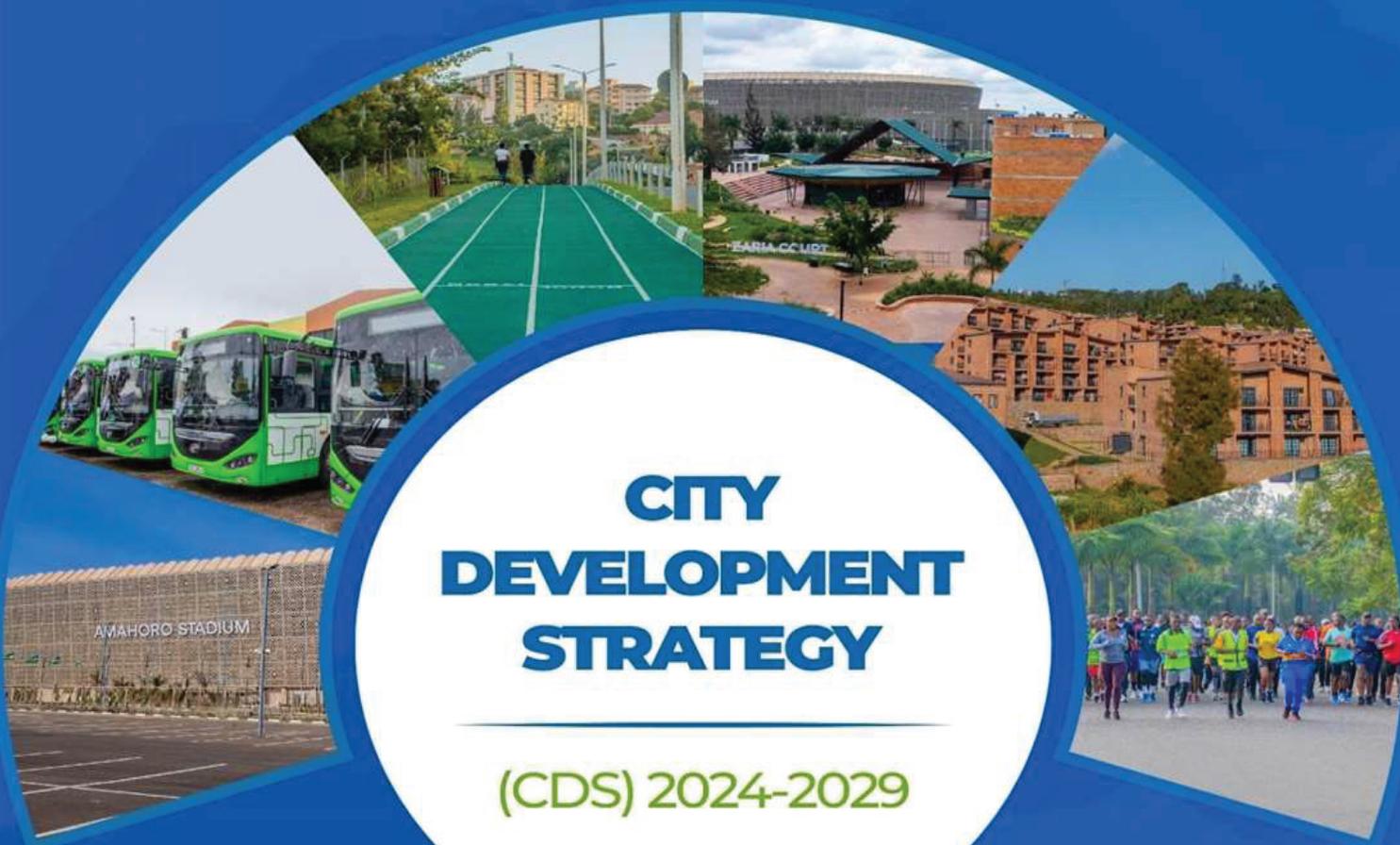




Republic
of Rwanda



City
of Kigali



CITY DEVELOPMENT STRATEGY

(CDS) 2024-2029



CityofKigali

Our Kigali



City of Kigali Goals:

- > City of diverse, vibrant, and inclusive economy
- > City of sustainable infrastructure and resource management
- > City of affordable homes and neighbourhoods
- > City of enchanting nature and diversity
- > City of happy and healthy residents
- > City of endearing character and local identity



City of Kigali Vision:

A world class centre of urban excellence as an inclusive and resilient city with a vibrant, liveable, and green economy”.



City of Kigali Mission:

Build and sustain a city of character, vibrant economy, and diversity through strong partnerships with stakeholders to provide responsive, rapid and effective urban development.



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FOREWORD

It is with great pride and anticipation that I present the City Development Strategy (CDS) for Kigali, covering the period 2024 to 2029. This strategic document embodies our collective vision for a sustainable, inclusive, and resilient urban future one where economic growth goes hand-in-hand with environmental sustainability, social equity, and innovation. The CDS serves as a comprehensive roadmap, guiding our city toward becoming a dynamic hub of opportunity and a place that upholds the well-being and aspirations of all its residents.

The development of this strategy was grounded in a participatory and evidence-based process. Through a consultative and iterative methodology, the CDS was shaped by broad engagement with citizens, urban planners, private sector actors, policymakers, and development partners. This collaborative approach ensured that the strategy responds to Kigali's unique challenges and potentials, while aligning with national development frameworks such as the National Strategy for Transformation (NST2), Rwanda's Vision 2050, and global commitments, including the SDGs.

The CDS outlines strategic priorities and actionable interventions under key pillars of Economic Transformation, Social Transformation, and Transformational Governance. It is results-oriented, with clearly defined outcomes, outputs, and indicators to measure progress. The expected results include improved urban infrastructure, enhanced service delivery, increased job creation, climate-smart growth, and strengthened urban governance and resilience.

Partnership is central to the success of the CDS. Its effective implementation will depend on the continued collaboration of public institutions, private sector stakeholders, civil society organizations, and international development partners. These partnerships will play a crucial role in mobilizing resources, fostering innovation, and ensuring accountability.

As we embark on this transformative journey together, I invite all stakeholders to actively participate in realizing this shared vision. Let us join hands to build a Kigali that not only meets the needs of today but also inspires the cities of tomorrow.

Samuel DUSENGIYUMVA
Mayor, City of Kigali



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ACRONYMS AND ABBREVIATIONS

BRT	Bus Rapid Transit
CAMIS	Comprehensive Academic Management Information System
CBHI	Community-Based Health Insurance
CDS	City Development Strategy
CENR	Climate, Environment, and Natural Resources
CoK	City of Kigali
DHS	Demographic and Health Survey
DS	Direct Support
EAC	East African Community
ECD	Early Childhood Development
EICV	Enquête Intégrale sur les Conditions de Vie des ménages (Household Living Conditions Survey)
ePW	Expanded Public Works
HSSP V	Health Sector Strategic Plan V
ICT	Information and Communication Technology
IDS	Integrated Development Strategy
Imihigo	Rwanda's annual performance contracts
JADF	Joint Action Development Forum
LAIS	Land Administration Information System
LPG	Liquefied Petroleum Gas
M&E	Monitoring and Evaluation
MAJ	Maisons d'Accès à la Justice (Access to Justice Bureaus)
MINALOC	Ministry of Local Government
MINECOFIN	Ministry of Finance and Economic Planning
MINIJUST	Ministry of Justice
MININFRA	Ministry of Infrastructure
NAR	Net Attendance Rate
NDC	Nationally Determined Contributions
NISR	National Institute of Statistics of Rwanda
NST1	National Strategy for Transformation 1 (2018–2024)
NST2	National Strategy for Transformation 2 (2024–2029)
PFM	Public Finance Management
PWD	Persons with Disabilities
QAMIS	Quality Assurance Management Information System
RDB	Rwanda Development Board
REG	Rwanda Energy Group
REMA	Rwanda Environment Management Authority
RGB	Rwanda Governance Board
RMF	Road Maintenance Fund
RPHC5	Fifth Rwanda Population and Housing Census
RURA	Rwanda Utilities Regulatory Authority
SDGs	Sustainable Development Goals

SDMS	School Data Management System
SSP	Sector Strategic Plan
TVET	Technical and Vocational Education and Training
Ubudehe	Rwanda's community-based social stratification program
VUP	Vision 2020 Umurenge Programme
WASAC	Water and Sanitation Corporation



EXECUTIVE SUMMARY

The Kigali City Development Strategy (CDS) 2024–2029 presents a unified vision to transform the city as a world class center of urban excellence as an inclusive and resilient city with a vibrant, livable, and green economy. Anchored in the Kigali City Master Plan and Action Plan, the strategy focuses on a knowledge-based economy driven by ICT and innovation (e.g., Kigali Innovation City), climate-resilient infrastructure (aligned with the Green City Kigali Master Plan), universal access to quality services (100% on electricity, 97.9% on clean drinking water), and an integrated transport system, including BRT and non-motorized pathways.

The CDS was developed using a comprehensive and participatory methodology that draws on evaluations of previous strategies (IDS 2018–2024, CoK Situation Assessment 2024), national frameworks (Vision 2050, NST2, SSPs, NDCs), and global commitments (SDGs, Agenda 2063). Key strategic priorities include:

- Sustainable Urbanization: Promoting compact, mixed-use development while conserving natural resources.
- Affordable Housing and Infrastructure: Upgrading informal settlements through inclusive planning.
- Modernizing Public Transport and Promoting Green, Inclusive Urban Mobility
- Economic Development and Innovation: Positioning Kigali as a regional financial and innovation hub.
- Advancing Human Capital and Social Well-being by enhancing the quality and relevance of education, improving healthcare systems and reducing stunting, expanding access to sanitation and hygiene services, and promoting graduation from poverty by creating an enabling environment for income opportunities.
- Inclusive Governance: Enhancing community involvement and ownership to support inclusive development and better service delivery

The CDS 2024–2029 will be monitored through a robust M&E framework aligned with NST2 and the national results-based management system, promoting data-driven decision-making, accountability, and adaptive learning. It includes annual and mid-term reviews, strong data management, and knowledge sharing among stakeholders. The total implementation cost is estimated at 1.72 trillion RWF, with funding expected from City of Kigali revenues, government transfers, and development partners.



I. INTRODUCTION

Rwanda's Vision 2050 aims to transform the nation into an upper-middle-income country by 2035 and a high-income country by 2050, with the City of Kigali (CoK) playing a central role due to its position as the capital and key economic driver, contributing over 41% of the national GDP and attracting most registered investments.

To support this ambition, the Kigali City Development Strategy (CDS) 2024–2029 was developed to guide inclusive and sustainable urbanization in alignment with national and global frameworks, including NST2, Vision 2050, the SDGs, Agenda 2063, and the Paris Agreement.

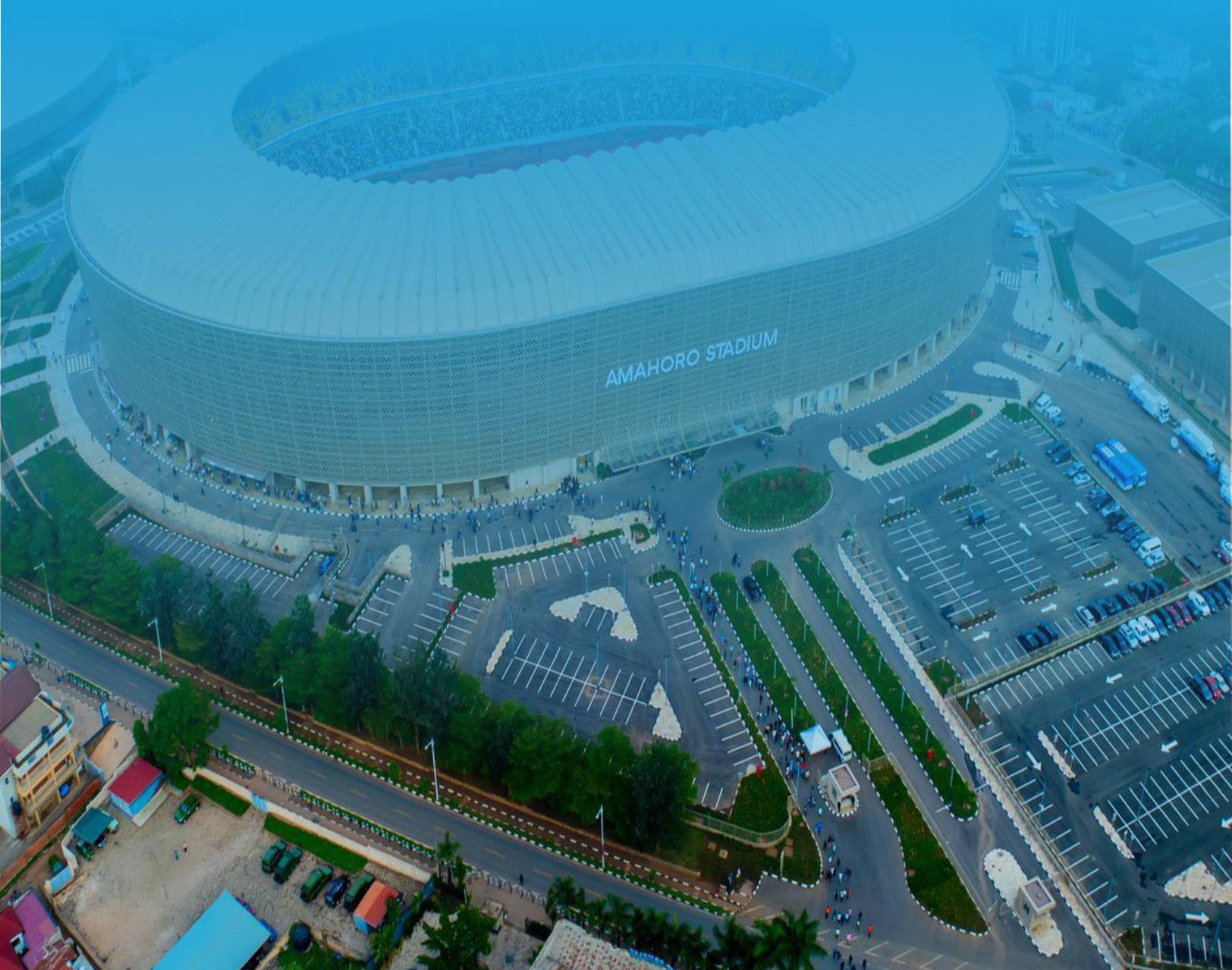
Following the 2019 administrative reform, which unified the city's districts under a decentralized governance system, the CoK now operates with full administrative and financial autonomy to implement this strategy. The CDS was developed through a structured, four-phase, evidence-based and participatory process that built upon lessons from the previous IDS 2018–2024.

It incorporated findings from national and local data sources such as the EICV, DHS, CoK Master Plan, and Situation Assessment 2024, and prioritized areas such as food security, climate resilience, green urbanization, and innovation-led growth. Stakeholder consultations ensured inclusivity and alignment with community needs, government priorities, and partner contributions.

The strategy is organized into key sections, including situation analysis, strategic framework, monitoring and evaluation, financing, and annexes.



II. KIGALI CITY SITUATION ANALYSIS



City
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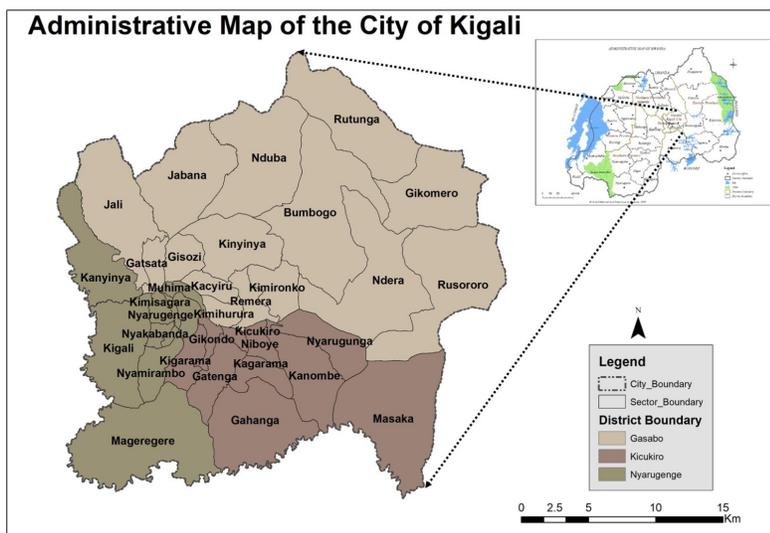
2.1. Brief description of the City of Kigali

The City of Kigali, Rwanda's capital, spans 730 km² at the country's geographic Centre and enjoys a moderate climate with average temperatures ranging from 16°C to 27°C. Surrounded by districts from Northern, Eastern, and Southern Provinces, Kigali functions as a decentralised administrative entity with legal and financial autonomy, guided by Law No. 22/2019.

