



Republic of Rwanda

Northern Province

**Musanze District**

# INYANGAKUGOMA Z'AKARERE KA MUSANZE



## **DISTRICT DEVELOPMENT STRATEGY**

**2024 -2029**

**Musanze, 29 June 2025**

# FOREWORD

It is with great pride that we present the Musanze District Development Strategy (DDS) 2024–2029 a strategic roadmap that articulates our collective vision for a sustainable, inclusive, and resilient future. This strategy serves as a comprehensive framework to drive economic growth, strengthen governance, and promote social equity across the District. Rooted in our ambition to become a leading hub for tourism, agri-business, and sustainable development, the DDS aims to attract investment while improving the quality of life for our residents through people-centered planning and responsive service delivery.

Developed through an inclusive and participatory process, the DDS reflects the insights of local communities, technical experts, and development partners. This collaborative approach ensured that the strategy is forward-looking yet grounded in the District's realities. It is informed by a detailed review of national and local frameworks, including Vision 2050, NST2, Sector Strategic Plans, decentralization policies, and prior performance reports offering a solid foundation for evidence-based planning.

The District Development Strategy (DDS) 2024–2029 outlines a clear roadmap for achieving equitable development, strengthening infrastructure, and empowering communities, in alignment with Rwanda's long-term national objectives. The strategy is backed by an estimated budget of RWF 749.5 billion, with 35% expected to come from private sector investments, particularly in strategic infrastructure aimed at accelerating the development of the district's industrial park and other key sectors. The DDS also clearly defines priority interventions and identifies funding sources, providing a structured framework to guide effective implementation.

We call on all stakeholders to actively participate in the implementation of this strategic plan, as we collectively strive to build a thriving Musanze District as an exemplary secondary city known for its inclusive growth and sustainable development.

**NSENGIMANA Claudien**  
**Mayor of District**

# EXECUTIVE SUMMARY

Musanze District aims to become a model secondary city over the next five years, focusing on inclusive socio-economic growth, sustainable development, and citizen-centered governance. Building on achievements from 2017 to 2024, the District reduced poverty from 53.6% to 21.98% and extreme poverty from 26.2% to 5.6%, both better than national averages. Key progress also includes the population in urban area rising from 27.7% to 49.2%, financial inclusion increasing from 72% to 87%, and unemployment remaining relatively low at 13.15%. Social indicators improved with literacy growing from 55% to 79.4%, under-5 stunting dropping from 38% to 24%, health insurance coverage expanding from 79% to 99.9% (2024/20250), and access to clean water, sanitation, and electricity significantly enhanced, including electricity access more than doubling to 72.9%. Citizen satisfaction with local governance also rose to 70.88%, reflecting improved participation and service delivery. The Musanze District Development Strategy (DDS) 2024–2029 is built on three interlinked pillars that aim to drive inclusive and sustainable development.

The first pillar, Economic Transformation, focuses on boosting the District’s competitiveness by leveraging its strengths in tourism and agri-business, promoting entrepreneurship, and supporting MSMEs to create jobs and improve livelihoods. The strategy emphasizes the development of smart and climate-resilient infrastructure, sustainable urban planning, and improved service delivery. Environmental sustainability is also prioritized through natural resource conservation and the adoption of green technologies to build climate resilience.

Under the second pillar, Social Transformation, Musanze is committed to fostering an inclusive society where all residents especially vulnerable and marginalized groups have access to quality education, healthcare, and social protection. The District seeks to strengthen human capital by investing in youth empowerment, vocational training, and gender equity. It also promotes social cohesion and community resilience through equitable service delivery and active citizen involvement in shaping development outcomes.

The third pillar, Transformational Governance, aims to enhance service delivery through improved transparency, accountability, and citizen participation. Musanze intends to build a responsive and efficient public sector by strengthening institutional capacity and embracing digital transformation. This governance model supports the District’s broader vision of becoming a well-managed, inclusive, and forward-looking urban center. The DDS aligns with Rwanda’s Vision 2050, the National Strategy for Transformation (NST2), and regional development frameworks, reinforcing the district’s ambition to be a model of sustainable growth and inclusive governance.

The DDS 2024–2029, aligned with regional development frameworks and supported by a budget of RWF 749.5 billion, commits to sustainable development and inclusive prosperity through targeted interventions and funding. Musanze District invites all stakeholders to collaborate in realizing this vision, aiming to become a model of inclusive growth, environmental stewardship, and transformational governance for generations to come.

# ABREVIATION AND ACRONYMS

<b>BDF</b>	Business Development Fund
<b>CIP</b>	Crop intensification programme
<b>CD</b>	Communicable Diseases
<b>CBHI</b>	Community Based Health Insurance
<b>CHWs</b>	Community Health Workers
<b>NST2</b>	National Strategy for transformation
<b>DASSO</b>	District Administration Security Support Organ
<b>DDS</b>	District Development Strategies
<b>DHS</b>	Demographic and Health Survey
<b>DAP</b>	Diammonium Phosphate
<b>ECD</b>	Early Childhood Development
<b>FBF</b>	Fortified Blended Food
<b>IDP</b>	Integrated Development Plan
<b>IT</b>	Information Technology
<b>JADF</b>	Joint Action Development Forum
<b>LODA</b>	Local Administrative Entities Development Agency
<b>LED</b>	Local Economic Development
<b>MINAGRI</b>	Ministry of Agriculture
<b>MCC</b>	Milk Collection Center
<b>MV</b>	Medium Voltage
<b>MININFRA</b>	Ministry of Infrastructures
<b>MPG</b>	Minimum Package for Graduation
<b>MAJ</b>	Access to Justice Bureau/ Maison d'Accès à la Justice in French
<b>NAEB</b>	National Agricultural Export Development Board
<b>NCPD</b>	National Council of Persons with Disabilities
<b>NST1</b>	National Strategy for Transformation
<b>NISR</b>	National Institute of Statistics of Rwanda
<b>NPK</b>	Nitrogen, Phosphorous and Potassium
<b>N/A</b>	Non-Applicable
<b>PHC5</b>	Population and Housing Census
<b>PPP</b>	Public Private Partnership
<b>PSF</b>	Private Sector Federation
<b>PWDs</b>	People with Disabilities
<b>RAB</b>	Rwanda Agriculture Board
<b>RWF</b>	Rwandan Franc
<b>SDG's</b>	Sustainable Development Goals
<b>SSPs</b>	Sector Strategic Plans
<b>TSS</b>	Technical Secondary Schools
<b>VUP</b>	Vision Umurenge Programme
<b>9YBE</b>	Nine Years Basic Education
<b>12YBE</b>	Twelve Years Basic Education
<b>YEGO</b>	Youth Empowerment for Global Opportunities Program
<b>WDA</b>	Workforce Development Authority

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# I. INTRODUCTION

Musanze District, strategically located in Rwanda's Northern Province, plays a key role in advancing the country's Vision 2050 and the Second National Strategy for Transformation (NST2). The district is known for its rich natural resources, tourism attractions, fertile agricultural land, and growing urban centers, positioning it as a potential hub for agribusiness, tourism, and mining.

Between 2018 and 2024, Musanze District made remarkable progress across multiple development sectors. Poverty levels significantly decreased from 53.6% to 21.98%, and extreme poverty dropped from 26.2% to 5.6%, both surpassing national averages. Financial inclusion rose from 72% to 87%, and the urbanization rate surged from 27.7% to 49.2%. Although the unemployment rate slightly increased to 13.15%, it remained below the national average of 17.2%. In the social sector, the literacy rate improved from 55% to 79.4%, stunting among children under five fell from 38% to 24%, and health insurance coverage expanded from 79% to 97%. Access to basic infrastructure also improved, with electricity coverage increasing from 31% to 72.9%, slightly above the national average, and citizen satisfaction with governance rising to 70.88%.

Despite this progress, Musanze still faces key challenges, including persistent unemployment, skills gaps, infrastructure needs, and the impacts of climate change. These issues, combined with the need to consolidate previous gains and align with national priorities, provided a strong rationale for developing the Musanze District Development Strategy (DDS) 2024–2029.

The DDS 2024–2029 offers a comprehensive, participatory, and evidence-based roadmap to address the district's development challenges while accelerating inclusive and sustainable growth. It focuses on leveraging Musanze's natural endowments and human capital to attract private sector investment and stimulate transformative growth in agriculture, tourism, urbanization, and social development. The strategy integrates cross-cutting priorities such as gender equality, youth empowerment, digital transformation, and environmental sustainability to ensure resilience and equity.

With a projected budget of RWF 749.5 billion, the DDS outlines targeted investments across key sectors including infrastructure, health, education, ICT, and governance. Over the next five years, it seeks to promote coordinated planning, improved service delivery, strengthened community participation, and inclusive economic transformation to achieve tangible, measurable outcomes that improve the well-being of Musanze residents

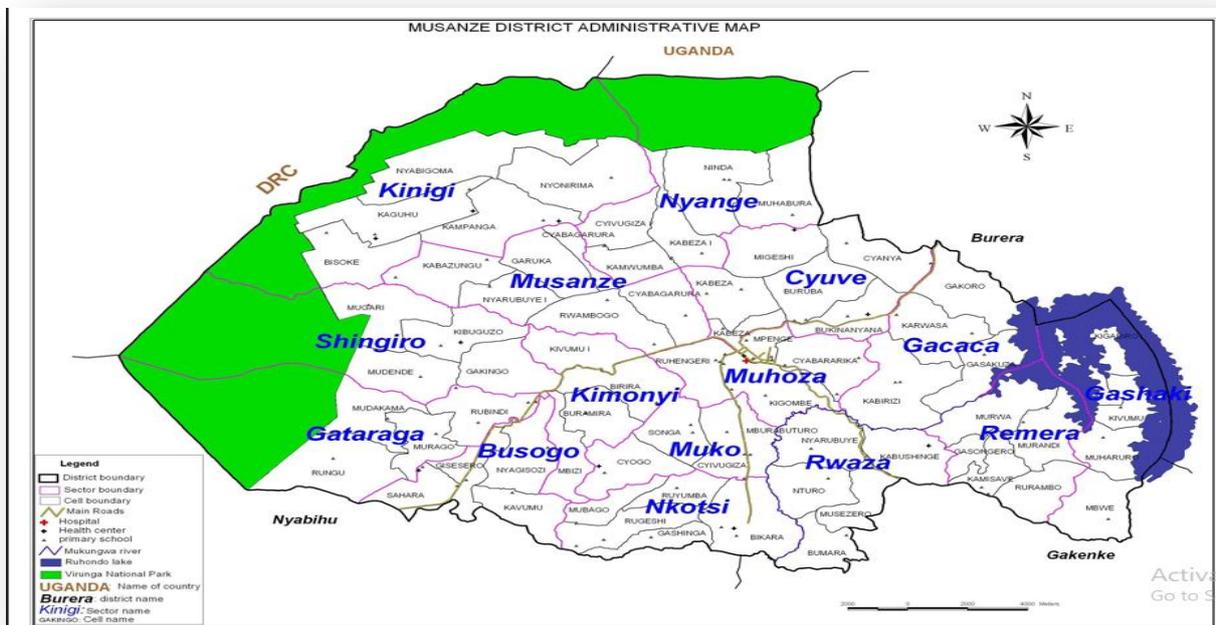
# II. DISTRICT SITUATIONAL OVERVIEW

## 2.1. Brief Description of the District

Musanze District, one of Rwanda’s eight designated secondary cities and five districts in the Northern Province, is strategically located about 94 km from Kigali along the Kigali–Musanze–Rubavu–Goma corridor. It shares borders with Uganda and the Democratic Republic of Congo to the north, and with Gakenke, Burera, and Nyabihu districts on other sides. With a population of 476,522 people living in 119,387 households (NISR, 2022), Musanze is a vibrant and growing District divided administratively into 15 sectors, 68 cells, and 432 villages, covering an area of 530.4 km<sup>2</sup>. Notably, 60 km<sup>2</sup> of this area includes Volcanoes National Park, and 28 km<sup>2</sup> surrounds Lake Ruhondo.

Musanze is Rwanda’s top tourist destination, renowned for its mountain gorillas found in Volcanoes National Park, which has led the government to promote Musanze District as a key secondary city for ecotourism. However, the district’s rich biodiversity faces threats due to extensive agricultural activity, as many resident’s clear natural vegetation to cultivate food crops like potatoes, Beans, Maize and wheat or cash crops such as pyrethrum and the introduction of Coffee in Gashaki, Remera Rwaza and Gacaca Sectors. Balancing tourism, conservation, and agricultural livelihoods remains a critical challenge for Musanze’s sustainable development.

