBF) system Sensitize HHs on quality nutrition at community level through ECD and health centers Mobilize mothers on breastfeeding to under 6 months kids Provide milk to malnourished infants Community education and awareness on good nutrition practices and complementary feeding practices Reinforce establishment of “kitchen gardens” at households levels Provide nutrition support to severely



2.3 Enhancing demographic dividend through ensuring access to quality Health for all	2.3.1 Improved healthcare services	OUTPUT1: Increased health infrastructure facilities to the MoH standard	<ul style="list-style-type: none"> Construct and upgrade health facilities with adequate infrastructure by (ii) complete the construction of Nyamiyaga Health center; (ii) Upgrade Byumba hospital Rehabilitate all health facilities to the MoH standards Ensuring 100% connectivity to internet and electricity for health facilities Construct health posts in all cells Provide 5 Ambulances for 5 Health centers 	malnourished pregnant and lactating women with micro-nutriments supplements
		OUTPUT 2: Reinforced prevention diseases and Hygiene improved	<ul style="list-style-type: none"> Mobilize the population to improve toilet facilities in their families Mobilize the population to improve hygiene in their houses 	
	2.3.2 Increased financial sustainability for the health sector	OUTPUT: Health financing and financial accessibility to health services improved	<ul style="list-style-type: none"> Mobilize the population to contribute for their health insurance 	
	2.3.3 Increased health of workforce	OUTPUT: Increased number of health professionals in the district	<ul style="list-style-type: none"> Improve the ratio of health workers/habitant Improve the health care service provision Reduce the malpractice cases in health area 	
	2.3.4 Reduced Communicable Diseases and Non-Communicable Diseases (NCDs)	OUTPUT1 : Increased Full immunization for under five	<ul style="list-style-type: none"> Mobilize parents on full immunization of kids between 12-23 months Continue to avail all required facilities to ensure full immunization for less 	



		than five years children.
	OUTPUT 2: Prevention and management of NCDs improved	<ul style="list-style-type: none"> • Organize prevention campaigns of NCDs • Follow up all NCDs • Mobilize the population on sport activities and voluntary check up
	OUTPUT3: Increased prevention services of HIV/AIDS, STIs, and Hepatitis	<ul style="list-style-type: none"> • Organize anti-HIV/AIDS campaigns • Conduct behavior change communication activities to promote positive sexual behaviors among male and female population • Expand access and promote utilization of STIs prevention and treatment services to male and female population • Increase number of babies born with HIV free (from HIV positive mothers) • Mobilize HIV positive people to take medicine properly
2.3.5 Increased contraceptives prevalence	OUTPUT 1: Increased use of FP methods by men and women	<ul style="list-style-type: none"> • Increase the number of men using vasectomy • Mobilize men and women on the use of FP facilities available for them • Decentralize FP programs at the cell level • Reinforce community education by CHWs to promote the continuous use of long-acting and permanent methods of FP services • Male active involvement in the use of FP services • Strengthen integration of family planning in post-natal care services

2.4 Enhancing demographic dividend through improved access to quality education	2.4.1 Increased access to pre-primary education	OUTPUT2: Improved and operational youth friendly services ⁵ at all Health centers	<ul style="list-style-type: none"> • Mobilize youth to use reproductive health service • Increase health centers with operational youth friendly services • Conduct anti-teenage pregnancy campaigns in primary and secondary schools
	2.4.2 Improved education quality in primary and secondary education	OUTPUT 1: Increased pre-primary infrastructure, staff and enrolment	Enabling all children in Gicumbi to complete pre-primary programme before entering Primary Education by: <ul style="list-style-type: none"> • Mobilize funds to construct pre-primary schools • Recruit pre-primary teachers • Mobilize parents to take kids to schools and sharing the responsibilities of their education.
	2.4.2 Improved education quality in primary and secondary education	OUTPUT 2: Increased primary and secondary infrastructure, staff and enrolment	<ul style="list-style-type: none"> • Increase the number of primary and secondary schools • Rehabilitate inadequate classrooms for both primary and secondary schools • Reducing the dropout rate in primary (from 5.3% to 0.5% by 2024) and in secondary (from 10.6% to 3.5% by 2024). • Increase sport facilities and materials in secondary and primary schools • Increasing equitable (male and female) access to 9YBE for all children and expanding access to 12YBE basic education
	2.4.3 Increased Technical and Vocational Education and Training (TVET) schools and graduates	OUTPUT 1: Increased technical and vocational education and training infrastructure and	<ul style="list-style-type: none"> • Build a TVET schools in each sector across the district • Ensuring that all TVET have appropriate infrastructure, facilities and necessary resources

	staff		
	OUTPUT2: Increased enrollment of girls in TVETs schools		<ul style="list-style-type: none"> • Mobilize the youth to enroll in TVETs • Organize study tours of O' level and S6 female levers in TVET schools to see how ladies are able to perform technical activities • Promoting <i>inspire me</i> initiatives where senior female staff in TVETs inspire young girls in the community or through media • Increase the number of girls/women in TVET through sensitization and incentives to those enrolled in TVET
2.4.5 Increased adult literacy rates	OUTPUT : Increased male and female adult literacy rates		<p>Reduce Adults illiteracy and innumeracy By:</p> <ul style="list-style-type: none"> • Negotiate with partners to increase literacy and numeracy among adults • Mobilize adults on importance of literacy and numeracy • Scaling up short term literacy and numeracy courses to adult people.
2.5 Moving towards a Modern Rwandan Household	2.5.1 Universal access to basic infrastructure (water, sanitation, electricity, ICT, shelter)	OUTPUT 1: Male and female headed households and public institutions with access to clean water increased	<ul style="list-style-type: none"> • Mobilize male and female headed households and public institutions to connect to clean water • Mobilize partners to intervene in clean water distribution • Increase spring water facilities in all areas especially in remote areas to ensure 100% of access to improved water sources in District.



<p>OUTPUT 2: Male and female headed households and public institution with access to improved sanitation facilities increased</p>	<ul style="list-style-type: none"> • Mobilize male and female headed HHs to build improved(clean) sanitation facilities • Build common sanitation facilities in public places and institutions • Ensure increase of access to 100% in terms of improved sanitation services 	<ul style="list-style-type: none"> • Increase access to electricity to 100% • Extend electricity infrastructures in the district • Mobilize male and female headed HHs to connect to electricity <div style="border: 1px solid black; padding: 5px; margin: 5px 0;"> <ul style="list-style-type: none"> • Mobilize more private operators to supply off-grid connections such as solar energies • Mobilize male and female headed HHs to buy off-grid electricity </div> <ul style="list-style-type: none"> • Build IDP model houses in the district • Mobilize male and female headed HHs especially from risk zones to shift to planned settlements • Mobilize partners in housing for poor HHs
	<p>OUTPUT 3: Male and female headed household connected to electricity increased</p>	<ul style="list-style-type: none"> • Increase and extend ICT infrastructures such as 'Yego Centres', ICT knowledge hubs... • Ensure use of ICT in all public institutions
	<p>OUTPUT 4: Increased male and female headed households living in planned settlement</p>	
	<p>OUTPUT 5: Gender parity attained in ICT access, usage and innovation</p>	



NST-1 Priority area	NST-Outcome	DDS Output	DDS Strategic Intervention
3. Transformational Governance Pillar			
3.1 Reinforce Rwandan culture and values as a foundation for peace and unity	3.1.1: Enhanced unity among Rwandans	<p>OUTPUT 1: Enhanced citizen participation and inclusiveness for transformation</p>	<ul style="list-style-type: none"> Promoting Itorero for All Gicumbi inhabitants Establish a model National Civic Education Center for the “Itorero ry’ Igihugu” in Gicumbi (Mulindi) Organizing more sessions of Ndi umunyarwanda interactions at different levels (district, sector, cell, villages and schools). Build and equip 3 Youth Friendly Centers for sensitization in terms of: “Ndi Umunyarwanda”, Drug Abuse, HIV/AIDS and Family Planning. Enhance Community-based Education on family values to safeguard family cohesion (3 monthly “Umugoroba w’ ababyeyi held within 630 villages). Increase participation in umuganda Increase peacemaking dialogues among citizens (Ndi Umunyarwanda)
		<p>OUTPUT 2: Promote sport and leisure activities</p>	<ul style="list-style-type: none"> Construct 1 modern Basketball, volleyball and Handball playground Promoting sports as a healthy and active national capital (Organize Car free day two times per month)



3.4 Strengthen Justice, Law and Order	3.1.2: Increased innovations and sustainability across Home Grown Solutions	<ul style="list-style-type: none"> Partner with the private sector in investing in recreational centers and cultural spaces in Gicumbi (1 theatre hall, and 1 cinema hall in Byumba town). Citizens mobilization Create platforms to share information with citizens. 	<ul style="list-style-type: none"> Partner with the private sector in investing in recreational centers and cultural spaces in Gicumbi (1 theatre hall, and 1 cinema hall in Byumba town). Citizens mobilization Create platforms to share information with citizens.
	3.4.1: Strengthened Judicial System (Rule of Law)	<p>OUTPUT 1: Enhanced access to information and feedback mechanisms</p> <p>OUTPUT 1: Male and female citizens' grievances received and addressed and court judgments timely executed</p>	<ul style="list-style-type: none"> Support and build capacity of Abunzi in different applied law and rules Carry out sensitization campaigns aiming at eradicating Genocide ideology in all Villages Sensitize the public on human trafficking issues prevention Carry out sensitization campaigns aiming at eradicating Genocide ideology in all Villages
		<p>Output 2: GBV prevention and response initiatives strengthened through Umugoroba w'ababyeyi, and involvement of CSOs/FBOs</p>	<ul style="list-style-type: none"> Awareness raising on laws, GBV forms, women's rights; Encourage legal marriage to protect men, women, and children's rights Streamline <i>Umugoroba w'ababyeyi</i> and men inclusion; Promote positive masculinity through Men Engage approach Enhance the partnership and role of FBOs and CSOs, in preventing and managing domestic conflicts
	3.4.3: Zero corruption across government services and institutions achieved and maintained	<p>OUTPUT : Enhanced capacity of institutions of accountability</p>	<ul style="list-style-type: none"> Improve the implementation of the general auditors recommendations Organize PFM inspections Increase the number of audited



3.5 Strengthen Capacity, Service delivery and Accountability of public institutions	3.5.1: Enhanced accountability across public institutions	<p>OUTPUT :</p> <p>Increased satisfaction of service delivery including online services in all sectors</p>	<ul style="list-style-type: none"> • Carry out sensitization campaigns to fight against corruption • Improve service delivery • Provide necessary equipment to cells and sectors office and staff • Construct at least 1 police post holding facility per sector to improve detention conditions • Strengthening community policing, by building capacity (avail means of communication, improve system of reporting). 	institutions
3.6 Increased Citizens Participation and Engagement in Development	3.6.2: Developed Capacity for Civil Society and the Media	<p>OUTPUT:</p> <p>Improved male and female staff capacity for better service delivery</p>	<ul style="list-style-type: none"> • Train all staff in their specific area of work • Recruit employees in the missing positions 	



Chapter IV: The Strategic Framework

IV.1. Vision, Innovations, Goals and Strategic objectives

Gicumbi District Development Strategy (DDS) has been structured to develop a strategy that will enable the district to become the leading district in Rwanda's development. This DDS uses the analysis on the binding constraints in each strategic pillar to develop interventions to unlock these constraints and achieve the three pillars of NST in seven incoming years.

The previous Gicumbi development plan (DDP2) vision was based on agricultural and industrial activities. Precisely the vision for the previous DDP was: **“A district of leading production with an urban image characterized by modern agricultural and industrial activities, with competitive population on the labour market for which security, social cohesion and peace are assured”** The actual Gicumbi DDS vision is based on Vision 2050, NST1 targets and Gicumbi potentialities. Both Vision 2050 and NST 1 are targeting a rapid and inclusive economic development founded on the private sector, knowledge and Rwanda's Natural resources. As regard to potentialities, Gicumbi's status (achievement in reducing extreme poverty) and some comparative advantage in agriculture and livestock, heroic tourism and natural resource. For the coming six years, agricultural sector will be considered as an input for industry sector, especially the agro process light industries. The objective is to have within six years, 5 agro-processing plants in canning dry beans, Ibinyomoro, cow milk, honey, pork meat. Heroic tourism remains a sector with huge potentiality as well as natural resources.

The vision proposed here is: **“Inclusive economic Development based on Agribusiness, Heroic tourism and Natural Resources”**.

Goals

According to this vision, the Gicumbi DDS will pursue the following goals:

- * Increase agricultural production.
- * Improve agro-processing plants.
- * Promote Heroic tourism.
- * Enable hard and soft infrastructures.
- * Exploit the local natural resource without endangering the environment.



Strategic Objectives

The following objectives were identified to achieve the identified goals:

- i. **Objective 1:** Increase in agricultural production increased using inputs and modern techniques, to 80% from 34%, by the year 2024
- ii. **Objective 2:** Establish and operationalize at least six agro-processing plants by the year 2024
- iii. **Objective 3:** Promote Heroic Tourism and attract investors,
- iv. **Objective 4:** Improve basic infrastructures (electricity and improved water and sanitations etc) and increase their access to 100%
- v. **Objective 5:** Identify and exploit local natural resources sustainably

IV. 2. Main Priorities at District Level

IV.2.1. Main Priorities for Economic Transformation

The contribution of Gicumbi DDS to the NST1 is made through the three pillars by taking in account the sector strategic priorities (SSPs).

Gicumbi district has been considered for many decades as an agricultural storehouse of Rwanda. The main strategic objective of this Gicumbi DDS is (1) to move from subsistence agriculture to a commercial sector by monetization of the agricultural surplus and by use the surplus as input to agro processing plants, (2) to exploit the comparative advantage in Heroic Tourism. To achieve these objectives, three priorities areas are identified: (i) modernization of agriculture, (ii) public and private sector partnership, (iii) exploit heroic tourism.

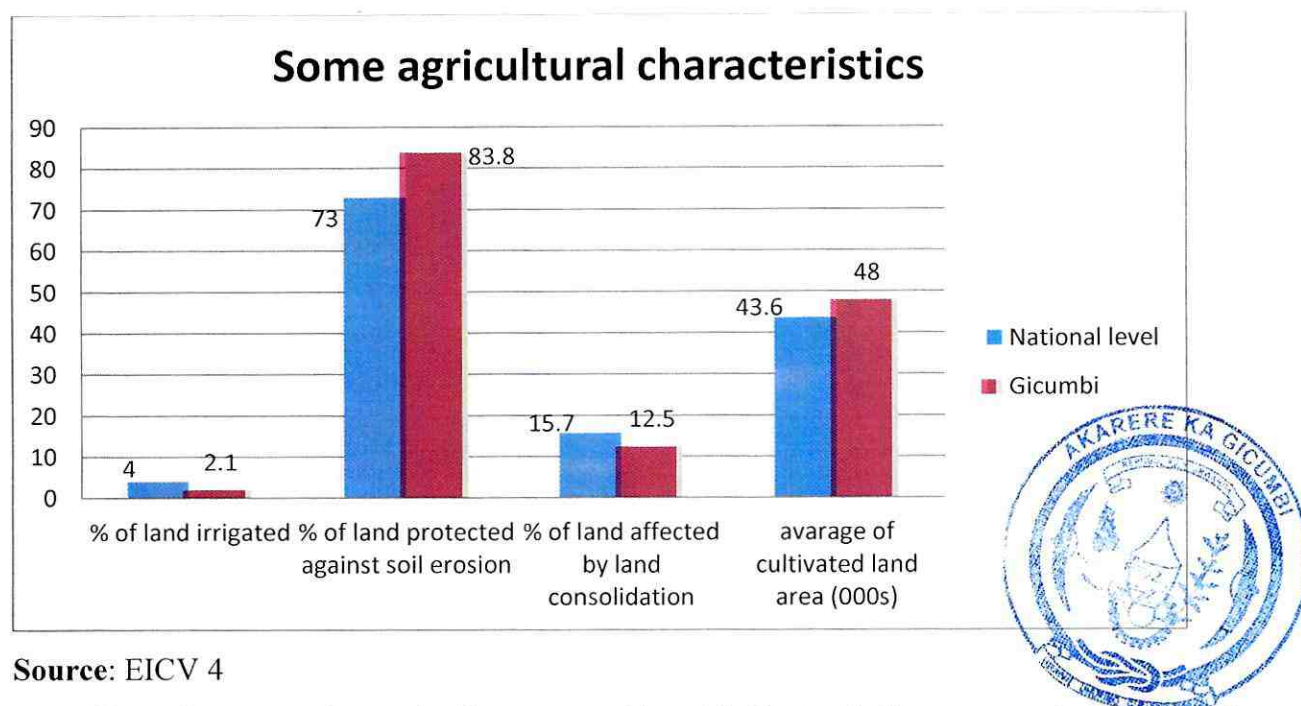
Main Priority 1: Modernization of agriculture

The success of modern systems depends on the development and maintenance of soil fertility through the specific provision of nutrients when they are depleted; of machine power and technology to create soil conditions necessary to promote plant growth with minimal disturbance and minimal soil loss; of the use of improved genetics for crops and livestock to enhance yields, quality and reliability; and, on modern genetic and other techniques to protect plants and livestock from losses to competing plants, diseases, drought insects and other threats.



The agricultural mechanization demands a large surface of cultivation in order to lower costs of using machines. Gicumbi district is among districts that allocate small size of land cultivated as shown by the figure 15.

Figure 15: Some agricultural characteristics



Source: EICV 4

Even if the figure 15 shows that in average Gicumbi district dedicates more land (48%) than national level to agriculture, more need to be done in terms of land irrigation (2.1% against 4% at national level) and land consolidation (12.5% against 15.7% at national level). Comparatively to other districts, in terms of cultivated area, Gicumbi is ranked ninth among thirty districts, with only a share of 3.6% of cultivated land compared to the total cultivated area in Rwanda. Thus, in the purpose of ending hunger, achieve food security and promote sustainable agriculture (SDGs 2), Gicumbi district needs to modernize the agriculture sector, through among others, the increase of cultivated area under productive and sustainable agriculture.

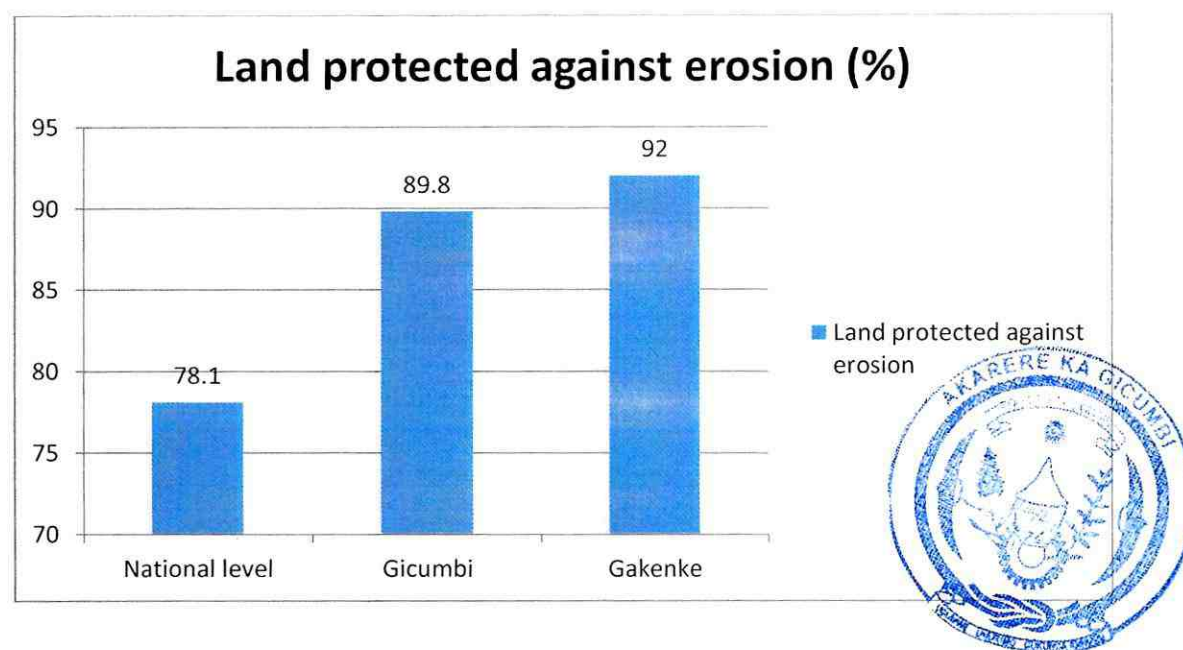
Priority action 1: the main intervention is to sensitize and train population on land consolidation, use of agricultural input and on basic of mechanization techniques, using example where this approach has succeeded. Land consolidation uses will easy the agricultural mechanization because of economy scale.

