

**REPUBLIC OF RWANDA**



**KICUKIRO DISTRICT**

**KIGALI CITY**

***DISTRICT DEVELOPMENT PLAN***  
***(2013-2018)***

## **Foreword:**

Rwanda has recorded tremendous growth over the past nine years and has put in place crucial policies for pro-poor growth. It has posted a real GDP growth of 6% to 10% over the past three years. Rwanda is also aggressively pursuing a privatization policy and encouraging more investments in the country through the Privatization Secretariat and the Rwanda Investment Promotion Authority (RIPA).

The District Development Plan for Kicukiro District aims at ensuring one main objective which is: **“To provide a planning and coordinating instrument for socio- economic interventions in order to improve the living conditions of the population of this District.”**

So far, Kicukiro District has made good progress over the last five years during the EDPRS1 period which is very remarkable in all sectors of activities. Now, Kicukiro District is ranked first non-poor among all Districts. It has the first position among all Districts, with a low percentage (8%) of extreme-poor and poor population categories. In Kicukiro District, 92% of the population is identified as non-poor, 5.5% as poor and only 2.8% as extreme poor. This has been possible only through the hard work and dedication of the Kicukiro citizens supported by Rwandan Government. Our progress strengthens the belief that our development ambitions towards the Vision 2020 can be achieved with our concerted efforts. This DDP has been elaborated in line with EDPRS2 which was guided by the revised targets of the Vision 2020. It is in this perspective that this strategic document will contribute to the overall objective of EDPRS2 which is **to ensure better quality of life for all Rwandans through sustained growth of 11.5% and accelerated reduction of poverty to less than 30% of the population”**

For the DDP to take shape, it is imperative to combine the efforts of District partners, starting with the local community involvement, technicians, private sector, civil society organizations and Development partners. The DDP aims to enhance cohesion in the social, economic and environmental aspects of the District. In addition, in order to allow cohesion between the District and the national allies, it takes into account the Vision 2020 objectives, Economic Development and Poverty Reduction Strategy and the Millenium Development Goals. Finally, our gratitude are as well addressed to all members of the District Council and JADF who have actively participated in the process of deciding on the District priorities and interventions and did also validate the present DDP document. Let every person who contributed to the design of this DDP document be it directly or indirectly find in these Lines our sincere recognition and thanks.

**Paul Jules NDAMAGE**  
**Mayor of Kicukiro District**

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## LIST OF ABBREVIATIONS

1	DDP	District Development Plans
2	DHS	Demographic and Health Survey
3	DMIS	District Monitoring Information System
4	EDPRS	Economic Development and Poverty Reduction strategy
5	EICV	Integrated household living conditions survey
6	EWSA	Energy, Water and Sanitation Authority
7	ICT	Information and communication technology
8	JADFS	Joint Action Development Forums
9	LG	Local Government
10	M&E	Monitoring and evaluation
11	MDGS	Millennium Development Goals
12	MINEDUC	Ministry Of Education
13	MININFRA	Ministry Of Infrastructure
14	NAR	Net Attendance Rate
15	NGOS	Non Government Organizations
16	RDB	Rwanda development Board
17	RWACOF	Rwanda Coffee Factory
18	SACCOS	Savings and Credit Cooperatives
19	SMES	Small and Medium enterprises
20	TVETS	Technical and vocational Training Schools
21	VUP	Vision 2020 Umurenge Programme
22	WHO	World Health Organization
23	YTC	Youth Training Centers

## **CHAPTER ONE: INTRODUCTION:**

This chapter provides a description of the context and the purpose of Kicukiro District Development Plan. It describes the process and the methodology in which the District Development Plan was elaborated. It as well takes into consideration the stakeholders that got involved in Kicukiro District development plan elaboration process and summarizes the Major chapters that make up the entire DDP.

### **1. Purpose of the Development Plan**

This development plan serves as an important instrument that is destined to **guide and control the development of Kicukiro District throughout the EDPRS2 period 2013/14-2017/18** and consequently has most important repercussions in the future development of the District. It foresees social, economic and environmental aspects of the District in order to contribute to national development goal of the high quality of life for Rwandans and Kicukiro population in particular. It is in line with Vision 2020 objective of **transforming Rwanda into a middle income country by 2020**, and the overall objective of EDPRS 2 is Better quality of life of all Rwandans through rapid and sustainable economic growth (11.5% per annum) and accelerated poverty reduction (to below 30%). Nevertheless, in the City of Kigali, the average poverty level is 14.8% and the target is to reduce it to below 10% in the next five years.

### **1.2 Administrative, Geographic and physical description**

#### **1.2.1 Administrative boundaries:**

Kicukiro District is one of the three Districts which constitute the City of Kigali. It is situated in the south-east city of Kigali, the capital of Rwanda. It is made up of ten (10) administrative Sectors, 41 Cells and 333 Imidugudu or administrative villages. Kicukiro District extends over a total area of 166.7 km<sup>2</sup> with about 249.284 inhabitants, i.e. gross density of 1,495 inhabitants per km<sup>2</sup>.

Kicukiro District was established by Organic Law n°29/2005 organizing the administrative entities of the Republic of Rwanda, at the start of the second phase of decentralization in January 2006.

Therefore, it resulted from the merger of former Gikondo, Kanombe, Kicukiro Districts and former Municipality of Kabuga.

Kicukiro is home to a thriving market, a number of both local and Internal NGO's and industries such as Bralirwa brewery, Inyange industries, among others. It is also home to the Rebero Genocide memorial sites and the Nyanza Kicukiro Genocide Memorial site.

### **1.2.2 Climate:**

The hydrographs of the District are largely constituted by streams and rivers which form a part of the basin of the Akagera River. The main rivers are the Akagera and the Nyabarongo, which flows through the city of Kigali from Muhazi Lake.

The District has four seasons. Two rainy seasons and two dry seasons, alternating in the following manner: Small dry season: December, January and February Big rainy season March, April and May Big Dry season June, July, August and September Small rainy season October and November.

These seasons are often irregular due to world climate changes. Lower or higher limits of each Season cannot be determined accurately. The rainy season may drag on into the dry season and vice versa. Average temperature is 22°C for a rainfall varying between 900 and 1150 mm of annual rain.

### **1.2.3 Fauna:**

Fauna in Kicukiro includes various species of birds, reptiles including several species of snakes and fish.

### **1.2.4 Flora:**

Natural vegetation is hardly in existence as it has been progressively replaced with small vegetation with eucalyptus as the dominant tree species. However, it is not surprising to still find some wild plants in marshes and small uncultivated areas.

## **1.3 Kicukiro District Major Potentialities:**

The major potentialities in Kicukiro District are but not limited to the following; Trade Network, Urban and peri-urban high market demand, Skilled labour for hand craft, touristic sites and Abundant Marshlands.

### **1.3.1 Trade Network:**

Local demand remains high across the commercial sector, Spur large-scale job creation, particularly among women (67% of market traders)

### **1.3.2 Urban and peri-urban high market demand:**

Catalyze enterprise and improve SACCO accountability and sustainability, Improved SACCOs can facilitate transition to commercial finance

### **1.3.3 Skilled labour for hand craft:**

Promotes pro-poor growth strategies and increases women's formal-sector employment.

### **1.3.4 Touristic sites**

Increases demand for service-sector employment,  
Provides increased revenues and economic diversification

### **1.3.5 Abundant Marshlands**

Labor-intensive job creation  
Local demand is high enough to absorb all production

## **1.4. Kicukiro DDP elaboration Methodology:**

This District development plan was elaborated through a consultative process both at local levels and centralized levels. The Ministry of Finance and economic planning provided the guidelines to help in the elaboration of the present District strategic Document. Consultative meetings at the District level were aimed to promote ownership of the DDP by the District authorities and as well make implementation of DDP very easy. There has been Sector and District consultations to ensure the District priorities are aligned to the sector priorities to ensure there is a coordinated planning. There have been several province steering committees meetings that brought together all the Districts purposely to agree on the Districts priorities in general and priorities for Kicukiro District in particular. All these meetings were meant to have a common understanding with the District authorities and all the stakeholders on where the District is heading in the next five years of EDPRS2 period.

## **1.5 Stakeholders at the time of DDP elaboration**

The main stakeholders in the District have been categorized into three main groups for ease of analysis and interpretation. These three groups are:

- ✓ **Local Non-governmental Organisations(Local NGOs),**
- ✓ **Private and learning institutions and,**
- ✓ **International Non-governmental organisations (International NGOs).**

These groups of stakeholders play a major role in the development activities in the District. The local NGOs are the non-governmental organisations that have been established locally within Kicukiro District. The International NGOs are those organisations that operate internationally with a presence in the District. The Private and Learning Institutions are private businesses and educational establishments that are based in the District. A complete listing of all stakeholders within each group is provided for in Annex.

## **1.6 Kicukiro District Population Dynamics**

According to the just completed 2012 Population Housing Census, the total population of Kicukiro District was 319 661; with male population being 162 755 (50.9%) and female population 156 906 (49.1%).

The estimated total population of Kicukiro District in 2010–2011 was 301,000, representing 28% of the total population of Kigali City and 2.8% of the total population of Rwanda. Females comprise 49.8% of the population. The average size of the household is 4.7 persons. The majority of the population of Kicukiro District is young, with 87% of the population aged less than 40 years old, and 46% less than 19 years old. Kicukiro has been classified as a largely non-poor District. It occupies the top position among all the Districts of the country, with a very low percentage (8%) of poor people (including extreme-poor).

**Table 1 Population figures (Comparison between 2002 and 2012)**

	2002 Total Population	2012 Total Population			Population change (2002,2012 )%	Average Annual Growth Rate (2002-2012) (%)	Population Density (sq.km)
		Male	Female	Total			
Kicukiro	207,819	162,755	156,906	319,661	53.8	4.4	1,918
<b>Kigali City</b>	<b>765,325</b>	<b>585,379</b>	<b>550,049</b>	<b>1,135,428</b>	<b>48.4</b>	<b>4.0</b>	<b>1,556</b>

**Table 1: Population Housing Census, 2012**

*Table 1 reveals that the population of the District has grown between 2002 and 2012 inter-censal periods. It grew by 4.4% in 2002-2012 and the overall population change between 2002 and 2012 was almost 54% higher than Kigali City population change which stands at 48%.*

*As regards population structures, a total population of 207,819 was enumerated in 2002 during the District census. The population of Kicukiro District currently stands at 319,661 with 162,755 males and 156,906 females and the population density is 1918*

Kicukiro Development Plan is organized into six chapters,

**Chapter one:**

Provides introduction, it as well describes the **context** and the **purpose** of the development plan, and the **methodology** employed in the elaboration of the District development plan and finally gives a **brief description** of the stake holders involved in DDP elaboration.

**Chapter two:**

Portrays the **overview** of Kicukiro District by clearly showing the District status i.e. achievements of the District in the last five years 2008-2012 and challenges that the District

faces that may hinder development and growth. The achievements and challenges have been articulated taking into account the baseline information from EICV3 and DHS4.

### **Chapter three:**

Is the strategic framework and this constitutes the **core part of the District development plan**. It contains the **priorities for the District** in the next EDPRS<sub>2</sub> period 2013/14-2017/18 and as well shows the interventions to achieve District priorities in line with vision 2020 goals. Chapter three also gives a description on how the District development plan will contribute to EDPRS<sub>2</sub> thematic areas and how the cross-cutting issues will be mainstreamed in Kicukiro District development plan.

### **Chapter four:**

Takes into consideration the **Implementation of Kicukiro District development plan**; it describes how the interventions to achieve priorities are sequenced. It also shows clear roles and responsibilities of District partners and stakeholders i.e. roles of central versus local government, roles of private sector, civil society and other organizations. This chapter demonstrates mechanisms for coordination and information sharing between Kicukiro District stakeholders and partners. It finally brings out clearly the risks that may hinder the implementation of the DDP and measures for implementation risks mitigation.

### **Chapter five:**

Is the **Monitoring and evaluation** framework which is consistent to the overall EDPRS<sub>2</sub> monitoring and evaluation framework.

This chapter demonstrates monitoring arrangements key performance indicators and priority actions for 2013/14-2017/18 and key programmes and projects selected for midterm review or final evaluation of EDPRS<sub>2</sub>.

### **The final chapter:**

Is the **costing and Financing** of Kicukiro development Plan; it describes the funds available, cost estimates and shows to be mobilized as well.

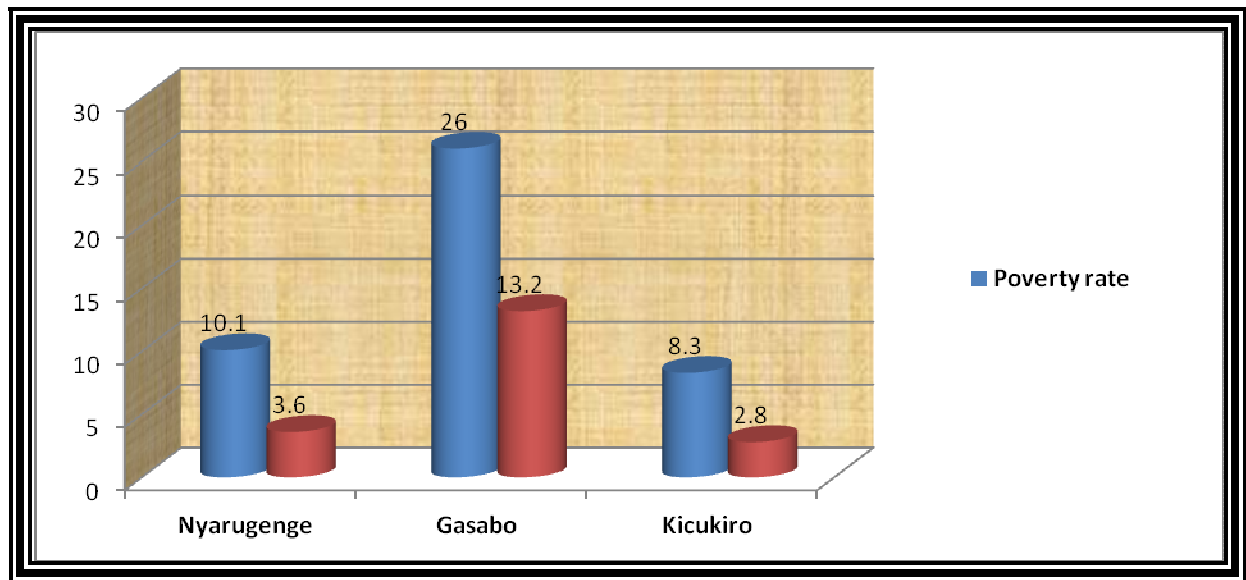
## CHAPTER TWO: OVERVIEW OF KICUKIRO DISTRICT:

This chapter portrays the overview of Kicukiro District by clearly showing the District status i.e. achievements of the District in the last five years 2008-2012 and challenges that the District faces that may hinder development and growth. The achievements and challenges have been articulated taking into account Population census Results, the baseline information from EICV3, EDPRS1 self assessment report and Kicukiro monograph report.

### 2.1 Kicukiro District Achievements

In the last five years of EDPRS1, Kicukiro District has had tremendous achievements in Economic activities, education, urbanization, Information and communication technology, social protection, agriculture etc.

**Figure 1 : Poverty Levels in Kicukiro District:**



Source: EICV3 Survey Results 2010/11

#### 2.1.1 Poverty Rates:

As portrayed by figure 1, Kicukiro District has a low poverty rate and extreme poverty rate figure as compared to other Districts with in Kigali city; i.e. 8.3% and 2.8% respectively. Gasabo District has high poverty and extreme poverty of 26% and 13.2% respectively.

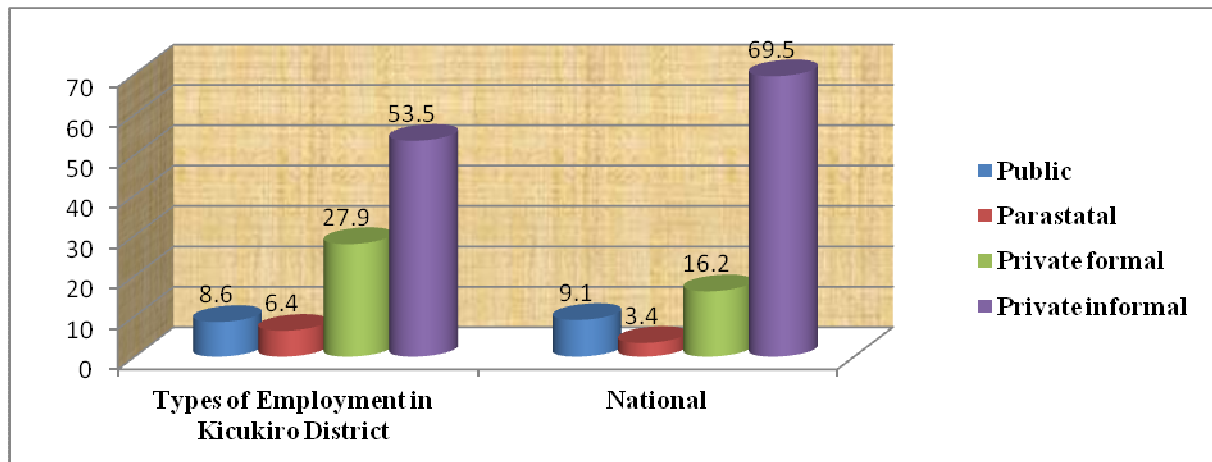


Nyarugenge becomes the Second in as far as poverty reduction concerned with 10% poverty rate and 3.6% extreme poverty rate. It should however, be noted that Kicukiro District is not only ranked first in Kigali city but also in all Districts with the low percentage of poverty rate and extreme poverty rate.

### 2.1.2 Employment and unemployment Rate:

According to EICV3 survey results, the overall employment rate in Kicukiro District is 78% of the resident population aged 16 years and above; the unemployment rate is 4.7% and the economic inactivity rate is 18.3%. Kicukiro District had been ranked third last after Nyarugenge District (71.3%) and Rusizi District (78%). As EICV3 Results demonstrate, employment types by the usual main job in Kicukiro District, most people aged 16 years and above in Kicukiro have waged non-farm work as their main job (60%). This is followed by independent non-farm work with 18%, then independent farm work with 14%.

**Figure 2: Comparison of for Kicukiro and national employment types:**



**Source: EICV3 survey Results**

Provision of employment to the population is critical to the District growth and development.

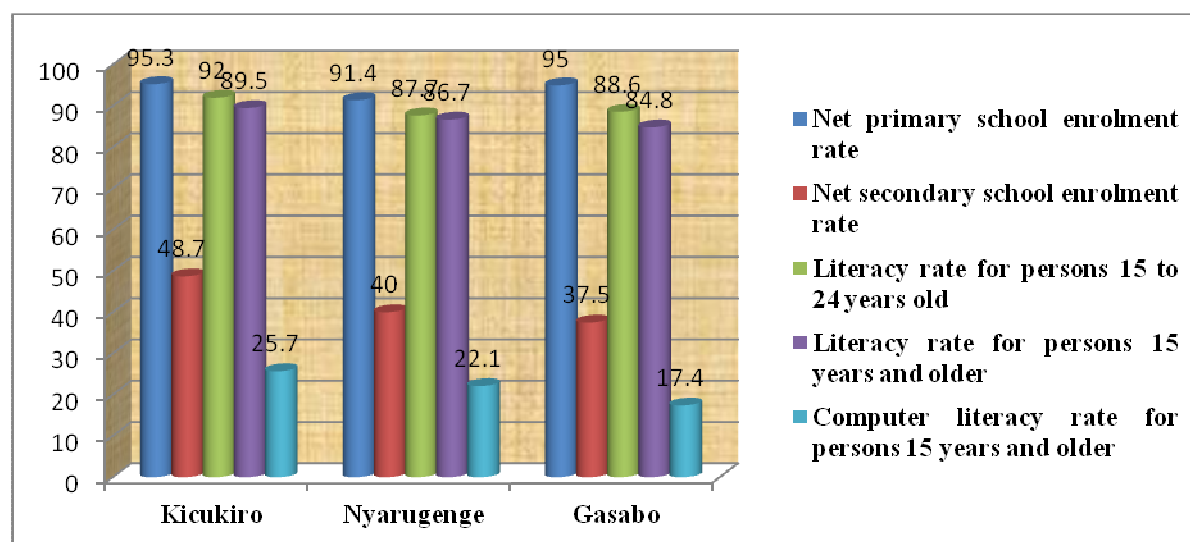
The EICV3 Survey results reveal that the highest percentage 53.5% of Kicukiro District workforce is employed in the private informal and 69.5% in Kigali city. 27.9% of Kicukiro District labor force is employed in the private formal and this is higher than 16.2% of Kigali

city employed in the private formal. Public employment and employment in parastatals is still very low; thus private sector need to play a leading role in job creation.

### 2.1.3 Education:

Kicukiro District registered several achievements in enrolment, literacy and in computer education as shown in figure three. At the national level, it is clearly seen that the literacy rate is at 69.7%. The literacy rate according to EICV3 results stands at 82.6% and 67.3% in rural areas. As an urban District, Kicukiro District stands at 89.5% literacy rate. Currently, higher learning institutions exist in Kicukiro District, these include both Private and public higher learning Institutions. The District also has 65 nursery schools; 65 primary schools; 36 secondary schools; and 9 Vocational training schools called Youth Training Centers (YTC).

**Figure 3: Enrolment, literacy and computer literacy rates**



**Source: EICV3 survey Results 2010/11**

The net attendance Rate (NAR) in primary school for Kicukiro District is 95.3%. This is above the national average of 91.7%, urban (93.3%) and rural (91.5%) areas, and Kigali City (94.1%).

