



REPUBLIC OF RWANDA



GASABO DISTRICT

**DISTRICT POTENTIALITIES ASSESSMENT FOR THE
INTEGRATED AND SELF-CENTERED LOCAL
ECONOMIC DEVELOPMENT**

Gasabo, 2013

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Sincerely,

Mr Willy NDIZEYE

Mayor of Gasabo District

ACRONYMS AND ABBREVIATIONS

BDC	Business Development Centre
CBO	Community Based Organisations
CDF	Common Development Fund
CSOs	Civil Society Organisations
DFID	Development Fund for international Development
DIP	Decentralization Implementation Plan
EDPRS	Economic Development and Poverty Reduction Strategy
EICV	Enquête Intégrale sur les Conditions de Vie des Ménages
EWSA	Energy, Water and Sanitation Authority
FBO	Faith Based Organisations
FGD	Focus Group Discussion
GoR	Government of Rwanda
HIV/AIDS	Human Immune Virus/Acquired Immune Deficiency Syndrome
IDP	Integrated Development Programme
JADF	Joint Action Development Forum
LED	Local Economic Development
M&E	Monitoring and Evaluation
MCC	Milk Collection Center
MDGs	Millennium Development Goals
MIFOTRA	Ministry of Public Labour
MIGEPROF	Ministry of Gender and Family Promotion
MINAGRI	Ministry of Agriculture and animals resources
MINALOC	Ministry of Local Government
MINECOFIN	Ministry of Finance and Economic Planning
MINICOM	Ministry of commerce and industries
MININFRA	Ministry of Infrastructure
MoH	Ministry of Health
MoU	Memorandum of Understanding
MYICT	Ministry of Youth and Information & Communication Technology
NAEB	National Agriculture Export Board
NEPAD	New Partnership for Africa Development
NES	National Export Strategy
NGOs	Non-Governmental Organizations
NIP	National Industrial Policy
NISR	National Institute of Statistics of Rwanda
NLUDMP	National Land Use and Development Master Plan
NTBs	Non Tariff Barriers
PSF	Private Sector Federation
RAB	Rwanda Agriculture Board
RBC	Rwanda Biomedical Centre
RDB	Rwanda Development Board
REMA	Rwanda Environment Management Authority
RGB	Rwanda Governance Board
RIAM	Rwanda Institute of Administration and Management

RLDSF	Rwanda Local Development Support Fund
RTDA	Rwanda Transport Development Agency
STEM	Science, Technology and Environmental Management
UNDP	United Nation Development Programme
VUP	Vision 2020 Umurenge Program
WDA	Workforce Development Agency

DEFINITION OF KEY WORDS

Key words	Definition
Local Economic Development	Is essentially a process by which local government and/or community based groups manage their existing resources and enter into new partnership arrangements with either the private sector or among them, to create new jobs and stimulate local economic activity in a well-defined economic zone.
Potentiality	An asset, resource or any item which is non-used or under-used and can be developed and exploited through more effective strategies or the use of technologies so as to boost local economy and create jobs and revenue. It can refer to either an economic resource/asset that hasn't been exploited yet or an existing resource/asset that can be better developed.
Assessment	Is an opinion or a judgment expressed on something that has been thought about very carefully. An assessment can be run by evaluation or examination.
SMEs	Any enterprise with less than 100 employees, an annual turnover below 50 million Rwf and a net investment capital below 75 million Rwf.
Policy	Principles to guide decisions to be taken in order to achieve rational outcome.
Strategy	A method or plan chosen to bring about a desired future, such as achieving a goal or solving a problem.
Value addition	The enhancement added to a product or service by a company before the product is offered to customers.
Comparative Advantage	Is the economical concept according to which a district should specialize in the export of the potentialities which it can produce in the most efficient way (at lower cost) and import the other potentialities.
Raw material	Unfinished goods consumed by a manufacturer in providing finished goods
Factors of production	Natural Resources (land, mining etc.), Human Resources (labour force) and capital, i.e. the three things needed in order to deliver a product.
Human resources	Is the set of individuals constituting the workforce of an organization, a business sector.
Human capital	Is the knowledge that the individuals making up the human resources, embody and bring in organizations.
Establishment	An establishment is defined as an enterprise or (part of) with a constant site that performs one or more economic activities under one administration. The holder of the establishment could be a natural or nominal person, or governmental body.
Company	Refers to the structure founded and organized so as to carry out a certain business. Different types of companies include sole proprietorship, partnership, limited liability, corporation, and public limited company.
Manufacturing	Is the process of converting raw materials, components, or parts into finished goods that meet customer's expectations or specifications. Manufacturing commonly employs a man-machine setup with division of labor in a large scale production.

EXECUTIVE SUMMARY

Background

Local economic development potentialities in Rwanda are currently either fully or partially utilized, the current economic policy emphasizes on the strategy entitled the “National Local Economic Development which champion facilitating, supporting, coaching, and mentoring Local Governments in formulating and implementing their locality specific development strategies¹.” In order to achieve the objectives of LED, Rwanda Local Development Support Fund (RLDSF) conducted an assessment of district local economic development’s potentialities and strategies. The objective of this assessment was to identify and assess economic potentialities in all 30 districts and to consider the available and required skills for them to engage in integrated, participatory and sustainable local economic development as well as to suggest the most appropriate strategies for making use of these potentialities and achieving accelerated economic growth.

A great deal of economic potential lies in LED opportunities throughout the country. It is the goal of this document to provide an overview of such opportunities and their potential returns. Districts and sectors were at the centre of this assessment. District potentialities and comparative advantages were identified, and consideration was given to understanding the local context.

For the purpose of this assessment, the definition of local development focused on achieving local ownership for the improvement of socio-economic living conditions. This ownership is achieved through an Integrated Development Program (IDP) and a local economic development approach that includes building partnerships between public and private stakeholders and making use of local resources and competitive advantage for an improved employment’s creation and economic growth.

Methodological approach

This assessment used a participatory and inclusive approach, engaging stakeholders at the central and decentralized levels.

The approach included a desk review of key policy and strategy documents, available data, interviews of key stakeholders at central and district level, focus group discussions with important district representatives, district economic analysis, statistical review of data collection and other relevant district level information. Geographical Information System (GIS) data collection and their analysis were used to obtain tangible results and to locate potentialities in specific areas. The approach included participatory engagement of district stakeholders to ensure ownership, notably through initial district level meetings, and presentation of findings to the district officials and representatives.

For the purpose of this report, a potentiality is defined as *a local asset that can provide an increased contribution to economic growth* (see Definition of key words). The value of the potentiality is drawn from its potential return, or the socio-economic benefits that could be

¹ Rwanda Local Economic Development and Capacity Building Strategy, March 2012, p. 5.

brought by investment in the potentiality. The analysis of feasibility takes in consideration the existing capacity of the district to build upon the potentiality. Harmonization with National Policy was a key criterion in determining the value of the potentiality. Therefore, the SME Product Cluster Report and National Export Strategy Scorecard were used to help determine the relevance and weight of each potentiality.

National Economic Profile

Services represent the biggest share of the Rwandan Global Domestic Product (GDP). Though, the vast majority of the population remains employed in agriculture. The value of industry has slowly grown since 2006, but its share in GDP has dwindled as the service sector grew. Economic development has largely been concentrated in the city of Kigali. Poverty rate in Kigali is the lowest in the country. As a result, LED opportunities are the most plentiful within Kigali City. In particular, a well-educated workforce and quality infrastructures provide the city with a favourable business environment. Likewise, Kigali offers the highest demand for goods and services of anywhere in the country.

The Eastern Province is the next richest area of the country (in terms of poverty incidence). The principal income of this sector lies in tourism and staple crop production. The east constitutes the true bread basket of the country, with the largest average land holdings.

The Western Province, in spite of its high poverty, has enormous LED potential, most of which remains under-exploited. Lake Kivu offers opportunities in tourism, fishing and methane gas. Likewise, the hillsides are particularly adept to coffee production. Unfortunately, poor infrastructure hinders the opportunities for this. The eventual construction of the Rubavu-Rusizi Highway will offer the chance to mitigate many of these challenges.

Southern Province, with its numerous forests, has the potential to develop a strong eco-tourism sector. Unfortunately, like western province, poor infrastructure hinders the accessibility of many of these sites. The presence of NUR in Huye district offers the chance to create an academic/services hub outside of Kigali.

Northern Province has considerable potential in mining and agriculture. Likewise, the presence of Volcanoes National Park is a substantial source of non-farm revenue for the province.

Chapter 1: INTRODUCTION

The Government of Rwanda has developed the second Economic Development Poverty Reduction Strategy (EDPRS II) towards achieving Vision 2020; EDPRS II provides a comprehensive national framework towards the realization of economic and social development of Rwanda including at local level. In order to achieve the objectives set in Vision 2020 and the strategies set in EDPRS II, each of the 30 districts in Rwanda should develop its own strategies to improve district economic growth and individuals' well-being.

In the frame of the national assessment carried out by the Rwanda Local Development Support Fund, with the collaboration of districts, the key potentialities and implementation strategies in Gasabo District were assessed. Possible innovative and home grown potentialities were evaluated as well as main economic potentialities for enhancing growth towards the achievement of Vision 2020 targets.

1.1. Objective of the assessment

The overall objective of the assessment was to identify and assess the district's economic potentialities and to consider the available and required knowledge for the district to engage in integrated, participatory and sustainable local economic development, and to suggest strategies for making use of these potentialities and achieving accelerated economic growth.

The assessment had the following specific objectives:

- The District skills in capitalizing on existing opportunities are analysed and comparative advantage identified.
- Strategies for using the integrated local economic development are developed.

Also the assessment has included:

- Assessing District potentialities and required knowledge to enable investment and engagement in participatory and inclusive local economic development.
- Developing strategies for the District to capitalize on the local potentialities and boost its local economic development.

To identify the full district's economic potential, it was imperative to undertake a participatory engagement of the District by addressing the sector level. The district's and sector's staff played a key role in identifying and assessing the strategies to be implemented with the help of other stakeholders.

The identification of the district's potentialities took into consideration the comparative advantage that the Gasabo District yields as compared to its neighbouring districts. Moreover, LED must be a

locally owned approach and, then, necessitates the involvement of different actors at all levels of administration. Therefore, key actors at the central and local levels have been involved in the assessment. Successful LED strategies will help creating an environment that stimulates the creation of sustainable employment opportunities, contributes to an inclusive economic growth, reduces poverty and eradicates hunger among dwellers.

In the subsequent sections is set out a detailed methodology that was used to produce a comprehensive and reliable report at the district level.

1.2. Background to LED in Rwanda

Rwanda administrative districts have great economic potential and opportunities likely to generate handy revenues; scaling up resource to the disadvantaged people for local development. However, those potentials are not optimally exploited. Some existing economic potentials in different district of Rwanda are not profitably used, despite being a possible catalyst for short and long term locally based development.

1.2.1. Local Economic Development

The International Labour Organization (ILO) defines LED as a *“participatory development process that encourages partnership arrangements between the main private and public stakeholders of a defined territory, enabling joint design and implementation of a common development strategy, by making use of the local resources and competitive advantage in a global context, with the final objective of creating decent jobs and stimulating local economic activity.”*²

There are various definitions of LED in the literature, most of which state that Local Economic Development *“...is fundamentally a process by which local government and/or community based groups manage their existing resources and enter into new partnership arrangements with the private sector, or with each other, to create new jobs and stimulate local economic activity in a well-defined economic zone.”*

In the Rwandan context, LED is a mechanism for achieving:

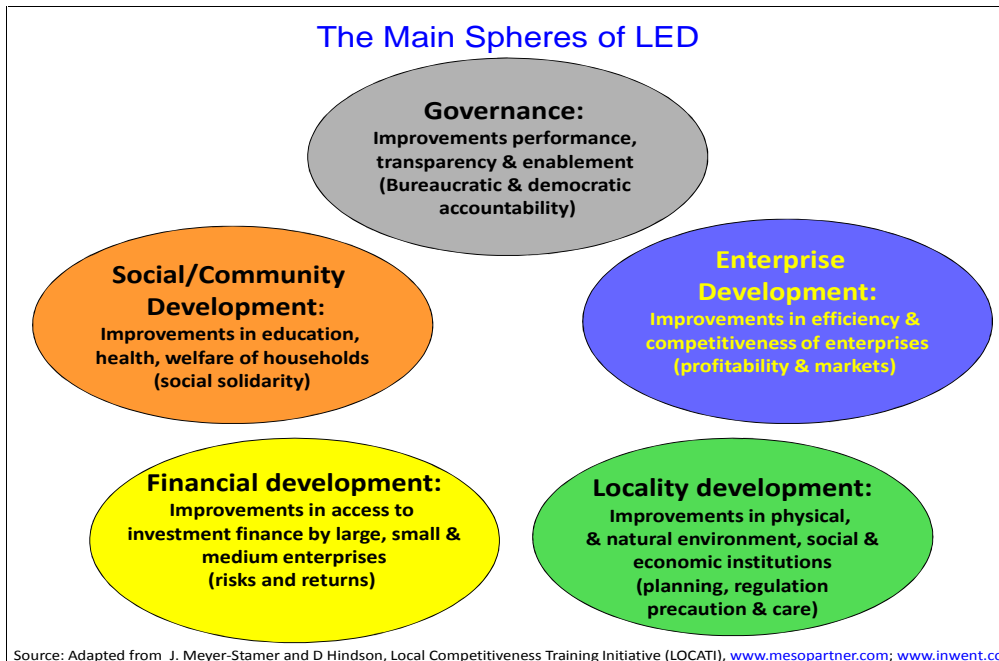
1. Creation of jobs, new employment opportunities and reduction of youth unemployment to alleviate poverty;
2. Promoting economic transformation and reducing the population share in subsistence agriculture;
3. Increasing income levels, thereby enabling people to pay for services;
4. Broadening the tax and revenue base of municipalities;
5. Improving municipal services and facilities;
6. Promoting women’s economic empowerment;
7. Development of human resources;

² As cited in C. M. Rogerson, “Local economic development in sub-Saharan Africa: Defining potential roles for national government,” *African Journal of Business Management*, Vol. 5(30), pp. 11756-, 30 November, 2011.

8. Building new institutions for sustainable development;
9. Linking developed and undeveloped areas of the country.

Local development more broadly focuses on both inputs of community and stakeholder participation and area-based strategies and the outputs of desired results, of local economic growth and sustainable livelihoods.³

Figure 1: Spheres of Local Economic Development



Capacity Building Policy and Strategy consider LED within five major “spheres” as detailed in the figure above. These spheres form the analytic base of this assessment.

1.2.2. National Policy Framework

Rwanda’s Local Economic Development goals are strongly aligned to international and national policies for sustainable development. Internationally, Rwanda has committed to achieving the *Millennium Development Goals*, focusing on poverty reduction through policies towards improving access to quality education and health care, reducing maternal mortality and infection rates of HIV/AIDS as well as increasing access to clean water and sanitation. Towards achieving the MDGs and implementing other international policies and strategies, including *New Partnership for African Development* (NEPAD) and the *Paris Declaration*, the Government of Rwanda has developed, in 2000, the *Vision 2020*, which sets out the key goals for poverty reduction and economic development to be reached by 2020. Vision 2020 includes six pillars: *good governance and*

³ European Commission, “Cohesion Policy Support for Local Development: Best Practice and Future Policy Options,” April 2010, available at: http://ec.europa.eu/regional_policy/archive/consultation/terco/cp_support_local_dev_en.pdf, p 10.

*capable state, human resource development and knowledge based economy, private sector-led economy, infrastructure development, productive and market oriented agriculture, regional and international economic integration.*⁴

In May 2012, the Government of Rwanda revised the Vision 2020 targets, to reflect the progress made by the country. Vision 2020 aims for rapid economic growth, including GDP growth of 11.5% per annum and increasing the GDP per capita to \$1240 by 2020. It also focuses on increasing growth in all sectors, and shifting the economy towards an increase in GDP for industry and services. Vision 2020 also aims to close the external trade balance by increasing exports to 28% per annum and maintaining the current import growth rate at 17% per annum.

The EDPRS II has been established with the aim of ensuring a better quality of life for all Rwandans. This shall be achieved through rapid economic growth of 11.5% per annum and a reduction of poverty to less than 30% of the population. EDPRS 2 is guided by the principles of innovation, emerging priorities, inclusiveness and engagement, district-led development, and sustainability. It includes the thematic areas of “*Economic Transformation, Rural Development, Productivity and Youth Employment, and Accountable Governance*”. Each sector is required to submit a sector strategy for achieving the EDPRS, and each district produces a District Development Plan (DPP) to ensure that the key elements of poverty reduction and economic growth are addressed and that there is accountability towards improving the livelihoods of all Rwandans.

The Government of Rwanda has recognized that in order to achieve sustainable development, the involvement of all actors is required, in particular, those at the local level. This is to ensure continued efforts towards poverty reduction and to guarantee that policies and programs reflect the reality of Rwandans in all parts of the country.

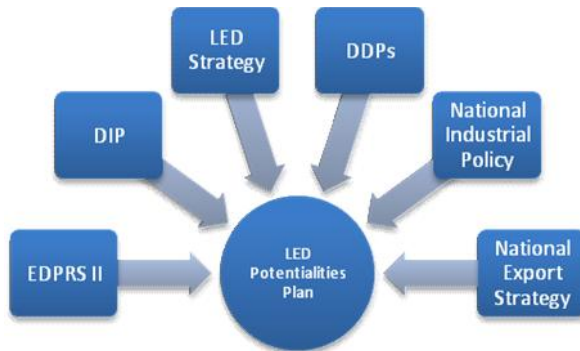
In this regard, the Government of Rwanda has developed a Decentralization Implementation Plan (DIP) for the sake of coordinating a process of community-led decision-making and the implementation of local development. The Common Development Fund (CDF, the former institution, replaced by RLDSF) was established in order to support local development through the distribution of funds for community development processes.

The DIP draws its policy framework primarily from the National local economic development and capacity building strategy and action plan, which was published in March 2012, and provides the basis for the LED component of RLDSF’s strategic plan. LED is a significant component of the DIP and is focused on supporting local governments to effectively develop their economies through Integrated Development Programme (IDP) and community development approach, in order to stimulate local business growth, increase jobs and incomes, and raise tax revenues.⁵ As an agency under the Ministry of Local Government, RLDSF is a key actor in implementing the LED Strategy.

⁴MINECOFIN, Vision 2020, July 2000, p. 11.

⁵ Rwanda Local Economic Development and Capacity Building Strategy, March 2012, p. 5.

Figure 2: National Policy Framework for LED in Rwanda



Source: Rwanda Local Economic Development and Capacity Building Strategy, March 2012

Rwanda's National Industrial Policy (NIP) and the National Export Strategy (NES) set a framework for diversifying Rwanda's industrial base. As a result, it remains highly pertinent to the development of LED potentialities. The main goal of the NIP policy is to build local production for local consumption and export markets. In the short term, government assistance is envisioned to improve the feasibility of existing industries (such as coffee and tea) and sectors that have been deemed feasible (such as Agro-processing). The medium term goal is to promote new sectors as they become feasible and the long-term goal to reduce support to successful sectors, shifting support to new sectors. A number of clusters have been identified:

- **Short term (2010-2015):** Agro-processing (including pyrethrum, dairy, vegetable oil, soaps and detergents); ICT; high-end tourism; textiles (including silk, leather & leather goods); minerals processing. These sectors are currently active to varying degrees.
- **Medium term (2015-2020):** Construction materials (including cement); Pharmaceuticals; chemical products (including fertilizers). These sectors are mostly inactive.
- **Long term (2020 onwards):** Building materials (*metal parts and structures*); bio plastics; other high-tech industries. These sectors are non-existent and will require a larger industrial base to become feasible.

Moving through these clusters will allow the national industrial base to move from commodity production into processing/value addition, to low-tech manufacturing and eventually into medium/high-tech manufacturing. This long-term approach is necessary given the low production capacities nationwide. Energy constraints, weak human capital, inadequate local demand and poor export infrastructure rule out the possibility of immediately moving into high-value clusters.

The NIP also sets out eight policy actions for GoR to develop the industrial base:

- **Infrastructure:** Increase public energy investment, allocate industrial land and improve transport infrastructure.
- **Human Resources:** Provide capacity building support to manufacturers, increase scholarships for STEM.

- **Improved Access to Finance and Investment:** Mobilize industrial funding through BRD; develop feasibility studies for potential investments, fast-track the development of the Rwanda Capital Market.
- **Trade Facilitation:** Eliminate regional NTBs, improve national standardization.
- **Technology, Research & Innovation:** Increase funding to research institutions in support of desirable industrial sectors.
- **Raw Materials & Industrial Inputs:** Update Value Chain Analyses for targeted clusters, reduce EAC External Tariffs for key inputs.
- **Regulatory Environment:** Promote cottage industries and establish corporate governance rules.
- **Environmental Sustainability:** Enforce industry-specific environmental regulations.

In addition to the industrial sectors prioritized by the NIP, the National Export Strategy (NES) has outlined the export products that offer the greatest opportunities. *Appendix 1* provides the NES valuation of Rwanda's current and potential exports. The most important factor in determining the score/valuation lies in the potential for an export to contribute to GDP growth. The next most important variable is the existence of firms which can furnish the good.

In line with the NIP, Tourism, Tea and Coffee remain at the top. The valuation of potentialities has relied heavily on the scores given by the NES.

Tourism is ranked first among Rwanda's export products. Agricultural products (Tea and coffee) are ranked second and third. Together those products will be at the core of Rwanda's valuation strategy in the coming years. Mining, horticulture and home décor follow in the ranking of export products. For detailed ranking see *Appendix 1*.

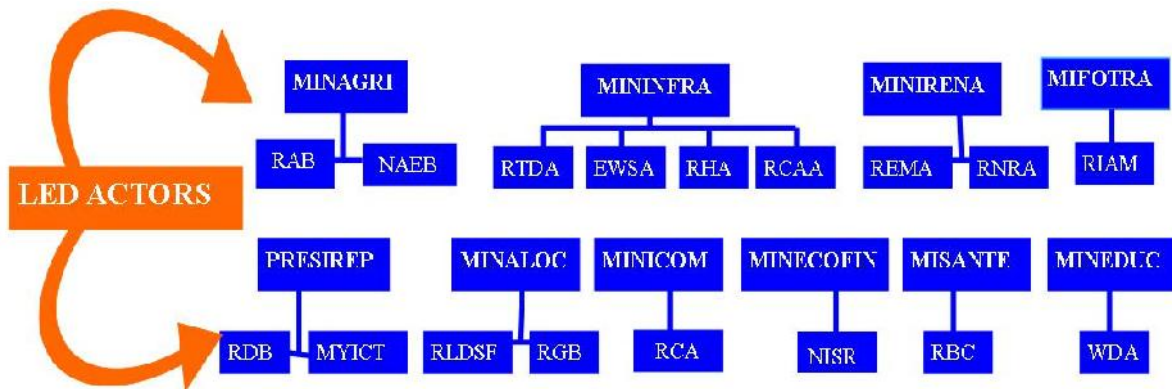
1.2.3. Institutional Framework: Actors and Responsibilities

While LED focuses on the development of local governments and economies, the responsibilities are shared across various levels. National policies, set by Ministries, are also usually implemented at the district level, often through District Development Plans (DDPs). However, major infrastructure projects (such as national roads, electricity, hospitals among others) remain national responsibilities. Under the Decentralization Policy, local governments play a major role in the implementation of development plans. They are responsible for carrying out the programmes that flow from Vision 2020, including the EDPRS and its flagships. Local government is thus a major provider of infrastructure and associated social and economic services. These represent important parts of local development and the environment for business within the LED process.