The city has set an ambitious goal of becoming “A world-class centre of urban excellence as an inclusive and resilient city with a vibrant, livable, and green economy” by 2050. In 2024, Kigali revised its vision under the theme “**Kigali Yacu – Our Kigali!**” to focus on being an inclusive, resilient city with a vibrant and green economy. Through the Kigali City Action Plan (KCAP 2024- 2030), the city is pursuing responsive, effective urban development aligned with long-term strategic goals.

2.1.1. Administrative map of the city of Kigali

Figure 1: Map of the City of Kigali: Business opportunities



Source: City of Kigali report 2024

The City of Kigali comprises three districts: Gasabo (429.3 km²), Kicukiro (166.7 km²), and Nyarugenge (134 km²), with a total population of 1,745,555 according to the fifth Rwanda Population and Housing Census (RPHC5). According to EICV7, the population has reached

1,860,000 with 13% of the National share. Administratively, the city is divided into 35 sectors, 161 cells, and 1,163 villages (NISR District boundary data 2022). It shares borders with Gicumbi and Rulindo (Northern Province), Bugesera and Rwamagana (Eastern Province), and Kamonyi (Southern Province). Kigali is Rwanda's most visited area, home to major tourism sites, numerous hotels, and the country's central international airport.

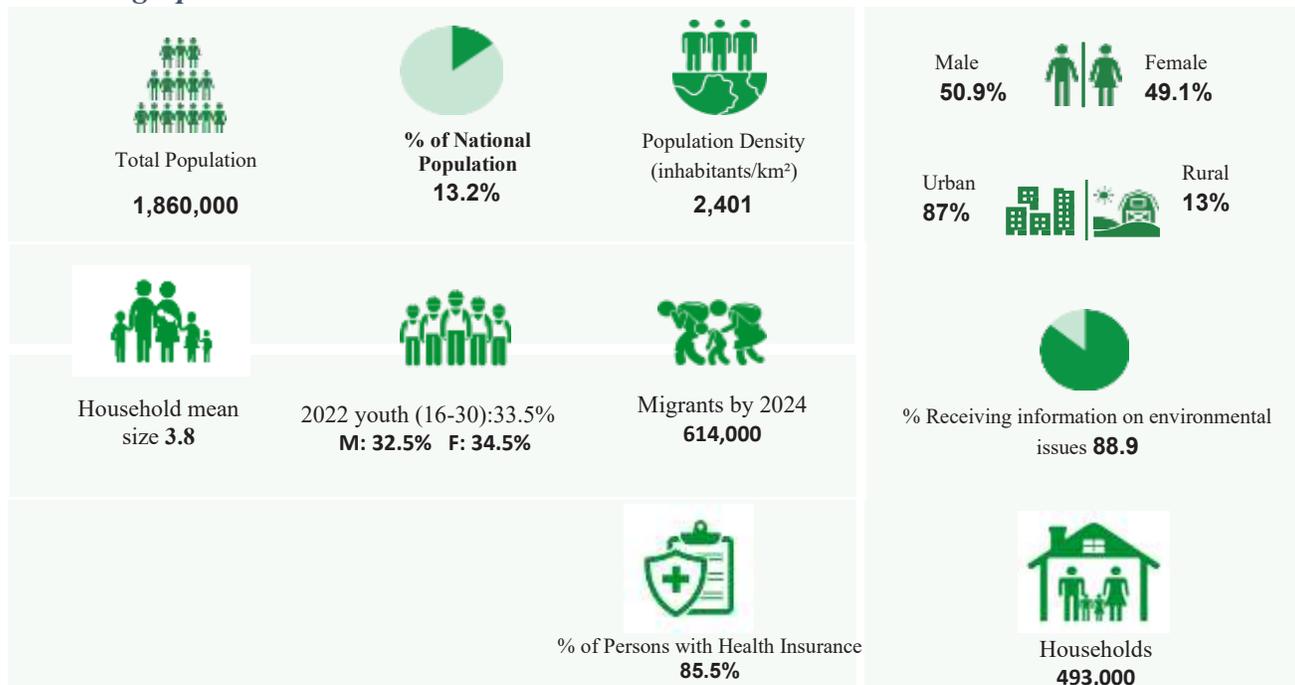
2.1.2. Demographic of the City of Kigali

According to the 2022 Population and Housing Census and EICV7, the City of Kigali's population grew from 1.75 million in 2022 to 1.86 million in 2024, marking a 54.1% increase since 2012 and an annual growth rate of 4.4%. The city accounts for 13.2% of Rwanda's total population and remains the most urbanized province, with 86.9% of residents living in urban areas compared to only 13.1% in rural areas. The gender distribution is nearly balanced, with 50.9% male and 49.1% female. Youth aged 16–30 years represent 33.5% of the total population, forming a critical driver of Kigali's labor force, entrepreneurship, and urban growth. The city also has a household mean size of 3.8, and by 2024, it had attracted over 614,000 migrants, underlining its role as Rwanda's main economic and social magnet (Figure 2).

Kigali records the highest population density nationwide at 2,401 inhabitants per km², far above the national average of 503. Despite rapid population growth, poverty has declined significantly, from 13.9% in 2016/17 to 9.1% in 2023/24, while extreme poverty fell from 4.2% to 1.1%. Additionally, 88.9% of residents report receiving information on environmental issues, and 85.5% are covered by health insurance, reflecting progress in social inclusion, service delivery, and economic opportunities.



Figure 2: Demographic characteristics



Source: NISR: RPHC5 2022 & EICV7 2024

2.2. Key Achievements

2.2.1. Economic transformation pillar

Between 2018 and 2024, under the National Strategy for Transformation 1 (NST1), the City of Kigali made notable strides in urban development, marked by a shift toward modern planned housing (rising from 9.3% to 42.4%) and a reduction in spontaneous settlements. Infrastructure improvements included expanding paved roads from 564.6 km to 685.09 km, enhancing public lighting, and upgrading public transport with new buses and shorter waiting times. The city's advanced digital access created over 267,000 jobs and strengthened urban agriculture with increased land use and productivity. Access to water and electricity improved significantly, and informal settlements were upgraded, with thousands relocated from high-risk areas. Despite this progress, challenges remain due to high in-migration of low-income populations, underscoring the need for more inclusive and affordable urban planning in the future. The following are key achievements highlighted by the sector.

Figure 3: Key achievements in agriculture (2018-2024)

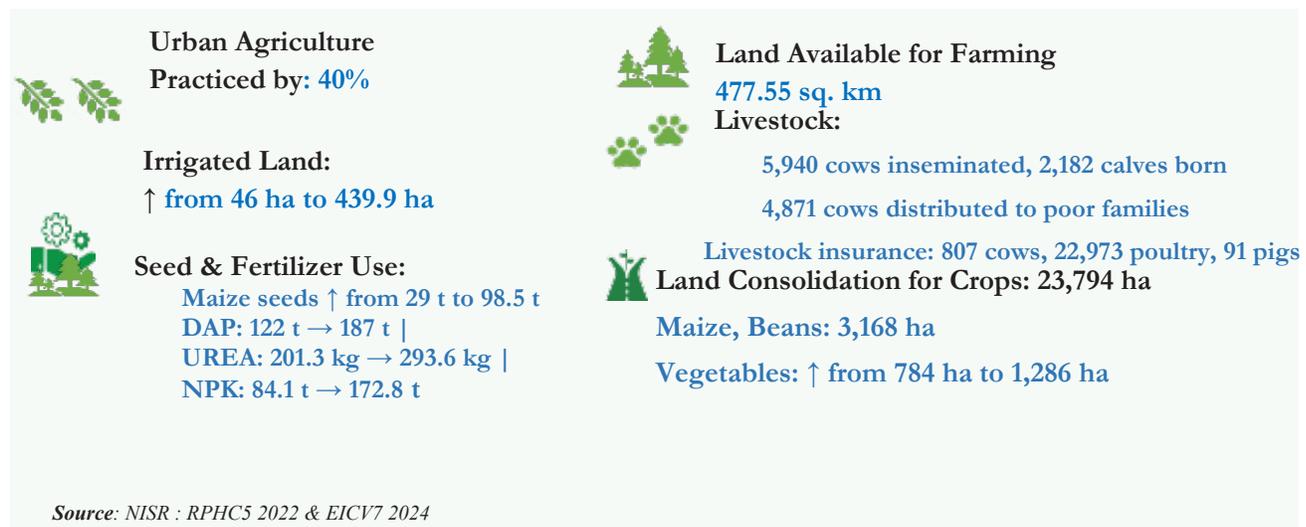


Figure 4: Key achievements in urban development and settlement (2018- 2024)

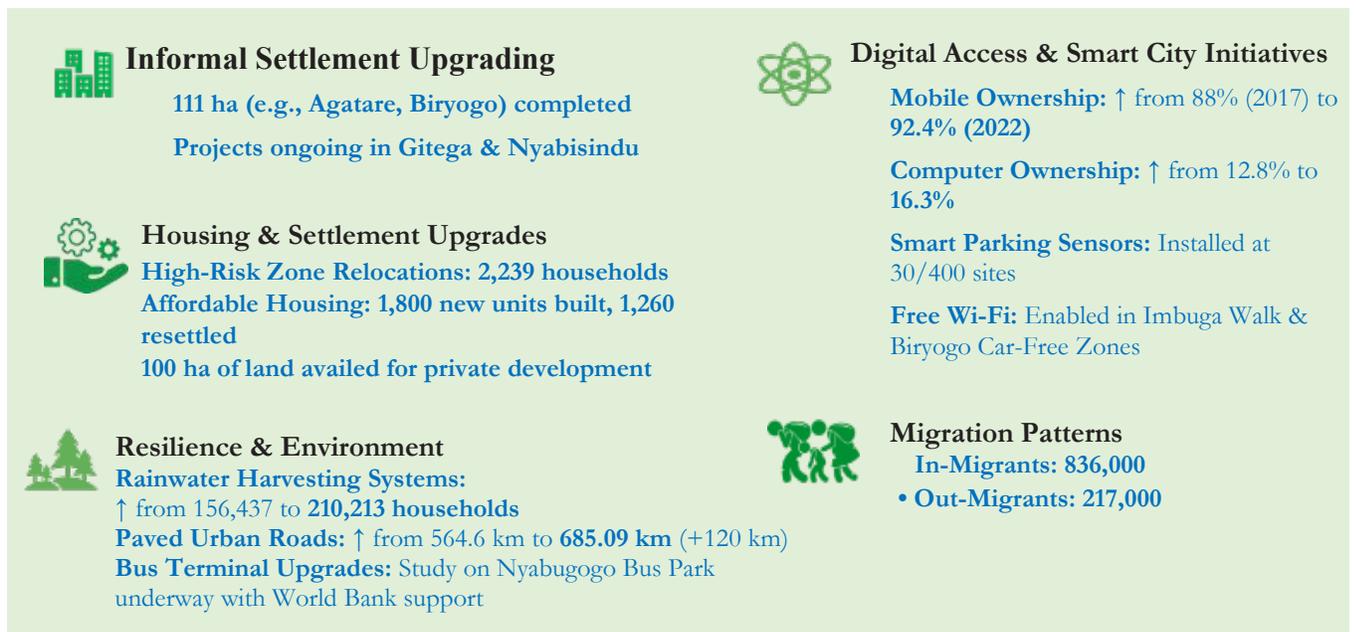
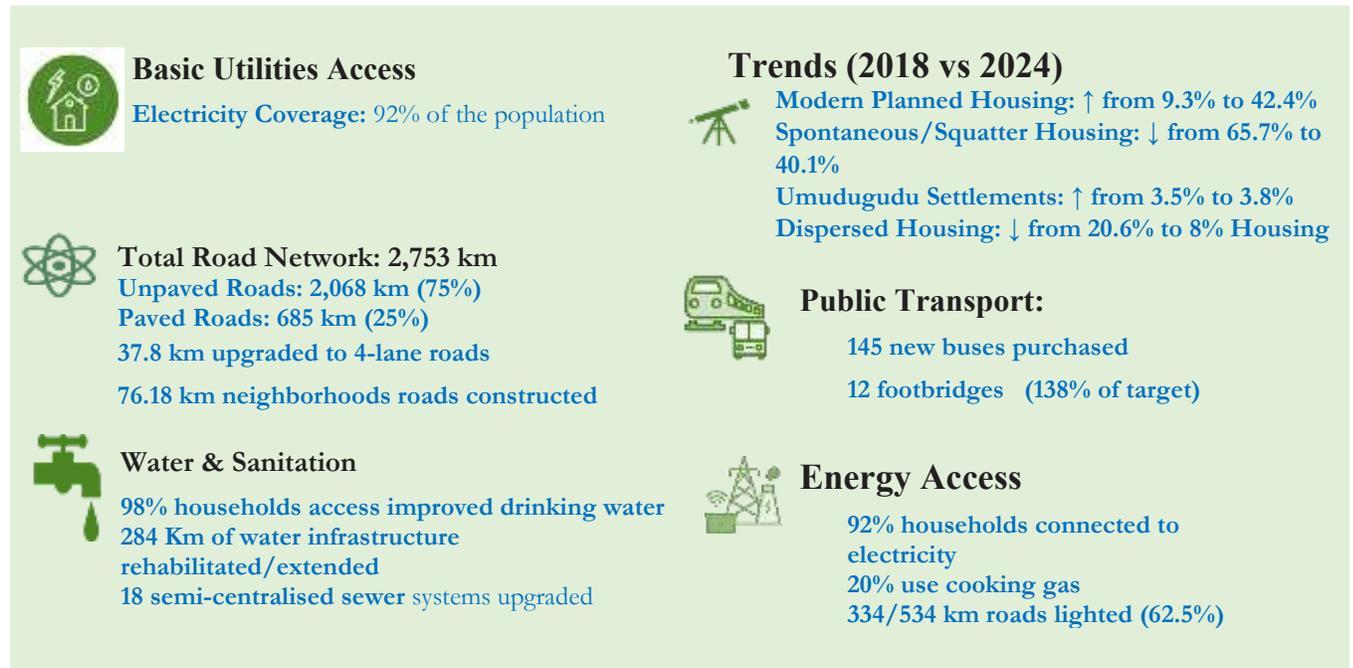


Figure 5: Key achievements in urban infrastructure development (2018-2024)



