



Republic of Rwanda
Northern Province
Gakenke District

DISTRICT DEVELOPMENT STRATEGY 2024-2029



ABESAMIHIGO BA GAKENKE

Turi Indongozi mu Mihigo, Indangagaciro ziraturanga, mu Rugamba rw'Iterabere n'Umutekano Ibikorwa birivugira.

FOREWORD

It is with great honor and optimism that I present the Gakenke District Development Strategy (DDS) 2024–2029 a forward-looking plan to foster inclusivity, strengthen resilience, and drive prosperity. This document reflects our shared vision and collective determination to transform Gakenke into a thriving district marked by sustainable development, dynamic economic growth, and equitable opportunities for all.

At the core of this strategy lies our aspiration to position Gakenke as a vibrant hub of agribusiness, tourism, and innovation. We aim to create an enabling environment that attracts investment, empowers communities, and improves the quality of life for all residents. The DDS serves not only as a planning tool but also as a guiding framework to steer us toward effective governance, economic transformation, and social equity.

The development of this strategy has been deeply participatory. We are proud of the inclusive approach adopted throughout the process, which brought together a wide array of voices from citizens and community leaders to technical experts, policymakers, and development partners. Their diverse insights and contributions have shaped a forward-looking strategy that is firmly rooted in the realities of today and the ambitions of tomorrow.

The Gakenke District Development Strategy (DDS) 2024–2029 lays the groundwork for transformative change by emphasizing people-centered planning, strengthened local capacities, and efficient service delivery. It is fully aligned with Rwanda’s national development priorities and tailored to the district’s specific needs and opportunities. The strategy requires an estimated budget of 294.6 billion Frw over five years, with a detailed breakdown of sector allocations and financing sources provided in Annex 4.

As we move forward, we call upon all stakeholders, government institutions, the private sector, civil society, and the citizens of Gakenke to join us in the implementation of this bold and inclusive agenda. Together, we can build a district that stands as a model of integrated socio-economic development and sustainable progress.

Let us unite in our commitment to make Gakenke a place of pride, where every resident is empowered to succeed, and no one is left behind.

Sincerely,

MUKANDAYISENGA Vestine
Mayor, Gakenke District

EXECUTIVE SUMMARY

Gakenke District Development Strategy (DDS) 2024–2029 outlines an integrated and ambitious plan to drive the district's transformation over the next five years. Anchored in local potential and aligned with key national and global frameworks including NST2, Vision 2050, the Sustainable Development Goals (SDGs), and the African Union Agenda 2063 the strategy defines key priority areas aimed at achieving inclusive growth, resilience, and sustainable development. Key strategic focus areas include infrastructure development, human capital investment, private sector growth, and efficient service delivery.

Over the next five years, Gakenke District will focus on strengthening infrastructures and connectivity to unlock economic potential and improve access to essential services. Key priorities include rehabilitating and maintaining 426kms of roads, expanding electricity to underserved areas, and increasing access to clean water targeting 100% coverage by 2029. Digital connectivity will be enhanced through extended 4G coverage and the establishment of digital service hubs. Investments will also be made in social infrastructures, including new schools and health facilities. To boost private sector growth, the district will support agro-processing, improve market infrastructures, provide financing and training for youth- and women-led SMEs, and promote industrial clusters and business incubation, particularly in construction and agribusiness.

Gakenke District will focus on human capital development by improving access to quality health and education services. This includes strengthening primary healthcare through the expanding community health insurance, supporting nutrition and social protection programs. In education, efforts will prioritize teacher training, expansion of early childhood development centers (ECDs), and increasing TVET opportunities for youth. The district will also modernize agriculture through increasing the productivity of food priority crops, export crops, enhance climate-smart practices, and support to cooperatives. To diversify the economy, tourism will be promoted through the development of eco-tourism circuits, improved access infrastructures, and cultural events.

To build resilience and ensure sustainable development, Gakenke will implement disaster risk management systems and promote sustainable land use to protect natural ecosystems. The strategy also highlights the importance of good governance, focusing on institutional capacity-building, increased transparency, and digitalization of public services. Citizen participation will be strengthened through planning platforms and performance monitoring tools such as Imihigo, while improved data systems and partnerships with civil society and the private sector will support inclusive, evidence-based decision-making.

Developed through an inclusive and participatory process, the DDS 2024–2029 reflects the collective aspirations of Gakenke's people. With sustained commitment and collaborative implementation, the district is poised to become a model for inclusive growth, resilience, and sustainable local transformation in Rwanda.

ABBREVIATION AND ACRONYMS

ANC	Antenatal Care
BDF	Business Development Fund
CB	Capacity building
CBHI	Community-Based Health Insurance
CBP	Capacity Building Plan
CRC	Citizen Report Card
CRVS	Civil Registration and Vital Statistics
CSO	Civil Society Organization
DoF	Director of Finance
DDS	District Development Strategy
DDS	District Development Strategy
DP	Development Partner / Donor Assisted Project
DS	Direct Support
EAC	East African Community
ECD	Early Childhood Development
EIA	Environmental Impact Assessment
EICV	Integrated Household Living Conditions Survey
FRW	Franc Rwandais
FS	Financial Support (Services)
GIS	Geographic Information System
Ha	Hectare
HH	Household
ICPC	Integrated Craft Production Center
IDP	Integrated Development Program
IREMBO	Integrated Rwanda E-services Management and Business Online
JADF	Joint Action Development Forum
JRLO	Justice, Reconciliation, Law & Order
Km	Kilometer
LED	Local Economic Development
LFA	Logical Framework Analysis
LODA	Local Administrative Entities Development Agency
M&E	Monitoring and Evaluation
MDG	Millennium Development Goal
MEIS	Monitoring and Evaluation Information System
MINALOC	Ministry of Local Government
MINECOFIN	Ministry of Finance and Economic Planning
MOV	Means of Verification
PCM	Project Cycle Management
PME	Planning, Monitoring and Evaluation
PW	Public Works
SDG	Sustainable Development Goals
SP	Social Protection
SSP	Sector Strategic Plan
UOM	Unit of Measurement
USD	United States Dollar
VUP	Vision Umurenge Program

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I. INTRODUCTION

Building on the solid achievements of the 2018–2023 District Development Strategy, Gakenke District has launched a renewed and ambitious five-year roadmap for 2024–2029. This strategy is designed to accelerate inclusive and sustainable socio-economic transformation by enhancing service delivery, stimulating productivity, and reducing poverty. It reflects the district’s commitment to shaping a resilient and equitable future by aligning public, private, and community efforts to deliver tangible progress across all sectors.

During the previous DDS period, Gakenke registered notable gains such as increasing access to clean water from 71% to 76.5%, expanding electricity coverage from 17.1% to 49.7%, and reducing poverty from 34.2% to 24.5% by June 2024. The launch of this strategy comes at a critical juncture in Rwanda’s national development path, as the country transitions from NST1 to the Second National Strategy for Transformation (NST2: 2024–2029).

The Gakenke DDS 2024–2029 acts as a localized implementation tool, translating national priorities and Vision 2050 into context-specific actions. It is also aligned with key frameworks such as Local Economic Development (LED), Sector Strategic Plans (SSPs), the Sustainable Development Goals (SDGs), Agenda 2063, and climate commitments like the Paris Agreement.

Gakenke is endowed with significant natural and economic potential, particularly in agriculture, with over 92.7% of the population engaged in farming; in mining, with untapped reserves of wolfram, coltan, lithium, beryllium, cassiterite; and in tourism, due to attractions like mount Kabuye hike, Huro culture and heritage site and coffee-based tourism and proximity of Ruhondo lake. However, challenges persist, including limited private sector investment, poor road infrastructures and shortage of skilled labor in sectors like mining, hospitality, and agro-processing.

The DDS 2024–2029 directly addresses these constraints through focused interventions in climate-resilient agriculture, agro-processing, electrification, water infrastructure, tourism development, and support for SMEs. This strategy emphasizes inclusive planning, strong local ownership, and accountable governance. It was developed through a highly participatory and consultative process involving government institutions, civil society organizations, the private sector, and community members including youth, women, and people with disabilities.

This inclusive process ensured that the strategy is grounded in real community needs while fully aligned with national development objectives. With a strong emphasis on performance, innovation, and evidence-based decision-making, the DDS 2024–2029 provides a comprehensive and actionable roadmap to transform Gakenke into a dynamic, inclusive, and sustainable district.

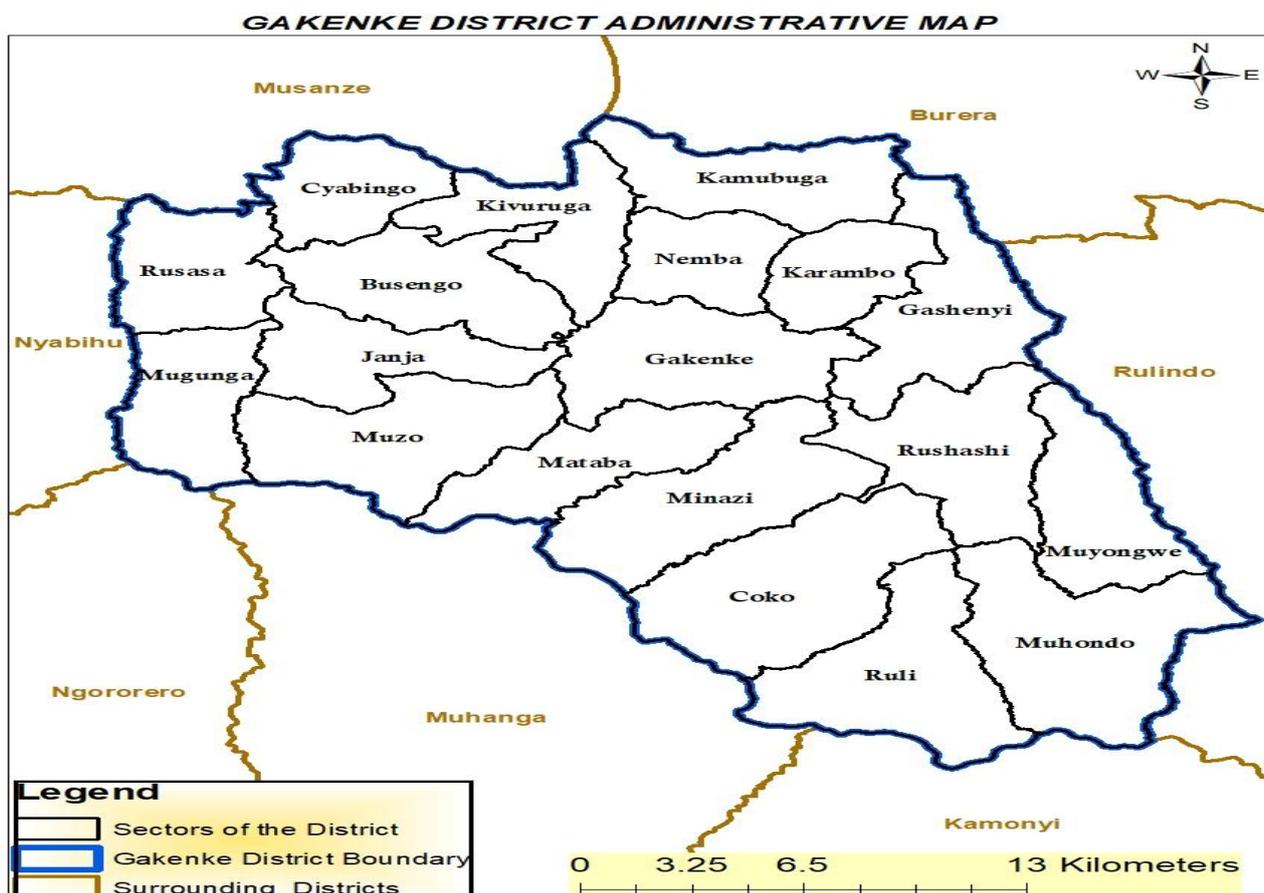
II. DISTRICT SITUATIONAL ANALYSIS

2.1. Brief Description of the District

Gakenke District, located in Rwanda's Northern Province, covers an area of 704.06 km² and is divided administratively into 19 sectors, 97 cells, and 617 villages. With a population of 365,292, the district has a population density of 520 people per km², comprising 52.8% females (192,692) and 47.2% males (172,600). 92.7% of the population is engaged in agriculture. It shares borders with Rulindo District to the East, Burera and Musanze Districts to the North, Nyabihu District to the West, and Kamonyi and Muhanga Districts to the South.

