Causes of projects' failure to deliver the value presented in their business cases.

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Kigali, 24th June, 2016

DECLARATION

I hereby declare that the thesis study entitled, "***Causes of projects' failure to deliver the value presented in their business cases"*** is my own original work carried out as a Master's student at the University of Rwanda-College of Business and Economics except to the extent that assistance from others in the thesis study's design and style, presentation and linguistic expression are duly acknowledged.

All sources used for the thesis study have been fully and properly cited. It contains no material which to a substantial extent has been accepted for the award of any other degree elsewhere for any other purpose except where due acknowledgment is made in the thesis study.

_____

NYAMUGABO KADENESI Eric

CERTIFICATE

This is to certify that Mr. Eric NYAMUGABO KADENESI is a bonafide student of MBA in School of Business. This research study entitled, "***Causes of projects' failure to deliver the value presented in their business cases"*** is original work done by him under my supervision. This work has not been presented elsewhere for any other purpose.

…….
Signature

……
Date

Supervisor: Prof. RAMA B RAO

DEDICATION

This thesis is dedicated to the following people:

- My mother, M. Janet, who emphasizes the importance of education and helped me with school fees and my lessons throughout her life.
- My former lecturer at both first degree and Masters' degree , Dr. Ibrahim MUSOBO, who has been my role-model for hard work, persistence and personal sacrifices, and who instilled in me the inspiration to set high goals and the confidence to achieve them.
- My Brother in memory late. R. James the Businessman who emphasized the importance of education and helped me with school fees and my lessons throughout her life.
- My Brother Mr. Mark Charles K. who have been my emotional anchor through not only the vagaries of graduate school, but my entire life.
- My wife, N. Angel, who has been proud and supportive of my work and who has shared the many uncertainties, challenges and sacrifices for completing this thesis.
- My sons, Vela, Jaden, and Edric Rowland who have grown into a wonderful 14, and 2 years old, and 7 months old respectively in spite of their father spending so much time away from them working on this thesis.

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No book is the work only of its author. I greatly appreciate the value contribution of several people who helped make this thesis possible. As always, I owe very special thanks to my elder brother Mark Charles KATUNGYE and family, my Cassin David MUGUME and long time friend NGARAMBE Stephen for their dedicated and valuable help provided during this often hectic project.

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ABSTRACT

The study on causes of project failures was conducted with the objectives: To analyze effective *methodologies* those contribute to reduce risk and increase value to projects. To understand the *factors* that come into play to ensure that project deliverables are served as planned in the business case. To identify the required decision making *core elements* turned into actions/efforts to correct high project failure rates. To offer *suggestions* for improvements to the analyzed prevailing project management environment.

A qualitative approach are used to reach the overall aim and objectives of the study as it is characterized by its ability to provide a deeper understanding of the phenomenon being investigated. Using case study as a research strategy enabled the researcher to explore project management practices from different economic sectors and by using multiple sources of evidence, including: questionnaires and document analysis. Data obtained throughout were analyzed using the instruments a method which yielded from the grounded theory approach. Finally looks at the validity, reliability and triangulation issues to rationalize the different decisions and processes undertaken throughout the research journey.

The key findings of the study include: There is a relationship between the methodology used and the success of projects or project delivery. Project deliverables must include the delivery time, budget, quality, scope, risk in relation to what was promised in the original business case. It is recommended that promised business *benefits* are cardinal measure of project success/failure that would probably not be included on the project managers' list of clients' perception criteria of project success/failure measures. Particular attention to this should be given by practitioners who do not include it.

Further research may be conducted on *project evaluation processes to* determine which processes are appropriate, and the appropriate degree of rigor for each process. Project customer and supplier should carefully address each process and its inputs and outputs. Any given project, the project manager, in collaboration with the project customer, is always responsible for success/failure.

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CHAPTER 1

INTRODUCTION

1.1 BACKGROUND

Traditionally, project management used to mainly with managing the project planning and implementation process (Brain, 2006). This view of project management specifically deals with the project as a task or process that needs to be completed following the specifications, budget and time given. This approach has provided universally accepted metrics of cost, schedule and performance to evaluate the success of the project. However, these metrics do not provide the necessary view of success from the perspective of the organization and its stakeholders.

For example construction industry, in most scenarios, one individual, or group leads a project as stakeholders, who then designate another individual or group, e.g. an architect or engineer, who prepares the working drawings. The construction is then managed by a construction project manager either employed directly or by a general contractor. This happened to Kigali Convention Centre the architectural work of planning and drawings were done by Spacial Solutions International GmbH an American Company, Project managers were the Ultimate Concepts Ltd, and Construction work done by Beijing Construction Engineering Group (BCEG) (The New Times Saturday, April, 25th, 2009).

Information Technology (IT), on the other hand, tends to be in a unique situation as many projects are actually created within the IT department. Projects in IT are mostly designed and developed within IT, implemented, presented to the stakeholders for approval and then maintained all by the same staff. This further points to the need for looking outside the "on time, on budget and to specs" paradigm when IT may be defining one, two, or all three of the product responsibilities. Example here is the Integrated Payroll and Personnel Information System (IPPIS) a software system that manages all government payments in Rwanda was designed and developed from Ministry of Public Service and Labour in the Single Project Implementation Unit by Engineer Roger Migabo a software developer.

To understand the changing roles of Project managers is necessary to have a brief, look at the history of project management. "Historically, project management responded to the need to create civil and building works of some complexity"(Wideman, R.M., 1996). Project management was primarily founded on taking a clearly defined and approved project through implementation. That model works fine under traditional construction implementation where an individual or group of individuals define

the finished product (structure) and hire architect(s) to define that structure. The project manager is given the time, cost and blueprints and is then instructed to "Make it happen". Once completed, the project manager moves on to the next project.

This is contrary to how a large number of business projects are now being created and implemented. In this case the individual who will be the project manager sometimes identifies a problem or need. Then that person develops a business case and submits it to management for approval. If approved, the project manager then has to perform the standard role of implementing the project. After implementation, the project manager may also be responsible for continued maintenance and support of the process, product, system, etc. This scenario is especially true in IT implementations, where rollout, training and ongoing support is either a part of implementation or follows it. The IPPIS project mentioned above serve as the best example since it was introduced its trainings were and still done by SPIU and managed Mr. Roger Migabo.

This change in approach to project creation has major implications. Project sponsors, stakeholders and/or company management are looking to the project manager not just to successfully implement each project, but also to estimate ROI/ROV (Return on Investment / Return on Value) and other metrics during the project evaluation phase. This is so that the product can be monitored and evaluated during and after implementation. Unfortunately, project teams rarely do a post implementation review. Even if a post-implementation review is performed, ROI is rarely measured because "With IT purchases, there's no set formula for ROI because the sum of the gains is difficult to quantify.

Project management is based on one overriding goal: *achieving the best outcome from project investments* (Billows, Dick, 2014).It is designed to engender a value-driven (commercial, entrepreneurial) organizational culture and to drive out the best behaviours, best decisions and best methods of working in terms of achieving the best (i.e. highest business value) project outcomes.

Project management based on principles engenders a much more dynamic, commercially focused project delivery environment. A project delivery organization that performs project management by principles operates not as a cost centre or a profit centre but as a ‘value centre’ (i.e. its key role is to generate value for the business it serves) and is in a ‘Virtual Joint Venture’ with the business it serves (i.e. there is real financial risk and reward for both parties) According to 2005 survey conducted for Oracle Corporation, 61 percent of their projects earned value to the business.

Project management is both supply-side' internally focused (basically, deliver what was in the agreed functional specification, on the date agreed and at the cost agreed); and demand-side' externally focused (basically, deliver what the customer actually *needs* and realize the desired project outcomes, in terms of business benefits, beginning on the date agreed and at the cost agreed (if these last two are critically important); in this way it seeks to maximize the business value of project investments. The example oracle mentioned above serves best here.

The business value mentioned above includes financial benefits (as measured by ROI, EVA, NPV or other techniques). These financial benefits will include: reductions in existing costs, reductions in other business costs, savings from reduced business investment, additional business revenue, improved cash flow, business revenue reductions avoided, business cost increases avoided, business strategic benefits, competitive advantage gained .e.g. improving the company's image, increasing customer or retailer switching costs, increasing supplier leverage, facilitating business collaborations, introducing new products/services, changing business competition from being cost based (i.e. a commodity) to being based on sustainable differentiation or establishing new product distribution channels competitive response (i.e. responding to competitive threat).

1.2 PROJECT SUCCESS AND FAILURES

While understanding the causes of project failure is important one determine if a project is successful? Here are some examples to see if the traditional metrics are valid.

One of the difficulties is that most case studies and project management examples only provide examples of success. Those that do show failure are usually ones that are government or public works projects. (Calleam consulting Ltd.com).

The following are examples that were provided by Woodward, Hugh, 2005, in his Power Point Presentation to NASA on March 23, 2005:

Sydney Opera House: With its graceful sails dominating Sydney Harbor, the Sydney Opera House is arguably one of the most recognized buildings in the world. Yet, from a project management perspective, it was a spectacular failure. When construction started in 1959, it was estimated to cost $7 million, and take four years to build. It was finally completed in 1973 for over $100million. (Architecture Week, 2003).

2002 Olympic Winter Games: The 2002 Olympic Winter Games was a very successful project from a project management perspective, winning designation as PMI's 2003 International Project of the Year. (Foti, 2004).It achieved the key dates, of course. But it deviated from the conventional approach to "success" with respect to its cost performance. The project managers boast that they turned a $100 million deficit into a $400 million surplus, not just by eliminating "nice-to-have" items, but also by securing additional funds. Clearly, success was measured by profitability, not by achieving a specific cost target.

Batu Hijau Copper Concentrator: PT Newmont Nusa Tenggara's Batu Hijau copper concentrator was the world's largest "green field" startup when it was commissioned in September 1999. (Enos & Rogers, 2002). It was an extremely complex construction project located on the remote Indonesian island of Sumbawa involving 1,704,000 design hours, 48,791,000 construction hours, 551 separate systems, and 19,200 engineering drawings and documents. Nevertheless, it was completed one month ahead of schedule and $100 million under budget. It was considered very successful, but not merely because of its cost and schedule performance. Rather, it was viewed as successful because the production ramp-up was faster than expected, producing a cash flow from operations exceeding 200% of budget within a year after start-up. In this case, the project team focused on the real objective that was to produce copper concentrate, not to achieve the cost and schedule targets.

Project Orion: This massive effort to develop Kodak's new Advantix photographic system was reputedly very well managed from a project management perspective. PMI recognized it as the 1997 International Project of the Year, and Business Week selected the system as one of the best new products of 1996 (Adams, 1998). But Kodak's stock price has fallen 67% since the introduction of the Advantix system, in part because it failed to anticipate the accelerating switch to digital photography. (Bandler, 2003).

Corporate Intranet: Finch describes a project that involved the implementation of a corporate intranet to globalize and improve communications. From a traditional project perspective, it failed to meet its success criteria, but not significantly. It was one month late and believed to have been accomplished with a small budget overrun. But both the project manager and senior management viewed the project as successful. The hardware and software had been installed successfully with a minimum of disruption, thereby providing all staff members with access to the corporate intranet. Following implementation, however, employees made only limited use of the intranet facilities. The

main objective of the project was therefore not achieved. In this case, both the project manager and senior management focused on an objective that was too narrow.(Finch,2003).

Plant Water Conservation: A manufacturing plant in a semi-arid part of the USA was ordered to reduce its water consumption by 10%. Although the plant was already one of the most water-efficient facilities of its kind in the world, the project team compiled a list of additional recycling and conservation measures, and began implementation. Several months later, the company decided to close down an orange juice facility that happened to be located at the same site, thereby reducing water consumption by almost enough to meet the mandated target. The project team was thus able to return the unspent funds to the company. Had it been focused on implementing the project scope according to the initial plan, this opportunity to achieve the real goal without additional spending would have been missed. (Brain, 2006).

Manufacturing Plant Optimization: A paper manufacturing company with five plants across North America decided to increase its manufacturing capacity by embarking on a de-bottlenecking program. A project team was formed to install the necessary equipment, and charged with completing the work in 18 months at a cost of $26 million. But almost immediately, the project team was asked to defer major expenditures until an unrelated cash flow problem was resolved. Rather than stop work completely, the team adopted a strategy of prototyping the technologies on which the de-bottlenecking program was based, and actually developed some cheaper and more effective solutions. Even when the project was authorized to proceed, the team continued this same approach. The project eventually spanned five years, but the resulting capacity increase was three times the initial commitment. Not surprisingly, the company immediately appropriated another $40 million to continue the program. (Brain, 2006)

Laptop Upgrade: The IT division of major international company was upgrading all the employee workstations to a new platform. Because the laptops used by the sales division were near the end of their leases, the project manager decided to issue new laptops with the new platform already installed, thus significantly reducing the overall project cost. Unfortunately, once this decision was made, schedule became the critical project objective, and the fact that the new platform was incompatible with some unique software used by the sales division was completely overlooked. The inevitable result was an enormous productivity loss, for both the project team and the sales division. (Brain, 2006).

Senior Citizens Center Relocation: A senior citizens center in a small US city was granted a parcel of land to construct a new state-of-the-art facility. They immediately began preparing to move,

and engaged an architect to develop the plans. They also recognized they would need additional revenue to operate the new facility and that the necessary funds were available from government sources provided the center was accredited. Therefore, they also engaged a consultant to pursue accreditation. Both projects proceeded independently for several months, and would have continued except for a chance meeting between the architect and the consultant. After discussing their respective work, they realized that the accreditation criteria required certain building features that the architect had not incorporated. Scarce funds had already been wasted, but that chance meeting narrowly averted a further $500,000 in re-work. (Brain, 2006).

Therefore there is a need to conclude on which ones were truly successful? Examples like the 2002 Winter Olympics and the Batu Hijau Copper Concentrator would suggest that these are truly successful because they not only met the traditional project managers' definition of success, but also met the projects sponsors' perception of success.

Look at the examples like Project Orion, the Corporate Intranet and the Laptop Upgrade, we notice that the traditional metrics start to fail. These projects are considered successes in project managers' definition of success, but failed at meeting the sponsors' success criteria. The project Orion example is quite astounding as this project was recognized by PMI (Project Management International) in 1997 as the International project of the year. Yet it did not increase Kodak's revenue, because they did not foresee the adoption of digital cameras.

Most interesting are the examples of the Manufacturing Plant Optimization and the Sydney Opera House. They both failed to meet the traditional project managers' success metrics but were in fact considered successes. This is particularly shocking observing that the Sydney Opera House had a "cost overrun of 1300%" and a "schedule overrun of 250%".

Realize that projects can fail to meet the traditional metrics of success, but still be successful to the stakeholders; this creates a quandary for the project manager. How does one really define success? Is it possible that a "Challenged" project could be canceled that would have met the sponsors' needs? Is it also possible to identify a project that should be canceled that is currently on time, on budget and meeting the defined needs?

1.3 PROJECT SUCCESS - NEW METRICS AND MEASUREMENTS

While not suggesting that project managers should "throw the baby out with the bathwater" and eliminate traditional Project Management metrics, it does become obvious that additional metrics and measurements need to be added to the project managers' toolbox. Hence, project justification should be expanded and refined. Simply looking at the ROI for project justification is also shortsighted and usually incorrect. Metrics should be identified as to how an implementation will benefit the core business directives or mission statement and consequently how success of the project will actually be measured once implemented. Just as important, when will the measurements be taken?

It is urged conventionally that at the very beginning of a project; organizations, vendors and project managers should spend adequate time defining metrics, monitoring techniques and timetables that relate to the categories and possible metrics shown in Table 1.1

Table 1.1 Table of project elements and suggested metrics

Category	**Metrics**
Project Management	Project Time, Project Cost, Project Accuracy (Specifications met) Change requests, Quality, Safety (If applicable)
Project Success	Benefit(s) to the organization, Stakeholder satisfaction, Number of issues recorded since implementation, Ease of use/quality of use, Happiness/Willingness of end users, Solved problem(s) project was intended to solve, Un-intentional improvement/complication to processes/procedures
Business Success	Cost savings/cost reductions, ROI (Return on investments), Return on Advantages, Improved operating efficiencies, Opportunities in the future, Expanding or improving core competencies, Enhance productivity, Reducing paper work, Reducing manual processes, Real time processing/real time reports, Increased accuracy/ Quality improvements, Customer service improvements, Resource mgt improvements, Support business growth, Building external linkages, Increased flexibility, Empowerment.

Source: (Brian K. Willard, 2005, project success)

Many project managers do not conduct a post implementation review that is essential for establishing the overall success, failures, challenges and lessons learned. For those who do, it is usually within a month or two of completion of the project and usually focuses on the traditional metrics, success/failures and how the project team did in performing the project implementation. However, for

many projects, including IT projects, this may be insufficient time to get a clear picture of the project's business success or failure.

To illustrate how time plays a part in reflecting holistic project success/failure metrics, consider the track record of the Empire State building (ESB). (Sacks, R. and Partouche, R. 2010).

"The building was the brain-child of John J. Raskob, the vice-president of General Motors, who wanted this new building to exceed the height of the rival car manufacturer's Chrysler Building, still under construction when the plans were released on August 29, 1929. The program given to the architects called for a tight schedule of completion one and a half years after the start of the project."

"The Empire State Building in New York City was completed 'in One year and 45 days... (ahead of schedule); Cost $40,948,900 (including land). The Building Alone cost $24,718,000 (the onset of the depression halved the anticipate cost of the building.)'"

So the ESB was completed ahead of schedule, under budget, and was to the specifications as designed. If the measurement were to be done on traditional PM metrics the project would be a complete success! However, if the metrics also looked at rented space, it would tell a completely different story. For the very reason that it came in at half the production cost (the great depression), rental rates at the building's opening was a meager 20%. In fact it was nicknamed the "Empty State Building." So if measured on rented space on completion of the project, it would be a failure. But let's expand the time-line. You have to go to 1948 or 17 years later for the building to have enough tenants to turn a profit. Yet, today it is again the tallest building in New York, has always been the icon for New York and, as of 2002, was 97% occupied Brian K. Willard, 2005).

That example brings up an important point. Success metrics may have to be monitored over a lengthy period of time to determine the true success/failure of the project, something that may not be immediately apparent shortly after completion.

This Time factor of measurement is very import, as many projects are either creating something new, or implementing a new process or/and system. Metrics that look at many of the goals of a system need time to realize their true impact, "...despite management's introduction of an extensive set of organizational change initiatives, managerial goals of improved flexibility and responsiveness are not immediately attained."

One last important metric is "usage". Whether in construction, like the Empire State building described above, or a computer system, it is the beneficial use of the product that ultimately determines the success of most projects. Therefore, this should be an important metric that is identified during project approval stage and one that should be monitored throughout product's life span.

Some organizations have ***project failure*** rates that threaten their existence. In some cases they can't deliver to a customer or client profitably. In other cases they can't deliver new products and services that allow them to successfully compete. Organizations that have problems doing projects can experience failure rates as high as 70%) project failure rate. Project is defined as successful when it produces the desired deliverables presented in the business case within budget and on time. If any of those three are missed, the project is a failure. But project success and failure isn't just about the facts, nor is it simply about what was delivered. It's also, crucially, about how the project is perceived. That's a tough definition of success and organizations that are very good at projects can achieve it 90% of the time at best. But that success rate gives those organizations an enormous competitive advantage and yields high levels of profitability. (Dick Billows, 2014).

Using the above success definition, we find that 70% of projects fail in most organizations (Dick Billows, 2015,). Example here would include new software in the IT department, and new equipment that wouldn't meet the specifications as result of a vague scope so no one knows what is NOT included that the department wouldn't give the software specifications and new equipment didn't meet the capital approval.

That failure rate wastes so much money and human resources that even a small increase in the success rate is worth a lot. But the solution is not easy because these organizations must: first identify where the fault lies. This study will find where the fault lies at several levels in the in the Rwandan organization project management context:

Would it be? Executives who fail in their strategic role of prioritization and resource allocation, Project sponsors who fail to define exactly what the projects should deliver, project managers who fail to give executives the tools they need to do their jobs and fail to give project team members clear performance expectations, project team members who fail to make accurate estimates or honestly report the status of their assignments. Therefore, these issues need systematic and focused research.

1.4 PROBLEM STATEMENT

Most Project Managers would accept that failings in one or more of these four 'project failure criteria' "Not delivering when it was expected (Scheduled), Not delivering it at the cost expected (budget), Not delivering all the functionality that was expected (scope), and Not delivering the functionality with the expected quality" at least contributes to a fair perception of 'project failure'. What many Project Managers would probably not put on their 'project failure criteria' list is the criterion that deems to be the cardinal one, the single biggest factor on which the business will typically assess a project as a failure, namely, "Not realizing the full business benefits, as presented in the original business case". (Billows Dick, PMP, 2014).

As far as the business is concerned the only reason for investing in the project in the first place was to reap the promised financial and non-financial benefits (i.e. its value) and if it fails to live up to these promises then it has failed, end of story.

The argument is that the target of successful project management must be achieving the best business *value outcome* of projects. These will be fully achieved if the benefits promised in the project's business case are fully realized in the timescales predicted in the business case.

It is conventionally argued that the four traditional project success criteria of 'delivery to agreed budget', 'delivery to agreed schedule', 'delivery of agreed scope' and 'delivery to quality needs' are 'value modifiers' i.e. they may not affect the project achieving its objectives as highlighted by these examples;

Project Orion, the Corporate Intranet and the Laptop Upgrade, It was noticed that these projects are considered successes in project managers' definition of success, but failed at meeting the sponsors' success criteria. The project Orion example is quite astounding as this project was recognized by PMI (Project Management International) in 1997 as the International project of the year. Yet it did not increase Kodak's revenue. (Brain, 2006).

In another example, a late or over- budget stock replenishment system has still achieved the objective of 'automating stock replenishment') ,but they will almost inevitably affect the project achieving its best outcome (of maximum business value) because late project delivery delays the start of realizing business benefits, over budget delivery reduces the net benefits realized, reducing the scope reduces the value- adding functionality delivered and poor commercial quality, by definition, reduces the delivered system/service's ability to generate business value.

Conventional project management methodologies are focused almost exclusively on improving the rigorousness of project management processes, with a view to increasing the probability of delivering projects to budget, schedule, scope and quality criteria, which is not the case since does not *supersede* this need, but *complements* it by facilitating cultural, process and organizational changes in order to increase the probability of delivering projects that realize the full business benefits, as promised in the original business case.

Projects are founded on the principle that in order to get the best outcome for the project we need to focus our limited time and energy on avoiding or mitigating the most common causes of project failure, *where project failure is defined as failing to fully realize the promised business benefits*. Therefore this study is intended to verify what really make a project a success or failure.

1.5 OBJECTIVES

The main objective of this study is to enable the researcher get to know technical causes of project failure, and therefore propose appropriate solutions of improvement specifically to Rwandan economy and to the entire project management environment.

Specific objectives:

To analyze effective *methodologies* those contribute to reduce risk and increase value to projects.

To understand the *factors* that come into play to ensure that project deliverables are served as planned in the business case.

To identify the required decision making core elements turned into actions or turnaround efforts to correct high project failure rates and to make project work succeed.

To offer *suggestions* for improvements to the analyzed prevailing project management environment.

1.6 RESEARCH QUESTIONS

Some organizations have project failure rates that threaten their existence. In some cases they can't deliver to a customer or client profitably. In other cases they can't deliver new products and services that allow them to successfully compete. This scenario, it instills in the minds of the researcher the following questions that are expected to be underscored in this research.

1. Where does the fault of project failure lies at different elements of project within an organization? This is so because (Dick Billows Project Pedia) provides that organizations with problems of doing projects can experience failure rates as high as 70% of which wastes so much money and human resources that even a small increase in the success rate is worth a lot. It is crucially important to carry out this study so as to obtain information and data to address this scenario.

2. Why stakeholders in some case especially the client or customer perceive a project as a success yet doesn't live to business expectations? I.e. success rate doesn't give those organizations competitive advantage and yields high levels of profitability.

3. Is it possible in Project Management world for project to operate as a 'value centre' not a profit centre? i.e. in a Virtual Joint Venture with the business it supports, is dominated by the 'value ethic' (project produce the desired deliverables presented in the business case within its five major variables: delivery to agreed budget', 'delivery to agreed schedule', 'delivery of agreed scope', 'delivery to quality needs' and risk).

1.7 THE NEED FOR THE STUDY/JUSTIFICATION FOR THE STUDY

Some organizations have project failure rates that threaten their existence. In some cases they can't deliver to a customer or client profitably. In other cases they can't deliver new products and services that allow them to successfully compete. It is from this regard that this study is necessary for Rwanda as a country to have deep knowledge on why does this happen in only some organizations?

This scenario happens in practice leads me to a need for a study with a purpose to address when – and why – a project has failed? In many cases, the reason for failure is obvious. Project is defined as successful when it produces the desired deliverables presented in the business case within budget and on time. If any of those three are missed, the project is a failure. But project success and failure isn't just about the facts, nor is it simply about what was delivered. It's also, crucially, about how the project is perceived.

Efforts to correct high project failure rates must include action from research studies advice this one inclusive to address this problem. But these turnaround efforts will not only fight the usual resistance to change but also help in implementing processes to make the project management work happen and they are worthy of academic investigation to contribute to the current knowledge around this problem.

1.8 SIGNIFICANCE OF THE STUDY

The research report from this study project shall become an asset to the University of Rwanda, College of Business and Economics for students' use; however it will also help the researcher to have the opportunity to implement expertise in project management.

There researcher is a Rwandan with experience in Rwandan economy and established with extensive network of contacts which helped optimize the researcher's time by providing ready-made avenues for best of research.

1.9 ORGANISATION OF THE STUDY

The thesis is presented in five chapters; chapter 1 is ***Introduction*** composed of*:* background; statement of the problem; Objectives; Research questions; purpose of the study; contributions of the study, limitations. chapter 2 ***Literature Review*** comprised of : chronological, categorical or related theoretical viewpoints related to topic, chapter 3 ***Research Methodology*** composed of: research design or approach (qualitative); population; Sampling frame work; Sample and sampling technique; Instruments; collection and tabulation of data; and data analysis procedures, chapter 4 ***Research findings, and discussion*** made of*:* presentation and discussion of the findings, Finally chapter 5 ***Summary, Conclusions, Recommendations*** comprised of***:*** summary of the entire research effort; address the initial purpose of the study (stated in the introduction); stress the importance of the work accomplished; leaves a final impression on the reader, and also include suggestions for further work.

CHAPTER 2
LITERATURE REVIEW

2.1 INTRODUCTION

Some organizations have project failure rates that threaten their existence. In some cases they can't deliver to a customer or client profitably. In other cases they can't deliver new products and services that allow them to successfully compete. Why does this happen in only some organizations is the subject matter to analyze in the following literatures of different researchers in project management fraternity by use the following objectives set herein.

To review the empirical and theoretical literature relevant to the project failure, To indicate what has been done by other researchers including the methodologies used and identify gaps, To develop hypothesized variables to form a framework that would help in analysis, To come up with a conceptual framework that demonstrates an understanding of what variable influences what, To criticize the existing literature relevant to the study, and To indicate the research gaps.

2.2 THE CONCEPT OF 'PROJECT FAILURE'

Dick Billows (2014) wrote that Projects are generally undertaken because they are part of the plans to meet business needs and charter organizations to new levels of performance. They need to be constructed faster, cheaper and better. Around the world mission-critical projects are being launched all the time involving significant capital investments and high-risk ventures. Projects are becoming the way of the working world. What makes project delivery successful or failure is however a topic of much academic debate, and depends by whom and against which value system the project is being evaluated. Ultimately, the success or failure of a project is subjective: perceptions are reality. If the Board perceives the project as a failure then it is a failure. If the project Sponsors and Stakeholders perceive it as a failure, then it is a failure on what evidence do they base their perception of failure? This will be based on one or more of the following, listed in the typically decreasing order of priority; 1. Not delivering when it was expected (Scheduled), 2. Not delivering it at the cost expected (budget), 3. Not delivering all the functionality that was expected (scope), 4. Not delivering the functionality with the expected quality. The various project failure statistics are all based primarily on these four criteria. They tend to act in a 'push-pull' relationship with one another, changes in one tending to have an effect on one or more of the others. Most Project Managers would accept that failings in one

or more of these four 'project failure criteria' at least contributes to a fair perception of 'project failure'. What many Project Managers would probably *not* put on their 'project failure criteria' list is the criterion that deems to be the *cardinal* one, the single biggest factor on which the business will typically assess a project as a failure, namely, 5. Not realizing the full business benefits, as promised in the original business case. As far as the business is concerned the only reason for investing in the project in the first place was to reap the promised financial and non-financial benefits (i.e. its value) and if it fails to live up to these promises then it has failed, end of story.

The recommendation here is that, there is a need to focus the limited time and energy on avoiding or mitigating the most common causes of project failure, project failure is failing to fully realize the promised business benefits. But this can be dealt away with the use of methodologies or project management techniques as a way to reduce risk and increase value and the conflicting demands and competing priorities within the project environment that constrain projects because Neglecting to manage these constraints accurately and effectively may be sufficient to condemn a project even if all other project management activities are performed to a high standard of excellence. In the following discussion an integrated model is proposed to facilitate the strategic management of the *triple constraint trade-offs* as a function of the project higher purpose and *Tailored Project Management Methodology* are considered priorities to realize strategic decisions.

2.3 TRIPLE CONSTRAINT VARIABLES INFLUENCING PROJECT SUCCESS AND FAILURE

Project Management Institute (2014*)* introduced a useful model to illustrate the consequences of change on the triple constraint to key project stakeholders. The triangle reflects the fact that the three constraints are interrelated and involve trade-offs – one side of the triangle cannot be changed without impacting the others. Project quality takes root in all three variables of the triple constraint and is affected by balancing the three factors. *(*Van Wyngaard 2012) introduces that triple constraint is a critical project management concept that originates from the basis for undertaking a project and provides direction for framing the project. The triple constraint constitutes one of the primary building blocks of the project plan and is paramount to the monitoring and controlling process group. Project time addresses the scheduling and duration of the project, cost addresses the budget and resources of the project, and scope addresses the requirements and work of the project. A time-constrained project is bounded by the completion agenda, whereas a cost-constrained project is bounded by the scheduling of expenditure. Scope- constrained projects are bounded by the performance criteria of the

deliverables. Project quality constitutes an integral dimension of project management and is supported by the triple constraint (Burke 2001).

Dobson, Feickert (2007) endorsed that every project is governed by the triple constraint variables, which reflects a framework for evaluating these competing demands. (Project Management Institute 2014) Guides that practitioners have a broad and general introduction to ways an organization can integrate its portfolio, program and project management practices into its overall organizational management and How to Develop a Tailored Organizational Project Management Methodology, presents a process to enable practitioners and organizations to develop their own tailored methodology. It also spotlights project management methodologies tailored for organizational fit and proposes a model and process for the initial and ongoing tailoring of a project management methodology. Theory of constraints sets out to ensure that all of the non-constraints are fully subordinated to the constraints. The following sections discuss the introduction of triple constraints model, Research methods used, Theoretical framework, and Case study analysis.

Figure 2.1 Project management triangle

Source: 'Implementing organizational project management' (PMI 2014).

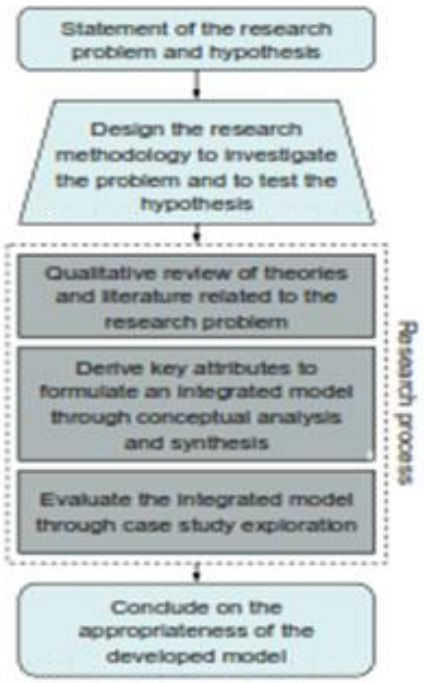
There is knowledge gap that results in project managers not being able to effectively prioritize and exploit the triple constraint trade-offs. It is proposed that a thorough comprehension of the triple constraint dynamics is paramount to effective project management. Another problem is that project managers often create false impression of tangible progress by relying heavily upon traditional on-time, on-budget and on-target measures – yet this tactic fails to address the strategy ambiguity or establish appropriate project goals . It has also become commonplace in many projects to view the triple constraint trade-offs as organizational problems that have a definitive solution ('either/or' choices) – yet this tactic fails to effectively negotiate the triple constraint and leads to destructive conflict. Without the effective management of the triple constraint as an interrelated system, projects

run the risk of becoming separated from purpose. A mechanism is needed on how to manage this seemingly contradictory task when it comes to constraint trade-offs. The hypothesis is that if these constraints are managed properly, organizations will be successful in delivering projects and meeting organizational goals.

Van Wyngaard, Pretorius (2011) examines the idea behind the project management triangle and power structure of its constraints. An integrated model is proposed for managing relative flexibility within the triple constraint towards a beneficial outcome in terms of project success.

The basic structure of the research process used in the study is presented in Fig. 2.

Figure 2.2 Research Process



Source: 'Strategic Management of triple constraint trade-off dynamics' (Van Wyngaard & Pretorius 2011, pp. 824-828).

The type of study associated with their paper was primarily non-empirical defined through an extensive literature study, conceptual analysis and construction of an integrated model using secondary data. Theory building in the research occurred through retroductive and deductive strategies. Conceptual explication was used to derive the model through analysis and integration of concepts discovered through the literature study. The research undertook basic case study analysis as a mechanism to demonstrate that the derived model is valid and useful, which also introduced an

empirical element into the research design. The results from the case study analysis have been generalized to refer back to the project management body of knowledge in terms of applicability.

The integrated model presented here is highly conceptual. The emphasis in the study was on qualitative reasoning both in definition, explanation and application, rather than an emphasis on empirical and other quantitative techniques. The findings of the research study should thus be considered as preliminary rather than conclusive, pending further research.

Ward (203) provides theoretical overview of some of the key concepts surrounding the triple constraint, and concludes with a consolidated triple constraint model.

A. Dynamics of the triple constraint The triple constraint continuously faces conflicting demands and competing priorities within the project scene. For example, if the project is working to a fixed level of scope then the cost of the project will largely be dependent upon schedule availability. Similarly, when the project time is fixed, the scope of the end product will depend on the budget or resources available. Project management researchers and authors widely recognize that the inherent trade-off dynamics of the triple constraint can be described by the following three key relationships:

$$S\uparrow \alpha T\uparrow C\uparrow \qquad (1)$$

$$T\downarrow \alpha S\downarrow C\uparrow \qquad (2)$$

$$C\downarrow \alpha S\downarrow T\uparrow, \qquad (3)$$

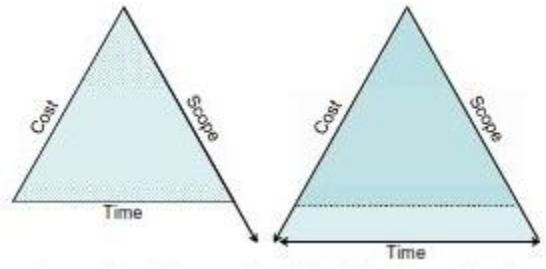
Where the up-arrow (↑) implies an increase, the down- arrow (↓) implies a decrease, and S, T, and C refers to scope, time and cost respectively. Relationships (1), (2) and (3) denote that any triple constraint variable can be delivered at the expense of one or both of the remaining two variables. Further analysis signifies that when there is pressure on the triple constraint, at least one of the variables needs to be flexible in order to validate a quality balance. The dynamics of these relationships can be illustrated in a variety of ways through manipulation of the project management triangle. For example, if both the schedule and budget of the project are negatively affected as a result of an increase in project scope, the relationship may be graphically illustrated as shown in Fig. 3. The illustrations also depend on which factors are fixed and which are flexible. It should be highlighted that the changes are not always symmetric, i.e. if two variables need to increase, one may increase proportionally more than the other – for example, more resources may need to be added in order not to exceed the deadline by too much. The important consideration is that a

connected triangle must be maintained at all times. Fig. 4 illustrates that it is not possible to maintain the triple constraint as a triangle when all three variables are pursued simultaneously.

This model very useful since reflects a framework for evaluating these competing demands and way forward to manage the variables highlighting and specifying that at least for the project to be successful one variable must be flexible to allow the project work on that highly fixed variable and in most cases it is scope that is highly fixed since sometimes adjusting on quality specifications the whole project might end losing its focus.

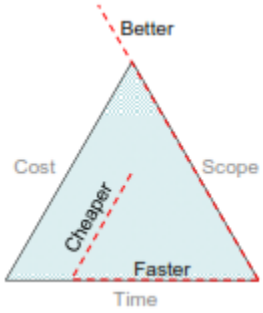
B. Good, fast, or cheap? Pick two Within the project management and consulting environment, the wise saying 'good, fast or cheap - pick two' is commonly encountered. Good, fast and cheap respectively refer to the three key elements of the triple constraint variables namely the extent of work (scope), the schedule (time) and the budget (cost). The notion is that projects are generally constrained to choose two of the three elements and sacrifice the other in order to gain the chosen two. The 'good, fast or cheap - pick two' impression is a manifestation of the 'Tyranny of the Or' – the rational view that cannot easily accept inconsistency, that cannot live with two seemingly contradictory forces or ideas at the same time. This concept pushes people to believe that things must be either A or B, but not both. That is to say, in terms of the triple constraint, one can choose either good-and-fast, or good-and-cheap, or fast-and-cheap; but critically not all three (Fig. 4). The 'good, fast or cheap - pick two' trade-off can be demonstrated with an adaptation of Barker & Cole's seesaw model as illustrated in Fig. 5. If pressure is put on timescales (fast) then costs can be expected to go up; alternatively, if pressure is put on costs (cheap) then timescales can be expected to go up. From the seesaw example it is clear that, with the scope of work (good) remaining pivotal, the project cannot be delivered simultaneously fast and cheap as well; one of the elements has to be flexible.

Figure 2.3 The triple constraint relationship S↑ *α* T↑ C↑



Source: The key project constraints: Relationships and trade offs (Ward 2003, p. 92).

Figure 2.4 Better, Faster, Cheaper-Is this really possible?

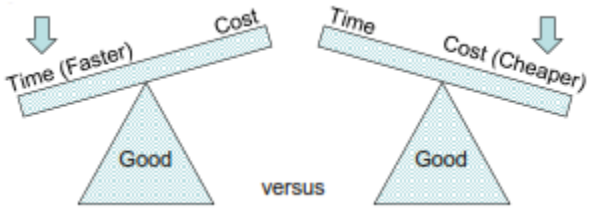


Source: 'The key project constraints: Relationships and tradeoffs' (Ward 2003, p. 95).

The following analogy may be drawn between the 'good, fast or cheap - pick two' permutations and the key triple constraint relationships:1) Relationship 1, S↑ α T↑ C↑, implies that the effect of increasing scope (S↑), or effort (pressure) to achieve scope, necessitates an increase in time (T↑) and/or cost (C↑). If cost remains unchanged, then the project can be delivered good (because S↑) and cheap (because C fixed as planned) but not fast (because T↑); 2) Relationship 2, T↓ α S↓ C↑, implies that the effect of reducing time (T↓), or effort (pressure) to achieve time, necessitates a reduction of scope (S↓) and/or an increase in cost (C↑). If scope remains unchanged, then the project can be delivered fast (because T↓) and good (because S fixed as planned) but not cheap (because C↑); 3) Relationship 3, C↓ α S↓ T↑, implies that the effect of reducing cost (C↓), or effort (pressure) to achieve cost, necessitates a reduction of scope (S↓) and/or an increase in time (T↑). If time remains unchanged, then the project can be delivered cheap (because C↓) and fast (because T fixed as planned) but not good (because S↓).

C. Supporting factors of the triple constraint variables: Within the context of this work the three prime elements of scope, time and cost are considered central to the triple constraint. Project management literature, however, from time to time indicates quality and performance as an attachment to or substitutes for scope, and occasionally designates customer satisfaction and project risk as ancillary constraints. Project scope put in a nutshell capability and grade attributes. Grade refers to the set of attributes on which the quality of a product will be judged. Quality constitutes an uncompromising and inherent objective of the project specification that takes root in all three properties of the triple constraint.

Figure 2.5 Good-and-fast vs. good and cheap.



Source: 'Brilliant project management' (Barker & Cole 2007, p.102)

A lower-grade material, for example, is not necessarily a lower-quality material, as long as the grade of material is appropriate for its intended use. Performance is an operational assessment metric for the triple constraint in terms of project accomplishment, which should be continuously monitored and controlled throughout the project. Performance and quality are hence not substitutes for scope. Customer satisfaction is a fulfillment of the consumer requirements, expectations and needs, and constitutes a performance measure in terms of quality or excellence. Risk impacts the performance of the triple constraint, which may impetuous change in terms of the triple constraint trade-off dynamics.

D. Power structure of the triple constraint; one of the challenges project managers face is the iterative and infringing requirements of the customer. A good starting point is thus to understand the customer's priorities in order to identify the most important aspect of the project and obtain an optimum balance between the constraints. (Dobson & Feickert 2007) defines a project by listing the triple constraint variables in order of flexibility and proposes that exploitation of flexibility in the weaker (more flexible) constraints can be used as a tool to meet the absolute requirement of the driver (least flexible) constraint in order for the project to succeed. The driver constraint is derived from the *raison d'être* of the project and is the constraint that has to be met otherwise the project fails. There can only be one project driver at any given time. The weak constraint has the greatest flexibility, but is not necessarily the least important. The middle constraint normally has a small amount of flexibility and can either be very close to the driver in importance to the project mission, or may sometimes have flexibility more similar to the weak constraint. It is important to note that flexibility, and not importance, serves as the ranking criterion. Importance is the relative merit of the constraints considering the long- term value of the project. Flexibility is the extent to which the project manager can manipulate the constraints in order to successfully deliver the project.

It is presupposed that the effective management of the triple constraint power structure and its dynamics is central to project success. Details pertaining to trade-off strategies and exploitation considerations are documented below.

E. Key attributes of the triple constraint Variables; The following fundamental characteristics were consolidated in support of the working of the consolidated triple constraint model. 1) Effective projects bring form and function to ideas or needs, and yield beneficial change or added value. 2) The higher purpose of a project is fundamentally the driver of the project. 3) The triple constraint constitutes a balance of the three interdependent project elements of scope, time and cost as a function of the project higher purpose. 4) The concepts of quality, customer satisfaction, performance and risk have an impact on the triple constraint, but do not inherently constrain the project. 5) The cause and effect of new or changing triple constraint requirements are constantly negotiated during all phases of a project. 6) Change within the triple constraint is compensated through proportional trade-offs.

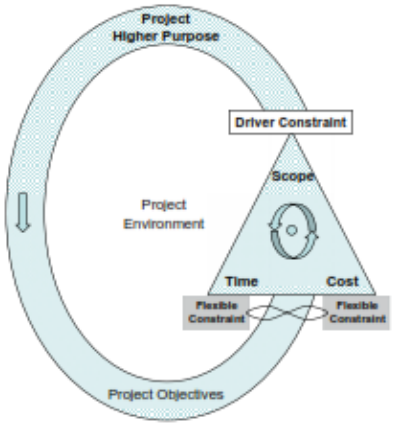
7) Failure to deliver all three triple constraint variables on target does not necessarily imply project failure. 8) Flexibility is a requisite triple constraint requirement in order to accommodate shifts in project emphasis, and to ensure a beneficial project outcome. 9) The three key triple constraint relationships signify that at least one of the triple constraint variables must be constrained (otherwise there is no baseline for planning), and at least one of the variables must have capacity for exploitation (otherwise quality may be affected). 10) The triple constraint can be prioritized into a power structure by ranking the variables into a hierarchy of flexibility (capacity for exploitation). 11) The power structure derives from the project objectives and higher purpose and may be influenced by environmental change. 12) Capitalizing on the softness of the two more flexible constraints can be used as a mechanism to achieve the essential demands of the primary triple constraint variable (the driver).

F. Consolidated triple constraint model; The integrated model was realized through conceptual amalgamation of the key derived triple constraint attributes discussed in the previous section. The matured model is presented in Fig. 6. The consolidated model has been named the TRIJECT model (an acronym created from the titles 'TRIple constraint' and 'proJECT management'). The project management triangle, which constitutes the heart of the TRIJECT model, is supported by the two more flexible constraints (time and cost in this instance) and forms the foundation of the triangle. The primary triple constraint variable (scope in this instance) aligns the triangle with the project

higher purpose. The triangle projection is dynamic and can pivot about its axis to accommodate change within its power structure. The triple constraint hierarchy may be influenced by the project environment, which impacts the higher purpose and objectives of the project. The model embodies three dimensions, in which each facet of the triple constraint may drive the project.

The specific picture of this model towards to the improvement on project failure is that it brings about "The project management triangle, which constitutes the heart of the TRIJECT model, supported by the two more flexible constraints and forms the foundation of the triangle where as the primary triple constraint variable aligns the triangle with the project higher purpose. The triangle projection is dynamic and can pivot about its axis to accommodate change within its power structure a change that is influenced by the project environment, which impacts the higher purpose and objectives of the project.

Figure 2.6 TRIJECT model



Source: 'Six dimensions of project management' (Dobson & Feickert 2007 p.156).

The central presence of quality is signified by the outline shape of the TRIJECT model, which, using some imagination, resembles a capital letter 'Q'. The rationale of the TRIJECT model is based on the achievement of the primary triple constraint variable through the exploitation of the two more flexible constraints and alignment with the project higher purpose. The continuous cycle implied by the model represents the ongoing and interrelated nature of this process as change is introduced into the system. Monitoring and controlling hence manifest a requisite part of this cycle. The model also accounts for the ancillary issues such as 'the why' of the project and change within the project environment as well as quality and control.

Van Wyngaard, Pretorius (2011) analyses the case and say that evaluation of the TRIJECT model was limited to the exploratory review of the theoretical model and protocol against a simplified case in

order to facilitate a conceptual understanding of the integrated model in practice. The observed case was the building project of the Smithsonian Institution, National Air and Space Museum (NASM). There is no claim that this case is representative of the general project management milieu.

The Case was paraphrased and defined as follows; The NASM project mission, essentially, was to build a world-class aviation and space museum for a budget of approximately USD 40 million and open it on July 4, 1976. The project mission statement satisfies the triple constraint, which is defined as follows: Time constraint = July 4, 1976 Cost constraint = USD 40 million Scope constraint = World-class museum. It is argued that in this case scope constraint, although probably the most important, is also the most flexible (weak) constraint for this project. The USD 40 million federal appropriation is a definite number, but not an exact one. Major construction projects often have a contingency reserve of up to 10% of the budget for change orders and other problems. Considering flexibility and following the process of elimination, cost may thus be identified as the middle constraint for this project, the Time constraint has therefore been assigned in the lead position as the driver for this project.

The Case was investigated and analyzed in this way; with the project mission and triple constraint power structure defined, the TRIJECT model for the NASM project can be described as the Exploitation of the project budget (C↑) lessens the pressure to rollback on the museum's scope requirements, and supplements the effort to ensure that the deadline for opening the museum is met. The cost constraint includes both cash and non-cash resources. Exploitation of the project scope (S↓), on the other hand, alleviates the pressure to add additional cost and resources to the museum budget, but also supplements the effort to ensure that the deadline for opening the museum is met. What is called for is a dynamic mechanism that may equilibrate the system as exploitation weight shifts and trade-offs are compromised during the project as the effective management of NASM case.

2.4 PROJECT MANAGEMENT METHODOLOGIES AND TAILORING

PMI (2013b) report found that "organizations with developed project management practices, benefits realization processes, portfolio management practices and program management practices and those with high organizational agility all have significantly better project outcomes than their counterparts who are less advanced in their project management practices" (p.11). This section spotlights project management methodologies tailored for organizational fit, proposes a model and process for the initial and ongoing tailoring of a project management methodology. The goal is to enable organizations and project management practitioners to develop and tailor their own project management methodologies

to improve efficiency, effectiveness and the likelihood of project success. A Guide to the Project Management Body of Knowledge (PMBOK® Guide) (PMI, 2013b) defines Project management methodology as a defined, documented and discoverable set of policies, practices, processes, tools, techniques and templates that provide guidance on how projects are run within an organization. A methodology can be extensive or minimal; rigorous or lightweight; complex or simple; linear or highly iterative; described in phases or described for the entire project lifecycle. There is no one, single project management methodology that should be applied to all projects all of the time. A project management methodology should reflect the size, duration and complexity of each individual project, and be adapted to the industry, organizational culture and level of organizational project management maturity of the organization. Tailoring is the process of referencing framework documents, standards and other relevant sources and utilizing those elements that provide processes, tools and techniques that are suitable for that particular organization. It also includes modifying existing processes currently in use by the organization. As such, the process of tailoring is a process of customizing a project management methodology. The result of tailoring is that the project management methodology will be suitable for use in specific types of projects, and a tailored methodology will reflect the size, complexity and duration of the project as appropriate for the organizational context along with adaptation to the industry within which the project is undertaken.

2.4.1 How to tailor a project management methodology

PMI (2014) gives a broad outline of how to develop a tailored organizational project management methodology. The nine-step process is categorized into assessment, development and improvement phases as follows: These nine steps should not be seen as just a single, linear process, but a process that is repeated at three distinct stages. These three interconnected stages are represented in Figure 10.

Figure 2.7 Three stages of tailoring a project management methodology

Source: 'Implementing Organizational Project Management' (PMI 2014)

Initial tailoring

The first stage in developing a custom-fit methodology is the initial tailoring. This develops and selects those processes, tools, templates, techniques and practices that will form the elements of an organizations' particular baseline tailored project management methodology. Once this initial process is complete, a baseline methodology is established. The value in doing this is that the organization has guidance that will deliver more successful projects and real bottom-line value to the organization. A checklist and Process Group that provides guidance on potential topics or areas for which to develop material when deciding what to include or exclude in the initial development of the tailored project management methodology is explained in the later discussions.

