
REPUBLIC OF RWANDA



NORTHERN PROVINCE



**MUSANZE DISTRICT DEVELOPMENT STRATEGY
(2018 -2024)**

June, 2017

CONTENTS

0	Executive summary.....	1
1	Chapter 1: Introduction	3
2	Overview of the District	6
2.1	District Profile	6
2.1.1	Geography.....	6
2.1.2	Socio-Economic Environment	8
2.2	Overview of District Achievements during DDP Implementation 19	
2.3	Key District economic potentialities.....	22
2.4	SWOT Analysis	Error! Bookmark not defined.
2.5	Stakeholder analysis	34
3	Alignment with national policy framework and methodology	37
3.1	Methodology	37
3.2	Main issues at District level	Error! Bookmark not defined.
3.2.1	Economic transformation pillar.....	Error! Bookmark not defined.
3.2.2	Social transformation pillar ..	Error! Bookmark not defined.
3.2.3	Transformational Governance Pillar.....	Error! Bookmark not defined.
3.3	Alignment to NST1.....	Error! Bookmark not defined.
4	Strategic Framework	1
4.1	The District Vision, Mission and Objectives.....	1
4.2	Main Priorities at District level	3
4.3	Results Chain	6
4.4	Logical Framework.....	Error! Bookmark not defined.
4.5	Cross-Cutting Areas	49
5	DDS Implementation.....	49
5.1	Sequencing of Interventions (Implementation Plan)	51
5.2	DDS Implementation Strategy.....	52
5.2.1	Roles and responsibilities of partners and stakeholders	52
5.2.2	Mechanisms for coordination and information sharing	57
5.2.3	Risk mitigation strategies	58
5.2.4	Communication and marketing strategy for the District	Error! Bookmark not defined.

6	Monitoring and evaluation.....	60
7	Cost Monitoring and evaluation.....	61
	Annex	70

FIGURES

Figure 1:	Map of Musanze District.....	7
Figure 2:	Population Employment in Musanze.....	11
Figure 3:	Youth employment in Musanze	11
Figure 4:	13
Figure 5:	Type of Habitat in Musanze District	14
Figure 6:	% of HHs members with Health Insurance	16
Figure 7:	% of married people using contraception	17
Figure 8:	Map of Musanze District's Potentialities best agriculture soils	23
Figure 9:	Economic Transformation.....	3
Figure 10:	Social Transformation.....	4
Figure 11:	Transformational governance	5
Figure 12:	<i>Result Chain (Impact 1)</i>	6
Figure 13:	<i>Result Chain (Impact 1I)</i>	10

TABLES

Table 1:	Population Distribution by sector and sex in Musanze District .9
Table 2:	Assessment of the implementation progress of District Development Plan 2013-2018
Table 3:	Potentialities per administrative sector.....
Table 4:	SWOT analysis
Table 5:	Stakeholder Analysis
Table 6:	DDS Alignment to NST1
Table 7:	Logical framework
Table 8:	Costing of DDS

MODIFICATION HISTORY

Version	Date	Authors	Summary of Changes
Draft 2			-Addressed comments from quality assurance team
Draft 3	18/05/2018	Diane Umukunzi Uyambaje (Musanze DDS Facilitator)	-Included the Costing and the Financial Chapter
Final Draft	05/06/2018	Diane Umukunzi Uyambaje (Musanze DDS Facilitator)	-Addressed Comments from provincial validation mee

GLOSSARY

Term Name	Definition
Strategy	A determination of basic long or medium-term goals and objectives of an enterprise, and adoption of courses of actions and the allocation of resources for carrying out these goals
Development Strategy	A multi-dimensional process involving reorganization and reorientation of entire economic, social and governance system
Transformation	A process of profound and radical change that orients an organizational in a new direction and takes it to an entirely different level of effectiveness
Urbanization	A process of change from rural to urban ways of living, in physical-spatial, social and economic terms. Also defined as the process by which towns and cities are formed and increased in numbers and size as more and more people begin living and working in central areas defined as urban
Green Urbanization	The urbanization process where negative associations (urban sprawl, informal settlements, inefficient use of resources, public services and traffic congestion) are sustainably prevented to account for poverty alleviation and environmental protection and preservation.
Green Growth	A relatively new model of economic growth that is compatible with protecting the environment, reducing carbon and other unwanted emissions, improving the rational use of resources, dealing with climate change, securing access to clean energy and water and simultaneously targeting

ABBREVIATIONS

Abbreviation	Description
%	Percentage
AGF:	Agriculture Guarantee Fund
ANC	Antenatal Care
CNLG	National Commission for the Fight Against Genocide
CBHI	Community Based Health Insurance
BNR	National Bank of Rwanda
DR	Democratic Republic
DDS	District Development Strategy
DDP	District Development Plans
DHS	Demographic and Health Survey
ECE	Early Childhood Education
ECD	Early Childhood Development
EICV	Integrated Households Living Conditions
EDPRS	Economic Development and Poverty Reduction Strategy
EAC	East African Community
EUCL	Energy Utility Corporation Limited
FARG	Genocide Survivors Assistance Fund
FBF	Fortified Blended Food
FP	Family Planning
FRW	Rwandan Franc
GoR	Government of Rwanda
HC	Health Centre
HP	Health Post
HH	House Hold
IT	Information and Technology'
ICT	Information and Communication Technology
JADF	Joint Action Development Forum
LED	Local Economic Development
LG	Local Government
LODA	Local Administrative Entities Development Agency
MDG	Millennium Development Goal
M&E	Monitoring and Valuation
MINECOFIN	Ministry of Finance and Economic Planning
MINALOC	Ministry of Local Government
MESC	Musanze Employment Service Centre
MININFRA	Ministry of Infrastructure
MoH	Ministry of Health
MoE	Ministry f Environment
MYICT	Ministry of Youth and ICT

Abbreviation	Description
MINAGRI	Ministry of Agriculture
MINEDUC	Ministry of Education
MINIJUSTE	
MINEACOM	Ministry of Trade and Industry
MAJ	
MINISPOC	Ministry of Sports and Culture
NST	National Strategy for Transformation
NGOs	Non-Governmental Organizations
NAEB	National Agricultural Export Development Board
NISR	National Institute of Statistics of Rwanda
PTA's	Parents and teachers' association
PHC	Population and Housing Census
PSF	Private Sector Federation
RALC	Rwanda Academy of Language and Culture
RAB	Rwanda Agriculture Board
RDB	Rwanda Development Board
RIF	Rural Investment Facility
REB	Rwanda Education Board
REG	Rwanda Energy Group
RFTC	Rwanda Federation of Transport Cooperatives
REMA	Rwanda Environment Management Agency
RGB	Rwanda Governance Board
RHA	Rwanda Housing Authority
SACCO	Saving and Credit Cooperative
SDGs	Sustainable Development Goals
STME	Science Technology Engineering and Mathematics
SP	Social Protection
SSPs	Sector Strategic Plans
TV	Tele vision
TVET	Technical and Vocational Education and Training
UR	University of Rwanda
USD	United States Dollar
VUP	Vision 2020 Umurenge Programme
WASAC	Water and Sanitation Corporation
WDA	Workforce Development Authority

Executive summary

Musanze District is one of the six secondary cities and one of the 5 districts comprising in the Northern Province of Rwanda. Musanze City is about 110 km from Kigali on the major Kigali-Musanze-Rubavu-Goma road and it borders with Uganda and DR Congo in the North, Gakenke District in the South, Burera District in the East and Nyabihu District in the West. Rwanda's mountain gorillas (*Gorilla beringei beringei*) are found in the Volcanoes National Park, making Musanze District the most popular tourist destination in the country

Rwanda has made impressive progress in economic, environmental, human and social development during the implementation phase of Vision 2020 and Economic Development Poverty Reduction Strategy 2. The District development Strategy for Musanze District aims at ensuring the district vision of being **"An excellent centre of Tourism Industry"** with three goals; improve attractive Touristic Sites, Promote sustainable Agro processing, promote sustainable Basic infrastructure and eight objectives; identification of seven new touristic sites, put in place new tourism facilities, increase local revenues; increase food security extend basic infrastructure, facilitate the accessibility to clean water, promote exportations, facilitate the creation of new off farm jobs.

Some of the challenges that have been identified through this DDS are Limited access to affordable and social housing units, lack of an appropriate solid waste treatment facilities and lack of centralized sewerage ¹¹system, Lack of tourism infrastructures, unemployed youth.

Reference made to NST1 priorities and the existing potentialities in the District which have been defined in the Local Economic Development Strategy as to promote new eco-tourism development which will boost the growth of the District by establishing new off farm employment and increase income revenues of the District. The key strategic interventions to be focus on the six upcoming years are: Promote Urban Development

by reducing urban agglomerations; diversify and create new sites for Eco - Tourism Development, ensure efficient and effective & affordable infrastructure (water, energy and IT), accelerated human settlement habitat; Increase agricultural product and livestock productivity; Empowering youth in professional; Develop and promote partnership between Public and Private Sector, Increase access to sanitation facilities and Ensure the recycling of Waste water.

The monitoring and evaluation of the Musanze District development Strategy will ensure an effective monitoring and evaluation system.

The following are some of the sources of funds for the Musanze District Development Strategy; the government transfers, District own revenues from taxes and non-tax fees, the private sector, local and external NGOs and development partners and finally contribution from local population. All projects and program will require the budget estimated to 201.247.768.000 Rwandan Francs.

Chapter 1: Introduction

This chapter gives a general overview of the District Development Strategy (DDS) for Musanze that is developed from the background of the District, previous development documents, and problem identification. It briefly sets out the context and purpose of the DDS, and process undertaken to elaborate the DDS.

1.1 General Introduction

In the course of the elaboration of the National Strategy for Transformation (NST1) and Vision 2050, Districts are required to develop inclusive 6-years Development strategies that will guide different actors in the District development over a medium term (2018/19-2023/24). The elaboration of the District Development Strategies will generate sustainable strategies that will be inspired by and align with the various national policies such as Vision 2020 and other international mandates such as EAC Vision 2050, Africa Agenda 2063, SDGs, and Paris Climate agreement.

1.2 Context and Purpose of the DDS

The Government of Rwanda in 2000 adopted the Vision 2020 with the primary objective of transforming Rwanda into a middle-income country by the year 2020. The Vision 2020 is being implemented through the medium term planning framework that began in 2002. This has since been followed by the Economic Development and Poverty Reduction Strategies (EDPRS1 and EDPRS2), which covered the period of 2008-2012 and 2013/14 to 2017/18 respectively.

The Vision 2020 is remaining with two years of implementation while the EDPRS 2 is in its final year. In 2016, The National Dialogue Council “**Umushyikirano**” recommended that the elaboration of the new vision of 30-years. However, the concept note of the Vision 2050 has been presented at the same forum in 2016 at which a target was set for Rwanda to become an upper middle-income country by 2035 and a high income country by 2050. In the same spirit the implementation instrument for the remainder of Vision 2020 and for the first four years

of the journey under Vision 2050 will be the National Strategy for Transformation (NST1), which integrates global and regional planning commitments including: the Sustainable Development Goals (SDGs), the EAC Vision 2050 and the Agenda 2063. The NST1 document builds on a series of interconnected strategies mainly: Thematic, Sector and District development strategies. It is against this background that the new District Development strategic plans are being elaborated since the existing ones (2013/14 to 2017/18) will end in June 2018.

The elaboration of the DDS in Musanze ensured the harmonization of local priorities to national level priorities, by considering unfinished business of the DDP, EDPRS 2 and Vision 2020 and capturing global commitment to sustainable development and cross cutting areas of development. The elaboration process, including dissemination of guidelines to all stakeholders, training on methodologies to be applied in development of District Development Strategies (DDS) is managed by the Ministry of Finance and Economic Planning (MINECOFIN) plus linking the technical consultation forums with the National Steering Committee in conjunction with Ministry of the Local Government (MINALOC) to help the implementation in the local context.

This development strategy will serve as an important instrument that is destined to guide and control the development of Musanze District throughout the NST1 period 2017/18- 2023/24 and Vision 2020 consequently has most important influence in the future development of the district.

1.3 Elaboration Process of DDS

The process of developing this strategy was achieved through participatory process. On the first hand, the Primary data has been collected by organizing various trainings, workshops and consultative meetings by involving citizens and all district partners. On the second hand, the Secondary data was being collected from different desk review

and analysis whereby we understand the district achievements and challenges during last five years as well.

1.4 Short Description of the Contents of each Chapter of the DDS

MUSANZE District Development Strategy (DDS) is composed by seven chapters which are: The first chapter is made by the General Introduction, and the second one presents the overview of the district and current socio -economic status of the district, when the chapter three discusses the alignment with National policy framework and methodology, and the chapter four is presenting the strategic framework for the next six years that will be undertaken to achieve the objectives of the District Development Strategy by addressing the existing challenges, the Chapter Five highlighting the implementation phase of the District Development Strategy, the chapter six presents how we will process to monitor and evaluate the District Development strategy objectives. Finally the chapter seven is about the costing and financing of the district development strategy.

Chapter 2: Overview of the District

This section underlined the profile of Musanze District, key achievements and challenges faces the district as well as the remaining outstanding from planned priorities in the EDPRS 2, after a self-assessment of DDP 2013-2018. Finally, the document emphasis in the stakeholder analysis and key District economic potentialities.

2.1 District Profile

2.1.1 Geography

Size and Location

Musanze District is one of the six secondary cities and one of the 5 districts comprising in the Northern Province of Rwanda. The total area of the district is 530,4 km², 60 km² of the Volcanoes National Park and 28 km² by Lake Ruhondo. Musanze City is about 110 km from Kigali on the major Kigali-Musanze-Rubavu-Goma road and it borders with Uganda and DR Congo in the North, Gakenke District in the South, Burera District in the East and Nyabihu District in the West.

Musanze district has 15 administrative sectors, 68 cells and 432 villages. Musanze City is about 110 km from Kigali on the major Kigali-Musanze-Rubavu-Goma road and has a total planning area of 7,500 ha

Musanze District

Uganda

DRC

Burera

Nyabihu

Gakenke

Legend

- Clinic
- Dispensary
- District Hospital
- Health Center
- Health Post
- Prison Hospital
- Referral Hospital
- A' Level
- O' Level
- Primary
- Trade center
- Main roads (Paved)
- Main roads (Unpaved)
- District Roads
- Rivers
- District Boundary
- Sector boundary
- Cell boundary
- Adjacent Districts
- Urban area
- National Park
- Waterbodies

Scale

0 145 290 Kilometers

Inset Map

29°0'0"E 29°30'0"E 30°0'0"E 30°30'0"E

2°0'0"S 2°30'0"S 3°0'0"S 3°30'0"S

0 145 290 Kilometers

Flora and Fauna

7

stripped away much of the natural vegetation to grow food crops such as potatoes and sorghum or cash crops such as pyrethrum.

Forests cover an area of about 11,616 ha in Musanze, broken down as follows: Bamboo forests: 2,517 ha; degraded natural forest: 2,223 ha; Eucalyptus forest plantation: 1,626 ha; and mountain humid forest: 5,250 ha. State and district forests comprise 24 and 2 per cent of all forests in the district, respectively, while private forests comprise 74 per cent. The 33 ha Buhanga relict forest has a high level of biodiversity and cultural significance. It is host to 83 bird species, three of which are endemic to the Albertine Rift. It is also a stopover for the African Pitta, a migratory bird species. There are 189 plant species of which 38 are known medicinals and 13 mammal species. Some of the fauna in the area are the porcupine, jackal, wildcat, mongoose, hyrax and leopard.

Geology and Soil

The District has 2 distinct zones and consequently related types of soils, one being volcanic area with moderate slopes and volcanic ash soils with lava predominant stones. The other part comprises steeply hills where erosion is active.

The soils of the City of Musanze can be categorized as volcanic on moderate to steep slopes, with volcanic ash soils and volcanic lava predominating with stones and shallow rocks. Soil erosion and soil nutrient loss are major problems, with only about half the land protected against soil erosion. The rich volcanic soils are ideal for agriculture, especially crops such as the Irish potato, which is commonly grown in Cyuve, Busogo, Gataraga, Kinigi, Muhoza, Muko, Musanze, Nyange and Shingiro. The Irish potato has been proposed for processing into potato crisps.

2.1.2 Socio-Economic Environment

This section focuses on key sector indicator performances achieved and contributed to the district economy development and welfare improvement of MUSANZE citizen. It highlights the overall achievements

related to the socio economic and challenges to be addressed by the district in upcoming seven years period in order to ensure better life to Musanze citizen.

2.1.2.1 Demography

The 4th Rwanda Population and Housing Census (PHC4) of 2012, has enumerated 368,267 inhabitants in Musanze District on a density of 694 Inhabitants/Km², where 47.4% are males and 52.6% are females; and 27.7% living in urban areas and 72.3% living in rural areas. Musanze population represents 3.5% of the total population of Rwanda. It represents 21.3 % of the Northern Province population (1,726,370 inhabitants). Muhoza is the highest populated (51.878) sector, whereas Nkotsi is the least (13,594).

The recent data of Ubudehe Profiling carried out by LODA in February 2018 shows that there is an increment of habitants from 406, 479 habitants in 2018 to 368, 267 habitants in 2012. The table 2 below is providing EICV 4 demographic data.

Table 1: Population Distribution by sector and sex in Musanze District

Sectors	Male	Female	Total
Busogo	10.203	11.309	21.512
Cyuve	18.358	20.733	39.092
Gacaca	11.208	12.397	23.605
Gashaki	6.509	7.139	13.648
Gataraga	10.820	11.890	22.710
Kimonyi	7.225	8.364	15.589
Kinigi	12.818	14.403	27.221
Muhoza	25.377	25.377	51.878
Muko	8.959	9.978	18.937
Musanze	14.833	17.031	31.864
Nkotsi	6.204	7.342	13,594
Nyange	12.794	14.672	27.466
Remera	9.202	9.910	19.112
Rwaza	9.967	10.959	20.926
Shingiro	9.922	11.240	21.162
Total	174.399	193.868	368.267

Source: NISR, 2012 Population and Housing Census results

2.1.2.2 Musanze District Sectorial Achievements

Agriculture

Regarding the size of land cultivated per household in Musanze District, the mean size of land cultivated per household is 0.45 ha, which is below the national average (0.59), the rural average (0.6) and the urban average (0.46) and is therefore countrywide among the lowest rates. However, a higher proportion of farmers cultivating larger areas create an enabling environment for the increase in production.

In terms of the percentage of agriculture households purchasing input in Musanze District, the utilization of pesticides (51.9%) and chemical fertilizers (46.5%) is much higher than that of improved seeds (13.8%) and organic fertilizers (13%). Furthermore, the purchase of chemical fertilizers and pesticides in Musanze is significantly higher than the national average (29% for chemical fertilizers and 31.2% for pesticides). Part of the post-harvest infrastructure of Musanze District is 10 Maize drying grounds. There is also one rehabilitated government-owned warehouse located in the Sector of Cyuve, which has a capacity of 3,500 MT. There is also one Irish Potatoes Collection Centre located in Kinigi Sector.

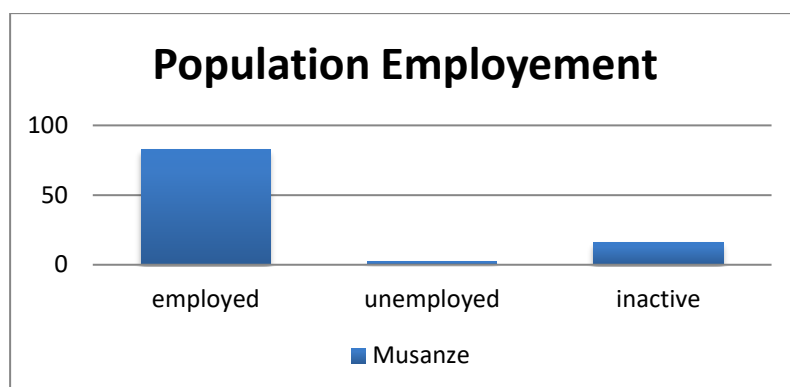
62.6% of households are raising livestock in the District, which is much less than the national average (68.2%). Therefore, the District needs to put more effort in livestock transformation to reach the national target. Chicken (55%), Cattle (38.4%) and Pigs (30.4%) are the most widespread types of animals raised by households in Musanze. However, the national average shows that in general Goat (55%), Cattle (47%) and Chicken (45%) are prioritized.

Private Sector development and Youth Productivity and Employment

In Musanze District, 82.4% of the population is employed, 2.2% is unemployed and 15.8% is inactive. For those in employment, 15% of them are working in wage farm, 25.8% in wage non-farm, 45.4 % are

independent farmer. Unemployment rate in Musanze District is higher in urban (3.1%) than in rural areas (2.0%) and unemployment rate among females is higher than males (2.0% vs 1.9%). The private informal (76.6%) in Musanze District is above the national average of 69.5% and the private formal (10.7%) is under the national average of 16.2%. (EICV4)

Figure 2: Population Employment in Musanze



Source: NISR, 2012 Population and Housing Census results

In Musanze district, 64.1% of the youth were employed at the time of the census, 2012 (NISR) while 33.6% were out of the labour market. Only 1.7% was unemployed. The high percentages of employed youth are observed in Kimonyi (71.0%), Gashaki (70.6%), and Nyange (70.2%), and the lowest are in Muhoza (53.6%) and Gataraga sectors (61.6%). The high percentage of unemployed youth is in Kinigi Sector (3.4%) while the lowest is in Gashaki (0.3%). At the time of the census, the percentage of youth out of the labour market was high in Muhoza (42.7%) and Busogo sectors (36.9%), and low in Kimonyi (27.6%). The majority of youth aged 14-35 currently employed are self-employed (66.1%), followed by employees (22.4%) and contributing family workers (8.0%). Majority of self-employed youth is found in Gacaca sector (82.8%) while the low percentage is found in Muhoza (44.9%).