The district's socio-economic landscape is dynamic, shaped by both development priorities and ongoing challenges as highlighted in the Seventh Integrated Household Living Conditions Survey (EICV7). Gakenke is known for its strong potential in agro-processing especially coffee value chain development and mining, key drivers of the local economy.

Figure 1: Gekenke administrative map



Source: Gakenke District administrative report

2.2. District achievements

2.2.1. Summary of progress made between 2018-2024

Since 2018, Gakenke District has made remarkable strides in advancing sustainable socio-economic development across key sectors. In agriculture, the district promoted modern farming techniques, resulting in food security, nutrition, increased coffee production that boosted farmer incomes and export volumes. Infrastructure development included the construction and rehabilitation of feeder roads, improving connectivity and access to markets, facilitating local businesses.

Under the economic transformation pillar, the district saw significant improvements in employment and financial inclusion between 2018 and 2024. Financial inclusion increased slightly to 92%, just below the national average of 93%. Poverty rates decreased from 34.2% to 24.5%, outperforming the national average of 27.4%.

The district also achieved improvement in electrification of the cell level (75% from 17% in 2017/2018) surpassing the national average of 72% and increased integrated planned rural settlements from 76.77% to 85.5%. the national average of 72%, and in

In terms of social transformation, Gakenke experienced steady progress in education and health outcomes. Literacy rates improved from 83.2% to 88.8%, exceeding the national average of 87.7%. Pre-primary net enrollment increased from 20.8% to 67.2%, which above to the national average of 53.5%, while primary school dropout rates decreased from 15.5% to 4.5%. The pupil-to-trained-teacher ratio improved slightly from 59:1 to 56:1 but remains above the national target of 46:1.

Gender parity in secondary education held steady at 1.54 while the national average is 1.37. Health indicators showed marked improvement, with under-five stunting rates dropping from 46% to 24.3% and health insurance coverage increasing to 96.35%, reflecting stronger health and social protection systems.

Significant progress was also achieved in infrastructure and governance. Household electricity access rose sharply from 17.1% in 2018 to 49.7% in 2024, below the national average of 61%. Access to improved drinking water increased from 71% to 76.5%. Citizen satisfaction with local governance increased from 78% to 90.4%, slightly exceeding the national average of 90.2%, ensuring improved public service delivery and responsiveness. The overall quality of services delivered improved from 70.4% to 79%, exceeding the national average of 74.9%.

These achievements reflect Gakenke's strengthened institutional capacity, enhanced spatial planning, and more effective service delivery as the district advances toward its next development phase. The following table 1 illustrate the progress on key indicators:

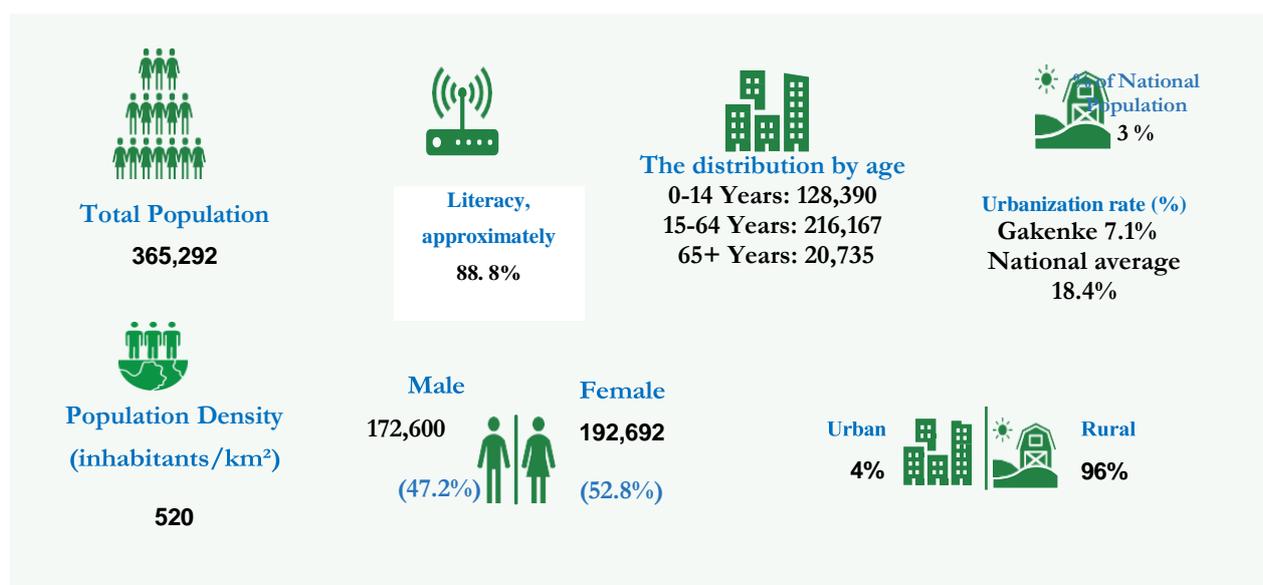
Table 1: Gakenke district progress on key indicators compared to national average

Progress made between 2018-2024			
Indicator	Gakenke status 2018/2019	Gakenke status 2023/2024	National Average 2023/2024
Poverty rate (%)	34.2%	24.5%	27.4%
Literacy rate (15+, %) (15-30%)	83.2%	88.8%	87.7%
Electricity access (% of households)	17.1%	49.7%	61%
% of villages with access to improved drinking water	71%	76.5%	82.3%
Under-5 stunting (%)	46%	24.3%	33%
Health insurance coverage (%)	92.3%	96.35%	91%
Financial inclusion (%)	91%	92%	93%
Percentage of rural households living in integrated planned rural settlements	76.77%	85.5%	65.4%
Net enrolment rate in pre-primary	20.8%	67.2%	53.5%
Dropout rate in Primary	15.5%	4.5%	5.2%
The pupil-trained-teacher ratio in Primary	59:1	56:1	46:1
Citizen satisfaction with local governance (%)	78%	90.4%	90.2%
Gender parity index (GPI) in secondary education	1.12	1.54	1.37
Percentage of cells with access to electricity	17%	75%	72%
Level of quality service delivery	70.4%	79%	74.9%

Source: District administrative reports 2016-2024, EICV7, RPHC 2022, Fin-Scope Survey 2024, EICV5, Citizen Report card 2024, EICV4 and MCH Week June 2024, ESP report 2024-2029.

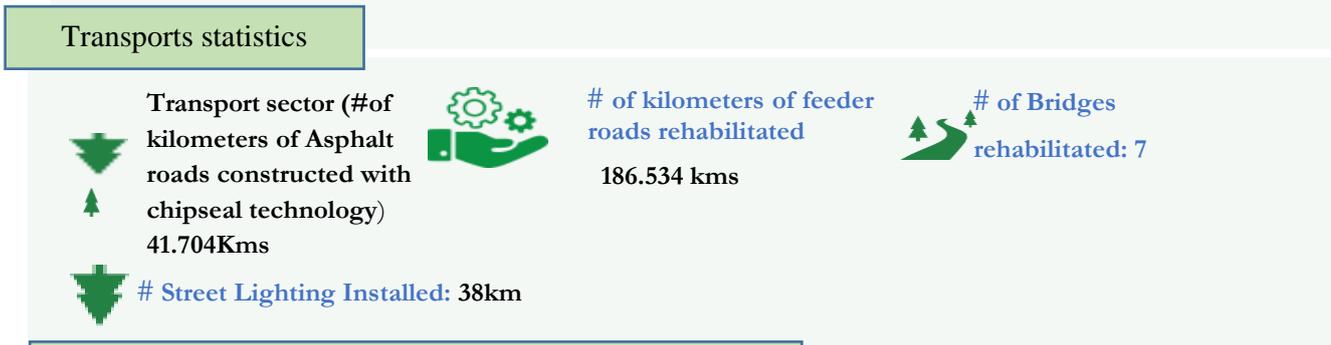
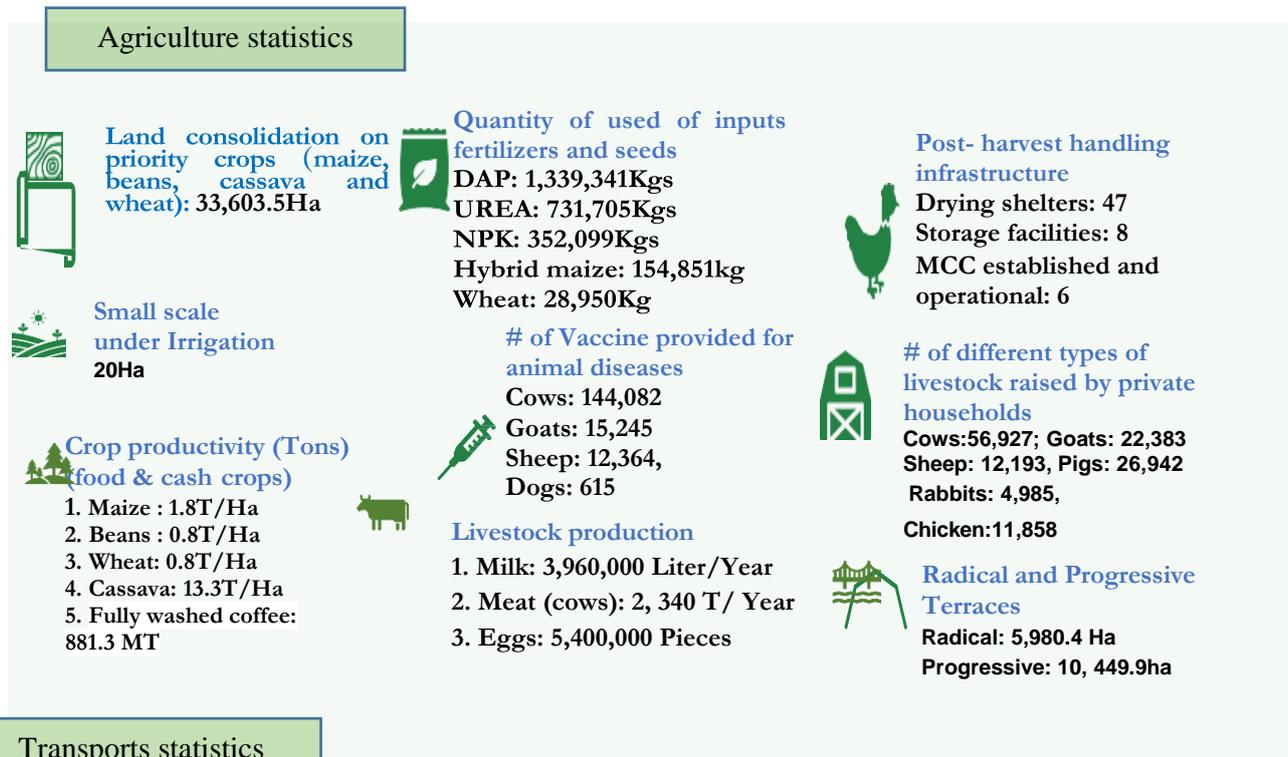
2.2.2. Other socio-economic indicators