Source: NISR: RPHC5 2022 & EICV7 2024, CoK Profile, 2018-2023

2.2.2. Social transformation pillar

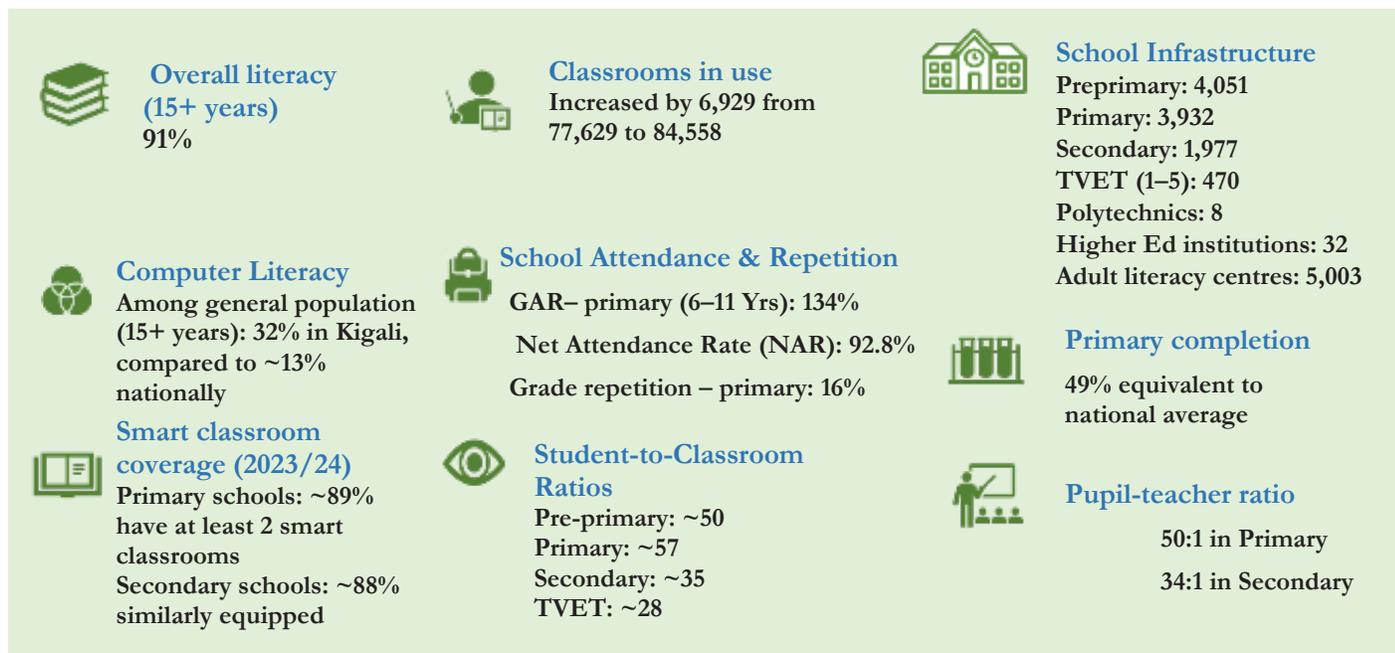
Between 2018 and 2024, under the Social Transformation Pillar of NST-1, the City of Kigali achieved major milestones in health, education, and social protection. Health access improved through the construction of four medicalised health centres, 100 health posts, four laboratories, and rehabilitation of key facilities, while TVET enrollment rose from 31.2% to 44%. Over 20,000 vulnerable households benefited from VUP programs, including genocide survivors and persons with disabilities. Efforts to lift Ubudehe Category 1 households out of poverty included livestock distribution, asset transfers, vocational training, and cooperative support, demonstrating Kigali's strong progress toward inclusive and equitable development

Figure 6: Key achievements in the health sector (2018-2024)

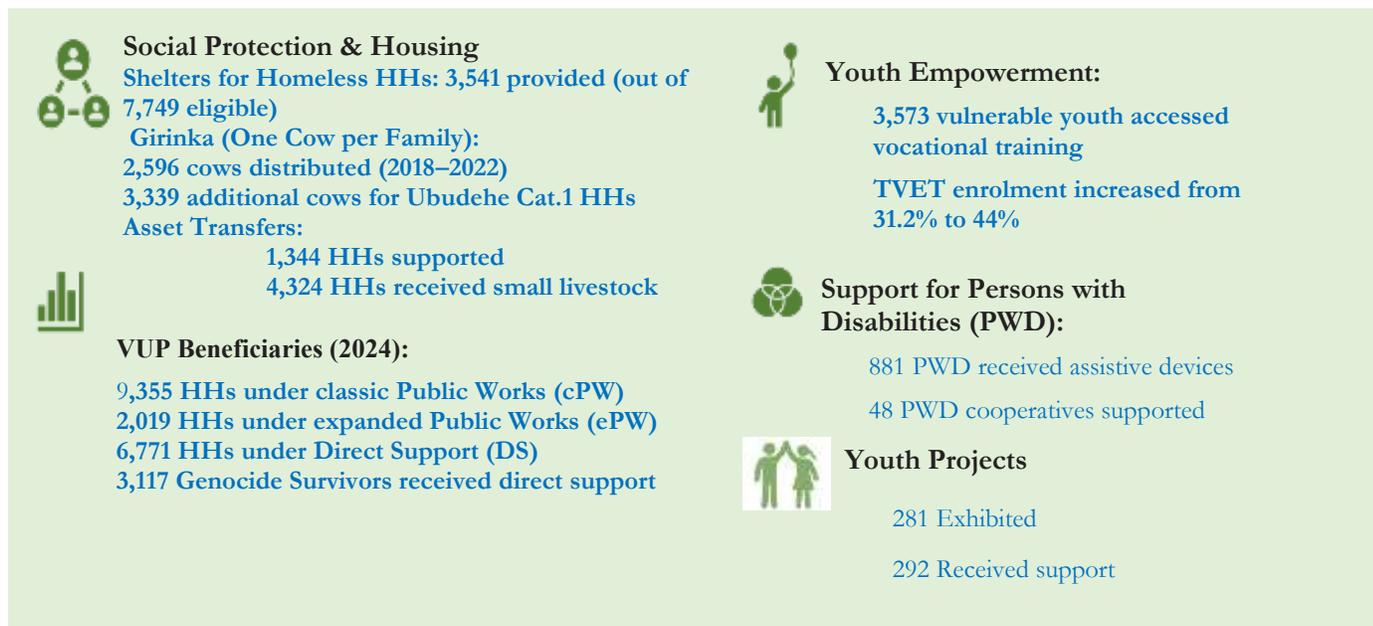


Source: NISR: RPHC5 2022 & EICV7 2024, CoK Profile, 2018-2023

Figure 7: Key achievements in education sector



Source: NISR: RPHC5 2022 & EICV7 2024, CoK Profile, 2018-2023



Source: NISR: RPHC5 2022 & EICV7 2024

2.2.3. Transformational Governance Pillar

Between 2018 and 2024, the City of Kigali made notable achievements in governance, youth empowerment, culture, education, and justice. Infrastructure improvements included the construction and rehabilitation of 11 sectors, 93 cells, and 19 sports courts across Gasabo, Kicukiro, and Nyarugenge. Youth and cultural development were promoted through the support of 292 youth projects, 35 awarded cultural troupes, and wide participation in the Umurenge Kagame Cup. The "Ndi Umunyarwanda" and "Abarinzi b'Igihango" programs were institutionalized, and the National Service program trained 483 youth. Education advanced with over 34,000 students participating in S6 programs across the three districts. Justice services improved through full operationalization of Access to Justice Bureaus (MAJ), resolution of over 7,700 citizen complaints, and execution of court judgments and Abunzi-mediated settlements. Unity and reconciliation were strengthened with anti-corruption campaigns and the establishment of related clubs in all districts, sectors, cells, and schools.

2.3. Key Challenges

The key challenges outlined in the table below were initially drawn from a comprehensive report issued by the Ministry of Local Government (MINALOC), which assessed local governance performance, development bottlenecks, and service delivery constraints. This foundational analysis was enriched through a series of interviews and consultations with a diverse group of stakeholders, including key informants, technical personnel, and senior staff from the City of Kigali (CoK). These stakeholders offered firsthand insights into operational gaps, institutional weaknesses, and policy implementation difficulties, adding practical perspectives to the findings. In addition, the challenges identified stem from a critical review of the implementation of the City of Kigali's Integrated Development Strategy (IDS) for the 2018–2024 period.

Table 1: Key Challenges

NST2 Pillars	Key challenges
Infrastructure & Utilities	<ul style="list-style-type: none">• Inadequate sewerage, drainage, and solid waste management systems.• No centralized sewage treatment plant.• Limited access to clean and affordable energy; over-reliance on firewood (19.3%) and charcoal (57.6%).• Budget constraints hinder electrification and energy access expansion.• Scattered housing impedes utility distribution.

NST2 Pillars	Key challenges
Urban Planning & Land Use	<ul style="list-style-type: none"> • Rapid urbanization in the City of Kigali is challenged by limited developable land—only about 50%—due to encroachment on wetlands and steep slopes. Uncoordinated urban expansion and the growth of informal settlements hinder planned development, while rising real estate prices and a lack of serviced land limit affordable housing. As a result, infrastructure development is struggling to keep pace, leading to service delivery gaps.
Transportation & Mobility	<ul style="list-style-type: none"> • Severe traffic congestion, especially during peak hours. • Insufficient bus fleet; long queues and waiting times (up to 30 min). • Cultural resistance to standing in buses hinders efficiency. • Narrow roads, lack of sidewalks, and limited mass transport options. • Few bus shelters—affects women, elderly, and vulnerable groups. • Sustainable mobility options remain limited.
Environment & Climate	<ul style="list-style-type: none"> • Encroachment and pollution in urban wetlands. • Air pollution and poor waste management. • Limited flood protection and poor drainage cause urban flooding. • Inadequate enforcement of environmental laws. • Lack of climate adaptation initiatives and funding for green projects. • Slow adoption of renewable energy and green technologies
Water & Sanitation	<ul style="list-style-type: none"> • Clean water and sanitation infrastructure lagging behind population growth. • Pressures on water resource management and sewerage coverage. • Rehabilitation needs for water infrastructure remain high.
Education & Skills Development	<ul style="list-style-type: none"> • TVET access limited—most are private and unaffordable for low-income youth. • Land shortages prevent expansion of public TVETs in sectors like Gatsata and Kigali. • Classrooms insufficient in public TVET centers. • High NEET rate (youth neither in education, employment nor training).
Employment & Youth Empowerment	<ul style="list-style-type: none"> • High youth unemployment and underemployment. • Limited access to finance for youth-led enterprises. • Informal sector dominance limits job security and formal growth. • Weak innovation and startup ecosystem
Education Sector	<ul style="list-style-type: none"> • Challenges in Kigali’s education sector include overcrowded classrooms and insufficient infrastructure, limiting equitable access to learning resources. There are notable gender disparities, particularly in STEM fields within TVET and higher education. Additionally, financial, cultural, and systemic barriers hinder women’s and girls’ access to education, vocational training, and fair employment.
Health	<ul style="list-style-type: none"> • Kigali’s health sector includes unequal access to health facilities, with some areas lacking adequate centers and others threatened by infrastructure projects. There are also shortages of skilled healthcare workers, insufficient medical equipment, and inadequate sanitation infrastructure near health centers. Additionally, high teenage pregnancy rates present significant health, educational, and socio-economic risks.

NST2 Pillars	Key challenges
Recreational & Community Facilities	<ul style="list-style-type: none"> • Limited sports infrastructure at sector and cell levels restricts youth access to physical activity, organized sports, and talent development, affecting health, discipline, and community engagement. • Lack of cultural and recreational spaces hinders youth expression in arts, innovation, and culture, reducing opportunities for personal growth and economic participation. • These gaps contribute to youth idleness, increased risk of delinquency, and weakened social cohesion, particularly in underserved rural and urban areas.
Economy & Markets	<ul style="list-style-type: none"> • Limited industrial diversification and small-scale industrial zones. • Lack of accessible and modern markets in some sectors (e.g., Ziniya, Bumbogo). • Financial inclusion gaps restrict economic participation.
Governance	<ul style="list-style-type: none"> • The City of Kigali faces governance and institutional challenges, including budget constraints, limited professional capacity, inadequate infrastructure, low citizen engagement, weak legal awareness, underdeveloped talent identification in sports and culture, and insufficient gender accountability across key stakeholders.



2.4. Key Potentialities

Table 2: City of Kigali Keys potentialities by sector

NST2 Pillars	Key Potentialities
Infrastructure & Utilities	High-impact investment opportunities in utility modernization, renewable energy, and green infrastructure. Expanding access to clean and affordable energy, reducing reliance on biomass (currently at 76.9% combined for charcoal and firewood), and developing centralized waste and sewerage systems could drive environmental sustainability and urban efficiency
Urban Planning & Land Use	There is great potential for vertical densification, urban regeneration, and the development of serviced plots to address the growing demand for affordable housing. The city's urban expansion can be redirected through smart city planning, upgraded informal settlements, and stronger land use enforcement
Transportation & Mobility	There is huge potential to invest in Bus Rapid Transit (BRT), non-motorized transport infrastructure, and smart traffic systems could dramatically improve mobility, particularly for women, the elderly, and low-income groups.
Environment & Climate	There is high potential—for green projects, climate adaptation initiatives, renewable energy adoption, and environmental governance reform. Kigali's significant green space and ecological resources, if preserved and integrated into urban development, can enhance climate resilience and urban well-being.
Water & Sanitation	The Water and Sanitation sector faces pressures from rapid population growth and infrastructure gaps, but offers opportunities for innovation in decentralized sanitation systems, smart water management, and public-private partnerships for infrastructure rehabilitation and expansion.
Education Sector & Skills Development	Kigali's youthful population provides a strong foundation for future economic competitiveness. Expanding public TVETs, addressing gender gaps in STEM, and building more inclusive, industry-aligned education models could unleash new skills for the digital and green economies.
Health	Investment opportunities in health facility expansion, digital health solutions, and capacity-building for healthcare professionals, particularly in underserved areas.
Recreational & Community Facilities	Present great potential for boosting youth engagement, promoting social cohesion, and identifying talent in sports and culture through the development of multipurpose centers and inclusive public spaces.
Economy & Markets	Economy and Markets can benefit from expanding industrial diversification, modernizing informal markets, and bridging financial inclusion gaps to increase local value chains, SME growth, and inclusive trade.

2.5. Key active City stakeholders and their responsibilities

The implementation of the City of Kigali Development Strategy (CDS) depends on the coordinated engagement of diverse stakeholders, each contributing based on their institutional mandate. Key infrastructure agencies such as MININFRA, RTDA, RMF, REG, and WASAC lead the development of energy, road, and utility networks to support urban growth. The City of Kigali and District Councils provide strategic leadership and oversight, ensuring that the CDS is aligned with NST2 and resources are allocated effectively. Central government ministries like MINECOFIN and MINALOC support planning, budgeting, stakeholder coordination, citizen engagement, and monitoring systems, while NISR ensures quality data for evidence-based decisions. Development partners enhance strategy delivery through technical and financial support, capacity-building, and innovation sharing.

Supporting institutions such as JADF, RGB, and MINIJUST promote inclusive governance, stakeholder collaboration, and legal support, while REMA ensures environmental protection. Districts play a vital role in implementation and citizen mobilization, and security organs contribute to enforcement and social order. Broadcasting agencies and RDB enhance visibility, attract investment, and engage the public, while RURA ensures regulation of transport and utilities. Together, these actors form a well-coordinated ecosystem that drives the successful execution of the CoK Development Strategy. The following table is the list of key stakeholders and their responsibilities

Table 3: List of key stakeholders and their responsibilities

Stakeholders	Responsibilities
MININFRA, RTDA, RMF, REG, WASAC	Develop power generation facilities to supply energy and water, Initiate, develop and facilitate urban development programs [Urbanization]
CoK Development Partners	Ensure alignment of development partners' funding and resources to CDS priorities Provide advice on strategies, policies and innovations to accelerate implementation of CDS building on national best practices and experiences as well as discussions at sector working group level Discuss progress, challenges and lessons on CDS performance with local and international partners (World Bank, JICA, KOICA, AfDB, and AFD). In addition, public and private institutions (e.g., BRD, RSSB, RTDA, RHA, SMART Africa...)
City of Kigali and District Councils	Approve and oversee the implementation of the CoK Development Strategy aligned with NST2, ensuring executive accountability and guiding prioritization and resource allocation accordingly.

