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Original Article

Experiences and Challenges of the Integrated Development Model on Job Creation in Rwanda's Gasabo District

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ABSTRACT

This study proposes to explore the experiences and challenges of the integrated development program model on job creation in Rwanda's Gasabo District. The study aims to understand how this model contributes to job opportunities, economic empowerment and community development within the district. **In terms of methodology,** the study adopted a mixed methods approach. The study combined qualitative and quantitative research techniques. Surveys quantified the extent of job creation, while interviews explored the perceived social and economic impacts on the local population, including challenges encountered in implementing this model. The results revealed that the implementation of the integrated development model (IDM) in the Gasabo District reveals significant positive outcomes, particularly in healthcare, infrastructure, and financing initiatives for women and youth. High approval ratings were noted for health centre establishment (M = 4.90, SD = 0.43) and infrastructure improvements (M = 4.70, SD = 0.71), underscoring their critical roles in economic development. Job creation showed promise, with small-scale business initiation with a mean score of 4.66 although challenges in income diversification persisted (Mean = 3.84, St. dev = 1.26). A strong correlation (R = 0.807) was found between various predictors and job creation, with skills development emerging as a significant predictor (B = 0.149, $p < .001$). The study concluded that the integrated development program model promoting job creation in Gasabo District where the R Square value of 0.651 indicates that approximately 65.1% of the variance in job creation can be attributed to Integrated Development Model (IDM) implementation in the Gasabo District. **Limitations:** the limitations of the study include potential biases in self-reported data and the geographical limitation to Gasabo District, which may not fully capture the national context. **Contribution**: The findings of this study contribute to the understanding of integrated development program models in job creation and provide policy recommendations for enhancing these interventions. By highlighting the role of community-based interventions, this research can provide a scalable model for other districts in Rwanda and beyond. Importantly this research increased insights into how integrated development program models can address unemployment and promote sustainable economic growth.

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INTRODUCTION

The Integrated Development Model (IDM) is a multi-sectoral approach that promotes sustainable socio-economic growth by integrating sectors like infrastructure, agriculture, education, and industry. It originated in the 1990s as a global strategy to address poverty and unemployment, evolving into a vital framework for governments and organizations worldwide (Patel, 2021). In Rwanda, IDM was introduced in 2019 as part of the National Strategy for Transformation, aiming to improve living standards and create job opportunities, particularly in rural areas. Despite its potential, IDM faces implementation challenges such as limited financial resources and coordination issues, with the sustainability of created jobs often reliant on local infrastructure and markets (MINECOFIN, 2019).

The Integrated Development Model (IDM) has been implemented worldwide to promote job creation, yielding varied outcomes across regions. In developed countries like the United States, Canada, and the United Kingdom, IDM aligns with regional development policies but faces challenges such as skill mismatches and regional job disparities. For instance, the U.S. has the Workforce Innovation and Opportunity Act, which combines job training and community engagement, yet still grapples with labour market inefficiencies (McCarthy, 2020; Brown & Green, 2022). Canada sees success in Indigenous communities but faces diversity and economic disparity issues (Kirkland, 2021), while the UK's Local Enterprise Partnerships encounter obstacles like Brexit uncertainties and technological changes (Jones & Smith, 2023). In Asia, integrated models focus on industrial growth and education, with China's Belt and Road Initiative generating job opportunities but raising concerns about equitable job distribution and environmental impact (Li & Zhang, 2021). Singapore emphasizes continuous education to sustain low unemployment, though older workers struggle with rapid tech advancements (Tan et al., 2022). Meanwhile, India's Skill India Mission seeks to integrate vocational training, yet issues like high youth unemployment persist (Patel, 2021).

In Africa, the Integrated Development Model (IDM) is employed to address unemployment and foster inclusive growth, with varying degrees of success. Nigeria's National Employment Policy aims to link agriculture and industry for job creation, yet implementation is hindered by corruption and inadequate infrastructure (Ibrahim & Adebayo, 2022). Ethiopia's Growth and

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Transformation Plan (GTP) focuses on integrating sectors to enhance job creation in manufacturing, but it struggles with infrastructure challenges and political instability (Tadesse, 2020). Ghana's initiatives, such as Planting for Food and Jobs, seek to promote integrated agricultural development to reduce unemployment; however, funding limitations and modernization issues pose significant obstacles (Owusu & Anin, 2021). In East Africa, Kenya's Vision 2030 promotes job creation through industrial and technological advancements within an integrated framework but faces challenges from informal employment and a mismatch between education and labour market needs (Muturi & Karanja, 2020). Similarly, Tanzania's Integrated Industrial Development Strategy (IIDS) aims to establish industrial zones for job creation but is slowed by inadequate infrastructure and limited capital (Ng'wanakilala, 2021).