Figure 3: Youth employment in Musanze



Source: NISR, 2012 Population and Housing Census results

Transport

In Musanze district, Only 10.6% of population Musanze District possesses bicycles, 0.4% has motorcycle and 0.8% have cars, this is far below the national level which is 15.8 %, 0.9% and 0.8% respectively for bicycle, motorcycle and cars. This indicates how the district is still lacking transport facilities. In fact, 61.9% of the district HHs is not satisfied with their nearest roads compared to 23.1% of household's national wide. Likewise, 92.0% of the HHs can access roads in 19 minutes and 7.6% in 20-59 minutes. At national level, 87.9% of Rwandan HHs can access road in 20 minutes while 9.3% have access in 20-59 minutes. In terms of usage rates for public transport, 10.1 % use regularly public transport, 51.3% use public transport often, 31.0% use public transport sometimes and the rest 7.6 % don't use at all public transport (EICV4).

Energy

Musanze District Profile shows that in urban areas, the three main sources of energy for lighting are electricity (54.9 %), kerosene lamp (20.6%) and candle (16.8%). In rural areas, most private households use kerosene lamp (29.5%), candle (18.7%) and firewood (12.5%) for lighting. The main sources of energy for cooking used by households are firewood (78.3%), charcoal (15.4%) and grass/leaves (5%). In urban areas, households use more firewood (48.6%) and charcoal (48%). In

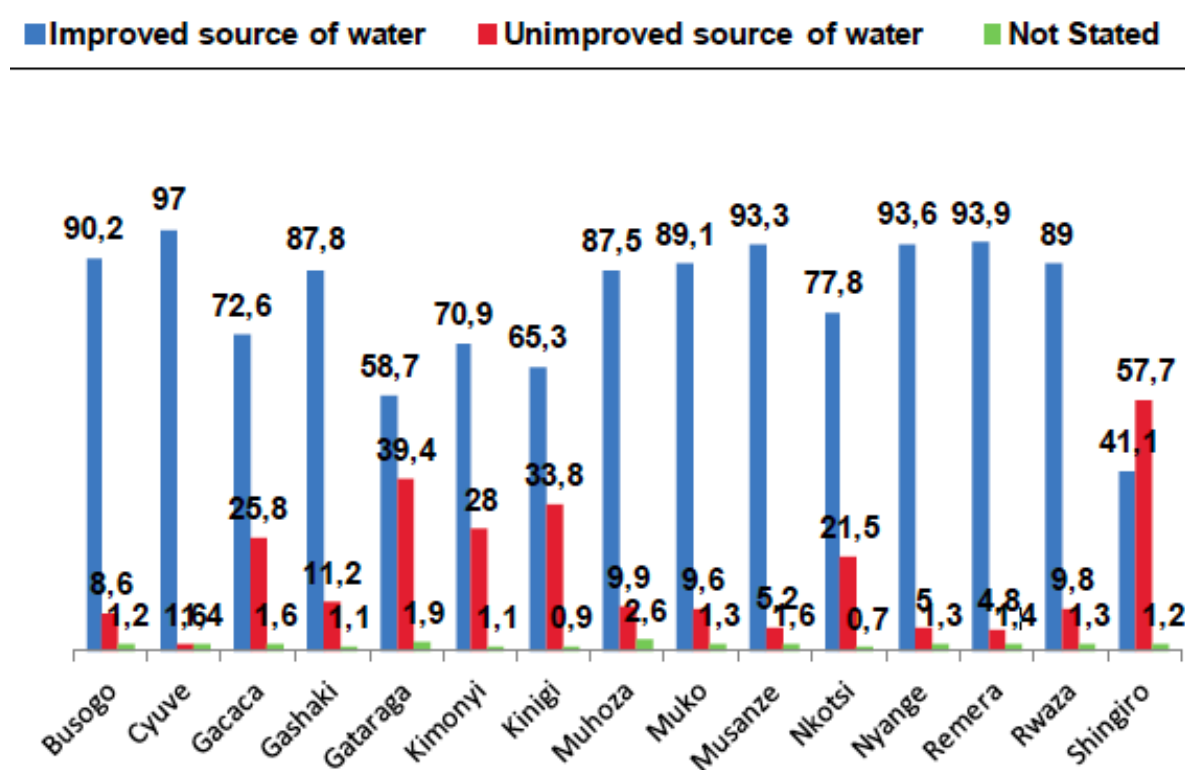
rural areas, private households use mainly firewood (89.6 %).

Water and Sanitation

95.3% of HHs in Musanze District have access to clean water, this is slightly higher to National level (84.8%) of HHs using an improved water source with 23.3% of HHs using protected springs, 60.6% using pipe, 9.9% having water piped into their dwelling/yard. On average, 43.9% of households in Musanze District are located within 15 minutes of walking distance to an improved water source. The mean time to an improved water source in Musanze District is 7.5 minutes, which is far below the national average (11.2 minutes). Musanze district ranks first on this indicator within Northern Province. However, 1.8% of households in Musanze district still walk more 30 minutes to reach an improved water source.

Figure 3: Distribution (%) of the Private Households of Musanze district by main source of Water and by sector

Figure 4:



Source: Rwanda 4th Population and Housing Census, 2015 (NISR)

The District of Musanze has well performed in term of population with access to basic sanitation (84.27%) compared to national level (83.4%).

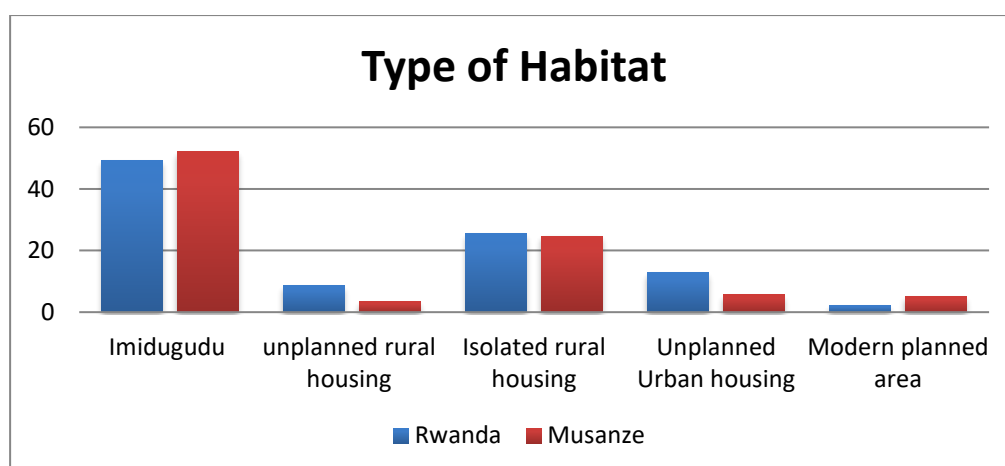
The majority using protected latrines (82.0%) and 1.8% don't have latrine, which is a high score compared to national situation (3.2%). (EICV4)

In Musanze District, waste management is still a problem where 52.4.9% of HHs thrown their domestic wastes in bushes or field and only 43.3% has composts. This is relatively higher than national level where respectively 40.2% thrown waste in bushes and 51.6% of HHs have composts. In the town, the rate of HHs using public rubbish is 3.0% while at national level is 6.2%. (EICV4)

Urbanization and Human Settlement

According to EICV4, In Musanze District 52.3% of households are living in settlement (Imidugudu) while 3.4% are living in unplanned clustered rural housing, 24.7% are living in isolated rural housing, and 5.6% living in unplanned urban housing. These are far below the national achievements: 49.2%, 8.7%, 25.6%, and 12.8% respectively. 97.7% of households are Single house dwelling, 1.5 % are Multiple HH dwelling, 0.6% are group of enclosed dwellings (Multiple HH) and the rest 0.1% are group of enclosed dwellings (single HH).

Figure 5: Type of Habitat in Musanze District



Source: Rwanda 4th Population and Housing Census, 2012 (NISR)

The most common type of habitat in Musanze district is the clustered rural settlement (known as Umudugudu). 66.6% of the private households are of that type, followed by spontaneous/ squatter housing

(15.3%) and dispersed/isolated housing (14.2%). The type of habitat in Musanze varies according to the area of residence; In urban areas, the predominant type is spontaneous/squatter housing with 44.9%, followed by clustered rural settlement (umudugudu) (34.6%) and the planned urban housing (12.8%). In rural areas the predominant type is clustered rural settlement (umudugudu) with 78.6% followed by dispersed/isolated housing with 19.9%, and the spontaneous/squatter housing with 4.1%. (Census, 2012)

At the national level, 28.7% of private households are headed by women and in Musanze; the high percentages of private households headed by female are found in the sectors of Kimonyi and Nkotsi (32%), Musanze (31.7%), Shingiro (30.7%), Kinigi (30.4%) and Nyange (30.3%), and the small ones are in Gashaki (23.2%), Gacaca (24%) and Muhoza (25%).

Information and Communication Technology

EICV4 shows 92.5% of the population in Musanze district doesn't know how to use computer against 92.9% at national level. 0.3% of HH use Internet service regularly while 46.2% do not know of the existence of Internet service facilities (EICV4). 67.2% of the private households possess a radio, 58.6% have a mobile phone, 9% a TV and 2.5% a computer and at the district level, households mainly access Internet at cybercafés (71.6%), at office or school (48.3% and at home 38%).

Environment and Natural resources

94.5 % of land in Musanze District is protected from soil erosion, while it is 78.1% at national level. 29.73% of surface is covered by forest and 28.6% of land in Musanze is protected to maintain biodiversity.

Financial Sector development

The data indicates that 40.9% of the population of Musanze district has access to finance (EICV3). That rate is above the national average of 39%. With regards to access to business development fund's products, 2 beneficiaries had access to the Agriculture Guarantee Fund (AGF), nine to SME and 146 to Rural Investment Facility (RIF). Based on different reports from different SACCOs of Musanze, as of December 2016 the number of subscribed members in SACCOs were 34,108, having deposited 651,768,760 Rwf. It is essential to note that there are 15 "Umurenge Saccos" available. In addition to the financial institution provided by the government, there are other services offered by private companies, such as "Banque Populaire SA" Bank of Kigali, Ecobank, Equity Bank and private microfinance institutions

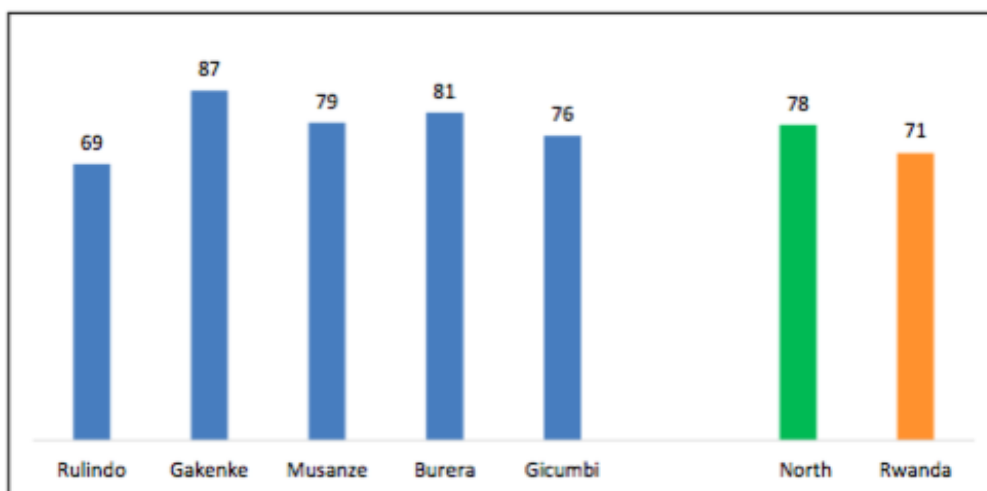
Social Protection

In Rwanda 44.9% of the population is below the poverty line against 53.6% in Musanze District whereas 24.1% is in extreme poverty line against 26.2% in Musanze District.

Health

Musanze District has a total of 18 health facilities, made of: 13 health centers, 4 dispensaries and one district hospital. According to DHS5 457 Households responded in Musanze District, 384 have at least one member covered by health insurance. The mean walking distance to a health center is one hour countrywide.

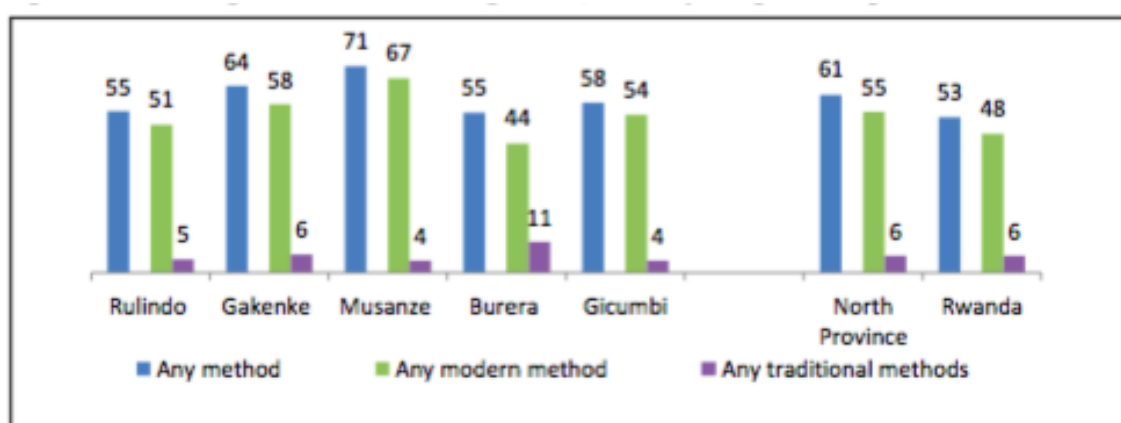
Figure 6: % of HHs members with Health Insurance



Source: RDHS, 2014-15

The Demographic and Health Survey 2014-2015 data on the use of contraceptive methods shows that in Musanze District 70.6% of married women age 15-49 uses any method for family planning and 66.5% of them use modern methods

Figure 7: % of married people using contraception



Source: RDHS, 2014-15

Education

The Rwanda 4th Population and Housing Census, 2012 shows that among the population aged 3 years and above in Musanze district, 23.4% have no education, 56.6% attained the primary level and 12.4% attained secondary level while 2.1% attained university. ^[L SEP] Level of educational attainment varies across sectors and Muhoza sector has a high proportion of population aged 3 years and above that attained the secondary level (23.3%) and a high proportion of residents aged 3 years and above who attained university (7.8%).

The district has a literacy rate of 65.6% among its population aged 15 year and older. At national level, the average literacy rate is 69.7%. Musanze has a high illiteracy rate compared to the average level of the country. In primary school, pupils/teacher ratio in Musanze District is of 62/1 which is lower than the national ratio of 63/1. At the secondary school level the pupil/teacher ratio is 32/1 whereas the national one is 30/1. (2012 education statistical yearbook).

The mean walking distance to a primary school in Musanze District is 21.6 minutes, while it is 27.2 minutes countrywide. 29.8% of households have a walking distance of between 30 and 59 minutes to a primary school. 2.5% of households have to walk for more than one hour to reach a primary school

School attendance among children in Musanze varies across education levels: It is very low (38.6%) for the preschool-age population (3-6 years), widespread (95.4%) for the primary school-age population (7-12 years), and moderate (71.7%) for the secondary school-age population (13-18 years) at the time of the census. School attendance varies also across the sectors: ^L_{SEP} for the preschool-age, it varies from 23% in Gacaca to 52% in Remera; for the primary school-age, it varies from 91.7% in Shingiro to 97.9% in Remera for the secondary school-age, it varies from 63.1% in Kimonyi to 77.3% in Nkotsi. (Rwanda 4th Population and Housing Census, 2012 (NISR))

Governance and decentralization

Citizen participation has been improved as mechanisms and processes were established to promote citizen participation; these include “Inteko z’abaturage” (community assemblies), public accountability days and open days, Ubudehe, Umuganda, regular free and fair elections among others. The district has a website which contains information on all sectors but needs to be regularly updated. The annual Governance month, accountability days and open days are opportunities for accountability practices, whereby the execution of the Performance Contract “IMIHIHO” is shared with the public.

Promotion of Justice, Reconciliation, Law and Order

In the justice sector, respondents were most satisfied with the justice service provided by National police, local mediators and Judiciary with satisfaction ratings of 79%, 76% and 71% respectively, compared to 77.6%, 81.6% and 63.4% in 2010 respectively. Scores were similar with prosecution, lawyers, and justice access bureaus who received 67%, 60% and 56% respectively compared to 48.1%, 36.2% and 18.4% in 2010 respectively.

Respondents' opinion have revealed that 73% of them were happy with the role of mediators in settling disputes, 71% were satisfied with the customer care in the justice sector. The most encouraging fact is that all indicators scored more than 60%. Sensitization on the understanding of laws and access to fair justice, both scored 86% and the lowest score (77%) was reached for the role of mediators in settling disputes.

Public Finance Management

Musanze District budget is funded by five different sources namely Block Grant, Earmarked transfers, Own Revenues, Transfers from other GoR agencies and External Grants. Musanze District revenue generation represents only 19% of the District total budget.

2.2 Overview of District Achievements during DDP Implementation

The recent assessment of MUSANZE District Development Plan (DDP) 2013-2018 stipulated that the District achieved their targets at 85%. The following table below is summarised the key achievements accomplished by the District during the implementation of Musanze 2013 - 2018 by Sector.

Table 2:Assessment of the implementation progress of District Development Plan 2013-2018

DDP OUTPUT/ INDICATOR	BASELINE 2013/14	TARGET 2017/18	ACHIEVEMENT
Agriculture and Livestock			
Land use consolidation	58,086 (70%)	100%	70%
Productivity	56%	100%	85%
Fertilizers	120kg/ha=45 %	300kg/ha	450kg/ha
Vaccination	27%	380,000	225,000 (59.2 %)
Girinka	1,288	9,471 (100%)	4,847 (51.17%)
Artificial insemination	2290	100%	71%
Energy			
New HHs with Access to electricity	27.8%	70%	39.7%
Water and Sanitation			
New HHs with access to clean water	81%	100%	86.4%
Transport			
% of roads in good condition	42.5%	85 %	75%
Settlement			
New HHs resettled in grouped settlement	17.8%	30%	21%
Rural and urban settlement		60%	35%
ICT			
Number of BDCs/Knowledge hubs at Sector levels established	0	7	3
Number of offices equipped with computers and internet	84	352	341
Environment and Natural Resources			
Surface covered by forest	18.2%	30%	29.73%
Soil protected against erosion	52.7%	100 %	94.5%
Land area protected to maintain biodiversity	0	50.3%	28.6%
Private Sector Development			
Amount of new investments	1,418,0902,309		
Number of new investments mobilised	36,965,545		
Number of modern markets constructed	6	15	8
Industrial park constructed	0	0	0
Integrated craft centre operational (Agakiriro)	0	2	0
Number of Community Processing centre operational	24	74	68
Number of hotels constructed	17		39

Number of tourism sites developed	2		6
Number of projects financed	114		695
Number new cooperative financial and technical viable	120		649
Financial sector Development			
Number of SACCOs with required facilities	15	15	
% Of HHs with access to financial services	59,516	74,471	
Youth			
Number of playground developed at sector level	12		13
Genocide site at good condition	1	2	1
Health			
Access to Health Facilities	9	HC in 15 Sectors (100%)	14 Sectors (96%)
Health insurance	58.7%	100%	86%
Population used Modern Family Planning Methods	18.9%	100%	60%
Education			
School feeding	0	100%	85%
Adult literacy	55%	95%	75%
Drop out	11.9%	0%	4.1%
Construction of new classrooms	679/48 pupils/class	40pupils/classroom	40pupils/classroom
Education infrastructure improved	65%	89%	-Rehabilitation of 30 and replacement of 42 classrooms -Equipment of 19 adult literacy centers -Upgrading and transformation of Cyabagarura building into a VTC
Decentralization			
Increase service delivery and Public finance management	25%	97%)	-GoR-VUP Beneficiary sensitization -Planning, budgeting, monitoring and evaluation of district projects and imihigo -Feasibility studies -Construction of Musanze District Head office

			<ul style="list-style-type: none"> - Maintenance of public infrastructures -To connect NBAs to Internet (sectors, cells, health centers and schools) - Construct and equip village knowledge hubs Gatovu IDP Model Village
Social protection			
Increased and sustained graduation from core social protection Programs for male and female headed households by connecting them to economic opportunities and financial services			Provide Direct Support (DS) to 3,897 vulnerable beneficiaries in VUP/DS
Job creation			
SMSs created	105	350	251
New Off farm jobs created	7678	49,000 (7000 per year*7)	31,282 plus 12,630 for 2017-2018
Reduce Unemployment	11%	5%	8%
Access to finance	10.1%	50% /Sacco	25%

2.3 Key District economic potentialities

Reference to LED strategies for Musanze District; Musanze's strategic position and high tourism flow give it a strong comparative advantage in tourism. Likewise, the volume of private investment in tourism is likely to boost investor confidence. Musanze has a generally positive business environment.

