

KIGALI

A RISING STAR IN AFRICA



Showcasing the City's Five Year Achievements

2011 - 2015

Building a modern, innovative and vibrant city







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The new City of Kigali Town Hall was inaugurated by President Paul Kagame in August 2015.



Dear Readers, Five years ago, the City of Kigali embarked on a journey to transform the city into one of the region and the world's premier cities. We have reached the end of the five-year term in office and this is a good time to review the past and plan for the future. I am pleased to report that much has been achieved.

Under the strong leadership of President Paul Kagame and through collaborative efforts between the City of Kigali Council and the Executive Committee, we designed a set of fundamental reforms to make the city's administration more efficient and effective. The result has been improved service delivery. The philosophy behind these reforms reflects the need for proper planning and the effective use of public finance to spur the economic growth and social transformation of Kigali.

Internally, these reforms were largely driven by the vision of the city: to transform Kigali into a modern city with opportunities to grow and an engine of national economic growth. That is why we made strengthening and improving service delivery and use of ICT key elements of our reform agenda. This led to cost reductions for services and drastically reduced time spent on bureaucratic processes.

As a result, we're nurturing a renewed way of doing business through the creation of an enabling business environment. This includes economic, social and environmental transformation and investing in science and technology to increase development.

The completion of the City of Kigali Master Plan, introduction of an electronic permit portal for the submission of applications, Web GIS to access the City Master Plan online and a risk based approach began a critical shift in economic growth and social transformation over the last five years.



Dr Sebashongore Dieudonne, Chairman, City of Kigali Council

We believe that putting more emphasis on public-private partnerships as the new model for development will continue to define the way we work. We are also designing new opportunities for our staff to improve their capacities and expertise to create a team of talented and committed professionals ready and able to advance our mission.

Finally, I want to extend my sincere appreciation to all who worked so hard to design, implement and measure our progress during these last five years. We are also grateful to citizens and the broader community for contributing their time and expertise to help us create a modern City of Kigali.

**WE WORKED TO TRANSFORM
KIGALI INTO A MODERN CITY
WITH OPPORTUNITIES TO GROW
AND ALSO BE AN ENGINE OF
NATIONAL ECONOMIC GROWTH.**

KIGALI: A gateway to Rwanda

Located at Rwanda's geographical heart, the rapidly growing City of Kigali is not only the national capital, but also the country's most important business centre and main port of entry.

The City of Kigali was established in 1907 as a small colonial outpost with little link to the outside world. Today, the City of Kigali has come of age-as the capital of Rwanda and made phenomenal strides. It is a city that has not just survived, but has prevailed and has grown into a modern metropolis- a heart of the emerging Rwandan economy and a pride of every Rwandan.

Among the safest and friendliest of African capitals, the City of Kigali is blessed with a moderate high altitude climate that belies its tropical location, and is conveniently located within three hours' drive of the main tourist sites. The Rwandan capital provides both a comfortable and welcoming introduction to this land of a thousand hills and an ideal springboard from which to explore this magical country.

The City of Kigali is made up of three districts namely Gasabo, Kicukiro and Nyarugenge. It is presently inhabited by approximately 1 million inhabitants. Kigali is 70% rural with a population which is relatively young- the youth make up about 60% and women make slightly more than 50%.

Vision Statement

Our vision is to make the City of Kigali a safer, cleaner, and more competitive, modern city with expanding opportunity for sustainable development of its citizens and the country at large. Our identity is "Better Service Delivery"

Mission Statement

The City of Kigali Council shall achieve this vision by being:

- A modern city proving quality
- Be warm and hospitable to residents and visitors
- An engine of national economic growth
- Uphold the good image of the country and enhance regional and international cooperation

Administrative structure

- The Council
- The Executive Committee
- The Security Committee
- The Executive Secretariat

Roles and responsibilities

- Coordinating the activities of strategic plan
- Coordinating development activities of the districts
- Follow-up of the implementation of the national policy in the districts
- Ensuring the security of the people
- Providing services which are delivered at administrative structures in the city of Kigali.

Information and Services

The City of Kigali enhances service delivery to its residents by:

1. Addressing land and settlement issues,
 - Develop and implement the master plan, streamline and hasten the plot allocation process and do it in the most transparent manner.
 - Put in place the right mechanisms to facilitate acquisition of decent housing especially for the vulnerable groups and exercise rigorous controls on construction work.

2. Improve security of people and property
3. Facilitate implementation of the appropriate policies and laws e.g. land and property rights, etc.
4. Provision of utilities water, electricity, telephone, etc
5. Support transport infrastructure (by air, road or soon rail, and effectively utilize roadway technology to reduce traffic and enhance road safety).
6. Enhance education facilities - both in quality and quantity according to demand and available resources.
7. Enhance provision of health services:
 - Enhance coverage of children vaccination from, and mobilisation in the fight against killer diseases such as AIDS and malaria. Enhance expansion of the capacity and provide more equipment to hospitals.
8. Empowerment of vulnerable and special needs groups.
9. Create a communication system in which feedback from the citizens can be obtained e.g. user satisfaction surveys, call centers, interactive websites, etc.
10. Enhance quality control systems in product and service delivery.

SPECIFIC SERVICES

- Provision of social services
- Provision and allocation of cemeteries
- Cleaning services
- Solid waste collection

LAND TITLES

The Clients Charter has been introduced by the city as a tool to ensure better service delivery to its clients. As an introduction to this clients charter key documents are provided and expected in the set timelines of availability after an official application. These services may be provided concurrently:

1. Deed Plan and Property Contract provided simultaneously within a maximum period of 15 days.
2. Building Permit provided within a maximum of 30 days for client with Deed Plan and Property Contract.
3. Occupation Permit provided within a maximum of 30 days.
4. Authorisation to renovate or change usage provided within a maximum period of 15 days.
5. Land Title provided within a maximum period of 30 days.

INDUSTRIAL

For the case of Land titles for industrial purposes, there is small valiance on the availability of the documents. Below is the set timelines of availability of the documents as set in the client charter.

1. Deed Plan and Property Contract provided simultaneously within a maximum period of 15 days.
2. Building Permit provided within a maximum of 30 days for client with Deed Plan and Property Contract.
3. Occupation Permit provided within a maximum of 30 days.
4. Authorisation to renovate or change usage provided within a maximum period of 15 days.
5. Land title provided within a maximum period of 30 days.

Visitors

A valid passport is mandatory, except for citizens of Kenya and Uganda who can use their national identity cards. Citizens of East African Community member states are granted a visa valid for three months.

Application for Rwanda Visa

Rwanda visas may be obtained from Rwandan Embassies abroad, or at any immigration entry point to Rwanda. You can also apply for a visa online by visiting the Immigration and Emigration Services website or the Government of Rwanda's e-services portal, www.irembo.gov.rw.

African passport holders travelling to or transiting through Rwanda can receive their visa on arrival at any Rwandan entry point.

Rwanda Resident Visa

Those who wish to stay and work in Kigali or across the country should apply for a suitable resident permit.

Dressing

Light clothing is recommended during the day but at night a light sweater can be necessary. Sunglasses and a hat may be needed during the hotter months.

For those who wish to visit other areas of the country, such as for gorilla and chimpanzee trekking, be informed that the climate in Rwanda is generally comfortably warm. It may however be chilly and relatively cold in the Volcanoes National Park and Nyungwe National Park. It is recommended that you have comfortable waterproof hiking shoes, a light raincoat, a hat and a pair of binoculars, a camera with zoom lens, a water-proof bag for your photographic equipment, comfortable pair of trousers, and a long sleeved shirts.

What To Bring

- Camera
- Field guides
- A pair of binoculars
- A video camera for non-professional photography

Communication

Kigali's telephone network is very efficient. The entire city is covered by a mobile phone network provided by three-major voice and data service providers: MTN, Tigo and Airtel.

Kenya, Uganda and Rwanda share one mobile network connectivity. This means that making a phone call between these countries does not incur roaming charges and one can send and receive money on their mobile phone from any of these countries to another.

Rwanda launched its 4G-LTE network in Kigali and the country is now expanding coverage to 97% of the population. Most of the city's hotels, restaurants and coffee shops offer Wi-Fi. You can also surf the Internet from the cyber cafes across the city.

Money

The use of international credit cards for financial and commercial transactions in Kigali and other major towns in Rwanda is possible. You can also change foreign currency into Rwandan francs at numerous Forex Bureaus in Kigali. Be sure to carry your passport with you when you go to exchange money.

Photography

You may take photographs anywhere in Kigali, except military installations and police barracks. If you wish to take photos of people, the normal courtesy requires that you first ask for their permission. Whenever you are not sure of what to do, please ask your tour guide for advice.

Security

Kigali has been voted the safest city in Africa. However, some common sense precautions should be taken. Do not leave your baggage unattended and leave your valuables with the hotel for safe keeping.

Electricity

230/240 volts at 50 hz.

When To Visit

Kigali has great weather all year round, however there are wet and dry seasons, which can affect your visit. The city is home to the Kigali International Airport, with connections to Nairobi, Kampala, Addis Ababa, Amsterdam, Brussels, Bujumbura, Dubai and Johannesburg. The country's national airline, RwandAir, flies to 17 destinations across Africa and the Middle East. There is also one domestic air route operated by RwandAir from Kigali to Kamembe in Rwanda's south-west.

Where To Stay

The City of Kigali has many accommodation options, from budget to high end. If you fancy backpacking, there are a number of hostels available.

Health Tips

A Yellow Fever certificate is required if you have visited or transited through infected areas. Malaria Prophylaxis is recommended. Ask your personal doctor to prescribe for you the necessary anti-malarial medicaments and treatment procedures. In Kigali or any other lower altitudes areas, always sleep under a mosquito net as a precautionary health measure.

It is not recommended to drink tap water. It is best to boil it or buy bottled water.

The equatorial sun can be deceptive even on overcast days. Sunglasses and sun cream are recommended.

Public Transport

Kigali has many taxis (known as 'special hire' or 'taxi voiture'), which are generally white with an orange stripe down the side. Fares vary from 1,000 Rwandan francs (\$1.30) up to 4,000 francs (\$5.30) for a journey across the city.

There are also motorbike taxis ('taxi moto'). They offer a service similar to a taxi, but for lower prices, which typically range from 300-1,000 francs depending on the length of your journey.

There are several daily coach services departing from Kigali to destinations in East Africa. Most leave from the Nyabugogo bus station. These buses are usually air-conditioned.

Public transport within Kigali is done by taxi minibus and buses, with a number of different routes, connecting the city centre to Nyabugogo, Kacyiru, Kimironko, Gikondo, Nyenyeri, Kicukiro, Kimisagara, Gatsata, Nyamirambo, Gisozi, Kabuga, Kabeza and Remera. Similar to the national taxi minibuses, these services wait to fill up before setting off from the terminus, then pick up and drop off frequently en route.

Most routes within the city operate on a flat fare of 200 francs (about US \$0.25).

Kigali is the hub of Rwanda's transport network, with hourly express bus routes to all major towns across the country.

A major plus of using public transport in Rwanda is that cars do not overload. For passengers seated in the driver's cabin, belting is enforced. A number of transport companies operate surface transportation to destinations within the country and across international boundaries to neighbouring countries.

AT A GLANCE

Main Bus Terminals

- Nyabugogo
- Remera
- Kabuga
- Kimironko
- Support Terminals
- Kacyiru
- City Centre

Businesses

Doing Business

The government's zero tolerance on corruption, its commitment to democratic governance and sound macro-economic management has inspired increasing investor confidence and fairly strong investments flows into the Rwandan economy.

The country welcomes partners that add value to its purpose and pursuits.

Kigali is endowed with a rich heritage of plant and animal, which allow for a wide range of economic activities. Rwanda is strategically located within easy reach of export markets in the Great lakes region, DRC, Uganda, Tanzania and Burundi.

Political stability coupled with modern infrastructure that has been developed over the years has made Rwanda a natural base for the administration of relief assistance to troubled neighbouring countries taking part in peacekeeping missions.

Political stability and the pragmatic economic approach that the Government has followed to encourage foreign and local investment, has led to a remarkable development in various sectors.

Rwanda's economy depends largely on Agriculture, which accounts for over one third of the GDP and approximately two thirds of exports.

Agriculture is supplemented by manufacturing, commerce and tourism, which collectively account for an additional one-quarter of GDP. The Rwandan economy has been steadily growing at an average rate of 7% annually.

Another sector that has gained increased importance in the Rwanda economy since 1995 is trade, restaurants and hotels, including tourism.

The phenomenal expansion in this sector reflects not only the diverse tourist attractions that Rwanda has, but also the impact of an appropriate exchange rate policy that has made the country more competitive compared to other tourist destinations.

Even more important has been the enormous investment that the country has undertaken in infrastructural facilities such as hotels of international standard and roads connecting the national parks and the main urban centres

With the general growth of the economy, other services such as banking, insurance and business have also expanded. Real estate services have also grown substantially over the period, reflecting largely the rapid expansion that the country has experienced in its urban population.

Altogether, the contribution of these services to the gross domestic product, which was 16 per cent, had almost quadrupled by the end of 1999.

Tenders

Tender awarding process is competitive open bidding and the lowest bidder is awarded the tender unless otherwise. Government institutions advertise tenders in newspapers and other media platforms calling for bids. The bidders buy tender specification and instructions document through paying non-

refundable fee to the treasury.

Council Tax

Certain taxes which were formerly collected by the Central government have been transferred to Local Governments. They include:

- a) The property tax
- b) The trading license tax
- c) The rental income tax
- b) Investing in Kigali

Rwanda has been improving the process of doing business over the years. It has more than three times ranked the best "Doing Business" reformer by World bank.

Opportunities

With an economy expected to grow at an average rate of 8% per annum for the next five years, the construction and real estate sector is a key sector and a potential driver of future economic growth. This is due to the high demand for residential and commercial buildings.

Rwandan housing market remains under served with an annual demand for an estimated 25,000 units of which 8,000 – 10,000 are in Kigali.

Growth in local and foreign investment implies there will be continued growing demand for commercial buildings. Investment in the sector has grown from US\$ 100m in 2003 to US\$ 480m in 2009.

Growth in the sector has been driven by population growth of 2.8% per annum, an emerging and growing middle class, increased diaspora investment in Rwandan property markets and the government investment in infrastructure expansion and modernization of urban and rural infrastructure

Opportunities in construction and real estate

include development of low cost and middle income housing estates, warehousing, office buildings and malls as well as investment in construction of apartments and hotels.

Current outline of the Kigali City master plan provides an insight into the future plans for the city.

Start your Business

Rwandan businesses can be registered as an individual business, local or foreign company. The Rwanda Development Board (RDB) is the principal Government Agency responsible for helping investors to realize their business. Business registration is done on line and it takes only 4 hrs.

Memorial sites

The Kigali Memorial Centre is a site of burial for around 250,000 victims of the genocide.

Other Genocide Memorial Sites

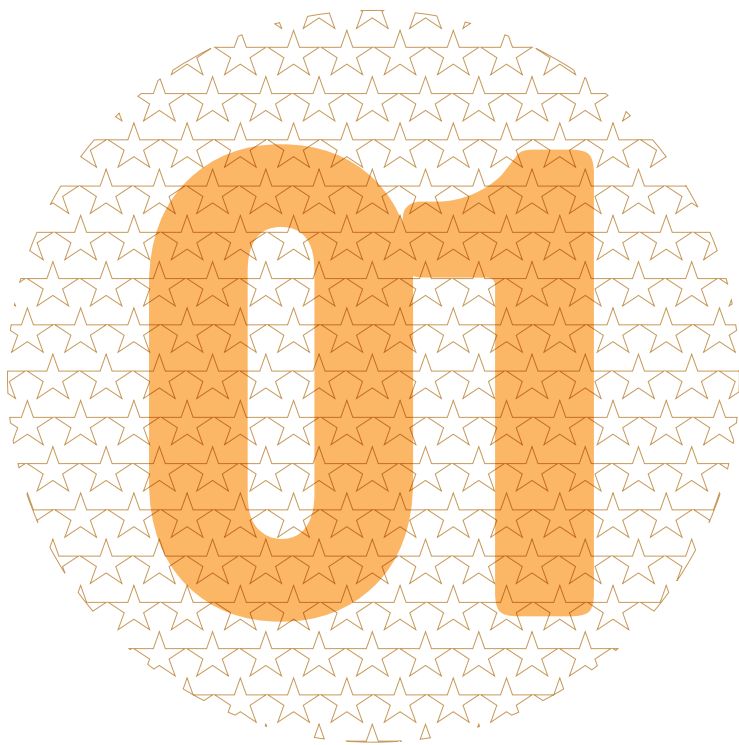
- Genocide Memorial site in former Rutongo district
- Genocide Memorial site in the Minor Seminary of Ndera
- Genocide Memorial site in the former Rubungo district-
- The Other Genocide Memorial around Kigali city

Delivering strong
performance for **growth**
and **development**





Sector Reviews



Economic Development



MTN Mobile Money
niyo yizewe.