Assessment; The assessment processes seek to measure the current level of project management maturity, and define the desired level within the organization. The purpose of this exercise is twofold: First, to get a picture of where the organization is now, and where it should be in relation to project management maturity and capability; second to provide a benchmark against which future change (hopefully improvements) can be measured. (PMI 2013). PMI's Standards Navigator (PMI, 2014) provides guidance in developing a methodology using PMI standards as follows; Identify types of projects, Identify inputs, .Identify constraints, Identify resources and;

Develop and document the methodology. Build the methodology iteratively by using project management practitioners and project team members to document resources such as a process flow chart, user guides, standardized templates, tools, techniques and other aspects of the methodology. Don't worry about building everything right away; focus on the most important aspects first. Then, take into account the size of the organization, the size and types of projects undertaken, the organizational and project team culture, the range of complexity of projects, the project duration, and the level of organizational project management maturity. As a broad overview, start by developing an outline or process flow chart using the Plan-Do-Check- Act cycle, or process groups of: initiating; planning; executing; monitoring and controlling; and closing to define major parts of the process. PMBOK® Guide (PMI, 2013b). Derive output. The output derived from this process is the documented, discoverable, tailored project management methodology ready to be used across the organization. Make sure everyone knows where to find the elements of the new methodology. Once the methodology has been documented, go ahead and use it as planned. Note whether it is working as expected and be prepared to make changes to improve its suitability.

Conduct continuous improvement. A commitment to continuous improvement is one of the hallmarks of a high level of organizational project management maturity. In order to carry out any

activities associated with continuous improvement, an organization needs to have resources devoted to the task. The process of continuous improvement includes audits to ensure that the project management methodology is being used as intended—including the method for tailoring to specific needs of the project—and that it is contributing to an increased level of project success. The audits will reveal opportunities for continuous improvement as well. Update the methodology as required. Monitor key performance indicators, Repeat for each of the different types of projects.

Pre-project tailoring

The second stage in tailoring recognizes that in addition to the efforts involved in tailoring a comprehensive baseline project management methodology for the organization, there must also be tailoring to individual projects—not just types of projects. This involves selecting the processes, tools and templates that are applicable to the project at hand. This works best when the baseline methodology includes guidance on how to further customize it, including a checklist of compulsory and optional elements. This process is not about adding in new or unique elements, but is instead about refining the existing baseline methodology to more perfectly suit each project. A central concept to the idea of tailoring is that it must be fit for purpose. Prior to using the project management methodology on any specific project, a project manager should take responsibility for tailoring it even further to suit his or her project. The second stage is the tailoring done before starting a project to determine what elements of the project management methodology should be used. An easy way to do this is to classify projects as: very simple; simple; medium; and complex using a matrix.

Intra-project tailoring

The third stage reflects and confirms the customizing nature of tailored project management methodologies throughout the project lifecycle. This intra-project tailoring is completed throughout the project lifecycle by checking that the particular combination of elements selected is still appropriate and the project is not being over- or undercooked. Tailoring is an iterative process done throughout the entire project lifecycle. The Project Management Office, if one exists, should have an input into this review process and oversee and approve any changes. Capturing lessons learned about the application of the selected methodology helps other project managers in the future.(Snyder 2013).

CONCLUSION

The study of the project constraint variables is believed to be one of the most overlooked fundamentals of project management. As a result of the various perspectives and interpretations across literature that surround the project management triangle and triple constraint, the need for a unified model has been identified. The TRIJECT model supports an understanding of predetermined resources and facilitates a mechanism for managing the competing triple constraint requirements. The model encourages the creative exploitation of the triple constraint to improve project performance by considering the relative flexibility between the key elements. The goal of the model is to maintain the focus of the triple constraint power structure on the project higher purpose.

The case study paraphrased and referenced demonstrated that the integrated model may equip the instruments that enable project teams to manage their work in line with the absolute requirements for project success. It should be taken in consideration that every project will experience its own unique limitations to exploitation capacity, which needs to be assessed through appropriate 'cost' vs. value impact analyses. Projects should however aim to always deliver to a much greater extent in terms of value than the sacrifice of the exploitation effort.

Industry research suggests that there is a direct relationship between a tailored project management methodology and project success. Undertaking the development of a tailored project management methodology using the model presented here, and based on the processes discussed in Implementing Organizational Project Management: A Practice Guide (PMI, 2014), can improve the efficiency and consistency of project execution and improve project success. This is especially relevant to practitioners who do not have a project management methodology because they don't know how to build one. The model provides guidance to assist project management practitioners in building and improving their own tailored project management methodology.

It also suggests that there is a relationship between the presence of a defined project management methodology, and the degree of tailoring of that project management methodology, and project success. A defined project management methodology tailored to suit the size, complexity, duration and organizational context, as well as the organization's industry, can contribute to a higher level of organizational project management maturity and, as such, either directly or indirectly contribute to higher levels of project success.

This research objectively study the creative exploitation of the triple constraint to improve project performance by considering the relative flexibility between the key elements and examines how Projects aim to always deliver to a much greater extent in terms of value than the sacrifice of the exploitation effort and finally highlight the benefits of a suit project methodology such as a higher level of organizational project management maturity and, as such, either directly or indirectly contribute to higher levels of project success.

CHAPTER 3

RESEARCH METHODOLOGY

3.1 INTRODUCTION

This chapter gives an overview of the research approach adopted in the thesis. It identifies the thesis's nature. It further looks at the research methodology. Case study was used as a research strategy as it is distinguished by its ability to investigate the phenomenon of project failure from qualitative aspects and focus on relationships and processes. The chapter explores case study (causes of project failure to deliver the value promised in their business cases in Rwanda) and rationalizes the sampling strategies and the research methods used for collecting the data in case study. Data was collected using two qualitative research methods: research questionnaires, and document analysis. The chapter then looks at the qualitative analysis techniques which were used for analyzing the data. It ends with a discussion of issues related to the validity, reliability, triangulation and generalization of the results. In short it's defining what the activity of research is, procedures, measure progress, and what constitutes success.

3.2 RESEARCH DESIGN

3.2.1 Research type

This research is a descriptive, analyzed and developed from qualitative point of view to accomplish the overall aim of the study, because as most of the business and environment literature has largely focused on quantitative studies that lack deeper theoretical analyses (Stokes, 2000). The qualitative approach helped to get a deeper understanding of the issues being investigated. It is an approach that has enabled the research questions to be answered by providing a rich picture on the actual conditions surrounding project management practices. As Gray (2004) showed, qualitative research is distinguished as a highly-contextual approach where data is gathered over long periods and in natural real life settings. It can answer how and why questions rather than giving a brief view about the phenomenon studied. This research process started by identifying the research problem, setting out the aim and objectives of the study, developing three research questions, reviewing the related literature, selecting the research methodology and the methods that would be effective in answering the research questions, gathering the data from the field using multiple qualitative methods and finally analyzing the data. tried to understand and make sense of the data collected in which a best practice model for the project management to encourage

better project management practices in Rwanda with a conclusion drawn based on the participants' views regarding the issues being investigated.

3.2.2 Research approach

General framework is a naturalistic/interpretative approach concerned with understanding the meaning people give to the phenomena of Project failure within project management milieu. (Snape and Spencer (2003), It uses *Analytical objective* to describe variation, to describe and explain relationships, to describe individual experiences, to describe group norms. it is the approach which provides a deeper understanding of the project management milieu; **Data format** is textual (obtained from Database reports and field notes) it is based on a small scale sample; it uses interactive data collection methods, i.e. interviews; *Flexibility in study design* Some aspects of the study are flexible (for example, the addition, exclusion or wording of particular interviews questions), Participant responses affect how and which questions researchers ask next, Study design is iterative, that is, data collection and research questions are adjusted according to what is learned it allows new issues and concepts to be explored.

The current study is shaped with using inductive research design. Saunders *et al.* (2003) noted that the inductive approach gives the chance to have more explanation of what is going on. This research process started by exploring and collecting the data from different sources and by using multiple sources of evidence: research questionnaires and document analysis in an attempt to develop a best practice model for project management in Rwanda. The secondary sources of data used in this research, involving: critically reviewing previous research, reports, records and documents on project implementations, while primary data were collected by interviewing the Project clients/beneficiaries, Project sponsors, Project managers, and Project team members on several projects including both the ongoing and closed projects in Rwanda among the three sectors of the economy i.e. Agriculture, Manufacturing, and service.

3.2.3 Data Needs

Qualitative research like is often associated with inductive research designs in which a range of data are used from different sources available specifically from project management milieu that were collected using multiple data collection tools to realize study objectives.

Table 3.1 Data needs for the study

Study Objectives	**What data Required from the study**		**Where this data is available**		**Data Collection Tools**	
	Primary Sources	*Secondary Sources*	*Primary Sources*	*Secondary Sources*	*Primary Sources*	*Secondary Sources*
To analyze effective *methodologies* those contribute to reduce risk and increase value to projects.	Project Constraints, value indicators, planning processes & Principles, Project phases activities, Effects of project failures, Project outcomes, Stake holders' roles, approaches, and perceptions, Methodology	Project failure concept, Project failure constraints trade-offs, Tailored methodology	*Project Stakeholders i.e. Clients/Beneficiaries, Sponsors, Managers, Project Team Members*	Libraries, Internet websites, Organizations	Questionnaires	Document analysis
To understand the *factors* that come into play to ensure that project deliverables are served as planned in the business case.	Project Constraints, value indicators, planning processes & Principles, Project phases activities, Effects of project failures, Project outcomes, Stake holders' roles, approaches, and perceptions, Methodology	Project failure concept, Project failure constraints trade-offs, Tailored methodology	*Project Stakeholders i.e. Clients/Beneficiaries, Sponsors, Managers, Project Team Members*	Libraries, Internet websites, Organizations, Government department	Questionnaires	Document analysis

To identify the required decision making *core elements* to be present for actions as turnaround efforts to correct high project failure rates and to make project work succeed.	Project Constraints, value indicators, planning processes & Principles, Project phases activities, Effects of project failures, Project outcomes, Stake holders' roles, approaches, and perceptions, Methodology	Project failure concept, Project failure constraints trade-offs, Tailored methodology	*Project Stakeholders i.e. Clients/Beneficiaries, Sponsors, Managers, Project Team Members*	Libraries, Internet websites, Organizations	Questionnaires	Document analysis
To offer *suggestions* for improvements to the analyzed prevailing project management environment.						

Table 3.1 presents the data needs to realize the study objectives.

3.2.4 Population

This research was undertaken in Rwanda to know reasons why projects fail in response to Dick's (2014) research findings, which states that with over 300 organizations in Europe and America experienced that 70% of projects fail. That failure rate wastes so much money and human resources that even a small increase in the success rate is worth a lot for some organizations. In some cases they can't deliver to a customer or client profitably. In other cases they can't deliver new products and services that allow them to successfully compete and these project failure rates threaten their existence. Therefore, this could be the same case with Rwanda since projects are becoming the way of the working world, this proven by the total population of project in Rwanda equal to 1711 in the fiscal year 2014-2015 represented by the data base from Ministry of Finance and Economic planning, Rwanda Development Bank(BRD), and Rwanda Development board (RDB).

A study of 30 projects chosen randomly (both ongoing and closed) representing three sectors of economic analysis in Rwanda i.e. Ten (10) in Agriculture sector , Ten (10) in Manufacturing, sector, and other Ten (10) in Service sector to investigate in-depth the challenges facing project management milieu in Rwanda to adopt sustainable solutions. Using such strategy enabled the researcher to use multiple research methods, including: document analysis. Moreover, to

understand the whole aspects of project failure in Rwanda, it was essential to examine the understanding of different project stakeholders from the three economic sectors and explore the inter-relationships with their perceptions and the real project management practices supports project success. Denscombe (1998) reported that the case study approach is characterized by its ability to focus on relationships and processes, which is of great importance to the current research. He added that it can be effective in analyzing the complexity of the situation better than other research strategies. It tends to be holistic rather than dealing with isolated factors.

The main rationale behind selecting the projects from three local institutions i.e. Ministry of Finance and Economic planning, Rwanda Development Bank(BRD) and Rwanda Development Board (RDB), as the main focus of the study was attributed to a number of factors, including: they have the largest number of businesses projects, have the biggest projects in Rwanda and have obtained the largest project funding compared to other local institutions in addition to funding granted from the World bank, European Union, United Nations, International Monitory fund to mention but a few. Table3.2 indicates the summary of study population of projects in Rwanda but for the detailed data base of projects (see the appendices).

Table 3.2 Projects population in Rwanda for the fiscal year 2014-2015

Economic sectors of analysis in Rwanda	Service Sector	Manufacturing Sector	Agriculture Sector	Total
S/n^{o}	1259	164	288	1711

Source: Minecofin, BRD, & RDB (DataStream 2014-2015)

Table 3.2 presents a number of projects per their economic sectors of analysis to represent project population in Rwanda.

3.2.5 Sampling Techniques

Denscombe (1998) stated that sampling frame should be relevant, complete, precise and up-to-date while (Corbetta, 2003) stated that a non-probability/purposive approach reflects that the chances of each person to be chosen in the sample is unknown but the features of the population are used as the main measure for selection. A purposive approach is well-suited to small-scale and in-depth studies (Ritchie et al., 2003). Particularly when the research questions seek an in-depth investigation of a small population or when the researcher is performing a preliminary, exploratory

study (Schutt, 2006). This research adopted a non probability sampling strategy using random and purposive techniques which enabled to select and study project cases that would serve the purpose of the study and answer the research questions. Project cases from each economic sector involved four main stakeholders. Table 3.3 indicates the list of projects selected randomly (specifically those projects where the researcher was sure of accessing the information) from their economic sector categories to be studied but also identifies the types and number of respondents selected using purposive approach by identifying resourceful or knowledgeable people to the projects and this particular study the following were project practitioners were identified and targeted to express their views and beliefs inform of answering questionnaires to answer the objectives of the study.

Table 3.3 Selected sample size, categories and numbers of respondents to each project in the sample size.

	AGENCY AND PROJECT NAME	ECONOMIC SECTOR	PROJECT TOTAL COST	START DATE	END DATE	2014/15 Revised Budget	CATEGORY OF RESPONDENTS PER PROJECT	NUMBER OF RESPONDENTS PER PROJECT
	7000 KIGALI CITY						1. Clients/Beneficiaries (1) 2. Project Sponsors (1) 3. Project Managers (1) 4. Team Members (1)	**4**
	02 EARMARKED TRANSFERS (DISTRICTS)							
	RWANDA							
1	70370142 ROADS INFRASTRUCTURES PROJECT	Service	2,001,132,377	1-Jul-14	30-Jun-15	2,001,132,377		
	70370142 ROADS INFRASTRUCTURES PROJECT	Service	121,295,918	1-Jul-14	30-Jun-15	121,295,918		
	NETHERLAND	Service	**273,900,000**			**273,900,000**		
	70370142 ROADS INFRASTRUCTURES PROJECT	Service	273,900,000	1-Jul-14	30-Jun-15	273,900,000		
	6900 GASABO DISTRICT							
	02 EARMARKED TRANSFERS (DISTRICTS)						1. Clients/Beneficiaries (1) 2. Project Sponsors (1) 3. Project Managers (1) 4. Team Members (1)	**4**
2	69550104 WATER AND SANITATION INFRASTRUCTURES PROJECT	Service	117,064,429	1-Jul-14	30-Jun-15	117,064,429		
	08 EXTERNAL GRANTS							
	KFW							
	69550104 WATER AND SANITATION INFRASTRUCTURES PROJECT	Service	103,786,669	1-Jul-14	30-Jun-15	103,786,669		
	2304 RWANDA GOVERNANCE BOARD (RGB)							
	08 EXTERNAL GRANTS						1. Clients/Beneficiaries (1) 2. Project Sponsors (1) 3. Project Managers (1) 4. Team Members (1)	**4**
	UNDP							
3	23130211 DEEPENING DEMOCRACY AND ACCOUNTABLE GOVERNANCE PROJECT	Service	2,560,305,000	1-Jul-13	30-Jun-18	275,600,338		
	2000 MIFOTRA							

	01 DOMESTIC FINANCING						1. Clients/Beneficiaries (1) 2. Project Sponsors (1) 3. Project Managers (1) 4. Team Members (1)	**4**
	RWANDA							
4	20060102 IPPPIS PROJECT	Service	390,744,370	1-Jul-14	30-Jun-15	390,744,370		
	08 EXTERNAL GRANTS							
	SWEDISH INTERNATIONAL DEVELOPMENT AGENCY						1. Clients/Beneficiaries (1) 2. Project Sponsors (1) 3. Project Managers (1) 4. Team Members (1)	**4**
5	20070115 NEP/SWEDEN	Service	8,400,503,780	1-Jul-14	30-Jun-17	2,777,835,752		
	1804 RWANDA HOUSING AUTHORITY(RHA)							
	01 DOMESTIC FINANCING						1. Clients/Beneficiaries (1) 2. Project Sponsors (1) 3. Project Managers (1) 4. Team Members (1)	**4**
	RWANDA							
6	18150408 REHABILITATION OF MINALOC/MIFOTRA/MININTER BUILDING	Service	1,920,529,961	1-Jul-14	30-Jun-15	1,920,529,961		
7	18150508 SITE DEVELOPMENT OF 1,200 AFFORDABLE HOUSES IN CITY OF KIGALI	Service	2,429,034,723	1-Jul-14	30-Jun-15	2,429,034,723	1. Clients/Beneficiaries (1) 2. Project Sponsors (1) 3. Project Managers (1) 4. Team Members (1)	**4**
	1802 RWANDA TRANSPORT DEVELOPMENTAGENCY (RTDA)							
	01 DOMESTIC FINANCING						1. Clients/Beneficiaries (1) 2. Project Sponsors (1) 3. Project Managers (1) 4. Team Members (1)	**4**
	RWANDA							
8	18120112 ACCESS TO TUMBA COLLEGE	Service	1,567,775,838	1-Jul-14	30-Jun-15	311,021,368		
	08 EXTERNAL GRANTS							
	JAPAN							
	18120112 ACCESS TO TUMBA COLLEGE	Service	2,956,332,942	7-Aug-13	31-Mar-15	1,702,016,486		
	1412 WORKFORCE DEVELOPMENT AUTHORITY(WDA)							

	01 DOMESTIC FINANCING						1. Clients/Beneficiaries (1) 2. Project Sponsors (1) 3. Project Managers (1) 4. Team Members (1)	**4**
	RWANDA							
9	14220111 HANDS-ON SKILLS AMONG YOUTH OUTSIDE REGULAR EDUCATION SYSTEM	Service	1,165,000,000	1-Jul-14	30-Jun-15	1,165,000,000		
	08 EXTERNAL GRANTS							
	KOREA FUND							
	14220303 KOCA TRAINING OF TRAINERS PROJECT	Service	3,344,000,000	20-Sep-13	20-Sep-17	1,022,000,000		
10	14220304 SKILLS DEVELOPMENT PROJECT	Service	618,908,580	1-Jul-14	30-Jun-15	618,908,580	1. Clients/Beneficiaries (1) 2. Project Sponsors (1) 3. Project Managers (1) 4. Team Members (1)	**4**
	09 EXTERNAL LOANS							
	WORLD BANK							
	14220304 SKILLS DEVELOPMENT PROJECT	Service	22,080,000,000	29-Apr-11	31-May-16	3,139,374,589		
	0900 MINAGRI							
	01 DOMESTIC FINANCING						1. Clients/Beneficiaries (1) 2. Project Sponsors (1) 3. Project Managers (1) 4. Team Members (1)	**4**
	RWANDA							
1	09060505 PROJECT: ONE COW PER FAMILY	Agriculture	1,085,000,000	1-Jul-14	30-Jun-15	1,085,000,000		
2	09060301 PROJECT: AGRICULTURAL MECHANISATION PROGRAMME	Agriculture	200,000,000	1-Jul-14	30-Jun-15	200,000,000	1. Clients/Beneficiaries (1) 2. Project Sponsors (1) 3. Project Managers (1) 4. Team Members (1)	**4**
3	09060401 PROJECT: PRIORITY CROPS INTENSIFICATION (INCLUDING FERTILIZER IMPORTS)	Agriculture	9,366,745,012	1-Jul-14	30-Jun-15	8,366,745,012	1. Clients/Beneficiaries (1) 2. Project Sponsors (1) 3. Project Managers (1) 4. Team Members (1)	**4**
4	09060514 GAKO BEEF FARM	Agriculture	918,056,505	1-Jul-14	30-Jun-15	918,056,505	1. Clients/Beneficiaries (1) 2. Project Sponsors (1) 3. Project Managers (1) 4. Team Members (1)	**4**

5	09070303 SUPPORT TO STRATEGIC PLAN FOR AGRICULTURE TRANSFORMATION II (SPAT II)	Agriculture	216,941,567	1-Jul-11	30-Jun-16	216,941,567	1. Clients/Beneficiaries (1) 2. Project Sponsors (1) 3. Project Managers (1) 4. Team Members (1)	**4**
	08 EXTERNAL GRANTS							
	BELGIUM							
	09070303 SUPPORT TO STRATEGIC PLAN FOR AGRICULTURE TRANSFORMATION II (SPAT II)	Agriculture	16,872,456,600	1-Jul-11	30-Jun-16	2,384,418,589		
	08 EXTERNAL GRANTS							
	INTERNATIONAL FUND FOR AGRICULTURAL DEVELOPMENT IFAD FIDA						1. Clients/Beneficiaries (1) 2. Project Sponsors (1) 3. Project Managers (1) 4. Team Members (1)	**4**
6	09070305 POST HARVEST AND AGRIBUSINESS SUPPORT PROJECT(PASP)	Agriculture	9,267,841,860	28-Mar-14	31-Mar-19	2,761,105,109		
	0902 NATIONAL AGRICULTURAL EXPORT DEVELOPMENT BOARD (NAEB)							
	01 DOMESTIC FINANCING						1. Clients/Beneficiaries (1) 2. Project Sponsors (1) 3. Project Managers (1) 4. Team Members (1)	**4**
	RWANDA							
7	09080309 DEVELOPMENT OF NEW AGRICULTURE EXPORT CHAIN	Agriculture	127,440	1-Jul-14	30-Jun-15	127,440		
8	09080310 NAEB TEA EXPANSION	Agriculture	1,500,000,000	1-Jul-14	30-Jun-15	1,500,000,000	1. Clients/Beneficiaries (1) 2. Project Sponsors (1) 3. Project Managers (1) 4. Team Members (1)	**4**
9	09080901 KIGALI WHOLESALES MARKET	Agriculture	141,867,824	1-Jul-14	30-Jun-15	141,867,824	1. Clients/Beneficiaries (1) 2. Project Sponsors (1) 3. Project Managers (1) 4. Team Members (1)	**4**
10	09080302 PROJECT: COMMODITY CHAIN PROGRAMME (HORTICULTURE INTENSIFICATION AND QUALITY MANAGEMENT)	Agriculture	351,405,912	1-Jul-14	30-Jun-15	351,405,912	1. Clients/Beneficiaries (1) 2. Project Sponsors (1) 3. Project Managers (1) 4. Team Members (1)	**4**
	1807 WATER AND SANITATION CORPORATION (WASAC)							

	08 EXTERNAL GRANTS						1. Clients/Beneficiaries (1) 2. Project Sponsors (1) 3. Project Managers (1) 4. Team Members (1)	**4**
	OTHER NGO - NON GOVERNMENT ORGANISATIONS							
1	18140112 OPTIMIZED PRODUCTION OF NYABARONGO GROUND WATER TREATMENT PLANT	Manufacturing	20,000,000	1-Jul-14	30-Jun-15	20,000,000		
	OPEC FUND FOR INTERNATIONAL DEVELOPMENT						1. Clients/Beneficiaries (1) 2. Project Sponsors (1) 3. Project Managers (1) 4. Team Members (1)	**4**
2	18140184 IMPROVEMENT OF URBAN WATER SUPPLY	Manufacturing	1,079,213,700	1-Jul-14	30-Jun-15	1,115,313,700		
3	18140185 KIGALI BULK WATER SUPPLY	Manufacturing	83,000,000	1-Jul-14	30-Jun-15	82,461,386	1. Clients/Beneficiaries (1) 2. Project Sponsors (1) 3. Project Managers (1) 4. Team Members (1)	**4**
	1806 ENERGY DEVELOPMENT CORPORATION (EDCL)							

	01 DOMESTIC FINANCING						1. Clients/Beneficiaries (1) 2. Project Sponsors (1) 3. Project Managers (1) 4. Team Members (1)	**4**
4	18130220 IMPROVING ACCESS TO RELIABLE ON-GRID ELECTRICITY SERVICES FOR HOUSEHOLDS AND PRIORITY PUBLIC INSTITUTIONS - BELGIAN CONTRIBUTION TO EARP	Manufacturing	1,456,063,475	1-Jul-14	30-Jun-15	79,564,730		
	08 EXTERNAL GRANTS							
	BELGIAN TECHNICAL COOPERATION - BTC							
	18130220 IMPROVING ACCESS TO RELIABLE ON-GRID ELECTRICITY SERVICES FOR HOUSEHOLDS AND PRIORITY PUBLIC INSTITUTIONS - BELGIAN CONTRIBUTION TO EARP	Manufacturing	14,174,716,485	19-Dec-07	18-Dec-14	193,073,601		
	01 DOMESTIC FINANCING							
5	18130222 400KV STANDARDIZATION LINE FOR KENYA-UGANDA -RWANDA INTERCONNECTION PROJECT	Manufacturing	475,700,000	1-Jul-14	30-Jun-15	475,700,000	1. Clients/Beneficiaries (1) 2. Project Sponsors (1) 3. Project Managers (1) 4. Team Members (1)	**4**
	0108 RWANDA DEVELOPMENT BOARD (RDB)							
	09 EXTERNAL LOANS						1. Clients/Beneficiaries (1) 2. Project Sponsors (1) 3. Project Managers (1) 4. Team Members (1)	**4**
	OPEC FUND FOR INTERNATIONAL DEVELOPMENT							
6	01150103 AGRO-PROCESSING PARKS DEVELOPMENT	Manufacturing	173,000,000	1-Jul-14	30-Jun-15	151,000,000		
7	01150202 MANUFACTURING GROWTH PROJECT	Manufacturing	1,284,700,000	1-Jul-14	30-Jun-15	1,258,053,583	1. Clients/Beneficiaries (1) 2. Project Sponsors (1) 3. Project Managers (1) 4. Team Members (1)	**4**
	1806 ENERGY DEVELOPMENT CORPORATION (EDCL)							
8	18130113 RUKARARA I	Manufacturing	555,362,767	1-Jul-14	30-Jun-15	555,362,767	1. Clients/Beneficiaries (1) 2. Project Sponsors (1) 3. Project Managers (1)	**4**

							4. Team Members (1)	
9	18130114 6 MICRO HYDRO POWER	Manufacturing	641,249,049	1-Jul-14	30-Jun-15	641,249,049	1. Clients/Beneficiaries (1) 2. Project Sponsors (1) 3. Project Managers (1) 4. Team Members (1)	**4**
10	18130120 KIVUWATT	Manufacturing	1,800,832,028	1-Jul-14	30-Jun-15	1,800,832,028	1. Clients/Beneficiaries (1) 2. Project Sponsors (1) 3. Project Managers (1) 4. Team Members (1)	**4**
Total								**30*4= 120**

Source: Minecofin, BRD, & RDB (DataStream 2014-2015)

With the purposive sampling the researcher has to use personal judgment to select cases that will best meet the research questions and objectives (Saunders et al., 2003). Rubin and Rubin (1995) named three main guidelines for selecting a purposive sample. The researcher should select the informants who are knowledgeable about the issues being investigated, willing to talk and representative of the range of points of view. As Schutt (2006) asserted about purposive sampling: Each sample element is selected for a purpose, usually because of the unique position of the sample elements. Purposive sampling may involve studying the entire population of some limited group or a subset of a population (mid-level managers with a reputation for efficiency). Or a purposive sample may be a "key informant survey", which *targets individuals who are particularly knowledgeable about the issues under investigation. For the current study, particular project stakeholders knowledgeable with reputation for* efficiency about the issues under investigation among project clients, sponsors, managers, and team members on the project were identified to participate in the research, this was done consistently on each project in the sample size as addressed by Glancey and Pettigrew (1997), Main *et al.* (1997) and Baker *et al.* (2000). Also, this gave the opportunity to all economic sectors to be involved in the research boundary and get benefit from the current study in relation to managing projects effectively and at the same time helping in awareness of the project failure effects and improving on projects value measures. Participants were also selected as those who had experienced the phenomenon being investigated, willing to cooperate and were able to communicate their experiences without any bias and embarrassment.

Respondents were contacted using two different means: First, a written letter was printed and submitted with a copy of received note to the institutions and project sites giving a brief introduction about the researcher (i.e. name and university, research moderator), describing the aim of the research, showing the importance of the study to the project management milieu, detaining the integrity of the researcher about the confidentiality of the requested data and finally asking for the authorized permission for data collection and to take part in the case study (see Appendix). The letter was printed and authorized with the researcher's signature. Second, within 24 hours of receiving the letters of acceptance telephone contact arrangements were done with the persons who were to participate for secondary data preparations and research questionnaires filling as per the convenience of respondents. All the institutions and projects I contacted they allowed but, unfortunately, not all respondents returned the questionnaires out of 120 issues only 85 represented 70.8% of the targeted population were returned others were unable perhaps some were not interested in helping my research others did

not have time to fill them, all the required total population of projects in Rwanda were obtained as panned and that was 100% population received.

3.2.6 Sampling Methods and techniques

Crotty (1998) defined research methods as: *"The techniques or procedures used to gather and analyze data related to some research questions or hypothesises"*. (Easterby-Smith, 2002) and (Gray, 2004) indicated that qualitative research is often associated with inductive research designs in which a range of methods are used to collect the data and explore the problem. For the secondary data of this research document analysis was used method of data collection. A document is any substance that gives information about the investigated phenomenon and exists independently of the researcher's actions. It is normally produced for specific purposes other than those of the research but it can be used by the researcher for cognitive purposes, e.g. letters, newspapers, diaries and websites. (Corbetta, 2003). Yin (2003:87) asserted that *"For case studies, the most important use of documents is to corroborate and augment evidence from other sources"*. Corbetta (2003) identified a number of advantages of the documents over other research methods. (a) It is a non-reactive technique where the information given in a document is not subject to a possible distortion as a result of the interaction between the researcher and the respondent, e.g. as in interviews; (b) it helps the researcher to study the past; (c) it is a cost-effective method as the information has already been produced (Denscombe, 1998). However, documents may have some limitations in terms of the accuracy and completeness of the data (Patton, 2002).

In this study, a number of documents were critically analyzed, including: the journal articles, books, newspapers, the website of project management institute; the website of the larger waste companies which took part in the study. Such documents were of great value to examine the study and enrich the researcher's knowledge about the strategies and actions to fix project failures, and before planning for research instruments for collecting the primary data. This method enabled researcher to highlight and pursue any contradiction in the evidence emerging as a result of the inconsistencies between the data cleared in the documents and the questionnaires with the associated stakeholders. Ministry of finance and economic planning don't publish relevant information on its website yet in the data base they have good information regarding public projects in Rwanda.

Research instruments: Annum (2016) defines them as "fact finding strategies". They are the tools for data collection. They include Questionnaire, Interview, Observation and Reading. Essentially the researcher must ensure that the instrument chosen is valid and reliable. The validity and reliability of

any research project depends to a large extent on the appropriateness of the instruments. Whatever procedure one uses to collect data, it must be critically examined to check the extent to which it is likely to give you the expected results.

For this research questionnaire was used to collect primary data. This is a data collection instrument mostly used in normative surveys. It is a systematically prepared form or document with a set of questions deliberately designed to elicit responses from respondents or research informants for the purpose of collecting data or information. It is a form of inquiry document, which contains a systematically compiled and well organized series of questions intended to elicit the information which will provide insight into the nature of the problem under study. It is a form that contains a set of questions on a topic or group of topics designed to be answered by the respondent. The respondents are the population samples of the study. The answers provided by the respondents constitute the data for the research.

3.3 DATA ANALYSIS AND INTERPRETATION

Hatch (2002) Stated "Data analysis is a systematic search for meaning. It is a way to process qualitative data so that what has been learned can be communicated to others. Analysis means organizing and interrogating data in ways that allow researchers to see patterns, identify themes, discover relationships, develop explanations, make interpretations, mount critiques, or generate theories. It often involves synthesis, evaluation, interpretation, categorization, hypothesizing, comparison, and pattern finding". (Gray, 2004) identified two main approaches for analyzing qualitative data: content analysis and grounded theory. The former method attempts to identify specific categories and criteria of selection before the analysis process starts, while in the second method (grounded theory), no criteria are prepared in advance. All the measures and themes come out during the process of data collection and analysis. Hence, it can be recognized that grounded theory is an inductive approach and content analysis is more deductive. (Strauss and Corbin, 1998) defined grounded theory as a theory that *is discovered, developed and provisionally verified through systematic data collection and analysis of data pertaining to that phenomenon.* Analysis of data using grounded theory technique involves three stages: *Open coding*, in which the data is categorized into units; *Axial coding*, in which the relationships between categories are identified and finally *selective coding,* where the core categories are integrated to produce a theory (Strauss and Corbin, 1998). In regards to this current study, the data obtained was processed and analyzed using SPSS software an instrument which yielded from the grounded theory approach. The table below shows ways in which the data was collected and analyzed for study objectives;

Table 3.4 Types of data and data analysis tools

S/n^{o}	Types of Data	Data Analysis tools
01	Primary (Data collected by the researcher himself for the thesis purpose)	**Coding/Constant Comparison Analysis:** To perform a constant comparison analysis, the researcher first reads through the entire set of data (this also could be a subset of the data). After doing so, the researcher portions the data into smaller meaningful parts. Then, the researcher labels each portions with a descriptive title or a "code." The researcher takes pains to compare each new chunk of data with previous codes, so similar chunks will be labeled with the same code. After all the data have been coded, the codes are grouped by similarity, and a theme is identified and documented based on each grouping.
02	Secondary (Data collected by someone else for some other purpose but being utilized by the researcher for another thesis purpose)	Document analysis

Source: (Stokes, 2000).

The analysis process started with specific coding procedures used to process the data include – Creation of appropriate codes for open end questions and close end questions, create file structures-enter variables, perform data cleaning-Data transformation involve recoding variables, compute variables-data manipulation-data analysis. Data analysis tools such as frequency mean, tables' multiple response sets, and descriptive statistics were used. Afterwards, the researcher critically analyzed the responses of the formed categories with the aim of finding out the actual meaning of the data. The themes used in the result chapters had been emerged from the questions posed and the analysis process.

3.4 VALIDITY, RELIABILITY, TRIANGULATION AND GENERALIZATION

Validity: (Hammersley,1987) asserted that "an account is valid or true if it represents accurately those features of the phenomena, that it is intended to describe, explain or theorize". Insofar, validity is concerned with two main issues: whether the instruments used for measurement are accurate and whether they are actually measuring what they want to measure (Winter, 2000). (Ritchie and Lewis, 2003) indicated that the validity of research is conceived as the precision or correctness of the research finding. (Arksey and Knight, 1999) and Winter (2000) identified two different dimensions to the concept of validity, namely internal and external validity. Internal validity ensures that the researcher investigates what he claims to be investigating. External validity concerned with the extent to which the research findings can be generalized to wider population (discussed in table 3.3). Denscombe (1998) added that the use of multi-methods for examining one issue confirms the findings of the research and increases the validity of the data. In terms of this research, validity was achieved by undertaking multiple methods to investigate the problem from different stakeholders and strengthen the validity of the findings and increase the probability of generalization. Moreover, the questionnaire was tailored to the phenomena being investigated i.e. all the questions were directly linked to the research's aim and objectives and covered all aspects of the topic. Data was also set down and analyzed with a very high degree of accuracy. Finally, all secondary sources of data used were initially assessed to determine the validity of the information given.

Reliability: Reliability is known as to what extent the research findings can be replicated, if another study is undertaken using the same research methods (Ritchie and Lewis, 2003). They asserted that *"the reliability of the findings depends on the likely recurrence of the original data and the way they are interpreted"*. Marshall and Rossman (1999) and Seale (1999) argued that the absolute replication of qualitative studies is very difficult to achieve since they reflect realities at the time they were collected and in a situation which is likely to change. It is often referred to as an unrealistic demand. Phenomenological research may be difficult to repeat because it depends generally on unstructured data collection methods (Gray, 2004). Instead, a good practice of reliability can be enhanced through an aspect of reflexivity, which is *"showing the audience of research studies as much as possible of the procedures that have led to a particular set of conclusions"* (Seale, 1999).

A number of measures were undertaken to enhance the reliability of the current research, including: all written down in a questionnaire to present more reliable evidence and avoid any bias which might happen if the researcher attempted to what was being investigated. Also, all the questions were

worded-written clearly. If there was any misunderstanding the question respondents would request for any clear explanations in order to enable the interviewee understand what s/he was asked for? Moreover, all interviewees were given the opportunity to explain their own beliefs and thoughts freely in terms of added comments in the questionnaire without any intervention either with comments or gestures, which would create bias in the interviewee's response to the question being asked. It is recognized that the conditions surrounded the research might be different when replicating the current study but in an attempt to help others understand the various decisions and processes adopted along the research journey and increase the probability of replicating the present study, all decisions and procedures were set clearly. The study provides detailed information about the aim and objectives of the research, how the study was undertaken and the justifications of the adopted research strategy and methods.

Triangulation: Triangulation is a strategy that can be used to strengthen the confidence of the research findings (Arksey and Knight, 1999). (Decrop, 1999) indicated that triangulation can reduce and/or eliminate personal and methodological biases and increase the probability of generalizing the findings of a study as the data is gathered from different angles and by different methods. (Easterby-Smith, 1991) referred to data triangulation as the process of collecting data over different times or by using multiple methods. Decrop (1999) asserted that *"using multiple methods pave the way for more credible and dependable information"*. Denzin (1970) identified multiple triangulations that can be used in the same investigation, these include: (1) Methodological triangulation – the use of multiple methods to collect data. (2) Data triangulation – the use of a variety of data sources in a study in terms of person, time and space. (3) Investigator triangulation – whereby multiple researchers are employed to investigate the problem. (4) Theoretical triangulation – the approaching of the research with varied perspectives and hypothesis.

In respect of this research, data and methodological triangulations were accomplished through collecting the data from different sources and by using multiple methods, including: questionnaire and document analysis. The use of multiple methods assisted in data triangulation and at the same time was an effective way to overcome most of the weaknesses of each method used (Gray, 2004).

Generalization: Generalization can be defined as "the assertions of enduring value that are context-free" (Lincoln and Guba, 1985). For qualitative researchers, generalizability can be perceived as the "fit" between the cases studied and the other situations to the extent that make it possible to generalize the findings of the research (Schofield, 1994). (Ritchie and Lewis, 2003) named this type of generalization as 'representational'. It can be assessed based on two main issues: firstly, the precision

of interpreting and capturing the phenomenon, i.e. quality of field work, analysis and interpretation. Secondly, the extent to which the sample studied is representative to the original population. (Kalof, 2008) added two ways to achieve the generalizability of the research findings: clear description of the sample selection criteria and rich description of the research site. Both tactics are used in the current study where a thick description of sampling procedures and selection criteria are provided. This chapter also provided detailed information about the research site in terms of the procedures undertaken to achieve the aim and objectives of the research, the research methods used along with the data analysis techniques.

3.5 RESEARCH LIMITATIONS AND DELIMITATIONS

Several issues are worked against the achievement of results as planned hence weaknesses in the study since they confound the results. Examples of limitations include: few number of respondents who did not return questionnaires, and interjection emanating from others issues to be handled by the researcher within the period of research especially issues related to work, this interfered with research at some occasions. Acknowledging limitations doesn't necessarily affect the validity of research paper. Instead, it acts as a way to identify areas for further research and study. Research delimitation is that, this research is limited to causes of project failure and proposed solutions to the phenomena it did not go dig out the resultant effects of project failure on either sides the i.e. customer and supplier. It just assumed that both are project failure victims.

CONCLUSION

This chapter has detailed the thesis's theoretical and practical approach and rationalizes the different decisions and processes undertaken throughout the research journey. A qualitative approach are used to reach the overall aim and objectives of the study as it is characterized by its ability to provide a deeper understanding of the phenomenon being investigated. Using case study research strategy enabled the researcher to explore project management practices in from different economic sector and by using multiple sources of evidence, including: questionnaires and document analysis. Data obtained throughout were analyzed using the instruments a method which yielded from the grounded theory approach. The chapter finally looks at the validity, reliability and triangulation issues. The next chapter presents and discusses the results obtained from the case study.

With the purposive sampling the researcher has to use personal judgment to select cases that will best meet the research questions and objectives (Saunders et al., 2003). Rubin and Rubin (1995) named three main guidelines for selecting a purposive sample. The researcher should select the informants who are knowledgeable about the issues being investigated, willing to talk and representative of the range of points of view. As Schutt (2006) asserted about purposive sampling: Each sample element is selected for a purpose, usually because of the unique position of the sample elements. Purposive sampling may involve studying the entire population of some limited group or a subset of a population (mid-level managers with a reputation for efficiency). Or a purposive sample may be a "key informant survey", which *targets individuals who are particularly knowledgeable about the issues under investigation. For the current study, particular project stakeholders knowledgeable with reputation for* efficiency about the issues under investigation among project clients, sponsors, managers, and team members on the project were identified to participate in the research, this was done consistently on each project in the sample size as addressed by Glancey and Pettigrew (1997), Main *et al.* (1997) and Baker *et al.* (2000). Also, this gave the opportunity to all economic sectors to be involved in the research boundary and get benefit from the current study in relation to managing projects effectively and at the same time helping in awareness of the project failure effects and improving on projects value measures. Participants were also selected as those who had experienced the phenomenon being investigated, willing to cooperate and were able to communicate their experiences without any bias and embarrassment.

Respondents were contacted using two different means: First, a written letter was printed and submitted with a copy of received note to the institutions and project sites giving a brief introduction about the researcher (i.e. name and university, research moderator), describing the aim of the

research, showing the importance of the study to the project management milieu, detaining the integrity of the researcher about the confidentiality of the requested data and finally asking for the authorized permission for data collection and to take part in the case study (see Appendix 1). The letter was printed and authorized with the researcher's signature. Second, within 24 hours of receiving the letters of acceptance telephone contact arrangements were done with the persons who were to participate for secondary data preparations and research questionnaires filling as per the convenience of respondents. All the institutions and projects were contacted reacted positively but, unfortunately, not all respondents returned the questionnaires out of 120 issues only 85 represented 70.8% of the targeted sample.

CHAPTER 4

DATA ANALYSIS AND INTERPRETATION

4.1 INTRODUCTION

This chapter presents the tables of research findings, data interpretation, and data analysis. The purpose of this study was to address the causes of project failure then analyzes to determine when – and why – a project has failed. The objectives of the study were to; Analyze effective methodologies those contribute to reduce risk and increase value to projects, Understand the factors that come into play to ensure that project deliverables are served as planned in the business case, Identify the required decision making core elements or basic efforts turned to actions to correct high project failure rates, Offer suggestions for improvements to the analyzed prevailing project management environment. These objectives were accomplished. The findings presented in this chapter demonstrate the potential for merging theory and practice.

4.2 PROFILE OF PROJECTS SELECTED FOR STUDY

To make this research possible 30 projects were selected from three economic sectors, 10 were selected manufacturing sector, 10 from service sector, and 10 from agriculture, out of this sample size 7 are ongoing projects while 23 are closed projects, in nutshell they have one overriding objective which to "increase value to their respective organizations in terms competitive advantage and enhance profits" as fundamental reason for their pursuit of investment. 12 of them attached the international funding inform of grants, and loans due to their globalization nature of interests, and massive fund required to have the projects done. Other are even cross boarder projects for instance 1813222 400KV standardization line for Kenya-Uganda-Rwanda interconnection project.

4.3 PRIMARY DATA ANALYSIS

This chapter discusses the data analysis and findings and analysis derived from 85 questionnaires completed from the targeted 120 potential respondents these included Client/Beneficiaries, Project sponsors, Project managers, and Project team members, which constitutes a 70.8% response rate for the survey. Out of 85 respondents, 96.4% have completed all of the questions that were required to be answered and 3.62% have not attempted to answer some of the questions. The responses gathered from the survey have been analyzed using the SPSS software version 21. This chapter solely focuses on presenting the gathered data in a meaningful way to facilitate the discussion, The findings are discussed according to the questions on project deliverables and project methodology of the questionnaire and then with reference to the five variables. The questions on project deliverables and the methodology used of the questionnaire were: Actions to correct project failure, Project value indicators, Activities involved at project work, Project principles focus, Roles of different stakeholders at the project, and Project management methodology. Other research findings were used to increase the validity and contextualize findings. Variables affecting the likelihood of phenomena under investigation were used to summarize the findings (Onega 2001).

It is urged conventionally that at the very beginning of a project; organizations, vendors and project managers should spend adequate time defining variables to establish the overall success/ failures (Brian K, 2005).

To illustrate how these variables play their part in reflecting holistic project success/failure one has to consider their effects: Late project delivery delays the start of realizing business benefits, Over budget delivery reduces the net benefits realized, Reducing the scope reduces the value- adding functionality delivered and poor quality**,** reduces the delivered service's ability to generate business value (Sacks, and Partouche, 2010). Against this background the respondents were asked to reflect on the activities involved in project. The results are presented in table 4.1.

Table 4.1 Respondents' views on activities involved at project work.

Activities involved at project work?	N	Mean
Planning as an activity that is involved at any stages of project work	85	4.7765
Assessing project risk as an activity that is involved at any stages of project work	84	4.3214
Estimating resources required to accomplish the project work as an activity that is involved at any stages of project work	85	4.8000
Organizing the project work as an activity that is involved at any stages of project work	85	4.7412
Acquiring project human and material resources as an activity that is involved at any stages of project work	85	4.4000
Assigning project tasks as an activity that is involved at any stages of project work	85	4.5412
Directing project activities as an activity that is involved at any stages of project work	84	4.4881
Controlling project execution as an activity that is involved at any stages of project work	85	4.6353
Reporting project progress as an activity that is involved at any stages of project work	85	4.7529
analyzing the project results as an activity that is involved at any stages of project work	85	4.4588

Source: Primary Data

Table 4.1 shows that the average mean is 4.59154 which is a positive extreme. This result is an indicator that most of the respondents' views agree and strongly agree that these are project processes activities that must be undergone through at any stages of project by stakeholders should expect from any business project in general perspective. It is in agreement with Dick Billows (2014) typology of projects' elements. He urged that the first rule is a commitment by the organization to manage everyone's project workload and prevent excessive levels of project work. As an example, the organization's project protocol might specify that: first level supervisors (whom everyone wants on their project team) can be assigned no more than12 hours of project work each week. The organization must also track people's assignments and clearly communicate to them which projects they should work on each week. That's based on the organization's priority decisions and it's far better than having project team members decide which projects to work on first, based on who's yelling the loudest.

Organizations that consistently succeed with projects perform well at every level in the project management process. They control the initiation of projects as well as the planning, approving, prioritizing and monitoring of projects based on the business value those projects produce. They manage the pool of project resources just as they manage their capital budgets, allocating people's time and money to projects based on the payback. They follow a consistent methodology for all

projects, holding people accountable for playing their role correctly shall result in expected deliverables.

Project deliverables: The views of respondents on project deliverables are presented in table 4.2.

Table 4.2 Respondents' views on project deliverables.

Projects deliverables	N	Mean
Scope as a project deliverable	85	4.5176
Time as a project deliverable	85	4.4353
Cost as a project deliverable	85	5.1059
Quality as a project deliverable	85	4.3647
Risk as a project deliverable	85	4.5059

Source: Primary Data

According to table 4.2 the average mean is 4.58588 which is a positive extreme. This result is an indicator that most of the respondents' views agree and strongly agree that these variables are the desired deliverables to any project measured to realize full benefits as promised in the project business case. A project is successful when it produces the desired results within a budget, quality, scope, risk, and time. The respondents have indicated a higher level positive concern to project deliverables. If any of these is missing then the project is a failure. Project management is both supply-side' internally focused (basically, deliver what was in the agreed functional specification, on the date agreed and at the cost agreed); and demand-side' externally focused (basically, deliver what the customer actually *needs* and realize the desired project outcomes, in terms of business benefits, beginning on the date agreed and at the cost agreed. in this way it seeks to maximize the business value of project investments and this "value" is realized in terms of both financial and strategic benefits reflected on in table 4.3.

Project "Value" Indicators: The rating of project value indicators by the respondents are prescribed in the table 4.3. It is meaningful to evaluate what project managers value in project activities and deliverables.

Table 4.3 Respondents' views on project "value" indicators.

Projects' "value" indicators	N	Mean
Reductions in existing cost an indicator of business projects' "value".	84	3.9048
Reductions in other business cost an indicator of business projects' "value".	84	3.8095
Savings from reduced business investment an indicator of business projects' "value"	84	3.0238
Additional business revenue an indicator of business projects' "value"	84	4.0357
Improved cash flow an indicator of business projects' "value"	84	4.2619
Business revenue reductions avoided an indicator of business projects' "value"	82	3.9512
Business cost increases avoided an indicator of business projects' "value"	83	3.9880
Competitive advantage gained e.g. improving the company's image an indicator of business projects' "value"	84	4.6429
Increasing customer or retailer switching costs an indicator of business projects' "value"	84	4.3810
Increasing supplier leverage an indicator of business projects' "value"	84	3.8690
Facilitating business collaborations an indicator of business projects' "value"	84	4.2143
Introducing new products/services an indicator of business projects' "value"	84	4.5476
Changing business competition from being cost based to being based on sustainable differentiation or establishing new product distribution channels competitive response an indicator of business projects' "value"	83	4.3253

Source: Primary data

Table 4.3 average mean of responses is 4.073462 which is a positive extreme. This result is an indicator that most of the respondents' views agree and strongly agree that these are real indicators of "value" project stakeholders expect from any business project. Strategic benefits rank the highest in the table with "competitive advantage gained" as the top scorer value with 4.6429 followed by "introducing new products" with 4.5476, Increasing customer or retailer switching costs 4.3810, Changing business competition from being cost based to being based on sustainable differentiation or establishing new product distribution channels competitive response 4.3253 all the fist four are strategic followed by financial value "Improved cash flow" with 4.2619 and the least score is "Savings from reduced business investment" with 3.0238. To sum it all the result here indicate that projects should be managed on a reasonably formal 'objective' Supply-side basically, deliver what was in the

agreed functional specification, on the date agreed and at the cost agreed; and demand-side basically, deliver what the customer actually *needs* and realize the desired project outcomes, in terms of business benefits, beginning on the date agreed and at the cost agreed (if these last two are critically important); in this way it seeks to maximize the business value of project investments.