Figure 1: Map of Musanze District



Source : <https://www.musanze.gov.rw>

## 2.2. District achievements

### 2.2.1. Summary of progress made under NST-1

Over the past seven years, Musanze District has undergone a significant economic transformation. This reporting period reflects the achievements made during the implementation of the first District Development Strategy (DDS), while also consolidating previous gains.

Under the **Economic Transformation Pillar**, the District recorded substantial progress. The **poverty rate** dropped markedly from **53.6% in 2018 to 21.98% in 2024**, outperforming the national average of 27.4%. Similarly, **extreme poverty** fell sharply from **26.2% to 5.6%**, aligning closely with the national average of 5.4%. These improvements highlight the district's inclusive growth strategies and increased access to economic opportunities. Additionally, **financial inclusion** rose from **72% to 87%**, demonstrating enhanced access to banking and savings services, though still slightly below the national benchmark of 93.7%. The **urbanization rate (Population in urban area)** increased significantly from **27.7% to 49.2%**, well above the national average of 35%, indicating rapid progress in infrastructure and planned settlements. Although the **unemployment rate** rose slightly to **13.15%**, it remains lower than the national average of 17.2%, illustrating the district's continued resilience and diversification in job creation.

Under the **Social Transformation Pillar**, Musanze District recorded remarkable progress in education, health, and access to basic services. The **literacy rate** among individuals aged 15 and above increased significantly from **55% in 2018 to 79.4% in 2024**, surpassing the national average of 77.6%. This improvement reflects continued investment in adult literacy programs and the expansion of education infrastructure.

Health outcomes also improved considerably. The rate of **under-5 stunting** dropped from **38% to 24%**, a major reduction that places Musanze well below the national average of 29.8%, highlighting progress in child nutrition and maternal health services. Furthermore, **health insurance coverage** rose from **79% to 97%**, ensuring broader financial access to healthcare for the population. Access to **improved sanitation facilities** increased from **86% to 96.3%**, while access to **safe drinking water** saw a modest rise from **91% to 92.5%**. Both figures remain above the national averages, underscoring the district's dedication to improving residents' well-being and living standards.

Under the **Transformational Governance Pillar**, Musanze District has made notable strides in citizen engagement, transparency, and service delivery. **Citizen satisfaction with local governance** rose from **60% in 2018 to 70.88% in 2024**, reflecting improved responsiveness and participatory governance, even though it remains slightly below the national average of 77.3%. One of the most significant advancements was in **electricity access**, which increased dramatically from **31% to 72.9%** over the period—slightly surpassing the national

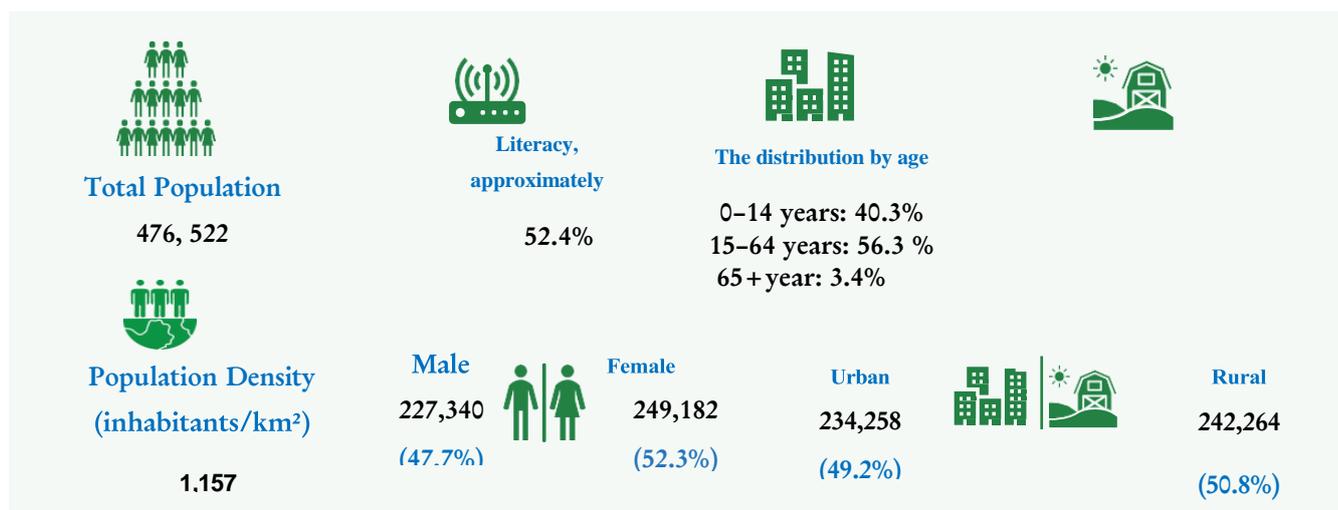
average. This development has greatly enhanced household living conditions while supporting economic activities and expanding digital connectivity across the district. The following Table 1 presents the progress achieved across key indicators, in comparison to the national averages.

**Table 1: Progress made for key indicator compare to national average**

Progress made between 2018-2024			
Indicator	Musanze status 2018	Musanze status 2024	National Average 2024
Poverty rate (%)	53.6%	21.98%	27.4%
Extreme poverty (%)	26.2%	5.6%	5.4%
Unemployment rate (%)	11%	13.15%	17.2%
Literacy rate (15+, %)	55%	79.4%	77.6%
Electricity access (% of households)	31%	72.9%	72%
Urbanization rate (%)	27.7%	49.2%	35%
% of villages with access to improved drinking water	91%	92.5%	89.4%
Improved sanitation coverage (% of households)	86%	96.3%	94.3%
Under-5 stunting (%)	38%	24%	29.8%
Health insurance coverage (%)	79%	97%	
Financial inclusion (%)	72%	87%	93.7%
Citizen satisfaction with local governance (%)	60%	70.88%	77.3%

**Source:** District administrative reports, EICV7, RPHC 2022, Fin-Scope Survey 2024, EICV5, Rwanda labor force survey 2018, Citizen Report card 2024, EICV4

### 2.2.2. Other socio-economic indicators



**Figure 2: Demographic characteristics**

**Source:** Population and Housing Census (NISR, 2022)

Figure 2 Economic transformation pillar

Agriculture statistics

Land consolidation on priority crops

- 1. Maize: 8028 Ha
- 2. Wheat: 1,910 Ha
- 3. Irish P.: 7070 Ha
- 4. Beans: 11942 Ha
- Total: 28782 Ha

Modern irrigated land (Ha)  
150 Ha

Progressive & Radical Terraces Constructed  
4,012.5 Ha  
Progressive

Crop productivity (Tons) (food & cash crops)  
Maize: 5.1t/ha  
Irish Potatoes: 24.5t/ha  
Wheat: 4t/ha  
Beans: 2.9t/ha

Transports statistics

Agricultural area under erosion control (Ha)

6,895 Ha

# of Animal insemiinated & vaccinated  
3900 insemiinated  
164 763 Vaccinated animals

Post-harvest Infrastructure constructed  
3 MCCs  
27 Drying shelters  
2 Drying ground

Agricultural area under agroforestry trees (Ha)

37,927 Ha

# of different types of livestock raised by private households

- Cows - 42,654
- Goats - 24 745
- Sheep - 33,822
- Pigs: 9901

Livestock production

- 1. Milk: 7,500L/day
- 2. Meat: 7,800,000 kg/day
- 3. 31,823 eggs /day

# of kilometers of Asphalt roads constructed)  
72.5 kms

# Street Lighting Installed

# of kilometers of feeder roads constructed

275.6 kms feeder road

Tax & bus parks constructed

# of Bridges constructed

22 Bridges

Water & sanitation and Urbanization

(%) of HHs accessing to electricity

76.2%

Distance of Electricity lines installed.  
12Km

Kms of water network constructed upgraded rehabilitated  
34 Km

% of Households using an improved water source

87.26%

% of households in planned settlement  
82.3 %

(%) of Grid connected Households urban  
72.9%

% household with improved sanitation facilities

92.95 %

Number of IDP model villages  
6 Villages

Schools connected to water source (%)  
73.6%

### PSDY statistics



**# of handcraft integrated centers & modern markets**  
 7 Modern markets constructed  
 17 Handcraft Centers.  
 1 Industrial park