In Rwanda, the Integrated Development Model (IDM) was introduced to support the National Strategy for Transformation (NST1), aiming to create sustainable jobs through a multi-sectoral approach involving agriculture, education, and industry (Rwanda Ministry of Finance and Economic Planning, 2019). The model addresses challenges like high youth unemployment and regional job disparities by promoting entrepreneurship, small and medium-sized enterprises (SMEs), and vocational training, as seen in the Made in Rwanda initiative (Mugisha & Bahati, 2021). However, it faces significant obstacles, including insufficient infrastructure, limited access to capital for SMEs, and uneven development project distribution across regions, which hinder equitable employment opportunities (Mugisha, 2022). Additionally, reliance on external funding poses further challenges to the model's effectiveness.

The Integrated Development Model (IDM) in Rwanda aims to foster cohesive development but struggles with a 13.2% unemployment rate, particularly affecting youth aged 14-35, who represent 39% of the population and face a staggering 64% underemployment rate in the 16-29 age group, indicating a mismatch between education and labour market needs. Although initiatives like the Made in Rwanda program strive to enhance local production and create manufacturing jobs, challenges such as inadequate infrastructure, limited access to capital for small and medium enterprises (SMEs), and a lack of alignment between vocational training and industry requirements hinder progress (NISR, 2022).

The Integrated Development Model (IDM) in Rwanda faces significant challenges, with around 200,000 skilled youth entering the labour market annually, competing for limited formal jobs, as only 20% of wage earners are employed outside agriculture. This situation results in unstable employment and wasted human capital, particularly among educated urban youth, exacerbated by rising economic inactivity among those with lower education levels. Initiatives like the Made in Rwanda program aim to enhance local production and job creation but struggle due to insufficient infrastructure, limited access to capital for SMEs, and a skills mismatch. Addressing these issues is crucial to achieving the IDM's objectives of job creation and economic stability (Rwanda Development Board, 2023).

Research on the Integrated Development Model (IDM) in Rwanda highlights significant challenges, including a skills gap in vocational training (Mugisha & Abate, 2021), limited financing for SMEs (Niyigena et al., 2022), and persistent barriers to rural employment (Ngabonziza, 2023). Despite these insights, there is a notable research gap regarding the long-term sustainability of jobs created through IDM initiatives and the interconnectedness of various sectors. This study aims to address this gap by evaluating the effectiveness of the IDM in job creation and providing evidence-based recommendations for policymakers and stakeholders to enhance its impact on Rwanda's socio-economic landscape.

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Structure of the study

The first section provides a brief background to the study, outlining the context of the integrated development model and its relevance to job creation in Rwanda's Gasabo District. The second part situates the research within the relevant literature, offering an overview of the theoretical frameworks and previous studies that have explored integrated development and job creation. The third section explains the methodology used, arguing that while the integrated development model has promoted economic growth, it can be critically viewed as a mechanism driven by external ideologies, which may limit local empowerment and job creation. The fourth section provides a critical analysis and discussion of the experiences and challenges faced in implementing the model, with a focus on how certain biases within the framework hinder sustainable job creation and local development. The fifth section addresses the challenges beyond the initial criticisms, discussing how the integrated development model may overlook local needs in favour of a broader economic agenda. It emphasizes the importance of aligning job creation strategies with local socio-economic conditions. The final section offers concluding remarks, summarizing the key findings and offering recommendations for improving the model's effectiveness in promoting job creation in Gasabo District.

THEORETICAL REVIEW

The study is underpinned by two theories such as Social Capital Theory and Systems Theory where these theories provide a framework for understanding how social networks, community engagement, and interconnected systems influence the effectiveness of the IDM in promoting job creation.

Social Capital Theory, developed by Pierre Bourdieu in 1986, highlights the value of social networks and relationships as essential resources for individuals and communities. Bourdieu defined social capital as the collective resources linked to durable networks of mutual recognition, suggesting that strong relationships provide access to opportunities, information, and support that can improve socio-economic status (Grootaert & Bastelaer, 2002).

In the context of the Integrated Development Model (IDM) and job creation in Rwanda, this theory emphasizes the importance of community relationships in the successful implementation of development initiatives, as high social capital fosters cooperation among stakeholders like government agencies, NGOs, and local communities. Strong social ties encourage participation in vocational training and collaborative projects, while low social capital can lead to fragmented efforts and hinder the success of job creation initiatives. Furthermore, the experiences and challenges of the IDM reveal how social networks can influence outcomes, with uneven distribution of social capital exacerbating inequalities in job creation and economic advancement. Addressing these disparities is crucial for policymakers to promote equitable job creation by strengthening social networks and fostering inclusive participation in the IDM.