Figure 2: Demographic characteristics

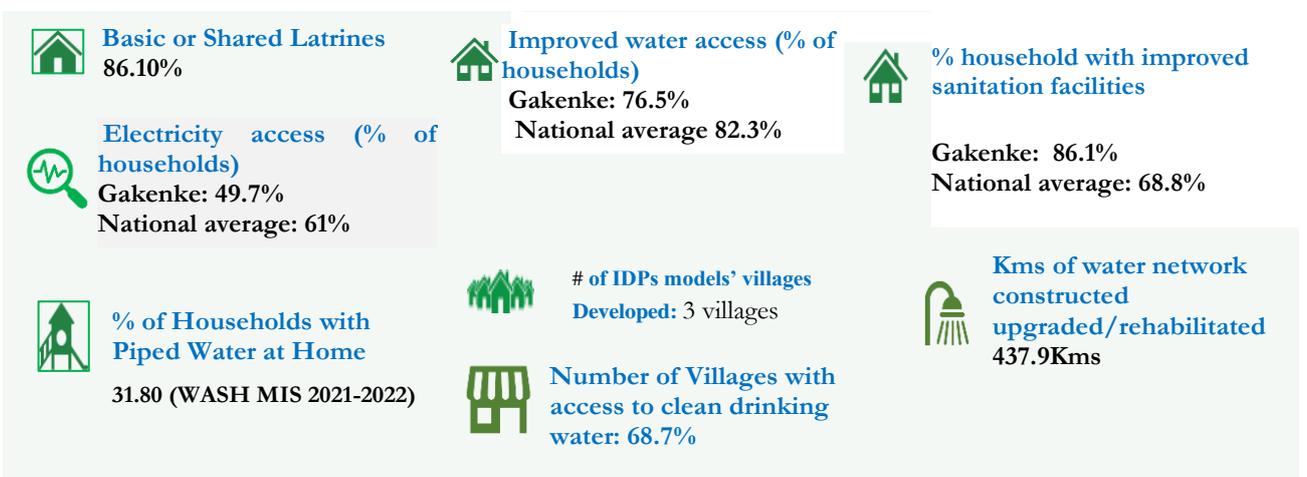


Source: Population and Housing Census (NISR, 2022)

Figure 3: Economic transformation pillar



Water, sanitation and Urbanization statistics



Private sector and Youth Employment statistics

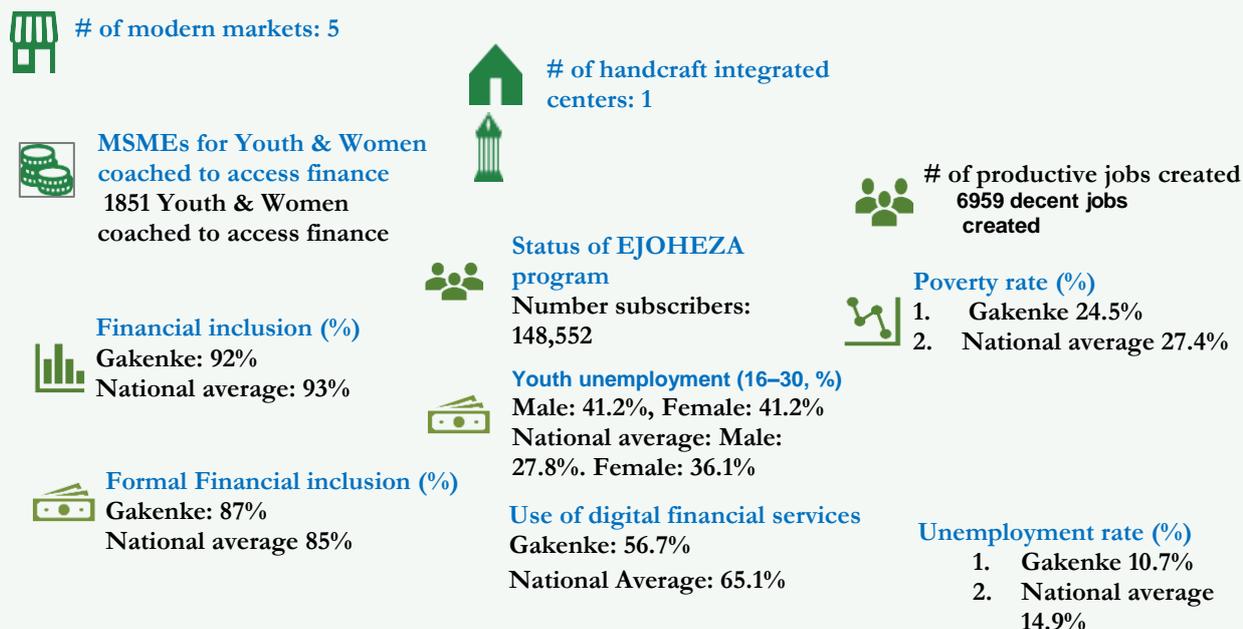
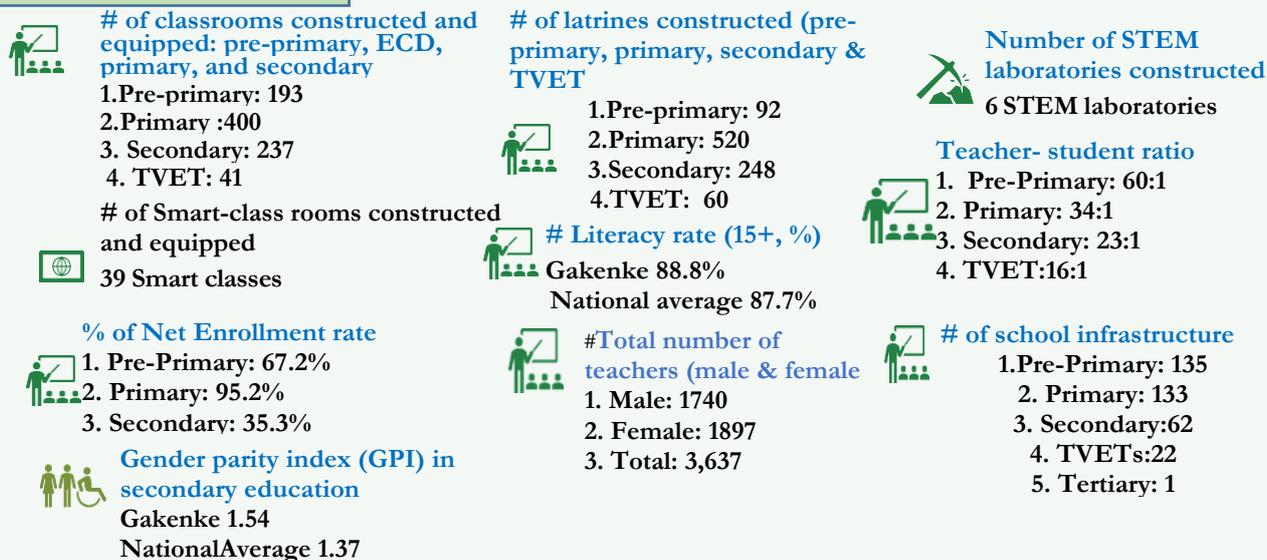