**# of handcraft integrated centers**  
 4 ICPC constructed  
 3 selling points



**# Un employment rate**  
 13.15%



**# of SMEs supported to access finance**  
 2475 MSMS couched  
 331 cooperative leaders trained



**Status of EJOHEZA program**  
 number subscribers  
 56.740



**Number of productive jobs created**  
 27 500 Jobs created

Figure 4: Social transformation pillar

### Education statistics



**# of classrooms constructed and equipped: pre-primary, ECD, primary, and secondary**  
 3387 Classrooms



**# of latrines constructed (pre- primary, primary, secondary & TVET)**  
 4959 Latrines



**# STEM laboratories constructed**  
 7 STEM labo



**# of Smart-class rooms constructed and equipped**  
 40 Smart class rooms



**# of Adult literacy trained**  
 4048



**Teacher- student ratio**



**% of Net Enrollment rate**

1. Pre-Primary: 57%
2. Primary: 98.6%
3. Secondary: 56%



**#Total number of teachers (Male & female)**  
 Total: 4398

47/1



**# of school infrastructure**  
 190 schools

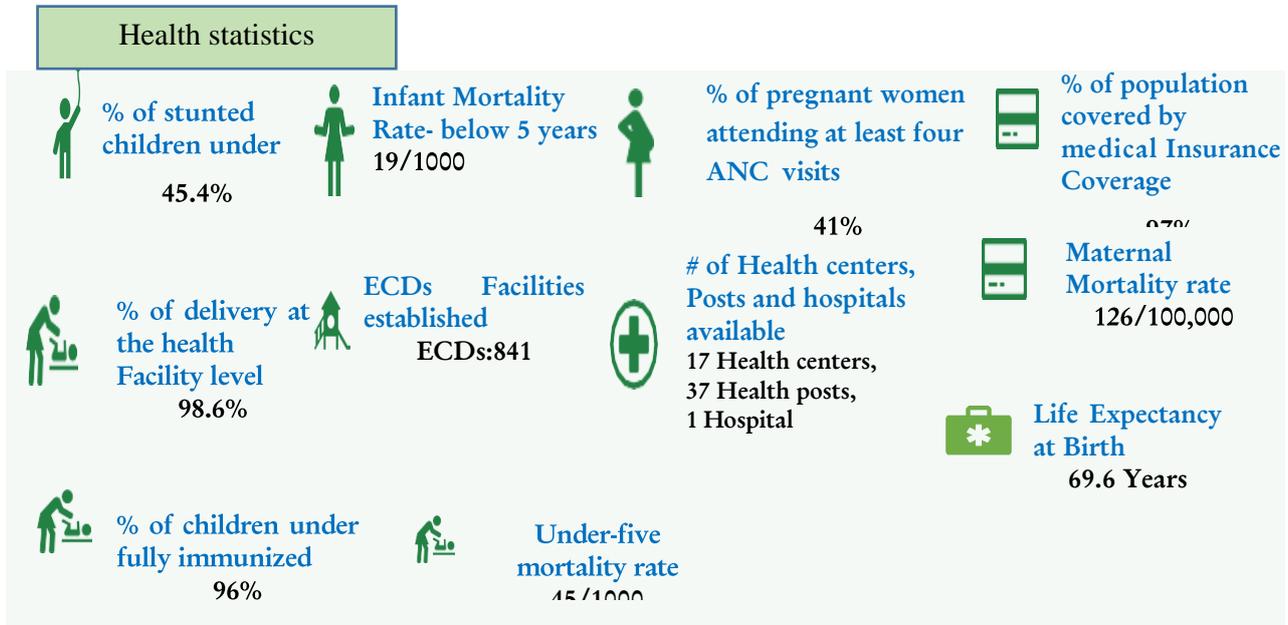


Figure 5: Transformational Governance Pillar

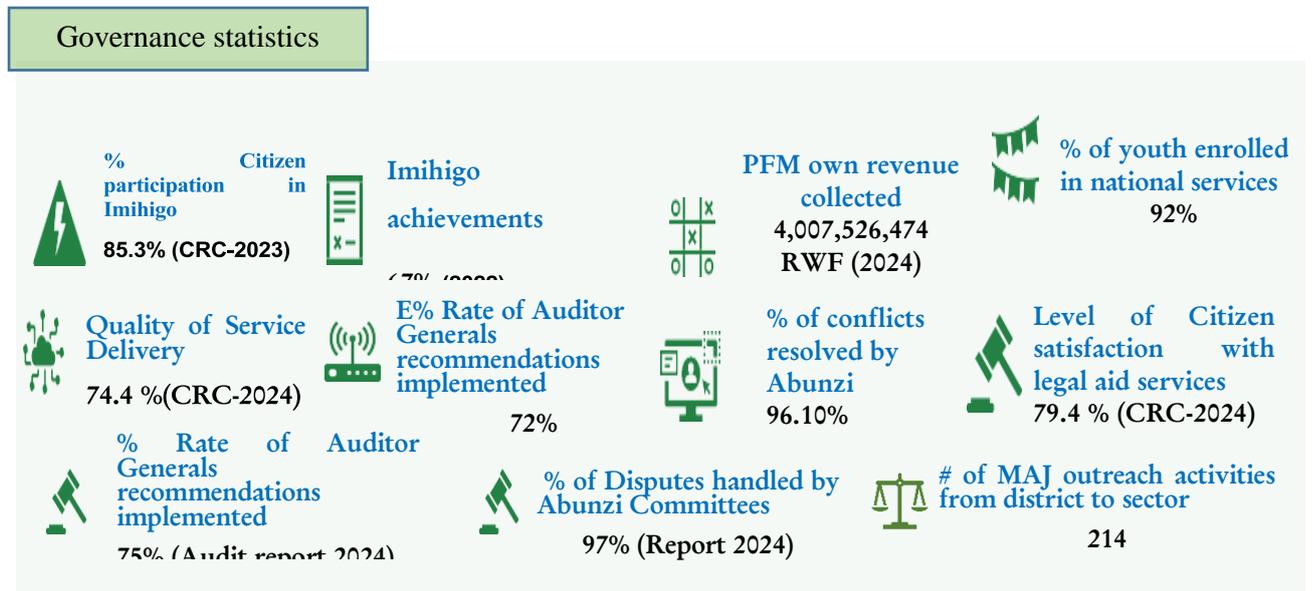
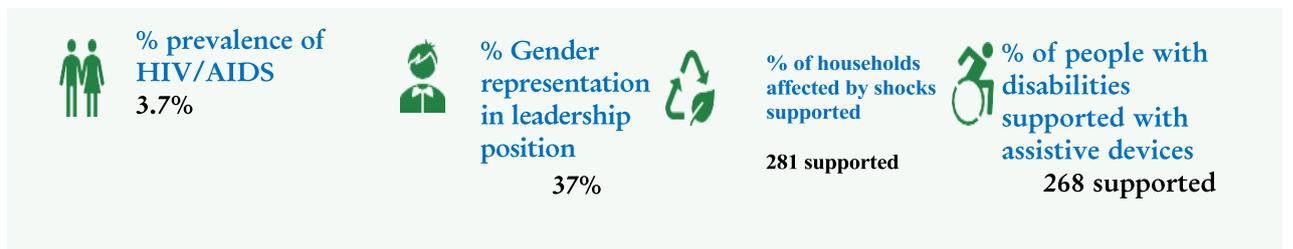
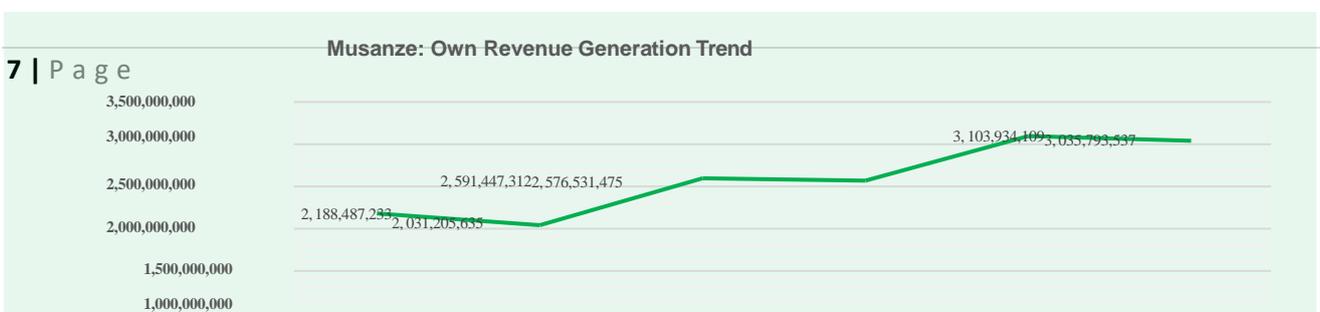


Figure 6: Mainstreaming Cross cutting issues



## 2.2.3. Own Source Revenue Generation

Figure 7: Own revenue collected trends analysis



	2018/2019	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024
Amount	2,188,487,233	2,031,205,635	2,591,447,312	2,576,531,475	3,103,934,109	3,035,793,537

Over the period from 2018 to 2024, Musanze District demonstrated steady and notable growth in its own revenue generation, reflecting improved financial performance and enhanced local resource mobilization. The district's revenue trend during this time shows a consistent upward trajectory.

### 2.3. District Challenges and Vulnerabilities

Despite notable progress in multiple sectors, Musanze District still grapples with persistent challenges that impede its socio-economic transformation. These challenges cut across economic, social, and governance spheres, impacting service delivery, infrastructure development, environmental sustainability, and overall quality of life for residents.

*Table 2: Key challenges and vulnerabilities*

Sector	Challenge
<b>Agriculture and Animal Production</b>	<ul style="list-style-type: none"> <li>Agriculture in the region remains largely subsistence-oriented, with minimal agro-processing infrastructure and weak links to markets. Farmers face challenges in increasing their incomes due to insufficient post-harvest handling facilities, limited value addition, and poor access to regional markets.</li> </ul>
<b>Climate, Environment, and Natural Resources</b>	<ul style="list-style-type: none"> <li>Musanze is highly vulnerable to disasters due to its mountainous terrain the region frequently experiences floods, landslides, and volcanic eruptions, which damage public infrastructure, displace communities, and increase reliance on humanitarian support.</li> </ul>
<b>Private Sector Development and Youth Employment</b>	<ul style="list-style-type: none"> <li>Although Musanze has a youthful and relatively educated population, many young people lack the practical skills, mentorship, and capital needed for entrepreneurship or self-employment. Formal job opportunities are still limited, particularly outside of agriculture and tourism.</li> </ul>

<b>Transport Sector</b>	<ul style="list-style-type: none"> <li>• Musanze District and a fastest growing secondary city has transport challenges (in rural and urban areas). These are some of them: <ul style="list-style-type: none"> <li>✚ 220 Km of feeder roads in poor condition in rural sectors</li> <li>✚ 58.2 Km of murrum roads that need to be upgraded to asphalt roads</li> <li>✚ 64.0 Km of bycycle lines to be constructed in urban areas</li> <li>✚ 18.3 Km of pedestrian paths to be constructed in urban areas</li> </ul> </li> <li>• Rural schools, Health centers, business centers and churches in Musanze face inadequate roads infrastructure to open access to the main road.</li> </ul>
<b>Energy</b>	<ul style="list-style-type: none"> <li>• Musanze District faces challenges in expanding electricity access, with only 72.9% of households connected below national targets. Key issues include long distribution processes, high costs of off-grid solutions like biogas and solar, lack of clear implementation policies, limited three-phase power infrastructure, and insufficient budgets for operation and maintenance of existing systems.</li> </ul>
<b>Water and Sanitation</b>	<ul style="list-style-type: none"> <li>• Despite efforts to expand water infrastructure, Musanze District faces significant challenges in achieving universal access to clean water and sanitation, including limited clean water coverage, inadequate waste and storm water management, lack of centralized sewage and septic systems, poor infrastructure maintenance, and insufficient funding for operations and upgrades.</li> </ul>
<b>Urbanization and Rural Settlement</b>	<ul style="list-style-type: none"> <li>• Remote areas in Musanze face limited access to healthcare facilities, while rapid rural-to-urban migration has strained urban infrastructure and public services. The District also lacks adequate infrastructure to host large-scale events or conferences, constraining its ability to support growing economic and social activities.</li> </ul>
<b>ICT (Digital Transformation)</b>	<ul style="list-style-type: none"> <li>• Gaps in ICT infrastructure in remote and mountainous sectors</li> </ul>
<b>Health Sector</b>	<ul style="list-style-type: none"> <li>• Although health insurance coverage is high, challenges remain in service quality and access, particularly in remote and rural areas. Malnutrition continues to affect vulnerable groups, especially children and pregnant women, due to limited access to diverse diets and nutritional education.</li> </ul>
<b>Education Sector</b>	<ul style="list-style-type: none"> <li>• Despite commendable school enrollment rates, there is a disconnect between the education system and labor market demands. Vocational and technical education is underdeveloped, restricting youth readiness for employment or entrepreneurship. The District needs more than 420 New classrooms.</li> </ul>

## 2.4. Potentialities and Opportunities

Musanze District is rich in untapped resources and economic opportunities, which hold significant potential for inclusive and sustainable development. Its natural assets, strategic location, and skilled human capital provide a strong foundation for investment, job creation, and value chain development across key sectors. The district also boasts various promising local economic development opportunities that can drive sustainable growth, foster job creation, and contribute to community development.

**Table 3: Key potentialities and opportunities**

	Sector	Details Opportunity and Potentiality
1	Agriculture and Agribusiness	<ul style="list-style-type: none"> <li>• Musanze District has strong potential for agri-business development, driven by favorable climate, land consolidation, a large agricultural workforce.</li> <li>• Utilization of favorable climate and large agricultural workforce, Opportunities for expanding high-value crops and enhancing mechanization, and Financial services can be leveraged to boost ventures in horticulture and pisciculture.</li> </ul>
2	Industrialization and Value Addition	<ul style="list-style-type: none"> <li>• Development of the Ruvunda Industrial Zone to support agro-processing, light manufacturing, and packaging industries. Creation of jobs and enhancement of local economies through industrial growth.</li> </ul>
3	Private Sector Development and Youth Employment	<ul style="list-style-type: none"> <li>• Musanze District presents significant potential for industrialization and value addition, particularly through the development of the Ruvunda Heavy Industrialzone, and Cyuve site proposed for light industrial zone. They offer opportunities for agro-processing, light manufacturing, and packaging industries. The fast growing Musanze city population and city expansion is an opportunity for businesses</li> </ul>
4	Eco and adventure Tourism Growth	<ul style="list-style-type: none"> <li>• Leveraging iconic attractions such as Volcanoes National Park, mountain gorilla trekking, and cultural heritage sites.</li> <li>• Musanze District has strong potential for tourism-driven growth, anchored by iconic attractions like Volcanoes National Park and the Musanze Caves, which offer rich biodiversity and unique eco-tourism experiences. These assets present major opportunities for job creation, investment, and local economic development.</li> <li>• Musanze proximity with Twin lakes Burera and Ruhondo offers a suitable business opportunity to develop a vacation village around Ruhindo lakes.</li> </ul>
5	Real Estate and Infrastructure Development	<ul style="list-style-type: none"> <li>• Rising demand for real estate driven by the growth in agri-business and tourism, necessitating improved infrastructure to support these sectors.</li> </ul>
6	Mining and Natural Resources	<ul style="list-style-type: none"> <li>• Exploitation of valuable quarries and mineral deposits including travertine, gold, wolfram, and coltanis an opportunity for interested business operators.</li> </ul>

## 2.5. Stakeholders' analysis

The successful implementation of Musanze District's Strategic Development Plan relies on strong collaboration with a broad range of stakeholders, including central government institutions, the private sector, and civil society. Stakeholder engagement primarily coordinated through the Joint Action Development Forum (JADF) is essential for aligning interests, mobilizing resources, and delivering impactful programs across sectors. These actors contribute to planning, policy advocacy, innovation, and knowledge sharing, fostering inclusive, resilient, and sustainable development. Additionally, the Musanze Private Sector

Federation (PSF) plays a key role in driving economic growth through infrastructure development and business support. **Annex 1 presents the list of stakeholders operating in Musanze along with their respective roles in the district's development.**

