



**REPUBLIC OF RWANDA
NORTHERN PROVINCE
GAKENKE DISTRICT**



“A VIBRANT AGRO- PROCESSING AND MINING HUB”

**LOCAL ECONOMIC DEVELOPMENT (LED) STRATEGY
FOR GAKENKE DISTRICT**

2017-2023

GAKENKE, MARCH 2017

EXECUTIVE SUMMARY

Background and definition of LED concept

The concept of Local Economic Development (LED) is quite recent and is an approach that emerged out of Alternative Development theory. The aim of LED is to enhance the quality of life of citizens through the promotion of business, by creating a conducive environment to primarily meet the local supply and demand, leading to creation of employment and economic growth with a multiplier effect in a locality.

The GoR has been implementing LED under the Decentralisation Policy. Since 2012, there is a separate, dedicated strategy for LED and Community Development (CD) which aims to spearhead economic development and private sector as an engine of growth, and hence achieve the targets of EDPRS II and Vision 2020.

The purpose of having a District LED Strategy

The objective of decentralization is to shift the power of decision making and developmental initiatives to the decentralized entities, so that they can shape and play a central role in their local economic development. The aim is not only to generate participation and effectiveness, but also efficiency, ownership and hence sustainability. The National LED and CD Strategy 2012-2018 calls upon all Districts to develop their own LED strategy in order to make strategic choices, in line with their potentialities, their needs, their vision and aspirations of their population and stakeholders. In this way, a common focus for LED is developed in the District, with clear and concrete steps as how to achieve LED.

Methodology

Gakenke's LED Strategy elaboration was achieved through a full participatory process, bringing together the District staff and officials, the private sector, JADF, religious groups, communities and citizens. In order to have a feasible process, secondary data were collected through desk research, while the primary data guiding and inspiring the strategy, were obtained through an interactive process of awareness, training and planning meetings with both stakeholders and resource persons in the District. The strategic choices in LED approaches and programmes were

identified after matching the well assessed primary and secondary data, with the expectations and a seven-year vision for LED in the District.

The core-team – consisting of District senior staff under the leadership of the Vice Mayor in charge of economic affairs, and with the support of LODA technical advisers – conducted both desk research and working sessions with stakeholders who were chosen to represent the private, public and civil society organizations as well as the communities. The LED strategy was designed and endorsed by the District and its stakeholders, after which it was validated by the District Council.

Key District economic potentialities

The potentiality assessments made show that Gakenke District has enough potentialities that can be the backbone of its economy. Those are, among others: availability of suitable land for agribusiness activities like growing passion fruits, pineapple and coffee to enable agriculture export; wheat and beans cultivation; cattle keeping for fresh milk production; mineral deposits and quarries. Arts and crafts , especially tailoring, is another potential of Gakenke District that can be exploited.

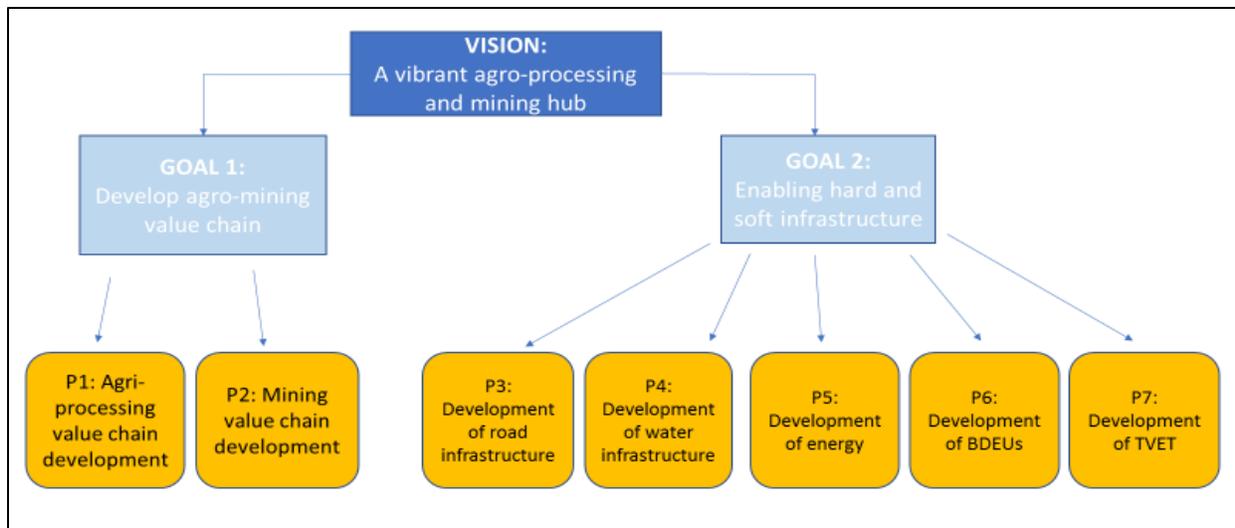
Key District economic constraints

The key District economic constraints identified are, among others: the weak infrastructure development; the limited number of vocational schools and hence limited hands-on skills; the limited investments in various economic sectors.

The economic constraints justify the rationale to design the LED strategy to overcome these constraints and exploit the huge potential of the District in order to boost its economy.

Objectives of the Gakenke District LED strategy

Gakenke has chosen as its vision “***Gakenke - A vibrant agro-mining hub***”. This vision captures the overall goals of developing the agro-mining value chain as well as enabling hard (roads, energy, water, modern markets) and soft infrastructure, (environment skills, institutional arrangements, private sector, financing). Under the two goals 7 objectives with targets were identified, resulting in 7 programmes under which 76 projects were identified, as outlined in the figure below:



Gakenke District established a comprehensive budget and activity schedule under each identified programme. Furthermore, apart from the District staff and means, the elaboration process identified key stakeholders and partners to support the implementation of the programmes. These supporting entities are the international NGOs, local NGOs, the FBOs, the CBOs, cooperatives, private sector, as well as the public institutions and citizens themselves. The overall cost of the strategy for 7 years was estimated at **45,241,529,781 RwF**, whereas the funds available amount to **52,741,801,618 RwF**.

The sources of the funds include District revenues, funding from private sector, different stakeholders and outside investors, as well as Government support.

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LIST OF ABBREVIATIONS AND ACCRONYMS

BDC	Business Development Centre (Business Development Services)
BDF	Business Development Fund
BNR	National Bank of Rwanda
CD	Community Development
CSOs	Civil Society Organizations
DDPs	District Development Plans
DIP	Decentralization Implementation Plan
EIA	Environmental Impact Assessment
EAC	East African Community
EDPRS	Economic Development and Poverty Reduction Strategy
EICV	Integrated Household Living Conditions Survey
EWSA	Energy, Water and Sanitation Authority
GDP	Gross Domestic Product
GMO	Gender Monitoring Office
GoR	Government of Rwanda
GSP	Generalized System of Preferences
ICT	Information and Communication Technology
IEC	Information Education Communication
IPRC	Integrated Polytechnic Regional Centre
JADF	Joint Action Development Forum
LCF	Local Competitiveness Facility
LED	Local Economy Development
LG	Local Government
M&E	Monitoring and Evaluation
MDGs	Millennium Development Goals
MIFOTRA	Ministry of Public Service and Labour
MIGEPROF	Ministry of Gender and Family Promotion
MINAGRI	Ministry of Agriculture and Animal Resources
MINALOC	Ministry of Local Government
MINECOFIN	Ministry of Finance and Economic Planning

MINEDUC	Ministry of Education
MINICOM	Ministry of Trade and Industry
MINIJUST	Ministry of Justice
MININFRA	Ministry of Infrastructure
MINIYOUTH	Ministry of Youth
MSME	Micro, Small and Medium Enterprises
NGO	Non-Governmental Organization
NICI	National Information and Communication Plan
NISR	National Institute of Statistics of Rwanda
NPPA	National Public Procurement Agency
P, M&E	Planning, Monitoring & Evaluation
PMO	Prime Minister's Office
PPP	Public Private Partnership
PSCBS	Public Sector Capacity Building Secretariat
PSF	Private Sector Federation
RALGA	Rwanda Association of Local Government Authorities
RCA	Rwanda Cooperative Agency
RDB	Rwanda Development Board
RDSF	Rwanda Decentralization Strategic Framework
REMA	Rwanda Environmental Management Authority
RGAC	Rwanda Governance Advisory Council (Now RGB)
RGB	Rwanda Governance Board
RHA	Rwanda Housing Authority
RLSDF	Rwanda Local Development Support Fund
RNRA	Rwanda Natural Resources Authority
RwF	Rwandan Francs
SACCO	Savings and Credit Cooperative
SMEs	Small and Medium Enterprises
TEVSA	Technical and Vocational Schools Association
TVET	Technical and Vocational Educational Training
US\$	United States Dollar
VCA	Value Chain Analysis
VCD	Value Chain Development
WDA	Workforce Development Authority

1.0 BACKGROUND, AIM, DEFINITIONS AND METHODOLOGY

1.1 Background and aim

The concept of LED is relatively new in Rwanda, and came about in the Decentralization Policy, more specifically in the National LED and CD Strategy 2013-2018, as an instrument to achieve the national goals of EDPRS II and hence Vision 2020, which are expected to shift Rwanda from a poor to a middle-income country. The overall goal of the National LED and CD Strategy is to promote inclusive local socio-economic development and poverty reduction in Rwanda. While Community Development focuses on community empowerment and participation, LED focuses on Local Economic Development by ensuring location factors are in place and business development is enhanced. The Decentralisation Policy specifies that local governments become responsible for developing their own local economy.

Rwanda is among the first growing economies in Africa and the entire world with a high commitment of the GoR for its development. However, the country faces many challenges. Its geographic location, population growth (500Hab/Km²), dual economy with predominance of informal sector (93%), large dependency on subsistence agriculture (80% of its people), poverty level of 39.1% and extreme poverty of 16,1% (EICV 4,2014) are, among others, major challenges hampering its development.

The National LED and CD Strategy is elaborated to overcome these challenges, and bring development to all Rwandan citizens. District LED Strategies naturally flow from the National LED Strategy. They are mainly based on the local potentialities of the Districts, and are informed by economic assessments. The aim of the District LED Strategies is to prompt and guide the Districts' economic developmental initiatives in order to spearhead a local working economy, hence contributing to the national economy.

The LED strategy in each District is expected to accelerate the achievement of targets set for EDPRS II (and III) as well as Vision 2020 and 2050.

1.2 Alignment with national policy: EDPRS, vision 2020/2050, decentralization, Ministries' sector priorities

The LED Strategy of the District is inspired by and aligns well with the various national policies, especially the Decentralization Policy, the National LED and Community Development Strategy, EDPRS II and Vision 2020. Also, in the elaboration of programmes and projects, the District took into account relevant Ministries' sector policies.

1.2.1 LED, EDPRS II and Vision 2020/2050

Rwanda has committed to shift from a low to a middle-income country by 2020. The aim of EDPRS II is to make a giant economic growth step towards the goals set in Vision 2020. Increased poverty reduction, creation of more off-farm jobs and private sector development as engine of growth are some of the goals set in EDPRS II (MINECOFIN, 2013).

LED aims to make an economic impact by creating both farm and off-farm jobs. In addition, implementation of the District LED Strategy intends to create a real value-add in order for the District's economy to become more competitive, and to grow based on its potentialities. Lastly, LED will enhance the local working economy and business development, and instigate a comprehensive support system that will spark the District's economic growth, stabilizing both local and national economy.

The elaboration of Vision 2050 and EDPRS III was ongoing when the Gakenke LED Strategy was elaborated.

1.2.2 LED and Decentralization Policy

The Decentralization Policy of Rwanda aims to enhance citizens' participation and empowerment. Local economic development is among the key tenets and initial policy objectives of the Decentralization Policy. The policy expects to fast-track sustainable, equitable local economic development, taking into consideration the local potentialities. The policy states the initiatives to reduce poverty and improve people's livelihoods by directly providing basic needs, creating jobs and increasing incomes of poor people through decentralized entities. In this regard, the LED Strategy objectives align well with the Decentralization Policy, by focusing on job creation and business development in Districts. As Districts are made responsible for LED through the Decentralization Policy, the LED Strategy documents are to be elaborated by the Districts themselves, embedding their strategic choices to make it more comprehensive and fully owned. The LED Strategies are the strategic documents to guide the future development

agenda of the Districts. As such they are a powerful tool for decision making and initiatives on development, which constitutes genuine decentralization.

1.2.3 District LED Strategy as a building block of the implementation of the National LED and CD Strategy

The National LED and CD Strategy is among the strategies aiming to implement the Decentralization Policy. The strategy aims at inclusive local economic development and poverty reduction in Rwanda. The key pillars of the National LED Strategy are:

- 1) Community empowerment and citizen participation
- 2) Improve local capacity for economic growth, business development and job creation
- 3) Support systems to achieve 1 and 2, like, amongst others, skills development, infrastructure and service delivery (National LED and CD Strategy, 2013).

The District LED Strategy is the obliged way to implement the second pillar of the National LED and CD Strategy, focusing on localities and building on existing processes seeking to improve the quality of life of citizens.

The LED philosophy seeks to value the local potentialities in order to maximize the development benefits of each target locality. For LED implementation to succeed, well-chosen approaches should be used, taking into account the local potentialities and specific needs of the target areas. The District LED strategy is an active implementation instrument of not only the decentralization policy, but also of other national policies, including amongst others the employment policy, business development policy and skills development policy.

1.3 Short description of the District

1.3.1 Demographic features

The District of Gakenke is one of the five Districts of the Northern Province, and has 19 sectors. The District spreads over 704.06 Km², with 345 487 inhabitants (53% female and 47% male). Its population density is 473 inhabitants/Km². If population continues to grow at a fertility rate of 4.7%, strategies of developing the District may be outweighed by this high rate as far as GDP per capita is concerned, and this may lead to spiral poverty in the District.

The **literacy rate of Gakenke District is 83,5%**. The average age of the Gakenke population is between **14 and 35 years**(Rwanda Census).

1.3.2 Employment and unemployment rate

In terms of employment, the Gakenke District **overall employment rate is 89.1 %** of the resident population aged 16 years and above, and it is ranked the first in the country. Unemployment rate is 0.4%. Agriculture is shown as the main employer with 82% of the population aged 16 and above, of which 75% is working as an independent farmer. 11% receives a non-farm income, of which trade provides employment for 5% of the population. Other sectors take the rest of the percentage (Establishment Census 2014).

1.3.3 The Districts key economic sectors

The key economic sectors in Gakenke are as follows:

- **Agriculture**, with strong focus on coffee production for the export sector;
- **Private sector development**, with strong emphasis on the mining sector (presence of Coltan, Wolfram, Casiterite minerals);
- **Energy**, with focus on on-grid and off-grid to promote the use of alternative energy sources;
- **Urbanization and rural settlement**, with focus on basic infrastructure development in the urban areas, Imidugudu sites as well as IDP Model Villages;
- **Roads development**, with focus on roads rehabilitation to improve the overall road network;
- **Environment and climate change**, to avoid or to reduce the negative impact of natural calamities and disasters.

1.4. Definitions of key terms

1.4.1 Local economic development

Local Economic Development (LED) is an ongoing process to build up a local economy, improve the local business climate and exploit local competitive advantages in a collaborative way whereby government, private sector, NGOs, communities and other stakeholders work closely together. The purpose of LED is to enhance the quality of life of local citizens, and to create economic growth and local jobs by using different LED approaches (LODA, 2015).

1.4.2 Community development

There are many definitions of Community Development, but all seem to agree that Community Development involves Community Empowerment and Citizen Participation (GoR, 2013; RALGA 2012).

Community Empowerment in this context refers to the capacity of individuals to take action to improve their own lives through liberalization, participation and mobilization for change. Similarly, it refers to the capacity of the community to take collective action through solidarity, social networks, social capital, group capacity building and organizational strengthening.

Citizen Participation refers to the level to which citizens are involved in local decision-making processes.

Key elements of Community Development include building active and sustainable communities, based on social justice, solidarity, support for those in need and mutual respect; changing power structures to remove the barriers that prevent people from participating in the issues that affect their lives; supporting individuals and groups in this process on the basis of certain values and commitments.¹ The aim of community development is to strengthen the community, not to exploit economic opportunities, even though this could be part of community development but not be the aim as such.

1.4.3 Valuechain development

Value chain is the development of a product or a service from conceptualization phase up until it ends up with the final consumer and where all actors in the value chain work together to add value. Value chain development is about the flow of the development process and the added value that is created by each actor in the value chain (LODA, 2015).

1.4.4 Branding of local economy

A brand is a product, service, or concept that is publicly distinguished from other products, services, or concepts so that it can be easily communicated and usually marketed.

Branding is the process of creating and disseminating the brand name. Branding can be applied to the entire corporate identity as well as to individual product and service names.

A branding of local economy is a process of creating and disseminating a locally major economic name that can distinguish the District from another District.

1.5. Methodology used for LED strategy formulation

LED strategy design has been a participatory process involving Districts senior staff members and officials as well as relevant stakeholders. The following steps were taken in LED strategy formulation:

¹Community Xchange, in Nelson et al, 2005

1.5.1 Steps for LED strategy elaboration

The steps to elaborate the LED strategy for the District passed through a 12step-process:

- 1 Training on LED awareness
- 2 Training on elaboration fo LED Strategy
- 3 Identification and formation of Core Team that will coordinate development of the LED strategy
- 4 Inform the District Council on LED
- 5 Identify and formation of a Stakeholders consultation group
- 6 Conduct Local Economic Assessment of the District including Diamond of Competitiveness
- 7 Conduct SWOT Analysis
- 8 Develop the LED Strategy (logframe) with stakeholders
- 9 Stakeholders consultation for LED strategy validation
- 10 Finalise the LED strategy in a document
- 11 LED strategy to be approved by the District Council
- 12 LED annual action plan in next planning and budgeting cycle

1.5.2 Stakeholder participation

The development of the District LED strategy is a group work at different levels. The core-team was made of 10 people from the Districts' senior staff under the lead of the Vice Mayor Economic Development. The stakeholders have been involved during the awareness and training sessions, SWOT analysis, and development of LED strategy (vision and goals formulation, key programmes and projects) as well as in validation of the strategy.