Systems Theory, developed by Ludwig von Bertalanffy in 1968, serves as an interdisciplinary framework that views complex entities as systems of interrelated parts working together to achieve common goals. It emphasizes the importance of understanding the relationships and interactions among components to effectively address complex challenges and achieve desired outcomes. In the context of the Integrated Development Model (IDM), Systems Theory provides insights into how various elements such as education, health, infrastructure, and economic policies interact to influence job creation. For instance, improvements in education can yield a more skilled workforce that attracts investment and enhances job creation; however, deficiencies in infrastructure can impede these efforts. While applying Systems Theory helps stakeholders understand these interconnections and

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design integrated strategies, challenges arise from managing multiple interconnected components, each with its own dynamics and stakeholders. Coordinating efforts requires effective communication and collaboration, which can be challenging, especially in resource-limited regions with conflicting interests. Additionally, the feedback loops within systems complicate the evaluation of job creation efforts, as success in one area may inadvertently lead to shortages in another. Addressing these challenges through comprehensive planning and stakeholder engagement is vital for the IDM's success in promoting job creation in Gasabo District.

The experiences and challenges of the integrated development model (IDM) on job creation revolve around how the model promotes economic growth and the issues it faces in delivering sustainable employment. The experiences of implementing the IDM in job creation often involve enhanced collaboration between government, private sectors, and local communities. In Rwanda's case, the model aims to combine resources and efforts to promote infrastructure development, entrepreneurial initiatives, and small and medium enterprises (SMEs), which are designed to create jobs at the grassroots level. The model's holistic approach, by integrating different sectors such as agriculture, education, and industry, has resulted in some success in expanding job opportunities, particularly in districts where vocational training programs and rural-urban linkages are prioritized (Moges & McCulloch, 2018).

However, the challenges of the IDM in job creation are multifaceted. One key challenge is the mismatch between skills development and market demands, where the jobs created often do not align with the skills of the local workforce. Additionally, resource limitations and unequal access to capital hinder the expansion of small businesses and entrepreneurial ventures. Another challenge is the unequal distribution of job opportunities, with rural areas often lagging behind urban centres. The bureaucratic nature of implementing integrated policies can also slow down progress, making it difficult to adapt quickly to local employment needs (Ng'wanakilala, 2021). Furthermore, the model may over-rely on external funding and global ideologies, which can lead to solutions that do not fully address local socio-economic conditions, thereby limiting long-term job sustainability and empowerment.

Yap (2019) explored the effectiveness of the National Employment Policy in promoting job creation and skills development in Malaysia. The research employed a survey methodology to gather data from beneficiaries of various training programs. Descriptive results revealed that 70% of participants found employment within six months of completing their training. Correlation analysis indicated a strong positive relationship ($r = 0.75$) between training participation and job placement success. Regression results showed that targeted training initiatives significantly increased employability rates ($\beta = 0.45$). The study concluded that while the policy had a positive impact on job creation, addressing skills mismatches and fostering industry collaboration is essential for long-term success.

Mugunga (2017) conducted a survey to assess the contribution of jobs created by young entrepreneurs to socio-economic development in Gasabo District, Rwanda. Targeting 102 entrepreneurs, the study utilized questionnaires and Key Informant Interviews, yielding a sample of 98 young entrepreneurs across various sectors such as ICT, fashion, and health. Key findings revealed that 53.1% of respondents believed their jobs contributed to Rwanda's development through taxation and job creation, while 55.1% identified access to capital as a significant barrier to entrepreneurship. The research highlighted that young entrepreneurs are aware of and benefit from government strategies, using their businesses to meet basic needs and build professional networks. Recommendations included enhanced financial