Project is founded on the principle that in order to get the best outcome for the project, organizations need to focus their limited time and energy on avoiding or mitigating the most common causes of project failure, *where project failure is defined as failing to fully realize the promised business benefits*. The result is focusing on 8 principles as drivers of Project Success that were reflected on by the respondents in the data findings presented below;

Projects' focus: The rating of Projects' focus by the respondents is prescribed in the table 4.4. It is meaningful to critically evaluate what projects focus on throughout different project phases.

Table 4.4 Respondents' views on projects' *focus*.

Projects' focus principles	N	Mean
Building commercially optimal portfolio of projects during development and sustaining the value of that portfolio as a principle focused on projects	84	3.8929
Balance of business demand and supply through categorization, evaluation, acceptance, rejection and prioritization of 'Work Change Requests' as a principle focused on projects	85	3.7059
Formal, 'objective' process by which work is managed into the supplier, understanding the true costs, true business benefits and the true risks of failing to deliver and realize those benefits as a principle focused on projects	85	4.0941
If the Business Case won't stand up to true commercial scrutiny at the start of the project, no need to start it, certainly won't stand up to this scrutiny by the end as a principle focused on projects	85	4.0000

Source: Primary Data

According to table 4.4 the average mean is 3.923225 a score which is a positive extreme. This result is an indicator that most of the respondents' views agree and strongly agree that project managers should focus on "right project" i.e. project demand is managed through balancing of business demand and supply through the categorization, evaluation, acceptance, deferral/rejection and prioritization of 'Work/Service/Change Requests' based on cost, value and risk criteria, such that work is managed into

the supplier, understanding the *true* costs, *true* business benefits and the *true* risks of failing to deliver and realize those benefits.

Project incentives' focus: The views of respondents on Project incentives' focus on project are prescribed in the table 4.5.

Table 4.5 Respondents' views on incentives' *focus* on projects'.

Project Incentives' focus principles	N	Mean
Project managers and staff set productive utilization targets, their remuneration being partially driven by achievement of those targets but largely driven by the extent to which their projects go on to actually realize their promised benefits as a principle focused on incentives.	85	3.2706
Project managers and staff agree realistic costs and benefits in the business case and focus their energies on sustaining the value of the project during development, not just delivering it to budget and schedule targets as a principle focused on incentives.	85	4.1647

Source: Primary Data

According to table 4.5 the average mean is 3.71765 a score which is a positive extreme. This result is an indicator that most of the respondents' views agree and strongly agree that any projects' incentives should largely be driven by the extent to which projects go on to actually realize their promised benefits; in this way project managers and their staff they are incentivized to agree *realistic* costs and benefits in the business case.

Customer/supplier relationships' focus: The views of respondents on Customer/supplier relationships' focus on project are prescribed in the table 4.6.

Table 4.6 Respondents' views on customer/supplier relationships' focus on projects.

Customer/supplier relationships' focus principles	N	Mean
Supplier and the business he supports entering into a pseudo-commercial relationship, with shared risk and reward to seek a commercially optimal outcome from projects as a Principle focused on customer/supplier relationship	84	3.5000
Project Sponsor becomes truly accountable for both the project costs incurred and the realization of the benefits as a Principle focused on customer/supplier relationship	84	3.3571
Not so fixated on delivering the project to budget and schedule that it neglects the real goal of delivering the promised benefits as a Principle focused on customer/supplier relationship	84	3.5952

Source: Primary Data

Table 4.6 shows an average mean of 3.4841 a score which is a positive extreme. This result is an indicator that most of the respondents' views agree and strongly agree that Projects are founded in order to get the best outcome from the perspective of the customer. Project managers focus their limited time and energy on avoiding or mitigating the most common causes of project failure, *where project failure is defined as failing to fully realize the promised business benefits*. Dick (2014) Site an example that IT Function is not so fixated on delivering the project to budget and schedule that it neglects the real goal, viz. delivering the promised benefits; and the Project Sponsor becomes truly accountable for both the project costs incurred and the realization of the benefits. Additionally, this incentivizes the Project Sponsor to agree *realistic* costs and benefits in the business case.

Planning' focus: The rating of planning' focus by the respondents is prescribed in the table 4.7. It is meaningful to critically evaluate what planning focus on throughout different project phases.

Table 4.7 Respondents' views on planning' focus on projects.

Planning of projects' focus principles	N	Mean
Project work based on the key milestones that will deliver business value (as opposed to inputs, tasks/activities and outputs) as a principle focused on planning	84	4.0476
What has to be achieved irrespective of how you are going to achieve it; the how is addressed in the lower level task/activity plans to ensure that the 'Big Picture' (i.e. delivering the benefits) is not lost as a principle focused on planning	85	3.7765

Source: Primary Data

According to table 4.7 the average mean is 3.91205 a score which is a positive extreme. This result is an indicator that most of the respondents' views agree and strongly agree that Projects are founded on the principle of "right planning". Dick Billow (2014) urge that Project complements traditional 'Gantt-style' task/activity planning with 'outcome-driven(essentially simple, commercially realistic, easily understood by business people and can be applied to any size or complexity of project). Milestones to deliver business value (as opposed to inputs, tasks/activities and outputs). It is focused on *what* has to be achieved irrespective of *how* you are going to achieve it; the *how* is addressed in the lower level task plans.

Governance' focus: The rating of projects' governance focus by the respondents is prescribed in the table 4.8. It is meaningful to critically evaluate what planning project principles' focus on throughout different project phases.

Table 4.8 Respondents' views on governance's' focus on projects.

Project governance' focus principles	N	Mean
Ongoing appraisals of a project to review and agree significant proposed changes to determine if the project should be continued, re-scoped or terminated as a principle focused on projects' governance	85	4.0588
During project delivery the business case for all or part of the project 'goes negative', in terms of failing to pass the 'value hurdles' then the goal is to terminate the development of that functionality to stop non-value-adding work at the earliest time possible as a principle focused on projects' governance	85	3.4706
Portfolio Managers, Project Directors/Sponsors and general Executives remain focused on the 'Big Picture' and report project plans across the organization in a consistent manner as a principle focused on projects' governance	85	4.1059

Source: Primary Data

According to table 4.8 the average mean is 3.878433 a score which is a positive extreme. This result is an indicator that most of the respondents' views agree and strongly agree that Projects are founded on the principle of "right governance". The project delivery status is essentially the level of variance of the project against the delivery plan, in particular the planned costs, schedule, scope and quality. The benefits delivery status is essentially the level of variance of the project's business case against the original business case, in particular the promised benefits". If during project delivery the business case for all or part of the project 'goes negative', in terms of failing to pass the 'value hurdles' (e.g. forecasted competitive advantage, Return on Investment, strategic alignment), then the goal is to *terminate* the development of that functionality (or re-scope to 'rescue' the functionality that *will* pay its way). The name of the game is to cease throwing good money after bad and stop non-value-adding work at the earliest time possible

Outcomes' focus: The rating of Project outcomes' focus by the respondents is presented in the table 4.9. It is meaningful to critically evaluate outcomes' focus on the project.

Table 4.9 Respondents' views on outcomes' focus on projects.

Outcomes management focus principles	N	Mean
Project Managers take the view that whoever is responsible for realizing the benefits from the project it certainly isn't them; once the project is live and the initial service bugs are ironed out, their job is at an end as a principle focused on projects	84	3.5952
Business and supplier are supposed to be working together to realize the promised business benefits; without the realization of the benefits the entire project is pointless as a principle focused on as a principle focused on projects' out comes mgt	85	3.8118
Primary incentive is to deliver the functionality set out in the Functional Requirements Specification to budget and schedule, not to work with the customer to commercially prioritize the functional requirements and design the system to achieve the best commercial outcomes	85	3.2471

Source: Primary Data

According to table 4.9 the average mean is 3.551367 a score which is a positive extreme. This result is an indicator that most of the respondents' views agree and strongly agree that Projects are founded on the principle of "right outcomes". Project managers will often cite the fact that in the Project Mandate, part of the 'Project Sponsor' role is defined as 'responsible for harvesting the project benefits', so absolving them from responsibility. No matter what the 'small print' says in the Project Mandate, it is skeptical and pointless to use that as a 'get out of jail free' card and expect that to 'fix the problem'. Therefore, business and supplier are supposed to be working together to realize the promised business benefits; without the realization of the benefits the entire project was pointless. So it should not be a matter of 'restrictive practices' being used to let benefits management fall between the cracks. The primary incentive is to deliver the functionality set out in the Functional Requirements Specification to budget and schedule, not to work with the customer to commercially prioritize the functional requirements and design the system to achieve the best commercial outcomes.

Business model' focus: The rating of Project Business model' focus by the respondents is presented in the table 4.10. It is meaningful to critically evaluate project business model' focus principles on the project.

Table 4.10 Respondents' views on business model's' focus on projects.

Project Business model' focus principles	N	Mean
Run the project as a 'value centre'. It's overriding objective being to add the maximum value to the business it serves as a principle focused on projects' business model	85	4.1765
Funding must largely be determined by affordability and success at projects' value realization, i.e. there is a causal effect between demonstrably adding value to the business and funding levels as a principle focused on projects' business model	85	4.2000

Source: Primary Data

According to table 4.10 the average mean is 4.18825 which is a positive extreme. This result is an indicator that most of the respondents' views agree and strongly agree that Projects are founded on the principle of "right business model". Project funding must largely be determined by affordability and success/failure at projects' value realization, i.e. there is a causal effect between demonstrably adding value to the business and funding levels.

Organization model' focus: The rating of Project Organization model' focus by the respondents is presented in the table 4.11. It is meaningful to critically evaluate project Organization model' focus principles on the project.

Table 4.11 Respondents' views on organization model's' focus on projects.

Projects organization model' focus principles	N	Mean
Projects must maintain a core 'project management centre of excellence' from which project management professionals with minimal line management responsibilities are seconded to projects as a principle focused on projects' organization model	85	3.9529

According to table 4.11 the average mean is 3.9529 a score which is a positive extreme. This result is an indicator that most of the respondents' views agree and strongly agree that Projects are founded on the principle of "right organization model". Therefore, it's true that projects must maintain a core

Project management centre of excellence from which project management professionals with minimal line management responsibilities are seconded to projects.

Project stakeholders' roles: The rating of roles of stakeholders by the respondents is presented in the table 4.12. It is meaningful to critically evaluate project stakeholders' roles when considering a new project.

Table 4.12 Respondents' views on roles played by project stakeholders.

Project stakeholders' roles when considering a new project	N	Mean
Set priority it should have as a role played by executives	85	4.4235
Look at the available resources and lower the priority of other projects to make room for the new one as a role played by executives	85	4.1412
Define the end result the project should produce and how he would measure it as a role played by project sponsors to new projects	85	4.1294
Engages managers to define major deliverables to the end result as a role played by project sponsors to new projects	85	4.0588
Use methodology where priority # 1 projects get first call on resources as a role played by project managers to new projects	85	4.3294
Follow project protocol for planning, scheduling, staffing, and tracking projects as a role played by project managers to new projects	85	4.4706
Make accurate estimates of the work and time as a role played by project team members to new projects	85	3.8706
Organization track assignments and clearly communicate to them which projects they should work on each week or project team members decide which projects to work on first as an approach to new projects	85	3.4471

Source: Primary Data

According to table 4.12 the average mean is 4.108825 which is a positive extreme. This result is an indicator that most of the respondents' views agree and strongly agree that these are the roles played by project stakeholders reduce risk and increase value when considering new projects. This particular research in the interview explored that Executives play their role properly in the sense of considering a new projects and the priority it should have by looking at the available hours and lowering the priority of other projects to make room for the new one. When senior management docs their job

like this, “we don't wind up initiating projects that require 20,000 hours of work when we only have l2,000 hours of availability to work on projects”. Executives are not setting priorities when everything is priority number one.

Project sponsor playing his role correctly. He defines the end result the project should produce and how he would measure, then he engage the managers in defining the major deliverables that would lead them from where they are now to that end result. Last, he promise to work with department heads to get them to lend people for the project team needed.

The experienced project manager advice new project managers for no pushing for best practices, they perform like order-takers at a drive-in restaurant, giving little thought or energy to planning or how to avoid problems before they occur. “Remember how our methodology works”. Priority # 1 projects get first call on resources and then priority #2. So you're going to get your resources when those higher priority projects don't need them. Then look at some previous projects that are similar to yours. Get them out of the archives and you'll learn in detail how we do things and also gather some samples of plans and documents and estimates that you may be able to use."

Finally that there should be project rules and an executive should communicate to everyone the obligations of the project team members in their organization's system. The first rule is a commitment by the organization to manage everyone's project workload and prevent excessive levels of project work. As an example, the organization's project protocol might specify that: first level supervisors (whom everyone wants on their project team) can be assigned no more than 12 hours of project work each week. That's based on the organization's priority decisions and it's far better than having project team members decide which projects to work on first, based on who's yelling the loudest.

Ultimately, the success or failure of a project is subjective: perceptions are reality. If the Board perceives the project as a failure then it is a failure. If the programme/project Sponsors and Stakeholders perceive it as a failure, then it is a failure. On what evidence do they base their perception of failure? This will be based on one or more of the following criteria reflected on by the respondents in this particular research.

The rating of stakeholders’ reality perceptions by the respondents is presented in the table 4.13. It is meaningful to critically evaluate project stakeholders’ reality perceptions on Projects failure or success based on evidence of 5 criteria.

Table 4.13 Respondents' views on reality perceptions of stakeholders on projects criteria.

Projects failure or success subject to reality perceptions	N	Mean
Not delivering when it was expected as one of the 5 evidence criteria based on by different stakeholders to measure the project as a failure or success	85	3.5412
Not delivering it at the cost expected as one of the 5 evidence criteria based on by different stakeholders to measure the project as a failure or success	85	3.4941
Not delivering all the functionality that was expected as one of the 5 evidence criteria based on by different stakeholders to measure the project as a failure or success	85	3.5294
Not delivering the functionality with the expected quality as one of the 5 evidence criteria based on by different stakeholders to measure the project as a failure or success	85	4.1882
Not realizing the full business benefits as one of the 5 evidence criteria based on by different stakeholders to measure the project as a failure or success	85	4.1994

Source: Primary Data

According to table 4.13 the average mean is 3.77646 a score which is a positive extreme. This result is an indicator that most of the respondents' views agree and strongly agree that stakeholder perceptions are reality criteria for measure of project success or failure. Dick Billows (2014) cited that ultimately, the success or failure of a project is subjective: perceptions are reality. If the Board perceives the project as a failure then it is a failure. If the project Sponsors and Stakeholders perceive it as a failure, then it is a failure on what evidence do they base their perception of failure based on one or more of the following, listed in the typically decreasing order of priority; 1. Not delivering when it was expected (Scheduled), 2. Not delivering it at the cost expected (budget), 3. Not delivering all the functionality that was expected (scope), 4. Not delivering the functionality with the expected quality. Most Project Managers would accept that failings in one or more of these four 'project failure criteria' at least contributes to a fair perception of 'project failure'. What many Project Managers would probably not put on their 'project failure criteria' list is the criterion that deems to be the cardinal one, the single biggest factor on which the business will typically assess a project as a failure, namely, 5. Not realizing the full business benefits, as promised in the original business case. As far as the business is concerned the only reason for investing in the project in the first place was to reap the

promised financial and non-financial benefits (i.e. its value) and if it fails to live up to these promises then it has failed, end of story as evidenced by its score which higher than the rest of the variables.

Perhaps the most critical question those failing projects to ask themselves is whether or not they have created the environment within which effective decisions can be made. Effective decisions yield to a number of turnaround actions/efforts to correct project failure reflected on by the respondents presented in the table 4.14.

Table 4.14 Respondents' views on turn around actions to correct project failure.

Actions to correct project failure	N	Mean
Planning as efforts to correct project failure	85	4.74
Customer relationship as efforts to correct project failure	85	3.99
Set targets as efforts to correct project failure	85	4.42
Building optimal portfolio projects as efforts to correct project failure	84	4.04
ongoing appraisals & reviews of projects as efforts to correct project failure	84	4.7024
projects benefits realization as efforts to correct project failure	85	4.2471
Run projects as 'value centre' as efforts to correct project failure	85	4.3412
Maintain a core 'project management centre of excellence as efforts to correct project failure	80	4.4000

Source: Primary data

Table 4.14 presents the turnaround actions suggested by respondents to correct project failure rates. The average mean is 4.36 which is a positive extreme. This result is an indicator that most of the respondents' views agree and strongly agree that these actions are turnaround efforts to correct project failure. (Calleam Consulting 2008) identified them as decision making elements that reflects Technical knowledge, Business domain knowledge, Engagement and Participation, Ownership and commitment, Collaborative relationships, Shared understandings, Situational awareness, Clear purpose and goal, and Quality focus . Further stressed that when they are missing/if the project is challenged with these elements, such typical problems will arise; Poor design, low productivity, bad estimates, technical defects, technical omissions, undetected defects, Functional errors and omissions, incorrect assumptions, missing scope, missed opportunities, Delays in project start up, sporadic and intermittent progress, delays waiting for key decisions to be made, volatility due to stakeholders getting involved too late, "not my job" syndrome, buck passing, Silos, isolationism, politics, misunderstandings, disputes, gaps or duplication of effort, Lack of clarity, confusion, rounds of

“clarifications”, Failure to see warning signs of trouble, lack of understanding of project’s true status, simplistic perspectives, Building the wrong product, conflicting or shifting priorities, missteps and false starts, Poor quality, product recalls, high levels of rework, extended periods lost investigating problems, loss of customer confidence, Lack of direction, lack of coordination, failure to see or address critical problems, general project breakdown.

Project Management Methodology: The researcher conducted a convenience survey of project management practitioners to gauge their use and experience in utilizing tailored project management methodologies. Asked a variety of questions that sought to determine whether or not they used a project management methodology, the level of tailoring, the level of project success and the level of organizational project management maturity. (See the Explanation and tables of findings for details regarding the research.)

When asked whether their organizations have a defined project management methodology, the average mean of 83 Respondents was 1.4578 a score which is a negative extreme. This result shows that 3.5422 (70.8%) of organizations do not have any form of defined project management methodology. This means that there were no standardized processes, templates, tools or techniques to a greater or lesser degree tailored, project management methodology. One of the reasons given for not having a project management methodology and particularly a tailored project management methodology was practitioners did not know how to develop and implement one.

Respondents who indicated that they had no project management methodology were asked whether or not they believed a project management methodology would help them deliver projects more successfully. But surprisingly, 88.8% of them indicated that they thought a defined project management methodology would help them deliver their projects more successfully. This may indicate that while individual practitioners see benefit in a defined project management methodology, the organizational culture and senior decision makers do not see this benefit. (PMI, 2014) suggests that successfully implementing a defined project management methodology requires support from a wide range of stakeholders including practitioners, executives, senior technical staff and others who can influence its adoption and use. A starting point may be to use research, such as presented here below, that demonstrates the benefits a defined and tailored project management methodology brings to an organization

A good one is obvious for it to deliver successfully, Because having it smoothens the project performance appraisal, division of labor monitoring, evaluation and keeping on track the project

implementation oversight, Because it defines clearly where to begin and the end for us the project practitioners, Because it is documented, Because the management of project is not done adhocly but systematically and in effective way of which is provided in the methodology. This is evidenced by their beliefs on methodology contributions to the success, or failure on projects presented in the table 4.15.

Table 4.15 Respondents' views on impact of the methodology to project success/failure.

Rating of methodology contribution to the success, or failure of projects?	Percentages
A methodology plays no role at all in whether or not a project will succeed or fail	2%
Project success or failure depends entirely on the methodology being used	8%
A methodology plays a minor role in determining project success or failure	25%
A methodology plays a major role in determining project success or failure	65%

Source: Primary Data

When asked about the impact respondents thought their methodology had on the success or failure of their projects, only 2% of respondents who indicated they used a defined project management methodology indicated that it played no role at all in whether the project succeeded or failed. Table 4.15 shows that 65% of respondents who use a project management methodology believe that a methodology plays a major role in determining project success or failure.

When asked to provide self- evaluation of project success with a Tailoring methodology their suggestions were as follows as presented in the reflected on in the table 4.16.

Table 4.16 Respondents' views on projects success with methodology.

Kind of a Tailoring methodology to projects success	Percentages
No Methodology	12%
With Minor Tailoring	9.3%
With Moderate Tailoring	15.4%
With Mostly Tailored	53.3%
With Completely Tailored	77%

Source: Primary Data

Respondents were asked to provide a self- evaluation of project success, which was measured against whether or not they had any form of methodology; and, if they did, how much tailoring or customization was done to it. The data shown in table 4.16 indicates that having a moderate, mostly and completely tailored project management methodology may be related to greater levels of project success than not having a project management methodology. Furthermore, the data suggest that the more tailoring of a project management methodology the greater the level of project success.

When asked to assess the level of their organizations in relation to professional project management practices, their report results presented in the table 4.17.

Table 4.17 Respondents' views on projects professional management practices.

Levels of methodology Tailoring in relation to organization professional project management practices	Percentages
No Methodology	4.3
Minor Tailoring	2.9
With Moderate Tailoring	9.5
With Mostly Tailored	21.3
With Completely Tailored	74.3

Source: Primary Data

When the respondents were asked to assess the level of organizational project management maturity of their organizations, there appears to be a relationship between those with no methodology compared to those with a defined methodology. Table 4.17 shows, those organizations that used a defined project management methodology reported a higher level of maturity than those organizations that did not.

4.4 ANSWERS TO RESEARCH QUESTIONS

1. Where does the fault of project failure lies at different elements of project within an organization? This is so because (Dick Billows 2014) provides that organizations with problems of doing projects can experience failure rates as high as 70% of which wastes so much money and human resources that even a small increase in the success rate is worth a lot. It is crucially important to carry out this study so as to obtain information and data to address this scenario.

According to the research findings the fault of project failure lies at several levels in the organization where the Executives fail in their strategic role of prioritization and resource allocation, Project sponsors fail to define exactly what the projects should deliver, project managers fail to give executives the tools they need to do their jobs and fail to give project team members clear performance expectations project team members fail to make accurate estimates or honestly report the status of their assignments.

The fault also lies at project "Decision Engine" because it captures turnaround efforts as actions necessary for project success and the typical problems that arise if the project is "challenged" in a certain element. These efforts to correct project failure rates must be present at all these levels to accomplish project work since they reflect Technical knowledge, Business domain knowledge, Engagement and Participation, Ownership and commitment, Collaborative relationships, Shared

understandings, Situational awareness, Clear purpose and goal, and Quality focus to the extent that when they are missing/if the project is challenged with these elements, such typical problems will arise; Poor design, low productivity, bad estimates, technical defects, technical omissions, undetected defects, Functional errors and omissions, incorrect assumptions, missing scope, missed opportunities, Delays in project start up, sporadic and intermittent progress, delays waiting for key decisions to be made, volatility due to stakeholders getting involved too late, “not my job” syndrome, buck passing, Silos, isolationism, politics, misunderstandings, disputes, gaps or duplication of effort, Lack of clarity, confusion, rounds of “clarifications”, Failure to see warning signs of trouble, lack of understanding of project’s true status, simplistic perspectives, Building the wrong product, conflicting or shifting priorities, missteps and false starts, Poor quality, product recalls, high levels of rework, extended periods lost investigating problems, loss of customer confidence, Lack of direction, lack of coordination, failure to see or address critical problems, general project breakdown. Executives have to give up some of their prerogatives. Specifically, they have to agree that they cannot start a project whenever they wish. That's true even if the project involves only people in their area of accountability. Department managers have to give project managers just a little bit of authority over people who are loaned to their projects. Team members need to understand that project work counts just like the work they do or their "real" jobs.

Last but not least the fault of project failure lies at project management methodology used. PMI (2013b) defines Project management methodology as a defined, documented and discoverable set of policies, practices, processes, tools, techniques and templates that provide guidance on how projects are run within an organization. A methodology can be extensive or minimal; rigorous or lightweight; complex or simple; linear or highly iterative; described in phases or described for the entire project lifecycle. A project management methodology should reflect the size, duration and complexity of each individual project, and be adapted to the industry, organizational culture and level of organizational project management maturity of the organization. Tailoring is the process of referencing framework documents, standards and other relevant sources and utilizing those elements that provide processes, tools and techniques that are suitable for that particular organization. Data shows that 65% of respondents who use a project management methodology believe that a methodology plays a major role in determining project success or failure. Furthermore, the data suggest that the more tailoring of a project management methodology the greater the level of project success. Finally those organizations that used a defined project management methodology reported a higher level of maturity than those organizations that did not. Project managers have to follow the organization's project methodology whether they like it or not. Everyone needs to meet the requirements of their role as defined in an

organizational project protocol.

2. Why stakeholders in some case especially the client or customer perceive a project as a success yet doesn't live to business expectations? I.e. success rate doesn't give those organizations competitive advantage and yields high levels of profitability.

Eventually, the success or failure of a project is subjective: perceptions are reality. If the Board perceives the project as a failure then it is a failure. If the programme/project Sponsors and Stakeholders perceive it as a failure, then it is a failure based primarily on one or more of the following four traditional criteria listed in the typically decreasing order of priority that tend to act in a 'push-pull' relationship with one another:1. Not delivering when it was expected (Scheduled) 2. Not delivering it at the cost expected (budget) 3. Not delivering all the functionality that was expected (scope) 4. Not delivering the functionality with the expected quality. Most Project Managers would accept that failings in one or more of these four 'project failure criteria' at least contributes to a fair perception of 'project failure'.

The current research findings realized that What many Project Managers would probably not put on their 'project failure criteria' list is the criterion that deems to be the cardinal one, the single biggest factor on which the business will typically assess a project as a failure, namely, 5. Not realizing the full business benefits, as promised in the original business case and fail to realize that as far as the business is concerned the only reason for investing in the project in the first place was to reap the promised financial and non-financial benefits (i.e. its value) that if it fails to live up to these promises then it has failed, end of story.

This particular research contention is that the target of successful project management must be achieving the best business value outcome of projects. These will be fully achieved if the benefits promised in the project's business case are fully realized in the timescales predicted in the business case, reason being that the four traditional project success criteria of 'delivery to agreed budget', 'delivery to agreed schedule', 'delivery of agreed scope' and 'delivery to quality needs' are 'value modifiers' i.e. they may not affect the project achieving its objectives (e.g. a late or over- budget stock replenishment system has still achieved the objective of 'automating stock replenishment') but they will almost inevitably affect the project achieving its best outcome (of maximum business value) because late project delivery delays the start of realizing business benefits, over budget delivery reduces the net benefits realized, reducing the scope reduces the value- adding functionality delivered

and poor commercial quality, by definition, reduces the delivered system/service's ability to generate business value.

Conventional project management methodologies are focused almost exclusively on improving the rigorousness of project management processes, with a view to increasing the probability of delivering projects to budget, schedule, scope and quality criteria, which is not the case since does not supersede this need, but complements it by facilitating cultural, process and organizational changes in order to increase the probability of delivering projects that realize the full business benefits, as promised in the original business case.

3. Is it possible in Project Management world for project to operate as a 'value centre' not a profit centre? i.e. in a Virtual Joint Venture with the business it supports, is dominated by the 'value ethic' (project produce the desired deliverables presented in the business case within its five major variables: delivery to agreed budget', 'delivery to agreed schedule', 'delivery of agreed scope', 'delivery to quality needs' and risk).

Per the evaluation of different principles focus on the project the result shows that project management based on principles engenders a much more dynamic, commercially focused project delivery environment. A project delivery organization that performs project management by principles operates not as a cost centre or a profit centre but as a 'value centre' (i.e. its key role is to generate value for the business it serves) and is in a 'Virtual Joint Venture' with the business it serves (i.e. there is real financial risk and reward for both parties). According to survey findings for this particular research project delivery is not so fixated on delivering the project to budget and schedule that it neglects the real goal, viz. delivering the promised benefits; and the Project Sponsor becomes truly accountable for both the project costs incurred and the realization of the benefits. Results also shows that in any projects incentives should largely be driven by the extent to which projects go on to actually realize their promised benefits; in this way project managers and their staff they are incentivized to agree *realistic* costs and benefits in the business case. Projects are focused to see the work being managed into the supplier, understanding the *true* costs, *true* business benefits and the *true* risks of failing to deliver and realize those benefits. Planning of projects is focused on Milestones to deliver business value (as opposed to inputs, tasks/activities and outputs). It is focused on *what* has to be achieved irrespective of *how* you are going to achieve it; the *how* is addressed in the lower level task plans. Project governance should be focused on the benefits delivery status as essentially the level of variance of the project's business case against the original business case, in particular the promised benefits". If during project delivery the business case for all or part of the project 'goes

negative', in terms of failing to pass the 'value hurdles' (e.g. forecasted competitive advantage, Return on Investment, strategic alignment), then the goal is to *terminate* the development of that functionality (or re-scope to 'rescue' the functionality that *will* pay its way). The name of the game is to cease throwing good money after bad and stop non-value-adding work at the earliest time possible. Project outcomes focus should not be a matter of 'restrictive practices' being used to let benefits management fall between the cracks. The primary incentive is to deliver the functionality set out in the Functional Requirements Specification to budget and schedule, not to work with the customer to commercially prioritize the functional requirements and design the system to achieve the best commercial outcomes". But, the latter is what the business actually most needs; the latter is the only justification for doing the project in the first place. Business model focus is that Project funding must largely be determined by affordability and success/failure at projects' value realization, i.e. there is a causal effect between demonstrably adding value to the business and funding levels. And finally, organization model focus is that projects must maintain a core Project management "centre of excellence" from which project management professionals with minimal line management responsibilities are seconded to projects.

CHAPTER 5

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 INTRODUCTION

This chapter discusses the researcher's interpretive stance to research and the consequent choice of a qualitative approach. It also presents the researchers recommendations out of research to the project practitioners, and general research scope to the conventional lessons.

5.2 SUMMARY

The overriding purpose of this study was to determine the causes of project failure, *a failure crucially perceived by the customer*. This particular research contention is that the focus of successful project management must be achieving the best *business value outcome* to the customer. This will be fully achieved if the benefits promised in the project's business case are fully realized in the timescales predicted in the business case; delivery of the project to budget, schedule, scope and quality criteria are equally important.

Specifically the case is that several projects do fail to deliver expected value as promised from the original business case or (decision makers select such a project after the document explores the feasible/viable approaches to the project. Some organizations have 70% project failure rates that threaten their existence. In some cases they can't deliver to customers or client profitability. In other cases they don't deliver new products or services that allow them to successfully compete. But also what to be done remains another puzzle to these stakeholders and needs solutions to end the loses of money and other resources they incur through these projects that fail to yield to the expected value the individual businesses or society and this instilled in the minds of a researcher the curiosity to carry out the research on this problem as a scholar of project management who is also inspired and a would be professional project manager.

To accomplish that goal it became necessary to reach some prerequisite goals. The goal was to ascertain what could be the causes of the failure to several projects and bring them out to the academic researchers to review results of this particular study or even do more intensive researches to bring solutions to this problem or entice potential students to do so. As a would be project management practitioner I would like to improve practices in project management in general i.e. planning and execution skills and become efficient future project management practitioner and run the projects that

would not lead into loses of money and other resources and use my proficient skills to intervene when consulted to revamp the projects more especially those with direct hand to boost up the economies.

Once these fundamental steps were achieved, this research was able to go forward. This chapter reports the conclusions and recommendations that resulted from this study. One version of a survey questionnaire (research instrument) was developed and distributed to project stakeholders according to the economic sectors of economy per the projects in the sample size in Rwanda. All respondents were asked to rate the turnaround actions to correct project failure, They were asked to rate the value indicators of the business projects, They were asked to rate the activities involved at any stages of project work, They were asked to rate variables taken into account in project development processes, They were asked to rate the focus of different principles in the project such as Customers/supplier relationships, Incentives, Project, Planning, Governance, Outcomes, Business model, and organization model, They were asked to rate roles of different stakeholders when considering new projects, Finally, they were asked to rate a tailored project management methodology in relation to project success and failure. Through the use of the survey instrument developed for this study, data were collected which addressed the research problems posed in the first chapter of this thesis.

5.3 THE MAJOR FINDINGS ON THE ILLNESS BEHIND PROJECT FAILURE

Ineffective decision making and the problems that inhibit effective communications by project stakeholders are identified in this research as main problems that cause projects to fail in form of their patterns they occur to represent the illnesses that trouble projects. Project Managers and teams who understand these patterns and who have the skills needed to identify their associated symptoms are far more likely to succeed than those that don't. Projects are built from thousands if not millions of individual decisions at the most basic level not as sets of inter-dependent tasks. Be it developing project's vision, planning, designing, vendor selection, technology choice, developing test cases, every step along the requires a decision to be made.

Top led failures occurs when senior managers made strategic blunders that projects on course for disaster and they include failure for them to allow adequate time for its development, and failure to estimate project's complexity for example design complexity, it's a risk. Focal imbalance failures occurs when management team fail to dedicate sufficient attention to one or more critical parts of the project. They include underestimation of staff training & logistics necessary for opening. Disconnect failures occurs when a project loses sight of its value proposition and ends up implementing a solution that fails to meet its rightful goals. They represent break down in communications, and governance.

Bottom fed failures occurs when substandard work at the implementation level results in quality problems.

Project Manager's role is planning and control but also about arranging the team's decision making occurring within the team. By establishing the team, defining processes, planning roles and responsibilities, and facilitating meetings. While Project Managers may not be experts in the technology in use and may not fully understand the project's every detail, successful Project Managers are the ones who have developed a sense for whether or not the teams are making effective decisions. By listening to how the team communicates and watching the interactions between individuals, groups and stakeholders effective Project Managers are able to keep their finger on the rhythm of the project. His awareness to this level of interaction enable him monitor the project's heart beat to see if the project is functioning in a healthy and sustainable way. Number of options the team has considered when making critical decisions. One of the hallmarks of expertise is the ability to rapidly generate alternative ideas about how to solve a problem. Unhealthy projects often lack that ability and rather than considering alternatives, the first option thought of becomes the only option thought of. Teams using such an approach are unlikely to be lucky enough to identify the best option first time, every time, and first option adoption is a pattern of behaviour that is deeply rooted in many project failures.

The training regime used by most organizations places a heavy focus on the process of Project Management and the supporting tools. While these are an invaluable part of the toolkit, they represent Project Management level skills. The urgent need in many organizations lies in going beyond that basic level of knowledge and developing the more advanced insights to be able to see the symptoms of project failure and the strategies for securing success.

5.4 CONCLUSIONS

The relative degree of importance of turnaround actions to correct project failure rates as rated by project stakeholders determined the response to research question 3 and objective 3. When considered by all respondents in the context of the eight potential turn around actions offered for consideration, planning was ranked first variable with 4.74 and the averages mean score of the all variables is 4.36 which is positive and nearing to the highest positive extreme. Based on the finding result the researcher concludes that the potential turn around actions proposed are the best answer(s) to correct project failure rates and increase the chances of projects to deliver the "value" that customers need as urged by other researchers cited in chapter 4 to support the validity of this particular research finding identified these actions as decision making elements that reflects Technical knowledge, Business

domain knowledge, Engagement and Participation, Ownership and commitment, Collaborative relationships, Shared understandings, Situational awareness, Clear purpose and goal, and Quality.

The relative degree of importance of potential value indicators as rated by project stakeholders determined the response to research question 2 and 3. When considered by all respondents in the context of the seven financial benefits and six strategic benefits potential value indicators of project offered for consideration, increased cash flow was ranked first variable with 4.26 and competitive advantage gained with 4.64 respectively and the averages mean score of the all variables is 4.07 which is positive and nearing to the highest positive extreme. Based on the finding result the researcher concludes that the potential project value indicators proposed are the best answer(s) to measure the "value" that customers need as urged by other researchers cited in chapter 4 to support the validity of this particular research findings. Therefore, Project are managed on a reasonably formal 'objective' process by which work is managed into the supplier, understanding the *true* costs, *true* business benefits and the *true* risks of failing to deliver and realize those benefits. Deliver what was in the agreed functional specification, on the date agreed and at the cost agreed; and demand-side' is basically, Deliver what the customer actually *needs* and realize the desired project outcomes, in terms of business benefits, beginning on the date agreed and at the cost agreed (if these last two are critically important); in this way it seeks to maximize the business value of project investments.

The relative degree of importance of activities at project work as rated by project stakeholders determined the response to research question 3 and objective 4. When considered by all respondents in the context of the ten potential activities at project work offered for consideration, estimating the required resources to accomplish the project work was ranked first variable with 4.80 and the averages mean score of all variables is 4.59 which is positive and nearing to the highest positive extreme. Based on the finding result the researcher concludes that the potential activities proposed are the best answer(s) to be involved at project work as urged by other researchers cited in chapter 4 to support the validity of this particular research finding.

Therefore, Organizations that consistently succeed with projects perform well at every level in the project management process. They control the initiation of projects as well as the planning, approving, prioritizing and monitoring of projects based on the business value those projects produce. They manage the pool of project resources just as they manage their capital budgets, allocating people's time and money to projects based on the payback. They follow a consistent methodology for all projects, holding people accountable for playing their role correctly.

The relative degree of importance of project deliverables as rated by project stakeholders determined the response to research question 3 and objectives 4 and 2. When considered by all respondents in the context of the ten potential deliverables at project work offered for consideration, cost was ranked first variable with 5.10 and the averages mean score of all variables is 4.58 which is positive and nearing to the highest positive extreme. What is surprising on this result is cost being ranked number one deliverable, but on the other hand one may not wonder so much since cost is the most variable to be managed and delivered compared to scope and time, and this proves the fact that cost is the most flexible constraint compared to scope which is the most high purpose variable in the project delivery perspective. Based on the finding result the researcher concludes that the potential variables proposed are the best answer(s) to be project variables as urged by other researchers cited in chapter 4 to support the validity of this particular research finding. Therefore, a project is successful when it produces the desired results within a budget, quality, scope, risk, and time. If any of these is missing then the project is a failure. It is urged conventionally that at the very beginning of a project; organizations, vendors and project managers should spend adequate time defining metrics to establish the overall success/ failures. To illustrate how these variables plays a part in reflecting holistic project success/failure consider their effects: Late project delivery delays the start of realizing business benefits, Over budget delivery reduces the net benefits realized, Reducing the scope reduces the value- adding functionality delivered and poor quality, reduces the delivered service's ability to generate business value.

The relative degree of importance of potential principles' focus to deliver projects as rated by project stakeholders determined the response to research question 1 and objective 2. When considered by all respondents in the context of the eight potential principles i.e. customer/supplier relationships, Staff incentives, project focus, planning, governance, outcomes, business model, lastly organization model offered for consideration, business model was ranked first with its variables score average mean 4.18 and the average means score of the all variables is 3.9 which is positive and nearing to the highest positive extreme. Based on the finding result the researcher concludes that the potential project focus principles to project proposed are critically important to reduce risk and increase value delivery to projects as urged by other researchers cited in chapter 4 to support the validity of this particular research finding. Therefore, it is true customer/supplier relationships incentivizes Project Sponsor becomes truly accountable for both the project costs incurred and the realization of the benefits. projects' incentives should largely be driven by the extent to which projects go on to actually realize their promised benefits; in this way project managers and their staff they are incentivized to

agree *realistic* costs and benefits in the business case. project Demand management is the balancing of business demand and supply through the categorization, evaluation, acceptance, deferral/rejection and prioritization of 'Work/Service/Change Requests' based on cost, value and risk criteria. Planning is focused on *what* has to be achieved irrespective of *how* you are going to achieve it; the *how* is addressed in the lower level task plans. If during project delivery the business case for all or part of the project 'goes negative', in terms of failing to pass the 'value hurdles' (e.g. forecasted competitive advantage, Return on Investment, strategic alignment), then the goal is to *terminate* the development of that functionality (or re-scope to 'rescue' the functionality that *will* pay its way). The name of the game is to cease throwing good money after bad and stop non-value-adding work at the earliest time possible. The primary incentive is to deliver the functionality set out in the Functional Requirements Specification to budget and schedule, not to work with the customer to commercially prioritize the functional requirements and design the system to achieve the best commercial outcomes". Project funding must largely be determined by affordability and success/failure at projects' value realization, i.e. there is a causal effect between demonstrably adding value to the business and funding levels. Finally, urged that 'project management centre of excellence' from which project management professionals with minimal line management responsibilities are seconded to projects.

The relative degree of importance of roles played by project practitioners as rated by project stakeholders determined the response to research question 1. When considered by all respondents in the context of the eight potential roles that are played by different practitioners i.e. Clients/beneficiaries, sponsors, project managers, and project team members offered for consideration, executives' role was ranked first variable with 4.28 and the averages mean score of the all variables is 4.10 which is positive and nearing to the highest positive extreme. Based on the finding result the researcher concludes that the potential roles proposed are the best answer(s) to justify relevance of project practitioners in project success/failure with regard to their roles played at different levels of organization as urged by other researchers cited in chapter 4 to support the validity of this particular research finding. Therefore an organization's executives have to lay the foundation for project success. They do that by setting clear project priorities that recognize the limits on available resources. Then they set up mechanisms to allocate resources according to those priorities. Finally, the executives agree to a project management protocol that defines how projects will be initiated, planned, scheduled and tracked. This solid foundation prevents chaos from spreading in the lower ranks.

Sponsors must set clear, measurable objectives for projects by defining the deliverables with metrics. They must also work with the project manager to Control the scope of the project so that good ideas that are unnecessary for achieving the deliverables aren't included in the project.

Project managers translate the sponsor's strategy into tactics. They should *conceive,* manage and control projects using best practice techniques to ensure the projects deliver their planned outcomes efficiently. They must also follow the organization's project protocol for planning, scheduling, staffing and tracking projects. Finally project Team members make accurate estimates of the work and time, complete their assignments and report status accurately so problems can be identified early.

The relative degree of importance of criteria to measure project success/failure as rated by project stakeholders determined the response to research question 2 and objective 4. When considered by all respondents in the context of the five potential project success/failure criteria offered for consideration, realizing full benefits as promised was ranked first variable with 4.19 and the averages mean score of the all variables is 3.77 which is above average and nearing to the highest positive extreme. Based on the finding result the researcher concludes that the potential criteria proposed are the critically important project success/failure with regard to their gravity in business case delivery as urged by other researchers cited in chapter 4 to support the validity of this particular research finding. Therefore, it is true sponsors and stakeholders' perception of failure is based on evidence of one or more of the following, listed in the typically decreasing order of priority; 1. Not delivering when it was expected (Scheduled), 2. Not delivering it at the cost expected (budget), 3. Not delivering all the functionality that was expected (scope), 4. Not delivering the functionality with the expected quality. Most Project Managers would accept that failings in one or more of these four 'project failure criteria' at least contributes to a fair perception of 'project failure'. What many Project Managers would probably *not* put on their 'project failure criteria' list is the criterion that deems to be the *cardinal* one, the single biggest factor on which the business will typically assess a project as a failure, namely, 5. Not realizing the full business benefits, as promised in the original business case. As far as the business is concerned the only reason for investing in the project in the first place was to reap the promised financial and non-financial benefits (i.e. its value) and if it fails to live up to these promises then it has failed, end of story.

Industry research suggests that there is a direct relationship between a tailored project management methodology and project success. Undertaking the development of a tailored project management

methodology using the model attached on appendix here, and based on the processes outlined in Implementing Organizational Project Management: A Practice Guide (PMI, 2014), can improve the efficiency and consistency of project execution and improve project success. This is especially relevant to practitioners who do not have a project management methodology because they don't know how to build one. The model provides guidance to assist project management practitioners in building and improving their own tailored project management methodology.

The data from the survey seems to support the conclusion that there is a benefit to organizations for implementing a tailored project management methodology and suggests that the greater the level of project management methodology tailoring, the greater the level of project success. Using the data gathered, the following key points were observed:

Approximately 70.8% of organizations manage their projects with no defined project management methodology.

Projects managed without a defined project management methodology reported project success only 12% of the time while projects managed with a defined project management methodology reported project success at an average of 53.3%; while organizations using a fully tailored, or customized, methodology reported 77% project success rate.

Over 88% of project management practitioners working without a defined project management methodology believed a defined project management methodology would help them deliver projects more successfully.

The data presented suggests that there is a relationship between the presence of a defined project management methodology, and the degree of tailoring of that project management methodology, and project success. A defined project management methodology tailored to suit the size, complexity, duration and organizational context, as well as the organization’s industry, can contribute to a higher level of organizational project management maturity and, as such, either directly or indirectly contribute to higher levels of project success.

5.5 RECOMMENDATIONS

The following recommendations are offered for related research in the field of project management.

1. Given the changing nature of project management, a series of longitudinal studies, based on project value metrics, and methodology models, would document trends and thereby increase the potential that decisions regarding the project deliverables and methodology would be relatively current and less exposed to personal bias.

2. Given that this study provides a basis for concluding research on project failure defining the attributes that constitute project success/failure would prove to be of valuable to the project management discipline. Such an effort would enable practitioners to derive project related course content from a research base.

Recommendations for practitioners

The following recommendations are offered for practitioners in the field of project management.

1. Table 4.1 found in chapter 4 of this thesis provides a systematic approaches and methodologies for project practitioners to deliverer projects as promised in their business cases for projects' success. It is recommended that practitioners use this information as a basis for running and evaluating project value.

2. Based on the results of this research, it s recommended that promised business benefits are cardinal measure of project success/failure that would probably not be included on the list of project managers' list of clients' perception criteria of project success/failure measures. Particular attention to this should be given by practitioners who do not include it.

Recommendations for improving this study

The following recommendations are offered as possible ways to improve this study.

1. When inquiring about "required technical subjects," more precisely define or delimit the term. This could also include the possibility of adding a separate question about required areas of technical specialization, or technical elective requirements that are not aimed at achieving technical proficiency in any specific area.

2. E-mails and telephone calls are not enough medium to effectively use for contacting respondents. It is recommended that personal influence contributes a lot.

3. Although it is costly, it may be more efficient to determine the respondent pool by calling each department before selecting respondents. The Industrial Practitioners is a good beginning reference but it lacked in information that was necessary for this research. Specifically, some of the practitioners are not necessarily identified as specializing in project management area. Therefore, it is recommended that researchers check the areas of specialization indicated sample. Further, clearly identifying which practitioners members are involved with or knowledgeable about the project management option may prove to be of value.

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APPENDICES

1. Questionnaires.
2. TRIJECT Model NASM case analysis
3. Data base for project population in Rwanda
4. Project Management Methodology checklist
5. Methodology Process Flow Chart

UNIVERSITY OF RWANDA
COLLEGE OF BUSINESS & ECONOMICS
FACULTY OF ECONOMICS & MGT
PROGRAM: MBA Project Mgt & Finance

Dear Respondent,

I am conducting a research examining **Causes of projects failure to deliver the value presented in their business cases. Case study: Rwanda** as a requirement for the award of **Master of Business Administration** *option* **Project Management.**

This study will attempt to determine the causes for failure of projects in organizations studied and also suggest the solutions to those causes for academic purposes.

In connection with this, you're identified as a resourceful person to provide me with the necessary data for my study, please feel free to answer the questionnaires.

There is no right or wrong answers as long as you do it honesty. Rest assured that your answers to this survey-questionnaire will be treated with utmost confidentiality. The survey results will be analyzed for academic purposes.

Thank you very much for your kind cooperation in the conduct of this study. Your responses will contribute to this academic research.
Sincerely,
NYAMUGABO Eric
Researcher

Noted by:
Prof. RAMA
Research Moderator

Directions: Please provide this information by putting a tick in an appropriate box.

1. Personal profile

Name (optional):								
Nationality:								
Your Group Category at the Project	Project Client/Beneficiary		Project Sponsor		Project Manager		Project Team Member	

Age		**Gender**		**Education Level**		**Economic Sector of your work**		
20-30yrs		Male		College Graduate		Manufacturing Sector	Service Sector	Agriculture Sector
31-40yrs								
41-50yrs		Female		Master's Degree				
51yrs and above				Doctorial Degree				

Qn1. Do you consider the following actions as efforts to correct project failure and make project work succeed in your company?

S/n°	**Actions**	**Strongly Disagree**	**Disagree**	**Neutral**	**Agree**	**Strongly agree**
a	Planning					
b	Customer relationship					
c	Set targets					
d	Building optimal portfolio projects					
e	ongoing appraisals & reviews of projects					
f	projects benefits realization					
g	Run projects as 'value centre'					
h	Maintain a core project management centre of excellence					

Qn2. Do your business projects' "value" indicators reflected in terms of the following financial and strategic benefits.						
S/n°	**Financial "Value" indicators**	**Strongly Disagree**	**Disagree**	**Neutral**	**Agree**	**Strongly agree**
a	Reductions in existing costs					
b	Reductions in other business costs					
c	Savings from reduced business investment					
d	Additional business revenue					
e	Improved cash flow					
f	Business revenue reductions avoided					
g	Business cost increases avoided					
	Strategic "Value" indicators	**Strongly Disagree**	**Disagree**	**Neutral**	**Agree**	**Strongly agree**
a	Improving the company's image					
b	Increasing customer or retailer switching costs					
c	Increasing supplier leverage					
d	Facilitating business collaborations					
e	Introducing new products/services					
f	Changing business competition from being cost based to being based on sustainable differentiation or establishing new product distribution channels competitive response					

Qn3. Are the following activities involved at any stages of you project work?						
S/n°	**Activities**	**Strongly Disagree**	**Disagree**	**Neutral**	**Agree**	**Strongly agree**
a	Planning the project work					
b	Assessing project risk					
c	Estimating resources required to accomplish the project work					
d	Organizing the project work					
e	Acquiring project human and material resources					
f	Assigning project tasks					
g	Directing project activities					
h	Controlling project execution					
i	Reporting project progress					
j	analyzing the project results					

Qn4. Do your project development processes take into account/deal with these five variables throughout till projects delivery?						
S/n°	**Variables**	**Strongly Disagree**	**Disagree**	**Neutral**	**Agree**	**Strongly agree**
a	Scope					
b	Time					
c	Cost					
d	Quality					
e	Risk					

Qn5. Do your projects' *customer/supplier relationships* focus on these principles?						
S/n°	**Principles**	**Strongly Disagree**	**Disagree**	**Neutral**	**Agree**	**Strongly agree**
a	Supplier and the business he supports entering into a pseudo-commercial relationship, with shared risk and reward to seek a commercially optimal outcome from projects.					
b	Not so fixated on delivering the project to budget and schedule that it neglects the real goal of delivering the promised benefits					
c	Project Sponsor becomes truly accountable for both the project costs incurred and the realization of the benefits.					