1.5.3 Data collection techniques

The data collection for LED strategy elaboration used desk research for local economic assessment (secondary data) whereas the situational analysis has been elaborated through SWOT analysis, vision and programme identification during working sessions bringing together all the stakeholders of the District (primary data).

- **Local economic assessment:** the core team has developed this local economic assessment using desk research with a focus on demographic data, economic data, business enabling environment data, hard infrastructure data, local potentialities and branding of District. They have been supported by LODA technicians during the review.
- **Source of information:** The EICV4, DDP 2013/18, EDPRS2, establishments Census2015 among other documents have been the base to develop this LEDstrategy. The desk research helped in collecting secondary information. The primary information has been

gathered through interviews and findings from different planning sessions with various stakeholders, Districts staff, sectors staff and community representatives.

The mixed approach used helped to understand the District context, matching the data with the expectations which lead to a comprehensive LED strategy owned by local stakeholders.

1.5.4 Strategy elaborated by the District

This Strategy is not developed by a consultant but by District stakeholders themselves. It was a huge job for all involved, but the added value of having a Strategy that is developed by the involved stakeholders themselves increases ownership and sustainability.

The District core team coordinated the development of the strategy, supported by LODA staff and technical assistants. Stakeholders were represented in the stakeholder consultation group and invited to take part in several meetings, give inputs and validate the Strategy. A consultant has read the Strategy for quality purposes and provided inputs; however this will not be a perfect document, but reflects the capacities and realities of the District team that elaborated this Strategy.

2.0. ECONOMIC ANALYSIS OF GAKENKE

2.1. Status of key economic sectors in the District

Gakenke District is a rural District in the Northern Province whose economy is principally dominated by agriculture. However, this sector is not yet modernized and hence the productivity is still very low. Many challenges are observed in multiple other sectors which constitute the barrier to District development as well as contributing to poverty reduction. The scale of poverty and extreme poverty are respectively: 42% against 39.1% at national level and extreme poverty 16.2% against 16.3 % at national level (EICV4).

The **main challenges** are the following:

- Low use of agriculture inputs such as fertilizers, pesticides, selected seeds and low level of livestock productivity;
- Low level of private sector involvement in District development issues;
- Insufficient access to electricity and high use of wood as the main source of energy;
- Insufficiency of social and economic infrastructure in regrouped settlements associated with the road network in bad conditions;
- Less consideration of environmental and climate change issues;
- Irrational use of wetlands and water resources;
- Many illegal mining and quarrying activities as negative consequence the non-sustainability of environment;
- The gender inequality in participation across all sectors and its data not disaggregated;
- The insufficient skills and professional capacity for staff in technical, planning and decision making positions across all District levels and in private sector.

To avoid the above challenges, Gakenke District will focus on key priority sectors, namely agriculture, mining and infrastructure. Those have demonstrated the capacity to solve many of the problems related to the challenges identified and which shall help to boost its development in the seven years coming.

2.2 . Progress of DDP 2013-2018 and alignment with District LED Strategy

Elaborated in 2012/2013, Gakenke's District Development Plan has been inspired by Vision 2020, 7YGP, SDGs and EDPRS2 thematic areas and Sector Strategic Plans. Its purpose is to give a

strategic orientation of the District development in those sectors where the potentials and capacities for economic and social development as well as accountable governance environment have been identified.

From 2012/2013 up to August 2016, Gakenke District has been registering important progress in the main sectors covered by its Development plan. The main evidence is that the poverty has been reduced from 56.6% to 42% and that the extreme poverty reduced from 30.9% to 16.2% (EICV 4). The tables below indicate the key indicators that measure the progress registered per cluster, related to economic development.

It should be noted that the District LED strategy does not terminate the DDP. The LED strategy deals with Local Economic Development which is a subset in the DDP. The rest of the DDP will continue side by side with the District LED strategy. In 2018, the DDP will come to an end and a new DDP will be formulated. The new DDP will also integrate the District LED strategy. This explains the time period of the District LED strategy which is 7 years, to cover the remaining 2 years up to 2018 and also the upcoming planning period of 5 years.

Table 1: Key economic indicators performance 2013-2016 (DDP 2013-2018)

N°	EDPRS 2 INDICATORS	Baseline EICV3	DDP 2013-2018 Target	EDPRS 2 2013-2018 Target	7YGP 2010-017 Target	Vision 2020 Target	Achievement	Source of verification	PROGRSS STATUS
1	Population living in Imidugudu sites	71%	75%	70%	70%	no data available	69.9%	EICV 4	High
2	Fire wood use	99.4%	81.7%	no data available	55%	50%	99.2%	EICV 4	Medium
3	Computer literacy for Male	3.2%	41%	no data available	no data available	no data available	8.1%	EICV 4	Very low
4	Computer literacy for female	2.8%	41%	no data available	no data available	no data available	5.5%	EICV 4	Low
5	% of Land protected against soil erosion	91.7%	100%	no data available	100%	no data available	94.5%	EICV 4	High
6	Electricity connectivity rate	1%	38.6%	70%	70%	75%	15.6%	District	Low. Needs more effort
7	Number of off-farm jobs created per year	no data available	3750 (NEP)	no data available	no data available	no data available	3769	District	High

8	% of agricultural population	no data available	no data available	no data available	no data available	50%	90%	District	Low
9	% of mechanization	no data available	no data available	no data available	no data available	40%	0%	District	Challenge
10	% of land area protected to maintained biodiversity	no data available	no data available	no data available	no data available	10.3%	94.5%	District	High
11	Forest cover land area	no data available	no data available	no data available	30%	30%	28.6%	District	High
12	Roads in good conditions in %	no data available	no data available	no data available	85%	85%	20%	District	Low
13	Quality seeds	no data available	no data available	no data available	100%	no data available	85%	District	Medium
14	Land use consolidation in %	12.8%	no data available	no data available	70%	no data available	86%	District	High
15	Chemical fertilizers	no data available	no data available	no data available	45kg/Ha	no data available	77.4%	EICV4	Medium
16	% of adult population accessing financial services	no data available	no data available	85%	no data available	90%	72%	District	Medium

Table 2: Poverty reduction performance 2012/19 - 2015/16

N°	EDPRS 2 INDICATORS	Base line EICV3	DDP 2013-2018 Target	EDPRS 2 2013-2018 Target	7YGP 2010-017 Target	Achievement	Source of verification	PROGRSS STATUS
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17	Poverty rate	56.6%	30.2%	30.2%	20%	42%	EICV4	medium, but more effort to achieve the target
18	Extreme poverty rate	30.9%	15%	9%	n/a	16.2%	EICV4	medium, but more effort to achieve the target

2.3 Local economic development assessment: findings

An assessment of the status of the local economy was undertaken between June and August 2016. A range of economic data have been collected to be analysed and inform the new LED Strategy of Gakenke. Data that were gathered were economic data, business enabling environment data, hard infrastructure data and data about the local potentialities. These data were then used to make a 'Diamond of Competitiveness' for Gakenke. This is a tool to analyse where the competitive advantage for Gakenke lies in comparison with other Districts.

2.3.1 Economic data

The below table 3 presents the economic data of Gakenke.

Table 3: Economic data and economic trends (*Establishment census 2014*)

Size of private sector (number of businesses in the District)	4 059 private establishments (2.6% of the national total)
Size of formal and informal sector	116 formal - 3 790 are informal
Number of MSMEs	Micro: 3 696 Small: 304 Medium: 47 Large: 12
12 largest companies	Utpar/rushashi, Coopagan-bu, Intege, Covafga, Tantum ergo, Twongere kawa koko, Land of thousand hills (a.r.m.c), Ikawa yacu, Icyerekezo Gakenke, Tuzamure kawa (Sotikam), Abakunda kawa and Dukunde kawa
Growth of the private sector between 2011 and 2014	2.6% (national average 24.4%)
Employment and unemployment rate	Overall employment rate is 89.1 %of the resident population aged 16 years and above. Unemployment rate is 0.4%

Main Employment sector / industries	Agriculture (82%), trade (5%), non-farmer 11% and others (2%)
Local potentialities	Coffee Horticulture: Pineapple, Passion fruit and Plums Maize, Wheat and Beans production and promotion of sweet potatoes for bakery Mining products

2.3.2 Business enabling environment data

It is important to get information about *'how enabling the business environment currently is'* so that Gakenke can take measures in its new LED Strategy to address the identified issues. Hence, the 'business enabling environment data' are summarised in the below table:

Table 4: Business enabling environment data

Do businesses pay taxes to the District? How much?	Yes, businesses pay different taxes to the District such as trading licence, rental income, land lease fees, public cleaning fees and others; All combined in 2015 the District collected about 561,347,800 RWF from the private sector related to taxes.
Why have businesses invested in the District?	Availability of factors of production and generous support of District staff concerned
Is it easy to register a new business? Why or why not?	Yes, because the registration process has been decentralized up to the sector level and it can be done online
Do businesses get support from District officials? If yes, what kind of support?	Yes, District connects stakeholders with businesses. Also, District organises field study for PSF, on the other hand though, PSF needs more knowledge on marketing and taxation
Is it easy to obtain a business licence or other license necessary to do business?	Yes, averagely you can get it in two days
Besides the District, are there any other business support services in the District? Which ones?	Yes there are: guarantees and credits at low interests from BDF, financial services from Banks and Microfinance, training on business skills and financing from TECHNOSERVE, World Vision and others...
What are challenges for businesses?	1. Insufficient production of goods and services due to the lack of technology to increase the production

	<ol style="list-style-type: none"> 2. Lack of infrastructures (road, electricity.....) 3. Lack of business skills 4. Lack of marketing strategy 5. Lack of effective ways of exhibiting District potentials, opportunities and products.
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2.3.3 Hard infrastructure data

For business to thrive there is a basic need for 'hard infrastructure' like roads, electricity, water, etc. to be able to operate the business efficiently and effectively. Hence, table 5 below presents data related to hard infrastructure.

Table 5: Hard infrastructure data

Households that have electricity	10,785 (15.6% of total)
Households that have water access	68,961 (84.6% of total)
Waste collection services are available in the District?	Not available
Business property available in the District? Is it easy to obtain this property?	Yes, business properties are identified and accessible to businesses (e.g: there are public business properties available to all such as Agakiro, Modern market, slaughter house etc.)
Road infrastructure conducive for businesses?	No, roads are in bad conditions which is a barrier to businesses, resulting in increased transportation cost(e.g: Mataba where they produce pineapples)
Other?	<ul style="list-style-type: none"> • Insufficient electricity infrastructures (we don't have three phase connection to support function of engines with high electricity consumption) • Lack of TVET which responds to specific potentialities of Gakenke District

There is no specific information available as how many of the businesses in Gakenke are connected to electricity.

2.3.4 Local potentialities of the District

Gakenke District is having enough potentialities that can be the backbone of its economy. To

begin with, there is an availability of suitable land for agribusiness activities, like growing passion fruits, pineapple, coffee growing to enable agriculture export, wheat and beans growing and cattle keeping for fresh milk production. Further, there are also mineral deposits and quarries for mining development (coltan, cassiterite, clay, stones and sand). Mining is a strong opportunity to Gakenke District since it provides diversified source of revenues and can create job opportunities to the population in Gakenke District.

The table below gives an overview of the local potentialities of Gakenke District.

Table 6: Local potentialities of Gakenke District (LODA, Local potentiality report)

Land for agri-business	Coffee, Horticulture, Maize, Wheat, Beans, Sweet potato, milk, porc, poultry
Large marshlands for agribusiness	Maize, beans and vegetables
Forests for manufacturing development	Processed wood
Forests for agribusiness	Honey
Mineral deposits	Clay, coltan, cassiterite, stones and sand quarries
Attractions for tourism	Tourist traffic to Musanze and Rubavu; Kabuye mountain
Arts and crafts for manufacturing development	Arts and crafts

2.3.5 .Diamond of Competitiveness

Competitive advantage is recognised as a feature of robust, inclusive local economies. Each District has to identify what it does best, where it has the greatest resources, skills and capacities, in other words, its competitive advantage in relation to other Districts.

A ‘Diamond of Competitiveness’ can help a District to identify its competitive advantage. The Diamond has four sides, each related to a distinct factor of competition. This Diamond was introduced by Harvard Professor Michael Porter in the 1970s (RALGA, 2014).

The first factor focuses on the context for the firm and rivalry firms. The second factor focuses on demand conditions for the firm’s products. The third factor looks at whether there are related and supporting industries and the fourth factor looks at other conditions.

The below table analyses the competitiveness of Gakenke.

Table 7: Diamond of competitiveness of Gakenke District

DIAMOND POINT	QUESTIONS TO ANSWER	ANSWER	ISSUES IDENTIFIED
Context of the District	What is the context for business competition in the local economy?	<p>Business competition exists but is still at a low level.</p> <p>In agriculture, the District has some coffee companies like Muhondo coffee company, Ruli mountain coffee and SOTIKAMU.</p> <p>In horticulture, there is COVAFGA, Tantum Ergo etc.</p> <p>In financial sector, Gakenke has many banks.</p> <p>In the mining sector, there are many competitors like KOMIKAGI, SINDAMBIWE company, Ruli mining company etc.</p>	<ul style="list-style-type: none"> • Business in Gakenke District are still basic • Agriculture is a major source for employment, but is still being done traditionally (small scale farming) • There is no specific/detailed plan for agriculture and business development in Gakenke • No articulation of agriculture sector with other economic sectors • No marketing strategy of local economic potentialities • Low promotion of SMEs • Low orientation and protection of investors by local authorities (Ex: Mining) • Low creativity and facilitation for new investors • Low productivity of PSF (e.g. no expo being organised) • Attitude of population (low entrepreneurial spirit) • Low IT facilities in doing business • Strategies are developed without implication of population • Lack of finance and business skills limits some competitors to enter the market • Insufficient Infrastructure development (water transport facilities, Roads, Electricity, ICT, health facilities...) prohibits investors to invest in Gakenke
	Is there good competition between local competitors?	Yes, there is good competition between local competitors because it is open for all willing competitors as well as requirements are pre-set to make competition fair.	
	Is there a strategy to ensure sustainable investment in the District?	<ul style="list-style-type: none"> - Availability of an investment document (Gakenke Potentialities) - Locally we adopted a PPP (Public and Private Partnership) attracting investors to intervene in the District development 	

Demand conditions?	What kind of demand exists for goods and services from local people?	<ul style="list-style-type: none"> - Basic needs (Food, drinks, clothes, furniture) - Transport services - Financial services which respond to the needs of population (Savings, Credit, remittances, insurance, ...) - IT Services (Irembo services, Internet, Network coverage...) - Health services - Education Services - Entertainment services, like cinema halls, touristic sites and others - Libraries - Hotels and Restaurants services - Tourism and culture services 	<ul style="list-style-type: none"> • Population growth/increment not related to agriculture productivity • Low accessibility between sectors and cells (bad roads...) • Universities services are still low • TVET are still low • Limited transport means in Lake Ruhondo. • Health services not close to local population (no health post in each cell) • No private clinics • Financial services not adapted to the needs of local population (SACCOs & other MFIs) • Few amount of entertainment facilities (different grounds of different disciplines like football, handball, basketball, tennis, ...) • Sport in Gakenke District in general not developed (lack of trainers in various disciplines) • No libraries
	What kind of demand exists for goods and services from regional/national/international people?	<p>Yes, there is demand for some products such as coffee and horticulture products.</p> <ul style="list-style-type: none"> • Some foods and drinks • IT Services • Tourism and culture services • Hotels and Restaurants services, etc 	
	Are the needs of local people covered by local demand? Where are gaps?	<p>No, some needs are not covered by local demand like:</p> <ul style="list-style-type: none"> • Some foods and drinks • Clothes • IT Services • Tourism and culture services • Hotels and Restaurants services. etc 	<ul style="list-style-type: none"> • Need for local production where feasible of products and services that people require

	Do products and services that are produced locally are quality products? Why or why not?	Some products are of natural quality; others need value addition through transformation. The amount of transformation units is still low	<ul style="list-style-type: none"> • Lack of finance and skills to improve the quality
Related and supporter industries	Are there capable locally based suppliers?	There are few capable locally based suppliers in agriculture sector but not many in other sectors	<ul style="list-style-type: none"> • Low number of capable locally based suppliers • Suppliers not covering the whole District
	Are there competitive related industries?	Not in all sectors, the few industries the District has are mainly operating in agriculture (coffee, fruit processing)	<ul style="list-style-type: none"> • Lack of investors in other domains than agriculture
Factor conditions	What is the state of location factors such as: <ul style="list-style-type: none"> ❖ Physical infrastructure (water, electricity, buildings, land) 	<p>Water: 84.6% have access to clean water and water pipe lines are still few and among available water pipe lines some need to be maintained.</p> <p>Electricity: 15.6% have access to electricity and still grid lines are few and need to be increased.</p> <p>Buildings are few (modern markets, agakiro, slaughter house etc.) and the available ones need to be maintained</p> <p>Land is available and used according to land management plan.</p>	<ul style="list-style-type: none"> • Few physical infrastructures • Unmaintained infrastructures
	<ul style="list-style-type: none"> ❖ Skills availability and quality thereof 	The District is still struggling to empower businessmen with basic skills in business management. Also, technical skills for start-up businesses in different sectors such as electricity, sewing, welding, masonry, agro-processing, tourism and hotels services and handcraft are needed.	<ul style="list-style-type: none"> • Low number of skilled businesses
	<ul style="list-style-type: none"> ❖ Capital resources 	Gakenke District has land which is not really fertile and needs additional minerals	<ul style="list-style-type: none"> • Low adoption of agriculture inputs
	<ul style="list-style-type: none"> ❖ Health services 	Health services (2 Hospitals, 23 HCs, 16 HPs)	<ul style="list-style-type: none"> • Not enough to satisfy local demand • Lack of adequate health equipment

	❖ Education services	Education services (1 university in Ruli, 57 high schools, 118 Primary schools, 137 Nurseries and 5 TSSs (Technical Secondary School) and 4 VTC (Vocational Training Centre))	➤ Low education quality and insufficient infrastructure
	❖ Entertainment services	Entertainment services available but insufficient (football grounds only)	The infrastructure is in bad condition. The District has few entertainment halls and few grounds for all games.