The ministries responsible for local government (MINALOC) and finance and economic planning (MINECOFIN) are of key importance to LED. Under MINALOC lies the Rwanda Governance Board (RGB), which is responsible for promoting decentralized governance and the Rwanda Local Development Support Fund (RLDSF) which provides grants to local government to support the implementation of the LED and Social Protection Programmes (VUP). These grants are used for investment in social and economic infrastructure and services and the provision of certain subsidized inputs to poor households and cooperatives, such as seeds, fertilizer and livestock. The RGB is important for LED promotion because it oversees the governance conditions that support

economic development (good governance, efficient service delivery, transparency and enablement). Likewise, RLDSF is important for the promotion of LED because it provides capital grants that are used to improve the environment for business activity (improved economic infrastructure and associated services) and to provide direct support to producers in the form of subsidized inputs. A great deal of other actors works in the field of LED including Rwanda Development Board (RDB), MINICOM, Rwanda Agricultural Board (RAB), National Agriculture Export Board (NAEB) among others. This chart simply serves as an example of the array of LED actors.

Figure 3: Major LED Actors in Rwanda



The wide spectrum of LED actors necessitates a variety of institutional interactions. LED is affected by education, agriculture, infrastructure, employment and a host of other factors. As a result, transparent and efficient modes of cooperation are necessary to sustain the LED process. In addition to coordination and integration of implementation, actors must work together to ensure coherent strategic directions, planning and monitoring & evaluation.

At the district's level, a hierarchy of actors exists to manage the various sectors of LED. Figure 4 (Chapter 2) provides an overview of the institutional relationship across the spectrum of Local Government. The Vice Mayor of Finance and Economic Development oversees the majority of LED work pertaining to business. Nonetheless, given the multi-sectorial nature of LED, the Vice Mayor for Social Affairs is likewise of key importance. Joint Action Development Forum (JADF) provides a large governance forum for a diversity of District-level actors. The JADF is limited to providing broad policy direction, as its size proves too unwieldy for specific policy prescriptions. As a result, the JADF's sub-committees provide specialized policy guidance needed for LED promotion and useful framework for integration and coordination of actions. For detailed information see *Appendix 2*.

All actors, both at central and decentralized levels, must be committed to achieving local economic development and must be engaged in strategies to capitalize on the identified potentialities and achieve successful local economic growth and sustainable development.

Chapter 2: METHODOLOGY

2.1. Methodological approach

Ninety consultants, including a lead and two assistant consultants in teams of three per district, conducted the field research. Each team conducted the assessment for two districts, including the district desk review prior to the field research. The field research for each district took place over 5 days in each district, with approximately 7-9 interviews in each district and visited two sectors based on selected LED potentiality sites. All teams were trained on the research methodology and approach. They used the same interview and focus group discussion guide and potentialities ranking method and the same reporting format to ensure consistency in reporting. Each Province (Northern, Southern, Eastern, Western and Kigali) had a Team Leader to assist with coordination and coherence.

Visited sectors were selected purposively, following the desk review of the district data and information and based on an initial meeting with district and sector officials to identify key economic potentialities. The district reports list potentialities by Sector (Umurenge, as detailed in chapter 4).

District participants in the assessment included those with specific information about LED potentialities and the implementation of LED programmes, including District Councillors and Managers in all Districts, Sector Executive Secretaries and officials responsible for LED in the Departments of (a) Economic Development (b) Finance, (c) Agriculture & Rural Development, and (d) Local Government & Administrative Affairs in all districts. These stakeholders were engaged through key informant interviews and focus group discussions.

At the central level, line Ministries (MINALOC, MINICOM, MINECOFIN, MINIRENA and MIFOTRA), also formed part of the study through key informant interviews, as they are mandated to promote the development of local economies. Other participants included officials from the Rwanda Agricultural Board (RAB), the National Agricultural Export Board (NAEB), EWSA, PSF, RDB, WDA and RGB.

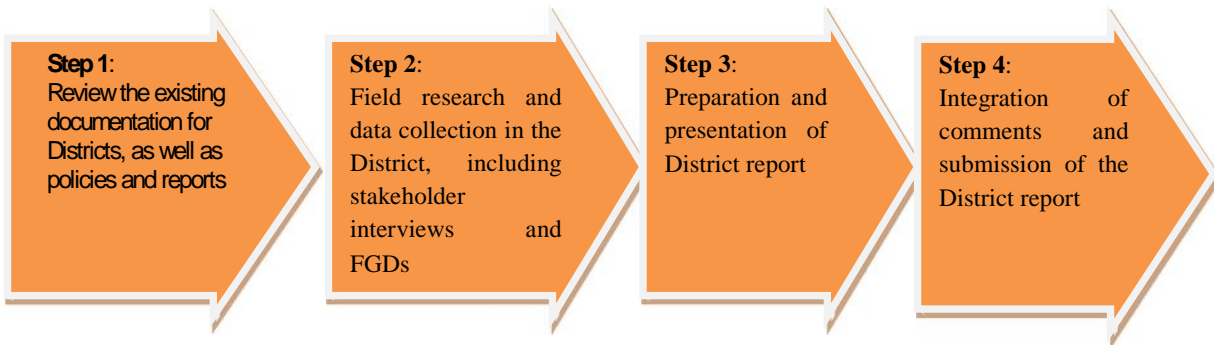
During the field research, the five Lead Consultants provided guidance for the teams and once the field research was completed, they finalized the district reports. Those were summarized to report on key findings and compiled for this final report.

The assessment was conducted in alignment with the District Development Plans, so its process could benefit from it with information on economic potentialities.

As for detailed methodology, reference is made to the inception report delivered by IMANZI Ltd to RLDSF in October 2012.

The assessment was carried out through the following steps as highlighted in the chart below:

Figure 4: Assessment Framework



2.2 Document review

Beyond reviewing District strategies, relevant District reports, and available data, policy and strategy documents were reviewed for the overall report, and to provide the framework and guidance for the overall assessment. Other relevant documents reviewed are listed in references.

2.3. Interviews with key stakeholders

Individuals from the administrative sectors and District's staff took part in the interviews that were conducted on October 2012.

2.4. Participatory District workshops/focus group discussions

Focus group discussions were held to review and rank identified potentialities, ensure gaps in identification and begin to develop the justification and strategies for pursuing the key potentialities.

Individuals from the administrative sectors and District's staff took part in the Focus group discussion held on October 2012.

2.5. District potentiality identification and site visits

Following the initial interviews and district workshop, identification of current District economic activities and economic potentialities was carried out. Visits to selected Sector potentialities sites were conducted by the consultant team, and information about the potentialities was documented.

24 sites have been visited throughout the District.

Geographical data of visited sites are presented in the *Appendix 12*.

Pictures of sites are in *Appendix 13*.

2.6. Review of information and data collection and presentation of findings

Following the site visits and the focus group discussions, the consulting team put together the list of ranked potentialities, along with justifications and strategies. See *appendix 10 and 11* for ranking criteria.

2.7. Compilation of findings and Report drafting

After data collection and field visits, the findings were compiled and district report produced. Eventually, those were submitted to RLDSF.

2.8. Validation of the district report

After submission of the draft report to the district by RLDSF, a validation meeting that gathered district officials and staff was organized. The participants provided comments which have been integrated to produce a final report.

Chapter 3: GASABO DISTRICT LED CONTEXT

The district's LED context assessment included review of different sectors as described below that constitute potentialities for the development of Gasabo District. Most of them have been highlighted as great potentialities to valorise in the future in order to boost LED.

3.1. District location factors

Gasabo District is one of the three Districts of Kigali City, with 15 sectors, 73 cells and 501 villages (imidugudu). In the south it borders with Kicukiro District, in North with Rulindo and Gicumbi Districts, in the East with Rwamagana District and in the West with Nyarugenge District. It has a surface of 430.30 km² and currently counts 530,907 (274,342 male and 256,565 female) inhabitants. The rural zone represents more than 90% of the district's surface with a population counting for 66%. The poverty rate of the district is estimated at 26%. The data on the population characteristics come from the National Institute of Statistics. For detailed information, see *Appendix 3*.

Gasabo District's population density (1,237/km²)⁶ and average population growth (5.2%) are above national averages which are respectively 416/km² and 2.6%. Kimironko is a highly populated (59,312) sector of the district. It has enough human capital for boosting local economy in this sector. Being located in the urban area is an opportunity for business development where the biggest share of the district's population lives from off-farm activities like small businesses, handcraft, among others. However, Gikomero is the least (16,566) populated sector with a population density of 473/km².

3.2. Agriculture and livestock production

a. Agricultural export potential

At national level, for the coffee export, the value FBO was USD 74.60 million and USD 78.75 million in 2011 and 2012 and the volume was 15,597 tons and 16,809 tons respectively. For tea export, the value FBO was USD 63.90 million and USD 61 million in 2011 and 2012 and the volume was 23,732.19 tons in 2011. Pyrethrum extract export was 19 tons generating more than USD 6 millions.⁷ *Appendix 16* provides details about the value of Rwanda horticultural products. Most of the households cultivating land for producing export crops are located in peri-urban and rural sectors. For Gasabo District, table below presents cultivating households producing various fruits, vegetables and export crops.

⁶ Summary of the 2012 census of results, NISR 2012

⁷ MINAGRI Annual report, 2011-2012

Table 1: Percentage of cultivating households producing various fruit and vegetables and export crops

EICV3	No. of HHs cultivating land for crop production (000s)	% of HHs producing selected fruit and vegetables					% of HHs producing export crops			
		French beans	Avocado	Squash	Pepper	Papaya	Coffee	Tea	Cane sugar	Sunflower
Gasabo	68	36.1	42.9	24.9	26.2	21.1	2.8	0	5	1.4
Rwanda	2,095	65.8	37.4	26.2	19.4	16.8	10.8	0.9	10.9	6.8

Source: EICV3, NISR 2011

Gasabo District's agriculture sector is mostly based on cultivation of Avocado (42.9%) and French beans (36.1%) as well as on export crops like Cane Sugar (5%) and Coffee (2.8%). On national level, the majority of households are growing French beans (65.8%), Avocado (37.4%), Squash (26.2%), Cane Sugar (10.9%) and Coffee (10.8%).

b. Agro-business opportunities

Agriculture offers agro-business opportunities through the commercialization of crop production. These opportunities are measured by the share of harvest sold (including households selling zero crops) which is 19.6% in Gasabo District and below national level (20.9). The mean share of harvest sold for fruits and vegetables is lower (16.3%) than that of staple crops (20.1%) in Gasabo District. Gasabo District is using improved seeds and chemical fertilizer in an insufficient way. The same counts for organic and chemical fertilizers, which are not utilized sufficient enough to enhance productivity.

c. Land availability and productivity

As Kigali grows, agricultural land in Gasabo District shrinks. The sector development strategy is focusing on techniques to intensify crop production on a smaller land base. Land consolidation and bench terracing have been vital in these efforts (which have also provided employment to 1,899 people through VUP Public Works).

According to EICV3, NISR (2011), Gasabo District has a much higher rate of households holding small land (less than 0.1 ha land) than the national average. Land consolidation and the development of cooperatives will be crucial to address the wide-spread land properties. Land use comprises agricultural activities, livestock production, fishing and forestry. A higher proportion of farmers cultivating larger areas create an enabling environment for production increase.

For Gasabo District, the mean size of land cultivated per household is 0.8 ha, which is above the national average (0.59 ha), the rural average (0.6 ha) and the urban average (0.46 ha). The figure for the district is among the highest mean sizes countrywide despite the fact that it is an urban district. Gasabo also has 82% of cultivating households that cultivate less than 0.9 ha of land.

d. Mechanization and use of modern farming techniques

One of the major constraints in increasing agricultural production and productivity is the inadequacy of farm power and machinery with farmers. The average farm power availability needs to be risen so as to ensure timeliness and quality in field operations. These machines are needed to undertake heavy field operations like sub soiling, chiselling, and deep ploughing, summer ploughing, etc. The Task Force for irrigation and mechanization has already established one Village Mechanization Service Centres (VMSCs) in the district to respond to the increasing demands from farmers as for mechanization services. With the establishment of VMSCs in the district, the Task Force will also sensitize and mobilize the farmers regarding the advantages of using farm machinery to enhance mechanization uptake. The strategies formulated envision that 25% of farm operations will become mechanized by 2015. Therefore, it would enable one Rwandan farmer out of four to either own and/or hire mechanization services on his/her farm.

In Gasabo District, organic fertilizer is purchased at 7.6% compared to 9.7% at national level. Improved seeds are purchased by 12% towards 19.5% at national level. Chemical fertilizer is utilized by 17% towards 30% at national level. The average of purchase for pesticide is higher with 31.4% in Gasabo District in comparison with 31.6% at national level. Due to the ongoing implementation of the urbanization plan, this trend will continue to downsize.

e. Post-harvest facilities

According to the MINAGRI undergoing Program on Post-Harvest Infrastructure, no drying grounds infrastructure has been constructed in Gasabo District. However, in 2010/2011 and 2011/2012, the GoR constructed special economic zone 2 metallic silos in Kigali with capacity of 20,000 MT. Furthermore, three warehouses were constructed and rehabilitated in the same period with a capacity of 24,000 MT.

f. Community agro-processing development

Agro-processors are critical and need special attention at all layers of the economy, acting as large-scale buyers of farm's products and engaging in significant value creation. MINICOM works with agro-processors across varied SMEs, including essential oils, pyrethrum, coffee, maize, wheat, macadamia, pineapple, passion fruit, tomatoes, sugar, honey, dairy, fish, animal feed, among others. Most of them have their headquarters or selling points in Gasabo District.

g. Livestock production and productivity

According to EICV3, 68.2% of all households in Rwanda own some type of livestock, whereby 44.5% of Gasabo District's households own various types, which is above average. Chicken comes at the first place with 51.1%, followed by Goats, Cattle (45.3%), Rabbits (15.9%), Sheep (5.6%), poultry (3.9%) and Pigs with 3.6%. The main type of livestock raised by Gasabo District's households is Hens, Goats and Cattle.

As the following table presents, by March 2013, Gasabo District counted only one Milk Collection Centre with a capacity of 1,000 liters, but which is currently not operational. Since 45.3% of the district's households own cattle already, the expansion of milk commercialization and investment in Milk Collection Centres could be profitable for the district's economic development.

Table 2: Location and capacity of milk collection centers as of March 2013

	Sector	Location	Installed Capacity (L)	Operational	Not Operational	Under construction
Gasabo	Kabuga	Rugende	1,000	-	1	-
Total			1,000	-	1	-
Rwanda			676,000	47	13	34

Source: MINAGRI records, 2013

3.3 Sustainable infrastructure

This section embeds the basic infrastructures that are observed in Gasabo District. The principal ones are roads, transport facilities, electricity, energy sources (solar, hydro, biogas), water, sport centres and environmental infrastructure.

a. Master Plan for infrastructure development

Physical Detailed Master Plans (PDMP) of Gasabo District is in phase of elaboration.

The master plans will ensure the sustainability of all land use developments in the Gasabo District and guide city development in the next 20 to 30 years.

The master plan for Gasabo District will integrate the existing sub-area plans of Kimihurura and Kinyinya in Gasabo, and other existing zones

b. Current infrastructure

Gasabo's infrastructure indicators are meaningful when compared to national level's average. According to EICV3 (2011), 75.5% of households in Gasabo District own a mobile phone, ranking the district seventh countrywide. On national average, 71.5% of households in urban areas own a mobile phone, while in rural areas it is 40.6% and 45.2% countrywide. Computer use is estimated at 9.8%, radio use represents 57.5%, and TV set possession average is at 27.1%, while the average of video/DVD player usage is at 9.8%. The access to internet in Gasabo District is estimated at 25.2% towards 7.7% at the national level. Compared to the national average, communication is relatively appreciable. However, the connection to electricity power is 43% as the report produced by EWSA in June 2012 indicates. Finally, in 2011, the population which is located less than 20 minutes from all-weather road is estimated at 96%.

c. Infrastructure gaps

The following gaps were noticed in the district:

- Poor quality of roads
- Uncoordinated transport services
- Difficulties as to operate buses on unpaved roads especially in rainy seasons
- Poor connection to ICT and electrification of administrative offices and rural area
- Low capacity of existing small factories and SMEs
- Markets and business centres not meeting the required standards
- Planning of agglomerated houses
- Inadequate water and waste management systems

3.4 Entrepreneurship, business promotion and enterprise development

This section entails the current market infrastructure, modern markets, selling points and cross border facilities.

a. Current market infrastructure

The current market infrastructure in Gasabo offers two main types of structures: modern markets and selling points. The District has large shopping centres across all sectors, as well as some intermediate centres that are points of commerce for small-scale industries and handcrafts. These centres present a considerable economic interest not only because they are located in Kigali City but also due to their important potentials susceptible to be exploited economically. The district considers these centres as important poles of growth and development, sheltering various activities, commercial and of benefits of services.

Modern markets are managed in a professional way and have excellent facilities, while on the other hand, traditional markets still struggle with the classical problems of unprofessional management and inconvenience for shoppers.

b. Existing viable Enterprises and cooperatives

Craft production centres were developed with the aim of promoting Rwandan craft products, focusing on producing good quality and competitive items on the national market as well as the export market. The craft production centres are also established to provide working facilities which most craftsmen and women cannot afford on their own. Working in a group improves the quality standards and the production capacity whereby experienced producers train young apprentices. These production centres were constructed by a MINICOM/PPMER's project and, later handed over to their respective districts for their ownership and effective management.

Gasabo benefited from the program and it has a Kiosks located near Novotel as well as a selling point in Kicukiro District.

With regards to SMEs, and according to the Establishment Census 2011, SMEs form 96.5% (119,158 in total) of businesses in Rwanda and they employ 51.3% of the workforce. SME development policy has been approved by the Cabinet in June 2010. Different strategies have been put in place for its implementation such as the SME product clusters.

Gasabo has potential industries including UTEXRWA and RWACOM in manufacturing, Kabuye Sugar Works, SORWATOM, INYANGE DAILY and AZAM in agro-processing. The development of this sector is underway with the development of a new industrial park and a free trade zone designed to meet environmental standards. There are also agro-processing industries including industrial wheat processing, mineral water production, tomatoes processing and sugar production. The table below indicates the distribution of industries in Gasabo District.

Table 3: Production capacity of industries in Gasabo District and main challenges

	Name of industry	Installed capacity	Capacity utilization (%)	Average Capacity Utilization (Rwanda)	Main challenges
Cheese making	Masaka Farm	423,360 (L/year)	63		-Poor quality of milk for cheese making -Lack of appropriate technology to make various types of cheese -Lack of skilled personnel
Wheat processing	Bakhresa mill	84,000 (tons/year)	96	67.6%	None
Mineral water production	Drop water	2,688,000(L/year)	20	37.5%	Limited market
Tomato processing	SORWATOM	80 tons of fresh tomato (10.5 – 11.9 tons of tomato paste)	96		Limited market
Sugar Production	Kabuye Sugar Works	17,000 (tons/ per year)	69		Lack of sufficient raw material
Bricks pave and tiles production	BEMS	417,600units(per year)	58		Limited market
Other construction materials	International MARBLE	540T of “panon” (per year)	66		Lack of the land to build the factory
Manufacture of textiles	UTEXRWA	507 (MT fabrics / year)	11.9		Limited market
Manufacture of plastic products	Société Rwandaise des Chaussure	11 592 pairs of shoes (per year)	57		Limited Market

Adding value to minerals	Centrale Multi Services sarl Coltan, wolfram, cassiterite	6 (Tons/day)	17	16.8 %	Traceability not well done Strong competition
	Phoenix Metal Cassiterite Wolfram	24 (Tons/day)	51		
	Gasabo Mining Cassiterite Coltan,	25 (Tons/day)	1		

Source: MINICOM records 2013

As for the cooperatives, Gasabo has 226 registered and operating cooperatives which are mainly agricultural oriented ones, with 46% in livestock. Services and handcrafts are other types of cooperatives that are present in Gasabo District.

c. Access to finance

Access to finance is among the priorities of the Government of Rwanda in order to facilitate new business creation. The EICV 3 data indicates that 61.2% of the population of Gasabo District has access to financial institutions. This rate is above the national average of 39.4%. Business development services have been created with the goal of ensuring a viable environment for business development. With regards to access to the Business Development Fund, eight beneficiaries had access to the Agriculture Guarantee Fund (AGF), 57 to SME and 15 to the Rural Investment Facility (RIF)⁸.

The Government of Rwanda has initiated “Umurenge SACCOs” as administrative sectors for the promotion of a culture of savings as well as increasing access to finance in Rwanda. Based on different reports from different SACCOs in Gasabo, as of December 2012 the number SACCO members with account were of 40,773, having deposited 1,864,551,985 RWF. It is essential to note that in total 15 administrative sectors are in Gasabo District, which means that there are 15 “Umurenge SACCOs” available. *Appendix 5* provides details on how Gasabo population accesses “Umurenge SACCOs”. In addition to the financial institution provided by the government, there are other services offered by private companies in major centres of Gasabo, such as “Banque Populaire SA” or “Bank of Kigali Ltd”.

d. Public/private partnerships

For the purpose of restructuring relationships formed between the private sector and public sector, A PPP law is being prepared by RDB and will be presented to Cabinet for approval in April 2013 with the aim of introducing private sector resources and/or expertise in order to help provide and deliver public sector assets and services.

⁸ Source: BDF records, 2012

Public Private Partnership recognises that both the public sector and the private sector have certain advantages relative to the other in the performance of specific tasks. By allowing each sector to do what it does best, public services and infrastructure can be provided in the most economically efficient manner.

In this regard PPP is characterized by:

- The duration of the relationship between the partners
- The method of funding the project;
- The role of the partners in the definition of objectives, design, completion, implementation, and funding
- The distribution of roles and responsibilities

e. Private businesses operating, by type of ownership and type of business

As shown in the table below, Gasabo District offers many private businesses, combining formal and informal establishments where the number of informal operators is higher than the number of formal operators. The biggest absolute number of private businesses in the district is of 6,111 units for “wholesale and retail trade, repair of motor vehicles and motors”. This ranking matches the national trends for which the same kind of business is prominent.