Qn6. Do your projects' *incentives* focus on the following principles?						
S/n°	**Principles**	**Strongly Disagree**	**Disagree**	**Neutral**	**Agree**	**Strongly agree**
a	Project managers and staff set productive utilization targets, their remuneration being partially driven by achievement of those targets but largely driven by the extent to which their projects go on to actually realize their promised benefits					
b	Project managers and staff agree *realistic* costs and benefits in the business case and focus their energies on sustaining the value of the project during development, not just delivering it to budget and schedule targets					

Qn7. Do your *projects* focus on the following principles?						
S/n°	**Principles**	**Strongly Disagree**	**Disagree**	**Neutral**	**Agree**	**Strongly agree**
a	Building commercially optimal portfolio of projects during development and sustaining the value of that portfolio.					
b	Balance of business demand and supply through categorization, evaluation, acceptance, rejection and prioritization of 'Work Change Requests'.					
c	Formal, 'objective' process by which work is managed into the supplier, understanding the *true* costs, *true* business benefits and the *true* risks of failing to deliver and realize those benefits.					
d	If the Business Case won't stand up to true commercial scrutiny at the start of the project, no need to start it, certainly won't stand up to this scrutiny by the end.					

Qn8. Do your *planning* of projects focus on the following principles?						
S/n°	**Principles**	**Strongly Disagree**	**Disagree**	**Neutral**	**Agree**	**Strongly agree**
a	Project work based on the key milestones that will deliver business value (as opposed to inputs, tasks/activities and outputs)					
b	*What* has to be achieved irrespective of *how* you are going to achieve it; the *how* is addressed in the lower level task/activity plans to ensure that the 'Big Picture' (i.e. delivering the benefits) is not lost.					

Qn9. Do your projects' *governance* focus on these principles?						
S/n°	**Principles**	**Strongly Disagree**	**Disagree**	**Neutral**	**Agree**	**Strongly agree**
a	Ongoing appraisals of a project to review and agree significant proposed changes to determine if the project should be continued, re-scoped or terminated.					
b	During project delivery the business case for all or part of the project 'goes negative', in terms of failing to pass the 'value hurdles' then the goal is to *terminate* the development of that functionality to stop non-value-adding work at the earliest time possible					
c	Portfolio Managers, Project Directors/Sponsors and general Executives remain focused on the 'Big Picture' and report project plans across the organization in a consistent manner.					

Qn10. Does your projects' *outcomes* management focus on these principles?						
S/n°	**Principles**	**Strongly Disagree**	**Disagree**	**Neutral**	**Agree**	**Strongly agree**
a	Project Managers take the view that whoever is responsible for realizing the benefits from the project it certainly isn't *them*; once the project is live and the initial service bugs are ironed out, their job is at an end					
b	Business and supplier are supposed to be working together to realize the promised business benefits; without the realization of the benefits the entire project is pointless					
c	Primary incentive is to deliver the functionality set out in the Functional Requirements Specification to budget and schedule, not to work with the customer to commercially prioritize the functional requirements and design the system to achieve the best commercial outcomes					

Qn11. Does your projects' *business model* focus on these principles?						
S/n°	**Principles**	**Strongly Disagree**	**Disagree**	**Neutral**	**Agree**	**Strongly agree**
a	Run the project as a 'value centre'. It's overriding objective being to add the maximum value to the business it serves					
b	Funding must largely be determined by affordability and success at projects' value realization, i.e. there is a causal effect between demonstrably adding value to the business and funding levels					

Qn12. Does your projects' *organization model* focus on these principles?						
S/n°	**Principle**	**Strongly Disagree**	**Disagree**	**Neutral**	**Agree**	**Strongly agree**
a	Projects must maintain a core 'project management centre of excellence' from which project management professionals with minimal line management responsibilities are seconded to projects					

Qn13. Do your executives play these roles when considering a new project?						
S/n°	**Roles**	**Strongly Disagree**	**Disagree**	**Neutral**	**Agree**	**Strongly agree**
a	Set priority it should have					
b	Look at the available resources and lower the priority of other projects to make room for the new one					

Qn14. Do your project sponsors use these approaches when considering a new project?						
S/n°	**Approaches**	**Strongly Disagree**	**Disagree**	**Neutral**	**Agree**	**Strongly agree**
a	Define the end result the project should produce and how he would measure it					
b	Engages managers to define major deliverables to the end result					

Qn15. Do your project managers use the following approaches when considering a new project?						
S/n°	**approaches**	**Strongly Disagree**	**Disagree**	**Neutral**	**Agree**	**Strongly agree**
a	Use methodology where priority # 1 projects get first call on resources					
b	Follow project protocol for planning, scheduling, staffing, and tracking projects					

Qn16. Do your project team members use these approaches when considering a new project?						
S/n°	**approaches**	**Strongly Disagree**	**Disagree**	**Neutral**	**Agree**	**Strongly agree**
a	Make accurate estimates of the work and time					
b	Organization track assignments and clearly communicate to them which projects they should work on each week or project team members decide which projects to work on first					

Qn17. Do your projects failure or success subject to reality perceptions from different stakeholders who perceive it as a failure, based on evidence of 5 criteria listed below?						
S/no	**Tailoring Extremes**	**Strongly Disagree**	**Disagree**	**Neutral**	**Agree**	**Strongly agree**
a	Not delivering when it was expected					
b	Not delivering it at the cost expected					
c	Not delivering all the functionality that was expected					
d	Not delivering the functionality with the expected quality					
e	Not realizing the full business benefits					

Qn18. Does your organization have a defined project management methodology!						
Views						
a	i	Yes		ii	No	
b	If No, Why?					

Qn19. Do you think a project management methodology would help you deliver projects more successfully?						
Views						
a	i	Yes		ii	No	
b	Why?					

Qn20. How much does your project management methodology contribute to the success, or failure, of your projects?						
S/n°	**Levels of Contribution**	**Strongly Disagree**	**Disagree**	**Neutral**	**Agree**	**Strongly agree**
a	A methodology plays no role at all in whether or not a project will succeed or fail					
b	A methodology plays a minor role in determining project success or failure					
c	A methodology plays a major role in determining project success or failure					
d	A project success or failure depends entirely on the methodology being used					

Qn21. How often are your projects successful?						
S/no	**Tailoring Extremes**	With No Methodology	With Minor Tailoring	With Moderate Tailoring	With Mostly Tailored	With Completely Tailored
a	Yes					
b	No					

Qn22. How mature is your organization in relation to professional project management practices?						
S/no	**Tailoring Extremes**	With No Methodology	With Minor Tailoring	With Moderate Tailoring	With Mostly Tailored	With Completely Tailored
a	Yes					
b	No					

Thank You

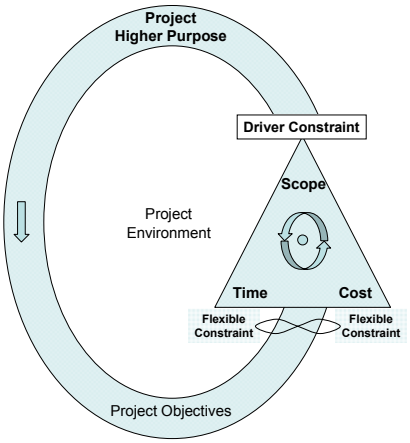

Fig. 6. TRIJECT model.

The central presence of quality is signified by the outline shape of the TRIJECT model, which, using some imagination, resembles a capital letter 'Q'.

The rationale of the TRIJECT model is based on the achievement of the primary triple constraint variable through the exploitation of the two more flexible constraints and alignment with the project higher purpose.

The continuous cycle implied by the model represents the ongoing and interrelated nature of this process as change is introduced into the system. Monitoring and controlling hence manifest a requisite part of this cycle. The model also accounts for the ancillary issues such as 'the why' of the project and change within the project environment as well as quality and control.

In practice the TRIJECT model is expected to overlap and interact dynamically with the project management process groups. Details pertaining to the proposed protocol and application of the consolidated triple constraint model are documented in [7].

IV. CASE STUDY ANALYSIS

Evaluation of the TRIJECT model was limited to the exploratory review of the theoretical model and protocol against a simplified case in order to facilitate a conceptual understanding of the integrated model in practice. The observed case was the building project of the Smithsonian Institution, National Air and Space Museum (NASM) [6], [7]. There is no claim that this case is representative of the general project management milieu.

A. Case paraphrases and system definition

The NASM project mission, essentially, was to build a world-class aviation and space museum for a budget of approximately USD 40 million and open it on July 4, 1976. The project mission statement satisfies the triple constraint, which is defined as follows:

1) Time constraint = July 4, 1976
2) Cost constraint = USD 40 million
3) Scope constraint = World-class museum.

A key part of the Smithsonian's ability to get congressional funding unlocked for the project involved the national focus on the upcoming Bicentennial celebrations. National attention would be focused on Washington, D.C., and the National Mall during the festivities, and the President of the United States would be on hand to cut the ribbon. The consequences of missing the Bicentennial would have been hugely humiliating for the Smithsonian and for the NASM team. The time constraint has therefore been assigned in the lead position as the driver for this project. Before settling on the primary triple constraint variable, the critical question of why this project is being undertaken needs to be reviewed.

The term 'world-class' may constitute a variety of potential meanings, each with different consequences for time and cost. For example, how many air and spacecraft should hang in the new building, or how complicated should the audiovisual exhibits be. The distinction between the work of the NASM and the project of the NASM needs to be considered. The project ends, but the work is ongoing. What must be done to meet the demands of opening day is only a prelude to the indefinite lifespan of the open museum. It can therefore be argued that the scope constraint, although probably the most important, is also the most flexible (weak) constraint for this project.

The USD 40 million federal appropriation is a definite number, but not an exact one. Major construction projects often have a contingency reserve of up to 10% of the budget for change orders and other problems. Considering flexibility and following the process of elimination, cost may thus be identified as the middle constraint for this project.

B. Case investigation and system analysis

The triple constraint compromise to manage was identified as the trade-off between the exploitation of the USD 40 million budget (the cost constraint), and the requirements / features that constitute a world-class museum (the scope constraint). The success of this project was driven by the deadline (the time constraint) to open the museum on the nation's Bicentennial celebration July 4, 1976 in order to attain national focus (the higher purpose). With the project mission and triple constraint power structure defined, the TRIJECT model for the NASM project can be delineated as shown in Fig. 7.

Exploitation of the project budget (C↑) alleviates the pressure to rollback on the museum's scope requirements, and supplements the effort to ensure that the deadline for opening the museum is met (more money and resources can be spent to get the same or more work accomplished within a limited period of time). The cost constraint includes both cash and non-cash resources. Exploitation of the project scope (S↓), on the other hand, alleviates the pressure to add additional cost and resources to the museum budget, but also supplements the effort to ensure that the deadline for opening the museum is met. Exploiting flexibility in the scope constraint should however not compromise quality, i.e. the museum's

world-class criteria, which Congress values. One mechanism for exploiting the scope of the museum building program is to downsize selected objectives and quality metrics that do not add customer value.

Because it was simpler to exploit the 'world-class' scope requirements than it was to exploit the congressional budget, the system was initially located in the right half of Fig. 8, i.e. the flexibility of project scope outweighed the flexibility of project cost. The kinetics of Fig. 8 constitute a reverse congruency with respect to Fig. 5, focusing on exploitation causality rather than on constraints. The risk for the NASM case is that excessive manipulation of the scope requirements may eventually result in the benefits of this effort to disperse as the system moves into its downside (R-). This may put the project at risk to not deliver a world-class aviation and space museum, with inadequate artifacts and exhibits. As these disadvantages are being experienced, an increasing awareness may develop towards the advantages of budget exploitation (L+). This awareness may shift the focus of manipulation by sliding the exploitation weight up the seesaw from R- to L+. Accordingly, excessive manipulation of the budget requirements may again transition the system into its downside (L-). The consequent risk is that the project may be completed substantially over budget, and the project schedule may also be expected to slip due to the restoration of additional artifacts and the incorporation of complex exhibits. What is called for is a dynamic mechanism that may equilibrate the system as exploitation weight shifts and trade-offs are compromised during the project.

C. Case discussion and system guidelines

In order to effectively manage the exploitation trade-off, the project manager needs to consider each of the benefits in the upper quadrants and define how to gain or maintain these advantages. A risk strategy is also required. The flexibility in the weaker constraints is not unlimited since there is always a minimum that must be achieved. The project manager needs to consider each of the disadvantages in the lower quadrants and define indicators that will alert the project team when the project dips into the red zone of over focusing the exploitation effort.

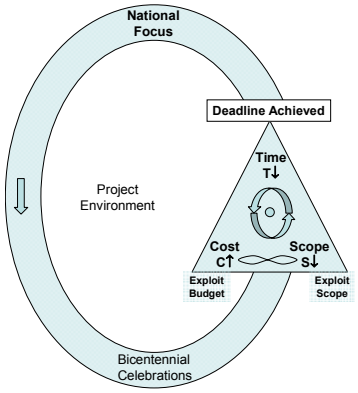

Fig. 7. TRIJECT model for the NASM case.

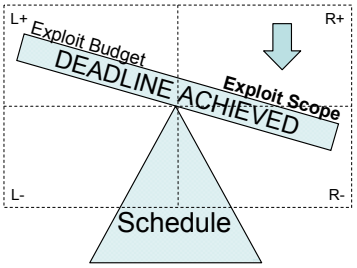

Fig. 8. System diagnosis of the NASM case [17].

The following considerations have been identified for obtaining and sustaining the positive results of the L+ quadrant of the NASM case: Find out what degree of budget overrun will be acceptable; Find out if contingency funds are available; Investigate if additional staff and equipment can be borrowed; Determine which costs will not be charged to the project; Establish how political influence can be achieved in order to pursue budget flexibility; Examine the consequences that the various interpretations of the 'world-class' requirement may have on the project; Identify the air and spacecraft which posses overwhelming historical significance; Discern how time and cost of artifact restorations can be optimized; Determine the appropriate requirement and level of complexity for the museum's audiovisual exhibits; Take the law of diminishing returns into consideration.

Retrospectively, the considerations to obtain and sustain the positive results of the R+ quadrant include: Establish effective and proven practices to efficiently manage and control the project budget; Identify those aspects of the project scope requirements that are not quality related; Target areas for exploitation where scope creep is detected; Reach a common understanding with the stakeholders on the importance they place on the delivery of each scope requirement, and ascertain the could-have's and would-have's; Ensure that the 'world-class' criterion is not dismissed due to excessive artifact and exhibit cutbacks; Investigate where initial objectives may be downsized, for example lowering the planned number of air and spacecraft for opening day; Determine quality metrics that do not add customer value, for example trimming back on complicated audiovisual exhibits.

The following red zone indicators (early warnings) have been identified for when the project falls in the L- quadrant of the NASM case: Resistance from Congress regarding the increased project cost; Spending additional money and resources have reached the point where it no longer adds value to the project schedule, i.e. recognizing the law of diminishing returns; Artifact restorations and audiovisual exhibits fall behind schedule. The red zone indicators for when the project falls in the R- quadrant include: The 'world-class' requirement of the museum comes into question; Criticism regarding the appropriateness of artifacts and degree of exhibits.

The project team needs to monitor these dynamics within the triple constraint power structure throughout the project life cycle. The timely identification of divergences

from the project higher purpose followed by the appropriate corrective actions is crucial.

The NASM project might have benefited more by sustaining the positive results of both upper quadrants (green zone) and minimizing the time spent in the lower quadrants (red zone) – thus, delivering the project fast as well as relatively good and cheap (Fig. 9). A possible solution that effectively addresses this challenge is proposed in [17].

V. CONCLUSION

The study of the triple constraint is believed to be one of the most overlooked fundamentals of project management. As a result of the various perspectives and interpretations across literature that surround the project management triangle and triple constraint, the need for a unified model has been identified. The TRIJECT model supports an understanding of finite resources and facilitates a mechanism for managing the competing triple constraint requirements. The model encourages the creative exploitation of the triple constraint to improve project performance by considering the relative flexibility between the key elements. The goal of the model is to maintain the focus of the triple constraint power structure on the project higher purpose.

The case study presented has demonstrated that the integrated model may furnish the instruments that enable project teams to manage their work in line with the absolute requirements for project success. It should be taken in consideration that every project will experience its own unique limitations to exploitation capacity, which needs to be assessed through appropriate 'cost' vs. value impact analyses. Projects should however aim to always deliver to a much greater extent in terms of value than the sacrifice of the exploitation effort.

An integrated framework is suggested in [17], which evolves the strategic management of the TRIJECT model using Polarity Management™ techniques. Supporting quantitative studies may be justified to conclude the real world pertinence of these conceptual models.

ACKNOWLEDGMENT

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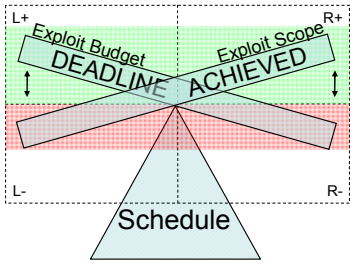

Fig. 9. Effective management of the NASM case [17].

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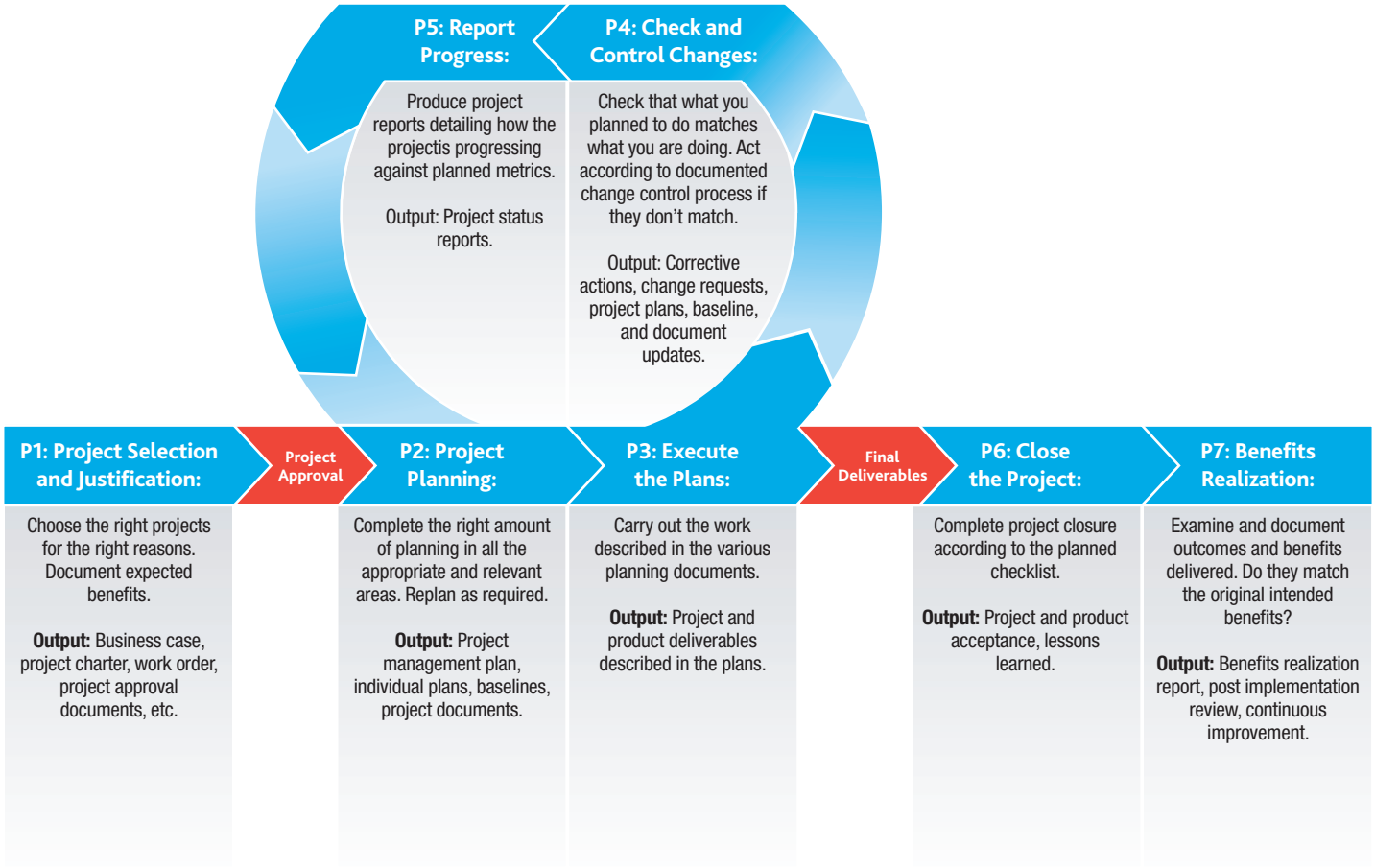
Project Management Methodology Checklist

Use this checklist to determine which elements the tailored project management methodology should have.

- ❒ Project selection, justification and approval process
- ❒ Project phases, stage gates and/or milestones
- ❒ Project governance
- ❒ Project sponsorship
- ❒ Delegated authority limits
- ❒ Project roles and responsibilities
- ❒ Business case preparation
- ❒ Project charter preparation
- ❒ Project management software selection
- ❒ Requirements definition, management and control
- ❒ Work breakdown structure development and control
- ❒ Scope definition, management and control
- ❒ Cost estimating, management and control
- ❒ Budget development and control
- ❒ Project financial processes
- ❒ Schedule estimating, management and control
- ❒ Monitoring project performance, metrics/KPIs, reporting
- ❒ Managing project scope changes
- ❒ Project status reporting
- ❒ Quality assurance processes
- ❒ Process audit procedures
- ❒ Quality control processes
- ❒ Risk assessment, management and control
- ❒ Resource estimation, leveling and management
- ❒ Project team formation and development
- ❒ Project communications development, distribution and control
- ❒ Stakeholder identification, engagement and management
- ❒ Customer engagement and management
- ❒ Procurement and contract assessment and management
- ❒ Vendor management
- ❒ Claims administration and resolution
- ❒ Health and safety
- ❒ Environmental management
- ❒ Deliverable acceptance procedure
- ❒ Operational handover process
- ❒ Project, or phase, closure process and checklist
- ❒ Gathering, documenting and evaluation of lessons learned
- ❒ Benefits realization and/or post implementation review process
- ❒ Methodology tailoring guidelines
- ❒ Project change management
- ❒ Project complexity assessment
- ❒ Form templates

Methodology Process Flow Chart

Use this example process flow chart as a guide to develop the project management methodology process flow chart for the organization.



Projects population in Rwanda for the year 2014-2015

	AGENCY AND PROJECT NAME	ECONOMIC SECTOR	PROJECT TOTAL COST	START DATE	END DATE	2014/15 Revised Budget
	0900 MINAGRI		**734,066,982,936**			**99,175,236,276**
	01 DOMESTIC FINANCING		400,884,510,929			45,494,884,742
	RWANDA	Agriculture	**400,884,510,929**			**45,494,884,742**
1	09060102 LWH : LAND HUSBANDRY HILLSIDE IRRIGATION AND WATER HARVESTING	Agriculture	4,174,435,000	6-Feb-10	30-Jun-17	200,000,000
2	09060201 RSSP : RURAL SECTOR SUPPORT PROJECT (PHASE II)	Agriculture	3,000,000,000	20-Jun-12	30-Oct-17	200,000,000
3	09060202 PROJECT: IMMEDIATE ACTION IRRIGATION PROJECT (GFI)	Agriculture	4,180,000,000	1-Jul-14	30-Jun-15	4,180,000,000
4	09060204 PAIRB: PROJET D'APPUI AUX INFRASTRUCTURES RURALES DE LA REGION NATURELLE DE BUGESERA	Agriculture	150,000,000	16-Oct-09	31-Dec-15	150,000,000
	08 EXTERNAL GRANTS					
	AFRICAN DEVELOPMENT BANK ADB	Agriculture	**13,151,166,700**			**3,698,956,591**
	09060204 PAIRB: PROJET D'APPUI AUX INFRASTRUCTURES RURALES DE LA REGION NATURELLE DE BUGESERA	Agriculture	13,151,166,700	16-Oct-09	31-Dec-15	3,698,956,591
	01 DOMESTIC FINANCING					
5	09060205 KWAMP: KIREHE WATERSHED MANAGEMENT PROJECT	Agriculture	15,020,911,500	30-Apr-09	30-Jun-16	250,000,000
	08 EXTERNAL GRANTS					
	FIDA	Agriculture	**21,369,305,893**			**3,685,342,620**
	09060205 KWAMP: KIREHE WATERSHED MANAGEMENT PROJECT	Agriculture	21,369,305,893	30-Apr-09	30-Jun-16	3,685,342,620
	01 DOMESTIC FINANCING					
6	09060208 FEEDER ROADS DEVELOPMENT PROJECT	Agriculture	100,000,000	1-Jul-14	30-Jun-15	100,000,000
7	09060209 RURAL COMMUNITY SUPPORT (KOICA FUNDED PROJECT)	Agriculture	20,000,000	1-Jul-14	30-Jun-15	20,000,000
8	09060210 NGOMA 22(JICA FUNDED PROJECT)	Agriculture	150,000,000	1-Jul-14	30-Jun-15	150,000,000
9	09060301 PROJECT: AGRICULTURAL MECHANISATION PROGRAMME	Agriculture	200,000,000	1-Jul-14	30-Jun-15	200,000,000
10	09060401 PROJECT: PRIORITY CROPS INTENSIFICATION (INCLUDING FERTILIZER IMPORTS)	Agriculture	9,366,745,012	1-Jul-14	30-Jun-15	8,366,745,012
11	09060514 GAKO BEEF FARM	Agriculture	918,056,505	1-Jul-14	30-Jun-15	918,056,505
12	09070303 SUPPORT TO STRATEGIC PLAN FOR AGRICULTURE TRANSFORMATION II (SPAT II)	Agriculture	216,941,567	1-Jul-11	30-Jun-16	216,941,567
	08 EXTERNAL GRANTS		15,820,911,500			2,050,000,000
	BELGIUM	Agriculture	**16,872,456,600**			**2,384,418,589**
	09070303 SUPPORT TO STRATEGIC PLAN FOR AGRICULTURE TRANSFORMATION II (SPAT II)	Agriculture	16,872,456,600	1-Jul-11	30-Jun-16	2,384,418,589
	01 DOMESTIC FINANCING					
13	09080304 PROJECT: SERICULTURE	Agriculture	50,000,000	1-Jul-14	30-Jun-15	50,000,000
14	09080305 PROJECT FOR RURAL INCOME THROUGH EXPORTS (PRICE)	Agriculture	12,001,187,486	20-Dec-11	31-Dec-18	150,000,000
	08 EXTERNAL GRANTS					
	INTERNATIONAL FUND FOR AGRICULTURAL DEVELOPMENT IFAD FIDA	Agriculture				
	09080305 PROJECT FOR RURAL INCOME THROUGH EXPORTS (PRICE)	Agriculture	12,863,660,944	20-Dec-11	31-Dec-18	1,925,577,776
	01 DOMESTIC FINANCING					
15	09080902 NATIONAL STRATEGIC FOOD RESERVE PROJECT	Agriculture	700,000,000	1-Jul-14	30-Jun-15	1,700,000,000
16	09080903 LIVESTOCK INFRASTRUCTURE SUPPORT PROGRAM(LISP)	Agriculture	20,261,356,000	16-Dec-11	31-Dec-15	2,250,000,000
17	09060207 EXPORT TARGETED MODERN IRRIGATED AGRICULTURE PROJECT(ETI)	Agriculture	50,000,000	1-Jan-14	1-Jan-17	50,000,000
	09 EXTERNAL LOANS					
	INDIA	Agriculture	**82,429,800,000**			**1,377,600,000**
	09060207 EXPORT TARGETED MODERN IRRIGATED AGRICULTURE PROJECT(ETI)	Agriculture	82,429,800,000	1-Jan-14	1-Jan-17	1,377,600,000
	01 DOMESTIC FINANCING					
18	09070305 POST HARVEST AND AGRIBUSINESS SUPPORT PROJECT(PASP)	Agriculture	33,994,847,028	28-Mar-14	31-Mar-19	74,928,282
	09 EXTERNAL LOANS					
	INTERNATIONAL FUND FOR AGRICULTURAL DEVELOPMENT IFAD FIDA	Agriculture	**21,269,029,346**			**3,500,445,259**
	09070305 POST HARVEST AND AGRIBUSINESS SUPPORT PROJECT(PASP)	Agriculture	9,267,841,860	28-Mar-14	31-Mar-19	3,350,445,259
	08 EXTERNAL GRANTS		131,350,357,685			27,542,600,685
	INTERNATIONAL DEVELOPMENT ASSOCIATION	Agriculture	**57,825,925,688**			**13,087,200,000**
19	09060102 LWH : LAND HUSBANDRY HILLSIDE IRRIGATION AND WATER HARVESTING	Agriculture	57,825,925,688	6-Feb-10	30-Jun-17	13,087,200,000
	INTERNATIONAL FUND FOR AGRICULTURAL DEVELOPMENT IFAD FIDA	Agriculture	**22,131,502,804**			**4,686,682,885**
20	09070305 POST HARVEST AND AGRIBUSINESS SUPPORT PROJECT(PASP)	Agriculture	9,267,841,860	28-Mar-14	31-Mar-19	2,761,105,109
	09 EXTERNAL LOANS		201,832,114,322			26,137,750,849
	FIDA	Agriculture	**12,863,660,944**			**1,925,577,775**
21	09080305 PROJECT FOR RURAL INCOME THROUGH EXPORTS (PRICE)	Agriculture	12,863,660,944	20-Dec-11	31-Dec-18	1,925,577,775
	INTERNATIONAL DEVELOPMENT ASSOCIATION	Agriculture	**89,148,936,912**			**17,422,315,348**
22	09060102 LWH : LAND HUSBANDRY HILLSIDE IRRIGATION AND WATER HARVESTING	Agriculture	30,416,436,912	6-Feb-10	30-Jun-17	8,659,612,362
23	09060201 RSSP : RURAL SECTOR SUPPORT PROJECT (PHASE II)	Agriculture	58,732,500,000	20-Jun-12	30-Oct-17	8,762,702,986
	INTERNATIONAL FUND FOR AGRICULTURAL DEVELOPMENT IFAD FIDA	Agriculture	**17,389,716,467**			**5,412,257,726**
24	09060205 KWAMP: KIREHE WATERSHED MANAGEMENT PROJECT	Agriculture	8,121,874,607	30-Apr-09	30-Jun-16	2,061,812,467
	0901 RWANDA AGRICULTURAL BOARD (RAB)		**9,665,104,816**			**8,763,498,396**
	01 DOMESTIC FINANCING		6,546,599,281			6,546,599,281
	RWANDA	Agriculture	**6,546,599,281**			**6,546,599,281**
25	09060402 ROJECT: PRIORITY CROPS INTENSIFICATION (INCLUDING FERTILIZER IMPORTS)	Agriculture	2,691,563,276	1-Jul-14	30-Jun-15	2,691,563,276
26	09060505 PROJECT: ONE COW PER FAMILY	Agriculture	1,085,000,000	1-Jul-14	30-Jun-15	1,085,000,000
27	09060512 AQUACULTURE AND FISHERIES DEVELOPMENT PROJECT	Agriculture	45,372,700	1-Jul-14	30-Jun-15	45,372,700
28	09060513 LIVESTOCK INTENSIFICATION PROJECT	Agriculture	757,663,305	1-Jul-14	30-Jun-15	757,663,305
29	09060602 ONE CUP OF MILK PER CHILD	Agriculture	1,950,000,000	1-Jul-14	30-Jun-15	1,950,000,000
30	09070118 SAFEGUARDING NATIONAL GENETIC RESOURCES FOR FOOD SECURITY AND SUSTAINABLE EVELOPMENT	Agriculture	17,000,000	1-Jul-14	30-Jun-15	17,000,000
	08 EXTERNAL GRANTS		2,216,899,115			2,216,899,115
	BASKET FUND FOR AGRICULTURE RESEARCH	Agriculture	**2,216,899,115**			**2,216,899,115**
31	09070142 BASKET FUND FOR AGRICULTURE RESEARCH ACTIVITIES UNDER HARVEST PLUS PROGRAM SUPPORTED	Agriculture	2,216,899,115	1-Jul-14	30-Jun-15	2,216,899,115
	OTHER EXTRA BUDGETARY		**901,606,420**			**0**
	BASKET FUND FOR AGRICULTURE RESEARCH	Agriculture	**901,606,420**			**0**
32	09070142 BASKET FUND FOR AGRICULTURE RESEARCH ACTIVITIES UNDER HARVEST PLUS PROGRAM SUPPORTED	Agriculture	901,606,420	1-Jul-14	30-Jun-15	
	0902 NATIONAL AGRICULTURAL EXPORT DEVELOPMENT BOARD (NAEB)		**3,817,806,323**			**3,817,806,323**
	01 DOMESTIC FINANCING		3,817,806,323			3,817,806,323

	RWANDA	Agriculture	**3,817,806,323**			**3,817,806,323**
33	09080101 PROJECT: FLOWER PARK CONSTRUCTION	Agriculture	696,913,607	1-Jul-14	30-Jun-15	696,913,607
34	09080301 PROJECT: IMPROVING COFFEE PRODUCTION, PRODUCTIVITY AND QUALITY	Agriculture	427,031,030	1-Jul-14	30-Jun-15	427,031,030
35	09080302 PROJECT: COMMODITY CHAIN PROGRAMME (HORTICULTURE INTENSIFICATION AND QUALITY MANAGEMENT)	Agriculture	351,405,912	1-Jul-14	30-Jun-15	351,405,912
36	09080307 TEA EXPANSION PROJECT	Agriculture	642,645,660	1-Jul-14	30-Jun-15	642,645,660
37	09080308 INCREASING PYRETHRUM PRODUCTION,PRODUCTIVITY AND QUALITY	Agriculture	57,814,850	1-Jul-14	30-Jun-15	57,814,850
38	09080309 DEVELOPMENT OF NEW AGRICULTURE EXPORT CHAIN	Agriculture	127,440	1-Jul-14	30-Jun-15	127,440
39	09080310 NAEB TEA EXPANSION	Agriculture	1,500,000,000	1-Jul-14	30-Jun-15	1,500,000,000
40	09080901 KIGALI WHOLESALES MARKET	Agriculture	141,867,824	1-Jul-14	30-Jun-15	141,867,824
	DEVELOPMENT BANK OF RWANDA (BRD)					
	PROJECTS IN TOTAL NUMBER 248 FOR THE YEAR 2015	Agriculture	15,162,800,421			15,162,800,421
	1803 ENERGY, WATER AND SANITATION AUTHORITY (EWSA)		**37,512,741,240**			**37,512,741,240**
	01 DOMESTIC FINANCING		37,512,741,240			37,512,741,240
	RWANDA	Manufacturing	**16,929,740,641**			**16,929,740,641**
41	18130101 PROJECT: CONSTRUCTION OF NYABARONGO HYDRO POWER STATIONS (27 MW)	Manufacturing	4,320,672,832	1-Jul-14	30-Jun-15	4,320,672,832
42	18130105 ENERGY PROJECTS IMPLEMENTATION SUPPORT	Manufacturing	406,752,160	1-Jul-14	30-Jun-15	406,752,160
43	18130107 INCREASE OF RURAL ENERGY ACCESS TO ELECTRICITY THROUGH PPP	Manufacturing	48,360,488	1-Jul-14	30-Jun-15	48,360,488
44	18130108 GEOTHERMAL RESOURCE DEVELOPMENT	Manufacturing	293,765,596	1-Jul-14	30-Jun-15	0
45	18130109 DEVELOPMENT OF PEAT TO POWER PLANT	Manufacturing	159,327,415	1-Jul-14	30-Jun-15	159,327,415
46	18130113 RUKARARA I	Manufacturing	59,164,378	1-Jul-14	30-Jun-15	59,164,378
47	18130114 6 MICRO HYDRO POWER	Manufacturing	194,750,951	1-Jul-14	30-Jun-15	194,750,951
48	18130119 TAX EXPENDITURES FOR ENERGY PROJECTS	Manufacturing	7,014,396,620	1-Jul-14	30-Jun-15	7,014,396,620
49	18130120 KIVUWATT	Manufacturing	199,167,972	1-Jul-14	30-Jun-15	199,167,972
50	18130122 FEASIBILITY STUDY FOR MULTPURPOSE DEVELOPMENT PROJECT NYABARONGO II	Manufacturing	109,835,949	1-Jul-14	30-Jun-15	109,835,949
51	18130152 REHABILITATION OF 3 HYDRO POWER STATIONS : MUKUNGWA 1, GIHIRA ET GISENYI (BADEA/OPEC)	Manufacturing	66,147,000	1-Jul-14	30-Jun-15	359,912,596
52	18130201 CONSTRUCTION OF NATIONAL WIDETRANSMISSION LINE	Manufacturing	1,039,279,516	1-Jul-14	30-Jun-15	1,039,279,516
53	18130218 PROJECT: ELECTRICITY ROLL OUT PROGRAM (ELECTRICITY ACCESS SCALE UP/WB&OFID)	Manufacturing	328,989,115	1-Jul-14	30-Jun-15	328,989,115
54	18130301 IMPROVE BIOMASS USE EFFICIENCY	Manufacturing	523,431,072	1-Jul-14	30-Jun-15	523,431,072
55	18140102 RURAL WATER SUPPLY AND SANITATION II (PRSC-PEAMER)	Manufacturing	526,443,494	1-Jul-14	30-Jun-15	526,443,494
56	18140104 WATER PROJECTS IMPLEMENTATION SUPPORT	Manufacturing	258,883,303	1-Jul-14	30-Jun-15	258,883,303
57	18140111 RULINDO CHALLENGE PROGRAMME	Manufacturing	288,962,102	24-Oct-10	30-Jun-18	288,962,102
58	18140116 TAX EXPENDITURES FOR WATER PROJECTS	Manufacturing	176,896,709	1-Jul-14	30-Jun-15	176,896,709
59	18140101 NATIONAL RURAL WATER SUPPLY AND SANITATION PROGRAMME (PNEAR)	Manufacturing	283,000,000	1-Jul-14	30-Jun-15	283,000,000
60	18140103 WATER SANITATION AND HYGIENE	Manufacturing	60,000,000	1-Jul-14	30-Jun-15	60,000,000
61	18140105 LAKE VICTORIA WATER SUPPLY AND SANITATION PROJECT PHASE II (LVWATSAN II)	Manufacturing	30,000,000	1-Jul-14	30-Jun-15	30,000,000
62	18140118 EXPROPRIATION FOR WATSAN IN BUGESERA-KARENGE AND OTHER INTERVENTIONS AREAS PROJECT	Manufacturing	32,225,714	1-Jul-14	30-Jun-15	32,225,714
63	18140174 WATER SUPPLY IN BUTARE 2EME PHASE	Manufacturing	288,401,955	1-Jul-14	30-Jun-15	288,401,955
64	18140184 IMPROVEMENT OF URBAN WATER SUPPLY	Manufacturing	220,886,300	1-Jul-14	30-Jun-15	220,886,300
	EXTERNAL SOVEREIGN BONDS		**20,583,000,599**			**20,583,000,599**
65	18130108 GEOTHERMAL RESOURCE DEVELOPMENT	Manufacturing	5,647,219,786	1-Jul-14	30-Jun-15	5,647,219,786
66	18130109 DEVELOPMENT OF PEAT TO POWER PLANT	Manufacturing	3,567,651,170	1-Jul-14	30-Jun-15	3,567,651,170
67	18130202 ELECTRIFICATION OF 6 DISTRICTS IN EASTERN PROVINCE WITH STEG	Manufacturing	11,368,129,643	1-Jul-14	30-Jun-15	11,368,129,643
	1806 ENERGY DEVELOPMENT CORPORATION (EDCL)					
	01 DOMESTIC FINANCING	Manufacturing	278,061,147,310			68,735,761,832
	RWANDA	Manufacturing	**278,061,147,310**			**68,735,761,832**
68	18130101 PROJECT: CONSTRUCTION OF NYABARONGO HYDRO POWER STATIONS (27 MW)	Manufacturing	12,036,000,000	20-May-09	30-Aug-14	5,935,437,405
	09 EXTERNAL LOANS					
	IMPORT EXPORT BANK OF INDIA	Manufacturing	**54,400,000,000**			**3,251,941,956**
	18130101 PROJECT: CONSTRUCTION OF NYABARONGO HYDRO POWER STATIONS (27 MW)	Manufacturing	54,400,000,000	20-May-09	31-Mar-15	3,251,941,956
69	18130105 ENERGY PROJECTS IMPLEMENTATION SUPPORT	Manufacturing	559,459,041	1-Jul-14	30-Jun-15	559,459,041
70	18130107 INCREASE OF RURAL ENERGY ACCESS TO ELECTRICITY THROUGH PPP	Manufacturing	7,335,771,484	1-Jul-14	30-Jun-15	424,139,512

	08 EXTERNAL GRANTS					
	EUROPEAN UNION					
	18130107 INCREASE OF RURAL ENERGY ACCESS TO ELECTRICITY THROUGH PPP	Manufacturing	8,367,910,607	27-Apr-07	31-Dec-16	1,135,855,150
71	18130108 GEOTHERMAL RESOURCE DEVELOPMENT	Manufacturing	600,000,000	1-Jul-14	30-Jun-15	600,000,000
72	18130109 DEVELOPMENT OF PEAT TO POWER PLANT	Manufacturing	1,008,752,090	1-Jul-14	30-Jun-15	1,008,752,090
73	18130110 SOLAR PV SYSTEM IN 60 RURAL SECONDARY SCHOOLS	Manufacturing	342,000,000	1-Jul-14	30-Jun-15	342,000,000
74	18130112 PROJECT: LAKE KIVU MONITORING AND MANAGEMENT PROJECT	Manufacturing	403,000,000	1-Jul-14	30-Jun-15	403,000,000
	08 EXTERNAL GRANTS					
	NETHERLAND	Manufacturing	**7,536,856,153**			**3,363,196,922**
	18130112 PROJECT: LAKE KIVU MONITORING AND MANAGEMENT PROJECT	Manufacturing	6,981,493,386	29-Dec-11	31-Dec-17	2,807,834,155
75	18130113 RUKARARA I	Manufacturing	555,362,767	1-Jul-14	30-Jun-15	555,362,767
76	18130114 6 MICRO HYDRO POWER	Manufacturing	641,249,049	1-Jul-14	30-Jun-15	641,249,049
77	18130119 TAX EXPENDITURES FOR ENERGY PROJECTS	Manufacturing	3,564,753,380	1-Jul-14	30-Jun-15	3,564,753,380
78	18130120 KIVUWATT	Manufacturing	1,800,832,028	1-Jul-14	30-Jun-15	1,800,832,028
79	18130122 FEASIBILITY STUDY FOR MULTPURPOSE DEVELOPMENT PROJECT NYABARONGO II	Manufacturing	1,239,583,848	1-Jul-14	30-Jun-15	1,239,583,848
80	18130152 REHABILITATION OF 3 HYDRO POWER STATIONS : MUKUNGWA 1, GIHIRA ET GISENYI (BADEA/OPEC)	Manufacturing	2,491,635,000	1-Jul-14	30-Jun-15	993,765,596
	09 EXTERNAL LOANS					
	ARAB DEVELOPMENT BANK BADEA	Manufacturing	**5,036,780,000**			**1,033,200,000**
	18130152 REHABILITATION OF 3 HYDRO POWER STATIONS : MUKUNGWA 1, GIHIRA ET GISENYI (BADEA/OPEC)	Manufacturing	5,036,780,000	23-Feb-05	31-Mar-15	1,033,200,000
	OPEC FUND FOR INTERNATIONAL DEVELOPMENT	Manufacturing	**2,158,620,000**			**1,214,932,069**
	18130152 REHABILITATION OF 3 HYDRO POWER STATIONS : MUKUNGWA 1, GIHIRA ET GISENYI (OPEC)	Manufacturing	2,158,620,000	23-Feb-05	31-Mar-15	1,214,932,069
	01 DOMESTIC FINANCING					
81	18130154 CONSTRUCTION OF 50MW DIESEL (HFO) POWER PLANT	Manufacturing	1,600,000,000	1-Jul-14	30-Jun-15	1,600,000,000
82	18130201 CONSTRUCTION OF NATIONAL WIDETRANSMISSION LINE	Manufacturing	4,217,907,953	1-Jul-14	30-Jun-15	4,217,907,953
83	18130217 STREET LIGHTING	Manufacturing	2,664,958,249	1-Jul-14	30-Jun-15	2,664,958,249
84	18130218 PROJECT: ELECTRICITY ROLL OUT PROGRAM (ELECTRICITY ACCESS SCALE UP/WB&OFID)	Manufacturing	246,659,788	1-Jul-14	30-Jun-15	246,659,788
	08 EXTERNAL GRANTS					
	AFRICAN DEVELOPMENT BANK ADB					
	18130218 PROJECT: ELECTRICITY ROLL OUT PROGRAM (ELECTRICITY ACCESS SCALE UP/WB&OFID)	Manufacturing	27,730,400,000	30-Jan-14	31-Aug-18	4,763,688,874
	AFD					**0**
	18130218 PROJECT: ELECTRICITY ROLL OUT PROGRAM (ELECTRICITY ACCESS SCALE UP/WB&OFID)	Manufacturing	2,760,000,000	28-Sep-10	31-Dec-14	
	01 DOMESTIC FINANCING					
85	18130220 IMPROVING ACCESS TO RELIABLE ON-GRID ELECTRICITY SERVICES FOR HOUSEHOLDS AND PRIORITY PUBLIC INSTITUTIONS - BELGIAN CONTRIBUTION TO EARP	Manufacturing	1,456,063,475	1-Jul-14	30-Jun-15	79,564,730
	08 EXTERNAL GRANTS					
	BELGIAN TECHNICAL COOPERATION - BTC	Manufacturing	**14,174,716,485**			**193,073,601**
	18130220 IMPROVING ACCESS TO RELIABLE ON-GRID ELECTRICITY SERVICES FOR HOUSEHOLDS AND PRIORITY PUBLIC INSTITUTIONS - BELGIAN CONTRIBUTION TO EARP	Manufacturing	14,174,716,485	19-Dec-07	18-Dec-14	193,073,601
	01 DOMESTIC FINANCING					
86	18130222 400KV STANDARDIZATION LINE FOR KENYA-UGANDA -RWANDA INTERCONNECTION PROJECT	Manufacturing	475,700,000	1-Jul-14	30-Jun-15	475,700,000
87	18130301 IMPROVE BIOMASS USE EFFICIENCY	Manufacturing	172,619,409	1-Jul-14	30-Jun-15	172,619,409
88	18130403 PROJECT: REHABILIATION OF RWABUYE FUEL STORAGE	Manufacturing	686,274,234	1-Jul-14	30-Jun-15	686,274,234
89	18130102 FEASISIBILITY STUDY AND CONSTRUCTION OF NEW MHPS	Manufacturing	2,609,967,724	1-Jul-14	30-Jun-15	2,609,967,724
90	18130108 GEOTHERMAL RESOURCE DEVELOPMENT	Manufacturing	10,261,866,773	1-Jul-14	30-Jun-15	10,261,866,773
91	18130109 DEVELOPMENT OF PEAT TO POWER PLANT	Manufacturing	1,988,620,957	1-Jul-14	30-Jun-15	1,988,620,957
92	18130115 CONSTRUCTION OF KEYA MICRO HYDROPOWER PLANT PROJECT	Manufacturing	350,000,000	1-Jul-14	30-Jun-15	350,000,000
93	18130202 ELECTRIFICATION OF 6 DISTRICTS IN EASTERN PROVINCE WITH STEG	Manufacturing	976,416,945	1-Jul-14	30-Jun-15	976,416,945
94	18130227 MULTINATIONAL-INTERCONNECTION OF ELECTRICAL GRIDS OF NILE EQUATORIAL LAKES COUNTRIES(CONSTRUCTION OF 220KV ELECTRIC KIBUYE-GISENYI-GOMA-SHANGO-BIREMBO AND ASSOCIATED SUBSTATIONS)	Manufacturing	12,858,800,000	16-Mar-09	13-Dec-15	880,000,001
	08 EXTERNAL GRANTS					
	18130226 MULTINATIONAL-INTERCONNECTION OF ELECTRICAL GRIDS OF NILE EQUATORIAL LAKES COUNTRIES	Manufacturing	15,340,143,408	16-Mar-09	31-Mar-16	14,923,580,047
	KFW AND NERTHERLAND	Manufacturing	**64,048,616,105**			**7,707,130,791**