Figure 4: Social transformation pillar

Education statistics



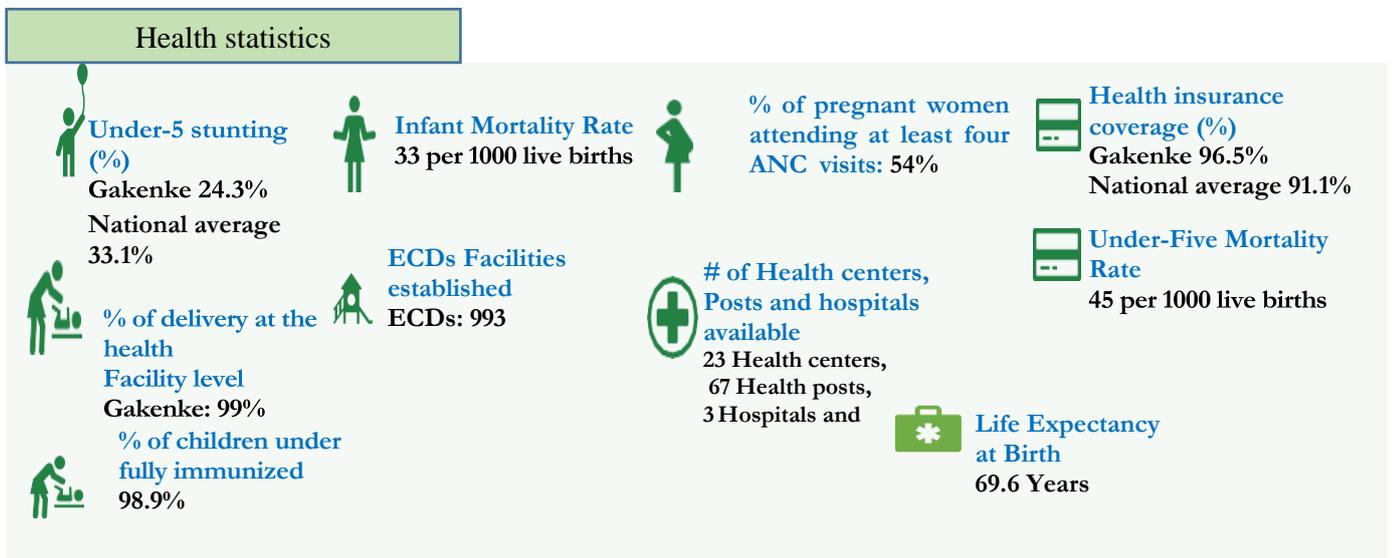


Figure 5: Transformational Governance Pillar

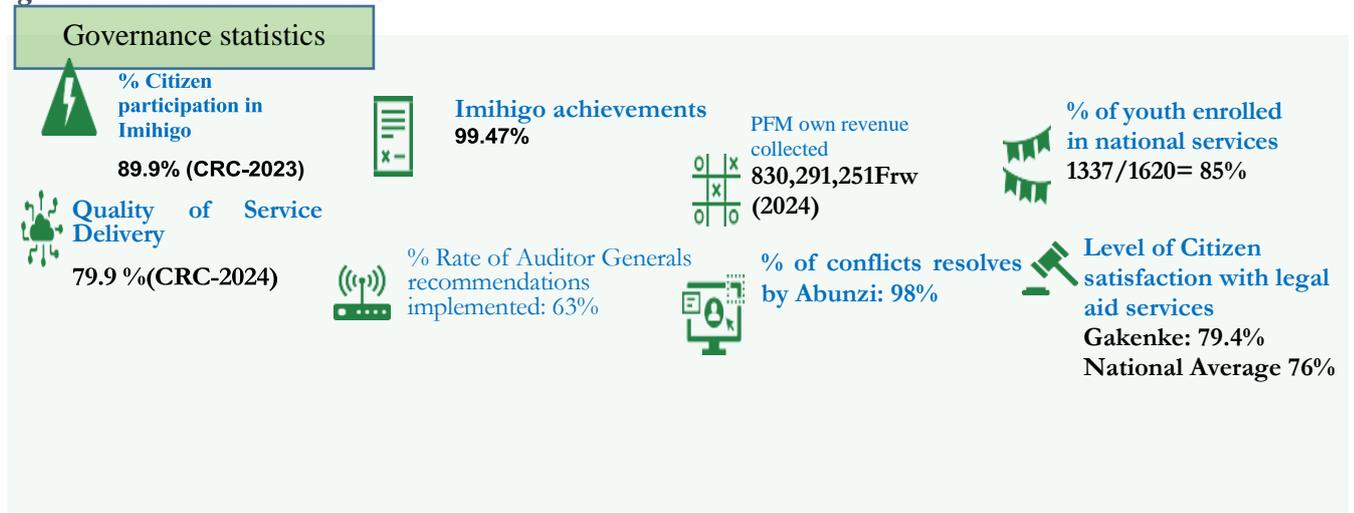


Figure 6: Mainstreaming Cross cutting issues



2.2.3. Own Source Revenue Generation

Gakenke District is actively working to strengthen its local revenue collection, achieving a significant milestone of generating 830,291,251 Frw in own-source revenues by June 2024. This progress is the result of targeted initiatives such as updating taxpayer databases, conducting routine fiscal inspections, and running taxpayer education campaigns to boost compliance and revenue generation. The district's revenue primarily comes from local taxes, including property tax, rental income tax, trade licenses, and administrative service

fees. These efforts are essential to improving fiscal sustainability and financing critical development programs within the district.

Table 2: Own revenue collected trends analysis

Financial years	Target	Collection	Surplus/Deficit	Increase/Decrease
2017/2018	635,096,784	761,088,333	125,991,549	20%
2018/2019	703,110,017	733,232,794	30,122,777	4%
2019/2020	905,588,563	800,710,669	(104,877,894)	-12%
2020/2021	811,352,701	745,073,152	(66,279,549)	-8%
2021/2022	910,588,163	917,182,384	6,594,221	1%
2022/2023	1,011,588,400	1,044,384,760	32,796,360	3%
2023/2024	978,733,958	830,291,251	(148,442,707)	-15%

Source: Annual financial reports 2017/2018-2023/2024

2.3. District challenges and opportunities

Gakenke District is strengthening its local revenue collection through improved fiscal management, including updated taxpayer databases, routine inspections, and taxpayer education to enhance compliance and increase revenues. With abundant natural resources, a strategic location, and a dynamic workforce, the district has strong potential for inclusive growth, investment, and job creation across agriculture, mining, tourism, and service

Table 3: Key challenges and opportunities

Area	Key Challenges	Opportunities
Agriculture	<ul style="list-style-type: none"> • Limited number of agro-processing facilities • Adverse effects of climate change • Coffee plantations with old Coffee trees • Marshlands not developed 	<ul style="list-style-type: none"> • Gakenke District offers strong agribusiness opportunities with high-value and staple crops, as well as livestock farming. Existing of large marshlands favorable to the agriculture development.
Private Sector Development and Youth Employment	<ul style="list-style-type: none"> • Underdeveloped private sector in hospitality, mining and tourism • Limited number of stopovers • Market in poor conditions • Limited investment in off farm jobs 	<ul style="list-style-type: none"> • Mineral Resources: Availability of valuable minerals such as clay, coltan, wolframite, beryllium, lithium, cassiterite, stones, and sand. The mining resources support the construction and extractive industries; • Arts and Crafts Development: Local skills in tailoring and handicrafts provide opportunities for youth and women-led small and medium enterprises (SMEs). Potential for developing a vibrant arts and crafts sector; • Coffee Sector Investment: Growing private investment interest in coffee which can lead to enhanced exports and job creation. • Eco-Tourism or Adventure Tourism: Scenic landscapes and cultural heritage sites provide opportunities for tourism development.
Transport	<ul style="list-style-type: none"> • Poor condition of feeder roads • Limited public transportation 	<ul style="list-style-type: none"> • Infrastructure and Trade: Strategic importance of the Kigali-Musanze tarmac road for improving regional trade and market access to key

	access to administrative centres	<ul style="list-style-type: none"> destinations (Kigali, Musanze, Rubavu, Uganda, and DRC). • The budget for erosion control is also allowed to prevent roads damages; • Through supporting budget from RMF and RTDA, rehabilitation and maintenance of roads in the district are going on. • B2P is a partner of district in construction and maintenance of suspended bridges • Gakenke urban roads under upgrading is an advantage to attract the investors and facilitate urban transportation
Energy	<ul style="list-style-type: none"> • Heavy reliance on firewood for cooking (96.6%) • Limited electricity coverage 	<ul style="list-style-type: none"> ▪ Gakenke District has several opportunities in the energy sector, these include ▪ Hydropower Potential: Nyabarongo 2 hydro power plant Project under construction will contribute to increase the quantity of electricity produced and connection (43.5MW). ▪ Electrification projects (On and off grid): Upgrading and extension of Medium and low voltage lines and electrification of off grid projects.
Water and Sanitation	<ul style="list-style-type: none"> • 250 kms of water supply networks in need of rehabilitation due to damage • Lack of landfill/waste transfer station 	<ul style="list-style-type: none"> • The water and sanitation sector benefits from a clear legal framework and strong community willingness to engage in managing and maintaining infrastructures, supporting sustainable development and service delivery. • District continues to work closely with partners like WASAC, Medicus Mundi and MININFRA and others partners in domain of implementation of water projects; • Private water operators will maintain water taps in all sectors to ensure all households and productive uses are supplied with sufficient clean water on time.
Urbanization and Rural Development	<ul style="list-style-type: none"> • Inefficient water harvesting practices • 38.2% of the population reside in scatted and high-risk areas 	<ul style="list-style-type: none"> ▪ Availability of approved District Master plan ▪ Urban Development: The district aims to improve and upgrade urbanization by expanding infrastructure, including roads, water supply, and energy access. ▪ Rural Settlement Planning: Efforts are being made to enhance rural settlement by promoting organized housing and sustainable land use
Health	<ul style="list-style-type: none"> • High rates of child stunting (24.3%) • Old health facilities infrastructures 	<ul style="list-style-type: none"> ▪ Healthcare Infrastructure Development: The district is covered by 3 hospitals, 23 health centers and 67 health posts which are enough to provide quality health services to the population. 993 ECDs are operational in the district to fight against malnutrition and preventing the stunting; ▪ District plan to eliminate malnutrition (DPEM) aiming to coordinate all activities related to fight against malnutrition and stunting all decentralized levels.

		<ul style="list-style-type: none"> Community Health Programs: There is a focus on strengthening community-based healthcare, including maternal and child health services, disease prevention, and health education. Strengthened health data management systems.
Social protection	Vulnerable households (poverty rate: 24.5%)	<p>Graduation strategy will be guiding the district and its stakeholders to implement the graduation strategy related interventions.</p> <p>Availability of District partners through JADF</p>
Education	<ul style="list-style-type: none"> The Net Enrollment Rate in pre-primary remains is low 67.2% Insufficient children with Special Education Needs (SEN) enrolled at pre-primary level. Overcrowding issues (Source: School census report 2022/2023). High number of students drop out in secondary education Low level of digitalization in primary and secondary education Old and insufficient school infrastructures and equipment 	<p>Infrastructure Development: The district plans to construct 488 classrooms and 338 latrines over the period of DDS 2024-2029.</p> <p>Digital Learning Expansion: With Rwanda's push for ICT integration in education, Gakenke can benefit from expanding smart classrooms and digital learning tools.</p> <p>Teacher Training & Capacity Building: Strengthening teacher training programs can enhance the quality of education and improve student performance</p> <p>School feeding program in all education levels (pre-primary, primary, secondary and TVETs) is an opportunity for all learners to attend schools and preventing them against drop out.</p> <p>Strengthened school's data management systems.</p>
Governance and Decentralization	<ul style="list-style-type: none"> Substandard office buildings and equipment for sectors and cells 	Gakenke District has the opportunity to strengthen local governance by leveraging decentralization, improved infrastructure, and digital systems to enhance service delivery, accountability, and inclusive decision-making.
Sports and Cultural Activities	With only one YEGO center and one ICPC/Agakiriro currently operational, there remains a significant shortfall of 18 YEGO centers and 18 ICPCs needed to meet community demand.	<ul style="list-style-type: none"> Availability of space for sport facilities, Availability of partners through JADF and PSF; Different sport, youth and cultural competitions in place.

Source: Gakenke District LED strategy 2016/2017

2.4. Stakeholders' analysis

Effective implementation of the Gakenke DDS 2024–2029 depends on strong collaboration among government, private sector, development partners, and communities. Currently, 56 development partners are actively engaged through the Joint Action Development Forum (JADF), and more are expected to join, enhancing the impact of district-wide development initiatives.

Table 4: List of Gakenke district stakeholders and their role in the DDS implementation

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

Note: The detailed list of Gakenke district stakeholders is attached in the annexes

III. STRATEGIC FRAMEWORK

3.1. DDS Strategic Orientation

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

3.1.1. Vision and Mission

Vision: The district's vision is **“to become a vibrant agro-processing and mining hub with improved infrastructure facilities”**.