After carrying out trainings the users of mechanization shall be organized in Cooperatives. To achieve this action the district will have to increase training of district extension agents.

Priority actions 2: Develop a system where private sector plays a big role in providing agricultural inputs (fertilizers and seeds). In the case of selected seed a partnership between the district and others operators involved in this area will be initiated in some particularly areas, especially where Gicumbi detain a comparative advantage (canning dry beans, sweet potato, Irish potato, wheat, Fruits and Vegetables, horticulture). The partnership will be based on the establishment of a seed multiplication processing plant.

Priority action 3: Increase terracing and land management to reduce soil erosion. Even if Gicumbi district has done well, compared to the national level, in terms of land protection against soil erosion (89.8 % against 78.1%), much need to be done. For instance in Gakenke district (a neighbour district), 92% of cultivated land are protected against soil erosion, as shown by the figure 16.

Figure 16. Land protected against erosion



Source: EICV 4

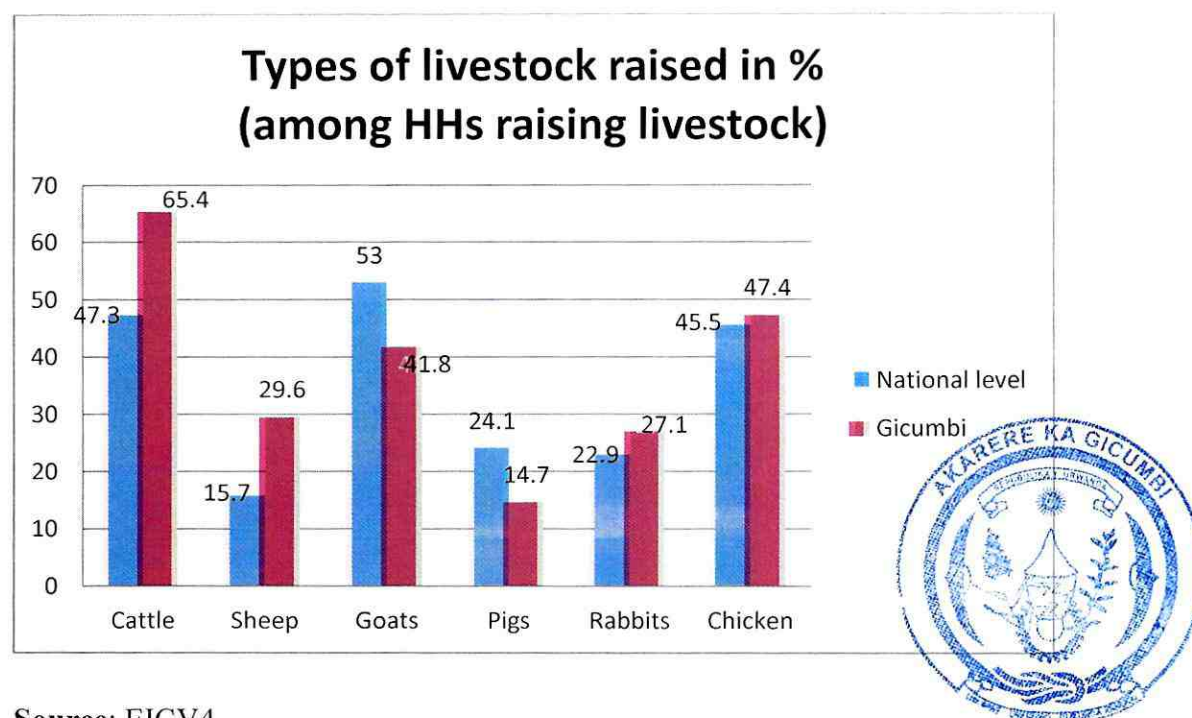
The majority of cropland in Gicumbi is on high slopes. Land husbandry and terracing approaches are very important. Actions in this area will prioritize scaling up of successful experiences with

both progressive and radical terraces, accompanied by an intensified program of soil fertility management and soil erosion control. These approaches maximize productivity and sustainability considerations through promotion of integrated soil fertility management. Agro-forestry and soil research, in the framework of partnership between Gicumbi and its partners, for instance the University of Technology and Arts of Byumba (UTAB), will also take place to support the sustainability of farming systems.

Priority action 4: Livestock Development

Although 77.8% of Gicumbi households raise at least one type of livestock, a significant increase comparatively to the national level (68.2%), Gicumbi district still has to improve in Pigs, Rabbits and Sheep breeding, as shown by the figure 17.

Figure 17: Types of livestock raised in Gicumbi



Source: EICV4

In Gicumbi District about 62,452 of 88,255 HHs (70.76%) are dairy farmers; the estimation of milk production is 65,300 liters only in the morning, the evening milk production is estimated at 21,767liters means that the total production may increase from 65,300 to 87,065 liters per day. Today in Gicumbi District there are 13 Milk collection centers that collect 50,300 liters of milk per day and small milk processing plant named Blessed Dairies ltd that process around 5,000

liters of milk per day. The increasing in terms of number and quality of Livestock will be accompanied by: (i) the improvement in number of exotic cattle, as MINAGRI targets 8 345 MT of milk produced by Gicumbi District by 2019 (PSTA 4); (ii) the introduction of piggery exotic breeds, (ii) the introduction of wool sheep breeding, (iii) the cows insemination and (iv) vaccination of cattle, dogs, cats,...

Main Priority 2: A strong Public and Private Partnership (P.P.P)

Agriculture offers agribusiness opportunities through the commercialization of crops production. These opportunities are measured by the share of harvest sold (*including households selling zero crops*) which is 19.5% in Gicumbi District and below the national level (20.9%). In Gicumbi District, the share of harvest sold for fruits and vegetables (19.7%) is above that of staple crops (17.3%). The agro-business is dominated by food crops (*beans, sorghum, potatoes, wheat, vegetable, sweet and Irish Potatoes, cassava, bananas, soybeans, etc.*) as well as cash crops namely, coffee and tea. Some scraps like climbing beans (22%), Irish potatoes (20%), banana (14%), maize (10%) and ordinary beans (9%) present the highest crop shares and are therefore the most important productions for the district's economy. The enhancement of Private and Public Partnership can contribute a lot in the establishment of agro processing plant.

Priority action 5: Enhance public and private sector partnership. Although potential does exist in a number of agro processing sector (Canning Dry Beans , fruits, vegetables, wheat...), in Gicumbi, there are numerous constraints hampering its development, that need to be addressed by a partnership between Gicumbi district, the central government, Rwanda Development board and the private sector. Key amongst them includes:

- Coordination failures: due to the scattered nature of production, it's difficult to gather sufficient agricultural product of even quality and quantity over a short period of time to meet either production requirements or to meet export deadlines. Thus the lack of coordination causes inefficiencies that may place a high burden in term of costs for firms to coordinate with farmers or cooperatives,
- Access to finance: particularly in rural areas, long term investments finance remain a considerable constraint,



- Access to power: lack of access to electricity from the grid increases operating costs for agribusiness,
- Missing infrastructure: cooperatives and growers' association as well as small-scale farmers in Gicumbi, lack small packing facilities for basic postharvest operation such as sorting, grading and packaging. Without the possibility to perform these operations, it is difficult for them to supply goods. Furthermore perishable products (Irish potatoes, fruits, vegetables) without the assistance of cold storage facilities,
- Access to land: access to land is one of the major issues hindering the development of a value added agricultural sector. At one end of the spectrum there are difficulties in acquiring secure rights to property, especially for large scale farming.

A strong PPP will enable to:

- Establish Canning Dry Beans Processing Plant;
- Establish a processing plant in plum tree, in Byumba or Kageyo;
- Establish a Milk Processing plant in Kageyo Sector;
- Increase honey production and establish honey processing plant in Kageyo; increase honey production and establish honey processing plant in Kageyo.
- Pigs Meat Processing plant,
- Wheat processing plant.



The establishment of these six (6) agro-processing plants will have a huge impact on job creation. The estimate number jobs that will be created are around 1,400 decent jobs within six years.

In addition the partnership between the district and the private sector will enable the:

- Development of coffee plantations on new 600 ha, in Rwamiko, Giti, Bukure, Muko, Mutete, Rutare, Nyamiyaga and Rukomo Sectors,
- Intensification of banana (new 52 ha) in Rwamiko, Bukure, Giti, Ruvune, Rutare and Muko Sectors,

- The intensification of bean production by planting 156 new ha, in all sectors of Gicumbi District,
- Rehabilitation of tea plantations on new 300 ha in Rushaki, Kaniga, Mukarange, Shangasha, Byumba, Nyankenke, Rubaya, Manyagi, Cyumba and Miyove Sectors,
- Intensification of improved cows race in Gicumbi District by inseminated 6000 new cows,
- Increase of honey production, by increasing (i) the number of operational modern bee hives to 200 and (ii) the number of bee keepers cooperatives created and trained to 20.

Priority action 6: Construction of Kageyo Handcraft (Agakiro)

Priority action 7: Support and empower youth and women to create business through trainings in entrepreneurship, business plan and access to finance.

Priority action 8: Establish TVTE in each sector

Priority action 9: Construct and equip 15 VTCs (from existing 6)

Priority action 10: Organize short time training of VTCs in electricity, sewing, welding, masonry, agro-processing, tourism and hotels services and handcraft.

Priority action 11: Construction/rehabilitation of Byumba, Rushaki, Rutare, Gaseke and Cyumba markets into modern markets.

Priority action 12: Sensitize the Private sector on the benefit of East Africa Community (EAC) on the Custom Union.



Main Priority 3: Promotion of Cultural Tourism (Heroic tourism)

Gicumbi district was Rwanda Patriotic Front's main commanding base during the 1990-1994 liberation struggles. At Kaniga sector (Mulindi: known also as Umulindi "w'Intwari"¹⁰), you will find President Paul Kagame's bunker where he sat and planned the war. On the same hill is also a local tea factory and a number of buildings that were used for different purposes during the liberation war. For instance the store house for food and ammunitions is still existent. There is

¹⁰ Intwari means Heroe

also a house known as Arusha, where a delegation of RPF Inkotanyi that engaged in negotiations with the government of Rwanda first met to plan how to approach the dialogue. A group of 600 soldiers that were sent to Kigali to protect the politicians who were set to become members of the transitional government as per the Arusha Accords in 1993 also departed from Mulindi (Kaniga sector). Also interesting to note is that at Mulindi there are football and volley ball pitches plus a tennis court which means that despite the heavy fighting, the liberators always created some time to relax.

In order to capture all these memories, It planned to constructing a museum in this place. This museum will bring together all these memories and promote culture and tourism while also challenging Rwandans to be more patriotic.

Priority action 1: Capacity building for central, local government and private sector in management, protection, conservation and valorisation of cultural tourism.

Priority action 2: Establish a Public Private Partnership (PPP) framework in management of the heroic museum

Priority action 3: establish recreational facilities with required equipments

Priority action 4: Build a five star hotel at the site in Kaniga sector (Mulindi)

Priority action 5: Construct road network leading to the site for around 32 km

Priority action 6: Upgrade Imisezero y'Abami Site (Kings'Tombs) in Rutare sector



In addition to the culture tourism, Gicumbi district shelters a belt constitutes by Muhazi Lake for almost 50 km. This constitutes a huge opportunity in terms of tourism that needs to be exploited.

Priority action 7: Construction of 2 hotels and recreation centers along the Muhazi Lake.

Priority action 8: Construction of a five stars hotel in Byumba city.

Main Priority4: A sustainable Urbanization and rural settlement

In promoting standard urbanization and habitant Gicumbi district focuses on establishing a concrete master plan that covers extensively the settlement set up of the urban areas and also

develop habitant settlements in the rural areas that are up to the standards. These will facilitate easy development and accessibility of the infrastructure to the majority of district population. The achievement of this objective will focus on basic infrastructure development in the urban areas, Imidugudu sites as well as IDP Model Villages. The district will also implement the urban district development plan and reinforce the habitant policy of the population in different designed areas in each sector. The implementation of the urban settlement will be based on the master plan developed at the district and linked the national housing urbanization policy.

Priority action 1: Develop a detailed master plan and Demarcated Parceling.

Priority action 2: Accelerate living in settlements, from 1.5% living in settlement to 35% by 2024.

Priority action 3: Promote and develop Gicumbi local construction materials such as “Urugarika” and quarry, in collaboration with the private sector in line with the ‘Made in Rwanda’ policy to support the growth of the construction sector and the affordable and low cost housing program.

Priority action 4: Develop a model of Gicumbi town which show what the city will look.

Priority action 5: Initiate a special legal framework with private sector in implementation of Gicumbi master plan and in the establishment of Estates buildings.

Priority action 6: Develop five public green gardens in Byumba town.

Priority action 7: Develop and rehabilitate basic facilities (roads, water and sanitation, electricity).

Priority action 8: Improve urban transportation mechanism by constructing 11km of asphalt road and 18km of stones paved road in Gicumbi town.

Priority action 9: Improve rural transportation mechanism by constructing and rehabilitate 250 km of feeder roads.

Priority action 10: Construction of 26 km of asphalt road: Cyamutara road-Gasange-Kiramuruzi

Priority action 11: Establish Cars, Bus and Lorry Park in Gatuna & Gatuna Cities

Main Priority 5: A sustainable Management of Natural Resources and Environment



Gicumbi District is a hilly district with steep slopes. The terrain therefore attracts high level intensity of environmental degradation of any kind. In the development process, the environment may be tampered with and this should not be ignored as a matter of fact. Therefore, the district will extensively protect the environment by protecting watersheds, wetlands, river and lakes banks will be rehabilitated. Forests will be protected and effectively managed while quarry exploitation will be regulated according to laws governing the extraction of minerals in the District.

Priority action 1: Develop drainage and Irrigation on 200ha: Warufu, Cyamuhinda, Gatuna, Nyamugari, Nyande - Mwange marshlands.

Priority action 2: Develop radical terracing and Agroforestry on 2,500 ha in Rushaki, Mukarange, Shangasha and Kaniga sectors.

Priority action 3: Planting forestry tree seedlings planted on 5000ha in Gicumbi district, Bamboo trees planted on 41km alongside rivers.

Priority action 4: Reduce the number of households depending on firewood as a source of energy for cooking from 97.3% (2014) to 40% by 2024. This will be achieved by focusing on promoting use of alternative fuels such as cooking gas and biogas. Efforts will be concentrated on promoting use of cooking gas in urban areas.

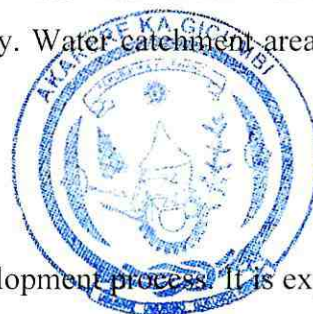
Priority action 5: Rehabilitate the riparian zones by planting trees on 41 km alongside rivers.

Priority action 6: Develop a project to manage water flows from hills and rivers to mitigate related disasters and improve water resource management. This will entail conducting a feasibility study on options to manage water flows productively. Water catchment areas will be effectively managed and protected to mitigate disasters.

Main Priority 6: A vibrant ICT sector

The ICT sector is regarded as a key element of Gicumbi's development process. It is expected to create jobs, facilitate economy development, and ensure that Gicumbi district is transformed into a globally competitive, information-rich, knowledge-based economy.

In line with the NST, the following are the priority area for which Gicumbi will be focused on: (i) enable a vibrant ICT private sector, (ii) Enhanced long-term savings and innovative financing mechanisms.



Priority action 1: Enable a vibrant ICT private sector by:

- Foster youth to ICT careers
- Promote broadband services to SMEs

Priority action 2: enhance long-term savings innovative financing mechanisms by:

- Promoting cashless payment (explain during each umuganda the benefits of cashless payment)

IV.1.2. Main Priorities for Social Transformation

The eradication of Poverty require multiple interventions across different sectors that offer incomes, decent jobs and savings (covered under the Economic Transformation Pillar) as well as pro-poor and inclusive social protection programmes that offer support and allow asset accumulation to promote resilience, which are entailed under the Social Transformation Pillar.

Main Priority 1: An access to quality health for people of Gicumbi

The district has some health facilities including a referral hospital and health centers. However, they are inadequate given its vastness. Most of the facilities lack the necessary equipment and personnel to enable them provide quality service to the people. The district has experienced difficulties in providing efficient health services for the fast growing population because it really needs heavy investment to upgrade to modernized and construct new health facilities. Strategic Intervention should be placed on: (i) eradicating malnutrition (2) Ensuring access to quality health for all (3) Construct and upgrade Health facilities with adequate infrastructure.

Priority action 1: Eradicating malnutrition by (1) ensuring and sustaining food security. The main action will consist on strengthening Fortified Blended Food (FBF) system (from 1.389 eligible, 6 to 24 months children receiving FBF to all malnourished, 205 pregnant to all malnourished and 554 lacting mothers to all malnourished) and (2) sensitize all households, by 2024, on good nutrition through ECD and health centers

Priority action 2: Construct and upgrade health facilities with adequate infrastructure by (i) complete the construction of Nyamiyaga Health center; (ii) Upgrade Byumba hospital, (iii) Ensuring 100% connectivity to internet for health facilities and (iv) construction new health posts.



Priority action 3: Reduce maternal mortality (from 300 deaths per 10 000 live births to 150) by, (i) maintaining high vaccination coverage and delivery at health facilities, from 96% to 100% and (ii) maintaining skilled birth attendance, from 99.6% to 100%.

Priority action 4: Ensuring access to quality health for all by (i) improving health care services (ii) increasing health of workforce.

Main priority 2: Reduce poverty among population of Gicumbi

Social protection has a critical role to play in reducing poverty, extreme poverty and inequality in Gicumbi district and is a key component of the promotion of inclusive development and social justice. Social protection helps stabilize assets, incomes and capabilities in the face of a wide range of life-cycle, economic and environmental shocks, thereby enabling households to take economic risks, make investments and accumulate assets over time, including across generations. A strong social protections system in Gicumbi is therefore a key to improving resilience and self-reliance. Social protection also enables investment in the nutrition and education of children at a critical stage in their development, ensuring that they grow up to be productive and self-sufficient adults. Finally, social protection also reduces social exclusion and isolation and helps ensure equitable access to critical social services which underpin human development. By 2024 the social protection in Gicumbi will be based on the following priority area: (i) Enhancing graduation from Poverty and extreme and promote resilience, (ii) Moving towards a modern Rwandan household.

Priority action 1: Enhancing graduation from poverty and extreme and promote resilience by:

- Increasing coverage of the extreme poor and vulnerable: 231 households under extreme poverty covered by FARG targeted annually.
- Extend coverage of social protection safety nets by scaling up VUP components to the extreme poor and vulnerable: from 3,609 vulnerable employed in public works to 4,600 each year.
- Mainstreaming and advocacy of People with Disabilities (PWD) enhanced by supporting the creation of 4 cooperatives of people with disabilities each year.
- Reinforce school feeding program in 12 Year Basic Education (YBE) schools from 65% of student in 12YBE fed at school to 100%.



Priority action 2: Moving towards a modern Rwandan household. This will be achieved through access to basic infrastructure such as electricity, water, Sanitation and broadband, by:

- Increasing the number of households (HHs) living in grouped settlements: from 73,209 HHs to 90,000 (3,000 HHs each year).
- Increasing electricity connections: from 1,800 HHs connections to 94,977 (2,500 HHs each year).
- Improve sustainability of rural water and access to clean water: 758 new HHs access to clean water each year.
- Improve access to sanitation, by scaling up the access from 64% to 100% and waste management systems will be developed. Key actions to be undertaken include:
 - Set up the standards for the construction of household toilets
 - Construction of public toilets (public places, commercial premises, etc.)
 - Construction of fecal sludge treatment plants and landfills.