2.3.6. Stakeholder analysis

The table below shows the distribution of stakeholders per chosen programmes. The stakeholders are categorized into 3 groups: 1) Government of Rwanda, 2) private company or NGOs (national and international) and 3) local community.

Table 8: Stakeholder Analysis

Programme	Main intervention and roles	Main stakeholders and respective roles		
		GoR	Private/NGOs	Local Community
Development and rehabilitation of hard infrastructures	<ul style="list-style-type: none"> ❖ Roads and bridges ❖ Modern markets 	<ul style="list-style-type: none"> ➤ Finance the District LED Strategy ➤ Adjust earmarked funds to local plans ➤ Fund capacity building ➤ Monitoring and Evaluation of LED Implementation ➤ Mobilize citizens & represent interests ➤ Own and implement processes ➤ Monitor and evaluate <p>(LODA, MINAGRI, DISTRICT)</p>	<ul style="list-style-type: none"> ➤ Own and implement processes ➤ Monitor and evaluate ➤ Fund capacity building <p>(World Vision, private companies)</p>	<ul style="list-style-type: none"> ➤ Monitoring and evaluation of LED Implementation (LODA, District,) ➤ Ultimate beneficiaries (Citizens)
	<ul style="list-style-type: none"> ❖ On grid and off-grid energy provision ❖ Water supply systems ❖ Establishment of TVETs Centers 	<ul style="list-style-type: none"> ➤ Financing ➤ Technical assistance ➤ Capacity building ➤ Implement ➤ Monitor and evaluate ➤ Mobilise citizens and represent interests <p>(LODA, REG, WASAC and District, WDA, MINEDUC)</p>	<ul style="list-style-type: none"> ➤ Capacity building ➤ Financing ➤ Monitor and evaluate <p>(Private sector, World Vision, Janja Catholic Church, JOC Kigali, Programme hydraulique du Diocese de Ruhengeri)</p>	<ul style="list-style-type: none"> ➤ Ultimate beneficiaries ➤ Monitor and evaluate

Development of Soft Infrastructures	Promotion of entrepreneurship skills, financial literacy inclusion	<ul style="list-style-type: none"> ➤ Financing ➤ Fund capacity building ➤ Monitor and evaluate ➤ Technical assistance ➤ Capacity building to implementers of LED <p>(LODA, MINICOM, DISTRICT, NEP, BDF, RCA)</p>	<ul style="list-style-type: none"> ➤ Financing ➤ Fund capacity building ➤ Monitor and evaluate ➤ Technical assistance ➤ Capacity building to implementers of LED <p>(Technoserve, Vision finance urwego Opportunity bank, Unguka Bank, Umurenge SACCOs, UBPR, Representing Bodies PSF)</p>	<ul style="list-style-type: none"> ➤ Direct beneficiaries of LED ➤ Representation and mobilization of members
Agro-livestock value chain	Development and promotion of value chains	<ul style="list-style-type: none"> ➤ Development and promotion of value chains (coffee, fruits, banana, pigs, poultry) ➤ Mobilise funds ➤ Mobilise local stakeholders ➤ Facilitate agenda-setting ➤ Monitor and evaluate ➤ Capacity building to implementers of LED <p>(NAEB LODA, MINAGRI, RAB, District, JADF)</p>	<ul style="list-style-type: none"> ➤ Capacity building ➤ Monitor and evaluate ➤ Financing <p>(INADES Formation, BRD, Royal COFFEE (USA), SOCAFINA, Sustainable harvest (USA), Muhondo coffee company, Schuluter DERN, World Vision, Compasion, ACESS project, Technoserve)</p>	<ul style="list-style-type: none"> ➤ Ultimate beneficiaries ➤ Mobilise members and represent interests <p>(Union des cooperatives, Urugaga imbaraga, Farm field school Facilitators, Citizens)</p>

2.3.7 SWOT Analysis

In context of Gakenke District, the strategic planning tool of SWOT analysis (Strengths, Weaknesses, Opportunities and Threats) was used to consider the internal and external environment while highlighting helpful and harmful attributes which can promote or prevent District in achieving its stated goals and objectives over a seven-year period. This in-depth analysis offers the District prospect to utilize its strengths, take advantage of opportunities, build on weaknesses and minimize threats. The data from the local economic assessment were used to inform the discussion. The SWOT analysis was conducted by the District core team and stakeholder consultation group.

Table 9: SWOT Analysis

N°	FACTORS	STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
1	Human resource (Availability turnover, skills, productivity, etc.)	<ul style="list-style-type: none"> • Availability of stakeholders (NGOs, BDEU, BDF...) working in capacity building • An increasing growth of SMEs (new created jobs) • Availability of high number of graduated S6 that can be easily trained in business or go for university education • Staff willingness to learn 	<ul style="list-style-type: none"> • Lack of skilled HR in different domains (mining, management) • Less productivity due to no induction and nocapacity building of new staff • Poor service providing (no knowledge of customer care) • Priorities of central GoR often prevent staff in realization of planned activities 	<ul style="list-style-type: none"> • Willingness of Central GoR, its Agencies to train & coach staff • Willingness of capacity building from INGOs & NGOs to population & staff • Good governance and decentralization of government • Security assurance • Main learning institutions in Great Lakes Region where the staff has access to high level knowledge such as masters and PhD courses programme 	<ul style="list-style-type: none"> • Lack of entrepreneurial mindset of citizens • Lack of modern skills(hand labour) • Local staff from public andprivate institutions are less competitive on the labour market compared to staff from EAC and DRC due to limited knowledge of technologies, IT competences, English and French language

					<ul style="list-style-type: none"> • Less innovation to multiply and diversify business
2	Basic infrastructure	<ul style="list-style-type: none"> • Market accessibility with modern markets (5/8) • New centres for hand crafts (Agakiro) & 1 modern slaughter house have been constructed: that makes it possible to increase businesses and revenues • Access to water supply (85%), with committees that provide management support • Ongoing IT service supply (4G) 	<ul style="list-style-type: none"> • Some zones still lack modern markets (3/8) • Insufficient off-farm job creation • Lack of strong private sector that can work with GoR through PPP and promote roadside restaurants and guest houses • Insufficient financial capacity of the community to access water supply • Existing water supply needs rehabilitation • Majority of household have no access to electricity; difficult for businesses to access reliable electricity • Small coverage of IT 	<ul style="list-style-type: none"> • Planned feeder roads to respond to disaster • Main companies in Rwanda operate in Networking system and 4 such as O'le Rwanda, MTN, Rwanda Cell, TIGO, AIRTEL. They are also investing in increased service provision to Gakenke District. • Approved water rehabilitation projects in plan 	<ul style="list-style-type: none"> • Natural calamities destroy basic infrastructure during rainy season, causing loss of people, livestock, trees and crops

			system (Iminara)		
3	Transport	<ul style="list-style-type: none"> • Base-Gakenke- Gicuba main road which is passing through the District boosts business development through accessibility of high markets in Kigali, Uganda, Rubavu, DRC and Musanze • Availability of some public transportation from some sectors to main cities 	<ul style="list-style-type: none"> • Undeveloped and poor feeder roads • Many bridges are not rehabilitated causing long travel time, hence high transportation costs increasing product prices • Majority of sectors are not covered with public transportation • Insufficient transport for companies to attract investment and travellers 	<ul style="list-style-type: none"> • Main road crosses the District. This can facilitate the construction of a car packing, restaurants and guest houses along the main road. 	<ul style="list-style-type: none"> • Unpredictable climate and natural environment of the District which causes road destruction
4	Education and training (TVET for business creation)	<ul style="list-style-type: none"> • Graduated students got support from different partners for creating start-ups and further developing existing projects • Graduated students are supported and do business as well financial motivation (promote businesses for job creation) and more 	<ul style="list-style-type: none"> • Poor mind-set of parents towards schooling, high poverty rate, family issues, are hindering attendance of TVET • Quality of training • Quality of TVET Trainings in the District not always satisfactory 	<ul style="list-style-type: none"> • Commitment of youth to join TVET • Availability of skilled labour force in the EAC region and DRC who can be used to train TVET is increasing hence future productivity and the quality of products • Availability of similar TVETs in the EAC region and DRC where the local staff can be coached 	<ul style="list-style-type: none"> • Lack of capacity building plan of TVET's staff to improve their Knowledge • Lack of entrepreneurship skills in VTC program

		youth to attend TVET		(internship) to improve the knowledge	
				<ul style="list-style-type: none"> • Collaboration with private sector possible to improve TVET trainings 	
5	Business Environment	<ul style="list-style-type: none"> • Availability of LED partners ready to support • Variety of business partners • Easy access to telecentres, such as Irembo • Availability of international transport agencies that facilitate the transport of the products for export and the raw materials from external markets 	<ul style="list-style-type: none"> • Poor technical know-how on how to use IT and telecentres • Inactive Public private partnership • The private sector which is on its early stage contributes to less fund mobilisation • Migration of the Private Sector towards big cities (Kigali and Musanze) • Lack of professionalism in business sector • Insufficient touristic sites, restaurants and guesthouses that can attract the visitors and travellers 	<ul style="list-style-type: none"> • No barrier to travel in the EAC, African, European, Asian and American countries, thus the Rwandan access easily the external markets • Availability of markets of local products in the EAC region and DRC • Availability of raw materials in EAC region, DRC • Availability of many commercial, development banks and microfinance institutions to finance business development • Availability of many companies that operate in online business which can help the local business men and women to access the internal and external markets 	<ul style="list-style-type: none"> • Insufficient knowledge of economic operators to develop the business plan • High cost of business plan elaboration • Difficulty to obtain funds from commercial and development banks due to the lack of guaranties • High cost of transport of raw materials and products • High competition with the EAC and DRC markets for same products

6	Quality of life (available health services, entertainment, culture, recreation, public services, etc.)	<ul style="list-style-type: none"> • Availability of standard health facilities that improved welfare for labour force as well as productivity • People have been mobilized and do sports, hence reducing illness and body building • Annual organized school competition in all schools • Organize competitions such as Umurenge Kagame cup that boosts LED • Each sector has at least one cultural troops ie. Busengo • Cultural centre in Busengo sector 	<ul style="list-style-type: none"> • Lack of fields for sports and lack of sports equipment • No investors for clubs & partners in sports • No cultural centres available to all sectors • No motivation on such competition from private sector 	<ul style="list-style-type: none"> • Many public and private health insurance companies that reduce the cost of health insurance and cover the health services benefited by the population, hence improving welfare of labour force as well as its productivity • The national and international sport and cultural competitions organized regularly in Rwanda permit to identify the local talent disciplines that can encourage the economic operators to invest in the sport and cultural projects • Availability of many sport clubs and cultural troops in the nearby District, the EAC countries and DRC. This can serve as good examples for the local sport clubs and cultural troops in terms of administrative and technical organization 	<ul style="list-style-type: none"> • People do not participate in those re-creativity acts. (mind-set) • No investors for clubs & partners in sports • No centres for talent selection and support in sports and culture sectors
7	Agriculture-Livestock	<ul style="list-style-type: none"> • Favourable agri-climate • Sufficient land for agriculture • Identified potential in the sector (Coffee, 	<ul style="list-style-type: none"> • Lack of sufficient amount of processing plants in Gakenke • Use of fertilizers and improved seeds is still low hence less 	<ul style="list-style-type: none"> • Availability of external investors in coffee sector • Enabling policies in agriculture • Favourable external markets for coffee and fruits which contribute 	<ul style="list-style-type: none"> • Insufficient foreign private investors in the sector to improve agri-livestockproduction • Fluctuations of prices for agricultural products

		<p>banana, fruits/passion fruit pineapple, bee keeping husbandry, pigs & chicken rearing)</p> <ul style="list-style-type: none"> • Favourable markets for above and other products • Availability of large marsh lands (Base, Mukinga, Gashenyi, Gaseke, Mukungwa and Nyabarongo) 	<p>productivity in the sector</p> <ul style="list-style-type: none"> • Lack of terraces & lime to correct the acidity of the land in the District • Few private investors in the sector to improve agri-livestock production • Insufficient financial capacity for farmers to buy agri-inputs causes less production • High transportation cost causes high prices of agri-production 	<p>to increasing the income of investors and farmers</p> <ul style="list-style-type: none"> • Availability of equipment's (mechanization, processing, terracing, insemination, vaccination) • EAC and Asian markets for inputs and production that can contribute to increase the productivity of the agriculture sector .as well as attract the investors in the sector. 	<p>at international markets (Eg: coffee)</p> <ul style="list-style-type: none"> • Climate change consequences on agriculture • Unwillingness of investors to invest in the field
8	Natural resources and tourism	<ul style="list-style-type: none"> • Diversification of natural resources (Mining, forest products, marshlands) • Relief and rivers which can generate hydro power plants • Availability of potentialities for tourism 	<ul style="list-style-type: none"> • Low investments in the field • Poor skills to promote the field • Low awareness about tourism potentialities • Low quality of roads and other development infrastructures 	<ul style="list-style-type: none"> • Government policies that favour promotion of tourism 	<ul style="list-style-type: none"> • Attract tourists from neighbouring Districts that wish to see variety than visiting only one District

3.0. STRATEGIC FRAMEWORK

3.1 .Vision

The following vision was identified by Gakenke District:

Gakenke: A vibrant agro-processing and mining hub.

In order to realize its Vision “Gakenke- a vibrant Agro-Processing and mining hub” the District has identified the following value chains to form the economic backbone of Gakenke District. Coffee value chain, fruits including pineapple, passion fruits and banana value chains, piggery value chain and mining value chain. These value chains have been chosen because they are currently the largest source of income for the people in Gakenke District. Some of the selected value chains complement one another in some respects. For example, by products from fruits can be used as feeds for the piggery and the piggery also generates manure for all agricultural value chains. The mining value chain is of special importance, because Gakenke has considerable deposits of mineral such as cassiterite, coltan, clay and stones. Actions will focus on the organization and training of mining cooperatives as well as the afforestation of exploited mining sites and the modernization of two existing mining sites through public-private partnerships. Gakenke produces high value of coffee for the export markets. Output will be increased in all the above strategic value chains through expansion of hectares under cultivation of the above crops as well application of improved agronomical practices, and increasing prices paid to farmers as a result engaging in value addition.

The expansion of these two major sectors will be supported by the development of hard infrastructure such as roads and bridges, as well as further expansion of energy (on and off-grid) and water access for the District population. Also, modern markets will be constructed in order to support the disposal for the agricultural products.

Finally, Gakenke District has also chosen to also focus on soft infrastructure. More specifically, it wants to focus on the development of TVET centers, IT centers and the promotion of entrepreneurship skills.

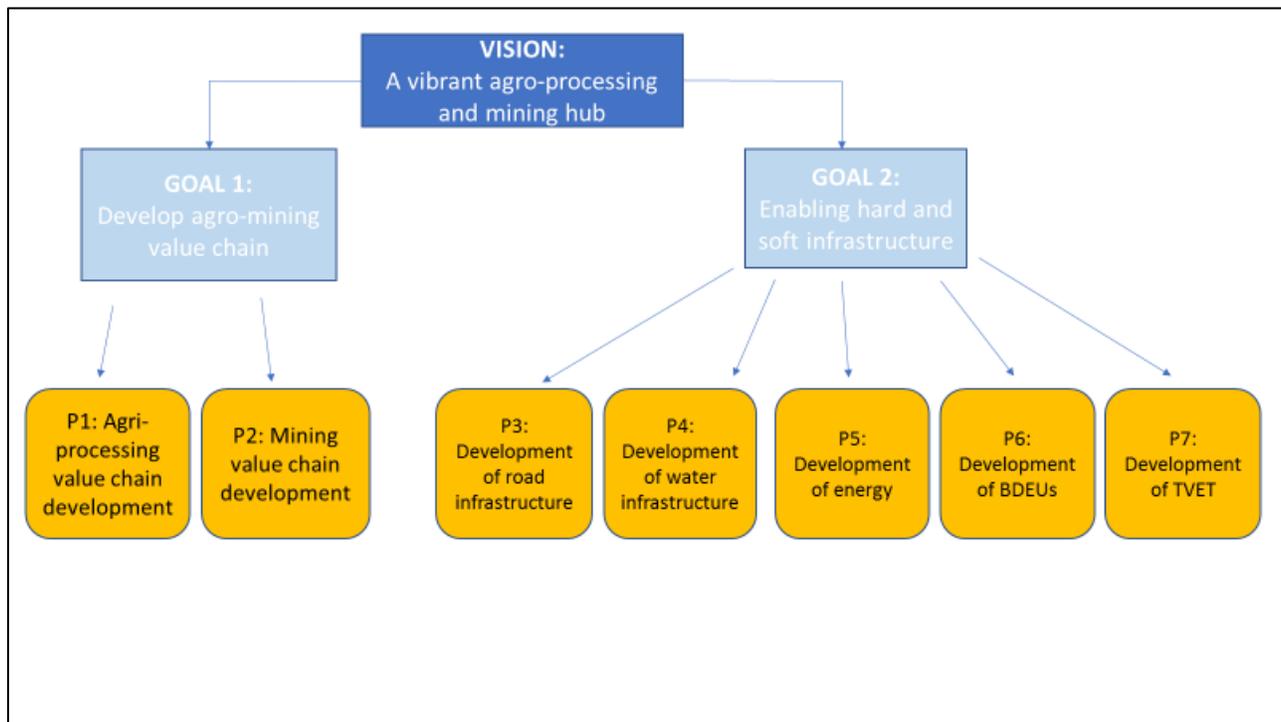
The District opted to use the following LED approaches in implementing its strategy: value chain development, skills and capacity development, PPP and business development. The focus on value chain means that the District will in addition to primary production of farm and mining products, engage in value addition and improving markets of its products. The engagement in processing of fruits is of paramount strategic importance since it creates ready market for farmers produce and improves the prices to be received by farmers and this has further positive multiplier effect on production. This strategy

will create considerable jobs including off-farm jobs in areas such as agro-processing, mining and commodity trade.