As portrayed by EICV3 Results, Kicukiro District scored the highest percentage in net secondary enrolment rate of 48.7% compared to not only its sister Districts with in Kigali city but also in all Districts for the entire country and above national average of 21% as well.

Achievements had been registered in literacy levels among the persons aged 15 -24 and 15 and older, Kicukiro saw a higher percentage than Nyarugenge and Gasabo Districts.

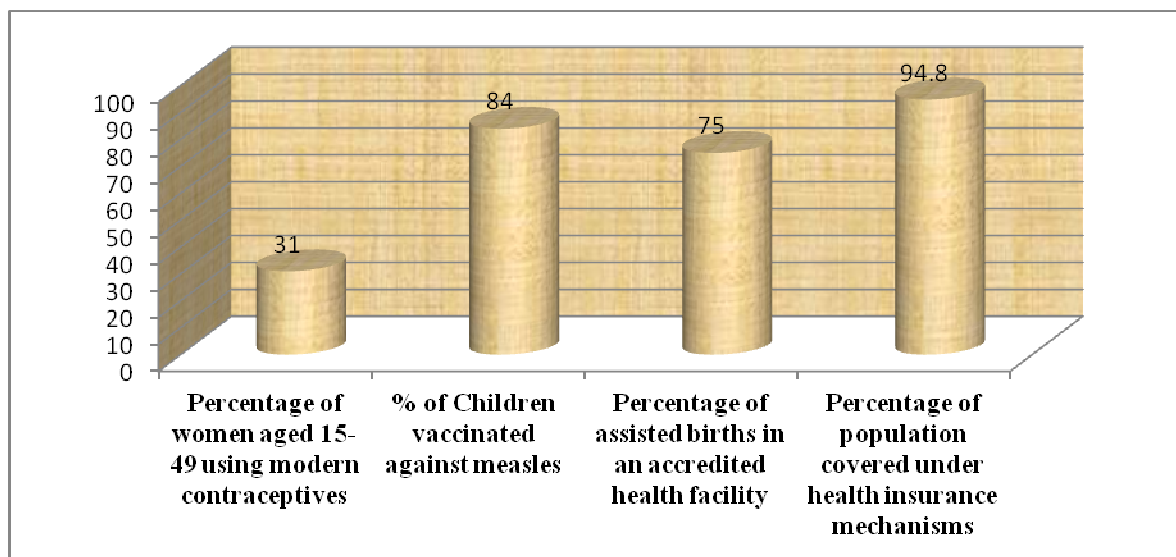
The literacy rate in Kicukiro District among the persons aged 15 -24 stands at 89.5% while Nyarugenge and Gasabo Districts stand at 87.7% and 88.6% respectively. When it comes to persons aged 15 and older, the literacy rate is 89.5% for Kicukiro District, 86.7% and 84.8% for Nyarugenge and Gasabo Districts respectively.

Additionally, though the District has ranked high in as far as computer literacy is concerned; a lot needs to be done to increase the computer literacy rate. Kicukiro District ranks the top with 25.7% not only in Kigali city but country wide. Nyarugenge and Gasabo Districts stand at 22.1% and 7.4% respectively

#### 2.1.4 Health:

There have been tremendous achievements in the health sector i.e. percentage of women using modern contraceptives, percentage of children vaccinated against measles, percentage of assisted birth accredited and percentage of population covered under health insurance mechanisms. The District has as well made promising strides in ensuring better health to the population. As portrayed by Kicukiro District EDPRS1 self assessment report. Kicukiro currently has four health posts nine health centers and one hospital.

**Figure 4: Major health achievements in Kicukiro District**



**Source: Kicukiro District EDPRS1 Self Assessment Report 2010/11**

Reference made to the **figure 4**, it can be seen that there has been a great achievement in Kicukiro District as regards improving health conditions of the population. The percentage of children vaccinated against measles stood at 84%, the percentage of assisted births in accredited health facility was at 75% and the percentage of the population covered by health insurance stood at 94.8% in 2010/11. The low score is seen on the percentage of women aged 15-49% using modern contraceptives. There is therefore need for more efforts in sensitizing women to use modern contraceptives to ensure family planning within the District.

**2.1.5 Transport:**

The District achievements in transport are twofold, i.e. road network and public transport. The walking distance to the nearest weather is at 98.2% as shown by EICV3 survey results. The EICV3 survey results also portray that 41.7% take 20-59 minutes to reach the nearest public transport stage. The EDPRS1 self assessment Report for Kicukiro District plus its monograph report 2010/11 reveal that the road network stands at 73.5% i.e. 349Km/475Km.

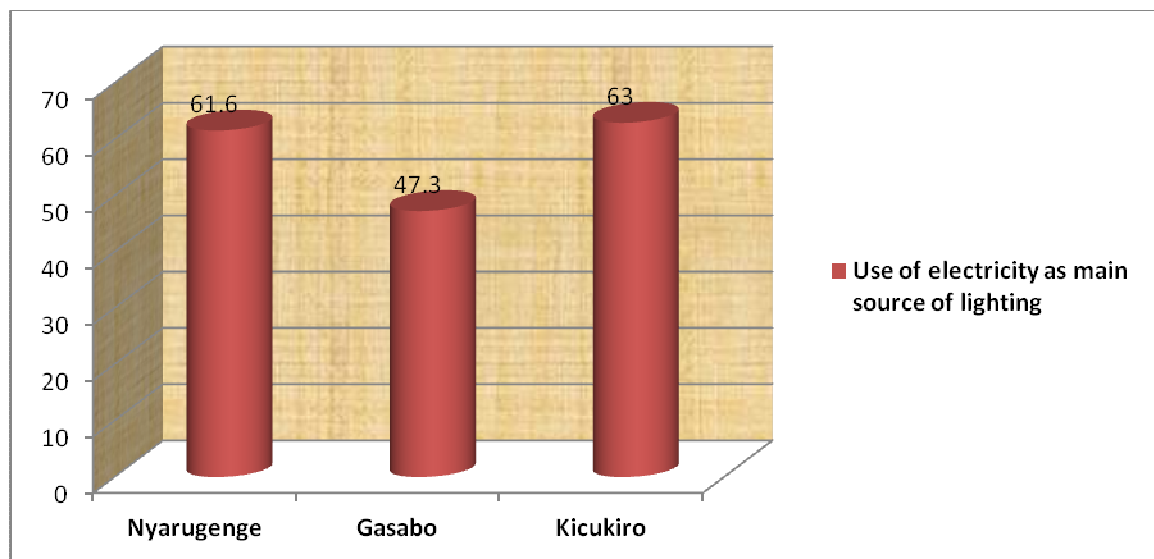
In as far as user satisfaction with all-weather road and perceptions of changes in quality over last 12 months (%) is concerned; 68% of Kicukiro population are satisfied with all weathers roads where as 32% percent are not satisfied with Kicukiro weather Roads.

In as far as the quality of all weather roads is concerned 6.3% have found that the quality of roads is declining and 23.3% found that there is an improvement in the quality of roads.

**2.1.6 Energy:**

Households in Kicukiro District use different primary sources of energy for lighting as portrayed by EICV3 results 2010/11. This includes but not limited to electricity, oil, Lamp, firewood, candle, lantern, battery etc. 63% of the households use electricity as their main source of lighting, 12.4% use oil lamp as a lighting source, 9.6% use candle, 11% use lanterns and 3.5% use battery as a source of lighting. As the national target is to increase access to electricity from 10.8% to 70% in 2013/14-2017/18, this DDP gives much attention to increasing the percentage of households using electricity as the main source of lighting.

**Figure 5: Comparison between Kicukiro and other Cok Districts on use of Electricity**



**Source: EICV3 survey Results 2010/11**

Figure 5 presents the distribution of households using electricity as main source of lighting by District.

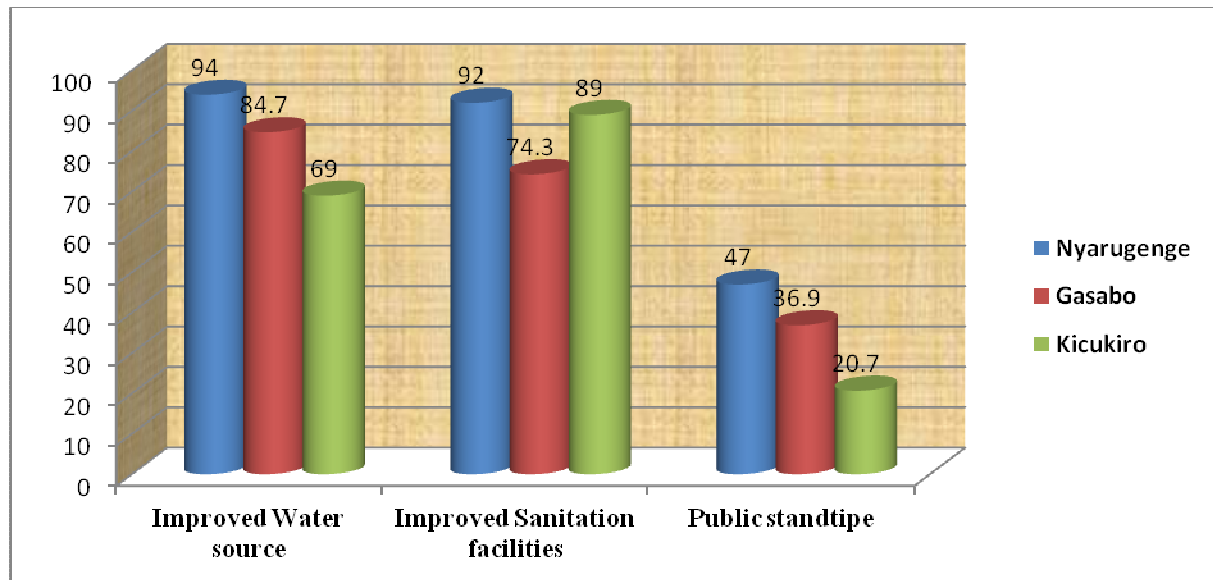
In Kicukiro District, 63% of households use electricity as their main source of lighting, meaning that the District comes first not only in Kigali city but also among all Districts in the entire country. **EICV3 survey Results** continue to demonstrate that urban area has 46.1% of households using electricity as the main source of lighting, compared with only 4.8% in rural areas and 10.8% at national level.

### **2.1.7 Water and sanitation;**

The EICV3 results show that 69.7% of households in Kicukiro District use an improved drinking water source. Improved drinking water sources include protected springs, public standpipes, water piped into dwelling/yard, boreholes, protected wells and rainwater collection, as defined by the World Health Organization (WHO). Figure 5 shows that 20.7% of households in Kicukiro District use a public standpipe or water piped into dwelling/yard. However, 31% of households in this District still use an unimproved drinking water, representing an estimated 93,000 households. Kicukiro District is still below the EDPRS

national target for the water and sanitation sector, which is to increase access to drinking water to 85% by 2012.

**Figure 6: Improved water source, Sanitation facilities and Public standpipes**



**Source: EICV3 survey Results 2010/11**

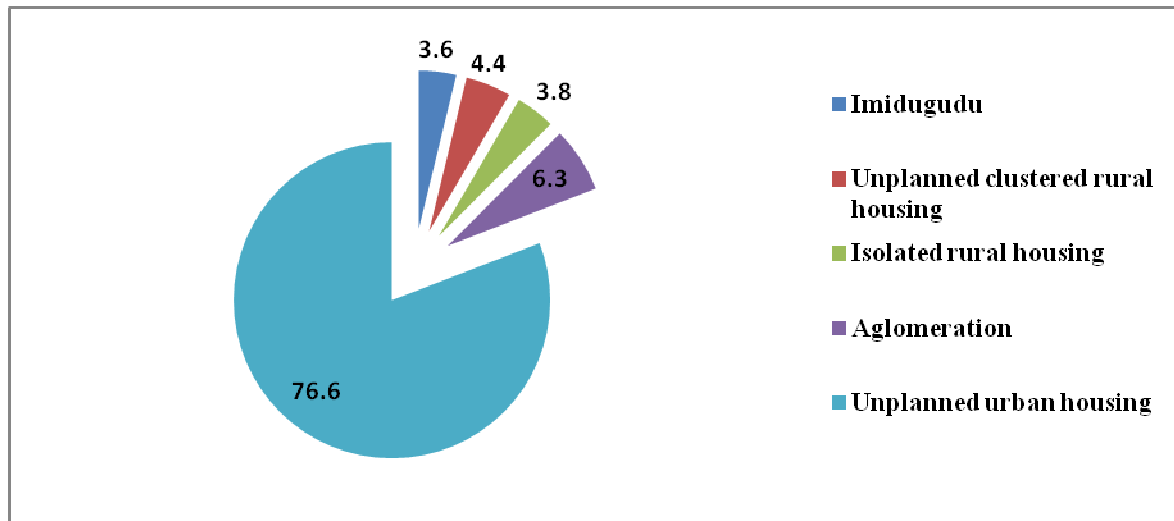
As depicted by figure 6, Kicukiro District has 89% of households with access to improved sanitation facilities, which is higher than the national average (74.4%). Compared to Gasabo, Kicukiro District has a high percentage in as far as access to improved sanitation facilities is concerned. Gasabo stands at 74.3% access to improved sanitation facilities. Kicukiro District is far below its sister Districts in terms of public standpipe at 20.7% whereby Gasabo and Nyarugenge are at 36.9% and 47% public standpipe respectively. With an exception of high percentage of access to improved sanitation facilities, it has the lowest percentage on other water sources i.e. improved water source and public standpipe.

### **2.1.8 Urbanization**

Though the District saw some important improvements in urban settlement, there is still a long way to go when it comes to planned settlements. **The main objective of urbanization is to contribute to sustainable economic growth and the wellbeing of the Rwandan population and Kicukiro District in particular by improving settlements and urban infrastructure.**

The District has a programme of modernization of existing and new settlements, especially in the planned settlement, with interventions to curb the proliferation of unplanned housing and to improve living standards in informal neighborhoods.

**Figure 7: Kicukiro District Type of habitat (% of people)**



**Source: EICV3 survey results 2010/11**

As demonstrated in figure 7, Kicukiro District has a highest percentage 76.6% of households residing in unplanned urban housing, 6.6% households residing in agglomerations, 3.8% percentage of people living in isolated rural housing, 4.4% of households living in unplanned rural housing and 3.6% residing in Imidugudu. Kicukiro District needs to put much effort in urban planning guided by the available Kigali city conceptual master plan.

### **2.1.9 Financial Sector Development**

As an urban District, only 19.3% are financially excluded implying that 81.7% are financially included and is a great achievement that the District registered. According to EICV3 survey results, Kicukiro District has 79.5% of households have at least one saving account, making it the leading District in percentage terms. At national level, 39.4% of households have at least one saving account. At the sub-national level, 60.4% of urban households have at least a saving account and 35.8% in rural areas. Apart from Kigali City, which has the highest percentage of households with at least one saving account, other provinces vary between 33.8% and 40.1%.

Considering individuals aged 18 and above, the EICV3 shows that 21% of people in Rwanda have at least one savings account, with 37% for Kigali City residents as compared to 17% to 20% in the remaining provinces. The 2012 FinScope results show that only 19.3% percent of Kicukiro District are financially excluded.

Nyarugenge and Gasabo District are 22.4 and 21.3 financially excluded; this implies that Kicukiro District is more financially included than other two Districts in Kigali city.

#### **2.1.10 Social Protection:**

Social protection programmes like VUP public works, VUP direct support, and VUP financial services, the Genocide Survivors Support Assistance Fund and the Rwanda Demobilization and Reintegration Commission are very critical if Kicukiro District is to have improved welfare of the vulnerable and extremely poor people. EICV3 survey results depict that Kicukiro District has the lowest percentage of people with a major disability (1.9%). This percentage is far below the national average of 4.5%, as well as the average for Kigali City (2.3%).

According to EDPRS1 self assessment report for Kicukiro District and Kicukiro District monograph 2011, the percentage of households in the bottom two categories of extreme poverty according to Ubudehe classification was 17.3% where as the percentage of households granted public works were 12%.

The percentage of eligible households granted direct support in VUP sectors were 24%. The implication is that the District is much concerned with social protection and ensures better quality of life for its population as this is EDPRS2 main objective.

#### **2.1.11 Information and communication technology ICT:**

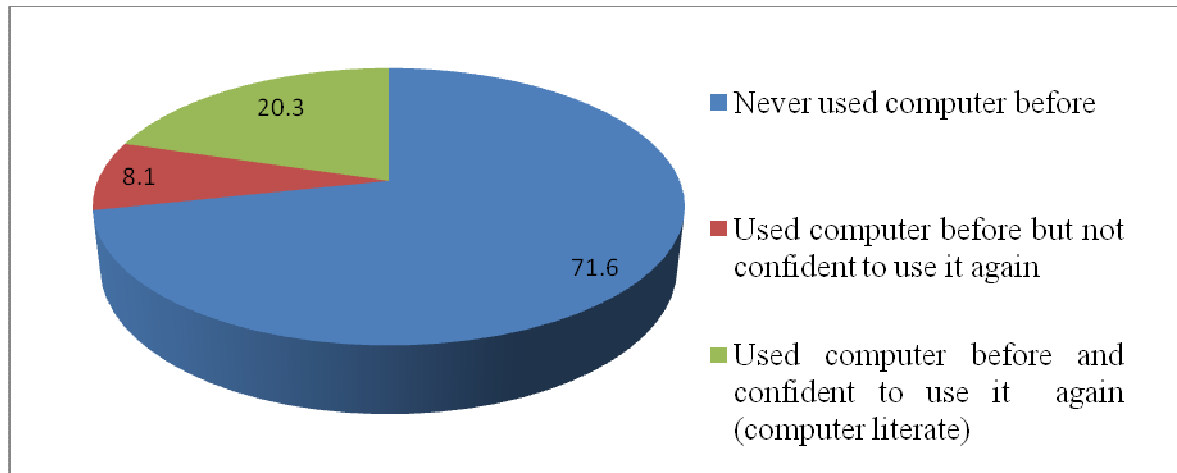
It is important to acknowledge the achievements realized by the District in ICT. This is in terms of the percentage of population that has used computer in the last five years of EDPRS1 as shown in figure 8. Information and communication technology is very critical in the development agenda of the entire nation and Kicukiro District in particular.

The development process is as well supported by information and communication technologies. As contained in vision 2020, there is a need to generate, disseminate and



acquire scientific skills as well as technological innovations, in addition to integrating them into the social and economic development drive.

**Figure 8: Computer literacy % of population 6+ that have used a computer**



**Source: EICV3 survey results 2010/11**

Figure 8 clearly shows that the computer literacy rate for the population aged 6 and above is still very low and hence need for more effort in improving the literacy rate.

It is seen that only 20.3% used computer before and can as well be confident of using the computer again. Additionally, 8.1% were able to use computer but have no confidence of using it again which is alarming. More to that, a bigger percentage of 71.6% have never used any computer and this requires Kicukiro District to put much efforts in ICT.

#### **2.1.12 Environment and natural Resources:**

As enclosed in vision 2020, there is always an imbalance between between the population and the natural resources (land, water, flora and fauna and non-renewable resources, which have been degrading for decades). This degradation is observed through massive deforestation, the depletion of bio-diversity, erosion and landslides, pollution of waterways and the degradation of fragile ecosystems, such as swamps and wetlands. Kicukiro District Monograph for 2011 clearly shows that the percentage District forest cover is 4.425% which is far below the national target of 30% forest cover as per the revised vision 2020 targets.

### **2.1.13 Agriculture:**

Due to the fact that population is growing with a combination of much reliance on agriculture, land continues to be a scarce resource in Rwanda without an exception of Kicukiro District.

The EICV 3 collects detailed data on land use and the agricultural activities of Rwandan households. Households are classified into categories of very small cultivators (under 0.3 ha), small cultivators (0.3 to 0.9 ha), medium cultivators (0.9 to 3 ha) and large cultivators (more than 3 ha). For Kicukiro District, the mean size of land cultivated per household is 0.36 ha, which is below the national average (0.59), rural average (0.6) and urban average (0.46). Kicukiro District also has 90.8% of cultivating farming under 0.9 ha of land. This is unsurprising as Kicukiro is an urban District in Kigali City.

## **2.2 Kicukiro District Challenges:**

Though the District had made important strides in EDPRS1 2008-2012 in implementing its District development plan aligned to it. It had encountered several challenges which most of them will certainly be addressed in EDPRS2 period through the implementation of this DDP that covers 5year period 2013/14/2017/18.

Kicukiro District challenges have been categorized into four, i.e. operational challenges, development challenges, top five District challenges and other Identified challenges; all of which if addressed, development and growth for the District will be realized.

### **2.2.1 Operational Challenges:**

These are the challenges highlighted in Kicukiro District EDPRS1 self assessment Report. Though the assessment revealed an important progress that the District made in the last five years of EDPRS1, there have been several challenges that it encountered and the major ones are the following:

- i. Inadequate funding at District Level resulting from the budget constraints
- ii. Poor Reporting as a result of High Staff Turnover

- iii. Lack of Constant Training on Human and Financial Resources for Implementation of the Strategies for new Staff
- iv. Resources (People, Finance & Materials) are not properly aligned at some Central Government Institutions for effective Program Implementation.
- v. Lack of Improved Communication e.g. through use of Improved IT Skills and systems to assist in enhancing collaboration with other Districts.

