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The elaboration of this District Development Plan wouldn't be a reality today hadn't been the participation of a number of people and institutions to whom the district feel indebted to express its gratitude and appreciation.

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Let every person who contributed to the design of this DDP document be it directly or indirectly find these lines our sincere recognition and appreciations

John MUGABO

Mayor of Kayonza District

II. ACRONOMIES

%:	Percent
&:	And
12YBE:	Twelve Years Basic Education
7YGP:	Seven Year Government Program
9YBE:	Nine Years Basic Education
CDF:	Common Development Fund
DDP:	District Development Plan
DHS4:	Fourth Demographic and Health Survey
DPs:	Development partners
EAC:	East African Community
EDPRS1:	Economic Development and poverty Reduction Strategy, phase1
EDPRS2:	Economic Development and poverty Reduction Strategy, phase 2
EIA:	Environmental Impact Assessment
EICV3:	Enquête Intégrale sur les Conditions de Vie des Ménages, 3eme edition (Integrated Household Living Conditions Survey) 3rd edition
FDI:	Foreign Direct Investment
GBV:	Gender Based Violence
GDP:	Growth Domestic Product
GMO:	Gender Monitoring Office

HA:	Hectare
HIV/AIDS:	Human Immune Virus/Acquired Immune Deficient Syndrome
ICT:	Information Communication Technology
IT:	Information Technology
JADF:	Joint Action Development Forum
M & E:	Monitoring and Evaluation
MDGs:	Millennium Development Goals
MIGEPROF:	Ministry of Gender and Family Promotion
MINALOC:	Ministry of Local Government
MINEAC:	Ministry of East African Community
MINECOFIN:	Ministry of Finance and Economic Planning
NGOs:	Non-Governmental Organizations
NISR:	National Institute of statistics of Rwanda
NURC:	National Unit and Reconciliation Commission
PSC:	Provincial steering Committee
REMA:	Rwanda Environmental Management Authority
SACCO:	Savings and Credit Cooperatives
SMEs:	Small and Medium enterprises
SWGS:	Sector Working Groups
TV:	Television
TVETs:	Technical Vocational Education Trainings

TWG: Thematic Working Group

VCT: Voluntary concealing Testing

VUP: Vision 2020 Umurenge Program

YEGO: Youth Empowerment for Global Opportunity

III. Executive Summary

Rwanda's Economic Development and Poverty Reduction Strategy (EDPRS) is a tool for development. As a development tool, the EDPRS developed in 2007, set out the country's objectives, priorities and major policies for the five years (2008-2012). It provided a road map for government, development partners, the Private Sector and civil society and indicated Rwanda's journey to development, what the journey would cost and how it would be financed. The strategy provided a medium term framework for achieving the country's long term development goals and aspirations as embodied in Rwanda Vision 2020, the seven year Government of Rwanda program, and the Millennium Development Goals.

The EDPRS1 was the medium-term overall policy framework for 2008-2012 and was to be implemented through government investments intended to maintain momentum in the social sectors especially education, health, water and sanitation and in the economic sectors like agriculture, transport, information and communication technology, energy, housing and urban development, proper land use management and environmental protection, good governance and the rule of law. As EDPRS1 comes to a close, a new framework must evolve hence the evolution of EDPRS2 (2013-2018). EDPRS2 focuses mostly on four thematic areas of economic development, rural development, productivity and youth employment and accountable governance. This will require cross-sector and cross-government coordination. Its implementation will maintain and enhance the gains registered in the foundation issues during implementation of EDPRS1. As part of the EDPRS2 elaboration process, all districts were also required to develop District Development Plans to inform EDPRS2 and sector strategies.

The Ministry of Finance and Economic Planning (MINECOFIN) was coordinating the elaboration of the second generation of EDPRS and have committed a consultant to each district to facilitate the process. MINECOFIN facilitated elaboration of the Kayonza district development plan (DDP) 2013-2018 that will provide guidance of the annual action plan and Imihigo development plan in the period of five years. This DDP was elaborated basing on locally priorities as expressed by local population and national priorities as presented in the vision 2020 and EDPRS. Specifically, the elaboration is in alignment with the EDPRS 2 sector priorities as presented in the sector strategic plans.

Kayonza District Development Plan (DDP) was elaborated on the basis of accomplishment of the previous DDP and EDPRS1 (2008-2013). The DDP elaborates the district's medium-term goals and aspirations over the period of five years. It takes into account of the country's medium and long term programs especially Vision 2020, Seven Year Government Program (7YGP) and Millennium Development Goals (MDGs). The EDPRS2 overall objective is to increase the quality of life of all Rwandans through rapid and sustainable economic growth (11.5% p.a) and accelerated poverty reduction (<30% by 2018).

The methodology used majorly was linking district development plans with sector and thematic area strategic plans as well as EDPRS2 priorities. This called for joint planning and budget harmonization. It also assisted in bringing together district sector working groups and the central government sector groups to agree on implementation of the DDP in the next five years. The district carried out its performance review based on the EICV3, DHS4 and EDPRS1 self assessment reports. NISR data were consulted in order for the district to compare its performance with national level performance and in comparison with other districts to learn from their best practices.

The district carried out community consultations during umuganda and ubudehe sessions to draw priorities at the local level. It also made consultations with Umurenge Joint Action Development Forum and the findings were fed into the DDP. At the district level, the technical staffs provided their sector plans and the top management put in more insights. The district sector plans were harmonized with the sector plans from ministries and a logical framework was developed showing how programs and projects will be addressed to meet specific outcomes and outputs in the DDP. This framework assists sectors and district to identify the resource gaps and lay strategies to mobilize resources for the DDP implementation. The provincial Steering Committee and the JADF validated the DDP draft and this feedback mechanism during DDP planning was found vital because it created ownership and is expected to inform implementation of the DDP in the next five years.

Chapter one shows the district context and purpose of the DDP, highlights methodology used and presents the stakeholders involved in the implementation of the DDP. Chapter two presents the district overview especially focusing on the district geographical and demographic features, population specifics and topographic make up. The chapter also presents the socio-economic

situation of the district; the challenges faced and proposed viable recommendations for overcoming challenges. It sets priorities for the next five years across all the 16 sectors and concludes with mainstreaming cross-cutting issues.

Chapter three sets the strategic framework to be used in implementation especially focusing on improved rural and urban settlement, increased agriculture investment and product transformation, improved road network and accessibility to key destinations, improved accessibility to energy, reduced vulnerability to climate change, increased investment through credit provision, mechanisms of empowering youth and women to raise income, improved health and education quality and accessibility, improved local government efficiency, justice, reconciliation, law and order. The chapter ends with strategies for mainstreaming cross-cutting issues into the district development plan.

Chapter four defines roles and responsibilities of different actors in the district in the implementation of the district development plan.

Chapter five presents the monitoring and evaluation strategies, and sets the feedback mechanisms. Chapter six elaborates the budget for implementation of the DDP, highlights costing and shows the financing sources.

Performance measurement for both implementation and results will be measured against the set targets. This will address whether or not inputs and activities are in compliance with allocated budgets, work plans and schedules. It will also measure the direct products and services delivered by the interventions (outputs), the change in access to services and the utilization of products and services (outcomes) and their effects on people's livelihoods and the environment. For effectiveness of this system, MINECOFIN will assist in tracking progress at regular intervals. It will provide regular feedback and information vital for management decision-making.

In costing and financing of the DDP the district will be able to finance 81% with a deficit of 19% that will be recovered through Mobilization from various development partners, which operate in the district, donors and other sources, will ease the financing of DDP priorities. The projected district owns revenues are expected to increase further which may also decrease the deficit gap.

This is attributed to the fact that the development projects planned under this DDP could lead to increased tax base within the district.

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CHAPTER I: INTRODUCTION

1.1: Contexts and purpose of District Development Plan

The Government of Rwanda is now embarking on the preparation of the Second Economic Development and Poverty Reduction Strategy (EDPRS 2) which will be implemented from 2013/14 to 2017/18.

The elaboration of District Development Plan (DDP) is in line with the process of preparing the second Economic Development and Poverty Reduction Strategy (EDPRS2) to guide the country's medium-term development aspirations over the period 2013/14 to 2017/18. The District Strategy sets the goal and objectives of the district, ensuring that all stakeholders have a common vision for the district's development. This aims to promoting co-ordination between stakeholders and to increase efficiency where partners can combine resources to reduce duplication and enhance synergy. The DDP is aligned and harmonized with EDPRS2 in terms of time frames and objectives to contribute to the achievement of national targets especially Vision 2020 targets, Therefore, the DDP takes mindful of the country's medium and long term programs such as the EDPRS2, Vision 2020, Seven Year Government program (7YGP) and Millennium Development Goals (MDGs).

The main purpose of the District Development Plan is to produce a tool of planning and coordinating interventions in order to improve the living conditions of the District population and to ensure harmonized development.

The general purpose of this development plan is therefore to provide an instrumental tool which reflects the vision and harmonized development of the district, through a planning and a coordination of the interventions, with objective of improving the living conditions of the population and attainment of sustainable development of the District. Apart from this purpose this DDP serves to

- ❖ Endowing the District with a document embodying major problems as pointed out by the population, opinion leaders, local authorities as well as solution proposals to such raised problems;

- ❖ Providing different development partners with a document containing major projects in order to facilitate their intervention.
- ❖ Setting cohesion between national policies and the District's strategies.
- ❖ Providing a basis for innovation and new initiatives that will inform implementation of the set strategies.
- ❖ Serve as a tool for planning and implementation of district and sector strategies in order to harmonize resource use.

Overall, a five-year District Development Plan is a tool for the, district to get its development strategies to contribute to the achievement of the Vision 2020 targets and objectives.

1.2: Economic actors in the District

The mapping of stakeholders in Kayonza District shows that apart from Government institutions there is a big number of partners totaling to almost 150 which include; international NGOs, local NGOs, Faith based organizations, cooperatives, sub-branches of commercial banks, Micro-finance Institutions, insurance companies, telecommunication companies, motels, transport agencies, petrol stations and high learning institutions These provides their contributions towards the development of district by implementing some development projects, these partners are operating in all sectors whereby, 168 intervene in the economic related activities,36 intervene in socially related activities and the remaining 40 intervene in governance related activities, the full list is detailed in annex.

1.3: Methodology used.

The methodology followed the framework and guidelines developed by the Ministry of Finance and Economic Planning (MINECOFIN). Participatory approach was used to involve the population and stakeholders in order to create a spirit of ownership. The participatory approach was also useful to capture views of Joint Action Development Forum (JADF), Province Steering Committee (PSC) and Sector Working Groups (SWGs). The draft report was discussed and validated in the District Council workshop organized by District, and inputs from the workshops were incorporated in the final report.