**Table 4: List of Musanze stakeholders and their role in the DDS implementation**

Stakeholder category	Role	Level of Influence	Level of Interest	Engagement Strategy	Communication Needs
<b>Local Government</b>	Policy and programs implementation, community mobilization and creating enabling environment for investment and engagement	High	High	Active involvement in planning, budgeting, implementation, monitoring and evaluation.	Coordination meetings and reports
<b>Central Government Institutions</b>	Sector-specific policy guidance, oversight, capacity building, resources mobilization and creating enabling environment for investment and engagement	High	High	Consultation and coordination Meetings	Periodic reports and Meetings
<b>Financial service providers</b>	Promotion of financial access investments and corporate social responsibility	High	Medium	Facilitation and stakeholder coordination meetings	Awareness campaigns, social media platforms and information sharing sessions
<b>Development partners and International organizations</b>	Provide technical and financial support	High	Medium	Policy dialogue, MoUs, Joint Sector Reviews and Information sharing sessions	Regular coordination meetings, Reports, and joint monitoring missions
<b>Academia and Research Institutions</b>	Provide technical knowledge, conduct studies and generate data for evidence-based decision making	Medium	Medium	Building collaboration mechanisms in research, assessment and studies MoUs	Meetings sessions and report sharing
<b>Private Sector (PSF &amp; Cooperatives)</b>	Investment, job creation, local development and corporate social responsibility	High	High	Representation in the District council and participation in JADF Meetings	Meetings and Information sharing sessions
<b>Media</b>	Awareness Advocacy and Information dissemination	High	High	Press conferences and open and accountability days	Public relations officers and reports
<b>CSOs, (FBOs, CBOs, NGOs)</b>	Provide services, Advocacy, Technical and financial support	Medium	Medium	Policy dialogue, MoUs, Joint Sector Reviews and Information sharing sessions	Regular coordination meetings, Reports, and joint monitoring missions

Development partners have notably contributed to sectors like Agriculture, Education, and Social Protection through activities such as seed distribution, farmer training, and school infrastructure development. However, sectors including Digital Transformation, Urbanization, Transport, and Energy remain under-supported, primarily relying on government efforts, while cross-cutting issues like gender equality, climate resilience, and disaster management lack enough engagement. This uneven support highlights the urgent need for better coordination and targeted mobilization to close gaps, foster balanced growth, and ensure partner contributions align effectively with Musanze’s 2024–2029 strategic development goals.

# III. STRATEGIC FRAMEWORK

## 3.1. DDS Strategic Orientation

Musanze District's Development Strategy (DDS) 2024–2029 is derived from Sector Strategic Plans and is fully aligned with Rwanda's National Strategy for Transformation (NST2), while contributing to the long-term vision articulated in Vision 2050. This strategic framework outlines key priorities that will guide the district's leadership and stakeholders over the next five years. It sets a clear direction across core pillars, being: economic transformation, social transformation and transformational governance. Through the effective implementation of these priorities, Musanze District aims to make a significant contribution to national development goals and the realization of a prosperous, inclusive, and resilient Rwanda.

### 3.1.1. Vision and Mission

**Vision:** Musanze district's vision is to be **“A vibrant tourism center where nature, culture, and community power inclusive growth and prosperity for all”**.

**Mission:** Musanze district's mission is **“The District Mission is embodied in the following goals to support the vision achievement:**

- Goal 1: Promote sustainable tourism that leverages nature and culture.
- Goal 2: “Empower communities to actively participate and benefit from growth.
- Goal 3: “Boost economic opportunities through tourism, agriculture and entrepreneurship
- Goal 4. Conserve natural and cultural heritage for present and future generations
- Goal 5. Improve infrastructure and investment climate to support tourism and trade.
- Goal 6. Advance inclusive and climate- resilient development for all citizens

**Objectives:** The District main objective is to **“Transform socio-economic status of the people of Musanze District, position it as an excellent center of Tourism in Rwanda, and sustaining good governance, leadership, peace and security”**

The specific objectives to be achieved during the next five years of strategy implementation are:

1. Develop and modernize tourism infrastructure, improve services, and promote Musanze's brand to make it Rwanda's top eco-tourism and cultural destination.
2. Increase agricultural value by boosting production, improving agro-processing, expanding trade, and supporting entrepreneurship to raise household incomes and reduce poverty.

3. Expand access to quality education, strengthen vocational training, and improve health services to enhance productivity and community well-being.
4. Ensure transparent, accountable, and efficient public services through responsive and participatory governance.
5. Maintain peace and unity by engaging communities, building resilience, and enforcing laws effectively.
6. Protect natural resources, promote green growth, and reduce disaster risks to safeguard livelihoods and tourism.

### **3.1.2. Pillars, priorities setting and innovation**

To realize its vision of inclusive and sustainable development, Musanze District has set strategic objectives focused on economic growth, infrastructure development, human capital advancement, and social cohesion. These objectives aim to transform the District across multiple sectors in alignment with national priorities and Vision 2050.

#### **Boost Economic Transformation through Agro-Business and Mining Development**

- Enhance agricultural production and productivity by strengthening value chains for priority crops such as maize, beans, Irish potatoes, coffee, and livestock (cattle, pigs, and poultry).
- Promote agro-processing and commercialization to increase farmers' incomes and food security.
- Increase sustainable mining output by introducing modern technologies, building a skilled workforce, and adopting environmentally friendly practices to protect ecosystems.

#### **Expand and Modernize Hard and Soft Infrastructure**

- Upgrade the district's road network coverage from 35% to 75% by 2029, improving quality, accessibility, and maintenance to boost trade and mobility.
- Promote urbanization and planned rural settlement by developing infrastructure, public services, and residential facilities to improve living standards and attract investments.
- Ensure 100% household access to clean and reliable water by expanding water supply systems and maintaining infrastructure.
- Increase energy access through on-grid and off-grid solutions, targeting full district coverage with sustainable and well-maintained systems.
- Strengthen ICT infrastructure to support digital transformation in public administration and local businesses, enabling e-governance and digital service delivery.

#### **Develop a Skilled and Empowered Population with an Improved Quality of Life**

- Advance access to quality education, healthcare, and social protection services to enhance overall well-being.

- Promote vocational and technical training to build a capable workforce aligned with market demands.
- Expand financial inclusion by improving access to banking services, promoting digital finance, and streamlining financial institution processes.

### **Foster a Cohesive and Values-Driven Society**

- Strengthen social unity and resilience by promoting Rwandan cultural values, civic education, and community engagement.
- Support initiatives that build social capital, prevent conflict, and reinforce peace and security across communities.
- Encourage citizen participation in governance, planning, and service delivery to build trust and shared ownership of development.

These objectives will serve as the foundation for the 2024–2029 District Development Strategy, driving Musanze ’s continued transformation into a prosperous, inclusive, and resilient district.

The three core pillars and six cross cutting issues guiding Musanze ’s strategic direction include:

#### **Economic Transformation:**

Enhance agricultural productivity and sustainability in Musanze District by promoting agro-processing, value addition, agribusiness development, and private sector investment. Strengthen value chains, improve market access, and increase employment opportunities through local entrepreneurship, SMEs and cooperative models.

Improve access to reliable and climate-resilient infrastructure, including road networks, energy, water supply, sanitation, and ICT connectivity. Develop integrated transport systems to enhance citizen mobility, service delivery, and local economic integration.

#### **Social Transformation**

Expand access to quality education, healthcare, and social protection to improve human capital and the overall well-being of citizens. Strengthen community resilience against natural shocks and disasters and promote equitable access to basic services for vulnerable populations.

#### **Transformational Governance**

Strengthen local governance institutions, enhance transparency, citizen participation, and accountability in public service delivery. Promote performance-based planning and monitoring systems such as Imihigo to improve institutional efficiency and responsiveness.

#### **Crosscutting Priorities**

Mainstream critical crosscutting issues across all sectors, including gender equality, youth empowerment, environmental sustainability, disability inclusion, disaster risk reduction, and climate change adaptation. These priorities ensure inclusive development and that no one is left behind in the district's transformation journey.

### 3.2. Priorities setting and Innovation

The *Musanze District Development Strategy (DDS) 2024–2029* is built upon five strategic pillars that address the district's key development challenges while aligning with national priorities and long-term aspirations. These pillars form the foundation for targeted interventions designed to stimulate inclusive growth, improve service delivery, and strengthen resilience across communities. Annex 1 provides a detailed breakdown of priority focus areas organized by Pillar, Sector, Subsector, and specific Interventions for the 2024–2029 implementation period. Each intervention is aligned with relevant Sector Strategic Plans (SSPs) and national policies as guided by respective line ministries and agencies. This alignment ensures coherence with national development frameworks and enhances the effectiveness and coordination of the district's implementation efforts.

The district development priorities were grouped by **Pillar → Sector → Priorities → Interventions → cumulative outputs → outcomes in a clear text-based format**, all combined under implementation matrix structure: More details were provided in [Annex 3: Monitoring and evaluation framework matrix](#) for clearly precision that will guide the implementation. Each priority intervention in the matrix is linked to specific targets and indicators for every fiscal year, along with a baseline to facilitate monitoring and evaluation. All sector indicators will be tracked consistently and reported on by the planning unit to continuously inform the process. It is important to note that the DDS is a living document, and based on findings from the mid-term evaluation, adjustments may be progressively incorporated.

### 3.2.1. Economic Transformation Pillar

Figure 8 : Priority Areas under the Economic Transformation Pillar (agriculture)

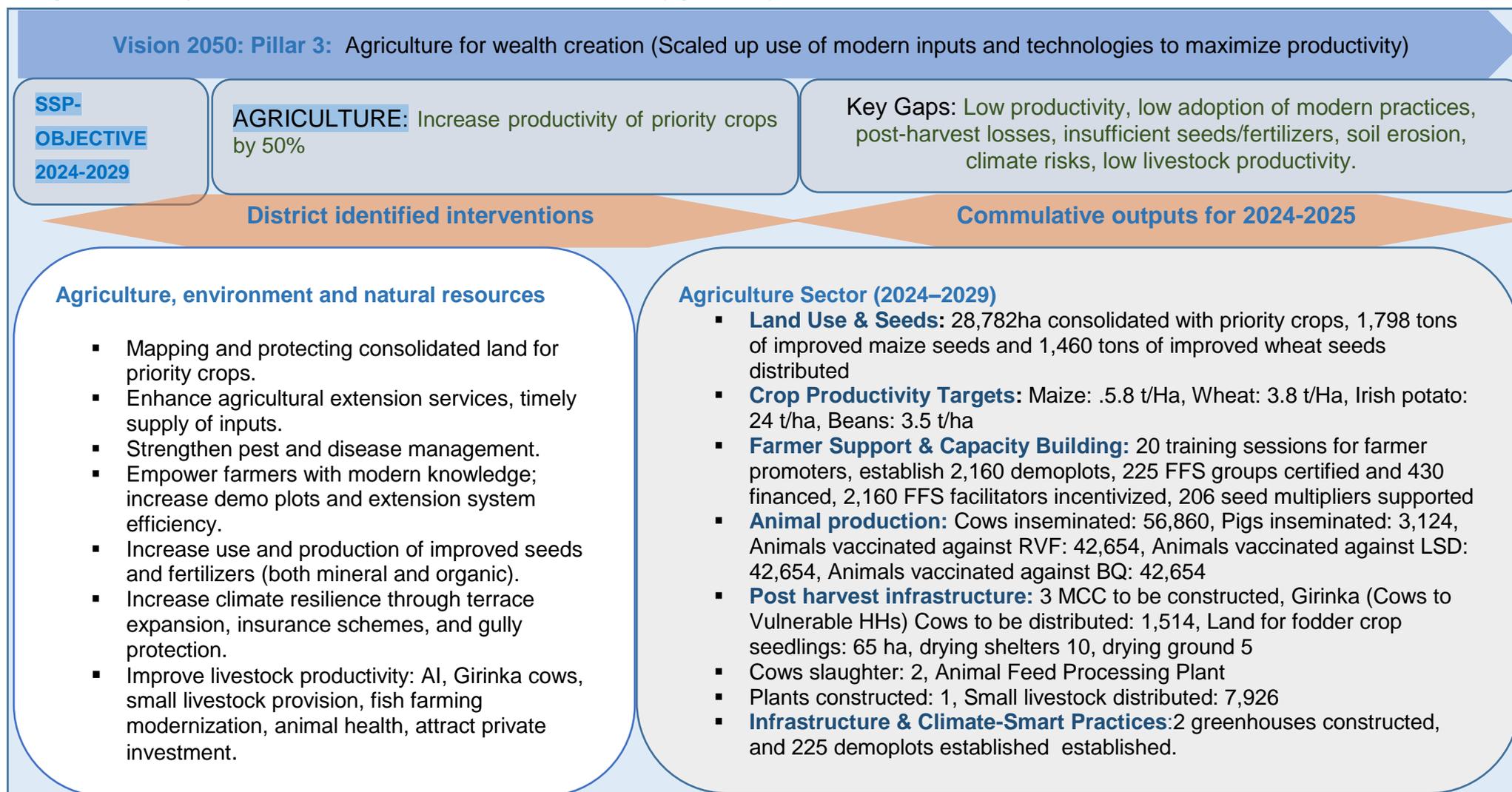


Figure 9 :Priority Areas under the Economic Transformation Pillar (Environment)