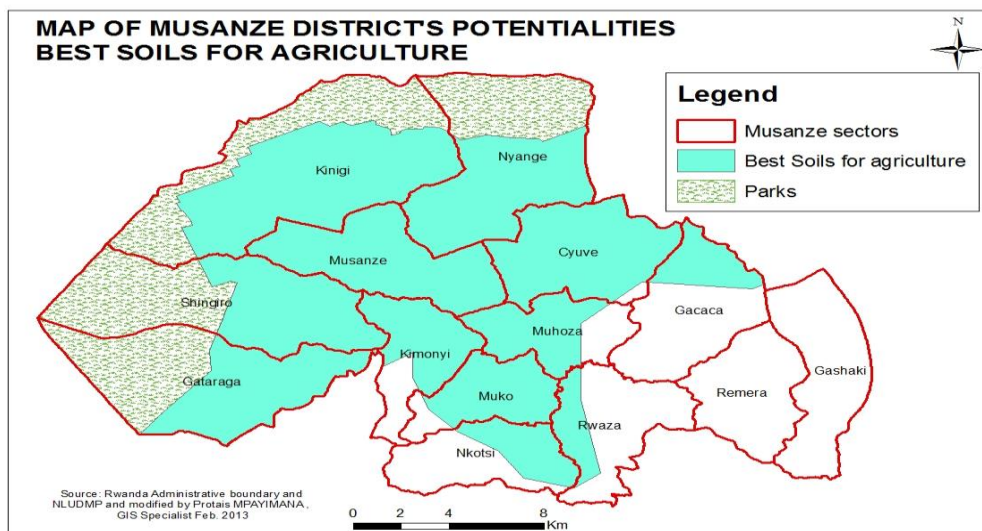
However, the bulk of commercial activity is heavily concentrated within Musanze town. As a result, there is a need to devote considerable attention to agricultural activities in rural areas. This will reduce future geographical inequalities. Generally, strong infrastructure indicators will allow for the expansion of future potentialities at a faster rate than that experienced by most districts. The potentialities listed here, as well as

others, are examined in greater detail within the district briefing and field report.

Musanze Top 5 Potentialities:

1. Suitable land for agribusiness
2. Attractions for tourism booming
3. High market demand for infrastructure, manufacturing and service industry development
4. Mineral deposits and quarries for mining development
5. Arts and crafts for manufacturing development

Figure 8: Map of Musanze District's Potentialities best agriculture soils



The map in figure 9 indicates potential fertile soils in Musanze district. The entire District bordering volcanic mountains have rich soils that support agriculture as shown in figure 8.

As shown in the figure, Musanze district has a large area in best soils agriculture, because of the presence of the water bodies such as the Lake Ruhondo; this district has fifteen sectors at its north area which are rich in best soils of agriculture which provides Staple Production like Maize, irish potatoes, Potatoes, and Pisciculture.

The table below offers an overall view of potentialities per sector. This allows the programming of sector's strategies based on the development of local economic potentialities.

Table 3: Potentialities per administrative sector

Sector	Potentiality	Product
Busogo	High soil fertility	Irish potatoes
		Wheat transformation
	Mineral deposits	Travertine, Cassiterite and Volcanic stones (lava)
	Agro-processing	Animal Feed Processing
Cyuve	High soil fertility	Irish potatoes
	Agro-processing	Animal Feed Processing
Gacaca	High soil fertility	Irish potatoes
	Lake for pisciculture	Fish farming
	Agro-processing	Animal Feed Processing
Gashaki	Lake for pisciculture	Fish farming
	Mineral deposits	Travertine, Cassiterite and Volcanic stones
	Agro-processing	Animal Feed Processing
Gataraga	High soil fertility	Irish potatoes
	Agro-processing	Animal Feed Processing
	Rivers for energy generation	Hydropower in Mutobo rivers
Kimonyi	Agro-processing	Animal Feed Processing
Kinigi	High soil fertility	Irish potatoes
	Agro-processing	Animal Feed Processing
Muhoza	High soil fertility	Irish potatoes
	Mineral deposits	Travertine, Cassiterite and Volcanic stones
	Agro-processing	Animal Feed Processing
Muko	High soil fertility	Irish potatoes
	Mineral deposits	Coltan and wolfram
	Agro-processing	Animal Feed Processing
Musanze	High soil fertility	Irish potatoes
	Agro-processing	Animal Feed Processing
Nkotsi	Mineral deposits	Travertine, Cassiterite and Volcanic stones
	Agro-processing	Animal Feed Processing
Nyange	High soil fertility	Irish potatoes
	Agro-processing	Animal Feed Processing
Remera	Lake for pisciculture	Fish farming
	Agro-processing	Animal Feed Processing

Sector	Potentiality	Product
Rwaza	Lake for pisciculture	Fish farming
	Mineral deposits	Travertine, Cassiterite and Volcanic stones
	Agro-processing	Animal Feed Processing
	Rivers for energy generation	Hydropower in Mukinga rivers
Shingiro	High soil fertility	Irish potatoes
	Agro-processing	Animal Feed Processing

2.4 SWOT Analysis

Table 4:SWOT analysis

N°	Sector	STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
Economic Transformation					
1.	Agriculture	<ul style="list-style-type: none"> • The rich volcanic soils • Fruits and vegetables, • Livestock breeding and transformation, • Suitable land for agribusiness • Sufficient and seasonal rainfalls 	<ul style="list-style-type: none"> • Limited knowledge and involvement in agribusiness; • Unskilled farmers in modern farming techniques • Insufficient skills and capacity in applying modern pisciculture techniques for increasing production • Low number of pisciculture specialists • Insufficient agricultural technicians • Poor internal farming techniques • Inadequacy of farm power and machinery • Low SACCO repayment of loans • Agriculture inputs insufficient and sometimes delay (seeds and fertilizers). 	<ul style="list-style-type: none"> • Presence of Village Mechanization Service Centres • The predominance of the population in agriculture Conducive weather conditions • Presence of financial institutions in Musanze district that can support Pisciculture business • Land consolidation national strategy • NAEB, RAB are availing modern farming techniques, post-harvest • huge proportion of the population working in agriculture 	<ul style="list-style-type: none"> • Soil erosion and land slide • Climate Change

			<ul style="list-style-type: none"> • No adequate research on adaptive crops or seeds to specific area of agriculture zones, • Lack of Agriculture data to use in land management, • Low prices to farmers especially in pyrethrum producers, • Low animals quality and productivities • Low sources of proteins from animals and fishes 		
2.	Private sector Development & Youth Employment	<ul style="list-style-type: none"> • The district serves as the tourist hub of Rwanda • Mineral deposits and quarries for mining development • Arts and crafts for manufacturing development • Proximity to Uganda and DRC; • availing of cross-border trade 	<ul style="list-style-type: none"> • Limited resources for youth to start their own business • Limited small factories and SMEs • Uncompetitive firms in urban areas • Private sector not well organized • Inexistence and limited the external investors • Limited tourism infrastructures 	<ul style="list-style-type: none"> • Touristic Sites to facilitate the creation of new off-farm jobs • Availability of many Hotels • Availability of good infrastructure 	<ul style="list-style-type: none"> • Climate variability and change;
3.	Transport	<ul style="list-style-type: none"> • Location of the District; • High population in the District; 	<ul style="list-style-type: none"> • Uncoordinated transport services; • Insufficient Budget for Gap in feeder road budget; • Poor condition of class one road physical conditions; 	<ul style="list-style-type: none"> • Availability of Parking car; • • 	

			<ul style="list-style-type: none"> • Insufficient budget for expropriation in road projects • 		
4.	Energy	<ul style="list-style-type: none"> • Rivers for energy generation; 	<ul style="list-style-type: none"> • Long process during the distribution of Electricity; • Low access to electricity in comparison to the National targets, • Unaffordable off grid electrification specifically biogas and solar energy: need for clear policy on implementation of biogas • Limited of existing electricity lines monophase to triphase, • Insufficient budget of operation and maintenance for all electricity infrastructure • Limited resource for poor households to have accessibility to electricity 	<ul style="list-style-type: none"> • Existence of two hydro power stations 	<ul style="list-style-type: none"> •
5.	Water and Sanitation	<ul style="list-style-type: none"> • 	<ul style="list-style-type: none"> • Limited access to clean water • Inexistence of Solid waste management • Weak storm water drainage system • Inadequate water and waste management systems water pollution 	<ul style="list-style-type: none"> • 	<ul style="list-style-type: none"> • Climate variabilities and climate change

			<ul style="list-style-type: none"> • Limited households connected to the septic tank System • Limited rainwater harvesting facilities • Poor management of the water infrastructure • Limited access to improved sanitation • No centralized sewage system transporting faecal waste away from households • Insufficient budget for maintenance operation and upgrading of existing water infrastructures, • Poor water supply management systems • Expropriation not always addressed prior to implementation of WATSAN projects 		
6.	Urbanization and Rural Settlement	<ul style="list-style-type: none"> • Availability of Building materials 	<ul style="list-style-type: none"> • The Insufficient budget to implement existing master plan on the side of the district • Budget gap to implement IDP model village, • No basic infrastructures to planned villages (hard and soft infrastructures), • Weakness building inspection, • Insufficient budget to relocate households in 	<ul style="list-style-type: none"> • 	<ul style="list-style-type: none"> •

			high risk zone to planned settlement villages		
7.	ICT	•	•	<ul style="list-style-type: none"> Existing The Online Tax payment system The e-Payment system 	•
8.	Environment and Natural Resources	<ul style="list-style-type: none"> Availability of lakes and rivers Rich mineral deposits Coupled with conducive weather conditions The presence of the water bodies 	<ul style="list-style-type: none"> Over exploitation of forest resources Inadequate solid and liquid waste management Weak Mining and Exploration licensing system and insufficient inspection capacity to enforce good practice Little participation of local financial institutions in direct investment in the mining sector. Environment destruction for sustainable development Low involvement and ownership of decentralized entities The mining sector is poorly developed. The forestry sub sector is lacking professionals' staff at all levels 	<ul style="list-style-type: none"> Existence of "centre d'élevage" of Mukinga Presence of environment officer at district level 	<ul style="list-style-type: none"> Rising temperatures are envisaged to push certain plant species further up the mountains Floods and landslides caused by rainfall from volcanoes Environmental degradation <p>Climate change is a real threat</p> <ul style="list-style-type: none">
9.	Financial Sector Development	•	•	• Musanze city has the highest per capita income in Rwanda	•
Social Transformation					
10.	Social Protection	•	•	•	•

11.	Health	•	<ul style="list-style-type: none"> • Health services are inadequate • Limited budget to purchase all the needed drugs • Inadequate coordination between public and private • Limited health management capacity • Inadequate health infrastructure • Inadequate specialized doctors and general practitioners with special skills • Community insurance scheme policy has its own challenges 	•	<ul style="list-style-type: none"> • Limited geographical access to health services
12.	Education	•	<ul style="list-style-type: none"> • High drop-out rates • High repetition rate • High illiteracy rate • An insufficient number of adequate learning spaces- Insufficient playgrounds for physical education in schools • Few TVET schools • Weak Parents and teachers' association (PTA's) 	<ul style="list-style-type: none"> • Availability of primary, secondary and tertiary schools and facilities • 	•
Transformational Governance					
13.	Governance and Decentralization	•	<ul style="list-style-type: none"> • Poor connection to ICT and electrification of 	<ul style="list-style-type: none"> • The district has a website which 	•

			administrative offices and rural area <ul style="list-style-type: none"> • Uncoordinated family performance contracts, • No Administrative Office for some Sectors and cells, • Insufficient staff at cell, • Weak LG Capacity development, • Insufficient budget to put in place all staff according to the LG Organization structure • Low motivation for the Village's committees 	contents information on all sectors <ul style="list-style-type: none"> • Functioning of JADF at local government level • 	
14.	Justice, Reconciliation, Law and Order	•	<ul style="list-style-type: none"> • The quality of Customer care is poor • 	<ul style="list-style-type: none"> • Access to fair justice • Sensitization on the understanding of laws • Citizen participation has been improved 	•
15.	Sport and Culture	•	•	<ul style="list-style-type: none"> • Existing of clubs in the city • Existing stadium Ubworoherane 	•
16.	Public Finance management	• Some mineral deposits offer the possibility for developing diverse revenue streams.	•	<ul style="list-style-type: none"> • Safety in the country • Cross-border transactions that can generate additional revenues and create more jobs • High capacity to diversify its revenue base 	•
17.		•	•	•	•

2.4 Stakeholder analysis

Table 5: Stakeholder Analysis

	Stakeholder	Intervention sector	Geographic area	Responsibilities
1	MINAGRI	Agriculture	All sectors	- Is a key partner for LODA in both promoting agricultural potentialities
	RAB			- Developing agriculture and animal husbandry through their reform and using modern methods in crop and animal production, research, agricultural extension, education and training of farmers in new technologies
	NAEB			- Support the elaboration of policies and strategies for agricultural and livestock product export
2	RDB	Private Sector	All sectors	- Responsible for supporting private investment and business development
	Musanze Employment Service Center (MESC)		Muhoza sector	- Strong partnership and employment opportunities with various companies/institutions created and strengthened
3	MININFRA	Transport		- Transport sector will have to implement some of the projects within this DDS
	RTDA		All sectors	- Provide technical and financial support in the construction, rehabilitation and maintenance of transport infrastructure and services
	RFTC			- Increase the use of public transport services through the provision of customer-focused, safety and cost-effective passenger transport services using modern vehicles recommended in public transport policy.
4	MININFRA	Energy	All Sectors	- Energy sector will have to implement some of the projects within this DDS
	EUCL/REG			- Promote sustainable energy use, as well as facilitating the building of energy and Construction, rehabilitation and maintenance of energy infrastructure
	MOBISOL		Muhoza Sector	- Provide and connect Solar energy to people
	BBOX			
	ZOLA ENERGY AQUAVIRUNGA			
5	MININFRA	Water and Sanitation		- WATSAN sector will have to implement some of the projects within this DDS
	WASAC			- Ensuring access to clean water and adequate sanitation
	MoE			- Work closely with the district in the protection of mines through tree planting, digging ditches and putting all miners into mining cooperatives
6	MININFRA, RHA	Urbanization and Rural settlement	All sectors	- Design policies and implementation framework for Urban development

	WORLD BANK		All sectors	- Financing urban and rural development projects to promote local economic development
	REMA		All sectors	- Monitor energy and environment sector projects compliance to environmental standards
7	MYICT	ICT	All sectors	- Design policies and implementation framework for ICT - Work closely with the district through encouraging an IT adoption at an early stage among the students
8	REMA	Environment and Natural resources	All sectors	- Ensuring environmental respect to during resources exploitation especially in mining subsector, discharge of regulations and environmental impact assessment of environment and energy sectors projects.
	MINIRENA			
	MoRW			
	GGGI		Urban Area	- Provision of technical capacity in the efficient use and value addition to natural resources - Resource mobilization for environmental management projects
9	MINICOM	Financial	All sectors	- Design policies and implementation framework for trade - Facilitation of access to finance
	BNR AND Banks			
	Umurenge SACCO			
10	VUP	Social Protection	All sectors	
	MINALOC			- Ensure that all sectorial and fiscal functions are fully disseminated to the district
	Compassion International, Protestant Churches, Croix Rouge Rwanda, Caritas			- Support vulnerable children from poorest families - Assistance and reintegration of families from war and disasters - Socio-economic promotion for vulnerable families
11	MoH	Health	All sectors	- Design the national health policy and strategy, - Responsible for budgeting and resource mobilization, - Develop institutional and legal frameworks as well as overall health sector performance monitoring - Human resource capacity building
	World Vision, Caritas, USAID, MSH,....			- Support poor and Vulnerable families and children to access health services - Strengthening health system activities in all health centers and hospitals - HIV counseling and testing, condom education and distribution - Provide Support in nutrition and health facilities for patients in hospital
12	MINEDUC, REB, UR, WDA	Education	All sectors	- Responsible for policy formulation, educational planning, coordination, monitoring and evaluation and regulation through setting norms and standards for the education sector.
	RHENANIE PALATINAT			- Support in providing infrastructures for education facilities

1 3	MINALOC, RALGA, RGB, MAJ	Governance and Decentralization	All sectors	<ul style="list-style-type: none"> - Reinforcing the functioning of District clusters - Enhance capacities of local administration entities and performance
1 4	MINIJUSTE, MINALOC, ITORERO, CLADO, UUR	Justice, reconciliation, Law and order	All sectors	- Streamline legal aid provision, Prevent and combat corruption in public services
	CNLG			<ul style="list-style-type: none"> - Fight against genocide ideology In the District - Promote unity and reconciliation
1 5	MINISPOC	Sport and Culture	All sectors	- Design policy framework for sport and culture
1 6	MINECOFIN	Public Finance Management	All sectors	- Responsible for resource mobilization and allocation for public investments, planning and coordinating economic activities across sector Ministries and more recently ensuring population issues are integrated into sector priority setting
	RRA			- Increase District revenue capacity
	NGARI			- Local Revenues collection

Chapter 3: Alignment with national policy framework and methodology

3.1 Methodology

The elaboration of District Development Strategy was conducted through a highly participatory and consultative process involving the citizens, central and decentralized institutions, and all development partners (public, non-public, national and international including civil society and the Private Sector). Also, we conducted workshops and trainings to collect more statistical data during the preparation of this strategy. Normally, we used the primary data and secondary data for collecting statistical data.

Primary data

Primary data of DDS elaboration was collected through a highly participatory and consultative process involving the citizens, and all district development partners (public, non-public, national and international including civil society and the Private Sector)

- Citizen and stakeholders Engagement

As citizen are at the centre stage of the elaboration process for the district development strategy through provision of ideas and priorities, identification of priorities was guided by principle of participation in elaboration and ownership of the DDS by citizen and district stakeholders. District priorities were identified from both Districts, through community assemblies, and Joint Action Development Forum (JADF), District priorities include specific needs as expressed by the local population were formulated by ensuring that are solicited to shape the future Rwandans want in the long and medium term

- Interview

Some interviews with District stakeholders were also conducted and helped to collect some information on the future vision of the district

during the next Six years. Conducted interviews included open interviews with district stakeholders be it from the development partners, private sector, civil society, and District officials

Secondary data

- Desk review

Secondary data have been collected through a largely desk review to understand the district achievements and challenges during last five years. Key sources of data identified were the Integrated Households Living Conditions (EICV4) and Demographic and Health Survey (DHS5) and Musanze District Profile. Data from the EDPRS2 self-assessment report as well as evaluation reports on District Development plan, District performance contracts and District annual reports constituted an important source of information for the elaboration of this District Development Strategy. The elaboration Process comprised also the analysis of existing development policies, strategies, plans and related progress reports to ensure DDS alignment to National priorities.

Relevant documents reviewed during this elaboration, include:

- Rwanda Vision 2020 and Vision 2050
- Sustainable Development Goals (SDGs)
- The African Union Agenda 2063 and its First 10-Year Implementation Plan
- The East African Community (EAC) Vision 2050
- Economic Development and Poverty Reduction Strategy (EDPRS 2)
- The Draft 7Years Government Program/ National Strategy for Transformation (NST1)
- Sector Strategic Plans (SSPs)
- Green Growth and Climate Resilient Strategy (GGCRS)
- Detailed implementation plan for the Nationally Determined Contributions (NDCs) of Rwanda
- Musanze Local Economic Development Potentialities (LED)
- Sectorial policies and strategies, Laws and regulations

- National statistical and thematic surveys especially the 4th PHC, EICV4& DHS 5 series and district profiles
- National roadmap for green secondary cities development in Rwanda
- Musanze DDP 2013-2018
- Revised Fiscal and Financial Decentralization Policy;
- Musanze District Profile
- Cross Cutting areas Guidance note

- Consultation meetings

All priorities from villages were consolidated at District level through a consultation workshop with Sector and cell leaders, planners, Council members, JDAF and other Key Stakeholders following NST1 guidelines for an effective alignment. District Priorities were grouped under three Pillars of NST1. (Economic Transformation, Social Transformation and Transformational Governance).

3.2 Alignment to NST1

A new seven year plan is required for the direction of the government to cover the period from 2018 to 2024 as EDPRS2 and its associated Sector Strategic Plans (SSPs) and District development plan (DDPs) will end in 2018. NST1 is the implementation instrument for the remainder of Vision 2020 and for the first four years of vision 2050 and it will integrate long-range global and regional commitments. To ensure that Musanze District contributes towards three pillars considered in NST1 (economic, social and transformational governance), it is crucial for the DDS to align with the NST1.