Mission: Gakenke district's mission is **“Increase agriculture, livestock production and improve mining exploitation in partnership with private sector”**

Goals: **To fulfill its mission, the district has set four key goals, each accompanied by priority interventions tailored for different sectors.**

- Development of agro-business and mining value chains,
- Enabling hard and soft infrastructures.
- Capable and skilled Rwandan with quality standard of living, stable and secured society.
- Capable and united society that is built on Rwanda culture and values

3.1.2. District Objectives

The district's goals will be achieved through the following key objectives:

1. Develop and increase agriculture production and productivity with improved value chains of coffee, pineapple, banana and pigs.
2. Increase mining production by using modern machines and skilled labor force with improved natural ecosystems.
3. Extend road infrastructure network and keep them well maintained.
4. Improve urbanization and rural settlement
5. Extend water supply facilities by and keep them well maintained
6. Extend energy supply facilities (off grid, on grid) and keep them well maintained.
7. Enhance quality of health, education and tailored infrastructures

8. Develop soft infrastructure (ICT) to connect public offices and business centers
9. Increase access to finance service and automation of financial institutions.

3.2. Pillars, priorities setting and innovation

Figure 7: Pillar and priority alignment for DDS

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

The district development priorities were grouped by **Pillar, Sector, Priorities, outcomes, output and interventions** in a clear text-based format, simulating a 3D matrix structure: More details were provided in Annex 2 (DDS 2024-2029 Implementation plan) for clearly precision that will guide the implementation. Each priority intervention in matrix form has targets indicator, for each fiscal year and baseline to easy the monitoring and evaluation. To realize its vision of inclusive and sustainable development, Gakenke District has set strategic objectives focused on economic growth, infrastructure development, human capital advancement, and social cohesion. These objectives aim to transform the district across multiple sectors in alignment with Gakenke district mandate, NST2 and Vision 2050 addressing both medium- and long-term goals.

Boost Economic Transformation through Agro-Business and Mining Development

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

Expand and Modernize Hard and Soft Infrastructure

- Upgrade the district’s road network coverage, improving quality, accessibility, and maintenance to boost trade and mobility.
- Promote urbanization and planned rural settlement by developing infrastructure, public services, and residential facilities to improve living standards and attract investments.
- Ensure 100% household access to clean and reliable water by expanding water supply systems and maintaining infrastructure.

- Increase energy access through on-grid and off-grid solutions, targeting full district coverage with sustainable and well-maintained systems.
- Strengthen ICT infrastructure to support digital transformation in public administration and local businesses, enabling e-governance and digital service delivery.
- Expand financial inclusion by improving access to banking services, promoting digital finance, and streamlining financial institution processes.

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

- Advance access to quality education, healthcare, and social protection services to enhance overall well-being.
- Promote vocational and technical training to build a capable workforce aligned with market demands.

Foster a Cohesive and Values-Driven Society

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

These objectives will serve as the foundation for the 2024–2029 District Development Strategy, driving Gakenke’s continued transformation into a prosperous, inclusive, and resilient district. The Three core pillars and crossing cutting areas guiding Gakenke’s strategic direction include:

Economic Transformation: Enhance agricultural productivity and sustainability in Gakenke District by promoting agro-processing, value addition, agribusiness development, and private sector investment. Strengthen value chains, improve market access, financial inclusion and increase employment opportunities through local entrepreneurship, SMEs and cooperative models. Improve access to reliable and climate-resilient infrastructure, including road networks, energy, water supply, sanitation, housing and ICT connectivity. Develop integrated transport systems to enhance citizen mobility, service delivery, and local economic integration.

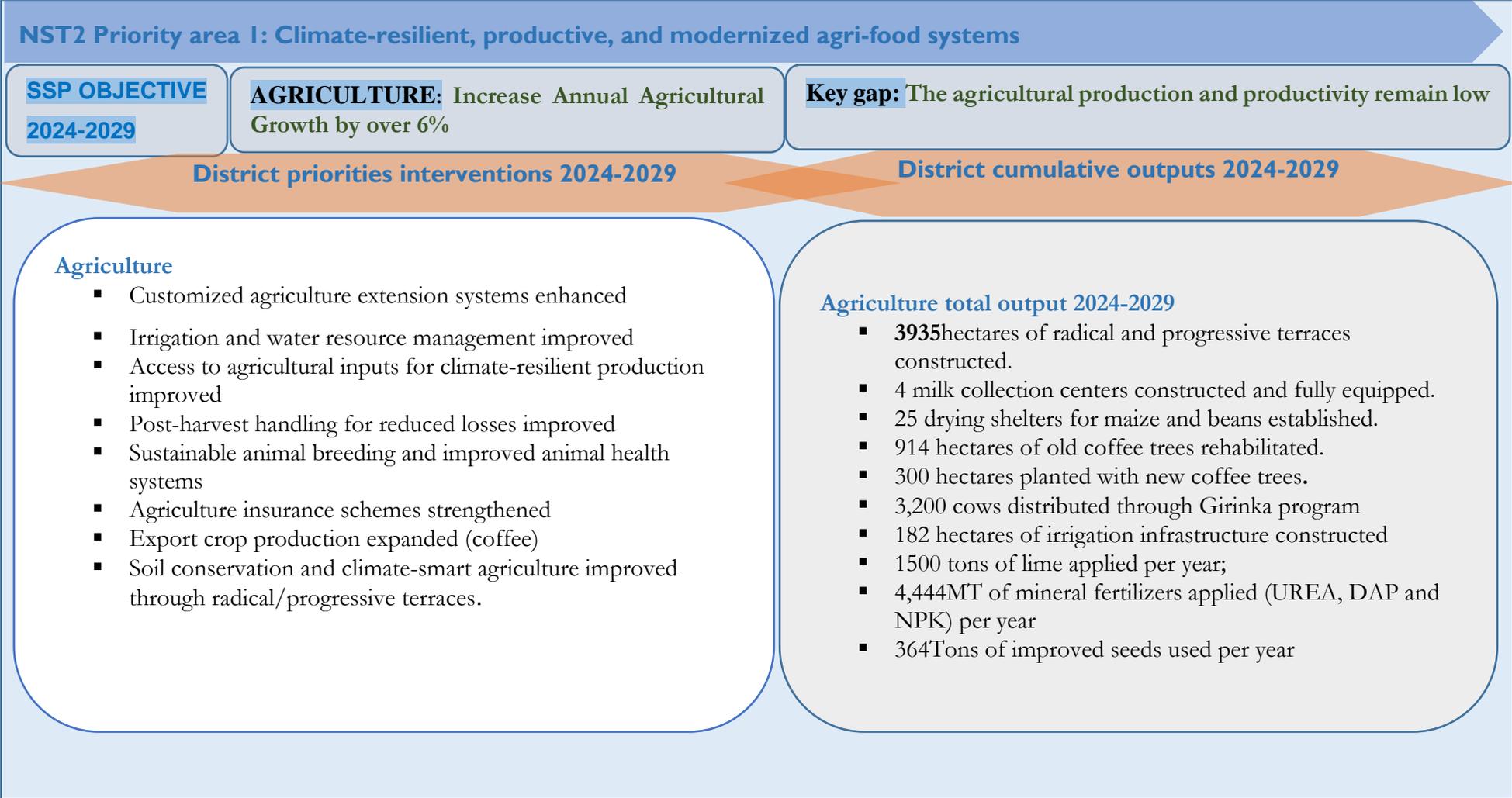
Social Transformation: Expand access to quality education, healthcare, and social protection to improve human capital and the overall well-being of citizens. Strengthen community resilience against natural shocks and disasters and promote equitable access to basic services for vulnerable populations.

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

Cross-cutting areas: Mainstream cross-cutting areas across all sectors, including gender equality, capacity development, youth empowerment, environmental sustainability, disability inclusion, disaster risk reduction, and climate change adaptation. These priorities ensure inclusive development and that no one is left behind in the district’s transformation journey.

3.2.1. Economic Transformation pillar

Figure 8: Priority Areas under the Economic Transformation Pillar



NST 2 Priority area 2: Building resilience to climate change and sustainable management of the environment and natural resources

SSP
OBJECTIVE
2024-2029

ENVIRONMENT AND NATURAL RESOURCES: Natural resources sustainably managed and Increased mining revenues for export

KEY GAPS: include overexploited and low-productivity forests, degraded and steep-slope landscapes, poor maintenance of protective infrastructure, low adoption of agroforestry, and increasing vulnerability to climate change impacts and natural disasters.

District priorities interventions 2024-2029

Environment and natural resources

- Water resource management improved
- Plant agroforestry trees on all agricultural lands to increase their productivity
- Maintain and protect the infrastructures on Mukungwa and Nyabarongo catchments
- Construction of irrigation and drainage infrastructures in Gaseke marshland.
- Rehabilitation of degraded wetlands and ecosystems

Industry and Mining

- Efficiency in mining site exploitation increased
- Skills of mining cooperatives improved
- Markets and value addition for local products expanded
- Rehabilitation of exploited mining and quarries sites on due time for the environment, human protection and biodiversity safeguard;

District cumulative outputs 2024-2029

Environment and Natural Resources (2024–2029)

- 18,065 Ha of agroforestry and 25,000 fruit trees planted.
- 12,265 hectares of forest trees rehabilitated and maintained.
- 195 kms along Mukungwa and Nyabarongo catchment rivers protected.

Industry and mining Sector (2024–2029)

- 100% of mining companies have the licenses and comply with the mining regulations (zero illegal mining)
- 100% of mining companies apply the Eco-friendly mining practices aligned with the green economy
- 100% of mining and quarry sites rehabilitated to protect environment and biodiversity.
- 100% agro- processing plants have access to appropriate markets
- 10 new agro- processing plants are certified by Rwanda standard Bureau and Rwanda Food and Drug Authority (RSB RFDA)
- 100 people trained in agro- processing and Mining

NST 2 Priority area 5: Enhanced transport connectivity for economic growth and trade
NST2 Priority area 4: High-end, eco-friendly, and diversified tourism

SSP
OBJECTIVE
2024-2029

Transport Infrastructure: Improved quality of the road network and trade supporting infrastructure
TOURISM: Increased sector contribution to exports

Key gaps: District’s hilly terrain makes it highly susceptible to natural disasters such as landslides and flooding, which frequently damage roads and hinder connectivity. 38.2% of the population in isolated or high-risk areas
Key gaps: Limited tourism activities across the district to create jobs and diversifying the economic opportunities

District priorities interventions 2024-2029

District cumulative outputs 2024-2029

Transport Infrastructure

- District roads constructed, rehabilitated, and maintained
- Trade-supporting infrastructure improved (e.g., car parks)
- Upgrading of urban road networks in Gakenke

Tourism

- Decent and productive jobs created through hospitality services
- Cultural and creative industries promoted
- Traditional cultural practices (music, dance, folklore) enhanced
- Organize the professional training courses in hotels and tourism services

Transport Sector (2024–2029)

- 69.5kms of Giticyinyoni -Muhondo Kirenge -Ruli-Rushashi-Gakenke tarmac road constructed,
- 41.75 Kms Gicuba-Janja-Kinoko - Mubuga- Nyabitare armac road constructed
- 19.6 kms Kaziba-Muzo-Janja tarmac road constructed
- 22 Kms Kaziba-Mataba-Muvumba tarmac road constructed
- 1 Car park constructed
- 342.65 kilometers of roads rehabilitated.
- 15 concrete or arc stone bridges constructed or rehabilitated.
- 20 suspended bridges will be constructed or rehabilitated.
- 7 kilometers of tarmac roads constructed in urban areas

Tourism (2024-2029)

- 2 guest houses constructed and equipped.
- 1 hotel constructed and equipped.
- 2 tourism sites developed
- 2234 tourist visited tourism sites and coffee-based tourism

NST 2 Priority area 6: Enhanced transport connectivity for economic growth and trade

SSP

OBJECTIVE

2024-2029

Urbanization: Increased access to decent housing and enhanced resilience of communities

Energy: Increased spatial access to electricity countrywide

Key gaps include 38.2% of the district population living in scattered or high-risk areas outside planned settlements, and the absence of detailed physical plans to guide and promote organized settlement development.