Kanda *182# winjire
mw'isi nshya
y'amafaranga meza.



ORION

BIJOUTERIE



Strengthened Private Sector

The improvements made in Kigali over the last five years as a result of business reforms are a major contributor to creation of a vibrant private sector in the city.

The impact of private sector development during this period has generated a big boost to economic, social and environmental transformation of the city. This has led to inclusive growth, the creation of more jobs and the improvement of people's lives.

From 2011 to 2015, efforts were focused on the streamlining of procedures to enable businesses in the city to be more profitable and successful. These reforms have facilitated the creation of professional bodies, the merging of multiple services as well as the reduction in costs and procedures, significantly reducing the time business owners spend dealing with bureaucracy.

The completion of the City of Kigali Master Plan and the introduction of an electronic permitting portal for submission of applications and Web GIS to access the City Master Plan online have also spurred economic growth over the last five years.

Kigali's rising skyline is a symbol of an economic boom and the beautification of a great city. This growth in infrastructure has been enabled by strong safety measures and standards that include quality of construction regulations and controls.

Facilitating Construction

Compliance to the city's client charter, reduction of processing days, reduced procedures and reduced cost to get

a construction permit has significantly increased the number of building permit applications and decreased the number of illegal constructions and building faults.

Instead of charging per square meter for a permit, a flat fee was established that greatly reduced cost from 140 francs per square metre to a flat fee of 60,000 francs, which is affordable to everybody.

Previously it took 15 procedures to apply for a permit but this has been reduced to ten as of last year. Meanwhile, the time to receive a permit has reduced from 366 days to 77 days, representing an almost 500% improvement in time management.

Since public resources for development are limited, the private sector has increasingly been an important additional source of external finance and domestic resource mobilisation. The engagement of the private sector in the development of Kigali has created a competitive local private sector, which is now playing a key role in the city's economic growth.

From 2011 to 2015, private sector involvement in construction has increased dramatically in projects such as roads and multi-million structures in the hospitality and commercial sectors. This has



resulted in increased economic growth through public–private partnerships and private investments.

In the last five years, the number of investors that have opened businesses in the City of Kigali reached close to 700. This led to huge investments in the areas of commercial buildings, residential apartments, schools, industries, hotels, conference halls, petrol stations and recreational parks among other things. This has added value and contributed to creating a vibrant economy in Kigali.

Through the creation of a business friendly environment, the city saw the number of new businesses opening in Kigali substantially increase. In total, an average of 140 investments and businesses were registered annually over the period.

In addition, the creation of a one-stop-centre has been a catalyst

for the creation of an all inclusive business model, which saw the number of business start-ups increase. During the period, the City of Kigali saw the number of new small and medium sized businesses rise. There has been sizeable growth in SMEs, largely attributed to increases in access to finance.

Through the creation of off-farm activities, close to 4,000 women were trained in weaving, increasing economic empowerment and access to finance. This took place through the Agaseke Project, which has become a major contributor for increased income generation for women in the districts of Gasabo, Nyarugenge and Kicukiro. This would not have been possible without the support and engagement of the City Council.

Through best practice policy, informed decision-making, business friendly procedures and a welcoming spirit, the Kigali will see even greater economic, social and environmental transformation. These efforts will position the city as a major business hub for the region and the continent.

The Beneficiaries: In their own words



We are proud to be a part of industrial development.

VIVA Products Ltd

VIVA Products Ltd, is a foam mattress manufacturing industry located in the Kigali Special Economic Zone (KSEZ).

The company was established in 2012, and a full fledged setup was done with the latest technology to cater to the demands of the local and export market for high quality mattresses.

Kigali is going through a rapid phase of industrial development and the establishment of KSEZ, which our company is now proudly part of, is among several ways through which we are going to achieve the much wanted Vision 2020. As part of this industrialization process, we believe that Kigali has the perfect environment that will eventually allow Rwanda to attain its long cherished dreams to be among the middle income countries.

We introduced the popular brand “QFL-Magodoro Dodoma” during the start of our operations which has been in the East and Southern African market for the past 20+ years, and introduced it as ‘Matelas Dodoma’ in Rwanda. We are now launching a new luxury high product range known as “SIESTA”

We are also proud and happy to have employed very dedicated and resourceful Rwandans who have been able to understand, and keep up the company standards.

Since the establishment of the company, we have seen lot of development in Rwanda in terms of facilities such as the KSEZ, good systems and governance which help us plan better. There has also been a lot of development in the infrastructures and conveniences. All this leads to good progress and also industrial growth, as one can witness by visiting the Kigali Special Economic Zone.



More investments, more jobs – I thank John Dubai for my first job opportunity.

Felix Iradukunda, 40, Site Assistant

I came here to Kigali almost four years ago in search for better opportunities. Back in my village, where I’ve spent the better part of my life, it was grim and unbearable. My parents are poor, and I was forced to drop out of school in primary six because of the hopeless indigence that haunted my family.

Luckily, I had a cousin who works here at John Dubai construction site and he’s the one who organized for me to be employed as a site assistant during the construction phase of the houses. There are seven of us here, and we work in shifts of two at a time.

This job is a godsend to me. Previously, I used to rely on my relatives for everything and this was hard on them as much as it was hard for me, even if they didn’t openly show it. My desire was to get a place I could work to support myself, and send money back home to support my aging parents.

Am now able to buy my basic needs. I shifted from my cousin’s house and am now renting my a place which I share with a friend. I feel happy now that I am independent.

I’m also saving a fraction of my wages with the hope that when it’s finally over, I will enroll for some training in tailoring which will give me skills to do more sustainable work.



Construction industry boom, unlocks small business opportunities

Olivier Kwitonda, Visual artist

Last year was a terrible one for the art community that constituted Yego Art Center that was based in Nyarutarama. It started on a bright Thursday morning mid last year. Some of us had reported to our work center and were busy with our normal daily work of painting.

However, a group of people came to the center and we were instructed to find an alternative place since the owner had told them to demolish the building we were using as our gallery since he intended to construct a new one.

We had to look for an alternative place and though our Nyarutarama base had become like our second home, moving, though initially hard to take, was on the cards not by choice but by imposition. In the past few years, many commercial buildings that have sprung around town have given us, the small business people an opportunity to get homes for our businesses at rates that we never dreamt of, seven years ago.

In our case, when we were told to park and leave, it all went black and we thought of never getting an affordable place soon. Luckily, there was this new building site in Kimihurura that was nearing completion and when we approached the owner, he was more than willing to accommodate us. We are now operating there, and soon we are officially inaugurating our new art home.

This development would not have been possible if there were no new structures being developed in Kigali. It didn't take us long to find a new place that we could convert to an art center and continue with our operations as if nothing had happened. Kigali city has been experiencing a construction boom for the last five years and more spaces are being made available for entrepreneurs.



Gisozi Crafts Cooperative: Where there is a will there is away

This 71-member coop started as women who came together to find a way of developing themselves and, by extension, the country. When it started in 2012, the women divided themselves into groups making mainly beads, earrings and baskets. Jeanne D'Arc Mukamurera, the initiator and former president of the coop recalls that the beginnings were tough, but the women were resilient:

"We diversified into tailoring after acquiring some sewing machines and also started making fruit baskets," she reveals. The diversification proved a good move, and soon the cooperative was receiving bulk orders for school uniforms from nursery and primary schools around Kigali.

Sandrine Uwacu, who has been in the coop for the last three years credits it for improving members' financial lot: "We have some money that we pool together as members and because of this money we can help a member when they are in need for instance with school fees, medical bills, or renovating their house."

Another member, Liberatha Kangabire joined after hearing about the benefits of cooperatives on radio and it piqued her interest: "When I joined I learned a lot of things. I learnt to make things like paper hand bags, and above all getting to know other members and also being able to access credit facilities."

Mukamurema, the founder is all praises for the City of Kigali in particular and the Government of Rwanda in general for "being very supportive of women". "Today we are mentally and financially empowered and because of working collectively we no longer look for money from outside."

Most recently, the cooperative diversified into even further income-generating activities, erecting a huge plastic water tank in the coop's yard, and that fetches the women at least Rwf 60,000 every month. The money goes into a pool fund that helps members when they are in need.

Turning Kigali into a ‘Smart City’



All around the world cities are embracing technology as the new trend in creation of beautiful cities dubbed “Smart City”. In 2013 and 2014, the city of Kigali one of the smart and clean cities emerging in Africa embarked on a journey to transform Kigali into a technology user-friendly city. During the launch the “Smart City”, a mix of government ministers, the mayor of Kigali City, and journalists enjoyed a ride with the public while sampling the launch of internet in public transport.

Kigali is embracing Information and Communications Technology (ICT) in all its operations, a major driver in the creation of smart solutions through the use of technology facilitating the delivery of improved service delivery and improved planning. This has been central in creation of a knowledge based economy as envisioned in the government’s development model. The increased access to internet in public places in Kigali is on a high

rise with almost all public places having an internet connection.

With urbanization on the rise in Kigali and a huge flow of people moving to the city, ICT improved application processes for permits, increased efficiency in service delivery and tracking data. The integration of ICT in almost all city operations and sector, positions Kigali as a place that offers IT user-friendly services to its residents and visitors.

The Construction Project Management Information System (CPMIS) application is one of the main innovations made in the last five years which introduced the shift manual operations to apply for a permit to an online construction permit application. Using CPMIS has improved keeping records, simplified the application process, increased in number of construction permits issued, improved reporting, cost effective, time saving and is user friendly to architecture and constructors.

Rwanda in general and the city of Kigali in particular in the previous years has invested hugely in ICT to enable the design of smarter solutions with an aspiration of offering better quality services. Through the use of ICT, the daily life of residents in the City of Kigali has greatly transformed and the cost benefit of being cost effective is enjoyed by residents. The introduction of 4G network and completion of the city fiber and broadband infrastructure was geared towards ensuring that Kigali residents enjoy high-speed internet.



The increase in the number of telecommunication companies and internet providers, as well as the number of subscribers has substantially increased in the city of Kigali.

In the last five years the city of Kigali council was faced with a major impediment in tax declaration fact being that this was done manually. The integration of ICT through creation of e-payment services has been a relief to city authorities as well as residents and business operators.

In relation to the above the introduction of Irembo services an online portal that helps in the application for acquisition of certificates such as birth, marriage, death certificates has made life easier for people applying for these certificates since they drastically



reduce the cost of travelling to the district or even the city council headquarters and time that was spent previously in acquiring these certificates has reduced to literally less than 5 minutes with the use of internet.

This is attributed to expanding technology to bridge infrastructure operations and improve service delivery to citizens. The introduction of high speed internet and telecommunications networks played a major role to enhance the city's efficiency in

service delivery. Towards improving access, planning and connectivity, the introduction of street naming, completion of Kigali City Master Plan and inclusion on Google Earth are key indicators towards turning Kigali into a Smart City.

In addition to enhancing productivity, improving availability of and access to public services, the use of ICT is a benchmark in value addition as well as efficiency in enhancing reduced costs and time saving in opening new business thus improving the living conditions of residents of Kigali.

ICT infrastructure in Kigali has spearheaded the creation of e-government services to ease doing business for both the public and private sectors through provision of improved efficient services through cloud-based IT infrastructure. In connection to this the vision of creating a modern Smart City, Kigali is gradually transforming to an urban environment that is safe, green, and efficient.

The use of ICT as a means for better service delivery is evident in various services such as buying and paying for power, water, waste, and transportation. As regards public safety, Kigali uses advanced integrated security systems, cameras and electronic sensors to measure and check any security threat.



The use of smart grids/meters for water and power transmission provides a technology-enabled solution to reduce leakage and waste in order to increase transparency and reliability. Intelligent transportation solutions in the city of Kigali fostered improved efficiency use of road networks. These solutions have not only reduced congestion, but also improved public transport and minimized destroying the environmental impact.

Creation of technology-enabled solutions has been used successfully to increase efficiency central to deliver a higher quality of life to the residents of Kigali. The implementation of the Kigali City Master Plan implementation is online and can be accessed provided you have internet from all locations; showing the user listed activities to be done in specific parts of Kigali selected areas are good for effective planning to avoid congestion and also for effective planning. The same information can be accessed through use of mobile

phones by typing the codes for the selected area or plot in case of a resident using a personalized UPI (unit plot identifier).

As Kigali's economy and population continue to grow, traffic congestion is expected to gain an increase, particularly in Kigali urbanized areas. Although Kigali roads are not as severely congested as other cities in the region, traffic congestion is widely perceived as a serious and growing concern for Kigali business. In a move to improve efficiency in traffic, there is a growing integration of incorporating intelligent transport systems (ITS), use ICT to manage road networks and coordinate traffic to reduce congestion, as well as improve safety and travel times in the City of Kigali. The last five years Kigali with no doubt registered big strides in ICT and is destined to be the IT hub for the great lakes region.

**THE SAME PASSION FOR SERVICE DELIVERY
DEFINES LIVING SMART, WHOSE BUSINESS IS
AS MUCH ABOUT ENHANCING LIVES AS IT IS
ABOUT CREATING OPPORTUNITIES FOR ALL**

The Beneficiaries: In their own words



Wi-Fi hotspots has made my work easier

Daniel Sabiti, freelance journalist, Kimironko Sector

The nature of my work means I'm always on the move. Being a journalist, I have to be on my feet, hunting for stories and ensuring they are duly delivered on time. We work on tight deadlines.

Some few years back, my work was burdensome. I had to report to the newsroom early in the morning, dispatch myself to the field to hunt for stories and come back to the newsroom to deliver the gathered material to my editor. When he needed clarifications, I had to ensure I reported to his desk to work out everything with him.

Fast forward to now. My work has become less onerous. With my mobile devices, especially my phone and laptop, I don't have to spend much time in the office. The city of Kigali has become friendly to people working on the move.

Now after gathering a story, I just retreat to any available Wi-Fi hotspot, and they are ubiquitous around the city, and file it. When the editor needs some clarification, he's going to send me an email or we chat using the phone, and the story will be complete in a timely manner.

There are now several public buildings that have free Wi-Fi. Several public places are also connected to free internet. I don't have now to spend much money, rushing back to the newsroom to compile my story, or buying internet bundles for the same. The other advantage is that I can now easily communicate with my sources freely.

This ultimately has led me to be more productive. I now write so many more articles compared to before, meaning that at the end of the month, I have more money in my account. I'm able to do my research anywhere where there's free internet connection, allowing me to also save money. Simply speaking, Wi-Fi hotspots have become a benefit to many of us who like to work on the move.

My City Makes me Proud

Linda Muhoza, Student

I am a senior five student studying in Uganda. When I am in holidays, I stay connected on phone and keep connected to my friends' network. But what amazes me, is the way internet

is so fast in Kigali. My friends across the borders struggle for a reliable internet connection - sometimes when we are chatting online, they are on and off and they keep on complaining about their internet connections. When I tell them about our connection here, they envy me. When we connect again, they tell me how lucky I am to be living in a city with faster internet connection. This makes me feel so proud of my city, Kigali.



Future cities - Smart Kigali initiative has led to improved communication.

Charles Osindi, Hotelier and Businessman

The Smart Kigali initiative couldn't have come at a better time than this to boost the operation of trade among other fields that largely rely on ICT. As a regional trader and hotel manager here in Kigali, this significant development has proved to be a massive boost and effectively vital to my operations.

I need to be in contact with my clients at all times. Whether I'm at the airport clearing my goods or at the hotel, or even on the streets, or inside a public transport vehicle, communication is extremely vital.