Consultations were also held between the District and Sector Working Groups (SWGs) This dialogue between Sectors and Districts which is an up-down approach, is also very important in

that, Districts are implementing centers for EDPRS2 and therefore must know what has been planned at Sector level for alignment of priorities at the Sector and District levels. Mainstreaming of cross cutting issues like capacity building, gender, disability and social inclusion, regional integration, environment and climate change etc. was also assured through intense consultations between the District and the MIGEPROF, GMO, PSCBS, MINEAC, REMA and MINALOC. Joint technical working sessions organized by the Province were useful. They brought together representatives of MINECOFIN; line Ministries and their affiliated agencies and the Directors of Planning and the DDP Facilitators of all Eastern Province in order to get consensus on harmonized priorities.

The methodology underwent different stages: Desk review and District's situation, achievements from the previous DDP and EDPRS1 and challenges that triggered defining District. Priorities were discussed with District executive committee and presented to the provincial Steering Committee. The draft document was discussed with JADF, the private sector representatives, NGOs and Civil Societies at different meetings and workshops during which, stakeholder comments and suggestions were taken into account to improve the document. Finally, the final draft was submitted to the Executive Committee and the District Council of Kayonza for approval before the submission of the final document to MINECOFIN.

National Institute of Statistics of Rwanda (NISR) developed a profile of Kayonza District which includes the accurate data from EICV3 and DHS 4 conducted in 2010. Both data from this profile and District record guided the assessment of Kayonza priorities and identifying targets which will be achieved in the five next years. Some Key Informants from District officials, staffs and members of JDAF have been interviewed. Views and comments from JADF, PSC, TWGs, SWGs, and MINECOFIN have been also considered.

Interviews including open interviews with Kayonza district Authorities-(District council, District executive committee, Directors and sector staffs), JADF Members, Women and Youth council leaders, The umbrella of the disabled representative in the district, Private Sector Federations working in the areas, Civil societies and cooperatives in the area and Some Individuals.

A number of official documents including the EDPRS1, 2008-2012 Kayonza DDP, revised Vision 2020 targets, 7YGP, EICV3, DHS4 Millennium Development Goals, Thematic Areas and

Foundational Issues Guidance Notes, Cross Cutting Issues Guidance Notes, Sector Strategic Plans (Draft reports), District Profile, District Capacity Building Plan, District record reports analysed to assess in detail the recommendations, what is being implemented as well as challenges. The above analysis served as a basis for the recommendations of what needs to be done to make considerable improvement. This assessment was compared to the requirements of EDPRS2 to determine the depth of work needed in the DDP 2013-2018.

1.4: Structure of the DDP

This development plan is organized into six chapters. Chapter one provides the context and purpose, methodology, achievements, district geographical location, main economic activities, poverty levels, social and environmental issues in the district. Chapter two provides an overview of the district by setting out the current status, challenges and recommendations, priorities and crosscutting issues related to district development; while chapter three is the core strategic framework. Chapter four draws out key features of the implementation for the strategic plan such as, roles and responsibilities of stakeholders and a mechanism for coordination/information-sharing. Chapter five addresses the monitoring and evaluation framework while chapter six deals with financing and costs. It also has annexes for vital information that complements information in the previous chapters.

CHAPTER II: OVERVIEW OF KAYONZA DISTRICT

2.1 Geographical location of the District

Kayonza District is one of the seven districts constituting the Eastern Province of the Republic of Rwanda. It is located in the East of the Province and borders with Gatsibo District in the North, Rwamagana in the East, Ngoma in the South–West, Kirehe in the South-East and the Republic of Tanzania in the East.

2.2 Topography of the district

Kayonza District covers the average area of 1,954 km². The relief of Kayonza District is made of many hills and slopes whose altitude varies between 1400 and 1600 m. The relief is characterized by the plates at broad tops and the hills with soft slopes except in the East where one finds some slopes stiff and stony.

2.3 Climate of the District

Kayonza district is situated in the wet tropical climate area with an alternation of two wet seasons and two dry seasons. The recorded annual average temperature lies between 18°C and 26°C. The annual average pluviometer varies generally between 1000 mm and 1200 mm, with March and April receiving more precipitation.

2.4 Hydrograph, fauna & Flora

The hydrographic network of the District is relatively dense and is primarily made by a multitude of small interior lakes (Ihema, Rwibishuhe, Kabigabiro and Cyabatanzi, Kibare, Shakani) and the lake Muhazi that divides Kayonza with the close Districts. In addition to these lakes, Kayonza has moreover many vast swamps. The District contains a half of Akagera National Park where a vast number of Wild life including buffalo, antelopes and more other ruminants are living. The District also accommodates a huge variety of birds such as birds of prey, guinea-fowl, partridges, heroes and so forth. The hares, Wild boars, monkeys and more other small beasts of the rodent family are rarely found in the wooden savanna and in the natural vegetation. This implicates the potentials for tourism and related economic activities to the district.

The Flora in Kayonza is generally made of afforested savanna vegetation and some forestry gallery. The latter constitutes a very precious reserve which should be rationally exploited.

2.5 Soils

Kayonza district has very fertile soils almost in all its sectors. Most of the soils are loamy and few others are sandy with loam mixture. In some boggy areas, clay soil may be found. The soils permit growth of most types of foods such as: Bananas, Maize, Cassava, Beans, Coffee, Pineapples and Rice to mention but a few.

2.6 Population of the district

The population size ranges to 346, 751 people, living in 12 sectors, 50 cells and 421 villages (mudugudu). With population change of 65.3, average growth rate of 5.2% and population density of 179/km² as shown in the table below

No	Sectors	Populati on 2002	population 2012			Sex ratio	Populati on change(2 002- 2012) %	Average annual Growth rate (2002- 2012) %	Populatio n Density (pop/km ²)
			Male	Female	Total				
01	Gahini	21,676	16,949	17,881	34,830	95	60.7	4.9	173
02	Kabare	25,896	16,775	18,098	34,873	93	34.7	3	315
03	Kabarondo	19,418	14,764	15,673	30,437	94	56.7	4.6	559
04	Mukarange	19,538	19,861	21,348	41,209	93	100.9	7.7	766
05	Murama	14,105	10,378	10,379	20,757	100	41.7	3.5	289
06	Murundi	17,640	18,331	18,331	36,662	100	104.5	7.4	73
07	Mwiri	10,800	11,352	11,887	23,239	95	115.2	8	45
08	Ndego	9,071	9,286	9,642	18,928	96	108.7	7.6	108
09	Nyamirama	19,359	14,556	16,006	30,562	91	57.9	4.7	500
10	Rukara	23,204	15,015	16,268	31,283	92	34.8	3	486
11	Ruramira	11,399	7,950	8,990	16,940	88	48.6	4	408
12	Rwinkwavu	17,617	13,919	14,481	28,400	96	61.2	4.9	308
13	Kayonza District	209,723	167,767	178,984	346751	94	65.3	5.2	179

Source: NISR 2012 Census

2.7 ECONOMIC STATUS AND ACHIEVEMENTS OF KAYONZA DISTRICT ACCORDING TO EICV3 AND DHS4

Most of the projects in kayonza district were fully implemented as were planned in DDP others are still ongoing due to constraints which the district have been facing within the whole period of EDPRS1

The economy of Kayonza district is mostly dependent on agriculture and livestock, Fertile soils are exploited and give satisfactory production for food crops like banana, maize, beans, soya beans mostly in Rwinkwavu with a transformation plant being constructed in mukarange sector to improve the value and quality of soya beans cassava and marshlands suitable for rice growing. These crops are on a consolidated land of 47364 Ha of land. Banana plantation is mostly cultivated in the areas of Kabarondo, mukarange, Nyamirama and covers a big percentage of the cultivated land in the district

The EICV3 report reveals that, participation of the District in the production of the main crops are Maize which is the second dominant crop cultivated on an average of 34.4%, Beans are 33.5%, sorghum 42.4%,wheat 5% and lastly rice which is at 0.0%

The improvement and increase of agricultural productivity in Kayonza District remain hampered by the low use of agricultural inputs as confirmed by the data in EICV3 reveals that, percent of Household incurring expenditure on chemical fertilizers is 13.0% compared to 30% of the National average, organic fertilizers are at 2.4% compared to 9.7% of the national average, percentage of agricultural households purchasing improved seeds are 15.5% compared to 19.5% of National average and pesticides 0.5% compared to 31.2% of national average, house hold with irrigation expenditures are 0.7% with an average of expenditure on terracing of 0.4%.

Even though the District has a lot of unexploited land, cultivated land remains very lower than the national averages.79.6% cultivate on an average area of 0-1ha compared to 81.8% of national average, 20.1% cultivate on an area between 1-5ha which is greater than 17.8% of national average, the remaining 0.4% cultivate on 5ha and above compared to 0.5% of national average level

In livestock development, Kayonza district achieved some of the projects in order to improve the living conditions of its citizen and reduce poverty in general, in one cow policy 2.1% received

cow through one cow policy and 6.1% received animal through NGO, 3924 cows were inseminated to increase the cows of improved races for high production of milk, 6 valley dams constructed, 4milk collection centres in Mulundi, kageyo, Rwinkwavu, Ndego and Mukarange.2 cattle markets were constructed. In agriculture development and soil protection against erosion, 262ha of radical terraces and 4671ha of erosion trenches constructed, rain water harvesting at 56sites, 400ha of upland irrigation to improve the production of agriculture products

In infrastructure, the district has a very good network of roads that connect it to other districts; Kayonza District has a good network of rural tracks. The District has roads connecting its sectors and cells to the close Districts of Gatsibo, Rwamagana, Ngoma and Kirehe with roads in good condition estimated to 61% compared to 53.8% of National average. The population walking at least less than 20 minutes from all weather roads is estimated to 96.5% with 79.3% of national average, 2.3% takes 20min to one hour compared to 13.7% of national average, the remaining 1.0% it takes at least two hours to reach the nearest weather road compared to 7.0% of the national average. According to the EICV3 report on the user satisfaction with all-weather road and participation in quality revealed that, 70.6% are satisfied while 29.2% are not satisfied due to the fact that some of them don't even use the service and others the service is far from them.

In energy, the use of the electricity as main lighting source is at 7.5% with 10.8% of national average,7.5% use oil lamp compared to 9.7% of national average,2.3% use firewood compared to 8.8% of national average,1.7% use candle for lighting compared to 5.9%,a big percentage of 69.8% use lantern for lighting against 34.7% of the national average,10.5% use battery compared to 28.6% of national average the remaining 0.7% use other means of lighting compared to 1.5 of the national average. The most dominant mean used for cooking in kayonza district is firewood which is at 92.7% which is below national average of 86.3%, charcoal is used at 6.7% compared to 10.6% of national average and 0.5% use other means apart from those mentioned above.