Key gaps: 1) 12% of households are not connected to electricity

District priorities interventions 2024-2029

Urbanization and Settlements

- Detailed physical plans elaborated and implemented
- Planned settlement sites developed
- High-risk zones vacated, and communities resettled
- IDP model villages constructed and greened

Energy

- Households and productive uses connected to electricity (on-grid and off-grid)
- Clean and efficient cooking technologies scaled up

District cumulative outputs 2024-2029

Urbanization and Rural Settlement (2024–2029)

- 5 detailed physical plans for urban and rural settlements developed and executed.
- 4 IDP model villages established within standards
- 100% of new households settled in planned Settlement sites from high risk zones and Scattered Settlement

Energy Sector (2024–2029)

- 100% productive uses connected to electricity
- 100% households connected to electricity
- 100% households use clean and efficient cooking technologies

NST 2 Priority area 8: Increased access to water for economic development and sanitation and hygiene service for improved wellbeing: NST 2 Priority area 9: Digital transformation

SSP

OBJECTIVE

2024-2029

Water and sanitation: Increased access to drinking water and to sanitation services
Digital Transformation: Increased digital literacy and digital skills development for a globally competitive workforce

Key gaps: Mismanagement of solid and liquid waste due to lack of sanitary landfills. 2. Insufficient of water supply infrastructure such as water pipes to remote rural and urban areas and ensure access to both male and female headed households. **Key gaps:** Low digital literacy among population which limit globally competitive workforce

District priorities interventions 2024-2029

District cumulative outputs 2024-2029

Water and Sanitation

- Drinking water supply systems constructed and rehabilitated
- Damaged water points maintained
- Access to safe water increased in village
- Construction of waste transfer stations in urban and rural areas
- Construction, rehabilitation, upgrading of hygiene and sanitation facilities at public and private institutions;
- Construct new hygiene and sanitation facilities to the vulnerable Household;
- Conduct regular monitoring to increase hygiene and sanitation practices at household and public places levels

Digital Transformation

- Number of citizens with digital literacy increased
- Farmers, youth, and vulnerable groups trained in digital skills
- Public infrastructure (schools, health centers) connected to internet

Water and sanitation Sector (2024–2029)

- 46 water supply systems rehabilitated,
- 250 km of new water supply infrastructure constructed
- 100% of public places with access to hygiene and sanitation facilities and connected to clean water
- 100% of households with access to hygiene and sanitation facilities
- 100% of villages with access to clean water
- 5 Waste Transfer Stations constructed

Digital Transformation Sector (2024–2029)

- 100% of public institutions connected to 4G internet (schools, health facilities, sectors and cells)
- 95% of households owning a cell phone
- 30% of households owning smartphones
- Digital literacy increased by 100%

NST2 Priority area I0: Creation of productive and decent jobs

NST2 Priority area I1: Resilient and broadened financial sector for private sector growth

SSP

OBJECTIVE

2024-2029

PSDYE: Increased productive and decent jobs by 1.25 million (250,000 jobs annually)

FINANCIAL SECTOR: Increased productive and decent jobs by 1.25 million (250,000 jobs annually)

Key gaps: 24.5% of the population living in poverty according to the latest data from the EICV7. **Key gaps:** include low subscription to long-term saving schemes, limited engagement of adults—particularly women—in both formal and informal banking (with only 86% coverage) and overall low savings levels across the population.

District priorities interventions 2024-2029

Private Sector development & Youth employment

- Job-creating infrastructure projects initiated (markets, commercial complexes...)
- Decent and productive jobs created through economic opportunities

Financial Sector

- Access to financial services, savings, and loans increased
- Long-term savings schemes promoted (e.g., Ejo Heza)
- Financial literacy and banking culture enhanced
- Recovery of VUP/FS loans for reinvestment

District cumulative outputs 2024-2029

PSD and Youth Employment (2024–2029)

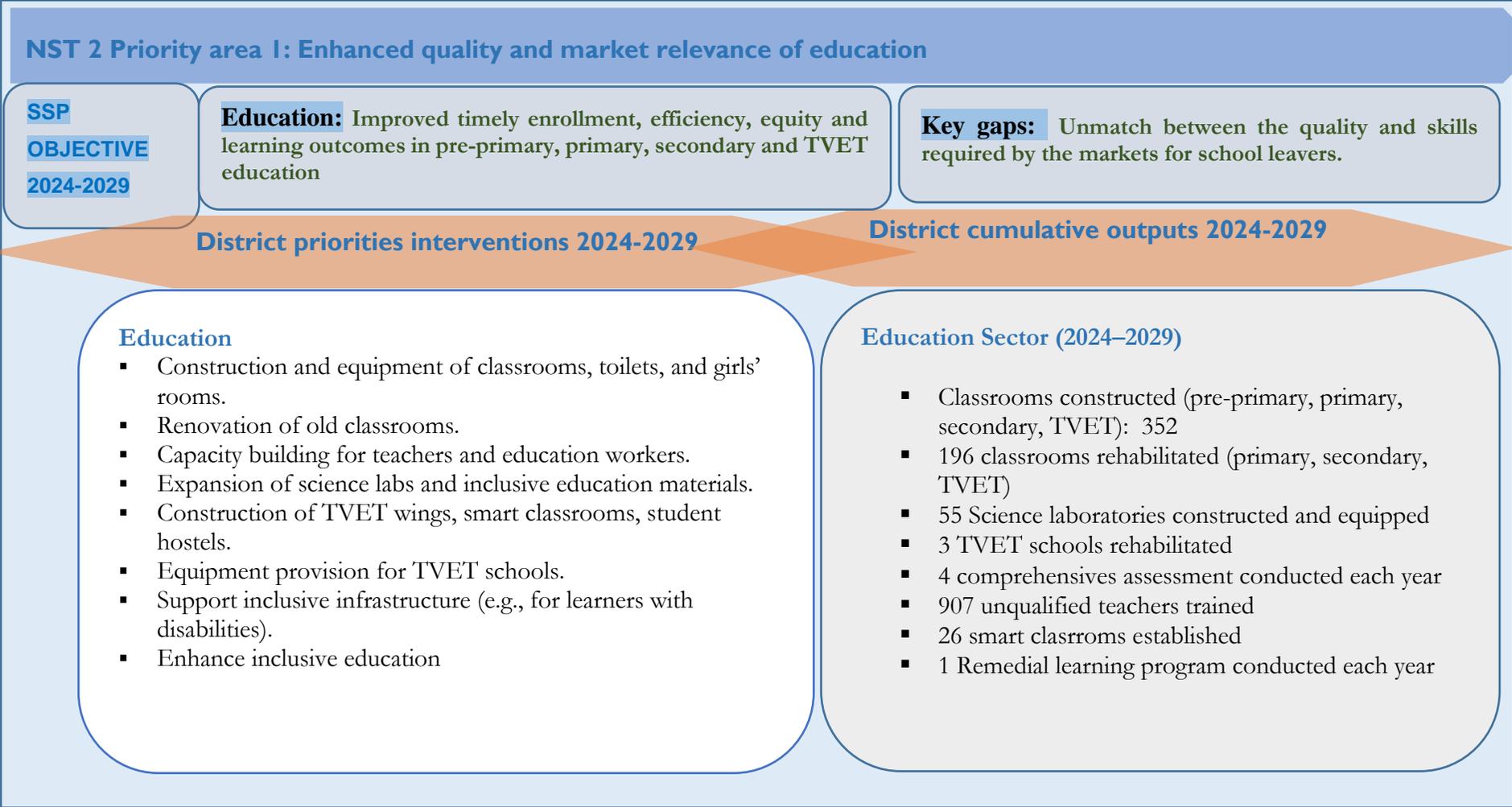
- 2 commercial complexes constructed.
- 7,000 Job created per year,
- 2 new markets constructed.
- 5 existing markets rehabilitated.
- 5 public facilities (slaughterhouses, and Agakiriro) rehabilitated and maintained.
- 3 Integrated Craft Production Centers (Agakiriro) established

Financial Sector (2024-2029)

- At least 20,000 new enrolled in long-term savings schemes (ejo heza) across the district per year.
- 100% households work with banks and other formal financial institutions
- 30,000 beneficiaries trained in financial literacy, with at least 50% being women and 40% youth
- At least 85% VUP Financial Services (FS) loans recovered loans annually;
- 100% of recovered funds reinvested.

3.2.2. Social Transformation Pillar

Figure 9: Priority Areas under the Social Transformation Pillar



NST 2 Priority area 2: Increased graduation from poverty and increased resilience

SSP OBJECTIVE

2024-2029

Social protection: Enhanced empowerment of households to sustainably graduation out of poverty

Key gaps: 24.5 % of the population living in poverty

District priorities interventions 2024-2029

Social Protection

- Economic empowerment of extremely poor households.
- Construction/rehabilitation of houses for vulnerable populations, including Genocide survivors and people with disabilities.
- Provide socio-economic support for genocide survivor
- Implementation of graduation strategy
- Effective and efficient disaster risk management and resilience to shocks
- Handling of Human security issues
- Reintegrating people from rehabilitation centers

District cumulative outputs 2024-2029

Social Protection Sector (2024–2029)

- 228 houses constructed for vulnerable households
- 1085 houses rehabilitated for vulnerable households
- 15000 households supported, with tracking of graduation milestones
- 26 houses for genocide survivors constructed
- 100 houses for genocide survivors rehabilitated
- 15,000 beneficiaries for VUP/Classic Public Works (CPW) enrolled, with at least 60% being female-headed households with young children.
- 15,000 eligible vulnerable households supported with small livestock
- Percentage of district disaster management plan implemented at 100%
- 100% people from rehabilitation centers receiving reintegration package (psychosocial support & economic support) %

NST 2 Priority area 3: Enhanced quality of health, strengthened health systems and reduced stunting

SSP OBJECTIVE

2024-2029

HEALTH: Enhanced quality of health, strengthened health systems and reduced stunting

Key gaps: Insufficient skills on infant and under 5 years mortality causes by parents (both mothers and fathers, Family conflicts); insufficient of health care providers, facilities, materials and equipments.