Stakeholders	Responsibilities
Joint Action Development Forum (JADF)	JADF's role is to facilitate dialogue, joint planning, resource mobilization, monitoring, evaluation, and lesson learning for the City of Kigali Development Strategy and priority programs aligned with NST2, while coordinating and mobilizing partners—including the private sector, civil society, and other stakeholders—to ensure successful implementation.
Ministry of Local Government (MINALOC)	The Ministry of Local Government (MINALOC) plays a central role in coordinating, guiding, and overseeing the implementation of the City of Kigali's City Development Strategy (CDS). It ensures alignment with national priorities such as NST2, Vision 2050, and decentralization policies, while providing strategic direction and institutional support. MINALOC also facilitates capacity building, monitors progress through results-based systems, promotes inter-governmental collaboration, and offers legal and regulatory guidance—ensuring the CDS contributes effectively to Rwanda's inclusive and sustainable urban development goals.
NISR	Ensure quality and develop metadata for CoK DS indicators, while collecting, analyzing, and disseminating timely statistical data to support evidence-based decision-making for the CDS and related strategies.
Ministry of Finance and Economic Planning (MINECOFIN)	MINECOFIN's role is to guide and coordinate the development of City of Kigali and District Strategies aligned with NST2, ensure partner interventions and resources align with national priorities, establish monitoring systems, mobilize resources, oversee budgeting and planning, and support capacity building, evaluation, and learning for effective CDS implementation.
RGB	Provide guidance on the preparation and implementation of Governance Month, advising on principles of good governance, democracy, performance, and quality service delivery.
MINIJUST	Advisory on contracts preparation in court proceeding, advisory law in CoK projects implementation
REMA	Environmental protection guidelines; environment impact assessment; advisory in environment and waste management, provide financial support, Involved in some CoK projects like wetland rehabilitation and protection
Security Organs	Participate in Joint inspection; Organize trainings; participate in relocation activities in relation to Social protection; Urbanization; Governance and Decentralization; Private Sector Development & Youth Employment
Broadcasting Agencies	Marketing and branding
RDB	Opportunities and incentives to investors to easy investment; Financial support
RURA	Regulation of public utilities; regulation of petrol station and LPG; regulation of motorcycle cooperatives.

III. STRATEGIC FRAMEWORK



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3.1. Priorities setting and Innovation

The City of Kigali's development priorities are structured in a matrix format organized by Pillar → Sector → Priority, with clearly defined targets, indicators, baselines, and annual milestones detailed in the annexes to support effective implementation, monitoring, and evaluation. While the main document provides a narrative overview of the planned interventions and expected outcomes over the next five years, the annexes serve as the technical backbone for tracking progress and ensuring accountability. These priorities are fully aligned with the National Strategy for Transformation (NST2), particularly supporting the Economic Transformation Pillar through actions aimed at enhancing competitiveness, promoting wealth creation—especially via agriculture and urbanization and driving sustainable economic growth in line with Vision 2050. Additionally, the strategy reflects strong alignment with Sector Strategic Plans (SSPs) and integrates objectives under the Social Transformation Pillar, such as inclusive access to quality health, education, and social protection services, and the Governance Transformation Pillar, by promoting accountable institutions, citizen engagement, and effective decentralized service delivery.

3.2. Strategic intervention by priority and outcome

3.2.1. Economic transformation pillar

1. Urbanization and rural settlement sector

Priority Area 1: Establish initiatives to promote sustainable growth of City of Kigali

This priority aims to drive inclusive socio-economic and climate-resilient growth in the City of Kigali by implementing comprehensive urban development programs that accelerate infrastructure, boost economic opportunities, enhance livability with green spaces, and attract private investment, thereby increasing urban population growth.

Outcome 1.1: Increased access to decent housing and enhanced resilience of communities

Priority Key Strategic Interventions

- Develop 6,395ha of the detailed physical plans, site servicing to enhance well-planned urban and rural settlement
- Relocate households from high-risk zones to planned resilient settlements
- Develop 16,000 affordable housing units for both rent and or purchase in partnership with private partners

- Mobilize rural 3,436 rural households in scattered settlements to settle to planned resilient settlements

Outcome 1.2: Developed, inclusive, climate resilient City

Priority Key Strategic Interventions

- Develop five flagship projects in CoK, leveraging their local economic potentials
- Rehabilitate 491ha of urban wetlands in CoK and increase open and green spaces
- Upgrade urban unplanned settlements with adequate infrastructure and services

2. Transport sector

Priority Area 2: Improve public transport infrastructure, system and services

The primary objective is to develop and upgrade infrastructure and services in the City of Kigali to boost economic growth and trade, enhance public service efficiency, expand connectivity, promote climate-resilient and green mobility through electric transport, and address critical issues like congestion, inadequate sidewalks, and lack of shelters to support vulnerable populations.

Outcome 2.1. Improved quality of road networks

Priority Key Strategic Interventions

- Construct 100.5 km of new roads
- Rehabilitate at least 16.06 km of national roads connecting the City with the rest of the Country
- Construct and rehabilitate at least 25.2 km of feeder roads
- Increase public street lighting and switching to use of green energy
- Modernize existing street lights using smart lights
- Increase road infrastructure to ease access to Urban and peri-urban areas
- Scale up dedicated bus lanes in the City of Kigali and modernize bus stops, terminals and bus shelters
- Construct and upgrade high-capacity road junctions in the City
- Increase road infrastructure to ease access to rural and urban areas
- Increase intra-city scheduled bus services across the CoK to ease mobility.

Outcome 2.2: Improved public Transport services and Traffic Management

Priority Key Strategic Interventions

- Introduce DBL on CBD-Remera (22 km), Sonatube-Nyanza (6 km)
- Establish bus schedules for existing routes in City of Kigali
- Introduce Passenger information system on pilot routes
- Upgrade Nyabugogo Multimodal Terminal in partnership with World Bank.
- Introduce Sonatube multi-modal public transport hub
- Invest in green transport infrastructure, especially improved public transport (bus rapid transport) and non-motorized transport (cycling and pedestrian pathways)

3.



3. Energy sector

Priority Area 3: Scale up electrification to achieve universal access and adoption of clean and efficient biomass cooking technologies

Under the NST1/IDS era, the City of Kigali aimed for 100% household electricity access but reached only 92% due to COVID-19, supply chain issues, and high connection costs, and with the projected growth to 1,165,131 households by 2029, the new strategy will focus on expanding clean energy access and promoting efficient biomass cooking technologies to reduce reliance on firewood and charcoal.

Outcome 3.1: Increased spatial access to electricity in the City of Kigali

Priority Key Strategic Interventions

- Scale up access to electricity (on-grid/ off-grid) to productive users (industries, health facilities, schools, agro-processing factories, ...)
- Roll out access to electricity in all cells to facilitate households' connections.
- Promoting clean and efficient biomass energy technologies, such as improved cookstoves and alternative biofuels.

4. Private sector development & youth employment sector

Priority Area 4: Build a vibrant and professional sports industry

Over the past seven years, the City of Kigali has made remarkable strides in developing and modernizing key sports infrastructure, notably through the renovation of major facilities such as Amahoro Stadium and the iconic Pele Stadium. Alongside infrastructure investments, the city has actively promoted regular sporting events, including the Kigali Car Free Day, Kigali International Marathon, and various cultural and sports festivals, which have become integral to community life and public health promotion. These efforts have been complemented by strong support for local sports clubs and associations, contributing to the professionalization of the sports sector.

Outcome 4.1. Increased participation in sports activities boosts health, wellness and incomes

Priority Key Strategic Interventions

- Organize talent development competitions in schools and at Sector level
- Create accessible community sports spaces and related sports facilities by constructing 97 playgrounds at the community level and developing five additional running tracks at strategic urban locations

Priority Area 5: Strengthen and promote the cultural and creative industry Ecosystem

Rwandan artists are harnessing digital technologies and innovative business models to reach global audiences, monetize their work, and promote Rwanda's culture, making the dynamic and youth-driven creative industry a fast-growing sector with strong potential for income generation and job creation.

Outcome 5.1.: Strengthened cultural and Creative Industries

Priority Key Strategic Interventions

- Develop and establish one (1) arts center/facility
- Scale up arts through supporting 120 Cultural and Creative Industries (CCIs) projects
- Mobilize and attract the private sector to invest in creative industries as an emerging sector for creating 9,000 jobs through Cultural and Creative Industries (CCIs)

Priority Area 6: Create sustainable and decent jobs

The NST2 aims to build a competitive private sector that drives industrialization, boosts exports, tourism, and investments, and creates sustainable, decent jobs, with the City of Kigali committing to increasing such employment over the next five years to support national socio-economic transformation.

Outcome 6.1.: Increased productive and decent jobs by 110 thousand (22,126 annually)

Priority Key Strategic Interventions

- Implement an integrated business advisory service model tailored to promote entrepreneurship and growth of 7,315 MSMEs
- Optimize employment opportunities and skills development from major investment and flagship projects through establishment and operationalization of three (3) Centres of Excellence
- Mainstream employment creation in Public and private investments with high impact and labor intensity leading to creation of 110,630 new jobs
- Improve & strengthen synergies in workplace learning, employability skills for youth, job-matching services and labor market systems [through internships, apprenticeships, re-skilling and up-skilling among others for 22,000 youth]
- Mobilize and facilitate private sector to develop and optimize tourism, cultural and creative industries for job creation

5. Financial sector development

Priority Area 7: Strengthen domestic savings & expand financial inclusion

During NST2, the City of Kigali, as the financial hub, will play a key role in doubling the national savings rate from 12.4% to over 25% of GDP by 2029 and expanding financial inclusion, supporting the goal that over 70% of private investment comes from domestic sources.

Outcome 7.1. Increased national savings to reduce dependence on external financing

Priority Key Strategic Interventions

- Strengthen Ejo Heza to attract more savers and savings
- Enhance the recovery of VUP Financial services loans



6. Agriculture sector

Priority Area 8: Modernization of Agriculture and Animal Resources Production

Agriculture remains central to Rwanda's economic and social transformation—employing 40% of households, contributing 27% to GDP and 34% of exports in 2023—and will continue to drive growth, poverty reduction, and inclusive development as the country advances toward high-income status by 2050.

Outcome 8.1: Modernized Crop Production and Productivity

Priority Key Strategic Interventions

- Increase land under consolidation by priority crops
- Increase the quantity of improved seeds used by both large- and small-scale farmers
- Increase the area under export crops production and increase value addition
- Increase the quantity of mineral fertilizers used by farmers
- Promote and operationalize Agri-Hubs and Food Basket Sites
- Increase the number of farmers reached by extension services in partnership with the private sector
- Increase the land under conservation agriculture

Priority Area 9: Achieve and sustain self-sufficiency in animal resources

Under the CDS 2024-2029, the City of Kigali will strive to modernize animal resources production and productivity to achieve and sustain self-sufficiency. To realize this ambition, various initiatives will be implemented relating to animal breeding and health.

Outcome 9.1. Modernized Animal Resources Production and Productivity

Priority Key Strategic Interventions

- Improve Animal genetics [Liquid Nitrogen plants, Animal breeding centres, Insemination of cows and pigs],
- Improve animal health systems by vaccination (cows, goats, sheep and pigs),
- Increase veterinary clinics to reach all City districts and provide proximity veterinary services at sector level.

Priority Area 10: Strengthen post-harvest handling and management and reduce post-harvest losses

The commercialization of farming is identified as a crucial catalyst for agricultural transformation. This necessitates the development of robust market linkages between farmers and their buyers, hence requiring the establishment of adequate post-harvest infrastructures.

Outcome 10.1. Strengthened market linkages and post-harvest infrastructures

Priority Key Strategic Interventions

- Establish new drying infrastructure [Mobile dryers for cereals, drying shelters (maize and beans), 30 drying platforms for rice, and collection centers



Priority Area 11: Attract investment in the agriculture sector and increase credit to agriculture sector

To address the climate-related vulnerabilities of agriculture, Rwanda will strengthen efforts over the next five years to build a modern, market-oriented, and climate-resilient agricultural sector by attracting investment and increasing credit through de-risking measures.

Outcome 11.1. Strengthened agriculture de-risking for resilience

Priority Key Strategic Interventions

- Scale up insurance coverage on crops (rice and maize) and livestock (cattle, pigs and poultry).

7. Environment and natural resources sector

Priority Area 12: Building resilience to climate change and sustainable management of the environment and natural resources

Between 2024 and 2029, the Climate, Environment, and Natural Resources (CENR) Sector will focus on increasing climate resilience, managing natural resources sustainably, mobilizing climate finance, and reducing emissions, while the City of Kigali will contribute by expanding progressive terraces, increasing rainwater harvesting, enhancing forest and wetland management, and promoting environmental sustainability.

Outcome 12.1: Natural resources sustainably managed

Priority Key Strategic Interventions

- Restore and manage degraded critical ecosystems and riparian areas
- Improve forest management and promote indigenous species, agroforestry, fruit trees, and urban trees

Outcome 12.2: Increased resilience to climate change and reduced impacts of disasters

Priority Key Strategic Interventions

- Develop flood/erosion control measures in high risk areas
- Creation of progressive terraces
- Restore catchment areas to decrease soil erosion risk in high-risk areas.
- Develop a multi-hazards early warning system and strengthen meteorological services to improve disaster preparedness
- Strengthen capacity for rapid response and management of disasters (including district emergency command posts)

Outcome 12.3.: Enhanced land administration and management

Priority Key Strategic Interventions

- Enhance compliance to land use master plans, leveraging technology to 100%



- Improve land administration information system (LAIS) leveraging registration of expropriated lands and protected areas (at least 10,007 land parcels)
- Develop a land market (establish a regulatory framework and data information platform for land value) to reduce speculations.

8. ICT Sector

Priority area 13: Foster digital transformation across key economic sectors

Outcome 13.1.: Increased digital literacy and digital skills development for a globally competitive workforce

Priority Key Strategic Interventions

- Coordination & monitoring; Avail Trainers (Digital Ambassadors) and needs assessment
- Train citizens in Basic Digital literacy (Development of training materials and delivery)

Outcome 13.2.: Foster usage of emerging technology to advance Smart Cities

Priority Key Strategic Intervention

- Implement Smart Cities initiatives

3.2.2. Social transformation pillar

Social Transformation of NST2 aims to contribute to Vision 2050's Human Development pillar. It seeks to ensure that all Rwandans have access to high standards of living and contribute to a productive workforce.

9. Health sector

Priority area 14. Continuously improving access to quality of health services through primary health care.

Rwanda is advancing toward achieving the SDGs by 2030, with Universal Health Coverage and equitable, high-quality healthcare at the core of its Vision 2050 and NST2, supported by HSSP V to ensure a healthy, productive population for the country's socio-economic transformation.

Outcome 14.1.: Attained universal health coverage of essential health services

Priority Key Strategic Interventions

- Improve coverage and quality of Antenatal care by increasing women attending ANC1 in the first Trimester up to 55% and pregnant women attending at least four ANC visits up to 57%
- Implement the rollout of maternal health bundles to timely identify and properly manage postpartum hemorrhage (PPH)
- Strengthen the use of postpartum family planning and introduction of new contraceptive methods
- Decentralization of immunization services to health posts
- Implement appropriate task shifting and capacity building to enhance the quality of maternal, newborn and child health service provided



- Conduct targeted and customized HIV Prevention awareness campaigns among Youth and Key Populations
- Strengthen community-based mental health services and post-rehabilitation programs
- Raise awareness and educate the public using innovative and targeted strategies on major Non-Communicable Diseases (NCD) risk factors
- Increase access to adolescent and youth-focused sexual and reproductive health services to reduce teenage pregnancies.
- Establish and implement a pooled procurement mechanism to leverage bulk purchasing and negotiate lower prices
- Review/Expand benefit package under CBHI and other insurance schemes to include high-impact/ high-cost health interventions/services

Priority Area 15: Improving child nutrition

The City of Kigali will support national efforts to reduce child stunting below 15% by promoting early childhood development through a multi-sectoral approach that enhances ECD centers, raises awareness on nutrition, and improves services in health facility-based nutrition centers.

Outcome 15.1.: Reduced stunting in under five children

Priority Key Strategic Interventions

- Enhance community-based screening of nutritional status and raise awareness on good feeding practices
- Revamp nutritional centers at health centers and improve coordination with community health services
- Scale up and improve standardized Early Childhood Development (ECD) Facilities across the City.
- Reinforce a multispectral approach to eliminate all forms of malnutrition
- Ensure availability of nutrition commodities

Priority Area 16: Expanding the health workforce

Outcome 16.1.: A robust health workforce that is well-trained, adequately supported, and optimally deployed to meet the population's health needs

The CoK will continuously support the Country's commitment to expanding the health workforce through recruitment, training, and deployment of certified professional community health cadres at community level, consistent with the community health program health service package. Under this initiative, 2,200 certified professional community health cadres will be deployed in the community.