Thanks to Smart Kigali, I've not found this hard wherever I am. The good thing is that the internet is very fast in Rwanda. In my country, it's very hard to have the luxury of using internet at any time at almost everywhere the way it is here in Kigali. I can easily now communicate with my clients using my mobile devices. I rarely lose business opportunities because of this. Inevitably, I have seen tremendous growth in my business since my clients see me as a reliable trader who not only delivers on time, but also keeps in constant communication with them.

What's more, with the introduction of automated ticketing and taxi meters in public transport areas plus electronic payment systems, the financial services in Kigali city have been greatly improved. When I have clients flying in, I know exactly what they are going to pay the taxi driver, from the airport to my hotel. And even here at Legend Hotel, my clients always get amazed by free internet services we provide.

Smart Kigali has made being in this city an enjoyable and fun experience. When it comes to ICT as a tool of development, I think Kigali has bolted very fast and is now ahead of the pack among the countries I've visited in Africa. Having free internet access was a dream that was thought impossible to achieve some five years ago, but is now a welcome reality.



With street numbers, I don't need directions from anyone."

Otieno Nondoh, Kenyan, Kacyiru Sector

When I first arrived in Kigali about four years ago, locating a place was difficult for me because I had been used to Nairobi streets which are named after famous people. These roads really confused me.

However, I later realized that it was actually easy to locate a place using Google Maps. All one had to do is search for the street number and the address of that particular place and it just pops up, complete with instructions on how to get there.

I first realized how street numbers made locating a place easy one day when I was going to Kwetu Film Institute in Kagugu with a Kenyan friend of mine. We wanted to inquire about the courses offered by the institute.

Without a proper grasp of the Kinyarwanda language, we relied on Google Maps and we were pleasantly surprised when we made it to Kwetu without asking anyone for directions but thanks to the street numbers, which Google Maps easily located.

The other good thing about street numbers is that most taxi-moto guys in Kigali know them very well. You simply mention the street number and you won't get lost. Plot numbers are also an added advantage because the taxi-moto guy will take you to your exact destination without a need to consult anyone for directions, which saves a lot of time and money.

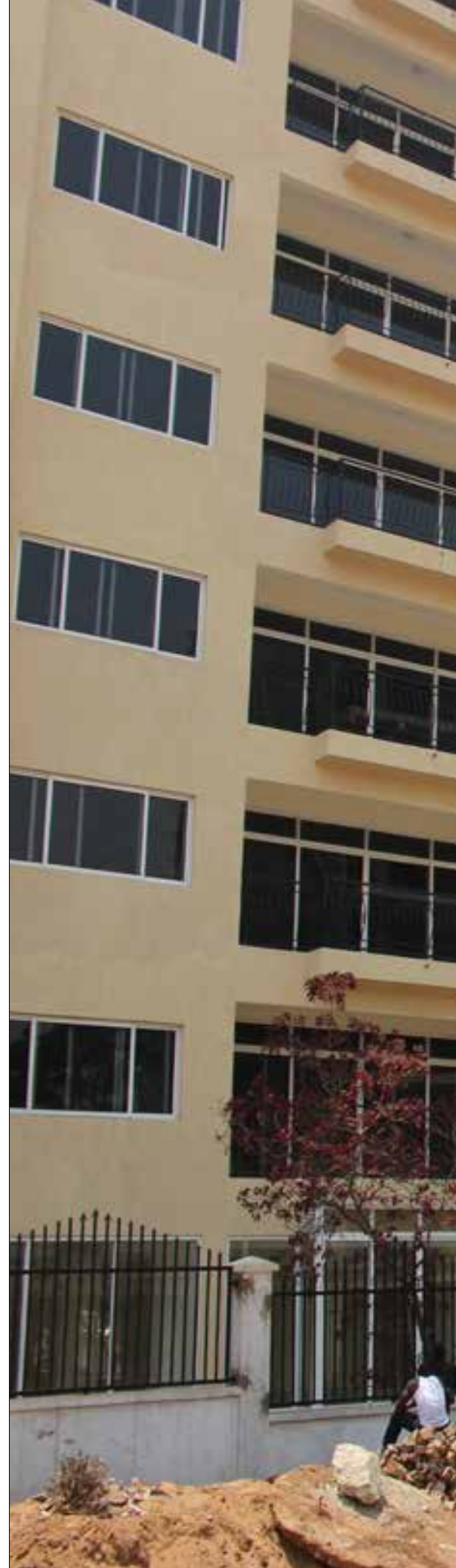
However, even with such obvious advantages, I think some locals hustle to find some places, especially those without smart phones with access to Google Maps. In my opinion, street names should also be made prominent. That will make everyone's movement around the city easier.

Kigali's rising skyline

Expansion and increase in constructions in any city is referred to as the engine for economic growth and infrastructural development seen as the fuel for that engine. Investment in infrastructures such as commercial buildings, hotels, schools and hospitals has tremendously increased growth of Kigali into a world class urban city. As of last year the following companies; Marriot Hotel, CHIC Ltd, Executive Investment, Down town Ltd, New Century Ltd, ACACIA, COGEAR and COGEBANQUE, Prime Excellency Group, Kigali Heights Ltd and Equity Holding Ltd played a significant role in investing in huge commercial buildings.

Hotels such as Marriot that is set to open soon is the latest addition to the already existing Insurance Plaza, Kigali City Tower and the recently completed Makuza building in Kigali's central district creating the new dawn Kigali. With these infrastructures in place and others near completion such as Kigali Heights and Kigali Convention Centre, development in construction has set precedent and is on a high rise in Kigali which is associated to increased interest in investing in Rwanda in general and Kigali in particular. This is set to position Kigali as one of the fast growing cities in Africa. Investment in the construction of commercial buildings in the last five years in Kigali is viewed as the catalyst for economic growth with increased productivity and value for money.

Though Kigali is increasingly expanding its economy, there is still a challenge in accommodation and the construction of low cost houses. In addressing the challenge, Kigali city council authorities embarked on





attracting investment, the construction of residential houses which increase the number of construction sites for residential houses through public private partnerships with foreign and local investors.

This model for infrastructure investment comes with a lot of economic benefits, such as increased tax revenue, new jobs and enhanced GDP, as well as the value of improved infrastructure development



to cater for the needs of city residents.

The construction of Vision 2020 estate in Gacyuriro in progress and other areas such as Kinyinya low cost housing project that is soon to commence and 39ha of land for RUGARAMA affordable housing project whose design was approved in 2013 is a good indicator of how the city authorities are eager to address accommodation challenge.

Although there is significant improvement in the housing sector, there is still more demand for affordable housing which can be overcome through the completion of the upcoming affordable housing projects in different parts of Kigali though it will take some time.

In addition, the broadening to include regeneration programmes to improve business activities and housing programmes, this clearly indicates how city authorities have been committed in the last five years to help middle-income earners and investors.

Through access to permits, civic planning, business promotion, urban regeneration and a host of other approaches and attracting investors resulted into greater economic development.

As a result constructions like Kigali Heights, CHIC, MIC, Marriot Hotel, Peace plaza among other structures have been a big input in creation of job opportunities during and after construction.

The social and economic impact that came with setting-up of these structures is increase in additional space for offices, business and hospitality sector. Throughout the

past five years, Kigali city growth has generated more revenue from property taxes which has been evenly spread indicating solid growth.

To reduce on carbon emissions the construction of the free trade zone has been a major relief. The city of Kigali adapted this programme with the objective of maximizing growth, subject to improving social exclusion and carbon emissions. Thanks to the city authorities and implementing institutions such as Private Sector Federation and Ministry of Trade, Commerce and Industry's sound judgment about the programme which was a great impact on creation of jobs and increasing economic productivity while sustainably protecting the environment.

TOWARDS CREATING AN ENVIRONMENTALLY FRIENDLY CITY, KIGALI CITY COMPLETED KEY STUDIES FOR THE ESTABLISHMENT OF MERANEZA PUBLIC PARK, TAPIS ROUGE RECREATIONAL CENTER, NYABUGOGO CATCHMENT, GITIKINYONI SEWERAGE TREATMENT PLANT, LOCAL AREA PLANS, AND THE INSTALLATION OF KIGALI CULTURAL VILLAGE TO BOOST ALREADY EXISTING INITIATIVES.



In turn, the increased upcoming infrastructure through the city centre and surrounding districts has increasingly contributed to increased tax revenue bases while paving way for increased economic growth in the coming years. Speaking of the emerging skyline and increase in number of high structures, the centre district of Nyarugenge has led the charge delivering the most growth for every franc spent.

As part of the groundbreaking experience, there is increased interest in investing in construction because of its further growth focused investment in Kigali.

To create a genuinely self-sustaining proposition for economic growth and development in Kigali, the City of Kigali Master plan being implemented in phases with the first phase ending in 2017 mainly focusing on the development of the CBD (Central business district) and key sub areas like the Kimihurura round about, Kimicanga and Airport Boulevard to a large extent will transform the image of Kigali.





Kigali's enhanced road infrastructure



With the unsurprisingly rapid urban growth of the city of Kigali that has led to the city being dubbed as one of the fastest growing cities in Africa by the World Bank, in order to match the continued expansion of the city, created a need for investment in infrastructures such as improved road networks embodying hope for a better and more prosperous lifestyle of residents of the City of Kigali.

Over the last five years the City of Kigali has embarked on improving the road

infrastructure in the city centre and surrounding neighborhoods. A walk on Kigali streets in the three districts is a living testimony of the city council's investment efforts in transforming the road infrastructure. As time goes by the city of Kigali continues to maintain a proper road infrastructure hierarchy that has maintained increased traffic flow in the city and of course played a key role in the beautification of Kigali.

In the recent years we've seen areas that have been previously cut-off due to poor road infrastructure being connected and emerging into strikingly beautiful secure neighborhoods, with well lit energy saving lights. This has an economic benefit and social transformation of all sorts. The easy to notice indication is booming business on most of the highways due to the paced roads.



In the last five years there are areas where residents did not believe that at one point a paved road would be constructed in their area. An example is the Gikondo-Rwampara, Nyamirambo- Kimisange through Rwarutabura and Mageragere connection. Commuting to these places has improved and is less expensive. In addition, the road network beautified the areas and enhanced security of people and properties while curbing significant reduction on theft in these areas. In some of these areas crossing at night virtually was impossible because of the high crime rate like theft.



Since 2011 to 2015 more than 100 kilometers have been paved and lit with street lights making Kigali the ideal safest beautiful city to enjoy a walk at your own convenient moment. This continued drive to paving all roads in Kigali saw 12 new roads that cover a total of 36.5 kilometers in different parts of the city completed last year.



This has also improved on time spent travelling due to reduced traffic. In the last five years it was very hard for residents of Kabeza, Kanombe, Kinyinya and Masaka to access transport especially during late hours. But with increase in

road development in these areas the social transformation and economic growth are evidently on the rise in these areas. As an end result to ensure safety of roads users especially the pedestrians, the construction of pedestrian bridges reduced the number of pedestrian road accidents and eased walking on the roads in Kigali City.

In 2011 and 2012 an Environmental Impact Assessment of overhead pedestrian bridges was completed which led to inclusion of pedestrian bridges now on all roads. The social benefit created by these infrastructures in the creation of save environment for pedestrians can easily be seen during any time of the day or night with residents and visitors enjoying leisurely walks

or jogging.

In addition to improved road networks in Kigali, the city council authorities advocated for the construction of retaining walls protected by honeycomb blocks on all existing asphalt roads estimated to have covered 10,681 square meters. This consequently reduced on dangers of possible land fragmentation. Among the places protected are Gisozi Memorial Site, Kanombe airport and the National Parliament among many other places.

The increasing number of Street lights on almost all major roads in Kigali has made linking different areas at night secure and spectacular. Driving at night in the city of Kigali actually offers one of the best experiences with less traffic while enjoying the





PEOPLE FROM THESE AREAS WERE FORTUNATE TO HAVE SUCH AMPLE TRANSPORTATION ROUTES SURROUNDING THEM COMPARED TO WHAT THEY HAD ACCESS TO BEFORE. **IT HAS COMPLIMENTED THE ECONOMIC DEVELOPMENT THAT IS ON THE INCREASE IN THOSE AREAS.**

spotless clean roads and line tree shades that line the streets.

The efforts to light the streets of Kigali is ongoing, however it is important to note that street lights in 2011 were installed on 40.5 kilometers. The following years registered a big increase in the number of street lights maintained on 265 kilometers with installation of better energy saving bulbs replacing

Sodium bulbs with energy saving lights (LED) bulbs. In a related development 12 kilometers in 2014 were installed with street lights while 12 junctions by the traffic lights were upgraded. As a result of improved road infrastructure, navigation on Kigali roads has in the last 3 years gained a face lift and made even easier with the introduction of street naming in Kigali.

The exercise to improve naming of streets and homes launched in partnership with the City of Kigali and the Ministry of Infrastructure in 2012, has been an apparatus to improve accessing a particular location in Kigali. This is apparent through residents and visitors to Kigali benefiting from IT user-friendly navigation applications to locate places using Google Earth App due to the improved road infrastructure.

Currently the street addressing exercise that is on going registered a big boost in improving navigation around Kigali with 106 Avenues and 1,986 Streets put on the Google map. Using Google Earth to link the new street addresses are linked to the GPS navigation system which makes life much easier to locate a place even when driving.

The input outcome of the increasing paved roads is that residents enjoy improved accessibility arrangements and economically this is often directly incorporated into land value increments. In doing so the improvement in the road infrastructure has reshaped and beautified the city. In turn, these improved accessibility arrangements have significantly affected economic productivity, social inclusion and created a sustainable environmental. The investment in improved road infrastructure has also positioned the City of Kigali for future economic development successes.

The Beneficiaries: In their own words



Inter-neighborhood tarmac roads improving lives

Anastase Namukujije, Kacyiru Sector

This was one of the major eyesores in an area renowned for its dense concentration of foreign embassies, key government installations and international agencies. One of the major beneficiaries was the newly-finished Uganda High Commission building - a stone's throw away from the MINAGRI complex.

For residents like Olivier Namukujije, an airtime vendor along the route, the benefits are already evident.

"Most people used to avoid this route because of the dust. During the rainy season, it would be impassable because of mud," Namukujije recalls.

"Now that the road has been made, more shops have opened along the road and we have more people coming to shop."

And Namukujije's fortunes have also changed for the better:

"I started by selling only airtime cards, but with the increased rate of activity along the road, someone advised me to borrow money and buy an EBM, which I did. Now I can sell airtime, cashpower etc...."

Alpha Nshuti, a resident of Caisse Sociale through which the road cuts equally commends the new development: "On rainy days or when it's too dusty I would spend money on a motor taxi from my home to the Kacyiru bus station before connecting to my workplace in Kimironko, yet my home is just a five minute walk to the station. I would do the same when I returned from work," he laments.

Nshuti further asserts that bad roads are not good for business in the wider scheme of things: "I have a graphics design side business which I operate from home, and this was one of the reasons I sought out a house in this particular area (Caisse Sociale) at a relatively high fee of Rwf 300,000. The house itself and the neighborhood it's located in is perfect for my business, but it was always embarrassing directing clients to a dirt road," he reminisces.



Tarmacked roads have made Kigali a paradise in East Africa

Jean de Dieu Ufitinema, Driver

I'm a driver by profession and I've been operating on the streets of Kigali for five years now. During this time, I've seen tremendous development as far as road construction within the city is concerned.

Five years ago when I started driving, there were teething problems that I in particular and my fellow drivers in general had to contend with. Seeing the nature of the roads now and what they used to be some few years back strikes you with astonishing awe.

In every nook and cranny of the city, in residential and commercial centers, new roads are the order of the day. Some have been constructed, and they look attractive, while the roaring machines can also be heard in many areas where new roads are being tarmacked.

There are many roads that have been added while others have been expanded. Before all these developments, we had to contend with traffic jams, which meant that much time was wasted on the roads. Daily fuel consumption was a headache to many motorists, and car owners also had to live with wear and tear of their vehicles resulting from bad roads.

But right now, driving around Kigali is less costly and much more fun. The expanded roads mean motorists can now reach their destinations very quickly. The smooth and tarmacked roads provide similar benefits. Vehicles have a longer lifespan and accident cases have been reduced courtesy of the improved roads. Yes, the road works being carried out within Kigali city for the last five years are highly laudable.