The district could set strategies for fostering registration in private business and support the capacity building of the unregistered establishments which could increase tax revenues.

Table 4: Number of private companies by major sectors

Indicator	Gasabo	Rwanda
Wholesale and retail trade, repair of motor vehicles and motors	6,111	64,620
Accommodation and food service activities	1,666	33,281
Other service activities	527	6,433
Professional, scientific and technical activities	347	5,503
Manufacturing	334	4,548
Financial and insurance activities	46	932
Administrative and support service activities	72	733
Agriculture, forestry and fishing	25	663
All other (ICT, education, transportation, electricity, construction, etc.)	309	2,003
Total Number of private companies	9,437	118,716

Source: Establishment Census, NISR, 2011

3.5 Natural resource management for sustainable development

a. Available natural resource

a.1 Mining and quarries

Mining in Gasabo District is amongst the main industrial fields and represents 1.1% of employment, whereas the national average is estimated at 1.0%.

Gasabo District has important deposits of Coltan, Cassiterite, and Wolfram, as well as Quartzite deposits. However, research is required to determine how best to engage in mining in the District and to develop appropriate techniques and capacities. From *MINIRENA* Report April 2012, the total mining production in Gasabo District was of 90,476 kg amounting to 0.99% of the total national production which is estimated at 9,148,980 kg of minerals.

a.2 Fresh water

Water resources in Rwanda are diverse and include fresh water (rivers, lakes), rain water, aquifers and wells. Data on water amounts, quality and consumption are limited in terms of availability and scattered in time. However, Rwanda has very large unexploited reserves both on the surface and in groundwater. These resources exceed the expected demand and bode well for the future development of irrigated agriculture.

The District counts 27 marshlands with a total of 4,623ha. There are no marshlands fully protected but there are 19 marshlands to be used under specific conditions with a total area of 4,197 ha and 8 marshlands for use without specific conditions with 426 ha. Those resources host a high potential for increasing agricultural production and diversified products.

The following table provides total area of exploitable marshlands in Gasabo District with further information on use conditions.

Table 5: Gasabo District marshlands

District	Total protection		To be used under specific conditions		For use without specific conditions		Total area exploitable
	Total area in District (ha)	Number of marshlands	Total area in District (ha)	Number of marshlands	Total area in District (ha)	Number of marshlands	
Gasabo	-	-27	4,197	19	426	8	4,623
Rwanda	56,470	52	204,196	670	15,597	342	219,793

Source: *MINIRENA*, 2008

Out of the 4,623 ha of total exploitable marshlands in Gasabo District, the biggest share of 4,197 ha can only be used under specific conditions, while 426 ha that can be used without specific conditions.

a.3 Rain water harvest

Gasabo District has command areas represented in lake and marshlands domains. Lake PIAs depend on Lake Muhazi. Marshlands even spread throughout the district. A total of 5,161 ha of command area have good potential for conventional irrigation in the district. Out of these, the marshlands constitute the biggest portion with 4,623 ha (89.6%) while the rest belongs to the lake domain with 538 ha (10.4%).

Table 6: Potential irrigable areas and water sources

	Command Area (ha)				Total(ha)
	Water source/name	Slope categories			
Gasabo		0-6%	6-16%	16-40%	
	Lake/Muhazi	103	145	290	538
	Marshlands	4623	-	-	4623
Total					5161
Rwanda					589 712.7

Source: Rwanda irrigation master plan, MINAGRI 2010.

a.4 Forestry

The table below presents the district's area per type of forests in ha and km² in 2007. It shows that the eucalyptus plant emerges as the main type of forest in Gasabo District with 1631.77 ha of plantation in 2007.

Table 7: Area per type of forests in ha and sq km in 2007

	Forest type	Area (Ha)	Area (Km ²)
Gasabo	Eucalyptus forest plantation	1631.77	16.32
	Pinus Plantation	5.22	0.05
	Eucalyptus young forest plantation and coppices	478.86	4.79
	Total area	2115.85	21.16

Source: Forest Mapping, Volume 1, Final Report, MINITERE, NUR GIS

As stated in National Forestry Policy (Ministry of Forestry and Mines, 2010), the total area of Rwanda Natural forests and manmade forests coverage was 330,576 ha of which 215,739 ha are natural forests and 114,837 ha represent forest plantations. For the district, the figures in table below do not include other forest resources composed of small wood lots (with an area of less than

0.5ha) and other trees outside forest (generally referred to as agro forestry trees) which were believed to represent countrywide an area of 222,520 ha equivalent to conventional forests⁹.

Table 8: distribution of forests in the District according to their ownership

	State Forests		District forests		Private forests		Total	
	Area (ha)	% district area	Area (ha)	% district area	Area (ha)	% district area	Area (ha)	%
Gasabo	2906,52	41%	216,52	3%	4019,19	56%	7142,23	5,5%
Rwanda	35642,57	27%	15783,43	12%	78545,3	60%	129971,3	100,0%

Source: RNRA, Forestry and Nature Conservation department, 2012

Private forests have the biggest share representing 56% of all District forests. District and State forests count for 3% and 41% of forests respectively. Overall, Gasabo forests represent only 5.5% of national forest area.

a.5 Productive land

The predominance of the population in agriculture combined with the demographic pressure has progressively brought about overexploitation of land leading to its degradation especially in steep slopes when combined with heavy rains. Sustainable use of land therefore requires land protection measures and water management practices. The table below shows the proportion of land irrigated and protected against soil erosion of the total cultivated land.

The percentage of land that has been reported as protected against soil erosion in Gasabo District is 73.2%. Around 78% of cultivated land nationally is reported as being protected against erosion.

Table 9: Percentage of land irrigated and protected against soil erosion

	Total cultivated land area (000 ha)	% land irrigated	% land protected against soil Erosion
Gasabo	54	5.1	73.2
Rwanda	1,228	3.0	78.1

Source: EICV3, NISR 2011

It is clear that more efforts are needed for enhancing capacity in order to reach the national target of 100% of agricultural land protected.

⁹ The conversion factor is a number of 1600 trees counted in agricultural land or in other places such as towns and pastures; that number represents 1 ha of a classic forest.

b. Current mining, natural resource extraction operations

The following tables show various investors extracting quarries and mines at large, small and medium scales in Gasabo District. The activities of these investors are mainly based on the prospection and research on minerals like Cassiterite, Coltan, Wolfram and Quartzite.

Table 10: Mining exploitation

Name OF INVESTOR	Location of site	District	Activities	No.	Issued date
CAEDEC LTD	BUMBOGO/GASABO	Gasabo	quartzite	0065/MINIFOM/SPPFU/he/2010	13/08/2010

Table 11: Current extraction operation in big quarries of

Name OF INVESTOR	Location of site	Activities	Type of the permit	No.	Surface Area (Ha)	Issued date
KIGALI Mining Company	Cyabatanzi/Gasagara cell/Rusororo sector	Cassiterite, Coltan & Wolframite	Prospecting	0011/MINIRENA/2011	432.9ha	8/7/2011
KIGALI Mining Company	Kamasasa,rugagi,Rtabazana,Agatare,Gasagara,Rusororo/sector	Cassiterite, Wolfram & Coltan	Prospecting	0011/MINIRENA/2011	432.9ha	8/7/2011
KIGALI Mining Company Ltd	Gasagara,Rusororo/sector	Cassiterite, Wolfram & Coltan	RESEARCH	0094/Minirena/2011	423.65ha	14/11/2011
SENGATI John	Kazi/Gasuracell/Nduba sector	Wolfram, Coltan, & Cassiterite	RESEARCH	0216/MINIRENA/2012	127.02 ha	29/05/2012
Service Polyvalent de construction et topographie	Gasura,Shango,Butare,Muremure,Gatunga,Nduba/sector	Cassiterite & Coltan	Prospecting	0078/Minirena/2011	723.2ha	8/9/2011
Societe de la famille Umusizi Nsanzabera(SOFUN) Ltd	Masezero,Nduba/sector	Cassiterite	Prospecting	0028/Minirenaq/2011	264ha01a25ca	8/7/2011

Source: MINIRENA Records, 2012

c. Environmental and physical safety protection measures in place

District will play a major role in:

- Rehabilitating Watershed and enhancing water storage facilities by controlling soil erosion in catchments through land husbandry, afforestation;

- Protecting river banks and lakeshores (10 m from the river and 50 m from the lake);
- Controlling of water weeds in water bodies;
- Providing information on people or institutions/organizations abstracting water and will promote rainwater harvesting at house hold and institution levels

d. Current pollution control systems in place

The District will:

- Ensure pollution management and enforce environmental regulation for sustainable development through the development and implementation of plans for relocation of illegal activities operating in wetlands,
- Ensure the implementation of the environmental law (plastic bags' ban, manage unsustainable mining etc.),
- Promote clean technologies such as biogas, improved cooking stoves and promote appropriate landfill for wastes management in all districts;
- Ensure that vulnerability to climate change is reduced precisely by implementing districts' specific climate change's adaptation measures to increase resilience (irrigation, terracing, rain water harvesting, afforestation, Agroforestry, sustainable land use etc.)

e. Gaps in environmental protection and pollution control

The main challenges in Environment and Natural Resource Sector in general are:

- Low involvement and ownership of decentralized entities and low capacity of CBO, CSOs and private sectors in environment and natural resource management as implementing partners,
- The sector is under-funded compared to its economic and ecological importance,
- Scarcity of land suitable for large scale reforestation,
- The forestry sub sector is lacking professionals' staff at all levels,
- Over exploitation of forest resources,
- Land is considered as a way of earning living only,
- Weak planning for land use,
- Inadequate solid and liquid waste management,
- Pressure on natural resources such as land, water resources and forestry,
- Ecosystem degradation such as steep landscapes that exacerbate soil and fertility losses,
- Water pollution in rural areas is the consequence of chemical agricultural inputs, whereby the proportion of households using chemical fertilizers and pesticides increased from 11% and 24% in 2006 to 29% and 31% in 2011, respectively. Limited capacity to manage climate change-related disasters implies huge risks to livelihoods and to sustained economic growth,
- Lack of the knowledge of the national mineral and quarry products potential,
- Weak Mining and Exploration licensing system and insufficient inspection capacity to enforce good practice,

- High electricity tariffs and unstable power,
- Low level of investment in industrial minerals and rocks,
- Little participation of local financial institutions in direct investment in the mining sector.

3.6. Service industry

a. Tourism industry infrastructure

The tourism sector in the district can be a source of employment to a large share of the population, given the comparative advantage Gasabo has in education. However, tourism is not yet well developed in the district. The fact that Kigali City hosts the largest portion of tourists in the country should provide an impetus for developing the rural areas as tourist destinations.

b. Eco-tourism enterprises

Numerous historical sites remain unexploited, including royal tombs, the remains of the royal palace on the Hill of Gasabo and the footprints of King Ruganzu. Likewise, views on Lake Muhazi offer opportunities to develop hotels and tourism facilities. Despite the presence of eco-tourism sites, there is a potential for attracting investors in eco-tourism to sustainably develop and manage those sites in Gasabo District which will boost tourism and district revenues.

c. Hotel and restaurant facilities and businesses

According to the Establishment Census on Formal and Informal sector by economic sector (NIS 2011) Gasabo District counts 1,666 accommodations and food service activities. *Appendix 14 and 15* present the situation of tourism facilities in Gasabo District.

d. Tour operation businesses

The tour operation businesses are concentrated in Kigali City, and the in the Destination Management Areas (DMA). Eleven tour operation agencies are currently operating in Gasabo District. The table below shows the tour operators companies in Gasabo District.

Table 12: Tour operator companies in Gasabo District

COMPANY NAME	LOCATION
JK SAFARIS	KIMIHURURA-KBC- 3RD FLOOR
MAPENDANO VOYAGES	Kimironko btn Rwahama house and KIE
WILDLIFE TOURS-RWANDA	After Medi motel, opposite Bank Populaire Kimironko
EOS-VISIONS RWANDA	Gacuriro Estates (Benjamina street, No 53
THE FAR HORIZON	KBC
SONGA AFRICA	Gacuriro Estates (Benjamina street, No 53
ACCESS RWANDA SAFARIS	Kabuga

COMPANY NAME	LOCATION
LTD	
CONCORD/MAGIC SAFARIS	Ninzi Hotel
VIRUNGA EXPEDITION TOURS	Kimihurura- KBC
SUN RISE ECO-TOURS	Kubaho Plaza, 1st Floor
RMS LTD-TRAVEL PARTNER	Avenue Lac Muhazi, Kimihurura, Kigali.

Source: RDB Data Base, 2013

e. Accessibility of ICT businesses

Information and Communication Technology is a central engine in driving Rwanda's transformation to a knowledge based economy.

The country's leading mobile telephone providers are MTN Rwanda, TIGO and Airtel. The network covers 99.79% of the country. The number of active mobile-cellular phone subscribers has increased from 41.5 up to 53.1% in 2011. As of December 2012, Rwanda counted 5,690,751 mobile subscribers, respectively, 60.32% of subscribers for MTN, 32.80% for TIGO and 6.87% for Airtel.

In ICT businesses, several new Government to Business (G2B) and Government to Citizens (G2C) Services were launched, including:

- The *Online Tax payment system*, allowing citizens to file personal taxes online.
- The *ePayment system*, which allows citizens to pay their taxes online through their banks, hence reducing queues and time.
- The *Single Electronic Window System*, a facility that allows parties involved in trade and transport to lodge standardized information and documents with a single entry point to fulfil all import, export, and transit-related regulatory requirements, hence reducing the cost of doing business due to online clearance and allowing simplified procedures.

See Appendix 8 for details about ICT in Rwanda.

f. Banking and financial institutions accessibility

The following financial institutions are currently operating in Gasbo District:

Many commercial banks are present in Gasabo District (AGASEKE BANK Ltd, BPR (12 branches), ECOBANK, FINA BANK, COGEBANK, KCB, URWEGO OPPORTUNITY BANK, EQUITY BANK), as well as microfinance institutions (BK, KCB , INKINGI, DUTERIMBERE, RIM SA, etc.

The development of Umurenge SACCO scheme has allowed each sector in Gasabo District to be equipped with at least one financial institution. Those help develop credit and saving culture for rural people who generally earn small revenues thereby ruling themselves out of the primary targets for large commercial banks.

On 31st January 2013 fifteen SACCOs and seven IMFs were already licensed. For further information on financial data of Umurenge SACCOs in Gasabo District, *see Appendix 5*.

g. Sporting and cultural business activities

Gisozi Memorial site which is located in Gasabo (though not business oriented) may offer cultural and historical touristic opportunities in the district. In addition, it is worth noting that sporting and cultural business activities like sport stadiums, museums, dance troops and recreational sites etc. are not well developed in Gasabo despite hosting economic potentiality. As shown in the tables below Gasabo District is home to various recreational and entertainment activities/businesses which offer additional advantage to tourism industry.

Table 13: Arts, Entertainment & Recreational

Name	Type	Location
Cadillac	Nights club & Pubs	Kimihurura
KBC	Nights club & Pubs	Kimihurura
K-Club	Nights club & Pubs	Gacuriro
Sundown	Nights club & Pubs	Kimihurura
Car Wash	Nights club & Pubs	Kimihurura
Sablon	Nights club & Pubs	Kimihurura
Olympiade	Nights club & Pubs	Remera
Shooters	Nights club & Pubs	Kacyiru
Ishyo	Cinemas	Kacyiru
National Ballet/Urukerereza	Dance troops	
Tennis Club	Recreational Center/Sports	
Le printemps	Recreational Center/Children	
Cadillac	Recreational Center/Children	Kacyiru

Source: RDB Data Base, 2013

Table 14: Event management companies in Gasabo District

COMPANY NAME	LOCATION
RWANDA EVENT	KIMIHURURA-KBC
SYMPOSIA CONSULT RWANDA	RUE NTSINDA HOUSE N0.7 NYARUTARAMA-KIGALI
VIRUNGA LOGISTICS	Boulevard de l'Umuganda, Gishushu, Nyarutarama Road.
THE EVENT factory	P. O. Box 3397 Kigali, kisozi – Rwanda

Source: RDB Data Base, 2013

h. Quality customer care and ease of information

Generally the quality of customer care in Rwanda is poor. However, this situation is getting solved as government and private sectors officials are conducting a countrywide Customer care campaign, and there are some TVETs and institutes that teach and train in hospitality skills.

A total of six tourism training institutions in the fields of hotels and culinary art are operational in Gasabo District.

Table 15: Tourism training institution

NAME	LOCATION	AWARDS
ECOLE SECONDAIRE DE TOURISME ET HOTELLERIE ESTH/ GASABO	GASABO	DIPLOMA
ECOLE DE L'HOTELLERIE ET DE TOURISME DE GASOGI	GASABO	DIPLOMA
AKILAH	GASABO	
LE BERCAIL (GISOZI) HOTELLERIE & TOURISME	GASABO	CERTIFICATE
CENTRE DES METIERS ASSOMPTION KABUYE (CUISINE)	GASABO	CERTIFICATE
CFJ GACURIRO (CUISINE & CONSERVATION	GASABO	CERTIFICATE

Source: RDB Data Base, 2013

i. Gaps in potential tourism and services

Tourism uses general infrastructure like energy, water, roads and accommodation facilities. It is cumbersome to make a separate inventory of particular tourism infrastructure in Gasabo. However, few hotels are available in Gasabo District and the tourist sites are neither well mapped nor documented. The roads connecting different localities and the main road are not in condition to be used by the tourists. Critical conditions of the roads hamper the agro-business development because they cannot easily access market.

The Rwanda Skills Survey 2012 indicates that the Tourism & Hospitality sector has a skills gap of over 5,068 in technical areas in the short-term. This amounts for 24.3% of the labour force in the sector. The skills deficits are more acute in hotel and hospitality industry, including hotel managers, tour guides, chefs, cooks, waiters, as well as service personnel and technicians for the hotels. The sector also experiences gaps in soft skill competencies, especially in international languages like English, French, Spanish and Chinese.

3.7 Education and skills development

a. Illiteracy rate by sex

Gasabo generally outperforms other districts on the education indicators. The presence of numerous educational institutions and a well-educated workforce indicates that the district is well-placed to develop a service sector. The future establishment of a special economic zone in Gasabo should be seen as a strong LED potentiality. Offering increased technical and post-secondary education will continue to make the District attractive and competitive for investment.

As show in the following table the urban district count a high literacy rate (84.8%) compared to national average (697%). This constitutes an asset to economic transformation and off-farm job creation.

While literacy rates are higher compared to the rest of the country, the lower level of net secondary school enrolment indicates that a comparative advantage in skilled labour will be a potentiality within the near future. This is also an opportunity for initiative creation in entrepreneurship.

Table 16: Illiteracy and education levels

Level of Education	Gasabo	Rwanda		
		Average	F	M
Literacy (15+)	84.8%	69.70%	64.7%	75.7%
Illiteracy	15.20%	30.30%	35.3%	24.3%

Source: EICV3, NISR 2011

b. Dropout and repetition rates by sex

Some causes for high drop-out rates include the poor income level of the Rwandan population. Even though the primary school is free, parents face various costs to educate their children such as purchasing note books and other supplies. Other reasons include over-aged caused by grades' repetition. Repetition rates are indication of the internal inefficiency of education system.

High repetition and drop-out rates have negative impact on human capital capacity and skills development hence the District education system should take appropriate measures to address the issues. Below are detailed the national repetition rates, which overall is of 12.7% in primary, 5.8% in secondary and 1.6% in upper secondary. Drop-out rate is of 10.9% in primary, 13.1% in secondary and 2.4% in upper secondary.

Table 17: Primary, Lower and Upper secondary Promotion, Repetition and Dropout rate in 2011

INDICATORS	Primary			Lower secondary			Upper secondary		
	Male	Female	Overall	Male	Female	Overall	Male	Female	Overall
Promotion Rate	75.6%	77.1%	76.4%	81.6%	80.8%	81.2%	96.1%	95.7%	95.9%
Repetition Rate Overall	13.2%	12.2%	12.7%	5.5%	6.0%	5.8%	1.5%	1.8%	1.6%
Dropout Rate Overall	11.2%	10.7%	10.9%	12.9%	13.2%	13.1%	2.4%	2.5%	2.4%

Source: 2012 Education statistical yearbook, MINEDUC, Dec 2012

c. Availability of primary, secondary and tertiary schools and facilities

Gasabo District has 47 nursery schools, 80 primary schools, including public schools and private schools, 53 secondary schools. Gacuriro provides TVETs with a capacity of teaching 13 different vocational skills. There are 21 nine years basic education and three higher learning institutions including K.I.E, U.A.A.C, and U.L.K.

Table 18: Number of schools, facilities and staffing by 2012 in Gasabo District

Level of education		Schools	Classrooms	Desks	Students		Teaching Staff ^(*)	
					M	F	M	F
Primary	Gasabo	80	1,024	18,141	37,230	37,226	570	827
	Rwanda	2,594	28,914	496,821	1,180,484	1,214,190	17,753	20,637
Secondary	Gasabo	53	514	11,038	9,000	10,497	587	200
	Rwanda	1,466	13,490	269,394	255,503	279,209	14,006	4,313

(*) administrative staff excluded

Source: education statistical yearbook, MINEDUC, Dec 2012

The classroom/school ratio in Gasabo District is 13/1 in primary school and 10/1 in secondary school. At national level the figures are respectively 11/1 and 9/1.

Table 19: Mean walking distance to basic services (in minutes): Primary school

	Total no. of HHs (000s)	Mean time to service (minutes)	Time to service (minutes)				Frequency Of use not Known	Total
			0-29 min	30-59 Min	60-119 min	120+ min		
Gasabo	99	25.5	59.1	32.9	7.4	0.6	0.0	100.0
Rwanda	2,253	27.2	54.7	34.3	10.1	0.7	0.1	100.0

Source: EICV3, 2011

The mean walking distance to a primary school in Gasabo District is 25.5 minutes and 32.9% of households are between 30 and 59 minutes from a primary school. This walking distance to a primary school in Gasabo District is higher than the mean distance in urban areas, which is 19.4 minutes. In rural areas, the mean walking distance to a primary school is 28.6 minutes, while it is 27.2 minutes countrywide.

d. Education attainment level

The table below presents the distribution of Gasabo District's households population aged six years and over by highest level of schooling attended or completed by 2010.