### **2.2.2 Development Challenges in Kicukiro District:**

#### **i. Limited youth Employment opportunities**

The limited number of industries and small income generating projects in Kicukiro has a negative significant effect on the employment opportunities available for the youth being released in the market from the training institutions. Vacancies for the skilled and the unskilled labor have become scarce as there are no new opportunities opening up. This creates a major challenge and vastly hampers the growth of the District and also has a negative impact on the creation of new jobs.

#### **ii. Low level of awareness on financial services accessibility**

The population is not aware about financial services accessibility for getting funds for their own projects.

The challenge is a low sensitization on how meeting requirements that would be a barrier to access to these funds through some government facilities such as BDF which provides security/collateral asked by financial institutions.

### **2.2.3 Major five imperative challenges to be addressed by the District**

#### **Top Five Kicukiro District Challenges to be addressed 2013/14-2017/18 period**

- 1 Limited accessibility to all weather road networks.
- 2 Low level of private sector investment.
- 3 Unplanned settlements in the District
- 4 Inadequate access to health services
- 5 Low level of computer literacy

### **2.2.3.1 Limited accessibility to all weather road networks.**

There is a challenge of Limited accessibility to all weather road networks. Transport has an impact on the issue of access to employment and markets: circulation of goods and services. Kicukiro District road network is concentrated with tarred roads, stone-paved roads and earth roads. However, some roads linking different areas of the District are often in bad conditions and therefore less practicable. Most of these roads are in really bad and need regular maintenance. Coach stations and parking areas are rare. Rural areas are faced with serious transport problems.

### **2.2.3.2 Low level of private sector investment**

Low private sector Investment has been seen as challenge faced by the District resulting from Low access to credit and from very restrictive conditions e.g. insufficient infrastructures and the few export products are often in small quantities. Local and international Investments are still very low in the District and this may impede growth of the District and the country as a whole. There is a challenge of creating an enabling environment for both local and international investors.

### **2.2.3.3 Unplanned settlements in the District:**

This challenge applies to both urban and peri-urban areas; some of unplanned settlements have come as a result of lack of detailed physical plans and even the Identified sites for new investments are not provided with main infrastructures. Most of the people are unaware of housing and urban planning standards. EICV3 Survey results portray that 76.6% households settle in unplanned housing which poses a serious challenge to be addressed by the District

### **2.2.3.4 Inadequate access to health services**

According to EDPRS1 Self assessment Report, it has been identified that family planning is still very low as it stands at 31% representing the number of women between 19 and 49 years using modern contraceptives. In addition, there is insufficient health infrastructure and even some of the existing ones do not fulfill the required standards.

### **2.2.3.5 Low level of computer literacy.**

As depicted by EICV3 survey results, only 20.3% of the population with six years and above is computer literate as they had used the computer before and can confidently use it again. The big percentage of 71.6% of the households aged 6 and above has never used the computer. This low level of use of ICT has an impact on productivity in District

### **2.2.4 Other challenges to be addressed in 2013/14- 2017/18 EDPRS2 period**

In addition to the first top five imperative challenges, as highlighted in the preceding paragraph, Kicukiro District has some other challenges which it also aspires to address; but given the resource constraints much attention will be put on the first five challenges. Some other challenges have been assessed by the District and presented as follows;

#### **2.2.4.1 Insufficient access to electricity and high usage of charcoal and firewood:**

District characteristics do not provide room to use renewable energy sources and there has been lack of sources to develop micro hydropower plants.

Kicukiro District stands at 63% electricity access and is therefore still below the national average for EDPRS2 period. 20.7% of the households still rely on firewood for cooking and 77.2% of the household in the District still rely on charcoal as the primary fuel used for cooking.

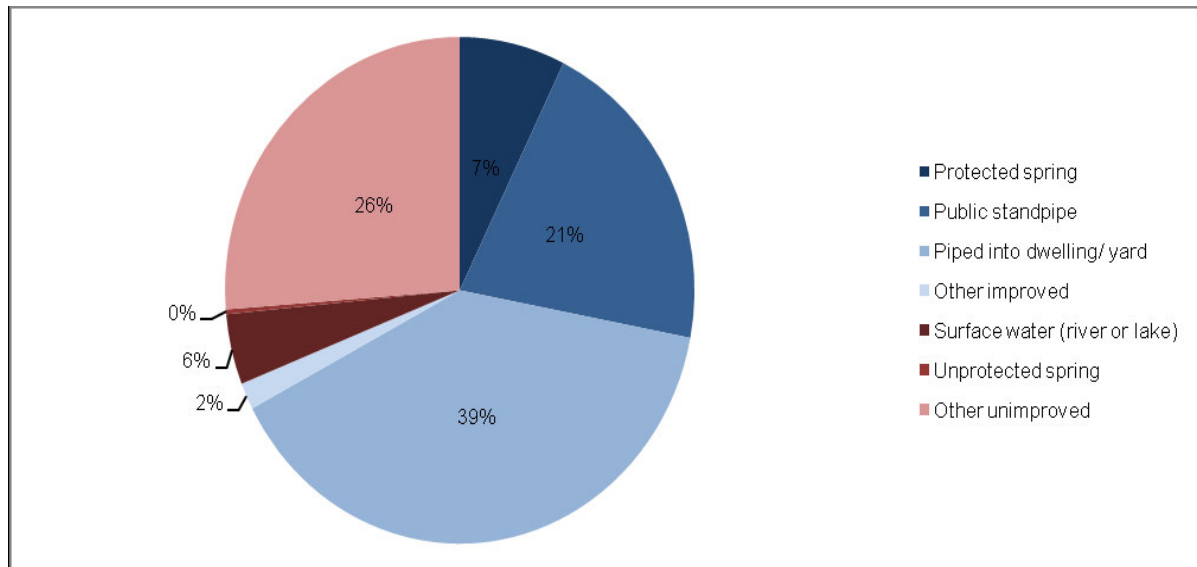
#### **2.2.4.2 Insufficient access to improved water and sanitation facilities:**

Access to improved water sources in Kicukiro District is still insufficient taking into account the MDGS target of 82% access and the vision 2020 target of 100% access to clean water. As Kicukiro District currently stands at 69% access, it implies that 31% percent do not have access to improved water sources or clean water and this is the highest percentage that the District has to cater for in as far access to clean water is concerned. It had been also identified that the existing water does not fulfill the requirements of clean water.

It is also important to note that though Kicukiro District has been able to perform well in as far access to improved sanitation facilities is concerned, the achieved target of 89% is still

below the vision 2020 target of 100%. More to that the remaining 18% of the households also need access to improved sanitation facilities.

**Figure 9: Main source of drinking water (% of hh) in Kicukiro**



**Source: EICV3 survey Results 2010/11**

#### **2.2.4.3 Insufficient access to quality education at all levels of education**

As much as Kicukiro performed well at 95% net attendance rate at primary level, the challenges still remain in the Net attendance rate at secondary level which stands at 48.7%. There is also a challenge of insufficient Infrastructure i.e. classrooms which results in the increment of pupils to teacher ratio, insufficient teaching materials in the District still remain a challenge.

#### **2.2.4.4 Environmental Degradation:**

This has resulted from erosion and poor management of existing forest ecosystems and roof waters coupled with water and air pollution by industries located in Gikondo industrial area. As indicated clearly in Kicukiro District Monograph for 2011, the percentage District forest cover is 4.425% which is far below the national target of 30% forest cover as per the revised vision 2020 targets yet it has to contribute to the overall national target.

#### **2.2.4.5 Challenges related to Financial Sector:**

High interest rates and low level savings have been identified as a major challenge in the Financial Sector.

The 2012 FinScope results show that only 19.3% percent of Kicukiro District are financially excluded. Umurenge SACCOs are not empowered in terms of capacities and there is even Lack of administrative offices for Umurenge SACOS.

#### **2.2.4.6 Challenges related to JLROS**

There have been Limited leadership skills for the villages, cells and sector leaders. Other related challenges are persistent genocide ideology and Lack of willingness to accomplish trials executed.

#### **2.2.4.7 Challenges related to Agriculture Sector:**

Poor agricultural land management, the Kicukiro monograph report shows that the area developed for agricultural land is 36% of the area of the District and the farm households' stand at 26.3%, and only 9.7% of the land is terraced.

## **CHAPTER THREE: STRATEGIC FRAMEWORK**

This chapter forms the core part of the current development plan; it provides the vision and the mission of the District and as well gives the priorities for the District in the five year EDPRS2 period. It is very worthwhile to also note that the chapter also presents strategies/interventions to ensure that the priorities are realized. Taking into consideration that this DDP is elaborated in line with EDPRS2, which strongly focuses on emerging priorities of economic transformation, rural development, productivity and youth employment and accountable governance; this DDP contributes to these emerging priorities as well and also mainstreams the crosscutting issues.

### **3.1 District Vision, mission and core values:**

Kicukiro District, as a decentralized administrative entity or Local Government of the City of Kigali, Capital of Rwanda, has the following

#### **Vision**

To effectively ensure equitable and sustainable human development by 2020

#### **Mission**

The Mission is to provide “Quality services for the wellbeing of the whole population”.

#### **Core Values**

The core values of the District are;

**A:** Accountability

**G:** Good governance

**A:** Added value

**C:** Creativity and Team works

**I:** Innovations

**R:** Responsibility

**O:** Opportunities for all



### 3.2 Priorities and interventions/Strategies to achieve priorities.

Prioritization is very important if resources are to be efficiently and effectively utilized.

Several priorities have been identified by the District and the major top five priorities to address the top five challenges will be of major focus in order to implement present DDP. The top three priorities have been approved under the EDPRS2 document as Economic transformation priorities and the same will be focused on as part of the top five priorities which need more focus during the implementation of this DDP. Beside the all these top five priorities there are other priorities that will as well be addressed given the availability of resources.

#### 3.2.1. Kicukiro District Economic Transformation Priorities approved in the EDPRS2 document

1. Improve road networks through; Construction & Rehabilitation of existing Roads in conjunction with transport Sector, developing road Junctions & Fly-Overs, Expanding the Width of Existing Main Roads and attracting More Private Companies in the Public Transport System
2. Facilitate and Partner with the Private Sector in the construction of; Six Higher learning Institutions and rehabilitation and construction of Eight Modern Markets.
3. Promote Urbanization & Group Settlements by; Developing identified sites through availing the necessary Infrastructure, Partnering with Private Sector to construct affordable housing and promotion of pro- poor Building Materials such as Provision & Training of Cooperatives on the use of Hydro foam machines

#### 3.2.2. Top five priorities for Kicukiro District and their strategies/interventions

- 1 Improve road networks and Enhance public transportation within the District
- 2 Create enabling environment for the growth entrepreneurship and Develop PPPS mechanism to mobilize private investments.
- 3 Improve settlements through implementation of master plan and promote the development of affordable housing
- 4 Improve quality of health Services (training, medical equipment, supervision and enhance the community health.
- 5 Increase the access and use of ICT in different aspects of life in District

### 3.2.2.1 Improve road networks and Enhance public transportation within the District.

Kicukiro District wants to have improved road network and an enhanced public transportation. Infrastructure development is the major priority in Kicukiro District, the presence of numerous industries and many commercial enterprises is further an indicator of the strong need of infrastructures such as roads network within the District. Although 98.2% of the Population walks less than 20 minutes from all-weather road according to the EICV3, there is a great need to improve road network and public transport system for an easy and very strong competitive advantage in off-farm activities leading to reinforcement of economic transformation, youth employment and productivity.

<u>Priority</u>		<u>Strategies to achieve the priority;</u>
❖ Improve networks	road	86kms of roads constructed and rehabilitated: ✓ 30kms unpaved roads upgraded to paved roads ✓ 16kms of unpaved feeder roads upgraded to asphalt roads. ✓ 20 kms of feeder roads upgraded to paved roads. ✓ 20kms of paved roads rehabilitated.
❖ Enhance transportation within the District.	public within	✓ More people having access to public transportation closer to their homes through PPP's mechanisms ✓ Participation of local communities in maintenance of Roads.

*For the District to realize its priority of improving road network, 85Kms of roads will be constructed and ensure they are maintained as well.*

### 3.2.2.2 Create enabling environment for the growth of entrepreneurship and Develop PPPs mechanism to mobilize private investments.

Increased private sector participation through creating an enabling environment for investments mobilization will as well be a major focus of the District. This sector is defined to include a broad range of operators and organizations from large corporations, medium

enterprises, and small owner-managed firms to micro-enterprises and even livelihood activities operated on a part-time basis, be they in the formal or informal economy.

Civil society such as business associations also fall within this bracket.

Private sector is also considered as the key factor to the economic transformation of the District through job creation, quality products and services and socially through rural development, increased off-farm activities. The District is working hand in hand with the private sector in all aspects of development.

Inadequate entrepreneurial culture and skills hinders the level of private sector investment in the District. It is the partnership with private sector that the District will realize the 5 years development plans and the implementation of the master plan with projected aim to achieve accelerated, broad-based, diversified economic growth; the creation of new jobs and increasing the returns from existing jobs; as well as increased incomes for the self-employed.

<b><u>Priorities</u></b>	<b><u>Strategies to achieve the priorities</u></b>
❖ Create enabling environment for the growth of entrepreneurship	<ul style="list-style-type: none"> <li>✓ Public awareness about access to funds (e.g. BDF) and Project formulation process (e.g.BDC).</li> <li>✓ Encourage the creation of incubation centers.</li> <li>✓ Encourage people supportively to participate in some development initiatives such as, Hanga Umurimo, Kuremera...</li> <li>✓ Enhance and promote public and private partnership program. (PPD,JADF and PPP's)</li> <li>✓ Empower cooperatives through trainings and financial support.</li> </ul>
❖ Increase private investments.	<ul style="list-style-type: none"> <li>- District land bank for potential investments</li> <li>- Reducing bureaucracy for investors</li> </ul>

*The District will work with the private sector through PPP's to construct two modern markets, six higher learning Institutions, two stadiums, one poultry industry and one slaughter house all contributing to job creation within the District.*

### 3.2.2.3 Improve settlements through implementation of master plan and promote the development of affordable housing

Improved settlements and affordable housing in a well planned manner will be prioritized in the District. There are unplanned urban housing settlements in District which rates to 76.6% according to the EICV3. Being an urban District, Kicukiro District physical plan and the City of Kigali master plan will highly be a guiding tool while developing the settlements. It is therefore; very important to develop affordable houses in partnership with the private sector and also develop Gahanga as both a commercial hub and as a recreational and cultural centre in Kicukiro District as stipulated in the master plan.

<u>Priority</u>	<u>Strategies to achieve the priority</u>
❖ Improve settlements through implementation of the City of Kigali master plan and the District physical plan	<ul style="list-style-type: none"> <li>✓ Facilitate and attract foreign and local private companies /individuals to invest in construction of commercial buildings.</li> <li>✓ Upgrading of existing unplanned settlements</li> <li>✓ To avail land and other facilities for relocated people from wetland and high risk zones</li> </ul>
❖ Promote the development of affordable housing	<ul style="list-style-type: none"> <li>✓ To avail the sites for affordable housing</li> <li>✓ Promote Investments in affordable housing.</li> </ul>

*The District will identify sites through availing the necessary Infrastructure, Partnering with Private Sector to construct affordable housing.*

### 3.2.2.4 Improve quality of health Services (training, medical equipment, supervision) and enhances the community health.

Improved access to health serves and facilities forms one of the major priorities of focus by the District because there could be no growth if people are not healthy. As it is stated in the Rwandan Constitution, Article 41 and 45, all citizens have rights and duties relating to

health. The State has the duty of mobilizing the population for activities aimed at promoting good health and to assist in the implementation of these activities.

All citizens have the right of equal access to public service in accordance with their competence and abilities.

In order for the District to achieve its goal in the health sector as in line with the stipulated constitution, the sustainable development and realization of economic transformed society, health sector will be a backbone to the key economic activities of the District. It is in this context that the physical and moral health of the population will be much considered through reducing access barriers to medical care health services, sensitize the use of family planning methods, reduce malaria deaths by availing to all treated mosquito nets, sensitize communities on prevention of HIV/AIDS and Non Communicable Diseases, improve child health, promote proper hygiene practices in households and so on.

<b><u>Priorities</u></b>	<b><u>Strategies to achieve the priorities</u></b>
❖ Improve accessibility to health services (financial, geographical & infrastructures)	<ul style="list-style-type: none"> <li>✓ Increase health infrastructures</li> <li>✓ Rehabilitation of existing health infrastructures</li> <li>✓ Sensitize and support the population to acquire health insurance.</li> </ul>
❖ Improve quality of health Services (training, medical equipment, supervision)	<ul style="list-style-type: none"> <li>✓ Ensure capacity building of medical staff in hospitals, health centers and health posts</li> <li>✓ Improve quality of Mother to Child Health (MCH) services.</li> <li>✓ Increase the number of Health staffs and medical equipments</li> </ul>
❖ Enhance the community health	<ul style="list-style-type: none"> <li>✓ Promote mass sports and physical exercises for the population in the District</li> <li>✓ prevention of communicable and non communicable diseases through community mobilizations</li> <li>✓ Reduce maternal and child mortality rate through community sensitisations</li> <li>✓ Sensitization of family planning practices to both men and women</li> <li>✓ Eradicate malnutrition</li> </ul>

*To ensure improved access to health services to the population of Kicukiro District, one District hospital, 4 health centers and 10 health posts will be constructed.*

### 3.2.2.5 Increase the access and use of ICT in different aspects of life in District.

The priority is to have increased access and use of ICT in different aspects of life to the population in the District. According to the EICV3, Only 20.3% of the population aged 6 years and above is computer literate while among the urban population, 14% can be classified as computer literate, but only 2% of the rural population can be classified as computer literate. At national level, 4% of the population is classified as computer literate. Improving the access to information and using ICT services by developing ICT education facilities will greatly impact economic transformation, productivity, youth employment and good governance.

<u>Priority</u>	<u>Strategies to achieve the priority</u>
❖ Increase the access and use of ICT in different aspects of life of population within the District.	<ul style="list-style-type: none"> <li>✓ Ensure ICT penetration within the community.</li> <li>✓ Upgrading District Management Information Systems (DMIS).</li> <li>✓ Develop platforms that enable ICT related jobs for the youth through innovation and entrepreneurship</li> <li>✓ Improve data and information dissemination using ICT devices</li> </ul>

*In addition to the existing two ICT centers in the District, more 4 ICT centers will be established and at the end of EDPRS2 Period the District will be having 6 District ICT centers. The District DMIS will as well be upgraded.*

### 3.3 Other District priorities to be realized depending on Resource availability:

#### 3.3.1 Increase access to electricity and increase the use of alternative sources of energy

In the energy sector the District aspires to have an increased electricity access to households and increased use of alternative sources of energy hence reducing the use of biomass as a

source of energy. The EICV3 show that in Kicukiro District only 63% of the population has the electricity as main source of energy.

The insufficiency is 37 %. It is in this concern that in the next five years strategy Kicukiro District will embark on increasing the access to electricity while promoting usage of other sources of energy, e.g., biogas, solar energy and photovoltaic energy panels.

The economic engines of the District cannot be achieved while access to electricity and other sources of energy are not affordable, yet most of the potentialities are based on off-farm activities. The District physical make up does not facilitate the generation of any hydro-electric power but it will embark on importing the electricity through the continuous relationship with EWASA and also use of other sources of energy.

<u>Priority</u>	<u>Strategies to achieve the priority</u>
❖ Increase the access of electricity	<ul style="list-style-type: none"> <li>✓ Coordination with EWASA and other relevant companies to ensure the electricity infrastructures are in place.</li> <li>✓ Through private sector the District will promote the use of energy saving lights for sustainability.</li> <li>✓ Sensitize the population to use electricity.</li> </ul>
❖ Increase the use of alternative sources of energy	<ul style="list-style-type: none"> <li>✓ Sensitize and support the use of biogas, solar energy, and Increase the use of improved cook stoves</li> </ul>

*100% of the population of Kicukiro District will be accessing electricity before the end of 2013. The use of alternative sources of energy will move from 2% and reach 40% by the year 2018. 50 Biogas digesters will be constructed and 200 improved cook stoves distributed.*

### **3.3.2 Increase access to clean water and sanitation within the District**

Improved access to water source and sanitation facilities also forms part of the priorities of Kicukiro District. According to EICV3 Improved water sources such as protected springs, public standpipes and water piped into dwelling/yard, boreholes, protected wells and rainwater collection as defined by the World Health Organisation (WHO), in Kicukiro District rates to 69%, taking into note that 31% of households in this District still use an unimproved drinking water, representing an estimate of 93,000 households.

This implies that the economic transforming urban District will need to work closely and in harmony with EWASA to access water to every village within the District. With this in mind, the year 2013/2014 Kicukiro District should have a 100% coverage and easy accessibility to affordable and clean water sources.

The EICV3 indicates that in Kicukiro District 89% of households have access to improved sanitation facilities, but the District still lacks a centralised waste water treatment plant.

Taking into consideration urbanisation is among the key drivers of the District, the ministry of infrastructure in collaboration with EWASA should assist in construction of a centralised solid waste and waste water treatment plants in Kicukiro.