The District will adopt the following strategies to mobilize and motivate the private sector to actively participate in the District LED strategy: listing large business opportunities and potential areas of their interventions with the support from the GoR, enter into dialogue with private sector through PSF and RDB to attract investment. Main infrastructures required were private sector could invest are roads, energy and skills development.

The figure below shows a schematic overview of the different sectors on which the strategy will focus, as well as the specific programmes that will be developed.

Figure 1: Gakenke LED strategy - programmes and project



The sections below will go deeper into the goals and the different objectives, programmes and projects linked to them.

3.2 .Goals and objectives

The following goals were identified to achieve the vision:

- Develop agro-mining value chain

- Enabling hard (infrastructure, roads, energy, water, IT, modern markets) and soft (skills, institutional arrangements, private sector, financing....) infrastructure.

The vision and goals will be achieved through the following objectives:

Objective 1: Within 7 years the productivity in agriculture will be increased by 50% in agriculture with improved professional methods and value addition.

More specifically, Gakenke District will focus on the following value chains: coffee, pineapple, passion fruit, banana, pigs, poultry, wheat and peas.

Objective 2: Within 7 years expand the production in mining by 7% using improved professional methods and attracting new investors.

Objective 3: Within 7 years, extend road infrastructure network by 70% and keep them well maintained.

Objective 4: Within 7 years, extend the water supply facilities by 70% and keep them well maintained at 80 %.

Objective 5: Within 7 years, extend the energy supply facilities by 70 % and keep them well maintained.

Objective 6: Within 7 years, develop soft infrastructure and promote financial inclusion.

Objective 7: Within 7 years, increase skilled labour by 75%.

Each objective corresponds with a programme which is further divided into 12 sub-programmes and 76 projects, all elaborated in chapter 4.

3.3. Choice of LED approaches and justification

According to Gakenke stakeholders that will implement LED strategy the LED approaches mentioned below are most suitable to be applied in their District. The figure and table below shows the result of this exercise.

The four approaches selected are:

1. *Value chain development*: value chain development has been identified as the first LED approach to be used. Due to the high agricultural potential of Gakenke District where agriculture (fruit processing and coffee), livestock (animal products mainly giraffe and dairy) are the main engines of the District's economy, value chain development can boost the production of products as to increase the economic value of trading products of the District.

2. *Skills and capacity approach*: skills and capacity development has been chosen to be the second LED approach to be followed by Gakenke District. This involve schools and hands on trainings which are critically needed to boost the District economy.
3. *Public-private partnerships (PPP)*: the third approach found is the PPP approaches. The District must engage in cooperation in partnerships with private sector members to value the LED infrastructures as well as marketing its natural potential to attract the investors.
4. *Business development*
Finally, also business development will be crucial to spark the District economy. Focus should be on business community with a focus on value chain development and exploitation of other potentialities of the District.

Table 9: LED approaches selected

N0	Approaches	Group I	Group II	Group III	Total
1	Business development	2	3	2	7
2	Cluster Development	2	3	1	6
3	Value Chain Development	3	3	3	9
4	Marketing and Branding	2	2	1	5
5	Promoting Social Economy	1	1	1	3
6	Skills and capacity development	2	3	3	8
7	Community Development	2	1	1	4
8	PPP (Public Private Partnership)	2	3	3	8
9	Organization of Informal Economy	1	1	1	3

4.0. PROGRAMMES AND PROJECTS

4.1. Programme 1: Development of agricultural value chains

4.1.1. Objective

The main objective for the agricultural value chain will be to:

Within 7 years the productivity in agriculture will be increased by 50 % with improved professional methods and value addition. Rehabilitation of feeder roads which is a big part of the strategy will facilitate agriculture productivity.

More specifically, Gakenke District will focus on the following value chains which are broken down into two categories:

Category 1: National crop: coffee	Category 2: Crops for daily income: pineapple, passion fruit,
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Each sub-programme is focusing on one of the above-mentioned crops or animal rearing. Besides increasing the number of hectares or animals, the main aim is on putting equipment and processing plants in place to add more value to the chain in Gakenke. For example, there are not enough coffee washing stations in Gakenke resulting in coffee being washed elsewhere. To retain more steps of the value chain locally, Gakenke will invest in rehabilitating a number of coffee washing stations. Also, there is a focus on improving the quality of the existing fields and animal rearing practices with the aim of increasing production. Besides focusing on value chain development, there is also foreseen a sub-programme on irrigation and mechanisation of the sector, with again the objective of increasing overall productivity.

4.1.2. Planned interventions for the agricultural value chains

The agricultural sector is central to the development of the economy of Gakenke District for the coming 7 years. Due to the high employment level in agriculture, intervening in this sector will have an important impact on the income of the District's population.

4.1.2.1 Coffee Value Chain

Coffee is a national crop which contributes substantially to the foreign exchange earning in Rwanda. In Gakenke, out of 19 Sectors in the District, 13 are engaged in coffee cultivation. Currently, the capacity for coffee processing in the District exceeds the production. Out of the total installed capacity for coffee washing in the District, only 60% is utilised. In the coffee milling plant, which produces the high quality green coffee, only 20% of installed capacity is utilised. Hence the first priority is to increase coffee cultivation and a target of planting 15,000 hectares is set in the next 7 years. The detailed interventions for coffee are shown in Table 10.

4.1.2.2 Fruits Value Chain

In order for coffee farmers to have daily income even when coffee is out of season, they need to supplement it with other crops. Gakenke Soils and climate are ideal for fruit cultivation. Fruits that have already proved to be suitable in the District include banana, pineapple and passion fruits. The input requirements for these fruits are minimal and the District is required to buy sackers and distribute them to farmers. The farmers will meet other input such as fertilizers. The planned interventions for Fruits are shown in table 10 below.

4.1.2.3 Livestock (piggery and poultry)

The live stock subsector (pigs and poultry) is already doing well in the District and offer opportunity for crops to complement the animals and vice versa. Planned activities will include intensification of improved pigs race in various sectors, organisation, training of cooperatives and farmers in pig production and processing techniques, construction and equipment of pig product factory and construction and

equipment of three veterinary clinics in Rushashi, Gakenke and Janja. The detailed interventions are presented in the table 10 below.

4.1.3 Planned Investment

The planned investment in the different interventions in the agricultural value chains for the period 2016/17-2022/23 is 2,342,162,658 RwF. This includes 997,489,999 RwF (45%) to be invested in the coffee value chain and the remaining 1,344,672,659 RwF for the other agricultural value chains. The private sector is expected to invest half of the remaining balance which is 672,336,329 RwF and the balance to come from the public sector. Table 10 below provides more information regarding the investment required year by year.

Table 10: Planned Interventions for the agricultural value chain

	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Total
PROG. 1.Agricultural value chain development	284,270,00 1	707,347,96 8	606,299,39 6	306,013,5 03	134,401,6 09	175,115,8 95	135,114,2 86	2,342,162,658
Sub-programme 1.1:coffee value chain	198,212,85 7	208,212,85 7	123,212,85 7	143,212,8 57	108,212,8 57	108,212,8 57	108,212,8 57	997,489,999
Project 1: Coffee plantation on 1500 ha in Coko,Ruli,Minazi,Muhondo,Muzo,Mugunga,Rusasa,Muyongwe,Mataba and Rushashi Sectors	107,142,85 7	107,142,85 7	107,142,85 7	107,142,8 57	107,142,8 57	107,142,8 57	107,142,8 57	749,999,999
Project 2: Construction and equipment of 1 hulling factory to the step of green coffee in Rushashi Sector	32,000,000	75,000,000	-	-	-	-	-	107,000,000
Project 3: Construction and equipment of 1 coffee roasting and ground factory in Rushashi Sector	10,000,000	25,000,000	15,000,000	35,000,00 0	-	-	-	85,000,000
Project 4: Rehabilitation of 14 and equipment of 4 coffee washing stations in Muhondo,Rushashi,Minazi,Coko,Mataba,Rusasa,Ruli,Muzo and Muyongwe sectors	49,070,000	1,070,000	1,070,000	1,070,000	1,070,000	1,070,000	1,070,000	55,490,000
Sub-programme 1.2: fruit value chain (pineapple and passion fruit)	8,800,000	190,758,93 8	238,758,93 8	91,214,29 4	14,950,00 0	15,664,28 6	15,664,28 6	575,810,742
Project 5: Intensification of pineapple (630 ha) in Mataba, Gashenyi,Karambo, Busengo, Rusasa,Gakenke Sectors	4,000,000	144,187,50 0	144,187,50 0	1,500,000	1,500,000	1,500,000	1,500,000	298,375,000
Project 6: Construction and equipment of juice and jam factory in Busengo and Mataba Sector.		10,857,144	34,857,144	32,428,57 2	500,000	857,143	857,143	80,357,146
Project 7: Intensification of passion fruit (500 ha) in Muzo, Janja, Nemba and Kamubuga Sectors	4,800,000	24,857,150	24,857,150	24,857,15 0	12,450,00 0	12,450,00 0	12,450,00 0	116,721,450

Project 8: Construction and equipment of juice and jam factory in Janja and Gakenke Sectors.		10,857,144	34,857,144	32,428,572	500,000	857,143	857,143	80,357,146
Sub-programme 1.3: Banana value chain	7,857,144	43,871,444	41,442,872	9,873,052	2,858,752	2,858,752	2,857,143	155,319,159
Project 9: Intensification of banana on 1020.25 HA and training farmers in the District	2,000,000	9,014,300	9,014,300	9,014,300	2,000,000	2,000,000	2,000,000	35,042,900
Project 10: Establishment of banana processing factory for making banana Juice and Banana wine in Mugunga and Ruli and Nemba Sector	5,857,144	34,857,144	32,428,572	858,752	858,752	858,752	857,143	76,576,259
Project 11: Extension fruits(kongera pepiniyeri z'imbuto): establishments of 19 permanent nurseries fruits nurseries,one in each sector	43,700,000	-	-	-	-	-	-	43,700,000
Sub-programme1.4:pig value chain	2,000,000	95,333,300	80,333,300	55,333,300	2,000,000	42,000,000	2,000,000	278,999,900
Project12: Intensification of improved pigs race in Rusasa, Busengo, Kivuruga, Cyabingo, Mugunga,Muzo, Rushashi,Ruli, Coko,Muyongwe, Minazi and Janja, Organisation,Training of Cooperatives and farmers in Pig production and processing techniques	2,000,000	15,333,300	15,333,300	15,333,300	2,000,000	2,000,000	2,000,000	53,999,900
Project 13: Construction and equipment of pig product factory (Sossisso, Sendo ,...) in Rushashi	-	-	-	80,000,000	25,000,000	-	-	105,000,000
Project 14: Construction and equipment of 3 veterinary clinics in Rushashi, Gakenke and Janja	-	-	40,000,000	40,000,000	-	40,000,000	-	120,000,000
Sub-programme 1.5: Poultry Value chain	10,900,000	81,671,429	75,551,429	6,380,000	6,380,000	6,380,000	6,380,000	143,542,858
Project 15: Intensification of poultry and chicken eggs and organization and training	5,200,000	69,171,429	69,171,429	-	-	-	-	143,542,858
Sub-Programme 1.6: Irrigation and mechanisation	56,500,000	87,500,000.	47,000,000.	-	-	-	-	191,000,000

Project 16: Mechnization of agriculture:purchase of irrigation small machine and equipments for 600ha	56,500,000	87,500,000. 00	47,000,000. 00	-	-	-	-	191,000,000
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4.2. Programme 2: Mining value chain

4.2.1. Objective

The main goal for the mining value chain will be to:

Within 7 years the production in mining will increase by 7% using improved professional methods and attracting new investors.

To increase the production, a project will focus on training the cooperatives that are active in mining. By improving their exploitation skills, it is expected that production will increase. In addition, mining sites will be made more easily accessible, so that exploiters do not have to deforest, but can concentrate on mining. Where possible, private investors will be attracted to form PPPs with the government.

4.2.2. Planned interventions for mining value chains

Focus will be on the development of the coltan and cassiterites value chains as well as the improvement of quarries activities. Actions will focus on the organization and training of mining cooperatives as well as the afforestation of exploited mining sites and the modernization of two existing mining sites through public-private partnerships.

4.2.3. Planned Investment

Planned investment in the mining value chain over a 7-year period is 128,530,000RwF as shown in Table 11. This will be used for coltan and cassiterites and improving quarries activities. The private sector is expected to invest 90,000,000 RwF and the balance of 38,530,000RwF to come from the public sector.

Table 11: Planned Development for the mining and quarrying value chain

	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	TOTAL
PROG.2 Promoting mining and quarries value chains	5,700,000	122,150,000	6,380,000	6,380,000	6,380,000	6,380,000	6,380,000	128,530,000
Project 1: Organisation and training of mining cooperatives and staff in mineral exploitation techniques, environment protection and climate change resilience	3,000,000	1,500,000	2,500,000.00	2,500,000.00	2,500,000.00	2,500,000.00	2,500,000.00	17,000,000

Project 2: Afforestation of exploited mining sites	250,000	1,880,000	3,880,000	3,880,000	3,880,000	3,880,000	3,880,000	21,530,000
Project 3: Modernisation of 2 mining sites through PPP	-	45,000,000	-	45,000,000	-	-	-	90,000,000

4.3. Programme 3: Development of roads infrastructure

4.3.1. Objective

The main objective for this programme is to:

Within 7 years, extend road infrastructure network by 70 % and keep them well maintained.

In its LED Strategy, Gakenke will focus a lot on the strengthening of the enabling environment for LED, mainly to the improvement of infrastructure. This programme will focus on the development and improvement of road infrastructure to unlock the District and provide access for business to main roads and markets.

4.3.2. Planned interventions for the road sector

Especially the Gakenke District feeder roads, table 12 below is elaborating the planned interventions in terms of road infrastructure in Gakenke. The total Km of roads to be worked on is 268 kms. The Ministry of Agriculture has secured support from World Bank to cater 16 strategic roads related to increasing agricultural crop production.

4.3.3. Planned Investment

Total planned investment in roads amounts to 34,347,133,335 RwF. The 16 roads supported by Ministry of Agriculture will Rwf 21,540,000,000. The remaining roads will be funded by Government of Rwanda. Table 12 below elaborates the different roads to be developed.

Table 12: Planned Interventions for Programme 3: Gakenke Roads

	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	year 7	TOTAL
Sub-programme 3.1: Development of road infrastructure	4,095,366,668	7,786,166,667	8,101,000,000	7,044,320,000	4,972,280,000	1,998,000,000	350,000,000	34,347,133,335
Project 1: Periodic maintenance of Kaziba-Muzo-Janja; Kaziba-Nganzo-Mataba; Gicuba-Janja and Kirenge-Rushashi (83.7 km)	3,575,366,668	2,444,166,667	-	-	-	-	-	6,019,533,335
Project 2: Rehabilitation of Mubuga-Muzo-Rusoro feeder road and put in place adequate drainage systems planting trees along the side of the road to reduce landslides	520,000,000	200,000,000	-	-	-	-	-	720,000,000
Project 3: Rehabilitation of Buranga –Kamubuga-Rutabo-Base feeder road on 32.6km by phases and put in place adequate drainage systems planting trees along the side of the road to reduce landslides.	-	3,000,000,000	2,000,000,000	-	-	-	-	5,000,000,000
Project 4: Rehabilitation of Kaziba-Kaniga-Mataba-Muvumba and put in place adequate drainage systems planting trees along the side of the road to reduce landslides	-	1,398,000,000	932,000,000	-	-	-	-	2,330,000,000
Project 5: Rehabilitation of Rushashi-Muyongwe-Tare feeder road and put in place adequate drainage systems planting trees along the side of the road to reduce landslides	-	744,000,000	186,000,000	-	-	-	-	930,000,000
Project 6: Rehabilitation of Kinoni-Karambo-Gashenyi and put in place adequate drainage systems planting trees along the side of the road to reduce	-	-	749,000,000	321,000,000	-	-	-	1,070,000,000

landslides								
Project 7: Rehabilitation of Gashenyi (abayehova) - Muyongwe feeder road and put in place adequate drainage systems planting trees along the side of the road to reduce landslides	-	-	686,000,000	294,000,000	-	-	-	980,000,000
Project 8: Rehabilitation of Buhuga-Kamina-Ruhanga-Gaseke and put in place adequate drainage systems planting trees along the side of the road to reduce landslides	-	-	1,372,000,000	588,000,000	-	-	-	1,960,000,000
Project 9: Kabiganda- Mubuga-Nyabitare road	-	-	910,000,000	390,000,000	-	-	-	1,300,000,000
Project 10: Rehabilitation of Gaseke-Busengo-Biziba and put in place adequate drainage systems planting trees along the side of the road to reduce landslides	-	-	546,000,000	234,000,000	-	-	-	780,000,000
Project 11: Rehabilitation of Munindi- Bwenda- Muhondo and put in place adequate drainage systems planting trees along the side of the road to reduce landslides	-	-	-	721,000,000	309,000,000	-	-	1,030,000,000
Project 12: Rehabilitation of Busoro- Mbirima na Matovu-nyange-gahira road and put in place adequate drainage systems planting trees along the side of the road to reduce landslides	-	-	-	1,001,000,000	429,000,000	-	-	1,430,000,000
Project 13: Rehabilitation of Ruli - Gahira road and put in place adequate drainage systems planting trees along the side of the road to reduce	-	-	-	525,000,000	225,000,000	-	-	750,000,000

landslides								
Project 14: Rehabilitation of Kagoma- Buhunga- Gikokwe and put in place adequate drainage systems planting trees along the side of the road to reduce landslides	-	-	-	623,000,000	267,000,000	-	-	890,000,000
Project 15: Rehabilitation of Bushoka-Gisiza-Bumba and put in place adequate drainage systems planting trees along the side of the road to reduce landslides	-	-	-	1,330,000,000	570,000,000	-	-	1,900,000,000
Project 16: Rehabilitattion of kabuye-Tare-Rukura road and put in place adequate drainage systems planting trees along the side of the road to reduce landslides	-	-	-	-	952,000,000	238,000,000	-	1,190,000,000
Project 17: construction of mataba-minazi bridge						12,000,000	585,000,000	597,000,000
Project 18: Kubaka imihanda yo mu muji wa Gakenke	-	-	720,000,000	480,000,000	-	-	-	1,200,000,000
Project 19: Rehabilitation of mataba-minazi road					1,470,000,000	630,000,000	-	2,100,000,000
Project 20: Rehabilitation of Mashya- Nyundo feeder road and put in place adequate drainage systems planting trees along the side of the road to reduce landslides	-	-	-	537,320,000	230,280,000	-	-	767,600,000
Project 21: Mataba-murambo(janja) road	-	-	-	-	520,000,000	780,000,000	-	1,300,000,000
Project 22: Buranga-murambo road	-	-	-	-	-	350,000,000	350,000,000	700,000,000
TOTAL	4,095,366,668	7,786,166,667	8,101,000,000	7,044,320,000	4,972,280,000	2,010,000,000	935,000,000	34,944,133,335

4.4. Programme 4: Development and rehabilitation of water supply

4.4.1. Objective

The main objective for this programme is:

Within 7 years, extend the water supply facilities by 70 % and keep them well maintained.