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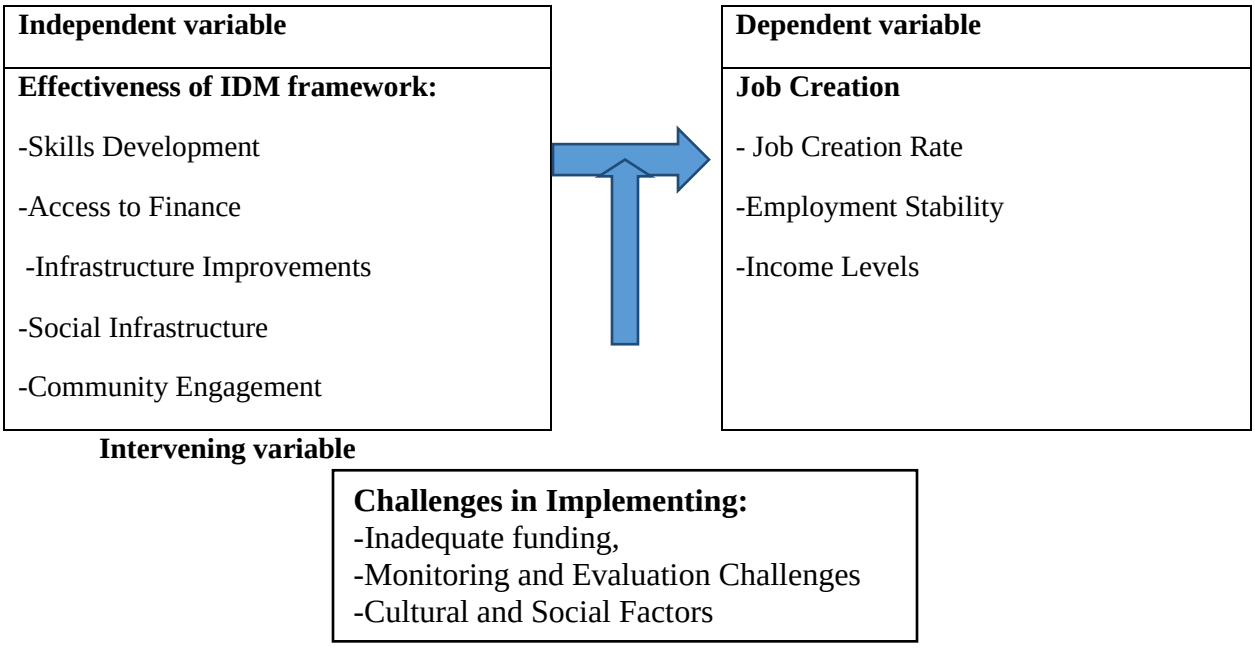
support, innovation encouragement, and tax incentives for young entrepreneurs to improve job creation.

Rutembesa and Mbonimana (2021) conducted a study to examine the effect of community involvement on the sustainability of the Essential Nutrition and Health Package Project in Kabuga, Gasabo District, Rwanda. The research aimed to investigate how community participation in planning, control, and implementation affects project sustainability, given the observed lack of continuity in project activities post-implementation. Utilizing a descriptive design with a sample size of 115 respondents from a population of 185, the study employed both qualitative and quantitative methods, including questionnaires and documentary analysis. Data analysis was performed using SPSS, yielding a Pearson correlation coefficient of .781** (p-value = .000), indicating a strong positive correlation between community involvement and project sustainability. The findings suggest that active community participation significantly contributes to the sustainability of development projects, leading to positive outcomes such as children's physical, emotional, intellectual, and moral growth. The researchers concluded that fostering community involvement is crucial for enhancing the sustainability of development projects in Rwanda.

The conceptual framework for assessing the effectiveness of the Integrated Development Model (IDM) in fostering job creation outlines the interactions among independent, dependent, and intervening variables. Key independent variables, including skills development, access to finance, infrastructure improvements, social infrastructure, and community engagement, directly influence the dependent variable, job creation. Job creation is evaluated through indicators such as job creation rate, job satisfaction, employment stability, and beneficiary income levels, which signify the outcomes of effective IDM implementation. Intervening variables like local economic conditions and stakeholder collaboration can further impact the relationships within the framework, either enhancing or limiting the overall effectiveness of the IDM in achieving sustainable job creation and economic development.



Source: Researcher, 2024

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METHODOLOGY

The research design, based on Yin (2013), describes the methodology for collecting, using, and analyzing data. This study employed a mixed research methodology composed of a descriptive survey and explanatory research design to investigate the Integrated Development Model's activities (skills development, access to finance, infrastructure, etc.) as independent variables and job creation indicators in the Gasabo district as dependent variables. Additionally, challenges such as funding and monitoring are considered intervening variables, using both qualitative and quantitative approaches to establish relationships between predictors and outcomes.

The sampling procedures for this study involved defining the population, determining the sample size, and selecting the sampling techniques. The population, as defined by Kothari (2013), includes 185 households from Gikomero Model Village. Using Slovin's formula, the sample size was calculated to be 127 households.

$$n = \frac{N}{1 + N(e)^2}$$

Where n is the sample size, N is the population size=185 and e is the level of precision.

$$\boldsymbol{n} = \frac{185}{1 + 185\boldsymbol{(0.05)^2}} = \frac{185}{1.462} = 126.49 \approx 127$$

The study employed simple random sampling to ensure that each household had an equal chance of selection, reducing bias and enhancing the representativeness of the data. This method ensures that the findings can be generalized to the broader population served by the Integrated Development Model in Gasabo District.