Priority Area 17: Continuing to expand health infrastructure and equip health facilities

In the next five years, Rwanda will be positioned as a medical tourism hub through developing critical investments in health infrastructure and systems in partnership with the private sector. This includes expanding health facilities and services in the Kigali Health City and other areas of

the country to offer specialized health care. The CoK will contribute to realizing this national mid-term aspiration.

Outcome 17.1. Maximized readiness and operationalization of health facilities through modernized health infrastructure

Priority Key Strategic Interventions

- Rehabilitate, renovate and construct health facilities in the City of Kigali (health Posts, health centers, and district hospitals)
- Recruit, train, and deploy certified professional community health cadres at community level, (consistent with the community health program health service package) is to be added:

10. Water and sanitation

Priority Area 18: Increase access to Sanitation & Hygiene (WASH) services for improved wellbeing

The CoK Development Strategy 2024–2029 presents a comprehensive plan to advance water and sanitation in line with Rwanda’s Vision 2050 and NST-2, focusing on expanding infrastructure, enhancing service delivery, and ensuring sustainable, inclusive access to clean water and improved sanitation for all by 2029.

Outcome 18.1. Increased access to drinking water and sanitation services

Priority Key Strategic Interventions

- Scale up access to drinking water in all villages
- Scale up the access to basic water for productive use centers
- Increase by doubling the daily water production capacity to meet projected demand
- Construct, upgrade and rehabilitate the water infrastructure
- Rehabilitate Non-functional Water Supply systems to reduce on the non-revenue water bill

Outcome 18.2. Increase access to Sanitation and Hygiene (WASH) services for improved wellbeing

Priority Key Strategic Interventions

- Develop and promote tailor-made sanitation solutions for different households in partnership with private sector
- Construct centralized sewerage systems including Kigali Centralized sewerage system
- Construct fecal sludge treatment plants
- Construct the solid waste management facilities for proper collection and disposal modern landfills including Nduba landfill
- Construct new ravines and a hazardous waste management facility.
- Strengthening and promoting the emptying systems in the City of Kigali

11. Education sector

Priority area 19. Ensure timely access to quality education in basic education

The City of Kigali is committed to expanding and improving education infrastructure, increasing pre-primary enrollment from 35% to 65%, and enhancing equitable access and learning quality in primary, secondary, through strategic interventions aligned with national development goals.

Outcome 19.1.: Education infrastructure increased and improved

Priority Key Strategic Intervention

- Construct new classrooms, rehabilitate and replace old ones

Outcome 19.2.: Increased net enrollment in pre-primary from 35% to 65%

Priority Key Strategic Interventions:

- Establish resilient and inclusive classrooms
- Mobilize parental and community support for increasing pre-primary enrollment
- Recruit trained pre-primary teachers and ensure Continuous Professional Development for new and existing teachers

Outcome 19.3.: Improved timely enrolment and learning outcomes, and ensure equitable access in primary education

Priority Key Strategic Interventions

- Establish, classrooms and other school infrastructure to eliminate double shifts and reduce overcrowding
- Sustain the school feeding program in nursery, primary, secondary and TVET schools
- Improve Foundational Literacy and Numeracy skills with a focus on Foundational grades
- Reduce school dropout rate through enhancing school and community collaboration
- Reduce repetition rate by continuously implementing remedial learning education strategies
- Expand functional adult literacy programs.
- Recruit teachers from teacher training institutions and provide training to untrained in-service teachers.
- Provide English training to primary teachers.

Outcome 19.4.: Enhanced quality of learning in primary, secondary and TVET

Priority Key Strategic Interventions

- Enhance pedagogical inspections in primary, secondary and TVET education

Priority Area 20: Scale up access to market -relevant education in Basic TVET and Higher Education

The Government of Rwanda aims to expand access to quality, market-relevant education in basic TVET and higher education, with the City of Kigali supporting this goal over the next five years through targeted strategic interventions.

Outcome 20.1.: Enhanced access to quality education in Basic TVET

Priority Key Strategic Interventions

- Improve TVET with modern infrastructure, equipment, consumables and materials to enhance STEM

Priority Area 21: Enhance ICT integration in education at all levels of General Basic Education and TVET

Enhancing ICT integration across all levels of General Basic Education and TVET in Kigali will be driven by increased use of ICT in teaching and learning, strengthened education data management systems, and focused efforts to support systematic data recording for evidence-based decision-making, especially within TVET.

Outcome 21.1.: Increased use of ICT in Teaching and Learning at all levels of education

Priority Key Strategic Interventions

- Strengthen education data management systems for evidence-based decision-making by ensuring full recording of data in CAMIS, QAMIS & SDMS
- Provide ICT infrastructure and equipment in schools

12. Social protection sector

Priority area 22. Promote graduation by creating an enabling environment for income opportunities

Guided by Vision 2050 and aligned with NST2, the sector aims to reduce poverty by protecting vulnerable populations, promoting sustainable income generation and human capital development, and preventing poverty through inclusive social protections and economic resilience measures.

Outcome 22.1.: Enhanced households' empowerment to sustainably graduate out of poverty

Priority Key Strategic Interventions

- Strengthen targeting approaches to increase effectiveness and ensure flexibility to increase coverage of poor and vulnerable groups for reducing the poverty rate from 9.1% to 4% and the extreme poverty rate from 1.1% to 0.5%.
- Target all graduation participants through social registry and provide full package
- Provide a full package to targeted 26,480 graduation participants (safety net, financial literacy training, access to a savings group, access to shock response, access to complementary services, coaching, a productive asset and skills training)
- Improve stakeholder coordination to stimulate contributions from CSOs and the private sector on graduation

Outcome 22.2: Reduced malnutrition

Priority Key Strategic Interventions

- Enhance nutrition-sensitive social safety nets
- Ensure children of 3-6 attend Community Based ECD facilities

Outcome 22.3.: Increased access to social security and income support program, particularly among vulnerable people

Priority Key Strategic Interventions

- Increase coverage of comprehensive safety nets and lifecycle approach
- Address shelter related issues by supporting genocide survivors with shelter and reducing vulnerable people without decent shelter
- Ensure all households affected by shocks receive support via asset insurance, cash and in-kind support
- Increase coverage of mandatory social security and insurance schemes in the formal sector
- Ensure full coverage of CBHI through mobilization and complementary support to eligible beneficiaries

3.2.4. Transformational governance pillar

13. Governance and decentralization sector

Priority area 23. Strengthen local government institutional, organizational, and human resource capacities for effective coordination and collaboration and implementation of citizen-centered service delivery.

NST2's Transformational Governance aims to strengthen rule of law and citizen-centered service delivery in Kigali by formalizing roles, adopting a unified service charter, engaging residents in service improvement, and using performance reports to promote accountability and continuous improvement.

Outcome 23.1.: Quality and inclusive services are delivered and sustained

Priority Key Strategic Interventions

- Upgrade citizen complaint management systems, and coordinate the operationalization of effective citizen complaint handling mechanisms
- Mainstream and operationalize sectoral decentralization processes to enhance quality of service delivery
- Sensitize private service providers to strengthen the quality of services delivered to the community

Priority Area 24: Enhance effectiveness of existing citizen participation spaces and mechanisms to strengthen transparency and accountability for better service delivery and national transformation

Enhanced effectiveness of existing citizen participation spaces and mechanisms to strengthen transparency and accountability for better service delivery and national transformation will be ensured by empowered citizens to effectively participate in governance and socioeconomic development processes.

Outcome 24.1.: Empowered citizens to effectively participate in governance and socioeconomic development process

Priority Key Strategic Interventions

- Enhance the efficiency and effectiveness of existing citizen participation platforms and strengthening of effective feedback mechanisms to expedite citizens' problem-solving and improve accountability,
- Reinforce collaboration and coordination frameworks for more effective decision-making, planning, and implementation of development program.

14. Justice, Reconciliation, Law and Order Sector (JRLOS)

Priority Area 25: Strengthen transparency and accountability

Transparency and accountability will be strengthened through reduced corruption and injustice in all its forms.

Outcome 25.1.: Reduced corruption and injustice in all its forms

Priority Key Strategic Interventions

- Conduct anti-corruption and anti-injustice dialogues, training and awareness campaigns among various categories of the CoK population

Priority area 26: Improve justice service delivery and reduce case backlogs

To improve justice service delivery and reduce case backlogs, the Government of Rwanda, through the NST2, committed to reducing case backlogs by half from 2024 up to 2029.

Outcome 26.1: Reduced case backlogs by half

Priority Key Strategic Interventions

- Strengthen the coordination of legal aid services
- Expand Legal aid provision to vulnerable people through semestrial legal aid week
- Increase citizen satisfaction with legal aid services and MAJ effectiveness

Priority Area 27: To promote and uphold Rwandan identity and social healing

To promote and uphold Rwandan identity and social healing will be realized through strengthened National unity and community resilience.



Outcome 27.1.: Strengthened National unity and community resilience

Priority Key Strategic Intervention

Strengthen national unity, resilience, and community-based healing by institutionalizing Rwandan culture and values into civic education and national development programs

Priority Area 28: Prevention and fight against genocide ideology

Outcome 28.1.: Combated genocide ideology and revisionism

Priority Key Strategic Intervention

- Organize annual Commemorations of Genocide against the Tutsi

Priority Area 29: Increased confidence in peace, personal safety and property security

Outcome 29.1.: Increased confidence in peace, personal safety and property security

Priority Key Strategic Interventions

- Improve crime prevention and public order through community policing initiatives by training actors, including youth volunteers

Priority Area 30: Preserve and promote Rwandan culture, values, norms and Rwandan heritage

Outcome 30.1.: Rwandan cultural values and norms embedded into daily life

Priority Key Strategic Intervention

- Operationalize I torero program at different levels (village level, schools, institutions and Rwandan Community Abroad)

15. PFM sector

Priority Area 31: Strengthen Accountability

Outcome 31.1: Enhanced Public Finance Management (PFM)

Priority Key Strategic Intervention

- Collect the CoK own revenues and develop the management Information System (MIS) for efficient forecasting and planning of tax revenues
- Implement the audit recommendations issued by the Office of Auditor General of State Finances (OAG).

3.3. Strategic Alignment with CoK Potentialities

The City of Kigali (CoK) strategically aligned its development agenda by leveraging the city's unique potentialities demographic, geographic, economic, environmental, and institutional to guide priority-setting and resource allocation. Recognizing its position as Rwanda's capital and fastest-growing urban center, Kigali positioned itself as a regional



hub for business, innovation, and sustainable urbanization. The strategy focuses on smart city development, modern infrastructure, and green growth, capitalizing on the city's strengths in ICT, finance, and its vibrant youth population.

This alignment also emphasizes investment in high-potential sectors such as real estate, tourism, creative industries, and services, to stimulate inclusive economic growth and job creation. By aligning with national frameworks like NST2 and Vision 2050, and through participatory planning, CoK ensures institutional coherence and responsiveness to local needs. Key priorities such as affordable housing, solid waste management, public transport, and climate resilience are directly linked to Kigali's comparative advantages, translating the city's potential into tangible and sustainable development outcomes.

3.4. Alignment with national strategies

The EAC Vision 2050 and Rwanda's Vision 2050 share a commitment to driving economic transformation and achieving higher income status through strengthened trade, regional integration, and improved infrastructure. Rwanda further emphasizes climate-resilient transport systems and expanded public transit to support its updated Nationally Determined Contribution (NDC) commitments.

In alignment with these national goals, the City Development Strategy (CDS) advances inclusive and resilient urban development by integrating human capital, economic inclusion, and good governance, while addressing cross-cutting priorities such as climate change, gender equality, disability inclusion, and social protection for vulnerable populations. The CDS also fosters evidence-based decision-making, innovation, and institutional capacity-building within a coherent framework of Economic Transformation, Social Transformation, and Transformational Governance, ensuring effective delivery through coordinated planning, performance monitoring, and alignment with the National Strategy for Transformation (NST2).

3.5. Mainstreaming Cross-Cutting Areas (CCAs)

The City of Kigali (CoK) has effectively mainstreamed Cross-Cutting Areas (CCAs) across all program implementation by embedding national priorities that ensure inclusivity, sustainability, equity, and resilience. This approach strengthens the city's development outcomes by addressing gender equality, environmental protection, social inclusion, public health, youth empowerment, governance, and disaster risk reduction in a holistic and integrated manner.



Through this strategy, CoK has promoted gender-responsive budgeting, inclusive infrastructure for persons with disabilities, and youth engagement in economic transformation. Environmental and climate concerns are addressed through green urban planning, while health initiatives target HIV/AIDS and NCDs. The city also enhances transparency, citizen participation, and anti-corruption efforts, and integrates disaster preparedness into its urban development. This comprehensive mainstreaming ensures that all residents benefit from and contribute to Kigali's sustainable growth.



IV. IMPLEMENTATION FRAMEWORK



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4.1. Implementation structure

The implementation structure of the City Development Strategy (CDS 2024-2029) for Kigali is organized around three pillars Economic Transformation, Social Transformation, and Transformational Governance and is aligned with Rwanda's National Strategy for Transformation (NST2).

Coordination occurs at the City of Kigali management level, with strategic interventions carried out across its three districts (Gasabo, Kicukiro, and Nyarugenge) and their administrative units (Sectors and Cells), involving collaboration with government ministries, autonomous agencies, development partners, the Private Sector Federation, and civil society.

The CDS implementation is guided by a coordinated institutional framework led by the City of Kigali Council for oversight, with the Executive Committee managing district-level interventions, the Security Committee providing advisory support, and the City Management Office overseeing daily operations. Integrated planning, performance tracking, and data-driven decision-making ensure effective, timely, and impactful delivery of strategic priorities.



4.2. CDS implementation Coordination

Stakeholder engagement in the City Development Strategy (CDS) planning process is vital for building trust, fostering collaboration, and ensuring inclusive decision-making. The City of Kigali promotes open dialogue to gather insights and secure stakeholder support for effective CDS implementation. Additionally, aligned with the 2024 Sustainable Public Procurement (SPP) Policy Framework, the city will revise its procurement guidelines to prioritize environmentally and socially sustainable goods and services. By training staff and engaging suppliers, Kigali aims to leverage procurement to drive green growth, support local markets, and advance national and global sustainability goals

To ensure accountability and meaningful participation, the City of Kigali will establish formal participatory platforms at sector, cell, and village levels, which convene regularly to include diverse community members such as women, youth, persons with disabilities, and low-income groups. These forums will document and publicly report feedback,

directly influencing project design, prioritization, and monitoring. This inclusive approach embeds transparency and accountability throughout CDS implementation, with clearly assigned responsibilities for key stakeholders including government institutions and the Joint Action for Development Forum (JADF).



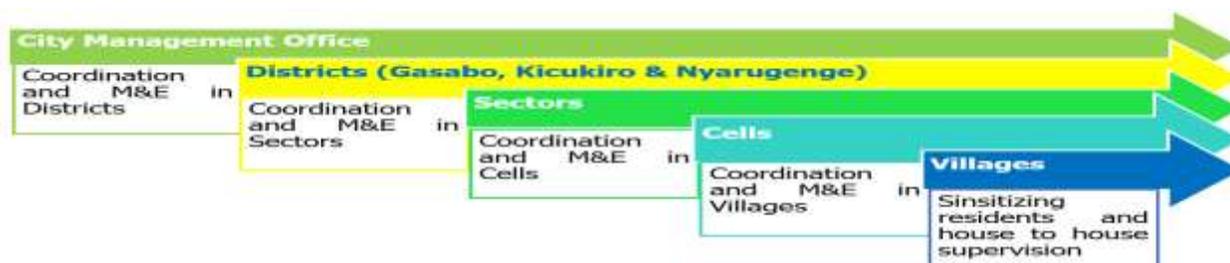
4.3. Monitoring and evaluation

The Monitoring and Evaluation (M&E) framework of the City Development Strategy (CDS) is designed to ensure effective implementation through evidence-based decision-making, progress tracking, and enhanced accountability. Fully aligned with the National Strategy for Transformation (NST2) and Rwanda's national results-based management system, the framework adopts a learning-oriented and adaptive approach. It incorporates annual and mid-term reviews, fosters lesson sharing across city departments and with national stakeholders, and promotes continuous improvement. Central to the framework is robust data management, aimed at ensuring high data quality and integrity to support informed planning and policy adjustments. The framework monitors 41 outcomes, 146 outputs, and 240 indicators, as outlined in the M&E matrix (Annex 1).