Table 20: Educational attainment of the household population

District	Sex	No education	Some primary	Completed primary	Some secondary	Completed secondary2	More than secondary	Don't know/missing	Total
Gasabo	F	11.9	44.6	13.0	14.7	8.8	7.0	0.0	100.0
	M	7.4	48.8	13.8	18.0	6.0	5.9	0.0	100.0

Source: Demographic and Health Survey (DHS), 2010

It is generally accepted that professional skills are acquired through post primary education and training hence over 69.5% female and 70% male in Gasabo District are unskilled unless if some of them have undergone on job training.

e. Early childhood education programmes

Pre-primary education aims at enhancing the school readiness for children aged between three and six years. The table below provides data on preprimary education in Gasabo District.

Table 21: Number of EDC schools facilities and staffing by 2012 in Gasabo District

	Schools	Classrooms	Desks	Students		Teaching Staff	
				M	F	M	F
Gasabo	47	100	1,427	1,949	2,031	13	101
Rwanda	1,870	2,677	38,174	63,161	67,242	469	2,438

Source: 2012 education statistical yearbook, MINEDUC, Dec 2012

There is a need to increase the number of nursery classrooms because some schools do not have their own classrooms, instead they use local administrative rooms as classrooms. When comparing schools and classrooms most of schools have 2 classrooms.

The number of administrative staff is very low compare to the number of schools, because most nursery schools do not have their own administrative staff, instead staff are often based in another institution(primary, secondary or local administration) and also look after a nursery school. To this end, efforts should be made to provide schools with managers to allow them to work properly.

f. Gaps in school infrastructure, staff capacity, equipment

The following gaps are acknowledged:

- An insufficient number of adequate learning spaces;
- The current pupil classroom ratio is 70:1, which is too high. However, the introduction of double shifts in primary education has reduced the overcrowding of classrooms;
- There are shortages of infrastructure for lower education;
- Poor hygiene in schools and lack of community ownership of school health, sports and hygiene;
- A large number of schools lack safe water supply;
- There is also limited district ownership and low community and parental participation in school feeding and school gardening programs at the primary level;
- Insufficient playgrounds for physical education in schools: There is a need to encourage physical education in schools not only for learners' health but also to address psychosocial needs and to inculcate key skills such as team working.

g. TVET availability

The following tables show physical infrastructure, programs, status and locations of TVET schools. For VTCs staff and equipment are added.

Table 22: Distribution of TVET schools and programs in Gasabo District

School name	Sector	Type of school	Trades	Status
GACURIRO VTC	KINYINYA	VTC	CATERING, HAIRDRESSING-ESTHETICS, AUTOMOBILE MECHANICS, ELECTROMENAGER, CARPENTRY	Public
VTC MAKINES	REMERA	VTC	Sport and Medical Massage	Private
Centre de Formation Refuge	KACYIRU	VTC	Welding, Carpentry, Apiculture, Masonry	Private
Maison de la Jeunesse Kacyiru	KACYIRU	VTC	Welding, masonry, Catering	Private
Imyuga ADEPR Gasave	GISOZI	VTC	Embroidery, Arts, Scriptures	Private
Centre des Métiers Assomption Kabuye	JABANA	VTC	Welding, Plumbing, Constriction, catering, Electricity	Private
ADESOC VTC	KIMIRONKO	VTC	Tailoring	Private
Universal Beaty Academy	KIMIRONKO	VTC	Hair dressing, Beaty Therapy	Private
BELASI School Saloon	REMERA	VTC	Hair dressing	Private
Rwanda Film Institute		VTC	Film making	Private
Rwanda Mushroom Technology	REMERA	VTC		Private
ALLIANCE HIGH SCHOOL	JABANA	TSS	Accountancy, Electronic, Electricity, Computer Science	Private
I.F.B.K	KACYIRU	TSS	Secretariat, Accountancy, Computer Management, Electrical, Electronics and telecommunication	Private
E.S APAPER	KACYIRU	TSS	Accountancy, Computer Science	Private
ETM II	KIMIRONKO	TSS	Accountancy, Autovehicle Mechanics, Computer Science	Private

School name	Sector	Type of school	Trades	Status
ES-TH - GASOGI	NDERA	TSS	Hotel Operation, Tourism,	Private
GS APERWA	RUSORORO	TSS	Accountancy, Electricity, Construction	Private
RUSORORO INSTITUTE (APAER)	RUSORORO	TSS	Accountancy, Computer Electronics, Computer Science	Private
ADEB NYARUTARAMA	REMERA	TSS	Electricity, Electronics & telecommunication, Autovehicle mechanics, Computer science, Construction	Private
ECOLE TECHNIQUE (ETHG SOS)	KINYINYA	TSS	Electricity, Carpentry, Computer Science, Accountancy, Electronics and telecommunication	Private
KABUGA HIGH SCHOOL	RUSORORO	TSS	Accountancy, Computer Science and Secretarial	Private
SPRING ACADEMY	NDERA	TSS	Accountancy, Computer Science	Private
COLLEGE DOCTRINA VITAE	NDERA	TSS	Computer Science and Accountancy	Private
WORLD MISSION SECONDARY SCHOOL	KINYINYA	TSS	Accountancy, Computer science	Private

Source: WDA Database, 2012

TVET in Gasabo District are comprised of 11VTCs and 13 TSS. The main programs offered by VTC are: catering, hairdressing-esthetics, automobile mechanics, “electro-menager”, carpentry, Sport and Medical Massage, Welding, Carpentry, Apiculture, Masonry, Embroidery, Arts, Scriptures, Tailoring, Plumbing, Electricity, Hair dressing, Film making, Accountancy, Computer science, Secretarial, Electronics and telecommunication, Auto-vehicle mechanics, Construction.

Table 23: Number of VTCs schools, facilities, students and staffing by 2012 in Gasabo District

		Schools	Classrooms	Desks	Students		Teaching Staff	
					M	F	M	F
VTCs	Gasabo	3	20	201	259	241	17	10
	Rwanda	116	599	8,057	8,244	5,333	529	251

Source: 2012 education statistical yearbook, MINEDUC, Dec 2012

3.8 Health services

a. Population covered by community based health insurance

The population covered by community based health insurance (MUSA) in Gasabo District as of June 2012 was 75%¹⁰. This is a weak performance compared to Rwanda figure of 90.7% and the national target of 100% coverage.

b. Health facilities available

The following two tables give sounding information on coverage and provision of health services in Gasabo District.

Table 24: Number and type of health facilities in Gasabo District

District	Referral Hospital	District Hospital	Military/Police Hospital	Health Centre	Dispensary	Prison Dispensary	Health Post	Total
Gasabo	2	1	1	16	22	1	6	49
Rwanda	4	40	1	442	95	13	125	720

Source: MOH Annual Booklet, 2011

Of the 49 health facilities, 16 are health centres, one district hospital, 22 dispensaries, six health posts and two referral hospitals. This analysis, using data from the HMIS National Health Facility Database, it doesn't include private health facilities, only the health facilities managed by the public sector or by FBOs.

Table 25: Mean walking distance to Health centers

	Total no. of HHs (000s)	Mean time to service (minutes)	Time to service (minutes)				Frequency of use not known	Total
			0-29 min	30-59 Min	60-119 min	120+ min		
Gasabo	99	43.6	25.0	44.3	26.5	4.2	0.0	100.0
Rwanda	2,253	60.1	19.0	29.9	37.5	13.7	0.0	100.0

Source: EICV3, NISR 2011

In Gasabo District, the mean walking distance to a health centre is 43.6 minutes and 69.3% of households walk for less than one hour on average to reach a health centre.

The mean walking distance to a health centre is 35 minutes in urban areas and 64.4 minutes in rural areas, while it is one hour countrywide. Thus, when compared to urban areas overall, Gasabo District's health centres are further from household dwellings by an additional 8.6 minutes on average.

¹⁰ Gasabo District, Performance Contract 2012/2013

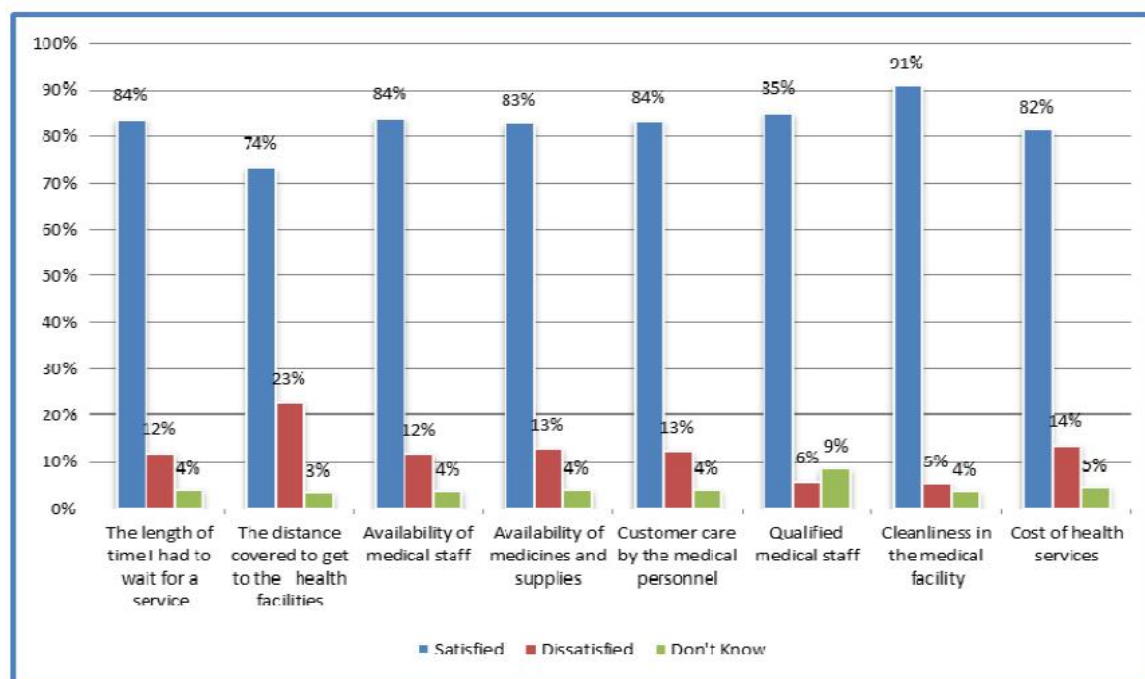
c. Customer care and quality of health services

National respondents to the Health Survey indicated that there was a demand for health services. 87.4% of the respondents affirmed that they had visited health facilities in the reference period of 12 months, as compared to 70% in 2010. On health services received, 66.9% of respondents used pharmaceutical services, 66.5% had medical treatment, 60% attended medical health consultations and 53.9% did laboratory tests.

The strategies to improve community health services were categorized in the following order by respondents:

- 97.7% approved increasing medical provision for community- health insurance,
- 97.4% said they needed adequate medical provision as by community- health insurance,
- 97% said they needed an increase in the number of doctors and nurses,
- 96.5% said they needed health facilities to be brought close to them
- 96.3% said they needed expeditious health service delivery and improved health care by qualified health personnel.

Figure 5: Satisfaction Vis-à-vis dissatisfaction with aspects of health service delivery in the Community



Source: Citizen Report Card 2011 Survey primary data, cited by RGB, 2011

d. Access to and use of reproductive health and family planning services

From Demographic and health Survey (2010) data on the use of contraceptive methods show that in Gasabo District 51.5% of Married women age 15-49 were using any method for family planning. Those using modern methods were 45.2 %.

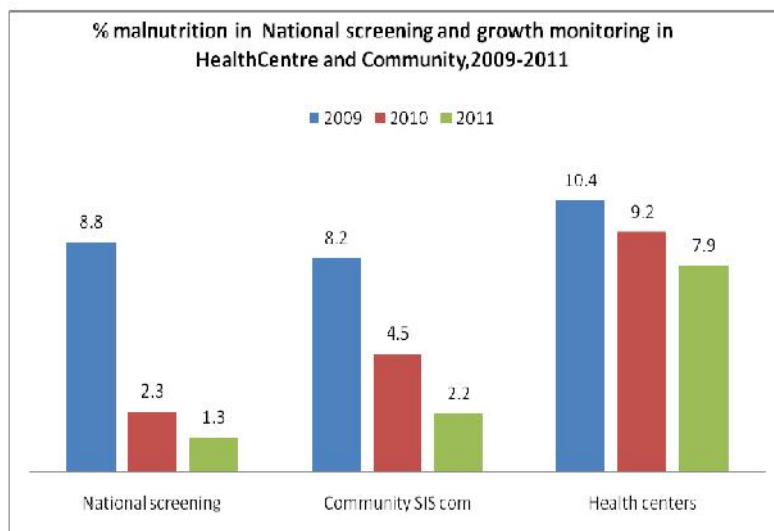
e. Community-based nutrition programmes

In Rwanda, the objectives are to strengthen and scale-up Community Based Nutrition interventions/Program (CBNP), to prevent and manage malnutrition for children under the age of 5 years, with particular focus on those aged less than two years, and for pregnant and lactating mothers.

Identification of malnourished children is the main achievement of CBNP: The screening of malnutrition was done monthly during the Growth Monitoring and Promotion (GMP) session, and the annual screening campaign held door to door by Community Health Workers from 12th-16th December 2011.

In December 2011, a national screening for acute malnutrition was conducted country wide and 1,217,935 children aged 6-59 months were screened. Results showed an acute malnutrition rate of 1.3%. Children under five are routinely monitored for malnutrition at health facilities and at the community level. Results from routine monitoring are quite different from the national screening results, but all show a decrease in acute malnutrition from 2009 to 2011 (see Figure below).

Figure 6: Acute malnutrition rate in children under five, 2009 – 2011



Sources: National screening; Community Health Workers' Database (SIScom); National HMIS Database, 2009-2011

f. Hygiene and sanitation programmes

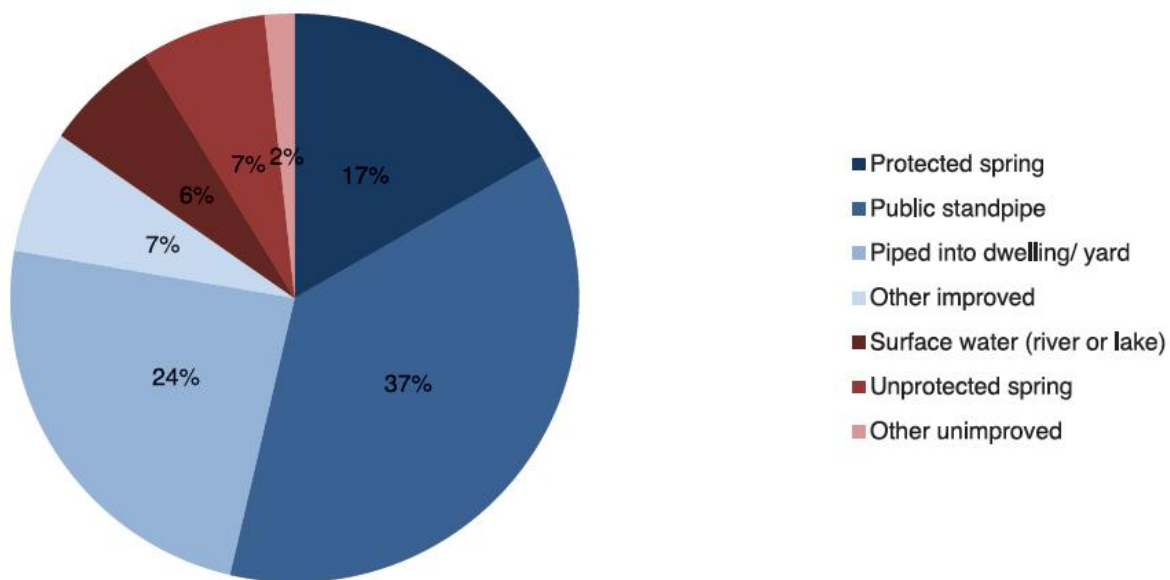
According to EICV3 (2011), 84.7% of Gasabo District households use an improved drinking water source. Improved drinking water sources include protected springs, public standpipes, water piped into dwellings/yards, boreholes, protected wells and rainwater collection, as defined by the World Health Organization (WHO).

61% of households in Gasabo District use a public standpipe or water piped into the dwelling/yard. However, 15.3% of households still use unimproved drinking water. Gasabo District's achievement is close to the EDPRS I national target for the water and sanitation sector, which was to increase access to drinking water to 85% by 2012. Rain water collection in Gasabo District is very minimal

with 0.0% against 0.4% at national level. Rainwater harvest is vital for domestic use and modern livestock practices.

The WHO/UNICEF Joint Monitoring Programme defines an ‘improved sanitation facility’ as flush toilets and pit latrines with a floor slab. It shows that Gasabo District has 74.3% of households with access to improved sanitation facilities, which is just about equal to the national average (74.4%). The EDPRS sanitation target is to have 65% of the total population with hygienic sanitation by 2012. It is clear that Gasabo District has achieved and even surpassed this target by more than nine percentage points.

Figure 7: Main drinking water source



Source EICV 3, NISR 2011

Gasabo District is undertaking considerable efforts to maintain the urban environment clean and plastic bags are forbidden within the country.

Problems arise at all stages of waste collection and disposal. Kigali’s waste contains still 70% of organic, biodegradable waste and in rural areas this portion of waste may reach more than 95%. However, waste sorting, composting and recycling activities are at the very beginning and until now, Rwanda did not invest in environmentally safe landfills. The only operating dumpsite in Kigali receives about 400 tons per day of solid, not sorted waste or 140’000 tons per year. Deep seated fires, methane explosions, landslides and leakages threatening rivers and groundwater are some of the common problems of such basic dumpsites.

With regards to access to water source, 64.2% of households in Gasabo District are within 15 minutes’ walking distance of an improved water source on average. However, 9.8% of households in Gasabo District still walk for more than 30 minutes to reach an improved water source.

The mean time to an improved water source in Gasabo District is 10.5 minutes, which is better than the national average (14.4minutes).

Table 26: Walking distance to improved water source (in minutes)

EICV3	Total no. of HHs (000s)	Mean time to improved water source (minutes)	Time to improved water source (minutes)						No improved source	Total
			Water piped into dwelling/ yard	0–4 Min	5–14 min	15–29 min	30–59 Min	60+ Min		
Gasabo	99	10.5	24.1	13.3	26.8	10.8	6.5	3.3	15.3	100.0
Rwanda	2,253	14.4	5.9	10.2	28.7	16.7	10.3	2.5	25.8	100.0

Source: EICV3, NISR 2011

g. Gaps in access to quality health care services

According to the Third Health Sector Strategic Plan 2012/2018 (MoH, 2012), the following gaps and challenges in accessing quality health care were identified:

- Despite showing great improvement and a participation of 90.7% of the Rwandan population in health insurance, the Community insurance scheme policy has its own challenges. This usually occurs in rural areas where a patient receives a bill higher than the due cost;
- Limited budget to purchase all the needed drugs and consumables needed to increase the quality of healthcare delivered, emphasizing customer care at the facility level and eliminating chronic malnutrition among children;
- Inadequate specialized doctors and general practitioners with special skills;
- Inadequate health infrastructure;
- Limited geographical access to health services;
- Inadequate quality services and human resources and shortage of skilled health providers;
- Limited health management capacity;
- Inadequate coordination between public and private facilities;
- Social cultural beliefs and practices are impeding people to go to health centres;
- Limited healthcare seeking behaviour.

3.9. Accountable governance

a. Quality of service delivery

In line with the government policy geared at improving efficiency and effectiveness of public service delivery that is one of the pillars of Rwanda's Vision 2020, the Rwanda Governance Board

(RGB) executed the Citizens Report Card (CRC) 2011¹¹ survey with the purpose of providing public agencies and policy makers with feedback from users on the quality and adequacy of public services delivered at the grassroots level.

The Citizen Report Cards (CRC) 2011 survey has dealt with the domains of Education, Agriculture and Livestock, Local administration, Justice, Water and sanitation, Health and Land management. The content of findings provided in the Citizen Report Cards (CRC) 2011 survey highlights the quality of service delivery at Province and City of Kigali level. There is a need to conduct the Citizen Reports Cards at district level in order to know the quality and adequacy of public services delivered at the grassroots level.

b. Access to justice services

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.

c. Functioning of community assemblies

The main community development responsibilities at District level are outlined in the following paragraphs:

The Umudugudu Committee is the lowest level of oversight and decision making body. It mobilizes and sensitizes the population to collectively define and resolve their economic and social problems.

The Cell (Akagali) Council coordinates all activities of Imidugudu making up the cell and links them to the sector. The cell assists the Imidugudu in realizing the community development objectives.

The Development Advisory Committee is a new entity which is established at cell level and comprises individuals who have gone through Itorero process. The Committee advises the Cell Council and promotes economic and social cohesion. It also champions the mindset change required to underpin these developments.

The Sector (Umurenge) Council coordinates all activities of its cells, harmonizes the data collected from cells for submission to the district. It oversees the provision of basic community services and participates to analyze and solve the problems of the population; sensitizes the population to implement the Government programmes.

¹¹ Rwanda Governance Board (RGB), Rwanda Citizens Report Card 2011

The District Council ensures urban, economic and demographic development; builds the capacity of sectors to provide better services to the population as articulated in the District Development Plan. The District Council makes decision on the implementation of the action Plan of the District prepared by the District Executive Committee. It advises the Executive Committee on matters pertaining to community development controls the budget of the district and advises the Executive Committee of the District on financial and any activity execution. The District Council also coordinates and analyses vital statistics of socio-economic development of the population; emphasizes on transparent management of public resources, mobilizes funds to invest in the District and put emphasis on scientific research in the District's development.

Citizen participation has been improved as mechanisms and processes were established to promote citizen participation; these include "Inteko z'abaturatione" (community assemblies), public accountability days and open days, "Ubudehe, Umuganda", regular free and fair elections among others.

d. Access to governance information

Transparency is widely recognized as a core principle of good governance. Transparency means sharing information and acting in an open manner. Free access to information is a key element in promoting transparency. Information, however, must be timely, relevant, accurate and complete for it to be used effectively. Transparency is also considered essential for controlling corruption in public life.

The district has a website which contents 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 "Imihigo" is shared with the public.

An Access to Information Bill has been drafted and has moved from Cabinet to Parliament. When enacted, it will have a major impact on records management across government, as it will require that every public authority introduces proper records management controls within six months from the date on which the Law enters into force. It also requires that records are computerized.

e. Efficient public finance management systems

There are different laws and procedures in the management of public finances. The article 74 of the Organic Law No 37/2006 of 12 September 2006 on State Finances and Property requires each Chief Budget Manager (the Executive Secretary of the district) to implement recommendations of the Auditor General of State Finances aimed at improving the effective management of finances under his control. Contrary to this provision, implementation of audit recommendations is still a challenge. The following table provides information related to the status of implementation of audit recommendations in Gasabo District for the year 2011.