Priority action 3: Broadband coverage will be rolled out to at least 50% of Gicumbi inhabitants through the roll out of the 4G network.

Priority action 4: Promote recreational activities and sports for all to increase the socioeconomic impact of sports facilities to the citizens by:

- Rehabilitating the Gicumbi's city stadium
- Constructing at least one multi-sports playing grounds in each sectors

Priority action 5: Strengthen prevention and response strategies to fight gender-based violence (GBV) and child abuse, by:

- Establishing at least 10 (each year) new family cohesion home grown initiatives and strengthening existing.
- Implementing the integrated health care services for GBV victims.
- Strengthening partnership with the Private sector, CSOs, Faith Based Organizations in community awareness campaigns for fighting GBV and child abuse.

Priority action 6: Ensure that 70% of orphans are raised in families, by:



- Conducting awareness campaigns on “*Tubarere Mu Muryango*” program.
- Reintegrating and following up children reintegrated.
- Building the capacity of family protection volunteers/Inshuti z’Umuryango.

Priority action 7: Continue to mainstream Disaster Risk Reduction and Management, by:

- Providing people-centered early warning systems, and effective disaster preparedness and response mechanisms,
- Leveraging tools like District Disaster Management Plans (DDMPs).

Main Priority action 3: An access for all to a quality education

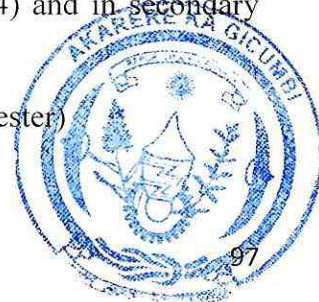
Through the combined efforts of all stakeholders in the district (including citizens through their participation in the class room construction for nine and twelve years basic education), steps have been undertaken to ensure that appropriate, affordable and easily accessible education is availed to the population. But still much effort has to be mobilizing in terms of secondary school enrolment and literacy. In the compliancy of NST, for the next 6 years, much emphasis will be put on the following priority areas: (i) Equitable access to education, (ii) Quality of teaching and learning at all levels of education, (iii) Technical and Vocational education and Training, (iv) Adult literacy, (v) Equitable opportunities to all levels of learning irrespective of gender, socio-economic or other status.

Priority action 1: Increase equitable access to education programmes; by:

- Enabling all children in Gicumbi to complete pre-primary programme before entering Primary Education.
- Increasing equitable (male and female) access to 9 years basic education for all children and expanding access to 12 years basic education: from 646 classrooms constructed and renovated to 21 classrooms constructed/renovated each year.

Priority action 2: Improve quality and learning outcomes across primary and secondary, by:

- Reducing the dropout rate in primary (from 5.3% to 0.5%, by 2024) and in secondary (from 10.6% to 3.5%, by 2024).
- Improving the quality school inspection (control all schools each semester)



- All school teachers, TVET instructors and HE lecturers have appropriate competencies to deliver the curriculum.
- All schools, TVET and HEI institutions (public and private) have appropriate infrastructure, facilities and resources.

Priority action 3: Reinforce Adults Literacy and numeracy increased, by:

- Increasing the number of adults (male and female) trained, from 63504 identified as illiterate adults to be trained, by 2024, 27,000 will be trained (4500 adults trained each year).

Priority action 4: Equitable opportunities to all levels of learning irrespective of gender, socio-economic or other status, by:

- Ensuring gender parity in participation and achievement (at 50%) at all levels
- Increasing participation and achievement of learners with disabilities at all levels

Priority action 4: Enhance Technical and Vocational education and Training, by:

- Reinforce Adults Literacy and numeracy increased.
- Ensuring that all TVET instructors have appropriate competencies to deliver the curriculum.
- Ensuring that all TVET have appropriate infrastructure, facilities and necessary resources.

IV.1.3. Gicumbi Strategic Framework for Transformational Governance

Main Priority 1: Enhancing values, safety and unity of Gicumbi inhabitants

The JRLO sector in Gicumbi is in harmony with the new thinking and policy directions that will support Rwanda's aspirations for transformational Governance as highlighted in the National Strategy for Transformation (NST1). The overarching goal for the Transformational Governance Pillar is to *consolidate Good Governance and Justice as, building blocks for equitable and sustainable National Development*. In the frame of compliancy of the NST, Gicumbi district



have identified the following priority areas: (i) Unit and Reconciliation among Rwandans, (ii) Preserve security and protect Gicumbi inhabitants.

Priority action 1: Consolidate Unit and Reconciliation among Rwandans, by:

- Promoting Itorero for All Gicumbi inhabitants
- Lobby for the establishment of a model National Civic education Center for the “Itorero ry’Igihugu” in Gicumbi (Mulindi)
- Build and equip 3 Youth Friendly Centers for sensitization in terms of: “Ndi Umunyarwanda”, Drug Abuse, HIV/AIDS and Family Planning.

Priority action 2: Preserve security and protect Gicumbi inhabitants by:

- Strengthening community policing, by building capacity (avail means of communication, improve system of reporting).
- Reinforce values and culture of Patriotism and Dedication.
- Enhancing Community-based Education on family values to safeguard family cohesion (3 monthly “Umugoroba w’ababyeyi held within 630 villages).
- Organizing more sessions of Ndi umunyarwanda interactions at different levels (district, sector, cell, villages and schools).

Main Priority 2: Promote sport for all in Gicumbi

In the frame of compliancy of the NST, the sport and culture sector in Gicumbi will focus on the following priority areas: (i) community engagement and participation in sports at all levels, (ii) promotion and development of Rwandan culture.

Priority action 1: Engage the community in the participation in sports at all levels, by:

- Constructing at least one multi-sport play ground in each sector
- Better integration in planning with sports, recreation, education and tourism.
- Promoting sports as a healthy and active national capital (Organize Car free day two times per month).
- Engaging schools to provide sports and physical education and actively linking students to local and national clubs



Priority action 2: promotion and development of Rwandan culture, by:

- Cooperating with the private sector in investing in recreational centers and cultural spaces in Gicumbi (One theatres hall, and one cinema hall in Byumba town).
- Reinforcing the speaking of the national language (Kinyarwanda).
- Promoting the heritage tourism (upgrade Imisezero y'ABAMI SITES, Kings'Tombs in Rutare sector)

Main Priority 3: Strengthen Capacity, service delivery and accountability

Governance and decentralization is one of the corner stones of good governance. It has two distinct stages: answerability and enforcement. Answerability refers to the obligation of the government, its agencies and public officials to provide information about their decisions and actions and to justify them to the public. Enforcement suggests that the public or the institution responsible for accountability can sanction the offending party or remedy the contravening behaviour.

In case of this Gicumbi DDS the focus will be on answerability, showing the mechanisms by which citizens and groups define their interests interacts with institutions of authority and with each other. To achieve this emphasis will be put on: (i) Improving development communication, (ii) Citizen's satisfaction with service-delivery and (iii) increase women representation in decision making organs.

Priority action 1: sensitize population by using case studies or pilots programmes. This approach by showing results allows people to well understand governments and district programs.

Priority action 2: create spaces for plurality of voices. Facilitating enabling environments that create spaces for plurality of voices, promote narratives of communities, encourage listening, dialogue and debate and the active and meaningful participation (of children and women) during for example the community service (Umuganda) and other civil society forums.

Priority action 3: Promote use of radio forum. Gicumbi community radio broadcasts will be more oriented on create a panel discussing on government and district relevant topics, where population can gather to phone in.



Priority action 4: render visible and access public citizen services. Visibility is about when citizens want to contact a public service and they know where to find it and access is about how satisfied are the people that know how to contact you about the process. For this purpose Gicumbi district will initiate across all the sectors and at district lever a Citizen-centered service shop which takes account of citizen's needs, concerns and expectation.

Priority action 5: improve gender statistics in general and particularly in women representation in decision making at district level.

Priority action 6: improve women literacy. The women low levels of literacy are one of the variables that can tend to discourage them from competing with their male counterparts.

Priority action 7: fight against cultural barriers that perpetuate the tradition roles and attributes of women by sensitise both male and female.



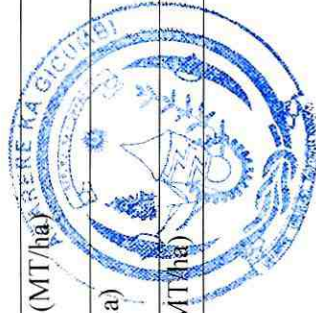
3 Logical Framework

Logical Framework

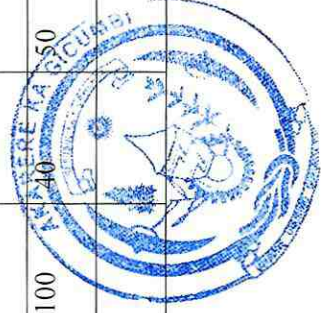
Output Indicator	Baseline e 2017/18	Targets							Means of verification		Assumpti
		2018/24	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24			
PILLAR 1: ECONOMIC TRANSFORMATION AND ANIMAL RESOURCES SECTOR											
1. AGRICULTURE AND ANIMAL RESOURCES SECTOR											
NST1 Priority area: Modernize and increase productivity of Agriculture and livestock											
Outcome: Agricultural production and productivity increased through the use of modern systems											
Output 1: Productivity increased and resilience strengthened											
Ha of land consolidated on priority crops: Maize per sex of the head of the household owning the crop	5960	6500	6000	6100	6200	6300	6400	6500	Report on land consolidation	Funds	
Ha of land consolidated on priority crops: Beans per sex of head of HH owning the crop	3908	40000	39200	39350	39500	39650	39800	40000	Report on land consolidation	Funds	
Ha of land consolidated on priority crops: wheat per sex of head of HH owning the crop	5400	5400	5400	5400	5400	5400	5400	5400	Report on land consolidation	Funds	
Ha of land consolidated on priority crops: Irish potatoes per sex of head of HH owning the crop	14000	14600	14100	14200	14300	14400	14500	14600	Report on land consolidation	Funds	
Ha of land consolidated on priority crops: Cassava per sex of head of HH owning the crop	500	1,000	600	700	800	900	950	1,000	Report on land consolidation	Funds	



Output Indicator	Baseline e 2017/18	Targets							Means verification	Assumpti of
		2018/24	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24		
Ha of banana plantation transformed per sex of head of HH owning the crop	2500	5600	3000	3500	4000	4500	5000	5600	Report	Weather condition
Number of greenhouses developed per sex of the owner of the greenhouse (or sex of the members of the association owning the greenhouse)	12	21	1	1	2	2	2	1	Report	Availabi funds
Ha of hydroponics (vegetative crops: Irish potatoes, cassava, etc.)	27	30	28	28	28	29	29	30	Report	Weather condition
Banana for beer yield (MT/ha)	25	50	30	35	40	45	48	50	Report	Weather condition
Cooking banana yield (MT/ha)	35	60	40	45	50	55	58	60	Report	Weather condition
Dissert banana yield (MT/ha)	20	40	25	30	32	35	38	40	Report	Weather condition
Bush bean yield (MT/ha)	1	1.5	1.2	1.3	1.4	1.4	1.5	1.5	Report	Weather condition
Climbing bean yield (MT/ha)	3.6	4	3.7	3.7	3.7	3.8	3.9	4	Report	Weather condition
Cassava yield (MT/ha)	25	30	26	26	27	28	29	30	Report	Weather condition
Maize yield (MT/ha)	5.01	6	5.3	5.5	5.5	5.7	5.8	6	Report	Weather condition
Vegetables yields	20	30	22	24	25	26	28	30	Report	Weather condition
Sorghum yield (MT/ha)	2.5	3.5	2.6	2.8	3	3.2	3.4	3.5	Report	Weather condition
Soybean yield (MT/ha)	—	—	—	—	—	—	—	—		
Sweet potato yield (MT/ha)	20	30	22	24	25	26	28	30	Report	Weather condition
Wheat yield (MT/ha)	3.54	4	3.6	3.7	3.8	3.8	3.9	4	Report	Weather condition
Vegetables yield (MT/ha)	20	30	22	24	25	26	28	30	Report	Weather



Output Indicator	Baseline e 2017/18	Targets							Means verification		Assumpti of
		2018/24	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24			
											condition
Yams & Taro yield (MT/ha)	–	–	–	–	–	–	–	–			
Groundnuts yield (MT/ha)	1	1.5	1.2	1.3	1.4	1.4	1.5	1.5	Report		Weather condition
Fruits yield (MT/ha)/disaggregate yields by types of fruits											
Avocado(MT/ha)	12	18	13	14	15	16	17	18	Report		Weather condition
Passion (MT/ha)	10	15	11	12	13	14	15	15	Report		Weather condition
Tamarillo (MT/ha)	12	16	13	14	14	15	15	16	Report		Weather condition
Output 2: Use of fertilizer (organic manure and chemical) and improved seeds increased											
Tons of mineral fertilizers distributed and used	595T	1500	750	900	1050	1200	1350	1500	Report on the use of fertilizers		Availabi funds
% of HHs headed by women and men using chemical fertilizers	25%	75%	30	35	45	55	65	75	Report on the use of fertilizers		Availabi funds
% of farmers' HHs headed by women and men using organic fertilizers	98.6	100%	100	100	100	100	100	100	Report on the use of fertilizers		Availabi funds
Tons of improved seeds distributed and used	154T	450	200	250	300	350	400	450	Report on the use of fertilizers		Availabi funds
% of farmers' HHs headed by women and men using improved seeds	40%	85%	45%	55%	65%	75%	80%	85%	Report on the use of fertilizers		Availabi funds
Tons of improved seed produced	250T	1000	400	500	650	750	850	1000	Report on the use of fertilizers		Availabi funds
Nb of seed multipliers increased per sex of the owner of this business	25	100	40	50	65	75	85	100	Report on the use of fertilizers		Availabi funds
Output 3: Effective and efficient irrigation developed under an IWRM framework											



Output Indicator	Baseline e 2017/18	Targets							Means verification			Assumpti of
		2018/24	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24				
Ha of lands mechanized	252	500	100	150	200	300	400	500	Report	Availabi tractors funds		
Ha of marshlands developed	0	240	40	40	40	40	40	40	Report	Availabi funds		
Ha of hillside irrigated per sex of head of HH owning the land	0	240	40	40	40	40	40	40	Report	Availabi funds		
Nbr of motor pumps supplied and used in small scale irrigation	50	220	70	100	130	160	190	220	Report	Availabi funds		
% of HHs headed by female and men farmers using small scale irrigation systems	-	100	10	20	50	80	90	100	Report	Availabi funds		
Output 4: Soil conservation, climate smart agriculture												
Ha of Progressive terraces	3063	3863	3263	3463	3563	3663	3763	3863	Report on progressive terraces	Availabil VUP fun		
Ha of Radical terraces	8427.4 25	11277	8927	9427	9927	10377	10827	11277	Report on Radical terraces	Availabi VUP fun		
Nbr of dam sheets used	0	6	1	1	1	1	1	1	Report	Availabi funds		
Output 5: Enhanced food security and nutrition												
MT of Beans-stored per sex of the owner (or sex of head of HH owning them or sex of members of association owning them)	715	800	725	735	750	765	780	800	Report	Weather conditior		
MT of Maize stored per sex of the owner (or sex of head of HH owning them or sex of members of association owning them)	120	150	125	130	135	140	145	150	Report	Weathe conditior		
Construction, rehabilitation, equipment's, and maintenance of warehouses (capacity of 10,000 MT)	N/A	4	0	0	1	1	1	1	Report	Availabil funds		
Outcome: Increased productivity and sustainable animal resources												



Output Indicator	Baseline 2017/18	Targets							Means verification			Assumpti of
		2018/24	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24				
Output: Large and small livestock especially within poorest families increased												
Number of cows distributed through Girinka program		7,200	1200	1200	1200	1200	1200	1200	Report		Availabil funds	
Number of small stock distributed to head of poor HHs (Goats, pigs, etc...)	23,440	9,000	1500	1500	1500	1500	1500	1500	Report		Availabi funds	
Number of HHs headed by women and men famers benefiting a cow from Girinka program and trained in livestock management by sex	1581	7200	1200	1200	1200	1200	1200	1200	Report		Availabi funds	
Number of artificial inseminations per sex of head of HH beneficiaries	8,707	46,500	7,500	7,600	7,700	7,800	7,900	8000	Report		Availabil funds	
Output 2: Animal diseases prevented and controlled												
Number of cows and other domestic animals vaccinated	96177	102000	970000	98000	99000	100000	101000	102000	Report		Availabil funds	
Number of women and men owning improved veterinary pharmacies	6	6	1	1	1	1	1	1	Report		PS inves	
Number of veterinary clinics established	1	1	0	0	1	0	0	0	Report		PS inve	
Output: Animal feeding ensured and domestication improved												
Ha with forage fields per sex of head of HH owner	32	65	40	45	50	55	60	65	Report		Availabi funds	
Number of improved animal feed processing plants established per sex of owner of the plant	0	1	0	0	0	1	0	0			Availabi funds	
Support to cooperatives to increase the use and conservation of crop residues and by products	N/A	4	0	1	1	1	1	0	Report		Availabil funds	
Number of small stock promoted (goats, pigs, Rabbits, Chickens,...) per sex of head of HH owner	255,292	350,000	270,000	285,000	300,000	315,000	330,000	350,000	Report		Availabi funds	
Output: animal products produced												



Output Indicator	Baseline e 2017/18	Targets							Means verification		Assumpti of
		2018/24	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24			
Tons of meat produced per suppliers	708000 T	1,000,0 00	750,000	800,00 0	850,000	900,00 0	950,000	1,000,000	Report	Availabi funds	
Beef	467,20 0	676,000	490,000	534,00 0	570,000	600,00 0	647,000	676,000	Report	Availabil funds	
Goat & Sheep	183,00 0	260,000	200,000	205,00 0	218,500	238,00 0	240,000	260,000	Report	Availabil funds	
Poultry	57,800	64000	60000	61000	61500	62000	63000	64,000	Report	Availabil funds	
MT of milk produced per day increased	65.3	82	69	72	75	80	81	82	Report	Cows fee	
Tons of fish produced per year per sex of producer (or sex of head of HH producing or sex of members of cooperatives that produce them)	16.5	21	17	18	19	20	20.5	21	Report	Fish fee	
Tons of honey produced per year per sex of producer (or sex of head of HH producing or sex of members of cooperatives that produce them)	1.671	12	2.5	4.5	7.5	9.5	11	12	Report	Availabi funds	
Number of Eggs produced per sex of producer (or sex of head of HH producing or sex of members of cooperatives that produce them)	3,027.8 16	7,000,0 00	3,500,00 0	4,500,0 00	5,500,000	6,000,0 00	6,500,000	7,000,000	Report	Availabil funds	
MT of fish produced	19.4	21.5	20	20.25	20.5	20.75	21	21.5	Report	Availabil funds	
Outcome: Increased traditional and non-traditional export crops											
Output : Production of traditional export crops increased											
Ha of cash crops (coffee, tea...)											