<b><u>Priority</u></b>	<b><u>Strategies to achieve the priority</u></b>
❖ Increase the accessibility to clean water.	<ul style="list-style-type: none"> <li>✓ Promote group settlements as means of efficient distribution of water and sanitations.</li> <li>✓ Increase the application of rain water harvesting techniques</li> <li>✓ Promote partnership with relevant agencies to construct, rehabilitate water points and water supply infrastructures.</li> </ul>
❖ Ensure the recycling of waste water	<ul style="list-style-type: none"> <li>✓ All buildings and new sites will have water treatment plant</li> </ul>
❖ Increase access to sanitation facilities	<ul style="list-style-type: none"> <li>✓ Encourage PPP's in construction of public toilets in public places (100% coverage within 5years).</li> <li>✓ Sensitize the population to acquire sanitation facilities.</li> </ul>
❖ Improve management of solid and liquid waste	<ul style="list-style-type: none"> <li>✓ Sensitize the population on waste management</li> <li>✓ Inspection of companies deal with waste collection.</li> </ul>

*Access to water will move from 69% to 100% in 2018; water supply facilities will be put in place in the Remaining 12kms. As regards sanitation, 11% of the households with no access to sanitation facilities will have access. 100 dustbins will be installed and 10 public toilets constructed in the public places.*



### 3.3.3 Ensure protection of Environment and Natural Resources

The priority in as far as environment and natural resources sector is concerned will be to ensure is well protected environment from natural and manmade hazards to have growth that is environmental friendly. Environment and Natural Resources are key indicators that demonstrate a green economy of the District. Mainstreaming of the environment, climate and natural resources management standards into the District’s operational plans and targets will be emphasized. For a well-established infrastructure and urbanized District, Greening and beautification of public parks and spaces will be implemented through tree planting and well management of wetlands and high risk zone. By protecting the water catchment areas and sources especially Rugende, Masaka and Nyabarongo wetlands, improved and maintained roads, drainage system together with modernized ornamental trees alongside roads and highways will be emphasized. This will help alleviate the crisis caused by;

- Land degradation;
- Informal exploitation of mines and quarries;
- Human activities polluting environment;
- Low survival rate of planted trees, etc...

<b><u>Priority</u></b>	<b><u>Strategies to achieve the priority</u></b>
❖ Enforce the policy on rain water harvesting system	<ul style="list-style-type: none"> <li>✓ Installation of rain water harvesting facilities.</li> <li>✓ Increase of Water Drainages in District.</li> <li>✓ Improve greening within the District.</li> </ul>
❖ Sustainable exploitation of mines and quarries	<ul style="list-style-type: none"> <li>✓ Protection of mines and quarry sites.</li> <li>✓ Enforce the policy on exploitation of mines and quarries.</li> </ul>
❖ Ensure proper pollution management and enforce the environmental regulation	<ul style="list-style-type: none"> <li>✓ Ensure Environment Impact assessment is conducted before executing big projects</li> <li>✓ Disposing off and recycling the waste generated</li> </ul>

❖ Set up a proper mechanism for urban and peri-urban trees management	<ul style="list-style-type: none"> <li>✓ Tree planting and ensure that the planted trees are well protected</li> <li>✓ Major roads beautified with green vegetation and flowers</li> <li>✓ Nursery beds for ornamental trees established in the District</li> </ul>
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### 3.3.4 Modernize Agriculture and increase production on small piece of land

As an Urban District Kicukiro will have a modernized agriculture on small piece of land as one of its priority. Following the implementation of developed city of Kigali master plan and Kicukiro District Physical plan, Agricultural activities are losing space and carried out especially in semi urban areas. Reference made to EICV3, the proportion of cultivating households with less than 0.3ha land, by District shows that they represent 75.8% in Kicukiro District. This is higher than the urban average of 67.3% as well as the national average (45.8%).

Agricultural land that is reported as being protected against soil erosion in the District is 83.5% while the percentage of households incurring expenditure on chemical fertilizer is 10.4% with the national average of around 29%.

The soil is relatively fertile for peri-urban agriculture which leads to production of crops such as tomato, Soya beans, sunflower, maize, coffee, vegetables and flowers. The above mentioned crops are likely to keep developing for the following reasons:

- The existence of improved production techniques for tomato with SORWATOM
- The high demand offered by Kigali's markets,
- The existence of cereal mills (SORIMEX/MINIMEX),
- The presence of a Selected Seeds Service in the District
- The existence of a coffee washing station at Masaka.

Genetic improvement of livestock is relatively well advanced as there are several purebred or improved cows. Where there are dozens of modern ranches in Kicukiro, other

opportunities for breeding development in the District include the National Hatchery, Rubirizi and Inyange dairies.

<b><u>Priorities</u></b>	<b><u>Strategies to achieve the priorities</u></b>
❖ Enhance peri-urban agriculture in the District and produces for both local and export markets.	<ul style="list-style-type: none"> <li>✓ 80 % of agricultural land using mechanized operations through land use consolidation</li> <li>✓ Use Green Houses to reduce the size for agricultural land</li> <li>✓ Use of fertilizers and organic manures</li> <li>✓ Promote growing of agro-forestry for fruits and horticulture products</li> </ul>
❖ Ensure sustainable land management (Soil fertility, Soil Conservation & Water Harvesting Management )	<ul style="list-style-type: none"> <li>✓ Land Protected Against Soil Erosion at 100% by 2014 through use of modern terraces and VUP programs</li> <li>✓ Combining organic and mineral fertilizers, and</li> <li>✓ Use of improved quality seeds in partnership with RAB</li> </ul>

❖ Use of integrated input use for livestock farming	✓ Increase agricultural livestock productivity from 7% to 15 % on or before 2017 by: <ul style="list-style-type: none"> <li>- Impressing investors to build 2 animal feed plants, 1 Slaughterhouse and 1 modern poultry farm</li> <li>- One cow per family program to be extended to all the population</li> <li>- Extending livestock advisory services to the village level.</li> <li>- Poultry and aquatic farming alongside marshland will also be practice through private and public partnership</li> </ul>
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*The District will modernize agriculture through encouraging green housing and it is in this perspective that 5 green houses will be constructed in peri-urban sectors. One marshland in the District will as well be reclaimed.*

**3.3.5 Improve Capacities of local entities by the use of a comprehensive capacity building mechanism**

Enhanced capacities of local entities and developing comprehensive capacity building mechanisms will be a major priority is as far as decentralization is concerned. Efforts will as well be made in improving service delivery at all levels.

Rwanda’s Constitution, Article 167 of the Constitution of Rwanda provides for decentralized entities and reiterates that they are the foundations of community development. The law determining the organization and functioning of the City of Kigali and the law determining the organization and functioning of the Districts gives full effect to the decentralized functions.

All concerned stakeholders seem to concur that the biggest change that the Decentralization Policy has brought about is mind-set change of the people and their leaders. As a result of this change from within, participation in development activities is very high; citizens are increasingly holding their leaders to account, and local leaders now realize that people hold

power to make change. Poverty is declining because of an individual’s own resolve and belief that one can live better.

Ownership of development activities has increased while a culture of excellence through competitiveness is being entrenched right from household level through Imihigo. Quality, corruption-free service delivery is also being promoted as a core value of Local Government (LG).

As decentralization is moving forward to its third phase in implementation, Lower local government entities (sector, cell and village) will be well staffed, equipped and premises established. Community participation in planning and ownership, monitoring and evaluation, leadership skills for the villages, cells and sector leaders will be built for quality of decentralized services in the District. The District’s website will be strengthened and linked to other institutional websites to enhance information sharing and timely access to useful services provided by all administrative levels in the District.

<b><u>Priority</u></b>	<b><u>Strategies to achieve the priorities</u></b>
❖ Enhance capacities of local government entities to deliver quality services.	✓ Increase the percentage of citizens satisfied with the quality and timeliness of services at lower entities (sector, cell and villages) through regular formations and supervisions
❖ Ensure full participation of citizens in development planning and M&E at lower levels (cells & Villages).	✓ Increase the percentage of citizen’s satisfaction in community participation programs and decision making. ✓ Promote gender equality at all levels and in all local government positions
❖ Development of comprehensive capacity building mechanisms for lower leaders	✓ All leaders at village, cell and sector levels trained in Itorero and leadership programs

❖ Increase the quality and quick services delivery at the sector and cell level.	✓ 100% of services delivered at local level should follow the current client charter
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**3.3.6 Increase access to quality Education at all levels in the District**

The District seeks to have an increased access to quality education at all levels purposely because education is also considered as an engine to the fundamental development of any country. Kicukiro District has embarked into taking it as a core value in its 5 years development plan. According to the EICV3, The level of literacy rate is 89.5% among population aged 15 and above (11% illiterate). The net attendance of students in secondary school is still very low at 48.7% which limits the quality of education at all levels of Education. (Primary, secondary...)

The high demand for off-farm employment offers opportunities to the educated, preventing a brain-drain in Kicukiro.

Furthermore, the presence of a large number of TVETs offers technical/vocational opportunities to a large number of people.

Kicukiro District is deemed to improve access to TVETs to ensure that all segments of the population can benefit from them. Training of teachers and construction of new educational infrastructures could as well.

<u>Priorities</u>	<u>Strategies</u>
❖ Increase access to quality education up to secondary level	<ul style="list-style-type: none"> <li>✓ Increase the access to quality education by availing new education infrastructures and quality personnel</li> <li>✓ 3 Primary schools constructed</li> <li>✓ 6 Secondary Schools constructed</li> <li>✓ 3 Vocation Schools Constructed</li> <li>✓ 100% of users of education services in next 5 years will be satisfied with the services</li> </ul>

❖ Increase access to adult basic education to improve adult literacy and numeracy	✓ Increase the literacy level at 100% by 2017 through sensitising the dropouts to join the TVET schools
	✓ Encourage and sensitize parents of the importance of education to their children

*30 Classrooms and three TVTs centers will be constructed; the District will also construct 48 school toilets. In order to improve practical knowledge of the students, 10 laboratories will be constructed.*

**3.3.7 Increase the coverage of social protection programmes and ensure people graduate from poverty**

Kicukiro District also aims to have increased social protection coverage to the poor households ensuring that they graduate from poverty and remain self sustainable. Social protection is defined in the 2005 Social Protection Policy, as “a set of public and private initiatives that provide income or consumption transfers to the poor, protect the vulnerable against livelihood risks and enhance the social status and rights of the marginalized; with the overall objective of reducing the overall social and economic vulnerability of the poor, vulnerable and marginalized groups.”

Rwanda’s definition of social protection incorporates four principles: protection, prevention, promotion and transformation.

**Protective** - provides essential support to those living in poverty.

**Preventive** - puts in place a safety net that can be activated to catch people in danger of falling into poverty.

**Promotive** – supports poor people’s investment so that they can pull themselves out of poverty.

**Transformative** – aims to improve the social status and rights of the marginalized.

The District development objectives cannot be realized without putting into consideration the social protection. Like any other urban District, Kicukiro has a number of street urchins, disabled and other socially disabled groups, such as: children under five years old, elderly people aged 60 and above, etc. The District will embark on strengthening the VUP programs

such as direct support, public support and financial services which have shown a reputable role in social development of the local levels. Other social development programs such as one cow per family, Ubudehe, Kuremera, universal education, mutual health services; Hanga Umurimo etc will also be reinforced to reduce poverty from 8.3% to below 5% by 2017.

Priority	<u>Strategies to achieve the priorities</u>
❖ Increase social protection coverage of extremely poor households	<ul style="list-style-type: none"> <li>✓ Expanding the VUP public works approach to other programmes</li> <li>✓ Increasing the public works benefits received by large households</li> <li>✓ Extend the coverage of social programs to extreme poor &amp; vulnerable groups</li> <li>✓ Reduce child poverty &amp; vulnerability in poorest households through, ubudehe and hanga umurimo programs</li> <li>✓ Strengthening the capacity building through training District officers e.g. VUP staff on how to best target and support vulnerable people.</li> <li>✓ Ensure coverage of health insurance schemes to (100%)</li> </ul>

### **3.3.8 Increase District population access to quality Justice**

Raised population awareness will be very critical if people are to get justice they require as they will be well versed of their rights and laws. The JRLOS (Justice, Reconciliation, Law and Order Sector) main purpose is strengthening the rule of law to promote accountable governance, a culture of peace, and enhanced poverty reduction. This JRLO's purpose builds on five outcomes:

1. Sector capacity and coordination enhanced,
2. Universal access to quality (i.e. consistency) justice strengthened,
3. Impunity for international crimes and genocide ideology effectively combated; truth-telling and reconciliation strengthened,
4. Rule of law, accountability and competitiveness promoted,
5. Safety, law and order maintained, and adherence to human rights enhanced.



Quality justice is one of the indicators of good and accountable governance; there has been ignorance in community about the laws, by-laws, rules and regulations which has hampered the economic transformation of the society. Corruption and other similar illegal practices will be embarked on where Kicukiro will be a corrupt free District by 2017.

<u>Priority</u>	<u>Strategies to achieve the priority</u>
❖ Raise awareness of population towards rights and laws	<ul style="list-style-type: none"> <li>✓ Increase the number of people with knowledge in the law and rights at cells level</li> <li>✓ Ensure proper implementation of court rulings within the local levels and reduction of the pending cases</li> <li>✓ Illegal marriages legalized among the households</li> <li>✓ Ensuring Private Security Firms have the competence and professionalism.</li> <li>✓ Ensure community sensitization and formations on different laws, regulations and court procedures.</li> <li>✓ Reduce the Gender Based Violence through community sensitization programs</li> </ul>

### **3.3.9 Mobilization District population on financial Inclusion**

As a priority, Kicukiro District will ensure there are increased skills in projects preparation, implementation and at the same time increasing community savings and accessibility to bank credits.

As articulated in Vision 2020, Rwanda’s long-term development plan seeks to transform the country into a middle-income country by the year 2020. Developing an efficient, sound and inclusive financial sector is crucial and imperative to meeting the economic cluster targets of Vision 2020 and the Seven Year Government Plan (7YGP). Of Equal importance, a sound and stable financial sector provides a foundation for the achievement of social and governance related objectives.

Financial sector was considered as a priority in this development plan due to the fact that there is lack of skills to prepare projects to be financed by financial institutions and some difficulties to access bank credits due to lack of bank security and also low level of savings within the District. Small and medium enterprises are the key pillars of economic development, productivity and youth employment.

It is in this context that the UMURENGE SACCO (sector savings and credit cooperatives) will be harmonized into a District SACCO which will have the financial autonomy to satisfy the financial needs of the entrepreneurs within the District.

<u>Priorities</u>	<u>Strategies to achieve the priorities</u>
❖ Increase trainings on projects preparation and their managements.	<ul style="list-style-type: none"> <li>✓ Increase the number of new micro projects.</li> <li>✓ Link the financial institutions to SMEs and encourage a saving culture within the society</li> </ul>
❖ Increase the community savings and access to bank credits.	<ul style="list-style-type: none"> <li>✓ Ensure that at least 95% of populations have their accounts in financial institutions.</li> <li>✓ Strengthen Access to Finance and credit to local government levels.</li> <li>✓ Merge the Umurenge SACCOs to District SACCO</li> </ul>

### 3.3.10 Strengthen Public Financial Management at the District level

Strengthening public financial management will as well be prioritized using possible interventions as given below.

Management of public finance has been poorly implemented but the development plan has considered PFM as a tool to accountable governance and economic transformation within the District and at all local government levels. This will improve the monitoring of annual budget of the District; improve the procurement processes and revenue collection and management procedures.

<u>Priorities</u>	<u>Strategies to achieve the priorities</u>
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❖ Strengthen public financial audit	✓ Increase the level of transparency and accountability in Public Finance Management at District and sector level
❖ Enhance the knowledge of sector staffs about PFM	✓ The knowledge of All NBAs staffs about PFM will be increased through trainings
❖ Improve the implementation of audit recommendations at District and sector level	✓ Conducting financial audit, compliance audit and operational audit at District and sector level and ensure audit recommendations are Given due consideration ✓ Clear analysis of the Implementation/execution reports in comparison with the budgeted funds

### 3.3.11 Establish and promote income generating activities for the youth

Increased involvement in income generating activities by the youth in the District is very important for the youth segment as more jobs will be created. EICV3 survey results portray that the youth in Rwanda is the largest segment of the population, aged 14-35. The Youth have an important role in the economic development of the District and the country at large when well empowered. It is due to limited employability skills, insufficient knowledge on sexual education and reproductive health, Insufficiency of youth infrastructures of sport, leisure and entertainment and use of drugs and alcohol that hampers the productivity of the sector.

The priority is to promote youth productivity through establishing entrepreneurial skills, vocational training schools, development of technical and training on ICT to enhance youth's productivity and employment.

<u>Priorities</u>	<u>Strategies to achieve the priorities</u>
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❖ Engage and train youth in income generating projects	<ul style="list-style-type: none"> <li>✓ Encourage more youth in income generating projects trainings</li> <li>✓ Encourage youth to be innovative and tap into existing opportunities in the District and region with a goal of forming a savings scheme among themselves.</li> <li>✓ Increase the number of youth attending Youth training centres (YTC)</li> </ul>
❖ Increase youth Infrastructures (sport centres, talent nurturing centres and enhancement of their competitiveness)	<ul style="list-style-type: none"> <li>✓ Increase the number of talented youth and reduce the number of lazy and idle youth</li> <li>✓ Construction of Gahanga stadium for recreational and cultural centre</li> </ul>
❖ Reduce the use of drugs and alcohol abuse among youth	<ul style="list-style-type: none"> <li>✓ Sensitize youth about the dangers of drug abuse, HIV and other infectious diseases as a way of leading them to be responsible.</li> </ul>

### 3.4 Contribution to EDPRS2 Thematic areas:

#### **Economic Transformation:**

Kicukiro District highly considers economic transformation that will drive two digits annual growth i.e. 11.5% in the EDPRS2 period. Most of the export industries are located in Kicukiro District and this requires close coordination with MINICOM, RDB and MINAGRI to ensure growth of exports is given high priority even at the District level. Coffee washing stations will as well be constructed in the District to ensure value addition to export products.

#### **Rural Development:**

Developing rural areas has a considerable contribution to overall national growth. Kicukiro has largely become an urban District and therefore will ensure that a linkage with rural economies is strengthened.

Basic Infrastructure like electricity, water supply telecommunications will be extended to peri-urban areas to elevate people from poverty especially the portion that is under the poverty line.

**Productivity and Youth Employment:**

To solve youth employment problems, job creation initiatives will be strengthened and this will be linked to skill training and capacity building. The District aims to promote productive employment for young women and men through putting up and implementation of District youth employment programs and projects. The District will as well ensure that private sector gets conducive environment to promote income generating activities and develop small and medium enterprises and also diversify skill base through vocational training in conjunction with MINEDUC.

**Accountable Governance:**

Good leadership and administration is an ingredient to the overall country's development and growth without ignoring the District growth and development. There will be a clear analysis of the problems that can impede good governance and accountability. Kicukiro District will be committed to strengthening rule of law, accountability and transparency. With this commitment, growth and development will become a reality, not only in the District but will as well transcend to the entire country.

**3.5 Mainstreaming Cross-cutting Issues:**

Mainstreaming means looking more broadly at the development risk factors and it is an inextricably linked to the broader development issues of poverty and social equity( Holden, Vernbruggen, Bangkok; 2004). EDPRS2 identifies six cross-cutting issues that need to be mainstreamed in both sector strategic plans and District plans.

They include; Capacity building, Regional integration, Gender and Family, Environment, climate change and disaster management, Disability and social inclusion, HIV/AIDS and non-communicable diseases. This DDP for Kicukiro District mainstreams the crosscutting issues for EDPRS2.

**Capacity Building:**

Capacity building at the District level is at the core of the success in the implementation of the current District Development plan. Capacity development mechanisms will be developed at all levels of the District to ensure the District achieves its objectives. Capacity building will be focused mostly to youth cooperatives through entrepreneurial trainings and workshops to ensure they create their own jobs.

**Regional integration:**

The District acknowledges regional integration as well due to the fact that it has connectivity both regionally and internationally as the international airport is located in Kicukiro District. It's on this note that both regional and international linkages are possible. Being a knowledge hub as contained in Kigali city conceptual master plan, there are regional universities that have been already established within the District and others which will be established with in the EDPRS2 period.

**Gender and Family:**

The main concern that will be addressed is the type of roles of men and women, boys and girls in the District development process and how the two genders involve in the District development programs and interventions. All District programs and intervention to achieve District priorities in the EDPRS2 period will be gender sensitive at all District levels. Gender disparities will be addressed at all levels in the District.

**Climate change and disaster Management:**

The District will ensure that environmental conservation becomes a priority and the people living in high risk zones will be relocated to curb environmental disasters. Environmental impact assessment will as well be undertaken before big projects are allowed to be executed thus the risk of environmental deterioration will be reduced.

Kicukiro District is not immune to several disasters some of which may be manmade and others natural, in Conjunction with MININFRA, ENR, and MIDIMAR; whatever the cause disaster preparedness is an important element in the District development efforts.

**Disability and social inclusion:**

This DDP considers people with Disabilities and people with serious social problems and this will be mostly addressed in the social protection programs in conjunction with social protection sector. In putting up public structures like markets, roads, schools and Recreational centers, the District is committed to take into account people with disabilities.

**HIV and Aids and non communicable diseases:**

It requires combined efforts from all District stakeholders to combat the spread of HIV and aids through different District interventions. The challenge in trying to combat aids will be in prevention of HIV transmission especially through sex by the practice of promoting safe sex.

Thirty five (35) million people die every year because of non communicable diseases (NCDS) of which eighteen (18) million are women and NCDS are leading cause for the death of women worldwide. To address factors contributing to NCDs like tobacco use, alcohol abuse, unhealthy diet, physical inactivity, road safety use and environmental carcinogens, there will be sensitization campaigns for behavior change. Improved understanding of the aforementioned risk factors and their determinants will provide opportunities for the prevention and control of the NCDS.

**CHAPTER 4: IMPLEMENTATION OF THE DISTRICT DEVELOPMENT PLAN**

This chapter sets out how the DDP will be implemented by describing key stakeholders and their roles and responsibilities and explaining the mechanisms for co-ordination in the District.