This study utilized a combination of primary and secondary data collection methods. Primary data was gathered through questionnaires and in-depth interviews with participants to assess the impact of the Integrated Development Model in the Gasabo district, while secondary data was sourced from reports, journals, and related literature. Data collection instruments included a Likert-type questionnaire administered to 127 households, semi-structured interviews with key informants like the Sector Executive Secretary, and a review of existing documents such as reports, publications, and statistical summaries. These methods ensured comprehensive data for analyzing job creation and challenges in implementing the Integrated Development Model.

The research tools underwent thorough validation and reliability testing to ensure data accuracy and quality. **Validity** was established through collaboration with senior researchers, ensuring alignment with study objectives. The tools underwent face and content validity evaluations, with pre-testing conducted among 10 participants from the Karama Village model in Nyarugenge District. This led to refining ambiguous questions and achieving a high Content Validity Index (CVI) of 0.842, exceeding the acceptable threshold of 0.7. **Reliability** was tested through a pilot study of 10 beneficiaries from Karama Village, followed by Cronbach's alpha analysis using SPSS. The results showed a Cronbach's Alpha of 0.874 for 32 items, confirming strong internal consistency and reliability, well above the 0.7 benchmark.

The data analysis in this study applied descriptive and inferential statistics such as multiple regression analysis, to examine the impact of Integrated Development Program (IDP) activities on job creation in the Gasabo district where descriptive statistics such as mean and standard deviation were used to evaluate variables like job creation and challenges in implementing IDP while multiple regression evaluated the contribution of activities of IDP model such as skills development, access to finance, infrastructure improvements, social infrastructure and community engagement to job creation in Gasabo District. The regression model can be expressed as

$Y= \beta 0+\beta_1 x_1+\beta_2 x_2+\beta_3 x_3+\beta_4 x_4+\beta_5 x_5+\varepsilon$ Where

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Where: Y is job creation

βo = Constant (coefficient of intercept), βi; i=1,2 ,3,4 and 5= The coefficients representing predictors

X1 = Skills Development, X2 = Access to finance, X3= Infrastructure improvements, X4= Social Infrastructure and X5= Community engagement

εi= Error Term

The study utilized multiple linear regressions to analyze the impact of Integrated Development Program (IDP) activities, such as skills development, access to finance, infrastructure, social infrastructure, and community engagement on job creation in the Gasabo district. By converting Likert scale responses into interval data (1-5), the MLR model assesses each independent variable's contribution to job creation while controlling for other factors. The significance of the model is confirmed using coefficients (β), t-statistics, and probability values at a 5% significance level.

RESULTS AND DISCUSSION

This section analyses the implementation of the Integrated Development Model (IDM) in Gasabo District, focusing on its diverse activities, job creation impact, and execution challenges. By synthesizing quantitative data and insights from past studies, it identifies best practices and areas for improvement to enhance IDM's effectiveness in promoting sustainable development and job creation.

Table 1: Activities of Integrated Development Model in Gasabo District

	Mean	St. Dev
IDP model village offered to enhance employable skills for youth in Gasabo District.	4.39	1.10
IDP model village offered training related to carpentry, tailoring, and electrical installation in the Gasabo District.	4.11	1.38
IDP model village promotes sustainable farming techniques and productivity improvement.	4.36	1.04
Financial literacy training equips residents with skills for managing loans and personal finances effectively.	3.74	1.73
The IDP model collaborates with financial institutions for easier access to business loans in the Gasabo District.	4.33	1.27
The IDP model offers targeted financing opportunities for women and youth to promote entrepreneurship and self-reliance.	4.59	1.07
The IDP model supports modern housing construction to improve living conditions for vulnerable households in Gasabo.	4.57	.93
Road and transportation enhancements under the IDP model improve access to services and economic opportunities.	4.70	.71
IDP model develops water and sanitation facilities to ensure clean water access and proper waste management.	4.50	.82
IDP framework improves electricity and energy supply, ensuring reliable power for all households in model villages.	4.13	1.08
The IDP model establishes health centres to improve access to maternal, child, and general healthcare services.	4.90	.43
The IDP model develops schools and vocational centres to enhance educational opportunities for residents of all ages.	4.64	.84
The IDP model emphasizes youth centres to support skills development and employment readiness programs.	3.38	1.70
Participatory planning encourages local community involvement in decision-making within IDP model development projects.	4.41	.95
Awareness campaigns educate residents on health, education and economic opportunities to foster informed participation	3.76	1.68
Overall Mean	**4.30**	**1.11**

Source: Primary data, 2024

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The results from Table 1, emphasize the positive perception of the Integrated Development Model (IDM) in Gasabo District, particularly in key areas such as healthcare, infrastructure, and targeted financing for women and youth. The establishment of health centres, with the highest approval rating (M = 4.90, SD = 0.43), reflects similar findings in other countries where improved access to healthcare has been crucial to community well-being. For instance, Odhiambo et al. (2018) reported a significant reduction in maternal and child mortality rates in rural Kenya following healthcare interventions. Likewise, Patel et al. (2020) demonstrated that healthcare infrastructure upgrades in India had a direct impact on community health, underscoring the importance of health services in development efforts. Additionally, targeted financing for marginalized groups, particularly women and youth (M = 4.59, SD = 1.07), aligns with studies from Nigeria and Bangladesh, where microfinance and entrepreneurship programs significantly boosted employment and economic empowerment for these groups (Ojo & Ezeani, 2019; Khandker & Samad, 2020).