District priorities interventions 2024-2029

Health

- Construction and rehabilitation of health posts, health centers and hospitals.
- Upgrading the health posts
- Increase in ANC/postnatal care and facility-based deliveries.
- Expansion of health insurance coverage (CBHI).
- Medicalized health centers
- Improve nutrition among the children under 5 years

District cumulative outputs 2024-2029

Health Sector (2024–2029)

- Nemba and Ruli hospitals rehabilitated
- Gatonde hospital extended
- 6 Health centers rehabilitated
- 10 Health posts rehabilitated
- 2 Health posts upgraded into health centers
- Community based health insurance covered at 100%
- 2 health centers medicalized
- Children Stunting reduced from 24.3% to 15%

NST 2 Priority 4: High-end, eco-friendly, and diversified tourism

**SSP
OBJECTIVE
2024-2029**

YOUTH, SPORT AND CULTURE: Increased participation in sports activities boosts Rwandans' health, wellness and incomes

Key gap: Insufficient of sport facilities which limit the Youth talent, sport and leisure opportunities

District priorities interventions 2024-2029

District cumulative outputs 2024-2029

Youth, Sport, and Culture

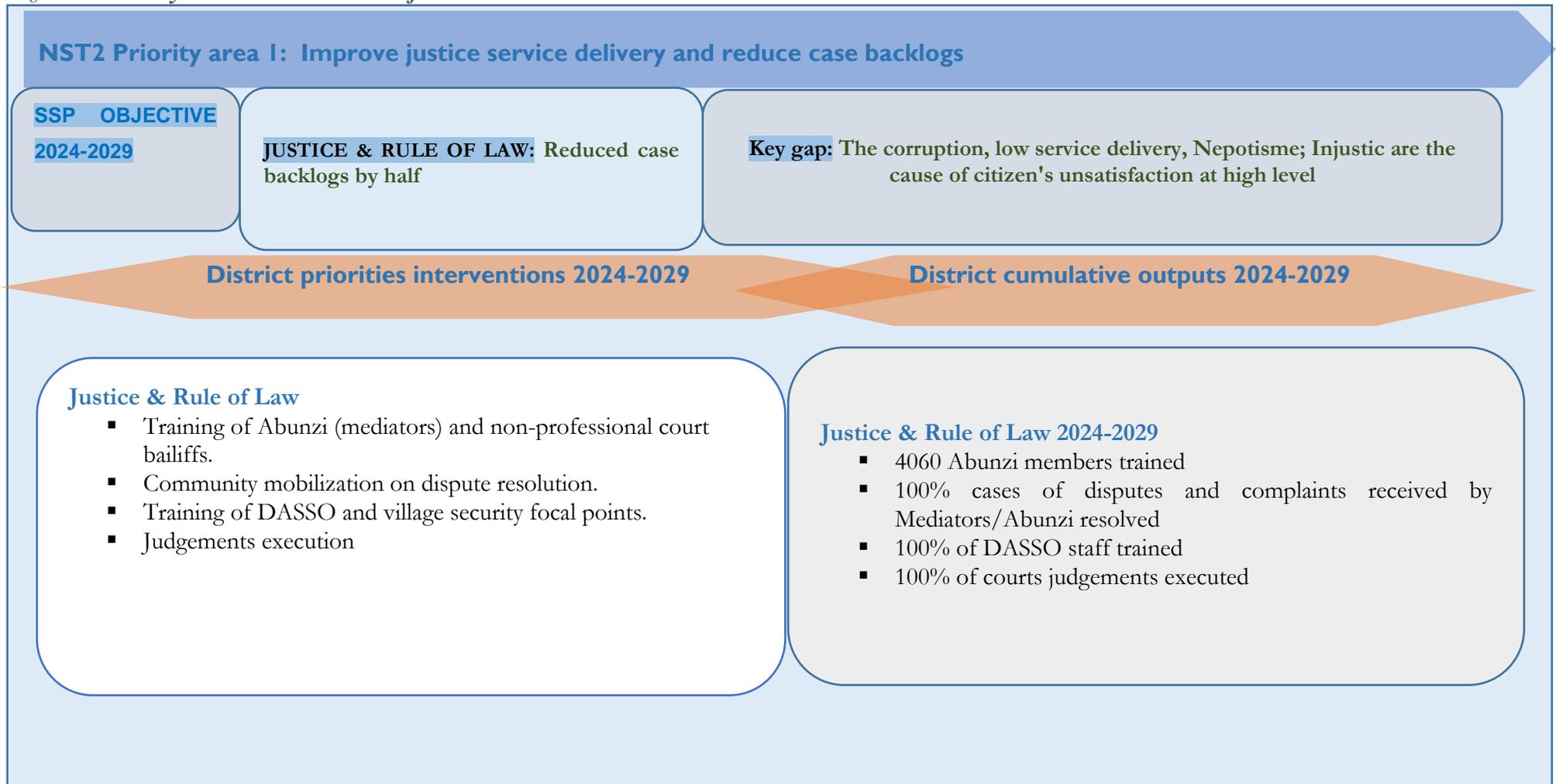
- Develop Inclusive Sports Infrastructure to Encourage Mass Participation Promote Inclusion and Talent Development in Sports
- Foster Community Engagement and Public-Private Partnerships in Sports
- Promote sporting activities for Persons with Disabilities nationally and internationally, by expanding sponsorship available to competing teams and individuals
- Promoting unity and resilience

Youth, Sport, and Culture 2024-2029

- Construction of 1 inclusive sports complex (stadium plus pitch)
- Establishment of 2 Integrated Craft Production Center (ICPCs) for youth
- 5000 young talents identified and supported (10% people with disabilities and 50% female)
- Community football playground upgraded
- 19 Sports facilities upgraded
- Buranga District Genocide Memorial Site upgraded
- 2 genocide monuments constructed

3.2.3. Transformational Governance Pillar

Figure 10: Priority Areas under the transformational Governance Pillar



NST2 Priority area 2: Strengthen local government institutional, organizational, and human resource capacities for effective coordination and collaboration and implementation of citizen-centered service delivery

SSP

OBJECTIVE

2024-2029

GOVERNANCE AND DECENTRALISATION: Quality and inclusive services are delivered on due time and sustained
PFM: Enhanced transparency and accountability and compliance of PFM laws

Key gap: Main cells and sectors offices are damaged as it is difficult for public servants to provide quality services on due time

Key gap: Low own revenues collected per year

District priorities interventions 2024-2029

District cumulative outputs 2024-2029

Governance and Decentralization

- Recruitment and training of new staff at cell, sector and district levels.
- Acquisition of ICT equipment.
- Construction and renovation of administrative offices.
- Enhancing service delivery across all services

Public Finance Management

- Monitoring of district revenues and taxes.
- Peer reviews and audits across NBAs.
- Increase the implementation rate of audit general's recommendations at least 80% per year;
- Improving the financial and resources management both at the district and Non-budget agencies levels

Governance and Decentralization (2024–2029)

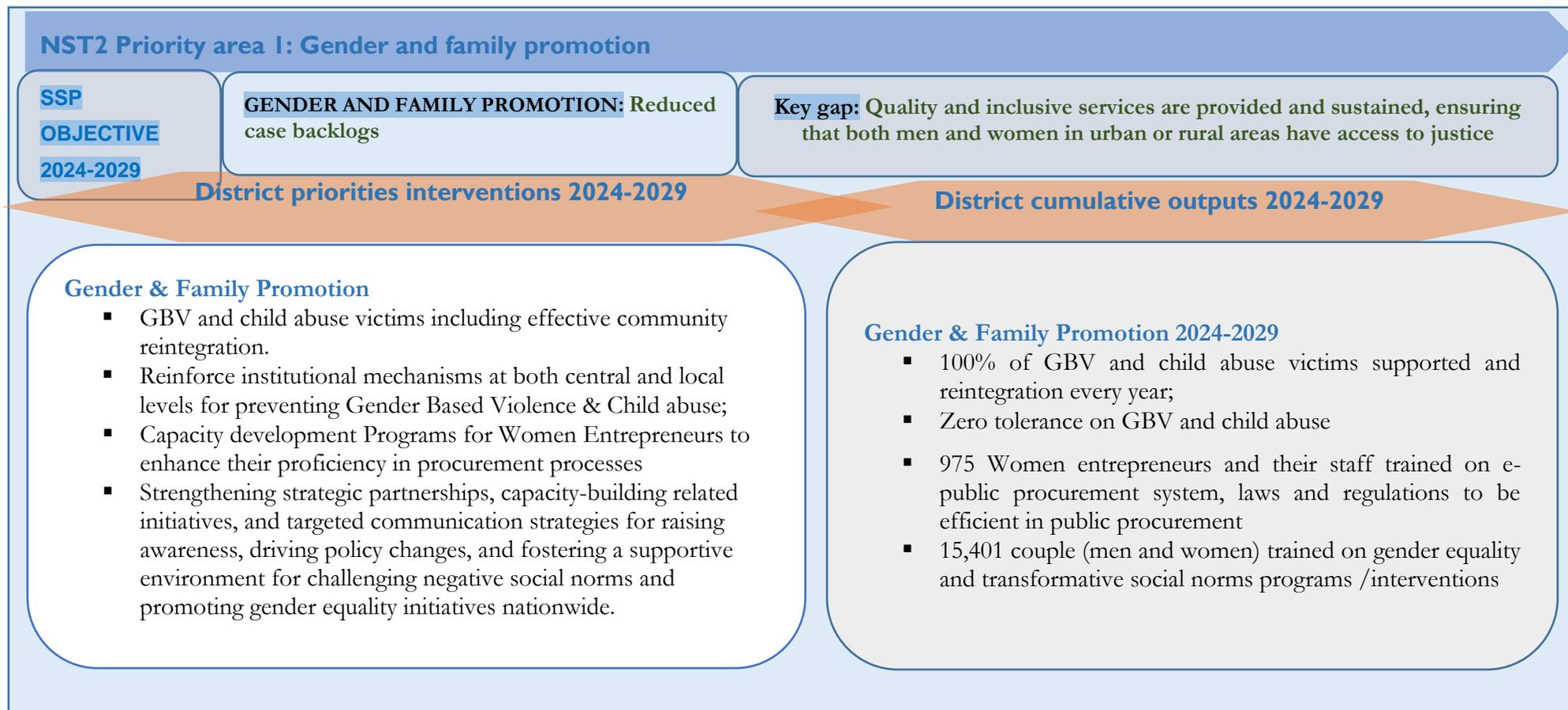
- 42 Cells and 5 sector offices rehabilitated
- 564 computers distributed to cells and sector offices distributed (100% coverage for cells and sectors).
- 100% of new recruited public servants trained in their duties every year
- Service delivery increased from 77.7% to 90%

Public Finance Management 2024-2029

- 5,249,094,127 Frw of own revenues collected
- 80% of Auditor general's recommendation implemented per year
- Clean audit per year in financial, compliance and value for money

3.2.4. Cross-Cutting Areas

Figure 11: Priority Areas under the Cross-cutting Areas



Note: Detailed NS2 priority areas, SSP outcomes, Outputs and Interventions of the DDS 2024-2029 are captured in the annexes.

IV. IMPLEMENTATION FRAMEWORK

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

4.1. Implementation framework matrix

This section outlines the monitoring and evaluation (M&E) approach that will guide the regular tracking and assessment of the District Development Strategy (DDS) implementation in Gakenke District. The M&E framework ensures systematic data collection, reporting, and analysis to inform timely decision-making and improve accountability throughout the strategy period.