Bus shelters have made waiting for a bus less painful

Rubagumire Ephraim, 60 years, Security guard Ecole Belge

Anyone who hung out at any bus station around Kigali knows how painful the experience was. You see, the streets of Kigali can be hot sometimes, especially during dry seasons. Before these bus shelters were erected, I had to linger uncomfortably under the blistering sun for several minutes as I waited for a bus.

For most of us who are regular bus riders, there was no way we could evade the blazing sun. Sometimes the rain would begin to fall and leave you all wet. If you were lucky, you would seek shelter under a nearby tree or building, which was such a horrible experience.

But things have changed now. The new bus shelters that have been erected all over Kigali City are very helpful, especially when a passenger is tired. Now we no longer have to stand in the scorching sun as we wait for a bus. In fact, sometimes I use these bus shelters to simply rest or wait for someone even when I am not waiting for a bus.

BUS SHELTERS HAVE HELPED US DURING RAIN AND SUNSHINE. I CONGRATULATE CoK AUTHORITIES

KAMANZI LAURENT, PUBLIC COMMUTER



City of Lights: Safer Kigali confident residents

Musaniwabo Mary, 22 years, Kimironko

It is very hard for me to give one thing that, me as a citizen and a resident of Kigali has positively impacted my life over the past years. But for sure, if that is what is required of me, then you have it. Lights, security, proper transport system.. Oh, sorry, those are three!

Well, let me say, to me and my lifestyle, streetlights are exceptional. They have made this town, not only safer but admirable by visitors and foreigners. Today, anytime of the night, I can go home to Kimironko from work and get home safe. My work sometimes requires me to work till late in the night, being a young lady, many ask me if I don't fear going home alone. But to me I have never felt insecure, I have never lost even a phone. I know am safe. Streetlights have also boosted my business. My clients now want to sit outside, enjoy Kigali's fresh air while enjoying their favorite drink. Life is good.



Public Transport shaped



Though Kigali is still faced with the problem of improving public transport in the city, improvements made in the transportation of people and goods in the past years is credited to the City of Kigali. Shaping public transport in the city from 2011-2015 has had a substantial positive socio-economic impact on the reduction of the cost of transport because of the many alternative operating routes that have been created. This goes with increased reduction

on time spent waiting for buses and other modes of transport.

With Improvement in the modes of transport, public transport, users have remarkably saved time travelling on congested roads, vehicle operating costs and enjoyed improved safety. Consequently improved accessibility in public transport

has led to potentially creating new business and trading opportunities and increased competition in the sector in the city of Kigali.

In terms of social inclusion, improved transport network in Kigali is contributing to higher levels of social inclusion and engagement of residents. Enhancing and maintaining standards has led to reduction of greenhouse gas emissions and other pollutants such as noise and waste.

The improvement in accessibility and mobility across the transport network in Kigali has in turn led to effective service delivery needed for enhanced economic, social and environmental outcomes. To enhance improved service delivery, public transport operators have been organized in 4 zones putting more emphasis on respect for travel timetables for buses while all motorcyclists are now operating under legally registered organizations.

In total 61 routes have been put in place in the four zones; number of routes per zones is 22, 17, 15 and 7 respectively. In order to foster improved public transport and through public private partnership, three companies namely Royal Express, Kigali Bus Services and Rwanda Federation for Transport Corporation (RFTC) added 813 buses to address the transport impediment in Kigali. However, this is not enough based on the demand for public transport in the city.

This trend in the transport sector represents 124 buses with a 30 passenger seat capacity, 391 coasters and 298 mini-buses as part of the public transport fleet. To improve on customer and service delivery, 1,666 public transport drivers and

500 conductors concluded training on public transport policies and customer care. In regards to passenger waiting time at bus stops, this averagely reduced to 12 minutes, with places with lesser traffic accounting for as low as 4 minutes.

To improve efficiency of motorcycle transport, 11 Parking lots for motorcycles were completed in 2015; constructed in areas of Rwandex, Sonatube, Giporoso, Kibagabaga, Kimironko, Murindi, Nyanza, Zinia and Ndera.

In an effort to tackle increasing demand for public transport in Kigali, the city of Kigali already made efforts to market its public transport system. This led to improved communication when making changes to the public transport infrastructure in order to enhance the image of the system and improve security.

THIS HAS ATTRACTED PEOPLE TO USE PUBLIC TRANSPORT BY CREATING OPTIMIZED AND USER-FRIENDLY INFRASTRUCTURE LIKE SHELTERED BUS STOPS, PEDESTRIAN SIDEWALKS, INSTALLING NEW SIGNS AT MINOR INTERCHANGES AND INTRODUCING TRAFFIC-CALMING MEASURES TO IMPROVE SERVICE RELIABILITY.

The introduction of bus shelters made planning arrangements in public transport take another shape. 50 existing bus shelters were improved and 33 bus shelters were constructed last year, making waiting at bus stops more conducive.



Thanks to the routes that were created in the last two years that amicably improved connection to urban Kigali making it easier. These include among others the creation of Bumbogo-Zindiro-Kimironko bus park connection and vice versa. There are a couple of connections that can be accessed by passengers from this point. The most cost effective to talk about is the Kimironko-Kibagabaga-Nyarutarama-UTEXRWA-Nyabugogo route which sometimes stretches up to Kabuga from Nyabugogo bus terminal. Previously it was costly to travel using this route for residents from the areas of lower Kacyiru, Nyarutarama, Kibagabaga and Kimironko.

To ease transport a number of routes are set to be launched once the entire required infrastructures are finished later this year. The routes to be introduced are Kicukiro Centre-St Joseph-Kabeza, CBD-Rwarutabura-Rugarama-through Nyamirambo Sector Office, and Rugarama-Mageragere among others.

Plans to improve public transport sustainability are in the pipeline such as application of automatic fare collection and ITS implementation which will greatly see reduction of losses by public transport operators, increased security fees and easy bus monitoring and control that will address reduction on passenger delays at bus stops.

The second innovation is regular maintenance of mud roads which will effectively yield positive results in public transport extension and reduction of bus depreciation. While the third is the bus prioritization in all jam zones towards junction redesigning, BRTs and DBLs implementation which will bring a big



effect on the social and economic benefits in terms of improvement of passengers' waiting time on bus stop/terminal, public transport enjoyment and increased income generation to public transport operators and all users in general.

Last but not least the fourth novelty in improved public transport is improved data collection on public transport users as a big boost to planning in terms of public transport user estimation on each route, improved tools for public transport planning while creating a participatory approach for public transport improvement and effective public transport implementation policy and evaluation.

Overall the city council's drive to improve transport this year set forth the increment in number of buses, creation of 10 new routes and provision of Wi-Fi in 400 buses and these are trends likely to shape improvement in public transport in 2016.



The Beneficiaries: In their own words



Giving options to commuters: More Bus routes have eased our travels.

Dusabe Joyce, Kabeza

I leave in Kabeza and work in Kacyiru. Commuting is part of my life, and I enjoy it, simply because it is today hustle free. From any part of the City of Kigali, you are assured of getting a bus to work. We used to have a big problem of commuter bus options from Kabeza to Kacyiru. Most drivers used to think it was lucrative route but far, which meant them not making profits.

It was easy for us to be the central business district of the city, but if one wanted to connect to Kacyiru, that meant you either walk to giporoso or board twice. It was very rare to get buses from Kabeza direct to Kacyiru. Today, it's a different story, other than having issues of buses delaying in the morning, we are sorted and fine.

TODAY, EVEN PEOPLE FROM
BUSANZA HAVE BUSES. THINGS ARE
REALLY CHANGING VERY FAST

FELECIEN NDUWIMANA, BUSANZA



City suburb bus stops boating trading

Nzirorera Samuel, 26 years, Trader, Stationary Shop, Kabagari, Kacyiru Sector

I remember before Kacyiru bus shelter was constructed, we were only four businesses on this stretch. Today, look at the place, business is booming. There is nothing you can fail to get around here. My business has boomed, and we have injected in more capital to introduce more products and services. Today, we are a one-stop center for all types of clients.

We are today assured of clients, mostly those looking for scanning and printing services and Internet. Every commuter knows us. They leave their homes knowing, he/she will get good services here. We have also been very useful in supporting government agencies, while earning a living from it. We do support Immigration and Rwanda Revenue authority clients.

BUSINESS IS BOOMING HERE IN
KACYIRU. THANKS TO THIS BUS STOP.
LIFE HAS CHANGED FOR BETTER

MUKAMA ALOIS



Public transport is VIP for everyone

Gakwaya Allanson, PR, Kigali Employment Service Center

In my opinion, Kigali's public transport sector is the best in the east African region. Service providers are clean and the cars are new and well aerated. Ah, some of them even have Wi-Fi. In fact, I would say Kigali's public transport is VIP for everyone.

When public transport is of good quality, people don't find a need to drive around the city in their private cars. Perhaps that explains why there is no traffic jam in Kigali as is usually the case in most cities around the world.

To me I think Kigali has in the recent past made great strides in the public transport department, especially when compared to other East African community member states.

The City of Kigali has really done well in organizing public transport system. Living in Kimironko and working in Kimisagara one would think its hectic for me to connect to work. But to tell you, I have never found any problem, even if I leave work late.

In the past three years, the system is getting better and better. We have more bus routes even in areas where commuters didn't have access to public transport.



Kigali city: A rising star city, in a true sense

Niyomfura Olivier, 40 years returned diaspora

I have lived in the United Kingdom for over 15 years. I have a family with three kids. I have often come back home for holidays for many other reasons. I would not take more than three years without having a reason to come back.

But to tell you the truth, am a living testimony of the transformation of this city. For you guys who live within it, you cannot easily notice change, but leave Kigali, even for six months and come back, then you will see how blessed you are.

The last five years have seen this town grow into a cosmopolitan in every aspect. I am back home now, I want to contribute to the growth, and more importantly want to use my social housing experience in finding a lasting solution to affordable housing, which is still a challenge.

As for the rest, I would list over 50 reasons why Kigali is a true rising star in Africa. I look forward to bringing the rest of the family; I have no reason why they cannot be apart of this.

I AM COMING BACK IN MAY FOR GOOD. I NEED TO BE PART OF THIS BEAUTIFUL JOURNEY

MUREKEZI JAQUES, UK BASED DIASPORA

Environment and Natural Resources Management



KIGALI THE GREEN CITY

Apart from the emerging striking skyline, it is very easy to notice how Kigali is stunningly clean and green. Between 2011 and 2015 there has been planning that has led to earmarking campaigns to create a green environment. A walk around in and around the city is filled with relaxing and breathing-in fresh air originating from trees that line the streets

of Kigali. This has created an urban design element. That is why during the last five years the city has embarked on developing parks and planting trees set aside on the well marked streets of Kigali.

In support of the emerging green infrastructure, was the set-up of a nursery in 2015 that comprised of 320,000 broad leaved tree species. These trees have high leaf area index and high photosynthetic

efficiency. This has been substantial not only in creation of filtered fresh breath, but also in reducing runoff of water.

There have been ongoing campaigns to plant more trees in all corners of the city. From 2011 to 2015 the number of trees that have been planted is estimated to be over one million. It is part of the drive to curb air pollution through planting of specialized trees in and around the city. Towards the end of 2012 the city of Kigali in partnership with Belgian Technical Cooperation launched a three months long campaign with a major focus on sensitizing people and raising awareness on cleaning regulations and inspection to check compliance.

Knowing and experiencing nature makes human beings generally happier and healthier, as a result in the last five years the city of Kigali has shown a renewed interest in incorporating green space and vegetation into the urban environment.

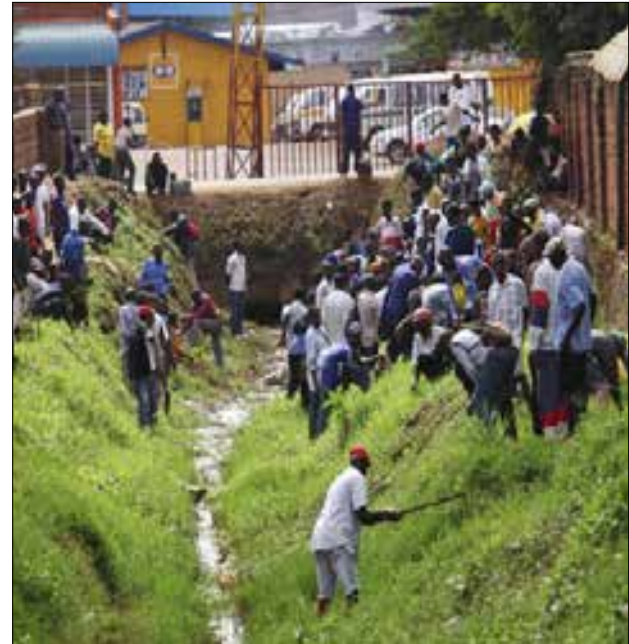
The beauty and cleanliness of the city of Kigali leaves many visitors in awe. On his visit to Rwanda the UN Secretary General hinted on Kigali city probably being the cleanest city he has ever visited. "I have travelled to many cities, Kigali is very clean," said Bani Ki Moon UN Secretary General. Among other visitors that have admired the beauty and cleanliness of Kigali include musicians the likes of Zambian award winning songwriter, singer, producer and radio presenter Roberto Chindaba Banda and reigning Miss Tanzania Lillian Deus Kamazima while on a visit to Kigali in May 2015 to raise money for Genocide survivors among others.



It is with no doubt that Kigali City planners deeply appreciate the fact that the creation of green space and vegetation is another contributor to improved public health since it positively affects the physical and mental aspect of human beings. In 2015 the city of Kigali completed a pre-feasibility study of 194.8 hectares demarcated for urban wetland parks, a three kilometer of street scapes and 4.3 hectares for recreation. To add on the above the city of Kigali boasts a 105 kilometers of roads that were scaped with close to 50,000 ornamental trees planted alone in 2015.

Nduba Land fill

In a bid to address the problem of waste management in Kigali, Nduba land fill construction was started two years ago with preliminary works completed. These works include IEA and securing land. Though its construction has reached an impressive level, it is much



anticipated that its completion will be a help in addressing the issue of waste management in Kigali.

Completion of Rwarutabura water drainage channel

Rwarutabura an area in the suburbs of Nyamirambo is one of the areas where residents cannot fail to express their appreciation for the city council's efforts to improve drainage along Rwabutabura water drainage Channel. During the rain this channel due to lack of proper drainage infrastructure devastated people's lives living in that area.

In partnership with the local population and the City of Kigali, construction of this drainage channel was commenced in 2011 and completed in 2014. After the completion of this channel, movement has been made easier



from one neighborhood to another due to bridges that have been constructed along the channel to allow crossings.

Nyabugogo flooding area kept clean

City dwellers will concur with me that Nyabugogo drainage channel in the past made it practically impossible to pass especially after a heavy downpour.

This did not only improve traffic along the area, but also improved people's security and doing business.

The completion of Nyabugogo drainage channel has been a major relief to commuters and business operators around the city valley – Mutangana area. Flooding in this area had many implications; it is remembered that sometime in the last two years even people would lose

business in the area has increased and business is booming, there is improved safety and proper drainage pipes installed that allow easy movement of rain water instead of flooding.

Passive recreation and urban wetland parks development

Turning Kigali into an environmentally friendly city is not something that city council authorities need to be reminded of.

Since the post Genocide building of the City of Kigali, City council authorities and its residents started a journey to turning the city into one of the eco-friendly cities in the region.

It is against this move that a pre-feasibility study on a total surface area of 194.8 hectares for the establishment of urban wetland parks was done.

THIS GOES WITH **CREATION OF A 3 KILOMETER SCAPES AND 4.3 HECTARES THAT WERE ALLOCATED TO PASSIVE RECREATION. THE CREATION OF PARKS IN KIGALI IS A SOURCE OF IMPROVED HEALTH TO THE RESIDENTS OF KIGALI. THESE PARKS HAVE NOT ONLY ADDED BEAUTY TO KIGALI, BUT THEY ALSO PROVIDE HEALTH BENEFITS SUCH AS BREATHING CLEAN AIR**



In most cases this would cause a huge delay for public transport users and commercialized vehicles. In a move to keep Nyabugogo flooding in check, efforts to revamp and improve drainage along this river by the city council of Kigali were received with a big a relief.

even their lives after being carried away by water. Due to this there was a high rate of insecurity for people and their property.