	18130228 MULTINATIONAL-INTERCONNECTION OF ELECTRICAL GRIDS OF NILE EQUATORIAL LAKES COUNTRIES(CONSTRUCTION OF KIGOMA/RWANDA-NGOZI/BURUNDI 220/110KV ELECTRIC LINE AND ASSOCIATED SUBSTIONS)	Manufacturing	64,048,616,105	16-Mar-09	31-Jan-16	7,707,130,791
	NETHERLAND					
95	18130237 ELECTRICITY ACCESS ROLLOUT PROGRAM	Manufacturing	32,454,022,175	25-Jun-09	31-Mar-15	
	09 EXTERNAL LOANS					
	OPEC AND SAUDI FUND	Manufacturing	**22,170,080,000**			**2,718,133,643**
	18130237 ELECTRICITY ACCESS ROLLOUT PROGRAM/OPEC	Manufacturing	22,170,080,000	22-Jun-10	31-Mar-15	2,718,133,643
	WORLD BANK	Manufacturing	**11,160,400,000**			**2,410,800,000**
96	18130435 SUSTAINABLE ENERGY DEVELOPMENT (GEF)	Manufacturing	11,160,400,000	28-Sep-10	31-Dec-15	2,410,800,000
	WORLD BANK	Manufacturing	**402,279,500,001**			**16,769,746,060**
97	18130104 CONSTRUCTION OF 90 MW RUSUMO FALLS HYDROPOWER PROJECT	Manufacturing	312,756,300,001	4-Oct-13	31-Dec-20	3,298,899,948
98	18130238 ELECTRICITY ACCESS ROLLOUT PROGRAMME / WB	Manufacturing	89,523,200,000	9-Jun-10	30-Jun-16	13,470,846,112
	1807 WATER AND SANITATION CORPORATION (WASAC)					
	01 DOMESTIC FINANCING					
	RWANDA					
99	18140102 RURAL WATER SUPPLY AND SANITATION II (PRSC-PEAMER)	Manufacturing	1,663,262,858	1-Jul-14	30-Jun-15	1,362,332,858
100	18140104 WATER PROJECTS IMPLEMENTATION SUPPORT	Manufacturing	341,116,697	1-Jul-14	30-Jun-15	341,116,697
101	18140111 RULINDO CHALLENGE PROGRAMME	Manufacturing	2,825,181,818	24-Oct-10	30-Jun-18	294,266,323
	08 EXTERNAL GRANTS					
	OTHER NGO - NON GOVERNMENT ORGANISATIONS	Manufacturing	**5,179,500,000**			**585,886,802**
	18140111 RULINDO CHALLENGE PROGRAMME	Manufacturing	5,179,500,000	24-Oct-10	30-Jun-18	585,886,802
102	18140112 OPTIMIZED PRODUCTION OF NYABARONGO GROUND WATER TREATMENT PLANT	Manufacturing	20,000,000	1-Jul-14	30-Jun-15	0
103	18140113 RURAL DRINKING WATER QUALITY CONTROL PROJECT	Manufacturing	175,000,000	1-Jul-14	30-Jun-15	142,646,291
104	18140116 TAX EXPENDITURES FOR WATER PROJECTS	Manufacturing	485,594,647	1-Jul-14	30-Jun-15	485,594,647
105	18140118 EXPROPRIATION FOR WATSAN IN BUGESERA-KARENGE AND OTHER INTERVENTIONS AREAS PROJECT	Manufacturing	68,778,416	1-Jul-14	30-Jun-15	68,778,416
106	18140174 WATER SUPPLY IN BUTARE 2EME PHASE	Manufacturing	3,112,579,000	1-Jul-14	30-Jun-15	1,282,191,943
	OPEC FUND FOR INTERNATIONAL DEVELOPMENT	Manufacturing	**3,000,733,316**			**691,425,375**
	18140174 WATER SUPPLY IN BUTARE 2EME PHASE	Manufacturing	3,000,733,316	31-Dec-08	31-Mar-15	691,425,375
107	18140175 STUDIES FOR CLEAN WATER SUPPLY IN 7 SECONDARY TOWNS: MUHANGA, NGOMA, RUSIZI, GICUMBI, KARONGI, NYANZA ET RUBAVU	Manufacturing	50,000,000	1-Jul-14	30-Jun-15	13,900,000
108	18140184 IMPROVEMENT OF URBAN WATER SUPPLY	Manufacturing	1,079,213,700	1-Jul-14	30-Jun-15	1,115,313,700
109	18140185 KIGALI BULK WATER SUPPLY	Manufacturing	83,000,000	1-Jul-14	30-Jun-15	82,461,386
110	18140201 IMPROVEMENT OF SANITATION IN URBAN AREAS	Manufacturing	100,000,000	1-Jul-14	30-Jun-15	100,000,000
111	18140101 NATIONAL RURAL WATER SUPPLY AND SANITATION PROGRAMME (PNEAR)	Manufacturing	3,505,104,950	1-Jul-14	30-Jun-15	517,000,000
	08 EXTERNAL GRANTS					
	AFRICAN DEVELOPMENT BANK ADB	Manufacturing	**30,062,112,350**			**4,525,664,000**
	18140101 NATIONAL RURAL WATER SUPPLY AND SANITATION PROGRAMME (PNEAR)	Manufacturing	16,654,404,950	12-Mar-10	31-Mar-16	1,233,200,000
112	18140103 WATER SANITATION AND HYGIENE	Manufacturing	1,680,000,000	1-Jul-14	30-Jun-15	40,000,000
	08 EXTERNAL GRANTS		46,426,212,350			5,311,550,802
	NETHERLAND	Manufacturing	**11,184,600,000**			**200,000,000**
	18140103 WATER SANITATION AND HYGIENE	Manufacturing	11,184,600,000	24-Aug-09	30-Jun-15	200,000,000
	09 EXTERNAL LOANS					
	OPEC FUND FOR INTERNATIONAL DEVELOPMENT					
	01150103 AGRO-PROCESSING PARKS DEVELOPMENT	Manufacturing	173,000,000	1-Jul-14	30-Jun-15	151,000,000
113	18140105 LAKE VICTORIA WATER SUPPLY AND SANITATION PROJECT PHASE II (LVWATSAN II)	Manufacturing	13,407,707,400	14-Aug-09	31-Dec-16	3,292,464,000
	09 EXTERNAL LOANS		3,000,733,316			691,425,375
114	01150202 MANUFACTURING GROWTH PROJECT	Manufacturing	1,284,700,000	1-Jul-14	30-Jun-15	1,258,053,583
	DEVELOPMENT BANK OF RWANDA (BRD)					
	ENERGY					
	TOTAL NUMBER OF PROJECTS 5 FOR THE YEAR 2015	Manufacturing	17,662,850,592			17,662,850,592
	EXPORT					
	TOTAL NUMBER OF PROJECTS 85 FOR THE YEAR 2015		34,619,432,932			34,619,432,932
	0101 NATIONAL COMMISSION FOR UNITY AND RECONCILIATION(NURC)					
	08 EXTERNAL GRANTS		914,250,480			271,164,244
	UNDP		**914,250,480**			**271,164,244**

115	01170204 PROMOTING ACCESS TO JUSTICE, HUMAN AND PEACE CONSOLIDATION IN RWANDA(NURC)	Service	914,250,480	1-Oct-13	30-Jun-18	271,164,244
	0108 RWANDA DEVELOPMENT BOARD (RDB)					
	01 DOMESTIC FINANCING					
	RWANDA	Service	**20,577,068,739**			**19,920,012,130**
116	01150204 EXPORT DIVERSIFICATION PROJECT	Service	268,472,629	1-Jul-14	30-Jun-15	255,472,629
117	01150302 PROJECT: DIVERSIFICATION OF TOURISM PRODUCTS AND PRODUCT DEVELOPMENT	Service	1,650,726,803	1-Jul-14	30-Jun-15	2,415,471,001
118	01150303 WILDLIFE PROTECTION AND CONSERVATION OF NATIONAL PARKS	Service	566,843,260	1-Jul-14	30-Jun-15	468,008,525
119	01150304 PROJECT: TOURISM QUALITY MANAGENENT AND STANDARDASATION OF NEW ACCOMMODATION ESTABLISHMENT	Service	100,000,000	1-Jul-14	30-Jun-15	96,000,000
120	01150305 RWANDA TOURISM MARKETING AND RESEARCH PROJECT	Service	159,861,864	1-Jul-14	30-Jun-15	158,861,864
121	01150402 RWANDA INVESTMENT AND TRACKING SYSTEM	Service	385,799,576	1-Jul-14	30-Jun-15	359,989,068
122	01150403 CORPORATE GOVERNANCE ADVISORY SERVICES PROJECT	Service	226,892,438	1-Jul-14	30-Jun-15	203,919,900
123	01150406 RWANDA BUSINESS LIFE CYCLE PROJECT	Service	33,000,000	1-Jul-14	30-Jun-15	62,940,000
20	**OTHER EXTRA BUDGETARY**					
26	**INVESTMENT CLIMATE FACILITY**					
27	01150406 RWANDA BUSINESS LIFE CYCLE PROJECT	Service	1,190,000,000	17-Jul-13	31-Jul-15	484,296,974
124	01150502 SERVICES DEVELOPMENT AND COMPETITIVENESS	Service	240,768,795	1-Jul-14	30-Jun-15	237,668,795
125	01150602 RWANDA SPECIAL ECONOMIC ZONE DEVELOPMENT PROJECT	Service	250,000,000	1-Jul-14	30-Jun-15	237,200,000
126	01160102 PROJECT: E-GOVERNMENT	Service	3,781,270,521	1-Jul-14	30-Jun-15	3,302,832,681
127	01160103 PROJECT: ICT SKILLS DEVELOPMENT	Service	163,231,205	1-Jul-14	30-Jun-15	163,231,205
128	01160104 NATIONAL CYBER SECURITY	Service	3,119,475,240	1-Jul-14	30-Jun-15	3,064,483,180
129	01160105 PROJECT : ICT PRIVATE SECTOR DEVELOPMENT	Service	8,271,733,212	1-Jul-14	30-Jun-15	8,292,533,212
130	01160106 PROJECT : ICT FOR COMMUNITY DEVELOPMENT	Service	60,000,000	1-Jul-14	30-Jun-15	8,109,900
131	01150302 PROJECT: DIVERSIFICATION OF TOURISM PRODUCTS AND PRODUCT DEVELOPMENT	Service	108,993,196	1-Jul-14	30-Jun-15	108,993,196
132	'DOCUMENT TRACKING & WORKFLOW MANAGEMENT SYSTEM	Service	1,217,537,325	2011	2017	
133	intallation of CCTV	Service	15,680,000,000	2015	2016	
134	' Cyber Security Capacity Building, Standards and Guidelines	Service	5,000,000,000	2012	2020	
135	Kigali Innovation City	Service	19,972,769,861	2009	2020	
136	'Regional ICT Center of Excellence (RICTCE)	Service	35,313,710,000	24-Feb-12	30th june 2016	
137	Construction of Advance Factory Unit	Service	7,600,000,000	'June,2014	2017	
138	'Kivu Belt development project	Service	119,625,000,000	**2014**	**2020**	
139	'Kigali Cultural viallage	Service	162,538,710,000.0	**2012**	**2018**	
140	' Development of MICE Village and Branding project	Service	9,447,922,855	**2015**	**2018**	
	08 EXTERNAL GRANTS					
141	STRENGTHENING LAW ENFORCEMENT CAPACITY IN PARKS	Service	6,358,049,916	1-Jul-14	30-Jun-15	0
	08 EXTERNAL GRANTS					
	INTERNATIONAL DEVELOPMENT ASSOCIATION					
142	01160108 REGIONAL COMMUNICATION INFRASTRUCTURE PROGRAMME	Service	15,390,830,684	16-Jan-09	31-Jul-15	3,168,480,000
	OTHER EXTRA BUDGETARY	Service	**2,922,913,189**			**0**
143	MACARTHUR FOUNDATION (MAF)	Service	106,917,336	1-Jul-14	30-Jun-15	
144	BUFFET FOUNDATION	Service	2,765,128,188	1-Nov-14	31-Dec-17	
145	NETHERLANDS INITIATIVE FOR CAPACITY DEVELOPMENT IN HIGHER EDUCATION (NICHE)	Service	44,643,672	1-Jul-14	30-Jun-15	
146	NETWORK ENVIRONMENTAL AND FORESTRY TRAINING INSTITUTIONS IN CENTRAL AFRICA (NEFTICA)	Service	6,223,993	1-Jul-14	30-Jun-15	
	09 EXTERNAL LOANS					
	AFRICAN DEVELOPMENT BANK ADB					
147	01160107 REGIONAL ICT CENTER FOR EXCELLENCE	Service	7,616,720,000	29-Feb-12	30-Sep-17	1,649,449,974
	0200 SENATE					
148	01 DOMESTIC FINANCING					
	RWANDA					
149	02070110 PROJECT: MONUMENT AND SITES CONSTRUCTION	Service	416,434,000	1-Jul-14	30-Jun-15	416,434,000
	0300 CHAMBER OF DEPUTIES					
	OTHER EXTRA BUDGETARY					
	UNITED NATIONS DEVELOPMENT PROGRAMME - UNDP	Service	**852,500,000**			**0**
150	PROMOTING ACCESS TO JUSTICE, HUMAN RIGHTS AND PEACE CONSOLIDATION	Service	852,500,000	1-Jul-13	30-Jun-18	
	0303 NATIONAL HUMAN RIGHTS COMMISSION (NHRC)					
	OTHER EXTRA BUDGETARY					
	UNITED NATIONS DEVELOPMENT PROGRAMME - UNDP					
151	03070418 PROMOTING ACCESS TO JUSTICE, HUMAN RIGHTS AND PEACE CONSOLIDATION	Service	43,545,200	1-Jul-14	30-Jun-15	
	0301 OFFICE OF THE AUDITOR GENERA (OAG)		**6,369,308,987**			**1,955,697,671**
	08 EXTERNAL GRANTS		6,369,308,987			1,955,697,671
	DFID		**6,369,308,987**			**1,955,697,671**
152	03110103 STRENGTHENING PUBLIC AUDIT IN RWANDA (SPAR)	Service	6,369,308,987	15-Nov-11	30-Jun-16	1,955,697,671
	0303 NATIONAL HUMAN RIGHTS COMMISSION (NHRC)		**43,545,200**			**0**
	OTHER EXTRA BUDGETARY		43,545,200			0
	UNITED NATIONS DEVELOPMENT PROGRAMME - UNDP		**43,545,200**			**0**
153	03070418 PROMOTING ACCESS TO JUSTICE, HUMAN RIGHTS AND PEACE CONSOLIDATION	Service	43,545,200	1-Jul-14	30-Jun-15	0
	0500 SUPREME COURT		**5,792,155,000**			**2,616,221,279**
	01 DOMESTIC FINANCING		239,000,000			239,000,000
	RWANDA		**239,000,000**			**239,000,000**
154	05060202 RWANDA COMMERCIAL JUSTICE PROJECT	Service	239,000,000	1-Jul-14	30-Jun-15	239,000,000
	08 EXTERNAL GRANTS		5,553,155,000			2,377,221,279
	INVESTMENT CLIMATE FACILITY		**1,450,155,000**			**867,856,498**
	05060202 RWANDA COMMERCIAL JUSTICE PROJECT	Service	1,450,155,000	1-Sep-12	30-Jun-15	867,856,498
	NETHERLAND		**4,103,000,000**			**1,509,364,781**
155	05050106 CAPACITY BUILDING TO JUDICIARY AND PROSECUTION PROJECT	Service	4,103,000,000	1-Dec-12	31-Dec-16	1,509,364,781
	0600 MINADEF		**329,050,026**			**329,050,026**
	01 DOMESTIC FINANCING		329,050,026			329,050,026
	RWANDA		**329,050,026**			**329,050,026**
157	06080202 SINGLE STREAM OF FUNDING FOR HIV/GF	Service	329,050,026	1-Jul-14	30-Jun-15	329,050,026
	0601 RWANDA MILITARY HOSPITAL (RMH)		**1,270,819,330**			**1,270,819,330**

	01 DOMESTIC FINANCING		1,270,819,330			1,270,819,330
	GLOBAL FUND		**1,270,819,330**			**1,270,819,330**
158	06070202 SINGLE STREAM OF FUNDING FOR HIV/GF-RMH	Service	1,270,819,330	1-Jul-14	30-Jun-15	1,270,819,330
	0700 MININTER		**192,603,854**			**157,079,851**
	01 DOMESTIC FINANCING		157,079,851			157,079,851
	RWANDA		**157,079,851**			**157,079,851**
159	07130103 SINGLE STREAM FUNDING/HIV (SSF-HIV)	Service	157,079,851	1-Jul-14	30-Jun-15	157,079,851
	OTHER EXTRA BUDGETARY		35,524,003			0
	GLOBAL FUND		**35,524,003**			**0**
	07130103 SINGLE STREAM FUNDING/HIV (SSF-HIV)	Service	35,524,003	1-Jul-14	30-Jun-15	0
	0701 RWANDA NATIONAL POLICE (RNP)		**5,445,914,631**			**1,753,234,350**
	01 DOMESTIC FINANCING		3,271,747,768			1,450,234,350
	RWANDA		**3,271,747,768**			**1,450,234,350**
160	07150302 CONSTRUCTION OF RNP GHQS 2 NEW P/STATIONS AND REMERA P/STATION AND REMOVAL OF ASBESTOS	Service	2,684,013,418	1-Jul-14	30-Jun-15	862,500,000
161	07160502 SINGLE STREAM OF FUNDING FOR HIV/GF	Service	350,301,000	1-Jul-14	30-Jun-15	350,301,000
162	07160604 SINGLE STREAM OF FUNDING FOR HIV/GF	Service	237,433,350	1-Jul-14	30-Jun-15	237,433,350
	08 EXTERNAL GRANTS		1,989,370,855			303,000,000
	UNDP		**1,989,370,855**			**303,000,000**
164	07140103 PROMOTING ACCESS TO JUSTICE, HUMAN AND PEACE CONSOLIDATION IN RWANDA(RNP)	Service	1,989,370,855	1-Oct-13	30-Jun-18	303,000,000
	OTHER EXTRA BUDGETARY		184,796,008			0
	NETHERLANDS		**184,796,008**			**0**
165	07160605 NATIONAL SCALE UP OF ISANGE ONE STOP CENTRE MODEL IN RWANDA PROJECT	Service	184,796,008	1-Jul-14	30-Jun-15	0
	0702 RWANDA CORRECTIONAL SERVICE(RCS)		**816,711,298**			**816,711,298**
	01 DOMESTIC FINANCING		816,711,298			816,711,298
	RWANDA		**816,711,298**			**816,711,298**
166	07180404 NSINDA PRISON PHASE I REHABILITATION	Service	207,902,066	1-Jul-14	30-Jun-15	207,902,066
167	07180405 REHABILITATION AND EXTENSION OF BIOGAS IN 10 PRISONS.	Service	113,106,141	1-Jul-14	30-Jun-15	113,106,141
168	07180407 CONSTRUCTION OF HUYE PRISON PHASE IV	Service	278,129,854	1-Jul-14	30-Jun-15	278,129,854
169	07180410 CONSTRUCTION OF RCS TRAINING SCHOOL	Service	92,709,951	1-Jul-14	30-Jun-15	92,709,951
170	07180302 Inmates minors and the children born in prisons welfare promoted	Service	50,000,000	1-Jul-14	30-Jun-15	50,000,000
171	07180411 ENSURING SECURITY OF PRISONS INFRASTRUCTURES	Service	74,863,286	1-Jul-14	30-Jun-15	74,863,286
	0800 MINAFFET		**2,591,639,311**			**2,591,639,311**
	01 DOMESTIC FINANCING		2,591,639,311			2,591,639,311
	RWANDA		**2,591,639,311**			**2,591,639,311**
172	08050103 EMBASSY INFRASTRUCTURE	Service	2,591,639,311	1-Jul-14	30-Jun-15	2,591,639,311
	1000 MINICOM		**18,623,257,401**			**13,393,186,862**
	01 DOMESTIC FINANCING		11,817,884,500			11,817,884,500
	RWANDA		**11,817,884,500**			**11,817,884,500**
173	10060307 COMMODITY TRADING PLATFORM	Service	700,000,000	1-Jul-14	30-Jun-15	1,405,000,000
174	10070101 CONSTRUCTION OF 4 PROVINCIAL INDUSTRIAL PARKS	Service	3,938,870,000	1-Jul-14	30-Jun-15	3,938,870,000
175	10070103 PROJECT: RELOCATION OF GIKONDO INDUSTRIAL PARK	Service	5,137,600,000	1-Jul-14	30-Jun-15	4,432,600,000
176	10070201 RWANDA INTEGRATED TRADE LOGISTICS PROJECT	Service	2,041,414,500	1-Jul-14	30-Jun-15	2,041,414,500
	08 EXTERNAL GRANTS		2,004,778,524			705,580,864
	EUROPEAN UNION		**2,004,778,524**			**705,580,864**
177	10060304 PROJECT: EIF	Service	1,008,424,800	1-Jul-09	31-Mar-16	202,500,000
178	10070304 SUPPORT TO MICRO, SMALL AND MEDIUM ENTERPISES -PROGRAMME ESTIMATE 2 (EU)	Service	996,353,724	27-Jun-13	26-Jun-15	503,080,864
	09 EXTERNAL LOANS		3,250,000,000			869,721,498
	WORLD BANK		**3,250,000,000**			**869,721,498**
179	10060302 GOVERNANCE FOR COMPETITIVENESS TECHNICAL ASSISTANCE (G4CTA) PROJECT	Service	3,250,000,000	4-Jan-12	30-Apr-16	869,721,498
	OTHER EXTRA BUDGETARY		**1,550,594,377**			**0**
	UNEP		**960,427,609**			**0**
180	E-WASTE MANAGEMENT	Service	960,427,609	1-Oct-14	30-Jun-17	0
	SIDA	Service	**273,000,000**			**0**
181	RESOURCE EFFICIENT AND CLEANER PRODUCTION	Service	273,000,000	1-Nov-12	30-Jun-16	0
	NEPAD	Service	**317,166,768**			**0**
182	WOMEN IN INFORMAL CROSS BORDER TRADE PROJECT (WICBT)	Service	317,166,768	7-Jan-13	30-Jun-15	
	1001 RWANDA STANDARDS BOARD (RSB)		**855,461,589**			**855,461,589**
	01 DOMESTIC FINANCING		790,774,942			790,774,942
	RWANDA	Service	**790,774,942**			**790,774,942**
183	10050205 REHABILITATION OF ADMINISTRATIVE BUILDING AND LABORATORY CHEMICAL STORES	Service	55,130,192	1-Jul-14	30-Jun-15	55,130,192
184	10090103 CIVIL ENGINEERING TESTING LABORATORIES AND LABORATORY ACCESSORIES	Service	189,000,000	1-Jul-14	30-Jun-15	189,000,000
185	10090302 PLASTICS PACKAGING	Service	350,000,000	1-Jul-14	30-Jun-15	350,000,000
186	10100102 ESTABLISHMENT OF TIME AND FREQUENCY LABORATORY AND ENHANCEMENT OF METROLOGY LABORATORIES IN PREPARATION FOR ACCREDITATION	Service	196,644,750	1-Jul-14	30-Jun-15	196,644,750
	08 EXTERNAL GRANTS		64,686,647			64,686,647
	TRADE MARK EAST AFRICA		**64,686,647**			**64,686,647**
187	10080203 RESEARCH ON PRIORITY BASED STANDARDS TRAININING AND DISSEMINATION PROJECT	Service	64,686,647	1-Jul-14	30-Jun-15	64,686,647
	1002 RWANDA COOPERATIVES AGENCY (RCA)		**1,000,000,000**			**1,000,000,000**
	08 EXTERNAL GRANTS		1,000,000,000			1,000,000,000
	WORLD HEALTH ORGANIZATION - WHO		**1,000,000,000**			**1,000,000,000**
188	10110203 SACCOS CONSOLIDATED TOWARDS COOPERATIVE BANK PROJECT	Service	1,000,000,000	1-Jul-14	30-Jun-15	1,000,000,000
	1004 NATIONAL INDUSTRIAL RESEARCH AND DEVELOPMENT AGENCY (NIRDA)		**678,914,111**			**678,914,111**
	01 DOMESTIC FINANCING		678,914,111			678,914,111
	RWANDA		**678,914,111**			**678,914,111**
189	10070309 COMMUNITY PROCESSING CENTERS PROJECT	Service	578,914,111	1-Jul-14	30-Jun-15	578,914,111
190	10150105 NIRDA LABORATORY CONSTRUCTION	Service	100,000,000	1-Jul-14	30-Jun-15	100,000,000
	1200 MINECOFIN		**15,097,147,970**			**12,251,205,761**
	01 DOMESTIC FINANCING		2,655,129,139			2,655,129,139
	RWANDA		**2,655,129,139**			**2,655,129,139**
191	12070503 EXPORT PROMOTION PROJECT	Service	1,565,129,139	1-Jul-14	30-Jun-15	1,565,129,139

192	12070504 PROJECT STUDY FUND	Service	1,090,000,000	1-Jul-14	30-Jun-15	1,090,000,000
	08 EXTERNAL GRANTS		12,442,018,831			9,596,076,622
	AFRICAN DEVELOPMENT FUND FOR ADB		**337,890,000**			**581,846,580**
193	12080129 AUTOMATED GOVERNMENT LOCAL REVENUE MANAGEMENT PROJECT	Service	337,890,000	12-Dec-13	30-Sep-15	581,846,580
	BASKET FUND		**7,426,760,074**			**7,426,760,074**
194	12090103 PFM (BASKET FUND)	Service	7,426,760,074	1-Jul-14	30-Jun-18	7,426,760,074
	EUROPEAN UNION	Service	**294,000,000**			**294,000,000**
195	12080105 RWANDA INSTITUTIONAL SUPPORT TO STATISTICS AND PFM/ EDF NATIONAL AUTHORISING OFFICE	Service	294,000,000	1-Jul-14	30-Jun-18	294,000,000
	UNIFEM		**364,462,342**			**68,053,440**
196	12090105 GENDER RESPONSIVE BUDGETING	Service	364,462,342	1-Jul-11	30-Dec-13	68,053,440
	UNITED NATIONS CAPITAL DEVELOPMENT FUND - UNCDF		**4,018,906,415**			**1,225,416,528**
197	12070402 BUILDING AN INCLUSIVE FINANCIAL SECTOR IN RWANDA (BIFSIR)	Service	4,018,906,415	1-Jan-10	31-Dec-15	1,225,416,528
	1202 NATIONAL INSTITUTE OF STATISTICS OF RWANDA (NISR)		**63,469,664,330**			**6,616,951,064**
	01 DOMESTIC FINANCING		6,333,791,433			1,291,689,044
	RWANDA		**6,333,791,433**			**1,291,689,044**
198	12060206 NSDS BASKET FUND NIS	Service	6,333,791,433	1-Jul-14	30-Jun-19	1,291,689,044
	08 EXTERNAL GRANTS		57,135,872,897			5,325,262,020
	BASKET FUND (WB, DFID, EU, UN, AfDB, PIH, WV, ICF)		**57,004,122,897**			**5,290,262,020**
199	12060206 NSDS BASKET FUND NIS	Service	57,004,122,897	1-Jul-14	30-Jun-19	5,290,262,020
	UNITED NATIONS POPULATION FUND - UNFPA		**131,750,000**			**35,000,000**
200	12100201 NSDS BASKET FUND NIS	Service	131,750,000	1-Jul-14	30-Jun-19	35,000,000
	1203 RWANDA REVENUE AUTHORITY(RRA)		**2,220,364,080**			**571,085,081**
	08 EXTERNAL GRANTS		2,220,364,080			571,085,081
	TRADE MARK EAST AFRICA		**2,220,364,080**			**571,085,081**
201	12060310 REGIONAL INTEGRATION AND TRADE FACILITATION (TMEA)	Service	2,220,364,080	1-Sep-11	1-Sep-14	571,085,081
	1205 NATIONAL CAPACITY BUILDING SECRETARIAT (NCBS)		**12,658,589,640**			**2,809,496,882**
	08 EXTERNAL GRANTS		8,026,100,000			2,809,496,882
	BELGIAN TECHNICAL COOPERATION - BTC		**3,740,000,000**			**1,401,086,858**
202	12130123 SUPPORT TO THE STRATEGIC APPROACH TO CAPACITY BUILDIING	Service	3,740,000,000	1-Jan-14	6-Feb-19	1,401,086,858
	NETHERLAND		**4,286,100,000**			**1,408,410,024**
203	12130108 CAPACITY BUILDING FOR FOOD SECURITY IN RWANDA	Service	4,286,100,000	1-Jan-13	31-Dec-16	1,408,410,024
	OTHER EXTRA BUDGETARY		**4,632,489,640**			**0**
	OTHER RWANDA CORPORATE ENTITIES		**2,721,745,412**			**0**
204	12130165 TRAINING AND MENTORING IN RELEVANT PROFESSIONAL AREAS	Service	2,721,745,412	1-Jul-14	30-Jun-15	
	UNITED NATIONS DEVELOPMENT PROGRAMME - UNDP		**1,910,744,228**			**0**
205	TRANSFORMATIONAL CAPACITY DEVELOPMENT FOR THE IMPLEMENTATION AND COORDINATION OF GOVERNMENT POLICIES AND PROGRAMMES	Service	1,910,744,228	1-Jan-14	30-Jun-18	
	1207 CAPITAL MARKETS AUTHORITY (CMA)		**484,357,868**			**484,357,868**
	01 DOMESTIC FINANCING		484,357,868			484,357,868
	RWANDA		**484,357,868**			**484,357,868**
206	12140107 NATIONAL UNIT TRUST	Service	484,357,868	1-Jul-14	30-Jun-15	484,357,868
	1300 MINIJUST		**6,103,428,296**			**1,794,619,944**
	08 EXTERNAL GRANTS		6,103,428,296			1,794,619,944
	NETHERLAND		**977,953,341**			**977,953,341**
207	13050397 NATIONAL SCALE UP OF ISANGE ONE STOP CENTRE MODEL IN RWANDA PROJECT	Service	977,953,341	1-Jul-14	30-Jun-15	977,953,341
	UNDP		**5,125,474,955**			**816,666,603**
208	13100102 PROMOTING ACCESS TO JUSTICE, HUMAN AND PEACE CONSOLIDATION IN RWANDA(MINIJUST)	Service	4,884,569,237	30-Oct-13	30-Jun-18	816,666,603
209	13100211 NCHR CAPACITIES ARE STRENGTHENED TO PROMOTE AND MAINSTREAM HUMAN RIGHTS AND IMPLEMENT TREATY BODY AND UPR	Service	240,905,718	1-Jul-13	30-Jun-18	
	1400 MINEDUC		**47,238,751,029**			**4,017,114,365**
	01 DOMESTIC FINANCING		325,980,707			325,980,707
	RWANDA		**325,980,707**			**325,980,707**
210	14170110 SINGLE STREAM FOR HIV/GB	Service	53,000,000	1-Jul-14	30-Jun-15	53,000,000
211	14180117 PROJECT: SUPPORT TO SKILLS DEVELOPMENT IN SCIENCE AND TECHNOLOGY	Service	272,980,707	1-Jul-14	30-Jun-15	272,980,707
	08 EXTERNAL GRANTS		6,128,872,282			3,002,333,658
	AFRICAN CAPACITY BUILDING FOUNDATION		**166,827,282**			**166,827,282**
	14180117 PROJECT: SUPPORT TO SKILLS DEVELOPMENT IN SCIENCE AND TECHNOLOGY	Service	166,827,282	6-Mar-09	31-Oct-15	166,827,282
	AFRICAN DEVELOPMENT BANK ADB	Service	**5,962,045,000**			**2,835,506,376**
	14180117 PROJECT: SUPPORT TO SKILLS DEVELOPMENT IN SCIENCE AND TECHNOLOGY	Service	5,962,045,000	6-Mar-09	31-Dec-16	2,835,506,376
	OTHER EXTRA BUDGETARY		**6,514,360,440**			**0**
	BELGIUM		**6,514,360,440**			**0**
212	PROJET D'APPUI A LA FORMATION PROFESSIONNELLE	Service	6,514,360,440	26-Jan-10	26-Jan-16	
	09 EXTERNAL LOANS		34,269,537,600			688,800,000
	SOUTH KOREA		**34,269,537,600**			**688,800,000**
213	14210226 UNIVERSITY OF RWANDA-INFRASTRUCTURE DEVELOPMENT	Service	34,269,537,600	14-Nov-14	14-May-18	688,800,000
	1401 RWANDA NATIONAL COMMISSION FOR UNESCO CNRU		**182,400,000**			**182,400,000**
	08 EXTERNAL GRANTS		182,400,000			182,400,000
	UNESCO		**182,400,000**			**182,400,000**
214	14180130 CNRU FINANCE SUPPORT SERVICES AND EFFICIENT MANAGEMENT OF RESOURCES PROJECT	Service	182,400,000	1-Jul-14	30-Jun-15	182,400,000
	1409 RUKARA NATIONAL COLLEGE OF EDUCATION		**939,423,550**			**939,423,550**
	01 DOMESTIC FINANCING		939,423,550			939,423,550
	RWANDA		**939,423,550**			**939,423,550**
215	14210215 RUKARA INFRASTRUCTURE DEVELOPMENT PROJECT	Service	939,423,550	1-Jul-14	30-Jun-15	939,423,550
	1412 WORKFORCE DEVELOPMENT AUTHORITY(WDA)		**47,325,421,246**			**20,264,768,430**
	01 DOMESTIC FINANCING		12,986,228,615			12,986,228,615
	RWANDA		**12,986,228,615**			**12,986,228,615**
216	14220111 HANDS-ON SKILLS AMONG YOUTH OUTSIDE REGULAR EDUCATION SYSTEM	Service	1,165,000,000	1-Jul-14	30-Jun-15	1,165,000,000
217	14220301 TVET SCHOOLS INFRASTRUCTURE DEVELOPMENT AND EQUIPMENT PROJECT	Service	9,724,020,035	1-Jul-14	30-Jun-15	9,724,020,035

218	14220302 EXPANSION AND DEVELOPMENT OF THE INTEGRATED POLYTECHNIC REGIONAL CENTER PROJECT-IPRC KICUKIRO	Service	1,278,300,000	1-Jul-14	30-Jun-15	1,278,300,000
219	14220303 KOCA TRAINING OF TRAINERS PROJECT	Service	200,000,000	1-Jul-14	30-Jun-15	200,000,000
220	14220304 SKILLS DEVELOPMENT PROJECT	Service	618,908,580	1-Jul-14	30-Jun-15	618,908,580
	08 EXTERNAL GRANTS		3,344,000,000			1,022,000,000
	KOREA FUND		**3,344,000,000**			**1,022,000,000**
	14220303 KOCA TRAINING OF TRAINERS PROJECT	Service	3,344,000,000	20-Sep-13	20-Sep-17	1,022,000,000
	09 EXTERNAL LOANS		30,995,192,631			6,256,539,815
	KUWAIT FUND		**8,915,192,631**			**3,117,165,226**
	14220302 EXPANSION AND DEVELOPMENT OF THE INTEGRATED POLYTECHNIC REGIONAL CENTER PROJECT-IPRC KICUKIRO	Service	8,915,192,631	24-Sep-10	31-Aug-15	3,117,165,226
	WORLD BANK	Service	**22,080,000,000**			**3,139,374,589**
	14220304 SKILLS DEVELOPMENT PROJECT	Service	22,080,000,000	29-Apr-11	31-May-16	3,139,374,589
	1413 RWANDA EDUCATION BOARD (REB)		**11,904,619,760**			**11,904,619,760**
	01 DOMESTIC FINANCING		11,904,619,760			11,904,619,760
	RWANDA		**11,904,619,760**			**11,904,619,760**
221	14250308 SCHOOL CONSTRUCTION PROJECT	Service	6,712,619,760	1-Jul-14	30-Jun-15	6,712,619,760
222	14260135 ONE LAPTOP PER CHILD PROJECT	Service	5,192,000,000	1-Jul-14	30-Jun-15	5,192,000,000
	1417 UNIVERSITY OF RWANDA		**2,434,918,640**			**2,434,918,640**
	01 DOMESTIC FINANCING		2,434,918,640			2,434,918,640
	RWANDA		**2,434,918,640**			**2,434,918,640**
223	14210225 ACQUISITION OF HOSTELS AT COLLEGE OF ARTS	Service	2,434,918,640	1-Jul-14	30-Jun-15	2,434,918,640
	15 MINISPOC		**200,000,000**			**200,000,000**
	01 DOMESTIC FINANCING		200,000,000			200,000,000
	RWANDA		**200,000,000**			**200,000,000**
224	15130205 GAHANGA EXPROPRIATION FOR CHANI	Service	200,000,000	1-Jul-14	30-Jun-15	200,000,000
	1501 NATIONAL COMMISSION FOR THE FIGHT AGAINST GENOCIDE(CNLG)		**750,000,000**			**750,000,000**
	01 DOMESTIC FINANCING		750,000,000			750,000,000
	RWANDA		**750,000,000**			**750,000,000**
225	15150107 RENOVATION AND EXTENSION OF NTAMARA MEMORIAL SITE	Service	425,644,144	1-Jul-14	30-Jun-15	425,644,144
226	15150108 STUDY FOR MURAMBI GENOCIDE MEMORIAL SITE AND CONSERVATION OF GENOCIDE PROOFS	Service	220,000,000	1-Jul-14	30-Jun-15	220,000,000
227	15150109 STUDY AND CONSTRUCTION OF NYARUBUYE MEMORIAL SITE	Service	34,355,856	1-Jul-14	30-Jun-15	34,355,856
228	15160205 DIGITALIZATION AND CONSERVATION OF GACACA RECORDS	Service	70,000,000	1-Jul-14	30-Jun-15	70,000,000
	1502 RWANDA NATIONAL MUSEUM		**395,072,817**			**395,072,817**
	01 DOMESTIC FINANCING		395,072,817			395,072,817
	RWANDA		**395,072,817**			**395,072,817**
229	15170202 CONSTRUCTION OF ENVIRONMENTAL MUSEUM IN KARONGI DISTRICT.	Service	195,072,817	1-Jul-14	30-Jun-15	195,072,817
230	15170205 FENCING OF THE ETHNOGRAPHIC MUSEUM IN HUYE DISTRICT	Service	200,000,000	1-Jul-14	30-Jun-15	200,000,000
	1600 MINISANTE		**347,442,846,953**			**43,676,155,727**
	01 DOMESTIC FINANCING		330,772,389,674			34,970,690,242
	RWANDA		**10,135,811,050**			**10,135,811,050**
231	16150502 PROJECT: HEALTH INFRASTRUCTURES	Service	5,921,823,571	1-Jul-14	30-Jun-15	5,921,823,571
232	16150503 PROJECT: HEALTH EQUIPMENT	Service	4,213,987,479	1-Jul-14	30-Jun-15	4,213,987,479
	GLOBAL FUND		**320,636,578,624**			**24,834,879,192**
233	16120107 SINGLE STREAM OF FUNDING FOR HIV/GF	Service	320,636,578,624	1-Jul-10	30-Jun-15	24,834,879,192
	08 EXTERNAL GRANTS		7,525,968,559			7,525,968,559
	GERMANY		**882,800,000**			**882,800,000**
234	16150508 MUNINI DISTRICT HOSPITAL	Service	882,800,000	10-Feb-14	31-Dec-17	882,800,000
	UNITED STATES OF AMERICA		**6,643,168,559**			**6,643,168,559**
235	16130120 CDC-COAG/HIV PROJECT	Service	6,643,168,559	1-Jul-14	30-Jun-15	6,643,168,559
	09 EXTERNAL LOANS		9,144,488,720			1,179,496,926
	KUWAIT FUND		**9,144,488,720**			**1,179,496,926**
236	16150507 REHAB&EXT DE KING FISAL HOSPITAL	Service	8,185,360,958	30-Sep-06	30-Jun-18	220,369,164
	16150508 MUNINI DISTRICT HOSPITAL	Service	959,127,762	10-Feb-14	31-Dec-17	959,127,762
	1601 CENTRAL UNIVERSITY HOSPITAL OF KIGALI (CHUK)		**459,684,631**			**459,684,631**
	01 DOMESTIC FINANCING		459,684,631			459,684,631
	GLOBAL FUND		**459,684,631**			**459,684,631**
237	16180107 SINGLE STREAM OF FUNDING FOR HIV/GF	Service	459,684,631	1-Jul-14	30-Jun-15	459,684,631
	1602 CENTRAL UNIVERSITY HOSPITAL OF BUTARE (CHUB)		**125,031,149**			**125,031,149**
	01 DOMESTIC FINANCING		125,031,149			125,031,149
	GLOBAL FUND		**125,031,149**			**125,031,149**
238	16180121 SINGLE STREAM OF FUNDING FOR HIV/GF	Service	125,031,149	1-Jul-14	30-Jun-15	125,031,149
	1604 KACYIRU POLICE HOSPITAL (KPH)		**348,251,493**			**348,251,493**
	01 DOMESTIC FINANCING		348,251,493			348,251,493
	RWANDA		**305,322,516**			**305,322,516**
239	16180117 EXTENSION OF KACYIRU POLICE HOSPITAL	Service	305,322,516	1-Jul-14	30-Jun-15	305,322,516
	GLOBAL FUND		**42,928,977**			**42,928,977**
240	16180122 SINGLE STREAM OF FUNDING FOR HIV/GF-KPH	Service	42,928,977	1-Jul-14	30-Jun-15	42,928,977
	1605 RWANDA BIO-MEDICAL CENTER(RBC)		**292,599,590,293**			**85,645,438,622**
	01 DOMESTIC FINANCING		58,496,344,846			58,496,344,846
	RWANDA		**1,645,411,532**			**1,645,411,532**
241	16190707 PROJECT: EAST AFRICAN REGIONAL PUBLIC HEALTH LABORATORY NETWORKING	Service	215,000,000	1-Jul-14	30-Jun-15	215,000,000
242	16200152 TAX EXPENDITURES FOR HIV PROJECTS	Service	1,430,411,532	1-Jul-14	30-Jun-15	1,430,411,532
	GLOBAL FUND		**56,850,933,314**			**56,850,933,314**
243	16150506 SINGLE STREAM OF FUNDING FOR HIV/GF	Service	54,050,406,033	1-Jul-14	30-Jun-15	54,050,406,033
244	16120318 MALARIA NSP GF- RBC	Service	2,800,527,281	1-Jul-14	30-Jun-15	2,800,527,281
	08 EXTERNAL GRANTS		232,601,263,938			27,149,093,776
	BASKET FUND		**12,294,699,881**			**2,429,127,457**
245	16140111 PROJECT: CAPACITY DEVELOPMENT POOL FUNDS (CDPF)	Service	3,898,000,000	25-Oct-10	30-Mar-16	981,329,790
246	16170205 PROJECT: GLOBAL ALLIANCE FOR VACCINES AND IMMUNISATIONS (FRW)	Service	1,698,349,940	1-Jul-13	1-Jun-17	354,480,073
247	16200306 RWANDA-GAVI HSS	Service	6,698,349,940	1-Jul-13	1-Jun-17	1,093,317,594
	BELGIUM		**9,600,000,000**			**527,280,000**
248	16130112 PROJECT: MINISANTE INSTITUTIONAL STRENGTHENING PHASE IV	Service	9,600,000,000	18-Dec-09	30-Jun-16	527,280,000
	DFID	Service	**5,345,265,870**			**850,595,595**
249	16200149 TWELVE PLUS (12+)		5,345,265,870	1-Dec-12	1-Dec-16	850,595,595

	GLOBAL ENVIRONMENT FUND		**60,660,696**			**60,660,696**
250	16190706 SINGLE STREAM OF FUNDING FOR TB/GF	Service	60,660,696	1-Jul-14	30-Jun-15	60,660,696
	GLOBAL FUND		**106,418,181,361**			**10,280,181,394**
251	16120310 SINGLE STREAM OF FUNDING FOR TB/GF	Service	45,285,664,057	1-Jul-10	30-Jun-16	6,298,078,532
252	16120317 SINGLE STREAM OF FUNDING FOR MALARIA PROJECT	Service	61,045,425,457	1-Jul-10	30-Jun-16	3,895,011,015
253	16200605 REDUCING THE MORTALITY, MOBILITY AND TRANSMISSION OF TUBERCULOSIS AND DESEASE BURDEN DUE TO LEPROSY	Service	87,091,847	1-Jul-14	30-Jun-15	87,091,847
	UNITED NATIONS CHILDREN'S FUND - UNICEF		**1,491,659,003**			**1,491,659,003**
254	16190112 INCREASING ACCESS TO PEDIATRIC HIV TREATMENT IN RWANDA	Service	1,491,659,003	1-Jul-14	30-Jun-15	1,491,659,003
	UNITED NATIONS POPULATION FUND - UNFPA		**156,716,556**			**156,716,556**
255	16200142 HIV QUALITY PREVENTION	Service	156,716,556	1-Jul-14	30-Jun-15	156,716,556
	UNITED STATES OF AMERICA		**88,138,826,240**			**9,338,071,032**
256	16190503 RAPID STRENGTHENING OF BLOOD TRANSFUSION SERVICES	Service	6,857,462,300	1-Oct-09	31-Mar-15	1,592,783,113
257	16190721 PROJECT: STRENGTHENING THE CAPACITY OF THE GOVT OF RWANDA IN HIV/AIDS DIAGNOSTIC	Service	68,627,561,743	1-Oct-09	31-Mar-15	748,673,084
258	16200417 SUSTAINING INFLUENZA SURVEILLANCE NETWORKS AND RESPONSE TO SEASONAL AND PANDEMIC	Service	5,848,250,000	1-Aug-11	1-Jul-16	265,627,338
259	16200103 CDC-COAG/HIV PROJECT	Service	6,805,552,197	1-Oct-09	31-Mar-15	6,730,987,497
	WORLD BANK		**8,810,269,600**			**1,973,447,843**
260	16130213 PROJECT: EAST AFRICAN REGIONAL PUBLIC HEALTH LABORATORY NETWORKING	Service	8,810,269,600	25-Oct-10	30-Mar-16	1,973,447,843
	WORLD HEALTH ORGANIZATION - WHO		**284,984,731**			**41,354,200**
261	16200113 WHO HEALTH SUPPORT	Service	284,984,731	1-Jul-14	30-Jun-15	41,354,200
	OTHER EXTRA BUDGETARY		**1,501,981,510**			**0**
	UNITED KINGDOM		**1,045,526,849**			**0**
262	16170214 TESTING RWANDA'S COMPREHENSIVE STRATEGY TO REDUCE CHILDHOOD STUNTING	Service	559,974,400	1-Jul-14	30-Jun-15	
263	16200218 END FUND PROJECT	Service	268,455,020	1-Jul-14	30-Jun-15	
264	16200509 STRENGTHENING AND INTEGRATING PALLIATIVE CARE INTO NATIONAL HEALTH SYSTEMS / THET	Service	217,097,429	1-Jul-14	30-Jun-15	
	UNITED NATIONS - UN	Service	**10,122,723**			**0**
265	16200148 STRENGTHEN INFANT MALE CIRCUMCISION	Service	10,122,723	1-Jul-14	30-Jun-15	
	NETHERLAND		**446,331,938**			**0**
266	MALARIA ELIMINATION PROGRAM FOR RUHUHA	Service	446,331,938	1-Sep-12	1-May-15	0
	1800 MININFRA		**17,678,735,381**			**17,678,735,381**
	01 DOMESTIC FINANCING		17,678,735,381			17,678,735,381
	RWANDA	Service	**17,678,735,381**			**17,678,735,381**
267	18120202 BUGESERA AIRPORT	Service	7,711,211,923	1-Jul-14	30-Jun-15	7,711,211,923
268	18120204 REHABILITATION AND EXTENSION OF KAMEMBE AND RUBAVU AIRPORT RUNWAYS	Service	2,500,000,000	1-Jul-14	30-Jun-15	2,500,000,000
269	18120205 KIGALI INTERNATIONAL AIRPORT	Service	4,017,523,458	1-Jul-14	30-Jun-15	4,017,523,458
270	18150410 CONSTRUCTION OF 3 NEW ARTIFICIAL FOOTBALL PLAYGROUNDS(2 IN KIGALI AND 1 IN RUBAVU)	Service	3,450,000,000	1-Jul-14	30-Jun-15	3,450,000,000
	1802 RWANDA TRANSPORT DEVELOPMENTAGENCY (RTDA)					
	01 DOMESTIC FINANCING					
	RWANDA					
271	18120101 EAST AFRICA TRADE & TRANSPORT FACILITATION PROJECT (EATTFP)	Service	2,857,031,800	6-Jun-06	30-Sep-15	0
	09 EXTERNAL LOANS					
	WORLD BANK	Service	**66,500,000,000**			**3,941,960,092**
	18120101 EAST AFRICA TRADE & TRANSPORT FACILITATION PROJECT (EATTFP)	Service	10,500,000,000	6-Jun-06	30-Sep-15	2,066,400,000
272	18120104 CYANGUGU-NTENDEZI-MWITYAZO ROAD (50KM) LOT3	Service	10,000,000	1-Jul-14	30-Jun-15	2,673,107
	08 EXTERNAL GRANTS		57,796,564,666			32,807,917,643
	AFRICAN DEVELOPMENT BANK ADB		**52,691,306,034**			**30,589,569,632**
	18120104 CYANGUGU-NTENDEZI-MWITYAZO ROAD (50KM) LOT3	Service	44,952,432,940	8-Oct-10	30-Jun-16	26,816,343,706
273	18120105 KIGALI-GATUNA ROAD (80KM) REHABILITATION	Service	3,848,114,153	1-Jul-14	30-Jun-15	1,839,433,157
	08 EXTERNAL GRANTS					
	EUROPEAN UNION					
	18120105 KIGALI-GATUNA ROAD (80KM) REHABILITATION	Service	55,855,872,400	1-May-10	1-Apr-16	8,058,960,000
274	18120106 KITABI- CRETE CONGO/NIL (30KM)	Service	3,890,758,941	1-Jul-14	30-Jun-15	1,933,792,769
	09 EXTERNAL LOANS					
	ARAB FUND					
	18120106 KITABI- CRETE CONGO/NIL (30KM) AND HUYE URBAN ROADS	Service	19,768,012,636	26-May-10	30-Jun-15	4,079,073,340
275	18120107 KIVU-BELT (24.5 KM) LOT 6 REHABILITION-RUBENGERA-GISIZA ROAD	Service	370,500,000	1-Jul-14	30-Jun-15	370,500,000
	ARAB FUND (KUWAIT FUND, OPEC, SAUDI FUND)		**36,890,000,000**			**7,148,395,677**
	18120107 KIVU-BELT (24.5 KM) LOT 6 REHABILITION-RUBENGERA-GISIZA ROAD	Service	36,890,000,000	30-Jul-12	30-Jun-16	7,148,395,677
	09 EXTERNAL LOANS	Service	133,462,116,761			39,393,388,575
	ARAB FUND					
	18120107 KIVU-BELT (24.5 KM) LOT 6 REHABILITION-RUBENGERA-GISIZA ROAD	Service	31,300,000,000	30-Jul-12	30-Jun-17	3,123,624,935
276	18120108 KIVU-BELT (66 KM) LOT 4 &5 REHABILITION- MWITYAZO -KARONGI ROAD	Service	1,619,776,560	1-Jul-14	30-Jun-15	1,304,795,908
	CHINA		**68,272,356,839**			**12,378,832,976**
	18120108 KIVU-BELT (66 KM) LOT 4 &5 REHABILITION- MWITYAZO -KARONGI ROAD	Service	68,272,356,839	2-Jun-13	30-Jan-16	12,378,832,976
277	18120110 DETAILED STUDY OF NEW PLANNED ROADS	Service	5,354,743,255	1-Jul-14	30-Jun-15	5,354,743,255
278	18120111 CIMERWA - BUGARAMA (10 KM) ROAD UPGRADING	Service	4,734,758,632	15-Oct-14	15-Sep-15	1,847,848,011
279	18120112 ACCESS TO TUMBA COLLEGE	Service	1,567,775,838	1-Jul-14	30-Jun-15	311,021,368
	08 EXTERNAL GRANTS					
	JAPAN					
	18120112 ACCESS TO TUMBA COLLEGE	Service	2,956,332,942	7-Aug-13	31-Mar-15	1,702,016,486
280	18120114 TRANSPORT SECTOR DEVELOPMENT(MASTERS DEGREE ON TRANSPORT STUDIES IN KIST)	Service	1,146,976,542	1-Jul-14	30-Jun-15	2,123,604,944
	18120117 RUSUMO BRIDGE & OSBP	Service	124,899,566	1-Jul-14	30-Jun-15	124,899,566
	08 EXTERNAL GRANTS	Service	550,594,861			232,530,361
	JAPAN					