Table 27: Status of implementation of audit recommendation for the year ended 30 June 2011

	Total number of all findings in previous report	Number of recommendations fully implemented by management by time of current audit	Number of recommendations not fully implemented by management by time of current audit	Percentage (%) of findings fully implemented	Percentage (%) of findings not fully implemented
Gasabo	38	16	22	42%	58%
Rwanda	1,073	492	581	46%	54%

Source: Office of the Auditor General records, 2011

This table shows that, in the perspective of efficient public finance management, the percentage of findings fully implemented (42%) in Gasabo District is above the country level (46%).

f. Institutional development mechanisms

The starting point for Local Economic Development is to promote active economical membership in communities. The Government of Rwanda has adopted a number of institutional development mechanisms to tackle key development issues by engaging the people and ensuring accountable governance at district level such as:

- Results-oriented performance and accountable governance¹², “Imihigo”;
- Fiscal and financial decentralization;
- Promotion of citizens participation and social inclusion (Umuganda, Umurenge programme, Integrated Local Development program).

g. Functioning of JADF at local government level

Established by Ministerial Instruction N° 04/07 of July 2007 (under revision), JADF is a multi-stakeholder platform for information sharing, consultation, dialogue and accountability that is promoting cooperation amongst various development actors at local levels. JADF constitutes a space where different partners are stimulated to actively participate in discussion, joint planning, implementation and monitoring of local community development activities.

JADF coordinates all activities of various stakeholders in service delivery, socio-economic development and governance at local levels, JADF mechanism plays a critical role in the implementation of decentralization policy.

JADF in Gasabo District is comprised of 193 partners supporting the district in various areas of local development as follows: Social (67), Economic (16), Infrastructure (9), Justice (3), Livestock (2), Political (2), Cooperative (1), ICT (2), Horticulture (1), Transport (1) and Research (1).

¹² Republic of Rwanda, Capacity Development and Building a Capable State, Rwanda Country Report, 2007

JADF mechanism at district level is chaired by a Coordinator and a Vice-Chair. It has also a Permanent Secretary. JADF mechanism put in place JADF committees in all its sectors.

3.10. Employment and district revenues

a. Employment, unemployment and inactivity rates

Gasabo's placement within Kigali means that the agricultural sector does not dominate employment. Non-farm employment is well-above the national average. However, like other Districts, the informal sector is considerably larger than its formal counterpart. The large share of off-farm employment gives Gasabo District an edge in developing a diverse economy. The development of additional tourism venues and a special economic zone will help increase the formal economy's share of Gasabo's employment. The following table and figure show the percentage of employment and in which industry people are employed in.

Table 28: Employment, unemployment, and economic inactivity among persons aged 16 and above

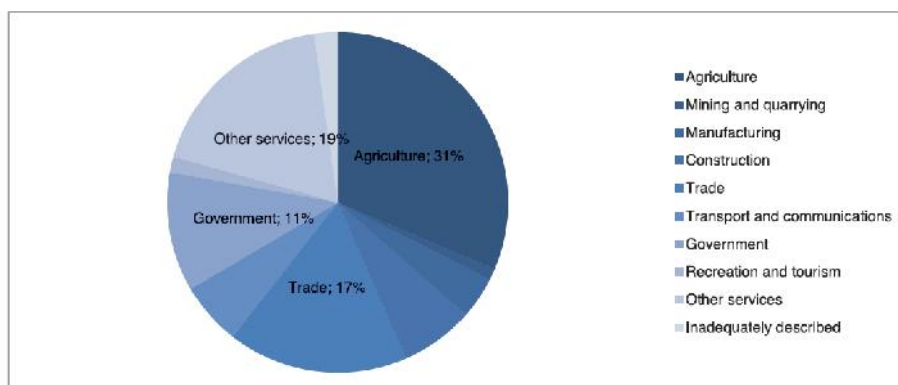
	Employment rate	Unemployment rate	Inactivity rate	All population aged 16+(000s)
Gasabo	78.0	5.3	17.7	280
Rwanda	84.2	0.9	15.0	5,888

Source: EICV3, NISR 2011

In Gasabo District, the overall employment rate is 78% of the resident population aged 16 years and above; the unemployment rate is 5.3% and the economic inactivity rate is 17.7%. Gasabo District is ranked fourth last by employment rate after Nyarugenge (71.3%), Kicukiro (77.9%) and Rusizi (77.9%). The national average employment rate is 84%, the unemployment rate is 0.9% and the economic inactivity rate is 15%.

The figure below shows that most of the population are employed in Agriculture as the main industry 31% followed by other services(19%).

Figure 8: Industry of usual main jobs in Gasabo



Source: EICV3, NISR 2011

b. Average number of hours worked per week in all jobs

The table below show the average number of hours worked per week in all jobs

Table 29: Average number of hours worked per week in all jobs

	1 to 5 Hours	6 to 15 hours	16 to 25 Hours	26 to 35 Hours	36 to 45 Hours	46 or more Hours	Total
Gasabo	3.0%	12.6%	12.6%	13.1%	12.0%	46.6%	100.0%
Rwanda	5.9%	18.6%	23.0%	20.3%	13.3%	18.9%	100.0%

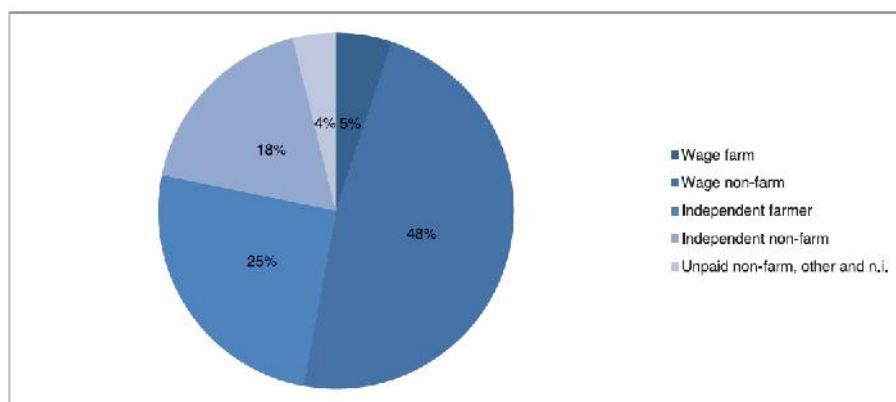
Source: EICV3, NISR 2011

As show in the table, most of employees work less than 35 hours per week. Only 32,2% of employees work more than 35 hours per week which is low percentage compared with the national target of 40 hours minimum per week.

c. Farm and off-farm employment

Although Gasabo District is mainly urban, it has the largest percentage of the population working in agriculture among Kigali City districts (the figures are 19% for Kicukiro and 17% for Nyarugenge). Wage non-farm is the main employment in the District with 48%.

Figure 9: Employment types (usual main job) in Gasabo



Source: EICV3, NISR 2011

d. Public and private sector employment

Gasabo District's location within Kigali means that the agricultural sector does not dominate employment. Non-farm employment is well-above the national average. However, like other districts, the informal sector is considerably larger than its formal counterpart. The large share of off-farm employment gives Gasabo District an edge in developing a diverse economy.

The development of additional tourism venues and a special economic zone will help increase the formal economy's share of Gasabo's employment.

Private sector informal employment occupies the first position in the District as they amount to 57.4% of salaried work. The public sector occupies 10.6% of employment in Gasabo District.

Table 30: Public and Private Sector Employment in wage/salaried work

Indicator (%)	Gasabo	Rwanda
Public	10.6	9.1
Parastatal	3.1	3.4
Private Formal	25.8	16.2
Private informal	57.4	69.5

Source: EICV3, NISR 2011

e. Number of people migrating for work

Gasabo outgoing and incoming migrants are unbalanced. As per EICV 3 i 41 000 people migrated in for 30 000 people migrating out the District for work.

Table 31: Number of people migrating for work

EICV3	Number of people migrating for work 16+ years (000s) - ARRIVING	Number of people migrating for work 16+ years (000s) - LEAVING	All Population 16+ years (000s)
Gasabo	41	30	280
All Rwanda	260	260	5,888

Source: EICV3, NISR 2011

f. Tax revenues

Local Government incomes normally comprise of locally raised revenues (tax and non-tax revenue); and Central Government subventions. The following provides Gasabo District revenues and expenditure projections from 2012/2013 to 2014/2015 budgets.

Table 32: District revenues and expenditure projections

	FUNDING TYPE	2012/2013 BUDGET	2013/2014 BUDGET	2014/2015 BUDGET
	Total Budget	13,826,846,100	14,948,632,011	15,644,041,191
1	Earmarked Transfers (Districts)	6,667,516,418	7,451,786,043	7,891,093,003
2	Own Revenues	5,922,805,721	6,464,956,095	6,920,795,208
3	Transfers from other GoR	644,843,465	644,843,465	644,843,465

	FUNDING TYPE	2012/2013 BUDGET	2013/2014 BUDGET	2014/2015 BUDGET
4	External Grants	591,680,496	287,046,408	187,309,515

Source: *Budget framework paper, MINECOFIN 2012*

The table shows that Gasabo District budget is funded by four different sources namely earmarked transfers, Own Revenues, transfers from other GoR agencies and External Grants. Gasabo District revenue generation is high representing 42.8% of the District total budget.

g. Annual job creation

The key challenges Rwanda faces in this area are linked to high levels of underemployment in rural areas, insufficient non-farm jobs being created, and high cost, uncompetitive skilled labour for firms in urban areas. Vision 2020 aims for half of the Rwandese workforce to be working off-farm by 2020, with a baseline of 28% today. This target is justified by the fact that non-farm workers are five times more productive than farm workers, and are 50% less likely to be in poverty. Reaching this goal will require creating an additional 200,000 non-farm jobs per year¹³.

According to Rwanda's 2010/2011 household survey, the population of persons aged 16 and above has grown from 4,118,000 in the EICV1 to 5,888,000 in EICV3, this results in a growth of some 1.8 million adult persons. Of the 1.4 million (net) new people working between EICV1 and EICV3, the largest absolute increase in net new jobs has come from agriculture (430,000), followed by trade (337,000), and government (127,000). The largest percentage increases have come in mining (22% per year), construction (22% per year), and tourism (21% per year), all of which show an increase from a low base¹⁴.

There has been growth in all industrial sectors, as growth accelerated between EICV2 and EICV3. In overall, there are now around 660,000 more people working in Rwanda than five years ago and 80% of these have been absorbed into the non-agricultural sector.

The table below shows the evolution in jobs created between year 2000 and 2010.

¹³ Republic of Rwanda, EDPRS 2 (2013-2018)

¹⁴ EICV3 Thematic Report, Economic Activity

Table 33: Jobs' creation between 2000 and 2010

Sector	Jobs (000s) EICV 1 - 2000	Jobs (000s) EICV 2 - 2005	Jobs (000s) EICV 3 - 2010	Annual % Job Growth 2000-2005	Annual % Job Growth 2005-2010	Average Annual Job Growth (000s) 2005-2010	Average Annual Job Growth to reach 200k per year total
Utilities	4	4	10	0%	20%	1	3
Financial services	15	13	20	-3%	9%	1	3
Recreation and tourism	3	9	23	25%	21%	3	6
Mining and quarrying	7	18	48	21%	22%	6	13
Inadequately described	12	35	55	24%	9%	4	9
Transport and communications	26	56	91	17%	10%	7	15
Manufacturing	30	80	112	22%	7%	6	14
Construction	20	66	146	27%	17%	16	35
Other services	97	193	205	15%	1%	2	5
Government	84	141	211	11%	8%	14	20
Trade	107	296	444	23%	8%	30	65
Total Non-farm	405	911	1365			91	200
Agriculture, fishing, forestry	3,166	3,389	3,596	1%	1%	41	
All 16+ years usually working	3,571	4,299	4,960	4%	3%	132	

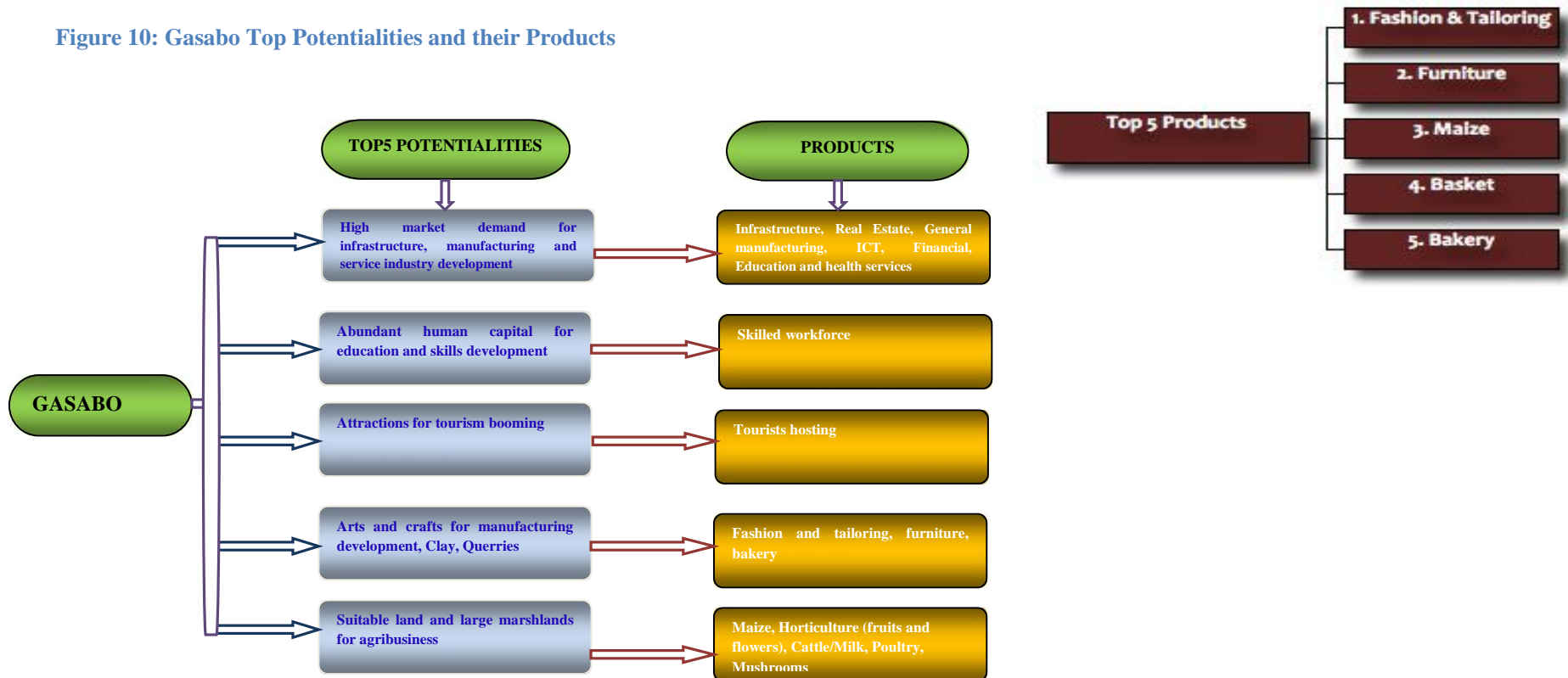
Source: EICV3 Thematic Report, Economic Activity

Chapter 4: DISTRICT IDENTIFIED POTENTIALITIES

4.1. Description of potentialities

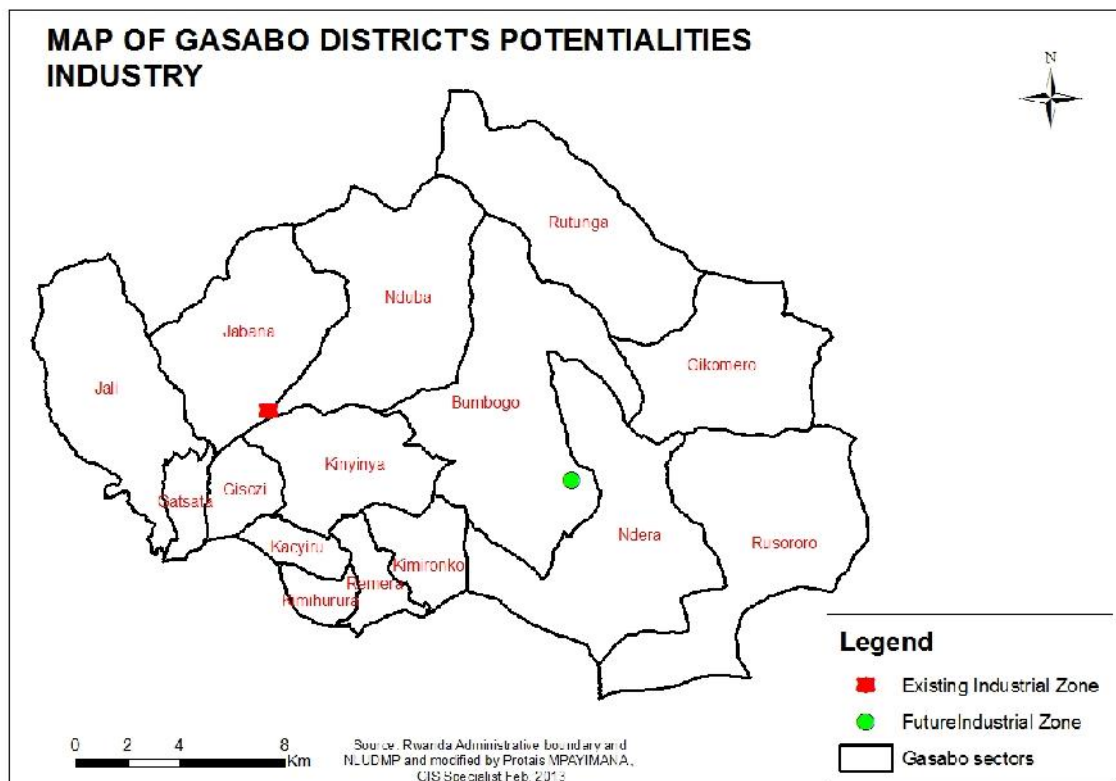
Gasabo District as one of the three districts of Kigali city is widely dominated by the following set of potentialities: High market demand, abundant human capital, Attraction of tourism, Arts and craft and Suitable land and marshland. The set of products suggested to be used in the process of enjoying the potentialities Infrastructure, Real Estate, General manufacturing, ICT, Financial, Education and health services; Skilled workforce, Tourists' traffic, Fashion and tailoring, furniture, bakery, Maize, Horticulture (fruits and flowers), Cattle/Milk, Poultry, Mushrooms.

Figure 10: Gasabo Top Potentialities and their Products



Gasabo District is the least developed district in Kigali City, hence, its potentialities pivot on High market demand for infrastructure, manufacturing and service industry development, Abundant human capital for education and skills development, Attractions for tourism booming, Arts and crafts for manufacturing development, and Suitable land and large marshlands for agribusiness. The following products are of prime importance in the use of the identified key potentialities: Infrastructure, Real Estate, General manufacturing, ICT, Financial, Education and health services, skilled workforce, Tourists hosting, Fashion and tailoring, furniture, bakery, Maize, Horticulture (fruits and flowers), Cattle/Milk, Poultry, Mushrooms. Due to the high potential in manufacturing and industry that the Gasabo District has, the following map illustrate the areas of which the industries are locates.

Figure 11: Map indicating industrialization in Gasabo District



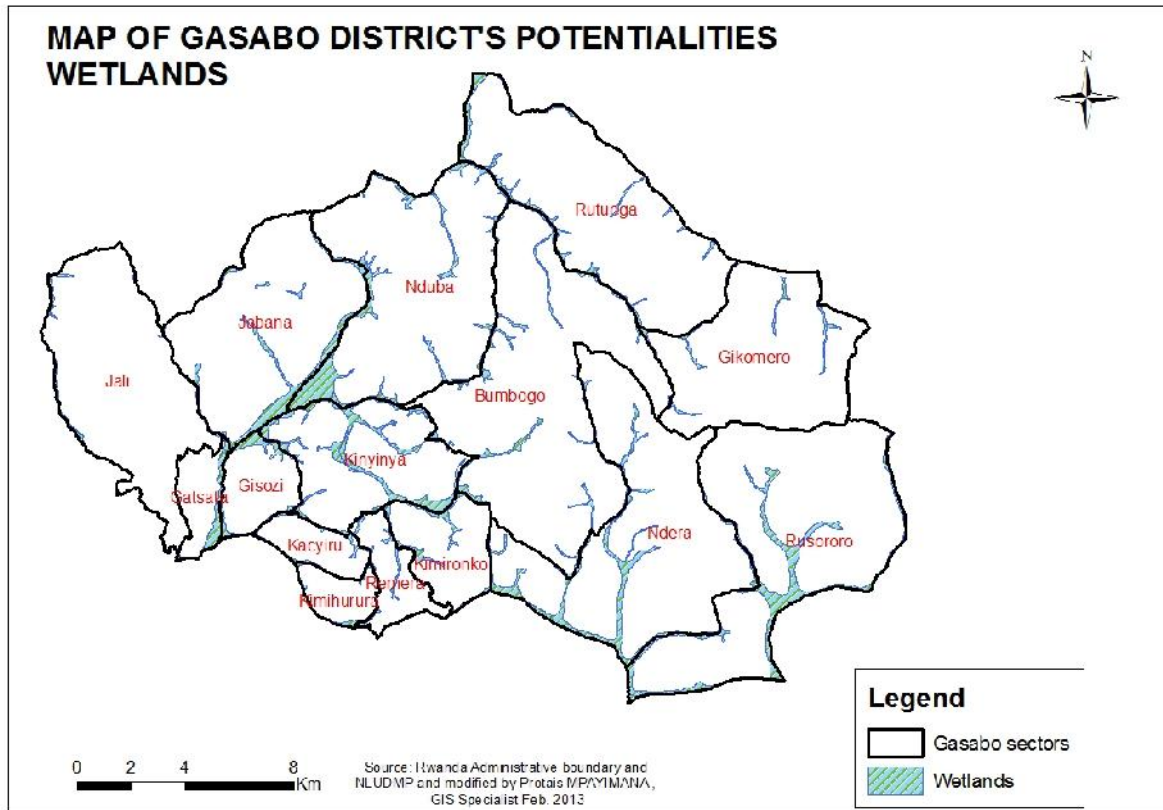
Source: Author computation, 2013

The above map indicates that the current industrial location is JABANA sector, while the planned and developing industrial area in BUMBOGO sector. The development of industries will enable the development of GASABO by providing employment to available abundant human capital that exist within the district and the neighbouring and also diversify the source of district revenue

Wetlands

In Gasabo district, the wetlands are distributed almost in all sectors; these wetlands are favourable for different crop production as we have noted in the above section. The following map shows the distribution of all wetlands within the district.

Figure 12: Map of Gasabo wetlands potentialities



Source: Author computation, 2013

The Drainage of marshlands will be a basic for developing rice-growing in different sectors of the district. Increasing utilization of wetlands coupled with unsustainable farming methods, have led to decreased soil fertility and subsequently a reduction in yields. This trend forces the population to encroach on undisturbed wetland for agricultural land to meet its food demand.