The completion of this drainage channel and expansion of the road is worth recognition. The number of people doing



Milestones 2011-2015

Sector Milestones

2011

New Kigali, new roads

In a move to improve on the road network, **11 kilometres of asphalt** roads as well as **5 kilometres of stone** paved roads were constructed. During the same year **112 kilometres** of asphalt roads were **constructed** in addition to **44.92 kilometres** that were paved.

During the first year the target was to construct 25 kilometers of Cobblestone and finish formation level preparation, lay the foundation and also complete the drainage channels.

To ensure safety of pedestrians, many **pedestrian bridges** were proposed and their studies started.

Smart Streets- #KK, KG, KN addressing

Activities to turn Kigali into a Smart City can be traced as far back as 2011. During this year the City Council of Kigali made an impressive progress in **street naming**. The technical study for the introduction of street addressing was **completed at 80%**. This applied to the Northern zone and Western zone.

2012

Improved access and navigation –The new era

The new era in the history of Kigali to have addresses posted to **1,054 streets** in the Northern Zone and **586 streets** in the Western Zone was **welcomed with overwhelming support** from the residents and visitors to Kigali.

34.5Km paved - overhead pedestrian bridges finished

During this year it was targeted that another **34.5 km of paved** roads would be completed and studies for the construction of two overhead pedestrian bridges were completed. The need for these roads was considered as key in **increasing improved transportation** routes. In addition to also offering better access to amenities, they provided improved access for business developed transport.

2013

Additional 13Km added

To steer improved connectivity and access during this year approximately **13 kilometres** was paved. Many of the specific roads that were worked on acted as bypasses and offered relief to motorists, while improving lives of the communities that had been living on dust roads for years. Roads such as **Nyamirambo-Suburb, OBK-Maman Sportives, Rugende, Gishushu-INILAC-Shell, Rwampala- Gikondo** and **Cercle Sportif** were completed. Linking these areas with nice paved roads was a major relief to people residing in these areas because during the rainy seasons it was literally impossible to crossover.

Street naming and house numbering hits a high notch

Progress on street and house numbering continued to increase. In 2013 it was estimated that **26,129 house plates** were **installed in Kigali** in the three districts of Nyarugenge, Gasabo and Kicukiro. This year also highlighted that there was a need to clean and harmonize data through the use of GIS data to check any threat to efficiency.

2014

Streets Linked to Google

As the street addressing activities continued. It was at this time that 106 Avenues and 1,986 Streets were linked on the Google map.

Traffic management operationalized

To improve the flow of traffic, two specialized softwares in road design and management were acquired, installed and operational in 2014.

26.8Km Improves Traffic

The construction for 26.86 kilometers linking Kanombe-Mulindi, Kabeza-Niboye, MINAGRI-Nyarutarama, Adventist University of Central Africa (UAAC) Masoro, Kibagabaga-Kinyinya, Kanombe Airport deviation, Lemigo- Kigali Convention Centre, Republican Guard, Newtimes Office-Top Tower Hotel, Main roundabout-Serena and Gisozi-Karuruma was started.

100Km Cobblestone project

It was in this year that a four year plan for the construction of a **100-kilometer cobblestone** paved roads was initiated.

10,681sqm Honeycomb retaining walls completed

Throughout the year the objective was to protect 10,080 square meters of retaining walls with honeycomb blocks. However the achievement went beyond the initial target with 10,681 square meters protected by honeycomb blocks.

2015

Life Transformed

This year registered noteworthy progress as 26.86 kilometers linking Kanombe-Mulindi, Kabeza-Niboye, MINAGRI-Nyarutarama, Adventist University of Central Africa (UAAC) Masoro Access road, Kibagabaga-Kinyinya, Kanombe Airport deviation, Lemigo- Kigali Convention Centre access roads, Republican Guard access road, Newtimes Office-Top Tower Hotel, Main roundabout-Serena were completed and Gisozi-Karuruma was yet to be completed.

More 3,974sqm Honeycomb Walls

An additional 3,974sqm retaining wall of honeycomb blocks was built to protect areas prone to soil erosion. Kanombe airport and Gisozi memorial retaining walls were constructed among other areas.

Public Transport improved

Public transport operators were organized in four zones with emphasis on respecting travel timetable, reducing passenger waiting time to less than 10 minutes. 109 buses with a capacity to seat 30 people were introduced.

Good Customer Care

Over 1,166 drivers and 500 conductors during this year were trained on public transport policies and customer care. There were 12 new routes opened to increase access to public transport, 50 bus shelters were improved and 33 bus shelters constructed.

Motorcyclists Parking Established

To regulate and improve efficiency, the City of Kigali ensured that all motorcyclists operate under licensed organizations. 11 parking lots for motorcyclists were constructed in areas of Rwandex, Sonatube, Giporoso, Kibagabaga, Kimironko, Murindi, Nyanza, Zinia and Ndera.

THE ECONOMIC ADVANCEMENT IN THE CITY OF KIGALI FOR THE PAST FIVE YEARS, IS A TRUE STATEMENT THAT HARD WORK AND FOCUS HAVE PAID OFF

IRUMVA FRED, ENTERPRENUER



Rwabutaamura Water Channel saved lives

Rugimbana Hussein, 54 years, Rugarama Cell, Nyamirambo Sector

Anyone who can't say this water channel benefited the community, then he/she is among those that however much you improve their lives, they will always see negatives. Before this channel was built, lives had been lost.

I remember a scenario where a guy fell into the water while trying to cross with bicycle loaded with charcoal. It had just finished raining, the guy went while everybody was watching, we ran behind him not to be saved by the people that lived 1 km away.

It was always drama. The bridges were constructed over the channel and today; the two neighborhoods are no longer disconnected. We never used to get trucks coming this size. Even cars used to fall into the trench before it was built. The channel is over 3km long.

THIS WAS THE MOST DANGEROUS PART OF THE CITY. TODAY, THE WATER CHANNEL HAS CHANGED LIVES AROUND

ALICE KABANYANA, RWABUTABURA



I am reaping big from CoK's policy of making the city green.

Victor Nteziryayo, bus driver

I started this tree nursery business about four years ago because of the City of Kigali's policy of making the city green. Being an agronomist, it was an opportunity for me to make money by pursuing my own passion.

Thanks to the City of Kigali's good policies, I was able to acquire the land from where I operate at no cost. All I had to do was apply for a permit from the Kicukiro district headquarters. I didn't, and have never, paid a penny for it, something that has helped me thrive in business.

But apart from making money, I am also more than happy to contribute to making our city green. At least now I can confidently say that I have played a part in the beautification of Kigali.

Most of my customers right now are residents of Kigali City who wish to keep their compounds green but I am now looking forward to expanding my business and tapping into the international flower market.

I have already planted some flowers that are favoured on the international market and the results are good. The land here works well for them.

Here I get a good number of customers during the rainy season but I can go for four or so months without a single customer. In a good month I sell over 100 trees but there are months when I don't make any sales.



Socio Development





Improving healthcare

With seven of the world's growing economies coming from Africa, this means that cities such as Kigali that have registered immense growth in last five years in terms of size and increase in activities, improved health is paramount towards achieving sustainable development. It is against this background that the City of Kigali put more emphasis on development of an improved health sector that has seen great increase in the increasing number of health facilities and access to health services.

For the last five years leaders both at the advisory and executive level in Kigali started an initiative in increasing the number of health facilities which has been one of the largest access-to-medicine programs in the healthcare during the period of five years in Kigali. The construction of these facilities was aimed at addressing the challenge of improving access to treatment, and helping communities deliver better healthcare.

As a result of putting more emphasis on improving access to healthcare across the city of Kigali and educating the people, this dramatically improved health care through partnership and enhanced cooperation with hospitals, nongovernmental organizations (NGOs), civil societies, international organizations and the police in expanding access to healthcare. Remera, Gatenga, Mageragere, Nduba and Kanyinya Health Centres have been completed and fully equipped which is easing access to health services in these areas.

For a longtime residents from these places had been cut off and this involved



having to travel long distances to access health facilities. With the introduction of these facilities, the residents cite a major advantage of reduced cost on medical care that in most cases was made high due to long distances. To improve waste management two waste management and sewage systems were constructed in Kibagabaga and Kanombe hospitals and completed in 2014. The use of ICT in hospitals and health centers in Kigali is also on the rise. From time to time the city of Kigali council opts to build capacity for hospitals and health centers as a form of support through provision of advanced medical equipment using ICT to improve service delivery in the health sector.

To maintain hygiene and proper sanitation standards, the city of Kigali conducts regular hygiene checks. In 2014, 1600 health facilities were inspected to ensure customer care and quality of health services maintained so as to offer enhanced health services. In a related development 2014 saw hygiene and sanitation shape the major activity in the health sector through hygiene campaigns resulting into 97.9% of households subscribing to cleaning contractors for solid waste disposal, 38.1ha of compounds paved, new 38.1ha of compounds paved, 98.5ha of green land created, 112 schools, 50 health facilities, 78 hotels and

122 bars and restaurants inspected. Last year in a boost to improve hygiene in our neighborhoods a campaign was launched by the city of Kigali in partnership with Rwanda National Police with the best district Kicukiro awarded a pick up as a token of appreciation for being exemplary in promoting hygiene.

As part of the school programs to ensure hygiene, the city of Kigali on an annual basis conducts competition on hygiene as a form of peer evaluation with 244 schools evaluated and 2 top performing schools awarded with Well Spring Academy (primary) and Lycée de Kigali (Secondary) emerging the winners in 2012.

The construction of new private hospitals and rehabilitating and expanding public hospitals has been on the rise since 2011. In collaboration with the ministry of Health and the Government of people republic of China, Masaka Hospital was constructed while Kanombe military hospital, CHK and King Faisal Kigali Hospital were renovated and expanded. The growing demand for improved health services in the last five years saw the private sector investing heavily in the health sector due to Rwanda's exemplary medical insurance scheme.

The establishment of private hospitals such as Croix du Sud commonly referred to as "Kwa Nyirinkwaya" has helped to improve access to treatment in Kigali. The purpose of the public private partnership is enabling private sector individuals to invest in the health sector as a way of improving access to primary healthcare services by supporting community-based health insurance, improving the quality of care and improving care and support of women giving birth.

The Beneficiaries: In their own words



Health Centers: Quality health care close to the people

Mutoniwabo Judith, 50 yrs – Kinyinya Sector, Gasharu Cell

I am married and a mother. I have lived in kinyinya for many years, since my childhood. I have seen many developments being carried out in this area. New roads have been constructed; many buildings have sprouted up to change its skyline. Basically, the infrastructure of this place has changed a lot for the better. Since the 1994 genocide against the Tutsi, and as a survivor, many things have changed for the better in

the country. Houses have been built for us and we have tried to re-build our lives but there is one thing that is so dear to my heart.

Our City and the Government in general have brought health care services closer to us.

I have a sick husband, who suffers from trauma because of the genocide, when we are not in Ndera for medicine, I just walk to my health center, Kinyinya and get health services.. Even my children are not worried anymore about getting treatment.

Some years back, it was not easy to receive urgent medical attention. This is because the existing health facilities were few and far between. Therefore, one was forced to endure the suffering when stricken by illness due to lack of immediate health services and sometimes even risked death.

Remera Health centre is our King Faisal

Maria Uwase, a mother of two boys

I am a mother of two young boys. I have lived in Remera for many years, since my childhood in fact. I have seen many developments being carried out in this area. New roads have been constructed; many buildings have sprouted up to change its skyline. Basically, the infrastructure of this place has changed a lot for the better.

However, what takes the cake is the establishment of Remera Health Center, I believe. Why? We all care about our health because we want to live. No one wants to die. Some years back, it was not easy receiving urgent medical attention one needed. This is because the existing health facilities were few and far between. Therefore, one was forced to suffer when

stricken by illness due to lack of emergency service and some even risked death when they didn't get urgent medical attention.

Just recently, I was called from work that my elder son had contracted a sudden illness. I had left him at home, very healthy in the morning, as I believed. I got back home and rushed him to Remera Health Center, which is just a five minutes' walk from where I stay. The nurses I got there were very helpful. Within just a matter of minutes, my son's sickness was urgently attended to and his health returned to normal.

Yes, Remera Health Center is now helping many people with their different health issues. It's strategically located adjacent to the main highway, and thus getting to it when faced with an emergency is not a problem. Furthermore, it serves a large number of people due to its strategic location and many of us who have lived in Remera are very thankful for this significant health facility. We are not now worried when faced with sudden health problem because we are emboldened that help is just a short distance away.



Women economic empowerment

Rwanda is well known for its continued promotion of gender inclusion in all its organs. The city of Kigali as well has not been left behind in as far as gender mainstreaming and women economic empowerment is concerned. Over the past five years Kigali has achieved considerable social and economic growth for both women and youth in relation to improved livelihoods.

The action required the city of Kigali to put in place measures to support women and the youth to earn a living. This is particular to women who used to engage in hawking on the streets of Kigali who have been resettled in various markets to help them engage in organized business. As a result last year 10 free markets to resettle these women were established in the three district of Kigali with five in Gasabo, three in Kicukiro and two in Nyarugenge.

In support of vulnerable women towards self-reliance, in 2013 more than 300 women were trained in financial literacy and entrepreneurship. An additional 298 women during the same year assisted to prepare fundable projects while in 2015, more capacity building trainings were conducted for women 750 women that were trained in leadership entrepreneurial, marketing and financial skills.

This is a clear indication of the city council authority's commitment to women promotion through creation of sustainable solutions to improve incomes of women. Seeing that a 5 years' Gender Mainstreaming Strategic Plan developed towards promoting women's human rights and facilitating their economic empowerment was developed in 2014.

To achieve this, the city is required not only to put up facilities to support these vulnerable women like markets in different

parts of the town, but also pay attention to the effective implementation of these frameworks. In support of the government, Kigali city authorities have continued to empower women in the area of education, employment and participation in decision making processes in line with the third Millennium Development Goals EDPRS II that focuses mostly on gender equality and empowerment of women.

While it is important that women economies have been boosted in Kigali, attention to their needs is one of the solutions in addressing effective economic development and contributing to the implementation of EDPRS 2.

The creation of Agaseke project is centered towards achieving this objective. Among many initiatives such as poverty reduction, family promotion campaigns are some of the activities that the City of Kigali is engaged in a bid to enhance achievement of EDPRS I & II.

On the other hand, Agaseke Promotion Project is one of the other initiatives that have created increase in women incomes in Kigali. It was started as the City's Project in 2007 while in partnership with Imbuto Foundation and former RIEPA now Rwanda Development Board.

The main purpose of the Project was to economically empower women with an aim of creating sustainable livelihoods with specific objectives of equipping women with weaving and life skills to enable them to create their own jobs and earn income. This has seen creation of a pool of professional handicraft women weavers in the City of Kigali.



To share best practices Agaseke women act as role models for their sisters in other parts of the country. Through various partners and training, women's capacities to become entrepreneurs registered a big shift in the last five years creating more employment and reducing poverty among women considerably. The project is also used as a tool to promote peace, unity and reconciliation through working in cooperatives.

In addition, the city council authorities have spearheaded a tremendous growth in reducing the number of poor women through various activities such as identification of 2000 beneficiaries through "Ubudehe" program and forming fifty (50) weavers' cooperatives in 2015. During the same period the number of women trained increased to 2000 women equipped with weaving skills, tailoring, bead making, dye mixing, tie and dye and making post cards contributing to improved economic transformation of women.

Apart from offering training to these women, the city of Kigali took the lead to link them to markets both local and international. As a result, an international market has also been secured in Japan through RUISE B where a three year MOU to supply Agaseke products has already been signed while in the past a big market base was established in the USA through GAHAYA Links.

To improve production of Agaseke, a dying unit was installed in Gasata in 2013. This was towards improving the quality of Agaseke products to increase on the export promotion. To enhance product development and embracing quality standards for made in Rwanda products, a nation-wide awareness campaign on promotion of the project dubbed AGASEKE WEEK was introduced.