In its LED Strategy, Gakenke will focus a lot on the strengthening of the enabling environment for LED, mainly to the improvement of infrastructure. This programme will focus on the development and improvement of water infrastructure to ensure that business have access to water, a vital source for the development of many businesses (hotel, restaurants, mining, agro-processing).

4.4.2. Planned interventions for the development and rehabilitation of water supply

The development and rehabilitation of water supply is a core activity for 10 sectors. Table 13 below provides more information of the different interventions planned.

4.4.3. Planned Investment

Total planned investment in water sector is 1,052,879,384 RwF over 7-year period as shown in table 13. The biggest projects are Rehabilitation of Musangwa and Nyagahondo-Gakindo water supply system in Mugunga Sector to cost 205,140,014 RwF and Rehabilitation of Gishinguro water supply system in Gakenke Sector which will cost 156,348,950 RwF.

Table 13: Planned Interventions for Rehabilitation of water supply systems in Gakenke District

	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Total
Sub-programme 4.1: Development and rehabilitation of water supply systems	449,138,366	269,604,056	79,776,672	156,348,950	98,011,340	-	-	1,052,879,384
Project 1: Rehabilitation of Mburamazi water supply system in Nemba Sector	-	129,038,386	-	-	-	-	-	129,038,386
Project 2: Rehabilitation of Nyarusagara water supply system in Ruli Sector	-	-	79,776,672	-	-	-	-	79,776,672
Project 3: Rehabilitation of Kanwa water supply system in Gashenyi Sector	-	49,005,670	-	-	-	-	-	49,005,670
Project 4: Rehabilitation of Gishinguro water supply system in Gakenke Sector	-	-	-	156,348,950	-	-	-	156,348,950
Project 5: Rehabilitation of Musangwa and Nyagahondo-Gakindo water supply system in Mugunga Sector	205,140,014	-	-	-	-	-	-	205,140,014
Project 6: Rehabilitation of Gasayo-Rutate water supply system in Janja Sector	45,586,670	-	-	-	-	-	-	45,586,670
Project 7: Rehabilitation of Rukaranka and Bizi water supply system in Muzo sector	136,760,009	-	-	-	-	-	-	136,760,009
Project 8: Rehabilitation of Rwamisure, Bumba and Rujongire water supply system in Muyongwe Sector	-	-	-	-	98,011,340	-	-	98,011,340
Project 9: Rehabilitation of Nyabihembe water supply system in Mugunga Sector	-	91,560,000	-	-	-	-	-	91,560,000
Project 10: Rehabilitation of Gasura and Kazibaziba water supply system in Karambo Sector	61,651,673	-	-	-	-	-	-	61,651,673

4.5. Programme 5: Development of grid and off grid (electricity lines, biogas, and solar energy)

4.5.1. Objective

The main objective of this programme is to:

Within 7 years, extend the energy supply facilities by 70 % and keep them well maintained.

In its LED Strategy, Gakenke will focus a lot on the strengthening of the enabling environment for LED, mainly to the improvement of infrastructure. This programme will focus on the development and improvement of energy infrastructure to ensure that business have access to electricity, a vital source for the development of many businesses.

4.5.2. Planned interventions of grid and off grid (electricity lines, biogas, and solar energy)

Planned developments include Electrification of 6 six sectors, Installation of solar energy system of 500 HH located in very isolated areas in Busengo, Kamubuga, Muzo and Mugunga Sectors and Construction of Domestic biogas for 200 HH in all sectors. The planned interventions are presented in table 14 below.

4.5.3. Planned Investment

Total planned investment in energy sector amounts to 1,995,464,000 RwF with 80% earmarked for electrification of the 6 sectors.

Table 14: Planned Interventions for Electricity Biogas and Solar Energy supply systems in Gakenke District

	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Total
Sub-programme 5: Development of on Grid and off Grid (Electricity lines,Biogas, Solar Energy)	448,400,000	332,100,000	342,740,000	337,700,000	250,524,000	284,000,000	-	1,995,464,000
Project 1: Electrification of Ruhanga,Kirabo and Butereri sites in Busengo Sector	-	-	-	-	-	284,000,000	-	284,000,000
Project 2: Electrification of Buranga,Rwakirari,Rugimbu and Buhuga sites in Kivuruga Sector	-	279,600,000	-	-	-	-	-	279,600,000
Project 3: Electrification of Rutabo and Murambi center in Gashenyi Sector	-	-	-	-	198,024,000	-	-	198,024,000
Project 4: Electrification of Gashyamba,Mugandu, Karama,Kivune,Gatwa and Nyagisozi sites in Janja Sector	-	-	290,240,000	-	-	-	-	290,240,000
Project 5: Electrification of Mataba Sector	448,400,000	-	-	-	-	-	-	448,400,000
Project 6: Electrification of Murambi, Nyundo, Munanira and Rurembo sites in Rusasa and MugungaSector	-	-	-	285,200,000	-	-	-	285,200,000
Project 7: Installation of solar energy system of 500 HH located in very isolated areas in Busengo,Kamubuga,Muzo and Mugunga Sectors	-	37,500,000	37,500,000	37,500,000	37,500,000	-	-	150,000,000
Project 8: Construction of Domestic biogas for 200 HH in all sectors	-	15,000,000	15,000,000	15,000,000	15,000,000	-	-	60,000,000

4.6. Programme 6: Plan for business development unit (BDEU)

4.6.1. Objective

The objective of this programme is:

To develop soft and hard infrastructure and promote financial inclusion.

In its LED Strategy, Gakenke will focus a lot on the strengthening of the enabling environment for LED. Besides developing and improving infrastructure, the District will also focus on the development of soft skills, needed to support businesses. This will go from offering trainings to businesses related to management as well as assisting them to get access to finance and starting a guarantee scheme for businesses to lower the 'doorstep' to access finance. In addition, the District will support private sector with the development of infrastructure which would contribute to an enabling LED environment like modern markets and tourism facilities.

4.6.2. Planned interventions for the business development units

Planned developments include training in business skills such as entrepreneurship, cooperative administration and management as well as value chain training so that BDEU staff can better support development of value chains in Gakenke. It further includes the mobilization of MSMES and businessmen to access the financial institutions through awareness campaigns, and development of hard infrastructures such as markets and hotels to improve the enabling business environment.

4.6.3. Planned Investment

Total planned investment in business development unit is 3,641,488,904 RwF. This includes investment in soft infrastructure of 1,506,488,904 RwF investment and investment in hard infrastructure of 2,135,000,000 RwF. See details in table 15 below. The private sector is expected to invest 947,100,423 RwF and the balance to come from the public sector and community contribution.

Table 15: Planned Interventions for BDEU

	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Total
A. DEVELOPMENT OF SOFT INFRASTRUCTURE	116,638,286	139,965,943	167,959,132	201,550,958	241,861,149	290,233,380	348,280,056	1,506,488,904
Sub-programme 6.1: Promotion of entrepreneurship skills	29,700,000	35,640,000	42,768,000	51,321,600	61,585,920	73,903,104	88,683,725	383,602,349
Project 1: Empowering new MSMEs and new businessmen by short time training in quarry exploitation techniques, hotels services, handcrafts, tourism services, wedding techniques.	12,000,000	14,400,000	17,280,000	20,736,000	24,883,200	29,859,840	35,831,808	154,990,848
Project 2: To train members of cooperatives on management and administration.	2,000,000	2,400,000	2,880,000	3,456,000	4,147,200	4,976,640	5,971,968	25,831,808
Project 3: To increase skills of staff-technicians in marketing in agriculture domain(coffee, pineapple, passion fruit and pig).	15,700,000	18,840,000	22,608,000	27,129,600	32,555,520	39,066,624	46,879,949	202,779,693
Sub-programme 6.2: Promotion of financial literacy inclusion	86,938,286	104,325,943	125,191,132	150,229,358	180,275,229	216,330,276	259,596,331	1,122,886,555
Project 4: Mobilization of MSMEs and Businessmen to access the financial institutions through awareness campaigns (meetings, radio, newspapers);	1,224,000	1,468,800	1,762,560	2,115,072	2,538,086	3,045,704	3,654,844	15,809,066
Project 5: Create a guarantee scheme for MSMEs and Businessmen operating in coffee, pineapple, passion fruit, pig and TVETs.	85,714,286	102,857,143	123,428,572	148,114,286	177,737,143	213,284,572	255,941,487	1,107,077,489
B. DEVELOPMENT OF HARD INFRASTRUCTURE	0	430,000,000	1,705,000,000	0	0	0	0	2,135,000,000
Sub-programme 6.3: Development of hard infrastructures	0	430,000,000	1,705,000,000	0	0	0	0	2,135,000,000

Project 6: Construction and equipment of Hotels/guest house (Gakenke center, Ruli Center)/Under PPP.	-	-	1,200,000,000	-	-	-	-	1,200,000,000
Project 7: Construction and equipment of Buranga selling point	-	80,000,000	-	-	-	-	-	80,000,000
Project 8: Construction of Gakenke and Ruli car parks (under PPP)	-	350,000,000	420,000,000	-	-	-	-	770,000,000
Project 9: Construction and equipment of tourism sites (Kabuye)	-	-	85,000,000	-	-	-	-	85,000,000

4.7. Programme 7: Plan for C/TVET unit

4.7.1. Objective

The objective of this programme is:

To increase skilled labour by 75% within 7 years

In its LED Strategy, Gakenke will focus a lot on the strengthening of the enabling environment for LED. Besides developing and improving infrastructure, the District will also focus on the development of soft skills, needed to support businesses. Besides trainings and access to finance mechanisms, the District will focus on supporting TVET. Besides the development and rehabilitation of TVET centres, which is highly needed in Gakenke with a low number of TVETs, the District will also facilitate training for teachers in TVET as well as entrepreneurs.

4.7.2 .Planned interventions for the programme TVET

Planned developments include increasing skilled labour with various skills such as ICT skills; Mechanical/metal works skills, food technology skills, electrical and construction skills, development and rehabilitation of TVETs. The planned interventions are elaborated in table 16 below.

4.7.3. Planned Investment

Total investment for the period 2016-2023 will be 1,733,871,500 RwF. This will cater for construction and equipping of new VTC such as Cyabingo, expansion of facilities at existing VTC at Janja, Apebu, Busengo and Nemba. The amount will also cater for soft skills including short term training of people in electricity, sewing, welding, masonry, carpentry, driving school, garage, moto vehicle mechanic and agro-processing, tourism and hotels services and handcraft providing toolkits to create new MSMEs. The private sector and catholic church are expected to invest 135,000,000 RwF and 450,000,000 RwF is expected from WDA and the balance to come from the public sector.

Table 16: Proposed interventions and Budget for LED TVET 2016-2023

	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Total
	23,000,000	370,111,500	660,850,000	315,230,000	242,750,000	82,750,000	69,180,000	1,733,871,500
Project 1: Construction and equipment of Minazi- Coko VCT and greening.(in electricity, sewing, welding, masonry , agro-processing ,tourism and hotels services and to handcraft perform their teaching and practices skills)	8,000,000	74,700,000	25,000,000	18,180,000	-	-	-	125,880,000
Project 2: Construction and equipment of Cyabingo new VTC and TSS and greening (in electricity, sewing, welding, masonry, agro-processing ,tourism and hotels services and to handcraft perform their teaching and practices skills)	-	100,000,000	250,000,000	50,000,000	50,000,000	-	-	450,000,000
Project 3: Construction of 15 new classrooms for VTCs Janja, APEBU Busengo and VTC Nemba and greening.	-	10,000,000	39,000,000	42,000,000	44,000,000	-	-	135,000,000
Project 4: Rehabilitation,equipmentand greening of VTCs Rushashi, Nemba, Rusasa and	15,000,000	40,100,000	40,100,000	40,050,000	-	-	-	135,250,000
Project 5: Short time training of VTCs and TSS Staff in electricity, sewing, welding, masonry, agro-processing,driving school,garage, moto vehicle mechanic,tourism,hotels services and to handcraft perform their teaching and practices skills	-	14,561,500	16,000,000	20,250,000	22,000,000	27,000,000	37,500,000	137,311,500
Project 6: Short time training of people in electricity, sewing, welding, masonry, carpentry, driving school, garage, moto vehicle mechanic and agro-processing ,tourism and hotels services and handcraft providing toolkits to create new MSMEs.	-	5,750,000	5,750,000	6,750,000	6,750,000	5,750,000	5,400,000	36,150,000

Project 7: Short time training of entrepreneurs in electricity, sewing, welding, masonry, agro-processing techniques, tourism and hotels and handcraft to increase their MSMEs' production	-	25,000,000	35,000,000	58,000,000	70,000,000	50,000,000	26,280,000	264,280,000
Project 8: Construction and equipment of Ruli- Muhondo new TSS and greening.	-	100,000,000	250,000,000	50,000,000	50,000,000	-	-	450,000,000

5.0. PROJECTION ON THE SOURCES FOR LED PROJECTS 2017-2023

The projected budget for Gakenke for the 7-year period will be 52,741,801,618 RwF according to table 17. The total requirement for all programmes is 45,241,529,781 RwF, hence this is within budget. Out of the total projected amounts 19,222,906,648 RwF will come from the private sector, while the public sector is projected to contribute 33,518,894,970 RwF. The basis for this projection is as follows: we made the analysis based on our budget lines for past three years and considering involved partners, so we made a projection for the 7 coming years based on those two variables.

Table 17: Projected resource envelope for the District 2016-2013

N°	Sources of finance	Sectors of intervention	Budget total 2016/2017	Budget total 2017/2018	Budget total 2018/2019	Budget total 2019/2020	Budget total 2020/2021	BUDGET TOTAL 2021/2022	BUDGET TOTAL 2022/2023
1	Gor/LODA	Agriculture projects	1,306,289,069	1,371,603,522	1,440,183,699	1,512,192,884	1,587,802,528	1,667,192,654	1,750,552,287
		S/total	1,306,289,069	1,371,603,522	1,440,183,699	1,512,192,884	1,587,802,528	1,667,192,654	1,750,552,287
2	Farmers' contribution	Agriculture projects	1,959,433,603	2,057,405,283	2,160,275,547	2,268,289,325	2,381,703,791	2,500,788,980	2,625,828,429
		Total	3,265,722,672	3,429,008,806	3,600,459,246	3,780,482,208	3,969,506,319	4,167,981,635	4,376,380,716
3	Gor/RMF	Transport/feeder roads and bridges	722,069,068	758,172,521	796,081,147	835,885,205	877,679,465	921,563,438	967,641,610
4	NETHERLANDS	Transport/feeder roads and bridges	204,061,551	214,264,629	224,977,860	236,226,753	248,038,091	260,439,995	273,461,995
5	DFID	Transport/feeder roads and bridges	67,050,000	70,402,500	73,922,625	77,618,756	81,499,694	85,574,679	89,853,413
6	Gor/LODA	Transport/feeder roads and bridges	381,932,470	401,029,094	421,080,548	442,134,576	464,241,304	487,453,370	511,826,038
		S/total	1,375,113,089	1,443,868,743	1,516,062,181	1,591,865,290	1,671,458,554	1,755,031,482	1,842,783,056
7	UMUGANDA CONTRIBUTION	Transport/feeder roads and bridges	247,520,356	259,896,374	272,891,193	286,535,752	300,862,540	315,905,667	331,700,950
		Total	1,622,633,445	1,703,765,117	1,788,953,373	1,878,401,042	1,972,321,094	2,070,937,149	2,174,484,006
8	Gor/LODA	Water and sanitation	8,752,721	9,190,357	9,649,875	10,132,369	10,638,987	11,170,936	11,729,483

9	NETHERLANDS	Water and sanitation	185,314,983	194,580,732	204,309,769	214,525,257	225,251,520	236,514,096	248,339,801
		Total	194,067,704	203,771,089	213,959,644	224,657,626	235,890,507	247,685,032	260,069,284
10	Gor/LODA	EDUCATION INFRASTRUCTURE (TVET centres)	75,000,000	78,750,000	82,687,500	86,821,875	91,162,969	95,721,117	100,507,173
		S/total	75,000,000	78,750,000	82,687,500	86,821,875	91,162,969	95,721,117	100,507,173
11	UMUGANDA CONTRIBUTION	EDUCATION INFRASTRUCTURES (TVET centres)	26,250,000	27,562,500	28,940,625	30,387,656	31,907,039	33,502,391	35,177,511
		Total	127,500,000	133,875,000	140,568,750	147,597,188	154,977,047	162,725,899	170,862,194
12	Gor/LODA	PRIVATE SECTOR (Market oriented infrastructure)	79,903,600	83,898,780	88,093,719	92,498,405	97,123,325	101,979,491	107,078,466
13	NETHERLANDS	PRIVATE SECTOR (Market oriented infrastructure)	50,000,000	52,500,000	55,125,000	57,881,250	60,775,313	63,814,078	67,004,782
14	BELGIUM/LODA	Business support through local competitiveness funds	250,000,000	290,000,000	-	-	-	-	-
15	BENEFICIARIES CONTRIBUTION	Business support through local competitiveness funds	25,000,000	29,000,000	-	-	-	-	-
		Total	379,903,600	426,398,780	143,218,719	150,379,655	157,898,638	165,793,570	174,083,248
16	Gor	ENERGY (On grid, Off- grid included Biogas)	352,102,856	369,707,999	388,193,399	407,603,069	427,983,222	449,382,383	471,851,502
17	BELGIUM	ENERGY (On grid)	132,367,845	138,986,237	145,935,549	153,232,327	160,893,943	168,938,640	177,385,572
		S/total	484,470,701	508,694,236	534,128,948	560,835,395	588,877,165	618,321,023	649,237,074

18	POPULATION CONTRIBUTION	ENERGY (On grid, Off-grid included Biogas)	121,117,675	127,173,559	133,532,237	140,208,849	147,219,291	154,580,256	162,309,269
		Total	605,588,376	635,867,795	667,661,185	701,044,244	736,096,456	772,901,279	811,546,343
19	Gor/LODA/ RHA	Rural settlement, urban development and land management	466,000,000	489,300,000	513,765,000	539,453,250	566,425,913	594,747,208	624,484,569
		Total	466,000,000	489,300,000	513,765,000	539,453,250	566,425,913	594,747,208	624,484,569
		General total all sectors	6,661,415,797	7,021,986,587	7,068,585,916	7,422,015,212	7,793,115,973	8,182,771,772	8,591,910,360

Overall cost of budget projection								52,741,801,618
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6.0. IMPLEMENTATION FRAMEWORK

6.1. Full budget an annual planning

This section will not provide a separate implementation framework as this is already embedded to a large extent in the above tables:

- The budget for each programme and project is indicated in the above tables as well as the timing of the budget being spend
- The annual planning is embedded in the above tables as well as for each project, it is indicated in which year the budget is required, hence in this year the project will be implemented. During the annual planning and budgeting, the projects mentioned in this Strategy will be incorporated

6.2. Linkages with DDP and Imihigo

The current DDP is coming to an end and next year, a new DDP will be elaborated. This LED Strategy directly feeds into the new DDP, meaning that the ‘economic’ part of the DDP should not be elaborated again as it has already been done through this Strategy. The DDP 2018-2023 should be aligned with this Strategy and refer to this Strategy where relevant.