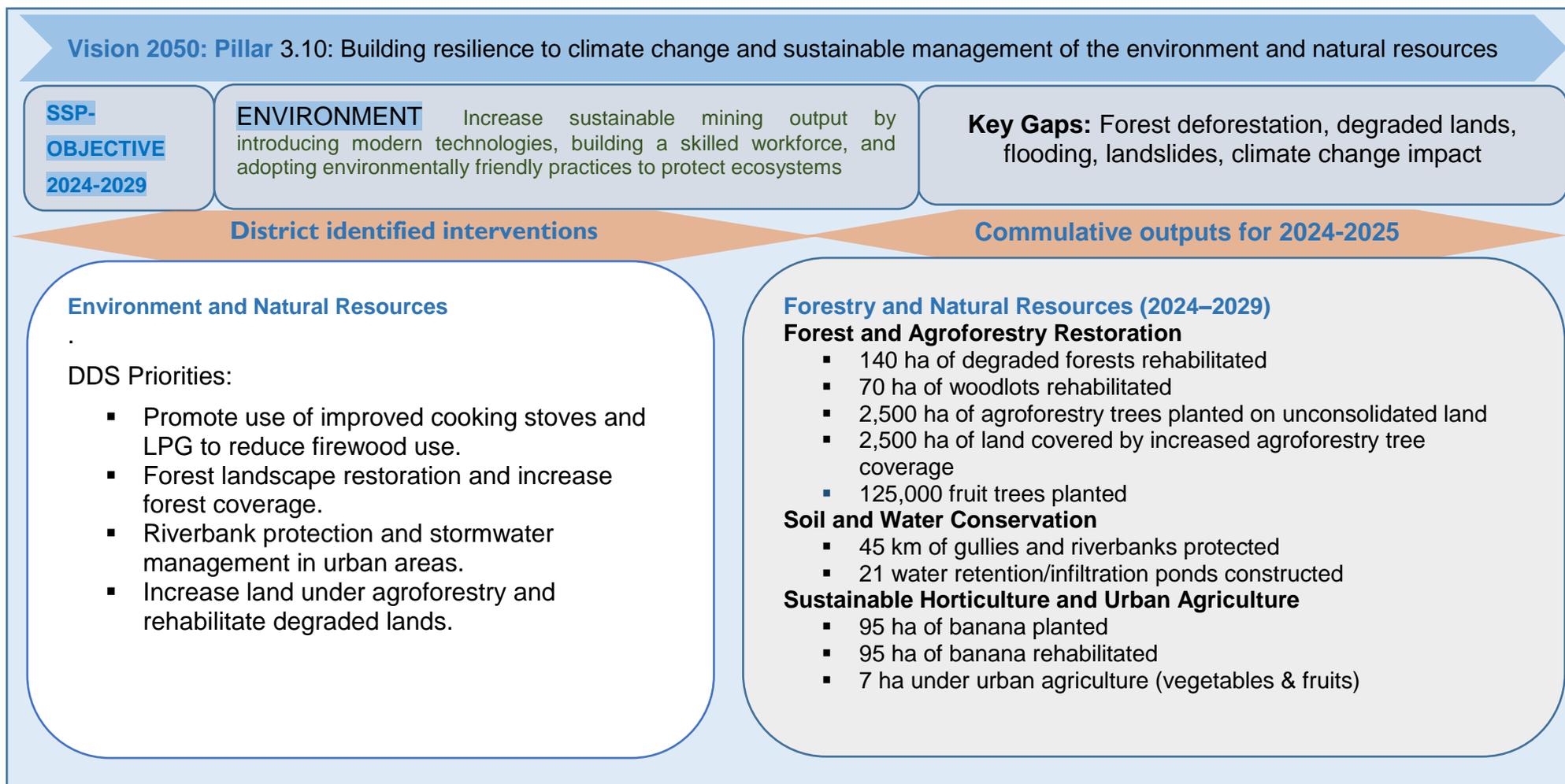
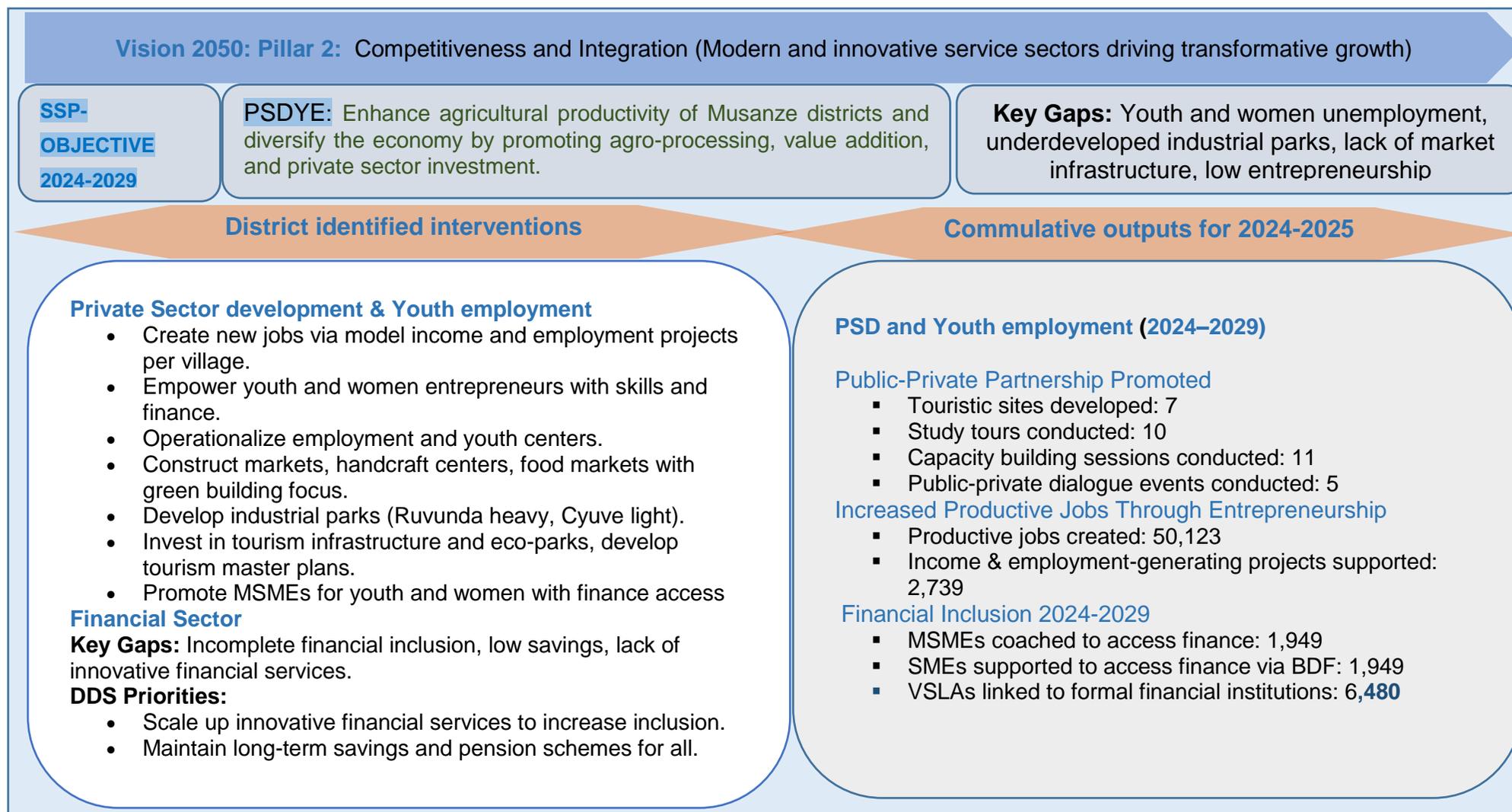


Figure 10: Priority Areas under the Economic Transformation Pillar (PSDYE)



**Vision 2050: Pillar 4:** Urbanization and Agglomeration (Ease of mobility and efficient transport)

**SSP-  
OBJECTIVE  
2024-2029**

**INFRASTRUCTURE: Expand basic infrastructure for the district of Musanze**

**Key Gaps:** Poor transportation infrastructure, traffic management issues.

**District identified interventions**

**Commulative outputs for 2024-2025**

**Transport Sector**

**DDS Priorities:**

- Construct and rehabilitate asphalt and feeder roads totaling over 130 km.
- Develop basic urban infrastructure, including public lighting on 16.5 km.
- Build and rehabilitate bridges, standalone drainage, bus stops, traffic lights, bicycle lanes, bus terminals, and pedestrian ways.
- -parks, develop tourism master plans.
- Promote MSMEs for youth and women with finance access

**Energy Sector**

**Key Gaps:** Poor transportation infrastructure, traffic management issues.

**DDS Priorities:**

- Construct and rehabilitate asphalt and feeder roads totaling over 130 km.
- Develop basic urban infrastructure, including public lighting on 16.5 km.
- Build and rehabilitate bridges, standalone drainage, bus stops, traffic lights, bicycle lanes, bus terminals, and pedestrian ways.

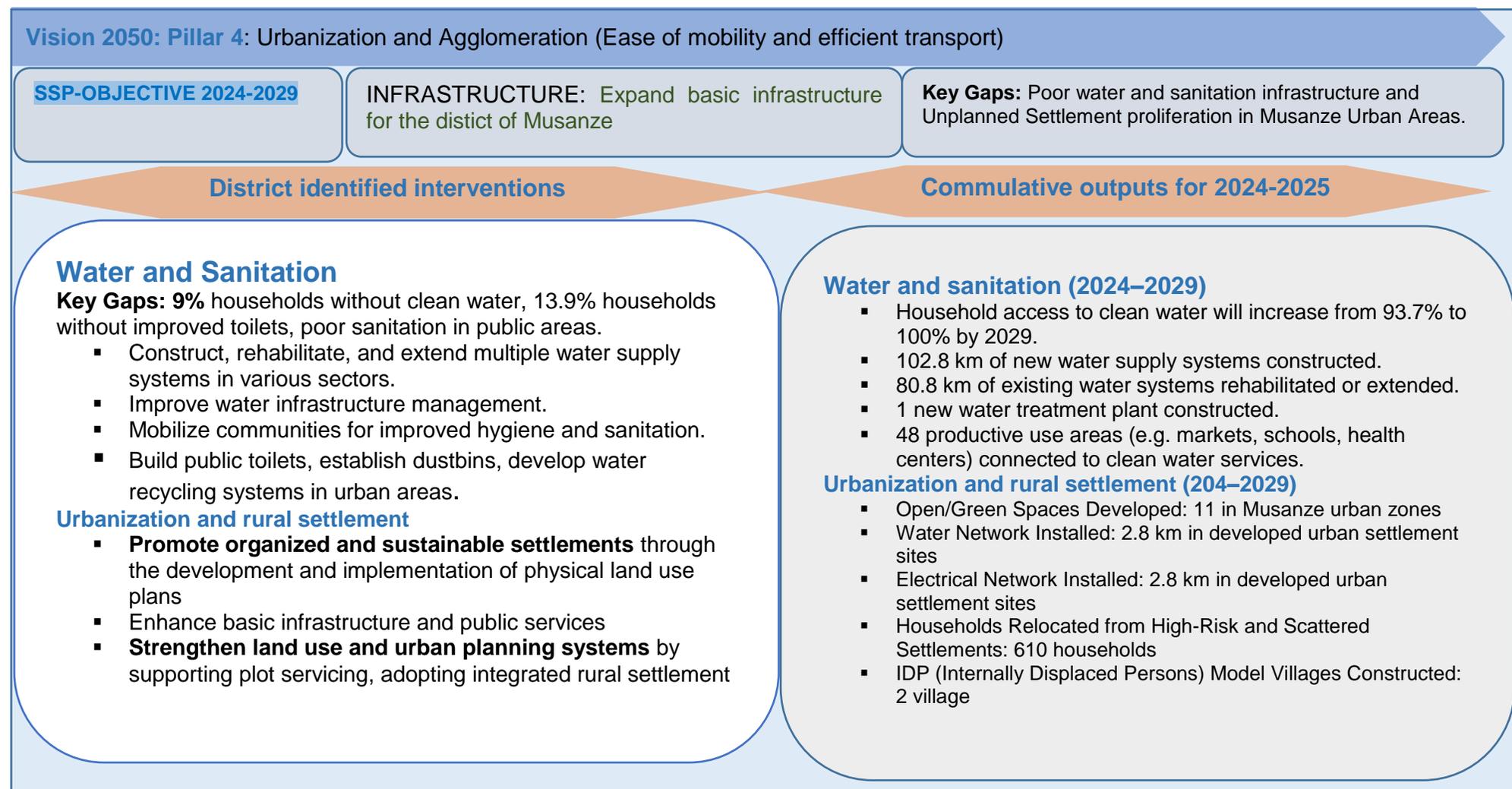
**Transport (2024–2029)**

- 61.40 km of new asphalt roads
- 3.65 km of paved roads will be constructed, alongside 64.60 km of feeder roads
- 11 km of standalone drainage systems in the Rwebeya gully.
- In addition, the district plans to construct or rehabilitate 22 conventional bridges, 23 suspended bridges, 43 stone arch bridges, and 14 other types of bridges

**Energy (2024–2029)**

- 27 cells electrified by 2029.
- Increase household connections to the national grid from 61% to 85%
- Off-grid electricity access scaled up from 8% to 15%, leveraging private sector investment.
- Gasumo Hydropower Plant on Mpenge River in Muhoza Sector fully rehabilitated.