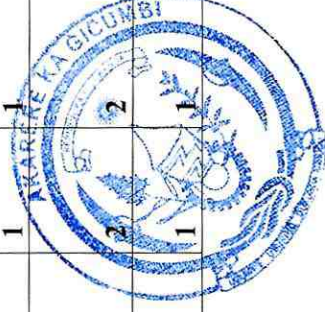


Output Indicator	Baseline e 2017/18	Targets							Means of verification				Assumpti
		2018/24	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24					
Tea (ha)	1,570	1,775	1,600	1,640	1,660	1,690	1,730	1,775	Report				Availabil funds
Coffee(ha)	560	630	565	577	587	595	610	630	Report				Availabil funds
% of replacement of coffee tree stock	-	-	-	-	-	-	-	-					
Tons of coffee produced per sex of head of HH producing	782.8	1450	950	1050	1150	1250	1350	1450	Report				Availabil funds
Tons fully washed per sex of factory owner	157	290	190	210	230	250	270	290	Report				Availabil funds
Tons of tea leaves produced	12,000	14,500	12,500	13,000	13,500	13,500	14,000	14,500	Report				Weather conditior
Output 2 :Horticulture production increased													
Ha of fruits trees planted per sex of owner (or sex of head of HH owner)	12	70	21	30	39	48	57	70	Report				Availabil funds
Tons of fruits produced per sex of owner (or sex of head of HH owner)	144	840	252	360	468	576	684	840	Report				Availabil funds
Ha of vegetables planted per sex of owner (or sex of head of HH owner)	160	280	180	200	220	240	260	280	Report				Availabil funds
Tons of vegetables produced per sex of owner (or sex of head of HH owner)	2,400	4,200	2,700	3,000	3,300	3,600	3,900	4,200	Report				Availabil funds
Ha of mulberry multiplication per sex of owner (or sex of head of HH owner)	5	65	15	25	35	45	55	65	Report				Availabil funds
Ha of flower production	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A					
Outcome: Inclusive markets and value addition and infrastructure													
Output strengthened agriculture market linkages and market infrastructures													
Number of postharvest facilities constructed and rehabilitated per sex of owner	14	20	1	1	1	1	1	1	Report				Availabil funds
Number of livestock markets constructed per sex of users (having business in that market)	2												Availabil funds



Output Indicator	Baseline e 2017/18	Targets							Means of verification				Assumpti of
		2018/24	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24					
Number of MCCs constructed and rehabilitated	16	21	1	1	1	1	1	0	Report		Availabi funds		
Nbr of agro-processing plants established per sex of owner (or sex of members of associations owning it)	-	5	0	1	1	1	1	1	Report		PPP		
Outcome: Enabled environment and responsive institutions													
Output :Capacity building of farmers improved													
Nbr of model farmer cooperatives developed per sex of members	5	11	6	7	8	9	10	11	Report		Availabi funds		
Number of innovative start-ups / businesses created through research partnerships, trainings, extensions, and financial grants (cum.) (gender and age disaggregated)	N/A	3	0	1	0	1	0	1	Report		Availabil funds		
Number of registered private investment and PPPs in agriculture sector	N/A	5	0	1	1	1	1	1	Report		Availabil funds		
Nbr of cooperatives using modern farming techniques per sex of members	5	11	6	7	8	9	10	11	Report		Availabi funds		
Nbr of model famers trained in agriculture techniques per sex of members	50400	51600	50600	50800	51000	51200	51400	51600	Report		Availabi funds		
Number of famers trained in post-harvest handling and storage per sex of trainees	0	600	100	200	300	400	500	600	Report		Availabi funds		
Construction, rehabilitation, provision of equipment's and maintenance of drying grounds (Number)	0	3	0	1	0	1	0	1	Report		Availabil funds		
Number of farmers trained in Integrated Pest Management	N/A	210	0	10	30	70	80	20	Report		Availabil funds		
Number of Water User Associations supported to set up	N/A	0	0	1	1	1	1	1	Report		Availabil funds		
% of exploited land covered by the farming insurance per sex of head of HH owner	0	30	5	10	20	30	40	50	Report		Availabi funds		
% of women and men farmers accessing	0	30	5	15	20	30	40	50	Report		Availabi funds		

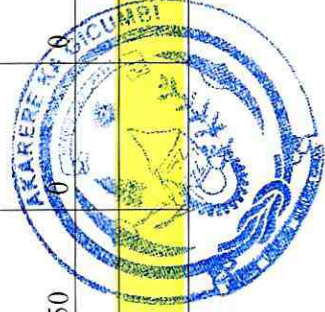
Output Indicator	Baseline e 2017/18	Targets								Means of verification		Assumpti of
		2018/24	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24				
agricultural bank loans											funds	
% of women and men trained in modern agriculture/farming	10	50	10	20	30	35	45	50	Report		Availabi funds	
Number of demonstration centers for dissemination of adapted technologies	0	2	0	0	1	0	1	0	Report		Availabi funds	
Capacity building for gender responsiveness and targeting in extension (FPs and FFSFs, district/RAB extension staff)	0	5	0	1	1	1	1	1	Report		Availabi funds	
Capacity building of crop frontline extension agents (FFS Facilitators) and their cooperatives	0	5	0	1	1	1	1	1	Report		Availabi funds	
Facilitate FFS Facilitators in communication and transport	0	5	0	1	1	1	1	1	Report		Availabi funds	
Build capacities of Farmer Promoters	N/A	6	1	1	1	1	1	1	Report		Availabi funds	
Build capacities of Livestock Farmer Promoters	N/A	6	1	1	1	1	1	1	Report		Availabi funds	
Capacity building for improving veterinary extension services (Promoters)	N/A	6	1	1	1	1	1	1	Report		Availabi funds	
Training of Master trainers (Training of trainers) for livestock	N/A	12	2	2	2	2	2	2	Report		Availabi funds	
Training of Master trainers (Training of trainers) for crop	N/A	12	2	2	2	2	2	2	Report		Availabi funds	
Capacity building for developing leadership and management skills for women	N/A	6	1	1	1	1	1	1	Report		Availabi funds	
Capacity building for developing skills and promoting increased involvement of women in agribusiness	N/A	6	1	1	1	1	1	1	Report		Availabi funds	
Training of cooperatives on production technologies	N/A	12	2	2	2	2	2	2	Report		Availabi funds	
Training/business development support to assist youth in accessing suitable financial	N/A	6	1	1	1	1	1	1	Report		Availabi funds	



Output Indicator	Baseline e 2017/18	Targets								Means verification	Assumpti of
		2018/24	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24			
products											
Training/mentoring for business incubation (Youth who did agriculture and livestock related programs at University or secondary school)	N/A	6	1	1	1	1	1	1	Report		Availabi funds
Water management training	N/A	6	1	1	1	1	1	1	Report		Availabi funds
Achievement of decentralized capacity development plan	N/A	6	1	1	1	1	1	1	Report		Availabi funds
2. Environment and Natural Resources											
NST Priority area: Promote Industrialization and attain a Structural shift in the export base to High-Value goods and services with the aim of growing exports by 17% annually											
Outcome 1: Minerals, Oil and gas sector promoted											
Output 1: Exploration of mineral supported											
Number of mining companies operating in the district	5	11	1	1	1	1	1	1	Report		ppp
Number of mines exploitations done after completing the Environment Impact Assessment	1	6	0	2	0	1	1	1	Report		ppp
Number of quarry exploitations	29	67	5	5	6	7	7	8	Report		PPP
Number of quarry exploitations done after completing the Environment Impact Assessment	3	40	2	3	5	7	10	10	Report		ppp
Number of quarry exploitation plant Established	N/A	1	0	1	0	0	0	0	Report		ppp
Number of Clay exploitation plant established	N/A	1	0	0	0	1	0	0	Report		ppp
Output 2: Small mining concessions consolidated											
% of small mining concession consolidated	2	3	1	0	0	0	0	0	Report		ppp
Output 3: Employment in mining increased											

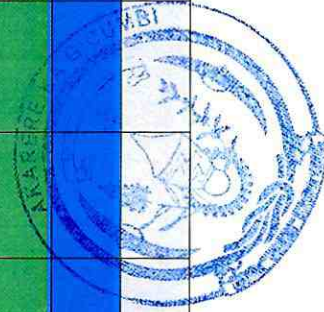


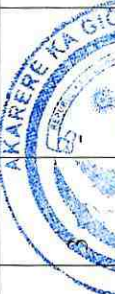
Output Indicator	Baseline e 2017/18	Targets							Means verification	of	Assumpti
		2018/24	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24			
Number of employed in mining sub-sector per sex and positions	196	696	250	289	329	368	408	500	Report		ppp
NST Priority area: Sustainable Management of Natural Resources and Environment to Transition Rwanda towards a Green Economy											
Outcome 1: Increased sustainability and profitability of forestry management											
Output 1: Forest cover productivity increased and maintained											
% of forest cover of the district	25.22	35	27	30	32	33	34	35	Report		Availabil funds
Ha of forest trees planted per sex of head of HH owner	18210	18711	18461	18511	18561	18611	18661	18711	Report		Availabil fund
Ha of forests rehabilitated (Ha) per sex of head of HH owner	176	1527	257	377	577	827	1127	1527	Report		Availabil fund
Ha planted with agro-forestry trees	12059	14509	12559	12809	13309	13509	14009	14509	Report		Availabi fund
Outcome 2: Integrated water resource management ensuring availability of renewable water resources for sustainable development											
Output 1: Scaled-up integrated water resource management (IWRM) optimized											
Number of river water catchment protected	2	6	4	0	0	0	0	0	Reports on protected water catchments	Intervent on water activities	
Ha of protected water catchment	360 ha	900 ha	460 ha	560 ha	660 ha	800 ha	850 ha	900 ha	Reports on area of protected catchment	Availabil fund	
Ha of degraded wetlands ecosystems rehabilitated	300 ha	350 ha	0	50	0	0	0	0	Report on degraded wetlands ecosystems rehabilitated	Availabil fund	
3. Private Sector Development and Youth Employment											



Output Indicator	Baseline e 2017/18	Targets								Means verification		Assumpti of
		2018/24	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24				
Priority area 1: Create decent and productive jobs for economic development:												
Outcome 1: Off-farm job created												
Output 1: Off-farm Job created												
Number of PPP promoted in agro-processing plant	2	5	-	1	1	1	1	1	1	report	ppp	
Number of Off-farm projects created per sex of owners	20,023	27,432	4,572	4,572	4,572	4,572	4,572	4,572	4,572	Reports	ppp	
% of youth and women employed in SMES	-	70	10	20	40	50	60	70	70	Report	PPP	
Number of bankable project developed per sex of owner	1,212	3,456	576	576	576	576	576	576	576	Report	Availabil funds	
Number of TVET in each sector	4	17	-	1	3	3	3	4	4	Reports, visit	Availabil funds	
Number of well-equipped IPRC	-	1	-	-	1	-	-	-	-	Reports, visit	Availabil funds	
% of businessman sensitized on the benefit of EAC Custom Union	-	100	10	20	30	50	70	90	90	Reports, visit	PPP	
Number of youth and women trained in entrepreneurship, business plan and access to finance	1,644	4,344	450	450	450	450	450	450	450	Reports	Availabil funds	
% of women and youth accessing coaching, start up toolkits, and support to SMEs	-	100	40	30	50	60	80	100	100	Reports	Availabil funds	
Number of professional tailors cooperatives established with specification of sex of members	4	4	-	1	1	1	1	-	-	Reports	Availabil funds	
Outcome 2: Increase the number of active												

Output Indicator	Baseline e 2017/18	Targets							Means verification				Assumpti of
		2018/24	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24					
firms, older than two years with at least 4 employees													
Output 1: Communication campaign in Small business contracts enforced													
Number of small business contracts per sex of contractors	-	4	1	-	1	1	1	-	Report		PPP		
Output 2: Supported Income generating activities for women and youth													
Number of youth and women supported in starting income generating activities	1,644	2,700	450	450	450	450	450	450	Report		PPP		
% of youth owning business by gender	-	70	10	20	40	50	60	70	Report		Availabil funds		
Output 3: Tourism facilities increased													
Number of guest houses, hotel constructed per sex of owner	10	3	-	-	1	1	1	-	Report		Availabil funds		
Number of tourism sites mapped and constructed	2	2	-	-	1	1	-	-	Report		Availabi touristic develop		
NST1 Priority area 2: promote industrialization and attain a structural shift in the expo base to high-value goods and services with the aim of growing export by 17% annually													
Outcome 3:export growth sustained at 17%													
output 1: Establish 6 Agro-processing plants trough PPP													



Output Indicator	Baseline e 2017/18	Targets							Means verification			Assumpti of	
		2018/24	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24					
Number of Canning Beans agro-processing plants established per sex of the owner	-	1	-	-	-	-	-	1	Report			PPP	
Number of Milk processing plant established per sex of the owner	-	1	-	-	1	-	-	-	Report			PPP	
Number of honey processing plant established per sex of the owner	-	1	-	-	-	1	-	-	Report			PPP	
Number of fruits processing plant established per sex of the owner(Tamarillo)	-	1	-	-	-	1	-	-	Report			PPP	
Number of modern slaughterhouse and pork processing plant established per sex of the owner	-	1	-	1	-	-	-	-	Report			PPP	
Number of wheat processing plant established per sex of the owner	-	1	-	-	1	-	-	-	Report			PPP	
Output 2: Promotion of tourism and cultural tourism	-	-	-	-	-	-	-	-					
Number of cultural tourism site established	0	2	0	1	1	-	-	-	Report and field visit			PPP	
Number of modern mote/hotel constructed	8	3	0	1	1	1	-	-	Report			PPP	
Number of Asphalt road km constructed along Lac Muhazi belt	-	32	10	20	32	-	-	-	Report, field visit			Availabi funds	
Output 2: Promote Business facilities													
Number of handcraft (agakiro) constructed	-								1		-	Report	Availability funds



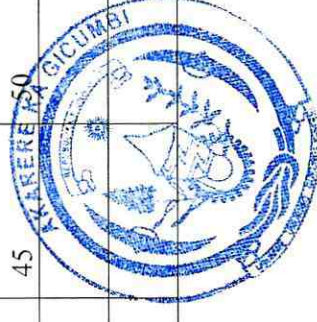
Output Indicator	Baseline 2017/18	Targets								Means of verification		Assumpti
		2018/24	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24				
Number of vibrant commercial centers established (Rukomo, Gatuna, Gaseke)	-	3	-	1	1	1	-	-	Report	ppp		
Number of selling points constructed with specification of the sex of the users	1	5	1	1	1	1	1	-	Report, field visit	Availabi funds		
4. Urbanization, Rural Settlement and Transport												
NST Priority area : Accelerate sustainable Urbanization from 17.3% to 35% by 2024												
outcome 1: developed and integrated urban area												
output 1: A detailed Gicumbi Master plan and demarcated Parceling												
Detailed Gicumbi Master plan	0	1	-	1					Report	Availabil		
Number of public garden developed in Gicumbi town	0	5	-	3	2				Report, field visit	Availabil		
Number of legal framework with private sector in implementation of Gicumbi Master plan developed	0	10							Report	Availabil		
% of demarcated parceling	0	100%	10	30	50	70	80	100	Report	Availabil		
Output 2: Develop hard urban infrastructures												
Km of asphalt road constructed	15	20KM	-	-	6	7	2	5	Report, field visit	Availabil		
Km of Bi-couche road constructed	N/A	35 Km	-	4	6	10	7	8	Report, field visit	Availabil		
Lorries parks	0	3			1	1			Report, field visit	Availabil		
Output 2: Living in Settlements												
% of completion of the district planning documents	50	100%	80	100					Report	account		
% of people living in settlement per sex of head of HH	1.50	35							Report	Availabil		



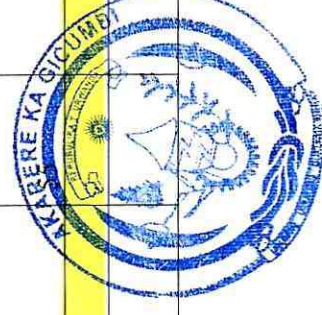
Output Indicator	Baseline e 2017/18	Targets							Means verification	of	Assumpti
		2018/24	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24			
Outcome 2: Livable, well-serviced, connected, compact, green and productive rural settlement with a cultural identity											
Output 1: IDP model village constructed											
Number of model village constructed and rehabilitated	2	21	1	3	4	5	4	2	Report		Availabil
% of water and electricity facilities connected per sex of head of HH	25	75	20	40	50	75			Report		Availabil
Number of trees planted at each IDP model village	0	30000	10000	20000	30000				Report, field visit		Availabi
output 2: Access to affordable and social housing											
number of ha of acquired land needed to facilitate affordable housing with infrastructure	0	100	0	50	50				Report		Availabil
number of model affordable houses constructed	0	150	0	50	50	50			Report		Availabi
number of shelters for vulnerable people constructed per sex of head of HH beneficiaries	0	100	0	30	50	20			Report		Availabil
Outcome 3: Upgraded informal settlements											
Output 1: current informal settlements are upgraded											
% of HHs living in planned rural settlements per sex of HH head		100%							Report		Availabil
Outcome 3: Construction industry efficient and competitive											
Output 1: Local construction materials promoted											
Number of local construction materials factories promoted	0	3	0	1	1	1			Report		Availabil
Outcome 4: rural transportation improved											
output 1: rural transportation mechanism improved											

Output Indicator	Baseline 2017/18	Targets								Means of verification		Assumptio
		2018/24	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24				
Km of feeder road rehabilitated and constructed	66	225.3	-	30	40	50	65	40.3		Report and field visit		Availabil
km of asphalt road constructed in rural area	35	88.6	-	15	20	25	10	18.6		Report and field visit		Availabil
5. Energy Sector												
NST Priority area : Accelerate sustainable Urbanization from 17.3% to 35% by 2024												
outcome 1: developed and integrated urban and rural settlements												
output 1: Existing major road with street lights provided												
Number of km of street light provided	13.4	25	0	5	10	15	20	25		Report, field visit		Availabil
Outcome 2: productive user access to electricity increased to 100%												
Output 1: existing productive user for electricity using on-grid solutions connected												
MW produced by mini-grid	0	200	10	20	30	20	50	50		Report		Availabil
% of HHs headed by women and men equipped with stand-alone solar systems	2	15	0	5	10	15				Report		Availabil
Number of IDP model villages connected using on-grid	2	6	1	1	1	1	1	1		Report		Availabil
% of health facilities with access to electricity	90	100	95	100						Report		Availabil
% of sectors and cells with access to electricity	90	100	95	100						Report		Availabil
% of trading centers with access to electricity	90	100	95	100						Report		Availabil
NST Priority area : Sustainable management of Natural Resources and Environment to transition Rwanda towards Green economy												
outcome 1: upgraded minerals, oil and gas sector												
output 1: distribution and use of alternative fuels and cooking technologies supported												
% of HHS headed by women and men using firewood	83	30	60	50	40	30				Report		Availab
% of HHs headed by women and men using modern cooking technologies	5	50	15	25	35	40	45	50		Report		Availab
Output 2: Supply chains required to support the use of alternative of fuels and technologies developed and increased												
% of improved cooking stoves disseminated	15	50	20	25	30	35	45	50		Report		Availab

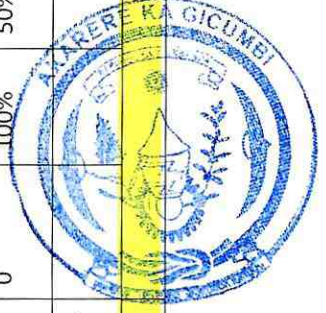
Output Indicator	Baseline e 2017/18	Targets								Means verification			of Assumpti
		2018/24	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24					
per sex of head of HH owner													
% of bio-digesters constructed	5	50	10	30	35	40	45	50	Report		Availab		
number of HHs headed by women and men using 3 stones and traditional stoves (Tier 0 cooking technologies) increased	50	70	60	70					Report		Availab		
NST Priority area: Moving towards a Modern Rwandan household													
outcome 1: Household access to Electricity increased to 100%													
output 1: Households connected to on and off-grid													
% of HHs headed by women and men connected to on-grid solutions	35	70	45	50	65	70			Report		Avail		
% of HHs headed by women and men connected to off-grid solutions	10	40	15	20	25	30	35	40	Report		Avai		
6. Water and Sanitation Sector													
NST Priority area: Moving towards a Modern Rwandan household													
Outcome 1: Improved and sustained rural households access to safe drinking water													
Output 1: Rural areas with water constructed , extended and rehabilitated													
% of HHs headed by women and men with access to safe drinking water	35	100	40	70	80	85	90	100	Report		Availa		
% of HHs headed by women and men with improved water source in dwellings/yard	25	90	30	50	65	75	85	90	Report		Availa		
Output 2: Gicumbi town and other trading centers with km of water constructed, extended and rehabilitated													
Km of water pipelines constructed and rehabilitated	0	50	10	30	40	45	50						
Output 3: Gicumbi district water supply and Sanitation Master Plan developed													
Construction of new water Supply System	0	10	0	5	5				Report		Availa		
% Upgraded/Extended of water supply system	0	50	15	25	35	40	45		Report		Availa		
Number of old water supply system maintained	0	15	2	10	15				Report		Availa		
% of urban HHs using improved drinking water source per sex of head	25	5	10	15	20	25			Report		Availa		