#### **4.1 Sequencing of Interventions:**

Not all Interventions and programs will be implemented at once due to resource constraints and it is found wise to first deal with key interventions that will foster District growth.

This DDP will be implemented taking into account the interventions that are meant to promote rapid growth in the District. Establishment and maintenance of existing Infrastructure will be the major focus because development and growth is well supported by infrastructure. Modern markets will be constructed to ease trade within the District and this will directly drive growth within the District.

Social protection programs will as well be a major focus by extending the coverage of social programs to extreme poor & vulnerable groups. The programs will also be aimed at reducing child poverty & vulnerability in poorest households through ubudehe and hanga Umurimo programs.

#### **4.2 Roles of central government versus local Government**

Combined efforts at both central and local levels are very important towards the implementation of this DDP. Centralized agencies will implement programs and projects at District level in close collaboration with the District.

##### **4.2.1 Roles of central government:**

The implementation of the DDP will be underpinned by different sector policies under the responsibilities of relevant line ministries. The District will work increasingly in collaboration with sectoral ministries to ensure that DPP is harmonized with national policy in any specific sector. This will be key to the effective implementation of this DDP and the overall EDPRS2.

##### **Ministry of Local Government:**

The ministry of local government will be in charge of policy formulation and as well earmark funds that will ease the implementation of this development plan. The Rwanda local development support fund located in MINALOC will as well commit funds to finance the exploitation of the potentialities within the District.



**Ministry of Infrastructure:**

Sectors within the ministry of Infrastructure i.e. Watsan, Transport, urbanization and energy sectors will have to implement some of the projects within this DDP. The transport sector will ensure that the road network within the District is improved and as well support local communities in the activities related to road construction and maintenance.

The energy sector will support the District in extending the medium voltage lines and low voltage lines through electricity access roll out program (EARP)

The Water and Sanitation sector will be committed to rehabilitating existing nonfunctional water systems and as well maintain the water supply Infrastructure.

The sector of urbanization will provide standards and guidelines regarding construction and housing typologies for the District population to access affordable shelter. Close working relationships with Kigali city will as well be very important.

**Ministry of environment and natural Resources:**

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

**Ministry of Agriculture:**

Being an Urban District, agriculture will not be the main focus but Kicukiro District will continue to work closely with MINAGRI, MINICOM and RDB to ensure increased export crops with value addition to these export products as most of export factories are located within the District.

**Ministry of Education:**

The ministry of Education will ensure equitable access to Education through both 9 years basic Education and 12 years basic education. Much effort will as well be put in demand driven education like TVET where by many drop outs will be encouraged to join the technical schools.

### **Ministry of Youth and ICT:**

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

#### **4.2.2 Roles of the District**

Kicukiro District has the lead on the implementation of the DDP and will ensure the following is properly taken into consideration:

- Implement the DDP in line with EDPR II orientations and other GoR policies;
- Help administrative Sectors to deliver quality services in line with the new DDP;
- Coordinate and implement the DDP and its relevant development programmes;
- Promote cooperation, harmonization and synergy with other Districts in the implementation of respective DDPs; especially for big projects such as infrastructure.

The District will co-ordinate implementation of this DDP and will continue to lead the multi-stakeholder Steering committees/ and sub-committees during the course of the implementation. In collaboration with partners, the District will draw up an annual implementation plan for the DDP and monitor progress against it, drawing on information collected (and analyzed by the planning department) from different relevant sectors/ and stakeholders. The District will oversee the operational programmes implemented by stakeholders such as administrative sectors, NGOs and other development partners; and will ensure that the District has the capacities required to deliver the DDP objectives.

The District is expected to have a critical role in coordinating and harmonizing the DDP interventions of both Governmental and non-governmental actors at local level and in creating synergies between DDP and different sectoral programmes in line with EDPRS II.

#### **4.3 Role of the private Sector:**

Creating an enabling environment to the private sector will be very instrumental for them to implement this DDP and the District growth. The private sector will help to train entrepreneurs hence ensuring increased employment creation within the District.

#### **4.4. Roles of civil society**

JADFs will need to be enhanced to improve engagement with NGOs and other civil society organizations in DDP policy and strategic discussions at District level.

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

#### **4.5. Mechanisms for co-ordination and information sharing between stakeholders and partners in the District**

JADFs will play the key co-ordination role. Every year, each non-governmental actor operating in the District will present to District authorities a detailed plan of its respective interventions in the District, disaggregated for each sector. The JADFs will ensure that these programmes are aligned with District development priorities. As a result, a District wide annual plan of activities by Governmental and non-governmental actors within the District will be elaborated as part of the District Development Plan. In order to effectively play their coordination role, the capacity of JADFs will need to be strengthened.

#### **4.6 Implementation Risks:**

Risks can be categorized as either strategic risks from factors outside or operational risks related to mindset change.

Once these risks have been identified, strategies for mitigating these key risks are devised. Any current issues and any known constraints, assumptions or conflicts that may affect the implementation the DDP are listed as follows:

##### **Impromptu Activities:**

Experience has shown that even in EDPRS1 that was aligned to Kicukiro DDP 2008-2012; there had been always some Adhoc activities that were not earlier planned but could be implemented. If this becomes the status quo even in EDPRS2, then the implementation of the planned priorities could be retarded

**Staff Turnover:**

EDPRS1 self assessment report for Kicukiro District, staff turnover was seen as a great constraint that hindered the Implementation. Unstable staff could be a big risk that could hinder effective implementation of this development plan.

**Inadequate employee training and inadequate timing of the training:**

Skill gaps can be a big impediment as regards implementation of this development plan. Inexistence of better capacity building mechanisms could be problematic in as far as the implementation of this DDP is concerned. New experiences will need to match with the skill development.

**Limited Available Resources:**

Resource constraints could hinder programs and Priorities attainment in the present DDP. Matching plans with the available resources could at times not be possible. Plans could surpass the available resources and some good interventions which could actually drive growth could be left out unimplemented.

**4.7 Risk mitigation strategies**

The above identified risks will need to be addressed for the successful implementation of this DDP, it is therefore on this stand point that strategies for mitigating these key risks are provided.

**Training:**

Everybody that will be involved in implementation of this DDP will need to have an opportunity to learn and get skills that can help them in the effective implementation of the current District development plan. New ways of doing things will need to go hand in hand with capacity development at all levels in the District.

**Private sector Engagement:**

Private sector involvement in the Implementation of the current DDP will be very instrumental. Identifying the individual private people involved in, or affected by, this strategic document is important to ensure effective implementation of the plan. The District

will need to provide a better environment to the private people in one way or the other resources constraints will be resolved.

## **CHAPTER 5: MONITORING AND EVALUATION PLAN**

The effective implementation of the DDP will be underpinned by an effective Monitoring and Evaluation System. To be able to effectively monitor progress against targets of the DDP, the District will establish annual operational plans, containing agreed objectives,

activities, targets and indicators to be achieved within a fiscal year; and consistently leading to the achievement of the DDP objectives.

Regular monitoring of performance will continue to be carried out through quarterly reviews by the planning department of the District and the existing joint mechanisms such as JADFs. These reviews assess performance against indicators and actions agreed by all stakeholders. This will allow the District to continue to assess progress of activities quarterly against the detailed DDP implementation plan.

Coordination must equally be carried out between all District partners including sector Ministries, donors, the private sector, civil society, and the totality of economic operators. This coordination cannot be possible if a system of quality information is not put in place. To facilitate regular monitoring and evaluation, the District will need to establish a comprehensive Management of Information System (MIS), including a well-structured and computerized database with quantitative/ and qualitative indicators which will underpin annual monitoring of the evolution of achievements and changes.

It will be the responsibility of District authorities to ensure that information in the MIS is regularly updated. This will be critical in ensuring that the data generated is relevant and useful. This will help ensure that the District develops an understanding of the factors contributing to successful implementation of the DDP and is able to build on these in designing new programmes or redefining targets.

In addition to the regular monitoring of progress against DDP targets, the District will need to put in place a rigorous and comprehensive evaluation tool, looking at impacts on beneficiaries of DDP programmes.

The evaluation tools to establish will be expected to:

- Analyze why intended DDP results have been/or have been not achieved
- Assess specific causal contributions of DDP activities/programmes to results
- Examine the DDP implementation process and draw up constructive lessons
- Explore unintended results

- Provide lessons, highlight significant accomplishment or DDP potential, and offer recommendations for improvement towards the District developmental aspirations.

## **CHAPTER 6: COST AND FINANCING OF THE KICUKIRO DISTRICT DEVELOPMENT PLAN**

To achieve the District priorities, there is need for funds to enable the development plan implementation. Without resources, the implementation of the current development plan can

not be possible. It is in this context that the estimates for the implementation of this development plan are set.

**Table 2: Overall Kicukiro DDP cost estimates for EDPRS2 2013/14-2017/18**

<i>RWF '000</i>	<i>2013/14</i>	<i>2014/15</i>	<i>2015/16</i>	<i>2016/17</i>	<i>2017/18</i>	<i>Total for EDPRS 2</i>
<b><i>Own Funds Available</i></b>						
<i>Earmarked Transfers</i>	5,017,851	5,242,924	5,564,287	5,565,287	5,455,287	<b>26,845,636</b>
<i>Own taxes and fees</i>	5,401,673	5,401,673	5,401,673	5,401,673	5,401,673	<b>27,008,365</b>
<i>Donor projects</i>						
<i>Private sources</i>						
<i>Other sources</i>						
<b><i>Total</i></b>	<b>10,419,524</b>	<b>10,644,597</b>	<b>10,965,960</b>	<b>10,966,960</b>	<b>10,856,960</b>	<b>53,854,001</b>
<i>Existing Baseline Expenditure</i>						
<i>Available funds for DDP Priorities</i>	10,419,524	10,644,597	10,965,960	10,966,960	10,856,960	53,854,001
<b><i>Total Projected Cost of DDP Priorities</i></b>	<b>10,907,660</b>	<b>11,983,710</b>	<b>11,240,560</b>	<b>11,108,159</b>	<b>9,945,210</b>	<b>55,185,300</b>
<b><i>Overall Deficit/Surplus</i></b>	<b>-488,136</b>	<b>-1,339,113</b>	<b>-274,600</b>	<b>-141,200</b>	<b>911,750</b>	<b>-1,331,299</b>
<i>% Surplus/deficit</i>	<b>-4%</b>	<b>-11%</b>	<b>-2%</b>	<b>-1%</b>	<b>9%</b>	<b>-2%</b>

Source: Costing Sheet

### 6.1 Overall DDP cost estimates:

Kicukiro District has identified priorities over the EDPRS2 Period and corresponding interventions/strategies to realize the priorities. The cost estimates for the interventions amount is 55,185,300,000 FRW; it should however, be noted that the District does not have the whole of this amount and there will be need to mobilize Resources for funding the DDP to cover the surplus.

#### 6.1.1 Available funds:

On the available funds section, it is only the own taxes and transfers from central government. The block grants/earmarked resources are expected to come from Sectors and



Ministries. The donor funds are not predictable and it was not be possible to estimate the funds for the donor projects.

### **6.2.2 The overall Deficit:**

The difference between the available funds and the total DDP estimates has shown the deficit amounting to 1,331,299,000 FRW. The average percentage deficit for the overall DDP estimates to 2% as portrayed in table 2.

## **REFERENCES**

1. DDP guidelines report (2013),

2. EDPRS 1self assessment report (2012),
3. Kicukiro District potentialities report 2013
4. Previous DDPs (2008-2012)
5. Sector strategic plan (SSP) (2013)
6. Seven years government program (7YGP)
7. Vision 2020 document,

## **APPENDICES**



**MONITORING AND EVALUATION TABLE**

OUTPUT	OUTPUT INDICATOR	BASELINE (Yr)	2013/14	2014/15	2015/16	2016/17	2017/18	MoV
			Target	Target	Target	Target	Target	
<b>Agriculture</b>								
Farming in green houses introduced and carried out through all the years	Number of Green Houses established in the pre- urban Area	29	1	1	1	1	1	District report
Tractor hire service introduced in the District	Number of tractors hired	-	1	1	1	1	1	District Report
	% of level of agricultural mechanization	-	-	10%	20%	30%	40%	Report
Post harvests constructed	Number of post harvests constructed.	-	1	1	1	1	1	Report
Application of fertilizers in the District increased	Number of Kg of fertilizer used per	-	29/ha/yr	32.5	35	38.5	40	Report

	hector per year													
Farmers in the District supported to engage in animal husbandry projects (Cows and Piggery)	Number of cows distributed	-												Report
	Number of pigs distributed	-												Report
	Number of ha Covered by radical terracing	-	20ha	30ha	10ha	5ha	-							Report
<b>Private Sector</b>														
Environment for the growth entrepreneurship enhanced.	Number of SMEs created.	7,057	400	500	550	600	700							Report
	% of women owners of SME's	-												
Private investments increased	Number of new large investments in District.	18	4	4	4	4	4							Report
	<b>Energy</b>													
	% of households using	63%	88%	92%	94%	96%	100%							Report

Access to electricity increased.	electricity as main source of energy.											
	Number of kms of public street lighted.	3.6 kms	3 kms	3 kms	3 kms	3 kms	3 kms	3 kms	3 kms	District Report		
Access and use of alternative sources of energy increased.	Number of Biogas digesters and improved cook stoves constructed.	10 biogas digesters 200 improved cook stoves.	10 biogas digesters 200 improved cook stoves	10 biogas digesters 200 improved cook stoves	10 biogas digesters 200 improved cook stoves	10 biogas digesters 200 improved cook stoves	10 biogas digesters 200 improved cook stoves	10 biogas digesters 200 improved cook stoves	10 biogas digesters 200 improved cook stoves	District Report.		
	Number of households And institutions using Solar Energy	4,542 households	10institutions and 100households	10institutions and 100households	10institutions and 100households	10institutions and 100households	10institutions and 100households	10institutions and 100households	10institutions and 100households	Report		
<b>Transport Sector</b>												
	Number of kms of tarmac road constructed	3.1kms	4kms	5.4kms	2kms	2kms	2kms	2kms	2kms	Report		
	% of women involved in Road construction	6.8%	10%	15%	17%	20%	20%	20%	20%	Report		

Road networks improved	Number of kms of paved road constructed.	25.8kms Paved roads	8.5kms	8.5kms	10km	7.5kms	6.5kms	Report
	% of women involved in paved roads	6.8%	12%	15%	20%	25%	30%	Report
	Number of paved roads maintained	25.8kms Paved roads	3kms	7kms	5kms	2kms	3kms	Report
	Number of storm water drainage built.	-	1 in Nyakabanda cell.	1 in Niboye	1 in Kigarama	1 in Kigarama	1 in Gikondo	Report
	Number of km of earth roads rehabilitated	47kms	6kms	8kms	10kms	10kms	10kms	Report
	Number lines created	3	1	1	1	1	1	Report
Public transportation well developed and managed	Number of bus terminal	-	-	1	1	1	1	District Report
<b>ENR Sector</b>								
The implementation of	% of area covered by anti-erosive ditches	84.2%	100 ha	200ha	50ha	50ha	50ha	District Report
	% of new buildings with water tanks	-	100% of new buildings	100% of new buildings	100% of new buildings	100% of new buildings	100% of new buildings	Report



water harvesting system policy enforced	% of existing households with water tanks	-	30%	50%	65%	70%	80%	Report
	% of women and men involved and benefiting in water harvesting activities.	-	At least 30% are women	At least 30% are women	At least 30% are women	At least 30% are women	At least 30% are women	Report
Forest cover increased.	Number of ha coverage by forests	<b>883 ha</b>	50ha	40ha	30ha	10ha	10ha	District Report
The exploitation of quarry and mines streamlined	% of quarries and mines exploited in an organized manner.	-	100%	100%	100%	100%	100%	District Report
Households, industries and garages located in wetlands and high risk zones relocated.	% of the households relocated	-	100% relocated	-	-	-	-	Report
	% of Industries and garages relocated	-	-	50%	50%	-	-	Report
Schools and Public	% of schools participating in greening	-	100%	100%	100%	100%	100%	Report

institutions are sensitized and given flower and tree seedlings to plant on their compounds and along main roads.	program									
	% of Institutions participating in greening program	-	100%	100%	100%	100%	100%	100%	100%	Report
<b>ICT Sector</b>										
Increased access and use of ICT in different aspect of life in District	% of Male and female using computers	20.3%	30%	40%	50%	58%	70%			Report
	% of households using internet	31.6%	45%	50%	55%	60%	80%			Report
	Number of schools having Computers labs	22	2 computer lab	2 computer lab	2 computer lab	2 computer lab	2 computer lab	2 computer lab	2 computer lab	Report
	% of households owning ICT devices	-85 % mobile phones -60 % Radios -45% television	-	-	-	-	-	-	-	-



	rehabilitated																		District Report
	% of women working on water sources rehabilitation projects	50	-		100			-											District Report
Used water recycled through PPP's to increase the supply of clean water in the District.	% of new buildings with water recycling facilities	100% of New buildings.	-					-											Report
Access to sanitation facilities increased from 89% to 100%.	% of population with access to sanitation facilities.	95%	89%		100%			-											District Report
<b>Health Sector</b>																			
	Number of hospitals, health centers and health posts constructed	-2 health posts -1 health center -10 Clinical medicine	-1 District hospital -9 health centers -1 health post		- District hospital extension 1 health post			1 health post											Report

Accessibility to health services Increased	-22 clinical medicine	95%	100%	100%	100%	100%	100%	100%	Report
	% of Male and Female with health insurance		2	3	4	3	3	3	Report
	Number of doctor per people	1/24,589	17	17	17	17	17	17	Report
	Number of nurse per people	1/1,648	22	20	18	16	14	14	Report
	Infant mortality rate	24/1000							Report
Quality of health services improved	Maternal mortality rate								
	Number of infant aged under 5years malnutrition cases reduced	170	150	130	110	90	70	70	Report
Community health workers increased (M/F)	Number of new CHW per village	3	-	4	-	-	-	-	Report

Infection of HIV/AIDS in the District reduced	7.4	7	6	5	4	3	District Report	
The population sensitized on birth control measures	32	33	35	36	40	45	District Report	
Malaria eradicated in the District	89.8	90	92	93	95	100	Report	
<b>Education Sector</b>								
Increased access to quality of education at low levels of education.	Number of class rooms (Primary & Secondary) Constructed	1,288	38	25	25	20	10	Report
	Number of latrines (Primary & Secondary) constructed	1,402	36	24	12	10	10	Report
	Number of Classrooms rehabilitated	120	-	30	30	30	30	District Education report
Number of sciences laboratories	13	5	-	2	-	3	Report	

constructed.												
Number of sciences laboratories equipped	13	-	5	-	2	-				2	-	Report
Number of computer labs established	22	2	2	2	2	2				2	2	Report
Number of schools benefited one laptop per child program	9	2	1	2	2	2				2	1	Report
Number of ECD constructed	-	3	3	3	3	3				3	3	District Report
Number of TVTs constructed	18	2 (Nyarugunga& Masaka)	1(Kanombe)	2(Kagarama& Gahanga)	1(Gatenga)	2(Kagarama& Gahanga)				1(Gatenga)	1(Kigarama)	Report
% of enrollment of female student in TVET's rate	26.4	28	29	31	32	34				32	34	Report
Ratio of runners per pupil in Primary	1/49	60 new teachers recruited	40 new teachers recruited	30 new teachers recruited	20 new teachers recruited	25 new teachers recruited				20 new teachers recruited	25 new teachers recruited	Report

	schools														
	% of net enrollment rate Male & Female in secondary Schools	48.7%	52	58	65	72	80			Report					
Literacy rate in the District increased (M/F)	% of literacy rate Male and Female (M/F)	90.2 Female	92%	94%	96%	98%	100%			Report					
		92 Male	91%	93%	95%	97%	100%								
<b>Social Protection Sector</b>															
Graduation of vulnerable people enabled	Number of extremely poor households graduated	13,512	12,512	11,000	9,500	8,000	7,000			District report					
	Number of women participating and benefiting in social protection programs.	-	100	700	500	300	100			Report					
	Number of business owned by previously		500	500	500	500	500	500		Report					



	vulnerable people																					
	Number of vulnerable graduating from VTC	-	125	130	140	150	250															Report
	Number of houses for vulnerable constructed	207	72	18	20	20	20															District Report
Cooperatives for vulnerable people formed.	Number of cooperatives created.	10	10	10	10	10	10					10										Report
Child protection enhanced	Number of children supported through child care programs	3,602	3,102	2,900	2,500	2,000	1,500															Report
	Number of orphanages supported to reintegrate children	1	1	1	1	-	-															Report
Women empowered in District	Number of women	-	200	200	200	200	200					200										Report

	entrepreneurs								
<b>Macro and Financial Sector</b>									
The community savings and access to bank credits increased	80	85%	90%	93%	95%	98%			Report
<b>Decentralization Sector</b>									
Access to Laws and regulation increased.	-	-	1	-	-	-			Report
staff trained according to the assessment conducted by the District	102	160	327	200	200	200			Report
Quality and quick services delivery at the sector and cell level improved	-	0	20%	40%	60%	100%			District Report
	-	-	-	-	-	-			Survey, suggestions and feedback
The infrastructures of decentralized entities increased	30 cells 9sectors	5cells 1sector/Gahanga 1District hall	6cells 1Sector/Niboye	-	-	-			Report