Furthermore, the infrastructure improvements in roads and transportation (M = 4.70, SD = 0.71) resonate with global findings that highlight the essential role of physical infrastructure in economic development. In a study conducted in Vietnam, Nguyen and Van (2019) noted that investments in transportation infrastructure led to improved market access and increased economic activities in rural areas. Similarly, a study in Tanzania found that improved road networks significantly enhanced agricultural productivity by facilitating access to markets (Mkwizu & Luvanda, 2020). The focus on skills training (M = 4.11, SD = 1.38) and sustainable farming techniques (M = 4.36, SD = 1.04) also mirrors successful initiatives in countries like Kenya, where agricultural training programs have been linked to increased productivity and income among farmers (Wambua et al., 2019). However, the lower ratings in financial literacy training (M = 3.74, SD = 1.73) and youth centre programs (M = 3.38, SD = 1.70) echo concerns raised in previous research, indicating that comprehensive financial education and youth engagement are critical for enhancing job readiness and economic self-sufficiency. In South Africa, Naidoo (2019) found that financial literacy initiatives significantly improved economic decision-making among youth, suggesting that addressing these gaps in the IDM could lead to more sustainable outcomes for the community. Thus, while the IDM shows considerable promise, enhancing its focus on financial literacy and youth engagement will be essential for maximizing its impact on community development.

Table 2: Level of job creation among beneficiaries of IDM in Gasabo District

	Mean	St. Dev
Many people living in IDP model villages are starting small-scale businesses to sustain themselves.	4.66	.92
IDP model villages have boosted entrepreneurial activities, resulting in diversified income sources	3.84	1.26
My household income has increased over the last three years	4.22	1.38
IDP model village emphasizes empowering community members to create and manage small businesses.	4.64	.85
IDP model village provides training to help residents efficiently manage income.	4.09	1.02
Overall mean	**4.29**	**1.08**

Source: Primary data, 2024

The results presented in Table 2 illustrate a favourable trend in job creation among beneficiaries of the Integrated Development Model (IDM) in Gasabo District. The high mean score of 4.66 (SD =

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0.92) for the initiation of small-scale businesses signifies robust engagement in entrepreneurial activities, showcasing the IDM's effectiveness in promoting self-sufficiency. This aligns with findings from similar programs in other regions, where microenterprise initiatives have led to significant job creation. For instance, in rural Uganda, a study by Pritchett and Samji (2017) found that community-driven entrepreneurship programs contributed to increased business start-ups and job opportunities for residents. Moreover, the IDM's emphasis on empowering community members to create and manage small businesses (M = 4.64, SD = 0.85) mirrors successful strategies in countries like Ethiopia, where local entrepreneurship support has been linked to enhanced economic resilience (Moges & McCulloch, 2018).

Despite the overall positive indicators, the mean score of 3.84 (SD = 1.26) regarding diversification in income sources suggests that challenges remain in broadening the scope of income-generating opportunities. This resonates with findings from a study in Nigeria, where while job creation was evident, a lack of diversified income streams hindered long-term financial stability for many households (Adebayo et al., 2019). Additionally, the reported increase in household income over the last three years (M = 4.22, SD = 1.38) indicates that the IDM contributes positively to financial well-being, akin to results observed in South Africa, where community development programs significantly improved household income levels (Chikanda & Crush, 2020). The training provided for managing income (M = 4.09, SD = 1.02) emphasizes the critical role of skills development in sustaining business ventures, as highlighted in research from Kenya, where financial literacy training was shown to enhance entrepreneurial success (Ochieng & Sikalieh, 2019). Overall, the IDM's mean score of 4.29 (SD = 1.08) indicates a solid foundation for job creation and income improvement, but addressing challenges related to income diversification and sustained support will be crucial for maximizing its impact on community development.