The different projects mentioned should feed into the Imihigo of the District, but also to the Imihigo of individual District staff as to ensure that the projects are included in the annual planning and budgeting and are actually implemented.

6.3. Marketing strategy for Gakenke

Currently, there is no marketing strategy available for Gakenke District. However, such a Strategy should be developed in the course of FY 2017-2018 in line with the LED Strategy. It is added as an output to the below presented logical framework for the LED Strategy.

6.4. Logical framework: monitoring the implementation of the LED Strategy

The logical framework is an important tool to ensure that this LED Strategy will be implemented and that the targets will be achieved. Every year Gakenke District will prepare a work plan and budget based on the schedule of investment and the logical framework, and off course the resource envelope of the District. The below table 18 presents the logical framework of Gakenke LED Strategy, which is aligned with the Vision, Goals, Objectives, Programmes and Projects as elaborated in the above chapters.

TABLE 18: GAKENKE DISTRICT LOCAL ECONOMIC DEVELOPMENT STRATEGY

VISION: GAKENKE “A vibrant Agro-mining hub”					
INTERVENTION	INDICATORS	BASELINE	TARGET	SOURCES OF VERIFICATION	ASSUMPTIONS
GOAL 1: To develop agro-mining value chains					
Programme 1: Agro-Livestock value chain development					
Target for programme 1: Within 7 years, increase production by 50 % in agriculture with improved professional methods and value addition					
Sub-Programme 1: coffee value chain					
Project 1 Develop coffee plantations on 1500 ha in Coko, Ruli, Minazi, Muhondo, Muzo, Mugunga, Rusasa, Muyongwe, Mataba and Rushashi Sectors	<i>Number of coffee hectares covered Under land use consolidation</i>	Coffee Hectares: 1700Ha	New Coffee Hectares planted 1500Ha	District reports and Field visit	<i>Favorable climate conditions, policy, Availability of needed budget,</i>
	<i>Number of coffee trees planted</i>	Coffee trees planted: 4.250.000 Coffee trees	Additional coffee trees planted: 3.750.000 Coffee trees		
	<i>Tones of Organic Manure applied on 1500 Ha.</i>	Organic Manure:6175 Tonne	Organic Manure: 9.000Tonne		
	<i>Tones of Mineral Fertilizers applied on 1500 Ha</i>	Mineral Fertilizer in use:3456 Tonne	Mineral Fertilizer: 6.000Tonne		
	<i>Number of Hectares of Agroforestry trees for shading in coffee plantations</i>	Agro forestry trees: 125.000 shading agroforestry trees	Agro-forestry trees: 375.000 shading agroforestry trees		
Project 2 Construction and equipment of 1 hulling factory to the step of	<i>Number of coffee hulling factories constructed in Rushashi sector</i>	Ruli sector for hulling factory to the step of green coffee available: 1	Two factories: 1. one rehabilitated (in Ruli sector) 2. one constructed (in Rushashi sector)	3. District and Private Ssector Report 4. Visiting of Coffee hulling factory 5. Operational and able	<i>Favorable climate and available coffee washings stations linked to to coffee constructed coffee</i>

green coffee in Rushashi Sector	<i>Number of coffee hulling factories equiped in Rushashi sector</i>	Number of coffee hulling factory equiped in Rushashi sector: 1	Number of coffee hulling factory equiped in Rushashi sector: 1	to subordinate all coffee washing stations	<i>hulling factory to process available parchent coffee.</i>
	<i>Number of feasibility studies done including EIA</i>	Feasibility study done including EIA: 0	Feasibility study done including EIA: one		
Project 3 Construction and equipment of 1 coffee roasting and ground factory in Rushashi Sector	<i>Number of coffee roasting factory constructed in Rushashi sector</i>	Ruli sector for roasting factory available:1	1 Factorie 1 rehabilitated (in Rushashi sector)	6. District and Private Sector Report 7. Visiting of Coffee hulling factory 8. Operational and able to subordinate all coffee washing stations	<i>Favourable climate and available coffee washings stations linked to to coffee constructed coffee hulling factory to process available parchent coffee.</i>
	<i>Number of coffee roasting factory equiped in Rushashi sector</i>	Number of coffee roasting factory equiped in Rushashi sector: 0	Number of coffee roasting factory equiped in Rushashi sector: 1		
	<i>Number of feasibility studies done including EIA</i>	Feasibility studies done including EIA: 0	Feasibility studies done including EIA: 1		
Project4 Rehabilitation and equipment of 14 and equipment of four Coffee washing stations in Muhondo, Rushashi, Minazi, Coko, Mataba, Rusasa, Ruli, Muzo and Muyongwe sectors	<i>Number of coffee washing stations rehabilitated in Muhondo, Rushashi, Minazi, Coko, Mataba, Rusasa, Ruli, Muzo and Muyongwe</i>	Coffee washing stations rehabilitated: 10 and equipped: 12	Coffee washing stations rehabilitated: 14	- Available 9 C.W. S rehabilitated and related reports - Available 9 coffee washing stations equipped - Available fesibility study of coffee washing stations	<i>Available climate conditions, Policy facilitating this program, Available experts for Preparing feasibility study.</i>
	<i>Number of coffee washing stations equiped in Muhondo, Rushashi, Minazi</i>	Coffee washing stations equipped: 3	Coffee washing stations equipped: 3		
	<i>Number of feasibility studies done including EIA</i>	Feasibility studies done including EIA: 0	Feasibility studies done including EIA: 1		
Sub-programme 2: fruit value chain: pineapple and passion fruit					
<u>A. PINEAPPLE</u>					
Project 1 Intensification of pineapple (630 ha) in	<i>Number of pineapple hectares covered under land use consolidation</i>	Pineapple Hectares: 2012 Ha	New Pineapple Hectares: 630Ha	- District reports related to available land. - Field visit	<i>Favourable Climate conditions and Policy facilitating this Program</i>
	<i>Number of pineapple suckers planted</i>	Suckers planted: 72.432.000	New Suckers planted: 2.680.000		

Mataba, Gashenyi, Karambo, Busengo, Rusasa, Gakenke Sectors	<i>Tonne of Organic Manure applied on pineapple planted</i>	Organic Manure: 6.714T	Organic Manure: 36.000T		
	<i>Tonne of Mineral Fertiliser applied</i>	Mineral Fertilizer: 4.745T	Mineral Fertilizer: 13.608T		
Project 2 Construction and equipment of jus and jam factory in Busengo and Mataba Sector.	<i>Number of Jus and Jam factories in Busengo and Mataba sectors</i>	Jus and Jam factories in Busengo and Mataba sectors: 0	Jus and Jam factories in Busengo and Mataba sectors: 1	District reports related to available and Productive factory	<i>Favourable and available Policy on this Program</i>
	<i>Number of Jus and Jam factories equiped in Busengo and Mataba sectors</i>	Jus and Jam factories equiped in Busengo and Mataba sectors: 0	Jus and Jam factories equiped in Busengo and Mataba sectors: 1		
	<i>Number of feasibility studies done including EIA</i>	Feasibility studies done including EIA: 0	Feasibility studies done including EIA: 1		
<u>B. PASSION FRUIT</u>					
Project 1 Intensification of passion fruit (500 ha) in Muzo, Janja, Nemba and Kamubuga Sectors	<i>Number of passion fruit hectares covered under land use consolidation</i>	Passion fruit hectares: 36 Ha	New Passion fruit hectares: 156Ha	District reports related to available plantations.	<i>Favourable climate conditions and Policy facilitating this Program of extending passion fruits in the District.</i>
	<i>Number of passion fruits plants</i>	Passion fruits plants: 2,151.36	Passion fruits plants: 5, 000,000		
	<i>Tones of Organic Manure applied on passion fruit hectares</i>	Organic Manure: 298.800 kg	Organic Manure: 1.294.800 kg		
	<i>Tones of Mineral Fertiliser applied on passion fruit hectares</i>	Mineral Fertiliser:5.400 kg	Mineral Fertiliser:23.400		
Project 3 Construction,extension and equipment of jus and jam factories in Janja and Gakenke Sectors.	<i>Number of Juice and Jam factory in Janja and Gakenke sectors</i>	Jus and Jam factory in Janja and Gakenke sectors: 0	Jus and Jam factories in Janja and Gakenke sectors: 1	District and Private sector report related to this Available Factory &Available reports on E.I.A	<i>Capacity building of farmers and cooperatives enhanced ,Favorable climate conditions and Policy .</i>
	<i>Jus and Jam factories equiped in Janja and Gakenke sectors: 0</i>	Jus and Jam factories equiped in Janja and Gakenke sectors: 0	Jus and Jam factories equiped in Janja and Gakenke sectors: 1		
	<i>Number of feasibility studies done including EIA</i>	Feasibility studies done including EIA: 0	Feasibility studies done including EIA: 1		
Sub-Programme 3: Banana Value chain					

Project 1 Intensification of banana on 1020.25 HA in the District	<i>Number of ha new banana planted in Mugunga, Muzo, Gashenyi, Nemba, Rusasa, Mataba, Muyongwe</i>	Number of Ha of banana planted: 6479.75 Ha	Number of Ha of new banana planted: 1020.25 Ha	District report and field visits	<i>Favourable climate conditions, policy, Availability of needed budget needed to support Private Sector through PPP</i>
	<i>Number of model farms established for each cooperative (6 model farms)</i>	6 model farms established Mugunga, Muzo, Gashenyi, Nemba, Rusasa, Mataba, Muyongwe; 3)	Model farms established: 6 modal farming		
Project 4 Establishment of banana processing factory for making banana Juice and banana wine	<i>Number of banana processing utilities established and operationalized</i>	Number of banana processing utilities: 0	Number of banana processing utilities: 6, one per sector (Mugunga, Muzo, Mataba, Nemba, Gashenyi and)	District report; available processing unity for wine and Juice	<i>Favourable climate conditions, policy, Availability of needed budget needed to support Private Sector through PPP.</i>
Sub-Programme 4: Pig value chain					
Project 1 Intensification of improved pigs race in Rusasa, Busengo, Kivuruga, Cyabingo, Mugunga, Muzo, Rushashi, Coko, Muyongwe, Minazi and Janja.	<i>Number of female pigs distributed to the farmers</i>	Female pigs: 39.436	Female pigs: 5500	Increased numbers of pigs; District reports	Capacity building of farmers and cooperatives enhanced; Favorable climate conditions and Policy .
	<i>Number of male pigs distributed to the farmers</i>	Male pigs: 2337	Male pigs: 500		
	<i>Number of houses constructed for female pigs</i>	Piggeries constructed: 1000	Piggeries constructed: 5000		
	<i>Number of feasibility studies done including EIA</i>	Feasibility study done including EIA: 1	Feasibility study done including EIA: 1		
Project 2 Construction and equipment of pig product factory (Sossisso, Sendo, ...) in Rushashi	<i>Number of Pig product factory in Rushashi sector</i>	Pig product factory constructed: 0	Pig product factory constructed: 2 in Rushashi and Cyabingo Sectors	District reports	Agro-processing facility for pig meat in place
	<i>Number of Pig product factory equiped in Rushashi sector</i>	Pig product factory equiped in Rushashi: 0	Pig product factory equiped in Rushashi: 1		

	<i>Number of feasibility studies done including EIA</i>	Feasibility studies done including EIA: 0	Feasibility studies done including EIA: 0		
	<i>Number of farmers cooperatives supplying regularly pigs to factory</i>	Farmers organised: 760	Farmers to be organised: 2204		
	<i>Number of cooperatives trained in supplying pigs to factories</i>	Cooperatives trained: 20	Cooperatives to be trained: 45		
	<i>Number of individual farmers trained in pigs rearing and supplying to factory</i>	Farmers trained :1420	Farmers to be trained :2204		
Project 4 Construction and equipment of veterinary clinic in Rushashi, Gakenke, Janja sectors	<i>Number of Veterinary clinics constructed in Rushashi, Gakenke, and Janja</i>	Veterinary clinic constructed: 0	Veterinary clinic constructed: 3		
	<i>Number of veterinary clinic equipped in Rushashi sector</i>	Veterinary clinics equipped: 0	Veterinary clinic equipped: 3		
	<i>Number of feasibility study done including EIA</i>	Feasibility study done including EIA: 0	Feasibility study done including EIA:1		
Sub-Programme 5: Poultry value chain					
Project 1 Intensification of poultry and chicken eggs	<i>Number of improved breeds</i>	Improved breeds: 127.000	Improved breeds: 266.000	District report, and field report	<i>Diseases control measures available; policy, availability of budget</i>
	<i>Number of poultry farmers</i>	Poultry farmers: 1500	Poultry farmers to be: 552		
	<i>Number of poultry cooperatives formed and trained on modern poultry farming</i>	Poultry cooperatives formed and trained on modern poultry farming: 35	Poultry cooperatives to be formed and trained on modern poultry farming: 150		
Sub-Programme 6: Irrigation and mechanization					

Project 1 Mechnization of agriculture: Purchase of irrigation small machine and equipments for 600Ha (kugura imashini zuhira imyaka)	<i>Number of hactares equiped with irrigation machine and equipment</i>	Ha with irrigation equipement 0; Number of irrigation machine 0	Ha to irrigated 600; 120 small equipments (machine and accessories purchased)	District reports related to available land and machines with equipments. Field visit	Favourable Climate conditions and Policy facilitating this Program
	<i>Number of irrigation machine and equipment purchased</i>	Number of irrigation machine:0	Number of irrigation machine:8		

Programme 2: Promoting mining and quarries value chains

Target for programme 2: Within 7 years, expend the production in mining by 7% using improved preofessional methods and attracting new investors

Sub-Programme 1: Promoting Minerals value chain (coltan & cassiterites) and improving quarries activities (ibumba n'urugarika)

Project 1 Organisation and training of mining cooperatives and staff in mineral exploitation techniques, environment protection and climate change resilience	<i>Number of cooperatives organised in mineral exploitation techniques, environment protection and climate change resilience</i>	Cooperatives organised: 0	Cooperatives to be organised: 23	District annual reports Existing Minining companies and cooperatives well organised All simple miners organised	Favourable climate conditions, policy, Availability of needed budget to Support Privet Sector involved in Mining
	<i>Number of staff organised in mineral exploitation techniques, environment protection and climate change resilience</i>	Mines exploiters organised: 0	Mines exploiters to be organised: 10500		
	<i>Number of cooperatives trained in in mineral exploitation techniques, environment protection and climate change resilience</i>	Cooperatives trained: 0	cooperative & Company exploiters to be trained: 23		
	<i>Number of staff trained in mineral exploitation techniques, environment protection and climate change resilience</i>	Mines exploiters trained :0	Mines exploiters to be trained: 2500		

Project 2 Afforestation of exploited mining sites	<i>Number of hectares of trees planted on exploited mining sites</i>	Hectares of trees planted on exploited mining sites: 24Ha	Hectares of trees to be planted on exploited mining sites: 125 Ha	District annual reports Available hectares of trees planted Available Mining sites rehabilitated	Favourable climate conditions, policy, Availability of needed budget needed to support Private Sector through PPP.
	<i>Number of exploited mining sites rehabilitated</i>	Exploited mining sites rehabilitated:1Sites	Exploited mining sites to be rehabilitated:4sites		
Project 3 Modernasation of two mining sites through PPP	<i>Number of Mining sites modernised</i>	Modernised Mining site 1	2 excavators Machines to be purchased hthrough PPP	District annual report, Sites visit	Willingness of private sector to cooperate with
	<i>Number of exccolavators machines hired &bought through PPP</i>	Excavetors (3 in Eprocomu company)	7 excavators machines purchased by different mining companies		

GOAL 2: Development of hard and soft infrastructures

Programme 3: Development of road infrastructure

Target for programme 3: Within 7 years, extend road infrastructure networky by 70% and keep them well maintained