	Number of sectors and cells rehabilitated	2	-	-	-	3(Masaka,Nyarugunga & Kicukiro)	-	-	Report
<b>Youth Sector</b>									
Knowledge on sexuality and reproduction health improved.	Number of youth trained in reproductive health	5000	0%1,000	1,000	1,000	1,000	1,000	1,000	Report
The usage of drugs and alcohol abuse among youth eradicated	% of youth using drugs	-	80%	100%	-	-	-	-	Report
Youth involved in money generating activities increased.	% of youth owning their business(M/F)	Female:70. 9	75%	79%	85%	87%	90%	90%	Report
		Male:75	80%	83%	87%	90%	93%	93%	Report
Youth infrastructure increased.	Number of YEGO constructed	-	-	1	-	-	-	-	Report
	Number recreative center constructed	-	-	-	1	-	-	-	
Youth from IWAWA reintegrated and supported.	Number of the youth graduated from IWAWA center	223	62	-	-	-	-	-	Report

<b>PFM Sector</b>									
The chart of accounts for the District followed.	Number of posting errors detected	Existing chart of accounts	-	-	-	-	-	-	Financial statement and audit report
Staff involved in PFM trained	Number of the staff trained	15	72	72	72	72	72	72	Report
Taxpayers database updated	Number of approved fiscal census report	-	1	-	-	-	1	1	Fiscal census report
Auditor General's recommendations implemented	% recommendations implemented	-	100%	100%	100%	100%	100%	100%	Report
<b>Justice, Reconciliation, Law and Order</b>									
The population sensitized against gender based violence and harassment	Number of sensitization meetings per yr	500	600	500	500	500	500	500	Report
Women committees from Village to District level trained in different laws affecting women	Number of trainings conducted	One/trimester	2/Trimester	2/Trimester	2/Trimester	2/Trimester	2/Trimester	2/Trimester	Report
legal trainings for Abunzi conducted to raise their capacity for batter Judgment	Number of trainings for Abunzi	4/yr	8/yr	8/yr	8/yr	8/yr	8/yr	8/yr	Report

## TABLE OF OUTPUT ACTIVITIES & BUDGET

Sector name	Priority	District output	Years actions					Budget
			2013/2014	2014/2015	2015/2016	2016/2017	2017/2018	
Youth	To engage and train youth in money generating activities	Youth engaged and trained in money generating activities	<ul style="list-style-type: none"> <li>• Training of 100 youth from all cells.</li> <li>• Submitting of youth projects in financial institutions</li> <li>• Creation and supporting of youth cooperatives at cell level</li> </ul>	<ul style="list-style-type: none"> <li>• Training of 100 youth from all cells.</li> <li>• Submitting of youth projects in financial institutions</li> <li>• Creation and supporting of youth cooperatives at cell level</li> </ul>	<ul style="list-style-type: none"> <li>• Training of 100 youth from all cells.</li> <li>• Submitting of youth projects in financial institutions</li> <li>• Creation and supporting of youth cooperatives at cell level.</li> </ul>	<ul style="list-style-type: none"> <li>• Training of 100 youth from all cells.</li> <li>• Submitting of youth projects in financial institutions</li> <li>• Creation and supporting of youth cooperatives at cell level.</li> </ul>	<ul style="list-style-type: none"> <li>• Training of 100 youth from all cells.</li> <li>• Submitting of youth projects in financial institutions</li> <li>• Creation and supporting of youth cooperatives at cell level.</li> </ul>	20,000,000
	Reduce the usage of drugs and alcohol abuse among youth.	The usage of drugs and alcohol abuse among youth reduced.	<ul style="list-style-type: none"> <li>• Fighting of drugs and alcohol abuse among the youth through Program called ‘Ijisho ry’Umuturanyi’ and intensive sensitization.</li> </ul>	<ul style="list-style-type: none"> <li>• Fighting of drug and alcohol abuse among the youth through Program called ‘Ijisho ry’Umuturanyi’ and intensive sensitization.</li> </ul>	<ul style="list-style-type: none"> <li>• Fighting of drug and alcohol abuse among the youth through Program called ‘Ijisho ry’Umuturanyi’ and intensive sensitization</li> </ul>	<ul style="list-style-type: none"> <li>• Fighting of drug and alcohol abuse among the youth through Program called ‘Ijisho ry’Umuturanyi’ and intensive sensitization</li> </ul>	<ul style="list-style-type: none"> <li>• Fighting of drug and alcohol abuse among the youth through Program called ‘Ijisho ry’Umuturanyi’ and intensive sensitization</li> </ul>	25,000,000

Increase youth Infrastructures and enhance their competitiveness).	Youth infrastructures increased	To build the YEGO CENTER	To build the YEGO CENTER	sensitization	To equip and launch the YEGO CENTER and start the activities	Realizations and monitoring	100,000,000
Improve the Knowledge on sexuality and reproduction health improved.	Knowledge on sexuality and reproduction health improved	<ul style="list-style-type: none"> <li>● 100 youth in all cells will be trained on reproductive health.</li> </ul>	<ul style="list-style-type: none"> <li>● One pair education club will be created in all cells.</li> </ul>	<ul style="list-style-type: none"> <li>● Fight against HIV and TB through pair education in clubs</li> </ul>	<ul style="list-style-type: none"> <li>● Fight against HIV and TB through pair education in clubs</li> </ul>	<ul style="list-style-type: none"> <li>● Fight against HIV and TB through pair education in clubs</li> </ul>	50,000,000
To enhance capacities of Local Governments to deliver quality services.	Capacities of Local Government to deliver quality services enhanced	<ul style="list-style-type: none"> <li>● Trainings of local Government leaders</li> <li>● To put in place Accountability day once by quarter.</li> </ul>	<ul style="list-style-type: none"> <li>● To equip offices of local governments leaders.</li> <li>● To mobilize citizens to participate in development and planning at their respective levels</li> </ul>	<ul style="list-style-type: none"> <li>● Idem.</li> </ul>	<ul style="list-style-type: none"> <li>● Idem</li> </ul>	<ul style="list-style-type: none"> <li>● Idem</li> </ul>	40,000.000frw
Ensure full participation of citizens in development, planning and M&E at all	Full participation of citizens in development, planning	<ul style="list-style-type: none"> <li>● Encourage citizens to participate in all activities.</li> </ul>	<ul style="list-style-type: none"> <li>● To train citizens to plan for their respective administrative entities.</li> </ul>	<ul style="list-style-type: none"> <li>● To evaluate development of local government &amp; participation</li> </ul>	<ul style="list-style-type: none"> <li>● To train citizens to plan for their respective administrative entities.</li> </ul>	<ul style="list-style-type: none"> <li>● Mobilization of citizens to participate in development and planning of their</li> </ul>	10,000.000frw
<b>Decentralization</b>							

	levels.	and M&E at all levels ensured.			of citizens.		respective levels (Villages, Cells & Sectors).	
	Increase the quality and quick services delivery at local level.	Increased quality and quick service Delivery at the sector and cell level.	<ul style="list-style-type: none"> <li>Training of staffs</li> </ul>	<ul style="list-style-type: none"> <li>idem</li> </ul>	<ul style="list-style-type: none"> <li>Idem</li> </ul>	<ul style="list-style-type: none"> <li>Evaluation of service delivery</li> </ul>	<ul style="list-style-type: none"> <li>Idem.</li> </ul>	25,000,000frws
<b>Education</b>	Increase access to quality education for Nursery, Primary and Secondary level.	Increased access to quality education to lower levels of education.	<ul style="list-style-type: none"> <li>Construction of Schools (30 classrooms,48 latrines) Teachers'hostels' construction(8)</li> <li>Recruitment of qualified teachers.</li> <li>ICT equipments</li> <li>Teacher's trainings</li> </ul>	<ul style="list-style-type: none"> <li>Rehabilitation of Schools (30 classrooms) Teachers' trainings</li> <li>Construction of TVET Schools (2)</li> </ul>	<ul style="list-style-type: none"> <li>School rehabilitation (30 classrooms, 5 Laboratories construction)</li> </ul>	<ul style="list-style-type: none"> <li>School rehabilitation(20 classrooms)</li> <li>Laboratories equipments</li> <li>Construction of TVET School (1)</li> </ul>	<ul style="list-style-type: none"> <li>Laboratories construction(5)</li> </ul>	1,820,000,000 Frws
	Increase access to adult basic education to improve adult literacy and numeracy.	Increased access to adult basic education	<ul style="list-style-type: none"> <li>Training of teachers from different centers</li> <li>Purchase of materials</li> <li>Motivation of Volunteers who</li> </ul>	<ul style="list-style-type: none"> <li>Purchase of materials</li> <li>Motivation of Volunteers who teach adults.</li> </ul>	<ul style="list-style-type: none"> <li>Purchase of materials</li> <li>Motivation of Volunteers who teach literacy and numeracy.</li> </ul>	<ul style="list-style-type: none"> <li>Purchase of materials</li> <li>Motivation of Volunteers who teach adults.</li> </ul>	<ul style="list-style-type: none"> <li>Purchase of materials</li> <li>Motivation of Volunteers who teach</li> </ul>	150,000,000Frws

<b>Energy</b>	Increase access and use of electricity.	Access and use of electricity increased from 63% to 100%	teach adults.	<ul style="list-style-type: none"> <li>• Electrification and extension of 14 kms (MV) 50 ms (LV).</li> </ul>	<ul style="list-style-type: none"> <li>• Electrification and extension of 15 kms (LV).</li> </ul>	<ul style="list-style-type: none"> <li>• Electrification and extension of 15 kms (LV).</li> </ul>	<ul style="list-style-type: none"> <li>• Electrification and extension of 15 kms (LV).</li> </ul>	4,000,000,000
	Increase the use of alternative sources of energy.	Access and use of alternative sources of energy increased.	<ul style="list-style-type: none"> <li>• Construction 10 biogas digesters and 200 improved cook stoves.</li> </ul>	<ul style="list-style-type: none"> <li>• Construction 10 biogas digesters and 200 improved cook stoves</li> </ul>	<ul style="list-style-type: none"> <li>• Construction 10 biogas digesters and 200 improved cook stoves</li> </ul>	<ul style="list-style-type: none"> <li>• Construction 10 biogas digesters and 200 improved cook stoves</li> </ul>	<ul style="list-style-type: none"> <li>• Construction 10 biogas digesters and 200 improved cook stoves</li> </ul>	35,000,000
<b>Environmental and Natural Resources</b>	Enforce the implementation on water harvesting facilities policy	Implementation of water harvesting facilities policy enforced.	<ul style="list-style-type: none"> <li>• Control of buildings under construction to make sure that they have water harvesting facilities.</li> </ul>	<ul style="list-style-type: none"> <li>• Installation of rain water harvesting facilities in schools, hospitals and other public institutions.</li> </ul>	<ul style="list-style-type: none"> <li>• Control of buildings under construction to make sure that they have water harvesting facilities.</li> </ul>	<ul style="list-style-type: none"> <li>• Control of buildings under construction to make sure that they have water harvesting facilities.</li> </ul>	<ul style="list-style-type: none"> <li>• Control of buildings under construction to make sure that they have water harvesting facilities.</li> </ul>	30,000,000
	Promote sustainable exploitation of mines and quarries.	Sustainable exploitation of mines and quarries promoted.	<ul style="list-style-type: none"> <li>• Protection of mines and quarry sites by planting trees and digging ditches.</li> </ul>	<ul style="list-style-type: none"> <li>• Rehabilitation of old mining sites.</li> </ul>	<ul style="list-style-type: none"> <li>• Put all miners into cooperatives.</li> </ul>	<ul style="list-style-type: none"> <li>• Follow up and monitoring.</li> </ul>	<ul style="list-style-type: none"> <li>• Follow up and monitoring.</li> </ul>	20,000,000.



	<p>Ensure Pollution management and enforce the environmental regulation.</p>	<p>Pollution management and the environmental regulation enforced.</p>	<p>● Relocation of 57 families from wetland and marshland areas.</p>	<p>● Relocation of all garages and illegal activities and 50 families from wetland and marshland areas.</p>	<p>● Relocation of illegal activities and 60 families from wetland and marshland areas.</p>	<p>● Relocation of illegal activities and all families from wetland and marshland areas.</p>	<p>● Rehabilitation of areas around wetland and marshland where illegal activities were relocated from.</p>	<p>4.5b</p>
	<p>Set up a proper mechanism for urban and peri-urban trees management.</p>	<p>Urban and peri-urban trees well managed.</p>	<p>● Plant 105,000 trees and ensure their maintenance over two years.</p>	<p>● Creation of 3ha of gardens ● Plant of 105,000 trees</p>	<p>● Creation of 3ha of gardens ● Plant of 105,000 trees</p>	<p>● Creation of 3ha of gardens ● Plant of 105,000 trees.</p>	<p>● Creation of 3ha of gardens ● Plant of 105,000 trees.</p>	<p>200,000,000</p>
<p><b>ICT</b></p>	<p>Increase the use of ICT in all aspects of life in a District</p>	<p>Increased use of ICT in all aspects of life in District.</p>	<p>● Establishment of <b>one Telecentre per Sector</b> (Phase I) ● ICT Awareness &amp; skills development to use existing ICT resources. ● e-payment systems (computer &amp; telephone based) are developed and operational.</p>	<p>● Establishment of <b>one Telecentre per Sector</b>(Phase II) ● All Offices from District to Villages are well equipped with ICT equipment. ● ICT Awareness &amp; skills development to</p>	<p>● Establishment of <b>one Telecentre per Sector</b> (Phase III) ● Deploy Optic Fiber in Sectors Phase I ● Upgrading District Management Information Systems(DMIS)</p>	<p>● Establishment of <b>one Telecentre per Sector</b>(Phase IV) ● ICT Awareness &amp; skills development to use existing ICT resources. ● Deploy Optic Fiber in Sectors, (phaseII)</p>	<p>● Establishment of <b>one Telecentre per Sector</b> (Phase IV) ● Deploy Optic Fiber at Sector level , phase III</p>	<p>200,000,000</p>

<b>JRLO</b>	Raise awareness of population towards rights and laws	Awareness of population towards rights and laws raised.	Set up of Public information desk at Cell level	use existing ICT resources.	<ul style="list-style-type: none"> <li>Regular trainings of local leaders on rights and laws</li> </ul>	<ul style="list-style-type: none"> <li>Survey of public awareness on rights and laws</li> </ul>	<ul style="list-style-type: none"> <li>Implementation on the recommendations for the Survey.</li> </ul>	<ul style="list-style-type: none"> <li>Trainings of local leaders and regular follow ups.</li> </ul>	15,000,000frw
	To avail official gazettes at sector and cell levels.	The Official gazettes at sector and cell levels availed.	The Official gazettes to be availed at all sector and cell levels	The Official gazettes to be availed at all sector and cell levels	<ul style="list-style-type: none"> <li>The Official gazettes to be availed at all sector and cell levels</li> </ul>	<ul style="list-style-type: none"> <li>The Official gazettes to be availed at all sector and cell levels</li> </ul>	<ul style="list-style-type: none"> <li>The Official gazettes to be availed at all sector and cell levels</li> </ul>	15,000,000frw	
<b>Private sector</b>	Create enabling environment for the growth entrepreneurship	Environment for the growth entrepreneurship created.	Removing all infrastructure constraints such as transport, electricity and Sanitation.	<ul style="list-style-type: none"> <li>Provide the skills that the private sector needs. The systems of higher education and TVET to be more responsive to the needs of employers.</li> </ul>	<ul style="list-style-type: none"> <li>Ensuring available ready markets for products and services by creation of new Markets and outlets within the District.</li> </ul>	<ul style="list-style-type: none"> <li>Avail and designate a site for the setup of an Educational Hub</li> </ul>	<ul style="list-style-type: none"> <li>Creating an Open gateway market for Export of products.</li> </ul>	5b	
	Develop PPPs mechanism to mobilize	The PPP's mechanisms to mobilize	Presenting to the Private partners the report on	<ul style="list-style-type: none"> <li>Consultation with private partners to</li> </ul>	<ul style="list-style-type: none"> <li>Resurvey of District Investment</li> </ul>	<ul style="list-style-type: none"> <li>Construction of High end hotels by</li> </ul>	<ul style="list-style-type: none"> <li>Creation of a business and investment</li> </ul>	3b	

	private investments.	private investments developed.	investment opportunities available in the District.	discuss and implement District priorities.	opportunities	private sector partners to enhance income from services within the District	hub where all prospective investors can get readily available information.	
<b>Financial sector development</b>	Create enabling environment for the growth entrepreneurship	Environment for the growth entrepreneurship created.	<ul style="list-style-type: none"> <li>Removing all infrastructure constraints such as transport, electricity and Sanitation.</li> </ul>	<ul style="list-style-type: none"> <li>Provide the skills that the private sector needs. The systems of higher education and TVET to be more responsive to the needs of employers.</li> </ul>	<ul style="list-style-type: none"> <li>Ensuring available ready markets for products and services by creation of new Markets and outlets within the District.</li> </ul>	<ul style="list-style-type: none"> <li>Avail and designate a site for the setup of an Educational Hub</li> </ul>	<ul style="list-style-type: none"> <li>Creating an Open gateway market for Export of products.</li> </ul>	5b
	Increase the community savings and bank credits	Increase community savings and bank credits.	<ul style="list-style-type: none"> <li>Encourage financial institutions and Banks to invest in Mobile banking technologies for easy access to banking services.</li> </ul>	<ul style="list-style-type: none"> <li>Creating public awareness and mobilization on savings schemes through holding regular meetings with the local leaders</li> </ul>	<ul style="list-style-type: none"> <li>Strengthening the Umurenge Saccos for easy access to loans by the community</li> </ul>	<ul style="list-style-type: none"> <li>Encourage the community to open savings accounts in saccos</li> </ul>	<ul style="list-style-type: none"> <li>Encourage and mobilize the community to adopt electronic payments.</li> </ul>	2M
	Strengthen public financial audit	Public financial audit strengthened	<ul style="list-style-type: none"> <li>Conducting financial audit, compliance audit</li> </ul>	<ul style="list-style-type: none"> <li>Conducting financial audit, compliance</li> </ul>	<ul style="list-style-type: none"> <li>Conducting financial</li> </ul>	<ul style="list-style-type: none"> <li>Conducting financial audit, compliance</li> </ul>	<ul style="list-style-type: none"> <li>Conducting financial audit, compliance</li> </ul>	5,089,000,025

<b>Public Finance Activities</b>	d.	Enhance the knowledge of sector staffs about PFM	The Knowledge of sector staffs about PFM enhanced.	and operational audit at District and sector level	audit and operational audit at District and sector level	audit and operational audit at District and sector level	audit and operational audit at District and sector level	11,000,000	
				• Training to members of PFMc at Sector level	• Making follow up by using meetings, analyzing the content of PFMc 's minutes from sector level.	• Making follow up by using meetings, analyzing the content of PFMc 's minutes from sector level.	• Making follow up by using meetings, analyzing the content of PFMc 's minutes from sector level.	• Making follow up by using meetings, analyzing the content of PFMc 's minutes from sector level.	
				• Assist the meetings of PFMc at sectors level.	• Making follow up by using meetings, analyzing the content of PFMc 's minutes from sector level.	• Making follow up by using meetings, analyzing the content of PFMc 's minutes from sector level.	• Making follow up by using meetings, analyzing the content of PFMc 's minutes from sector level.	• Making follow up by using meetings, analyzing the content of PFMc 's minutes from sector level.	
				• Implementation reports of audit recommendations have to be submitted	• Making follow up by using meetings, analyzing the content of PFMc 's minutes from sector level.	• Making follow up by using meetings, analyzing the content of PFMc 's minutes from sector level.	• Making follow up by using meetings, analyzing the content of PFMc 's minutes from sector level.	• Making follow up by using meetings, analyzing the content of PFMc 's minutes from sector level.	
			The implementation of audit recommendations at low levels improved.	• Implementation reports of audit recommendations have to be submitted.	• Implementation reports of audit recommendations have to be submitted.	• Implementation reports of audit recommendations have to be submitted.	• Implementation reports of audit recommendations have to be submitted.	• Implementation reports of audit recommendations have to be submitted.	11,250,000
			Improve the implementation of audit recommendations at District and sector levels	• Implementation reports of audit recommendations have to be submitted	• Implementation reports of audit recommendations have to be submitted.	• Implementation reports of audit recommendations have to be submitted.	• Implementation reports of audit recommendations have to be submitted.	• Implementation reports of audit recommendations have to be submitted.	
	<b>Social Protection Activities</b>	Increase social protection coverage of	Increased support to vulnerable	• Update the statistics of	• Update the statistics of	• Update the statistics of	• Update the statistics of	• Update the statistics of	300,000,000