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 34: Gasabo District Potentialities per administrative sector

Sector	Potentiality	Production
Bumbogo	High labor demand in urban and peri	Youth workforce
	Land and marshlands for crops production	Marshlands
	Energy resources	Solar energy
	Land suitable for livestock	Increase milk production
Gatsata	High labor demand in urban and peri	Youth workforce
	Energy resources	Solar energy
Jali	High labor demand in urban and peri	Youth workforce
	Energy resources	Solar energy
	Land suitable for livestock	

Sector	Potentiality	Production
Gikomero	High labor demand in urban and peri	Youth workforce
	Touristic sites	Tourism near Lake Muhazi
	Energy resources	Solar energy
	Land suitable for livestock	Increase milk production
Gisozi	High labor demand in urban and peri	Youth workforce
	Energy resources	Solar energy
Jabana	High labor demand in urban and peri	Youth workforce
	Land and marshlands for crops production	Marshlands
	Energy resources	Solar energy
	Land suitable for livestock	Increase milk production
Kinyinya	High labor demand in urban and peri	Youth workforce
	Land and marshlands for crops production	Marshlands
	Energy resources	Solar energy
Ndera	High labor demand in urban and peri	Youth workforce
	Industrial zone site	Special economic zone
	Energy resources	Solar energy
Nduba	High labor demand in urban and peri	Youth workforce
	Land and marshlands for crops production	Marshlands
	Energy resources	Solar energy
	Land suitable for livestock	Increase milk production
Rusororo	High labor demand in urban and peri	Youth workforce
	Energy resources	Solar energy
	Land suitable for livestock	Increase milk production
Rutungu	High labor demand in urban and peri	Youth workforce
	Touristic sites	Tourism near Lake Muhazi
	Land and marshlands for crops production	Marshlands
	Energy resources	Solar energy
	Land suitable for livestock	Increase milk production
Kacyiru	High labor demand in urban and peri	Youth workforce
	Energy resources	Solar energy
Kimihurura	High labor demand in urban and peri	Youth workforce
	Energy resources	Solar energy
Kimironko	High labor demand in urban and peri	Youth workforce
	Land and marshlands for crops production	Marshlands
	Energy resources	Solar energy
Remera	High labor demand in urban and peri	Youth workforce
	Energy resources	Solar energy

4.2 SWOT Analysis of potentialities

The following figures present the analysis of the district's potentialities by using a SWOT-Analysis to identify strengths, opportunities, weaknesses and threats of the potentialities at the focal point.

Table35: SWOT analysis of potentialities

Potentialities	Strengths/ Opportunities	Weaknesses /Threats
High market demand for infrastructure, manufacturing and service industry development	<ul style="list-style-type: none"> Emerging industries Public works through VUP Diversified job opportunities Highest number of TVETs Enabling basic infrastructure Housing industries Substantial number of higher Learning institutions Big number of off-farm employment 	<ul style="list-style-type: none"> Lack of diversified skills Informal labor which favor underemployment Small number of qualified teachers in TVET and other higher learning institutions Insufficient school facilities and materials Little participation of local financial institutions in private job creation
	<ul style="list-style-type: none"> Located in Major Kigali City Friendly business environment Internalization of free Trade zone located in Gasabo District Big demand for products and services Flow of visitors to 'Rwanda rwa Gasabo' site, Kigali Genocide memorial Site and other memorial sites 	<ul style="list-style-type: none"> High competition Low level of financing for local initiatives High electricity tariffs and power cuts Shortage of energy suitable for small scale industries Low level of investment in private job creation Resistant mindset to change on self employment
Attractions for tourism booming	<ul style="list-style-type: none"> Availability of touristic schools Availability of tourism sites including Muhazi lakes 2, Mount Jali Availability of infrastructure (Roads, electricity, ICT) Gasabo being historically portrayed as the heart of Rwanda 	<ul style="list-style-type: none"> Staff limited capacity to use multi-lingual services Insufficient Hospitality Specialists Skills deficit of hotel staff Insufficient necessary basic infrastructure (water, electricity, selling points, ICT) Low PPP in tourism
	<ul style="list-style-type: none"> Tourism sites likely to attract tourist traffic Tourism University in neighbouring Kicukiro district Supportive institutions RDB High demand of tourism 	<ul style="list-style-type: none"> Competition at local and regional level Global financial crisis
FREE TRADE ZONE	<ul style="list-style-type: none"> Existence of some necessary basic infrastructure (Good Road network, electricity, Available investors in place All existing industries in the district 	<ul style="list-style-type: none"> Limited land for big house construction investment Some missing basic infrastructure Inexperienced management of big trade zone
	<ul style="list-style-type: none"> Existence of investors Stability of Rwanda Rwanda central location in the region Rwanda best performance in good governance Financial institutions ICT infrastructure Extra fiscal incentives Flexible work permit Easy Business registration process Bilingualism Best performing economy 	<ul style="list-style-type: none"> Existence of local and regional competitors in commerce (COMESA, EAST AFRICAN MARKET) Insufficient electricity and energy for industrial use
LAND AND MARSHLANDS FOR CROPS PRODUCTION	<ul style="list-style-type: none"> Availability of farming land Land suitable for rice production Availability of agricultural specialist in the district Existing farming cooperatives Available tomato processing plant Among Existing 226 cooperatives, 46 operate 	<ul style="list-style-type: none"> Unavailability of feasibility studies for the development of existing marshlands Insufficient erosion control Small size of cultivable land Unavailability of modern farming facilities Insufficient agricultural technicians Unskilled farmers

Potentialities	Strengths/ Opportunities	Weaknesses /Threats
N	<ul style="list-style-type: none"> in agriculture and 33 in livestock Existence of financial institutions including UMURENGE SACCO Existing National land consolidation Strategy Favourable climate Urban high demand for agricultural products Existence of Agricultural guarantee fund Business guarantee fund Rural Investment Guarantee Fund Modern farming techniques, port harvest and export promotion 	<ul style="list-style-type: none"> Low access to financial services and BDF ; Reluctance to modern farming for some farmers High speed of urbanization Electricity and energy shortage for industries
SOLAR ENERGY	<ul style="list-style-type: none"> Electrical engineers in Gasabo High electricity demand Existing investors in solar energy equipment High electricity demand Favourable weather for solar energy generation Potential investors from outside the district Presence of specialized institutions for technical support (EWSA) PPP between EWSA and the district 	<ul style="list-style-type: none"> Lack of local electrical engineers Limited environmental specialists Low purchasing power for electricity for local communities High cost project in which investors hesitate to embark on Low awareness of the populations about solar energy
Arts and hand crafts for manufacturing development	<ul style="list-style-type: none"> Existence of skilled trainers in Hand craft (baskets and jewelry) Existence of skilled women and young girl in handcraft Women's economic Empowerment initiative Existing SACCO and other financial institutions Market for export (Products for exports) Availability of Local and regional market Availability of a favorable of trade policy Guaranty fund Rwanda Cooperative Agency for capacity building 	<ul style="list-style-type: none"> Low number of women's formal-sector employment Young cooperatives with low capacity in business management Insufficient marketing skills Low production to satisfy market demand Local and international competition of handcraft products Scarcity of raw materials

Chapter 5: STRATEGIES TO SUPPORT DISTRICT ECONOMIC DEVELOPMENT

5.1. Strategizing LED

a. Existing strategies

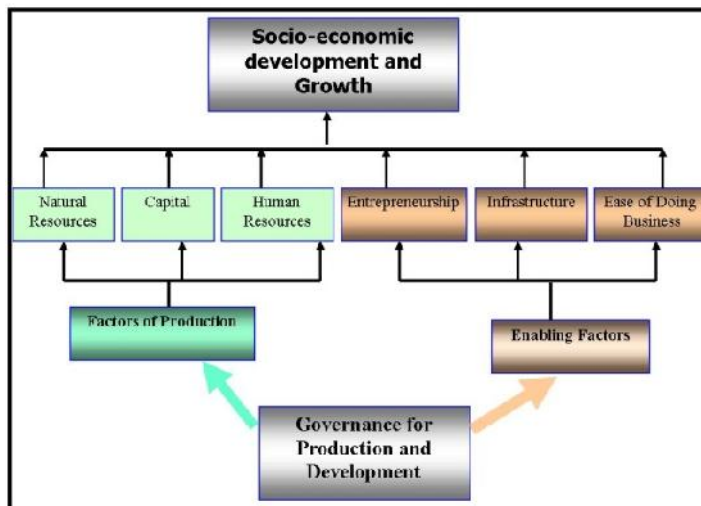
Gasabo District's current LED strategies include the following:

- To increase the skilled and experienced technical staff in the District and the Sectors units
- Mobilization and sensitization of the population for land consolidation, use of fertilizers and improved seeds, adhesion to the mutual health insurance, HIV infection fighting
- Involvement and supervision of JADF actions
- Government support project for agricultural land rehabilitation and management (KWAMP, PAPSTA)
- Existing of land use consolidation practice
- Mobilization of investors in agriculture: production and exports
- Public-Private-partnership to increase maize and fruits' productions and their agro-processing
- Rehabilitation of existing roads and creation of new roads for opening up the District

b. General strategies

The key strategies for supporting district economic development relate primarily to infrastructure improvement and the development of key skills and capacities of the local population in order to capitalize on identified potentialities.

Figure 13: Governance for Production and Development of Potentialities



Source: Elaboration on basis of RGAC, 2010

The following should be taken into consideration in order to exploit the existing potentialities for sustainable development:

- The establishment of mechanisms and strategies for adequate exploitation of existing potentialities, particularly natural resources
- Investing in people and development of human resources
- Supporting development of enabling factors like ICT, Infrastructure, TVET and entrepreneurship

The strategies identified are related to the mentioned factors of production as detailed above.

The general strategies identified include Land Use Management, improvement of roads and transport infrastructure, improved electrification, enhancement of technical and vocational schools (TVETs), and further expansion of ICT infrastructure.

Strategy 1: Land use management as a fundamental tool in supporting District Economic Development according to Vision 2020.

Land use management is a fundamental tool in development according to Vision 2020. As Rwanda is characterized by acute land shortage, land use and development planning is of vital importance to ensure land use and development planning for optimal land utilization in both urban and rural settings.

Priorities in the area of land management include strengthening of land institutions, land registration mechanisms and land use planning, through a land use and management master plan. Rights to land and other properties will be recognized and strengthened, regardless of their civil status, that is, whether they are single, married, divorced or widowed.

The use of fertilizers and other input will help districts to maximize the yields in agriculture. Grouped settlement is one of the main strategies in efficient use of land to facilitate the rapid delivering of services and infrastructure.

Urban land management tools and mechanisms are to be adopted with the aim of improving and rationalizing urban land management through:

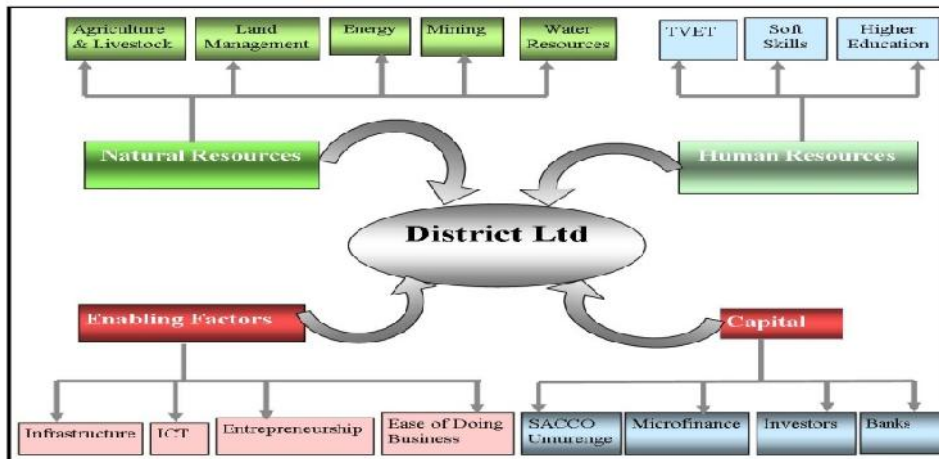
- most precise possible assessment of needs in building plots;
- exhaustive inventory of public land reserves;
- systematic census and monitoring of any building plots allocated but not developed within required deadlines and their reallocation;
- Very strict collection of rent on land and establishment of a penalty tax system in order to incite people to develop their building plots.

Strategy 2: District is to be managed as a company for boosting its economic development

Applying LED to Governance for Production and Development, the assessment found that LED is also directly linked with factors of production, namely natural resources, human resources and

capital. Developing these factors to boosting economy, a district may be considered as a Company “**District Ltd**”. It means that the district should operate like other private enterprises. The following figure illustrates how the district may transform potentialities to boost its economy by operating as a company.

Figure 14: Production and Development of Potentialities at District Level



Source: Elaboration on basis of RGAC, 2010

The comparative advantage is focused on the principle that one district is may be richer in natural resources than others while another are richer in human resources or physical capital. This should determine which kind of potentiality is to be developed according to the combination of factors of production¹⁵.

5.2 Proposed strategies

a. Specific strategies

Hereafter are some strategies to be implemented in order to boost LED in the District.

Table 36: District potentialities and strategies

Potentialities	Strategies to support district economic development
1.HIGH MARKET DEMAND FOR INFRASTRUC TUR, MANUFACTU RING AND	<ul style="list-style-type: none"> • Take advantage of emerging industries as a result of the creation of a Free Industrial Zone and the industrial zone reallocation in order to maintain a friendly business environment and meet the existing high labor demand; • Use TVETs taking advantage of existing high demand of products and services to increase diversified technical and vocational skilled labor force;
	<ul style="list-style-type: none"> • Liaise higher learning institutions with emerging industries to take advantage of a big number of off-farm employment to cope with high competition from local, regional and international job seekers; • Diversify TVETs programmes and encourage the formalization of businesses to enhance the participation of local financial institutions in private job creation of businesses to

¹⁵ Governance for Production and Development, RGAC 2010

Potentialities	Strategies to support district economic development
SERVICE INDUSTRY DEVELOPMENT.	<p>address underemployment and reduce resistant mindset to change on self employment;</p> <ul style="list-style-type: none"> • Linking small and medium industries with business guarantee funds and other financial institutions to support their businesses and facilitate their integration in the Free Trade Zone; • Take advantage of extra fiscal incentives policy to encourage small and medium industries to import goods for local economic development; • Build capacities of small and medium entrepreneurs through partnership with specialized business development institutions • Use existing powerful industries to compete with other local and regional producer (manufacturing and construction industries) for improving commerce and trade; • Advocate for necessary and cost-effective energy from EWSA to improve business activities;
ATTRACTIONS FOR TOURISM BOOMING	<ul style="list-style-type: none"> • Capitalise on Rwandan culture of hospitality and dance to keep good image and meet tourism expectations; • Use ICT infrastructure to market tourism destinations and attract more visitors; • Build, rehabilitate and improve tourism sites, basic infrastructure and other tourism oriented services to meet high demand of tourism services;
Suitable land and large marshlands for agribusiness	<ul style="list-style-type: none"> • Use existing manpower, soil fertility, available farming modern techniques and favorable climate to increase production and processing of rice and vegetables to gain high market from local and regional demand; • Link cooperatives with various financial institutions to serve as model of using existing guarantee fund for agro-business financing; • Strengthen capacity of farmers and cooperatives on using modern farming techniques, storage and export promotion by using NAEB, RAB and other district partners; • Promote technical schools offering agro-business programmes with the purpose of availing more agricultural technicians and specialists; • Promote financial literacy towards individual farmers and cooperatives; • Use available farm land in the district taking advantage of existing financial institutions to raise high quality improved cattle breeds to satisfy an increasing consumer population and the urban high demand for livestock products; • Take advantage of available modern farming techniques and export promotion to add value to livestock products and cope with local and regional competition; • Link farming cooperatives with financial institutions and agro processing industries including INYANGE Industries in order to encourage modern farming to increase production and cope with competition; • In partnership with RARDA and other stakeholders, build farmers capacity and raise their awareness about modern farming and access to micro loans to increase livestock production;
Arts and hand crafts for manufacturing development	<ul style="list-style-type: none"> • Reinforce innovation and arts oriented cooperative by offering strong and sustainable incentive to the new ideas targeting New Arts Design • Promote study tours in other areas either in Rwanda or abroad to sharpen mind of the arts and craft developers in order to sharpen mind? • Provide market information to the cooperative that are involved in the Art and hand craft making
ABUNDANT HUMAN CAPITAL FOR EDUCATION AND SKILLS DEVELOPMENT	<ul style="list-style-type: none"> • Strengthening partnership with existing TVETS to identify supply gaps and develop response plan • To reinforce the Internship and other practices for new graduates in TVETs and other schools • To reinforce the entrepreneurship skills and investment for new job creation and mind transformation targeting self employment among youth

The table below aims at providing one overall picture of the linkages between identified and assesses LED potentialities in the District of Gasabo and the strategies to turn them into an increase of economic growth.

b) Cross-cutting strategies

Hereafter, the figure presents some cross-cutting strategies to support district economic development.

Box 1: Cross-cutting strategies for LED

The District Gender Mainstreaming Strategy has to be further elaborated in order to address identified gender gaps. Furthermore, district officials and various stakeholders have to be involved in the development and implementation of the strategy (at all levels).

HIV/AIDS (and other incurable diseases) prevention and treatment strategy has to be implemented at all levels (national and local). This can be promoted by further sensitizing the local population on VCT, and conducting a widespread campaign on HIV/AIDS prevention at local level.

Design and implement a strategy on health services, sanitation and welfare development at district level. By doing so, the rights of people with disabilities should be taken into special consideration to address their specific needs.

Develop and implement a District Environment Protection Strategy and build ownership among citizens on sustainable environment protection at individual, collective and institutional level.

Strengthen youth's participation in Local Economic Development (LED) by promoting a culture of debate on LED and building capacity of existing youth organizations in order to sensitize them on the promotion of LED.

Provide adequate ICT infrastructure at district level by improving internet connectivity and technical skills, providing appropriate technology and working materials and promoting online learning on LED in order to support the district's economic development.

Improve accountability of the district's administration by strictly planning, budgeting, monitoring and evaluating all district activities, providing transparent data on LED and establishing a participatory approach in order to increasing the local community's ownership.

In the support to LED-related strategies, the Rwanda Local Development Support Fund's role is to ensure:

- The coordination, planning, control and evaluation of the economic development and employment promotion activities
- The promotion of agriculture and livestock in intensive and professional manner
- The development of small- and medium-sized industries

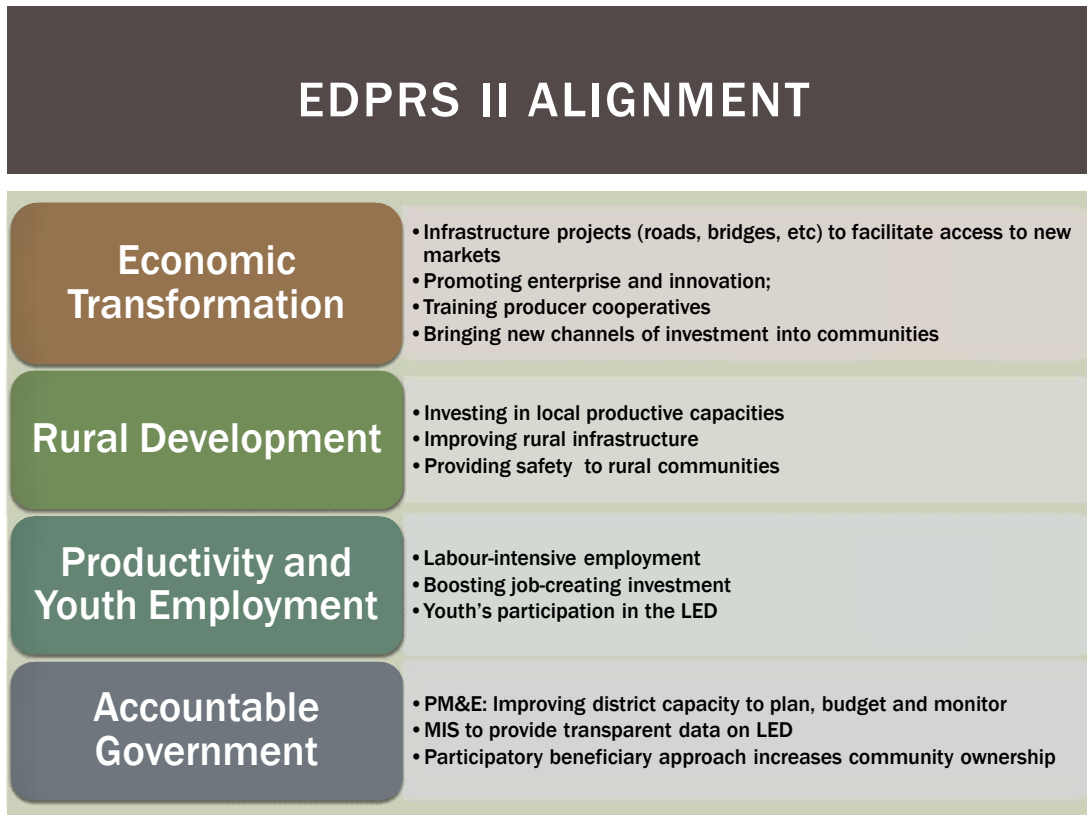
- The establishment of mechanisms to facilitate the creation and promotion of SMEs and co-operatives
- The creation and development of businesses and markets centres
- The promotion and development of craft products, sites and tourism activities
- The development of the strategic plan for development of the District
- Centralizing and holding of the district's statistics
- The coordination of strategies to promote LED, RLDSF could support district to build the capacity of local enterprises and assign a staff to the district in charge. Build the capacity of the district to assess potential development activities that could promote LED and help in the request and in the use of funds allocated to those activities.

5.3. Linkages to EDPRS II

5.3.1. District potentialities alignment to EDPRS II priorities

Aligning Gasabo District to the new national priorities identified in EDPRS II is of the utmost importance. The chart below identifies the means by which District's potentialities fit the modalities of EDPRS II. LED works in all thematic areas by channelling investment into communities and building their capacity to replicate progress. Furthermore, the LED will improve accountability at the local level through two key areas. Urban Local Governments will be able to streamline interventions responding to the economic needs of community members. The elaboration of Gasabo LED plan will include setting clear targets for Gasabo District for which stakeholders can be held responsible, forming the backbone of district accountability.

Figure 15: EDPRS II alignment



5.3.2. Cross-cutting strategies alignment to EDPRS II

For the purpose of reducing poverty and achieving economic growth in a sustainable and equitable manner, key cross-cutting issues have been incorporated into the strategies to support district economic development, including gender mainstreaming, environmental protection, the rights of people with disabilities, etc. Cross-cutting outcomes will be included in the logic framework for District Development Plan, with key performance indicators and targets, to ensure that Gasabo district is effectively integrating them into its everyday operations.