4.3.1. Monitoring and Evaluation Responsibilities and Coordination

The City of Kigali oversees the CDS monitoring framework, with overall coordination by its Executive Committee and the City Management Office managing data collection and evaluation across the city and its three districts Gasabo, Kicukiro, and Nyarugenge. Each district monitors implementation in its sectors, sectors oversee cells, and cells handle village-level monitoring and community engagement through house-to-house visits. Monitoring occurs regularly through reports and field visits, while evaluations take place quarterly and annually, especially during performance contract reviews.

Figure 9: Monitoring and Evaluation Responsibilities and Coordination



4.3.2. Indicators, Data Collection and Reporting

To ensure effective implementation of the CDS 2024-2029, the City District has identified key performance indicators aligned with program execution to guide data collection and reporting, which are essential for tracking progress and outcomes of interventions. The M&E framework’s core is formed by Result Matrices outlining performance indicators monitored regularly, supported by Priority Actions Matrices detailing strategic initiatives. Data collection will follow clear submission timelines using structured tools, with disaggregation by sex to promote gender equality and inclusive evaluation across sectors. A Theory of Change framework supports tracking and implementation by linking goals, priority areas, outcomes, and strategic interventions across the three pillars of Economic Transformation, Social Transformation, and Transformational Governance. This approach ensures that projects and interventions at both the City of Kigali and district levels collectively contribute to CDS aspirations. The achievement of CDS targets is further supported through annual planning, budgeting, and performance contracts (“Imihigo”), facilitating coordinated and accountable implementation.

Table 4: Theory of Change

Result statements in the Theory of Change	Definition
Goal	This describes the overall objective or desired result to be achieved
Priority Area	The strategic focus of initiatives that contribute to the achievement of a goal
Outcomes	Medium to long-term impact resulting from the implemented interventions. A combination of outcomes contributes to the achievement of the priority area.
Strategic interventions	Major activities that will be carried out to achieve the desired outcomes

A detailed theory of change for the CDS is attached in Annex 2.

4.3.3. M&E Matrix

The CDS M&E framework is structured around a comprehensive matrix that details outcomes, indicators, baselines, and targets aligned with the National Strategy for Transformation (NST2) and Sector Strategic Plans (SSP), alongside City of Kigali-specific metrics. This matrix is monitored annually at the City of Kigali level through reports submitted to the Council and the Joint Action for Development Forum (JADF), with progress informing higher-level reporting to the respective SSP frameworks. The City Management Office, specifically the Planning and M&E Department, oversees the development and management of M&E mechanisms to ensure effective tracking and evaluation of the CDS.

Key M&E mechanisms include annual action plans developed by various city units and consolidated at the City Management Office to cover all CDS interventions, with regular reporting on progress. Performance contracts (“Imihigo”) are signed annually between the Mayor and district and local leaders, linking CDS targets to accountability. Ongoing monitoring involves assessing reports and conducting field visits to track project progress. Additionally, mid-term assessments every six months evaluate implementation status and identify challenges or opportunities, while annual review meetings bring together city leaders and stakeholders to discuss progress, resolve issues, and enhance socio-economic transformation efforts.

4.3.4. Reporting and communication mechanisms

Reporting on CDS implementation progress is vital for adjusting strategies and measuring performance, with quarterly monitoring and evaluation reports summarizing targets, achievements, facilitating factors, challenges, and lessons learned to guide management responses. The reporting flow starts from the Cell level, where achievements are documented and passed to Sector offices, which consolidate reports and forward them to District management. Each District then compiles its data into a comprehensive report submitted to the City Management Office. These consolidated reports are reviewed by the Executive Committee for data-driven decision-making and subsequently presented to the City Council for strategic oversight. To ensure data consistency and comparability, all reporting entities will use a standardized template (see Annex 6).



V. COST AND FINANCING MECHANISMS



5.1. CDS Costing and Financing

The implementation of the **City of Kigali Development Strategy (CDS) 2024–2029** is backed by a total indicative budget of **RWF 1.72 trillion**, to be mobilized over the five-year period. The budget is strategically allocated across priority sectors to ensure inclusive urban development, economic growth, and improved service delivery (Table-4).

The **Urbanization and Rural Settlement sector** receives the largest share, amounting to **RWF 746.6 billion** or **43.9%** of the total budget. This reflects the city's strong emphasis on physical planning, affordable housing, slum upgrading, and modern infrastructure to accommodate rapid urban growth. The **Transport sector** follows with an allocation of **RWF 534.3 billion (31.4%)**, targeting major investments in road construction, traffic management, and mobility systems to enhance connectivity and reduce congestion.

The **Water and Sanitation sector** is allocated **RWF 159.7 billion (9.4%)**, highlighting the city's commitment to expanding access to clean water, improved sanitation, and resilient waste management systems. The **Education** and **Health sectors** are also key priorities, receiving **RWF 140.1 billion (8.2%)** and **RWF 46.1 billion (2.7%)** respectively, aimed at improving learning environments, early childhood development, and health infrastructure.

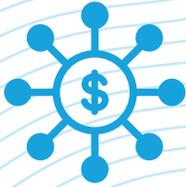
In addition, sectors like **Social Protection (1.3%)**, **Climate, Environment and Natural Resources (1.2%)**, **Private Sector Development & Youth Employment (0.6%)** and **Agriculture (0.4%)** are allocated with a small proportion of the total budget. Other sectors such as **Energy, Financial Sector Development, Governance and Decentralisation, ICT, Justice, Reconciliation, Law and Order Sector (JRLOS)** and **PFM sectors** are allocated with a budget falling below **0.4%**, reflecting their supporting roles in driving inclusive growth, livelihoods, environmental sustainability, digital transformation financial inclusion, governance and rule of law.

Overall, the CDS budget demonstrates a well-balanced allocation aligned with Kigali's strategic priorities, with a strong focus on infrastructure, service delivery, and inclusive urban transformation. The following table illustrates the budget allocation by priorities sector.

Table 5: The budget allocation by priorities sector

S/N	Implementing sector	Project annual indicative budget by sector					CDS Total Cost RWF (2024-29)	%
		2024/25	2025/26	2026/27	2027/28	2028/29		
1	Urbanization and rural settlement sector	108,206,462,997	99,215,415,821	150,470,167,933	196,691,918,710	191,562,813,288	746,146,778,749	43.3
2	Transport sector	34,512,297,239	98,557,340,044	132,662,291,327	86,252,673,398	182,360,052,177	534,344,654,185	31.0
3	Energy sector	15,000,000	15,000,000	15,000,000	15,000,000	0	60,000,000	0.0
4	Water and sanitation	4,695,500,000	68,205,200,000	28,710,970,000	53,477,817,000	4,678,748,700	159,768,235,700	9.3
5	PSD & youth employment sector	815,651,453	1,188,321,765	7,573,321,408	11,894,553,794	12,911,489,475	34,383,337,895	2.0
6	Financial sector development	33,500,000	33,850,000	34,235,000	34,658,500	35,124,350	171,367,850	0.0
7	Agriculture sector	1,042,091,706	1,460,218,559	1,742,369,181	1,393,496,928	1,380,724,481	7,018,900,855	0.4
8	Environment and natural resources sector	5,404,825,000	4,033,152,500	4,397,152,500	3,884,152,500	3,168,652,500	20,887,935,000	1.2
9	ICT sector	21,000,000	31,000,000	33,250,000	35,837,500	38,813,125	159,900,625	0.0
10	Health sector	3,503,385,044	16,087,535,247	16,047,410,991	5,269,987,897	5,306,452,843	46,214,772,022	2.7
11	Education sector	14,932,176,497	31,557,767,522	29,568,689,782	34,263,270,723	29,840,415,466	140,162,319,990	8.1
12	Social protection sector	5,217,708,625	4,922,562,397	4,287,014,241	3,849,153,519	3,410,058,043	21,686,496,825	1.3
13	Governance and decentralization sector	572,800,000	575,150,000	2,075,535,000	4,575,958,500	1,576,424,350	9,375,867,850	0.5
14	Justice, Reconciliation, Law and Order Sector (JRLOS)	551,134,900	903,173,500	874,148,500	865,534,000	841,144,150	4,035,135,050	0.2
15	PFM Sector	22,000,000	322,000,000	22,000,000	22,000,000	22,000,000	410,000,000	0.0
	Total Costing	179,545,533,461	327,107,687,355	378,513,555,863	402,526,012,969	437,132,912,948	1,724,825,702,596	100





5.2. CDS Funding methods and source of funds

The City of Kigali Development Strategy (CDS) 2024–2029 will be funded through a combination of internally generated revenues, government transfers, and support from development partners. The city plans to leverage its growing own-source revenue base derived from local taxes, service fees, and commercial activities as the primary funding source, ensuring greater financial autonomy and sustainability. Complementing this, strategic transfers from the Government of Rwanda will support priority programs aligned with national development goals. Additionally, development partners will provide targeted financial and technical assistance, particularly for capital-intensive and social sectors. The funding process emphasizes transparent budgeting, coordinated resource mobilization, and effective financial management systems to ensure timely disbursement, accountability, and optimal use of resources throughout the implementation period.

The total estimated budget for implementing the City of Kigali Development Strategy (CDS) 2024–2029 is estimated at RWF 1.724 trillion, financed through three main sources. The City's own-source revenues, highlighting Kigali's increasing financial autonomy. Central government transfers will contribute to support national priority programs aligned with the city's development goals, loans, and development partners are expected to provide the remaining through targeted technical and financial support in key sectors such as infrastructure, social services, and environmental sustainability.

The implementation of the City of Kigali's CDS will be financed through a combination of diverse funding streams. These include Government resources (earmarked funds and transfers from GoR agencies), own revenues and local taxes collected by the three Districts, and external development partners providing grants and concessional loans (such as the World Bank, JICA, KOICA, AfDB, and AFD). In addition, public and private institutions (e.g., BRD, RSSB, RTDA, RHA, SMART Africa) will contribute, alongside stakeholder support from NGOs, faith-based organizations, and other partners operating within the city. This blended financing approach ensures sustainability and broad stakeholder participation in driving the CDS agenda.

VI. CONCLUSION

The City of Kigali Development Strategy (CDS) 2024–2029 provides a clear and forward-looking framework to transform Kigali into a smart, inclusive, resilient, and sustainable city. Through well-prioritized investments in urban infrastructure, service delivery, economic development, environmental protection, and good governance, the CDS aims to deliver tangible outcomes such as improved quality of life, enhanced mobility and connectivity, expanded access to basic services, increased job opportunities, and strengthened institutional performance.

Achieving these results will require strong commitment and coordination among all stakeholders' government institutions, development partners, the private sector, and citizens. Effective implementation will depend on integrated planning, active citizen participation, evidence-based monitoring, and robust institutional accountability. Resource mobilization is critical; the City must maximize its own revenue generation while strengthening partnerships with the central government and development partners to bridge funding gaps and ensure financial sustainability.

Ultimately, the success of the CDS will rest on Kigali's ability to align vision with action, mobilize resources efficiently, and maintain coordinated, inclusive, and transparent implementation. With sustained effort, innovation, and collaboration, the City of Kigali is well-positioned to achieve its development ambitions and contribute meaningfully to national and global targets.



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ANNEXES

Annex 1: List of Key stakeholders and their role in CDS implementation 2024



List of Key stakeholders and th

Annex 2: Priorities setting and innovation



Final Draft
CDS-Priority Intervent

Annex 3: Implementation and M &E matrix



CDS 2024-2029
Final M&E Matrix_V

Annex 4: Costing and Financing



CDS 2024-2029
Final Costing v3_KA

Annex 5: List of projects shortlisted



List of shortlisted
project.xlsx

Annex 6: CDS Standardized M&E template



CDS ANNEX 6.docx

IMPLEMENTATION AND M&E MATRIX

No	Pillar Sector Goal Priority Outcome Output	Indicator	Units	Baseline (2023/24)	Mid-term Targets (2026/27)	End period Targets (2028/29)	Responsibility for reporting	Means of verification
				Baseline 2024	2026	2029		
PILLAR I. ECONOMIC TRANSFORMATIONAL								
I. URBANIZATION AND RURAL SETTLEMENT SECTOR								
Goal 1: Accelerate sustainable urbanization								
Priority Area (PA)-01: Establish initiatives to promote sustainable growth of the City of Kigali								
Outcome 1.1: Increased access to decent housing and enhanced resilience of communities								
Strategic Interventions (SI): Develop detailed physical plans, site servicing to enhance well planned urban and rural settlement								
1	Output 1. Detailed physical plans elaborated and implemented to enhance well planned rural and urban settlement	Area of detailed physical plans elaborated and implemented in designated urban and rural settlements	Ha	Ha 3074	3805	6395	CoK	Approvals, Quartly & Annual Reports
Strategic Interventions (SI): Relocate households from high-risk zones to planned resilient settlements								
2	Output 2. Households relocated from high risk zones to planned resilient settlements	Number of social housing units constructed to facilitate relocations from HRZ	Number		192	382	CoK	Monthly, Quartly & Annual Reports
Strategic Interventions (SI): Develop affordable housing units for both rent and/or purchase in partnership with private sector								
3	Output 3. Affordable housing units for both rent and/or purchase developed	Number of affordable housing units for both rent and/or purchase developed	Number	1,800	6,000	16,000	CoK	Monthly, Quartly & Annual Reports
Strategic Interventions (SI): Mobilize rural households in scattered settlements to settle to planned resilient settlements.								
4	Output 4. Rural households in scattered settlements mobilized and settle to planned resilient settlements	Number of rural households in scattered settlements mobilized and settle to planned resilient settlements	Number	3,834	1500	3,436	CoK	Monthly, Quartly & Annual Reports
Outcome 1.2: Developed, inclusive, climate resilient City								
Strategic Interventions (SI): Develop flagship projects in CoK, leveraging their local economic potentials								
5	Output 1. Flagship projects leveraging local economic potentials implemented	Number of flagship projects leveraging local economic potentials implemented	Number			-	CoK	Quartly & Annual Reports
Strategic Interventions (SI): Rehabilitate 491ha of urban wetlands in CoK and increase open and green spaces								
6	Output 2. Urban wetlands rehabilitated and scaled up	Area of urban wetlands rehabilitated and scaled up	Ha	500	491	491	CoK	Quartly & Annual Reports
7	Output 3. Open and green spaces in urban areas increased	Area of open and green spaces in urban areas established for recreational activities	Ha	120 ha	380	600	CoK	Quartly & Annual Reports
Strategic Interventions (SI): Upgrade urban unplanned settlements with adequate infrastructure and services								
8	Output 4. Urban unplanned settlements with adequate infrastructure and services upgraded	Hectares of urban unplanned settlements with adequate infrastructure and services upgraded	Ha	111	355	809	CoK	Quartly & Annual Reports
9	Output 5. New well planned sites for settlement created	New planned sites for settlement developed	Number		5000	10,000	CoK	Quartly & Annual Reports
10	Output 6. Land for new investments availed	Area of land for new investments acquired	Ha		40	100	CoK	Monthly, Quartly & Annual Reports
11	Output 7. Kigali City stormwater masterplan elaborated	Progress of elaboration of the Kigali City Stormwater Masterplan	%	85%	1	100%	CoK	Monthly, Quartly & Annual Reports
12	Output 8. Land acquired for cemeteries	Area of Land acquired for cemetery	Ha		4	10	CoK	Quarterly Reports