In urbanization the district should put much efforts to improve the urban and rural settlement basing on the data from EICV3, people living in imidugudu are 88.7% which is above 37.5% of national average, 1.2% live in unplanned clustered rural housing compared to11.1% at national level, 2.1% in isolated rural housing against 37.2% at national level, 5.0% in agglomeration

compared to 4.8% of national average, 3.0% are in unplanned urban housing compared to 8.4% at national level and 0.0% in modern planned area compared 0.6 at national level.

In ICT, kayonza district is lagging behind the normal situation in using and owning ICT facilities, EICV3 report reveals that, mobile phone ownership is at 50.1% compared to 45.2% at national level; landline phone is at 0.8% which is equivalent to the national level also at 0.8%, computer ownership is at 0.3% which is below national average of 1.7%, radio ownership is at 65.0% compared to 60.3% of the national average, TV set is at 3.9% against 6.4% at national level and video/DVD player ownership is at 0.3% compared to 1.7% of the national average.

In computer literacy. based on data from EICV3 % of population aged 6years and above, that have used a computer before, and that would feel confident about using a computer again, the figures show that, 96.4% never used a computer before compared to 93.5% at national level, 1.8% used computer before but not confident to use it again compared to 2.6% of national average and 1.7% used computer before and confident to use it again compared to 3.9% of national average. The usage rate for internet services facility is also low where 0.2% use internet regularly, 3.1% use internet oftenly, 1.8% sometimes use internet, 14.9% not at all and 79.9% don't know about internet service most of the reasons for the internet illiteracy in kayonza district, EICV3 revealed that 4.7% showed that the service is too far from them, 0.2% the facility is too expensive to them, 0.2% poor quality of services, 11.7% they don't need the internet services at all and 82.7% don't know about the service at all.

In employment, even though the unemployment rate in Kayonza district is equal to zero, a very large part of the labor force is occupied by the agricultural activities. Unemployment is 0.0% compared to 0.9% of National average, inactivity 14.3% compared to 15.8% of National average, wage farm 6.4% compared to 9.9% of National average, wage non-farm 10.7 compared to 16.9% of National average, independent farm 71.1% compared to 61.8% of National average, independent non-farm 9.3% compared to 9.7% of National average.

The sectors which employ people in Kayonza district are also different where, 9.7% are employed in public sector compared to 9.1% of National average, 2.6% are employed in parastatal compared to 3.4% of National average, 14.9% are employed in private formal

compared to 16.2% of National average, 71.0% are employed in private informal compared to 69.5% of National average.

The financial system of Kayonza District is not well developed. There are 5 branches of commercial banks, 4 microfinance institutions and 12 Umurenge Sacco. The access to credit is not easy due to the collateral requirements that are out of reach for most people, but also the fear of contracting credit. Kayonza District also has the services of 4 insurance companies. Trade is especially practiced in the city centres of Kayonza and Kabarondo; the other centers' are not commercially developed. In addition, Kayonza has only three modern markets (Mukarange, Rukara and Kabarondo) and people have difficulties of market access. There is also to point out the existence of selling points and small traditional markets scattered in the District.

In mining, the District of Kayonza has wolfram, cassiterite and coltan deposits in Rwinkwavu, Murundi, Ruramira, Mwili, Rukara, Ndego and Kabarondo sectors. Previously the mining was done only at Rwinkwavu (Rwinkwavu Wolfram Company) but now the mining activities extended to all mining potential areas whereby around 15 companies are involved in mining process.

Tourism would be a great socio-economic development potential of Kayonza district if it was well developed. The District has a great advantage to host the Akagera national park, the Akagera river and a multitude of very interesting inland lakes where several tourist projects and activities could be undertaken. However, with the exception of the Game lodge hotel within the Park and a few motels and small restaurants in the town of Kayonza, accommodation and catering facilities are almost not enough, apart from Akagera National park and Akagera River, Kayonza district is having other touristic potentials which could attract tourists, the advantage of having king's play ground at Rwinkwavu which is a potential historical background that could generate income through tourism and interesting relief of being hilly with gentle slopes in some parts and flat terrain in other parts without forgetting Kadiridimba river which interests many people.

In social sector, regarding the Social situation, the District of Kayonza has been implementing its strategies to improve social well- fare of the population despite a big number of population in need of social assistance as a result of the 1994 genocide that left thousands of orphans and high

number of widows compelled to work for their survival. In water and sanitation, total improved water source is at 72% compared to 82% of national average and 100% of population in kayonza district use less than 1hr to reach the main water source. In sanitation the total improved sanitation is at 66.3% where among others 0.3% use flush toilet, 66% use pit latrine with solid slab, 27.8% use pit latrine without slab and 5.9% live without toilet facilities. In waste management, the methods of household rubbish disposal in kayonza district, 66.4% use compost heap, and 28.1% thrown in bushes or fields, 4.2% dumped in river or lakes and other 1.2% use publicly managed refused area. The district is still having some challenges of limited access to clean water especially in mukarange, mwili, murundi, nyamirama and murama sectors

In Health, 72.8% have medical insurance cover under Mutuelle des santé and under five year mortality rate is at 129 per 1000 born and infant mortality rate is 66 per 1000, proportion of 1 year old children immunized against measles are 89.1% delivery in health facilities is at 68.4%. Family planning is at 39%, malnutrition is at 0.6%, death caused by malaria 7.7% and the population is served by 2 hospitals of Gahini and Rwinkwavu hospitals, 14 health centers and 4 health posts with 8 ambulances facilitates the people to access health services. The district has the challenges of inadequate health facilities especially in Gahini hospital, Rutare and mukarange health centers.

In social protection, the Population covered by social protection system is 20% where, VUP programs are only implemented in 4 sectors. 215 projects of the vulnerable people were supported and 5313 houses of the vulnerable were constructed, 4213 cows through girinka program to vulnerable groups were distributed. The social issues in the district also includes the number of disabilities in the district, where the number of disabled people in kayonza district are totaling 3426 people, 1198 of them are children, 442 are in schools, 109 dropped out due to lack of support and the remaining 604 didn't even get a chance of joining formal education. A big challenge in the district on social issues is the big number of vulnerable households where by 41634 people from 11196 households are under support of ubudehe program. 0.7% of households are headed by persons under 21 years of age and 4.2% of households are headed by disabled people.

In gender, the households headed by female are 24.9% and the mean number of people in households headed by female are 3.8, the level of employment by gender in kayonza district is

that 4.6% of males are employed in wage farm compared to 6.4% of females, 18% of males employed in wage nonfarm compared to 4.7% of females, 60.6% of males are small scale farmers compared to 79.7% of the females, 13.4% of males are independent non famers compared to 5.8% of females and the remaining 1.5% are employed in other areas compared to 3.4% of the females, 65.4% of the male headed households raise a live stock against 60.3% of the female headed households and 16.8% of households in kayonza are headed by widows

In education, the literacy and secondary school attainment rates are lower than the national averages. Literacy rate for 15yars and older is 67.1%, secondary school attainment is at 34.4% , net secondary school enrolment is 19.1%, ,gross secondary school enrolment rate is at 38.4%, gross primary school enrolment rate is 150.9% ,net primary school enrolment rate is 92.9% and computer literacy for persons 15 years and older is at 2.5% therefore, 351 classrooms for the 9 YBE and 12 YBE were constructed 88% of adults have been trained in adult literacy, 5 TVETs were constructed. The qualified teacher are 65% in primary and 52% in secondary, 20 teachers houses constructed to motivate teacher, 5 laboratories are available which were constructed to encourage the study of science subject. The district is still having some social challenges like inadequate classrooms and latrines both in primary, lower and upper secondary schools.

In environment, the district is characterized by the following, drought, low forest cover as most of Kayonza is semi-arid, over reliance on bio mass (93, 1% of people use fire wood for cooking), some areas around lakes are not protected, lack of waste treatment and management mechanisms, Poorly protected and maintained mining sites, termites that destroy buildings and trees, bush fire, Settlement in prone areas (High risk: 214 people), Cutting of natural forests and bushes in the process of clearing and improving grazing areas, tendency of not carrying out EIA before carrying out projects

The Poverty rate is at 42.6% compared to the National average of 44.9%, Extreme poverty rate is at 19% compared to 24.1% of the National average, 57.4% of people are considered non-poor. Though the district put much emphasis on laying out strategies to reduce poverty the district is having poverty related challenges, big percentage of people engaged in non-productive agriculture, big number of vulnerable groups, Poor roads net -work connect rural and urban areas, Inadequate district income generating activities, Inadequate energy resources, inadequate

SMEs and cooperatives, inadequate post-harvest management systems, Low rain fall and poor irrigation system

2.3: Major challenges in the development of Kayonza District

Basing on the situation and statistical data from EICV3 report in Kayonza district the 5 big challenges that hinder the development of the district and that, once addressed, will boost the district development are:

CHALLENGE	PRIORITY
Agriculture based on weather	Improved agriculture mechanization and quality irrigation systems
Big number of vulnerable groups 41634 people from 11196 households	Establish social protection system that tackles poverty, inequality and vulnerability
Weak private sector in the district	Support youth cooperatives in all sectors of district, TVET construction and youth centre's in mukarange sector will support youth employment
Limited access to socio-economic infrastructures for development (clean water, Electricity, roads, urbanization, etc.),	Increased access to electricity and rural water coverage to support in the agro-processing +feeder roads to booster agricultural growth and SMEs
Environmental issues: Drought/weather and / or soil erosion	Pollution management ensured and environmental regulations enforced for sustainable development

Though the above challenges act as the major challenges hindering the district development, there are other challenges which should not be put aside and need to be addressed to support the main challenges as a backup for the district development

Lack of various products for export due to insufficient mobilization and sensitization of farmers to produce for export. Soil erosion on hillside and poor agricultural land management leading to lower productivity. Lack of post-harvest handling and storage services where there are only 5 drying grounds and 3 storage facilities and facilities for farmers and farmer groups (cooperatives), the insufficiency of processing units for agricultural transformation where 3 plants are only installed and low livestock production and productivity. Inadequate SMEs and cooperatives, insufficiency infrastructure for energy and the utilization of wood and charcoal as the principle source of energy 93%, insufficiency waste management systems only 1 land fill available.

Weakness in monitoring and Evaluation of DDPs this caused by lack of facilities to make a follow up on the progress of the activities in the district, lack of specialized skills in infrastructure development and other areas causes poor infrastructure maintenance and development, Lack of appropriate data in different areas, Inadequate administrative offices both at district, sector and cell level leading to poor working conditions and congestion in working place, Inadequate health facilities where there is only two hospitals, 14 health centres and 5 ambulances which is a threat to the health of the people, poor road networks and maintenances limiting accessibility and rural urban connectivity leading to limited transportation and development where 61% of roads are in good condition, Insufficient forestry resources especially in hilly areas causing problems like land slide and soil erosion, In education there is still insufficiency of school infrastructures (pre-school, primary and secondary), dropouts in schools existing though not on a high rate.