	extremely poor households	group in a District.	vulnerable groups. <ul style="list-style-type: none"> <li>• Creating more income generating activities for the vulnerable groups.</li> </ul>	vulnerable groups. <ul style="list-style-type: none"> <li>• Increasing the public works benefits received by large households</li> </ul>	statistics of vulnerable groups. <ul style="list-style-type: none"> <li>• Creating cooperatives and saving schemes for them.</li> </ul>	vulnerable groups <ul style="list-style-type: none"> <li>• Coverage of health insurance schemes to (100%)</li> </ul>	vulnerable groups <ul style="list-style-type: none"> <li>• Strengthening their cooperatives financially.</li> </ul>				
<b>Transport</b>	Improving Road network.	Improved Road network.	<ul style="list-style-type: none"> <li>• Study of 6km of asphalt roads</li> <li>• Construction 3 km asphalt roads</li> </ul>	<ul style="list-style-type: none"> <li>• Study of 3km of asphalt roads</li> <li>• Construction 3 km asphalt roads</li> </ul>	<ul style="list-style-type: none"> <li>• Study of 3km of asphalt roads</li> <li>• Construction 3 km asphalt roads</li> </ul>	<ul style="list-style-type: none"> <li>• Study of 3km of asphalt roads</li> <li>• Construction 3 km asphalt roads</li> </ul>	<ul style="list-style-type: none"> <li>• Construction 3 km asphalt roads</li> </ul>	6,810,000,000			
			<ul style="list-style-type: none"> <li>• Study of 12km of paved roads</li> <li>• Construction 6 km paved roads</li> </ul>	<ul style="list-style-type: none"> <li>• Study of 6km of paved roads</li> <li>• Construction 6 km paved roads</li> </ul>	<ul style="list-style-type: none"> <li>• Study of 6km of paved roads</li> <li>• Construction 6 km paved roads</li> </ul>	<ul style="list-style-type: none"> <li>• Study of 6km of paved roads</li> <li>• Construction 6 km paved roads</li> </ul>	<ul style="list-style-type: none"> <li>• Study of 6km of paved roads</li> <li>• Construction 6 km paved roads</li> </ul>	<ul style="list-style-type: none"> <li>• Study of 6km of paved roads</li> <li>• Construction 6 km paved roads</li> </ul>	<ul style="list-style-type: none"> <li>• Study of 6km of paved roads</li> <li>• Construction 6 km paved roads</li> </ul>	<ul style="list-style-type: none"> <li>• Study of 6km of paved roads</li> <li>• Construction 6 km paved roads</li> </ul>	6,060,000,000
			<ul style="list-style-type: none"> <li>• Study and rehabilitation of 4km of feeder roads</li> </ul>	<ul style="list-style-type: none"> <li>• Study and rehabilitation of 4km of feeder roads</li> </ul>	<ul style="list-style-type: none"> <li>• Study and rehabilitation of 4km of feeder roads</li> </ul>	<ul style="list-style-type: none"> <li>• Study and rehabilitation of 4km of feeder roads</li> </ul>	<ul style="list-style-type: none"> <li>• Study and rehabilitation of 4km of feeder roads</li> </ul>	<ul style="list-style-type: none"> <li>• Study and rehabilitation of 4km of feeder roads</li> </ul>	<ul style="list-style-type: none"> <li>• Study and rehabilitation of 4km of feeder roads</li> </ul>	<ul style="list-style-type: none"> <li>• Study and rehabilitation of 4km of feeder roads</li> </ul>	<ul style="list-style-type: none"> <li>• Study and rehabilitation of 4km of feeder roads</li> </ul>

						roads <ul style="list-style-type: none"> <li>Maintenance of 4km of paved roads</li> </ul>	roads <ul style="list-style-type: none"> <li>Maintenance of 4km of paved roads</li> </ul>	roads <ul style="list-style-type: none"> <li>Maintenance of 4km of paved roads</li> </ul>	roads <ul style="list-style-type: none"> <li>Maintenance of 4km of paved roads</li> </ul>	roads <ul style="list-style-type: none"> <li>Maintenance of 4km of paved roads</li> </ul>	60,000,000
	Enhanced public transportation within the District.	Enhanced public transportation within the District.									
	Increase the accessibility to clean water.	Access to clean water increased from 69% to 100 % by 2014.	Recycling of waste water ensured.	Supply of clean water on 12 kms in Nyarurama							
	Ensure the recycling of waste water	Recycling of waste water ensured.		Mobilization of the population							
	Increase access to sanitation facilities.	Access to sanitation facilities increased from 89% to 100%.		Mobilization of the population							
<b>Water and Sanitation</b>											

	Improve management of solid and liquid waste.	Improved management of solid and liquid waste.	<ul style="list-style-type: none"> <li>• Trainings of companies in charge of waste collection</li> <li>• Installation of 20 dustbin in public places</li> </ul>	<ul style="list-style-type: none"> <li>• Installation of 20 dustbins in public places</li> <li>• Sensitization of population on solid waste sorting and collection.</li> </ul>	<ul style="list-style-type: none"> <li>• Installation of 20 dustbins in public places</li> <li>• Sensitization of population on solid waste sorting and collection.</li> </ul>	<ul style="list-style-type: none"> <li>• Installation of 20 dustbins in public places</li> <li>• Sensitization of population on solid waste sorting and collection.</li> </ul>	25,000,000
<b>Urbanization</b>	Improve settlements through implementation of the City of Kigali master plan and the District physical plan.	Improved settlements in District.	<ul style="list-style-type: none"> <li>• Creation of 3 new sites for Imidugudu/grouped settlement.</li> <li>• Development and implement local plans for residential areas and trade centers</li> </ul>	<ul style="list-style-type: none"> <li>• Creation of 3 new sites for Imidugudu grouped settlement.</li> <li>• Development and implement local plans for residential areas and trade centers.</li> </ul>	<ul style="list-style-type: none"> <li>• Develop and implement local plans for residential areas and trade centers</li> </ul>	<ul style="list-style-type: none"> <li>• Develop and implement local plans for residential areas and trade centers</li> </ul>	2.2b
	To promote the development of affordable housing	Affordable housing promoted.	<ul style="list-style-type: none"> <li>• Mobilization and facilitation of private sector to build affordable housing.</li> </ul>	<ul style="list-style-type: none"> <li>• Mobilization and facilitation of private sector to build affordable housing.</li> </ul>	<ul style="list-style-type: none"> <li>• Mobilization and facilitation of private sector to build affordable housing.</li> </ul>	<ul style="list-style-type: none"> <li>• Mobilization and facilitation of private sector to build affordable housing.</li> </ul>	500,000
	Improve accessibility to health services (financial,	Accessibility to health services improved.	<ul style="list-style-type: none"> <li>• Availing and designating the areas for the setup of the</li> </ul>	<ul style="list-style-type: none"> <li>• Construction of at least four Health posts in the District and</li> </ul>	<ul style="list-style-type: none"> <li>• Construction and availing two health centres in the</li> </ul>	<ul style="list-style-type: none"> <li>• Providing regular trainings and follow ups to</li> </ul>	3b

<b>Health</b>	geographical & infrastructures )		proposed health centres.	Rehabilitation of existing health centres and upgrading of Services	hospital	District	all health staffs	
	Improve quality of health Services (training, medical equipment, supervision)	Quality of health services improved.	<ul style="list-style-type: none"> <li>Conduct a survey of the areas that require improvement in terms of equipments and trainings</li> </ul>	<ul style="list-style-type: none"> <li>Making all the necessary changes and recommendations as per the survey conducted</li> </ul>	<ul style="list-style-type: none"> <li>Hold regular capacity building trainings for all health staff with constant follow ups.</li> </ul>	<ul style="list-style-type: none"> <li>Create regular community awareness on proper MCH (mother to child health).</li> </ul>	<ul style="list-style-type: none"> <li>Supervision and evaluation of all health services delivery within the District.</li> </ul>	500M
	Enhance the community physical health	Community physical health enhanced.	<ul style="list-style-type: none"> <li>Encourage the community to join mass sports for their good health</li> </ul>	<ul style="list-style-type: none"> <li>Ensuring reduction to malaria prevalence to the community through regular mobilizations</li> </ul>	<ul style="list-style-type: none"> <li>Conducting regular survey on constant environmental changes and factors that may affect the community health</li> </ul>	<ul style="list-style-type: none"> <li>Making changes as per the recommendations on the survey conducted</li> </ul>	<ul style="list-style-type: none"> <li>Create regular sensitizations on Maternal and child mortality rate</li> </ul>	3,000,000.00
<b>Agriculture</b>		Farming in green houses introduced and carried out through all the years	<ul style="list-style-type: none"> <li>Establishing 1 green house in the pre urban Sectors: 10,000,000</li> </ul>	<ul style="list-style-type: none"> <li>Establishing 1 green house in the pre urban Sectors: 10,000,000</li> </ul>	<ul style="list-style-type: none"> <li>Establishing 1 green house in the urban Sector: 10,000,000</li> </ul>	<ul style="list-style-type: none"> <li>Establishing 1 green house in the urban Sector: 10,000,000</li> </ul>	<ul style="list-style-type: none"> <li>Establishing 1 green house in the urban Sector: 10,000,000</li> </ul>	50,000,000 ie 5,000,000 per green house



	To modernize agriculture in the District and produce for both local and export markets					
Tractor hire service introduced in the District	<ul style="list-style-type: none"> <li>• Purchase 2 tractors for hire at 28,000,000 per tractor ie 56,000,000</li> </ul>	<ul style="list-style-type: none"> <li>• Maintenance of the tractors: 3,000,000 per tractor ie 6,000,000 for two</li> </ul>	<ul style="list-style-type: none"> <li>• Maintenance of the tractors: 3,000,000 per tractor ie 6,000,000 for two</li> </ul>	<ul style="list-style-type: none"> <li>• Maintenance of the tractors: 3,000,000 per tractor ie 6,000,000 for two</li> </ul>	<ul style="list-style-type: none"> <li>• Maintenance of the tractors: 3,000,000 per tractor ie 6,000,000 for two</li> </ul>	<ul style="list-style-type: none"> <li>• Cost of Tract: 56,000,000, maintenance: 3,000,000 for 1 tractor in 3 seasons (ABC) ie 27,000,000</li> </ul>
High quality seeds introduced in the District.	<ul style="list-style-type: none"> <li>• Distributing 111,000 bananas seedlings at: 800 per one:88,800,000</li> </ul>	<ul style="list-style-type: none"> <li>• Distributing 200 tones of maize seedlings at: 450 per 1kg :90,000,000</li> </ul>	<ul style="list-style-type: none"> <li>• Distributing of quality vegetables seeds : 12.5 tones and 7500frw/1kg :93,750,000 rwf</li> </ul>	<ul style="list-style-type: none"> <li>• Distributing of quality fruit seeds : 75,000 trees and 2000frw/1tree fruit :15,000,000 rwf</li> </ul>	<ul style="list-style-type: none"> <li>• Follow up the exchange of seedlings between citizen</li> </ul> <p>287,550,000</p>	
One marshland in the District reclaimed	<ul style="list-style-type: none"> <li>• Mobilization of investors to support the initiative</li> </ul>	<ul style="list-style-type: none"> <li>• Mobilization of investors to support the initiative</li> </ul>	<ul style="list-style-type: none"> <li>• Mobilization of investors to support the initiative</li> </ul>	<ul style="list-style-type: none"> <li>• Mobilization of investors to support the initiative</li> </ul>	<ul style="list-style-type: none"> <li>• Mobilization of investors to support the initiative</li> </ul> <p>2,000,000.00</p>	
Three post harvests constructed/	<ul style="list-style-type: none"> <li>• Mobilization of stakeholders in this action.</li> </ul>	<ul style="list-style-type: none"> <li>• Hiring a consultant to conduct a study in three sectors concerned.</li> </ul>	<ul style="list-style-type: none"> <li>• Construction of post-harvest:60,000,000/per plant</li> </ul>	<ul style="list-style-type: none"> <li>• Construction of post-harvest:60,000,000/per plant</li> </ul>	<ul style="list-style-type: none"> <li>• Construction of post-harvest:60,000,000/per plant</li> </ul>	<ul style="list-style-type: none"> <li>• Construction of post-harvest:60,000,000/per plant</li> </ul> <p>180,000,000</p>

	<p>Ensure sustainable land management (Soil fertility, Soil Conservation &amp; Water Harvesting Management )</p>	<p>Soil conservation and sustainable land management ensured.</p>	<p>• Promote small scale irrigation - Water collection by digging holes for environment protection.</p>	<p>• Develop and Protect anti erosive ditches, radical terraces planting, agro-forestry in rural Sector areas</p>	<p>• Pressurize irrigation in District.</p>	<p>• Organize and train farming households in land husbandry on hillsides and hillside irrigation</p>	<p>Follow up</p>	<p>562,000,000</p>
<p>Increase the use of integrated input use for Agri and livestock:</p>	<p>Application of fertilizers in the District increased</p>	<p>• Hiring a consultant to conduct a study of construction of: Slaughter house, two feed plants and poultry plant</p>	<p>• Purchasing 2 T of NPK, 20 T of DAP and 10 T of UREA: 9,000,000</p>	<p>• Purchasing 2 T of NPK, 20 T of DAP and 10 T of UREA: 9,000,000</p>	<p>• Purchasing 2 T of NPK, 20 T of DAP and 10 T of UREA: 9,000,000</p>	<p>• Purchasing 2 T of NPK, 20 T of DAP and 10 T of UREA: 9,000,000</p>	<p>45,000,000</p>	
	<p>Animal production increased.</p>	<p>• Study continuous</p>	<p>• Construction of Slaughter house</p>	<p>• Construction of two animal feeds plant</p>	<p>• Construction of one modern poultry plant.</p>	<p>1,500,000,000</p>		

LIST OF LOCAL NGO'S							
NO	NAME OF NGO	SECTOR	DOC	DATE	INTERVA TION	TELEPHONE	E-MAIL
1	Friendspeace initiatives network	Kagarama	Agreement	7/7/2011	Social	0788744322	
2	Foundation of Hope organisation / FOP	Gikondo	Agreement	7/7/2011	Social	0788437292	
3	Bird of paradise Ministries in Rwanda	Kigarama	Agreement	15/07/2011	Social	0784714530	
5	Muhumurize Association	Nyarugunga	Agreement	27/07/2011	Social & Education	0788445203	
6	ASOFERWA	District	Agreement	1/8/2011	Social		<a href="mailto:asoferwa@rwanda1.com">asoferwa@rwanda1.com</a>
7	Light of the world mission	Niboye	Agreement	1/8/2011	Social	0788301260 0788578945	
8	Dothan Revival Ministries	Gikondo	Agreement	1/8/2011	Social	0788635672	
9	Giranezafoundation	Kigarama	Agreement	1/8/2011	Social	0783073515	
10	Olay for Hope Rwanda	Kanombe	Agreement	1/8/2011	Social	0788863828	
11	Association of Ladmine Survivors and Amputees of Rwanda	Gatanga	Agreement	5/8/2011	Social	0788424851	
12	Africa Dvlpment and Education Foundation Rwanda	Nyarugunga	Collaborati on letter	5/8/2011	Social	0788865413	
13	Peace and development Association /PDA	Kagarama	Agreement	5/8/2011	Social	0788620438	
14	Integrateddevelopment	Gatanga	Agreement	9/8/2011	social		

	Action								
15	Church of God International in Rwanda	Niboyi	Agreement	9/8/2011	social	0788473232			
16	Source of deliverance Ministries	Kicukiro	Agreement	10/8/2011	social	0788894218			
17	Internet Society Rwanda Chapter	Kicukiro	Agreement	16/08/2011	Social	0788754700			
18	Life Center Ministries	Kicukiro	Agreement	17/08/2011	Social	0783862675			
19	Faith Victory Association	Niboye	Agreement	18/08/2011	Social	B P : 2800 Kigali, (250)583899			
20	Youth to youth in development	Nyarugunga	Agreement	23/08/2011	Social	0785703813			
21	Ray of hope	Kanombe	Agreement	26/08/2011	Social	0788641110			
22	ADSPCR-Huguka	Gikondo	Agreement	29/08/2011	Social	0788587980			
23	Club soroptimist de Kigali	Nyarugunga	Agreement	1/9/2011	Social	0788511142			
24	World Revival Minis / WOREM	Masaka	Agreement	2/9/2011	Social	0788423660			
25	Collectif des artisans des Paix et Reconciliation / CARP	Niboye	Agreement	2/9/2011	Social	0788744322			
26	World Relief	Kanombe/gahangaha nga/masaka	Agreement	9/9/2011	social	0788595118			
27	Sinapisi Rwanda	Kigarama	Agreement	19/09/2011	social	252573560			
28	Rural ICT development Initiative/RIDI	Kanombe	Agreement	19/09/2011	social	0788517649/ 0783112217			
29	Tubahumutize		Agreement	19/09/2011	social				
30	Care life Association/rebero	Masaka,kanombe, nyaarugunga,gatenga,	Agreement	19/09/2011	social	-----			

		kigarama							
31	Tiberias initiatives for children TIC	Gatanga	Agreement	21/09/2011	Social	0788854261			
32	Together we make a difference	Kicukiro	Collaboration letter	21/09/2011	Social	0788587882			
33	AMIDEC	MASAKA	Agreement	21/09/2011	Social	0788779511/ 0788516573			
34	Light National Association	Masaka	Collaboration	21/09/2011	Social	0788505495			
35	Dufatanye Action WelfareAss	Kigarama	Agreement	23/09/2011	Social	0788409494 / 0783247298			
36	AMUR Asbl	Kicukiro, Niboye and Kagarama	Collaboration	28/09/2011	Social and finance	+250 252583271 BP :594 Kigali			
37	Rwanda community care and development Organisation	Gahanga	Agreement	3/10/2011	Social	0782437334			
38	Jehova LafaMinistries	Gikondo	Agreement	3/10/2011	Social	0783176378			
39	Rwanda Link	Gahanga	Agreement	12/10/2011	Social	0728094000			
40	Youth foundation for sustainable development	District	Agreement	13/10/2011	Social	0788914393 /0788798406			
42	Ministry of Christ in Rwanda	Gatanga	Agreement	13/10/2011	Social	0785720352			
43	Good foundation Equipe and Send	Nyarugunga	Agreement	17/10/2011	Social	0788350021			
44	Pentecost In / COPIRWA	Masaka	Agreement	21/10/2011	Social	0788894218			
45	Spring of hopefoundation	Nyarugunga	Agreement	25/10/2011	Social	0788513527			
46	Together as one in christ ministries	District	Agreement	25/10/2011	Social	0788850764			

47	RASM – SOFT	Niboye	Agreement	2/11/2011	Social	078842483// 0788651258	
48	AFPJ – ZAMUKA	Gikondo	Collaboration	3/11/2011	Education	078846046	
49	Eglise Bethlehem en Afrique	Gatenga	Agreement	3/11/2011	Social	0788634922	
50	Living Hope Church	Gatenga	Agreement	11/11/2011	Social	0788535960	
51	ASOR – RWANDA	Niboye	Collaboration	10/11/2011	Social	0788546488	
52	Together in Christ temple ministries	Niboye	Agreement	19/12/2011	Social	0788493427	
53	Christian life opportunity center	Kigarama	Agreement	19/12/2011	Social	0788355197	
54	Ass. pour la paix et la promotionet protection de l'environnement	Gatenga	Agreement	19/12/2011	Social	078844322	
55	Friendspeace house	Kagarama	Agreement	19/12/2011	Social	0788358196	
56	Fondation Gabriel e	Kigarama	Agreement	20/12/2011	Social	0788844986	
57	Rwanda ONGs Forum for water sanitation	Kicukiro	Agreement	20/12/2011	Protection de l'environnement	0788438506	
58	AssembléeCharismatique de Jerusalem	Gikondo	Agreement	3/1/2012	Social	07 88 45 52 51	
59	Hope for a butter future	Kanombe	Agreement	19/01/2012	Social (Abana mu muhanda)	0783801619	
60	Central Africa vision	Gatenga	Agreement	19/01/2012	Social & education	0788851152	

61	La colombe de la paix	Gatenga	Agreement	19/01/2012	Social	0788592438	
62	FaithbuildersMinistry /FBM	Kanombe	Agreement	19/01/2012	Social	0788304617	
63	Organisation rwandaise pour la solidarité et développement	Konombe	Agreement	19/01/2012	Social & santé		
64	Ass. Jeunes musulman (Njyewenawe)	Gahanga	Agreement	19/01/2012	Capacity building	0788856689	
65	ShekinahApostolicMinistrie	Nyarugunga	Agreement	20/01/2012	Social & education	0788400404	
66	New Philadelphie Assembly	Gatenga	Agreement	8/2/2012	Social	0788532705	
1	Well of salvation Church	Kanombe	Agreement	22/05/2012	Social	0788563244	
2	Arche de Christ Church	Gikondo	Agreement	1/6/2012	Social	0788776998	
3	LOVE OF JESUS CHRIST	Niboye	Agreement	5/6/2012	Church	0788564333	
4	Awakening healing ministrie	Kanombe	Agreement	8/6/2012	Social	0788669310	
5	Healing and deliverance ministrie	Kanombe	Agreement	8/6/2012	Church	0788479560	
6	Betfag Evangelic Church	Kigarama	Agreement	13/06/2012	Church	0	
7	El Shadai Church	Nyarugunga	Agreement	20/06/2012	Church	0788831504	
8	Centre for trade and dev	Niboye	Agreement	5/7/2012	Social		Email:ctd2050@yahoo.com
9	Women's Union Training Center Wutrace	Kagarama	Agreement	6/7/2012	Social	<a href="tel:0788408308">0788408308</a>	africanbagelco@yahoo.com

10	Rwanda Gospel Center	Kanombe	Agreement	13/07/2012	Church	0788689310	
11	The healing and rebuilding our communities center /HROC		Agreement	13/07/2012	Social	0786170301	
12	Association for children	Niboye	Agreement	13/07/2012	Social	0788437255	
13	Unite save evangelise in Africa ministrie	Nyarugunga	Agreement	13/07/2012	Ministrie	0788836308	
14	Blessed Christian church	Nyarugunga	Agreement	13/07/2012	Church	0788836308	
15	Association of Maize millers in Rwanda	Gatenga	Agreement	13/07/2012	Bisness	078859285 /0788472859	
16	United Christian church	Niboye	Agreement	13/07/2012	Church	0788559012 / 0788674367	
17	Projet Rinda Ubuzima	District	Collaboration rates	23/07/2012	Social	0788302073/	<a href="mailto:info@projet-rinda-ubuzima.org">info@projet-rinda-ubuzima.org</a>
18	Agape Community Church	District	Agreement	23/07/2012	Church	0788644689	<a href="mailto:agapechurch@yahoo.com">agapechurch@yahoo.com</a>
19	Yotibata Church	District	Agreement	24/07/2012	Church	0788875327	
20	NAIOTH TEMPLE	Kanombe	Agreement	25/07/2012	Church	0788	
21	Dawn Development Ass	Kicukiro	Agreement	25/07/2012	Social	0788760931	
22	Assemble Charismatique Jerusalem	Gikondo	Agreement	25/07/2012	Social	0788455251	
23	Light for Children Ass	Gatenga	Agreement	3/8/2012	Social	0788834518 / 0785635114	