To create long lasting social transformation of women, there is a need to empower women on health issues. In the last five years more than 1200 women received training on reproductive health, SGBVs, human rights and prevention/care of HIV/AIDS while 800 women weavers participated in Civic Education in the northern part of the country in Burera as part of the "ITORERORY'IGIHUGU" drive to



increase their contribution in decision making process.

To supplement on earning income from weaving, 5 green houses were constructed to boost agriculture production as another source of revenue generation activity. In connection the city of Kigali allocated a 1ha piece of land on Mt. Kigali to women to increase the production of seedlings for Sisal the primary raw material for production of Agaseke resulting in the planting of 11000 seedlings of Sisal. With the completion of Agaseke Training and Promotional Centre which has been completed at RDB's Kigali Cultural Village, located at Rebero hill in Kicukiro District the proceeds from Agaseke will generate more economic benefits to women in Kigali.

Currently, the Project has embarked on 'Youth and Women skills development that has enhanced competencies enhanced for employability and enterprises competitiveness', through the four 4 year (2014-2018), "One UN Joint Flagship Programme", between the Government of Rwanda institutions as implementing partners on one hand and UN Agencies as developing Partners on the other.

Although attention to women economic empowerment activities in Kigali have not been adequate in increasing women incomes to date, it is important to recognize the opportunities the city council authorities have set forth in increasing the development



of alliances with new partners, and improving access to resources. Achieving the goal of empowerment of women required systematic attention to their needs that was addressed in all policy areas.

This has been through efforts to incorporate women in all policies, programmes and activities (gender mainstreaming) married together with activities for women economic development. Women are represented in decision-making in both formal and informal sectors and as a result, gender equality concerns are given priority.

The Beneficiaries: In their own words

Women in development: Abanyarukundo Crafts Cooperative in Kimisagara:

The Abanyarukundo Crafts Cooperative in Kimisagara started in 2010, as an association (ikimiina) composed of under-privileged but development-minded women.

Eventually, with growing membership and in line with the government's urging, the ikimiina evolved into a crafts cooperative. Today, the coop boasts 45 active members. "We started a project of mushrooms, and for making ubukurikori (hand crafts) like ubuseke (baskets), then started another project of making imigongo (crafts). We also started teaching members more skills about forming credit cooperatives to boost their income," explains Monica Kayitesi, the head of the coop.

Kayitesi is all praises for the City of Kigali (CoK), which has helped the women exhibit their products at various expos at the Stade Amahoro, Hotel Mille Collines, and as far off as South Africa.

For Josephine Nishimwe, who joined the coop in 2007, the benefits have been innumerable:

"First was getting to know other women because before everyone used to work from home, then I also learned other skills like weaving and making imigongo crafts," she says proudly.

"Another benefit we got was that as women we learned the value of hard work and being in charge of our own lives. We got what to do for a living instead of just being home bored," she adds.

She is all praises for the City of Kigali:

"In 2009 the CoK came and visited us and after seeing what we were doing gave us Rwf400,000 as a gift because we did not have any source of income by then," she reveals.

They used the money to buy more materials for making crafts.

In 2011 the CoK brought the women a project of making ubuseke and also helped them secure markets for the products. It also encouraged them to diversify on their product range so as to access more markets.

"City of Kigali did not stop at that. We started saving and also taking credit facilities, and above all they got us tutors to increase our financial knowledge," Nishimwe concludes.



Young and self employed

Musaniwabo Mary, 22 years, young business woman

When I dropped out of school, because my parents could not afford my education, I thought that was the end of the road.

I had given up on life and was thinking of running into things that are not moral. However, I had a second thought, I knew there was something else I could do. I came to Kigali and started working in a bar as a waiter. I had to save almost every penny I was earning. I decided, I was not going to be a waiter for more than three years.

When I had saved four hundred thousand, I approached different friends who encouraged me to visit business development centres and seek advise. In these BDS, I was able to improve in my confidence and also worked on my financial knowledge.

Before I knew it, I was running my own business. I set up my own bar and today, I can afford to go back to school and finish what I had started to realise my dreams.



I found purpose in life through a Vocational training

Ayinkamiye Eugenie, Business Owner Murama Cell, Kinyinya Sector

When you have no capacity to go to school, your dreams wither away. This was my story, when I couldn't afford to pay for my school tuition. But thanks to the good leadership that came to me and got me a scholarship to go and study in a vocational school. It was through a programme that was launched in Kigali city to spot needy kids who had dropped from schools due to lack of resources. They helped me enroll in Akilla institute where I studied hotel management and emerged with a certificate. Equipped with this important paper, I never looked back, I knew it was time to live my dreams, I worked hard and started slowly but today I own my business where I supply shops in my areas with sumbusas and baked cakes.



Women economic empowerment through KESC entrepreneurship training

Radegonde Nyirashyaka, 3, business woman

She is married with one child. Her newly established shop is serving the needs of her customers in Gitikinyoni offering a variety of products for daily life.

Within one year she went from being a jobseeker to a successful business owner. Supported by Kigali Employment Service Centre (KESC) in Kimisagara, she completed an entrepreneurship training using the CEFE methodology. She considers the training as a turning point in her decision to start a business.

"It is a difficult experience to be a job-seeker. For years I searched for a job and at some point I got discouraged. Most employers preferred younger candidates. When I first approached KESC, I was looking for a job search support. The trainers encouraged us to start our own businesses. I did a study of the market demand at Gitikinyoni and identified products that could sell well in this area. Now my business is running and I am thinking of expanding," she concluded.

Youth social and empowerment contribution to the growth of Kigali



Focusing on labour-intensive methodologies, private sector involvement and skills development as the driver to creating vibrant youth economic activities led to increased youth involvement in job creation. The last few years have seen greater emphasis put on youth employment issues through the roll out of employment workshops and increasing technical and vocational skills.

The city of Kigali in partnership with the private sector during the last two years has been organizing workshops and forums to link job seekers and possible employers.

These workshops led to the creation of a 5 year employment strategic plan and 8 Memorandum of understanding (MoUs) which were signed between private companies and the city of Kigali in 2014. This is aimed at exploring opportunities for youth employment and possibilities for partnership beyond the workshop.

Youth employment in the City of Kigali is a priority towards improving the quality and availability of training to provide the skills and competencies needed to boost growth in the informal sector. Over a period of five years there has been increment in

skills development for the youth in Kigali as one of the critically important drivers of productivity growth and competitiveness at the enterprise level with a view to improving performance. This is also relevant to efforts made to improve productivity and income of informal sector suppliers by working through a gradual approach of supporting individual youth in the informal sector.

Experience from these trainings shows that the youth greatly improve in the areas of compliance and correspond well in technical fields. In partnership with Workforce Development Authority, there is increased access to technical and vocational skills that have created a fundamental condition for the emergence of new businesses by the youth. Specialized competencies have been developed by the youth, offering a competitive advantage for the youth on the labor market. This would not have been possible had it not been for the proactive role by the city council advisory team in establishing linkages with key government institutions with youth development programs in their mandate which was central in supporting cooperation to stimulate the adoption of technologies and skills upgrading programmes.

In partnership with these institutions, much emphasis has been put on skills development as an integral process towards development of a better skilled youth workforce. In the end the youth gain access to finance and are given training services that equip them with developing technical and managerial capabilities needed for their growth. During the trainings they are shared with entrepreneurial opportunities, the provision of



sector- or cluster-specific training relevant for setting up small enterprises. This has helped in triggering economic growth among the youth increasing productivity and growth of the informal sector in Kigali.

This is evident from the results as they offer a strong foundation of social capabilities to innovate, transfer and absorb new technologies, diversify the production structure and attract more knowledge-intensive domestic solutions into entrepreneurial skills and competencies.

Last year 17 MoUs were negotiated and signed with over 150 job seekers trained in employment and entrepreneurship and one job fair organized last year to communicate employment opportunities with the aim of connecting jobseekers to potential employers.

These arrangements provided an opportunity for the youth to integrate skills development into the broad national development strategy EPDRS 2 and Millennium Development Goals (MDGs). These coherent national frameworks also advance the employment impact, job creation potential and skills development implications.

While Rwanda is pushing for technological inclusion in all operations, Kigali City has been at the frontier in encouraging the

youth to embrace ICT at the early stage of technological development as essential to contribute to national development.

The city of Kigali continues to put focus on developing youth programmes geared at economic growth through the use of technological and industrial advancement and particularly skills development in the youth population.

Additionally the youth in Kigali in the past have been involved in different social activities. The most noticeable was last year's Kigali City Youth action month that involved 5 various activities attracting 25,420 youths. Most of these activities involved engaging the youth especially on fighting use of drugs and road safety campaigns.





The Beneficiaries: In their own words



Kimisagara Youth Center: Positively impacting the youth

It is a few minutes past 9:00am on a breezy Wednesday morning. A loose group of dancers under the umbrella of Abatanguha Crew is slowly converging in the large multi-purpose hall at the Kimisagara One Stop Youth Center in Kimisagara. They are here to perfect their dance moves, fraternize, share ideas, meet new dancers, and share new trends. The crew has been at this since early 2013.

According to Armani Kiwembe, one of the group's founders, the Abatanguha Crew is a unity of dancers from the various dance crews in Kigali.

Kiwembe reveals that youth empowerment was the main reason for starting the crew. And because of this, the members actively welcome and subsequently train willing persons in dance, all free of charge.

Kiwembe and his co-founder, Abdul Ngagijimana first started dancing in Gisenyi in 2011, before moving to Kigali in search of brighter prospects.

"We settled in Nyamirambo but didn't find a place to train from. Then we heard of this place (Kimisagara Youth Center)," Kiwembe explained.

Their wish was granted and the facility opened to their use. The boys immediately embarked on practice, spreading the word about the new dance brotherhood in Kimisagara.

"I like to do social work to empower the youth because this art of break dance is very beneficial and attractive to the youth. When they see a dancer on stage, spinning on their head, they also get inspired to do the same," explains Hirwa Chris Ashton, one of the core members of the Abatanguha Crew. The youth center has been a Godsend to the community. When the youth are active, they don't engage in other detrimental activities like using drugs. The center also trains youth in other areas.



Kigali Employment Service Center linking the youth to Employers

Rugwegwe Olivier Ngirumuvugizi, 26 years, Bugema university Graduate, Job seeker

I am a fresh graduate from Bugema University, in Uganda with a bachelor's degree in management. I have been coming here to the employment service center for the past two months and confidently speaking, there are things I never had done myself, as far as job hunting is concerned. We think applying for jobs is something very easy, NO. Most fresh graduates walk around with application envelopes for years, no job and end up being frustrated. This center has taught me many things like, writing a motivation letter, has placed me for internship, how to apply for a job online, working on my CV and many other things. I am confident it will not take me more another three months without getting a job.





I can now look after my Family

Alexi Siborurema, 32

When I had just started riding a taxi-moto in 2009, we were very few players in the sector and also disorganised. One could work independently and from anywhere, which meant more trouble getting proper documents like driving permits.

Back then it was every individual on his own, God of us all. Getting any document was a big hustle because we had no particular organisations that catered to our needs. Also, a lot of injustice used to be done to us because there were no organisations to fight for our rights.

But a few years ago we were organised into cooperatives, which ensure that our business runs smoothly. For instance, if I find myself struggling to get a certain document, I simply run to my cooperative, Mba Hafi (meaning am always near, which is aptly named!) for help. Whenever I feel that I have been unjustly treated either by the authorities or individuals, I now know where to run to for justice.

Nowadays every taxi-moto rider also has a particular stage where he parks as he awaits customer unlike in the past.

Also, Kigali's road network has improved tremendously in the last five years. More roads have been tarmacked, which has reduced the amount of time spent on a journey. This means spending less time on the road, using less fuel, and visiting the garage less often because there are fewer chances of being involved in road accidents. Even riding at night is very safe because all the streets are well-lit.



Drug abuse fight in schools paying off

Birungi Rose, Director of Discipline, GS Gisozi 1

Drug abuse is a menace to society. Those who do drugs end up being unproductive in their lives. Students who engage in drugs eventually destroy their future.

That's why we have made sure that here in City of Kigali we have zero tolerance in drug use among students. There are a number of programs we have put forward to ensure we discourage this vice among our school going children.

Most importantly, we want to show the students the dangers of doing drugs. Consequently, we normally organize dialogue, in collaboration with Rwanda National Police, with the students. We visit schools and sensitize them about the dangers and criminality of engaging in drug abuse.

We have also encouraged them to form anti-drug clubs in their respective schools. With this, the students can learn about the dangers of drug abuse from their peers. Though one or two teachers are involved in these anti-drug clubs, as counselors, they are exclusively meant for the students.

The use of mind altering chemicals has deleterious effect on school performance. This is why we have stepped up our intensive campaigns over the last five years, to ensure that drug abuse cases are completely wiped out of our education system.

So far, I can say that we are succeeding. We have seen improvement in overall academic performances in schools, even those that previously had a high number of learners doing substance abuse. We engage local authorities and communities to help us combat this vice. School feeding programme has also helped us in fighting drug use. Students now concentrate more on their studies instead of visiting places that can have negative influence.

Education

Creation of an improved education sector was one of the major challenges faced by the city of Kigali. However in partnership with the private sector and the Ministry of Education the number of private and public schools has increased immensely with many international schools and Universities opening their gates in Kigali. This has reduced the burden of Rwandese parents having to take their children to neighboring countries in search of better education.

In particular the city of Kigali from 2011 to date has launched campaigns to improve the education sector in Kigali. This was in partnership with the Ministry of Education and schools in Kigali with an aim of seeing how the quality of education can be improved in all the three districts.

Such strategies involved rewarding best performing schools and best student performers. This was in a bid to build capacities for both students and teachers. In 2011 All primary (170) and secondary (74) schools were inspected to ensure that had the necessary infrastructure and ensured standards towards better service delivery in education. During the same year Anti-drugs and sexual abuse campaigns in all primary and secondary schools were ensured while the 50 best performing teachers in primary and secondary schools were awarded.

In the subsequent years the city in collaboration with the private sector and the Ministry of Education initiated a move to improve reading and critical thinking among students in Kigali. In 2013 reading competitions and writing were organized in 60 schools and the 10 top students were awarded books and school bags with every student that participated given a book. It did not only involve students, but teachers as well whose peer evaluation on performance in terms of teaching, management and hygiene was organized in around 250 schools offering 12 year basic education.

The year that proceeded saw major innovation such as developing school maps for the pre-primary, primary, vocational and secondary schools in Kigali. The promotion of a reading culture was enhanced this time attracting 60 schools with an addition of 10 schools from the previous year. This was through a reading and writing festival that was organized by Kigali city council.

Since then these competitions have been added on the annual academic calendar in Kigali so as to



The Beneficiaries: In their own words



Peer Evaluation lead us to effectiveness

Uwibarutswe ,Riveriene teacher, GS Gisozi 1

It's now 6 years since I started teaching.. When I started teaching here, this school was in a state of dispair, both in structures and ofcourse effectiveness in the way we used to deliver lessons to students. However, over the years the school has gone through a major facelift and for the past two years in a row, we have emerged among the best performers in peer evaluation carried out by the city of Kigali.

Peer evaluation touches a checklist established by the council on major areas critical to learning like infrastructure, teaching materials, school hygiene, discipline, administration and component of performance on national examinations.

Ever since peer evaluation was introduced, I can confidently say we have improved and surpassed required targets in all checklists. Simply say, peer evaluation is our performance contracts in schools. We are now looking forward to win so that we can get prizes and invest into a state of the art computer lab to boast what we already have.



Quality Education the city's top priority

Muhoza Rebecca, senior three student, GS Gisozi 1

The school feeding program launched last year has really helped me stay focused. Before this program was introduced, I used to just hang around during lunchtime, since most of the time I had no lunch money.

It was disheartening to see other students having their lunch while some of us didn't. It was hard staying focused, on a hungry stomach, during afternoon lessons. My performance dropped very much because of this.

But now, we are all happy because we take our lunch all together. This has brought some sense of parity. I can now stay focused on my studies, and I have seen my performance tremendously improving.

I don't have to worry now so much, even if I take a light breakfast because I know that I will have my lunch at school. Now no one can confuse us with lunch handouts that could sometimes lead us into early sex behavior.