Figure 11 :Priority Areas under the Economic Transformation Pillar (Infrastructure)



### 3.2.2. Social Transformation pillar

Figure 12: Priority Areas under the Social Transformation Pillar (education)

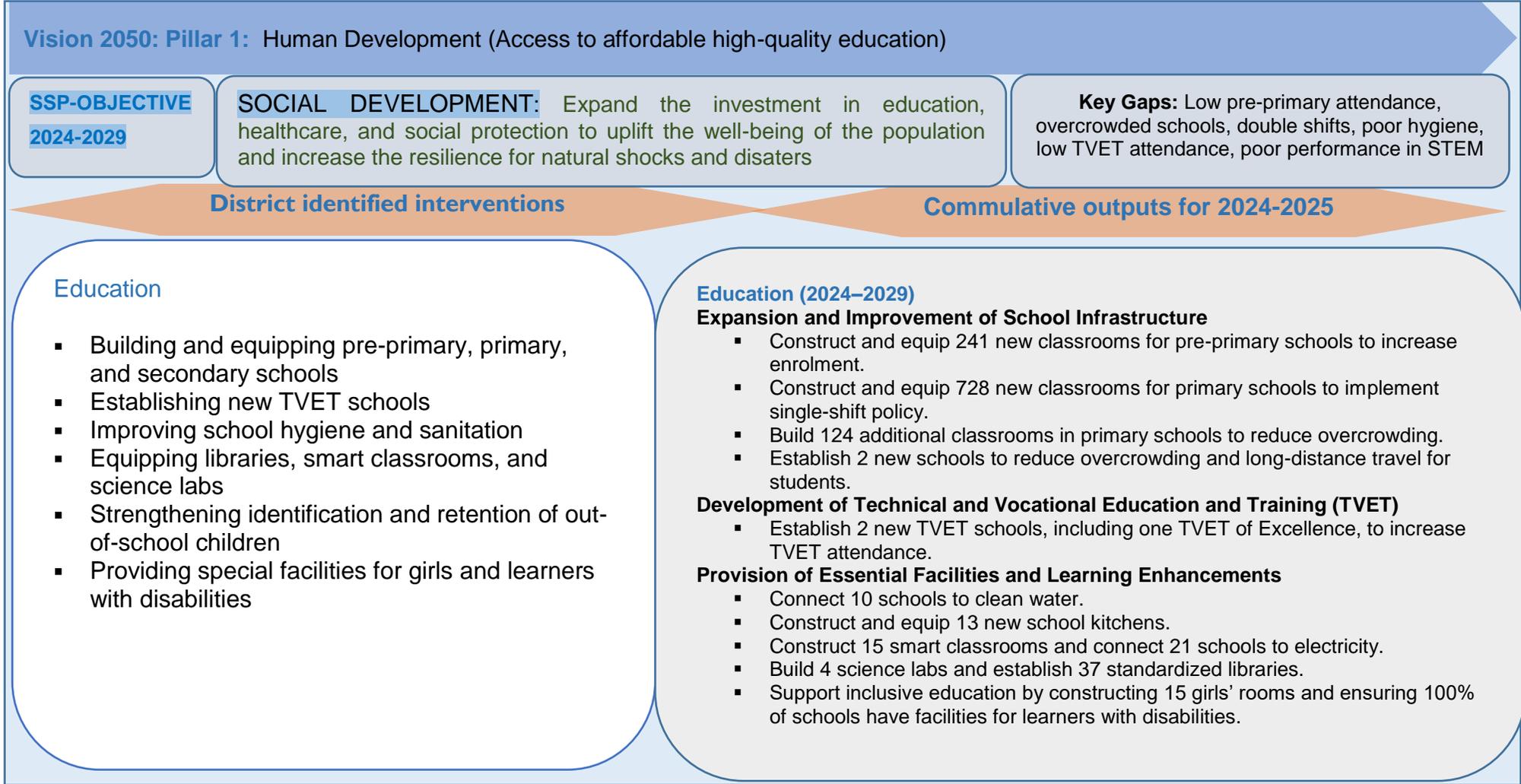
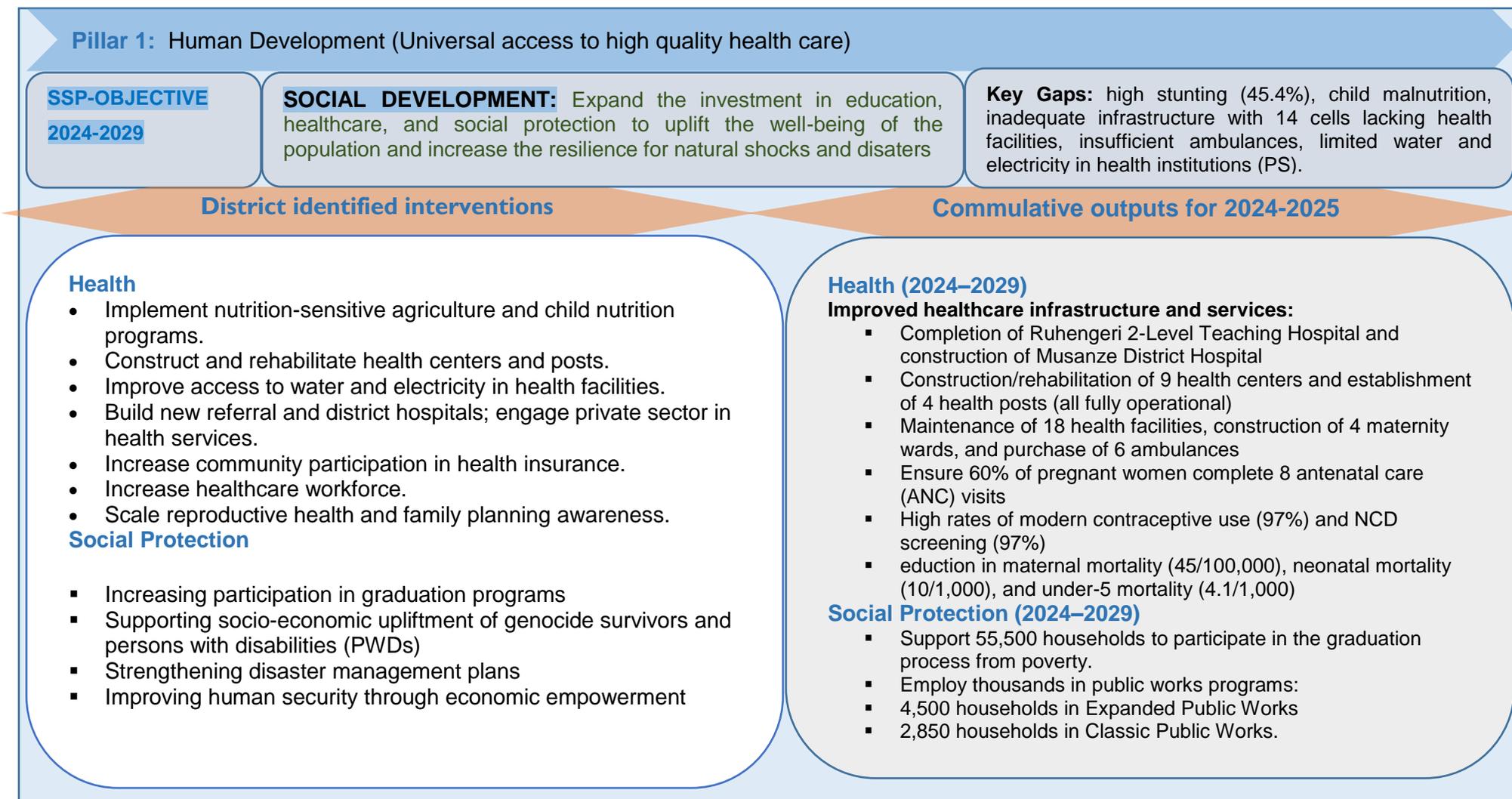
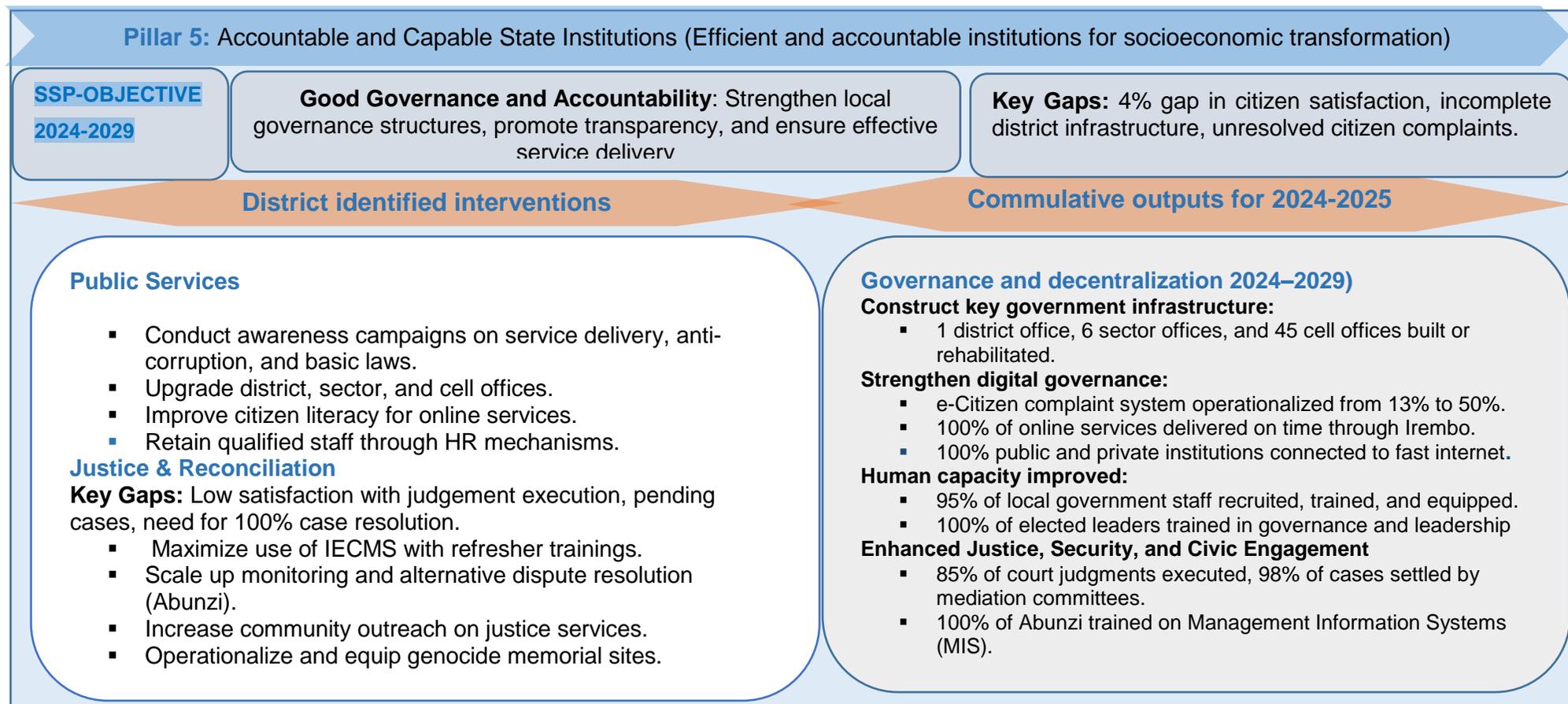