24	Baranabas Ministry	Nyarugunga	Agreement	3/8/2012	Ministrie	0788400094	
25	God's power church	Kicukiro	Agreement	3/8/2012	Church	0783662010	
26	J – Life Rwanda	Kigarama	Agreement	6/8/2012	Social	<a href="tel:788254131">788254131</a>	<a href="mailto:shinga@jlife.org">shinga@jlife.org</a>
27	New Jerusalem Center Ministries	Kicukiro	Agreement	6/8/2012	Church	0788675170 and 0788569448	
28	Cite Bethel church	Kigarama	Agreement	14/08/2012	Church	0788594033	
29	Jesus fellowship church international	Nyarugunga	Agreement	14/08/2012	Church	0788588751	
30	The way church rwanda	Kanombe	Agreement	14/08/2012	Church	0788837700	
31	RWANERERA	Gatenga	Agreement	16/08/2012	Social	0784730850	
32	Seventh day Adventist Reform Movement	Nyarugunga	Agreement	16/08/2012	Church	0788909222 / 0788828111	
33	Ten talents Rwanda	Kagarama	Agreement	16/08/2012	Social	<a href="tel:0783419905">0783419905</a>	<a href="mailto:talentsrwanda@yahoo.com">talentsrwanda@yahoo.com</a>
34	Ling word church	Nyarugunga	Agreement	16/08/2012	Church	<a href="tel:0788478623">0788478623</a>	<a href="mailto:imanzi200@yahoo.co.uk">imanzi200@yahoo.co.uk</a>
35	Rise to Shine Organization	Maska	Agreement	22/08/2012	Social	0788312867	
36	Rwanda youth science society	Kanombe	Agreement	29/08/2012	Promotion of science	0788645220	
37	Rwanda Reformation Ministry	Kicukiro	Agreement	29/08/2012	Church and social	074728903 /0788300382	
38	New covenant Int Ministries	Kigarama	Agreement	29/08/2012	Social	0782201138	
39	Maktoum foundation	Kigarama	Agreement	4/9/2012	Education	<a href="tel:0788303162">0788303162</a>	<a href="http://www.almaktoumfoun">www.almaktoumfoun</a>

40	Int Evangelism church	Gikondo	Agreement	4/9/2012	Church	<a href="mailto:sakilaie@yahoo.fr">0783582797</a>	<a href="mailto:sakilaie@yahoo.fr">sakilaie@yahoo.fr</a>
41	Eglise pentecotiste de Bethlehem	Kigarama	Agreement	4/9/2012	Church	0782893887	
42	Rwanda orphans project	Nyarugunga	Agreement	4/9/2012	Social	0783110980 / 0788521555	
43	Hope for life Ministry	Masaka	Collaboration	4/9/2012	Social		<a href="mailto:andersonhfl@gmail.com">andersonhfl@gmail.com</a>
44	Church of God Int in Rwanda	Niboye	Agreement	4/9/2012	Church	0782835470	<a href="mailto:jindashe@yahoo.co.uk">jindashe@yahoo.co.uk</a>
45	World relief	District	Collaboration letter	19/09/2012	Social	0788595118	
46	Africa dev and Education foundation Rwanda	District	Collaboration	25/09/2012	Education	<a href="mailto:0788403397">0788403397</a>	<a href="mailto:adefrwa@yahoo.fr">adefrwa@yahoo.fr</a>
47	Participatory ecological land use management – PLUM Rwanda	District	Collaboration	25/09/2012	Social	<a href="mailto:0788507086">0788507086</a>	<a href="mailto:pelumrwanda@yahoo.com">pelumrwanda@yahoo.com</a>
48	Open door Christian Ministries	Gikondo	Agreement	25/09/2012	Church	078400094	
49	A Light to The nations	Masaka	Agreement	25/09/2012	Social	0788305469	
50	Good News Int	Gatenga	Agreement	25/09/2012	Social	0788524995	
51	Heaven's Family Rwanda	Masaka	Collaboration	25/09/2012	Social	0788538505	<a href="mailto:Hferwanda20003@yahoo.fr">Hferwanda20003@yahoo.fr</a> ; <a href="mailto:nkujustin@yahoo.com">nkujustin@yahoo.com</a>
52	Eglise vivante	Gatenga	Exoneration	1/10/2012	Education	0788302707	
53	Umurinzi performing Group	Niboye	Agreement	2/10/2012	Culture	<a href="mailto:0788648397">0788648397</a> ; <a href="mailto:0788539826">0788539826</a>	<a href="mailto:umurinziup@yahoo.com">umurinziup@yahoo.com</a>

54	Younger women Mentors network	Niboye	Provisional certificate	16/10/20 12	education	0788834560	<a href="mailto:mutros@yahoo.fr">mutros@yahoo.fr</a>
55	Gate of well-being assembly	Kicukiro	Provisional certificate	16/10/20 12	social	0788542614/0788509838/0788415454	
56	Best Hope Rwanda	Niboye	Provisional certificate	16/10/20 12	social	0788428201	ganza1960@yahoo.com
57	Rural Development Initiative	Kanombe	Collaboration letter	22/10/20 12	Agriculture	<a href="tel:0788826369">0788826369</a>	<a href="mailto:kayumbaaine@gmail.com">kayumbaaine@gmail.com</a>
58	Imbuto Foundation		Collaboration letter	29/10/20 12	Social	0788302636	<a href="mailto:info@imbutofoundation.org">info@imbutofoundation.org</a>
59	Association des jeunes Musulmans pour le développement Njye-Nawe	Gahanga	Collaboration letter	30/10/20 12	youth	0788856689	
60	Rwanda Environment care	Kigarama	Collaboration Letter	2/11/201 2	Sanitation and environment	<a href="tel:0788499521">0788499521</a>	<a href="mailto:recassoci@yahoo.fr">recassoci@yahoo.fr</a>
61	House of prayer evangelical Church	Gikondo	Collaboration	2/11/201 2	Church	0788741128	Hope.church@live.com

**LIST OF PRIVATE INSTITUTION**

1	BRALIRWA S.A	SVEN ERIK PIEDERJET	0788301884/+250252585693	<a href="mailto:s.e.piederiet@heineken.com">s.e.piederiet@heineken.com</a>
2	MIRONKO PLASTIC INDUSTRY	JEAN PIERRE	0788500984	<a href="mailto:miro@jean2005miro@yahoo.fr">miro@jean2005miro@yahoo.fr</a>
3	MAGERWA	LAMBERT E.NYONI	0788304367	<a href="mailto:info@magerwa.co.rw">info@magerwa.co.rw</a> <a href="mailto:germukakigeli@yahoo.com">germukakigeli@yahoo.com</a>
4	COOPEDU	DENISE	0788307750	<a href="mailto:dmurebwayire@yahoo.fr">dmurebwayire@yahoo.fr</a> <a href="mailto:denisem@coopedu.rw">denisem@coopedu.rw</a>
5	SHALOM PAINTS	NAHIMANA PIERRE	0788466945	<a href="mailto:p_nahimana@yahoo.fr">p_nahimana@yahoo.fr</a>
6	PALLOTTI – PRESSE	NDAHIMANA JMV	0788304549	<a href="mailto:pallottipresse@yahoo.com">pallottipresse@yahoo.com</a>
7	ATC RWANDA	ALBERT	0788306669	<a href="mailto:malbert@atcrwanda.com">malbert@atcrwanda.com</a>
8	ATLAS WINDOWS CO.LTD	SIAVOUSH ALINEJAD	0788527100	<a href="mailto:atlas2020rwanda@yahoo.com">atlas2020rwanda@yahoo.com</a>
9	RWACOF	NDUSHABANDI JEAN	0788531965	<a href="mailto:nj@rwacof.com">nj@rwacof.com</a> <a href="mailto:ndushajean@yahoo.fr">ndushajean@yahoo.fr</a>
10	CASEMENTS (A) LTD	TABARO ABDUO	0788751429	<a href="mailto:atabaro@alama-group.com">atabaro@alama-group.com</a>
11	SONATUBES S.A.R.L	RICHARD HOUBEN	0788300736	<a href="mailto:snt@rwanda1.com">snt@rwanda1.com</a>
12	TOLIRWA	JAYAJITH	0788309383	<a href="mailto:tolirwa@rwanda1.com">tolirwa@rwanda1.com</a>
13	SUPA	NDAGIJIMANA SILAS	0788528693	<a href="mailto:ndagijilas@yahoo.fr">ndagijilas@yahoo.fr</a>
19	TERRAFINA MICROFINANCE	MARTIN F. GAPITA	0788527886	<a href="mailto:gapita88@yahoo.fr">gapita88@yahoo.fr</a>
20	RWANDA TRADING CAMPONY	MATT SMITH	+250727306650	<a href="mailto:matt@rwandatc.com">matt@rwandatc.com</a>
21	RWANDA MOTOR	CALLIXTE IRISA	0788301112	<a href="mailto:dg@rwandamotor.com">dg@rwandamotor.com</a>
22	VOLTA SUPER	MUTANGANA J BAPTISTE	0788301379	<a href="mailto:srb.rwanda@yahoo.com">srb.rwanda@yahoo.com</a>
23	COFFEE BUSINESS CENTRE	IR RWAGASANA JP	0788301906	<a href="mailto:coffee_bc2002@yahoo.fr">coffee_bc2002@yahoo.fr</a>
24	VICTORIA MOTORS RWANDA LTD	PASCAL RUZIGA	0783061515	<a href="mailto:pascal.ruziga@victoriamotors.rw">pascal.ruziga@victoriamotors.rw</a>
25	AZ IMPEX	TONY SAEGERMAN	0788300594	<a href="mailto:azimpex@rwanda1.com">azimpex@rwanda1.com</a>
26	UPROFOAM	RUBANGURA YVES	0788302434	<a href="mailto:docyves@yahoo.fr">docyves@yahoo.fr</a>
27	BOULAGERIE DE KIGALI	ALINAITWE JUSTUS	0782841737	<a href="mailto:justusalinitwe1@gmail.com">justusalinitwe1@gmail.com</a>
28	AGRO COFFEE Ltd	MANAGER	0788890822	
29	MASTER STELL	FRANCIOS	0788300006	<a href="mailto:francios@masteel.biz">francios@masteel.biz</a>

		NDAGIJIMANA		
30	FLEXI FOAM LTD KIGALI		0784342523	
31	STEEL&ALUMINIUM WORK RWANDA PLASTIC INDUSTRY	RAJNI PATEL MATABARO BERNARD RURANGIRWA J.BOSCO	0788413384 0788301352	<a href="mailto:berndpi@yahoo.fr">berndpi@yahoo.fr</a> <a href="mailto:bernard@rwandaplactic.com">bernard@rwandaplactic.com</a>
33	RTUC		0782564981	<a href="mailto:vrf@rtuc.rw">vrf@rtuc.rw</a>
34	CONTACT FM	RUDATSIMBURWA ALBERT	0788308777	<a href="mailto:alberuda@gmail.com">alberuda@gmail.com</a>
35	IMPRIMERIE SELECT GRAPHA	MUTAVUNIKA ANODE	0788301173	<a href="mailto:imprimerieselectgraph@yahoo.fr">imprimerieselectgraph@yahoo.fr</a>
36	AMASEZERENO COMMUNITY BANK	DANIEL MUGISHA	0788302124	<a href="mailto:bladelit@yahoo.fr">bladelit@yahoo.fr</a>
37	ETES FURAHA	FURAHA EUGENE	0788305450	<a href="mailto:furaha2001@yahoo.fr">furaha2001@yahoo.fr</a>
38	ROTO Ltd	SHIVA	0788303966	<a href="mailto:rotorwandatanks@mtnonline.rw">rotorwandatanks@mtnonline.rw</a>
39	MOUNT KENYA UNIVERSITY	Pro MUSANYAKURA	0782285779	<a href="mailto:musa.nyakora@yahoo.com">musa.nyakora@yahoo.com</a> <a href="mailto:rwananda@mku.ac.ke">rwananda@mku.ac.ke</a>
40	URWEGO OPPORTUNITY BANK	PAULINE KAMPUNDU	0788792950	<a href="mailto:pauline@uop.rw">pauline@uop.rw</a>
41	AMEKI COLOR	RUSIRARE JACQUES	0788	<a href="mailto:info@amekicolor.com">info@amekicolor.com</a>
42		KAYITARE J PAUL	0788413172	<a href="mailto:jkayitare@yahoo.com">jkayitare@yahoo.com</a>
43	BANDAG			
44	PAPYRUS CO Ltd			
45	PREMIER TOBACCO. Co			
46	SIGMA COATS PAINT			
47	POLYCLINIC DE CARREFUL			
48	SFB	Elias Kiyaga	0785 70 54 04	<a href="mailto:elias@sfb.ac.rw">elias@sfb.ac.rw</a>
49	HIMA CEMENT			
50	UPROTUR		0788301636	

51	SAFITRA			
52	RWANDA COLOR		0788302754	
54	ECOBANK	DOREEN MABITHIENNE	0788303097	
55	ISAE RUBIRIZI		0788698127	
57	TIGO			
58	RDB (BDC)	EXECUTIVE SECRETARY	0788300680	
59	RSSB			
60	BCR			
61	UOB		0785240904	
64	RAB			
67	Umucyo Fm	Nkundimana Noel	0788852628	<a href="mailto:nkundanon@yahoo.fr">nkundanon@yahoo.fr</a>
68	EWSA			
70	NATIONAL MUSEUM	BUTOTO N.JEAN	0788458730	<a href="mailto:nsanabandi@yahoo.fr">nsanabandi@yahoo.fr</a>
71	IRST RWANDA	Eng. ISHIMWE Théoneste	0788764415	<a href="mailto:istheos@yahoo.fr">istheos@yahoo.fr</a>
72	RWANDAIR EXPRESS			
73	RCAA			

LIST OF INTERNATIONAL NGOs					
NO	NAME OF INGO	AREA OF ACTIVITIES	DOMAIN OF INTERVENTION	TELEPHONE	E-MAIL
1	CRS	Kicukiro	HIV/AIDS		<a href="mailto:cdjpkigali@yahoo.fr">cdjpkigali@yahoo.fr</a>
2	FXB	Kicukiro	Public health, child ,education, poverty alleviation		<a href="mailto:ioseet6@yahoo.fr">ioseet6@yahoo.fr</a>
3	ICAP	Kicukiro	HIV/AIDS (health)	0788518113	
5	IREX	Kicukiro	Social (Closed)	(Closed)	-
6	INTERNEWS	Kicukiro	Information/media promotion		<a href="mailto:blaquiere.nathalie@gmail.com">blaquiere.nathalie@gmail.com</a>
7	LDGL	Kicukiro	Human rights	+250 252 583686	-
8	RIGHT TO PLAY	Kicukiro	Education and health	0788492844	<a href="mailto:mngingue@righttoplay.com">mngingue@righttoplay.com</a>
9	SEARCH FOR COMMON GROUND	Kicukiro	Conflict Management	0785748558	-
10	WE-ACT	Kicukiro	Social, health and education	0788304613	<a href="mailto:ndayambajebosco1@yahoo.fr">ndayambajebosco1@yahoo.fr</a>
11	VSO	Kicukiro	Social/ Education	0788 300 940	
12	WATER FOR PEOPLE	Kicukiro	WATER AND SANITATION	0788304675	
13	EDC-AKAZI-KANOZE	Kicukiro	Youth empowerment		<a href="mailto:msany@edc.org">msany@edc.org</a>
14	RESEARCH TRIANGLE INSTITUTE INTERNATIONAL	Kicukiro	Has closed its program in MVK	0788510476	-
16	COMPASSION INTERNATIONAL	Kicukiro	Education, poverty reduction	0788569446	-

18	DOT	Kicukiro	Economical development	0788381270	<a href="mailto:yuwamutara@dotrust.org">yuwamutara@dotrust.org</a>
19	ELIZABETH GLASER PEDIATRIC AIDS FOUNDATION (EGPAF)	Kicukiro	HIV/AIDS	0788540557	-
20	CARE INTERNATIONAL	Kicukiro	Gender based violence prevention	0788306241	
21	WORLD RELIEF	Kicukiro	Community development and HIV prevention	0788306750	-
22	AMICI DEI POPOLI	Kicukiro	Education	0784336679	
23	FHI:FAMILY HEALTH INTERNATIONAL	Kicukiro	Public health programs		<a href="mailto:rwanda_info@fhi.org">rwanda_info@fhi.org</a>
24	SIT: SCHOOL OF INTERNATIONAL TRAINING	Kicukiro	Education	0788516199	-
25	PSI	Kicukiro	Public health	0788303381	
26	IJM: INTERNATIONAL JUSTICE MISSION	Kicukiro	Children's rights	0788300391	
27	JSI: JOHN SNOW INC	Kicukiro	Research consultancy in health care		<a href="mailto:igasimbi@jsi.org.rw">igasimbi@jsi.org.rw</a>
28	GLOBAL GRASSROOTS	Kicukiro	Public health adult literacy and women rights	0788584016	<a href="mailto:charlotte@gmail.com">charlotte@gmail.com</a>
29	SNV	Kicukiro	capacity building	0788308975	<a href="mailto:rwanda@snvworld.org">rwanda@snvworld.org</a>



30	OLPC: ONE LAPTOP PER CHILD	Kicukiro	Education	0788737989	<a href="mailto:sam@laptop.org">sam@laptop.org</a>
31	ENGENDERHEALTH (FISTULA CARE)	Kicukiro	Maternal health( <b>Closed</b> )	<b>Closed</b>	
32	HOPETHIOPIA RWANDA	Kicukiro	Social	0788536833	
33	ADEF (AFRICA DEVELOPMENT AND EDUCATION FOUNDATION)	Kicukiro	Education	0788865413	
34	APIE ( A PARTNER IN EDUCATION)	Kicukiro	Education	0784840701	-
35	CHABHA (CHILDREN AFFECTED BY HIV/AIDS)	Kicukiro	Health/,HIV/AIDS	0788454354	<a href="mailto:mutabazirichard@yahoo.fr">mutabazirichard@yahoo.fr</a>
36	CHF INTERNATIONAL RWANDA	Kicukiro	Health and social services		<a href="mailto:info@chfrwanda.org.rw">info@chfrwanda.org.rw</a>
38	HOPE AND HOME FOR CHILDREN	Kicukiro	Social, (education and health)	0788 525 945	<a href="mailto:tetefany2006@yahoo.fr">tetefany2006@yahoo.fr</a>
39	INDEGO AFRICA PROJECT	Kicukiro	Social enterprising and training	0788414239	<a href="mailto:jadot@indegoafrica.org">jadot@indegoafrica.org</a>
40	PROJECT RWANDA	Kicukiro	Project Rwanda bike distribution	0784626953	<a href="mailto:matt.deyoung@yahoo.com">matt.deyoung@yahoo.com</a>
41	SPARK	Kicukiro	Promoting private sector	0784 193931	<a href="mailto:Kigali@spark-online.org">Kigali@spark-online.org</a>
42	TULANE INTERNATIONAL LLC	Kicukiro	Education	252504130	<a href="mailto:Office@tulanerw.org">Office@tulanerw.org</a>
43	WORLD VISION	Kicukiro	Education and	0788633091	

			health		
44	ESTHER'S AID	Kicukiro	Social	078-864-9978	<a href="mailto:esthers.aid3636@gmail.com">esthers.aid3636@gmail.com</a>
45	AQUADEV CENTRAL AFRICA	Kicukiro	Strengthening IMFs		<a href="mailto:froduald.munyankiko@aquadev.org">froduald.munyankiko@aquadev.org</a>
48	GIRL HUB RWANDA	Kicukiro	Education (New)	0788383020	-
50	SURF	Kicukiro	Genocide Survivors	0788304347	
51	CAFOD	Kicukiro	Social	0788686961	
52	STORIES FOR HOPE	Kicukiro	Social		
53	TEARFUNDS	Kicukiro	Social	0788686961	
54	WORLD TEACH	Kicukiro	Education		
55	YOUNG LIFE	Kicukiro	Social ( new one)		
56	EDIFY	Kicukiro	Education	0788919619	
57	Oral Health Foundation Rwanda (OHFR)	Kicukiro	Health		
58	SAN ACCESS	Kicukiro	Social and education	0788455058	<a href="mailto:jhemp.ernzen@education.lu">jhemp.ernzen@education.lu</a>
59	KIDS LEAGUE	Kicukiro	Youth education	+256 781633377	<a href="mailto:development@thekidsleague.org">development@thekidsleague.org</a>
60	ADRA	Kicukiro	Education	0788467180	<a href="mailto:sponsorship@adra.org.rw">sponsorship@adra.org.rw</a>
61	Rwanda partners	Kicukiro	Education-Social	0788301030	
62	TROCARE	Kicukiro	Social		
63	ASSOR	Kicukiro	Social and education	0788351058	
64	PATH	Kicukiro	Expertise in health domain	0788617125 National level	