2.8: POTENTIALITIES IN KAYONZA DISTRICT

Mines and Quarry Potentials; Tin, Wolfram, Coltan. Main road connectivity (Kayonza-Kigali, Kayonza-Rusumo, Kayonza-Kagitumba), Top 5 SMEs Product Clusters: These include, macadamia, milk, maize, fashion and tailoring, mushrooms which can be used for development through transformation, Akagera national park as a tourism facility, lakes (Muhazi, Ihema, Gishanda, Rwakigeli, Kibare, Kagese, which can be used for fishing, enough and virgin land for cultivation and grazing, Flat terrain for easy mechanization, Marshland for reclamation, Young and energetic youth, Cross border trade

2.9: CROS CUTING ISSUES RELATING TO DISTRICT DEVELOPMENT

2.9.1: Gender and family promotion.

As the government of Rwanda is in process of encouraging women participation in decision making and struggling to design policies to empower women, measures were undertaken to strengthen women and men's capacity in cooperative management and farming techniques, kayonza district supported women through capacity building on all aspects of development in the district, mainstreaming into Women Council development plans, project design and management training for women's cooperatives; promotion and support of women's initiatives and projects. Financial support for these activities was provided through facilitating women to have access to financial services. The district activities especially projects and programs targeting the communities were ensured, equal participation of women and men, challenges associated to gender and family promotion in kayonza are mainly, lack of disaggregated data on gender, lack of support to women and men cooperatives, insufficient skills on gender issues, inadequate income generating activities to women and men

2.9.2: Environment, climate change, meteorology and disaster management

Environment in kayonza district is among the crosscutting issues where much emphasis were put in rehabilitation and management of rives banks and lakes in the district, planting and management of forest resources were given a lot of emphasis and measures for reducing soil erosion and restoration of the damaged areas were undertaken. Where there were reinforcements of Soil protection and environmental standards put in place most especially in mining areas. Environment conservation and regulatory standards promoted in the process of building a clean environment in mined sites. Special attention were put on providing buffer zones in wetlands, rivers to ensure EIA implementation in all levels, to ensure sustainable mining and to eradicate plastics and other pollutants, the households ensured that they have rubbish pits by 2017, the associated challenges are: low rain fall, over reliance on biomass, lack of waste treatment and management mechanism, Poor protected and maintained mining sites, bush fire, low forest cover as most of Kayonza is semi arid, settlement in prone areas(high risk 214 people), lack of meteorological stations, lack of qualified staff in disaster management unit, Termites that destroy buildings and trees

2.9.3: Disability and social inclusion

Disabilities were given a special consideration in the processes of district development by involving them in all district activities. Disabled youth were facilitated in acquiring education service to increase their chances of finding jobs in all sectors of the economy. A number of disabled youth who completed their secondary school studies were trained in the fields that are commensurate with their physical capacities. The district put particular attention and priority to improving services to people with disabilities, and ensured that people with disabilities are involved in decisions that affect their interests at all levels of district interventions.

- ❖ big percentage of disabled children
- ❖ inadequate facilities to facilitate the disabled people
- ❖ existence of some vulnerable groups especially women headed families and genocide survivors
- ❖ insufficient budget to facilitate the disabled groups
- ❖ inadequate support in project development
- ❖ limited access to finance due to lack of securities

2.9.4: HIV/ AIDS and non-communicable diseases

Under this district development plan, the district mainstreamed the issue of HIV by providing training on how to fight against HIV and by availing materials and conditions that can help the affected people in income generating activities related to farming activities such as fruit farming, mushrooms growing and beekeeping which are often good, low-cost sources of micro nutrients such as vitamins and minerals essential for good nutrition and health, as well as income were promoted and supported to benefit the category of poor HIV/AIDS affected populations. Sensitizations on HIV/AIDS and non-communicable diseases were organised at all levels and within communities. Games and Sports created a channel to eradicate the non-communicable diseases and stop the spread of HIV/AIDS pandemic in the district through mobilization and sensitization of the population.

- ❖ High number of migrants causing wide spread of HIV/AIDS
- ❖ limited awareness of people on preventive measures on non-communicable diseases
- ❖ lack of strong mechanisms to Prevent AIDS in remote areas
- ❖ Inadequate health services to people with HIV/AIDS like VCT
- ❖ Limited awareness on non- communicable diseases
- ❖ Limited number of partners

2.9.5: Capacity building

Capacity building is the key to the development of the district where by the capacity building plan will guide the district to have the skilled and well trained Staffs, will lead to achieve the set targets and quality service delivery leading to the improved district performance and development, district is having challenges in capacity building Lack of specialized skills in infrastructure development

2.9.6: Regional integration

Regional integration is the paramount factor to the development of the district. The district tried to implement all environment conservation programs. The productivity of agricultural products increased especially to those products destined to EAC market, there were growth of existing industrial sub-sectors and development of new industries and products, with a focus on industries with export potential, investments in Information communication, technology-mobile banking were enhanced, connecting rural communities to markets, construction of feeder roads, joint border markets, improve infrastructure to boost growth of business

CHAPTER III: STRATEGIC FRAME WORK

3.1 Vision

The District vision is having a healthy, wealthy, well-trained and well-informed population.

3.2 Mission

The mission and responsibilities of the District are defined by the law N°8/2006 of 24/02/2006 concerning organization and functioning of the District.

The mission entrusted to the District by the said Law is as follows:

- To implement the government policy ;
- To give services and help sectors to deliver quality services ;
- To establish, coordinate and implement development programs;
- To promote solidarity and cooperation of Districts.

This chapter reflects the District Development Plan priorities and policy actions. The district priorities and strategies are linked to the thematic areas of EDPRS II which are Economic transformation, Rural Development, Productivity and Youth Employment, Accountable Governance and on foundational issues which still need focus. These are crucial thematic areas for Rwanda's development agenda as well for the district. The implementation of the District priorities and strategies here mentioned below shall have to change the District economic status. In this regard, the District is targeting to reduce poverty from 42.6% to less than 30% by 2017 by putting much effort in agriculture, infrastructure, and sustainable youth development, job creation through private sector development and improvement as well as development of mining sector.

The strategies to be employed by the district include but not limited to the following result chain:

3.3 DDP RESULTS CHAIN BY SECTOR

3.3.1 Agriculture sector

Strategies for agriculture aim at improving agricultural productivity and profitability, improving farmer's income, thereby contributing to reducing rural poverty and ensuring household food security and focuses on productive and gainful agriculture

Priority1: Improve irrigation and mechanisation systems

In Kayonza District a big percentage of area is still virgin, meaning that the exploitation is still under access capacity, Agriculture in kayonza district is a development potential that would spark a big impact to the population in terms of social and economic welfare of the citizens in kayonza district and Rwanda in general. The district has high potential fertile soils, some of which have not been exploited especially in areas of marshlands and hills where irrigation would be applicable.

To improve agriculture much emphasis should be put in place so as to increase food and cash crop production, quality and stability which guarantee food security, this will be achieved if the following strategies are implemented, area under land consolidation should be increased to increase production on large scale of agriculture products, marsh land use and hill side irrigation will be improved to overcome much reliance on rain fall which is little in some areas of kayonza district and to increase the production of cash crops in the district where we are at 0.0% of rice production according to EICV report, much emphasis will be put also on population awareness on use of fertilizers and improved seeds, these will be achieved through mobilization and sensitization of population on advantages of using fertilizers and improved seeds.

Agriculture input distribution network will be organized by creating business hubs at cooperative level for easy distribution of inputs to farmers. Farmer field visits will be widened to improve farmer's knowledge on post-harvest management and increase drying grounds; private extension services will be contracted by farmer cooperatives at low costs. Establish permanent training services to farmers on use of financial services to support them in agriculture. Attract private investors in agriculture and facilitate market access to farmers. Promote commodity chains and agribusiness

Priority 2: Develop Agro-pastoral products transformation

Kayonza district aims to improve milk production and quality through improved animal genetics, cow and calf management, this will happen through transformation of milk collection centres into business centers, this will ease the acquisition of livestock inputs to facilitate farmers, Improved feeding systems and ensure efficient milk collection chain. Improve animal health by carrying out comprehensive disease surveillance, control plans and improved vaccination programs reach all farmers, establish veterinary pharmacy in each and every sector, valley dams will be rehabilitated and grazing farms cleared and fenced to reduce the movement of cows. Support farmer cooperatives to acquire new technologies, farmer field visits and farmer to farmer knowledge transfer.

In transformation of livestock products Kayonza district through public private partnership programs will install meat processing plant which will improve the value and the quality of the meat in, neighboring districts and the country in general this will increase the district revenues, farmers income, improved value, employment, business development of meat without forgetting the reduction of poverty

3.3.2 PRIVATE SECTOR DEVELOPMENT

Private Sector Development aims to have an entrepreneurial, innovative and competitive private sector that delivers broad based and inclusive economic growth, resulting in many, more and better paid jobs for Rwandans.

Priority 1: Develop private sector with much focus on SMEs development and entrepreneurship to increase off-farm employment

This will be achieved through establishment of private sector investment facilities and remove of barriers in key industries and SMEs, service priorities such as Agro processing plants will result into increased number of people joining private sector, Promotion of Public-Private Partnership approach (PPP) and Establish a favorable environment to private sector development to ease investment climate, which are the drivers of the economy. The private sector development facilities will enhance small and medium enterprises and increase to 215SMEs

Enhance cross border trade to facilitate investment relationship, establish trade fairs (Expo) to exhibit all the products and services within the district, increase off farm activities and 3 modern

markets will be constructed to enhance business development and growth of the district resulting to poverty reduction and provide market access for farmer's agricultural product, increasing selling points for both men and women. Lake Muhazi and Akagera National park are touristic resources which if exploited and properly linked to Kayonza town can serve as a stimulus for the growth of the town. Kayonza strategic location as a gateway linking the countries of Uganda and Tanzania provides opportunities for business growth and provides opportunities to attract more investments and hence rapid development.

Priority 2: Enhance private investment in agricultural products transformation

Agriculture intensification requires also, application of capital intensive techniques and installation of agriculture transformation plants. This will be achieved through establishment of private sector investment facilities and remove of barriers in key industry and service priorities such as Agro processing plants, Selling points and the establishment of the district investment group will increase small and large private firms and ensure improved quality of service delivery and use of science technology and innovation. This will increase production, develop value chain for major crops and promote agriculture transformation units. Quality and value added products, save time, reduce use of labor and stimulates value of exports without forgetting the farmers' income through increased product sales and reduction of rural poverty.