Figure 13: Priority Areas under the Social Transformation Pillar (health)



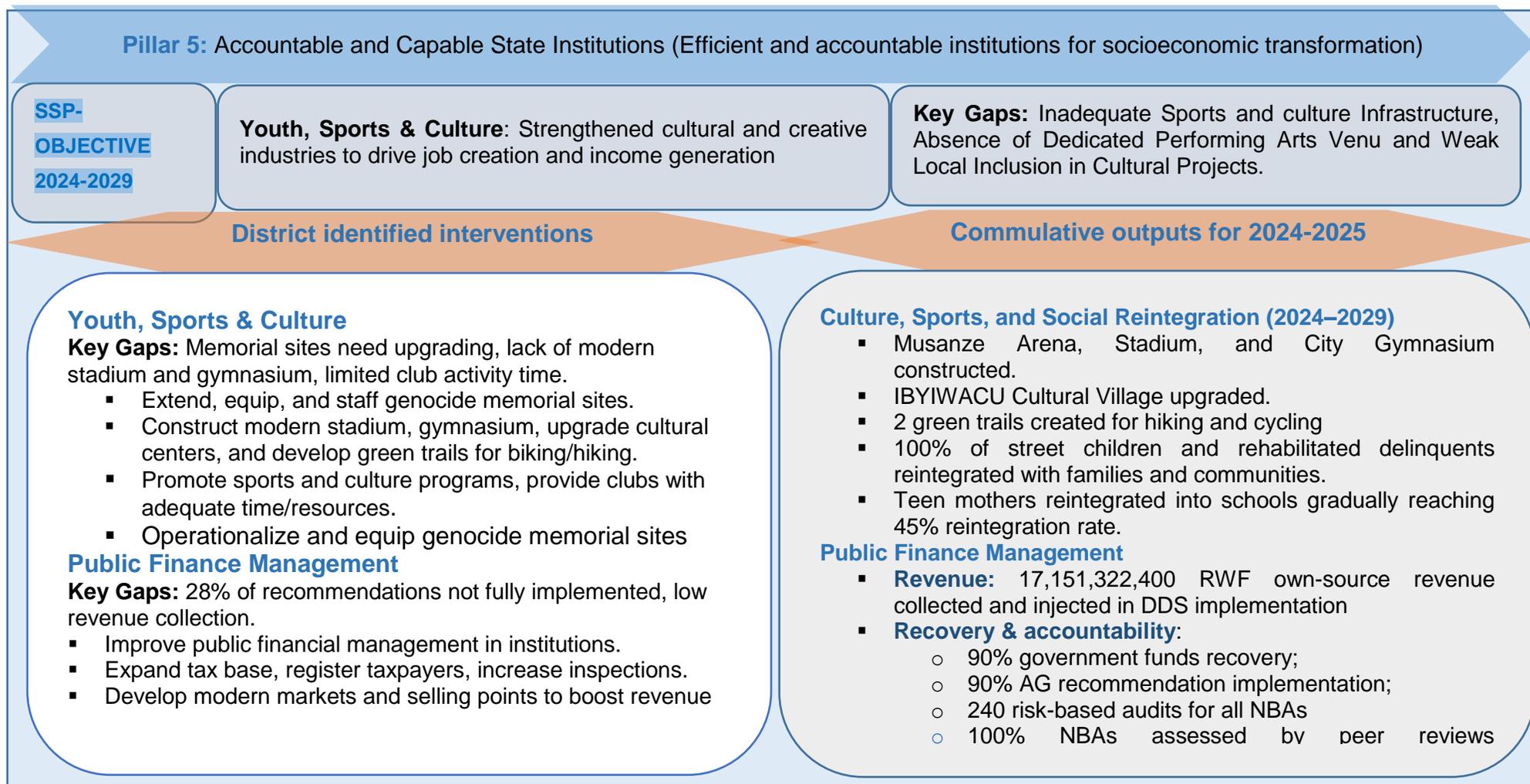
### 3.2.4. Transformational governance pillar

Figure 14: Priority Areas under the transformational Governance Pillar (Public services and Justice)



**Notes:** Comprehensive details on the program, including outputs, targets, and indicators for each intervention, are provided in the attached excel document.

Figure 15: Priority Areas under the transformational Governance Pillar (PFM, Youth, Sports & Culture)

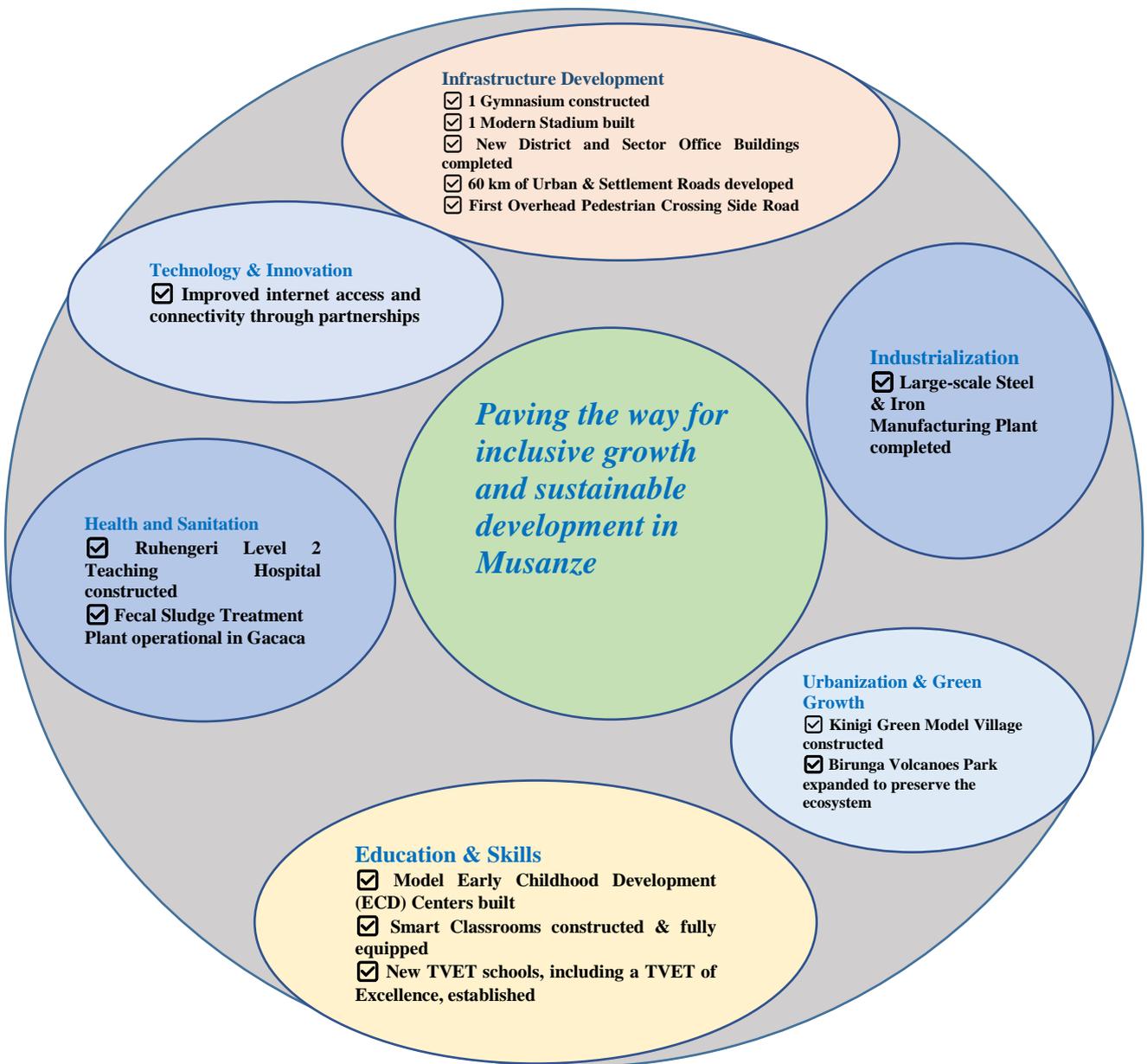


# IV. IMPLEMENTATION FRAMEWORK

The aspirations outlined in the Musanze District Development Strategy (2024–2029) will only yield impact if they are effectively translated into tangible results. This chapter provides the blueprint for operationalizing the strategy through a practical and results-oriented approach. It begins with the Implementation Framework Matrix, which outlines a clear roadmap for executing the strategy’s objectives and priority interventions. In addition, it highlights key enablers critical to successful implementation, including:

## 4.1. Innovation in DDS implementation 2024-29

Figure 16: List of Innovation that will be implemented 2024-2029



## 4.2. Implementation framework matrix

This section presents the Monitoring and Evaluation (M&E) approach for Musanze District's 2024–2029 Development Strategy, emphasizing a Results-Based Management (RBM) framework to ensure interventions lead to measurable and sustainable outcomes. The M&E system supports systematic data collection, reporting, and analysis for informed decision-making and accountability.

The **Implementation Framework Matrix (Annex 3)** provides a detailed roadmap of expected results, priority actions, responsible institutions, timelines, and performance indicators to guide the execution and monitoring of the District Development Strategy. It supports the development of annual action plans and their integration into performance contracts (imihigo), ensuring a streamlined, results-oriented approach. This framework helps Musanze District effectively achieve its development objectives while fostering strong local governance, community empowerment, and sustainable service delivery.

## 4.3. Sequencing of Interventions

The DDS outlines priorities, outcomes, strategic actions, indicators, and targets for the entire five-year period. Implementation should be captured through annual action plans aligned with the DDS logical framework. A successful approach involves initiating with the transformation of rural settlements, which increases agricultural land availability, laying a solid foundation for private sector development. Strategic interventions should focus on areas with multiplier effects to accelerate development across various sectors.

## 4.4. Coordination

### 4.4.1. District Leadership

The successful realization of the DDS relies heavily on the leadership of the district's governance organs. At the top, the District Council, as the highest decision-making body, will provide strategic oversight, policy direction, and approval of plans and budgets. The District Executive Committee, supported by the District Management Team and Sector Executive Secretaries, will be responsible for coordinating and driving the day-to-day implementation of strategic priorities.

This leadership will ensure that development efforts remain aligned with the district's vision and national objectives, while also conducting regular reviews, performance evaluations, and corrective actions as needed. Inclusive and participatory leadership will foster greater accountability, transparency, and trust among citizens and stakeholders.

#### **4.4.2. Technical Management and Administration**

The effective implementation of the DDS will be anchored in a well-structured and professionally managed technical team. The District Planning and M&E Unit, in collaboration with sector departments and other support staff, will coordinate the daily operationalization of the strategy. These teams are responsible for planning, budgeting, monitoring, and reporting on the progress of interventions, and will ensure coherence across sectors.

A strong emphasis will be placed on staff capacity development, performance-based management, and interdepartmental coordination to ensure efficient execution and continuous improvement.

#### **4.4.3. Central Government Ministries and Agencies**

Government ministries and agencies play a key role in supporting the implementation of district priorities by providing policy guidance, technical assistance, capacity building, and necessary resources. They ensure alignment with national strategies, facilitate coordination across sectors, and monitor progress to enhance effective service delivery and local development outcomes.

#### **4.4.4. Stakeholder Engagement and Collaboration**

The implementation of the Musanze DDS requires robust collaboration among a wide array of stakeholders. These include primary stakeholders, such as local government officials, sector leaders, community-based organizations, and service providers who are directly involved in the planning and execution of district-level programs. Secondary stakeholders, including development partners, civil society, private sector actors, and national government agencies, play a complementary yet vital role in providing financial, technical, and policy support. To ensure effective implementation, Musanze District will establish and strengthen coordination platforms, promote strategic partnerships, and institutionalize stakeholder mapping and engagement mechanisms. These efforts will help leverage synergies, reduce duplication, and mobilize the necessary support and resources for transformative development.