Sub-Programme 1: Development and rehabilitation of existing roads and bridges

Project 1 Periodic maintenance of Kaziba-Muzo-Janja; Kaziba-Nganzo-Mataba; Gicuba-Janja and Kirenge-Rushashi (83.7 km)	<i>Kms of roads periodically maintained</i>	Kms of roads periodically maintained: 0	Kms of roads periodically maintained: 83.7kms	Field observation, reports	availability of budget, climate change, policy
	<i>Number of feasibilty study</i>	Feasibilty study: 0	Feasibilty study: 1		
Project 2 Rehabilitation of Mubuga-Muzo-Rusoro feeder road and put in place adequate drainage systems, planting trees along the side of the road to reduce	<i>Number of km of feeder rehabilitated</i>	Kms of road rehabilitated: 0	Kms to be rehabilitated: 8 km	Field observation, reports	availability of budget, climate change, policy
	<i>Number of trees planted</i>	Trees planted: 0	Trees to be planted: 2666		

landslides					
Project 3 Rehabilitation of Buranga –Kamubuga-Rutabo-Base feeder road on 32.6km by phases and put in place adequate drainage systems, planting trees along the side of the road to reduce landslides	<i>Number of kms of drainage</i>	Kms drained: 0	Kms to be drained: 8	Field observation, reports	availability of budget, climate change, policy
	<i>Number of feasibility study</i>	Feasibility study: 0	Feasibility study: 1		
	<i>Number of kms of drained</i>	Non drainage: 0 km	Kms to be of drained: 32.6 kms		
	<i>Number of feasibility study</i>	Partially technical feasibility study report available	Complete Feasibility study: 1		
Project 4 Rehabilitation of Kivuruga-Kabumuga-Kanyiramenyo feeder road put in place adequate drainage systems, planting trees along the side of the road to reduce landslides	<i>Number of km of feeder road rehabilitated</i>	Kms of road rehabilitated: 0	Kms to be rehabilitated: 12	Field observation, reports	availability of budget, climate change, policy
	<i>Number of trees planted</i>	Trees planted: 0	Trees to be planted: 4000		
Project 5 Kaziba-Kaniga-Mataba-Muvumba and put in place adequate drainage systems, planting trees along the side of the road to reduce landslides	<i>Number of km of feeder rehabilitated</i>	Number of km of feeder rehabilitated :0	Kms of road rehabilitated: 23.3 kms	Field observation, reports	availability of budget, climate change, policy
	<i>Number of trees planted</i>	Number of trees planted :0	Trees planted: 5,825		
	<i>Number of kms of drainage</i>	Number of kms of drainage :0	Kms drained: 23.3 kms		
	<i>Number of feasibility study</i>	Number of feasibility study:0	Feasibility study: 1		

Project 6 Rehabilitation of Rushashi-Muyongwe-Tare feeder road and put in place adequate drainage systems, planting trees along the side of the road to reduce landslides	<i>Number of km of feeder rehabilitated</i>	Kms of road rehabilitated: 0	Kms of road to be rehabilitated: 13	Field observation, reports	availability of budget, climate change, policy
	<i>Number of trees planted</i>	Trees planted: 0	Trees to be planted: 4333		
Project 7 Rehabilitation of Kinoni-Karambo-Gashenyi and put in place adequate drainage systems, planting trees along the side of the road to reduce landslides	<i>Number of km of feeder rehabilitated</i>	Number of km of feeder rehabilitated: 0	Kms of road rehabilitated: 10.7 kms	Field observation, reports	availability of budget, climate change, policy
	<i>Number of trees planted</i>	Number of trees planted :0	Trees planted: 2675		
	<i>Number of kms of drainage</i>	Number of kms of drainage :0	Kms drained: 10,7 kms		
	<i>Number of feasibility study</i>	Number of feasibility study:0	Feasibility study: 1		
Project 8 Rehabilitation of Gashenyi (abayehova) - Muyongwe feeder road and put in place adequate drainage systems, planting trees along the side of the road to reduce landslides	<i>Number of km of feeder rehabilitated</i>	Kms of road rehabilitated: 0	Kms to be rehabilitated: 16	Field observation, reports	availability of budget, climate change, policy
Project 9 Rehabilitation of Buhuga-Kamina-Ruhanga-Gaseke and put in place adequate	<i>Number of km of feeder rehabilitated</i>	Number of km of feeder rehabilitated	Kms of road rehabilitated: 19,6 kms	Field observation, reports	availability of budget, climate change, policy
	<i>Number of trees planted</i>	Number of trees planted	Trees planted: 4,900		

drainage systems, planting trees along the side of the road to reduce landslides	<i>Number of kms of drainage</i>	Number of kms of drainage	Kms drained: 19,6 kms		
	<i>Number of feasibility study</i>	Number of feasibility study	Feasibility study: 1		
Project 10 Rehabilitation of Mbuga-Nyabitare feeder road	<i>Number of km of feeder road rehabilitated</i>	Kms of road rehabilitated: 0	Kms to be rehabilitated: 9 kms	Field observation, reports	availability of budget, climate change, policy
	<i>Number of trees planted</i>	Trees planted: 0	Trees planted:2250		
	<i>Number of kms of drained</i>	Non drainage: 0 km	Kms to be of drained: 9 kms		
	<i>Number of feasibility study</i>		Complete Feasibility study: 1		
Project 11 Rehabilitation of Gaseke- Busengo-Biziba and put in place adequate drainage systems, planting trees along the side of the road to reduce landslides	<i>Number of km of feeder rehabilitated</i>	Number of km of feeder rehabilitated	Kms of road rehabilitated: 10.8 kms	Field observation, reports	availability of budget, climate change, policy
	<i>Number of trees planted</i>	Number of trees planted	Trees planted: 2,700		
	<i>Number of kms of drainage</i>	Number of kms of drainage	Kms drained: 10.8 kms		
	<i>Number of feasibility study</i>	Number of feasibility study	Feasibility study: 1		
Project 12 Rehabilitation of Munindi- Bwenda- Muhondo and put in place adequate drainage systems, planting trees along the side of the road to reduce landslides	<i>Number of km of feeder rehabilitated</i>	Number of km of feeder rehabilitated	Kms of road rehabilitated: 10.3 kms	Field observation, reports	availability of budget, climate change, policy
	<i>Number of trees planted</i>	Number of trees planted	Trees planted: 2,575		
	<i>Number of kms of drainage</i>	Number of kms of drainage	Kms drained:14,3 kms		
	<i>Number of feasibility study</i>	Number of feasibility study	Feasibility study: 1		
Project 13 Rehabilitation of Busoro- Mbirima na Matovu- Rwahi and put in place adequate	<i>Number of km of feeder rehabilitated</i>	Number of km of feeder rehabilitated	Kms of road rehabilitated:14.3 kms	Field observation, reports	availability of budget, climate change, policy
	<i>Number of trees planted</i>	Number of trees planted	Trees planted: 3,575		

drainage systems, planting trees along the side of the road to reduce landslides	<i>Number of kms of drainage</i>	Number of kms of drainage	Kms drained: 14.3kms		
	<i>Number of feasibility study</i>	Number of feasibility study	Feasibility study: 1		
Project 14 Rehabilitation of Ruli - Gahira and put in place adequate drainage systems, planting trees along the side of the road to reduce landslides	<i>Number of km of feeder rehabilitated</i>	Number of km of feeder rehabilitated	Kms of road rehabilitated: 7.5	Field observation, reports	availability of budget, climate change, policy
	<i>Number of trees planted</i>	Number of trees planted	Trees planted: 1875		
	<i>Number of kms of drainage</i>	Number of kms of drainage	Kms drained: 7,5		
	<i>Number of feasibility study</i>	Number of feasibility study	Feasibility study: 1		
Project 15 Rehabilitation of Kagoma- Buhunga-Gikokwe and put in place adequate drainage systems, planting trees along the side of the road to reduce landslides	<i>Number of km of feeder rehabilitated</i>	Number of km of feeder rehabilitated	Kms of road rehabilitated: 8.9 kms	Field observation, reports	availability of budget, climate change, policy
	<i>Number of trees planted</i>	Number of trees planted	Trees planted: 2,225		
	<i>Number of kms of drainage</i>	Number of kms of drainage	Kms drained: 0		
	<i>Number of feasibility study</i>	Number of feasibility study	Feasibility study: 0		
Project 16 Rehabilitation of bushoka-nyange feeder road	<i>Number of km of feeder road rehabilitated</i>	Kms of road rehabilitated: 0	Kms to be rehabilitated: 15kms	Field observation, reports	availability of budget, climate change, policy
	<i>Number of trees planted</i>	Trees planted: 0	Trees planted:3750		
	<i>Number of kms of drained</i>	km Non drainage: 0	Kms to be of drained: 15 kms		
	<i>Number of feasibility study</i>	No feasibility study	Complete Feasibility study: 1		

Project 17 Rehabilitation of kabuye-tare, rukura road and put in place drainage systems planting trees to reduce landslides	<i>Number of km of feeder road rehabilitated</i>	Kms of road rehabilitated: 0	Kms to be rehabilitated: 11.9	Field observation, reports	availability of budget, climate change, policy
	<i>Number of trees planted</i>	Trees planted: 0	Trees planted: 2,975		
	<i>Number of kms of drained</i>	km non drainage: 0	Kms to be of drained: 11.9		
	<i>Number of feasibility study</i>	No feasibility study	Complete Feasibility study: 1		
Project 18 Construction of mataba-minazi bridge	<i>Number of bridge constructed rehabilitated</i>	Number of bridge constructed rehabilitated: 0	Number of bridge constructed rehabilitated: 1	Field observation, reports	availability of budget, climate change, policy
Project 19 Kubaka imihanda y mu muji wa Gakenke	<i>Number of km of feeder road rehabilitated</i>	Kms of road rehabilitated: 0	Kms to be rehabilitated: 36.5	Field observation, reports	availability of budget, climate change, policy
	<i>Number of trees planted</i>	Trees planted: 0	Trees planted: 9,125		
	<i>Number of kms of drained</i>	km Nn drainage: 0	Kms to be of drained: 36.5		
	<i>Number of feasibility study</i>	No feasibility study: 0	Complete Feasibility study: 1		
Project 20 Rehabilitation of mataba-minazi feeder road	<i>Number of km of feeder road rehabilitated</i>	Kms of road rehabilitated: 0	Kms to be rehabilitated: 18 kms	Field observation, reports	availability of budget, climate change, policy
	<i>Number of trees planted</i>	Trees planted: 0	Trees planted: 4500		
	<i>Number of kms of drained</i>	Non drainage: 0 km	Kms to be of drained: 18 kms		
	<i>Number of feasibility study</i>	No feasibility study	Complete Feasibility study: 1		
Project 21 Rehabilitation of	<i>Number of trees planted</i>	Trees planted: 0	Trees to be planted: 5333	Field observation, reports	availability of budget, climate change, policy
	<i>Number of kms drained</i>	Kms drained: 0	Kms to be drained: 16		

Mashya- Nyundo r feeder road and put in place adequate drainage systems, planting trees along the side of the road to reduce landslides	<i>Number of feasibility study</i>	Feasibility study: 0	Feasibility study: 1		
	<i>Number of feasibility study</i>	Feasibility study: 0	Feasibility study: 1		
Project 22 Rehabilitation of mataba-murambo (janja) feeder road	<i>Number of km of feeder road rehabilitated</i>	Kms of road rehabilitated: 0	Kms to be rehabilitated: 13 kms	Field observation, reports	availability of budget, climate change, policy
	<i>Number of trees planted</i>	Trees planted: 0	Trees planted: 3250		
	<i>Number of kms of drained</i>	Non drainage: 0 km	Kms to be of drained: 13 kms		
	<i>Number of feasibility study</i>	No feasibility study	Complete Feasibility study: 1		
Project 23 Rehabilitation of buranga-murambo feeder road	<i>Number of km of feeder road rehabilitated</i>	Kms of road rehabilitated: 0	Kms to be rehabilitated: 7 kms	Field observation, reports	availability of budget, climate change, policy
	<i>Number of trees planted</i>	Trees planted: 0	Trees planted: 1750		
	<i>Number of kms of drained</i>	Non drainage: 0 km	Kms to be of drained: 7 kms		
	<i>Number of feasibility study</i>	No feasibility study	Complete Feasibility study: 1		
	<i>Number of feasibility study</i>	Feasibility study: 0	Feasibility study: 1		

Programme 4: Development and rehabilitation of water supply systems and sanitation

Target for programme 4: Within 7 years, extend the water supply facilities by 70% and keep them well maintained at 80%

Sub-programme 1: Water supply systems

Project 1 Rehabilitation of Mburamazi water supply system in Nemba Sector	<i>Number of km of water supply systems rehabilitated</i>	306.5km of WSS fully operational	New Kms of water supply system to be rehabilitated: 4.7	Field observation, reports	availability of budget, climate change, policy
	<i>Number of feasibility study</i>	Feasibility study: 0	Feasibility study: 1		
Project 2 Rehabilitation of Nyarusagara water supply system in Ruli Sector	<i>Number of km of water supply systems rehabilitated</i>	306.5km of WSS fully operational	New Kms of water supply system to be rehabilitated: 7	Field observation, reports	availability of budget, climate change, policy
	<i>Number of feasibility study</i>	Feasibility study: 0	Feasibility study: 1		
Project 3 Rehabilitation of Kanwa water supply system in Gashenyi Sector	<i>Number of km of water supply systems rehabilitated</i>	306.5km of WSS fully operational	New Kms of water supply system to be rehabilitated: 11.5	Field observation, reports	availability of budget, climate change, policy
	<i>Number of feasibility study</i>	Feasibility study: 0	Feasibility study: 1		
Project 4 Rehabilitation of Gishinguro water supply system in Gakenke Sector	<i>Number of km of water supply systems rehabilitated</i>	306.5km of WSS fully operational	New Kms of water supply system to be rehabilitated: 1.5	Field observation, reports	availability of budget, climate change, policy
	<i>Number of feasibility study</i>	Feasibility study: 0	Feasibility study: 1		
Project 5 Rehabilitation of	<i>Number of km of water supply systems rehabilitated</i>	306.5km of WSS fully operational	New Kms of water supply system to be rehabilitated: 5.8	Field observation, reports	availability of budget, climate change, policy

Musangwa and Nyagahondo-Gakindo water supply system in Mugunga Sector	<i>Number of feasibility study</i>	Feasibility study: 0	Feasibility study: 1		
Project 6 Rehabilitation of Gasayo-Rutate water supply system in Janja Sector	<i>Number of km of water supply systems rehabilitated</i>	306.5km of WSS fully operational	New Kms of water supply system to be rehabilitated: 10	Field observation, reports	availability of budget, climate change, policy
	<i>Number of feasibility study</i>	Feasibility study: 0	Feasibility study: 1		
Project 7 Rehabilitation of Rukaranka and Mbizi water supply system in Muzo Sector	<i>Number of km of water supply systems rehabilitated</i>	306.5km of WSS fully operational	New Kms of water supply system to be rehabilitated: 9	Field observation, reports	availability of budget, climate change, policy
	<i>Number of feasibility study</i>	Feasibility study: 0	Feasibility study: 1		
Project 8 Rehabilitation of Rwamisure, Bumba and Rujongire water supply system in Muyongwe Sector	<i>Number of km of water supply systems rehabilitated</i>	306.5km of WSS fully operational	New Kms of water supply system to be rehabilitated: 32.5	Field observation, reports	availability of budget, climate change, policy
	<i>Number of feasibility study</i>	Feasibility study: 0	Feasibility study: 1		
Project 9 Rehabilitation of Nyabihembe water supply system in Mugunga Sector	<i>Number of km of water supply systems rehabilitated</i>	306.5km of WSS fully operational	New Kms of water supply system to be rehabilitated: 10.5	Field observation, reports	availability of budget, climate change, policy
	<i>Number of feasibility study</i>	Feasibility study: 0	Feasibility study: 1		

Project 10 Rehabilitation of Gasura and Kazibaziba water supply system in Karambo Sector	<i>Number of km of water supply systems rehabilitated</i>	306.5km of WSS fully operational	New Kms of water supply system to be rehabilitated: 2.5	Field observation, reports	availability of budget, climate change, policy
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Programme 5: Development of on Grid and off Grid (Electricity lines, Biogas, Solar Energy)

Target for programme 5: Within 7 years, extend the energy supply facilities by 70% and keep them well maintained

Sub-programme 1: Electrification projects ON GRID

Project 1 Electrification of Ruhanga, Kirabo and Butereri sites in Busengo Sector	<i>Number of sites electrified</i>	Electrified sites:4	News sites to be electrified: 3	Field observation, reports	availability of budget, climate change, policy
	<i>Number of new HHs connected to electricity</i>	HHs connected to electricity: 508	New HHS to be connected to electricity: 700		
	<i>Number of feasibility study</i>	Feasibility study: 0	Feasibility study: 1		
Project 2 Electrification of Buranga, Rwakirari, Rugimbu and Buhuga sites in Kivuruga Sector	<i>Number of sites electrified</i>	Electrified sites: 5	News sites to be electrified: 2	Field observation, reports	availability of budget, climate change, policy
	<i>Number of new HHs connected to electricity</i>	HHs connected to electricity: 734	News HHS to be connected to electricity: 150		
	<i>Number of feasibility study</i>	Feasibility study: 0	Feasibility study: 1		
Project 3 Electrification of Rutabo and Murambi center in Gashenyi Sector	<i>Number of sites electrified</i>	Electrified sites: 7	HH 4 news	Field observation, reports	availability of budget, climate change, policy
	<i>Number of new HHs connected to electricity</i>	HHs connected to electricity:679	600		
	<i>Number of feasibility study</i>	Feasibility study: 0	1		
Project 4 Electrification of	<i>Number of sites electrified</i>	Electrified sites: 4	New sites to be electrified:6	Field observation, reports	availability of budget, climate change, policy
	<i>Number of new HHs connected to electricity</i>	HHs connected to electricity:541	New HHs to be connected to electricity: 450		