Output Indicator	Baseline e 2017/18	Targets							Means verification	of	Assumpti
		2018/24	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24			
Outcome 2: Sustained safe and reliable water supply services for schools, Health facilities and public places											
Output 1: Comprehensive plan for water connectivity to schools, Health facilities and public places implemented											
Outcome 3: Improved and sustained household access to basic sanitation services											
Output 1: Waste management facilities through construction of centralized sewage systems, modern landfills established											
Number of waste management systems constructed and rehabilitated	0	20	10	15	20				Report		Availab
Number of sewerage systems constructed and rehabilitated	0	20	5	10	20				Report		Availab
Number of modern landfills constructed and rehabilitated	0	1		1					Report		Availab
% of HHs headed by women and men with on-site improved sanitation facilities or septic tank have access to safe sludge	20	60	20	30	40	45	50	60	Report		Availab
output 2: Access and use of sanitation facilities increased									Report		Availab
Number of Public latrines constructed and rehabilitated	50	300		100	100	100			Report		Availab
% of HHs with rain water harvesting system constructed	30	90	40	50	70	80	85	90	Report		Availab
% of men and women and youth trained in financial literacy	0	50	10	30	50				Report		Availab
% of women and youth accessing bank products/ Services	0	50	15	30	45	50			Report		Availab
% of women and youth who acquired formal credits	15	55	20	35	40	50			Report		Availab
ICT											
% of women and men having ICT industrial certification	0	30	5	15	30				Report		Availab

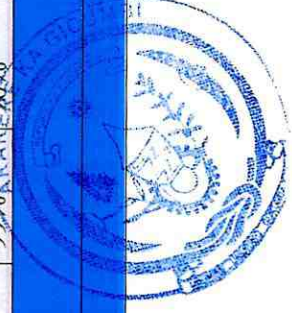


Output Indicator	Baseline e 2017/18	Targets							Means verification			Assumpti of
		2018/24	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24				
% of citizens with digital literacy	0	50	5	20	25	30	35	50	Report		Availab	
% of households with access to high speed internet	5	45	10	20	30	35	40	45	Report		Availab	
Output: Yego Centre with ICT service constructed												
Number of Yego Centre constructed with ICT component	-	10	2	5	7	10			Report		Availab	
Financial Sector												
1.5 Increase Domestic Savings and position Rwanda as a hub for financial services to promote investments												
OUTCOME1:Enhanced long-term savings and innovative financing mechanism												
OUTPUT1 : Mobilized members subscribed to LTSS												
Number of people subscribed to Long Term Saving Scheme	0	26,334	4,389	8,778	13,167	17,556	21,945	26,334	District and MINECOFIN DATA		Dett based popula Distric popula countr	
OUTCOME2: Increased Financial inclusion												
OUTPUT 1: Uptake and usage of financial services increased												
Percentage (%)of adult population financially included (formal and Informal)	93%	100%	95	97	99	100			Finscope survey		Baselin from 2 survey	
Percentage of Umurenge SACCOs automated and district SACCOs set up.	0	100%	50%	70%	90%	100%			Project reports			
PILLAR 2: SOCIAL TRANSFORMATION												
1. HEALTH SECTOR												



Output Indicator	Baseline e 2017/18	Targets							Means verification				Assumpti of
		2018/24	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24					
NST Priority Area 1: Eradicating Malnutrition(% of decrease of malnutrition)													
NST Outcome 1: Reduced rate of malnutrition in under 5 children													
Output1: Malnutrition among Under 5children Reduced													
Mobilize and sensitize community members on dietary and complementary feeding practices	0.40%	0%	0.40%	0.30%	0.20%	0.10%	0%	0%	Report			Availk fund	
Prevention and management of acute malnutrition	0.40%	0%	0.40%	0.30%	0.20%	0.10%	0%	0%	Report			Availk fund	
Prevention and management of chronic malnutrition (Stunting)	36%	20%	36%	34%	30%	26%	23%	20%	Report			Availk fund	
Sensitize the whole population on Exclusive Breastfeeding < 6 months	60%	1000%	70%	75%	82%	87%	90%	100%	4 Quarterly coordination meeting			Availk fund	
Output 2: Community/village based ECD as an entry point for education/provision of health services use	5	90%	30	45	60	75	90	90%	4 Quarterly coordination meeting			Availk fund	
Output 2: The uniformity and effective coverage of nutrition supplements/commodities and improve one-on-one nutrition counseling to target groups (pregnant women, adolescents and under five children) ensured	75%	95%	75%	77%	81%	85%	90%	95%	report			Availk fund	
Output3 : Knowledge on good nutrition practices and intensify health promotion/nutritional counseling for prevention of nutritional related conditions increased	72%	90%	73%	76%	80%	83%	87%	90%	report			Availk fund	

Output Indicator	Baseline e 2017/18	Targets							Means verification			Assumpti on
		2018/24	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24				
NST Outcome1: Increased financial sustainability for the health sector	85%	99%	90%	93%	95%	97%	98%	99%	Report	Availa fund		
SSP Outcome 2: Increased financial sustainability for the health sector	85%	99%	90%	93%	95%	97%	98%	99%	Report	Availa fund		
Output 1: Ensure resource mobilization in order to ensure sustainability of the Rwanda health financing system and establishment of revenue generating projects across the health system Promotion of Public Private and Community Partnerships (PPCP)												
Doctor/pop ratio (GP and Specialists as well)	1/26762	1/7000	1/25000	1/20000	1/18000	1/15000	1/10000	1/7000	Report	Availa fund		
Nurse/pop ratio	1/1837	1/800	1/1700	1/1500	1/1200	1/1000	1/900	1/800	Report	Availa fund		
Midwife/pop ratio (women aged from 15-49)	1/16678	1/25000	1/15000	1/12000	1/10000	1/5000	1/3000	1/2500	Report	Availa fund		
Pharmacist /pop ratio	1/21410	1/50000	1/20000	1/15000	1/12000	1/100000	1/75000	1/50000	Report	Availa fund		
Lab Technicians /pop ratio	1/13381	1/7400	1/12000	1/11000	1/10000	1/8000	1/7500	1/7400	Report	Availa fund		
Output 2: The efficiency of existing health services purchasing mechanisms improved	99%	99%	99%	99%	99%	99%	99%	99%	Report	Availa fund		
Ensure and sustain the availability of essential medicines (vital and non-vital), vaccines and consumables (Full use of eLMIS in all health facilities)									Report			
Ensure financial sustainability of Health sector (increase budget, optimization, efficiency, collaboration with the private sector and PPP..)	99%	99%	99%	99%	99%	99%	99%	99%	Report	Availa fund		
NST Outcome 3: Increased health workforce	90%	99%	99%	93%	95%	97%	98%	99%	Report	Availa fund		
SSP Outcome 3: Increased health of												



Output Indicator	Baseline 2017/18	Targets					Means verification				Assumpti of
		2018/24	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24			
workforce											
Output 1: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			Ensure mentorship of CHWs on HBM	Ensure mentorship of CHWs on HBM	Refresher Training on malaria detection and management for health providers	Refresher Training on malaria detection and management for health providers	Refresher Training on malaria detection and management for health providers	Refresher Training on malaria detection and management for health providers	Report		Availa fund
Output 2:Increase quantity of the health workforce by advocating for investment in clinical and health educational opportunities for Rwandans											
Doctor/pop ratio (GP and Specialists as well)	1/25000	1/7000	1/23000	1/20000	1/15000	1/12000	1/10000	1/7000	Report		Availa fund
Nurse/pop ratio	1/1600	1/800	1/1500	1/1400	1/1200	1/1000	1/6000	1/800	Report		Availa fund
Midwife/pop ratio (women aged from 15-49)	1/12000	1/2500	1/11500	1/11000	1/10000	1/8000	1/50000	1/2500	Report		Availa fund
Pharmacist /pop ratio	1/20000	1/50000	1/18000	1/15000	1/12000	1/100000	1/75000	1/50000	Report		Availa fund
Lab Technicians /pop ratio	1/12000	1/7500	1/11500	1/11000	1/10000	1/8000	1/7500	1/7500	Report		Availa fund
Number of sectors without health centres	0	0	0	0	0	0	0	0	Report		Availa fund
Ratio ground ambulance / population	9	10	9	9	9	9	9	10	Report		Availa fund
NST Outcome4: Reduced Communicable Diseases and Non-Communicable Diseases (NCDs)											



Output Indicator	Baseline e 2017/18	Targets							Means verification			Assumpti of
		2018/24	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24				
Improved activities related to Health promotion												
% of better health promotion and prevention	65%	95%	70%	75%	80%	85%	90%	95%	Report		Availa fund	
% of educated population on Hygiene and sanitation	70%	90%	75%	78%	81%	84%	87%	90%	Report		Availa fund	
% of improved Health care waste management within Health Facilities	18%	100%	20%	30%	50%	70%	90%	100%	Report		Availa fund	
% of improved WASH services within the community-and public places	60%	80%	70%	72%	74%	76%	78%	80%	Report		Availa fund	
% of water in all HF's: Water supply connection	68%	100%	70%	72%	75%	80%	90%	100%	Report		Availa fund	
% of waste water treatment plant in Byumba hospital according to the standards	0%	100%	25%	50%	100%	100%	100%	100%	Report		Availa fund	
% of food Safety and Hygiene in Food Establishments	40%	75%	50%	55%	60%	65%	70%	75%	Report		Availa fund	
% of Health Clubs are functional in all villages	5%	90%	10%	25%	35%	55%	75%	90%	Report		Availa fund	
NST Outcome4: Reduced Communicable Diseases and Non-Communicable Diseases (NCDs)												
Output 1: Availability, accessibility and affordability for NCD patients to quality and modern medical laboratory and imaging technologies, treating technology as ensured												
% of effective coverage of immunization services	99%	100%	100%	100%	100%	100%	100%	100%	Report		Availa fund	
% of persons diagnosed with HIV infection receiving sustained ART	93%	90%	70%	72%	75%	80%	85%	90%	Report		Availa fund	



Output Indicator	Baseline e 2017/18	Targets							Means verification			of	Assumpti
		2018/24	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24					
% of HIV prevalence among people aged 15-49 years	4.6%	3%	4.2%	4%	3.9%	3.5%	3.3%	3%	Report		Availa fund		
% of HIV incidence/1000 population	99.70%	95%	99.8%	99.8%	99.9%	99.90%	99.90%	95%	Report		Availa fund		
Percentage of infants born to HIV + mothers free from HIV by 18 months	99.7%	>95%	99.80%	99.80%	99.90%	99.90%	99.90%	>95%	Report		Availa fund		
TB incidence per 100,000 population	19	12	18	16	15	14	13	12	Report		Availa fund		
TB treatment coverage rate	56%	80%	60%	68%	72%	75%	78%	80%	Report		Availa fund		
Treatment success rate (TSR) for all forms of TB cases (DS & DR-TB cases)	76%	>87%	77%	80%	82%	85%	90%	>87%	Report		Availa fund		
Proportion HH with at least one LLIN	88%	>85%	88%	88%	88%	88%	88%	88%	Report		Availa fund		
Malaria incidence per 1,000 population	54.3/1000	50/1000	53.5/1000	53/1000	52.8/1000		51/1000	50/1000	Report		Availa fund		
Malaria proportional mortality rate	0.59%	<1%	0.50%	0.45%	0.40%	0.39%	0.35%	<1%	Report		Availa fund		
Proportion of children under five years old who slept under a LLIN the previous night	75.50%	>85%	78%	78.50%	80%	81%	82%	>85%	Report		Availa fund		
Proportion of targeted population who received MDA	103%	≥100%	100%	100%	100%	100%	100%	≥100%	Report		Availa fund		
Percentage of premature mortality rate (under 40 years old) due to NCDs (cancer and diabetes)	5.70%	4%	5.70%	5.50%	5%	4.50%	4%	4%	Report		Availa fund		
Teeth and gum diseases morbidity rate at health facility level	10%	5%	9%	8%	7.50%	7%	6%	5%	Report		Availa fund		
Proportion of new cases treated in health facilities (HC+DH+PH+RH) for mental disorders"	0.30%	5%	0.30%	0.30%	0.30%	0.20%	0.20%	5%	Report		Availa fund		
Percentage of premature mortality rate (under 40 years old) due to non-intentional injuries	5.30%	5%	6.30%	6%	6%	5.5%	5%	5%	Report		Availa fund		



Output Indicator	Baseline e 2017/18	Targets						Means verification		Assumptio n
		2018/24	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24		

Output 2: Universal access to ARVs for all HIV+ pregnant and breastfeeding women, newly diagnosed and older cases of HIV and undertake community mobilizing and prevention sustained

NST Outcome 4: Increased contraceptive prevalence

Output 1: Contraceptives prevalence Increased

Maternal Mortality Ratio/100, 000 Life Births (LB)	120/100 000	50/1000 00	116/100 000	106/100 000	100/100 000	80/100000	70/10000 0	50/1000 00	Report	Availab le fund
Under five mortality rate	58‰	35‰	56‰	55‰	50‰	45‰	40‰	35‰	Report	Availab le fund
Percentage of Children 12-23 months fully immunized	104%	>90%	100%	100%	100%	100%	100%	>90%	Report	Availab le fund
Proportion of Exclusive Breastfeeding < 6 months	87%	>90%	87.50%	88%	88.50%	89%	89.50%	>90%	Report	Availab le fund
Teenage pregnancy and motherhood rate (15-19 years)	6%	<2.5%	5.50%	5%	4.50%	4%	3%	<2.5%	Report	Availab le fund
Proportion of hospitals providing comprehensive GBV services	1	2	1	1	1	2	2	2	Report	Availab le fund

Output: Male engagement in the use of Family Planning services encouraged

Unmet need for Family Planning	8%	<7%	8%	8%	8%	8%	7.5%	<7%	Report	Availab le means
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Output: multi-sectoral and stakeholder's collaboration to improve the demand and delivery of FP services promoted

Outcome 3.5: Increased contraceptive prevalence



% of women and men using modern family planning methods	25	100	30	50	60	70	90	100	Report and field visit	Availab
% and numbers of teenage pregnancy and motherhood	20	5	18	15	10	5			Report and field visit	Availab

Output Indicator		Baseline e 2017/18	Targets							Means of verification		Assumpti
			2018/24	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24			
% of Yego Centers having family planning and reproductive health services		0	20	2	5	10	15	20		Report and field visit	Availab	
Number of Operational Pre-primary Centers at village level		157	630	236	315	394	473	552	630	Operational Preprimary Centres at village level	Private	
Percentage of Children Completing Pre-primary education per sex		50%	100%	65%	70%	75%	80%	90%	100%	Records of Percentages on NER	Budget	
Net Enrolment Rate to Primary Education per sex		97,7%	100%	98.10%	98.50%	98.90%	99.30%	99.70%	100%	Records of Percentages on NER	Budget	
Net Enrolment Rate to Secondary (O'Level) Education per sex		22,6%	61%	28.90%	35.20%	41.50%	47.80%	54.10%	61%	Records of Percentages on NER	Budget	
Net Completion Rate to Primary Education per sex		65.20%	80.20%	67.70%	70.20%	72.70%	75.20%	77.90%	80.20%			
% of schools with internet connectivity										Physical Verification of Schools with Internet Connectivity	Bugdet	
% of female and male enrolled and/or completed in STEM at upper secondary level		-	100	10	30	50	60	80	100	Report and field visit	Availab	
% of female and male enrolled and/or completed in STEM at tertiary level		-	50	5	10	20	30	40	50	Report and field visit	Availab	

Number of Teachers, Instructors, Lecturers Trained and Competencies to deliver the curriculum	100%	50%	75%	100%							Report and field visit	Budget WDA/N C
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Output Indicator	Baseline e 2017/18	Targets							Means of verification			Assumpti of
		2018/24	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24				
Number of Primary schools (public and private) have sufficient classrooms with single shift	1200	2078	1346	1492	1638	1784	1930	2078	Report and field visit			Budget MINED Local Governi Contribi
Number of Primary schools (public and private) have sufficient Toilets with the number of female toilets higher than male toilets	1960	2375	2029	2098	2167	2236	2305	2375	Report and field visit			Budget MINED Local Governi Contribi
PCR in Primary classrooms in single shift	84	46	78	72	66	60	54	46	Report and field visit			Budget MINED
Number of new TVET Classrooms Constructed	92	125	98	104	110	116	122	125	Report and field visit			MINED A/DIST
Number of new TVET Toilets Constructed with the number of female toilets higher than male toilets	247	319	259	271	283	295	307	319	Number of New Toilets Constructed			MINED A/DIST
All of Pre-primary,Primary,secondary and TVETs schools with improved water	39.0%	100.0%	49.0%	59.0%	69.0%	79.0%	89.0%	100.0%	Number of Schools with water facilities			Budget Water People,l UC and MINED TRICT
All Primary, secondary, TVET and higher education institutions have Clean Environment (Greening and Beautification)	80.0%	100.0%	90.0%	100.0%	100.0%	100.0%	100.0%	100.0%	Reports			



Output Indicator	Baseline 2017/18	Targets							Means of verification		Assumptio
		2018/24	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24			
All Primary, secondary, TVET and higher education institutions have handwashing facilities	13.1%	100%	27.6%	42.1%	56.6%	71.1%	85.6%	100%	Number of Schools with handwashing facilities	MINIS/ DISTRI	
Number of HEI increased(IPRC)	1	2	0	0	1	0	0	0	New IPRC established	MINED A	
Number of Students Enrolling in HEIs Increased	2100	4900	800	800	800	800	800	800	New Students enrolled	UTAB,	
Number of graduands in HEIs Increased	2296	4200	2613	2930	3247	3564	3881	4200	Number of Graduands	UTAB,	
Operational Educational Faculties and Departments in UTAB to prepare Trained Secondary School Teachers									Number of Secondary School Teachers Trained in Teaching Skills (PGD)	UTAB	
ICT tools (OLPC) in Primary schools increased	60%	100%	66.60%	73.20%	79.80%	86.40%	93%	100%	Number of OLPC distributed	MINED TRICT	
Number of Schools with Smart Classrooms increased	48%	100%	58.60%	67.20%	75.80%	84.40%	93%	100%	Number of OLPC distributed	MINED TRICT	
IPRC equipped with ICT tools and Schools & IPRC Staff trained in ICT	25.90%	100%	38.20%	50.50%	62.80%	75.10%	87.40%	100%	IPRC Equipped with ICT tools	MINED A	
Level of Parental Involvement in 12YBE enhancement and reduction of number of illiterate adults (Male and Female)	0	100%	0	0	100%	0	0	0	Reports	MINED TRICT	
School feeding subsidies provided to all students in 9-12YBE (Amount in 56 RwF/Student/Day)	7663 (F=433 2:M=33 31)	0	0	0	0	0	0	0	Reports	MINED TRICT	
Number of students fed at school in 12YBE increased	100%	100%	100%	100%	100%	100%	100%	100%	Reports	MINED TRICT	
	87%	100%	100%	100%	100%	100%	100%	100%	Number of students fed at school	All stakeholders in Educ	



Output Indicator	Baseline e 2017/18	Targets							Means verification		Assumpti of
		2018/24	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24			
School Sports & Leisure Promoted and maintained in all Levels and all schools	100%	100%	100%	100%	100%	100%	100%	100%	Records	MINED TRICT	
School Dropout reduced	5.70%	2%	5.10%	4.50%	3.90%	3.30%	2.70%	2%	Records	MINED TRICT	
All schools have an equipped special Girls Room	63.10%	100%	100%	100%	100%	100%	100%	100%	Records	MINED TRICT	
Girls and boys completion rate (%) in primary schools	81	100	90	100					Records	Availab fund	
Girls and boys completion rate(%) in secondary schools	75	100	80	90	100				Records	Availab fund	
Education Leaders (DDE, DEOs, SEOs) are trained in Educational Leadership and Management	0	100%	100%	100%	100%	100%	100%	100%	Records	MINED B/DIST	
Number of Schools, TVET Institutions and HEI staff trained in Leadership and Management per sex of trainees	50.8%	100%	60.80%	70.80%	80.80%	90.80%	100%	0	Records	REB/W TRICT	
Unity and Reconciliation on debates at school carried out regularly on Termly basis	100%	100%	100%	100%	100%	100%	100%	100%	Records	NURC/I	
Ndi Umunyarwanda Dialogues conducted at school level on termly basis	100%	100%	100%	100%	100%	100%	100%	100%	Records	NURC/I	
Itorero at School Level maintained and strengthened	100%	100%	100%	100%	100%	100%	100%	100%	Records	NIC/Di	