## 4.5. DDS budget and financing

### 4.5.1. Estimated Costs for the Implementation of the DDS

Table 5: Estimated budget for DDS by sector

SN *	Sector	2024/2025	2025/2026	2026/2027	2027/2028	2028/2029	Total	%
1	Agriculture	12,461,914,437	12,476,803,218	14,016,210,378	15,950,645,789	16,419,276,926	71,324,850,749	9.5%
2	PSDYE	27,237,163,544	27,459,383,471	28,500,691,788	27,733,120,017	26,160,170,731	137,090,529,552	18.3%
3	Climate, Environment and Natural Resources	2,198,748,832	1,567,318,832	47,216,708,832	47,662,498,832	47,620,562,832	146,265,838,161	19.5%
4	Transport	4,895,016,907	6,182,493,685	13,003,747,229	15,356,611,403	45,275,524,995	84,713,394,218	11.3%
5	Energy	4,939,734,407	6,282,493,685	12,886,464,729	15,239,328,903	17,214,242,495	56,562,264,218	7.5%
6	Urbanization and Rural Settlements	400,000,000	20,630,000,000	20,630,000,000	20,645,000,000	20,645,000,000	82,950,000,000	11.1%
7	ICT	137,200,000	137,200,000	137,200,000	137,200,000	137,200,000	686,000,000	0.1%
8	Education	1,544,856,175	2,514,049,064	13,596,511,651	13,621,021,389	13,615,276,438	44,891,714,717	6.0%
9	Health	981,813,653	5,490,131,442	37,472,736,764	7,072,836,764	1,827,764,331	52,845,282,954	7.1%
10	Social Protection	1,759,162,000	888,270,000	1,543,869,134	1,526,944,274	861,270,000	6,579,515,408	0.9%
11	Water and Sanitation	611,942,626	2,655,649,757	4,334,788,312	698,142,294	712,216,909	9,012,739,899	1.2%
12	Governance and Decentralization	71,700,000	75,000,000	5,677,100,000	5,080,400,000	6,083,100,000	16,965,300,000	2.3%
13	Justice Reconciliation, Law and Order (JRLO)	116,000,000	119,300,000	128,100,000	135,800,000	111,600,000	610,800,000	0.1%
14	Sports and Culture	6,100,000	6,506,100,000	6,506,100,000	6,506,100,000	19,530,500,000	39,054,900,000	5.2%
15	Public finance management	139,000,000	139,000,000	139,000,000	139,000,000	139,000,000	695,000,000	0.1%
<b>Total indicative budget 2024-2029</b>		<b>57,361,352,581</b>	<b>92,984,193,155</b>	<b>205,650,228,818</b>	<b>177,365,649,665</b>	<b>216,213,705,658</b>	<b>749,553,129,876</b>	<b>100%</b>

The estimated budget for implementing the Musanze District Development Strategy (DDS) 2024–2029 is approximately RWF 749,5 Billion, covering a five-year period. This comprehensive budget outlines the financial resources required across key sectors, with a detailed breakdown and financing sources provided in Annex 4. The total indicative budget over five years amounts to FRW 749,5 Billion, with the Climate, Environment and Natural Resourc sector receiving the largest share at 19.5%, followed by Private Sector Development and Youth Employment (14.8%), Transport (11.3%), and Urbanization and Rural Settlements (11.1%).

The budget allocations highlight the district's commitment to climate resilience, the transformation of infrastructure to support human capital development, and improved connectivity. Significant shares are directed toward Agriculture (9.5%), Energy (7.5%), and Health (7.1%), reflecting efforts to expand energy access particularly for industrial park development and to strengthen institutional capacity in the health sector for enhanced well-being. Education and sports also receive substantial allocations, reinforcing the district's focus on improving living standards. Meanwhile, sectors such as Governance and Decentralization, Social Protection, and Justice are allocated smaller portions, suggesting more targeted and strategic investments. Overall, the budget is thoughtfully structured to support Musanze's long-term development vision, emphasizing inclusive growth, better service delivery, and environmental sustainability.

The total cost will be adjusted over time to reflect changing priorities, macroeconomic conditions, and resource mobilization outcomes throughout the implementation period. Annual budgeting and planning exercises will maintain flexibility, ensure alignment with national budget cycles, and allow for responsiveness to emerging development needs. To finance the implementation of its Development Strategy (2024–2029), Musanze District will rely on a mix of internal revenues, central government transfers, and support from development partners. Notably, at least 35% of the funding is expected to come from private sector partners, who are actively involved in the district's development and are making significant investments in key areas such as water treatment plants, sports infrastructure, health, and general infrastructure.

Budget allocations will prioritize the district's core mandates and strategic priorities, while additional or complementary interventions will be integrated as development projects, subject to available resources and aligned with annual action plans and performance targets. Musanze District is committed to maintaining sound financial management practices, fostering transparency, and working collaboratively with all stakeholders to mobilize and utilize resources efficiently to achieve its strategic development objectives.

## **4.6. MONITORING AND EVALUATION**

### **4.6.1. Introduction to Monitoring and evaluation**

The successful implementation of the DDS 2024 – 2029 will require regular and rigorous monitoring and evaluation (M&E). Evaluation serves as a critical assessment tool, examining not only how planned activities were executed but also the overall impact of the interventions. To support this, Musanze District will enhance its M&E framework, recognizing it as a fundamental tool for achieving its development objectives. This framework will be guided by an evidence-based approach, enabling the consistent generation of reports for district management. These reports will help identify and address challenges in a timely manner.

Monitoring activities will primarily focus on tracking implementation progress and providing ongoing feedback, while evaluation will offer stakeholders a comprehensive review of results, highlight lessons learned, and inform future strategies at both the local and national policy levels.

To ensure the effectiveness of the M&E framework, the district will prioritize strengthening coordination and information sharing. A robust and functional Management Information System (MIS) will be maintained to support data collection, analysis, and reporting throughout the process. Additionally, the Results Policy Matrices are detailed in Tables 1, 2, and 3 found in Annex 1. Further annexes also present the M&E framework for activities implemented by the district on behalf of various sectors.

### **4.6.2. Indicators, Data Collection and Reporting**

To ensure effective implementation of the DDS 2025–2029, Musanze District has established key performance indicators aligned with its priority programs. These indicators guide data collection and reporting to track progress and measure outcomes. The Results and Priority Actions Matrices (Annex 3) form the core of the district's Monitoring and Evaluation (M&E) framework, detailing outputs, timelines, and strategic initiatives. Data will be collected at varying intervals—monthly, quarterly, or annually—using structured tools and disaggregated by sex where relevant to promote inclusive and gender-responsive monitoring.

## V. CONCLUSION

The DDS 2024–2029 provides a clear and comprehensive roadmap to guide Musanze District’s development over the next five years, focusing on economic transformation, social progress, environmental sustainability, and good governance. Its successful implementation will depend on strong coordination, active stakeholder engagement, and an effective Monitoring and Evaluation system to track progress and outcomes such as improved service delivery, economic growth, and enhanced social welfare.

While challenges like limited resources, capacity gaps, and external shocks remain, the district plans to address these through resource mobilization, capacity building, and adaptive, risk-informed planning. Ultimately, the strategy’s success hinges on collective commitment and accountability, positioning Musanze to achieve its vision of becoming a resilient, inclusive, and prosperous community.

# ANNEXES

## Annex 1: List of Stakeholders



List of  
Stakeholders.docx

## Annex 2: Priorities setting and innovation



Annex 2 Priority  
setting matrix.xlsx

## Annex 3: Implementation matrix and M&E framework



Final M&E Matrix for  
Musanze 28082025 u

## *Annex 4: Costing and Financing*



MUSANZE -COSTING  
MATRIX- Final 280820

## *Annex 4: List of indicators to be report and tracked*



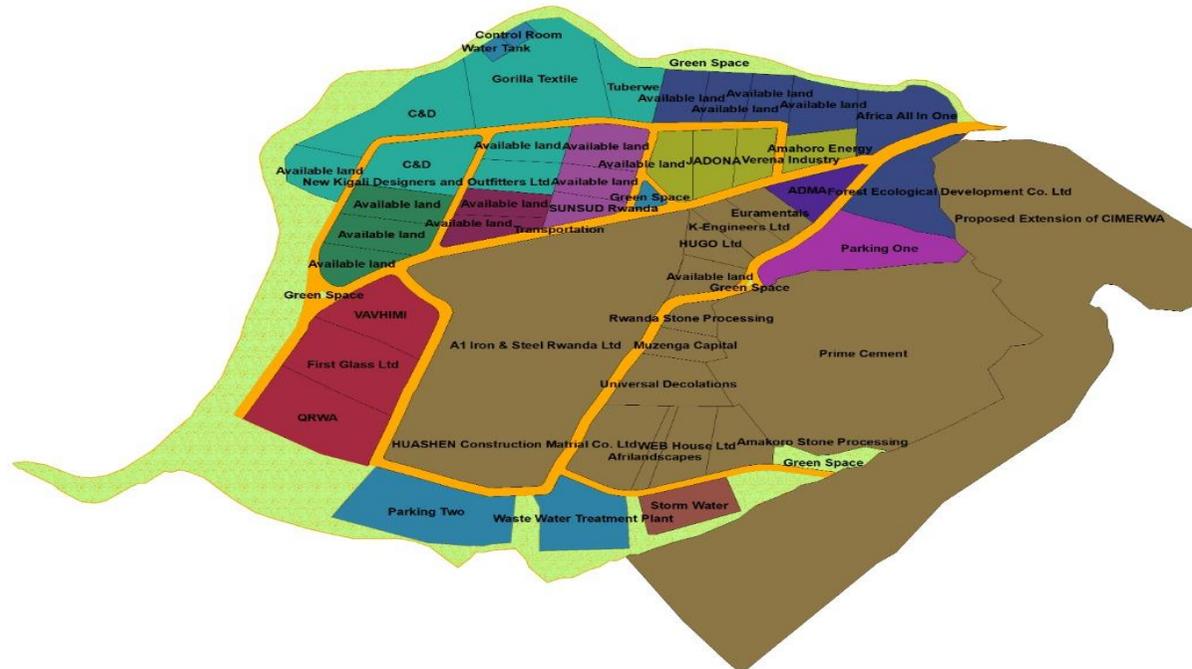
List of indicators to  
be tracked.xlsx

# REVISED MAP OF MUSANZE INDUSTRIAL PARK



**Legend**

- <all other values>
- zoning**
- CNSUP-Chemical and Non-Single Use Plastics
- CZ-Cosmetics Zone
- GS-Green Space
- LP-Logistic Park
- MP-Metal Processing Industries
- MPI-Mineral Processing Industries
- PA-Parking Area
- PM-Parkaging Material Industries
- R-Roads
- SWCA-Single window Clearance Area
- Storm Water
- TI-Textile Industries
- UZ-Utility Zone
- WP-Wood Processing Industries



Projection: Transverse\_Merc  
 false\_easting: 500000.0  
 false\_northing: 5000000.0  
 central\_meridian: 30.0  
 scale\_factor: 0.9999  
 latitude\_of\_origin: 0.0  
 Linear Unit: Meter (1.0)





**GENERAL NOTES**

**ARCHITECTURAL NOTES**

1. All work to be carried out in accordance with Council regulations
  2. All square dimensions to be taken in preference to scaled dimensions
  3. All walls below 200 mm to be reinforced with hoop iron at every alternative course
  4. Provide damp proof course (D.P.C.) under all walls
  5. F.V. indicates perimeter ventilations
  6. All drainage passing under building and drive area to be of junc. pipe and enclosed in concrete
  7. All expansion chambers in drive area to have heavy duty covers
  8. Check all dimensions on site
  9. All sanitary work to be in accordance with M&E rules and regulations
  10. 100 g polythene sheeting and anti septic treatment to be provided under ground floor concrete slab
  11. All reinforced concrete work to be in accordance with structural engineer's details
  12. All dimensions are in millimetres
- FIRE FIGHTING**
1. Provide three litres CO2 water fire extinguishers near to each floor exit
  2. Provide emergency light in the staircase
  3. Provide automatic alarm to cover the project
  4. Provide 100 litre water reserve tank for firewater
  5. Provide smoke and heat detectors in all floors
  6. To comply with requirements of NFA regulations

**CLIENT:**  
MUSANZE DISTRICT

**PROJECT:**  
PROPOSED OFFICE BUILDING

**COUNTRY:** Rwanda  
**PROVINCE:** Northern  
**DISTRICT:** Musanze  
**SECTOR:** Musanze  
**PURCHASER:**  
**CELL/VILLAGE:**

**DESIGN BY**



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 0788491806

**DRG TITLE:**  
PERSPECTIVES

No.	Date	Revision/Issue	Name

<b>SCALE:</b> AS SHOWN	<b>JOB NO.:</b> 01/MAX/2018/07
<b>DRAWN BY:</b> N.A	<b>DATE:</b> October 2018
<b>CHECKED BY:</b> M.R	
<b>DRG NO.:</b> 01	