5.4. Key potentialities logical framework

The following table presents the potentialities framework for supporting District Economic Development.

5.4. Key potentialities logical framework

Table 37: Key potentialities logical framework

Potentiality	Product	Activities	Potential Returns	Feasibility/ Capacity	Skills needed	Sectors
1. HIGH MARKET DEMAND FOR INFRASTRUCTURE, MANUFACTURING AND SERVICE INDUSTRY DEVELOPMENT.	Infrastructure, Real Estate, General manufacturing, ICT, Financial, Education and health services	-Reinforce the capacity of existing TVET schools	Demand for skilled labour remains very high in Gasabo and will continue to rise with the finalization of the SEZ	Gasabo has more TVETs than any district in Rwanda and the district has access to most of the country's human capital resources.	-Vocational Trainers	All sectors with a TVET
2. ATTRACTIONS FOR TOURISM BOOMING	Tourists traffic	Rehabilitate roads in sectors near Lake Muhazi -Carry out a feasibility study on reforestation for tourism	- Proximity to Kigali likely to attract tourist traffic. - Can create service sector employment in rural sectors	-Gasabo and Nyarugenge lodge most of Rwanda's tourists already	-Multi-lingual service staff -Hospitality Specialists	Rutunga, Gikomero
3. ABUNDANT HUMAN CAPITAL FOR EDUCATION AND SKILLS DEVELOPMENT	Skilled workforce	-Partner with existing TVETS to identify supply gaps and develop response plan	-Will improve local skill base and business environment	- 10 TVETs and VTCs currently operational -lack of skilled teachers for TVET and VTC	-Increase and strengthen various technical skills -Business logistics	All Sectors

Potentiality	Product	Activities	Potential Returns	Feasibility/ Capacity	Skills needed	Sectors
4. SUITABLE LAND AND LARGE MARSHLANDS FOR AGRIBUSINESS						
	Horticulture (fruits and flowers), Cattle/Milk, Poultry, Mushrooms	-Drain marshlands for use by rice-growing cooperatives -Implement fish farming in drained marshlands	Can strengthen the productivity of current cooperatives and provide increased income for poorest segments of population	Numerous cooperatives in Gasabo district, Numerous marshland locations already being cultivated	-Agricultural scientists - Agribusiness specialists - Land reclamation -Pisciculture specialists	Jabana, Kimironko, Kinyinya, Rutunga, Nduba, Bumbogo
5. MINERALS DEPOSITS AND QUARRIES FOR MINING DEVELOPMENT						
	Cassiterite, Wolfram, Coltan, Quartzite, Sand, Clay and Stones	Increase coltan exploitation and develop trading points	Potential for export revenues and off-farm employment. However environmental and safety concerns could offset this	Poor roads and a lack of professional mining operations provide obstacles	-Mining specialists -Ecologists -Safety specialists	Jali, Kinyinyi, Jabana, Nduba, Bumbogo,

Potentiality	Product	Activities	Potential Returns	Feasibility/ Capacity	Skills needed	Sectors
6. ARTS AND CRAFTS FOR MANUFACTURING DEVELOPMENT	Arts and crafts	-Develop one integrated handicraft production center -construct modern markets and mini markets	-Will improve local market efficiency and provide increased off-farm employment opportunities	-Poor road quality increases transaction costs -Very limited access to finance	-Vocational Trainers -Urban Planning -Civil Engineering.	All sectors

Chapter 6:ROLE OF RLDSF AND OTHER STAKEHOLDERS

6.1. Roles of Rwanda Local Development Support Fund and its partners

RLDSF plays a unique and essential role in supporting and promoting local economic development across Rwanda. As a central agency with staff at the district level and which provides funding and programmes to improve the development of Rwanda at the local level, RLDSF has a key opportunity to support the LED potentialities identified above. Key stakeholders at the central and district level identified many roles for RLDSF in strengthening local economic development and in supporting districts to capitalize on district LED potentialities. In particular, RLDSF should support the coordination of LED interventions between districts, and encourage projects and the development of potentialities that will improve economic growth in multiple districts. RLDSF should also support capacity building at the district level will facilitate the implementation of the identified potentialities. The following are the key roles for RLDSF identified by the district assessments: infrastructure development, continued expansion of VUP, support for mechanization and intensification of agriculture and the development of agro-businesses and mining operations, mobilization of funds and assistance in attracting investment in districts, capacity building, and support for district planning.

6.1.1. Infrastructure Development

Districts identified the key role for RLDSF to play in supporting the development of infrastructure, including road building and rehabilitation of feeder roads. The focus on roads particularly links to potentialities related to agriculture, such as potato and wheat fields, to facilitate transport of goods to market or for export, and development of mining potentialities. Construction and maintenance of modern markets, development of maritime transport and continued building of terraces were also key roles. Development of terraces links to the need for land conservation and protection against soil erosion. RLDSF was recommended to promote soil and water conservation practices, swamp reclamation and protection of hillsides, as well as the rehabilitation, development and management of swamps and marshlands.

In terms of infrastructure development, support for increasing access to electricity for districts was noted as a priority, including support for the development of micro-hydropower plants, particularly for sectors that are far from the national grid. Electrification for sector offices and small and medium enterprises is particularly important to facilitate LED.

6.1.2. Expansion of VUP

As part of the RLDSF Strategic Plan, plans to scale-up VUP Public Works and Direct Support are under way. Districts recognized the importance of VUP, including in supporting the development of infrastructure, including roads, through Public Works. Additional funding for Public Works was identified as a key role for RLDSF in order to support the development of potentialities, including through improving district infrastructure, as identified in point 1. RLDSF support to the district to

empower the local population through UBUDEHE, including the development of community-based projects is also a key role through RLDSF's Social Protection division.

6.1.3. Agriculture and Agri-business

Given the importance of agriculture in Rwanda, and the potentialities for developing agro-processing and production of agricultural products, RLDSF has a key role to play in facilitating the improvement of agricultural outcomes, including productivity and processing of products. Districts identified a role for RLDSF in connecting districts to donor funds related to irrigation and mechanization of agriculture. Given the success of crop intensification, support to district agronomists and supporting additional measures to improve productivity through known methods will have strong results for the local economy and individual farmers. Support for the scale-up of district agro-processing sectors will be key, including increasing the number of coffee washing stations to accommodate increased production, helping districts to equip milk collection centres and slaughter houses, and providing technical assistance, including regulations for some sectors (for example fishing), and planning for the growth of key agro-processing initiatives.

6.1.4. Capacity Building

Capacity building was one of the most identified roles for RLDSF recognized by the districts. In order to achieve the identified LED potentialities, improved capacity on a number of levels is required. RLDSF should support districts to build the capacity of the local population, including building the capacity of business women in the district, that of local enterprises, particularly towards improving the establishment of small and medium sized enterprises. RLDSF should work with RCA to provide technical assistance and capacity building to producer cooperatives. RLDSF should also support district staff to acquire the needed LED skills, including assessing development activities to promote LED and accessing funds to promote these activities. Finally, improving technical education, including through the expansion of TVETs and VTCs, and improving the capacity of that are already in place, is a priority. Strengthening the capacity of Umurenge SACCOs, particularly given the important role they play in facilitating the Financial Services component of VUP, is essential to improve their sustainability and increase access to finance for the local population.

6.1.5. Entrepreneurship

The strengthening of the private sector and development of entrepreneurship in districts is essential for improving LED. Districts recognize the important role of RLDSF in promoting non-farm employment and entrepreneurship, including strengthening private sector development and promoting private initiatives. Partnerships with the private sector and development of infrastructure will facilitate the growth of the private sector at the local level. RLDSF should work with districts to identify key sectors for promoting private sector investment and initiatives.

6.1.6. Mining sector

Mining is a key export and economic sector for Rwanda, but challenges related to infrastructure, as previously identified, prevent large-scale mining operations and growth of the sector. Further, the lack of regulations poses serious problems related to reporting of exports and accountability of the mining sector in terms of environmental and human rights protections. RLDSF can support the development of regulations for the mining sector that will enable the district to benefit from the expansion or development of mining operations, and also protect the corporations investing in mining. Further, there is limited local technical knowledge related to mining and geology, and RLDSF should support districts with high mining potentiality to improve access to technical education for mining and geology, to improve the capacity and growth of the national mining sector.

1.1.7. Border crossings

Cross-border trade, regional exports, and tourism all rely on ease of transport across borders, and strong regulations of the transport of goods and services. Districts, particularly those located on the borders with Burundi and the DRC, recognized the role for RLDSF in developing border posts, and developing or rehabilitating cross-border trade. Much of the current cross-border trade take place informally, which not only poses challenges for district economic growth, but also for the large number of women involved in cross-border trade with little or no economic protection, putting them at risk. Support for the improvement of cross-border trade conditions and skills-building for traders would support the development of this sector and result in economic benefits for the district, particularly through the increased purchasing power of the population.

6.1.8. Feasibility Studies

As a national coordinating body based at both the central and district level, RLDSF has the ability to conduct feasibility studies related to specific potentialities, including hydropower and fish farming in specific districts where more information is needed before moving forward with developing initiatives. The conducting of studies and research into some potentialities, or into methods to improve the economic impact of specific sectors will improve the success of LED initiatives at the district level, and may also provide important information that can be used across districts depending on the focus of the study.

6.19. Financial Support and Investment

RLDSF is responsible for coordinating funds for LED to districts, which was one of the main roles of the former CDF. Districts identified this important role, as financial support is essential for the implementation of identified district potentialities, and for supporting capacity building to achieve those potentialities. RLDSF can also advocate for sustainable financial support for LED activities at district and sector level, and coordinate linkages between districts and sectors for accessing funds to achieve identified potentialities.

RLDSF should also support districts to access investment into district potentialities, particularly through promoting investment in specific initiatives at the district level, and by connecting investors with local potentialities projects. Supporting districts to attract investors in agro-business and mining, as well as in tourism, are particularly important for local economic growth. Further, building the capacity of local investors and providing positive environments for investment are important for sustainable and long-term investment.

6.1.10. Potentialities Mapping and Planning

An important capacity gap identified by districts related to mapping of potentialities and planning for the development of potentialities. RLDSF has an important role to play in assisting in the mapping of LED potentialities, including through this assessment, and supporting the district to plan for LED initiatives and sustainable economic growth. The district assessment reports included with this final report have maps of the identified potentialities to support the district in its planning process. RLDSF should also support districts in developing their own LED plans as part of their DDPs and improve the monitoring and evaluation of LED activities at the district level. Technical support for planning and budgeting, and the centralization of district statistics are also important roles to achieve the identified LED potentialities.

6.1.11. Promotion of Tourism

The growth of the tourist sector is important for achieving LED, particularly in districts which have identified tourism potentialities, as outlined in the district tables above. RLDSF should assist in promotion of tourism, including through providing technical and financial assistance for the rehabilitation and development of existing tourist sites and activities.

The above roles link with the strategies identified for achieving LED potentialities, and should be coordinated with the roles and responsibilities of other stakeholders, at the central and district levels. The roles of stakeholders, in partnership with RLDSF and Districts, are outlined in the following chapter.

6.2. Roles and responsibilities of other stakeholders

RLDSF works with many stakeholders at the central level, including technical ministries, development partners, civil society and faith-based organizations and the private sector. All of these stakeholders have key roles and responsibilities in terms of facilitating the achievement of local economic development towards sustainable economic growth for the country.

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 RLDSF 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.

NAEB

NAEB is the National Agricultural Export Development Board registered under MINAGRI. The National Agricultural Export Development Board was set up by bringing together three government agencies responsible for agricultural export and cash crop under the same management. NAEB is made up of the Rwanda Tea Authority(OCIR THE), the Rwanda Coffee Authority (OCIR CAFE) and Rwanda Horticulture (RHODA).

NAEB has responsibilities related to the LED potentialities identified above including elaborating policies and strategies for agricultural and livestock product export, supporting research on agricultural and livestock products for export, identifying locations for processing factories, supervising and training private operators and cooperatives involved in agricultural and livestock production for export, support increased investment in industry and infrastructure to add value to agricultural and livestock products for export, to collect information on markets and coordinate activities of stakeholders.

RAB

The Rwanda Agricultural Board is responsible for 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.

Considering these important roles, MINAGRI, NAEB and RAB will be important partners for the development of agricultural and livestock potentialities, and RLDSF should work with them to coordinate interventions related to LED potentialities in districts.

MININFRA

The Ministry of Infrastructure will play a key role in supporting the development and rehabilitation of infrastructure that will facilitate the achievement of LED potentialities in districts. Prioritizing infrastructure that will support business development, investment, economic growth and social protection is essential to improve the sustainable development of districts in Rwanda. RLDSF and MININFRA must work closely to ensure that infrastructure projects have an important and sustainable economic impact.

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. As previously discussed, infrastructure is a key strategy to facilitate LED in districts, and the development of sustainable energy sources, expansion of electrification, and facilitation of access to water and sanitation are essential to economic growth.

FER

The Road Maintenance Fund (FER) is responsible for ensuring funding for the maintenance of road networks in Rwanda. Given the priority of road infrastructure for the achievement of LED potentialities, RLDSF should work closely with FER to ensure the disbursement of funds for priority road projects, including the development and rehabilitation of feeder roads.

MINECOFIN

As the Ministry responsible for financial management, including overseeing budget development and achievement, the Ministry of Finance and Economic Planning has an important role in supporting districts in their planning and budgeting process towards achieving the identified potentialities.

MINALOC

The Ministry of Local Government is the reporting ministry for RLDSF, with the responsibility for the overall decentralization process and coordinating district development and governance. RLDSF should continue to work with MINALOC towards improving district development through the promotion of the identified LED potentialities.

MINICOM

The Ministry of Trade and Industry should work with RLDSF towards improving 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.

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. RLDSF should work with RDB towards identifying investors and linking them to potentialities at the district level, as well as supporting the development of private businesses.

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 related to promoting LED include 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.

In relation to the identified potentialities, MIFOTRA plays an important role in supporting the development of labour regulations for specific sectors, including the mining sector, and supporting effective labour standards for informal sectors, such as cross-border trade. Promoting district capacity for LED and effective planning is also an important area of intervention for MIFOTRA, as is the promotion of SMEs as this increases available employment opportunities and creates jobs.

REMA

The Rwanda Environmental Management Authority is mandated to facilitate coordination and oversight of environmental legislation, policy and standards. Key areas of intervention relate to prevention of soil erosion, deforestation, pollution and water contamination. REMA should support RLDSF in ensuring that the focus on LED does not negatively impact the environment, including through destruction or depletion of natural resources, and should work towards promoting innovation and green enterprises.

RALGA

The Rwanda Association of Local Government Authorities (RALGA) is a membership organization that brings together local governments in Rwanda. RALGA is responsible for supporting the decentralization process and to support transparent and accountable local

government. RALGA has an important role in supporting districts to develop LED strategies, and has a unit in charge of promoting LED. RALGA supports the development of district LED strategies, using an approach that ensures community participation. These strategies will be important tools to facilitate the achievement of the identified district potentialities.

DEVELOPMENT PARTNERS

Development Partners play an important role in Rwanda, particularly in supporting the Government of Rwanda to achieve the development priorities set out in national policies, including Vision 2020 and the EDPRS. To achieve the above LED potentialities, districts require investment, financial and technical support for initiatives, and capacity building. RLDSF should coordinate with development partners to ensure that projects are well-linked to district strategies and priorities, towards achieving national policy and strategy goals of sustainable development, economic growth and poverty reduction. Likewise, development partners should seek to support LED initiatives as part of support for district strategies.

Chapter 7: CONCLUSION, RECOMMENDATIONS AND LESSONS LEARNT

7.1. Conclusions

The assessment of the District potentialities for the integrated and self-centered local economic development aimed to identify and assess District economic potentialities and to consider the available and required knowledge for the District to engage in integrated, participatory and sustainable local economic development, and to suggest strategies for making use of these potentialities and achieving accelerated economic growth.

This assessment used a participatory and inclusive approach, engaging stakeholders at the central and decentralized levels. The approach included a desk review of important policy and strategy documents, available data, and other relevant District level information, interviews with key stakeholders at central and District level, focus group discussions with important Districts' and sectors' representatives, District economic analysis and statistical review of data collection. The approach involved participatory engagement of District stakeholders to ensure ownership, including through initial District level meetings, and presentation of findings to the District and sector officials and representatives.

The assessment revealed that there are District assets and resources which are non-use or underused and can be developed and exploited through more effective strategies or technologies for boosting local economy, creating jobs and revenue.

Gasabo District has key potentialities for developing agribusiness, solar energy, animal husbandry, tourism and industry.

Gasabo District has strong opportunities to achieve LED potentialities and address gaps, including through strategies of reinforcing the capacity of existing TVETs, rehabilitating roads, and improving the environmental strategy.

District LED strategies should be a key part of District Development Plan, fitting well into the implementation of EDPRS II and national strategies for development.

To achieve this, the District will need assistance in planning and monitoring and evaluation, which will also support it to properly take advantage of potentialities. It will be important to ensure that LED strategies focus entirely on all sectors given the LED potential, needs and the support required.

The District potentialities and strategies identified in this assessment will support the country to capitalize on already existing and new potentialities. RLDSF, Gasabo District and key stakeholders must work together and coordinate well to ensure that the District moves towards improving economic growth, as part of sustainable development.

Since the aim of this study was not to go deeper into District identified potentialities in terms of their impact on Job creation and GDP increase with supporting figures, hence, it belongs to District planning officials to make use of this report as a basis for District Economic Development Projects that will obviously require a supporting profound feasibility study.

7.2. Recommendations

District LED strategies should be a key part of District Development Plan, fitting well into the implementation of the EDPRS II and national strategies for development.

To achieve this, the District will need assistance in planning and monitoring and evaluation, which will also support it to properly take advantage of potentialities.

It will be important to ensure that LED strategies focus entirely on all sectors given the LED potential, needs and the support required.

RLDSF works with many stakeholders at the central level, including technical ministries, development partners, civil society and faith-based organizations and the private sector. All of these stakeholders have key roles and responsibilities in terms of facilitating the achievement of local economic development towards sustainable economic growth for the country.

The District potentialities and strategies identified in this assessment will support the country to capitalize on already existing and new potentialities. RLDSF, Gasabo District and key stakeholders must work together and coordinate well to ensure that the district moves towards improving economic growth, as part of sustainable development. Since the aim of this study was not to go deeper into District identified potentialities in terms of their impact on Job creation and GDP increase with supporting figures, hence, it belongs to District planning officials to make use of this report as a basis for District Economic Development Projects that will obviously require the elaboration of feasibility studies.

7.3. Lessons learnt

Rwanda has committed to a national strategy for local economic development, and has a strong policy framework and political will to achieve the potentialities identified through the elaborated strategies and with the support of stakeholders.

However, there are some serious challenges preventing the achievement of economic growth. Weak infrastructure constrains the achievement of LED opportunities. In particular, roads raise transport costs and prevent ease of access to markets and access of investors to key sites. The limited electricity increases the cost of doing business, which also challenges the growth of small and medium enterprises and acts as a barrier to outside investors. National investment in infrastructure, social protection and decentralization strategies have had positive impacts for local economic development, and should be increased.

Nonetheless, Rwanda has significant opportunities to achieve LED potentialities, including through strategies of capacity building, expansion of technical and vocational education, and a focus on agriculture, and in particular agro-processing and agri-business, the development and growth of mining operations, and tourism focused in key areas.