Musanze DDS has considered all specific objectives to accelerate inclusive economic growth and development founded on the Private Sector, knowledge and Rwanda's Natural Resources namely Create decent jobs for economic development and poverty reduction; Accelerate Urbanization to facilitate economic growth; Promote industrial development, export promotion and expansion of trade related

infrastructure; Develop and promote a service-led and knowledge-based economy; Increase agriculture and livestock quality, productivity and production; and Sustainably exploit natural resources and protect the environment.

Concerning Social transformation, Musanze DDS has considered specific Objectives namely move towards a Poverty Free Rwanda; Ensure a Quality and Healthy Population; Develop a competitive and Capable Rwandan Population; Ensure Quality of education for all aiming at building a knowledge-based economy; and transition to a modern Rwandan Household in urban and rural areas to develop Rwandans into a capable and skilled people with quality standards of living and a stable and secure society.

Musanze DDS has also considered the following specific objectives to support the transformation governance; Consolidate values and unity of Rwandans, committed to a self-reliant and peaceful Rwanda; Strengthen partnerships between Government, private sector, citizen and non-state actors to fast track national development and people centred prosperity; Strengthen capable and responsible public institutions committed to citizens advancement and efficient service delivery; Strengthen capacity of security institutions/organs to preserve national security and protect Rwandans, as well as actively participate in socio economic development of the Nation.

Table 6: DDS Alignment to NST1

NST-1 Pillar	NST-1 Priority Area	NST-1 Outcome	Musanze DDS Outputs	Musanze DDS Interventions	Strategic
1. Economic Transformation					
1.1 Create 1.5m (over 214,000 annually) decent and productive jobs for economic development		1.1.1: Increased number of Rwandans with appropriate skills tailored to labour market demands	Enabling environment for the growth of entrepreneurship created	<ul style="list-style-type: none"> • Construct industrial zone • Construct Agakiriro • Construct selling points along main road constructed • Construct hydropower • Construct Karwasa modern market • Create new model SMSs 	
			Employment promoted through skills development, entrepreneurship and regulation	<ul style="list-style-type: none"> • Increase number of TVETs • Strengthen partnership between TVET schools and Private Sector • Increase head teachers and TVET school managers accessing relevant leadership and management course 	
			Private and public institution mobilized to offer workplace learning	<ul style="list-style-type: none"> • Mobilize Private and Public institutions to offer workplace learning 	
		1.1.2: Increased productive jobs for youth and women	Entrepreneurs (youth and women) accessed to finance	<ul style="list-style-type: none"> • Mobilization of youth and women to enhance entrepreneurship through meetings • Mobilization of youth and women to access finance through BDF and SACCO 	

		Talented cyclist and athletes increased	• Development of Talent centres
		Business financed through BDF and SACCOs	• Financing Business Proposals through BDF and SACCO
		Business promoted for women and youth	• Support Youth and Women cooperatives to start operational business
1.2 Accelerate Sustainable Urbanization from 17.3% (2013/14) to 35% by 2024	1.2.1: Developed and integrated urban and rural settlements	Provided existing major roads with street lighting	• Establish Public lighting in Musanze Town street
		Public transportation within the District Enhanced	• Increase of dedicated bus lines, bus stops and Bus terminals
		Junctions improved to reduce traffic congestion	• Construction of Modern round about in Musanze City • Construction of mini round about in Musanze City
		Road networks within the District improved	• Construction of new asphalt roads • Maintenance of feeder roads • Participation of local communities in maintenance of Roads • Construction of pedestrian ways along main roads in Musanze town and round about. • Construction of bicycle lanes • Construction of bridges • Construction of rainwater channel/drainages

		Green urban and rural development plans and detailed physical plans developed	<ul style="list-style-type: none"> • Update Musanze Master Plan • Develop urban Land use Plans by using advanced technology • Develop and finalize all layout plans • Review and Update Local Urban Development plans in the emerging Centres • Settlements viabilization • Upgrade informal settlements
	1.2.2. Increased economic opportunities in urban areas	Flagship projects developed in Musanze Secondary City	<ul style="list-style-type: none"> • Establish factory to exploit and process volcanic stones • Develop cement factory • Construct an Helipad in national volcano Park • Construction of Heavy truck Transit centre • Construct Vehicle assembly plant • Develop modern brick kilns • Develop Ceramic Industries • Construction of Drinking water treatment Plant (sparkling water) • Construct of Modern warehouses • Establish Building material technology centre • Develop Irish potato starch (amidon) factory • Develop trees to modern materials • Construct Oscillatory Hospital_

			District Hospital <ul style="list-style-type: none"> • Construction of Gymnasium
	1.2.3. Increased availability of affordable housing	Affordable and social housing developed	<ul style="list-style-type: none"> • Provide basic infrastructure in new areas for residential housing through PPP • Construct real estates and affordable housing with 40%of green space • Upgrade existing brick kilns
		current informal settlements are upgraded	<ul style="list-style-type: none"> • Upgrade informal settlements
	1.3 Establish Rwanda as a Globally Competitive Knowledge-based Economy	1.3.2: Developed anchor firms and entrepreneurs in priority value chains and new sectors	Ensure digital literacy for all youth <ul style="list-style-type: none"> • Increase the literacy level at 100% through sensitizing the dropouts to join the TVET school
		Increase of broadband coverage up to 47% of all citizens	<ul style="list-style-type: none"> • increase in smart devices penetration • increase in smart devices penetration

	1.3.3: Increased business development services for entrepreneurs	Business development center facilities established	<ul style="list-style-type: none"> • Promote Backbone Services, and Priority Service Sector VCs • Promote Technology, Innovation, Standards and High-Growth Entrepreneurship
		High ICT quality skills leveraging knowledge developed	<ul style="list-style-type: none"> • Enhance quality of knowledge in ICT
	Enabling platforms developed for productivity	MV electrical line and water pipe extended, and 1 ha of lorry parking space constructed to serve the industrial park	<ul style="list-style-type: none"> • MV and LV making
	Export growth sustained at 17% annually	Establish Agro-processing plants through PPP	<ul style="list-style-type: none"> • Establish Agro-processing plants through PPP
1.4 Promote Industrialization and attain a Structural Shift in the export base to High-value goods and services with the aim of growing exports by 17% annually	1.4.3: Upgraded minerals, oil & gas sector	Value addition for minerals and quarry products increased	<ul style="list-style-type: none"> • Link existing mining cooperatives with financial institutions and potential investors to increase production for district economic development • Afforestation of exploited mining sites • Dissemination of mining law
		Mines and quarries sustainably exploited	<ul style="list-style-type: none"> • Protection of mines and quarry sites. • Enforce the policy on exploitation of mines and quarries
	1.4.2: Increased and improved touristic destinations and hospitality	Projects developed for improving touristic destination and hospitality	<ul style="list-style-type: none"> • Develop twin lakes • Creation of artificial touristic sites • Create and develop camping sites • Construct and upgrade local stadiums • Implement Feasibility study for tourism • Creation of District traditional dance groups

	Increased exports of value-added goods	Agro-processing plants for meat, maize, leather, milk constructed and Operationalized	<ul style="list-style-type: none"> • Construction of agro-processing plant
		Handcraft cooperatives established and operationalized	<ul style="list-style-type: none"> • Establish Handcraft cooperatives
1.5 Increase Domestic Savings and position Rwanda as a hub for financial services to promote investments	1.5.2: Enhanced long-term savings and innovative financing mechanisms	People with access to innovative finance and saving increased	<ul style="list-style-type: none"> • Promote and support innovative mechanisms for financing • Support MSMEs through BDCs to develop projects that are financially viable and support them to acquire finance from financial institutions • Sensitise SMEs on other source financing opportunities including capital market
			<ul style="list-style-type: none"> • Mobilize the financially excluded Rwandan's to join financial institutions through financial education and literacy programs • Mobilise Rwandans to join the Long Term Savings Scheme • Enhance the good governance and performance of financial institutions in districts • Support the linkage of VSLAs (existing and new ones) to formal financial institutions through access to finance forums • To mobilise people to save through

			capital market products and bonds and other saving instruments <ul style="list-style-type: none"> Enhance agriculture financing through mobilising farmers to acquire agriculture insurance premium
		Umurenge SACCOS automated	<ul style="list-style-type: none"> Promote the automation of U-SACCOS, Establishment of the District SACCO
		Saving and access to agriculture credit by women and men Increased	<ul style="list-style-type: none"> Adults using financial services
		Cashless economy and electronic payments promoted	<ul style="list-style-type: none"> Conduct awareness campaigns on electronic payments
1.6 Modernize and increase productivity and livestock	1.6.1: Increased agricultural production and productivity	Productivity increased and resilience strengthened	<ul style="list-style-type: none"> Increase crops on Consolidated land
		Use of Fertilizer (organic manure and chemical) and use improved seeds increased	<ul style="list-style-type: none"> Distribute and use mineral fertilizers and chemical fertilizers Increase the use of improved seeds
		Effective and efficient irrigation developed under an IWRM framework	<ul style="list-style-type: none"> Mechanization in farm operations Irrigation of hillside Supply and use moor pumps in small scale irrigation
		Soil conservation, climate smart agriculture	<ul style="list-style-type: none"> Construct and operate green houses

		Enhanced food security and nutrition	<ul style="list-style-type: none"> • Construction of new store houses and Operationalize drying facilities • Increase Quantity of milk produced per day • Promotion of Kitchen garden in community
		Ha of land consolidated under CIP for maize, Irish P,Wheat and beans.	<ul style="list-style-type: none"> • Increase crops on Consolidated land • Average yields of priority crops on Consolidated land
		Enhanced and production in horticulture, vegetables fruits increased	<ul style="list-style-type: none"> • Increase flowers and vegetables production • Intensification of passion fruit • Intensification of banana • Establish banana processing factories for making banana Juice and wine • Establishments of permanent fruits nurseries • Construct and Equip juice and jam factory • Strengthen cooperatives capacity to add value to their products to excel in export opportunities • Strengthen professional traders investing in formal cross border trade
	1.6.2. Increased traditional and non-traditional export crops	Production of traditional export crops increased	<ul style="list-style-type: none"> • Construction of pyrethrum dryer • Increase volumes of pyrethrum • Construct and upgrade Irish potatoes collection centres
	1.6.4. Enabled environment and responsive institutions	Capacity building of farmers improved	<ul style="list-style-type: none"> • Training sessions organised for farmers

	1.6.5 Improved livestock sector	Private investment in agri-business mobilized	<ul style="list-style-type: none"> • Organization, Training of Cooperatives and farmers in Pig production and processing techniques • Intensification of poultry and chicken eggs and organization and training
		Animal Products produced	<ul style="list-style-type: none"> • Increase Quantity of milk produced per day • Increase fishes production • Increase Honey production • Increase fish ponds • Intensify improved pigs race • Construct and Upgrade milk collection centres
		Large and small livestock increased especially within poorest families increased	<ul style="list-style-type: none"> • Strengthen Girinka program • Distribute small livestock to poor families
		Animal diseases prevented and controlled	<ul style="list-style-type: none"> • Vaccinate cows and other domestic animals • Increase improved veterinary pharmacy • Establish veterinary clinics
		Animal feeding ensured and domestication improved	<ul style="list-style-type: none"> • Establish improved animal feed processing plants • Increase ha of forage fields
		animal products produced	<ul style="list-style-type: none"> • Increase the fish production • Increase honey production • Increase improved pigs race

		1 modern slaughterhouse constructed and operationalized	<ul style="list-style-type: none"> • Construction and operationalization of modern slaughterhouse
		Increased production of cash crops	<ul style="list-style-type: none"> • Increase production of cash crop intensification
1.7 Sustainable Management of Natural Resources and Environment to Transition Rwanda towards a Carbon Neutral Economy	1.7.1: Increased sustainability and profitability of forestry management	Improved land use administration and management for optimal allocation	<ul style="list-style-type: none"> • Rehabilitation of Forestry • Planting Agroforestry • Sensitization of forest owners for proper management of forests and efficient use of forest products • Increase the area of private forests converted into productive forests and managed by forests owners associations • Increase the area of public forests allocated to private operator
	1.7.3: Integrated water resource management	Managed water flows from volcanoes and improve water resource management	<ul style="list-style-type: none"> • Planting bamboos along Mukungwa river, Rwebeya, Susa, Muhe and Cyuve ravine • Installation of public garden along Kigombe stream • Protect Mukungwa catchment by land husbandry technics • Construct Erosion control ditches
	1.7.4: Accelerated growth in Green Innovation	Reduced Number of households depending on firewood as a source of energy for cooking	<ul style="list-style-type: none"> • Use bio gas in public institutions (mobilization) • Use cooking gas in households (Mobilization) • Construct bio digesters/biogas

			<ul style="list-style-type: none"> • Mobilize Community on renewable energy usage
		Rainwater management improved	<ul style="list-style-type: none"> • Installation of rainwater harvesting facilities •
		Land weeks conducted	<ul style="list-style-type: none"> • Increase conduction of land weeks
	Increased sustainability of land use system	Land covered by radical and progressive terraces increased	<ul style="list-style-type: none"> • Increase land area covered by radical terraces and plant agroforestry trees • Increase land area covered by progressive terraces and plant agro-forestry trees •
2. Social Transformation			
2.1 Enhancing graduation from extreme Poverty and promoting resilience	2.1.1 Increased graduation from Extreme poverty	Increased social protection coverage of extremely poor households	<ul style="list-style-type: none"> • VUP expanded public work for women headed HHs • Support poverty family through Girinka Program • Support poverty family through small livestock (goats, pigs, poultry) • Strengthening the capacity building through training District officers on how to best target and support vulnerable people
		Provision of Social Care Services and sensitization for the most vulnerable people strengthened	<ul style="list-style-type: none"> • Provision of Social Care Services • Sensitization for the most vulnerable people
	Reduced poverty among Rwandans	Houses to homeless provided in planned settlement	<ul style="list-style-type: none"> • Construction of Houses for Homeless • Support Homeless with a small projects

		Houses for vulnerable genocide survivors reconstructed and rehabilitated	<ul style="list-style-type: none"> • Construction Houses for vulnerable genocide survivors • Rehabilitate Houses for vulnerable genocide survivors • Monitor and Evaluate the vulnerable genocide survivors life conditions
	Enhanced resilience of Rwandans	CBOs and NGOs engaged in social protection strengthened and increased	<ul style="list-style-type: none"> • Facilitate the engagement of CBO and NGOs in social protection
		Capacity for disaster risk reduction and social economic	<ul style="list-style-type: none"> • Organize a disaster risk capacity building management and social economic transformation
		Social protection beneficiaries sensitized on the culture of self reliance and savings	<ul style="list-style-type: none"> • Organize a capacity building sessions in Culture of self reliance and savings
2.2 Eradicating Malnutrition	2.2.1 Reduced malnutrition among children	Village based ECD used as an entry point for education/provision of health services	<ul style="list-style-type: none"> • Mobilize people to invest in ECDs • Organize a capacity building sessions in Culture of self reliance and savings • Mobilize campaign for nutritional education to attend ECDs / Quarter
		Knowledge on good nutrition practices increased	<ul style="list-style-type: none"> • Introduce nutrition counselling (including peer learning) sessions • Establish model kitchen gardens at village level.
		Provision of FBF and milk for affected children continued	<ul style="list-style-type: none"> • Provide FBF to eligible children under two years • Maintain provision of 1 cup of milk program for affected children
2.3 Enhancing demographic dividend through ensuring	2.3.1 Improved healthcare services	Human resources for health increased	<ul style="list-style-type: none"> • Increase number of doctors at health centres

access to quality Health for all			<ul style="list-style-type: none"> • Increase the number of specialists at Ruhengeri hospital • Increase the number of Midwives at health centre • Ensure capacity building of medical staff in hospital, health centres, and health posts
		Community health Enhanced	<ul style="list-style-type: none"> • Raise Awareness on reproductive health and increase contraceptive prevalence • Increase the number of women (15-49) using family planning methods • Equip maternity wards with adequate equipment • Reduce the under 5 years mortality rate • Increase quality in ANC Services
		Healthcare workers enabled to use ICT and Equip healthcare facilities with electronic medical records	Organize Training sessions for health workers and Equip Healthcare facilities
		Health facilities Constructed and upgraded by ensuring access to electricity and water for health facilities	<ul style="list-style-type: none"> • Construction of Gacaca health centre • Upgrading of Ruhengeri District • Feasibility study of constructing, Rehabilitation and extending Health infrastructures • Feasibility study of constructing District Hospital (Oscillatory) in Muhoza Sector • Construct 2 Health posts

		Access to electricity and water for health facilities Ensured	<ul style="list-style-type: none"> • Connection to water and electricity to all HCs and HP
	2.3.2 Increased financial sustainability for the health sector	Ensured coverage of health insurance scheme to 100%	<ul style="list-style-type: none"> • Sustain CBHI-Mutuel de santé • Sensitize and support the population to acquire health insurance • Train CBHI committees
	2.3.3 Increased health of workforce	Improved quality and increased quantity of health workforce	<ul style="list-style-type: none"> • Strengthening a comprehensive, hands-on pre-service training, regulation of clinical practice and skills enhancement applying in-service mentorship • Advocating for investment in clinical and health educational opportunities
	2.3.4 Reduced Communicable Diseases and Non-Communicable Diseases (NCDs)	Disease prevention awareness	<ul style="list-style-type: none"> • NCDs prevention awareness creation through community mobilizations • HIV community mobilization for testing and prevention
	2.3.5 Increased contraceptives prevalence	Use of FB Strengthened	<ul style="list-style-type: none"> • Integrate Post partum FP (PPFP) into ANC and maternity and PNC services • Encourage male engagement in the use of FP services • Promote the multi-sectoral and stakeholder's collaboration to improve the demand and delivery of FP services
2.4 Enhancing demographic dividend through improved access to quality education	2.4.1 Increased access to pre-primary education	All children completed pre-primary programme before entering Primary Education	<ul style="list-style-type: none"> • Provide standardized ECE schools • Extend ECDs at cell level • Put in place PPP models for ECE and

			ECDs
	2.4.2 Improved education quality in primary and secondary education	Increased access to quality education up to secondary level	<ul style="list-style-type: none"> • Construct New Schools (Classrooms) • Organize Continuous Professional development for teachers • Strengthening Umwalimu SACCO • Provide affordable houses to teachers • Increase number of Science Laboratories • Introduce STEM (Science, Technology Engineering and Mathematics) research centres
	2.4.3 Increased Technical and Vocational Education and Training (TVET) schools and graduates	Increase access to adult basic education	<ul style="list-style-type: none"> • Ensure that each sector has a TVET • Strengthen STEM in TVET training
	2.4.4 Enhanced quality of higher education system	Barriers to education completion rates especially primary and secondary avoided	<ul style="list-style-type: none"> • Introduce education councillors (Abajyanama b'uburezi) at cell level
	2.4.5 Increased adult literacy rates	Improve adult literacy and Numeracy	<ul style="list-style-type: none"> • Increase the literacy level at 100% through sensitizing the dropouts to join the TVET school
		Increased participation and achievement of learners with disabilities at all levels	<ul style="list-style-type: none"> • Avail suitable special needs education materials in schools • Build the capacity of teachers in favour of disabled children • Ensure accessibility of infrastructure

2.5 Moving towards a Modern Rwandan Household	2.5.1 Universal access to basis infrastructure (water, sanitation, electricity, ICT, shelter)	Households Connected to the grid and to off-grid solutions	<ul style="list-style-type: none"> • Support to rural electrification
		Ensure 100% access to clean water	<ul style="list-style-type: none"> • Feasibility study of extending water supply system • Detailed study of rehabilitation and extension of water supply system • Identification of water sources
		Increased access to sanitation facilities	<ul style="list-style-type: none"> • Implement District Sanitation Master plan • Construct public toilets • Encourage PPP's in construction of Public Toilets in Public places
		Improved management of Solid waste	<ul style="list-style-type: none"> • Develop Integrated Solid Waste Management (IEg:andfill) • Inspection of Companies deal with waste collection • Sensitize the population on waste management
		Recycling of Waste water ensured	<ul style="list-style-type: none"> • Construct Semi centralized sewerage systems • Construct Faecal Sludge treatment plants • Construct waste treatment plan • Secondary stormy water drainage networks constructed • Stormwater drainages constructed
			<ul style="list-style-type: none"> • Construct IDP model villages
		Promote recreational, sports and culture activities	<ul style="list-style-type: none"> • Organize Mass sport activities

3. Transformational Governance			
3.1 Reinforce Rwandan culture and values as a foundation for peace and unity	3.1.1: Enhanced unity among Rwandans	Kinyarwanda Language and Rwandan values preserved especially among the youth	<ul style="list-style-type: none"> Reinforce values and culture of excellence and patriotism Reinforce “Ndi Umunyarwanda” program Reinforce Unity clubs at village level
		Fight against genocide ideology intensified	<ul style="list-style-type: none"> Strengthen conservation and preservation of Genocide against Tutsi Proof Construct Standard memorial Site
		Awareness campaign on the culture of problem solving conducted	<ul style="list-style-type: none"> Conduct awareness campaign on the culture of problem solving through Cell-committees, Inshuti z’Umuryango and Umugoroba w’ababyeyi
		Itorero program strengthened in schools and Villages	<ul style="list-style-type: none"> Operationalize and monitor Itorero in all villages and schools Conduct impact assessment of Itorero program Conduct awareness and mobilization campaign of the youth to participate in National Service/ Urugerero
	Increased innovations and sustainability across Home Grown Solutions	Unity and reconciliation mechanisms of Rwandans strengthened	<ul style="list-style-type: none"> Create unity and reconciliation clubs
		Programmes for Home grown solutions enhanced and sustained	<ul style="list-style-type: none"> Availing and operationalize programmes of Inteko y’abaturage