Number of Termly Consultative Meetings with Different Partners in Education	1	24	5	9	13	17	21	24	Minutes Meetings	of	DISTRI (JADF)
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Teachers Salary paid regularly Before the end of the month to pay for is maintained	100%	100%	100%	100%	100%	100%	100%	100%	Records		MIFOT UC/MIT INALO T
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Output Indicator	Baseline 2017/18	Targets							Means of verification		Assumptio
		2018/24	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24			
Education Stakeholders Encouraged to contribute to Teachers Incentives	11%	50%	18%	25%	33%	41%	45%	50%	Records		DISTRIC
Bonus and Horizontal Promotion Payment maintained	100%	100%	100%	100%	100%	100%	100%	100%	Records		MIFOTR C/MINEG ALOC/D
Teachers internal recruitment maintained	100%	100%	100%	100%	100%	100%	100%	100%	Records		MIFOTR C/MINEG ALOC/D
Teachers Encouraged to attend and benefit from Umwalimu Sacco's Initiatives	99%	100%	100%	100%	100%	100%	100%	100%	Umwalimu Sacco Database		Umwalin District
Teachers Encouraged to form Development Cooperatives/Associations	2	8	3	4	5	6	7	8	Accreditation documents		RCA, Di
Induction and training of school leaders and teachers carried out	0	100%	100%	100%	100%	100%	100%	100%	Records		DISTRIC
Disciplinary Committees empowered at school, and Sector Levels	0%	100%	100%	100%	100%	100%	100%	100%	Records		District
Laptop provided to the best performing teachers to help them prepare lessons	21	147	42	63	84	105	126	147	Number of Laptops provided		MINEDU
Certificates of Good Performance Provision Maintained to Best Performers from School to District Level	100%	100%	100%	100%	100%	100%	100%	100%	Records		School, District
Best Performing Students to Ordinary Level are Appointed to L1 TTC at a Yearly basis	0	261	261	261	261	261	261	261	L1 Enrolment Rate in TTC		REB, TTC Byt
3. Social Protection											


Output Indicator	Baseline e 2017/18	Targets							Means verification		Assumptio of
		2018/24	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24			
NST Priority area: Enhancing graduation from extreme Poverty and promoting resilience											
Outcome1: Increased graduation from extreme poverty											
Output 1: Small livestock (like Poultry, Pigs, and Goats, bees keeping) promoted											
Number of cows given to poor people in One cow per poor family programme per sex of head of HH beneficiaries	23440									Field visit report	Availabili funds
Number of sectors implementing integrated caseworker management system	1	21	5	10	14	17	19	21		Field visit&report	Availabil funds
% of older people, PwDs and children covered by social protection per sex of beneficiaries	-	100%	25%	25%	25%	25%				Field visit&report	Availabil funds
Number of genocide survivors benefit direct support per sex of beneficiaries	333	333	333	333	333	333	333			Field visit&report	Availabil funds
Number of genocide survivors shelters construct/rehabilitated per sex of HH head	86	120	20	20	20	20	20	20		Field visit&report	Availabil funds
% of eligible social protection beneficiary households receiving asset transfers under MPG framework headed by females & males	931	14,880	2,480	2,480	2,480	2,480	2,480	2,480		Field visit&report	Availabil funds
No. of extremely poor and vulnerable households participating in VUP public works (disaggregated by cPW and ePW)headed by females & males										Field visit&report	Availabil funds
Number of older People receiving Direct Support by females & males	5125	9197	7697	7997	8297	8597	8897	9197		Field visit&report	Availabil funds
% of female and male with health insurance (disaggregated by quintile and-for PwDs)	4648	0	5910	4728	3546	2364	1182	0		Field visit&report	Availabil funds
Number of women and men enrolled in voluntary long-term savings scheme	>94	>95	>96	>97	>98	>99	100	100		Field visit&report	Availabil funds
% of women and men social protection beneficiaries satisfied with quality of services	5125	5625	5225	5325	5425	5525	5625			Field visit&report	Availabil funds
% of core social protection programme	100%	100%	100%	100%	100%	100%	100%	100%		Field visit&report	Availabil funds
% of core social protection programme	91	100%	100%	100%	100%	100%	100%	100%		Field	Availabil

Output Indicator	Baseline 2017/18	Targets							Means verification		Assumptio of
		2018/24	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24			
payments delivered on-time per sex of beneficiaries									visit&report		funds
% of female and male SP beneficiaries with good awareness of their rights and responsibilities	100	100%	100%	100%	100%	100%	100%	100%	Field visit&report		
No. and % of complaints (in MEIS and CMS) presented by women and men resolved within the approved time period	0	100%	100%	100%	100%	100%	100%	100%	Field visit&report		
Number of formal partnerships established between district and CSOs on social protection	0	1	1	1	1	1	1	1	Field visit&report		
Number of community based projects implemented under Ubudehe programme females & males	1260	1260	1260	1260	1260	1260	1260	1260	Field visit&report		
No of District and sectors disaster management plans updated	1	22	22	22	22	22	22	22	Field visit&report		
% of VUP expenditure contributing to disaster risk reduction	23	30	24	25	27	28	29	30	Field visit&report		
% of female and male disaster victims assisted within 24 hours	21	100	64	73	82	90	96	100	Field visit&report		
% Population living under the poverty line by females & males	56.3	0	33.3	29.7	25.7	20.3	8.6	0	Field visit&report		
% Population living in extreme poverty by females & males	22.5	0	12.3	10	8.1	6	3.6	0	Field visit&report		
Number of People with Disabilities(PwD's) with access to rehabilitation support services e.g.: PwD's teams	4	180	30	30	30	30	30	30	Field visit&report		
No. of PwDs receiving assistive devices	139	444	74	74	74	74	74	74	Field visit&report		
Number of new (PwD's) cooperatives supported	6	21	5	4	4	4	4	21	Field visit&report		
Number of new PwDs trained in TVET	0	184	37	36	36	36	36	184	Field visit&report		

Output Indicator	Baseline e 2017/18	Targets							Means verification				Assumpti of	
		2018/24	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24						
Number of CWD's attending formal and special schools	36	135	27	27	27	27	27	135	Field visit&report				Field visit&report	Availabil funds
Number of PWD's using ICT in soci-economic transformation	0	18	3	3	4	4	4	18	Field visit&report				Field visit&report	Availabil funds
Number of VUP caseworkers recruited, trained and facilitated	0	200	30	80	100	150	180	200	Field visit&report				Field visit&report	Availabil funds
Number of ECDs involving mothers through ePW	0	20	5	10	15	20			Field visit&report				Field visit&report	Availabil funds
Number of mothers facilitated to take part in ePW through ECD	0	20	10	15	20				Field visit&report				Field visit&report	Availabil funds
PILLAR 3: TRANSFORMATIONAL GOVERNANCE														
1. Good Governance														
NST Priority area: Reinforce Rwandan culture and values as a foundation for peace and unity														
NST Outcome: Enhanced unity among Rwandans														
Output: Unity and Reconciliation Preserved and Reinforced & Steadfast Rwandan Identity Fostered														
Number of Unity and Reconciliation dialogues organized and conducted (Sensitize all population on Unity and Reconciliation through NDI UMUNYARWANDA and ABARINZI B'IGIHANGO programs)	16	24	4			4	4	4	Report				Means a'	
Output: Women empowerment and strengthened														
Number of NWC statutory meeting done from cell to district level each year at each level	10	15	15	15	15	15	15	15						Means av
Number of International women's day celebrated each year	3	3	3	3	3	3	3	3	report					Means av

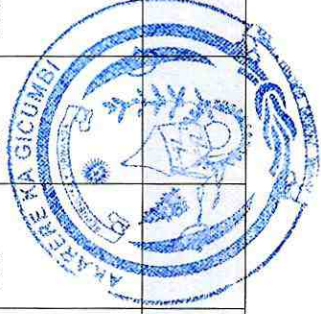


Output Indicator	Baseline e 2017/18	Targets					Means verification					Assumpti of
		2018/24	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24				
Output: Population to embrace problem solving at family level sensitized												
Number of family campaign done	1	12	2	2	2	2	2	2	2	2	2	Means a'
Output: capacity building of Cell- committees, Inshuti z'Umuryango and Umugoroba w'ababyeyi committees organised												
Number of trainings session organised per sex of trainees	1	6	1	1	1	1	1	1	1	1	1	Means a'
Number of Cell- committees, Inshuti z'Umuryango and Umugoroba w'ababyeyi committee member trained	1260	6,324	6,324	6,324	6,324	6,324	6,324	6,324	6,324	6,324	6,324	Means av
Output: Citizen at village level in participatory planning/prioritization as well as budgeting engaged												
% of Citizen at village level in participatory planning/prioritization as well as budgeting engaged	70%	100%	100	100	100	100	100	100	100	100	100	Availabil means
Output: Policy dialogues with Media, Academia and CSOs conducted												
Number of Policy dialogues with Media, Academia and CSOs conducted	1	12	2	2	2	2	2	2	2	2	2	Availabi means
NST Outcome: Increased innovation and sustainability across home grown solutions												
SSP Outcome: Values, home grown solutions and innovations streamlined into all institutions for transformational governance												
Output: HGSs applied to generate economic benefit to the District												
Number of HGSs applied to generate economic benefit to the District (Umuganda, Itorero, Girinka, Abunzi, Ubudehe, VUP, Kuremera)	7	9		1				1				report
Output: Local awareness of Rwandan Values and HGSs raised												

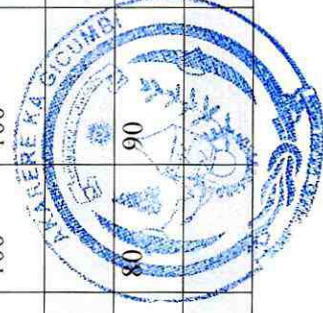




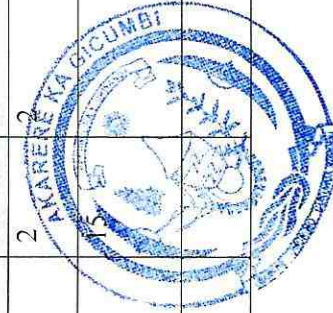
Output Indicator	Baseline 2017/18	Targets							Means verification			Assumpti on of
		2018/24	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24				
Number of Local awareness of Rwandan Values and HGSs raised (Itorero and Urugerero programs)	80%	100%	84	88	90	95	100	100	Report		Availabi means	
Number of model national civic Education center established (Itorero ry'Igihugu)	-	1	-	-	-	1			Report		Availabil means	
NST Priority area: Strengthen Capacity, Service delivery and Accountability of public institutions												
NST outcome: Enhanced accountability across public institutions												
SSP Outcome: Transparency and accountability enforced												
Output: Enhanced citizen participation and inclusiveness for transformation at 90 %.												
% of women, men and youth's participation and inclusiveness for transformation (Enhanced citizen participation at 65% (Governments programs, in preparation of budget, District Action plan, in preparation in performance contrat) and inclusiveness for transformation:)	54%	90	65	70	75	80	85	90	Report		Availabil means	
Output: Increased JADF participation in District development, democratic governance and citizens' welfare												
% of Media, NGOs, FBOs and Private Sector participate in District development, democratic governance and citizens' welfare(JADF involved in District development, democratic governance and citizens' welfare)	100%	100	100	100	100	100	100	100	Report		Availabil means	
Output: Sector and cells Executive Secretaries trained twice a year on accountability and execution of court of												



Output Indicator	Baseline 2017/18	Targets							Means verification			Assumptio of
		2018/24	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24				
judgements												
% of institutions applying mechanisms to enhance transparency, downward and upward accountability (Sector and cells Executive Secretaries trained twice a year on accountability and execution of court of judgements)	1	12	2	2	2	2	2	2	Report		Availabil means	
Output: Citizen Grievances received and addressed and court judgments timely executed at 100%												
% of Citizen Grievances received and addressed and court judgments timely executed	90%	100%	93	96	98	100	100	100	Report		Availabi means	
Output: Feedback mechanisms and access to information enhanced at 100%												
% of Feedback mechanisms and access to information reached the population	N/A	100	100	100	100	100	100	100	Report		Availabil means	
Output: Citizen and non-governments actors accountability enhanced at 100%												
% of Citizen and non-government actors that are accountable (JADF activities organised and conducted)	N/A	100	100	100	100	100	100	100	Report		availabil means	
Output: Citizens issues/complaints recorded and resolved at 100%												
% of Citizens issues/complaints recorded and resolved per sex of beneficiaries	98%	100	100	100	100	100	100	100	Report		Availabi means	
Output: Strengthened cell to serve as the Centre of service delivery at 100%												
% of cells serve as the Centre of service delivery (rehabilitation and equipment of Cells)	40%	100	70	80	90	100	100	100	Report		Availabil means	
Output: Increased satisfaction in public service delivery at 100%												



Output Indicator	Baseline e 2017/18	Targets							Means verification			Assumpti of
		2018/24	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24				
% of women and men’s satisfaction on service delivery	78%	100	75	85	85	100	100	100	Report		Availabil means	
Output: Governance inspections organised and conducted in 21 Sectors and 109 Cells												
Number of Governance inspections organised and conducted in 21 Sectors and 109 Cells	41	12	2	2	2	2	2	2	Report		Availabil means	
NST Priority area: Ensure Safety and Security of citizens and property												
SSP Outcome: Enhanced peace and security												
Output: Reunite Genocide memory and prevention of genocide ideology preserved												
Number of Genocide memory sites reunited	6	3		1		1		1	Report		Availabi means	
Number of sensitization campaign against Genocide ideology each year in all villages, schools and Itorero Inkomezabigwi	24	18	3	3	3	3	3	3	Report		Availabi means	
NST 1 Priority area: Strengthen Justice, Law and Order												
NST Outcome: Sustained respect for human rights and civil liberties												
SSP Outcome :Enhanced Adherence to Human Rights												
Output: Campaigns for Awareness and respect of human rights organized and conducted.												
Number of awareness Campaigns for human rights organized and conducted.	5	12	2	2	2	2	2	2	Report		Availabil means	
Number of awareness campaigns and trainings organized on Laws, Women rights and GBV forms	0	15	2	5	10				Report		Availabil means	
% of GBV cases	20	5	15	10	5				Report		Availabil means	



Output Indicator	Baseline e 2017/18	Targets							Means verification			Assumpti of
		2018/24	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24				
% of District budget allocated to GBV prevention and response activities	5	10	5	10							Report	Availabil means
NST Priority area: Strengthen Justice, Law and Order												
SSP Outcome: Strengthened Judicial System (Rule of law)												
Output: All Judgments and enforceable decisions are timely executed at 100%												
% of Judgments and enforceable decisions are timely executed	100	100	100	100	100	100	100	100	100	100	Report	Availabi means
Output: Improved Access to Quality Justice for vulnerable people												
Number of vulnerable people accessed to Quality justice (all vulnerable people supported to Access to Quality Justice by MAJ intervention)	70	100	80	85	100	100	100	100	100	100	Report	Availabil means
% of GBV victims who benefited from psychological, legal and economic services	0	100	10	50	70	80	90	100			Report	Availabil means
% of victims of human trafficking resettled	0	50	20	30	40	50					Report	Availabil means
% of perpetrators convicted with GBV crime (human trafficking, child abuse,)	0	100	20	40	50	60	80	100			Report	Availabil means
% of reported GBV cases by gender	10	100	20	50	70	80	90	100			Report	Availabil means
Output: Citizen disputes to be handled by Abunzi solved												
% of Citizen disputes to be handled by Abunzi committees	93	100	95	100	100	100	100	100	100	100	Report	
Output: Health insurance (MUSA) paid for Abunzi committees												
% of Health insurance (MUSA) paid for Abunzi committees	100	100	100	100	100	100	100	100	100	100	Report	Availabi means



Output Indicator	Baseline 2017/18	Targets							Means verification		Assumptio
		2018/24	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24			
NST1 Outcome: Zero corruption across government services and institutions achieved and maintained											
SSP Outcome: Control of Corruption, Transparency and Accountability Improved											
Output: Incidence of corruption in the District decreased											
Number of meeting of Anti-corruption Consultative Councils held	2	12	2	2	2	2	2	2	Report	Availabi means	
Output:Anti-corruption Clubs operationalised, supported and empowered											
Number of Anti-corruption Clubs supported and empowered (anti-corruption Clubs operationalised, supported and empowered)	2	21	21						Report	Availabi means	
NST Priority Area: Ensure Safety and Security of citizens and property											
SSP Outcome: Enhanced peace and security											
Output:Community policing for crime preventing, detecting and neighborhoods empowered.											
Number of support provided to Community policing and DASSO organs (Community policing for crime preventing, detecting and neighbourhoods empowered.)	85	100	100	100	100	100	100	100	Report	Availabi means	
Output: Mechanisms to fight injustice and corruption strengthened											
Number of services that require IT tracking (ICT in service delivery to reduce instances of physical contacts between service providers and service seekers awareness to the population)	20	80	20	30	40	50	60	80	Report	Availabi means	
2: Sport and Culture											



Output Indicator	Baseline e 2017/18	Targets						Means verification				Assumpti of
		2018/24	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24				
SSP Outcome: A more active community with access to quality sports facilities and programs												
Output : Sport activities organized and conducted												
Number of Sport activities organized and conducted per sex of players	6	162	27	27	27	27	27	27	Report		Availabi means	
Output : Playground facilities constructed/rehabilitated.												
Number of Playground facilities constructed per sex of users (grounds for women, grounds for men, unisex grounds).	45	64	5	8	12	12	12	15	Report		Availabi means	
Number of multisport gymnasium (basketball, Volleyball, Handball) established	-	1			1				Report		Availabil means	
% of Byumba stadium upgraded	-	100%	-	50%	50%				Report		Availabil means	
Output : Multipurpose Halls constructed												
Number of Multipurpose Halls constructed	9	14	2	2	2	3	3	2	Report		Availabi means	
Output : Different and inclusive sport activities/events/Competitions organized and conducted and talent detected												
Number of sport activities/events/Competitions organized and conducted and talent detected per sex of team members	12	12	2	2	2	2	2	2	Report		Availabi means	
Number of Sport Training centers(Athletism) established	-	2	-	-	1	1	-	-	Report		Availabil means	
Outcome : Cultural heritage at District and community level conserved and promoted												
Output :cultural heritage conserved, developed and managed												
Number of cultural heritage conserved, developed and managed	8	5	1	1	0	1	1	1	Report		Availabi	
Outcome : Awareness of the Genocide against the Tutsi, its impact and process of sustainable reconciliation for all Rwandans												
Output :1 Remembering commemoration period of Genocide against Tutsi organized and conducted												



Output Indicator	Baseline e 2017/18	Targets						Means verification		Assumptio n
		2018/24	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24		
Number of Remembering commemoration period of Genocide against Tutsi organized and conducted	24	6	1	1	1	1	1	1	Report	Availab



IV.5. Cross-cutting areas

IV.5.1. Gender and Family promotion

According on EICV4 data, the percentage of Households headed by a female is 27.1% and the average number of people in female-headed households is 3.6%.

The Female are more engaged in farm activities than the Male; whereas male who are engaged in farming are 9.4% the percentage of female stand at 10.1%.

The percentage of Male in off-farm activities is 41.7% against the Female percentage of 6.1%. The big number of female is in Small Scale Farming with a percentage of 73.3% against 36.9% of Male.

Figure 10: Employment type by sex in Gicumbi



Source: EICV 3, NISR, 2012.