	18120117 RUSUMO BRIDGE & OSBP	Service	12,276,000,000	26-Mar-12	15-Nov-14	1,830,977,641
281	18120119 KIGALI URBAN ROA	Service	1,581,552,658	1-Jul-14	30-Jun-15	3,678,088,765
282	18120127 NYABUGOGO-POIDS LOURD ROAD REHABILITATION (1.2KM)	Service	600,000,000	1-Jul-14	30-Jun-15	603,890,614
283	18120128 HUYE-KITABI ROAD REHABILITATION(53KM)	Service	1,933,792,769	1-Jul-14	30-Jun-15	225,120,471
284	18120130 TAX EXPENDITURES FOR TRANSPORT PROJECTS	Service	5,367,603,016	1-Jul-14	30-Jun-15	5,367,603,016
285	18120134 RUKOMO-BASE(LOT 2:51.5KM)	Service	2,621,190,000	1-Jul-14	30-Jun-15	2,621,190,000
	08 EXTERNAL GRANTS					
	AFRICAN DEVELOPMENT BANK ADB					
	18120134 RUKOMO-BASE(LOT 2:51.5KM)	Service	21,569,600,000	1-Jan-15	1-Jan-19	3,444,000,000
286	18120136 KIBUNGO - NGOMA - NYANZA (130KM) ROAD UPGRADING	Service	232,530,361	1-Jul-14	30-Jun-15	232,530,361
287	18120137 GAHANGA STADIUM ACCESS ROAD	Service	1,425,214,236	1-Jul-14	30-Jun-15	0
288	18120138 KIGALI CONVENTION CENTER ACCESS ROAD(10KM)	Service	4,140,866,247	29-Sep-14	29-Oct-15	2,348,696,092
289	18120139 SP ACCESS ROAD(PETROLEUM FACILITIES)	Service	2,013,912,602	1-Jul-14	30-Jun-15	1,086,936,131
290	18120142 URBAN ROAD DEVELOPEMENT FOR SECONDARY CITIES	Service	1,362,600,000	1-Jul-14	30-Jun-15	2,397,549,803
291	18120143 RWAMAGANA INDUSTRIAL PARK ACCESS ROAD	Service	391,230,000	1-Jul-14	30-Jun-15	391,230,000
292	18120302 LAKE KIVU TRANSPORT	Service	318,064,500	1-Jul-14	30-Jun-15	0
293	18120501 ROAD SAFETY	Service	334,976,560	1-Jul-14	30-Jun-15	722,292,475
	09 EXTERNAL LOANS					
	WORLD BANK					
	18120501 TSDP - Kigali-Ruhengeri road rehabilitation project	Service	56,000,000,000	10-May-07	31-Mar-15	1,875,560,092
	08 EXTERNAL GRANTS					
	AFRICAN DEVELOPMENT BANK ADB					
	18120109 KIVU-BELT (50 KM) LOT 7 REHABILITION RUBAVU-GISIZA ROAD	Service	53,655,000,000	27-Jul-12	31-Dec-17	2,339,663,830
	EUROPEAN UNION					
	18120144 FEEDER ROAD PROJECT	Service	619,920,000	1-Feb-12	31-Mar-15	619,920,000
	AFRICAN DEVELOPMENT BANK ADB	Service	**1,824,182,000**			**468,384,000**
294	18120402 DAR ES SALAAM-ISAKA-KIGALI/KEZA-MUSONGATI RAILWAY	Service	1,824,182,000	1-Oct-10	31-Dec-15	468,384,000
	ARAB FUND					
295	HUYE-KITABI ROAD REHABILITATION(53KM)	Service	24,320,000,000	27-May-13	30-Jun-18	1,377,600,000
	1804 RWANDA HOUSING AUTHORITY(RHA)		**8,899,879,961**			**8,899,879,961**
	01 DOMESTIC FINANCING		8,899,879,961			8,899,879,961
	RWANDA		**8,899,879,961**			**8,899,879,961**
300	18150101 ELABORATION AND IMPLEMENTATION OF URBAN PLANNING TOOLS	Service	1,418,441,200	1-Jul-14	30-Jun-15	1,418,441,200
301	18150103 ELABORATION OF LOCAL URBAN DEVELOPMENT PLAN FOR EMERGING CENTERS AND NATIONAL BORDER POSTS ELABORATED	Service	199,789,524	1-Jul-14	30-Jun-15	199,789,524
302	18150104 PLOTS SERVICING IN KIGALI AND SECONDARY CITIES	Service	400,000,000	1-Jul-14	30-Jun-15	400,000,000
303	18150402 PUBLIC BUILDING MANAGEMENT	Service	150,000,000	1-Jul-14	30-Jun-15	150,000,000
304	18150408 REHABILITATION OF MINALOC/MIFOTRA/MININTER BUILDING	Service	1,920,529,961	1-Jul-14	30-Jun-15	1,920,529,961
305	18150501 DESIGN AND CONSTRUCTION OF PUBLIC BUILDINGS	Service	1,346,558,800	1-Jul-14	30-Jun-15	1,346,558,800
306	18150508 SITE DEVELOPMENT OF 1,200 AFFORDABLE HOUSES IN CITY OF KIGALI	Service	2,429,034,723	1-Jul-14	30-Jun-15	2,429,034,723
307	18150403 ACCOMODATION OF GOVERNMENT INSTITUTIONS	Service	1,035,525,753	1-Jul-14	30-Jun-15	1,035,525,753
	1805 RWANDA METEOROLOGICAL AGENCY(RMA)		**474,671,672**			**474,671,672**
	01 DOMESTIC FINANCING		474,671,672			474,671,672
	RWANDA		**474,671,672**			**474,671,672**
308	18160312 WEATHER RADAR ACTIVITIES IMPLEMENTATION	Service	474,671,672	1-Jul-14	30-Jun-15	474,671,672
	1900 MYICT		**2,178,421,652**			**2,178,421,652**
	01 DOMESTIC FINANCING		2,178,421,652			2,178,421,652
	RWANDA		**1,575,338,741**			**1,575,338,741**
309	19090403 ESTABLISHMENT OF GIRL`S REHABILITATION CENTER	Service	11,897,526	1-Jul-14	30-Jun-15	11,897,526
310	19090404 IMPLEMENTATION OF IWAWA MASTER PLAN	Service	1,300,000,000	1-Jul-14	30-Jun-15	1,300,000,000
311	19110203 SINGLE STREAM FUND FOR HIV PREVENTION IN YOUTH	Service	263,441,215	1-Jul-14	30-Jun-15	263,441,215
	GLOBAL FUND		**603,082,911**			**603,082,911**
	19110203 SINGLE STREAM FUND FOR HIV PREVENTION IN YOUTH	Service	603,082,911	1-Jul-14	30-Jun-15	603,082,911
	1902 NATIONAL YOUTH COUNCIL (NYC)		**724,850,000**			**724,850,000**
	08 EXTERNAL GRANTS		724,850,000			724,850,000
	UNITED NATIONS CHILDREN'S FUND - UNICEF		**724,850,000**			**724,850,000**
312	19110202 PREVENTIVE INTERVENTION PROJECT/UNICEF	Service	724,850,000	1-Jul-14	30-Jun-15	724,850,000
	2000 MIFOTRA		**8,791,248,150**			**3,168,580,122**
	01 DOMESTIC FINANCING		390,744,370			390,744,370
	RWANDA		**390,744,370**			**390,744,370**
313	20060102 IPPPIS PROJECT	Service	390,744,370	1-Jul-14	30-Jun-15	390,744,370
	08 EXTERNAL GRANTS		8,400,503,780			2,777,835,752
	SWEDISH INTERNATIONAL DEVELOPMENT AGENCY		**8,400,503,780**			**2,777,835,752**
314	20070115 NEP/SWEDEN	Service	8,400,503,780	1-Jul-14	30-Jun-17	2,777,835,752
	2100 MINEAC		**661,512,720**			**661,512,720**
	01 DOMESTIC FINANCING		661,512,720			661,512,720
	RWANDA		**661,512,720**			**661,512,720**
315	21040226 CONSTRUCTION OF EAC BUSINESS COUNCIL	Service	661,512,720	1-Jul-14	30-Jun-15	661,512,720
	2200 MINIRENA		**31,816,359,471**			**16,315,492,277**
	01 DOMESTIC FINANCING		601,630,820			601,630,820
	RWANDA		**601,630,820**			**601,630,820**
316	22090105 STUDY ON PETROLEUM EXPLORATION(SNR DENTON)	Service	101,630,820	1-Jul-14	30-Jun-15	101,630,820
317	22090106 COUNTERPART FUND FOR FONERWA	Service	500,000,000	1-Jul-14	30-Jun-15	500,000,000
	08 EXTERNAL GRANTS		31,214,728,651			15,713,861,457
	DFID		**22,707,254,751**			**11,311,499,695**
318	22090109 CONSERVATION AND MANAGEMENT OF NATURAL RESOURCES(FONERWA)	Service	13,798,626,911	1-Jul-14	30-Jun-15	6,873,713,525
319	22090110 RENEWABLE ENERGY,R&D AND CLIMATE RESILIENT TECHNOLOGIES(FONERWA)	Service	8,331,708,679	1-Jul-14	30-Jun-15	4,150,396,920
320	22090112 ENVIRONEMENT AND CLIMATE CHANGE ISSUES(FONERWA)	Service	576,919,161	1-Jul-14	30-Jun-15	287,389,250
	UNITED NATIONS DEVELOPMENT FUND FOR WOMEN - UNIFEM		**434,262,230**			**434,262,230**
321	22090111 FONERWA OPERATIONS	Service	434,262,230	1-Jul-14	30-Jun-15	434,262,230
	UNDP		**1,900,370,532**			**1,900,370,532**
	22090111 FONERWA OPERATIONS	Service	242,830,518	1-Jul-14	30-Jun-15	242,830,518
322	22090205 STRENGTHENING INSTITUTIONAL CAPACITY OF THE MINISTRY OF NATURAL RESOURCES IN RWANDA	Service	1,587,540,014	1-Jul-14	30-Jun-15	1,587,540,014
323	22090213 EFFECTIVE PROGRAM MANAGEMENT	Service	70,000,000	1-Jul-14	30-Jun-15	70,000,000

	UNITED NATIONS FRAMEWORK CONVENTION ON CLIMATE CHANGE-UNFCCC		**6,172,841,138**			**2,067,729,000**
324	22090206 REDUCING VULNERABILITY TO CLIMATE CHANGE IN NORTH WEST RWANDA THROUGH COMMUNITY BASED ADAPTATION	Service	6,172,841,138	31-Dec-14	30-Jun-18	2,067,729,000
	2201 RWANDA ENVIRONMENT MANAGEMENT AUTHORITY (REMA)		**25,066,340,400**			**4,452,995,490**
	08 EXTERNAL GRANTS		21,284,240,400			4,452,995,490
	UNDP		**5,007,370,400**			**1,025,177,893**
325	22100102 PROJECT : POVERTY ENVIRONMENT INITIATIVE(PEI)	Service	3,590,000,000	1-Jul-14	30-Jun-18	373,829,669
326	22100303 MANAGEMENT AND DISPOSAL OF PCBS IN RWANDA	Service	1,417,370,400	12-Sep-12	2-Sep-15	651,348,224
	WORLD BANK		**8,996,970,000**			**1,752,540,597**
327	22100302 LAKE VICTORIA ENVIRONMENT & NR MANAGEMENT PROJECT (LVEMP II)	Service	8,996,970,000	29-Dec-11	1-Jun-17	1,752,540,597
	UNITED NATIONS ENVRIONMENT PROGRAMME - UNEP		**7,279,900,000**			**1,675,277,000**
328	22100304 OZONE	Service	79,900,000	10-Jan-13	31-Dec-15	45,000,000
329	22100307 STRENGTHENING INSTITUTIONAL CAPACITY OF THE MINISTRY OF NATURAL RESOURCES IN RWANDA	Service	7,200,000,000	1-Jul-14	30-Jun-18	1,630,277,000
	OTHER EXTRA BUDGETARY		**3,782,100,000**			**0**
	UNDP	Service	**3,782,100,000**			**0**
330	SUPPORTING ECOSYSTEM REHABILITATION FOR PRO-POOR GREEN GROWTH (SERPG)	Service	3,782,100,000	1-Jan-14	1-Dec-18	
	2202 RWANDA NATURAL RESOURCES AUTHORITY (RNRA)		**73,387,061,888**			**11,713,440,461**
	01 DOMESTIC FINANCING		2,544,663,075			2,544,663,075
	RWANDA		**2,544,663,075**			**2,544,663,075**
331	22110102 LAND TENURE REFORM PROJECT	Service	291,837,675	1-Jul-14	30-Jun-15	291,837,675
332	22120107 CONTRIBUTION TO THE IMPLEMENTATION OF AUTHORITY OF LAKE KIVU BASIN AND RIVER RUSIZI-ABAKIR	Service	27,175,400	1-Jul-14	30-Jun-15	27,175,400
333	22120202 REDUCING VULNERABILITY TO CLIMATE CHANGE IN NORTH WEST RWANDA THROUGH COMMUNITY BASED ADAPTATION	Service	36,000,000	1-Jul-14	30-Jun-15	36,000,000
334	22130106 PROJECT:CHINA BAMBOO	Service	27,872,000	1-Jul-14	30-Jun-15	27,872,000
335	22130110 GISHWATI AFFORESTATION	Service	900,000,000	1-Jul-14	30-Jun-15	900,000,000
336	22130111 SUPPORT TO NATIONAL FORESTRY RESEARCH AND EXTENSION	Service	116,500,000	1-Jul-14	30-Jun-15	116,500,000
337	22140103 DETAILED EXPLORATION: GEOLOGY, GEOPHYSICAL AND GEOCHEMICAL SAMPLINGS IN 4PTAS	Service	1,145,278,000	1-Jul-14	30-Jun-15	1,145,278,000
	08 EXTERNAL GRANTS	Service	70,842,398,813			9,168,777,386
	AFRICAN DEVELOPMENT BANK ADB	Service	**3,302,538,480**			**2,596,776,000**
338	22130108 RWANDA SUSTAINABLE WOODLAND MANAGEMENT AND NATURAL FOREST RESTORATION	Service	3,302,538,480	13-Feb-12	31-Dec-16	2,596,776,000
	BELGIAN TECHNICAL COOPERATION - BTC		**6,190,366,428**			**1,109,000,000**
339	22130105 PROJECT: SUPPORT REFORESTATION(PAREEF)	Service	6,190,366,428	12-Jun-10	12-May-16	1,109,000,000
	DFID and NETHERLAND		**10,298,598,640**			**3,633,439,877**
340	22110104 LAND TENURE REGULARISATION SUPPORT PROJECT	Service	10,298,598,640	1-Jun-14	30-Jun-16	3,633,439,877
	INTERNATIONAL DEVELOPMENT ASSOCIATION		**44,844,494,769**			**757,680,000**
341	22110204 LANDSCAPE APPROACH TO FOREST REST/CONSER (LDCF) PROJECT	Service	44,844,494,769	27-Aug-14	31-Dec-19	757,680,000
	INVESTMENT CLIMATE FACILITY		**597,600,000**			**394,081,013**
342	22110106 LAND ADMNISTRATION SYSTEMS AND SUSTAINABILITY OF LTR	Service	597,600,000	6-Jan-12	1-Nov-15	394,081,013
	NETHERLAND		**5,400,000,000**			**469,000,000**
343	22130112 SUPPORT PROGRAM TO THE REFORESTATION IN RWANDA (PAREF II)	Service	5,400,000,000	1-Aug-13	30-Jun-16	469,000,000
	UNITED NATIONS FRAMEWORK CONVENTION ON CLIMATE CHANGE-UNFCCC		**208,800,496**			**208,800,496**
344	22120202 REDUCING VULNERABILITY TO CLIMATE CHANGE IN NORTH WEST RWANDA THROUGH COMMUNITY BASED ADAPTATION	Service	208,800,496	1-Jul-14	30-Jun-15	208,800,496
	2304 RWANDA GOVERNANCE BOARD (RGB)		**7,472,497,800**			**525,600,338**
	08 EXTERNAL GRANTS		7,472,497,800			525,600,338
	UNDP	Service	**7,472,497,800**			**525,600,338**
345	23130211 DEEPENING DEMOCRACY AND ACCOUNTABLE GOVERNANCE PROJECT	Service	2,560,305,000	1-Jul-13	30-Jun-18	275,600,338
346	23130212 JOINT PROGRAMME ON STRENGTHENING CIVIL SOCIETY ORGANIZATIONS FOR RESPONSIVE AND ACCOUNTABLE GOVERNANCE IN RWANDA	Service	4,912,192,800	27-May-14	27-May-18	250,000,000
	2305 LOCAL DEVELOPMENT AGENCY (LODA)		**2,810,132,916**			**2,810,132,916**
	01 DOMESTIC FINANCING		1,800,000,000			1,800,000,000
	RWANDA		**1,800,000,000**			**1,800,000,000**
347	23091005 NUTRITION SUPPORT TO MALNOURISHED CHILDREN IS ENSURED	Service	1,800,000,000	1-Jul-14	30-Jun-15	1,800,000,000
	08 EXTERNAL GRANTS		1,010,132,916			1,010,132,916
	DFID		**420,000,000**			**420,000,000**
348	23140101 SUPPORT SERVICES TO LG PROJECTS	Service	420,000,000	1-Jul-14	30-Jun-15	420,000,000
	KFW		**121,735,000**			**121,735,000**
349	23140201 SUPPORT SERVICES TO LG PROJECTS	Service	121,735,000	1-Jul-14	30-Jun-15	121,735,000
	NETHERLAND		**450,032,916**			**450,032,916**
350	23140201 SUPPORT SERVICES TO LG PROJECTS	Service	450,032,916	1-Jul-14	30-Jun-15	450,032,916
	UNITED NATIONS CHILDREN'S FUND - UNICEF		**18,365,000**			**18,365,000**
351	23140202 SUPPORT TO LG IN THE IMPROVEMENT OF COMMUNITY PARTICIPATION IN DEVELOPMENT ACTVITIES	Service	3,343,500	1-Jul-14	30-Jun-15	3,343,500
352	23140205 IMPROVEMENT OF COMMUNITY PARTICIPATION IN DEVELOPMENT ACTIVITIES	Service	15,021,500	1-Jul-14	30-Jun-15	15,021,500
	2306 NATIONAL COMMISION FOR DEMOBILISATIO AND REINTEGRATION (NCDR)		**7,360,148,300**			**2,065,012,467**
	09 EXTERNAL LOANS		7,360,148,300			2,065,012,467
	WORLD BANK		**7,356,948,300**			**2,061,812,467**
353	23150102 DEMOBILISATION, REINTEGRATION AND REINSERTION	Service	7,356,948,300	31-Dec-13	31-Dec-17	2,061,812,467
	WORLD FOOD PROGRAMME		**3,200,000**			**3,200,000**
354	23150203 REINTEGRATION	Service	3,200,000	1-Jul-14	30-Jun-15	3,200,000
	2315 RWANDA BROADCASTING AGENCY		**417,286,935**			**417,286,935**
	01 DOMESTIC FINANCING		417,286,935			417,286,935
	RWANDA		**417,286,935**			**417,286,935**
355	23190402 MODERNISATION, DIGITALISATION AND EXTENSION	Service	417,286,935	1-Jul-14	30-Jun-15	417,286,935
	2316 MEDIA HIGH COUNCIL		**791,250,000**			**162,184,236**
	08 EXTERNAL GRANTS		791,250,000			162,184,236
	UNDP		**791,250,000**			**162,184,236**

356	23200114 DEEPENING DEMOCRACY AND ACCOUNTABLE GOVERNANCE PROGRAMME.	Service	791,250,000	1-Jul-13	30-Jun-18	162,184,236
	2500 MIDIMAR		**6,391,426,490**			**6,287,360,784**
	08 EXTERNAL GRANTS		6,391,426,490			6,287,360,784
	UNDP		**1,027,156,586**			**923,090,880**
357	25060105 BUILDING NATIONAL AND LOCAL CAPACITIES FOR DISASTER RISK MANAGEMENT IN RWANDA	Service	1,027,156,586	1-Sep-11	31-Dec-18	923,090,880
	UNITED NATIONS HIGH COMMISSIONER FOR REFUGEES (UNHCR)		**5,364,269,904**			**5,364,269,904**
358	25050106 SUPPORT TO RWANDAN RETURN AND REINTEGRATION	Service	3,485,547,050	10-Feb-14	31-Mar-15	3,485,547,050
359	25050202 PROTECTION AND ASSISTANCE TO REFUGEES	Service	1,878,722,854	10-Feb-14	31-Mar-15	1,878,722,854
	2600 MIGEPROF		**1,901,226,475**			**928,733,117**
	08 EXTERNAL GRANTS		1,755,000,000			928,733,117
	WORLD BANK		**1,755,000,000**			**928,733,117**
360	26020107 RWANDA PROMOTING THE ECONOMIC EMPOWERMENT OF ADOLESCENT GIRLS AND YOUNG WOMEN PROJECT	Service	1,755,000,000	19-May-11	31-Dec-14	928,733,117
	OTHER EXTRA BUDGETARY		146,226,475			0
	NETHERLANDS		**146,226,475**			**0**
361	26020216 NATIONAL SCALE UP OF ISANGE ONE STOP CENTRE MODEL IN RWANDA PROJECT	Service	146,226,475	1-Jul-14	30-Jun-15	
	2601 NATIONAL WOMEN COUNCIL(NWC)		**418,277,622**			**418,277,622**
	01 DOMESTIC FINANCING		418,277,622			418,277,622
	RWANDA		**418,277,622**			**418,277,622**
362	26030105 WOMEN EMPOWERMENT PROJECT	Service	418,277,622	1-Jul-14	30-Jun-15	418,277,622
	2602 GENDER MONITORING OFFICE (GMO)		**839,853,742**			**618,495,668**
	08 EXTERNAL GRANTS		839,853,742			618,495,668
	SWEDISH INTERNATIONAL DEVELOPMENT AGENCY		**839,853,742**			**618,495,668**
363	26010402 ADVANCING AND SUSTAINING GENDER EQUALITY GAINS IN RWANDA(GMO)	Service	839,853,742	7-Mar-14	30-Sep-15	618,495,668
	2603 NATIONAL COMMISSION FOR CHILDREN (NCC)		**3,583,251,407**			**3,583,251,407**
	01 DOMESTIC FINANCING		2,741,749,391			2,741,749,391
	RWANDA		**2,741,749,391**			**2,741,749,391**
364	26050127 SINGLE STREAM OF FUNDING FOR HIV/GF	Service	2,741,749,391	1-Jul-14	30-Jun-15	2,741,749,391
	08 EXTERNAL GRANTS		841,502,016			841,502,016
	UNITED NATIONS CHILDREN'S FUND - UNICEF		**841,502,016**			**841,502,016**
365	26050129 TUBARERE MU MURYANGO PROGRAM (TMM)	Service	841,502,016	1-Jul-14	30-Jun-15	841,502,016
	4000 NGOMA DISTRICT		**3,883,206,668**			**3,883,206,668**
	02 EARMARKED TRANSFERS (DISTRICTS)		**3,146,215,702**			**3,146,215,702**
	ENERGY, WATER AND SANITATION AUTHORITY (EWSA)	Service	**28,800,000**			**28,800,000**
366	40540201 IMPROVE BIOMASS USE EFFICIENCY	Service	28,800,000	1-Jul-14	30-Jun-15	28,800,000
	RWANDA	Service	**35,123,740**			**35,123,740**
367	40490211 SOCIAL PROTECTION PROVISION AND COORDINATION PROJECT	Service	35,123,740	1-Jul-14	30-Jun-15	35,123,740
	RWANDA	Service	**3,082,291,962**			**3,082,291,962**
368	40460129 DISTRICT CAPACITIES STRENGTHENING PROJECT	Service	97,822,382	1-Jul-14	30-Jun-15	97,822,382
369	40470210 EDUCATION INFRASTRUCTURES PROJECT	Service	143,984,400	1-Jul-14	30-Jun-15	143,984,400
370	40490208 SOCIAL PROTECTION PROJECT	Service	235,501,770	1-Jul-14	30-Jun-15	235,501,770
371	40500303 NATIONAL EMPLOYEMENT PROGRAM (NEP) PROJECTS	Service	16,624,613	1-Jul-14	30-Jun-15	16,624,613
372	40510105 MARKET ORIENTED INFRASTRUCTURES PROJECT	Service	73,447,867	1-Jul-14	30-Jun-15	73,447,867
373	40510107 MARKET ORIENTED INFRASTRUCTURES PROJECT	Service	1,096,486,748	1-Jul-14	30-Jun-15	1,096,486,748
374	40520103 AGRICULTURAL PRODUCTION SYSTEMS DEVELOPMENT PROJECT	Service	159,328,900	1-Jul-14	30-Jun-15	159,328,900
375	40520202 LIVESTOCK DEVELOPMENT PROJECT	Service	81,183,299	1-Jul-14	30-Jun-15	81,183,299
376	40530104 NATURAL RESOURCES SUSTAINABLE MANAGEMENT PROJECT	Service	58,366,732	1-Jul-14	30-Jun-15	58,366,732
377	40550104 WATER AND SANITATION INFRASTRUCTURES PROJECT	Service	212,059,058	1-Jul-14	30-Jun-15	212,059,058
378	40560201 URBAN AND RURAL SETTLEMENT PROJECT	Service	82,045,836	1-Jul-14	30-Jun-15	82,045,836
379	40570107 ROADS INFRASTRUCTURES PROJECT	Service	825,440,357	1-Jul-14	30-Jun-15	825,440,357
	08 EXTERNAL GRANTS		736,990,966			736,990,966
	DFID	Service	**327,261,739**			**327,261,739**
	40490208 SOCIAL PROTECTION PROJECT	Service	227,481,023	1-Jul-14	30-Jun-15	227,481,023
378	40520102 AGRICULTURAL PRODUCTION SYSTEMS DEVELOPMENT AND INTENSIFICATION PROJECT	Service	10,692,600	1-Jul-14	30-Jun-15	10,692,600
379	40550104 WATER AND SANITATION INFRASTRUCTURES PROJECT	Service	39,088,116	1-Jul-14	30-Jun-15	39,088,116
380	40570102 ROADS INFRASTRUCTURE MANAGEMENT PROJECT	Service	50,000,000	1-Jul-14	30-Jun-15	50,000,000
	KFW		**107,341,007**			**107,341,007**
381	40570107 ROADS INFRASTRUCTURES PROJECT	Service	107,341,007	1-Jul-14	30-Jun-15	107,341,007
	NETHERLAND	Service	**302,388,220**			**302,388,220**
382	40510107 MARKET ORIENTED INFRASTRUCTURES PROJECT	Service	126,482,823	1-Jul-14	30-Jun-15	126,482,823
383	40550104 WATER AND SANITATION INFRASTRUCTURES PROJECT	Service	60,000,000	1-Jul-14	30-Jun-15	60,000,000
384	40570107 ROADS INFRASTRUCTURES PROJECT	Service	115,905,397	1-Jul-14	30-Jun-15	115,905,397
	4100 BUGESERA DISTRICT		**4,036,372,408**			**4,036,372,408**
	02 EARMARKED TRANSFERS (DISTRICTS)		**2,982,416,697**			**2,982,416,697**
	ENERGY, WATER AND SANITATION AUTHORITY (EWSA)		**37,800,000**			**37,800,000**
385	41540203 IMPROVE BIOMASS USE EFFICIENCY	Service	37,800,000	1-Jul-14	30-Jun-15	37,800,000
	RWANDA		**2,944,616,697**			**2,944,616,697**
386	41460130 DISTRICT CAPACITIES SUPPORT PROJECT	Service	149,304,776	1-Jul-14	30-Jun-15	149,304,776
387	41470211 EDUCATION INFRASTRUCTURES PROJECT	Service	380,690,475	1-Jul-14	30-Jun-15	380,690,475
388	41480204 HEALTH INFRASTRUCTURES PROJECT	Service	40,183,050	1-Jul-14	30-Jun-15	40,183,050
389	41490228 1. SOCIAL PROTECTION PROVISION AND COORDINATION PROJECT	Service	28,458,592	1-Jul-14	30-Jun-15	28,458,592
390	41490233 SOCIAL PROTECTION PROJECT	Service	258,336,473	1-Jul-14	30-Jun-15	258,336,473
391	41500305 NATIONAL EMPLOYEMENT PROGRAM (NEP) PROJECTS	Service	12,950,752	1-Jul-14	30-Jun-15	12,950,752
392	41510121 MARKET ORIENTED INFRASTRUCTURES PROJECT	Service	45,451,371	1-Jul-14	30-Jun-15	45,451,371
393	41510122 MARKET ORIENTED INFRASTRUCTURES PROJECT	Service	232,106,000	1-Jul-14	30-Jun-15	232,106,000
394	41520112 AGRICULTURAL PRODUCTION SYSTEMS DEVELOPMENT PROJECT	Service	123,621,319	1-Jul-14	30-Jun-15	123,621,319
395	41520203 LIVESTOCK DEVELOPMENT PROJECT	Service	49,395,012	1-Jul-14	30-Jun-15	49,395,012
396	41530106 NATURAL RESOURCES SUSTAINABLE MANAGEMENT PROJECT	Service	2,898,720	1-Jul-14	30-Jun-15	2,898,720
397	41530107 NATURAL RESOURCES SUSTAINABLE MANAGEMENT PROJECT	Service	32,869,062	1-Jul-14	30-Jun-15	32,869,062
398	41540103 ENERGY DEVELOPMENT AND ELECTRICITY PROVISION PROJECT	Service	178,893,681	1-Jul-14	30-Jun-15	178,893,681
399	41560203 URBAN AND RURAL SETTLEMENT PROJECT	Service	55,760,472	1-Jul-14	30-Jun-15	55,760,472
400	41570102 ROADS INFRASTRUCTURES PROJECT	Service	1,322,214,942	1-Jul-14	30-Jun-15	1,322,214,942
401	41570104 ROADS MAINTENANCE PROJECT	Service	31,482,000	1-Jul-14	30-Jun-15	31,482,000
	08 EXTERNAL GRANTS		1,053,955,711			1,053,955,711
	DFID		**590,738,193**			**590,738,193**

	41490233 SOCIAL PROTECTION_PROJECT	Service	562,279,601	1-Jul-14	30-Jun-15	562,279,601
402	41570102 ROADS_INFRASTRUCTURES PROJECT	Service	28,458,592	1-Jul-14	30-Jun-15	28,458,592
	KFW	Service	**142,173,518**			**142,173,518**
	41570102 ROADS_INFRASTRUCTURES PROJECT	Service	142,173,518	1-Jul-14	30-Jun-15	142,173,518
	NETHERLAND	Service	**321,044,000**	1-Jul-14	30-Jun-15	**321,044,000**
	41470211 EDUCATION INFRASTRUCTURES_PROJECT	Service	40,000,000	1-Jul-14	30-Jun-15	40,000,000
403	41510121 MARKET ORIENTED INFRASTRUCTURES_PROJECT	Service	53,786,100	1-Jul-14	30-Jun-15	53,786,100
	41540103 ENERGY DEVELOPMENT AND ELECTRICITY PROVISION_PROJECT	Service	205,057,900	1-Jul-14	30-Jun-15	205,057,900
	41570102 ROADS_INFRASTRUCTURES PROJECT	Service	22,200,000	1-Jul-14	30-Jun-15	22,200,000
	4200 GATSIBO DISTRICT		**3,752,993,616**			**3,752,993,616**
	02 EARMARKED TRANSFERS (DISTRICTS)		**3,032,396,650**			**3,032,396,650**
	ENERGY, WATER AND SANITATION AUTHORITY (EWSA)	Service	**46,200,000**			**46,200,000**
404	42540202 IMPROVE BIOMASS USE EFFICIENCY	Service	46,200,000	1-Jul-14	30-Jun-15	46,200,000
	RWANDA	Service	**2,986,196,650**			**2,986,196,650**
405	42450118 'ADMINISTRATIVE INFRASTRUCTURES_PROJECT	Service	314,521,869	1-Jul-14	30-Jun-15	314,521,869
406	42460108 DISTRICT CAPACITIES_SUPPORT PROJECT	Service	92,181,711	1-Jul-14	30-Jun-15	92,181,711
407	42470209 'EDUCATION INFRASTRUCTURES_PROJECT	Service	172,505,900	1-Jul-14	30-Jun-15	172,505,900
408	42480204 'HEALTH INFRASTRUCTURES PROJECT	Service	89,200,718	1-Jul-14	30-Jun-15	89,200,718
409	42490205 SOCIAL PROTECTION_PROJECT	Service	317,046,703	1-Jul-14	30-Jun-15	317,046,703
410	42490228 SOCIAL PROTECTION PROVISION AND COORDINATION PROJECT	Service	27,683,856	1-Jul-14	30-Jun-15	27,683,856
411	42500303 NATIONAL EMPLOYEMENT PROGRAM (NEP) PROJECTS	Service	17,937,065	1-Jul-14	30-Jun-15	17,937,065
412	42510103 MARKET ORIENTED_INFRASTRUCTURES PROJECT	Service	477,999,586	1-Jul-14	30-Jun-15	477,999,586
413	42510121 MARKET ORIENTED INFRASTRUCTURES PROJECT	Service	100,000,000	1-Jul-14	30-Jun-15	100,000,000
414	42520103 'AGRICULTURAL PRODUCTION SYSTEMS DEVELOPMENT PROJECT	Service	118,796,202	1-Jul-14	30-Jun-15	118,796,202
415	42520203 'LIVESTOCK DEVELOPMENT PROJECT	Service	185,139,850	1-Jul-14	30-Jun-15	185,139,850
416	42530104 NATURAL RESOURCES SUSTAINABLE MANAGEMENT PROJECT	Service	149,553,176	1-Jul-14	30-Jun-15	149,553,176
417	42540103 'ENERGY DEVELOPMENT AND ELECTRICITY PROVISION_PROJECT	Service	127,954,571	1-Jul-14	30-Jun-15	127,954,571
418	42550102 WATER AND SANITATION_INFRASTRUCTURES PROJECT	Service	259,203,881	1-Jul-14	30-Jun-15	259,203,881
419	42570105 'ROADS_INFRASTRUCTURES PROJECT	Service	536,471,562	1-Jul-14	30-Jun-15	536,471,562
	08 EXTERNAL GRANTS		720,596,966			720,596,966
	DFID		**472,982,844**			**472,982,844**
	42490205 SOCIAL PROTECTION_PROJECT	Service	214,670,408	1-Jul-14	30-Jun-15	214,670,408
420	42550101 NATURAL RESOURCES SUSTAINABLE MANAGEMENT PROJECT	Service	71,122,476	1-Jul-14	30-Jun-15	71,122,476
421	42550102 WATER AND SANITATION_INFRASTRUCTURES PROJECT	Service	85,056,000	1-Jul-14	30-Jun-15	85,056,000
	42570105 'ROADS_INFRASTRUCTURES PROJECT	Service	27,683,856	1-Jul-14	30-Jun-15	27,683,856
422	42570106 ROADS MAINTENANCE PROJECT	Service	74,450,104	1-Jul-14	30-Jun-15	74,450,104
	KFW	Service	**151,945,484**			**151,945,484**
	42480204 'HEALTH INFRASTRUCTURES PROJECT	Service	42,760,016	1-Jul-14	30-Jun-15	42,760,016
	42510103 MARKET ORIENTED_INFRASTRUCTURES PROJECT	Service	109,185,468	1-Jul-14	30-Jun-15	109,185,468
	NETHERLAND	Service	**95,668,638**			**95,668,638**
	42510103 MARKET ORIENTED_INFRASTRUCTURES PROJECT	Service	95,668,638	1-Jul-14	30-Jun-15	95,668,638
	4300 KAYONZA DISTRICT		**3,167,621,939**			**3,167,621,939**
	02 EARMARKED TRANSFERS (DISTRICTS)		**2,225,162,403**			**2,225,162,403**
	RWANDA	Service	**56,960,714**			**56,960,714**
423	43520103 AGRICULTURAL PRODUCTION SYSTEMS DEVELOPMENT AND INTENSIFICATION PROJECT	Service	56,960,714	1-Jul-14	30-Jun-15	56,960,714
	ENERGY, WATER AND SANITATION AUTHORITY (EWSA)	Service	**30,600,000**			**30,600,000**
424	43540201 IMPROVE BIOMASS USE EFFICIENCY	Service	30,600,000	1-Jul-14	30-Jun-15	30,600,000
	RWANDA	Service	**2,137,601,689**			**2,137,601,689**
425	43450115 ADMINISTRATIVE INFRASTRUCTURES_PROJECT	Service	215,455,218	1-Jul-14	30-Jun-15	215,455,218
426	43460107 DISTRICT CAPACITIES_SUPPORT PROJECT	Service	113,226,057	1-Jul-14	30-Jun-15	113,226,057
427	43470208 EDUCATION INFRASTRUCTURES_PROJECT	Service	126,435,487	1-Jul-14	30-Jun-15	126,435,487
428	43480204 HEALTH INFRASTRUCTURES PROJECT	Service	19,241,546	1-Jul-14	30-Jun-15	19,241,546
429	43490206 SOCIAL PROTECTION_PROJECT	Service	177,700,892	1-Jul-14	30-Jun-15	177,700,892
430	43490228 SOCIAL PROTECTION PROVISION AND COORDINATION PROJECT	Service	24,145,885	1-Jul-14	30-Jun-15	24,145,885
431	43500303 ICT DEVELOPMENT PROJECT	Service	17,024,969	1-Jul-14	30-Jun-15	17,024,969
432	43500304 NATIONAL EMPLOYEMENT PROGRAM (NEP) PROJECTS	Service	16,050,070	1-Jul-14	30-Jun-15	16,050,070
433	43510105 MARKET ORIENTED_INFRASTRUCTURES PROJECT	Service	454,665,528	1-Jul-14	30-Jun-15	454,665,528
434	43520102 AGRICULTURAL PRODUCTION SYSTEMS DEVELOPMENT AND INTENSIFICATION PROJECT	Service	19,444,508	1-Jul-14	30-Jun-15	19,444,508
435	43520201 LIVESTOCK DEVELOPMENT PROJECT	Service	148,713,404	1-Jul-14	30-Jun-15	148,713,404
436	43530103 NATURAL RESOURCES SUSTAINABLE MANAGEMENT PROJECT	Service	162,713,199	1-Jul-14	30-Jun-15	162,713,199
437	43540103 ENERGY DEVELOPMENT AND ELECTRICITY PROVISION_PROJECT	Service	77,311,648	1-Jul-14	30-Jun-15	77,311,648
438	43550102 WATER AND SANITATION_INFRASTRUCTURES PROJECT	Service	254,517,673	1-Jul-14	30-Jun-15	254,517,673
439	43560204 URBAN AND RURAL SETTLEMENT PROJECT	Service	73,805,718	1-Jul-14	30-Jun-15	73,805,718
440	43570104 ROADS MAINTENANCE PROJECT	Service	237,149,887	1-Jul-14	30-Jun-15	237,149,887
	08 EXTERNAL GRANTS		942,459,536			942,459,536
	DFID		**418,805,599**			**418,805,599**
	43490206 SOCIAL PROTECTION_PROJECT	Service	347,626,273	1-Jul-14	30-Jun-15	347,626,273
	43550102 WATER AND SANITATION_INFRASTRUCTURES PROJECT	Service	47,033,441	1-Jul-14	30-Jun-15	47,033,441
	43570104 ROADS MAINTENANCE PROJECT	Service	24,145,885	1-Jul-14	30-Jun-15	24,145,885
	KFW	Service	**245,950,875**			**245,950,875**
	43550102 WATER AND SANITATION_INFRASTRUCTURES PROJECT	Service	245,950,875	1-Jul-14	30-Jun-15	245,950,875
	NETHERLAND	Service	**277,703,062**			**277,703,062**
	43510105 MARKET ORIENTED_INFRASTRUCTURES PROJECT	Service	277,703,062	1-Jul-14	30-Jun-15	277,703,062
	4400 KIREHE DISTRICT		**2,950,246,038**			**2,950,246,038**
	02 EARMARKED TRANSFERS (DISTRICTS)		**2,023,227,311**			**2,023,227,311**
	ENERGY, WATER AND SANITATION AUTHORITY (EWSA)		**65,400,000**			**65,400,000**
441	44540202 IMPROVE BIOMASS USE EFFICIENCY	Service	65,400,000	1-Jul-14	30-Jun-15	65,400,000
	RWANDA	Service	**1,957,827,311**			**1,957,827,311**
442	44460103 DISTRICT CAPACITIES_SUPPORT PROJECT	Service	152,881,479	1-Jul-14	30-Jun-15	152,881,479
443	44470209 EDUCATION INFRASTRUCTURES_PROJECT	Service	153,591,344	1-Jul-14	30-Jun-15	153,591,344
444	44470303 EDUCATION INFRASTRUCTURES_PROJECT	Service	8,946,652	1-Jul-14	30-Jun-15	8,946,652
445	44480201 HEALTH INFRASTRUCTURES PROJECT	Service	151,109,020	1-Jul-14	30-Jun-15	151,109,020
446	44490210 SOCIAL PROTECTION_PROJECT	Service	296,725,090	1-Jul-14	30-Jun-15	296,725,090
447	44500304 NATIONAL EMPLOYEMENT PROGRAM (NEP) PROJECT	Service	8,177,404	1-Jul-14	30-Jun-15	8,177,404
448	44510106 MARKET ORIENTED INFRASTRUCTURES PROJECT	Service	237,729,404	1-Jul-14	30-Jun-15	237,729,404
449	44520105 AGRICULTURAL PRODUCTION SYSTEMS DEVELOPMENT PROJECT	Service	123,616,071	1-Jul-14	30-Jun-15	123,616,071
450	44520201 LIVESTOCK DEVELOPMENT PROJECT	Service	49,189,967	1-Jul-14	30-Jun-15	49,189,967
451	44520303 AGRICULTURAL PRODUCTION SYSTEMS DEVELOPMENT PROJECT	Service	11,602,208	1-Jul-14	30-Jun-15	11,602,208

452	44530102 NATURAL RESOURCES SUSTAINABLE MANAGEMENT PROJECT:	Service	48,132,454	1-Jul-14	30-Jun-15	48,132,454
453	44540103 ENERGY AND ELECTRICITY PROVISION AND MANAGEMENT PROJECT	Service	2,444,782	1-Jul-14	30-Jun-15	2,444,782
454	44550101 WATER AND SANITATION INFRASTRUCTURES PROJECT	Service	421,733,857	1-Jul-14	30-Jun-15	421,733,857
455	44570110 ROADS MAINTENANCE PROJECT	Service	291,947,579	1-Jul-14	30-Jun-15	291,947,579
	08 EXTERNAL GRANTS		927,018,727			927,018,727
	DFID	Service	**533,283,837**			**533,283,837**
	44490210 SOCIAL PROTECTION PROJECT	Service	533,283,837	1-Jul-14	30-Jun-15	533,283,837
	KFW	Service	**120,847,491**			**120,847,491**
	44510106 MARKET ORIENTED INFRASTRUCTURES PROJECT	Service	120,847,491	1-Jul-14	30-Jun-15	120,847,491
	NETHERLAND	Service	**272,887,399**			**272,887,399**
	44510106 MARKET ORIENTED INFRASTRUCTURES PROJECT	Service	272,887,399	1-Jul-14	30-Jun-15	272,887,399
	4500 NYAGATARE DISTRICT		**3,894,001,872**			**3,894,001,872**
	02 EARMARKED TRANSFERS (DISTRICTS)		**3,189,606,914**			**3,189,606,914**
	ENERGY, WATER AND SANITATION AUTHORITY (EWSA)	Service	**15,100,000**			**15,100,000**
456	45540203 IMPROVE BIOMASS USE EFFICIENCY	Service	15,100,000	1-Jul-14	30-Jun-15	15,100,000
	RWANDA	Service	**3,174,506,914**			**3,174,506,914**
457	45460110 DISTRICT CAPACITIES SUPPORT PROJECT	Service	193,689,338	1-Jul-14	30-Jun-15	193,689,338
458	45470208 EDUCATION INFRASTRUCTURES PROJECT	Service	146,400,000	1-Jul-14	30-Jun-15	146,400,000
459	45480205 HEALTH INFRASTRUCTURES PROJECT	Service	15,474,400	1-Jul-14	30-Jun-15	15,474,400
460	45490205 SOCIAL PROTECTION PROJECT	Service	243,224,105	1-Jul-14	30-Jun-15	243,224,105
461	45500303 NATIONAL EMPLOYEMENT PROGRAM (NEP) PROJECTS	Service	12,950,752	1-Jul-14	30-Jun-15	12,950,752
462	45510105 MARKET ORIENTED INFRASTRUCTURES PROJECT	Service	435,034,096	1-Jul-14	30-Jun-15	435,034,096
463	45520103 AGRICULTURAL PRODUCTION SYSTEMS DEVELOPMENT PROJECT	Service	204,899,086	1-Jul-14	30-Jun-15	204,899,086
464	45520201 LIVESTOCK DEVELOPMENT PROJECT	Service	184,538,159	1-Jul-14	30-Jun-15	184,538,159
465	45530106 NATURAL RESOURCES SUSTAINABLE MANAGEMENT PROJECT	Service	217,097,393	1-Jul-14	30-Jun-15	217,097,393
466	45540103 ENERGY DEVELOPMENT AND ELECTRICITY PROVISION PROJECT	Service	201,495,669	1-Jul-14	30-Jun-15	201,495,669
467	45550103 WATER AND SANITATION INFRASTRUCTURES PROJECT	Service	545,864,033	1-Jul-14	30-Jun-15	545,864,033
468	45560204 URBAN AND RURAL SETTLEMENT PROJECT	Service	25,700,706	1-Jul-14	30-Jun-15	25,700,706
469	45570110 ROADS INFRASTRUCTURES PROJECT	Service	748,139,177	1-Jul-14	30-Jun-15	748,139,177
	08 EXTERNAL GRANTS		704,394,958			704,394,958
	DFID		**397,171,775**			**397,171,775**
	45490205 SOCIAL PROTECTION PROJECT	Service	197,171,775	1-Jul-14	30-Jun-15	197,171,775
	45570110 ROADS INFRASTRUCTURES PROJECT	Service	200,000,000	1-Jul-14	30-Jun-15	200,000,000
	KFW	Service	**155,680,003**			**155,680,003**
	45550103 WATER AND SANITATION INFRASTRUCTURES PROJECT	Service	155,680,003	1-Jul-14	30-Jun-15	155,680,003
	NETHERLAND	Service	**151,543,180**			**151,543,180**
	45570110 ROADS INFRASTRUCTURES PROJECT	Service	151,543,180	1-Jul-14	30-Jun-15	151,543,180
	4600 RWAMAGANA DISTRICT		**2,767,599,979**			**2,767,599,979**
	02 EARMARKED TRANSFERS (DISTRICTS)		**2,284,471,556**			**2,284,471,556**
	ENERGY, WATER AND SANITATION AUTHORITY (EWSA)		**22,800,000**			**22,800,000**
470	46540202 IMPROVE BIOMASS USE EFFICIENCY	Service	22,800,000	1-Jul-14	30-Jun-15	22,800,000
	RWANDA		**2,261,671,556**			**2,261,671,556**
471	46460113 DISTRICT CAPACITIES SUPPORT PROJECT	Service	166,072,349	1-Jul-14	30-Jun-15	166,072,349
472	46470215 EDUCATION INFRASTRUCTURES PROJECT	Service	409,568,050	1-Jul-14	30-Jun-15	409,568,050
473	46480204 HEALTH INFRASTRUCTURES PROJECT	Service	11,525,190	1-Jul-14	30-Jun-15	11,525,190
474	46490210 SOCIAL PROTECTION PROJECT	Service	175,847,673	1-Jul-14	30-Jun-15	175,847,673
475	46490228 SOCIAL PROTECTION PROVISION AND COORDINATION PROJECT	Service	38,852,394	1-Jul-14	30-Jun-15	38,852,394
476	46500305 NATIONAL EMPLOYEMENT PROGRAM (NEP) PROJECTS	Service	10,049,266	1-Jul-14	30-Jun-15	10,049,266
477	46510106 MARKET ORIENTED INFRASTRUCTURES PROJECT	Service	388,441,178	1-Jul-14	30-Jun-15	388,441,178
478	46520102 AGRICULTURAL PRODUCTION SYSTEMS DEVELOPMENT PROJECT	Service	90,611,992	1-Jul-14	30-Jun-15	90,611,992
479	46520202 LIVESTOCK DEVELOPMENT PROJECT	Service	60,306,382	1-Jul-14	30-Jun-15	60,306,382
480	46530106 NATURAL RESOURCES SUSTAINABLE MANAGEMENT PROJECT	Service	78,872,982	1-Jul-14	30-Jun-15	78,872,982
481	46530405 NATURAL RESOURCES SUSTAINABLE MANAGEMENT PROJECT	Service	14,534,141	1-Jul-14	30-Jun-15	14,534,141
482	46540103 ENERGY DEVELOPMENT AND ELECTRICITY PROVISION PROJECT	Service	127,714,140	1-Jul-14	30-Jun-15	127,714,140
483	46550102 WATER AND SANITATION INFRASTRUCTURES PROJECT	Service	123,844,256	1-Jul-14	30-Jun-15	123,844,256
484	46560203 URBAN AND RURAL SETTLEMENT PROJECT	Service	332,007,542	1-Jul-14	30-Jun-15	332,007,542
485	46570105 ROADS INFRASTRUCTURES PROJECT	Service	233,424,021	1-Jul-14	30-Jun-15	233,424,021
	08 EXTERNAL GRANTS		483,128,423			483,128,423
	DFID		**283,910,568**			**283,910,568**
	46490210 SOCIAL PROTECTION PROJECT	Service	207,295,722	1-Jul-14	30-Jun-15	207,295,722
	46560203 URBAN AND RURAL SETTLEMENT PROJECT	Service	38,852,394	1-Jul-14	30-Jun-15	38,852,394
	46570105 ROADS INFRASTRUCTURES PROJECT	Service	37,762,452	1-Jul-14	30-Jun-15	37,762,452
	KFW	Service	**98,191,102**			**98,191,102**
	46510106 MARKET ORIENTED INFRASTRUCTURES PROJECT	Service	98,191,102	1-Jul-14	30-Jun-15	98,191,102
	NETHERLAND	Service	**101,026,753**			**101,026,753**
	46510106 MARKET ORIENTED INFRASTRUCTURES PROJECT	Service	101,026,753	1-Jul-14	30-Jun-15	101,026,753
	4700 HUYE DISTRICT		**3,616,297,099**			**3,616,297,099**
	02 EARMARKED TRANSFERS (DISTRICTS)		**2,788,301,736**			**2,788,301,736**
	ENERGY, WATER AND SANITATION AUTHORITY (EWSA)		**26,400,000**			**26,400,000**
486	47540201 IMPROVE BIOMASS USE EFFICIENCY	Service	26,400,000	1-Jul-14	30-Jun-15	26,400,000
	RWANDA		**2,761,901,736**			**2,761,901,736**
487	47460109 DISTRICT CAPACITIES SUPPORT PROJECT	Service	115,627,858	1-Jul-14	30-Jun-15	115,627,858
488	47470208 EDUCATION INFRASTRUCTURES PROJECT	Service	146,400,000	1-Jul-14	30-Jun-15	146,400,000
489	47490206 SOCIAL PROTECTION PROJECT	Service	222,973,449	1-Jul-14	30-Jun-15	222,973,449
490	47490214 1. SOCIAL PROTECTION PROVISION AND COORDINATION PROJECT	Service	26,190,175	1-Jul-14	30-Jun-15	26,190,175
491	47500303 NATIONAL EMPLOYEMENT PROGRAM (NEP) PROJECT	Service	17,323,167	1-Jul-14	30-Jun-15	17,323,167
492	47510107 MARKET ORIENTED INFRASTRUCTURES PROJECT	Service	41,835,434	1-Jul-14	30-Jun-15	41,835,434
493	47520104 'AGRICULTURAL PRODUCTION SYSTEMS DEVELOPMENT PROJECT	Service	274,276,181	1-Jul-14	30-Jun-15	274,276,181
494	47520201 LIVESTOCK DEVELOPMENT PROJECT	Service	61,870,000	1-Jul-14	30-Jun-15	61,870,000
495	47530107 NATURAL RESOURCES SUSTAINABLE MANAGEMENT PROJECT	Service	44,097,229	1-Jul-14	30-Jun-15	44,097,229
496	47540102 ENERGY DEVELOPMENT AND ELECTRICITY PROVISION PROJECT	Service	295,526,373	1-Jul-14	30-Jun-15	295,526,373
497	47550101 WATER AND SANITATION INFRASTRUCTURES PROJECT	Service	7,665,890	1-Jul-14	30-Jun-15	7,665,890
498	47560104 SECONDARY CITIES INFRASTRUCTURE DEVELOPMENT	Service	60,000,000	1-Jul-14	30-Jun-15	60,000,000
499	47560203 'URBAN AND RURAL SETTLEMENT PROJECT	Service	58,712,218	1-Jul-14	30-Jun-15	58,712,218
500	47570104 ROADS INFRASTRUCTURES PROJECT	Service	1,284,340,262	1-Jul-14	30-Jun-15	1,284,340,262
501	47570105 ROADS MAINTENANCE PROJECT	Service	105,063,500	1-Jul-14	30-Jun-15	105,063,500
	08 EXTERNAL GRANTS		827,995,363			827,995,363
	DFID		**457,421,348**			**457,421,348**
	47490206 SOCIAL PROTECTION PROJECT	Service	431,231,173	1-Jul-14	30-Jun-15	431,231,173