RWANDA IS STILL LUCKING IN EDUCATION SECTOR, BUT SHE IS ON THE JOURNEY TO BE THE BEST IN THE REGION

JOHN MUKAMA, UGANDAN TEACHER



How schools' debating, reading and writing competitions leads to improved communication skills

Nzabahimana Celstine, Private Tutor, Nyamirambo Sector

The drive to inculcate a strong reading culture and improve communication skills among learners has intensified over the last five years. The city of Kigali has organized reading, writing and debating competitions and last year, I was mandated to implement and oversee these activities in the districts where the events took place.

The awards for eventual winners included books, e-readers, computers and other scholastic materials. The climax of the events took place during the annual Education Summit in Kigali where other areas specific to promoting quality education within the city were also recognized.

As a teacher, I believe that students should receive quality education. These competitions are very significant since they not only encourage positive competition among the learners but also embolden them to adopt valuable life skills in different areas.

They impart lifelong skills and encourage lifelong learning as well as improve their critical thinking. All these are crucial components of education. Over the years, we have seen language competency improve right from the primary level of education. Even though the older generation might still be having problems with the English language (a medium of instruction in schools), Kigali city has set the bar higher and is doing everything to ensure that the language is promoted.

We are seeing an improvement in reading culture. This is crucial since a reading nation brings forth cultured citizens that can hold their place in the world. The reading, writing and debating competitions have ensured that learners sharpen their skills in these crucial areas, right from the sector level.



Drug abuse fight in schools paying off

Birungi Rose, Director of discipline, GS Gisozi 1

Drug abuse is a menace to society. Those who do drugs end up being unproductive in their lives. Students who engage in drugs eventually destroy their future.

That's why we have made sure that here in City of Kigali we have zero tolerance in drug use among students. There are a number of programs we have put forward to ensure we discourage this vice among our school going children.

Most importantly, we want to show the students the dangers of doing drugs. Consequently, we normally organize dialogue, in collaboration with Rwanda National Police, with the students. We visit schools and sensitize them about the dangers and criminality of engaging in drug abuse.

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So far, I can say that we are succeeding. We have seen improvement in overall academic performances in schools, even those that previously had a high number of learners doing substance abuse. We engage local authorities and communities to help us combat this vice. School feeding programme has also helped us in fighting drug use. Students now concentrate more on their studies instead of visiting places that can have negative influence.



create critical thinking and improved logical reasoning among these students. Last year the number of students participating in the reading and writing festival hit a high note with 180 primary and secondary schools participating while 120 schools were engaged in debating competitions.

This is through taking a broad view of school curricula and instructions to improve on school performances. Through the creation of debating competitions in Kigali an element geared towards providing real-incentives for students in the city is to enhance

their knowledge and improve public speaking. These strategies are imperative towards the implementation of better practices in schools and improving learning experiences for the students.

School inspection visits carried out in various schools in the city of Kigali are initiatives focused on supporting improvement in education and improved performances in city schools. Some

of the areas include supporting students with disabilities, developing teacher and principal growth and promoting family and community engagement.

To achieve this, Schools in the city have continued to work with city council officials showing interest in furthering Kigali school's proficiency in the English language. These schools are chosen from various districts after consultation with the concerned authorities to participate in various debates something that has improved on the English language proficiency thus also creating competition from students.

The beauty of the debates is that they are not creating anything new, they are using the best practices that are already from the classrooms. This has created a mentoring relationship between teachers and students involved in the last five years. Students through this platform are given the chance to provide feedback on various topics and issues affecting society that create a feeling of importance in the development of the country.

In the end the city of Kigali and educators are able to evaluate the quality and effectiveness of standards based on performance of these students. Debate in education is considered as the great equalizer. Competitive debate is one of the great equalizers of educational opportunity.

It helps ensure that students in the city of Kigali get the same exposure to academic rigor as students in the regional cities where competitive debate teams have long been a fixture.



This is seen as a fantastic outlet for harnessing competition in the young generation and is used as a channel to build skills needed to succeed in a knowledge-based global economy. By engaging students in real, complex public policy questions, competitive debate is nurturing a new generation of engaged and committed citizens.



Milestones 2011-2015

Sector Milestones

2011

AGASEKE Project

Agaseke time and again has been one of the projects that greatly helped women alleviate poverty in their homes as well as making them income earners.

Better services' accessibility

In 2011 the city supported the construction of seven new health centres, the expansion of a mobile clinic and the purchase of a CT Scan and MRI for CHUK were the major activities in the health sector.

Public hygiene promoted through hygiene campaign

In improving health and sanitation in 2011, a new landfill compost facility was created with a sewage processing plant in NDUBA.

Promotion of sanitation and environmental protection

Enhancing hygiene and sanitation is paramount in schools that are under Kigali City Council. In 2011 around 37 primary and 16 secondary schools were inspected to assess the hygiene and sanitation.

Creating Standards

In 2011 measures were put in place to improve the quality of education. In so doing, quality control in non-national exams and recognition of best achievers was introduced.

2012

Training women in weaving saw the number of women trained increase to 2,000.

To enhance the quality of Agaseke as well as improving working conditions for women engaged in weaving, 1 fully equipped dyeing unit for Agaseke beneficiaries was established at Gatsata Sector in Nyarugenge District.

It was not until 2012 that the expansion of MUHIMA Hospital works started. The other objective was to equip the hospital accordingly. This was in a move to find a solution to the increase in the number of people seeking health services at the hospital.

In 2012 the construction of 4 more Health Centres in the sectors of KANYINYA, MAGERAGERE, REMERA and GATENGA improved access to health services in these areas.

Strengthening the quality of education and students conduct in primary and secondary schools was a major issue addressed in 2012. As a result all primary (170) and secondary (74) schools were inspected. Carrying out Anti-drugs and sexual abuse campaigns in all primary and secondary schools was ensured. In improving overall performance of teachers 50 best performing teachers in primary and secondary schools were awarded.

2013

Apart from equipping women in Kigali with weaving skills, the City Council saw the need to train women in entrepreneurship and financial literacy. As a result in partnership with BDF 300 women were trained on how to be entrepreneurs and work with financial institutions through increased access to finance.

Kigali Youth empowerment Service Centre – Building Capacities

The youth in Kigali need enhancement in their skills so as to compete favourably on the job market and transition into the next entrepreneurs. To build their capacities, the Kigali Employment Service Centre was established in Kimisagara sector and Nyarugenge district.

The need to improve the quality of education in Kigali City Council schools in 2013 involved peer evaluation on performance. This involved assessing the quality of teaching, management and hygiene in 244 schools of 12YBE. The best two performing schools which were Well Spring Academy (primary) and Lycée de Kigali (Secondary) were awarded. In the same year competitions for reading and writing were organized in 60 schools with 10 top students were awarded with bags and books while every student that participated received a book.

2014

Transforming People's Livelihoods

During this year 300 women were trained in financial literacy and entrepreneurship. An additional 298 women were trained on how to present fundable projects to financial institutions, mostly Savings cooperatives and Microfinance institutions.

The City of Kigali boosted small-scale businesses through enhanced KUREMERA culture. In total around 1952 small-scale business holders were supported through the GIRA UBUCURUZI Scheme in partnership with BDF.

The desire to keep public hygiene clean and tidy households through organized garbage collection from homes is one area where the City Council registered a great milestone. Households that subscribed to the cleaning contractors for solid waste disposal were estimated to be at 97.9%. On the other hand the City Council of Kigali inspected 112 schools, 50 health facilities, 78 hotels and 122 bars and restaurants to ensure the public hygiene and sanitation is enhanced through ensuring that standards are not compromised.

To improve on customer care and access to quality health services, around 160 Health Centres were inspected through joint integrated supervision. The inspections aim at ensuring that citizens receive improved service delivery in the Health sector.

2015

Through the socio-economic development of women, the construction of Agaseke house was 75% completed. The construction of this house is seen as one of the major economic drivers to support women to financially sustain their livelihoods. From the initial target of training 500 women, the number rose to 750 women who were trained on leadership, entrepreneurial, marketing and financial skills.

Family Promotion Central to Peaceful Families

In 2015 the City of Kigali participated in a family promotion campaign that was characterized with a walk to fight against Gender based violence among other public talks that were held.

10 Free Markets Constructed

In order to eradicate street vending especially among vulnerable women, the City Council of Kigali constructed 10 free markets in Gasabo, Kicukiro and Nyarugenge Districts with each allocated 5, 3 and 2 markets respectively.

17 MOUs Signed

The Kigali Employment Centre and potential employers signed over 17 MOUs. The deal will see the centre post talented skills to different companies for job placements and internships. In a related development, around 153 jobseekers were trained in employment and entrepreneurship.

Fighting Delinquency Abuse

In a drive to reduce delinquency and substance abuse, it was deemed important to conduct research on the state of delinquency and substance abuse. As a result research on delinquency, street vending and begging was conducted to establish their rates and possible measures to help the affected individuals to build their capacities, thus turning them into responsible citizens.

To improve the living conditions at the Gikondo Transition Centre, construction of biogas digester was completed. They also repaired a fence that surrounds the Centre, which was 90% complete by the end of 2014.

During the same year the construction of a rain water harvest tank was completed so as to improve access to clean water and improve hygiene and sanitation at the Centre.

Safe Sex Campaigns – Condom Use Emphasized

In order to promote safe sex the condom use campaign was conducted with the aim of reaching out to 30 garages, 20 construction sites, 20 hair dressing saloons, 20

welding workshops, 30 sites of airtime cards street sellers. 31 garages, 20 construction sites, 30 hair dressing salons, 20 welding workshops and 98 sites of airtime cards street sellers who were sensitized on the importance of protecting themselves from sexually transmitted diseases.

Public Toilets to Increase

In a bid to increase the number of modern urban public toilets in Kigali two studies were completed. These studies will see tapis rouge in Nyamirambo and Kacyiru bus stop equipped with modern public toilets.

Waste management at NDUBA landfill improved

As set in the targets for 2014, the Nduba landfill rehabilitation was achieved in 2015. The completion of the preliminary works involved carrying out an Environmental Impact Assessment (EIA) that ended in securing land where the incinerator is scheduled to be set-up.

During 2015, reading and writing competitions were conducted in all 180 primary and secondary schools increasing the number three-fold compared to 2014. To improve on public speaking, 120 schools engaged in debate competitions while 306 schools were evaluated on the quality of teaching, management and hygiene and 6 schools were awarded.



Good Governance & Justice





Creation of an effective city administration



Good governance has been a major player in the increased development of Kigali city. Decentralization on the other hand has played a major role as the most innovative institutional feature in the development of Kigali. The rationale for this tangible development in the area of good governance is driven by being accountable, transparent and participation for all citizens in decision making processes.

Residents of Kigali have had increased opportunities to participate in political

decision-making from the grassroot level in the last years. Through improved good governance the performance of specialized functional tasks effectively utilizing government resources and improved services has taken great shape in the last five years with increased cooperation and support of local authorities.

One of the key areas where the city of Kigali has taken a great stride in good governance is improved Public Finance Management shown in the audit reports and recommendations. It has been a vital component to Kigali's sustainable development. Through the city budget development strategies, transparent management procedures of the budget execution was an integral part of good governance and accountability that has ushered in Kigali's development with the inclusion of all stake-holders in the development process leading to reduction in poverty.

To improve on the use of financial management systems and the budget processes, capacity building for employees took center stage with more than 100 staff attending short term professional trainings at the Rwanda Management Institute on different topics such as customer care and quality service delivery, procurement, contract management, Planning, Human Resource management, Result based management, infrastructure softwares, Office management, etc.

The above mentioned capacity building activities were achieved through close collaboration with the City of Kigali and partners like National Capacity Building Secretariat (NCBS), Mount Kenya University among others.

To prevent abuse of office and corruption in order to strengthen and enhance transparency in public finances and management, in partnership with other institutions that include Rwanda Governance Board and Rwanda National Police, different campaigns and workshops were conducted. The City of Kigali in particular through governance clinics, quarterly accountability days, IT penetration (TV rooms, knowledge hubs, anti-corruption campaign and online services improved on service delivery.

In addition, the city of Kigali in the last five years has been involved in activities to ensure good governance while creating room for improved performance. The major activities carried out by the City of Kigali in the last five years in relation to good governance and Justice aimed at problem solving up to the local level included; use of the Good Governance month to create community awareness and resolving conflicts during governance clinics, annual training of cell staffs, governance competitions, effective coordination of Umuganda, proper handling of district council performance assessments through regular Executive Committee meetings and town meetings among other things.

To enhance improved performance in the last five years the City of Kigali has also used different tools/ mechanisms to improve service delivery. Tools such as development of service charters, creation of toll free lines, regular inspection to analyze service delivery and training of cell staff on better and timely service delivery in general improved the process of giving and receiving services.

To create more understanding of government development agenda, citizens are educated about their rights and responsibilities in relation to decision making processes. In 2014 local leaders were trained on institutional development and improved performance, inspection and mobilization to improved Service delivery. The objective of conducting these capacity building initiatives is to enhance community awareness and increase citizen participation.

This is done so as to strengthen good governance in the City through empowering local leaders particularly districts and sector leaders, and non-state actors to effectively respond to the demands of citizens geared towards national and societal development. For example the introduction of Smart Services such as an online application and access to basic information on land use management made accessible via SMS on mobile phones (Send UPI to 1222 as SMS) is a form of service that any citizen with a mobile phone can access.

To maximize on security both for the people and properties in the City of Kigali put in place the law regarding the need & use of safety fire hydrants in Kigali with 60 fire hydrants installation completed on major roads and 90% of commercial buildings, financial institutions, Universities, Health facilities, Administrative buildings and hotels inspected and trained on fire fighting

In a related development 1300 citizen handbooks were produced and distributed to villages to equip citizens with enough knowledge on good governance and related development initiatives. Results achieved enhanced community awareness and citizen participation generating positive results such as increased engagement of citizens and local officials. This created a common understanding of their rights and responsibilities in relation to decision making and problem solving enhanced organizations at the grassroots level.





Decentralizing the master plan - Now we know what we can build where

Charles Haba, Century Real Estate

Before the Kigali City master plan was introduced, it was a bit difficult; the city was growing in an unplanned manner. The master plan is a fantastic document that is now guiding us towards the right direction.

And the good thing about the master plan is that it has zoning guidelines that provide specific directions up to the level of one's specific plot. This means that everyone knows what he can build where. There is no more wasting time and money.

The other thing that has boosted the real estate sector in Kigali is the proliferation of basic infrastructure -- tarmacked roads, electricity and water. Areas that were deemed remote just a few years ago are now also urban.

The other good development is the fact that some services like acquiring of title documents have now been decentralized. Unlike before when we used to rely on the City, we can now access these documents at sector level, which has eased the process of property transactions.

Online application process for things like construction permits has also contributed greatly to the growth of Kigali's real estate sector. The online process also offers a checklist for all the things a developer needs, which helps a lot in terms of saving time and money.

Still, I think we are on the right track; we are impressed by what the City of Kigali has done so far.



Breathing Life into Busanza: The long forgotten paradise

Rucogoza Deo, Busanza Sector

People used to think busanza is not part of Kigali. It was a forgotten paradise within the city of lights. Remember how people used to dread going to Nyamata because of the impassable road, that's how Kigali people used to take Busanza. The road was just too bad, we didn't have water, never even had a bus route.

The town suburb was completely cut off. Gone are the days, now we have all that. I am inviting you to come and see Busanze, it's next to Kibagabaga. It is a place like no any other. Magnificent views of the city and the rest of the country have pulled people to build mansions. In the last two years a plot of land (20x30) would cost you just under 1000USD, today, give me 5,000USD and I will tell you, mission impossible.

**BUSANZA IS THE NEXT
NYARUTARAMA. BETTER BUY A
PLOT NOW OR NEVER**

ALBERT KANGAHO, NEW RESIDENT, BUSANZA

Ensuring security

Ensuring security has been at the forefront in Rwanda generally and when it comes to Rwanda's capital Kigali, in particular, security has been re-enforced for all residents and visitors to enjoy the beauty that Kigali has to offer. Several measures have been taken to capitalize on keeping Kigali one of the safest cities in the world. In partnership with security organs, city council authorities developed a check as a guide to improved security set-up.