Major Challenges involve;

- Lower number of women running their own formal businesses (SMEs), they still largely depend on farm activities and they benefit less than Men;
- Economic management misunderstanding by Rwandan society where Women invest more energy and benefit less;

- Long distance covered by women to fetch water. Rwandan women are solely responsible for housework;
- Wrong attitude towards family planning. This issue is usually left to women where men sometimes fail them. It should be men's responsibility too;
- Low involvement of women in decision making institutions, they still need self confidence building.

Key strategic Intervention

Gicumbi District will undertake programs that are gender responsive mainly:

- Supporting and empowering women to create income generating projects enabling them to access to finance
- Promoting females' enrolment in TVETs and facilitating them in accessing start up toolkit
- Avail desegregated statistics on Gender

IV.5.2. Environment and climate change

Gicumbi livelihood depends on the environment and natural resources such as water, land, air, plants and animals. These natural resources are increasingly under pressure from unsustainable use resulting from environmental degradation as well as decline in ecosystem goods and services. In designing priorities and interventions that will be implemented by District during next 6 years, environment and climate change issues have been considered and they are also captured in the logical framework in terms of indicators and targets.

For the district to enforce sustainable development, Environmental Impact Assessments (EIA) and/or Environmental Management Plans (EMP) will always be carried out for development projects.

Key Strategic Interventions

The key strategic interventions are:

- Mitigate, adapt, the climate change impacts through Green Climate Fund Project;



- Promoting waste management techniques (recycling, reuse, reduce and recover) through GCF project;
- Increase and maintain forestry and agro-forestry coverage in the District
- Reduce the proportion of population depending on the biomass use as source of cooking energy through promoting improved cooking stoves
- Increase the usage of organic fertilizers as agriculture inputs
- Promote water resources management including protecting river banks

IV.5.3. Disaster Management

The Gicumbi district intends to attain a highly proficient mechanism for preventing, mitigating, responding, recovering, securing, monitoring and timely acting positively in order to promote disaster awareness culture oriented to management of natural and man-made disasters risks such as floods, landslides, mudslides, storms, deforestation, landslides and drought.

Key Strategic intervention

The key strategic interventions are:

- Sensitize population of Gicumbi about disaster prevention, mitigation and recovering,
- Reduce vulnerabilities, including physical, social, economic and environmental factors that increase susceptibility
- Develop and enhance through trainings the capacity of individuals, communities to reduce risk and build up resilience
- Relocating households in high-risk zones due to disasters (floods and erosion).



IV.5.4. Disabilities and social inclusion

Groups that are considered particularly vulnerable by the Government of Rwanda are children under five years old, elderly people aged 60 and over, and people with disabilities.

According to the EICV4, Gicumbi district ranks ninth bottom among all districts by the percentage of people with a major disability (3.1%). The figure for Gicumbi is below the

national average of 4.5% and the Northern Province average 4.9%. The district with the highest proportion of people with a major disability is Burera, with 8.2%.

Much as the district does not have many disabled people, certain infrastructure within the district is not user friendly to the people with disabilities.

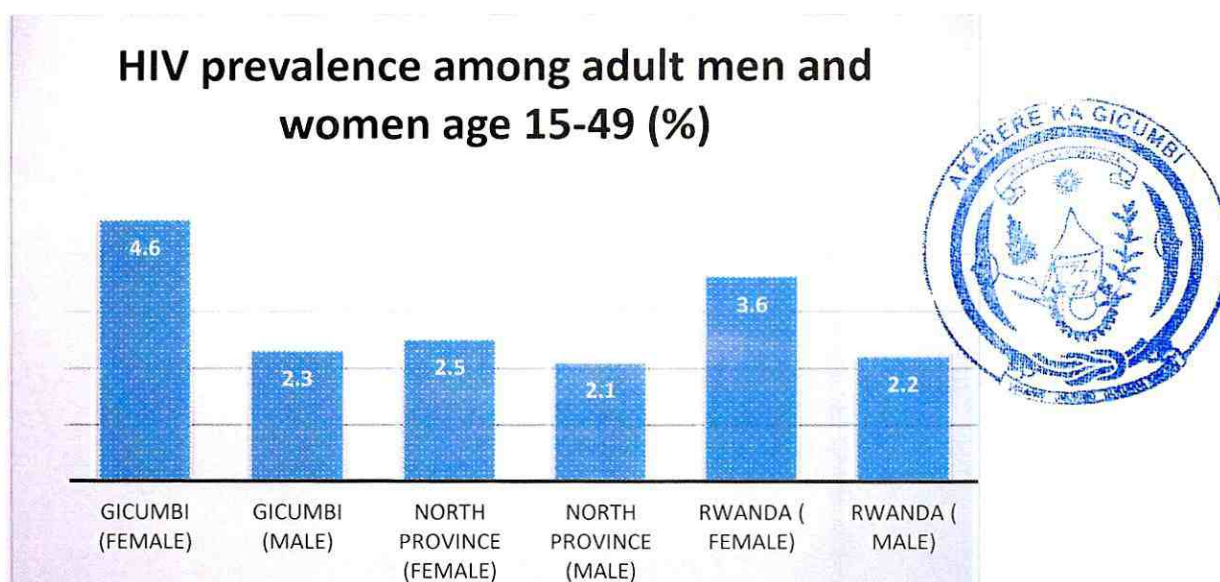
Key strategic interventions

The key strategic interventions are:

- Promoting inclusive education for disabled;
- Providing disabled people with health care through facilitating them access to orthopedic devices and mental health care;
- Encouraging construction/rehabilitation of public buildings accessible by people with disability.
- Promote sign language and its use in education
- Promoting sports and leisure of people with disability

IV.5.5. H.I.V. and non-communicable diseases

In terms of HIV/AIDS, Gicumbi possesses a high prevalence as shown by the below figure.



Source: By the author, from, Demographic and Health Survey RDHS/2014-2015. District Profile

As shown by the figure, Gicumbi HIV prevalence among adult men and women age 15-49 is high (4.6% for female and 2.3% for male) comparatively to the northern province (2.5% for female and 2.1% for male) and the national level (3.6% for male and 2.2% for male).

Strategic interventions

The key strategic interventions are:

- Conducting awareness campaigns on reproductive health and increase the use of condoms;
- Facilitating access to treatment and health services increased for persons diagnosed with HIV infection receiving sustained AR;
- Conducting awareness campaigns on non-communicable diseases;
- Promote sport for all.

IV.5.6. Capacity building

To account for the citizens and staff capacity development the following actions have been mainstreamed in the DDS:

- Providing District staff with training in their respective areas;
- Dissemination of national policies at Sectors and Cells' levels through workshops and library at District level.



IV.5.7. Regional Integration

Gicumbi district is bordering with a neighbor country which is Uganda. Rwanda and Uganda are in the same economic bloc, which is East Africa Community (EAC). The treat establishing the EAC treaty provides some aspects that can contribute to the development of the private sector in Gicumbi.

Key strategic interventions

The key strategic interventions are:

- To build across border market in Gatuna;
- Sensitize Private Sector on the benefits of East Africa Community Custom Union

Chapter V: Implementation of the Gicumbi District Development Strategy

The development of the District Development Strategy is one thing and putting into practice what has been developed is something else. So this means that a well coordinated implementation plan is required in order to reach the expected results and to ease the monitoring and evaluation process. To reach this specific task, following sections shall be necessary and well defined.

VI.1. Sequencing of the interventions

Sequencing of interventions show how activities, projects and/or programs inter-depend while implementation is under process. As defined in the table below, sequencing of activities is an important stage of the implementation plan. Important activities shall be accomplished in order to pave a way to other activities to start. In this context, the following table is summarizing how interventions per sector go one after the other.

Agriculture sector



PROJECTS	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6
Project 1: Develop coffee plantations on 343 ha in Rwamiko, Giti, Bukure, Muko, Mutete, Rutare, Nyamiyaga, Bwisige and Rukomo Sectors	10%	20%	30%	20%	10%	10%
Project 2: Intensification of banana on 1500 ha and construction of 4 banana selling points (Giti, Bukure, Rwamiko and Muko)	10%	30%	30%	30%		

Project 3: Intensify beans production in all sectors of Gicumbi District and Establish Canning Dry Beans Processing Plant			40%	60%		
Project 4: Rehabilitate tea plantations on 300 ha in Rushaki, Kaniga, Mukarange, Shangasha, Byumba, Nyankenke, Rubaya, Manyagiro, Cyumba and Miyove Sectors		20%	20%	20%	20%	20%
Project 5: Intensification of improved cows race in Gicumbi District and Establish Milk Processing plant		40%	60%			
Project 6: Increase the production and adding value of pigs meat through establishment of the its processing plant		10%	40%	50%		
Project 7: Increase honey production and establish honey processing plant			10%	40%	50%	
Project 8: Promotion of Horticulture on 360 ha (Vegetables)		40%	60%			
Project 9: Fruits promotion on 51ha and processing plant(Tamarillo) (eg. Ibinyomoro)			40%	60%		
Project 10: Wheat promotion and its adding value through establishment of Wheat processing plant			10%	40%	50%	



Environment and natural resources

PROJECTS	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6
Project 1: Gatuna marshland development and irrigation on 200ha: (Warufu, Cyamuhinda, Nyamugari, Nyande – Mwange)		50%	50%			
Project 2: Radical terracing and Agroforestry on 2,500 ha in Rushaki, Mukarange,		10%	40%	50%		

Shangasha and Kaniga sectors						
Project 9: Forestry tree seedlings planted on 5000ha in Gicumbi district	10%	20%	20%	20%	20%	10%
Project 3: rehabilitation of riparian zones by planting Bamboo trees on 41km alongside rivers		10%	40%	50%		

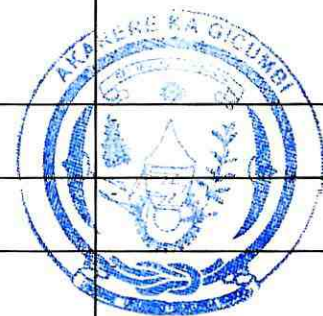
Energy, Water, Transport and Capacity building

PROJECTS	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6
WATER INFRASTRUCTURES						
Proj.1: Rehabilitation of Gahama wss		100%	-			
Proj.2: Rehabilitation of Cyakabali wss	-	-	100%		-	-
Proj.3: Rehabilitation of Kareranyana wss	-	30%	40%	30%	-	-
Proj.4: Rehabilitation of Ryaruganzu wss	-	100%	-	-	-	-
Proj.5: Rehabilitation Rwangabo wss	-	30%	40%	20%	10%	
Proj.7: Rehabilitation Kagomero wss	-	20%	20%	20%	20%	20%
Proj.8: Rehabilitation Kanyirabuki wss	-	10%	30%	20%	20%	20%
Proj.9: Rehabilitation Distribution Byumba City wss	-	20%	20%	20%	20%	20%
Proj.10: Rehabilitation Nyamugali network wss	-	-	10%	20%	40%	30%
Proj.11: Rehabilitation Reinforcement Nyamabuye wss	-		20%	20%	40%	20%
Proj.12: Rehabilitation Mwange wss	-	20%	20%	20%	20%	20%
Proj.13: Rehabilitation Bulindi-Cyumba wss	-	20%	30%	30%	20%	-

Proj.14: Rehabilitation Bureranyana-Tanda wss	100%					
Proj.15: Rehabilitation Kanyana- Nyamirambo wss	-	20%	20%	20%	20%	20%
Proj.16: Rehabilitation Rushinya- Ruhondo-Nyakagezi wss	-	30%	30%	20%	20%	-
Proj.17: Rehabilitation Rwagahunde-Nyamirambo wss	-	30%	70%	-	-	-
Proj.18: Extension on Murama_Rwamiko-Bukure pumping	-	30%	-70%		-	-
Proj.19: Rehabilitation Nyaruvumu wss	-	50%	50%		-	-
Proj.20: Rehabilitation Gahanda wss	-	-	100%		-	-
Proj.21: Rehabilitation Nyabageshi wss	-	100%	-		-	-
Proj.22: Rehabilitation Ngabira Network/ Rukurura wss	-	-	-	100%	-	-
Proj.23: Rehabilitation Rugenda Network wss	-	-	100%		-	-
Proj.24: Rehabilitation Ruhita- Kabeza Network wss	-	-	-	100%	-	-
Proj.25: Rehabilitation Nyamabare_Mushunga Network wss	-	100%	-		-	-
Proj.26: Rehabilitation Nyakagera Network wss	-	-	100%		-	-
Proj.27: Rehabilitation Rugarama Network	-	100%	-		-	-
Proj.28: Rehabilitation Gashiru wss	-	-	100%		-	-
Proj.29: Extension on Ruboroga pumping (Cyasaku) and Mulindi Kagorogoro	-	-	100%		-	-
Proj.30: Rehabilitation Ruboroga- Gatuna wss	-	100%	-		-	-
Proj.31: Rehabilitation Gitaba- Mafurebo wss	100%	-	-		-	-
Proj.32: Nyarukombe-Rusebeya	-	-	100%		-	-
Proj.33: Rehabilitation Rubindi wss	-	100%	-		-	-
Proj.34: Extensions on Rusekera- Miyove wss	-	-	-	100%	-	-



Proj.35:Rehabilitation wss	Kadogo	-	-	100%	-	-	-
Proj.36:Rehabilitation network wss	Mureko	-	-	-	100%	-	-
Proj.37:Rehabilitation network wss	Maya	-	-	100%	-	-	-
Proj.38:Rehabilitation network wss	Gitoma	-	100%	-	-	-	-
Proj.39: Establish network	Kagusa pumping	-	-	-	100%	-	-
Proj.40: Rehabilitation network	Nangara-Gacwamba	-	-	100%	-	-	-
Proj.41:Rehabilitation network	Rwengwe	-	100%	-	-	-	-
Proj.42:Rehabilitation network	Cyamuhinda	-	-	-	100%	-	-
Proj.43:Rehabilitation network	Rudogo	-	-	100%	-	-	-
Proj.44:Rehabilitation network	Mayora	-	100%	-	-	-	-
Proj.45:Rehabilitation network	Ruboroga-Rugaragara	-	-	-	100%	-	-
Proj.46:Rehabilitation network	Marumba	-	-	100%	-	-	-
Proj.47:Rehabilitation network	Gahondo	-	100%	-	-	-	-
Proj.48:Rehabilitation network	Kagombero	-	-	-	100%	-	-
Proj.59:Rehabilitation Reinforcement Kisaro_Mutete_Zoko network	pumping	-	50%	50%	-	-	-
Proj.60:Rehabilitation network	Rusave	-	-	100%	-	-	-
Proj.61:Rehabilitation network	Kaliku	-	100%	-	-	-	-
Proj.62:Rehabilitation network	Rwimbogo-Gaseke	-	-	100%	-	-	-
Proj.63:Rehabilitation network	Nyamata-Gasharu	-	100%	-	-	-	-
Proj.64: Extension on Kisaro_Mutete_Zoko Pumping		-	-	100%	-	-	-
Proj.65: Extension on Mugomero-Gaseke		-	100%	-	-	-	-
Proj.66:Rehabilitation network	Kamaganga	-	-	100%	-	-	-



Proj.67:Rehabilitation Jamba_Muko	-	-	100%		-	-
Proj.68:Rehabilitation Nyiraruzenga	-	100%	-	-	-	-
Proj.69:Rehabilitation Gasave wss	-	-	100%		-	-
Proj.70:Rehabilitation Nyamabuye II	-	-	-	100%	-	-
Proj.71:Rehabilitation Miyove – Prison wss	-	50%	50%		-	-
Proj.72:Rehabilitation Museke wss	-		100%	-	-	-
Proj.73:Rehabilitation Kinishya wss	-	70%	30%		-	-
Proj.74:Rehabilitation Kivugiza – Yaramba	-	-	100%		-	-
Proj.75:Rehabilitation Kigogo	-	10%	-		-	-
Proj.76: Extension on Kabeza-Bugwe	-		100%	-	-	-
Proj.77:Rehabilitation Kiriba-Mabare-Gihanga wss	-	-	100%	-	-	-
Proj.78:Rehabilitation Gatoki wss	-	100%	100%		-	-
Proj.79:Rehabilitation Gishambashayo-Gatuna wss	-		-	-	-	-
Proj.80:Rehabilitation Cyarugarama wss	-	-	-		-	-
Proj.81:Rehabilitation Kabakene wss	-	100%	-		-	-
Proj.82:Rehabilitation Kamutora wss	-	-	100%		-	-
Proj.83:Rehabilitation Kivomo-Bigerero wss]	100%	-	-	-	-
Proj.84:Rehabilitation Nyagahanga-Nyakagezi wss	100%	-	-		-	-
Proj.85:Rehabilitation Nyakare wss	20%	80%	-		-	-
Proj.86:Rehabilitation Rurumbira wss	10%	90%	-		-	-
Proj.87:Rehabilitation Mbuga wss	-	100%	-		-	-
Proj.88:Rehabilitation Rutare Reinforcement wss	-	100%			-	-
Proj.89:Rehabilitation Gatare-Nyagatoma wss	-	-	100%		-	-



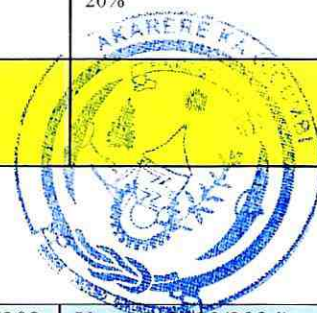
Proj.90: Rehabilitation Rutare wss	-	50%	50%	-	-	-
Proj.91: Rehabilitation Gakeri-Bukure wss	-	100%	-	-	-	-
Proj.92: Rehabilitation Butyazo network wss	-	-	100%	-	-	-
Proj.93: Rehabilitation Zimirindi network wss	-	100%	-	-	-	-
Proj.94: Rehabilitation Kagomero network wss	-	-	100%	-	-	-
Proj.95: Rehabilitation Kabingo network wss	20%	80%	-	-	-	-
Proj.96: Rehabilitation Byimana network wss	10%	90%	-	-	-	-
Proj.97: Rehabilitation Nyakagezi-Rwesero wss	10%	90%	-	-	-	-
Proj.98: Rehabilitation Rwamiko – Bukure wss	-	100%	-	-	-	-
Proj.99: Rehabilitation Ruhondo wss	-	100%	-	-	-	-
Proj.100: Rehabilitation Kitazigurwa wss	50%	50%	-	-	-	-
Proj.101: Rehabilitation Nyakabingo wss	-	100%	-	-	-	-
Proj.102: Rehabilitation :Extension on Karambo-Burembo-Kagane Water Supply System	-	100%	-	-	-	-
Project 103 Rehabilitation of Kitazigurwa water supply system:39.7km	-	100%	-	-	-	-
OTHER INFRASTRUCTURES						
Project104: Maintenance of different district infrastructures		20%	20%	20%	20%	20%
Project105: Rehabilitation and extension of district head quarter office with hangar and archive	100%					-
Project 107: Construction of 19 IDP Model Villages	3	5	10	13	17	21
TRANSPORT INFRASTRUCTURES						
Project 108: Construction of Asphalt Roads: 3.6 km Maya - Mulindi				100%	-	-



Project 109: Construction of Asphalt Roads 11 km Gicumbi Town and 18 km of Bi-couche roads in Gicumbi Town	-		100%			-
Project 110: Construction and Rehabilitation of Feeder Roads: 32.5Km Rukomo-Gihengeri	-	40%	60%		-	-
Project 111: Construction and Rehabilitation of Feeder Roads: 27Km Maya - Rushaki – Kiyombe	-	50%	50%			-
Project 112: Construction and Rehabilitation of Feeder Roads: 24 Km Rushaki-Kabo-Ryaruganzu-Duane				100%		-
Project 113: Construction and Rehabilitation of Feeder Roads 18Km Gaseke – Mutete – Nturo – Mwange	-		-	100%		-
Project 114: Rehabilitation of Ryaruganzu-Karambi-Muhonogo-Shangasha-Ngondore 20 km of Feeder roads			50%	50%		
Project 114: Rehabilitation of 2.8 km Mutorirwa - Cumi n'icyenda Road(Bi-couche road)	-		40%	60%	-	-
Project 116: Rehabilitation of 13 km Kirwa-Rwafandi road		20%	80%		-	
Project 117: Rehabilitation of 14 km Gatobotobo-Giti-Rutare road			50%	50%	-	-
Project 118: Rehabilitation of 40 km Nyansenge-kigabiro-Rutare-Cyuru (Asphalt road)				30%	30%	40%
Project 119: Rehabilitation of 7km Ruyaga-Kasehuma Bi-couche road			40%	60%	-	
Project 120: rehabilitation of of 7km Nyande-kumugaragaro-mutandi road		20%	80%	-	-	
Project 121: Rehabilitation/construction of Kageyo-Mwange-Rusumo 10km of Bi-couche road		20%	80%			
Project 122: Rehabilitation of 35km Burimbi-Cyamuhinda-Ruzizi Road	-			30%	70%	
Project 123: Asphalt road Cyamutara-Gasange-Kiramuruzi (26 km)				50%	50%	
Project 124: Rehabilitation of 30 km Mulindi-Kaniga-Rwaranda Road			30%	25%	20%	25%