3.3.3 TRANSPORTATION SECTOR

The district has a very good network of roads that connect it to other districts, the District has roads connecting its sectors and cells to the close Districts of Gatsibo, Rwamagana, Ngoma and Kirehe with roads in good condition estimated to 61% but much effort needed to maintain and increase accessibility especially in rural areas

Priority 1: Improve transport and rural- urban accessibility

Kayonza district intends to improve its road network especially feeder roads which connect urban and rural productive areas in Kayonza district. 260km of feeder road network cutting across the district productive areas will be constructed. 2km of tarmac road around kayonza town will be constructed, 5 bridges will be constructed to ease the access of public utilities in rural and urban

3.3.4 ENERGY SETOR

The EICV3 report reveals that in Kayonza district, use of charcoal and wood as primary heating fuels is at 95%. This poses a serious threat to the environment and has negative consequences to the human and animal health due to emission of lethal carbon gases

Priority 1: Increase access to electricity to support in the agro-processing to booster agricultural growth and SMEs

Increased rural electrification from 10% to 70% and urban from 60% to 100%, Alternative power supply technologies such as 50 solar power will be installed, 670 biogas will be installed, 80km of electric lines in rural and urban areas will be installed with 42km of public light to ensure security and other low energy saving systems need to be exploited by households and business enterprises for domestic and industrial use.

Priority 2: Reduce consumption of bio mass

The EICV3 report reveals that in Kayonza district, use of charcoal and wood as primary heating fuels is at 95%. This poses a serious threat to the environment and has negative consequences to the human and animal health due to emission of lethal carbon gases. Alternative power supply technologies such as 50 solar power will be installed, 670 biogas will be installed, stoves, cookers will reach at 100% and other low energy saving systems need to be exploited by households and business enterprises for domestic and industrial use.

3.3.5 URBANIZATION SECTOR

Urban housing is expected to increase the number of non-poor and will widen district revenues. Rural housing is expected to increase economic growth through mushrooming businesses

Priority 1: Improve rural and urban settlement

Kayonza district needs to implement the developed master plans so as to have well and organised settlement and arranged urban and cities. This will be solved by implementing Kayonza town master plan and rural layout plans, 6 lay out plans will be implemented, 4 layout plans of trading centers ,50 layout plans of cells centers will be developed and implemented, 3 model villages constructed, 87.66km of new roads will be demarcated. Construction of Kabarondo Tax Park will increase movement of goods and services provide employment and increase revenue base. . Transformation of 4 trading centers of VIDEO in Gahini sector, KARUBAMBA in Rukara

sector, CYARUBARE in Kabare sector, into towns by elaborating their master plans is expected to increase urbanization, economic growth and employment.

3.3.6 ICT SECTOR

The sector will be championed by ensuring that every sector leverages ICT which will greatly trigger the success of EDPRS 2 thematic Areas and Kayonza's development plan in particular. Accordingly, ensuring internet connectivity, accessibility, cost effectiveness in addition to availability of user applications such as timely provision of information to farmers will be one of the focus areas of the district over the next five years

Priority 1: Improve ICT usage

Increase internet access to all sector and cell offices, increase ICT training centers where by business delivery service centres will be increased one in each sector, professional trainings and certification programs will be developed to improve people's capacity in ICT usage. The district will introduce video conference at district to reduce funds spent while going in meetings around the country. Document tracking and work flow management system and TV penetration will be installed in all public places in the district; the district will also ensure internet connectivity in all public buildings in the proximity of optic fiber network.

3.3.7. FINANCIAL SECTOR DEVELOPMENT

Finance has been and will continue to be a vehicle towards the success of all the other sectors. Consequently, the district shall maintain it as its priority, the task of promoting financial inclusion among her population. The district shall partner with financial institutions to increase financial access by conducting financial literacy campaigns e.g. in the drive to promote the culture of saving. Existing Savings and Loan Groups where Community Groups of People mobilized in the saving system shall be strengthened. In addition to financial literacy drive, Kayonza district shall undertake the task of mobilizing financing for the finance seekers in the district.

Priority 1: Increase access to Financial Services

This will be attained through attracting financial institutions to the district in addition to the existing ones and others in order to allow financial access and affordability through negotiating with financial institutions and encouraging them to have flexible and specific tailored products to

the situations of various customers such as youth that have no collateral by moving away from the traditional and improve the capacity of Umurenge SACCOs to finance big projects and encourage new branches of insurance companies. Much effort will be to linking SMEs to Financial Institutions for accessing the required financing, strengthening access to financial services in the district, undertaking a robust financial literacy campaigns Program in the district and developing a mentoring and counselling facility in partnership with Financial Institutions and schools to nurture entrepreneurship, liaise with Financial Institutions to expand access to credit through Credit Guarantee Schemes and designing new forms of structured finance tailored to different clientele i.e. Farmers, youth, poor women, PWDs, SMEs etc e.g. the BDF Window for Youth and Women and encouraging Financial Institutions and the population to leverage ICT through design and use of ICT Based products respectively such as Mobile Money which enhances the growth of the financial sector given the ever increasing rates of mobile penetration.

3.3.8 ENVIRONMENT AND NATURAL RESOURCES

In environment, the district is characterized by the, drought, low forest cover as most of Kayonza is semi-arid, over reliance on bio mass (93, 1% of people use fire wood for cooking), some areas around lakes are not protected, lack of waste treatment and management mechanisms, Poorly protected and maintained mining sites, termites that destroy buildings and trees, bush fire, Settlement in prone areas (High risk: 214 people), Cutting of natural forests and bushes in the process of clearing and improving grazing areas, tendency of not carrying out EIA before carrying out projects

Priority 1: Ensure Pollution management and enforce environmental regulations for sustainable development

Environment conservation and regulatory standards will be promoted, strategic environmental assessment will be conducted, environmental protection guidelines and regulations will be updated, illegal activities from wet lands relocated: climate change adaptation and mitigation project proposals developed, in the process of building a green environment and reducing risks. More forests will be planted; soil erosion control mechanisms should be strengthened

Priority 2: Modernizing mining sector

The District of Kayonza has mineral potentials which can lead to increased revenues in district and sustainable development once well exploited. The minerals are wolfram, cassiterite and

coltan deposits in Rwinkwavu, Murundi, Ruramira, Mwili, Rukara, Ndego and Kabarondo sectors. However the mining was previous done only in Rwinkwavu (Rwinkwavu Wolfram Company) but the exploitation extended to all mining potential areas where by 15 mining companies are involved. To raise the mineral production the district will improve facilitation in the process of permit application by investors, trainings of small scale miners in resource evaluation, Sensitization of young Rwandans to study mining related subjects, strengthening district inspection in mining sites increase production to 1500 tonnes by 2018

3.3.9. YOUTH SECTOR

Young and energetic youth are among the potentials in Kayonza district, but the challenge is that the employment and development mechanisms especially to youth are lagging behind the normal situation. Some of the challenges faced by youth are: little knowledge on project design and management, limited skills on financial services, lack of guarantee to get loan, the employment rate among the youth is still low, where by only 20% of the youth are considered to be employed. The income generated from the employment is still low due to the fact that the areas of employment are non-productive like in non-developed agriculture, petty trade and others which yield low income to the employees.

Priority 1: Support youth cooperatives in all sectors of district, and youth centre's in mukarange sector to support youth employment

The strategies for the youth employment are to improve skills on small project design and management, access to finance and micro credits to ease the start-up of micro enterprises which will raise youth from poverty, strengthening youth cooperatives to improve the working conditions cooperatives and enhance proper monitoring and evaluation of the performance of youth cooperatives. This will increase ownership, more jobs created; revenues improved and reduce poverty in general

Scale up youth employment through creation of a one youth stop centre model in Kayonza District that will offer integrated services to youth – (YEGO – Youth) this will be achieved through equipping youth fabrication centre and AGAKIRO in kayonza district both will contribute to the maximum exploitation of youth skills and ability towards employment and poverty reduction.

Fighting against drug among the youth through Programme called Ijisho ryumuturanyi is another strategy to enhance youth development. This will be achieved through establishing anti-drug clubs in villages and secondary schools to combat drugs in youth targeting to have energetic and responsible youth in kayonza district

public works will be scaled up to employ over 3000 youth and road construction public works will further increase the number of employed youth.

Youth mobilization and sensitization programs will be strengthened targeting patriotism and Intore programs, strengthening sports and culture, combating HIV/AIDS and talent mapping. Entrepreneur skills development will be given a lot of emphasis

3.3.10. SOCIAL PROTECTION SECTOR

Kayonza District is the second district in Rwanda to have a high number of migrants from other district; most of them are vulnerable who seek a better land. This creates a big burden to the district in terms of planning; vulnerability in Kayonza is still visible where programs that support poor like UBUHEHE and VUP programs are available in kayonza district. 20% of the vulnerable are only covered by those programs where VUP programs are in 4 sectors only. Among other strategies are,

Priority 1: Establish a social protection system that tackles poverty, inequality and vulnerability

Increased coverage of the extreme poor by the social protection system will improve the living conditions of the poor through, scale up livestock acquisition among poor and vulnerable families, vulnerable households living in disaster risk zone re-located, vulnerable cooperatives supported through trainings on small income generating activities, trainings on small project management, establishment of women opportunity centre which will train vulnerable women on small project design and financial support, construction of houses of vulnerable people. This will improve the living conditions of the vulnerable people and reduce poverty in general. 600 projects will be supported through financial services VUP/Umurenge

3.3.11. WATER AND SANITATION SECTOR

Access to clean water is critical to improved living conditions and thus enhanced productivity of the workforce thereby contributing to rapid economic growth and poverty reduction. Thus the role of water and sanitation cannot be over emphasized. Access will also have to take into account of improving the existing mean walking distance to the nearest source of water.

Priority1: Increase access to safe water

Increased accessibility to improve water from 72% to 100%.this will be archived through rehabilitation and extension of 240km of water pipelines in rural and urban areas to increase rural and urban water coverage will stimulate growth, the district shall thus ensure that it provides easy access to affordable water to all her population through sensitizing the population towards water harvesting techniques, encouraging group settlements in order to reduce the cost of availing water to the population, closely liaise with EWSA to avail the water infrastructure to the masses, develop and improve existing waste water management through recycling and encouraging the Private Sector to provide the services which will contribute to reduced prices through their cost effective.