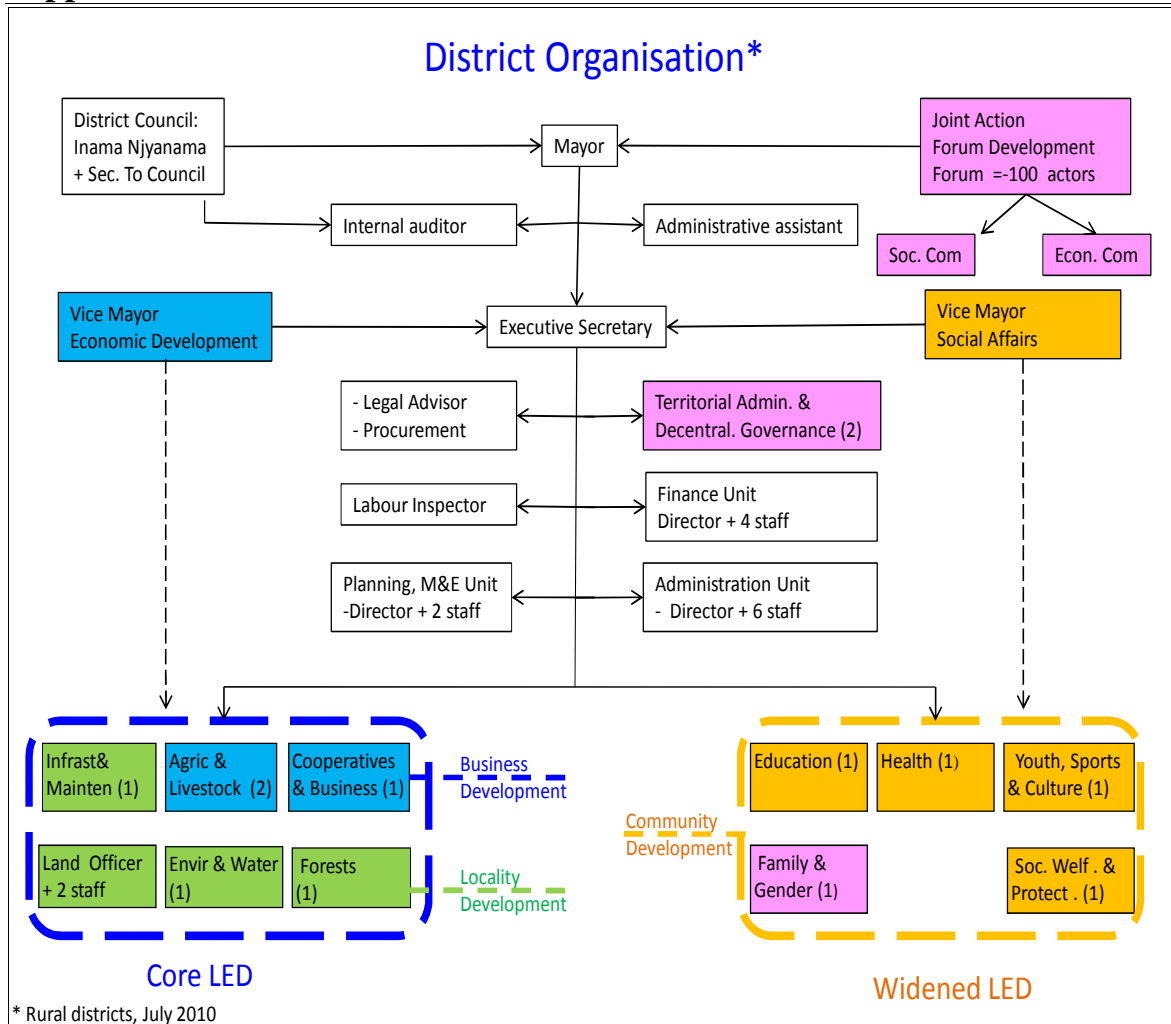
LIST OF APPENDICES

Appendix 1: National Export Strategy Valuation of Rwanda's Exports

	Potential Export Contribution	Job Creation	Existing firms/coops	Market attractiveness	Skill base vs competitors	Transformation opportunities	Investor prospects	Score
Weight	x5	x2	x4	x2	x3	x2	x2	
Tourism	5	4.5	5	4.5	3	5	5	92
Tea	5	5	3	5	5	4	4	88
Coffee	5	5	3	5	5	4	3	86
Mining	5	4	3	5	1	3	5	74
BPO	5	4	2.5	4.5	2	2.5	5	73
Horticulture	3.5	5	4	4	3	3	3	72.5
Home Décor	2	5	5	4	2	5	2	68
Dairy	3	5	2	2	4	1	3	57
Hides/Skins	3	3	2	3	2	2.5	3	52
Floriculture	3	4	1	2	3	2	3	50
Silk	2	3	2	3	3	3	2	49
Pharmacy	4	2	1	3	1	2	3	47
Weighting: 1= Very attractive, 5= very difficult								

Source: National Export Strategy 2011 MINICOM

Appendix 2: District Institutional Framework



Source: Rwanda Local Economic Development and Capacity Building Strategy, March 2012

Appendix 3 Gasabo population characteristics

Sector	2002 Total population	2012 Population			Sex Ratio	Population change (2002-2012) (%)	Average annual Growth Rate (2002-2012) (%)	Population Density (sq.km)
		Male	Female	Total				
BUMBOGO	16,949	17,926	17,965	35,891	100	112	7.8	592
GATSATA	21,819	19,346	17,551	36,897	110	69	5.4	6,128
GIKOMERO	12,457	7,958	8,608	16,566	92	33	2.9	473
GISOZI	13,044	23,136	20,939	44,075	110	238	12.9	5,308
JABANA	20,174	16,422	16,970	33,392	97	66	5.2	918
JALI	18,704	11,998	12,987	24,985	92	34	2.9	669
KACYIRU	34,608	19,844	17,054	36,898	116	6.6	0.6	6,380
KIMIHURURA	23,553	11,184	9,520	20,704	117	-12	-1.3	4,083
KIMIRONKO	36,787	33,398	25,914	59,312	129	61	4.9	5,234
KINYINYA	22,362	29,740	27,445	57,185	108	156	9.8	2,364
NDERA	20,128	20,954	20,831	41,785	101	108	7.6	830
NDUBA	15,679	12,265	13,381	25,646	92	64	5	551
REMERA	26,496	23,351	20,073	43,424	116	64	5.1	5,977
RUSORORO	24,158	18,291	17,924	36,215	102	50	4.1	693
RUTUNGA	13,598	8,529	9,403	17,932	91	32	2.8	420

¹ Summary of the 2012 census of results, NISR 2012

Appendix 4 Cooperatives in Gasabo

Appendix 1: Cooperatives per activity by December 2012

	Agri	Livestock	Service	Handcraft	Trading	Mining	Fishing	Nurseries	Seeds multiplication	TOTAL
Gasabo	46	33	48	63	28	3	1	3	1	226
Rwanda	1571	781	623	700	584	97	80	51	40	4527

Source: RCA records, 2013

Appendix 5 Financial data of UMURENGE SACCOs in GASABO

Sector / SACCO	People over 8 years	Members registered	Members having paid shares	Members with accounts	Deposits	All disbursed loans	Current loans
1. BUMBOGO	10,000	4,040	3,326	3,648	152,953,869	208,111,400	89,275,770
2. GATSATA	16,020	1,761	1,761	1,613	71,792,597	69,218,960	32,564,785
3. GIKOMERO	11,993	3,344	3,344	2,784	71,533,502	82,669,500	24,483,317
4. GISOZI	16,272	1,377	1,328	1,000	78,874,739	80,930,000	38,456,689
5. JABANA	16,607	3,197	2,972	3,197	150,161,532	195,164,570	90,557,709
6. JALI	13,000	3,771	3,771	3,771	94,574,493	56,292,000	37,411,801
7. KACYIRU	23,561	1,732	1,526	1,451	117,664,127	146,299,000	70,330,250
8. KIMIHURURA	17,400	3,261	2,709	2,222	105,973,542	101,732,000	42,968,245
9. KIMIRONKO	23,676	2,517	2,517	1,892	204,248,903	396,000,000	194,815,818
10. KINYINYA	15,000	2,600	2,600	2,564	139,048,902	144,013,000	72,296,261
11. NDERA	18,000	4,083	3,968	3,483	132,229,184	140,177,292	56,219,695
12. NDUBA	11,844	5,582	5,582	4,471	155,439,677	139,791,600	66,934,875
13. Remera	26,043	2,968	2,061	1,966	107,736,820	151,320,600	55,545,915
14. RUSORORO	18,217	2,898	2,659	2,563	108,808,306	155,469,165	78,923,065
15. Rutunga	11,259	4,326	4,325	4,148	173,511,792	148,537,262	71,212,250
Total	248,892	47,457	44,449	40,773	1,864,551,985	2,215,726,349	1,021,996,445
			93%	91%			

Source: RCA annual report 2012

Appendix 6 Interviews at District level

1. Mayor of the district
2. Vice mayor-FED
3. Vice chairman of the District council
4. Executive secretary
5. Head of agriculture Department
6. District Cooperative officer
7. Director of infrastructure
8. Director of ICT
9. Youth representatives
10. National women council, district representative
11. Director of health
12. Private sector representatives
13. Civil Society Organizations representatives
14. Faith Based Organization representatives
15. Development partners

Appendix 7 Focus Group Discussions participants

1. Vice mayor- FED
2. Executive secretary of the district
3. Some district council representatives
4. Executive secretaries of sector and their representatives
5. District officials who participated in interview
6. National youth council
7. National women council
8. Private sector representatives
9. Civil Society Organizations representatives
10. Faith Based Organization representatives
11. Development partners

Appendix 8 ICT in Rwanda

Types of ICT Businesses	Key Indicators 2012
1. Payments	
Smart FMIS	
Number of subscribers	1,015
Number of payments voucher processed	147,068
Mobile Payments	
Number of subscribers	1,440,541
Volume of transactions	22,191,674
Value of transactions (in Million RwF)	161,808
2. Payment Systems	
Instruments	
Number of Automated Teller Machines (ATMs)	292
Number of Points of Sale (POS) terminals	666
Number of debit cards	389,269
Number of credit cards	418
Number of prepaid cards	N/Av.
ATM transactions	
Volume of ATM transactions	5,753,163
Value of ATM transactions (in million RwF)	180,566
POS transactions	
Volume of POS transactions	54,632
Value of POS transactions (In million RwF)	8,487
3. Tax	
e-filing	
Number of subscribers	2,659
Volume of transactions	17,482
e-Payment	
Number of subscribers	69
Volume of transactions	329
SIGTAS (Domestic taxes)	
Number of registered subscribers	32,533
Volume of transactions	371,156
ASCUDA++ (Customs)	
Number of subscribers	843
Volume of transactions	119,881
Electronic Single Window	
Number of subscribers	1,126
Volume of transactions	90,435
No Creance	
Number of subscribers	9,364
Volume of transactions	13,461
4. Business Registration	
Online Business Registration System	
Total number of companies registered	13,396
Total number of companies successfully registered online	1,150

Types of ICT Businesses	Key Indicators 2012
Percentage of companies successfully registered online	8.6%
5. ICT companies	
Number of ICT companies registered as domestic companies	2,700
Number of ICT companies registered as enterprise companies	244
Number of ICT companies registered as foreign companies	41
Total number of ICT companies registered	2,985

Appendix 9 Projects in GASABO

Name of the initiative/project:	Develop Skilled Youth force
Location:	Gasabo District All Sectors with TVET Facilities
Economic sector:	Capacity Building
Type of good/s produced and/or service/s provided:	Develop a skilled youthforce through TVET improvement
Brief description of the economic potential of the initiative:	Gasabo has more TVETs than any District in Rwanda and the District has access to most of the country's human capital resources. Demand for skilled labour remains very high in Gasabo and will continue to rise with the finalization of the Special Economic Zone.
Name of the initiative/project:	Tourism Facilities near Lake Muhazi
Location:	Gasabo District Rutunga, Gikomero Sectors
Economic sector:	Service and Tourism
Type of good/s produced and/or service/s provided:	Accommodations, tourism activities, and shopping
Brief description of the economic potential of the initiative:	The lakes proximity to Kigali could attract tourists if fully exploited.
Name of the initiative/project:	Special Economic Zone
Location:	Gasabo District Ndera
Economic sector:	Commerce and Trade
Type of good/s produced and/or service/s provided:	Facilitate economic growth
Brief description of the economic potential of the initiative:	Establishment of an economic zone near Kigali, Rwanda's financial center, will foster business, trade, and economic growth.
Name of the initiative/project:	Solar Energy

Location:	Gasabo District All Sectors
Economic sector:	Industry
Type of good/s produced and/or service/s provided:	Energy
Brief description of the economic potential of the initiative:	Urban Gasabo is well integrated into the national energy grid. Solar Energy will increase availability of power to households and business around Kigali.
Name of the initiative/project:	Milk Production Development
Location:	Gasabo District Rutunga, Nduba, Bumbogo, Jabana, Gikomero, Rusororo
Economic sector:	Livestock and Agro Processing
Type of good/s produced and/or service/s provided:	Milk and by products
Brief description of the economic potential of the initiative:	The major part of Gasabo District is rural and favorable for cattle rearing. There is large land for pastures. If farmers are trained and facilitated to practice improved cows, milk production will increase. Milk collection centers should be put in place and refrigerated infrastructure in remote areas are provided, investments within the milk value chain is coordinated, the ever increasing national demand in milk will be successfully addressed

Appendix 10 Prioritized value for potentiality

Potential Benefits	Prioritized values
Employment creation	<ul style="list-style-type: none"> • Increase in formal Sector wage employment • Low skilled, labour-intensive employment • Increased employment of women
Increased production	<ul style="list-style-type: none"> • Sufficient local/ national demand • Production has potential multiplier effects.
Export earnings	<ul style="list-style-type: none"> • High international demand • Product has priority in National Export Strategy • Tax revenue increase (through formalization)
Economic Diversification	<ul style="list-style-type: none"> • Tax revenue increase (through formalization) • Added value (bringing product closer to end-line) • Environmental sustainability • Strong links to employment creation • Potential product in harmony with national strategies

Appendix 11 Key Criteria for Feasibility or Comparative Advantage

Domain	Key Criteria for Feasibility or Comparative Advantage
Agro-business	<ul style="list-style-type: none"> • Current yield vs National Average • Yield/ha vs national average • Existing investment in agricultural Sector • Existing agricultural skill-base (or presence of TVETs) • Quality of transport infrastructure, with a particular emphasis on feeder roads. • Available land • Suitable climate • Existing agro-processing units
Tourism	<ul style="list-style-type: none"> • Proximity to existing tourist hubs • Sufficient skilled labor (or presence of TVETs) • Availability of tourist-related infrastructure • Quality of transport infrastructure
Mining	<ul style="list-style-type: none"> • Quality of transport infrastructure • Existence of professional mining operations or private investment in the Sector • Sufficient skilled labor (or presence of TVETs)
Commerce/ Industry	<ul style="list-style-type: none"> • Connectivity to value chain • Proximity to large markets and commercial hubs • Quality of transport infrastructure • Sufficient electrification
Energy	<ul style="list-style-type: none"> • Availability of energy sources • Sufficient purchasing power of local households

Appendix 12 Geographic Data

ID	X	Y	Potentiality_Item
1	517250	4801901	Bridge connects Rutunga Sector and Gicumbi District
	517251	4801874	
	517249	4801856	
2	519938	4800437	Muhazi lake bank (Muhazi belt)
	519926	4800437	
3	519900	4800309	Road Mahura to Gahini(Rukara)
	519877	4800322	
4	519769	4800344	Ryarukara bridge made of rotten woods
	519768	4800344	
5	514580	4800002	Kajevuba marshland
	514581	4799990	
	514576	4799941	
6	517644	4797715	Kajevuba bridge and barrage hydro
7	517093	4800725	Ku giti cy'umuhigo
	517093	4800732	
8	516522	4800682	Ku bikingi by'amarembo kwa Gihanga Ngomijana
	516522	4800696	
9	516796	4800380	Gihanga Ngomijana King's Palace
10	517069	4800382	Ancient place where National emblem were kept
	517074	4800389	
11	519956	479740	Ku Bimana
	519945	4797397	
12	524349	4792415	Green house
	524340	4792437	
13	524121	4791077	Proposed place for modern market of Gikomero
	524116	4791068	
14	524303	4792274	Existing Gikomero market
	524296	4792281	
15	517372	4784432	Free trade zone
	517348	4784424	
16	503752	4787791	Road Gatsata Nyamabuye-Jali
	503754	4787784	
17	503625	4788223	Mountain Jali forest
	503637	4788238	
18	505708	4789473	Gatsata marshland
	505692	4789487	
19	505992	4789432	Bridge and Road Jabana-Gisozi
	505983	4789448	

ID	X	Y	Potentiality_Item
	505959	4789478	
20	505969	4789481	Karuruma marshland
	505979	4789481	
21	509890	4793532	Road kabuye-Gasanze-Batsinda
	509886	4793532	
22	509365	4793836	Nyacyonga Carrier
	509360	4793835	
	509356	4793842	
23	509529	4793609	Nyacyonga market
	509535	4793617	
	509536	4793601	
24	505953	4789868	Road Karuruma-Jabana
	505957	4789873	

Appendix 13: Pictures of visited sites



GIKOMERO MARKET



GREEN HOUSE



FREE TRADE ZONE

Appendix 14: characteristics of accommodation facilities according to RDB data base

Name	Other Location	Grade	Stars	EstablishmentType	Number of Rooms	Number of Beds
Novatel Umubano		Upper		Hotels / Lodges	96	192
La Palisse Club Hotel		Medium	3	Hotels / Lodges	72	130
Hotel chez Lando		Medium		Hotels / Lodges	32	64
Ninzi Hill Hotel	Kacyiru (opposite top tower)	Medium	2	Hotels / Lodges	15	35
Hill Top Motel	Remera (Giporoso)	Lower		Guesthouses / Inns	30	56
Bloom Hotel	Kimironko (Near Prison)	Lower		Guesthouses / Inns	26	42
Croix Rouge Rwandais	K	Lower		Guesthouses / Inns	24	36
Beau Sejour	Remera (Near Kisimenti)	Lower		Guesthouses / Inns	24	50
Chez Rose	Remera (behind Ecobank)	Lower		Guesthouses / Inns	20	60
Hello Corner	Remera (Migina)	Lower		Guesthouses / Inns	16	24
Vacina Motel	Kibagabaga	Lower		Hotels / Lodges	13	26
Agasaro Motel	Remera (Godiyare)	Lower		Hotels / Lodges	12	24
Medi Motel	Kimironko (Near market)	Lower		Hotels / Lodges	12	18
Auberge Regeric		Lower		Guesthouses / Inns	12	22
Jambo Guesthouse	Remera (stone road from chez lando to Sonatube)	Lower		Hotels / Lodges	8	11
African Guesthouse		Lower		Hotels / Lodges	10	13
Jambo Inn	Kimironko (near Kabuga plot)	Lower		Guesthouses / Inns	8	20
Eden Lodge		Lower		Hostels / Church Centres	6	12
Light House Resort	Kimironko (down from Rwahama)	Lower		Guesthouses / Inns	10	15

Name	Other Location	Grade	Stars	EstablishmentType	Number of Rooms	Number of Beds
Vaticano Motel		Lower		Hotels / Lodges	9	18
Gasabo Guesthouse		Lower		Guesthouses / Inns	10	15
Residence Prima 2000		Lower		Hotels / Lodges	36	130
Orange Courts	Kacyiru (near the opposite of Umubano)	Medium		Hotels / Lodges	15	22
Sport View Hotel		Medium	3	Hotels / Lodges	40	74
Spinx Belair Motel	Kacyiru (Near the stopover Minagri)	Lower		Guesthouses / Inns	11	22
Top Tower		Upper	3	Hotels / Lodges	48	96
Beau Sejour Hotel		Medium	3	Hotels / Lodges	34	68
Hotel le Printemps	Kimironko opposite bus station	Lower		Hotels / Lodges	21	22
Select Boutique Hotel		Medium		Hotels / Lodges	7	14
Civitas Hotel	Remera Near Kisiminti	Medium		Hotels / Lodges	15	27
Michael Den's Hotel	Remera near Ecobank	Medium	2	Hotels / Lodges	31	62
SIECO/GOLF HILLS RESIDENCE		Medium				
Garr HOTEL		Medium		Hotels / Lodges	23	46
Lemigo Hotel		Upper	4	Hotels / Lodges	96	192
Diplomat		Medium		Hotels / Lodges	16	32
Manor		Medium	4	Hotels / Lodges	23	46
Park view courts hotel		Medium		Hotels / Lodges	72	144
Golf hills motel		Lower		Guesthouses / Inns		
Aberdeen		Medium	2	Hotels / Lodges	12	24
Bella Villa apartments		Medium				
Country inn hotel		Medium		Hotels / Lodges	26	52
Eldorado	Nyarutarama (down RDB on the upaved road)	Medium		Hotels / Lodges	10	20
Greenwhich		Medium		Hotels / Lodges	12	24
Macadamia Hotel		Lower		Guesthouses / Inns		
Scenario Grand Hotel		Lower		Guesthouses / Inns		

Name	Other Location	Grade	Stars	EstablishmentType	Number of Rooms	Number of Beds
HIGHLAND APARTMENTS		Medium			17	34
Bel Air		lower		motels	12	12
Bellisma Guesthouse		lower		Guesthouses/inns	16	16
Colline Motel Kabuga		lower		motels	5	5
Cup Kiberinka		Medium		hotels/lodges	18	18
Eden Lodge Kacyiru		Lower		lodges	8	8
Elegancya Guest House		Medium		Guesthouses/inns	13	15
Hills View Guest House		Medium		Guesthouses/inn	6	6
Hotel Tech Guest Residence		Medium		Guesthouses / Inns	16	16
kabuga -center		Lower		Lodges		
kacyiru executive apartments		Medium		Hostels/lodges	146	146
One love guest house	Poids lourds	Medium		motels	14	16
Peace Guest House		Lower		Guesthouses/inns	16	20
Primo Court		lower		Guest house/inns		
Residence prima 2000		Medium		Hostels/lodges	36	70
Romalo guest house	Kimihurura (down lemigo hotel)	Medium		Guesthouses / Inns	10	10
Rutungu United Motel.		Medium		motels	9	11
scola Apartment motel	Yes	Medium		hotels/lodges	22	28
The village motel		Lower		motels	9	9
Ururembo Guest House		lower		Guesthouses / Inns	28	32
luxury motel					14	
Gorilla Nyarutarama	89	Upper			98	
Chiyang Hotels Ltd(Ex-Flamingo Resto)						
Common Weath View Guest House						
Kigali Guest Lux Ltd						
Stipphotel Kacyiru						
AVB apartment hotel		medium				

Source: RDB Data Base, 2013

Appendix 15: Restaurant Facilities in Gasabo District

Name	Address2	Cuisine	RestaurantType	District
Coté Jardin (Hotel Novotel)	Avenue de l'Umuganda	International	Hotel Restaurant	Gasabo
Flamingo	Kimihurura	Chinese	Restaurant (Independent)	Gasabo
Havana Club	Boulevard de l'Umuganda	Pizzeria	Restaurant (Independent)	Gasabo
Nyarutarama Tennis Club	Nyarutarama	International	Club	Gasabo
Shangai	Boulevard de l'Umuganda	Chinese	Restaurant (Independent)	Gasabo
Xin Sheng	Boulevard de l'Umuganda	Chinese	Restaurant (Independent)	Gasabo
Sundowner	Kimihurura	Snacks	Restaurant (Independent)	Gasabo
Babito	Kacyiru -KBC	Snacks	Restaurant (Independent)	Gasabo
Executive Car Wash	Avenue des Poids Lourds	African	Restaurant & Bar	Gasabo
Millennium	Kacyiru	Rwandan	Restaurant & Bar	Gasabo
Ninzi Hill	Boulevard de l'Umuganda	International	Hotel Restaurant	Gasabo
Nouvelle Planète	Remera	Rwandan	Restaurant & Bar	Gasabo
Palisse	Nyandungu	Rwandan	Restaurant & Bar	Gasabo
Le Printemps	Kimironko Road	Rwandan	Restaurant & Bar	Gasabo
Chez Lando	Remera	Rwandan	Hotel Restaurant	Gasabo
Hollywood	Nyarutarama	Snacks	Restaurant & Bar	Gasabo
Virunga Sports Bar	Nyarutarama	Snacks	Snack Bar	Gasabo
Comme Chez Moi	Kimihurura	Other	Restaurant & Bar	Gasabo
New Caiman	Avenue de Nyarutarama	African	Snack Bar	Gasabo
Papyrus	Kimihururra	Snacks	Snack Bar	Gasabo
Africa Bite	Kimihururra	African	Snack Bar	Gasabo
Bourbon Coffee Shop	Nyarutarama (MTN House)	International	Café	Gasabo
Zen	Nyarutarama	Asian	Restaurant & Bar	Gasabo

Name	Address2	Cuisine	RestaurantType	District
La libela	Remera			Gasabo
le chateau	Nyarutarama			Gasabo

Source: RGB Data base, 2013

Appendix 16 Exports of Rwanda horticultural products to the World (Unit: Thousand USD)

	Value in 2011	Value in 2012
Vegetables, fresh or chilled	66	13
Frozen vegetables	124	38
Potatoes	672	382
Dried vegetables, shelled	802	1,085
Carrots, turnips and salad beetroot, fresh or chilled	2	6
Cabbages and cauliflowers, fresh or chilled	8	15
Tomatoes	2	6
Lettuce and chicory, fresh or chilled	3	-
Cucumbers and gherkins, fresh or chilled	3	1
Dried vegetables	-	3
Leguminous vegetables, shelled or unshelled, fresh or chilled	1,248	1,613
Cassava, arrowroot salem (yam) etc	84	55
Onions, garlic and leeks, fresh or chilled	3	28
Sub-total horticulture	301	3,245
Honey, natural	2	5

Source: ITC calculations based on UN COMTRADE statistics.

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