The implementation of the Gakenke District Development Strategy (2024–2029) adopts a Results-Based Management (RBM) approach, ensuring that all interventions are designed to achieve clear, measurable, and sustainable outcomes. This strategic plan provides a structured roadmap to deliver short-, medium-, and long-term results across all pillars, promoting inclusive development, resilience, and socio-economic transformation within the district.

The **Implementation Framework Matrix (Annex 3)** further details the expected results, priority actions, responsible institutions, timelines, and performance indicators, offering a practical tool to guide implementation and performance monitoring. This results-oriented approach ensures that Gakenke District not only fulfills its developmental mandate but also evolves into a model of local governance, community empowerment, and sustainable service delivery.

4.2. Sequencing of Interventions

The DDS outlines priorities, outcomes, strategic actions, indicators, and targets for the entire five-year period. Implementation should be captured through annual performance contract/Imihigo and action plans aligned with the DDS logical framework. Strategic interventions should focus on areas with multiplier effects to accelerate development across various sectors.

4.3. Coordination

4.3.1. District Leadership

The successful realization of the DDS relies heavily on the leadership of the district’s governance organs. At the top, the District Council, as the highest decision-making body, will provide strategic oversight, policy direction, and approval of plans and budgets. The District Executive Committee, supported by the District Management Team and Sector Executive

Secretaries, will be responsible for coordinating and driving the day-to-day implementation of strategic priorities.

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

4.3.2. Technical Management and Administration

The effective implementation of the DDS will be anchored in a well-structured and professionally managed technical team. The District Planning and M&E Unit, in collaboration with sector departments and other support staff, will coordinate the daily operationalization of the strategy. These teams are responsible for planning, budgeting, monitoring, and reporting on the progress of interventions, and will ensure coherence across sectors. A strong emphasis will be placed on staff capacity development, performance-based management, and interdepartmental coordination to ensure efficient execution and continuous improvement.

4.3.3. Central Government Ministries and Agencies

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

4.3.4. Stakeholder Engagement and Collaboration

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

4.4. DDS cost and Financing

The estimated budget for implementing the Gakenke District Development Strategy (DDS) 2024–2029 is **294,572,010,695** FRW. This indicative projection outlines the total financial requirements over the five-year implementation period. A detailed breakdown of the budget, including sector allocations and financing sources, is provided in Annex 4. The summary of projected costs is as follows:

4.4.1. Summary of cost analysis

The Gakenke District 2024–2029 development budget allocates Frw 196.5 billion across key sectors, with the highest share going to transport (20.1%), followed by private sector development (12.6%) and agriculture (12.4%). Other significant investments include energy (7.9%), urbanization and settlement 4.7%), and water (2.8%), while smaller allocations support include natural resources 2.4%), youth, sports and culture (2.1%), financial services (1.3%), and ICT (0.5%). The budget reflects a strong focus on infrastructure, economic transformation, and service delivery.

The five-year budget analysis for Gakenke District (2024–2029) allocates a total of Frw 294.6 billion, with the Economic Transformation Pillar receiving the largest share at 67% (Frw 196.5 billion), emphasizing infrastructure, agriculture, private sector growth, and job creation. The Social Transformation Pillar follows with 31% (Frw 92.2 billion), supporting health, education, and social protection. The Transformational Governance duplicated as line 3) receives 1.4%, while Cross-cutting Areas like gender, environment, and disaster risk reduction receive the smallest allocation at 0.6%. This distribution reflects a strategic focus on economic growth while sustaining social development and inclusive governance.

The implementation cost of Gakenke District’s Development Strategy (2024–2029) will remain adaptable to shifting priorities, economic conditions, and resource availability. Funding will come from internal revenues, central government transfers, and development partners, with budget planning aligned to national cycles and annual priorities. Core mandates will be prioritized, while additional projects will be integrated based on available resources. The district is committed to transparent, efficient financial management and active collaboration with stakeholders to achieve its strategic goal. The Table 5 below summarize the budget allocation by sector and pillar

Table 5: Estimated budget for DDS by sector

N*	SECTOR NAME	2024-2025	2025-2026	2026-2027	2027-2028	2028-2029	TOTAL	%
I. Estimated budget for Economic transformation interventions								
1	Agriculture	6,819,404,136	7,058,460,706	7,258,265,731	7,464,634,686	7,798,221,786	36,398,987,045	12.4%
2	Natural resources	1,298,044,021	1,351,468,393	1,398,427,538	1,432,386,906	1,502,285,942	6,982,612,800	2.4%
3	Private sector development	6,904,785,042	6,993,563,517	7,222,598,883	7,844,048,126	8,226,208,617	37,191,204,185	12.6%
4	Financial services	735,778,767	766,061,652	792,679,811	811,929,222	851,550,548	3,958,000,000	1.3%
5	Transport	10,997,903,470	11,450,550,741	11,848,420,256	12,136,146,906	12,728,378,627	59,161,400,000	20.1%
6	Urbanization & rural settlement	2,557,937,299	2,663,215,850	2,755,753,967	2,822,674,606	2,960,418,278	13,760,000,000	4.7%
7	Energy	4,305,546,460	4,482,752,403	4,638,513,516	4,751,155,026	4,983,006,596	23,160,974,000	7.9%
8	Water	1,545,660,546	1,610,827,467	1,675,763,047	1,726,642,652	1,812,606,288	8,371,500,000	2.8%
9	ICT	264,850,613	275,751,227	285,332,688	292,261,698	306,523,774	1,424,720,000	0.5%
10	Youth, sport and culture	1,136,943,643	1,183,737,510	1,224,868,551	1,254,613,219	1,315,837,078	6,116,000,000	2.1%
TOTAL		36,566,853,997	37,836,389,466	39,100,623,988	40,536,493,047	42,485,037,534	196,525,398,030	67%
II. Estimated budget for Social Transformation interventions								
1	Sanitation and Hygiene	58,668,000	78,224,000	97,780,000	117,336,000	136,892,000	488,900,000	0.2%
2	Social protection	4,251,163,572	4,422,597,831	4,555,849,417	4,643,283,255	4,865,986,667	22,738,880,742	7.7%
3	Health	2,233,978,797	2,279,667,412	2,279,667,412	2,286,201,190	2,286,201,190	11,365,716,000	3.9%
4	Education	10,700,848,301	11,141,269,495	11,528,392,490	11,808,347,596	12,384,583,041	57,563,440,923	19.5%
TOTAL		17,244,658,670	17,921,758,738	18,461,689,319	18,855,168,041	19,673,662,898	92,156,937,665	31%

III. Estimated budget for Transformational Governance interventions								
1	Governance and justice	261,311,141	272,066,080	281,519,494	288,355,904	302,427,381	1,405,680,000	0.48%
2	PFM	494,015,592	512,197,800	526,756,755	531,946,257	556,833,597	2,621,750,000	0.89%
TOTAL		755,326,733	784,263,880	808,276,249	820,302,161	859,260,978	4,027,430,000	1.4%
IV. Estimated budget for Cross- cutting interventions								
1	Disaster risk reduction and management	223,224,645	232,412,034	240,487,599	246,327,592	258,348,130	1,200,800,000	0.41%
2	Gender and family promotion	60,034,379	62,505,250	64,677,105	66,247,722	69,480,544	322,945,000	0.11%
3	Capacity development	62,926,001	65,515,884	67,792,349	69,438,616	72,827,150	338,500,000	0.11%
TOTAL		346,185,025	360,433,168	372,957,053	382,013,930	400,655,824	1,862,245,000	0.63%
DDS total Budget		54,913,024,425	56,902,845,252	58,743,546,609	60,593,977,179	63,418,617,234	294,572,010,695	100.00%

4.5. MONITORING AND EVALUATION

4.5.1. Introduction to Monitoring and evaluation

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

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

To ensure the effectiveness of the M&E framework, the district will prioritize strengthening coordination and information sharing. A robust and functional Management Information System (MIS) will be maintained to support data collection, analysis, and reporting throughout the process.

Additionally, the Results Policy Matrices are detailed in Tables 1, 2, and 3 found in Annex 2. Further annexes also present the M&E framework for activities implemented by the district on behalf of various sectors.

4.5.2. Indicators, Data Collection and Reporting

To ensure effective implementation of the DDS 2025–2029, Gakenke District has selected key indicators aligned with program execution. These indicators define the type of data to be collected and reported, serving as vital tools for tracking both progress and outcomes of interventions.

The Result Matrices in the annexes form the core of the M&E framework, outlining performance (mainly output) indicators to be monitored regularly monthly, quarterly, or annually. Alongside these, the Priority Actions Matrices detail the strategic initiatives the district will implement during the same period.

Data collection frequency will vary based on source and availability. To support this process, the district will set clear submission timelines and use structured questionnaires. Furthermore, data will be disaggregated especially by sex, where appropriate, to support gender equality monitoring and ensure inclusive evaluation across all sectors. Table 8 : M&E Matrix (Annex 3)

V. CONCLUSION

The Gakenke District Development Strategy (DDS) 2024–2029 presents a clear and ambitious roadmap to guide the district’s transformation into a more inclusive, resilient, and prosperous community. Anchored on three strategic pillars economic transformation, social development, good governance and cross-cutting areas such as environmental sustainability, the DDS offers a comprehensive framework to address current challenges while seizing emerging opportunities. Its main objectives are to enhance service delivery and accessibility, stimulate inclusive economic growth and employment, improve the welfare of vulnerable populations, and strengthen institutional capacity and accountability.

Over the next five years, the strategy aims to deliver measurable outcomes, including increased access to quality infrastructures and basic services, improved agricultural productivity, private sector growth, and expanded social protection initiatives. It also seeks to foster greater citizen participation in governance and strengthen environmental management and disaster risk reduction systems. Effective implementation will rely on strong coordination across government levels and active involvement of communities, civil society, the private sector, and development partners. A robust Monitoring and Evaluation (M&E) framework will ensure ongoing progress tracking and evidence-based decision-making.

However, the district recognizes potential risks such as limited financial resources, institutional capacity gaps, and external shocks like climate change and economic instability. To mitigate these, Gakenke will prioritize resource mobilization, capacity building, and adaptive, risk-informed planning. In conclusion, the DDS 2024–2029 stands as both a strategic vision and a practical tool for development. Its success will depend on collective action, transparency, and sustained stakeholder commitment paving the way for Gakenke District to achieve its development goals and contribute to national priorities under NST2, Vision 2050, and the Sustainable Development Goals (SDGs).

ANNEXES

Annex 1: List of Gakenke district Stakeholders



List of Gakenke
District stakeholders.c

Annex 2: Implementation plan of Gakenke DDS 2024-2029 Matrix



DDS Intervention
Matrix 2024-2029.doc

Annex 3: Monitoring and evaluation matrix indicator of Gakenke DDS 2024-2029



MONITORING AND
EVALUATION matrix.c

Annex 4: DDS costing and Financing of Gakenke DDS 2024-2029



Gakenke DDS
COSTING MODEL 202