Priority 2: Improve liquid and solid waste treatment and disposal

Kayonza district has to construct waste water treatment plant to reduce dependent on the on-plot sanitation facilities like pit latrines and septic tanks and 22km of sewage and drainage systems will be constructed especially in the priority selected areas for development. This will improve sanitation and good looking of the city. 22km sewage and drainage systems will be constructed to reduce Stagnated storm water drainage in urban setting which has negative environmental and health effects to the urban settlers. With increased development activities due to urbanization, the challenges associated with urban drainage will be immense. In this regard, rain water harvesting need to be emphasized where rain water will be harvested.

Increasing urbanization, rural-urban migration, raising standards of living, and rapid development associated with population growth will undoubtedly result in increased solid waste generation. This presses demand for alternative solid waste management approaches. The district will Endeavour to develop a land fill and recycling station in the medium term. There is need to

think of the long term approach which will entail provision of communal bins for public sewage disposal and ensure waste collection systems management. This will need population sensitization on waste collection and handling.

3.3.12. HEALTH SECTOR

The district will scale up and keep the pace of ensuring a better health of its people as it greatly affects their productivity and overall economic growth. Priority actions that will be given due attention by Kayonza District include but are not limited to promoting recommendable hygiene practices in homesteads, encourage better nutritional habits in homes with a strong focus on young children to avoid stunting and wasting, significantly address barriers to access efficient and effective medical health care services, continue promoting family planning techniques, reduce malaria deaths and sensitize masses on prevention of HIV/AIDS and non- communicable Diseases.

Priority 1: Improve Health infrastructures

Kayonza district intend to rehabilitate and extend two district hospitals of Gahini and Rwinkwavu to equip and reinforce the district hospitals. 14 health centers will also be rehabilitated and 20 new health posts are to be constructed. This will increase the work force in the health sector, expected to improve service quality delivery to the population and increase income to employees. Emphasis will be laid on provision of equipment and materials to all health facilities where 5 more ambulances will be bought. Strengthening health workers' capacity for quality provision and monitoring of mother and child survival will be considered.

The district will put much emphasis to eradication of malnutrition from 0.6% to 0.0% through improved accessibility to nutrition education and promotion of kitchen gardens. Improve family planning from 39%(EICV3) to 70% in order to reduce fertility rate by increasing availability of contraceptives and collaborating with private sector to provide family planning services. The district also will put much emphasis on sensitization on delivery in health facilities to reduce maternal and child mortality rate, Increase population access to medical facilities like VCT and reduce HIV/AIDS prevalence rate from 3.7% to 2.0% and reduce death caused by malaria from 7.7% to 0.0% will be achieved through mass mobilization on use of mosquito nets and to have improved sanitation most especially to pregnant mothers. This will demand measures to ensure community participation, improved quality service delivery to achieve high population coverage.

Behavior change and education communication will be emphasized to promote appropriate reproductive health behavior to reduce maternal and new born and child deaths. Involving males in all issues relating to female and child health will be strengthened. Conduct orientation workshops for community leaders and use mass media campaigns to curb Gender Based Violence. The district will endeavor to sensitize population on the dangers of non communicable diseases and use of training as the remedy. Prenatal and post natal education to married couples will be strengthened for better child development and care. The district will put emphasis on issues of hygiene and environment protection to minimize communicable diseases. Emphasis on improved sanitation facilities at schools, health centers, hospitals, markets and all public places.

3.3.13. EDUCATION SECTOR

Equally important to the health of the people is their knowledge and possession of the right and appropriate skills (including right mindset) either currently required on the labor market or in the near future or those skills necessary for self -employment. Given the higher national goals that encamps rapid growth and increased productivity, ensuring that Kayonza's population is provided with the right skills for the different potential growth and transformational areas such as the identified SME Clusters is going to be a priority area for the district

Priority 1: Improve education quality and accessibility

Education is a key to economic development and growth. Skills development is anticipated to drive economic growth, reduce poverty and provide employment to the youth. Emphasis will be put on construction of 314 more classrooms of 12YBE, and extension of 25 primary schools to 9YBE and 12YBE, build 5 new TVETs and construction of science and technology teaching school with partnership with SOS. Provision of science equipment and materials by constructing and equip 18 laboratories to Strengthen performance in application of science and technology to both girls and boys, encouraging girls to study science subjects from 15% to 40% and improved facilitation of girls by increasing girl's room to 71, the district will also facilitate people with disabilities and vulnerable to access basic education by giving school materials and construction with taking care of people with disabilities. Increase access to adult basic education to improve adult literacy and numeracy from 88% to 100%. Intensify teacher training to augment number of qualified teachers from 65% to 100% in primary schools and from 52% to 95% in secondary schools. The district will strive to promote teachers living standards by constructing 65 teachers'

hostels and organizing teachers into cooperatives and availing them various incentives. Enhance Parents Teachers Associations in order to strengthen ownership of schools.

3.3.14 DECENTRALIZATION AND GOOD GOVERNANCE SECTOR

In Decentralization Sector the district will empower citizens to determine how they are governed, feel responsible for and are active participants in their personal wellbeing and sustainable development. To this end, the district will promote and ensure participatory, democratic, all-inclusive and accountable governance and effective citizen-centered service delivery in all the entire local administrative levels

Priority 1: Increase citizen participation in decision making

Increase citizen participation in decision making and other development process at all levels. Implement public accountability day programs. Develop and enhance communication and information dissemination channels to the stakeholders and public on government and district development programs and provide feedbacks.

Priority 2: improve Service delivery at district level

District officials will provide quality services to the community they are meant to serve. The community has rights to demand quality services from them but not a favor. Quality of Service delivery Rule of law, Safety and security, Control of Corruption, Transparency and Accountability are key principle issues to be addressed under decentralization. The district will enhance citizen-centered development by promoting coordination, harmonization and ownership of the development process; encouraging public-private participation in socio-economic development; and promoting satisfaction of the population with public service delivery, accountability and political governance the district also will put much emphasis on improving conditions of public office buildings through rehabilitation and construction of sector and cell offices, the district also will build new district offices to improve the good working conditions

3.3.15 PUBLIC FINANCE MANAGEMENT SECTOR

Public Financial Management (PFM) is a broader theme with regard to public funds. It ranges from participatory planning and decision making to revenue collection to execution of duties using collected public funds and reporting against use of such funds. Given the progress

undertaken with regard to fiscal decentralization, local governments have increasingly been allocated funds through, earmarked transfers, block grant, internally collected revenues as well as given discretion to solicit funds from their development partners

Priority 1: Increase compliance to Public Financial Management Regulations

On the basis of the registered milestones within the sector and in view of the strategic direction of the country, kanyonza district shall ensure that stringent measures necessary to attain clean audits and adequate standards of public Financial Management are undertaken. The district will also lay emphasis on resources mobilization and administration; computerised LG revenue management system will be extended to sectors, capacity building interventions will be harmonised, well-coordinated, adequately and demand driven to address local needs and reinforce public finance management and participation of stakeholders in planning and budgeting.

3.3.16. JUSTICE, RECONCILIATION, LAW AND ORDER

Justice and rule of law are critical towards inclusive growth and respect to human rights

Priority 1: Improve justice, reconciliation, law and order

Mechanisms to improve management of civil and criminal cases will be strengthened and implemented this will be achieved through inteko zabaturage where 100% of the population will be sensitized on civil and criminal cases management, the district will intensify community level dialogue, and awareness raising to combat genocide ideology this will be done through early warning systems research documents carried out by NURC which will be delivered to Local leaders, private sector, civil society organizations through trainings Clubs of Unity and Reconciliation will be strengthened where all secondary schools shall be having clubs of unity and reconciliation, the district will empower ITORERO on the Village level as well as in the schools. The district will reinforce also justice delivery at local levels, with emphasis on strengthening Mediators' justice delivery process. Initiate operational justice sector district committees and ensure execution of judgments on time. Rule of Law, accountability and competitiveness will be promoted through strengthening Anti-injustice and anti-corruption mechanisms by establishing anti -Corruption councils and clubs at all cells, villages and private institutions. The district also will maintain and enhance safety, Law and Order through improved

awareness of population on prevention mechanisms to gender based violence by establishing anti GBV clubs in all cells.

3.4: CONTRIBUTION OF KAYONZA DISTRICT PRIORITIES TO EDPRS2 THEMATIC AREAS

3.4.1: ECONOMIC TRANSFORMATION

The justification for Economic transformation comes from Rwanda's ambitions to achieve low middle-income country status by 2020 targeting 11.5% real GDP economic growth. The district is a key stakeholder in the realization of this target and will be achieved through implementing clear strategies that will transform the district's economic life. Transforming agriculture by increasing agriculture productivity both quality and quantity and improved distribution and marketing of agricultural products and embarking and promoting service based activities.

The transformation of agriculture, industry and services activities in the district is critical for enabling economic transformation in the district. The link between agriculture, industry and services) is essential in a way that development of agro-processing industry will need agricultural inputs as raw materials and in turn these industries will need employees in the services sector. Increase export base to enhance export-led growth through: attracting export-oriented Foreign Direct Investment (FDI) and promoting product and services innovation through improved research and development, for the purpose of increasing new products and services exports.

Developed infrastructure in terms of increased access to electricity and improved transport road networks and accessibility especially to feeder roads in the district will empower growth. All these infrastructure developments will boost business growth and influence reduction in the cost of doing business. The District strategy to accelerate urbanization through development of improved rural housing and urban settlement by implementing master plans and other local development plans for towns and trading centers will attract people in towns and increase non-agricultural economic activities as well as development of new services in the district. This in turn will accelerate economic transformation in the district as well as in Rwanda and lead to poverty alleviation. Development of private sector competitiveness is a key driver of the district's economic transformation, rural transformation, increased productivity and youth

employment. The establishment of private sector investment facilities and remove of barriers in key industry and service priorities such as Agro processing plants, Selling points and the establishment of the district investment group will increase small and large private firms and ensure improved quality of service delivery and use of science technology and innovation. In this regard, the district strategies will lead to addressing the thematic objectives.

3.4.2: RURAL DEVELOPMENT

The district status in terms of rural development, infrastructure, service provision, and human settlement are still in need of much efforts which are strongly linked to the poverty status of the district and the poor quality of life and economic wellbeing of population living in rural areas. For the better living conditions of the rural people and rural development in general the district will develop affordable housing and shelter. In this regard, the district will form actions so that there is increased access to safe and affordable shelters, improved grouped settlements, prevent slums and unplanned housing and elaborate and implementing master plans and other local development plans for towns and trading centers within the district to reduce rural poverty. Provide basic infrastructure. Infrastructure in terms of quality feeder roads, access to electricity, water and sanitation, among others will attract private sector investment and improved quality of living. Accelerate modernization of agriculture practices in the district.