No	Pillar Sector Goal Priority Outcome Output	Indicator	Units	Baseline (2023/24)	Mid-term Targets (2026/27)	End period Targets (2028/29)	Responsibility for reporting	Means of verification
2. TRANSPORT SECTOR								
Goal 2: Establish a robust multi-modal transport network to reduce transport cost and promote social economic growth								
PA-02: Improve public transport infrastructure, system and services								
Outcome 2.1: Improved quality of road networks								
Strategic Interventions (SI): Increase the number of paved roads significantly								
13	Output 1. Increased paved urban road network	Km of paved roads increased	Km	534.3	55	100.5	CoK	Quarterly & Annual Reports
Strategic Interventions (SI): Rehabilitate at least 16.06 km of national roads connecting the City with the rest of the Country								
14	Output 2. National paved road rehabilitated	Km of national paved road rehabilitated	Km		0	16.1	CoK	Quarterly & Annual Reports
15	Output 3. 76km of NMT infrastructures in Kigali integrated cycle lane walkways		Km	4.7km (Remera, KCC, CBD, Nyabugogo)	0	76.0	CoK	Quarterly & Annual Reports
Strategic Interventions (SI): Construct and rehabilitate at least 25.2 km of feeder roads								
16	Output 4. Feeder Roads Rehabilitated	Km of Feeder Roads Rehabilitated	Km	0	13.2	25.2	CoK	Quarterly & Annual Reports
Strategic Interventions (SI): Increase public street lighting and switching to use of green energy								
17	Output 5. Increased street lighting infrastructures	Km of street lighting increased on road networks	Km	441.6	48	78.0	CoK	Quarterly & Annual Reports
Strategic Interventions (SI): Modernize existing street lights using smart lights								
18	Output 6. Modernized street lighting infrastructures	Km of existing street lights modernized	Km	120.5	72	224.0	CoK	Quarterly & Annual Reports
Strategic Interventions (SI): Increase road infrastructure to ease access to rural and urban areas								
19	Output 7. Bridges constructed	Number of bridges constructed		11	9	9.0	CoK	Quarterly & Annual Reports
Strategic Interventions (SI): Scale up dedicated bus lanes in the City of Kigali and modernize bus stops, terminals and bus shelters								
20	Output 8. Km of Dedicated Bus Lanes established	Cumulative Km of Dedicated Bus Lanes established	Km	0	51.74	133.7	CoK	Quarterly & Annual Reports
21	Output 9. Bus stops improved	Number of bus stops improved	Number	420	50	100.0	CoK	Quarterly & Annual Reports
22	Output 10. Public transport facilities upgraded	Number of bus shelters modernized	Number	81	50	100.0	CoK	Monthly, Quarterly & Annual Reports
		Number of new bus terminal	Number	7	1	1.0	CoK	Quarterly & Annual Reports
		% of Nyabugogo Multi-Model Transit Hub project completion	%	Feasibility study at 50%	50%	100%	CoK	Monthly, Quarterly & Annual Reports
		% of SONATUBE Multi-Model Public Transport Hub completion	%	Concept design	20%	100%	CoK	Monthly, Quarterly & Annual Reports
Strategic Interventions (SI): Construct and upgrade high-capacity road junctions in the City								
23	Output 11. Congested junctions in urban areas constructed	Number of Junctions upgraded	Number	1	0	5.0	CoK	Quarterly & Annual Reports

No	Pillar Sector Goal Priority Outcome Output	Indicator	Units	Baseline (2023/24)	Mid-term Targets (2026/27)	End period Targets (2028/29)	Responsibility for reporting	Means of verification
Outcome 2.2: Improved public Transport services and Traffic Management								
Strategic Interventions (SI): Introduce DBL on CBD-Remera (22 km), Sonatube-Nyanza (6 km)								
24	Output 1. Improved public transport Systems	Number of km of dedicated bus lanes exploited	Number		0	28.0	CoK	Monthly, Quartely & Annual Reports
Strategic Interventions (SI): Establish bus schedules for existing routes in City of Kigali								
25	Output 2. Routes with scheduled bus operations established	% of routes with scheduled bus operations	%	Pilot schedule system	0%	50%	CoK	Monthly, Quartely & Annual Reports
Strategic Interventions (SI): Introduction of Passenger information system introduced on pilot routes Nyabugogo Multimodal Terminal upgraded in partnership with World Bank								
26	Output 3. Routes with Passenger Information system introduced	% of routes with Passenger Information system introduced	%	Negotiations with the funder (KOICA)	0%	50%	CoK	Monthly, Quartely & Annual Reports
27	Output 4. Junctions upgraded with ITS	Number of junctions upgraded with ITS	Number	0	5	22.0	CoK	Monthly, Quartely & Annual Reports
28	Output 5. Parking lots managed using smart parking system	Number of parking lots managed using smart parking system	Number	60 Parking lots using smart parking system	2540	5000.0	CoK	Monthly, Quartely & Annual Reports
Strategic Interventions (SI): Invest in green transport infrastructure, especially non-motorized transport (NMT-cycling and pedestrian pathways)								
29	Output 6. Increased green initiatives and non-motorized transport networks	Km of footpaths constructed	Km	6	27.9	55.9	CoK	Monthly, Quartely & Annual Reports
		Number of e-buses introduced in the public transport sector	Number	11	7	20.0	CoK	Monthly, Quartely & Annual Reports
		km of NMT infrastructures in Kigali integrated cycle lane walkways	Km	4.7km (Remera, KCC, CBD, Nyabugogo)	30	76.0	CoK	Monthly, Quartely & Annual Reports
3. ENERGY SECTOR								
Goal 3: Increase access to electricity in the City of Kigali								
PA-03: Scale up electrification to achieve universal access and adoption of clean and efficient biomass cooking technologies								
Outcome 3.1: Increased spatial access to electricity in the City of Kigali								
Strategic Interventions (SI): Scale up access to electricity (on-grid/ off-grid) to productive users (industries, health facilities, schools, agro-processing factories, ...)								
30	Output 1. Increased new connections to electricity	% of households connected to on-grid/ electricity	%	92%	98%	100%	CoK	REG reports
4. PRIVATE SECTOR DEVELOPMENT & YOUTH EMPLOYMENT SECTOR								
Goal 4: Achieve 10% annual growth in the industry sector								
PA-04: Build a vibrant and professional sports industry								
Outcome 4.1.: Increased participation in sports activities boosts health, wellness and incomes								
Strategic Interventions (SI): Organize talent development competitions in schools and at Sector level								
31	Output 1. Sports talent development programs are strengthened and coordinated through competitions in schools and at Umurenge level	Number of competitions in schools and at community level organised.	Number	35	18	30.0	CoK	Competitions reports
		Number of MoUs signed, Local and international youth competitions organised	Number		6	6.0	CoK	Competitions reports
		Number schools established as schools of excellence in sports with conducive environment to host talents in different sporting disciplines.	Number		9	9.0	CoK	Reports
		Number of Holiday camps organised	Number		9	15.0	CoK	Reports

No	Pillar Sector Goal Priority Outcome Output	Indicator	Units	Baseline (2023/24)	Mid-term Targets (2026/27)	End period Targets (2028/29)	Responsibility for reporting	Means of verification
		Number of Sports festivals organised in youth, community, schools & for people with disabilities	Number		72	120.0	CoK	Reports
		Number of Mass Sports organized	Number		69	115.0	CoK	Reports
Strategic Interventions (SI): Create accessible community sports spaces and related sports facilities by constructing 97 playgrounds at community level								
32	Output 2. Playgrounds at community level constructed	Number of playgrounds constructed at community level	Number		36	97.0	CoK	Quarterly Reports
		Number of running track developed	Number	2	1	5.0	CoK	Execution reports
		Number of playgrounds for People with Disabilities (PWDs) constructed.	Number		3	6.0	CoK	Execution reports
PA-05: Strengthen and promote the cultural and creative industry Ecosystem								
Outcome 5.1.: Strengthened cultural and Creative Industries								
Strategic Interventions (SI): Scale up arts through supporting 120 Cultural and Creative Industries (CCIs)								
33	Output 1. Cultural and Creative Industries's (CCIs) projects supported and scaled up	Number of CCIs projects supported	Number	216	3	5.0	CoK	Monthly and Quarterly reports
Strategic Interventions (SI): Develop and establish one (1) arts center/facility								
34	Output 2. Arts centers/Facilities established and operationalized	Number of Arts centres/Facilities established	Number		1	1.0	CoK	Monthly and Quarterly reports
Strategic Interventions (SI): Mobilize and attract the private sector to invest in creative industries as an emerging sector for creating 9,000 jobs through Cultural and Creative Industries (CCIs)								
35	Output 3. Job creation and income generations increased through creative industries sector	Number of jobs created through CCIs	Number		5000	9000.0	CoK	Monthly and Quarterly reports
PA-06: Create sustainable and decent jobs								
Outcome 6.1.: Increased Productive and decent jobs by 110 thousand (22,126 annually)								
Strategic Interventions (SI): Implement an integrated business advisory service model tailored to promote entrepreneurship and growth of 3,297 MSMEs								
36	Output 1. Comprehensive Integrated Service Model operationalized	Number of MSMEs supported to access finance	Number	882	4102	7315.0	CoK	Monthly reports
Strategic Interventions (SI): Optimize employment opportunities and skills development from major investment and flagship projects through establishment and operationalization								
37	Output 2. Programs to bridge the skills gaps enhanced	Number of Centre of Excellences established and operationalized	Number	7	2	3.0	CoK	Activity report
Strategic Interventions (SI): Improve & Strengthen synergies in workplace learning, employability skills for youth, job-matching services and labour market systems								
38	Output 3. Synergies in workplace learning, employability skills for youth, job-matching services and labour market systems improved	Number of youth benefiting from workplace learning initiatives (new)	Number		12,000	22000.0	CoK	Monthly reports
		Employment service centers operationalized (YEGO, Incubation and ES Centers) (cumulative)	Number	7	23	8.0	CoK	Monthly reports
Strategic Interventions (SI): Mobilize and facilitate private sector to develop and optimize tourism, cultural and creative industries for job creation								
39	Output 4. Private sector development ensured	Create productive and decent jobs (cumulative)	Number	51,849	150,303	260,510	CoK	Monthly reports
		Number of cooperatives' members capacitated	Number	7,892	2,163	3,990	CoK	Monthly reports
		Cultural and touristic sites promoted and operationalized	Number	3	12	20	CoK	Monthly reports
		Youth and women capacity enhanced	Number	1,538	5,214	9,190	CoK	Monthly reports
		Number of modern markets rehabilitated/ constructed	Number	2	1	3	CoK	Activity report

No	Pillar Sector Goal Priority Outcome Output	Indicator	Units	Baseline (2023/24)	Mid-term Targets (2026/27)	End period Targets (2028/29)	Responsibility for reporting	Means of verification
5. FINANCIAL SECTOR DEVELOPMENT								
Goal 5: Increase savings rate from 12.4% to above 25.9%								
PA-7: Strengthen Domestic Savings & Expand Financial Inclusion								
Outcome 7.1.: Increased national savings to reduce dependence on external financing								
Strategic Interventions (SI): Strengthen Ejo Heza to attract more savers and savings								
40	Output 1. Saving culture promoted	Saved amount increased	Number	1,000,000,000	3,341,000,000	6,205,610,000	CoK	Reports
Strategic Interventions (SI): Enhance the recovery of VUP Financial services loans								
41	Output 2: Recovery of VUP financial services loans	80% of VUP.F.S Recovry	Percent	83%	80%	80%	CoK	Reports
		RWF recovered under VUP financial services loans	RWF		66,978,958	120,350,708	CoK	Reports
6. AGRICULTURE SECTOR								
Goal 6: Increase Annual Agricultural Growth by over 6%								
PA-8: Modernization of Agriculture and Animal Resources Production								
Outcome 8.1.: Modernized Crop Production and Productivity								
Strategic Interventions (SI): Increase land under consolidation by priority crops								
42	Output 1. Increased agricultural production and productivity	Land consolidation	Ha	4,889	13,408	21,306	CoK	Quarterly Reports
		Vegetables	Ha	1,263	4,389	7,315	CoK	Quarterly Reports
		Rice	Ha	378	1,134	1,890	CoK	Quarterly Reports
		Maize	Ha	1,484	3,942	6,050	CoK	Quarterly Reports
		Beans	Ha	1,684	3,943	6,051	CoK	Quarterly Reports
Strategic Interventions (SI): Increase the quantity of improved seeds used by both large- and small-scale farmers								
43	Output 2. Improved seeds for priority crops supplied	Quantity (MT) of improved seeds distributed-Maize	MT	47	118	181	CoK	Quarterly Reports
Strategic Interventions (SI): Increase the area under export crops production and increase value addition								
44	Output 3. Coffee produced	Quantity of coffee produced	MT	40	105	165	CoK	Quarterly Reports
Strategic Interventions (SI): Increase the quantity of mineral fertilizers used by farmers								
45	Output 4. Quality fertilizers for priority crops distributed	Mineral fertilizer subsidised and used by farmers	MT	503	1527	2,545	CoK	Quarterly Reports
		Quantity (MT) of inorganic fertilizers distributed-DAP	MT	155	1528	780	CoK	Quarterly Reports
		Quantity (MT) of inorganic fertilizers distributed-UREA	MT	204	1529	1,025	CoK	Quarterly Reports
		Quantity (MT) of inorganic fertilizers distributed- NPK	MT	144	1530	740	CoK	Quarterly Reports
Strategic Interventions (SI): Promote and operationalize Agri-Hubs and Food Basket Sites								
46	Output 5. Agricultural land management and production models improved	Number of hectares of Food Basket Sites promoted and operationalized	Ha		1192	2,384	CoK	Quarterly Reports
Strategic Interventions (SI): Increase the number of farmers reached by extension services in partnership with the Private Sector								
47	Output 6. Customized Agriculture Extension System Enhanced	Number of farmers (male & female) accessing extension services	Number		13,269	22,115	CoK	Quarterly Reports



No	Pillar Sector Goal Priority Outcome Output	Indicator	Units	Baseline (2023/24)	Mid-term Targets (2026/27)	End period Targets (2028/29)	Responsibility for reporting	Means of verification
7. ENVIRONMENT AND NATURAL RESOURCES SECTOR								
Goal 7: Sustainable management of natural resources								
PA-12: Building resilience to climate change and sustainable management of the environment and natural resources								
Outcome 12.1.: Natural resources sustainably managed								
Strategic Interventions (SI): Restore and manage degraded critical ecosystems and riparian areas								
53	Output 1. Restored Degraded critical ecosystems and riparian areas	Area of degraded critical ecosystems and riparian areas restored and managed	Ha		80	239	CoK	Quarterly Reports
Strategic Interventions (SI): Improve forest management and promote indigenous species, agroforestry, fruit trees, and urban trees								
54	Output 2. Forest management practices with diverse indigenous species , agroforestry, fruit trees, and urban trees improved	Area of forests sustainably managed (promoted indigenous species)	Ha		400	700	CoK	Quarterly Reports
55	Output 3. The sustainability and profitability of forests management have been increased	Number of Ha of forest rehabilitated	Ha	13,023.90	400	600	CoK	Quarterly Reports
		Number of ornamental and indigeneous trees planted	number		18000	30,000	CoK	Quarterly Reports
56	Output 4. Ensure professionalism in urban forests management	Urban forests Management plan developped	Number	0	1	1	CoK	Quarterly Reports
		Number of training sessions for forests operators conducted	Number		6	10	CoK	Training Reports
57	Output 5. Ensure the sustainability and conservation through wetlands rehabilitation	Number of ha of wetlands rehabilitated	Ha	121 ha	100	100	CoK	Quarterly Reports
Outcome 12.2: Increased resilience to climate change and reduced impacts of disasters								
Strategic Interventions (SI): Develop flood/erosion control measures in high risk areas								
58	Output 1. Ensure control of soil erosion	Number of hectares of progressive terraces established (cumulative)	Ha	7,627	7,200	8,700	CoK	Quarterly Reports
		Number of HHs with rainwater harvesting facilities	Number	210,213	280,719	467,865	CoK	Quarterly Reports
59	Output 2: District emergency command posts established and operationalized	Number of established and operationalized district emergency command posts	Number		2	3	CoK	Quarterly Reports
60	Output 3: Enhanced early warning and meteorological services	Number of joint actions of hazard monitoring	Number		6	10	CoK	Action Plan
Outcome 12.3: Enhanced land administration and management								
Strategic Interventions (SI): Enhance compliance to land use master plans leveraging technology								
61	Output 1. Efficient implementation and monitoring of land use Master plan to ensure sustainable development	Percentage level of compliance to developed land use master plans	Percent		80%	100%	CoK	Quarterly Reports
		Number of Ha of site physical plan elaborated	Number		3,864	6,864	CoK	Quarterly Reports