	47570104 ROADS INFRASTRUCTURES PROJECT	Service	26,190,175	1-Jul-14	30-Jun-15	26,190,175
	KFW	Service	**113,738,815**			**113,738,815**
	47560203 'URBAN AND RURAL SETTLEMENT PROJECT	Service	113,738,815	1-Jul-14	30-Jun-15	113,738,815
	NETHERLAND	Service	**256,835,200**			**256,835,200**
	47570104 ROADS INFRASTRUCTURES PROJECT	Service	256,835,200	1-Jul-14	30-Jun-15	256,835,200
	4800 NYAMAGABE DISTRICT		**3,645,716,707**			**3,645,716,707**
	02 EARMARKED TRANSFERS (DISTRICTS)		**2,502,631,385**			**2,502,631,385**
	ENERGY, WATER AND SANITATION AUTHORITY (EWSA)	Service	**34,500,000**			**34,500,000**
502	48540201 IMPROVE BIOMASS USE EFFICIENCY	Service	34,500,000	1-Jul-14	30-Jun-15	34,500,000
	RWANDA		**35,425,550**			**35,425,550**
503	48490232 SOCIAL PROTECTION PROVISION AND COORDINATION PROJECT	Service	35,425,550	1-Jul-14	30-Jun-15	35,425,550
	RWANDA		**2,432,705,835**			**2,432,705,835**
504	48450140 ADMINISTRATIVE INFRASTRUCTURES PROJECT	Service	315,920,000	1-Jul-14	30-Jun-15	315,920,000
505	48460132 DISTRICT CAPACITIES SUPPORT PROJECT	Service	118,111,258	1-Jul-14	30-Jun-15	118,111,258
506	48460133 ICT DEVELOPMENT PROJECT	Service	15,000,000	1-Jul-14	30-Jun-15	15,000,000
507	48470210 EDUCATION INFRASTRUCTURES PROJECT	Service	211,737,518	1-Jul-14	30-Jun-15	211,737,518
508	48480201 HEALTH INFRASTRUCTURES PROJECT	Service	81,994,677	1-Jul-14	30-Jun-15	81,994,677
509	48490233 SOCIAL PROTECTION PROJECT	Service	405,351,127	1-Jul-14	30-Jun-15	405,351,127
510	48500321 NATIONAL EMPLOYEMENT PROGRAM (NEP) PROJECTS	Service	15,307,022	1-Jul-14	30-Jun-15	15,307,022
511	48510113 NATIONAL EMPLOYEMENT PROGRAM (NEP) PROJECTS	Service	1,317,590	1-Jul-14	30-Jun-15	1,317,590
512	48520101 AGRICULTURAL PRODUCTION SYSTEMS DEVELOPMENT PROJECT	Service	343,448,225	1-Jul-14	30-Jun-15	343,448,225
513	48520202 LIVESTOCK DEVELOPMENT PROJECT	Service	76,037,750	1-Jul-14	30-Jun-15	76,037,750
514	48530101 NATURAL RESOURCES SUSTAINABLE MANAGEMENT PROJECT	Service	87,997,844	1-Jul-14	30-Jun-15	87,997,844
515	48530103 NATURAL RESOURCES SUSTAINABLE MANAGEMENT PROJECT	Service	54,256,681	1-Jul-14	30-Jun-15	54,256,681
516	48540102 ENERGY DEVELOPMENT AND ELECTRICITY PROVISION PROJECT	Service	140,399,732	1-Jul-14	30-Jun-15	140,399,732
517	48550101 WATER AND SANITATION INFRASTRUCTURES PROJECT	Service	169,000,000	1-Jul-14	30-Jun-15	169,000,000
518	48560201 'URBAN AND RURAL SETTLEMENT PROJECT	Service	183,898,736	1-Jul-14	30-Jun-15	183,898,736
519	48570101 ROADS INFRASTRUCTURES PROJECT	Service	198,427,675	1-Jul-14	30-Jun-15	198,427,675
520	48570102 ROADS MAINTANANCE PROJECT	Service	8,000,000	1-Jul-14	30-Jun-15	8,000,000
521	48570104 ROADS INFRASTRUCTURE MANAGEMENT PROJECT	Service	6,500,000	1-Jul-14	30-Jun-15	6,500,000
	08 EXTERNAL GRANTS		1,143,085,322			1,143,085,322
	DFID		**659,124,133**			**659,124,133**
	48490233 SOCIAL PROTECTION PROJECT	Service	624,475,340	1-Jul-14	30-Jun-15	624,475,340
522	48520105 AGRICULTURAL PRODUCTION SYSTEMS DEVELOPMENT AND INTENSIFICATION PROJECT	Service	21,626,935	1-Jul-14	30-Jun-15	21,626,935
	48550101 WATER AND SANITATION INFRASTRUCTURES PROJECT	Service	1,056,820	1-Jul-14	30-Jun-15	1,056,820
523	48560202 URBAN AND RURAL SETTLEMENT PROJECT	Service	1,915,333	1-Jul-14	30-Jun-15	1,915,333
	48570101 ROADS INFRASTRUCTURES PROJECT	Service	10,049,705	1-Jul-14	30-Jun-15	10,049,705
	KFW	Service	**166,127,629**			**166,127,629**
	48480201 HEALTH INFRASTRUCTURES PROJECT	Service	36,143,858	1-Jul-14	30-Jun-15	36,143,858
524	48510109 MARKET ORIENTED INFRASTRUCTURES PROJECT	Service	6,200,000	1-Jul-14	30-Jun-15	6,200,000
525	48510112 MARKET ORIENTED INFRASTRUCTURES PROJECT	Service	51,074,021	1-Jul-14	30-Jun-15	51,074,021
	48550101 WATER AND SANITATION INFRASTRUCTURES PROJECT	Service	27,166,405	1-Jul-14	30-Jun-15	27,166,405
	48570101 ROADS INFRASTRUCTURES PROJECT	Service	33,543,345	1-Jul-14	30-Jun-15	33,543,345
	48570102 ROADS MAINTANANCE PROJECT	Service	12,000,000	1-Jul-14	30-Jun-15	12,000,000
	NETHERLAND	Service	**317,833,560**			**317,833,560**
526	48510112 MARKET ORIENTED INFRASTRUCTURES PROJECT	Service	38,000,000	1-Jul-14	30-Jun-15	38,000,000
	48570101 ROADS INFRASTRUCTURES PROJECT	Service	57,833,560	1-Jul-14	30-Jun-15	57,833,560
	48570102 ROADS MAINTANANCE PROJECT	Service	222,000,000	1-Jul-14	30-Jun-15	222,000,000
	4900 GISAGARA DISTRICT		**2,943,919,202**			**2,943,919,202**
	02 EARMARKED TRANSFERS (DISTRICTS)		**2,068,492,179**			**2,068,492,179**
	ENERGY, WATER AND SANITATION AUTHORITY (EWSA)		**24,600,000**			**24,600,000**
527	49540202 IMPROVE BIOMASS USE EFFICIENCY	Service	24,600,000	1-Jul-14	30-Jun-15	24,600,000
	RWANDA		**2,043,892,179**			**2,043,892,179**
528	49450123 ADMINISTRATIVE INFRASTRUCTURES PROJECT	Service	82,581,000	1-Jul-14	30-Jun-15	82,581,000
529	49460118 DISTRICT CAPACITIES SUPPORT PROJECT	Service	88,522,371	1-Jul-14	30-Jun-15	88,522,371
530	49460123 ICT DEVELOPMENT PROJECT	Service	7,024,609	1-Jul-14	30-Jun-15	7,024,609
531	49470213 EDUCATION INFRASTRUCTURES PROJECT	Service	165,736,900	1-Jul-14	30-Jun-15	165,736,900
532	49490202 SOCIAL PROTECTION PROJECT	Service	240,216,020	1-Jul-14	30-Jun-15	240,216,020
533	49490209 1. SOCIAL PROTECTION PROVISION AND COORDINATION PROJECT:	Service	41,373,039	1-Jul-14	30-Jun-15	41,373,039
534	49500301 NATIONAL EMPLOYEMENT PROGRAM (NEP) PROJECT	Service	12,737,065	1-Jul-14	30-Jun-15	12,737,065
535	49500305 SPORT & CULTURE DEVELOPMENT PROJECT	Service	355,492,062	1-Jul-14	30-Jun-15	355,492,062
536	49510111 MARKET ORIENTED INFRASTRUCTURES PROJECT	Service	356,190,394	1-Jul-14	30-Jun-15	356,190,394
537	49520104 AGRICULTURAL PRODUCTION SYSTEMS DEVELOPMENT PROJECT	Service	165,831,184	1-Jul-14	30-Jun-15	165,831,184
538	49520203 LIVESTOCK DEVELOPMENT PROJECT	Service	47,443,653	1-Jul-14	30-Jun-15	47,443,653
539	49530106 NATURAL RESOURCES SUSTAINABLE MANAGEMENT PROJECT	Service	43,709,804	1-Jul-14	30-Jun-15	43,709,804
540	49540103 ENERGY DEVELOPMENT AND ELECTRICITY PROVISION PROJECT	Service	12,500,000	1-Jul-14	30-Jun-15	12,500,000
541	49560211 URBAN AND RURAL SETTLEMENT PROJECT	Service	40,031,999	1-Jul-14	30-Jun-15	40,031,999
542	49570103 ROADS INFRASTRUCTURES PROJECT	Service	384,502,079	1-Jul-14	30-Jun-15	384,502,079
	08 EXTERNAL GRANTS		875,427,023			875,427,023
	DFID		**437,620,139**			**437,620,139**
	49490202 SOCIAL PROTECTION PROJECT	Service	437,620,139	1-Jul-14	30-Jun-15	437,620,139
	KFW	Service	**133,985,715**			**133,985,715**
	49500305 SPORT & CULTURE DEVELOPMENT PROJECT	Service	42,041,996	1-Jul-14	30-Jun-15	42,041,996
543	49550104 WATER AND SANITATION INFRASTRUCTURES PROJECT	Service	91,943,719	1-Jul-14	30-Jun-15	91,943,719
	NETHERLAND		**303,821,169**			**303,821,169**
544	49510111 MARKET ORIENTED INFRASTRUCTURES PROJECT	Service	22,570,680	1-Jul-14	30-Jun-15	22,570,680
	49540103 ENERGY DEVELOPMENT AND ELECTRICITY PROVISION PROJECT	Service	216,071,740	1-Jul-14	30-Jun-15	216,071,740
545	49540104 4. ENERGY AND ELECTRICITY PROVISION AND MANAGEMENT PROJECT:	Service	22,570,680	1-Jul-14	30-Jun-15	22,570,680
	49550104 WATER AND SANITATION INFRASTRUCTURES PROJECT	Service	42,608,069	1-Jul-14	30-Jun-15	42,608,069
	5000 MUHANGA DISTRICT		**3,680,499,699**			**3,680,499,699**
	02 EARMARKED TRANSFERS (DISTRICTS)		**2,821,260,760**			**2,821,260,760**
	ENERGY, WATER AND SANITATION AUTHORITY (EWSA)		**20,700,000**			**20,700,000**
546	50540202 IMPROVE BIOMASS USE EFFICIENCY	Service	20,700,000	1-Jul-14	30-Jun-15	20,700,000
	RWANDA	Service	**2,800,560,760**			**2,800,560,760**
547	50450115 ADMINISTRATIVE INFRASTRUCTURES PROJECT	Service	262,553,971	1-Jul-14	30-Jun-15	262,553,971
548	50460115 DISTRICT CAPACITIES SUPPORT PROJECT	Service	136,070,553	1-Jul-14	30-Jun-15	136,070,553
549	50470207 EDUCATION INFRASTRUCTURES PROJECT	Service	119,987,000	1-Jul-14	30-Jun-15	119,987,000
550	50490209 SOCIAL PROTECTION PROJECT	Service	230,762,368	1-Jul-14	30-Jun-15	230,762,368

551	50490210 SOCIAL PROTECTION PROVISION AND COORDINATION PROJECT	Service	25,744,628	1-Jul-14	30-Jun-15	25,744,628
552	50500321 NATIONAL EMPLOYEMENT PROGRAM (NEP) PROJECT	Service	24,380,331	1-Jul-14	30-Jun-15	24,380,331
553	50510106 MARKET ORIENTED INFRASTRUCTURES PROJECT	Service	130,262,926	1-Jul-14	30-Jun-15	130,262,926
554	50520109 AGRICULTURAL PRODUCTION SYSTEMS DEVELOPMENT PROJECT	Service	136,481,345	1-Jul-14	30-Jun-15	136,481,345
555	50520205 LIVESTOCK DEVELOPMENT PROJECT	Service	36,897,260	1-Jul-14	30-Jun-15	36,897,260
556	50530104 NATURAL RESOURCES SUSTAINABLE MANAGEMENT PROJECT	Service	50,027,693	1-Jul-14	30-Jun-15	50,027,693
557	50540104 ENERGY AND ELECTRICITY PROVISION AND MANAGEMENT PROJECT	Service	9,367,500	1-Jul-14	30-Jun-15	9,367,500
558	50550105 WATER AND SANITATION INFRASTRUCTURES PROJECT	Service	100,780,229	1-Jul-14	30-Jun-15	100,780,229
559	50560105 SECONDARY CITIES INFRASTRUCTURE DEVELOPMENT	Service	60,000,000	1-Jul-14	30-Jun-15	60,000,000
560	50560204 URBAN AND RURAL SETTLEMENT PROJECT	Service	93,927,500	1-Jul-14	30-Jun-15	93,927,500
561	50570105 ROADS INFRASTRUCTURES PROJECT	Service	1,359,533,643	1-Jul-14	30-Jun-15	1,359,533,643
562	50570106 ROADS MAINTENANCE PROJECT	Service	23,783,813	1-Jul-14	30-Jun-15	23,783,813
	08 EXTERNAL GRANTS		859,238,939			859,238,939
	DFID		**495,613,187**			**495,613,187**
	50490209 SOCIAL PROTECTION PROJECT	Service	451,118,559	1-Jul-14	30-Jun-15	451,118,559
	50520109 AGRICULTURAL PRODUCTION SYSTEMS DEVELOPMENT PROJECT	Service	25,744,628	1-Jul-14	30-Jun-15	25,744,628
	50550105 WATER AND SANITATION INFRASTRUCTURES PROJECT	Service	18,750,000	1-Jul-14	30-Jun-15	18,750,000
	KFW		**111,606,212**			**111,606,212**
	50550105 WATER AND SANITATION INFRASTRUCTURES PROJECT	Service	111,606,212	1-Jul-14	30-Jun-15	111,606,212
	NETHERLAND	Service	**252,019,540**			**252,019,540**
	50510106 MARKET ORIENTED INFRASTRUCTURES PROJECT	Service	150,019,540	1-Jul-14	30-Jun-15	150,019,540
563	50550105 WATER AND SANITATION INFRASTRUCTURES PROJECT	Service	102,000,000	1-Jul-14	30-Jun-15	102,000,000
	5100 KAMONYI DISTRICT		**2,806,141,241**			**2,806,141,241**
	02 EARMARKED TRANSFERS (DISTRICTS)		**2,047,584,861**			**2,047,584,861**
	ENERGY, WATER AND SANITATION AUTHORITY (EWSA)		**24,900,000**			**24,900,000**
564	51540201 IMPROVE BIOMASS USE EFFICIENCY	Service	24,900,000	1-Jul-14	30-Jun-15	24,900,000
	RWANDA	Service	**2,022,684,861**			**2,022,684,861**
565	51450115 ADMINISTRATIVE INFRASTRUCTURES PROJECT	Service	740,000,000	1-Jul-14	30-Jun-15	740,000,000
566	51460130 DISTRICT CAPACITIES STRENGTHENING PROJECT	Service	121,664,352	1-Jul-14	30-Jun-15	121,664,352
567	51470207 EDUCATION SUPPORT PROJECT	Service	122,000,000	1-Jul-14	30-Jun-15	122,000,000
568	51480203 HEALTH INFRASTRUCTURES PROJECT	Service	89,366,597	1-Jul-14	30-Jun-15	89,366,597
569	51490215 SOCIAL PROTECTION PROJECT	Service	213,094,200	1-Jul-14	30-Jun-15	213,094,200
570	51500304 NATIONAL EMPLOYMENT PROGRAM (NEP)	Service	12,737,065	1-Jul-14	30-Jun-15	12,737,065
571	51500305 SPORT & CULTURE DEVELOPMENT PROJECT	Service	25,549,615	1-Jul-14	30-Jun-15	25,549,615
572	51510110 MARKET ORIENTED INFRASTRUCTURES PROJECT	Service	150,000,000	1-Jul-14	30-Jun-15	150,000,000
573	51510121 MARKET ORIENTED INFRASTRUCTURES PROJECT	Service	26,981,118	1-Jul-14	30-Jun-15	26,981,118
574	51520110 AGRICULTURAL PRODUCTION SYSTEMS DEVELOPMENT PROJECT	Service	31,768,352	1-Jul-14	30-Jun-15	31,768,352
575	51520205 LIVESTOCK DEVELOPMENT PROJECT	Service	64,715,317	1-Jul-14	30-Jun-15	64,715,317
576	51530103 NATURAL RESOURCES SUSTAINABLE MANAGEMENT PROJECT	Service	13,856,835	1-Jul-14	30-Jun-15	13,856,835
577	51540102 ENERGY AND ELECTRICITY PROVISION AND MANAGEMENT PROJECT	Service	187,382,705	1-Jul-14	30-Jun-15	187,382,705
578	51550103 WATER AND SANITATION INFRASTRUCTURES PROJECT	Service	14,121,259	1-Jul-14	30-Jun-15	14,121,259
579	51560204 URBAN AND RURAL SETTLEMENT PROJECT	Service	117,722,218	1-Jul-14	30-Jun-15	117,722,218
580	51570102 ROADS INFRASTRUCTURES PROJECT	Service	36,389,500	1-Jul-14	30-Jun-15	36,389,500
581	51570104 ROADS MAINTENANCE PROJECT	Service	55,335,728	1-Jul-14	30-Jun-15	55,335,728
	08 EXTERNAL GRANTS		758,556,380			758,556,380
	DFID		**401,878,891**			**401,878,891**
	51490215 SOCIAL PROTECTION PROJECT	Service	372,386,261	1-Jul-14	30-Jun-15	372,386,261
	51550103 WATER AND SANITATION INFRASTRUCTURES PROJECT	Service	29,492,630	1-Jul-14	30-Jun-15	29,492,630
	KFW		**109,473,609**			**109,473,609**
	51540102 ENERGY AND ELECTRICITY PROVISION AND MANAGEMENT PROJECT	Service	109,473,609	1-Jul-14	30-Jun-15	109,473,609
	NETHERLAND		**247,203,880**			**247,203,880**
	51510121 MARKET ORIENTED INFRASTRUCTURES PROJECT	Service	30,000,000	1-Jul-14	30-Jun-15	30,000,000
582	51550101 PROJECTS IMPLEMENTATION SUPPORT	Service	150,000,000	1-Jul-14	30-Jun-15	150,000,000
	51570102 ROADS INFRASTRUCTURES PROJECT	Service	67,203,880	1-Jul-14	30-Jun-15	67,203,880
	5200 NYANZA DISTRICT		**2,686,625,252**			**2,686,625,252**
	02 EARMARKED TRANSFERS (DISTRICTS)		**2,019,044,307**			**2,019,044,307**
	ENERGY, WATER AND SANITATION AUTHORITY (EWSA)		**33,000,000**			**33,000,000**
583	52540201 IMPROVE BIOMASS USE EFFICIENCY	Service	33,000,000	1-Jul-14	30-Jun-15	33,000,000
	RWANDA		**1,986,044,307**			**1,986,044,307**
584	52450113 ADMINISTRATIVE INFRASTRUCTURES PROJECT	Service	232,088,642	1-Jul-14	30-Jun-15	232,088,642
585	52460101 'DISTRICT CAPACITIES SUPPORT PROJECT	Service	110,050,687	1-Jul-14	30-Jun-15	110,050,687
586	52470206 EDUCATION INFRASTRUCTURES PROJECT	Service	121,805,000	1-Jul-14	30-Jun-15	121,805,000
587	52480201 HEALTH INFRASTRUCTURES PROJECT	Service	16,956,464	1-Jul-14	30-Jun-15	16,956,464
588	52490201 SOCIAL PROTECTION PROJECT	Service	214,822,600	1-Jul-14	30-Jun-15	214,822,600
589	52490210 SOCIAL PROTECTION PROVISION AND COORDINATION PROJECT	Service	14,680,293	1-Jul-14	30-Jun-15	14,680,293
590	52500202 SPORT & CULTURE DEVELOPMENT PROJECT	Service	57,000,000	1-Jul-14	30-Jun-15	57,000,000
591	52500302 SPORT & CULTURE DEVELOPMENT PROJECT	Service	44,542,661	1-Jul-14	30-Jun-15	44,542,661
592	52500303 NATIONAL EMPLOYEMENT PROGRAM (NEP) PROJECTS	Service	11,829,983	1-Jul-14	30-Jun-15	11,829,983
593	52510102 MARKET ORIENTED INFRASTRUCTURES PROJECT	Service	80,769,417	1-Jul-14	30-Jun-15	80,769,417
594	52510110 MARKET ORIENTED INFRASTRUCTURES PROJECT	Service	1,850,000	1-Jul-14	30-Jun-15	1,850,000
595	52520101 AGRICULTURAL PRODUCTION SYSTEMS DEVELOPMENT PROJECT	Service	70,231,759	1-Jul-14	30-Jun-15	70,231,759
596	52520102 LIVESTOCK DEVELOPMENT PROJECT	Service	53,216,286	1-Jul-14	30-Jun-15	53,216,286
597	52530101 NATURAL RESOURCES SUSTAINABLE MANAGEMENT PROJECT	Service	61,769,501	1-Jul-14	30-Jun-15	61,769,501
598	52540101 ENERGY DEVELOPMENT AND ELECTRICITY PROVISION PROJECT	Service	557,186,447	1-Jul-14	30-Jun-15	557,186,447
599	52540102 ENERGY AND ELECTRICITY PROVISION AND MANAGEMENT PROJECT	Service	7,600,000	1-Jul-14	30-Jun-15	7,600,000
600	52550101 WATER AND SANITATION INFRASTRUCTURES PROJECT	Service	50,531,738	1-Jul-14	30-Jun-15	50,531,738
601	52560202 'URBAN AND RURAL SETTLEMENT PROJECT	Service	14,752,500	1-Jul-14	30-Jun-15	14,752,500
602	52570101 ROADS INFRASTRUCTURES PROJECT	Service	254,360,329	1-Jul-14	30-Jun-15	254,360,329
603	52570102 ROADS MAINTANANCE PROJECT	Service	10,000,000	1-Jul-14	30-Jun-15	10,000,000
	08 EXTERNAL GRANTS		667,580,945			667,580,945
	DFID		**338,026,744**			**338,026,744**
	52490201 SOCIAL PROTECTION PROJECT	Service	276,607,565	1-Jul-14	30-Jun-15	276,607,565
	52570101 ROADS INFRASTRUCTURES PROJECT	Service	61,419,179	1-Jul-14	30-Jun-15	61,419,179
	KFW	Service	**222,924,062**			**222,924,062**
	52540101 ENERGY DEVELOPMENT AND ELECTRICITY PROVISION PROJECT	Service	62,141,062	1-Jul-14	30-Jun-15	62,141,062
	52570101 ROADS INFRASTRUCTURES PROJECT	Service	160,783,000	1-Jul-14	30-Jun-15	160,783,000

	NETHERLAND	Service	**106,630,139**			**106,630,139**
	52570101 ROADS INFRASTRUCTURES PROJECT	Service	106,630,139	1-Jul-14	30-Jun-15	106,630,139
	5300 NYARUGURU DISTRICT		**3,969,890,484**			**3,969,890,484**
	02 EARMARKED TRANSFERS (DISTRICTS)		**3,049,219,993**			**3,049,219,993**
	ENERGY, WATER AND SANITATION AUTHORITY (EWSA)		**32,700,000**			**32,700,000**
604	53540201 IMPROVE BIOMASS USE EFFICIENCY	Service	32,700,000	1-Jul-14	30-Jun-15	32,700,000
	NYARUGURU	Service	**25,052,198**			**25,052,198**
605	53490201 SOCIAL PROTECTION PROVISION AND COORDINATION PROJECT	Service	25,052,198	1-Jul-14	30-Jun-15	25,052,198
	RWANDA	Service	**2,991,467,795**			**2,991,467,795**
606	53450116 ADMINISTRATIVE INFRASTRUCTURES PROJECT	Service	53,441,830	1-Jul-14	30-Jun-15	53,441,830
607	53460115 DISTRICT CAPACITIES SUPPORT PROJECT	Service	109,062,986	1-Jul-14	30-Jun-15	109,062,986
608	53470207 EDUCATION INFRASTRUCTURES PROJECT	Service	271,839,484	1-Jul-14	30-Jun-15	271,839,484
609	53470302 CONSTRUCTION OF KIBEHO TVET RETAINING WALL	Service	44,908,170	1-Jul-14	30-Jun-15	44,908,170
610	53480206 HEALTH INFRASTRUCTURES PROJECT	Service	86,052,412	1-Jul-14	30-Jun-15	86,052,412
611	53490204 SOCIAL PROTECTION PROJECT	Service	322,136,997	1-Jul-14	30-Jun-15	322,136,997
612	53500304 SPORT & CULTURE DEVELOPMENT PROJECT	Service	59,010,000	1-Jul-14	30-Jun-15	59,010,000
613	53500305 NATIONAL EMPLOYEMENT PROGRAM (NEP) PROJECT	Service	12,736,770	1-Jul-14	30-Jun-15	12,736,770
614	53510107 MARKET ORIENTED INFRASTRUCTURES PROJECT	Service	37,732,275	1-Jul-14	30-Jun-15	37,732,275
615	53510109 MARKET ORIENTED INFRASTRUCTURES PROJECT	Service	674,934,588	1-Jul-14	30-Jun-15	674,934,588
616	53520102 AGRICULTURAL PRODUCTION SYSTEMS DEVELOPMENT PROJECT	Service	205,723,303	1-Jul-14	30-Jun-15	205,723,303
617	53520201 LIVESTOCK DEVELOPMENT PROJECT	Service	62,970,415	1-Jul-14	30-Jun-15	62,970,415
618	53530102 NATURAL RESOURCES SUSTAINABLE MANAGEMENT PROJECT	Service	74,984,228	1-Jul-14	30-Jun-15	74,984,228
619	53540104 ENERGY DEVELOPMENT AND ELECTRICITY PROVISION PROJECT	Service	291,413,856	1-Jul-14	30-Jun-15	291,413,856
620	53550103 WATER AND SANITATION INFRASTRUCTURES PROJECT	Service	224,264,214	1-Jul-14	30-Jun-15	224,264,214
621	53560202 URBAN AND RURAL SETTLEMENT PROJECT	Service	159,759,196	1-Jul-14	30-Jun-15	159,759,196
622	53570105 ROADS INFRASTRUCTURES PROJECT	Service	29,505,000	1-Jul-14	30-Jun-15	29,505,000
623	53570106 ROADS MAINTENANCE PROJECT	Service	270,992,071	1-Jul-14	30-Jun-15	270,992,071
	08 EXTERNAL GRANTS		920,670,491			920,670,491
	DFID	Service	**524,619,513**			**524,619,513**
	53490204 SOCIAL PROTECTION PROJECT	Service	499,567,315	1-Jul-14	30-Jun-15	499,567,315
	53520102 AGRICULTURAL PRODUCTION SYSTEMS DEVELOPMENT PROJECT	Service	25,052,198	1-Jul-14	30-Jun-15	25,052,198
	KFW	Service	**121,558,358**			**121,558,358**
	53510109 MARKET ORIENTED INFRASTRUCTURES PROJECT	Service	121,558,358	1-Jul-14	30-Jun-15	121,558,358
	NETHERLAND	Service	**274,492,620**			**274,492,620**
	53510109 MARKET ORIENTED INFRASTRUCTURES PROJECT	Service	274,492,620	1-Jul-14	30-Jun-15	274,492,620
	5400 RUSIZI DISTRICT		**3,847,235,099**			**3,847,235,099**
	02 EARMARKED TRANSFERS (DISTRICTS)		**2,856,217,431**			**2,856,217,431**
	RWANDA	Service	**305,908,580**			**305,908,580**
624	54510103 MARKET ORIENTED INFRASTRUCTURES PROJECT	Service	305,908,580	1-Jul-14	30-Jun-15	305,908,580
	ENERGY, WATER AND SANITATION AUTHORITY (EWSA)		**7,200,000**			**7,200,000**
625	54540202 IMPROVE BIOMASS USE EFFICIENCY	Service	7,200,000	1-Jul-14	30-Jun-15	7,200,000
	RWANDA		**17,015,766**			**17,015,766**
626	54520301 PROJECTS IMPLEMENTATION SUPPORT	Service	17,015,766	1-Jul-14	30-Jun-15	17,015,766
	RWANDA		**2,526,093,085**			**2,526,093,085**
627	54450121 ADMINISTRATIVE INFRASTRUCTURES PROJECT	Service	28,500,000	1-Jul-14	30-Jun-15	28,500,000
628	54460108 ICT DEVELOPMENT PROJECT	Service	11,529,750	1-Jul-14	30-Jun-15	11,529,750
629	54460130 DISTRICT CAPACITIES SUPPORT PROJECT	Service	103,763,727	1-Jul-14	30-Jun-15	103,763,727
630	54470210 EDUCATION INFRASTRUCTURES PROJECT	Service	195,200,000	1-Jul-14	30-Jun-15	195,200,000
631	54490202 SOCIAL PROTECTION PROJECT	Service	282,639,070	1-Jul-14	30-Jun-15	282,639,070
632	54490227 SOCIAL PROTECTION PROVISION AND COORDINATION PROJECT	Service	49,509,210	1-Jul-14	30-Jun-15	49,509,210
633	54500301 NATIONAL EMPLOYEMENT PROGRAM (NEP) PROJECTS	Service	16,950,752	1-Jul-14	30-Jun-15	16,950,752
634	54510103 MARKET ORIENTED INFRASTRUCTURES PROJECT	Service	16,935,549	1-Jul-14	30-Jun-15	16,935,549
635	54520101 AGRICULTURAL PRODUCTION SYSTEMS DEVELOPMENT PROJECT	Service	114,749,950	1-Jul-14	30-Jun-15	114,749,950
636	54520202 LIVESTOCK DEVELOPMENT PROJECT	Service	67,993,410	1-Jul-14	30-Jun-15	67,993,410
637	54530103 NATURAL RESOURCES SUSTAINABLE MANAGEMENT PROJECT	Service	56,943,937	1-Jul-14	30-Jun-15	56,943,937
638	54540103 ENERGY DEVELOPMENT AND ELECTRICITY PROVISION PROJECT	Service	476,921,114	1-Jul-14	30-Jun-15	476,921,114
639	54550105 WATER AND SANITATION INFRASTRUCTURES PROJECT	Service	461,677,939	1-Jul-14	30-Jun-15	461,677,939
640	54560154 SECONDARY CITIES INFRASTRUCTURE DEVELOPMENT	Service	65,952,265	1-Jul-14	30-Jun-15	65,952,265
641	54560204 URBAN AND RURAL SETTLEMENT PROJECT	Service	53,665,126	1-Jul-14	30-Jun-15	53,665,126
642	54570102 ROADS INFRASTRUCTURES PROJECT	Service	484,031,130	1-Jul-14	30-Jun-15	484,031,130
643	54570105 ROADS MAINTANANCE PROJECT	Service	39,130,156	1-Jul-14	30-Jun-15	39,130,156
	08 EXTERNAL GRANTS		991,017,668			991,017,668
	DFID		**552,064,500**			**552,064,500**
	54490202 SOCIAL PROTECTION PROJECT	Service	502,555,290	1-Jul-14	30-Jun-15	502,555,290
	54570102 ROADS INFRASTRUCTURES PROJECT	Service	49,509,210	1-Jul-14	30-Jun-15	49,509,210
	KFW	Service	**124,330,048**			**124,330,048**
644	54480206 HEALTH INFRASTRUCTURES PROJECT	Service	47,700,000	1-Jul-14	30-Jun-15	47,700,000
	54570102 ROADS INFRASTRUCTURES PROJECT	Service	76,630,048	1-Jul-14	30-Jun-15	76,630,048
	NETHERLAND	Service	**314,623,120**			**314,623,120**
	54570102 ROADS INFRASTRUCTURES PROJECT	Service	314,623,120	1-Jul-14	30-Jun-15	314,623,120
	5500 NYABIHU DISTRICT		**2,346,753,935**			**2,346,753,935**
	02 EARMARKED TRANSFERS (DISTRICTS)		**1,651,849,246**			**1,651,849,246**
	ENERGY, WATER AND SANITATION AUTHORITY (EWSA)		**19,200,000**			**19,200,000**
645	55540201 IMPROVE BIOMASS USE EFFICIENCY	Service	19,200,000	1-Jul-14	30-Jun-15	19,200,000
	RWANDA		**1,632,649,246**			**1,632,649,246**
646	55460116 DISTRICT CAPACITIES SUPPORT PROJECT	Service	89,297,342	1-Jul-14	30-Jun-15	89,297,342
647	55470208 'EDUCATION INFRASTRUCTURES PROJECT	Service	155,082,717	1-Jul-14	30-Jun-15	155,082,717
648	55480203 HEALTH INFRASTRUCTURES PROJECT	Service	64,541,719	1-Jul-14	30-Jun-15	64,541,719
649	55490205 SOCIAL PROTECTION PROJECT	Service	136,862,009	1-Jul-14	30-Jun-15	136,862,009
650	55490228 SOCIAL PROTECTION PROVISION AND COORDINATION PROJECT	Service	22,226,765	1-Jul-14	30-Jun-15	22,226,765
651	55500302 NATIONAL EMPLOYEMENT PROGRAM (NEP) PROJECTS	Service	15,610,357	1-Jul-14	30-Jun-15	15,610,357
652	55510121 MARKET ORIENTED INFRASTRUCTURES PROJECT	Service	540,750,920	1-Jul-14	30-Jun-15	540,750,920
653	55520103 'AGRICULTURAL PRODUCTION SYSTEMS DEVELOPMENT PROJECT	Service	60,000,000	1-Jul-14	30-Jun-15	60,000,000
654	55520106 AGRICULTURAL PRODUCTION SYSTEMS DEVELOPMENT AND INTENSIFICATION PROJECT	Service	61,322,991	1-Jul-14	30-Jun-15	61,322,991
655	55520201 'LIVESTOCK DEVELOPMENT PROJECT	Service	88,034,490	1-Jul-14	30-Jun-15	88,034,490
656	55530103 NATURAL RESOURCES SUSTAINABLE MANAGEMENT PROJECT	Service	80,219,964	1-Jul-14	30-Jun-15	80,219,964
657	55530401 RIVES, MARASHLANDS AND LAKE SHORES PROTECTED	Service	40,408,620	1-Jul-14	30-Jun-15	40,408,620
658	55540104 ENERGY AND ELECTRICITY PROVISION AND MANAGEMENT PROJECT	Service	6,000,000	1-Jul-14	30-Jun-15	6,000,000

659	55550107 WATER AND SANITATION INFRASTRUCTURES PROJECT	Service	15,000,000	1-Jul-14	30-Jun-15	15,000,000
660	55560104 IMPLEMETATION OF URBAN MASTER PLAN (EXPROPRIATION OF MUKAMIRA TOWN)	Service	66,878,000	1-Jul-14	30-Jun-15	66,878,000
661	55570102 ROADS INFRASTRUCTURES PROJECT	Service	190,413,352	1-Jul-14	30-Jun-15	190,413,352
	08 EXTERNAL GRANTS		694,904,689			694,904,689
	DFID	Service	**694,904,689**			**694,904,689**
	55490205 SOCIAL PROTECTION PROJECT	Service	316,000,435	1-Jul-14	30-Jun-15	316,000,435
	55570102 ROADS INFRASTRUCTURES PROJECT	Service	378,904,254	1-Jul-14	30-Jun-15	378,904,254
	5600 RUBAVU DISTRICT		**3,906,088,594**			**3,906,088,594**
	02 EARMARKED TRANSFERS (DISTRICTS)		**3,213,676,286**			**3,213,676,286**
	ENERGY, WATER AND SANITATION AUTHORITY (EWSA)	Service	**11,700,000**			**11,700,000**
662	56540202 IMPROVE BIOMASS USE EFFICIENCY	Service	11,700,000	1-Jul-14	30-Jun-15	11,700,000
	RWANDA	Service	**3,201,976,286**			**3,201,976,286**
663	56450115 ADMINISTRATIVE INFRASTRUCTURES PROJECT	Service	147,525,000	1-Jul-14	30-Jun-15	147,525,000
664	56460112 DISTRICT CAPACITIES SUPPORT PROJECT	Service	140,783,739	1-Jul-14	30-Jun-15	140,783,739
665	56460113 ICT DEVELOPMENT PROJECT	Service	244,420	1-Jul-14	30-Jun-15	244,420
666	56470208 EDUCATION INFRASTRUCTURES PROJECT	Service	119,987,000	1-Jul-14	30-Jun-15	119,987,000
667	56490207 SOCIAL PROTECTION PROJECT	Service	249,654,908	1-Jul-14	30-Jun-15	249,654,908
668	56500304 'SPORT & CULTURE DEVELOPMENT PROJECT	Service	201,617,500	1-Jul-14	30-Jun-15	201,617,500
669	56500305 NATIONAL EMPLOYEMENT PROGRAM (NEP) PROJECTS	Service	4,316,917	1-Jul-14	30-Jun-15	4,316,917
670	56510108 MARKET ORIENTED INFRASTRUCTURES PROJECT	Service	120,414,974	1-Jul-14	30-Jun-15	120,414,974
671	56510109 NATIONAL EMPLOYEMENT PROGRAM (NEP) PROJECTS	Service	114,000,092	1-Jul-14	30-Jun-15	114,000,092
672	56510110 MARKET ORIENTED INFRASTRUCTURES PROJECT:	Service	300,000,000	1-Jul-14	30-Jun-15	300,000,000
673	56520103 'AGRICULTURAL PRODUCTION SYSTEMS DEVELOPMENT PROJECT	Service	159,304,215	1-Jul-14	30-Jun-15	159,304,215
674	56520205 LIVESTOCK DEVELOPMENT PROJECT	Service	76,925,720	1-Jul-14	30-Jun-15	76,925,720
675	56530103 NATURAL RESOURCES SUSTAINABLE MANAGEMENT PROJECT	Service	3,024,000	1-Jul-14	30-Jun-15	3,024,000
676	56530104 NATURAL RESOURCES SUSTAINABLE MANAGEMENT PROJECT	Service	91,304,039	1-Jul-14	30-Jun-15	91,304,039
677	56540103 'ENERGY DEVELOPMENT AND ELECTRICITY PROVISION PROJECT	Service	295,050,000	1-Jul-14	30-Jun-15	295,050,000
678	56560107 URBAN AND RURAL SETTLEMENT PROJECT	Service	120,000,000	1-Jul-14	30-Jun-15	120,000,000
679	56570105 ROADS INFRASTRUCTURES PROJECT	Service	852,230,586	1-Jul-14	30-Jun-15	852,230,586
680	56570106 ROADS MAINTENANCE PROJECT	Service	205,593,176	1-Jul-14	30-Jun-15	205,593,176
	08 EXTERNAL GRANTS		692,412,308			692,412,308
	DFID		**333,418,732**			**333,418,732**
	56490207 SOCIAL PROTECTION PROJECT	Service	301,081,990	1-Jul-14	30-Jun-15	301,081,990
	56570105 ROADS INFRASTRUCTURES PROJECT	Service	32,336,742	1-Jul-14	30-Jun-15	32,336,742
	KFW		**110,184,476**			**110,184,476**
	56480204 HEALTH INFRASTRUCTURES PROJECT	Service	90,896,931	1-Jul-14	30-Jun-15	90,896,931
	56570105 ROADS INFRASTRUCTURES PROJECT	Service	19,287,545	1-Jul-14	30-Jun-15	19,287,545
	NETHERLAND		**248,809,100**			**248,809,100**
	56510108 MARKET ORIENTED INFRASTRUCTURES PROJECT	Service	151,874,046	1-Jul-14	30-Jun-15	151,874,046
	56570105 ROADS INFRASTRUCTURES PROJECT	Service	96,935,054	1-Jul-14	30-Jun-15	96,935,054
	5700 KARONGI DISTRICT		**3,173,012,985**			**3,173,012,985**
	02 EARMARKED TRANSFERS (DISTRICTS)		**2,342,057,812**			**2,342,057,812**
	ENERGY, WATER AND SANITATION AUTHORITY (EWSA)		**19,200,000**			**19,200,000**
681	57540201 IMPROVE BIOMASS USE EFFICIENCY	Service	19,200,000	1-Jul-14	30-Jun-15	19,200,000
	RWANDA		**2,322,857,812**			**2,322,857,812**
682	57450119 ADMINISTRATIVE INFRASTRUCTURES PROJECT	Service	11,207,027	1-Jul-14	30-Jun-15	11,207,027
683	57460108 DISTRICT CAPACITIES SUPPORT PROJECT	Service	166,855,461	1-Jul-14	30-Jun-15	166,855,461
684	57460109 ICT DEVELOPMENT PROJECT	Service	9,718,072	1-Jul-14	30-Jun-15	9,718,072
685	57470207 EDUCATION INFRASTRUCTURES PROJECT	Service	138,365,484	1-Jul-14	30-Jun-15	138,365,484
686	57480202 HEALTH INFRASTRUCTURES PROJECT	Service	80,433,015	1-Jul-14	30-Jun-15	80,433,015
687	57490203 SOCIAL PROTECTION PROVISION AND COORDINATION PROJECT	Service	40,405,804	1-Jul-14	30-Jun-15	40,405,804
688	57490207 SOCIAL PROTECTION PROJECT	Service	339,043,216	1-Jul-14	30-Jun-15	339,043,216
689	57500302 NATIONAL EMPLOYEMENT PROGRAM (NEP) PROJECTS	Service	12,950,752	1-Jul-14	30-Jun-15	12,950,752
690	57500303 SPORT & CULTURE DEVELOPMENT PROJECT	Service	86,610,598	1-Jul-14	30-Jun-15	86,610,598
691	57510101 MARKET ORIENTED INFRASTRUCTURES PROJECT	Service	480,153,132	1-Jul-14	30-Jun-15	480,153,132
692	57520104 AGRICULTURAL PRODUCTION SYSTEMS DEVELOPMENT PROJECT	Service	189,999,285	1-Jul-14	30-Jun-15	189,999,285
693	57520202 LIVESTOCK DEVELOPMENT PROJECT	Service	190,354,434	1-Jul-14	30-Jun-15	190,354,434
694	57530102 NATURAL RESOURCES SUSTAINABLE MANAGEMENT PROJECT	Service	55,655,391	1-Jul-14	30-Jun-15	55,655,391
695	57540102 ENERGY DEVELOPMENT AND ELECTRICITY PROVISION PROJECT	Service	94,884,857	1-Jul-14	30-Jun-15	94,884,857
696	57550101 WATER AND SANITATION INFRASTRUCTURES PROJECT	Service	228,884,189	1-Jul-14	30-Jun-15	228,884,189
697	57560202 'URBAN AND RURAL SETTLEMENT PROJECT	Service	137,598,682	1-Jul-14	30-Jun-15	137,598,682
698	57570103 ROADS INFRASTRUCTURES PROJECT	Service	59,738,413	1-Jul-14	30-Jun-15	59,738,413
	08 EXTERNAL GRANTS		830,955,173			830,955,173
	DFID		**459,097,385**			**459,097,385**
	57490207 SOCIAL PROTECTION PROJECT	Service	418,691,581	1-Jul-14	30-Jun-15	418,691,581
	57520104 AGRICULTURAL PRODUCTION SYSTEMS DEVELOPMENT PROJECT	Service	40,405,804	1-Jul-14	30-Jun-15	40,405,804
	KFW		**126,534,432**			**126,534,432**
	57510101 MARKET ORIENTED INFRASTRUCTURES PROJECT	Service	126,534,432	1-Jul-14	30-Jun-15	126,534,432
	NETHERLAND		**245,323,356**			**245,323,356**
	57510101 MARKET ORIENTED INFRASTRUCTURES PROJECT	Service	53,729,160	1-Jul-14	30-Jun-15	53,729,160
	57540102 ENERGY DEVELOPMENT AND ELECTRICITY PROVISION PROJECT	Service	191,594,196	1-Jul-14	30-Jun-15	191,594,196
	5800 NGORORERO DISTRICT		**4,518,268,268**			**4,518,268,268**
	02 EARMARKED TRANSFERS (DISTRICTS)		**3,817,869,810**			**3,817,869,810**
	ENERGY, WATER AND SANITATION AUTHORITY (EWSA)		**19,200,000**			**19,200,000**
699	58540201 IMPROVE BIOMASS USE EFFICIENCY	Service	19,200,000	1-Jul-14	30-Jun-15	19,200,000
	RWANDA		**3,798,669,810**			**3,798,669,810**
700	58450118 ADMINISTRATIVE INFRASTRUCTURES PROJECT	Service	56,627,824	1-Jul-14	30-Jun-15	56,627,824
701	58460110 'DISTRICT CAPACITIES SUPPORT PROJECT	Service	237,636,974	1-Jul-14	30-Jun-15	237,636,974
702	58460111 ICT DEVELOPMENT PROJECT	Service	51,830,450	1-Jul-14	30-Jun-15	51,830,450
703	58470207 'EDUCATION INFRASTRUCTURES PROJECT	Service	143,984,400	1-Jul-14	30-Jun-15	143,984,400
704	58480205 HEALTH INFRASTRUCTURES PROJECT	Service	224,030,000	1-Jul-14	30-Jun-15	224,030,000
705	58490204 SOCIAL PROTECTION PROJECT	Service	224,492,959	1-Jul-14	30-Jun-15	224,492,959
706	58490227 SOCIAL PROTECTION PROVISION AND COORDINATION PROJECT	Service	27,923,240	1-Jul-14	30-Jun-15	27,923,240
707	58500304 NATIONAL EMPLOYEMENT PROGRAM (NEP) PROJECTS	Service	15,102,669	1-Jul-14	30-Jun-15	15,102,669
708	58500305 'SPORT & CULTURE DEVELOPMENT PROJECT	Service	198,127,050	1-Jul-14	30-Jun-15	198,127,050
709	58510104 MARKET ORIENTED INFRASTRUCTURES PROJECT	Service	408,312,864	1-Jul-14	30-Jun-15	408,312,864
710	58520102 AGRICULTURAL PRODUCTION SYSTEMS DEVELOPMENT PROJECT	Service	68,479,402	1-Jul-14	30-Jun-15	68,479,402
711	58520203 LIVESTOCK DEVELOPMENT PROJECT	Service	76,956,968	1-Jul-14	30-Jun-15	76,956,968
712	58530103 NATURAL RESOURCES SUSTAINABLE MANAGEMENT PROJECT	Service	60,745,887	1-Jul-14	30-Jun-15	60,745,887