These measures include installation of fire hydrants useful in fighting fire outbreaks, abolition of plastic bags, reduction on noise pollution, closing down of prostitutes, resettling street kids and hawkers, eradication of gender based violence and campaigns to fight use of drugs among the youth community household counseling, installation of security lights on homesteads, installation of security



equipments in hotels and other public places and installation of lifts in all commercial and public buildings.

Safety and security in 2014 was re-enforced as a requirement in public places, major buildings visited and inspected. These include 45 public big buildings, 20 Hotels, 17 Petrol Station Companies, 27 industries, 9 garages, 6 markets, 6 Hospitals and 2 Genocide Memorial Sites inspected on the state of safety measures in those places.

THE INTRODUCTION OF NIGHT PATROLS IN ALL PARTS OF THE CITY IS ONE OF THE MANY MEASURES THAT ARE ALREADY IN PLACE TO RESTRAIN ANY FORM OF INSECURITY THAT MAY ARISE. ALMOST ALL SECTORS IN KIGALI PURCHASED MOBILE PATROL VEHICLES TO SPEED UP THE PROCESS OF INTERVENTION.

To sensitize local leaders to be vigilantes in ensuring safe neighborhoods, Rwanda National Police awarded Kicukiro Sector for being exemplary in ensuring security for its residents, drastically reducing on the number of crimes in the sector.



Neighborhood watch – Patrol pickups have made our work easier

Sakindi Jean Baptiste – Community Patrol car Driver, Kinyinya Sector

Let me say this, not because driving this patrol car earns me a living, but as a citizen who is involved in responding to situations within the community.

Moving around the entire area at night is quite taxing so the introduction of a patrol pickup was a huge boost to our work. There is one patrol car that is assigned to the Kinyinya Sector. It is very important to us because unlike before, now when we are called for a situation, it takes us minutes and we there. I used to see before when residents used to call community policing agents, and they would run to respond to an emergency, by the time they are there, if they were thieves, they would be long gone.

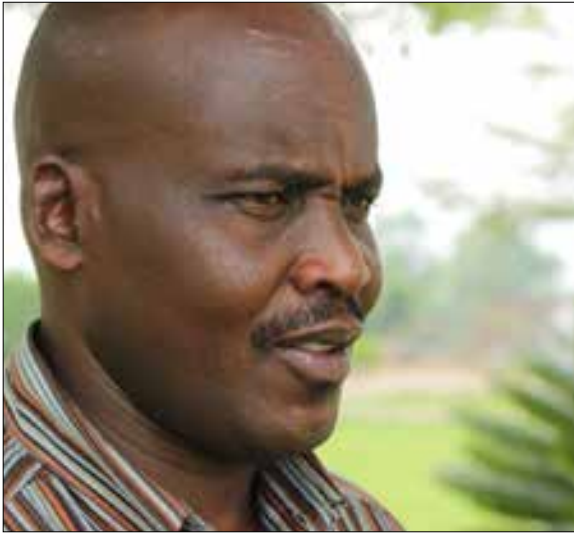
The other advantage of the patrol pickups is on the administrative side. The pickup easily moves around to see which members are actively patrolling the area and which ones are not. This keeps the team in check, which translates to effectiveness.

Also, the patrol pickups come in handy in case a member of the team gets injured in the line of duty or falls sick. He can easily be rushed to the hospital without hustling over transport issues. This makes us feel safe and secure, a big motivation for us to keep going.

However, be that as it may, we still have some challenges that we face in the night. For instance, because we are only armed with batons, sometimes an officer can lose his life when he encounters merciless armed robbers. But the good thing is that such instances are very rare in Kigali because armed soldiers and policemen complement us.

When we meet such dangerous criminals on the way, we quickly call soldiers who always respond on time.

The Beneficiaries: In their own words



Keeping taxpayers money safe: Capacity building has given us skills to manage public finance

Kayihura Felix, Executive Secretary, Kinyinya Sector

Ordinary citizens or residents are not the only beneficiaries of our achievements. do not. That would be a misconception. Me as a local government leader, they have also impacted me in my daily work. We have been trained and given skills to use IT in our work and because of that, we efficiently manage public finance properly. We were trained on how to use "Easy-to-Use" system which has helped us plan our sector expenditures well. The reporting mechanism has improved and we are now budget disciplined. We stick to budget lines without any deviation. Sometimes we are primary beneficiaries, before the ordinary citizen.

TODAY, I PAY MY LOCAL TAXES
ON TIME. THE SYSTEM HAS
IMPROVED

OLIVE KANYANGE, BUSINESS OWNER, KAGUGU



Re-building Lives: Housing Genocide Survivors

Niyoyiyite Deo and Mukamusoni Donatira, Murama Cell,
Kinyinya Sector

Nothing we can ever call achievement if we cannot rebuild the shuttered lives of the survivors of the 1994 genocide against Tutsi. Kigali city council has done a tremendous job in making sure, survivors get decent housing as said by this lovely elderly couple.

Their four boys were killed in 1994 genocide, they lost everything they had as a family. They lost hope and as Mzee Deo says, he started blaming God why he kept him alive. Today, it's sad they can't bring back their loved ones, but at least their lives are not for the laughs. They live in a decent, they have a water tank and clean water. They have food to eat and a daughter to look after them. Their lives have been put together, thanks to the City of Kigali.



Sector Milestones

2011

Empowering Communities

In addressing inadequate capacity in community security, capacities were built to put in place effective community security systems and mobilization resulting in all eligible voters registered and mobilized for elections.

Community Development

The number of people participating in community development activities is close to 428,400 in Umuganda activities. This involved participating in infrastructural development.

257 families out of 1,189 families were supported and resettled.

Accelerating integrated development

Evaluation of properties was completed for compensation on the KIGABIRO site in the NDUBA Sector - Gasabo District

CoK Headquarters' Construction Commences

The need to construct the City hall ended on a high note in 2011 with the architectural plan for the Kigali City Hall completed and that of the expansion of Gisozi Memorial Centre.

Creating a planned city

The journey to translate Kigali City into a well-planned and organised city gave birth to the development of the Kigali City Master Plan. Though the

implementation was at its early stage, the City Council in 2011 completed the design of zonal plans for Kimihurura, Kinyinya, Gisozi, Rebero, Masaka and Niboye. The improvement in the housing and urban planning in these areas is evidenced on a visit to these areas.

As the Nyarugenge Master Plan was completed in 2011, physical plans for Gasabo and Kicukiro were successfully completed. In addition to activities to market, the existing master plan took centre stage while observing 100% compliance to the client charter so as to improve on service delivery and doing business.

Kigali the Green City

The desire for creating an environmentally friendly city characterized this year. It was spiced with the creation of an additional 42 ha of green space and the construction of 41km of ravines. Demarcation and development of wetlands and establishing their land use plan was completed.

Tree planting on the rise

Tree planting also led to the creation of an environmentally friendly city during the last five years. It was in 2011 that the City Council of Kigali spearheaded the drive to plant more trees in the city. That year saw approximately 1,108,000 specialized trees planted.

2012

City Hall construction registers huge advancement

The superstructure for Kigali City Hall during 2012, the City Council set a target of having construction works to be completed at 70% including all total works.

Physical Plans for Gasabo and Kicukiro completed

After the design for zonal plans progressed, in 2012 efforts to advance the implementation of the Kigali City Master Plan was enhanced with the design of physical plans for Gasabo and Kicukiro. The end of the year activity registered tremendous progress with physical designs ready at 50%.

This year saw the City of Kigali successfully hosting and organising the East African Local Government Sports and Cultural games for the first time in Rwanda.

During this year the number of trees slightly reduced in numbers, however still the number planted indicates that the desire to make Kigali green is still on track. In 2012, 656,800 trees were planted in various parts of Kigali.

2013

Citizen Participation Enhanced

In terms of increasing citizen participation and creating awareness about their rights and role in society, 1300 citizen handbooks were produced and distributed at village level. This was done to increase more community participation in decision-making through creation of awareness about government policies and programs.

Accountability and reporting improved to a great extent in 2013. The City Council during this year implemented the Auditor General's recommendations at 91% while all PFM related laws and regulations were observed in CoK transactions.

Improved Public Finance Management

The call for implementing audit recommendation was targeted to reach 100% taking into account all financial processes. The internal report revealed the full implementation of the audit recommendations at the end of 2013 which had reached a high level of 80% while the implementation of the remaining recommendations was ongoing.

The remaining 50% work on the completion of Gasabo and Kicukiro was finally achieved in 2013 with all activities completed at 100%.

2014

From time to time it is the duty of the City Council of Kigali to build capacities for institutional development and strengthened performance through training, inspection and mobilization. In so doing 163 Local Leaders in 2014 were trained on improved service delivery.

Construction works of the Kigali City Hall continued to advance uninterrupted with 2014 registering progress at 85%. In addition it was targeted that a video conference room will be installed and operational. The room was identified and money for equipment acquisition transferred to RDB.

In 2012 the Kigabiro IDP model site was also developed. The site comprised of constructing 4 kms of earth roads availing water and electricity infrastructure and terracing 100ha of land.

To increase the ease of doing business and enhance security of land tenure and property rights while facilitating land consolidation and settlement scheme, land registration was completed in 4 sectors. The other 31 sectors of land registration and property regularization was ongoing.

Master Plan implementation for CBD1- Phase 1

The implementation of Phase 1 of the CBD1 project that involved the construction of commercial and mixed use buildings was targeted to reach 80% of 5 major construction projects in 2014. After evaluation of the set targets versus the achievements, the City Council of Kigali had registered an overall increment of

2015

10% with the majority at 95%. These are Marriott Hotel at 90%, CHIC Ltd at 95%, Executive Investment Ltd at 95%, Down Town Ltd at 70%, and New Century Ltd at 100%.

Other Superstructures that are part of the achievements registered by the City Council of Kigali in terms of infrastructure development is the ACACIA that was at 65% in 2015 while the project to construct COGEAR and COGEBANQUE headquarters excavation works started, MIC Ltd was at 5% and the study was completed with land also available for the Prime Excellency Group.

Last but not least in 2014 land was availed to Equity holding and Petrocom while Kigali Heights Ltd. registered huge progress.

To improve on accountability in budget execution and effective finance operations, out of the 15 recommendations from the Auditor General, 10 recommendations were implemented which represents 67%. All this was done in accordance with the laws and regulations that govern public finance management.

Kigali Made Secure

As part of the drive to put a stop to terrorism and fire outbreaks that previously were experienced in some parts of Kigali mainly due to poor old infrastructure, 90% of commercial buildings, financial institutions, universities, health facilities,

administrative buildings and hotels were inspected to see how public safety was ensured in this place. To increase their efficiency in fighting terrorism and possible fire outbreaks, staff in the aforementioned places were trained on safety measures.

Smart City: CoK's Focus

In 2014 the City of Kigali was made a Smart City with improved internet connectivity and easy directions. The target was to have free Wi-Fi hotspots installed within the City in 8 public places, however by the end of the year the progress registered was immense with 20 public places installed with free Wi-Fi hotspots.

This year set the all-time record in the number of trees planted during the last five years (2011-2015). The city council efforts of creating an environmentally friendly green Kigali ended with more than one million and a half planted in one year. This number is almost equal to the number of trees planted in the last two years combined.

Promoting Clean Neighborhoods

To promote clean neighborhoods, new 38.1ha of compounds were paved while the existing compounds were maintained and 98.5ha land greened.

Sustainable ecological protection

In the area of environmental protection more attention was put on the completion of the construction of the Rwarutabura water drainage which was completed at 100%. The residents were spared from a colossal challenge of overflowing rain water easing crossings and protecting houses in the area.

Another area that posed a challenge of over flooding was the Nyabugogo stream. Works on upgrading Nyabugogo roads and expanding the drainage channel from both frontiers improved access and drainage. Additionally desilting is regularly done. During the rehabilitation of Nyabugogo, the Mpazi water drainage system was also completed.

RANKING RWANDA AS THE BEST PLACE TO LIVE IN AFRICA, IS DESERVING. CITIZENS ARE HAPPY BECAUSE THE GOVERNMENT WORKS FOR THEM

LWEBUGA DANIEL, UGANDAN

300 Local leaders at cell level were trained so as to strengthen their capacity and performance for effective service delivery. In addition during the same year the governance month and governance inspection was carried out for three urban districts and six sectors.

This went hand in hand with the good governance competition at village level and the anti-corruption campaign that featured key note speakers.

Olympic sports complex started

The design study for Tapis Rouge Sports Complex ended with the presentation of the draft report, which was reviewed and approved. The complex will among other things comprise of an Olympic size swimming pool.

Through continued initiatives to transform the City of Kigali into a Smart City access to basic information of land use management which was made easy and accessible via SMS on mobile phones by just sending the UPI to 1222

Construction permits just a click Away

In terms of nurturing improved service delivery, compliance with the client charter relating to construction permitting was effected at 100% with assurance of getting construction permits in less than 20 days.

Four steps only for merging occupation permit & freehold title

During this period, reforms to improve the ease of doing business were made. Reduction of procedures from 13 to four days for merging occupation permit and freehold title as well as reduction of costs with the elimination of fees for water connection.

More trees planted

This year registered the highest number of trees planted along the streets of Kigali. It is estimated that over five hundred trees were planted.

Pre-feasibility studies for 194,8ha of urban wetland parks, 3km of street escapes, and 4.3ha of passive recreation districts were done. It was estimated that a total of 105km of roads was landscaped and planted with 48,456 ornamental trees.

Air pollution mitigated

The set-up of a nursery bed of 320,000 broad leaved species with a high leaf area index and high photosynthetic efficiency has helped to increase clean air.

Marshlands developed

Kigali City is surrounded by a couple of marshlands that have been thought to boost agriculture. Works for Rugende marshland had reached 50% while Rumirabahashi works are still underway. The rehabilitation of marshlands was funded by the World Bank

The Beneficiaries: In their own words



Driving a bus is now stress free

Victor Nteziryayo, 58

I have been a commuter bus driver since 2002. When I had just started out, the public transport sector in Kigali used to be very disorganised. In the beginning I used to drive a small mini bus and it was so stressful.

The mini buses were so stressful because we could stop anywhere on the road as we competed for passengers. In fact, we (mini bus drivers) used to collide often with traffic police because of our disorganisation.

That aside, over-stopping on the road also meant that we lost a lot of money in terms of paying touts who would source for us passengers.

But now that the small mini buses are history, Kigali's public transport sector is more organised. More bus parks and bus shelters that have lately been constructed have helped us a big deal. Now all drivers know where to park their buses and passengers also know where to find the bus they need to board.

We no longer have to stop everywhere and this has tremendously eased our work. There is no more stress. Even cases of colliding with the police are very rare these days because all bus drivers know what they are supposed to do. We know where to park and passengers know where to find us.

The business has also become more profitable because we no longer have to spend money on touts like we used to in the past. The bus parks are very organised so passengers no longer need the help of touts to get to the right bus. All I need to do now is simply park my bus in the right place and passengers begin stream by themselves. It's a great improvement from just a few years ago.



Effective Leadership - Less Noise, now we sleep soundly

Niyonkuru Eugene - Nyabisindu Cell, Remera Sector

The noise pollution law is one of the City of Kigali's best initiatives in the last few years. For sure, establishments like churches and bars that couldn't curb the noise they produced, especially those in residential areas, were a menace to some of us.

I think when someone is in his home, he deserves to live in tranquility, where nothing emits any kind of perturbing noise. After a long day's work, most of us go home to rest, to quietly chat away with family or friends. A home must be peaceful and a noisy neighbourhood means that there is no peace.

While it's okay for some people to go to bars and nightclubs and dance the night away, that shouldn't be at the expense of others who prefer a quiet atmosphere at home. It's unfortunate that when this law was first enforced, some people thought the City of Kigali had some sinister motives, which was not true at all.

Take churches, for example. Before the City of Kigali began to enforce the noise pollution law, some worshipers would turn their homes into churches and mindlessly make noise for their neighbours. Anyone who complained would be branded blasphemous. They would think that you are fighting religion, which was never true. I think praying doesn't mean violating other people's rights.

So, regulations like the current noise pollution law are good for protecting citizens from worshipers and club-goers who disturb their peace. When someone is in his home, there should completely be nothing making any kind of noise for them in the neighbourhood. I thank the City of Kigali for that initiative.

Moving courageously towards a new modern city





Showcasing the City's Five Year Achievements: 2011-2015

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