			<ul style="list-style-type: none"> • Availing and operationalize programmes of Abunzi • Availing and operationalize programmes of Umugoroba w'ababyeyi(Parents' evening program) • Availing and operationalize programmes of Umuganura • Availing and operationalize programmes of Umuganda
3.2 Ensure Safety and Security of citizens & property	Enhanced Peace and Security	Community policing Strengthened and security organs Strengthened	<ul style="list-style-type: none"> • Strengthen Night Patrol • Urugerero Program at District • Security meeting at all levels
		Strengthen crime prevention	<ul style="list-style-type: none"> • Organize drug abuse fighting awareness campaigns • Organize awareness campaign in order to enhance crime prevention among population • Construct rehabilitation Centres
		Checking alarm and camera system to prevent cross-border crimes	<ul style="list-style-type: none"> • Security camera installed in Musanze City
3.4 Strengthen Justice, Law and Order	3.4.2: Sustained respect for human rights and civil liberties	Deepened awareness and respected human rights by implementing the national human rights action plan	<ul style="list-style-type: none"> • Train ABUNZI in order to inform their legal knowledge • Put in place the Abunzi Management Information System • Decentralize MAJ up to the sector Level

	3.4.3: Zero corruption across government services and institutions achieved and maintained	Mechanism to fight against corruption at all levels	<ul style="list-style-type: none"> • Create and train anti-corruption clubs • Organize awareness campaign to fight against Corruption
3.5 Strengthen Capacity, Service delivery and Accountability of public institutions	3.5.1: Enhanced accountability across public institutions		<ul style="list-style-type: none"> • Engage and develop capacity for JADF members • Organize public accountability days
	3.5.3: Reinforced efficient service delivery	Online service delivery reinforced	<ul style="list-style-type: none"> • Increase service delivery online
		Constructed and maintained government assets that support the national economy	<ul style="list-style-type: none"> • Rehabilitation of Musanze District Office • Construction and rehabilitation of all Sectors • Construction and rehabilitation of all cells • Construction and rehabilitation of all villages
		Increased JADF participation in District development, democratic governance and citizens' welfare	<ul style="list-style-type: none"> • Engage and develop capacity for JADF members • Organize public accountability days

	3.5.4: Enhanced effective Public Financial Management System	Improved and increased district revenue	<ul style="list-style-type: none"> • Reinforcing taxes collection system including inventory of taxable District assets • Mobilization of sectors to increase revenues collected at sector level • Strengthen the technical capacity of districts to prioritize budget allocations to important socio economic development programs through trainings
		Increased the Implementation of Auditors recommendation	<ul style="list-style-type: none"> • Implement Audits recommendation • Continuous training for all staff to achieve clean audit
3.6 Increased Citizens Participation and Engagement in Development	Developed Capacity for Civil Society and the Media	Home grown solution of mediators to solve problems	<ul style="list-style-type: none"> • Promote community work and community assembly • Engage the citizen at village level in participatory planning/prioritization as well as budgeting • Strengthen the national youth Council and National Women Council at district and sector level
	Enhanced decentralisation system	Partnership in planning, monitoring and evaluation of District partners' activities Reinforced Participative planning sessions with all District stakeholders organized	<ul style="list-style-type: none"> • Engage the citizen at village level in participatory planning/prioritization as well as budgeting • Involving District stakeholders into planning sessions and M&E activities of the District

		Mediators, community works, Ubudehe, Inteko z'abaturatione and other home grown solutions promoted	<ul style="list-style-type: none"> • Training Mediators • Promoting Value added from community works program
--	--	--	--

Chapter 4: Strategic Framework

After analysing the current situation of Musanze District, its achievements and challenges, this chapter forms the core part of Musanze District development strategy, it presents the priorities and innovation proposed and strategies/interventions to ensure that these priorities are realized. Taking into account that this DDS is elaborated in line with NST1 which strongly focuses on emerging priorities of economic transformation, social transformation and transformational governance; this DDS contributes to these emerging priorities as well as also mainstream the crosscutting areas.

4.1 The District Vision, Mission and Objectives

Vision

The vision of Musanze District in the next six years was formulated as "***Musanze as an excellent centre of Tourism Industry***"

Goals

The following goals were formulated to support the achievement of the vision in Musanze District:

Goal 1: "Improve attractive Touristic Sites"

Goal 2: "Promote sustainable Agro processing"

Goal 3: "Promote sustainable Basic infrastructure

Objectives

With available resources aligned under each defined goal. Formulated objectives are;

- **Objective 1:** In the next six years, Musanze District will identify seven new touristic sites;

- **Objective 2:** In the next six years, Musanze District will put in place new Tourism facilities by 50%;
- **Objective 3:** In the next six years, Musanze District will increase by 40 % the Local Revenues;
- **Objective 4:** In the next six years, Musanze District will increase food security by 40%;
- **Objective 5:** In the next six years, Musanze District will extend basic infrastructure by 50 %;
- **Objective 6:** In the next six years, Musanze District will facilitate the accessibility to clean water by 100%;
- **Objective 7:** In the next six years, the District will promote exportations through transformation by 60% within six years;
- **Objective 8:** In the next six years, the District will facilitate the creation of new off farm jobs within Seven years;

4.2 Main Priorities at District level

Figure 9: Economic Transformation

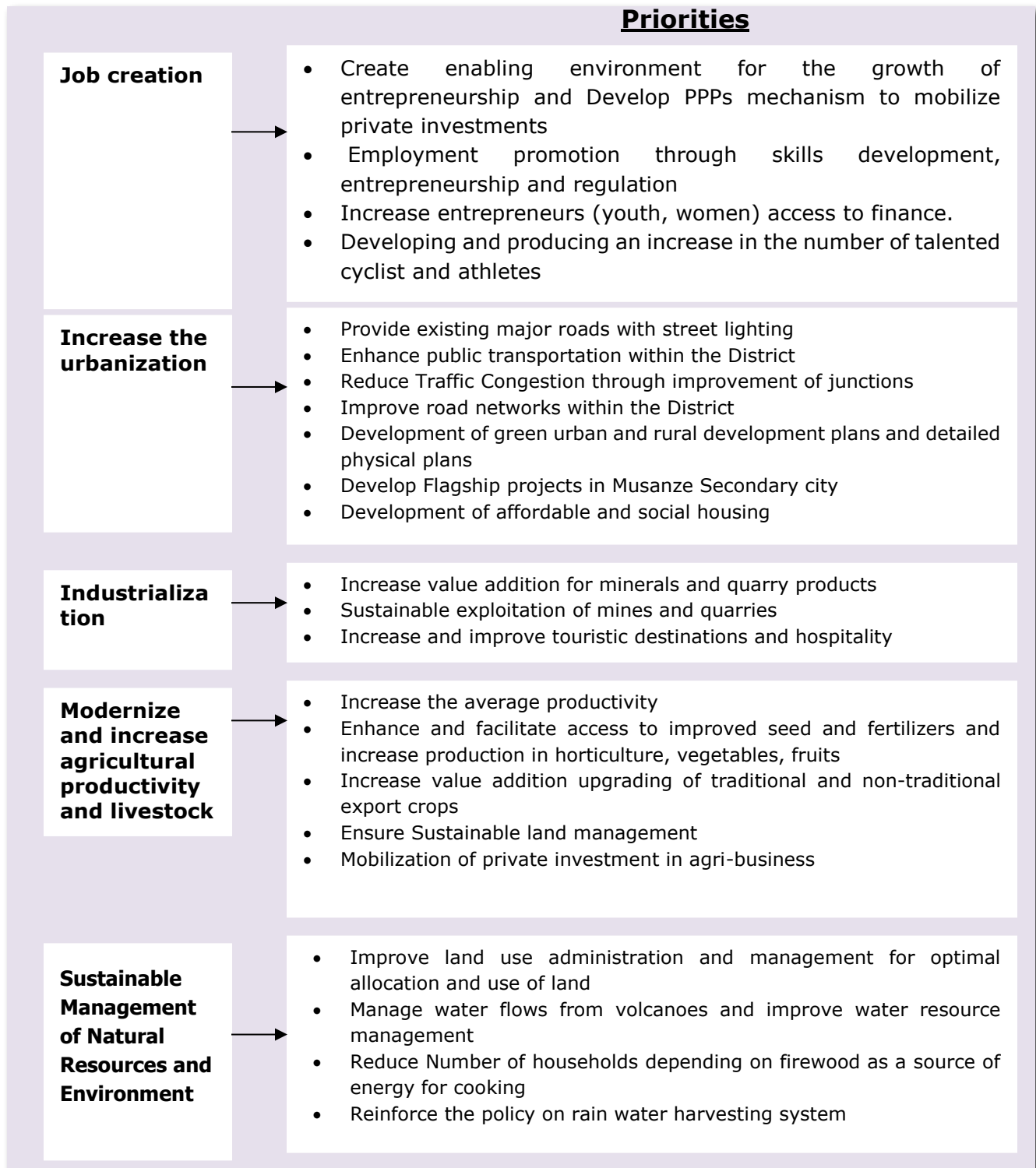


Figure 10: Social Transformation

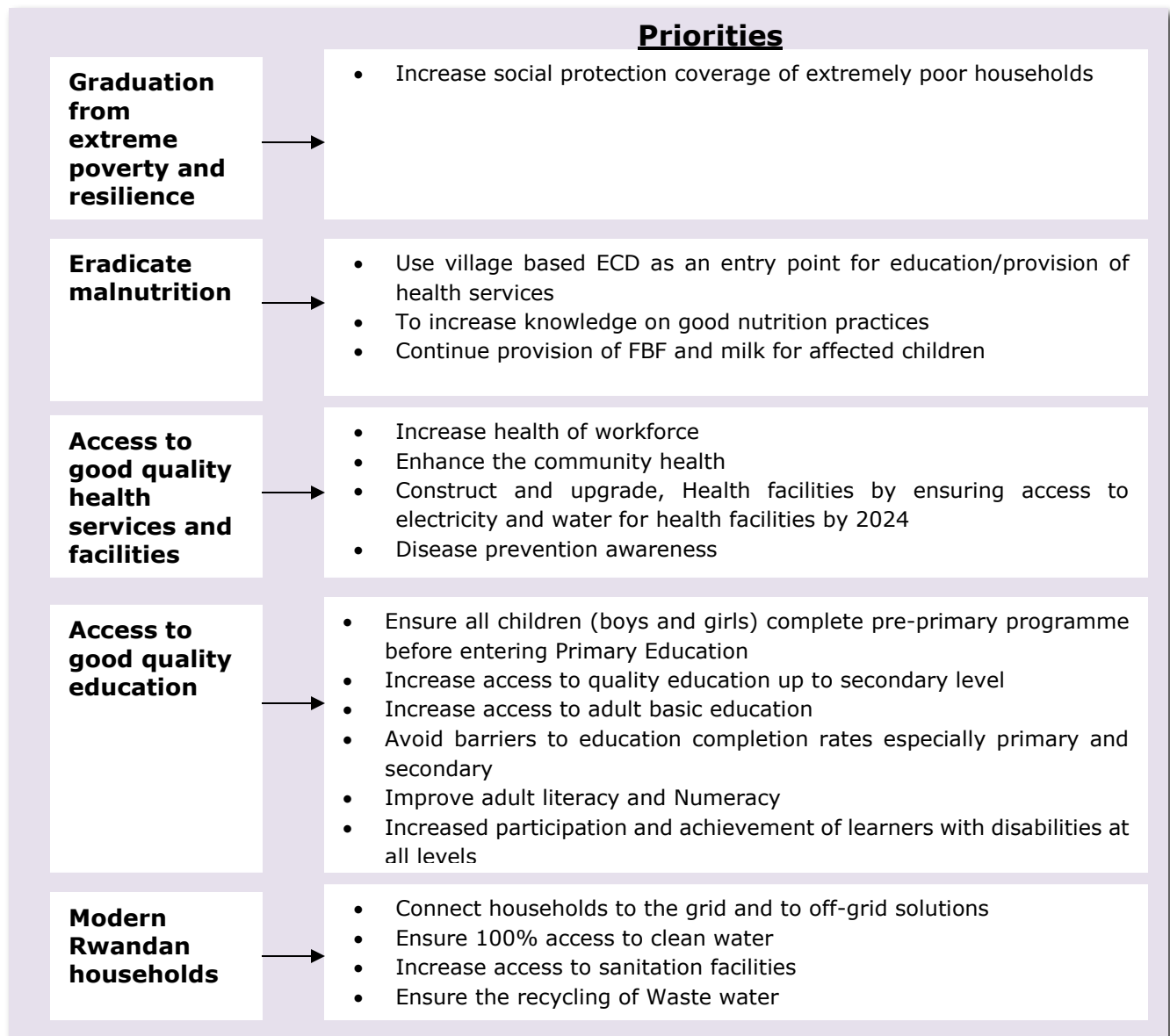
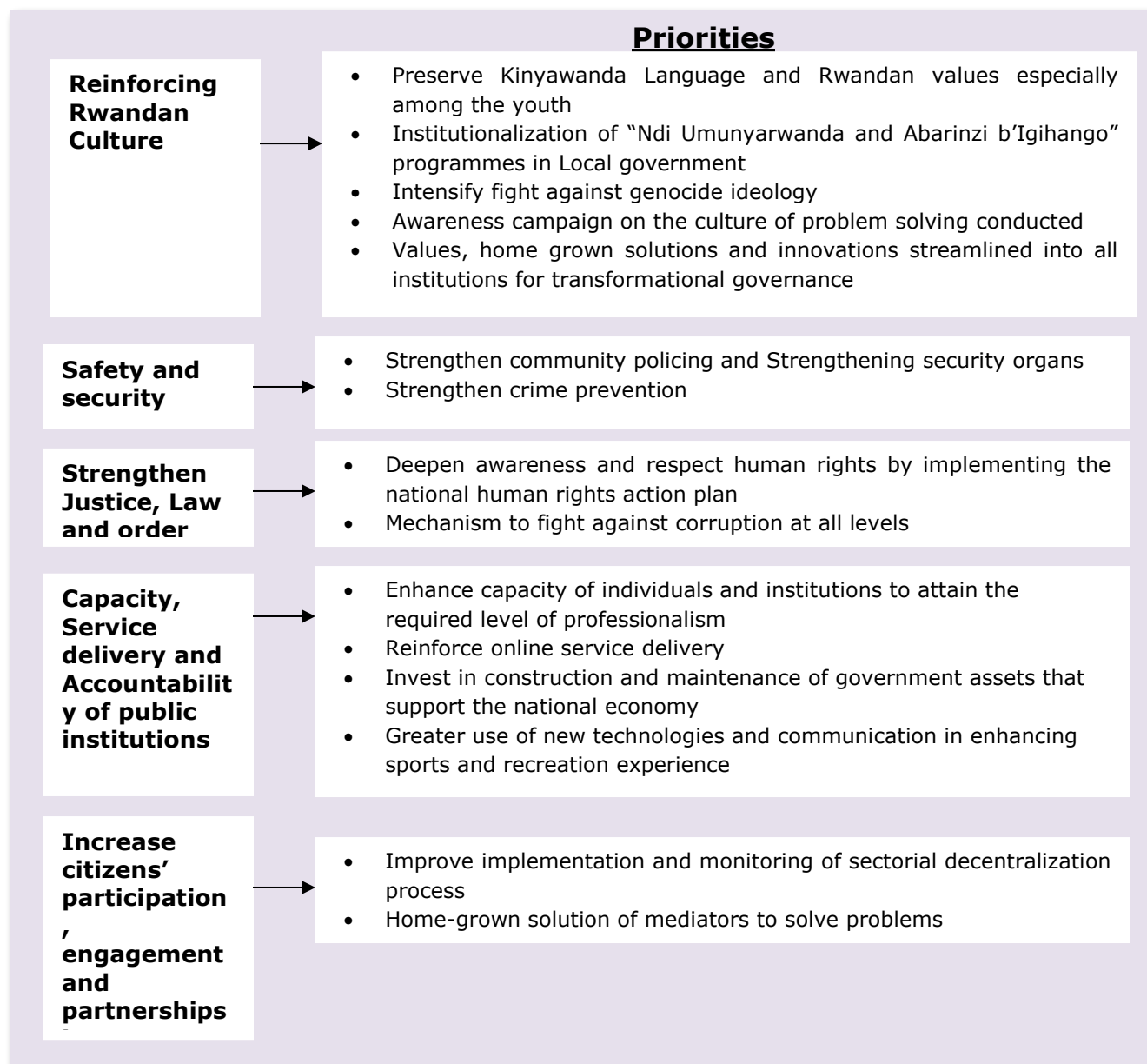


Figure 11: Transformational governance



4.3 Results Chain

The result chain for the Musanze DDS is presented in the following and it is organized around three impact goals.

Figure 12: *Result Chain (Impact 1)*

Impact 1: *Inclusive and sustainable economic development founded on the Private Sector, knowledge and Rwanda's Natural Resources*

Outcomes:

- Outcome 1:** Off-farm jobs created per year
- Outcome 2:** Increased productive jobs for youth and women
- Outcome 3:** Street lighting expanded to all national and district roads
- Outcome 4:** Improved public transport services, effective and safe traffic management
- Outcome 5:** Integrated human settlement planning and coordination
- Outcome 6:** Facilitated development of affordable and social housing and access to housing
- Outcome 7:** Developed anchor firms and entrepreneurs in priority value chains and new sectors
- Outcome 8:** Increased business development services for entrepreneurs
- Outcome 9:** Enabling platforms developed for productivity
- Outcome 10:** Export growth sustained at 17% annually
- Outcome 11:** Increased exports of value-added goods
- Outcome 12:** Vibrant, Efficient and responsible mining spurring sustainable economic development
- Outcome 13:** Increased exports of high value services
- Outcome 14:** Enhanced long-term savings and innovative financing mechanisms
- Outcome 17:** Increased agricultural production and productivity
- Outcome 18:** Increased traditional and non-traditional export crops
- Outcome 19:** Improved livestock sector
- Outcome 20:** Enabled environment and responsive institutions
- Outcome 21:** Scale up the production of high value crops
- Outcome 15:** Sustainable and productive forest management ensured
- Outcome 16:** Integrated water resource management

Outputs:

- Output 1:** Employment promoted through skills development, entrepreneurship and regulation
- Output 2:** Enabling environment for the growth of entrepreneurship created
- Output 3:** private and public institution mobilized to offer workplace learning **Output 4:** business financed through BDF and SACCOs
- Output 5:** business promoted for women and youth
- Output 6:** Talented cyclist and athletes increased
- Output 7:** Entrepreneurs (youth and women) accessed to finance
- Output 8:** Provided existing major roads with street lighting
- Output 9:** Public transportation within the District Enhanced
- Output 10:** Junctions improved to reduce traffic congestion
- Output 11:** Road networks within the District improved
- Output 12:** Green urban and rural development plans and detailed physical plans developed
- Output 13:** Flagship projects developed in Musanze City
- Output 14:** affordable and social housing developed
- Output 15:** current informal settlements are upgraded
- Output 16:** Ensure digital literacy for all youth
- Output 17:** Increase of broadband coverage up to 47% of all citizens
- Output 18:** High ICT quality skills leveraging knowledge developed
- Output 19:** MV electrical line and water pipe extended, and 1 ha of lorry parking space constructed to serve the industrial park
- Output 20:** Establish Agro-processing plants through PPP
- Output 21:** Agro-processing plants for meat, maize, leather, milk
- Output 22:** Handcraft cooperatives established and operationalized
- Output 23:** Value addition for minerals and quarry products increased
- Output 24:** mines and quarries sustainably exploited
- Output 25:** 6 projects developed for improving touristic destination and hospitality
- Output 26:** Saving and access to agriculture credit by women and men increased
- Output 27:** Annual awareness campaigns conducted in all sectors about online transactions
- Output 28:** Productivity increased and resilience strengthened
- Output 29:** Use of fertilizer (organic manure and chemical) and improved seeds increased
- Output 30:** Effective and efficient irrigation developed under an IWRM framework
- Output 31:** Soil conservation, climate smart agriculture
- Output 32:** Enhanced food security and nutrition
- Output 33:** Ha of land consolidated under CIP for maize, Irish P, Wheat and beans.
- Output 34:** Enhanced and production in horticulture, vegetables fruits increased
- Output 35:** Production of traditional export crops increased
- Output 36:** Large and small livestock especially within poorest families
- Output 37:** Animal diseases prevented and controlled
- Output 38:** Animal feeding ensured and domestication improved
- Output 33:** animal products produced
- Output 34:** 1 modern slaughterhouse constructed and operationalized
- Output 35:** Capacity building of farmers improved
- Output 36:** Increased production of cash crops
- Output 37:** Improved land use administration and management for optimal allocation
- Output 38:** Managed water flows from volcanoes and improve water resource management
- Output 38:** Land weeks conducted
- Output 39:** Land covered by radical and progressive terraces increased



Activities:

- Increase number of TVETs
- Strengthen partnership between TVET schools and Private Sector
- Increase head teachers and TVET school managers accessing relevant leadership and management course
- Construct industrial zone
- Construct Agakiriro
- Construct Celling points along main road
- Construct hydropower
- Create new model SMSs
- Mobilize Private and Public institutions to offer workplace
- Financing Business Proposals through BDF and SACCO
- Support Youth and Women cooperatives to start operational business
- Development of Talent centres
- Mobilization of youth and women to enhance entrepreneurship through meetings
- Establish Public lighting in Musanze Town street
- Increase of dedicated bus lines, bus stops and Bus terminals
- Construction of Modern round about in Musanze City
- Construction of mini round about in Musanze City
- Construction of new asphalt roads
- Maintenance of feeder roads
- Participation of local communities in maintenance of Roads
- Construction of bicycle lanes
- Construction of bridges
- Construction of rainwater channel/drainages
- Update Musanze Master Plan
- Develop urban Land use Plans by using advanced technology
- Develop and finalize all layout plans
- Review and Update Local Urban Development plans in the emerging Centres
- Settlements viabilization
- Establish factory to exploit and process volcanic stones
- Develop cement factory
- Construct an Helipad in national volcano Park
- Construction of Heavy truck Transit centre
- Construct Vehicle assembly plant
- Develop modern brick kilns
- Develop Ceramic Industries
- Construction of Drinking water treatment Plant (sparkling water)
- Construct of Modern warehouses
- Establish Building material technology centre
- Develop Irish potato starch (amidon) factory
- Construct Oscillatory Hospital_ District Hospital
- Construction of Gymnasium
- Provide basic infrastructure in new areas for residential housing through PPP
- Construct real estates and affordable housing with 40% of green space
- Upgrade informal settlements
- Increase the literacy level at 100% through sensitizing the dropouts to join the TVET school
- Increase in smart devices penetration
- Roll out of the 4G network
- Enhance quality of knowledge in ICT
- MV and LV making
- Establish Agro-processing plants through PPP
- Construction of agro-processing plant
- Establish Handcraft cooperatives
- Link existing mining cooperatives with financial institutions and potential investors to increase production for district economic development

- Afforestation of exploited mining sites
- Dissemination of mining law
- Protection of mines and quarry sites
- Enforce the policy on exploitation of mines and quarries
- Develop twin lakes
- Creation of artificial touristic sites
- Create and develop camping sites
- Construct and upgrade local stadiums
- Creation of District traditional dance groups
- Adults using financial services
- Create awareness campaigns
- Increase crops on consolidated land
- Distribute and use mineral fertilizers and chemical fertilizers
- Increase the use of improved seeds
- Supply and use moor pumps in small scale irrigation
- Construct and operate green houses
- Construction of new store houses and Operationalize drying facilities
- Increase Quantity of milk produced per day
- Promotion of Kitchen garden in community
- Increase crops on Consolidated land
- Average yields of priority crops on Consolidated land
- Increase flowers and vegetables production
- Intensification of passion fruit
- Intensification of banana
- Establish banana processing factories for making banana Juice and wine
- Establishments of permanent fruits nurseries
- Construct and Equip juice and jam factory
- Strengthen cooperatives capacity to add value to their products to excel in export opportunities
- Strengthen professional traders investing in formal cross border trade
- Construction and Operationalize of pyrethrum dryers
- Increase volumes of pyrethrum
- Construct and upgrade Irish potatoes collection centres and new store houses
- Strengthen Girinka program
- Distribute small livestock to poor families
- Vaccinate cows and other domestic animals
- Increase improved veterinary pharmacy
- Establish veterinary clinics
- Establish improved animal feed processing plants
- Increase ha of forage fields
- Increase the fish production
- Increase honey production
- Increase improved pigs race
- Construction and operationalization of modern slaughterhouse
- Training sessions organised for farmers
- Increase production of cash crop intensification
- Rehabilitation of Forestry
- Planting Agroforestry
- Sensitization of forest owners for proper management of forests and efficient use of forest products
- Increase the area of private forests converted into productive forests and managed by forests owners associations
- Planting bambous along Mukungwa river, Rwebeya, Susa, Muhe and Cyuve ravine
- Installation of public garden along Kigombe stream
- Protect Mukungwa catchment by land husbandry technics
- Construct Erosion control ditches

- Installation of rainwater harvesting facilities
- Increase conduction of land weeks
- Increase land area covered by radical terraces and plant agroforestry trees
- Mobilize Community on renewable energy usage



Inputs

- Fund available
- Availability of youth and women;
- Human resources (Humana capacity development, Technical assistance)
- Natural resources (Construction materials, ...)

Figure 13: Result Chain (Impact 1I)

Impact II: *Capable and skilled Rwandan with quality standard of living, stable and secure society*



Outcomes:

Outcome 1: Productivity increased and household resilience

Outcome 2: Reduced poverty among Rwandans

Outcome 3: Enhanced resilience of Rwandans

Outcome 4: Reduced malnutrition among children

Outcome 5: Improved healthcare services

Outcome 6: Increased financial sustainability for the health sector

Outcome 7: Increased health of workforce

Outcome 8: Reduced Communicable Diseases and Non-Communicable Diseases (NCDs)

Outcome 9: Increased contraceptives prevalence

Outcome 10: Enhanced access to quality education for all

Outcome 11: Increased Technical and Vocational Education and Training (TVET) schools and graduates

Outcome 12: Enhance quality of teaching and learning at all levels of education

Outcome 13: Increased adult literacy rates

Outcome 14: Equitable opportunities to all levels of learning irrespective of gender, socio-economic or other status

Outcome 15: Household access to electricity increased to 100%

Outcome 16: Increased and sustained urban and rural households access to 100 % of safe drinking water

Outcome 17: Improved and sustained household access to basic sanitation services

Outcome 17: Improved and sustained household access to basic sanitation services

Outcome 18: Integrated and sustained Waste Management Services

Outputs:

Output 1: Increased social protection coverage of extremely poor households

Output 2: Provision of Social Care Services and sensitization for the most vulnerable people strengthened

Output 3: Houses to homeless provided in planned settlement

Output 4: Houses for vulnerable genocide survivors reconstructed and rehabilitated

Output 5: CBOs and NGOs engaged in social protection strengthened and increased

Output 6: Capacity for disaster risk reduction and social economic transformation improved

Output 7: Social protection beneficiaries sensitized on the culture of self reliance and savings

Output 8: Village based ECD used as an entry point for education/provision of health services

Output 9: Knowledge on good nutrition practices increased

Output 10: Provision of FBF and milk for affected children continued

Output 11: Health facilities Constructed and upgraded by ensuring access to electricity and water for health facilities

Output 12: Access to electricity and water for health facilities Ensured

Output 13: Healthcare workers enabled to use ICT and Equip healthcare facilities with electronic medical records

Output 14: Community health Enhanced

Output 15: Human resources for health increased

Output 15: Ensured coverage of health insurance scheme to 100%

Output 15: Improved quality and increased quantity of health workforce

Output 16: Diseases prevention awareness strengthened

Output 17: Use of FB Strengthened

Output 18: Promote recreational, sports and culture activities

Output 19: All children completing pre-primary programme before entering Primary Education ensured

Output 20: Increased access to quality education up to secondary level

Output 21: Improve adult literacy and Numeracy

Output 22: Increased participation and achievement of learners with disabilities at all levels

Output 23: Connection to electricity for all households increased

Output 24: Ensure 100% access to clean water

Output 25: Increased access to sanitation facilities

Output 26: Recycling of Waste water ensured

Output 27: Improved management of solid waste

**Activities:**

- VUP expanded public work for women headed HHs
- Support poverty family through Girinka Program
- Support poverty family through small livestock (goats, pigs, poultry)
- Provision of Social Care Services
- Sensitization for the most vulnerable people
- Construction of Houses for Homeless
- Support Homeless with a small projects
- Construction Houses for vulnerable genocide survivors
- Rehabilitate Houses for vulnerable genocide survivors
- Monitor and Evaluate the vulnerable genocide survivors life conditions
- Facilitate the engagement of CBO and NGOs in social protection
- Organize a disaster risk capacity building management and social economic transformation
- Organize a capacity building sessions in Culture of self reliance and savings

- Monitor and Evaluate the population savings
- Mobilize people to invest in ECDs
- Construction of ECDs in each cell by reinforcing the partnership (PPP)
- Mobilize campaign for nutritional education to attend ECDs / Quarter
- Introduce nutrition counselling (including peer learning) sessions
- Establish model kitchen gardens at village level
- Provide FBF to eligible children under two years
- Maintain provision of 1 cup of milk program for affected children
- Construction of Gacaca health centre
- Construct Health posts
- Connection to water and electricity to all HPs
- Organize Training sessions for health workers and Equip Healthcare facilities
- Raise Awareness on reproductive health and increase contraceptive prevalence
- Increase the number of women (15-49) using family planning methods
- Equip maternity wards with adequate equipment
- Reduce the under 5 years mortality rate
- Increase quality in ANC services
- Increase number of doctors at health centres
- Increase the number of specialists at Ruhengeri hospital
- Increase the number of Midwives at health centre
- Ensure capacity building of medical staff in hospital, health centres, and health posts
- Sustain CBHI-Mutuel de santé
- Sensitize and support the population to acquire health insurance
- Train CBHI committees
- Strengthening a comprehensive, hands-on pre-service training, regulation of clinical practice and skills enhancement applying in-service mentorship
- NCDs prevention awareness creation through community mobilizations
- HIV community mobilization for testing and prevention
- Integrate Post partum FP (PPFP) into ANC and maternity and PNC services
- Encourage male engagement in the use of FP services
- Promote the multi-sectoral and stakeholder's collaboration to improve the demand and delivery of FP services
- Organize Mass sport activities
- Provide standardized ECE schools
- Extend ECDs at cell level
- Put in place PPP models for ECE and ECDs
- Ensure that each sector has a TVET
- Strengthen STEM in TVET training
- Construct New Schools (Classrooms)
- Organize Continuous Professional development for teachers
- Increase number of Science Laboratories
- Introduce STEM (Science, Technology, Engineering and Mathematic research Centre
- Suitable special needs education materials availed in schools
- Mobilization of Community to connect to electricity
- Feasibility study of water supply system
- Detailed study of rehabilitation water supply system
- Identification of water sources
- Construction of Public toilets
- Construct semi centralized sewerage system
- Construct faecal sludge treatment plant
- Construct waste water treatment plan
- Develop integrated Solid waste Management
- Sensitize the population on waste management



- Fund available
- Availability of youth and women;
- Human resources (Humana capacity development, Technical assistance)
- Natural resources (Construction materials, ...)

Impact 3: *Transformational Governance that build on a capable, united, safe and built on Rwandan Values*

Outcomes:

Outcome 1: Enhanced unity among Rwandans

Outcome 2: Values, home grown solutions and innovations streamlined into all institutions for transformational governance

Outcome 3: Cultural heritage at District and community level conserved and promoted

Outcome 4: Enhanced Peace and Security

Outcome 5: Control of Corruption, Transparency and Accountability Improved

Outcome 6: Sustained respect for human rights and civil liberties

Outcome 7: Reinforced efficient service delivery

Outcome 8: Enhanced accountability across public institutions

Outcome 9: Improved Local Government revenue mobilization and management for self-service

Outcome 10: Improved scores for citizen participation

Outcome 11: Developed Capacity for Civil Society and the Media

Outcome 12: Enhanced decentralisation system

Outputs

Output1: Itorero program strengthened in schools and Villages

Output2: Awareness campaign on the culture of problem solving conducted

Output3: Historical sites Developed and protected

Output4: Kinyarwanda Language and Rwandan values preserved especially among the youth

Output5: Fight against genocide ideology intensified

Output6: Unity and reconciliation mechanisms of Rwandans strengthened

Output7: programmes for Home grown solutions enhanced and sustained

Output8: Culture Centers upgraded

Output9: 100% Memorial sites Managed, operational zed and developed

Output10: Community policing Strengthened and g security organs Strengthened

Output11: Checking alarm and camera system to prevent cross-border crimes, cybercrimes, human and drug trafficking installed on boarders and airport bus stations

Output12: Strengthen crime prevention

Output13: Mechanism to fight against corruption at all levels

Output14: Deepened awareness and respected human rights by implementing the national human rights action plan

Output15: Online service delivery reinforced

Output16: Constructed and maintained government assets that support the national economy

Output17: District, sectors and cells equipped with ICT devices (laptops & software) and connected to the Internet

Output18: Increased JADF participation in District development, democratic governance and citizens' welfare

Output19: Improved and increased district revenue

Output19: Participative planning sessions with all District stakeholders organized (Imihigo)

Output19: Mediators, community works, Ubudehe, Inteko z'abaturatione and other home-grown solutions promoted

Output19: Home grown solution of mediators to solve problems

Output20: Partnership in planning, monitoring and evaluation of District partners' activities Reinforced

Activities:

- Operationalize itorerero in all villages and Schools
- Conduct awareness and mobilization campaign of the youth to participate in National Service/ Urugerero
- Conduct impact assessment of Itorero program
- Conduct awareness campaign on the culture of problem solving through Cell-committees, Inshuti z'Umuryango and Umugoroba w'ababyeyi
- Protect Buhanga Forest
- Protect Musanze Caves
- Reinforce values and culture of excellence and patriotism
- Reinforce "Ndi Umunyarwanda" program
- Reinforce Unity clubs at village level
- Strengthen conservation and preservation of Genocide against Tutsi Proof
- create unity and reconciliation clubs
- Availing and operationalize programmes of Inteko y'abaturage
- Availing and operationalize programmes of Abunzi
- Availing and operationalize programmes of Umugoroba w'ababyeyi(Parents' evening program)
- Availing and operationalize programmes of Umuganura
- Availing and operationalize programmes of Umuganda
- Upgrade ibyiwacu cultural Center
- Construct Standard memorial Site
- Strengthen Night Patrol(Irondo ry'umwuga)
- Security meeting at all levels
- Urugerero Program at District
- Security camera installed in Musanze City
- Organize drug abuse fighting awareness campaigns
- Organize awareness campaign in order to enhance crime prevention among population
- Construct rehabilitation Centres
- Create and train anti-corruption clubs
- Organize awareness campaign to fight against Corruption
- Train ABUNZI in order to inform their legal knowledge
- Put in place the Abunzi Management Information System
- Increase service delivery online
- Rehabilitation of Musanze District Office
- Construction and rehabilitation of all Sectors
- Construction and rehabilitation of all cells
- Equip District with ICT devices
- Equip Sectors with ICT devices
- Equip Cells with ICT devices
- Engage and develop capacity for JADF members
- Organize public accountability days
- Reinforcing taxes collection system including inventory of taxable District assets
- Mobilization of sectors to increase revenues collected at sector level
- Strengthen the technical capacity of districts to prioritize budget allocations to important socio economic development programs trough trainings
- Involving District stakeholders into planning sessions and M&E activities of the District
- Training Mediators
- Promoting Value added from community works program
- Promote community work and community assembly
- Strengthen the national youth Council and National Women Council at district and sector level
- Engage the citizen at village level in participatory planning/prioritization as well as budgeting



- Fund available
- Availability of youth and women;
- Human resources (Humana capacity development, Technical assistance)
- Natural resources (Construction materials,)

Table 7: Logical framework

INDICATOR including Unit Measurement	BASELINE	OVERALL TARGET	TARGET	TARGET	TARGET	TARGET	TARGET	TARGET	MEANS OF VERIFICATION	ASSUMPTIONS
	2017/18	2024	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24		
PILLAR1: ECONOMIC TRANSFORMATION										
AGRICULTURE SECTOR										
PRIORITY AREA: Modernized and increased agricultural productivity and livestock										
OUTCOME 1: Increased agricultural production and productivity										
OUTPUT1.1: productivity increased and resilience strengthened										
Average yields of priority crops on Consolidated land (per sex of land owners)	Maize: 5.82 t/ha	10t/ha	Maize: 6 t/ha	Maize: 6.5 t/ha	Maize: 7 t/ha	Maize: 8 t/ha	Maize: 9 t/ha	Maize: 10 t/ha	District Annual report	Availability of funds
	Wheat: 3.16t/ha	6t/ha	Wheat: 3.5t/ha	Wheat: 4t/ha	Wheat: 4.5/ha	Wheat: 5t/ha	Wheat: 5.5t/ha	Wheat: 6t/ha	District Annual report	Availability of funds
	Irish potatoes: 29.53 t/ha	42t/ha	Irish potatoes: 30.5 t/ha	Irish potatoes:31 t/ha	Irish potatoes :32t/ha	Irish potatoes :35t/ha	Irish potatoes:40t/ha	Irish potatoes :42t/ha	District Annual report	Availability of funds
	Climbing Beans: 3.38 t/ha	6t/ha	Climbing Beans: 3.58 t/ha	Climbing Beans: 3.8 t/ha	Climbing Beans: 4 t/ha	Climbing Beans: 4.5 t/ha	Climbing Beans: 4.5 t/ha	Climbing Beans: 4.5 t/ha	District Annual report	Availability of funds
OUTPUT 1.2: Use of Fertilizer (organic manure and chemical) and use improved seeds increased										
Number of Tones of mineral fertilizers distributed and used	DAP:285,362T	DAP:285,362T	285,362	129901.2	6495.1	305337.3	29392.2.9	299630.1	District Annual reports	Availability of funds

Output 1.4: Soil conservation, climate smart agriculture										
Number of green houses constructed										
Output 1.5: Enhanced and production in horticulture, vegetables fruits increased										
Ha for agriculture land for flowers increased per sex of owner	25ha	100ha	20ha	15ha	10ha	10ha	10ha	10ha	Report	mobilization
ha for agriculture land for vegetables increased per sex of owner	60ha	200ha	20ha	20ha	20ha	20ha	3-0ha	30ha	Report	mobilization
Number of pyrethrum dryer constructed per sex of owner	2	10	3	2	2	1			Report	MoU signed
Kg of flowers produced per sex of owner	28.000 steams	40.000 .000 Steams	2000steams	2000steams	2000steams	2000steams	2000steams	2000steams	increased production	Mobilization
Kg of vegetables produce per sex of producer	0	60MT	10MT	10MT	10MT	10MT	10MT	10MT	increased production	mobilization
Ha of passion fruit intensified per sex of HH head	100ha	500ha	600ha	700ha	900ha	1 000ha	M&E	M&E		
Ha of banana intensified	200ha	1020 H	1200ha	1500	1600	1700	2000	2500		
Number of banana processing factories for making banana Juice and wine established per sex of owner)	3	7		1	1	1	1		SMark	Mobilization and monitoring

Number of permanent fruits nurseries established (per sex of owner)	0	4	1	1	1	1			Annually report	Mobilization and monitoring
Number of juice and jam factory constructed and equipped per sex of owner	0	3	identification	1	1	1	verifica tion	Verificati on	SMark	Availability of funds

Outcome1: Improved crop sector		
Outcome2: Improved livestock sector		

Output 2.1: Large and small livestock increased especially within poorest families

[illegible]

Output 2.2: Animal diseases prevented and controlled

[illegible]

Output2.3: Animal feeding ensured and domestication improved

[illegible]

Outcome3: Increased traditional and non-traditional export crops

Outcome3.1: Production of traditional export crops increased

Kg of pyrethrum produced per ha	600kg/ha of dried flowers	1000kg /ha of dried flowers	100kg/ha of dried flowers	100kg/ha of dried flowers	100kg/h a of dried flowers	100kg/h a of dried flowers			increased production	MoU signed and mobilization
Number of pyrethrum dryer constructed per sex of owner	2	10	3	2	2	1			Report	MoU signed
Number of Irish potatoes collection centers constructed per sex of owner	2	5	3	operationalization	operationalization	operationalization	operationalization	operationalization		Availability of funds
Irish potato starch (amidon) factory constructed (with specification of owner's sex)	0	1			1					
Number of new store houses constructed per sex of investor	3	12	3	2	2	2	2	2	Value addition to agricultural crops due to storage facilities developed	Availability of funds
Number of drying facilities operationalized per sex of owner	15	15	mobilization	mobilization	mobilization	mobilization	mobilization	mobilization	Value addition to agricultural crops due to drying facilities operationalized	

Outcome4: Enabled environment and responsive institutions

Outcome4.1: Capacity building of farmers improved										
Number of trainings organized for farmers		6 1/year	1	1	1	1	1	1		
PRIVATE SECTOR DEVELOPMENT AND YOUTH DEVELOPMENT										
PRIORITY AREA: Create decent and productive jobs for economic development										
OUTCOME1: Off-farm jobs created per year										
OUTPUT 1.1 : employment promoted through skills development, entrepreneurship and regulation										
Number of TVET/VET centres constructed	7	15	3	2	2	1		operationalization	Reports	Equipements
Number of TVET/VET centres rehabilitated	7	8				1	operationalization	operationalization	reports	Budget
Number of head teachers and TVET school managers accessed relevant leadership and management course (per sex)	0	45 3 /year	45	45	45	45	45	45	reports	Budget
Number of TVETs schools and Private sector with partnership strengthened	6	7	1	2	3	4	2	2	Reports	
Output 1.2: Enabling environment for the growth of entrepreneurship created										
% of work executed in construction of Industrial zone	15%	100%	45%	60%	75%	100%			reports	
Agakiriro Constructed	20%	100%	30%	50%	100%	operation alization	operationalization	operationalization	reports	Expropriation Study utilities