713	58540102 'ENERGY DEVELOPMENT AND ELECTRICITY PROVISION PROJECT	Service	165,426,969	1-Jul-14	30-Jun-15	165,426,969
714	58550101 WATER AND SANITATION INFRASTRUCTURES PROJECT	Service	169,146,348	1-Jul-14	30-Jun-15	169,146,348
715	58560204 URBAN AND RURAL SETTLEMENT PROJECT	Service	179,041,969	1-Jul-14	30-Jun-15	179,041,969
716	58570104 ROADS MAINTENANCE PROJECT	Service	98,439,361	1-Jul-14	30-Jun-15	98,439,361
717	58570106 'ROADS INFRASTRUCTURES PROJECT	Service	1,392,364,476	1-Jul-14	30-Jun-15	1,392,364,476
	08 EXTERNAL GRANTS		700,398,458			700,398,458
	DFID		**327,508,355**			**327,508,355**
	58490204 SOCIAL PROTECTION PROJECT	Service	299,585,115	1-Jul-14	30-Jun-15	299,585,115
	58520102 AGRICULTURAL PRODUCTION SYSTEMS DEVELOPMENT PROJECT	Service	27,923,240	1-Jul-14	30-Jun-15	27,923,240
	KFW	Service	**114,449,683**			**114,449,683**
	58550101 WATER AND SANITATION INFRASTRUCTURES PROJECT	Service	114,449,683	1-Jul-14	30-Jun-15	114,449,683
	NETHERLAND	Service	**258,440,420**			**258,440,420**
	58510104 MARKET ORIENTED INFRASTRUCTURES PROJECT	Service	258,440,420	1-Jul-14	30-Jun-15	258,440,420
	5900 NYAMASHEKE DISTRICT		**3,357,140,488**			**3,357,140,488**
	02 EARMARKED TRANSFERS (DISTRICTS)		**2,890,059,465**			**2,890,059,465**
	RWANDA		**546,548,553**			**546,548,553**
718	59510102 MARKET ORIENTED INFRASTRUCTURES PROJECT	Service	300,000,000	1-Jul-14	30-Jun-15	300,000,000
719	59540103 'ENERGY DEVELOPMENT AND ELECTRICITY PROVISION PROJECT	Service	127,381,146	1-Jul-14	30-Jun-15	127,381,146
720	59550102 WATER AND SANITATION INFRASTRUCTURES PROJECT	Service	33,000,000	1-Jul-14	30-Jun-15	33,000,000
721	59570104 ROADS MAINTENANCE PROJECT	Service	86,167,407	1-Jul-14	30-Jun-15	86,167,407
	ENERGY, WATER AND SANITATION AUTHORITY (EWSA)		**10,800,000**			**10,800,000**
722	59540201 IMPROVE BIOMASS USE EFFICIENCY	Service	10,800,000	1-Jul-14	30-Jun-15	10,800,000
	RWANDA		**2,332,710,912**			**2,332,710,912**
723	59450119 ADMINISTRATIVE INFRASTRUCTURES PROJECT	Service	455,050,000	1-Jul-14	30-Jun-15	455,050,000
724	59460108 'DISTRICT CAPACITIES SUPPORT PROJECT	Service	85,279,067	1-Jul-14	30-Jun-15	85,279,067
725	59460109 ICT DEVELOPMENT PROJECT	Service	85,467,660	1-Jul-14	30-Jun-15	85,467,660
726	59470210 EDUCATION SUPPORT PROJECT	Service	28,000,000	1-Jul-14	30-Jun-15	28,000,000
727	59470211 EDUCATION INFRASTRUCTURES PROJECT	Service	181,532,790	1-Jul-14	30-Jun-15	181,532,790
728	59490205 SOCIAL PROTECTION PROJECT	Service	684,402,407	1-Jul-14	30-Jun-15	684,402,407
729	59490220 SOCIAL PROTECTION PROVISION AND COORDINATION PROJECT	Service	28,791,677	1-Jul-14	30-Jun-15	28,791,677
730	59500302 'SPORT & CULTURE DEVELOPMENT PROJECT	Service	67,474,130	1-Jul-14	30-Jun-15	67,474,130
731	59510102 MARKET ORIENTED INFRASTRUCTURES PROJECT	Service	65,771,660	1-Jul-14	30-Jun-15	65,771,660
732	59510103 NATIONAL EMPLOYEMENT PROGRAM (NEP) PROJECTS	Service	11,827,659	1-Jul-14	30-Jun-15	11,827,659
733	59520102 'AGRICULTURAL PRODUCTION SYSTEMS DEVELOPMENT PROJECT	Service	271,666,022	1-Jul-14	30-Jun-15	271,666,022
734	59520201 LIVESTOCK DEVELOPMENT PROJECT	Service	84,896,953	1-Jul-14	30-Jun-15	84,896,953
735	59530106 NATURAL RESOURCES SUSTAINABLE MANAGEMENT PROJECT	Service	62,531,141	1-Jul-14	30-Jun-15	62,531,141
736	59540103 'ENERGY DEVELOPMENT AND ELECTRICITY PROVISION PROJECT	Service	45,223,944	1-Jul-14	30-Jun-15	45,223,944
737	59550102 WATER AND SANITATION INFRASTRUCTURES PROJECT	Service	88,389,384	1-Jul-14	30-Jun-15	88,389,384
738	59560202 URBAN AND RURAL SETTLEMENT PROJECT	Service	58,712,218	1-Jul-14	30-Jun-15	58,712,218
739	59570104 ROADS MAINTENANCE PROJECT	Service	27,694,200	1-Jul-14	30-Jun-15	27,694,200
	08 EXTERNAL GRANTS		467,081,023			467,081,023
	DFID		**39,603,444**			**39,603,444**
	59490205 SOCIAL PROTECTION PROJECT	Service	10,811,767	1-Jul-14	30-Jun-15	10,811,767
	59570104 ROADS MAINTENANCE PROJECT	Service	28,791,677	1-Jul-14	30-Jun-15	28,791,677
	KFW		**111,249,239**			**111,249,239**
	59540103 'ENERGY DEVELOPMENT AND ELECTRICITY PROVISION PROJECT	Service	111,249,239	1-Jul-14	30-Jun-15	111,249,239
	NETHERLAND		**316,228,340**			**316,228,340**
	59510102 MARKET ORIENTED INFRASTRUCTURES PROJECT	Service	48,228,340	1-Jul-14	30-Jun-15	48,228,340
	59540103 'ENERGY DEVELOPMENT AND ELECTRICITY PROVISION PROJECT	Service	268,000,000	1-Jul-14	30-Jun-15	268,000,000
	6000 RUTSIRO DISTRICT		**3,239,989,147**			**3,239,989,147**
	02 EARMARKED TRANSFERS (DISTRICTS)		**2,466,391,858**			**2,466,391,858**
	ENERGY, WATER AND SANITATION AUTHORITY (EWSA)		**18,000,000**			**18,000,000**
740	60540260 IMPROVE BIOMASS USE EFFICIENCY	Service	18,000,000	1-Jul-14	30-Jun-15	18,000,000
	RWANDA		**2,448,391,858**			**2,448,391,858**
741	60460111 DISTRICT CAPACITIES STRENGTHENING PROJECT	Service	203,420,443	1-Jul-14	30-Jun-15	203,420,443
742	60460113 'ICT DEVELOPMENT PROJECT	Service	32,000,000	1-Jul-14	30-Jun-15	32,000,000
743	60470209 EDUCATION INFRASTRUCTURES PROJECT	Service	208,798,670	1-Jul-14	30-Jun-15	208,798,670
744	60480206 HEALTH INFRASTRUCTURES PROJECT	Service	60,000,000	1-Jul-14	30-Jun-15	60,000,000
745	60490201 SOCIAL PROTECTION PROVISION AND COORDINATION PROJECT:	Service	24,683,972	1-Jul-14	30-Jun-15	24,683,972
746	60490204 SOCIAL PROTECTION PROJECT	Service	211,197,299	1-Jul-14	30-Jun-15	211,197,299
747	60500303 NATIONAL EMPLOYEMENT PROGRAM (NEP) PROJECTS	Service	7,253,429	1-Jul-14	30-Jun-15	7,253,429
748	60510103 MARKET ORIENTED INFRASTRUCTURES PROJECT	Service	340,344,513	1-Jul-14	30-Jun-15	340,344,513
749	60510110 MARKET ORIENTED INFRASTRUCTURES PROJECT	Service	300,000,000	1-Jul-14	30-Jun-15	300,000,000
750	60520104 'AGRICULTURAL PRODUCTION SYSTEMS DEVELOPMENT PROJECT	Service	143,849,633	1-Jul-14	30-Jun-15	143,849,633
751	60520203 'LIVESTOCK DEVELOPMENT PROJECT	Service	89,510,002	1-Jul-14	30-Jun-15	89,510,002
752	60530104 'NATURAL RESOURCES SUSTAINABLE MANAGEMENT PROJECT	Service	93,602,319	1-Jul-14	30-Jun-15	93,602,319
753	60540102 ENERGY DEVELOPMENT AND ELECTRICITY PROVISION PROJECT	Service	5,000,000	1-Jul-14	30-Jun-15	5,000,000
754	60550101 WATER AND SANITATION INFRASTRUCTURES PROJECT	Service	399,560,819	1-Jul-14	30-Jun-15	399,560,819
755	60560203 URBAN AND RURAL SETTLEMENT PROJECT	Service	120,829,437	1-Jul-14	30-Jun-15	120,829,437
756	60560204 URBAN AND RURAL SETTLEMENT PROJECT	Service	148,341,322	1-Jul-14	30-Jun-15	148,341,322
757	60570103 'ROADS INFRASTRUCTURES PROJECT	Service	60,000,000	1-Jul-14	30-Jun-15	60,000,000
	08 EXTERNAL GRANTS		773,597,289			773,597,289
	DFID		**349,753,260**			**349,753,260**
	60490204 SOCIAL PROTECTION PROJECT	Service	325,069,288	1-Jul-14	30-Jun-15	325,069,288
	60520104 'AGRICULTURAL PRODUCTION SYSTEMS DEVELOPMENT PROJECT	Service	24,683,972	1-Jul-14	30-Jun-15	24,683,972
	KFW	Service	**130,088,769**			**130,088,769**
	60550101 WATER AND SANITATION INFRASTRUCTURES PROJECT	Service	14,528,200	1-Jul-14	30-Jun-15	14,528,200
	60560204 URBAN AND RURAL SETTLEMENT PROJECT	Service	115,560,569	1-Jul-14	30-Jun-15	115,560,569
	NETHERLAND	Service	**293,755,260**			**293,755,260**
	60510103 MARKET ORIENTED INFRASTRUCTURES PROJECT	Service	71,705,487	1-Jul-14	30-Jun-15	71,705,487
	60520104 'AGRICULTURAL PRODUCTION SYSTEMS DEVELOPMENT PROJECT	Service	44,280,445	1-Jul-14	30-Jun-15	44,280,445
	60550101 WATER AND SANITATION INFRASTRUCTURES PROJECT	Service	127,769,328	1-Jul-14	30-Jun-15	127,769,328
	60560204 URBAN AND RURAL SETTLEMENT PROJECT	Service	50,000,000	1-Jul-14	30-Jun-15	50,000,000
	6100 BURERA DISTRICT		**2,946,647,101**			**2,946,647,101**
	02 EARMARKED TRANSFERS (DISTRICTS)		**2,115,350,690**			**2,115,350,690**
	ENERGY, WATER AND SANITATION AUTHORITY (EWSA)		**9,600,000**			**9,600,000**
758	61540201 IMPROVE BIOMASS USE EFFICIENCY	Service	9,600,000	1-Jul-14	30-Jun-15	9,600,000
	RWANDA		**2,105,750,690**			**2,105,750,690**
759	61460113 DISTRICT CAPACITIES SUPPORT PROJECT	Service	95,068,576	1-Jul-14	30-Jun-15	95,068,576
760	61470209 EDUCATION INFRASTRUCTURES PROJECT	Service	337,391,573	1-Jul-14	30-Jun-15	337,391,573

761	61480204 HEALTH INFRASTRUCTURES PROJECT	Service	316,334,092	1-Jul-14	30-Jun-15	316,334,092
762	61490206 SOCIAL PROTECTION PROJECT	Service	269,728,125	1-Jul-14	30-Jun-15	269,728,125
763	61490209 SOCIAL PROTECTION PROVISION AND COORDINATION PROJECT	Service	47,807,277	1-Jul-14	30-Jun-15	47,807,277
764	61500301 NATIONAL EMPLOYEMENT PROGRAM (NEP) PROJECTS	Service	12,737,065	1-Jul-14	30-Jun-15	12,737,065
765	61510105 NATIONAL EMPLOYEMENT PROGRAM (NEP) PROJECTS	Service	3,887,548	1-Jul-14	30-Jun-15	3,887,548
766	61510106 MARKET ORIENTED INFRASTRUCTURES PROJECT	Service	148,247,808	1-Jul-14	30-Jun-15	148,247,808
767	61520103 AGRICULTURAL PRODUCTION SYSTEMS DEVELOPMENT PROJECT	Service	225,770,360	1-Jul-14	30-Jun-15	225,770,360
768	61520104 'LIVESTOCK DEVELOPMENT PROJECT	Service	89,411,421	1-Jul-14	30-Jun-15	89,411,421
769	61530101 NATURAL RESOURCES SUSTAINABLE MANAGEMENT PROJECT	Service	52,430,079	1-Jul-14	30-Jun-15	52,430,079
770	61550101 WATER AND SANITATION INFRASTRUCTURE PROJECT	Service	162,771,890	1-Jul-14	30-Jun-15	162,771,890
771	61560203 URBAN AND RURAL SETTLEMENT PROJECT	Service	134,385,340	1-Jul-14	30-Jun-15	134,385,340
772	61570109 ROADS INFRASTRUCTURES PROJECT	Service	209,779,536	1-Jul-14	30-Jun-15	209,779,536
	08 EXTERNAL GRANTS		831,296,411			831,296,411
	DFID		**402,820,206**			**402,820,206**
	61490206 SOCIAL PROTECTION PROJECT	Service	355,012,929	1-Jul-14	30-Jun-15	355,012,929
	61570109 ROADS INFRASTRUCTURES PROJECT	Service	47,807,277	1-Jul-14	30-Jun-15	47,807,277
	KFW	Service	**131,510,505**			**131,510,505**
773	61540101 'ENERGY DEVELOPMENT AND ELECTRICITY PROVISION PROJECT	Service	131,510,505	1-Jul-14	30-Jun-15	131,510,505
	NETHERLAND		**296,965,700**			**296,965,700**
	61550101 WATER AND SANITATION INFRASTRUCTURE PROJECT	Service	296,965,700	1-Jul-14	30-Jun-15	296,965,700
	6200 GICUMBI DISTRICT		**3,478,324,633**			**3,478,324,633**
	02 EARMARKED TRANSFERS (DISTRICTS)		**2,639,338,249**			**2,639,338,249**
	RWANDA		**63,393,772**			**63,393,772**
774	62510106 MARKET ORIENTED INFRASTRUCTURES PROJECT:	Service	11,355,640	1-Jul-14	30-Jun-15	11,355,640
775	62560106 URBAN AND RURAL PROJECTS MANAGEMENT	Service	52,038,132	1-Jul-14	30-Jun-15	52,038,132
	ENERGY, WATER AND SANITATION AUTHORITY (EWSA)		**34,200,000**			**34,200,000**
776	62540262 IMPROVE BIOMASS USE EFFICIENCY	Service	34,200,000	1-Jul-14	30-Jun-15	34,200,000
	RWANDA		**15,791,958**			**15,791,958**
777	62530104 NATURAL RESOURCES SUSTAINABLE MANAGEMENT PROJECT	Service	15,791,958	1-Jul-14	30-Jun-15	15,791,958
	RWANDA		**2,525,952,519**			**2,525,952,519**
778	62460136 DISTRICT CAPACITIES SUPPORT PROJECT	Service	189,123,319	1-Jul-14	30-Jun-15	189,123,319
779	62460137 ICT DEVELOPMENT PROJECT	Service	16,500,000	1-Jul-14	30-Jun-15	16,500,000
780	62470210 EDUCATION INFRASTRUCTURES PROJECT	Service	195,200,000	1-Jul-14	30-Jun-15	195,200,000
781	62480222 HEALTH INFRASTRUCTURES PROJECT	Service	508,727,861	1-Jul-14	30-Jun-15	508,727,861
782	62490210 SOCIAL PROTECTION PROVISION AND COORDINATION PROJECT	Service	44,147,569	1-Jul-14	30-Jun-15	44,147,569
783	62490229 SOCIAL PROTECTION PROJECT	Service	275,703,283	1-Jul-14	30-Jun-15	275,703,283
784	62500305 NATIONAL EMPLOYEMENT PROGRAM (NEP) PROJECT	Service	8,294,262	1-Jul-14	30-Jun-15	8,294,262
785	62510106 MARKET ORIENTED INFRASTRUCTURES PROJECT:	Service	211,632,372	1-Jul-14	30-Jun-15	211,632,372
786	62520102 AGRICULTURAL PRODUCTION SYSTEMS DEVELOPMENT PROJECT	Service	398,844,378	1-Jul-14	30-Jun-15	398,844,378
787	62520202 LIVESTOCK DEVELOPMENT PROJECT	Service	69,607,444	1-Jul-14	30-Jun-15	69,607,444
788	62530104 NATURAL RESOURCES SUSTAINABLE MANAGEMENT PROJECT	Service	57,175,803	1-Jul-14	30-Jun-15	57,175,803
789	62550105 WATER AND SANITATION INFRASTRUCTURES PROJECT	Service	386,724,603	1-Jul-14	30-Jun-15	386,724,603
790	62570103 ROADS INFRASTRUCTURES PROJECT	Service	35,000,000	1-Jul-14	30-Jun-15	35,000,000
791	62570109 ROADS INFRASTRUCTURE MANAGEMENT PROJECT	Service	12,000,000	1-Jul-14	30-Jun-15	12,000,000
792	62570111 ROADS MAINTENANCE PROJECT	Service	117,271,625	1-Jul-14	30-Jun-15	117,271,625
	08 EXTERNAL GRANTS		838,986,384			838,986,384
	DFID		**364,188,428**			**364,188,428**
	62490229 SOCIAL PROTECTION PROJECT	Service	320,040,859	1-Jul-14	30-Jun-15	320,040,859
800	62520102 AGRICULTURAL PRODUCTION SYSTEMS DEVELOPMENT PROJECT	Service	44,147,569	1-Jul-14	30-Jun-15	44,147,569
	KFW		**145,727,857**			**145,727,857**
	62510106 MARKET ORIENTED INFRASTRUCTURES PROJECT:	Service	145,727,857	1-Jul-14	30-Jun-15	145,727,857
	NETHERLAND		**329,070,099**			**329,070,099**
801	62540106 ENERGY DEVELOPMENT AND ELECTRICITY PROVISION PROJECT	Service	300,000,000	1-Jul-14	30-Jun-15	300,000,000
	62570111 ROADS MAINTENANCE PROJECT	Service	29,070,099	1-Jul-14	30-Jun-15	29,070,099
	6300 MUSANZE DISTRICT		**2,490,887,382**			**2,490,887,382**
	02 EARMARKED TRANSFERS (DISTRICTS)		**1,705,976,304**			**1,705,976,304**
	ENERGY, WATER AND SANITATION AUTHORITY (EWSA)		**16,500,000**			**16,500,000**
802	63540201 IMPROVE BIOMASS USE EFFICIENCY	Service	16,500,000	1-Jul-14	30-Jun-15	16,500,000
	RWANDA		**1,689,476,304**			**1,689,476,304**
803	63460111 DISTRICT CAPACITIES SUPPORT PROJECT	Service	129,488,873	1-Jul-14	30-Jun-15	129,488,873
804	63470214 EDUCATION INFRASTRUCTURES PROJECT	Service	156,769,900	1-Jul-14	30-Jun-15	156,769,900
805	63480207 HEALTH INFRASTRUCTURES PROJECT	Service	34,862,126	1-Jul-14	30-Jun-15	34,862,126
806	63490210 SOCIAL PROTECTION PROJECT	Service	129,439,551	1-Jul-14	30-Jun-15	129,439,551
807	63490227 SOCIAL PROTECTION PROVISION AND COORDINATION PROJECT	Service	30,310,767	1-Jul-14	30-Jun-15	30,310,767
808	63500302 NATIONAL EMPLOYEMENT PROGRAM (NEP) PROJECTS	Service	12,737,065	1-Jul-14	30-Jun-15	12,737,065
809	63510106 MARKET ORIENTED INFRASTRUCTURES PROJECT	Service	59,133,861	1-Jul-14	30-Jun-15	59,133,861
810	63520102 AGRICULTURAL PRODUCTION SYSTEMS DEVELOPMENT PROJECT	Service	13,783,146	1-Jul-14	30-Jun-15	13,783,146
811	63520208 LIVESTOCK DEVELOPMENT PROJECT	Service	60,078,000	1-Jul-14	30-Jun-15	60,078,000
812	63530102 'NATURAL RESOURCES SUSTAINABLE MANAGEMENT PROJECT	Service	164,561,897	1-Jul-14	30-Jun-15	164,561,897
813	63540103 ENERGY DEVELOPMENT AND ELECTRICITY PROVISION PROJECT	Service	208,502,000	1-Jul-14	30-Jun-15	208,502,000
814	63550109 WATER AND SANITATION INFRASTRUCTURES PROJECT	Service	19,411,057	1-Jul-14	30-Jun-15	19,411,057
815	63560202 URBAN AND RURAL SETTLEMENT PROJECT	Service	45,000,000	1-Jul-14	30-Jun-15	45,000,000
816	63560203 URBAN AND RURAL SETTLEMENT PROJECT	Service	88,217,218	1-Jul-14	30-Jun-15	88,217,218
817	63570103 ROADS INFRASTRUCTURES PROJECT	Service	537,180,843	1-Jul-14	30-Jun-15	537,180,843
	08 EXTERNAL GRANTS		784,911,078			784,911,078
	DFID		**407,590,429**			**407,590,429**
	63490210 SOCIAL PROTECTION PROJECT	Service	377,279,662	1-Jul-14	30-Jun-15	377,279,662
	63520102 AGRICULTURAL PRODUCTION SYSTEMS DEVELOPMENT PROJECT	Service	30,310,767	1-Jul-14	30-Jun-15	30,310,767
	KFW		**125,112,697**			**125,112,697**
	63570103 ROADS INFRASTRUCTURES PROJECT	Service	125,112,697	1-Jul-14	30-Jun-15	125,112,697
	NETHERLAND	Service	**252,207,952**			**252,207,952**
	63540103 ENERGY DEVELOPMENT AND ELECTRICITY PROVISION PROJECT	Service	50,000,000	1-Jul-14	30-Jun-15	50,000,000
	63570103 ROADS INFRASTRUCTURES PROJECT	Service	202,207,952	1-Jul-14	30-Jun-15	202,207,952
	6400 RULINDO DISTRICT		**3,776,580,306**			**3,776,580,306**
	02 EARMARKED TRANSFERS (DISTRICTS)		**2,850,681,422**			**2,850,681,422**
	ENERGY, WATER AND SANITATION AUTHORITY (EWSA)		**21,600,000**			**21,600,000**
818	64540201 IMPROVE BIOMASS USE EFFICIENCY	Service	21,600,000	1-Jul-14	30-Jun-15	21,600,000
	RWANDA	Service	**2,829,081,422**			**2,829,081,422**
819	64460112 'DISTRICT CAPACITIES SUPPORT PROJECT	Service	144,558,542	1-Jul-14	30-Jun-15	144,558,542
820	64470213 EDUCATION INFRASTRUCTURES PROJECT	Service	294,769,286	1-Jul-14	30-Jun-15	294,769,286

821	64490201 SOCIAL PROTECTION PROJECT	Service	202,431,240	1-Jul-14	30-Jun-15	202,431,240
822	64490204 SOCIAL PROTECTION PROVISION AND COORDINATION PROJECT:	Service	51,445,914	1-Jul-14	30-Jun-15	51,445,914
823	64500303 SPORT & CULTURE DEVELOPMENT PROJECT	Service	415,831,515	1-Jul-14	30-Jun-15	415,831,515
824	64500304 NATIONAL EMPLOYEMENT PROGRAM (NEP) PROJECTS	Service	6,020,750	1-Jul-14	30-Jun-15	6,020,750
825	64510101 MARKET ORIENTED INFRASTRUCTURES PROJECT	Service	110,411,596	1-Jul-14	30-Jun-15	110,411,596
826	64520202 'LIVESTOCK DEVELOPMENT PROJECT	Service	89,073,561	1-Jul-14	30-Jun-15	89,073,561
827	64530103 'NATURAL RESOURCES SUSTAINABLE MANAGEMENT PROJECT	Service	48,824,053	1-Jul-14	30-Jun-15	48,824,053
828	64550103 WATER AND SANITATION INFRASTRUCTURES PROJECT	Service	136,332,859	1-Jul-14	30-Jun-15	136,332,859
829	64560204 'URBAN AND RURAL SETTLEMENT PROJECT	Service	408,626,494	1-Jul-14	30-Jun-15	408,626,494
830	64570101 ROADS INFRASTRUCTURES PROJECT	Service	920,755,612	1-Jul-14	30-Jun-15	920,755,612
	08 EXTERNAL GRANTS		925,898,884			925,898,884
	DFID	Service	**583,239,086**			**583,239,086**
	64490201 SOCIAL PROTECTION PROJECT	Service	531,793,172	1-Jul-14	30-Jun-15	531,793,172
	64510101 MARKET ORIENTED INFRASTRUCTURES PROJECT	Service	51,445,914	1-Jul-14	30-Jun-15	51,445,914
	KFW		**105,087,238**			**105,087,238**
	64550103 WATER AND SANITATION INFRASTRUCTURES PROJECT	Service	105,087,238	1-Jul-14	30-Jun-15	105,087,238
	NETHERLAND		**184,184,884**			**184,184,884**
831	64540102 ENERGY DEVELOPMENT AND ELECTRICITY PROVISION PROJECT	Service	175,797,022	1-Jul-14	30-Jun-15	175,797,022
	64550103 WATER AND SANITATION INFRASTRUCTURES PROJECT	Service	8,387,862	1-Jul-14	30-Jun-15	8,387,862
	UNITED STATES AGENCY FOR INTERNATIONAL DEVELOPMENT - USAID		**53,387,676**			**53,387,676**
832	64520103 'AGRICULTURAL PRODUCTION SYSTEMS DEVELOPMENT PROJECT	Service	53,387,676	1-Jul-14	30-Jun-15	53,387,676
	6500 GAKENKE DISTRICT		**3,225,278,132**			**3,225,278,132**
	02 EARMARKED TRANSFERS (DISTRICTS)		**2,334,628,197**			**2,334,628,197**
	ENERGY, WATER AND SANITATION AUTHORITY (EWSA)		**49,800,000**			**49,800,000**
833	65540202 IMPROVE BIOMASS USE EFFICIENCY	Service	49,800,000	1-Jul-14	30-Jun-15	49,800,000
	RWANDA		**2,284,828,197**			**2,284,828,197**
834	65450121 ADMINISTRATIVE INFRASTRUCTURES PROJECT	Service	71,600,000	1-Jul-14	30-Jun-15	71,600,000
835	65460106 DISTRICT CAPACITIES SUPPORT PROJECT	Service	80,703,087	1-Jul-14	30-Jun-15	80,703,087
836	65470207 EDUCATION INFRASTRUCTURES PROJECT	Service	299,665,262	1-Jul-14	30-Jun-15	299,665,262
837	65470357 ELECTRIFICATION AND PROTECTION OF NEMBA YOUTH TRAINING CENTER	Service	34,422,500	1-Jul-14	30-Jun-15	34,422,500
838	65480202 HEALTH FACILITIES PROVISION AND MANAGEMENT PROJECT	Service	151,234,447	1-Jul-14	30-Jun-15	151,234,447
839	65490201 SOCIAL PROTECTION PROVISION AND COORDINATION PROJECT	Service	44,251,973	1-Jul-14	30-Jun-15	44,251,973
840	65490204 SOCIAL PROTECTION PROJECT	Service	766,810,987	1-Jul-14	30-Jun-15	766,810,987
841	65500303 NATIONAL EMPLOYEMENT PROGRAM (NEP) PROJECT	Service	12,737,065	1-Jul-14	30-Jun-15	12,737,065
842	65520103 AGRICULTURAL PRODUCTION SYSTEMS DEVELOPMENT AND INTENSIFICATION PROJECT	Service	139,973,504	1-Jul-14	30-Jun-15	139,973,504
843	65520204 LIVESTOCK DEVELOPMENT PROJECT	Service	85,078,897	1-Jul-14	30-Jun-15	85,078,897
844	65530103 NATURAL RESOURCES SUSTAINABLE MANAGEMENT PROJECT	Service	52,556,839	1-Jul-14	30-Jun-15	52,556,839
845	65540102 ENERGY DEVELOPMENT AND ELECTRICITY PROVISION PROJECT	Service	119,293,679	1-Jul-14	30-Jun-15	119,293,679
846	65550101 WATER AND SANITATION INFRASTRUCTURES PROJECT	Service	121,378,777	1-Jul-14	30-Jun-15	121,378,777
847	65560202 URBAN AND RURAL SETTLEMENT PROJECT	Service	64,006,000	1-Jul-14	30-Jun-15	64,006,000
848	65570104 ROADS INFRASTRUCTURES PROJECT	Service	241,115,180	1-Jul-14	30-Jun-15	241,115,180
	08 EXTERNAL GRANTS		890,649,935			890,649,935
	DFID		**455,225,467**			**455,225,467**
	65490204 SOCIAL PROTECTION PROJECT	Service	455,225,467	1-Jul-14	30-Jun-15	455,225,467
	KFW	Service	**133,643,108**			**133,643,108**
	65550101 WATER AND SANITATION INFRASTRUCTURES PROJECT	Service	133,643,108	1-Jul-14	30-Jun-15	133,643,108
	NETHERLAND	Service	**301,781,360**			**301,781,360**
849	65510104 MARKET ORIENTED RURAL INFRASTRUCTURE PROJECT	Service	301,781,360	1-Jul-14	30-Jun-15	301,781,360
	6600 RUHANGO DISTRICT		**2,811,262,063**			**2,811,262,063**
	02 EARMARKED TRANSFERS (DISTRICTS)		**2,146,922,319**			**2,146,922,319**
	RWANDA		**236,000,000**			**236,000,000**
850	66470206 EDUCATION SUPPORT PROJECT	Service	36,000,000	1-Jul-14	30-Jun-15	36,000,000
851	66540104 'ENERGY DEVELOPMENT AND ELECTRICITY PROVISION PROJECT	Service	200,000,000	1-Jul-14	30-Jun-15	200,000,000
	ENERGY, WATER AND SANITATION AUTHORITY (EWSA)		**21,600,000**			**21,600,000**
852	66540201 IMPROVE BIOMASS USE EFFICIENCY	Service	21,600,000	1-Jul-14	30-Jun-15	21,600,000
	MINEDUC		**85,826,087**			**85,826,087**
853	66470206 EDUCATION SUPPORT PROJECT	Service	85,826,087	1-Jul-14	30-Jun-15	85,826,087
	RWANDA ENVIRONMENT MANAGEMENT AUTHORITY		**89,836,237**			**89,836,237**
854	66570105 ROADS INFRASTRUCTURES PROJECT	Service	89,836,237	1-Jul-14	30-Jun-15	89,836,237
	RWANDA		**1,713,659,995**			**1,713,659,995**
855	66450113 ADMINISTRATIVE INFRASTRUCTURES PROJECT	Service	321,641,198	1-Jul-14	30-Jun-15	321,641,198
856	66460117 DISTRICT CAPACITIES SUPPORT PROJECT	Service	86,179,281	1-Jul-14	30-Jun-15	86,179,281
857	66460118 ICT DEVELOPMENT PROJECT	Service	19,916,756	1-Jul-14	30-Jun-15	19,916,756
858	66480202 HEALTH INFRASTRUCTURES PROJECT	Service	34,259,615	1-Jul-14	30-Jun-15	34,259,615
859	66490205 SOCIAL PROTECTION PROJECT	Service	363,556,803	1-Jul-14	30-Jun-15	363,556,803
860	66500305 SPORT & CULTURE DEVELOPMENT PROJECT	Service	43,653,755	1-Jul-14	30-Jun-15	43,653,755
861	66500321 NATIONAL EMPLOYEMENT PROGRAM (NEP) PROJECTS	Service	11,624,613	1-Jul-14	30-Jun-15	11,624,613
862	66510106 MARKET ORIENTED INFRASTRUCTURES PROJECT	Service	180,289,198	1-Jul-14	30-Jun-15	180,289,198
863	66520103 AGRICULTURAL PRODUCTION SYSTEMS DEVELOPMENT PROJECT	Service	207,505,685	1-Jul-14	30-Jun-15	207,505,685
864	66520203 LIVESTOCK DEVELOPMENT PROJECT	Service	52,584,206	1-Jul-14	30-Jun-15	52,584,206
865	66530105 'NATURAL RESOURCES SUSTAINABLE MANAGEMENT PROJECT	Service	21,000,000	1-Jul-14	30-Jun-15	21,000,000
866	66540104 'ENERGY DEVELOPMENT AND ELECTRICITY PROVISION PROJECT	Service	97,915,003	1-Jul-14	30-Jun-15	97,915,003
867	66550101 WATER AND SANITATION INFRASTRUCTURES PROJECT	Service	85,000,000	1-Jul-14	30-Jun-15	85,000,000
868	66560203 URBAN AND RURAL SETTLEMENT PROJECT	Service	62,000,000	1-Jul-14	30-Jun-15	62,000,000
869	66570105 ROADS INFRASTRUCTURES PROJECT	Service	126,533,882	1-Jul-14	30-Jun-15	126,533,882
	08 EXTERNAL GRANTS		664,339,744			664,339,744
	DFID		**329,558,780**			**329,558,780**
	66490205 SOCIAL PROTECTION PROJECT	Service	302,944,891	1-Jul-14	30-Jun-15	302,944,891
	66570105 ROADS INFRASTRUCTURES PROJECT	Service	26,613,889	1-Jul-14	30-Jun-15	26,613,889
	KFW		**105,208,404**			**105,208,404**
	66530105 'NATURAL RESOURCES SUSTAINABLE MANAGEMENT PROJECT	Service	101,100,826	1-Jul-14	30-Jun-15	101,100,826
	66570105 ROADS INFRASTRUCTURES PROJECT	Service	4,107,578	1-Jul-14	30-Jun-15	4,107,578
	NETHERLAND		**229,572,560**			**229,572,560**
	66510106 MARKET ORIENTED INFRASTRUCTURES PROJECT	Service	12,000,000	1-Jul-14	30-Jun-15	12,000,000
	66570105 ROADS INFRASTRUCTURES PROJECT	Service	217,572,560	1-Jul-14	30-Jun-15	217,572,560
	6700 NYARUGENGE DISTRICT		**1,284,131,599**			**1,284,131,599**
	02 EARMARKED TRANSFERS (DISTRICTS)		**1,067,408,200**			**1,067,408,200**
	RWANDA		**175,087,987**			**175,087,987**

870	67470212 EDUCATION INFRASTRUCTURES PROJECT	Service	36,000,000	1-Jul-14	30-Jun-15	36,000,000
871	67480209 HEALTH INFRASTRUCTURES PROJECT	Service	10,000,000	1-Jul-14	30-Jun-15	10,000,000
872	67510107 NATIONAL EMPLOYEMENT PROGRAM (NEP) PROJECTS	Service	23,049,248	1-Jul-14	30-Jun-15	23,049,248
873	67520208 LIVESTOCK DEVELOPMENT PROJECT	Service	4,386,620	1-Jul-14	30-Jun-15	4,386,620
874	67530104 NATURAL RESOURCES SUSTAINABLE MANAGEMENT PROJECT	Service	5,810,256	1-Jul-14	30-Jun-15	5,810,256
875	67550104 WATER AND SANITATION INFRASTRUCTURES PROJECT	Service	95,841,863	1-Jul-14	30-Jun-15	95,841,863
	RWANDA		**892,320,213**			**892,320,213**
876	67460156 DISTRICT CAPACITIES SUPPORT PROJECT	Service	75,096,304	1-Jul-14	30-Jun-15	75,096,304
877	67470212 EDUCATION INFRASTRUCTURES PROJECT	Service	239,422,382	1-Jul-14	30-Jun-15	239,422,382
878	67490220 SOCIAL PROTECTION PROVISION AND COORDINATION PROJECT:	Service	44,622,758	1-Jul-14	30-Jun-15	44,622,758
879	67490227 SOCIAL PROTECTION PROJECT	Service	113,061,615	1-Jul-14	30-Jun-15	113,061,615
880	67500310 SPORT & CULTURE DEVELOPMENT PROJECT	Service	12,950,752	1-Jul-14	30-Jun-15	12,950,752
881	67520101 AGRICULTURAL PRODUCTION SYSTEMS DEVELOPMENT PROJECT	Service	59,368,986	1-Jul-14	30-Jun-15	59,368,986
882	67520208 LIVESTOCK DEVELOPMENT PROJECT	Service	40,375,747	1-Jul-14	30-Jun-15	40,375,747
883	67530104 NATURAL RESOURCES SUSTAINABLE MANAGEMENT PROJECT	Service	36,352,524	1-Jul-14	30-Jun-15	36,352,524
884	67570145 ROADS INFRASTRUCTURES PROJECT	Service	252,222,677	1-Jul-14	30-Jun-15	252,222,677
885	67570146 ROADS MAINTANANCE PROJECT	Service	18,846,468	1-Jul-14	30-Jun-15	18,846,468
	08 EXTERNAL GRANTS		216,723,399			216,723,399
	DFID	Service	**154,019,533**			**154,019,533**
	67490227 SOCIAL PROTECTION PROJECT	Service	74,256,700	1-Jul-14	30-Jun-15	74,256,700
	67550104 WATER AND SANITATION INFRASTRUCTURES PROJECT	Service	12,960,462	1-Jul-14	30-Jun-15	12,960,462
	67570145 ROADS INFRASTRUCTURES PROJECT	Service	66,802,371	1-Jul-14	30-Jun-15	66,802,371
	KFW		**53,037,154**			**53,037,154**
	67570145 ROADS INFRASTRUCTURES PROJECT	Service	53,037,154	1-Jul-14	30-Jun-15	53,037,154
	NETHERLAND		**9,666,712**			**9,666,712**
	67550104 WATER AND SANITATION INFRASTRUCTURES PROJECT	Service	9,666,712	1-Jul-14	30-Jun-15	9,666,712
	6800 KICUKIRO DISTRICT		**1,427,869,066**			**1,427,869,066**
	02 EARMARKED TRANSFERS (DISTRICTS)		**1,101,054,772**			**1,101,054,772**
	RWANDA		**1,054,415,673**			**1,054,415,673**
886	68460120 DISTRICT CAPACITIES SUPPORT PROJECT	Service	78,801,354	1-Jul-14	30-Jun-15	78,801,354
887	68470221 EDUCATION INFRASTRUCTURES PROJECT	Service	119,987,000	1-Jul-14	30-Jun-15	119,987,000
888	68490212 SOCIAL PROTECTION PROJECT	Service	151,150,380	1-Jul-14	30-Jun-15	151,150,380
889	68500307 NATIONAL EMPLOYEMENT PROGRAM (NEP) PROJECT	Service	10,428,145	1-Jul-14	30-Jun-15	10,428,145
890	68520104 AGRICULTURAL PRODUCTION SYSTEMS DEVELOPMENT PROJECT	Service	60,825,704	1-Jul-14	30-Jun-15	60,825,704
891	68520207 LIVESTOCK DEVELOPMENT PROJECT	Service	28,486,177	1-Jul-14	30-Jun-15	28,486,177
892	68530103 NATURAL RESOURCES SUSTAINABLE MANAGEMENT PROJECT	Service	37,435,757	1-Jul-14	30-Jun-15	37,435,757
893	68560202 URBAN AND RURAL SETTLEMENT PROJECT	Service	73,819,472	1-Jul-14	30-Jun-15	73,819,472
894	68570105 ROADS INFRASTRUCTURES PROJECT	Service	433,481,684	1-Jul-14	30-Jun-15	433,481,684
895	68570106 ROADS MAINTENANCE PROJECT	Service	60,000,000	1-Jul-14	30-Jun-15	60,000,000
	ENERGY, WATER AND SANITATION AUTHORITY (EWSA)		**10,500,000**			**10,500,000**
896	68540204 IMPROVE BIOMASS USE EFFICIENCY	Service	10,500,000	1-Jul-14	30-Jun-15	10,500,000
	RWANDA		**36,139,099**			**36,139,099**
897	68490227 SOCIAL PROTECTION PROVISION AND COORDINATION PROJECT	Service	30,256,132	1-Jul-14	30-Jun-15	30,256,132
898	68500307 NATIONAL EMPLOYEMENT PROGRAM (NEP) PROJECT	Service	5,882,967	1-Jul-14	30-Jun-15	5,882,967
	08 EXTERNAL GRANTS		326,814,294			326,814,294
	DFID		**149,996,032**			**149,996,032**
	68490212 SOCIAL PROTECTION PROJECT	Service	119,739,900	1-Jul-14	30-Jun-15	119,739,900
	68570105 ROADS INFRASTRUCTURES PROJECT	Service	30,256,132	1-Jul-14	30-Jun-15	30,256,132
	GERMANY		**51,893,334**			**51,893,334**
899	68570101 ROADS INFRASTRUCTURE MANAGEMENT PROJECT	Service	51,893,334	1-Jul-14	30-Jun-15	51,893,334
	NETHERLAND	Service	**124,924,928**			**124,924,928**
	68570101 ROADS INFRASTRUCTURE MANAGEMENT PROJECT	Service	86,924,928	1-Jul-14	30-Jun-15	86,924,928
	68570106 ROADS MAINTENANCE PROJECT	Service	38,000,000	1-Jul-14	30-Jun-15	38,000,000
	6900 GASABO DISTRICT		**2,058,576,536**			**2,058,576,536**
	02 EARMARKED TRANSFERS (DISTRICTS)		**1,510,769,364**			**1,510,769,364**
	RWANDA		**54,606,079**			**54,606,079**
900	69570111 ROADS INFRASTRUCTURES PROJECT	Service	54,606,079	1-Jul-14	30-Jun-15	54,606,079
	ENERGY, WATER AND SANITATION AUTHORITY (EWSA)		**22,800,000**			**22,800,000**
901	69540201 IMPROVE BIOMASS USE EFFICIENCY	Service	22,800,000	1-Jul-14	30-Jun-15	22,800,000
	RWANDA		**1,433,363,285**			**1,433,363,285**
902	69450103 ADMINISTRATIVE INFRASTRUCTURES PROJECT	Service	122,897,123	1-Jul-14	30-Jun-15	122,897,123
903	69460131 DISTRICT CAPACITIES SUPPORT PROJECT	Service	145,402,971	1-Jul-14	30-Jun-15	145,402,971
904	69470212 EDUCATION INFRASTRUCTURES PROJECT	Service	186,400,000	1-Jul-14	30-Jun-15	186,400,000
905	69480204 HEALTH INFRASTRUCTURES PROJECT	Service	81,000,000	1-Jul-14	30-Jun-15	81,000,000
906	69490227 SOCIAL PROTECTION PROVISION AND COORDINATION PROJECT	Service	29,689,300	1-Jul-14	30-Jun-15	29,689,300
907	69490228 SOCIAL PROTECTION PROJECT	Service	139,957,597	1-Jul-14	30-Jun-15	139,957,597
908	69500305 NATIONAL EMPLOYEMENT PROGRAM (NEP) PROJECTS	Service	24,987,065	1-Jul-14	30-Jun-15	24,987,065
909	69510108 MARKET ORIENTED INFRASTRUCTURES PROJECT	Service	40,000,000	1-Jul-14	30-Jun-15	40,000,000
910	69520104 AGRICULTURAL PRODUCTION SYSTEMS DEVELOPMENT AND INTENSIFICATION PROJECT	Service	33,052,056	1-Jul-14	30-Jun-15	33,052,056
911	69520206 LIVESTOCK DEVELOPMENT PROJECT	Service	57,202,351	1-Jul-14	30-Jun-15	57,202,351
912	69530105 NATURAL RESOURCES SUSTAINABLE MANAGEMENT PROJECT	Service	42,715,007	1-Jul-14	30-Jun-15	42,715,007
913	69540104 ENERGY DEVELOPMENT AND ELECTRICITY PROVISION PROJECT	Service	245,684,686	1-Jul-14	30-Jun-15	245,684,686
914	69550104 WATER AND SANITATION INFRASTRUCTURES PROJECT	Service	117,064,429	1-Jul-14	30-Jun-15	117,064,429
915	69570111 ROADS INFRASTRUCTURES PROJECT	Service	167,310,700	1-Jul-14	30-Jun-15	167,310,700
	08 EXTERNAL GRANTS		547,807,172			547,807,172
	DFID		**182,697,200**			**182,697,200**
	69490228 SOCIAL PROTECTION PROJECT	Service	153,007,900	1-Jul-14	30-Jun-15	153,007,900
	69570111 ROADS INFRASTRUCTURES PROJECT	Service	29,689,300	1-Jul-14	30-Jun-15	29,689,300
	KFW		**130,747,853**			**130,747,853**
916	69540103 ENERGY AND ELECTRICITY PROVISION AND MANAGEMENT PROJECT	Service	26,961,184	1-Jul-14	30-Jun-15	26,961,184
	69550104 WATER AND SANITATION INFRASTRUCTURES PROJECT	Service	103,786,669	1-Jul-14	30-Jun-15	103,786,669
	NETHERLAND		**234,362,119**			**234,362,119**
	69510108 MARKET ORIENTED INFRASTRUCTURES PROJECT	Service	86,862,119	1-Jul-14	30-Jun-15	86,862,119
	69570111 ROADS INFRASTRUCTURES PROJECT	Service	147,500,000	1-Jul-14	30-Jun-15	147,500,000
	7000 KIGALI CITY		**2,555,016,048**			**2,555,016,048**
	02 EARMARKED TRANSFERS (DISTRICTS)		**2,159,820,130**			**2,159,820,130**
	RWANDA		**2,159,820,130**			**2,159,820,130**
917	70370142 ROADS INFRASTRUCTURES PROJECT	Service	2,001,132,377	1-Jul-14	30-Jun-15	2,001,132,377

918	70370143 WATER AND SANITATION INFRASTRUCTURES PROJECT	Service	158,687,753	1-Jul-14	30-Jun-15	158,687,753
	08 EXTERNAL GRANTS		395,195,918			395,195,918
	KFW		**121,295,918**			**121,295,918**
	70370142 ROADS INFRASTRUCTURES PROJECT	Service	121,295,918	1-Jul-14	30-Jun-15	121,295,918
	NETHERLAND	Service	**273,900,000**			**273,900,000**
	70370142 ROADS INFRASTRUCTURES PROJECT	Service	273,900,000	1-Jul-14	30-Jun-15	273,900,000
	DEVELOPMENT BANK OF RWANDA (BRD)					
	SPECIAL PROJECTS & INFRASTRUCTURE					
	TOTAL NUMBER OF PROJECTS 244 FOR THE YEAR 2015	Service	60,581,407,916			60,581,407,916
	HOUSING					
	TOTAL NUMBER OF PROJECTS 173 FOR THE YEAR 2015	Service	8,564,953,663			8,564,953,663
	EDUCATION					
	TOTAL NUMBER OF PROJECTS 38 FOR THE YEAR 2015	Service	14,863,949,032			14,863,949,032
1711	**GRAND TOTAL POPULATION OF PROJECTS IN ALL SECTORS OF ECONOMIC ANALYSIS**					