Table 3: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.807[a]	.651	.637	.18762

a. Predictors: (Constant), X5=community engagement, X2 = Access to Finance, X1 = Skills Development, X4= Social Infrastructure, X3= Infrastructure Improvements

The model summary in Table 3 offers significant insights into the effectiveness of the Integrated Development Model (IDM) in fostering job creation. The strong correlation coefficient (R) of 0.807 signifies a robust positive relationship between predictors such as community engagement, access to finance, skills development, social infrastructure, and infrastructure improvements with the dependent variable of job creation. This finding echoes previous research conducted in various contexts, where similar predictors have been linked to enhanced employment opportunities. Moreover, the R Square value of 0.651 indicates that approximately 65.1% of the variance in job creation can be attributed to the independent variables within the model, highlighting the substantial explanatory power of the IDM. This aligns with the findings of Rahman & Hossain (2020) in Bangladesh where an R Square value of 0.62 was reported, indicating that community engagement and infrastructure improvements accounted for a significant portion of job creation variability. For example, a study by Chigunta (2019) in Zambia revealed that improved access to finance and skills development significantly correlated with increased job creation among local entrepreneurs, supporting the assertion that these

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factors play a critical role in promoting employment.

Table 4: ANOVA

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	7.945	5	1.589	45.140	<.001[b]
	Residual	4.259	121	.035		
	Total	12.204	126			

a. Dependent Variable: Y= Job creation
b. Predictors: (Constant), X5=community engagement, X2 = Access to Finance, X1 = Skills Development, X4= Social Infrastructure, X3= Infrastructure Improvements

Table 4 presents the ANOVA results, which assess the overall significance of the regression model used to evaluate the relationship between various predictors and job creation. The **F-statistic** of **45.140** highlights the ratio of the model's explained variance to the unexplained variance, indicating that the model is significantly better at predicting job creation than using the mean job creation value alone. This is further confirmed by the **p-value (Sig.)** of **<.001**, which shows that the relationship between the independent variables (community engagement, access to finance, skills development, social infrastructure, and infrastructure improvements) and job creation is statistically significant. Thus, this affirms the effectiveness of the IDM in contributing positively to job creation in the Gasabo District.

Table 5: Regression coefficients

	Unstandardized Coefficients		Standardized Coefficients		
Model	**B**	**Std. Error**	**Beta**	**t**	**Sig.**
1 (Constant)	1.302	.242		5.383	<.001
X1 = Skills Development	.149	.040	.232	3.739	<.001
X2 = Access to Finance	.068	.039	.101	1.755	.082
X3= Infrastructure Improvements	.185	.044	.295	4.181	<.001
X4= Social Infrastructure	.124	.032	.264	3.871	<.001
X5=Community engagement	.194	.050	.298	3.849	<.001

a. Dependent Variable: Y= Job creation

The regression coefficients presented in Table 5 illuminate the critical predictors influencing job creation through the Integrated Development Model (IDM). The constant value of 1.302 establishes a baseline for job creation when all predictors are set to zero. Among these predictors, Skills Development (X1) emerges as a significant contributor to job creation, evidenced by an unstandardized coefficient of 0.149 ($t = 3.739$, $p < .001$) and a standardized coefficient (Beta) of 0.232. This indicates a moderate yet meaningful impact, aligning with findings from similar studies, such as those by Osei-Assibey et al. (2020) in Ghana, which underscore the importance of skills training in enhancing employment opportunities. In contrast, Access to Finance (X2) presents a coefficient of 0.068 ($t = 1.755$, $p = .082$), indicating a positive but statistically insignificant relationship with job creation. This suggests that while access to finance may facilitate entrepreneurship, its effect might not be as pronounced as other factors.

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Infrastructure Improvements (X3) significantly bolster job creation, with a coefficient of 0.185 (t = 4.181, p < .001) and a Beta of 0.295, illustrating a strong positive impact that resonates with findings from studies in Kenya, where improved infrastructure has been linked to increased job opportunities (Munyiri & Mwaniki, 2019). Social Infrastructure (X4) also plays a pivotal role, reflected in a coefficient of 0.124 (t = 3.871, p < .001) and a Beta of 0.264, highlighting its contribution to community well-being and employment. Notably, Community Engagement (X5) stands out as the strongest predictor, with a coefficient of 0.194 (t = 3.849, p < .001) and a Beta of 0.298, underscoring the critical importance of involving community members in development initiatives. This finding aligns with studies by Hashemi et al. (2016) that emphasize the transformative role of community involvement in driving local economic development. Collectively, these results underscore the need to prioritize skills development, infrastructure enhancements, social infrastructure, and community engagement to effectively promote job creation within the IDM framework.