Number of selling points along main road constructed per sex of owner	2	7	Study	1	2	2	operationalization	operationalization	reports	
Number of hydropower constructed	3	6	1	1	1	operation alization	operationalization	operationalization	Reports	
% of work executed in construction of Karwasa modern market	0	100%	30%	100%	operationalized	operationalized	operationalized	operationalized	reports	Expropriation, Utilities
New model SMEs created and supported		200								
Number of operating cooperatives and other businesses (including SMEs) registered farmers	149 SMEs	100 SMEs	100 SMEs	100 SMEs	100 SMEs	100 SMEs	100 SMEs	100 SMEs	Reports	
Output 1.3: Private and public institution mobilized to offer workplace learning										
Number of meeting organized to mobilize private and Public institutions to offer workplace		12 2/year	2	2	2	2			reports	
PRIORITY AREA: Promote Industrialization and attain a Structural Shift in the export base to High-value goods and services with the aim of growing exports by 17% annually										
OUTCOME2: Increased exports of high value services										
OUTPUT2.1: projects developed for improving touristic destination and hospitality										
% of work executed to develop twin lakes	Study in place	20%	25%	35%	45%	75%	80%	100%	availability of investors	Budget

Number of artificial touristic sites created	3	6	1	1	1	1	1	1		mobilization
Number of camping site created and developed per sex of owner	0	4			1	1	1	1	availability of cmping sites	
OUTCOME 3: Improved private sector Financing										
OUTPUT 3.1:Entrepreneurs (youth and women) accessed to finance										
Number of meeting organized for mobilizing of youth and women to enhance entrepreneurship		24	4	4	4	4	4	4	Reports	
Number of youth and women accessed finance trough BDF	649	1489	120	120	120	130	150	200	Reports	Mobilization
Number of youth and women accessed finance trough SACCO	65.024	72.000	1.476	1.000		1.500	3.000		Reports	Mobilization
% of women and youth who acquired formal credits										
SPORT AND CULTURE										
PRIORITY AREA: Create 1.5m (over 214,000 annually) decent and productive jobs for economic development										
OUTCOME 4: Off-farm jobs created per year										
OUTPUT 4.1: Talented cyclist and athletes increased										
Number of Talent centers constructed	0	4		1		1	1	1	Reports	

OUTCOME 4: Increased exports of high value services

Musanze Stadium constructed	0	100%	10%	25%	30%	50%	75%	100%	Report	Budget
-----------------------------	---	------	-----	-----	-----	-----	-----	------	--------	--------

PRIORITY AREA: Accelerate Sustainable Urbanization from 17.3% (2013/14) to 35% by 2024

OUTPUT: Flagship projects developed in Musanze City

Stadium constructed	0				1					
---------------------	---	--	--	--	---	--	--	--	--	--

[illegible]

OUTCOME 1: Street lighting expanded to all national and district roads

OUTPUT 1.1: Provided existing major roads with street lighting									
--	--	--	--	--	--	--	--	--	--

PRIORITY AREA: Sustainable management of Natural Resources and Environnement to transition Rwanda towards Green

OUTCOME: Increased green growth and climate resilience for socio-economic

Number of public institutions using biogas	5	40	5	5	5	5	5	5		Mobilization
Number of meeting organized to mobilize households to use cooking gas		24 4/year	4	4	4	4	4	4		Mobilization
% of households using cooking gas per sex of HH heads	1540 4,25% of HHS	50% oh HHs	10%	10%	10%	10%	5,76%			Mobilization
TRANSPORT										
PRIORITY AREA: Accelerate Sustainable Urbanization from 17.3% (2013/14) to 35% by 2024										
OUTCOME: Improved public transport services, effective and safe traffic management										
OUTPUT 2.1: Public transportation within the District Enhanced										
Number of bus lines constructed	0	5lines	2	2	1				Reports	Budget
Number of Bus stop created	0	29		2	4	7	8	8		
Number of Bus terminals constructed	0	5		2	2	1			Reports	
OUTPUT 2.2: Junctions improved to reduce traffic congestion										
One modern round about constructed	0	1		1						
Number of mini round about	0	3		1	2					

constructed in Musanze City										
OUTPUT 2.3: Road networks within the District improved										
Km of asphalt roads constructed	24km	54km	5km	5km	5km	5km	5km	5km	Reports	Expropriation, Construction
Km of feeder roads constructed	155km	223km	6km	12km	12km	12km	13km	13km	Reports	
Number of Awareness campaign organized for local communities in maintenance of roads	0	244/year	4	4	4	4	4	4	Reports	Mobilization
Km of pedestrian ways along main roads in Musanze town and round about.	24km	54km	5km	5km	5km	5km	5km	5km	Reports	
Km of Bicycle lanes constructed	0	18km				10km		8km		
Number of bridges constructed	11	18	2	2	2	1			Reports	
Km of rainwater channel/Drainages constructed	1,6km	5,6km	1km		2km		1km		Reports	
OUTCOME: Secondary cities developed as poles of socio-economic growth										
OUTPUT: Flagship projects developed in Musanze City										
Helipad Constructed national volcano Park	0	1			1				Emergency rescued/H	

Modern heavy truck Transit center constructed	0	1		1					Report	
URBANIZATION AND RURAL SETTLEMENT										
PRIORITY AREA: Accelerate Sustainable Urbanization from 17.3% (2013/14) to 35% by 2024										
OUTCOME: Integrated human settlement planning and coordination										
OUTPUT : Green urban and rural development plans and detailed physical plans developed										
Musanze Master plan updated	0	100%	50%	100%						
Number of urban land use plans developed	0	4		2	2				Final Report	
Number of layout plans developed and finalized	3	8		2	3				Final Report	
Number of Local urban development plans reviewed	0	2		2					Final Report	
Number of settlements viabilized	2	11		1	2	2	2	2		
Number of Informal settlement upgraded	0	4			1	1	1	1		
OUTCOME: Secondary cities developed as poles of socio-economic growth										
OUTPUT 4.1:Flagship projects developed in Musanze City										
Number of factory to exploit and process volcanic stones (stoves, bricks, fertilizers, handcrafts, etc.) established	0	1		1					Productivity report	

Number of Cement factory per sex of owner	1	2		1					Productivity report	
Vehicle assembly plant constructed (with specification of owner's sex)	0	1	study	MoU	1				Productivity report	
Number of modern brick kilns developed (with specification of owner's sex)	0	1			1				Productivity report	
Number of Ceramic Industries developed	0	1				1			Productivity report	
Drinking water treatment Plant (sparkling water) constructed (with specification of owner's sex)	0	1			1				Productivity report	
Number of Modern warehouses	0	2		1				1	Report	
Oscillatory hospital constructed_Disrrict hospital	0	1		1					Report	
Building Material technology center Established	0	1				1				

OUTCOME 5: Facilitated development of affordable and social housing

OUTPUT 5.1: affordable and social housing developed

Number of plots with Basic infrastructure developed in new areas for residential housing through PPP	0	500PLOTS	100	100	100	100	100	200		
Number of affordable real estates constructed in partnership with private sector	50HHs	500 HHs	75HHs	75HHs	75HHs	75HHs	75HHs	75HHs		
Number of existing brick kilns upgraded per sex of owners	12	12		12					Quality of Products	

ENVIRONMENT AND NATURAL RESOURCES

PRIORITY AREA: Sustainable Management of Natural Resources and Environment to Transition Rwanda towards a Carbon Neutral Economy

OUTCOME 7.1: Sustainable and productive forest management ensured.

OUTPUT 7.1.1 Improved land use administration and management for optimal allocation

Ha of forestry rehabilitated per sex of owner	4403ha	45949ha	4843ha	5327ha	5860ha	6446ha	7091ha	7800ha	Annual report	Seed b
Ha of Agroforestry planted per sex of owner	4529ha	10729ha	4000ha	500ha	500ha	400ha	400ha	400ha	Annual report	
Percentage of forests converted into productive forests and managed by forests owners/DFMP per sex of owner	28%	35%	29%	30%	31%	32%	33%	35%	Annual reports	

Percentage of Public Forest managed by Private operators per sex of operator	0	80%	20%	20%	20%	20%	20%		Annual report	
OUTCOME: Integrated water resource management ensuring availability of renewable water resources for sustainable development										
OUTPUT: Managed water flows from volcanoes and improve water resource management										
Number of km of Planted bambous along Mukungwa river,	20km	50km	5km	5km	5km	5km	5km	5km	Annual report	
Number of km of Planted bambous along Rwebeya ravine	20km	50km	5km		5km	5km	5km	5km	Annual report	
Number of km of Planted bambous along Susa ravine	20km	50km	5km	5km	5km	5km	5km	5km	Annual report	
Number of km of Planted bambous along Muhe ravine	20km	50km	5km	5km	5km	5km	5km	5km	Annual report	
Number of km of Planted bambous along Cyuve ravine	20km	50km	5km	5km	5km	5km	5km	5km	Annual report	
Km of public garden installed along Kigombe stream	0	5km	0.5km	1km	1km	0.5km	0.5km	0.5km	Annual report	
Number of ha of Mukungwa catchment protected by land husbandry technics	10ha	360ha	50ha	50ha	50ha	50ha	50ha	50ha	Annual report	
Erosion control ditches constructed per sex of head of HH owner the land	13816ha	15599ha	415ha	421ha	433ha	413ha	101ha	Rehabilitation	Annual report	

OUTCOME: Vibrant, efficient and responsible mining spurring sustainable economic development

OUTPUT: Value addition for minerals and quarry products increased

OUTPUT1.2: XX mines and quarries sustainably exploited

WATER AND SANITATION									
----------------------	--	--	--	--	--	--	--	--	--

OUTCOME 7.3: Increased green growth and climate resilience for socio-economic

OUTPUT 7.3.2 Rain water management improved

Number of Households with rainwater harvesting facilities installed per sex of HH heads	7650	15000	1.225	1.225	1.225	1.225	1.225	1.225	EROSION CONTROL IMPROVED	Mobilization
Financial sector Development										
Priority area: Increase Domestic Savings and position Rwanda as a hub for financial services to promote investments										
OUTCOME: Enhanced long-term savings and innovative financing mechanisms										
OUTPUT:: Mobilised members subscribed to LTSS										
Number of people subscribed to Long Term Saving Scheme (LTSS)	0	24,514	4,086	8,171	12,257	16,343	20,428	24,514	DISTRICT and MINECOFIN DATA	Determined based on population in District over total population in the country
OUTPUT 2: Uptake and usage of financial services increased										
Indicator: Percentage (%)of adult population financially included (formal and Informal)	90%	100%	93	96	98	100			Finscope survey	Baseline Picked from 2016 Finscope survey report
Percentage of Umurenge SACCOs automated and district SACCO set up.	0	100%	50%	70%	90%	100%			Project Report	
OUTPUT:: Annual awareness campaigns conducted in all sectors about online										
Number of awareness campaign organized	NA	6 1/year	1	1	1	1	1	1		
OUTPUT: Saving and access to agriculture credit by women and men Increased										

[illegible]

SOCIAL TRANSFORMATION PILLAR

INDICATOR	BASEL INE (2017 /18)	DDS Targe t 2024	TARGET 2018/19	TAR GET 201 9/2 0	TARG ET 2020 /21	TARG ET 2021 /22	TARG ET 2022/ 23	TARGET 2023/24	MEANS OF VERIFICATION			
ENERGY SECTOR												
NST1 PRIORITY AREA: Moving Towards a Modern Rwandan Household												
OUTCOME: Household access to electricity increased to 100%												
OUTPUT 1.1.1: Connection to electricity for all households increased												
Number of meeting organized for mobilization		6 1/year	1	1	1	1			District report			
Number of household have access to electricity per sex of HH head		34248		8427 5(10 0%)	7957	7957	7957	8957	8565	8634		
URBANIZATION AND RURAL SETTLEMENT												
NST1 PRIORITY AREA: Moving Towards a Modern Rwandan Household												
OUTCOME: Facilitated development of affordable and social housing												
OUTPUT: social housing developed												
Number of IDP model villages constructed	3	15		2	2	2	2	2	2			
SOCIAL PROTECTION												
PRIORITY AREA 1: Enhancing graduation from extreme Poverty and promoting resilience												
OUTCOME 1.1: Productivity increased and household resilience strengthened												
OUTPUT 1.1.1 Increased social protection coverage of extremely poor households												
Number of households who benefit from VUP expanded	507	4,467	693	713	734	753	776	798	Report on number of beneficiaries			
Number of poor families supported through girinka program per sex of HH head	5471	9430(100%)	900	142 0	1000	1000	1000	Girinka Package	Reports			
Number of poor families supported through small Livestock per sex of HH head	324	324	324	324	324	324	324	324	Reports			
Output: Provision of Social Care Services and sensitization for the most vulnerable people strengthened												
Number of training organized to strengthen the capacity building of district officers on how to best		12 2/year	2	2	2	2	2	2				

target and support vulnerable people per sex of participants									
OUTCOME 1.2: Reduced poverty among Rwandans									
OUTPUT 1.2.1 Houses to homeless provided in planned settlement									
Number of Houses for Homeless constructed									
OUTPUT 1.2.2 Houses for vulnerable genocide survivors reconstructed and rehabilitated									
Houses for vulnerable genocide survivors constructed									
Houses for vulnerable genocide survivors rehabilitated									
OUTCOME 1.3: Enhanced resilience of Rwandans									
OUTPUT 1.3.1 CBOs and NGOs engaged in social protection strengthened and increased									
Number of meetings organized for mobilization		6	1	1	1	1	1	1	
OUTPUT 1.3.2 Capacity for disaster risk reduction and social economic transformation improved									
Number of disaster risk capacity building management and social economic organized		12	2	2	2	2	2	2	
OUTPUT 1.3.2 Social protection beneficiaries sensitized on the culture of self reliance and savings									
Number of capacity building sessions in Culture of self reliance and savings		12	2	2	2	2	2	2	
PRIORITY AREA 2: Eradicating Malnutrition									
OUTCOME 2.1: Reduced malnutrition among children									
OUTPUT 2.1.1 Village based ECD used as an entry point for education/provision of health services									

Number of meeting organized to mobilize people to invest in ECDs per sex of participants	0	6 1/year	1	1	1	1	1	1	reports
Number of ECDs constructed at cell level by reinforcing the partnership									
Number of Mobilization campaign for nutritional education to attend ECDs		12 2/year	2	2	2	2	2	2	
OUTPUT 2.1.2 Knowledge on good nutrition practices increased									
Number of nutrition counselling (including peer learning) sessions Introduced per sex of beneficiaries	0	6 (1per year)	1	1	1	1	1	1	reports
Number of modern kitchen gardens at village level constructed	0	6 (1per year)	1	1	1	1	1	1	reports
OUTPUT 2.1.3 Provision of FBF and milk for affected children continued									
Percentage of eligible under two years received FBF	75%	100%	80%	85%	90%	95%	100%	100%	reports
Number of mobilization meetings organized to maintain provision of 1 cup of milk program for affected children		12	2	2	2	2	2	2	
HEALTH									
PRIORITY AREA 3: Enhancing demographic dividend through ensuring access to quality Health for all									
OUTCOME 3.1: Improved healthcare services									
OUTPUT 3.2.1 Health facilities Constructed and upgraded by ensuring access to electricity and water for health facilities									
% of works executed in the construction of Gacaca health centre	0%	100%	30%	75%	85%	95%	100%		health centre constructed

Number of health post constructed	17	68	10	10	10	10	11			health post constructed
Upgrade Ruhengeri District hospital	0%	100%	20%	40%	50%	60%	80%	100%		Ruhengeri district hospital constructed and equipped with adequate equipments
Feasibility study of constructing, Rehabilitation and extending Health infrastructures	0%	100%	20%	30%	40%	60%	80%	100%		health centers with adequate infrastructure
OUTPUT 3.2.2 Access to electricity and water for health facilities Ensured										
Number of Health centres connected to water and electricity										
Number of Health posts connected to water and electricity	12	17		13	14	15	16	17		
OUTPUT 3.1.3 Healthcare workers enabled to use ICT and Equip healthcare facilities with electronic medical records										
Number of Health centres connected to internet	10	15	11	12	13	14	15			All health posts connected to electricity
Number of Post centres connected to internet	12	17								All health post connected to internet
Number of training sessions for health workers		6 1/year	1	1	1	1	1	1		All health post connected to internet
OUTPUT 3.1.2 Community health Enhanced										
Number of campaign organized to raise awareness on reproductive health and contraceptive prevalence		12 2/year	2	2	2	2	2	2		Contraceptive prevalence increased
Number of women (15-49) and men using family planning methods	1/288 6	1/350 0	1/4500	500 0	6000	7000	8000	1/8500		
Number of maternity wards with adequate equipment	14	17		14		15	16	17		
Number of awareness campaign on vaccination organised		6	1	1	1	1	1	1		

[illegible]

Number of Community mobilizations organized for NCDs prevention		6	1	1	1	1	1	1		
Number of HIV community mobilization for testing and testing		6	1	1	1	1	1	1		
OUTCOME 3.5: Increased contraceptives prevalence										
OUTPUT 3.5.1 Use of FB Strengthened										
Number of mobilization meetings organized to Integrate Post partum FP (PPFP) into ANC and maternity and PNC services		6	1	1	1	1	1	1		
Number of mobilization meetings organized to encourage male to use FP services		6	1	1	1	1	1	1		
Number of mobilization meetings organized to promote the multi-sectorial and stakeholder's collaboration to improve		6	1	1	1	1	1	1		
SPORT AND CULTURE										
PRIORITY AREA 3: Enhancing demographic dividend through ensuring access to quality Health for all										
OUTCOME: Promotion of sports and culture										
OUTPUT: Promote recreational, sports and culture activities										
Mass sport activities Organized		1/mont h	12	12	12	12	12	12		health centre constructed
EDUCATION										
PRIORITY AREA 4: Enhancing demographic dividend through improved access to quality education										
OUTCOME: Enhanced access to quality education for all										
OUTPUT: All children completed pre-primary programme before entering Primary Education ensured										
Number of standardized ECE schools provided	30	90	10	10	10	10	10	10		Construction and Equipments

[illegible]

OUTPUT 4.6.1: Increased participation and achievement of learners with disabilities at all levels

Number of suitable special needs education materials(Toilets) availed in schools	62	71	2	2	2	1	1	1		
Number of capacity building conducted to teachers in favour of disable children per sex		12	2	2	2	2	2	2		

WATER AND SANITATION

PRIORITY AREA 5: Moving towards a Modern Rwandan Household

OUTCOME: Improved and Sustained urban and rural households access to safe drinking water

OUTPUT: Ensure 100% access to clean water

Number of households that have access to clean water (per sex of HH head)	88%	100%	89%	90%	93%	96%	98%	100%		reports
Number of Feasibility study of extending water supply system	1	4	1	1	1					reports
Number of detailed study of rehabilitation water supply system		2	3	1						reports

OUTCOME: Improved and Sustained household access to basic sanitation Services

OUTPUT: Increased access to sanitation facilities

[illegible]

OUTPUT: Recycling of Waste water ensured

Number of semi centralized sewerage system constructed				1						Sewerage system available
Number of faecal sludge treatment Plant constructed	0	2		Study	10%	20%	50%	100%		faecal sludge treatment plants available
Number of waste water treatment Plant constructed		0			1					Waste water treatment plant available

OUTCOME: Integrated and sustained Waste Management Services

OUTPUT: Improved management of Solid waste										
Percentage of work executed to construct landfill	0%	100%	25%		100%					Landfill available
Mobilization meetings organized to sensitize the population on waste management		6 1/year	1	1	1	1	1	1		

TRANSFORMATIONAL GOVERNANCE

GOAL/IMPACT: Transformational Governance that build on a capable, united, safe and Rwandan Values

INDICATOR	BASELINE	DDS Target	TARGET	TARGET	TARGET	TARGET	TARGET	TARGET	MEANS OF VERIFICATION	ASSUMPTIONS
	(2017/18)		2018/19	2019/20	2020/21	2021/22	2022/23	2023/24		

JRLO

PRIORITY AREA 1: Reinforce Rwandan culture and values as a foundation for peace and unity

OUTCOME 1.1: Enhanced Unity among Children

OUTPUT 1.1.1 Itorero program strengthened in schools and Villages

[illegible]

OUTPUT 1.1.1 Kinyarwanda Language and Rwandan values preserved especially among the youth

[illegible]

PRIORITY AREA 3: Strengthen Justice, Law and Order

OUTCOME 3.1: Enhanced Adherence to Human Rights

Number Of ABUNZI trained In order to inform their legal knowledge per sex									reports	
Number of ABUNZI trained per sex and used Abunzi Management Information System for data collection and sharing		100%		100%					reports	
Number of sectors with MAJ Outreach activities		15		100%	100%	100%	100%	100%	reports	

Output: GBV preventive and management measures enhanced through the strengthening of Umugoroba w'ababyeyi, and the involvement of CSO/FBO

[illegible]

Laws, Women rights and GBV forms										
% of GBV cases										
Number of reconciled couples and resolved domestic conflicts through FBOs initiatives									reports	
Sport and Culture										
PRIORITY AREA : Reinforce Rwandan culture and values as a foundation for peace and unity										
OUTCOME 1.1: Enshrined Kinyarwanda language and Rwandan values among Rwandans										
OUTPUT 1.2.2 Fight against genocide ideology intensified										
Standard Memorial Site constructed		1		1						
Number of Fight against Genocide ideology campaign organized		12 2/year	2	2	2	2	2	2		
number of Genocide memorial sites Rehabilitated	15	15	3	4	2	2	2	2		
OUTCOME 1.3: Enhanced Citizen Participation, empowerment and inclusiveness										
OUTPUT 1.3.1 Awareness campaign on the culture of problem solving conducted										
Number of awareness campaign conducted on the culture of problem solving trough cell committees		12 2/year	2	2	2	2	2	2		
Number of awareness campaign conducted on the culture of problem solving trough inshuti z umuryango		12 2/year	2	2	2	2	2	2		
Number of awareness campaign conducted on the culture of problem solving trough umugoroba w'ababyeyi		12 2/year	2	2	2	2	2	2		

[illegible]

[illegible]

[illegible]

4.4 Cross-Cutting Areas

Seven cross cutting areas namely Capacity development, Gender and family, environment and Climate change, Disaster management, disability and Social inclusion, HIV/AIDS and non-communicable disease, Regional integration have been mainstreamed into Musanze District Development Strategy.