Gashyamba,Mugandu, Karama,Kivune,Gatwa and Nyagisozi sites in Janja Sector	<i>Number of feasibility study</i>	Feasibility study: 0	Feasibility study:1		
Project 5 Electrification of Mataba Sector	<i>Number of sites electrified</i>	Electrified sites: 0	Sites to be electrified:7	Field observation, reports	availability of budget, climate change, policy
	<i>Number of new HHs connected to electricity</i>	HHs connected to electricity:0	HHs to be connected to electricity: 1400		
	<i>Number of feasibility study</i>	Feasibility study: 0	Feasibility study:1		
Project 6 Electrification of Murambi, Nyundo, Munanira and Rurembo sites in Rusasa and Mugunga Sector	<i>Number of sites electrified</i>	Electrified sites: 2	New sites to be electrified:4	Field observation, reports	availability of budget, climate change, policy
	<i>Number of new HHs connected to electricity</i>	HHs connected to electricity:651	HHs to be connected to electricity: 450		
	<i>Number of feasibility study</i>	Feasibility study:0	Feasibility study:1		
Sub-programme 2: Electrification projects OFF GRID					
Project 1 Installation of solar energy system of 500 HH located in very isolated areas in Busengo,Kamubuga,Muzo and Mugunga Sectors	<i>Number of HHs electrified with solar energy located in isolated areas</i>	HHs electrified with solar energy located in isolated areas: 855	HHs to be electrified with solar energy located in isolated areas : 500	Field observation, reports	availability of budget, climate change, policy
	<i>Number of feasibility study</i>	Feasibility study: 0	Feasibility study: 1		
Project 2 Construction of Domestic biogas for 200 HH in all sectors	<i>Number of Domestic biogas constructed</i>	Domestic biogas constructed: 452	new domestic biogas constructed: 200	Field observation, reports	availability of budget, climate change, policy
	<i>Number of feasibility study</i>	Feasibility study: 0	Feasibility study: 1		

Programme 6: To develop soft and hard infrastructure and promote financial inclusion

Target for programme 6: Within 7 years, to develop soft infrastructure and promote financial inclusion

Sub-programme 1: Promotion of entrepreneurship skills

<p>Project 1</p> <p>Empowering new MSMEs and new businessmen by short time training in quarry exploitation techniques, hotels, services, handcrafts, tourism services, welding techniques</p>	<p><i>Number of people trained in quarry exploitation services</i></p>	<p>Number of people trained in quarry exploitation techniques: 0</p>	<p>Number of people trained in quarry exploitation techniques: 19</p>		
	<p><i>Number of people trained in hotel services</i></p>	<p>Number of people trained in hotel services: 0</p>	<p>Number of people trained in hotel services: 5</p>		
	<p><i>Number of people trained in handcraft</i></p>	<p>Number of people trained in handcraft: 12</p>	<p>Number of people trained in handcraft: 5</p>		
	<p><i>Number of people trained in tourism services</i></p>	<p>Number of people trained in tourism services: 0</p>	<p>Number of people trained in tourism services: 5</p>		
	<p><i>Number of people trained in welding techniques</i></p>	<p>Number of people trained in welding: 21</p>	<p>Number of people trained in welding: 7</p>		
<p>Project 2</p> <p>To train members of cooperatives on management and administration</p>	<p><i>number of cooperatives trained on management and Administration</i></p>	<p>Cooperatives trained on management and administration: 75</p>	<p>Cooperatives to be trained on management and administration: 385</p>	<p>reports Field visits</p>	<p>Availability of needed budget</p>
<p>Project 3</p> <p>To increase skills of staff-technicians in marketing in agriculture domain (coffee, pineapple, passion fruit and pig)</p>	<p><i>number of staff-technicians trained in marketing in agriculture domain (coffee, pineapple, passion fruit and pig)</i></p>	<p>staff-technicians trained in marketing in agriculture domain (coffee, pineapple, passion fruit and pig): 0</p>	<p>staff-technicians trained in marketing in agriculture domain (coffee, pineapple, passion fruit and pig): 2660</p>	<p>reports Field visits</p>	<p>Availability of needed budget</p>

Sub-programme 2: Promotion of financial literacy inclusion

Project 1 Mobilization of MSMEs and Businessmen to access the financial institutions through awareness campaigns (meetings, radio, newspapers)	<i>number of MSMEs which access to financial institutions through awareness campaigns (meetings, radio, newspapers)</i>	number of MSMEs: 60	number of MSMEs: 380	reports	Availability of needed budget Poor mindsets of beneficiaries
	<i>Nnumber of businessmen who access to financial institutions through awareness campaigns (meetings, radio, newspapers)</i>	Businessman: 184	Businessman: 500		
Project 2 Create a guarantee scheme for MSMEs and Businessmen operating in coffee, pineapple, passion fruit, pig and TVETs	<i>number of MSMEs guaranteed by BDF</i>	number of MSMEs guaranteed by BDF: 40	number of MSMEs guaranteed by BDF: 300	reports Field visits	variability of financial system
	<i>number of businessmen guaranteed by BDF</i>	number of businessmen guaranteed by BDF:20	number of businessmen guaranteed by BDF:150		
Sub-Programme 3: Development of hotels and tourism sites					
Project 1 Construction and equipment of Hotels (Gakenke center,Ruli Center)	<i>Number of Hotels constructed</i>	Hotels constructed: 0	Hotels to be constructed: 2	1.Field visit	Availability of needed budget
	<i>Number of Hotels equiped</i>	Hotels equiped: 0	Hotels to be equiped: 2		
Project 2 Construction and equipment of Buranga selling point	<i>number of selling points constructed</i>	selling points constructed: 0	selling points to be constructed: 1	Field visit	Availability of needed budget
	<i>number of selling points equiped</i>	selling points equiped: 0	selling points equiped: 1		

Project 3 Construction of Gakenke and Ruli car parks	<i>Number of car parking constructed</i>	car parking constructed: 0	Number of car parking to be constructed: 2	Field visit	Availability of needed budget
Programme 7: Development and rehabilitation of TVETs.					
Target programme 7: Within 7 years, increase skilled labour by 75%					
Project 1 Rehabilitation of VTCs Rushashi, Rusasa, Gatara and greening	<i>Number of VTCs rehabilitated</i>	VTCs rehabilitated: 3	VTCs to be rehabilitated: 3	Field observation, reports	availability of budget, climate change, policy
	<i>Number of trees planted</i>	Trees planted: 0	Trees to be planted: 300		
Project 2 Construction and equipment of Minazi-Coko VTC and greening	<i>Number of VTC constructed</i>	VTC constructed: 5	VTC to be constructed: 1	Field observation, reports	availability of budget, climate change, policy
	<i>Number of VTC equipped</i>		VTC to be equipped: 1		
Project 3 Construction and equipment of Cyabingo new TSS and greening.	<i>1. Number of new classrooms constructed, laboratories, Dormitories and library. 2. Number of trees planted</i>	1. New classrooms constructed: 0 2. New laboratories:0 3. New dormitories :0 3. New Library:0 2. Number of trees planted:1,200	1. New classrooms constructed: 20 2. New laboratories:2 3. New dormitories :2 3. New Library:1 2. Number of trees planted:500	Field observation, reports	availability of budget, climate change, policy
Project 4 Construction of 15 new classrooms for VTCs Janja, APEBU Busengo and VTC Nemba and greening	<i>Number of new classrooms constructed.</i>	New classrooms constructed: 15	New classrooms to be constructed: 15	Field observation, reports	availability of budget, climate change, policy
	<i>Number of trees planted</i>	Number of trees planted: 600	Trees to be planted: 900		
Project 5 Rehabilitation of VTCs Rushashi, Rusasa and greening	<i>1. Number of classrooms constructed or rehabilitated laboratories, Dormitories and library. 2. Number of trees planted</i>	1. New classrooms constructed: 6 2. New laboratories: 0 3. New Library: 0 2. Number of trees	1. New classrooms constructed: 12 2. New laboratories: 2 3. New Library: 2 2. Number of trees	Field observation, reports	availability of budget, climate change, policy

		planted:400	planted:1,200		
Project 6 Equip APEM/Ruli, VTC Nemba, VTC Rushashi, VTC Rusasa and Gatara in computer lab,libraries and materials	<i>Number of VTCs equiped in computer laboratories</i>	VTCs equiped in computer laboratories	VTCs to be equiped in computer laboratories: 3	Field observation, reports	availability of budget, climate change, policy
	<i>Number of VTCs equiped in Librairies</i>	VTCs equiped in Librairies: 0	VTCs to be equiped in Librairies: 5		
	<i>Number of VTCs equiped in materials</i>	VTCs equiped in materials: 0	VTCs to be equiped in materials: 5		
Project 7 Short time training of VTCs and TSS staff in electricity, sewing, welding, masonry, agro-processing,tourism and hotels services and handcraft in order to improve their teaching and practices skills	<i>Number of TSS staff trained in electriciy</i>	TSS staff trained in electriciy: 6	TSS staff trained in electriciy: 9	Field observation, reports	availability of budget, climate change, policy
	<i>Number of VTCs staff trained in electriciy</i>	VTCs staff trained in electriciy: 6	VTCs staff trained in electriciy: 9		
	<i>Number of TSS staff trained in sewing</i>	TSS staff trained in sewing: 4	TSS staff trained in sewing: 7		
	<i>Number of VTCs staff trained in sewing</i>	VTCs staff trained in sewing: 4	VTCs staff trained in sewing:7		
	<i>Number of TSS staff trained in welding</i>	TSS staff trained in welding: 8	TSS staff trained in welding: 7		
	<i>Number of VTCs staff trained in welding</i>	VTCs staff trained in welding: 8	VTCs staff trained in welding: 11		
	<i>Number of TSS staff trained in masonry</i>	TSS staff trained in masonry: 6	TSS staff trained in masonry :11		
	<i>Number of VTCs staff trained in masonry</i>	VTCs staff trained in masonry: 6	VTCs staff trained in masonry: 9		
	<i>Number of TSS staff trained in agro processing</i>	TSS staff trained in agro processing: 0	TSS staff trained in agro processing: 6		
	<i>Number of VTCs staff trained in agro processing</i>	VTCs staff trained in agro processing: 0	VTCs staff trained in agro processing: 5		
	<i>Hotels and tourism services</i>	Hotels and tourism services: 0	Hotels and tourism services: 5		

	<i>Handcraft</i>	Handcraft: 0	Handcraft: 5		
Project 8 Short time training of entrepreneurs in electricity, sewing, welding, masonry, agro-processing techniques, tourism and hotels and handcraft to increase their MSMEs' production	<i>Number of entrepreneurs trained in electricity</i>	Number of entrepreneurs trained in electricity: 67	Number of entrepreneurs trained in electricity: 315		
	<i>Number of entrepreneurs trained in sewing</i>	Number of entrepreneurs trained in sewing: 43	Number of entrepreneurs trained in sewing: 225		
	<i>Number of entrepreneurs trained in welding</i>	Number of entrepreneurs trained in welding: 21	Number of entrepreneurs trained in welding: 117		
	<i>Number of entrepreneurs trained in masonry</i>	Number of entrepreneurs trained in masonry: 92	Number of entrepreneurs trained in masonry: 416		
	<i>Number of entrepreneurs trained in carpentry.</i>	Number of entrepreneurs trained in carpentry 12	Number of entrepreneurs trained in carpentry: 60		
	<i>Number of entrepreneurs people trained in driving school.</i>	Number of entrepreneurs people trained in driving school: 4	Number of entrepreneurs people trained in driving school 45		
	<i>Number of entrepreneurs trained in moto vehicle mechanics.</i>	Number of entrepreneurs trained in moto vehicle mechanics: 3	Number of entrepreneurs trained in moto vehicle mechanic: 20		
	<i>Number of entrepreneurs people trained in agro-processing techniques</i>	Number of entrepreneurs people trained in agro-processing techniques: 10	Number of entrepreneurs people trained in agro-processing techniques: 50		
	<i>Number of entrepreneurs trained in tourism and hotels services.</i>	Number of entrepreneurs trained in tourism and hotels services: 0	Number of entrepreneurs trained in tourism and hotels services: 70		

	<i>Number of entrepreneurs trained in Handcraft</i>	Number of entrepreneurs trained in handcraft: 0	Number of entrepreneurs trained in handcraft: 35		
	<i>Number of trained entrepreneurs who have benefited toolkits facilities</i>	Number of trained entrepreneurs who have benefited toolkits facilities: 350	Number of trained entrepreneurs who have benefited toolkits facilities: 2500		
Project 10: Construction and equipment of Ruli-Muhondo new TSS and greening.	<i>1. Number of new classrooms constructed, laboratories, Dormitories and library.</i> <i>2. Number of trees planted</i>	1. New classrooms constructed: 0 2. New laboratories:0 3. New dormitories :0 3. New Library:0 2. Number of trees planted:0	1. New classrooms constructed: 20 2. New laboratories:2 3. New dormitories :2 3. New Library:1 2. Number of trees planted:1,200	Field observation, reports	availability of budget, climate change, policy

7.0. CROSS CUTTING ISSUES

7.1. Gender and youth

In Rwanda, there is an ongoing focus on gender and youth, both on central as local government levels. The National LED and CD Strategy aims at inclusive social-economic development of Rwandan citizens. Hence, on District level, Gakenke strives to be inclusive towards all citizens, being it men, women or youth (below 30 years old). To this end, the implementation of LED strategy in Gakenke will take into consideration equal chance to both sex men and women as well as youth for equitable development of all. To the extent where possible, all data will be disaggregated for men, women and youth.

As gender is concerned, the objective of a gender audit in projects is to put in place a mechanism for ongoing benchmarking and peer review of organizational behavior that will contribute to improved gender equality in Rwanda. In Gakenke it's still a challenge to mainstream gender.

The LED strategy will also allow the large involvement of youth for ownership and participation. Youth will be given a priority in all LED programmes to ease its implementation but also to make it sustainable. Youth are generally less interested in primary production, agriculture still being a large economic sector of Gakenke, but more in off-farm jobs in agro-processing, mining, etc. which is the focus of this LED Strategy. The buy-in by both women and youth will be brought about the awareness creation and specific trainings to ease their initiatives across various identified LED programmes.

7.2. Environment

Managing and considering environmental impact when implementing projects is a challenge and more effort is needed. A critical capacity weakness was identified which is the lack of awareness of environmental challenges among Rwandan sectoral specialists and analysts. Examples include highly trained development economists who have little or no notion of the environmental consequences and challenges associated with different economic activities such as agricultural intensification and irrigation, highway and dam construction, and so on. Understanding of the fundamental environmental challenges facing the country tends to be better developed at decentralized levels. When infrastructure projects as well as agro-processing facilities are developed, the law prescribes that a feasibility study should be conducted which includes an Environmental Impact Assessment to identify the impact of the project on the environment, and which corrective measures should be taken to avoid any harm

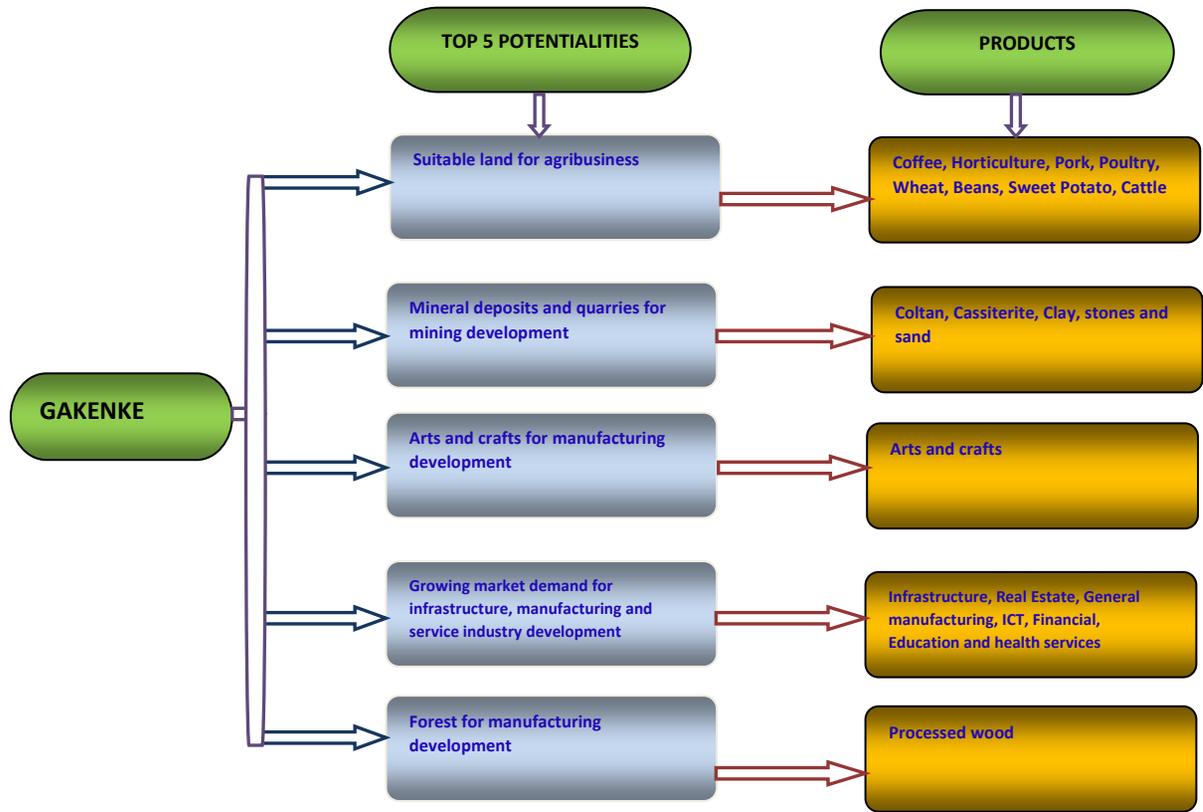
to the environment and rehabilitate the environment where needed. Therefore, LED strategy will try to consider environmental aspect in its programmes and projects implementation and execute feasibility studies as required.

APPENDIX 1: Map of the District



APPENDIX 2: District potentiality map

Gakenke top potentialities and their products



Gakenke’s products and potentialities are focused on agribusiness. However, a number of other opportunities such as handcrafts, mining and tourism offer potential. While the District has a national road connecting it to Kigali, the internal road network remains in poor condition. This hinders the development of many options. Likewise, a scarcity of skilled personnel limits opportunities to expand employment opportunities outside of the informal sector. Mineral deposits also offer some

opportunities for revenue diversification. However, significant private investment will be necessary.