Project 125: Asphalt road Manyagiro-Byumba(19 km)				30%	40%	30%
Project 126: Rehabilitation of Gaseke-Muyananza(8 km)			100%			
Project 127: Rehabilitation of Maya-Gitandi (Cyumba) (6.5 km)			20%	40%	40%	
Project 128: Rehabilitation(Bi-couche road) of Yaramba-Karegamazi-Miyove(11.5 km)					50%	50%
Project 129: Rehabilitation of Burimbi-Muhura(11 km) of feeder road			20%	40%	40%	
Project 130: Upgrading Byumba-Kibali-Ngondore Asphalt road of 9 km			50%	50%		
ENERGY CONNECTION						
Project 122: Electricity Transmission, Distribution and Connection to 300 HHS (Mutete, Rushaki, Mukarange)		20%	20%	20%	20%	20%
Project 123: Electricity Connection to Health Centers (Horezo, Musenyi, Gisiza, Mukarange) and schools (GS Kamutara, GS Muyumbu, ES Mabare)		20%	20%	20%	20%	20%
Project 124: Construction of 8km of public light on Ruyaga-Rukomo asphalt road.		20%	20%	20%	20%	20%
Project 125: Connect 5,491 HHS to off grid	-	20%	20%	20%	20%	20%
Project 126: Construction of Domestic biogas for 150 HH in all sectors	-	10%	20%	30%	40%	



Private sector development, Youth employment and Education sector

PROJECTS	Year 1 (2018/19)	Year 2 (2019/2020)	Year 3 (2020/2021)	Year 4 (2021/2022)	Year5(2022/23)	Year 6 (2023/2024)
Project 1 Rehabilitation and extension of RUSHAKI Modern market	-	50%	50%		-	-
Project 2 : Rehabilitation and extension of modern market of Rutare	-	-	-	50%	50%	-

Project 3: Construction of Selling point at Rusumo, Miyove, Maya, Kabuga and Idigiri	-	30%	50%	20%	-	-
Project 4: Rehabilitation of Cyumba market	-	-	10%	40%	50%	-
Project 5: Rehabilitation of Byumba market	-	-	-	50%	50%	-
Project 4: Rehabilitation of Gaseke market		50%	50%			
Project 5: Construction of Gatuna Cross border market			50%	50%		
Project 6: Construct 3 Cars, Bus and Lorry Parks Byumba, Gatuna & Rukomo City		30%	70%			
Project 7: Establish an Industrial Park in Kageyo/Byumba Sector		30%	30%	40%		
Project 8: Provisional of startup toolkit to TVET graduates		20%	20%	20%	20%	20%
Project 9 : Financial literacy capacity building		30%	40%	20%	10%	
Project 10: Promotion of entrepreneurship skills		20%	20%	20%	20%	20%
Project 11: Construction of 3 Handcrafts centers (UDUKIRIRO) at Rukomo, Miyove, Rutare		100%		-	-	
Project 12: Construction of Commercial building at Rukomo Center		20%	80%			
Project11: Development of Gicumbi cities (Revise Gicumbi City master plan, Prepare and implement detail physical plans of all Cities (Gicumbi, Gatuna and Muhazi lake)		50%	50%			
Project 12: Construction of Mulindi Heroic Museum in Kaniga Sector	-	50%	50%		-	-



Project 13: Construction and equipment of 2 VTCs in Gicumbi District	-	100%		-	-	-
Project 14: Upgrade IMISEZERO Y'ABAMI SITES (Kings' Tombs) in Rutare sector			100%			
Project 15: Construction and equipment of new classrooms.		20%	20%	20%	20%	20%
Project 16: Short time training of VTCs and TSS staff in electricity, sewing, welding, masonry, agro-processing, tourism and hotels services and handcraft in order to improve their teaching and practices skills	10%	20%	20%	20%	20%	10%

Health sector

PROJECTS	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6
Project 1 Upgrade Byumba hospital (Phase II)			10%	20%	40%	30%
Project 2 Rehabilitation of 6 health centers		20%	30%	20%	20%	10%
Project 3 Construction of Health posts	22	3%	17%	40%	40%	



Social protection

PROJECTS	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6
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Project 1 Construction shelter for genocide survivors	10%	30%	30%	40%	-	-
Project 2 Rehabilitation of houses for genocide survivors	-			-	-	-
Project 3 Providing minimum package	-			-	-	-

Good Governance

PROJECTS	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6
Project 1 Construction of cells offices		30%	40%	30%	-	-
Project 2 Rehabilitation of cells offices		50%	50%	-	-	-
Project 3 Rehabilitation of sectors offices		30%	30%	10%	-	-
Project 4. Connectivity of 4Glte in administration offices		50%	50%			
Project 5: Establish a model national civic Education center (Itorero ry'Igihugu)			50%	50%		

Sport and Culture

PROJECTS	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6
Project 1 Upgrade the Byumba stadium		100%		-	-	
Project 2 Construct a multisport gymnasium (basketball, Volleyball, Handball)	-		100%	-	-	
Project 3. Construct a playground in each sector	-	20%	20%	20%	20%	20%
Project 4. Construct a recreational and cultural space in Byumba town (theatre and cinema hall)				100%		
Project5: Establish 2 Sport		50%	50%			



Training centers(Athletism)						
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V.2.1. Role and responsibilities of partners and stakeholders in the District,

V.2.1.1. Role of the District

The district council is the main responsible of the implementation of this DDS. Its regularly meetings will evaluate the progress made, identifies challenges met in order to redress them and set strategies for next step of implementation.

The executive committee of the district plus the director of planning department will be responsible of the monitoring of the day-by-day implementation of the activities set by district council. Moreover, the executive committee will ensure the availability of required inputs in order to succeed this plan. For doing so, they should motivate national, internal NGOs to work-up in the district especially in the identified key areas of development.

To ensure a good implementation of this DDS, the executive committee will consolidate the performance contracts, which is tailored accordingly, from the grassroots in order to set up its own. The later will be signed by the mayor and the representative of central government.

V.2.1.2. Role of NGOs and civil society

All NGOs and member of civil society will be invited to orient their intervention in identified key development areas. For doing so, before getting their operational license, they should 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 will become their responsibility and they have to engage themselves to perform it by the allocated time. Their accountability is considered as a key of DDS success. The quarterly meeting of JADF will ensure this accountability and set key guidelines for next steps.



V.2.1. 3. Role of district technicians

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.

V.2.1.4. Role of central government

Central government through different ministries, public institutions and partners will ensure the availability 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.

V.2.2. Mechanism of coordination

District Development Strategy is one of the key plans for economic and social development for each district in Rwanda. To make sure that the District Development Strategy is on the right track therefore, a coordination mechanism and information sharing are vital. To reach this, mechanisms have to be identified and set up. There should be a proper follow up from the central level to the district because this one is the implementing agency. There should also be an appropriate reporting system from the district to the line ministries. Different commissions from the district council and JADF will be set up and their main responsibilities will be:

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

These subcommittees shall meet on a regular basis and shall be more field-oriented in order to witness a suitable implementation of the District Development Strategy.



V.2.2. Analysis and discussion of strategies for risks mitigation

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

- *Lack of sufficient financial resources in order to implement this DDS:* Gicumbi district has an ambitious development strategy but the main source of funds is the government of Rwanda. So most of the activities that would boost its development may not be realized because the central government has to share the limited financial resources to all districts and takes money to all other priorities of the country. The central government, Districts' partners may encounter difficulties to raise and release required financial resources for the objectives of this District Strategy to be achieved.
- *Dedication of private sector towards District strategies:* On top of all the above said challenge, the private sector which would play a significant role in funding some of the developmental activities/projects is quasi invisible and itself needs to be funded in order to reach an upper level
- *Weak coordination of the DDS implementation:* The implantation of any strategy should be done on a daily basis. The risk here is to fail to make a close follow up on how the strategy is being executed, challenges encountered and how quick theses can be addressed to bring it on the right direction.
- *The ownership of the DDS:* Like in any Strategy, ownership of stakeholders is a major risk factor that may impede its implementation. If the strategy seems to be the proprietorship of District authorities, then achievement of objectives can be unrealistic.
- *Staff turnover and skills development:* staff stability in the district is a challenge especially in key areas where stable staff is needed. Skills are also another big issue and to the strategies and planned goals to be achieved well trained staff will be mandatory

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

- Regular updates and consultation meetings will be established with central government (Sector ministries), commitment signed with donors be realized and district commitment



to increase internal revenues. Emphasis will also be put in Financial Best Practices to insure partners on the effective use of their financial contribution,

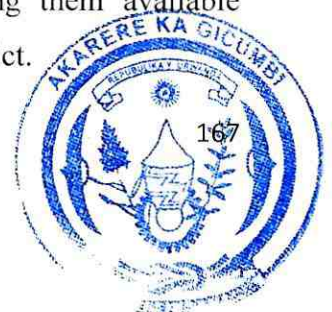
- The District Staff shall be trained, motivated and maintained. Training, motivation and Increment of their salaries will be done in compliance with laws, other benefits including social ones developed in order to reduce their mobility and increase their belonging to the District,
- Capacity building to the private sector, the creation of a conducive business environment shall be important strategies in order to attract the investment of both local investors and those from outside the District,
- A strong and skilled coordinating team shall be put in place, Information system developed and disseminated as quick as possible for correction,
- To make the District Development Strategy fully owned by all the district stakeholders. Once adopted by habilitated organs, stakeholders shall be mobilized on the DDS as well as Gicumbi citizens.

V.2.4 Communication and marketing strategy for the DDS

Communication and marketing the DDS will be very crucial if the district is to achieve its content as planned with no shortage of necessary resources. Different strategies will therefore be used. Among the strategies we will use direct marketing to our existing and new stakeholders that the district will look for and attract. This strategy will aim at explaining to them the new economic, social and governance goals and they will contribute where they fit better.

Media: Media will be another channel for communication strategy to our stakeholders. This will mostly involve different local televisions, radios, newspapers and the district website. We expect that from this all the partners and stakeholders will be able to communicate their contribution and get a feedback from the beneficiaries. The feedback will help to improve the service and contribution will expand and satisfy the beneficiaries as well.

Direct marketing of the DDS: Here the district management will organize events that bring together natives and friends of the district to think together strategies to develop our district. This is also expected to be another strategy to attract investors after showing them available opportunities and the contribution of the district to ease investment in the district.



Public Relations: Public Relations is one of the most effective methods to communicate and relate to the market. It is powerful and, once things are in motion, it is the most cost effective of all promotional activities. In some cases, it is free. The district public relations office will play a key role in keeping all the district stakeholders updated through disseminating regular updated information on our website and other possible and available channels.

CHAPTER VI: MONITORING AND EVALUATION OF THE DDS

VI. 1 Introduction

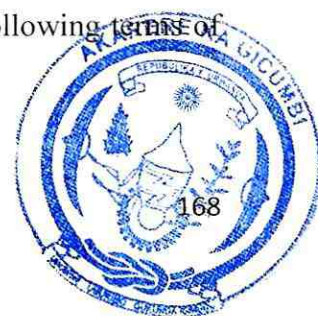
Monitoring and evaluation will play a significant role in the realization of Gicumbi district development strategy for the period of six years. Monitoring and Evaluation will assist Gicumbi district to keep track towards the development as planned. To achieve the District Development Strategy, the district management and district partners will play an important role each playing a role in their area of intervention.

VI. 2 District Leadership

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

VI.2.1 District council

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



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

VI.2.2 District Executive Committee

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

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

VI. 2.3 District security committee

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

VI. 2.4 District partners

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

VI.3 District Development Strategy M&E

Monitoring and Evaluation of the activities planned in the DDS will be decentralized at different levels from the village to the Province level. Steering committees that exist from the cell, sector



district and provincial levels will be conducting monthly/ trimestrial/semestrial meetings to know the DDS implementation progress and make corrections wherever necessary.

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

VI.4 Monitoring and Evaluation process

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

VI.5. Monitoring tools

To monitor the implementation of the DDS, information should be availed in a timely manner for quick decision making. Monitoring will be eased by performance reports produced by the implementers of the planned activities. Reports will be produced at a weekly, monthly, three months, semester or yearly basis. Performance contracts will be highly used as well. On top of the reports, field tour visits will also be used. Moreover, the district ICT department will also contribute a lot in the development of software that will assist in the monitoring of the implementation of the activities. The use of ICT in the district is still at low level but it is planned to be improved and contribute much in the general district performance. District partners will play a key role in the monitoring process of the activities especially those ones they are involved in.



VI. 6. Key performance indicators

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

VI. 7 Monitoring and Evaluation and Results-Based Management

This section focuses its attention on assessing results from the DDS through as planned from sectors and sub-sector strategic plans. The district as a sub national entity will serve as a coordinating center for the M&E frameworks through District Development Strategy (DDS) and the more regularly monitored Performance Contracts (Imihigo). District Development Strategy results should focus and respond to the government expectations as stipulated in SDGs, SSPs, NST1&7YGP and the Visions 2020 and 2050.

To strengthen the M&E at the district level, the Directorate of Planning at the district should be trained more in the areas of planning and monitoring and evaluation. On top of this, there should be a staff at the sector level that would be in charge of M&E. This staff would avail any information in relation with sector development.

VI. 8. Information transfer

The district information transfer or communication is mostly done in three ways i.e. through the use of letter (hard copies), internet and formal meetings. Letters are still used to report information in different offices of the district. ICT is used but in some instances it is not mostly used like in the formal reporting process. So this will be improved during this DDS so that the



district promotes the use of ICT. The third communication mechanism consists of meetings and joint sector reviews and representative of stakeholders. The use of WhatsApp has improved a lot and it will contribute a lot in the information transfer and sharing. These Monitoring and Evaluation meetings will be held once in three months. During this DDS, the use of media (Radio, Television, written and online newspapers, social media) as a communication channel will also be strengthened.

CHAPTER VII: COST AND FINANCING OF THE DISTRICT DEVELOPMENT STRATEGY

VII.1 Introduction

Gicumbi district has been developing over the last two decades but before it was known as the poorest place in the whole country. District Development strategy and the previous plans at the country level have shown to be useful planning tools and when it comes to Gicumbi, development plans and strategies have done miracles in the lives of the peoples of Gicumbi. For the last ten years of the DDSs, Gicumbi district overall performance improved highly.

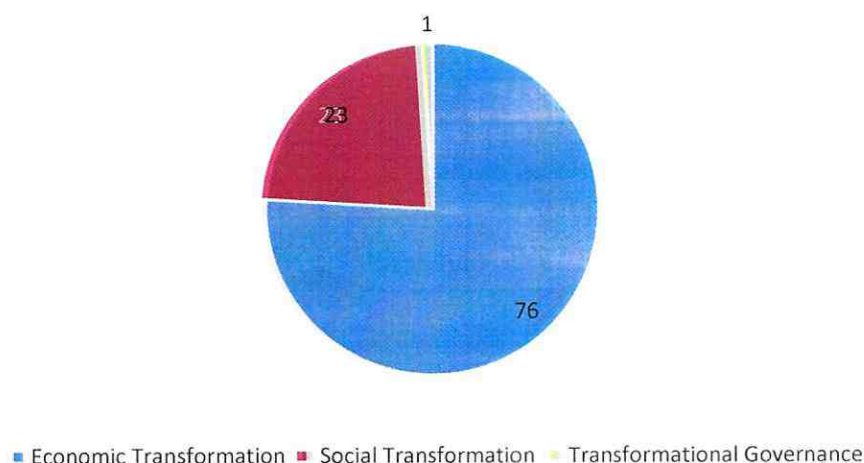
The six year district development strategy that starts 2018/19 considered all the key projects that will transform lives of Gicumbi community if it is implemented. The six year budget for the district development strategy shows yearly budget and it shows the main sources of funds as well.

VII.2 Costing of the DDS

The district development strategy designed for six years, is expected to cost 213,814,957,518 Frw. The first pillar: Economic Transformation will cost 162,630,837,296 Frw, the second: Social Transformation about 50,014,120,222 and the third, Transformational Governance: 1,170,000,000 Frw. The figure below, shows the DDS costing repartition among the three pillars:



DDS Costing Repartition (%)



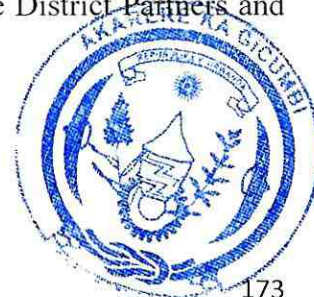
Source: The Author

VII.3 Resource Mobilization mechanisms

The district will need enough resources as mentioned in the detailed costing developed as part of the District Development strategy. For the mobilization to be realized, different strategies will also be applied. The district will need to do its yearly budget planning in a timely manner and presents it to all its stakeholders from the central government, sector Ministries, District stakeholders and district development partners. Apart from this, the district will strive to attract new more partners and investors.

Timely planning will be a key tool to mobilize funds especially new partners and investors because the district will avoid unnecessarily delays in the process of reviewing the requests made by its partners. This document will be key in the district fundraising process to new stakeholders, investors, NGOs and charity organizations.

The sources of the above estimated funds will come from various sources as planned. Some of them for instance will come from the Central Government others from the District Partners and taxes collected from the district Private Sector.



VII.4 Government block grants

Gicumbi District Development Strategy needs 136,827,135,696 Rwandan francs to implement all its planned projects and activities. However, the estimated budget from the government lacks almost 50% to complete the whole district budget for the DDS projects and activities.

Another issue is that a larger part of the government grants go to administrative activities like salaries, lump sums and other district fixed cost. This becomes a challenge therefore to fund development projects of the district. There is a need for the district to continue the improvement of the government grants management and cutting costs at the maximum level where possible in order to increase the developmental funds.

VII.5 District own taxes

The District Development Strategy on the other hand is financed by its internally collected taxes as per the decentralization Law No. 17/2002 of 2002 .The district own taxes are still very low (1.95 billion in average) compared to the district development needs. However, there's hope that as the district is focusing much on the development of its private sector, internal taxes will significantly increase to finance a bigger number of its developmental projects as planned.



VII.6 District stakeholders' grants

As shown in the previous chapters, Gicumbi district has a significant number of stakeholders. The district stakeholders intervene in various domains like Social Protection, Health, Education, Water and Sanitation, Agriculture and livestock development, and others. So this gives hope to the district that its stakeholders, though their contribution to the development budget is still low, will continue to increase over the next six years and this will boost the district development and achievement of its planned development in general as fast as possible. In order to achieve the increase of donor funds, the district will change the old mechanisms that it used and hence goes closer to its key donors and it will also market itself to new donors using this important document. All this will be done in order to fill the current budget gaps.

It is in this context that Gicumbi district has benefited from FONERWA, through Green Climate Fund (GCF) a project worth 37,799,442 USD, to increase the resilience of vulnerable

communities to climate change during the next 6 years. The Project will contribute to almost 18% of the total budget.

VII.7 Conclusion

For the District Development Strategy to be successful there will be need to join efforts among all the district stakeholders. The Central Government will need to increase its financial support to the district specifically to its planned priority projects for the coming six years.

The district will need to continue to focus on Private sector development creating a favorable business environment and this will attract more investors and consumers in the district.

The private sector and other district development partners will be requested to focus their interventions and investment in the current district opportunities and gaps. If so done, no doubt that Gicumbi will achieve its goals.