Table 6: Challenges and experiences gained during the implementation of the IDP model

	Mean	St. Dev
Inadequate funding limits the ability to fully implement job creation initiatives, causing delays and incomplete projects.	4.88	.45
Poor coordination among stakeholders results in fragmented efforts, reducing the overall effectiveness of IDM programs.	4.22	1.52
Limited local technical capacity makes it difficult to implement IDM initiatives, leading to skill gaps in job creation efforts.	4.01	1.15
Cultural resistance in communities often hinders participation in job creation programs due to conflicting traditional beliefs.	4.88	.45
Weak urban governance and poor planning hinder the establishment of sustainable urban job centres.	4.22	1.52
The lack of monitoring frameworks complicates the assessment of IDM's effectiveness in generating jobs.	3.76	1.68
Praised IDM's integrated approach but expressed concerns about the sustainability of development outcomes.	4.55	1.11
Reported employment gains through skills programs, but barriers to long-term job security persist.	4.46	1.26
Acknowledged infrastructure improvements but stressed the need for better alignment between education and market needs.	4.23	1.11
Appreciated healthcare access improvements but cited resource limitations as an ongoing challenge.	4.72	.70
Overall mean	**4.39**	**1.09**

Source: *Primary data, 2024*

The results presented in Table 6 reveal critical challenges and insights gained during the implementation of the Integrated Development Program (IDP) model in Gasabo District. The most pressing challenge identified was inadequate funding, which received a mean score of 4.88 (SD = 0.45). This finding is consistent with research conducted in various contexts, such as the study by Muriuki et al. (2021) in Kenya, which highlighted how financial constraints can severely limit the effectiveness of development programs. Cultural resistance within communities was also a significant barrier, indicating that societal attitudes can hinder participation in initiatives aimed at improving local livelihoods. Furthermore, the challenges of poor coordination among stakeholders

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and weak urban governance (both with a mean of 4.22, SD = 1.52) are notable, as they contribute to fragmented efforts that undermine the sustainability of job creation centres. This observation aligns with the findings of Chikozho et al. (2020), who emphasized the need for robust governance structures to ensure the effective implementation of development programs.

Participants acknowledged the integrated approach of the IDP, reflected in a mean score of 4.55 (SD = 1.11), indicating a recognition of the program's strengths. However, concerns about sustainability remain, particularly in terms of infrastructure and healthcare improvements. While employment gains were reported (mean = 4.46, SD = 1.26), issues related to long-term job security persist. The overall mean score of 4.39 (SD = 1.09) captures the dual nature of the program's successes and ongoing challenges. These findings are in agreement with Makhura et al. (2019), who reported that integrated development initiatives generated immediate employment opportunities, and sustained job security often requires additional systemic support in South Africa.

CONCLUSIONS AND RECOMMENDATIONS

The findings from the Integrated Development Model (IDM) in Gasabo District highlight a multifaceted approach to community development, with positive results in areas such as health services, infrastructure improvements, and targeted financing for women and youth. The high mean scores, particularly for the establishment of health centres (M = 4.90) and entrepreneurial support, reflect the model's success in promoting economic and social well-being. These initiatives contribute significantly to improving living conditions and fostering self-reliance among marginalized groups. Moreover, the regression analysis demonstrates that key factors such as community engagement, access to finance, and infrastructure improvements are significant predictors of job creation, with community engagement being the strongest. The high R-square value (0.651) indicates that these factors collectively explain a substantial portion of job creation, underscoring the IDM's potential for driving positive employment outcomes.

However, the findings also reveal critical gaps in areas such as financial literacy training (Mean = 3.74) and youth centres (Mean = 3.38), indicating that these areas require additional focus to ensure sustainable development. The variability in responses suggests the need for a deeper understanding of community needs and potential barriers to effective participation. Furthermore, challenges like inadequate funding, poor stakeholder coordination, and limited local technical capacity threaten the long-term sustainability of the IDM's achievements. To address these issues, ongoing monitoring, increased investment in capacity building, and improved collaboration among stakeholders are essential. Overall, while the IDM shows promise in fostering community engagement and job creation, targeted interventions to strengthen its implementation and overcome existing challenges are crucial for ensuring its continued success and sustainability.

To enhance the effectiveness of the IDP model village in Gasabo District, it is crucial to implement tailored financial literacy programs addressing the low mean score (Mean = 3.74, St. Dev = 1.73) by focusing on practical skills such as budgeting, loan management, and investment strategies, particularly for women and youth. Furthermore, given the low approval rating for youth centres (Mean = 3.38, St. Dev = 1.70), the district should develop targeted initiatives that emphasize skills development, entrepreneurship, and career readiness through partnerships with local educational institutions and NGOs. Lastly, capitalizing on the strong community engagement score (Mean = 4.41, St. Dev = 0.95), it is essential to facilitate ongoing collaboration by establishing regular forums for community feedback and involvement in decision-making processes, ensuring that initiatives are responsive to local needs and enhancing the sustainability of interventions.

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