The district's aim is to modernize, diversify and commercialize agriculture through: increasing value addition and higher productivity; developing agricultural related services; promoting and increasing Productivity of farmers in crops, livestock and poultry development to generate greater income gains for the rural households and food security. Increased coverage of the extreme poor and of all vulnerable groups by the social protection system to improve their capabilities and opportunities is a key strategy for rural development aimed at reducing rural poverty. Improve Access to essential and quality health services for a health population will also be priority for rural development. Therefore, the district's target is to reduce poverty levels from 42.6% (EICV3) to below 30% by year 2018. This will be supported by increasing agricultural output through modernization of the sector and increasing private sector competitiveness to provide off- farm jobs.

3.4.3: PRODUCTIVITY & YOUTH EMPLOYMENT

A big percentage of population in Kayonza district are youth between 14 and 35 of age. Creating a sustainable environment to enhance job creation and self-employment for youth is essential for youth development and productivity growth. The district's actions and priorities will ensure:

Increased youth employment and economically empower Young women and men aged 18-35 years through Youth talent detection & incubation programs for job creation in each sector (Umurenge) will accelerate job creation through affordable access to relevant youth skills training and technology to drive productivity and reducing the mismatch between training and labour market demand. By increasing the access and the number of TVETs, the district will be enhancing the skills of the youth in some jobs that require some basic skills. The TVETs will provide skills and the district will get more technicians, plumbers, carpenters, welders, painters etc. Once the youth acquire such skills, it enhances their chances of increasing productivity and opportunities of being employed by the private sector.

Agriculture development and private sector will contribute to youth employment through facilitation on improved access to affordable finance, skills, technology and infrastructure for youth which will lead to exploitation of youth skills. Youth will benefit substantially from public works due to many projects that will be developed in areas of, roads construction, energy, water and sanitation, greening and beautification of the district, waste management, marshland development and ICT development. These public works will provide massive employment opportunities to a number of youth with increased off-farm jobs, poverty reduction and quality labour force to attract private sector development and ultimately industry and service, economic sector growth in the medium term (2017/2018).

3.4.4: ACCOUNTABLE GOVERNANCE

Accountable governance in kayonza district is a key pillar for the development of the district.. Local government officials/staffs must provide quality services to the community they are meant to serve. The community has rights to demand quality services from them but not a favor. Quality of Service delivery Rule of law, Safety and security, Control of Corruption, Transparency and Accountability are key principle issues to be addressed under accountable governance thematic area. The district will enhance citizen-centered development by promoting coordination, harmonization and ownership of the development process; encouraging public-

private participation in socio-economic development; and promoting satisfaction of the population with public service delivery. Improving development communication through mainstreaming development communications into district and national planning system and enhance information dissemination on government programs. Increase citizen participation in decision making and other development process at all levels. Implement public accountability day programs. Develop and enhance communication and information dissemination channels to the stakeholders and public on government and district development programs and provide feedbacks. Fight corruption and strengthening accountability

3.5 Strategies for mainstreaming cross cutting issues

3.5.1 Capacity building:

The district aims at mainstreaming capacity building in all the program and projects to strengthen districts performance, ownership and management of sector interventions, beneficiaries and private operators to ensure they continue to deliver quality services and achieving the set targets. The district will develop an action plan and implementation plan of mainstreaming capacity building in the district, put in place a Monitoring and Evaluation mechanism for the district to ensure that the implementation is thoroughly followed up, and the Human resource manager to always provide management with regular updates and actions to be made for the improvement and retention of staff capacity.

3.5.2 HIV/AIDS and non -communicable diseases:

Under this district development plan, the district will mainstream the issue of HIV by providing training on how to fight against HIV and by availing materials and conditions that can help the affected people in income generating activities related to farming activities such as fruit farming, mushrooms growing and beekeeping which are often good, low-cost sources of micro nutrients such as vitamins and minerals essential for good nutrition and health, as well as incomes will be promoted and supported to benefit the category of poor HIV/AIDS affected populations. Sensitizations on HIV/AIDS and non-communicable diseases will be organised at all levels and within communities. People working within the district will be encouraged to voluntarily undertake HIV/AIDS tests and companies work hand in hand with district will be sensitized to design and implement relevant policies. The district will also Endeavour to use its programs and services to contribute to prevention of HIV/AIDS and non-communicable diseases

among the communities. Games and Sports will create a channel to eradicate the non-communicable diseases and stop the spread of HIV/AIDS pandemic in the district through mobilization and sensitization of the population. The district will integrate HIV/AIDS prevention information in various campaign materials in all its social and economic development sector interventions. Anti-AIDS Clubs will be strengthened in schools, cells and villages.

3.5.3 Gender and family promotion:

Implementation of this district development plan will support women through capacity building on all aspects of development in the district, mainstreaming into Women Council plans at decentralized levels project design and management training for women's cooperatives; promotion and support of women's initiatives and projects. Financial support for these activities will be provided through facilitating women to have access to financial services. The district activities especially projects and programs targeting the communities will ensure equal participation of women and men. However, attention and priority will be given to the views and needs of men and women. Also the family being the basis of all development, the district will ensure that its programs integrate the importance of stronger families as the basis for future development and sustainable ownership and management of government programs. This demands incorporating women and men in planning and implementation of the planned activities.

3.5.4 Environment, climate change and disaster management

Climate change has a significant effect on the environment and subsequently on the quality of life of the people. Poorly maintained infrastructure causes soil erosion of usable land, increases flooding, and endangers private and public infrastructure including human life. Combined with poor liquid and solid waste collection in urban settlements, runoff also carries pollutants such as hydrocarbons, heavy metals, bacteria, sediment, pesticides and fertilizers into streams or groundwater threatening environmental health. The district will work in close collaboration with REMA in respect to and adherence to environment regulation and policies.

Waste disposals shall be planned and managed with a view to minimise environmental impact and ensure protection of refuse. The district activities shall take into account the need to protect biodiversity and ecosystems in lakes and lake shores; prevent water and sanitation infrastructure from pollution and other negative effects of climate change. The district programs will include

sensitisation of the population, private sector operators and all beneficiaries on environmental protection and conservation, climate change and adaptation. The district will construct landfills for solid waste collection and disposal; intensify tree planting, control soil erosion by rehabilitation of radical terraces and contour ploughing and rain water harvesting facilities. Develop models and capacities for assessing and forecasting important events related to water, including Flood prediction and mitigation. The district will also insure greening in all schools in district and in other selected areas. Local consequences of climate change can be huge. This issue must be included in planning for all irrigation and water resources projects.

3.5.5 Disability and social inclusion:

Social inclusion is about ensuring that all groups can realise their rights, such as the right to health and education, and that all have equal opportunities to markets, jobs and participation in decision making. With this development plan, all vulnerable groups such as the extreme poor; people with disability; people living with HIV/AIDS; historically marginalised groups; genocide survivors; orphans and other vulnerable children and youth; female headed households; and the elderly will be given a special consideration in the processes of district development by involving them in all district activities. Disabled youth will be facilitated in acquiring education service to increase their chances of finding jobs in all sectors of the economy. A number of disabled youth who complete their secondary school studies will be trained in the fields that are commensurate with their physical capacities. The district will put particular attention and priority to improving services to people with disabilities, and will ensure that these people are involved in decisions that affect their interests at all levels of district interventions. Capacity building action plan indicated above will also ensure that issues of disability are well taken care of by all district development actors.

3.5.6 Regional integration

The district will implement all environment conservation programs. The productivity of agricultural products will increase especially to those products destined to EAC market, there will be growth of existing industrial sub-sectors and development of new industries and products, with a focus on industries with export potential, investments in Information communication, technology-mobile banking will be enhanced, connecting rural communities to markets.

CHAPTER IV: IMPLEMENTATION OF THE DISTRICT DEVELOPMENT PLAN

This chapter intends to portray the implementation strategy of the Kayonza DDP. Key features of this chapter include the How will the DDP be implemented, roles and responsibilities of District actors. (Who does what? When? How?)

Implementation of this district development plan should be done prudently to avoid significant disruption to the entire district economy. Further, there should be a joint effort of all players from policy makers, investors and financiers and final implementers. Some of the challenges to the implementation of the district development plan include, issues of coordination given the complexity of the district, financing requirements and others. The basis for this plan though is to create an elaboration approach of remedying these current and future anticipated challenges.

The process leading to the development of this district development plan was of a consultative. All the key stakeholders both private and government, were exhaustively consulted and their decisions and ideas form the basis of this plan-We used a participatory approach where stakeholders were practically involved in the entire exercise from the start to ensure a sense of ownership of the ideas and commitments reflected herein this plan. This participatory approach should be maintained and improved during the implementation and monitoring and evaluation phases, hence recommending the need to further strengthen district performance. Stakeholders should keep in the loop through the implementation process while district playing its obvious oversight role.

4.1 THE ROLE OF KAYONZA DISTRICT

The main challenges constraining effective implementation of the DDP is coordination and programming of activities. To ensure effective coordination and proper programming, resource mobilization and deployment of personnel, the district management will need to develop a working mechanism that brings all actors on board. Kayonza District will have a critical role of harmonizing the sector activities of governmental and non-governmental actors at local level and in creating synergies between district and sector programs.

The district will take initiative to strengthen links with sector programs adapting them to their local context and promote achievement of the DDP objectives. The district will endeavor to support capacity building initiatives of her staff, hold workshops to share best practices across sectors learn from pilot schemes and generate new ideas about linking sector programs.

The district will play a role that facilitates the provision of extension services. Part of the role of extension is facilitating farmers' acquisition of knowledge through visits to projects in other areas and exchanges with farmers from other areas about agricultural practices, entrepreneurship developments and innovations. These kinds of people interchanges are very valuable for increasing farming capabilities and business development. Strengthen the Joint Action Forums and support other efforts of the district to obtain feedback from district development players on how programs might need to be modified and what are other priorities that are not being currently addressed.

4.2 THE ROLE OF JADF

JADFs will play a critical role in bringing together local government and civil society stakeholders in ensuring practical co-ordination of their interventions. JADF will assist to identify inappropriate duplications of interventions to effectively realize better value for money.

4.3 THE ROLE OF PROVINCIAL ADMINISTRATION

The provincial administration's role as a delegated entity of central government is to coordinate all decentralized activities from sector to district. It monitors and evaluates progress and annual district performance aligned to the set annual targets. It implements sector policies and monitors their implementation at the districts. It coordinates and monitors the works of all the development partners at the districts to ensure that their operations are in line with government policies and district set priorities.

4.4 THE ROLE OF CENTRAL GOVERNMENT

The sector have developed their outcomes and priorities and planned together with the district to develop a joint development plan. The sector will have to decentralize the sector activity budgets to the district, monitor progress and carry out joint review planning. The sectors will also build capacity of their line management and technical district staff in skills gap established by the district capacity building plan. The sectors will endeavor to review policies and procedures that may not be favorable to the smooth operations of the district sector activity plans.