Capacity Development

Capacity development at the district level is at the core of the success in the implementation of this strategy. Capacity development mechanisms will be developed at all levels of the district to ensure the district achieves its objectives. Capacity development will be focused mostly to - cooperatives through entrepreneurial trainings and workshops to ensure they create their own jobs and to add value to their products to excel in export opportunities -district staff to prioritize budget allocation and to best target and support vulnerable people-JADF, individuals and institutions to attain the required level of professionalism in terms of service.

Gender and Family Promotion

The District will make sure that men and women, boys and girls are all involve in the district development programs and interventions. All district programs and intervention to achieve district priorities in the NST1 period will be gender sensitive at all district levels like specific sessions organized in favor of women involvement in planning and promote women headed households to benefit from VUP.

Environment and Climate Change

The District will ensure that environmental conservation becomes a priority; Environmental impact assessment will be undertaken before big projects are allowed to be executed to reduce the risk of environmental deterioration.

Disaster Management

The district will ensure that water flows from volcanoes are well managed and the people living in high-risk zones will be relocated to curb environmental disasters

Disability and Social inclusion

This strategy considers people with disabilities and people with serious social problems and this will be mostly addressed by taking into account people with disabilities while putting up public structures like markets, roads, schools and recreational centers. The District will continue to avail suitable special needs education materials to ensure that people with disabilities are able to start school and progress through all levels of education

HIV/AIDS and non-communicable disease

Musanze district will need other efforts from all district stakeholders to combat the spread of HIV and aids through different district interventions and to address factors contributing to NCDs there will be community mobilization to prevent diseases through maintaining hygiene, promoting physical exercises for all age groups, regular health checkups, scaling up screening services in communities and health facilities. Improved understanding of the aforementioned risk factors and their determinants will provide opportunities for the prevention and control of the NCDS.

Regional integration

The RI offers the chance to become linked with neighboring countries and international ports; to increase potential market. Musanze District will strengthen professional traders to invest in formal Cross border trade and will increase the volume of traditional agriculture export crops and products.

5 DDS Implementation

This chapter sets out how Musanze DDS will be implemented in the 6 years by describing key partners, stakeholders and their role and responsibilities and explaining the mechanisms for co-ordination and information sharing in the District.

5.1 Sequencing of Interventions (Implementation Plan)

Sequencing of projects is necessary to implement this DDS because all projects cannot be implemented at once due to resource constraints. Musanze DDS will be implemented taking into account projects that will promote rapid growth in the District and while accomplished will help other projects to start.

Development and support tourism, agro- processing, agriculture and livestock, construction, craft industry, value addition and processing of mining products will be the major focus because are with high potential for growth and employment, will increase income for saving and will support youth and women to create business through entrepreneurship and access to finance. More investments will be focused in strengthening capacity by working with the private sector to identify critical skills required in the labor market to inform training programs in TVET.

Urban development and establishment of infrastructure that will support the development of the District by enabling good environment for business and are considered as the second priority for Musanze District. Interventions will be focused in the sector of transport by improving rural and urban transportation services, construction of modern market and selling points along the road to facilitate trade within the district, development of industries for local construction materials to support the growth of construction sector and the affordable and low cost housing program, update Master plan of Musanze city and ensure its implementation to ensure sustainable development of Musanze city, upgrading the informal settlements within the City of Musanze to provide the appropriate facilities like water, electricity, roads and fiber optics to

these areas. Waste management system will be developed in Musanze city by constructing fecal sludge treatment plants, sanitary landfill and semi centralized sewerage system.

In DDS period, another set of priorities for Musanze District is Millennium Development Goals related interventions aimed at reducing poverty and improving the quality of life. Ruhengeri hospital will be upgraded to referral hospital and District hospital will be constructed with specialization in infectious and also take action in activities in preventing non-communicable diseases and fighting HIV/AIDS. The remaining health center and health posts will be constructed with adequate infrastructure. The district will facilitate sectors to provide standardized ECE schools in all villages and ECDs in all cells. To eradicate extreme poverty the district will focus on extending the coverage of social programs to extreme poor and vulnerable groups. In the same period the district will focus on managing water flows from volcanoes to mitigate related disaster and improving water resource management and the governance is set as the last category of priority.

5.2 DDS Implementation Strategy

5.2.1 Roles and responsibilities of partners and stakeholders

This DDS to get translated into reliable results will depend on the close collaboration of central with local levels towards the implementation. This part describes their roles and responsibilities.

Roles of Central government Ministries and Agencies

- Provincial administration

-

The provincial administration has the overall responsibility in the implementation of DDS. As a representative of central Government; its role 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 coordinates and monitors the works of all the district development partners to ensure that their operations are in line

with government policies and district set priorities. It also monitors the implementation of government policies and programmes at the district level.

MINALOC

The role of Ministry of Local government (MINALOC) is to ensure that all sectorial and fiscal functions are fully disseminated to the district. MINALOC is in charge of policy formulation, and as well earmark funds that will ease the implementation of this development strategy. MINALOC also supports the coordination of activities for different stakeholders of the District.

MINECOFIN

MINECOFIN is responsible for resource mobilization and allocation for public investments, planning and coordinating economic activities across sector Ministries and more recently ensuring population issues are integrated into sector priority setting. MINECOFIN will assist to link the district strategic outcomes with the NST1. MINECOFIN will also be critical in financing in the funding for projects initiated by the District. MINECOFIN will coordinate the sector transfers to finance specific sector activities to be implemented at the district level. MINECOFIN will monitor the implementation of the development strategy and ensure that the priorities within the DDS are in line with Sector priorities to ensure harmonized development and reduce duplication of effort.

Ministry of Infrastructure (MININFRA)

Infrastructure development is the second priority of Musanze district, which is an important driver towards sustainable economic development and poverty reduction. The Ministry of Infrastructure (MININFRA) provided the strategic guidance through its own SSP for formulating roads, energy, water and sanitation and urbanization in this DDS. The ministry will take overall responsibility for integrating infrastructural activities under this DDS in their priority areas. As the Ministry of infrastructure has several sectors, each sector will have to implement some of the projects within this DDS.

Ministry of Environment (MoE)

MoE is the central Government Ministry responsible for environment policy formulation and implementation, coordination and monitoring. The board of directors of Policy, Planning and capacity building will be responsible for monitoring and follow-up, providing technical and operational support to District offices.

For sustainable exploitation of existing mines, MINIRENA will work closely with the district in the protection of mines through tree planting, digging ditches and putting all miners into mining cooperatives hence ensuring an organized and sustainable exploitation of minerals and quarries.

Ministry of Agriculture (MINAGRI)

The Ministry of Agriculture and Animal Resources is focused on increasing animal production, modernizing farming, ensuring food security and promoting surplus for the market. Given the importance of agriculture in the lives of the Rwandan population, and the scope for improving agricultural production by using modern techniques and agricultural inputs including irrigation, fertilizer and quality seeds, MINAGRI plays an essential role in improving the success of the agricultural sector across districts. MINAGRI is a key partner for LODA in both promoting agricultural potentialities, such as key crops for local consumption or export, as well as the development of agri-businesses and production and use of agricultural and animal by-products, such as leather.

Ministry of Education (MINEDUC)

MINEDUC is the lead Ministry for the education sector with responsibility for policy formulation, educational planning, coordination, monitoring and evaluation and regulation through setting norms and standards for the education sector. MINEDUC works closely with several government agencies including The Rwanda Education Board (REB) which has oversight for coordinating and implementing education activities at pre-primary, primary and secondary level and The Workforce Development Authority (WDA) with The main functions now include developing TVET

standards; monitoring implementation; policy dissemination and playing an advisory role to all TVET implementers.

Ministry of Youth and ICT (MYICT)

The role of the ministry of youth and ICT is to work closely with the district through encouraging an IT adoption at an early stage among the students in order to raise computer literacy levels within the district. Trainings aimed to equip people with IT skills is very important in raising computer literacy.

Rwanda Environment Management Authority (REMA)

REMA is the national authority responsible for overseeing the implementation of environmental policy and law. Strategies used include education and sensitization on environmental conservation through formal and informal education as well as through practical demonstration; law enforcement and monitoring, as well as capacity building support to other institutions. Some of the projects proposed by Musanze will require environmental certification from REMA

MIFOTRA

The Ministry of Labour is responsible for reinforcing national labour standards, promoting job creation and development a framework that enables high performance of private and public sector organizations. The strategic objectives of MIFOTRA are improving institutional capacity, efficiency and effectiveness, promoting gender equality, promoting capacity building and skills development in the public and private sectors, eliminating corruption, promoting employment creation and ensuring compliance with labour standards.

RDB

The Rwanda Development Board is responsible for supporting private investment and business development in Rwanda. RDB's role relates to developing the private sector, including through addressing the needs of companies and investors. RDB should identify investors and linking them to potentialities at the district level, as well as supporting the development of private businesses.

MINEACOM

The Ministry of Trade and Industry should improve the capacity of and investment in small and medium enterprises, and creating a positive business environment for large businesses, including mining operators and agribusiness firms.

EWSA

The Energy, Water and Sanitation Authority is responsible for ensuring access to clean water and adequate sanitation, and promoting sustainable energy use, as well as facilitating the building of energy, water and sanitation infrastructure. Infrastructure is a key priority of Musanze district and the development of sustainable energy sources, expansion of electrification, and facilitation of access to water and sanitation are essential to economic growth.

Roles of the District

Musanze District has the overall responsibility in the implementation of the development strategy. The district has the mandate to coordinate, monitor and evaluated development actions of the district. The district will ensure that the implementation of DDS is in line with NST1 orientations and other GoR policies by harmonizing the DDS interventions of both Governmental and non-governmental actors at local level and in creating synergies between DDS and different sectoral programmes in line with NST1; will help administrative Sectors to deliver quality services in line with DDS; Promote cooperation, harmonization and synergy with other Districts in the implementation of respective DDS, especially for big projects.

In collaboration with partners, the district will draw up an annual implementation plan for the DDS and monitor progress against it, drawing on information collected from different relevant sectors and stakeholders. The district will oversee the operational programmes implemented by stakeholders and will ensure that the district has the capacities required to deliver the DDS objectives

- Roles of the District technicians

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

- Roles of Private Sector

The private sector has critical roles to play in the implementation of the DDS, Creating an enabling environment to them will be very instrumental. Private sector agencies will be mobilized and sensitized, through the Private Sector Federation (PSF) and its District offices, to integrate the DDS priorities into their activities and strategies for development. The private sector will help to train entrepreneurs hence ensuring increased employment creation within the district.

- Roles of Civil Society

Civil society organizations intervening in the district will be encouraged to continue to actively participate in JADFs, helping to ensure a coordinated approach to DDS implementation. The District will need to work together with civil society to strengthen Sector level JADFs, so that JADFs are enabled to undertake detailed co-ordination

5.2.2 Mechanisms for coordination and information sharing

The successful implementation and realization of the objectives of this DDS is secured on effective coordination and communication systems within the Musanze District and stakeholders. The Executive Committee led by the Mayor of Musanze District will play a crucial role in providing leadership, planning, execution, and monitoring and evaluation of the DDS. Every year, each non-governmental actor operating in the district will present to District authorities a detailed plan of its respective interventions in the District, disaggregated for each sector. The JADFs

will ensure that these programmes are aligned with District development priorities.

The Musanze District will be required to strengthen existing database system for capturing data and processing. The portal should be integrated with the Management Information System to ensure timely data capture and dissemination not only to District actors but also the stakeholders. Different stakeholder reporting templates and define reporting timelines shall be formulated to ensure that an elaborate and standard reporting and monitoring system is in place. ^[L]_[SEP]

The sharing of information will enhance participatory planning and implementation as envisaged in the decentralization policy, increase transparency and accountability, and create a sense of ownership and pride among the District stakeholders as well as the residents while the information will be posted on the Musanze District website, executive meetings, City Councilors' meetings (*njyanama*), community work meetings (*umuganda*) and other channels as determined by the Executive Committee on need basis.

5.2.3 Risk mitigation strategies

This DDS has been developed with the knowledge that its implementation will be countermanded by many internal and external factors that may delay its implementation. Therefore risk identification; measuring, control and managing or mitigation has been integrated. The source of risk could emerge from internal operations (e.g. from staff, poor internal controls, systems) or external shocks (economic and environment businesses). This DDS has been developed with the assumption that the internal and external risks are minimal and they will be mitigated through hiring new staff or building capacity for existing staff regularly while strengthening the MIS.

For the successful implementation of this DDS, everybody that will be involved in implementation of this DDS will need to have opportunity to learn and get skills that can help them in the effective implementation of it. Capacity development at all levels in the district will be necessary to

show new ways of doing things. Private sector involvement in the implementation of this DDS will be very helpful. The District will need to provide a better environment to the private people to resolve resources constraints. Efficient data collection to facilitate realistic targeting, setting realistic financial objectives will be also necessary.

6 Monitoring and evaluation

The successful implementation of the DDS will be supported by an effective monitoring and evaluation system. The existing Monitoring and Evaluation Information System in Musanze District, it is only for LODA projects. To facilitate regular monitoring and evaluation, the District will need to establish a comprehensive Management of Information System including a well-structured and computerized database with quantitative and qualitative indicators, which will support annual monitoring of the evolution of achievements and changes.

To be able to effectively monitor progress against targets of the DDS, the District will establish annual operational plans, containing agreed objectives, activities, targets and indicators to be achieved within a fiscal year; and consistently leading to the achievement of the DDS objectives. It will be important for the district to monitor and evaluate at the District Level, sector and cell levels to see whether the implementation is being done accordingly. The Cell Development Committees, Sector Development Committees, District committees and other development partners will ensure monitoring and evaluation.

Central government through its respective ministries especially MINECOFIN and MINALOC and institutions will ensure the implementation of NST1 in the whole country. Moreover, they will ensure the availability of required resources and elaboration and application of relevant policies. The province will ensure the execution of planned activities of districts through performance contracts of districts. It will analyze received report from district executive committee and advisor the later in order to succeed this DDS.

NGOs and other partners will contribute immensely in financing the implementation of the DDS. Therefore, they will jointly participate to monitor the projects which they are directly involved to ensure timeliness and accountability. Public institutions will jointly implement and monitor the cross cutting issues in the DDS.

7 Cost and Financing of the DDS

To achieve the district priorities, there is need for funds to enable the development Strategy implementation. Without resources, the implementation of the current development Strategy cannot be possible. It is in this context that the estimates for the implementation of this development Strategy are set.

The overall projected cost to achieve the Musanze District priorities within the DDS period of 6 years is **201.247.768.000** Rwandan Francs. The mobilization of these funds is critical. The bulk of this money comes from the private sector through the PPP mechanism.

In order to achieve the objectives of this DDS as well as the national objective of accelerating economic growth and poverty reduction, financing of the DDS is critical. Funds mobilization is key to the implementation of the District priorities. The following are some of the sources of funds for the DDS.

- Government Block funds (Earmarked transfers) ^[L]_[SEP]
- Own taxes and revenues
- Donor funding ^[L]_[SEP]
- Private sources

Table 8: Costing of DDS

		Yr1	Yr2	Yr3	Yr4	Yr5	Yr6	
N	Priority Areas	2018/2019	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024	Total
Total (RWF)		24.115.768.000	70.099.148.000	42.353.628.000	33.485.548.000	14.865.968.000	16.327.708.000	201.247.768.000
1	Pillar1: Economic Transformation							
		20.813.528.000	57.918.328.000	21.904.928.000	30.171.228.000	11.457.628.000	13.313.428.000	155.579.068.000
1.1	Priority area 1.1: Create 1.5m (over 214,000 annually) decent and productive jobs for economic development	9.093.900.000	7.797.400.000	7.363.400.000	2.963.400.000	1.432.900.000	1.426.900.000	30.077.900.000

1.2	Priority area 1.2: Accelerate Sustainable Urbanization from 17.3% (2013/14) to 35% by 2024	8.216.000.000	45.863.800.000	10.552.400.000	23.983.200.000	7.841.400.000	10.422.000.000	106.878.800.000
1.3	Priority area 1.3: Establish Rwanda as a Globally Competitive Knowledge- based Economy	633.500.000	288.500.000	293.500.000	293.500.000	293.500.000	293.500.000	2.096.000.000

1.4	<p>Priority area 1.4: Promote Industrialization and attain a Structural Shift in the export base to High-value goods and services with the aim of growing exports by 17% annually</p>	1.168.000.000	1.453.000.000	1.178.000.000	830.000.000	328.000.000	278.000.000	5.235.000.000
1.5	<p>Priority area 1.5: Increase Domestic Savings and position Rwanda as a hub for financial services to promote investments</p>	20.000.000	30.000.000	20.000.000	20.000.000	20.000.000	20.000.000	130.000.000

1.6	Priority area 1.6: Sustainable management of natural resources and environment to transition Rwanda towards a carbon neutral economy	547.300.000	618.800.000	619.300.000	587.800.000	333.500.000	331.700.000	3.038.400.000
1.7	Priority area 1.7: Modernize and increase productivity and livestock	1.134.828.000	1.866.828.000	1.878.328.000	1.493.328.000	1.208.328.000	541.328.000	8.122.968.000
2	Pillar 2: Social Transformation	2.837.240.000	9.915.820.000	19.606.700.000	2.524.320.000	2.618.340.000	2.224.280.000	39.726.700.000

2.1	Priority area 2.1: Enhancing graduation from extreme Poverty and promoting resilience	769.080.000	767.300.000	765.520.000	763.840.000	762.260.000	761.000.000	4.589.000.000
2.2	Priority area 2.2: Eradicating Malnutrition	34.000.000	28.000.000	22.000.000	16.000.000	14.000.000	14.000.000	128.000.000
2.3	Priority area 2.3: Enhancing demographic dividend through ensuring access to quality health for all	701.160.000	985.520.000	617.680.000	649.480.000	690.080.000	260.280.000	3.904.200.000

2.4	Priority area 2.4: Enhancing demographic dividend through ensuring access to quality education	1.098.000.000	1.089.000.000	1.189.000.000	1.086.000.000	1.143.000.000	1.180.000.000	6.785.000.000
2.5	Priority area 2.5: Moving towards a Modern Rwandan Household	235.000.000	7.046.000.000	17.012.500.000	9.000.000	9.000.000	9.000.000	24.320.500.000
3	Pillar 3: Transformational Governance	465.000.000	2.265.000.000	842.000.000	790.000.000	790.000.000	790.000.000	5.942.000.000
3.1	Priority area 3.1: Reinforce Rwandan culture and values as a foundation for peace and unity	193.000.000	869.000.000	121.000.000	121.000.000	121.000.000	121.000.000	1.546.000.000

3.2	Priority area 3.2: Ensure Safety and Security of citizens and property	43.000.000	76.000.000	85.000.000	40.000.000	40.000.000	40.000.000	324.000.000
3.4	Priority area 3.4: Strengthen Justice, Law and Order	13.000.000	13.000.000	20.000.000	13.000.000	13.000.000	13.000.000	85.000.000
3.5	Priority area 3.5: Strengthen Capacity, Service delivery and Accountability of public institutions	191.000.000	1.282.000.000	591.000.000	591.000.000	591.000.000	591.000.000	3.837.000.000

[illegible]

Annex

Pictures taken during consultation meetings and workshops

Consultation Meeting With Citizens

Participants: Sectors and Cell's Executive, JADF chairperson, **PSF**, Civil society representative in the district, Social protection unit head, JADF chairperson, PS JADF, ENR unit head, OSC coordinator and BDE unit head, Good governance unit head, Vice Chairman District council, Vice mayor ASOC, ES sectors representative



Introduction by Vice Mayor FED of Musanze District



NST1 and DDS explanation by Facilitator



Setting Priorities into groups

Provincial consultation meeting

Participants: Governor of Northern Province, District Mayor, District council chairperson, District Executive secretary, District JADF President, District PSF president, Director of planning, District M&E officer, DDS facilitator