4.5 THE ROLE OF SECTOR MINISTRIES

4.5.1 THE ROLE OF MINISTRY OF LOCAL GOVERNMENT (MINALOC)

Local government entities have the authority and the mandate to implement policies that drive district's development. MINALOC will ensure that all the guidelines and directives from the central government are fully disseminated to the district side. Local Government Authorities under decentralization policy have direct responsibility for all decentralized services, including ownership and use of resources. With increased local government finance through the RLDSF and through direct transfers, local authorities have considerable resources to finance their DDPs and Performance Contracts (Imihigo).

4.5.2 THE ROLE OF MINISTRY OF FINANCE AND ECONOMIC PLANNING (MINECOFIN)

MINECOFIN will provide strategic guidance to the district development planning processes and lead the resource mobilization and allocation process. With respect to planning and resource allocation, MINECOFIN will assist to link the district strategic outcomes with the EDPRS2 and higher level plans. It will facilitate resource mobilization with development partners and approve new innovative financing mechanisms for this plan. It will ensure that key ministries with upstream district responsibilities prioritize and allocate sufficient funds to upstream district activities.

4.5.3 THE ROLE OF MINISTRY OF INFRASTRUCTURE (MININFRA)

The Ministry of Infrastructure is the organ with overall responsibility for transport infrastructure development, maintenance and execution management of roads network. In respect of the road network, the Ministry with the assistance of the RTDA, supervises the implementation and reviews the Road Maintenance Strategy (RMS), which is a good management tool governing the operations of all road constructed and maintained within the district. Kayonza DDP has given priority to roads, energy, urbanization and sustainable housing. The Ministry will be critical in budgetary planning and providing necessary funds and human resources.

4.5.4 THE ROLE OF MINISTRY OF AGRICULTURE (MINAGRI)

The ministry of agriculture has to play a key role in the implementation of Kayonza district development plan as most of the economic drivers of the district are in the rural development thematic area. Rural development is driven by agricultural transformation as most of wetlands and highlands will be developed in partnership with the ministry of agriculture assisted by her agency institutions such as Rwanda Agriculture Board (RAB) and Rwanda Animal Resources Development Authority that have worked towards agriculture and livestock development within the district.

4.6 THE ROLE OF DEVELOPMENT PARTNERS

Development partners play a great role in the district development. Their operations are coordinated through JADF and the district will facilitate them in having a joint planning and budgeting of their plans and activities. Joint monitoring and evaluation of their performance is a key in developing ownership and avoiding duplication of activities. Review meetings will be the basis for review planning and will be done quarterly.

Financial institutions and development partners have a critical role to play in the district development. Financiers and development Partners (DPs) will enable offer financing opportunities to district entrepreneurs, and other developmental activities in the district. These partners will also provide financing and technical assistance support to the policy and strategy implementation process especially in terms of capacity building of the district staffs as well as improved project management expertise to the district entrepreneurs.

4.7 THE ROLE OF PRIVATE SECTOR

The private sector has key roles to play in district development, including in the following areas:

- ❖ creating jobs to reduce unemployment in the district for sustainable development
- ❖ providing the technical skills required for the design of more complex public works projects and the skilled labor to work alongside unskilled public works beneficiaries in implementation
- ❖ providing technological solutions to key district challenges, for example mobile phone payment mechanisms and IT software for MIS

- ❖ Creating revenue-generating investment opportunities in the district to increase district revenues.

The district will work in partnership with the private sector in delivering development objectives, exploring new opportunities for partnerships.

4.8 THE ROLE OF POPULATION

The role of the social capital in development is very vital. The population having been involved in elaboration of this development plan they have to be organized and incorporated in implementation of the planned activities. The role of local leaders is key in this arena. Programs that need mass action such as tree planting, land consolidation and public works will need high level mobilization of the citizen if they are to participate and own the activities and programs. This is very vital when it comes to sustainability of the planned projects, programs and activities.

CHAPTER V: MONITORING AND EVALUATION PROCESS

During the execution of each activity, monitoring & evaluation consists in collecting, analysing and supplying information enabling the leadership to assess the progress of the development Plan and take the right decisions in time and, where appropriate, make adjustments and/or modifications. At this stage, all the levels of hierarchy shall make sure that actions are realised and inputs used according to schedule and that outputs are achieved according to plan.

5.1 Monitoring

Monitoring and evaluation systems developed in conjunction with planning and budgeting procedures, involving decentralized actors (the district administrative sectors), in order to ensure that the activities and investments are in line with the defined district priorities. Monitoring will involve the collection of routine data that measures progress towards achieving district development priority objectives. It tracks changes in the interventions over time. This helps the district to measure the effectiveness and efficient use of resources by all development actors. The Monitoring process helps to loot out deviations from work plans, learn from achievements and mistakes, share progress with all actors, increase capacity to better performance and take corrective actions. Annual action plans will be put in place to facilitate the monitoring and evaluation of the development Plan. Quarterly and monthly (narrative and financial) report shall be prepared and submitted to line ministry and to the ministry of local government.

The management committee together with the district council use to make of the funds. The Coordinator for each project will also draft quarterly activity reports to be copied to the Chair of the management committee and to donors.

5.2 Evaluation

Evaluation is an analytical process aiming at determining, in a systematic and objective manner, the relevance, effectiveness and efficiency of on-going or already completed projects, by comparing plans with achievements and explaining any important differences. Evaluation measures how well interventions have met expected objectives and the extent to which changes in the results have been attributed to the interventions carried out. The district top management will have to carry out internal evaluations, develop personnel annual performance appraisal plan to help monitor and evaluate every individual staff.

Joint evaluation using JADF members will be emphasized. JADF members will contribute resources for the evaluation and combine their evaluation reporting. Joint evaluation will help overcome the problem of attributing ineffectiveness to different partners and will enhance complementarities of efforts supported by different partners. This self evaluation report will be communicated to the district management by the JDAF secretariat.

The M&E framework constitutes a single set of indicators. Both outcome and output indicators are envisaged. These have been identified as a means through which all district institutions can be held accountable and their contribution to EDPRS2 assessed. The M&E framework includes a logical framework that links outcomes and outputs and related key policy actions to the district priority outcomes and outputs. The district Monitoring and Evaluation officer will be the custodian of M&E data and will be responsible for communicating it to top district management for timely decision-making.

5.3 Elements that will be monitored and evaluated for a range of interventions and strategies

Sector outcomes will be the basis for actions at the districts in the course of implementation of its development plan. The implementation of the district annual action plan and performance contract will inform the performance of the DDP in that fiscal year and will be based on progress towards the achievement of Output Priority/Policy actions and targets drawn from the DDP for the year. Periodic reports such as quarterly and annual reports will be the basis for review of operations and evaluation of performance delivery. Periodic reporting will be undertaken to get the information showing progress and performance indicators and how they lead to achievement of desired outcomes. There will be need to capture Information on the level of performance of partnership strategy. The provided information will inform decision-making on the way forward. Hence, the Monitoring and Evaluation process should be conducted throughout the design and implementation cycle of planned activities and projects as well as after completion.

Mid-term evaluation will be based on the progress on the four Thematic Outcomes reflecting remarkable changes that has transformed communities within a period of 2-3 years. Thematic, sector and district outcomes, indicators and targets will enable guide M&E to facilitate targeted monitoring for effective implementation of district priorities through a Result Based Monitoring

framework This will further inform mid-term and end-term evaluations of the contribution of district to towards realization of the EDPRS 2. Indicators will be measured and reflection of their contribution to the GDP will be tracked. However, in order for this arrangement to be fully operational, it may demand the district to outsource an expert to design an automated M&E system that will enable the district to track all data from lower local government entities and link its interventions to sector operations.

5.4 Mechanisms for co-ordination and information sharing between stakeholders and partners in the district

The key mechanism for co-ordination and information sharing at district level between stakeholders in the district will continue between district and representatives from Ministries, agencies, development partners and NGOs. At decentralized levels, JADFs will play a key role in participation and ownership of activities. The role of JADFs will be strengthened through guidelines issued by MINALOC, supporting JADFs to effectively oversee district development interventions. Every year, each development partner and non-governmental actor will present to district s a detailed list and plan of their development interventions in the district. The JADFs will ensure that these programs are aligned with district development priorities and district wide plan of development activities. Bringing together district and civil society stakeholders, JADFs will play a critical role in ensuring practical co-ordination by, for example reviewing lists of all development interventions.

CHAPTER VI: COST AND FINANCING OF THE DISTRICT DEVELOPMENT PLAN

6.1 Cost and Financing of the District Development Plan

The table below shows the funds required to undertake the laid down priorities and Strategies over the next five years of implementing this DDP. Also indicated is a projection of the revenues available as per the Sources of Revenues for the District that include; Internally Generated Revenues, funds from District's Development Partners and Civil Society among others;

It is worth noting that costs related to earmarked transfers and Block Grant from Central Government has been captured in the respective Sector Strategic Plans.

Table 6.1: Cost and Financing of the District Development Plan

Own Funds Available '000'	2013/14	2014/15	2015/16	2016/17	2017/18	Total for EDPRS 2
Government block grants	971,353	1,165,624	1,398,749	1,678,499	2,014,199	7,228,424
Own taxes and fees	621,025	745,230	894,276	1,074,131	1,287,757	4,621,418
Donor projects	787,551	945,061	1,134,074	1,360,888	1,633,066	5,860,640
Private sources	589,342	784,653	893,765	978,687	1,354,785	4,601,232
Other sources	12,345,524	13,564,751	14,537,863	15,424,351	16,274,843	72,147,332
Total	15,314,795	17,205,319	18,858,726	20,515,556	22,564,650	94,459,047
Existing Baseline Expenditure	336,566	457,366	536,587	643,465	755,786	2,729,748
Available funds for DDP Priorities	14,978,230	16,747,954	18,322,161	19,872,090	21,808,864	91,729,299
Total Projected Cost for DDP Priorities	19,269,048	22,281,658	24,709,126	24,185,127	22,765,262	113,210,221
Overall Deficit	-4,290,818	-5,533,704	-6,386,966	-4,313,036	-956,398	-21,480,922
% Deficit	-22%	-25%	-26%	-18%	-4%	-19%

The estimates depict deficits in the consecutive years as shown in the table above.

In this regard;

- ❖ The District will undertake Revenue enhancement Strategies to raise the projected own revenues and surpass the targets where possible.

- ❖ It shall also endeavor to put in place a conducive and favorable environment to attract the Private Sector to invest in the implementation of the District's Strategies,
- ❖ To maintain a strong partnership with her development partners, as well as bank on the efforts of the citizens through Community Mobilization in order to reduce costs while promoting ownership of District Interventions among the community.
- ❖ The Voluntary service shall also be promoted in the district to bridge the financing gap.