No	Pillar Sector Goal Priority Outcome Output	Indicator	Units	Baseline (2023/24)	Mid-term Targets (2026/27)	End period Targets (2028/29)	Responsibility for reporting	Means of verification
8. ICT SECTOR								
Goal 8: Accelerate the growth of digital economy through universal digital inclusion, greater adoption of digital services, and increased productivity								
PA-13: Foster digital transformation across key economic sectors								
Outcome 13.1.: Increased digital literacy and digital skills development for a globally competitive workforce								
Strategic Interventions (SI): Train citizens in basic coding and advanced ICT skills								
62	Output 1: Citizens with digital literacy increased	Number of citizens (15 years old and above) trained in basic digital literacy (Cumulative)			300,000.00	546,519	CoK	Monthly reports
Outcome 13.2.: Foster usage of emerging technology to advance Smart Cities								
Strategic Interventions (SI): Implement Smart Cities initiatives								
63	Output 1. Smart Cities initiatives implemented	Number of smart waste stations established		7	27	57	CoK	Quarterly Reports
		Number of smart parking spots installed		30	1200	3,200	CoK	Quarterly Reports
		National Smart cities and Communities command & control center established		20	80	100	CoK	Quarterly Reports
		City Developments And Compliance With Master Plan Using Satellite Images And Gis Changes Detection Models		60	40	40	CoK	Quarterly Reports
PILLAR 2. SOCIAL TRANSFORMATIONAL								
9. HEALTH SECTOR								
Goal 9: Reduce maternal mortality ratio								
Goal 10: Reduce under-five mortality rate								
Goal 11: Reduce the prevalence of stunting among under five children								
PA-14: Continuously improving the access to and quality of health services through primary health care.								
Outcome 14.1: Attained universal health coverage of essential health services								
Strategic Interventions (SI): Improve coverage and quality of Antenatal care by increasing women attending ANCI in first Trimester up to 55% and pregnant women attending at least four ANC visits up to 57%								
64	Output 1. Women attending ANCI in first Trimester increased	% of women attending ANCI in first Trimester	Percent		55%	55%	CoK	Monthly and Quarterly reports
65	Output 2. Pregnant women attending at least four ANC visits increased	% of pregnant women attending at least four ANC visits.	Percent		55%	57%	CoK	Monthly and Quarterly reports
Strategic Interventions (SI): Implement the rollout of maternal health bundles to timely identify and properly manage postpartum hemorrhage (PPH)								
66	Output 3. Maternal mortality reduced	Maternal mortality ratio (maternal deaths per 100,000 live births)	Ratio	105	100	100	CoK	Monthly and Quarterly reports
67	Output 4. Delivery at the Health facility increased	% of delivery at the health Facility level	Percent	93%	97%	99%	CoK	Monthly and Quarterly reports
Strategic Interventions (SI): Strengthen the use of postpartum family planning and introduction of new contraceptive methods								
68	Output 5. Married women with unmet need of family planning reduced	% of currently married women with unmet need of family planning	Percent		10%	8%	CoK	Monthly and Quarterly reports
Strategic Interventions (SI): Decentralization of immunization services to health posts								
69	Output 6. Children fully immunized increased	% of Children fully immunized	Percent		98%	100%	CoK	Monthly and Quarterly reports

No	Pillar Sector Goal Priority Outcome Output	Indicator	Units	Baseline (2023/24)	Mid-term Targets (2026/27)	End period Targets (2028/29)	Responsibility for reporting	Means of verification
Strategic Interventions (SI): Implement appropriate task shifting and capacity building to enhance the quality of maternal, newborn and child health service provided								
70	Output 7. Under-five mortality reduced (deaths per 1,000 live births)	Under-five mortality rate (deaths per 1,000 live births)	Percent		24%	16%	CoK	Monthly and Quarterly reports
71	Output 8. Neonatal mortality reduced	Neonatal mortality rate (neonatal deaths per 1,000 live births)	Percent		7%	5%	CoK	Monthly and Quarterly reports
Strategic Interventions (SI): Conduct targeted and customized HIV Prevention awareness campaigns among Youth and Key Populations								
72	Output 9. People living with HIV who know their HIV status (goal is at least 95%) increased (to be assessed at central level)	% of people living with HIV who know their HIV status (to be assessed at central level)	Percent		98%	100%	CoK	DHS Report
Strategic Interventions (SI): Strengthen community-based mental health services and post-rehabilitation programs								
73	Output 10. Eligible population with mental and neurological disorders who received mental health services (psychosis, depression, bipolar disorder and epilepsy) increased	Proportion (%) of eligible population with mental and neurological disorders who received mental health services (psychosis, depression, bipolar disorder and epilepsy)	Percent		30%	30%	CoK	Monthly and Quarterly reports
Strategic Interventions (SI): Raise awareness and educate the public using innovative and targeted strategies on major Non-Communicable Diseases (NCD) risk factors								
74	Output 11. People dying between age 30 and 70 from any of cardiovascular diseases, cancer, diabetes, or chronic respiratory diseases reduced (to be assessed at national level)	Probability of dying between age 30 and 70 from any of cardiovascular diseases, cancer, diabetes, or chronic respiratory diseases (to be assessed at national level)	Percent		8%	8%	CoK	DHS Report
Strategic Interventions (SI): Increase access to adolescent and youth-focused sexual and reproductive health services to reduce teenage pregnancies.								
75	Output 12. Teenage pregnancies among adolescent and youth reduced	Teenage pregnancy rate (per 1,000 teens)	Percent		18%	18%	CoK	Monthly and Quarterly reports
Strategic Interventions (SI): Establish and implement a pooled procurement mechanism to leverage bulk purchasing and negotiate lower prices								
76	Output 13. Health facilities with available tracer health products among essential according to level of care	Proportion of health facilities with available tracer health products among essential according to level of care	Percent		95%	95%	CoK	Monthly and Quarterly reports
Strategic Interventions (SI): Review/Expand benefit package under CBHI and other insurance schemes to include high-impact/ high-cost health interventions/services								
77	Output 14. Coverage of Community Based Health Insurance Scheme (CBHI/MUSA) increased	Percentage of CBHI scheme adherence	Percent	84.00%	100%	100%	CoK	Quarterly reports
Outcome 14.2: Increased access of vulnerable groups to high quality social care services								
78	Output 1: Increased access of vulnerable groups to psychosocial support, reintegration packages, community-based rehabilitation and livelihood support	% of eligible GBV victims received reintegration support and reintegrated into safe family and community environments					CoK	Quarterly reports
		% of rehabilitated people receiving reintegration package (psychosocial support & economic support)					CoK	Quarterly reports
		% of identified street children integrated into families					CoK	Quarterly reports
PA-15: Improving Child Nutrition								
Outcome 15.1: Reduced stunting in under five children								
Strategic Interventions (SI): Enhance community-based screening of nutritional status and raise awareness on good feeding practices								
79	Output 1. Stunting rate among children 6–24 months reduced	Prevalence of stunting among children 6–24 months	Percent		2.4%	2.4%	CoK	Monthly and Quarterly reports

No	Pillar	Sector	Goal	Priority	Outcome	Indicator	Units	Baseline (2023/24)	Mid-term Targets (2026/27)	End period Targets (2028/29)	Responsibility for reporting	Means of verification
80					Output 2. Stunting rate among under five children reduced	Prevalence of stunting among under five children	Percent		2%	2%	CoK	Monthly and Quarterly reports
Strategic Interventions (SI): Revamp nutritional centers at health centers and improve coordination with community health services												
81					Output 3. Nutritional centers revamped	Number of nutritional centers revamped	Number		100%	100.0%	CoK	Quarterly reports
Strategic Interventions (SI): Scale up and improve standardized Early Childhood Development (ECD) Facilities across the City												
82					Output 4. ECDs Facilities established	Number of ECDs Facilities established	Number		70	307	CoK	Quarterly reports
PA-16: Expanding the Health Workforce												
Outcome 16.1: A robust health workforce that is well-trained, adequately supported, and optimally deployed to meet the population's health needs												
Strategic Interventions (SI): Recruit, train, and deploy certified professional community health cadres at community level, (consistent with the community health program health service package)												
83					Output 1. Certified professional community health cadres deployed	Number of certified professional community health cadres deployed	Number		1,200	2,200	CoK	Monthly and Quarterly reports
PA-17: Continuing to Expand Health Infrastructure and Equip Health Facilities												
Outcome 17.1: Maximized readiness and operationalization of health facilities through modernized health infrastructure												
Strategic Interventions (SI): Rehabilitate and renovate the existing health facilities (health Posts, health centers, district hospitals, teaching hospitals, and specialized hospital)												
84					Output 1. Health Posts constructed	Number of health posts constructed	Number		17	24	CoK	Quarterly reports
85					Output 2. Health infrastructure increased/modernized	Number of hospitals constructed	Number		1	2	CoK	Quarterly reports
						Number of health Centers constructed	Number		4	8	CoK	Quarterly reports
						Number of health facilities rehabilitated	Number		4	10	CoK	Quarterly reports
10. WATER AND SANITATION												
Goal 12: Universal access to improved water services												
PA-18: Increase access to Sanitation & Hygiene (WASH) services for improved wellbeing												
Outcome 18.1: Increased access to drinking water and sanitation services												
Strategic Interventions (SI): Scale up access to drinking water in all villages												
86					Output 1. Increased access to clean drinking water	Percentage of HHs with access to clean water	%	98.0%	100%	100%	CoK	EICV Reports
Strategic Interventions (SI): Scale up the access to basic water for productive use centers												
87					Output 2. Schools with access to clean drinking water increased	Number of schools with access to clean drinking water	Number		1	1.0	CoK	WASAC quarterly and annual reports
88					Output 3. Health facilities with access to clean drinking water increased	Number of health facilities accessing clean drinking water	Number		12	12.0	CoK	WASAC quarterly and annual reports
Strategic Interventions (SI): Increase by doubling the daily water production capacity to meet projected demand												
89					Output 4. Daily production capacity increased	Increase daily water production capacity (m3/day)	m3/day		15,000	45000.0	CoK	WASAC quarterly and annual reports
Strategic Interventions (SI): Construct, upgrade and rehabilitate the water infrastructure												
90					Output 5. Km of water supply system Constructed, upgraded and rehabilitated	Km of water network constructed upgraded/ rehabilitated	Km		97	1145.0	CoK	WASAC quarterly and annual reports

No	Pillar Sector Goal Priority Outcome Output	Indicator	Units	Baseline (2023/24)	Mid-term Targets (2026/27)	End period Targets (2028/29)	Responsibility for reporting	Means of verification
Outcome 18.2: Increase access to Sanitation, and Hygiene (WASH) services for improved wellbeing								
Strategic Interventions (SI): Develop and promote tailor-made sanitation solutions for different households in partnership with private sector.								
91	Output 1. Households with improved sanitation, hygiene facilities, and adopting practices for disease prevention	% of population with improved sanitation services	%	99.4%	99.6%	100%	CoK	WASAC quarterly and annual reports
92	Output 2. Increased access to improved sanitation services	% of population with access to basic toilets	%	96.70%	100%	100%	CoK	WASAC quarterly and annual reports
		Quantity of fecal sludge emptied out (cumulative)	m3	200	870	1640.0	CoK	WASAC quarterly and annual reports
		% of HHs with solid wastes collected and properly disposed	%	52%	75%	90%	CoK	WASAC quarterly and annual reports
Strategic Interventions (SI): Construct centralized sewerage systems including Kigali Centralized sewerage system								
93	Output 3. Centralized sewerage systems constructed and operational	Number of centralized sewerage system constructed and operational	Number		2	3.0	CoK	WASAC quarterly and annual reports
Strategic Interventions (SI): Construct fecal sludge treatment plants								
94	Output 4. Fecal sludge treatment plants constructed and operational	Number of fecal sludge treatment plants constructed and operational	Number		0	1.0	CoK	WASAC quarterly and annual reports
Strategic Interventions (SI): Construct the solid waste management facilities for proper collection and disposal modern landfills including Nduba landfill								
95	Output 5. Modern landfills constructed and operational	Number of modern landfill constructed and operational	Number	0	1	1.0	CoK	WASAC quarterly and annual reports
Strategic Interventions (SI): Construct new ravines at 100% and a hazardous waste management facility.								
96	Output 6. Storm water ravine constructed	Length of ravines constructed (cumulative)		14.862	15	25.0	CoK	WASAC quarterly and annual reports
II. EDUCATION SECTOR								
Goal 13: Increase net enrollment in pre-primary education								
Goal 14: Improve learning outcomes and efficiency in basic education.								
Goal 15: Scale up access to market -relevant Education in Basic TVET and Higher Education								
Goal 16: Enhance ICT integration in education								
PA-19: Ensure timely access to quality education in basic education								
Outcome 19.1: Education infrastructure increased and improved								
Strategic Interventions (SI): Construct new classrooms, rehabilitate and replace old ones								
97	Output 1. Education infrastructure increased/modernized	Number of classrooms constructed (Primary Schools)		1,372	340	683	CoK	M&E, Imihigo and Annual reports
		Number of old classrooms rehabilitated and replaced	Number		448	896	CoK	M&E, Imihigo and Annual reports
		Number of old toilet replaced by the new ones	Number		546	1,092	CoK	M&E, Imihigo and Annual reports
		Number of Dometories constructed	Number		1	3	CoK	M&E, Imihigo and Annual reports
		Number of kitchens constructed	Number		158	316	CoK	M&E, Imihigo and Annual reports

No	Pillar Sector Goal Priority Outcome Output	Indicator	Units	Baseline (2023/24)	Mid-term Targets (2026/27)	End period Targets (2028/29)	Responsibility for reporting	Means of verification
Outcome 19.2: Increased net enrollment in pre-primary from 35% to 65%								
Strategic Interventions (SI): Establish resilient and inclusive classrooms								
98	Output 1. New pre-primary school constructed	Number of pre-primary classrooms constructed	numbers	232	290	553	CoK	Monthly and Quarterly reports
Strategic Interventions (SI): Mobilize parental and community support for increasing pre-primary enrollment								
99	Output 2. Pre-Primary net enrollment increased	Net enrolment rate in preprimary (%)	Percent		54.6%	54.6%	CoK	Monthly and Quarterly reports
		Number of kids aged at 3 years identified	number			-	CoK	Monthly and Quarterly reports
		Number of kids at 3 age enrolled	numbers		15	25	CoK	Monthly and Quarterly reports
Strategic Interventions (SI): Recruit trained pre-primary teachers and ensure Continuous Professional Development for new and existing teachers								
100	Output 3. Pre-Primary teachers trained	Pupil trained teacher ratio in Pre-primary	Ratio	7525	45:1	45:1	CoK	Monthly and Quarterly reports
Outcome 19.3: Improved timely enrolment and learning outcomes, and ensure equitable access in primary education								
Strategic Interventions (SI): Establish inclusive classrooms and other school infrastructure to eliminate double shifts and reduce overcrowding								
101	Output 1. New Primary classrooms constructed to eliminate double shift and overcrowding	Number of new classrooms constructed	1775		900	1,705	CoK	Monthly and Quarterly reports
Strategic Interventions (SI): Sustain the school feeding program								
102	Output 2. School feeding program in nusery, primary, secondary and TVET strengthened	Number of students fed in school feeding program in nusery, primary, secondary and TVET schools	100		100%	100%	CoK	Monthly and Quarterly reports
Strategic Interventions (SI): Improve Foundational Literacy and Numeracy skills with a focus on Foundational grades								
103	Output 3. PI students who attended Pre-Primary school increased	% of PI students attended pre-primary	Percent		65%	65%	CoK	Monthly and Quarterly reports
Strategic Interventions (SI): Reduce school dropout rate through enhancing school and community collaboration								
104	Output 4. School dropout rate reduced through collaborative working	% of dropout rate decrease in primary	Percent	5.5%	3.9%	3.9%	CoK	Monthly and Quarterly reports
Strategic Interventions (SI): Reduce repetition rate by continuously implementing remedial learning education strategies								
105	Output 5. Remedial learning program successfully implemented	Repetition rate in Primary school decreased	Percent	30.2%	15%	15.0%	CoK	Monthly and Quarterly reports
Strategic Interventions (SI): Expand functional adult literacy programs.								
106	Output 6. Adult people trained in adult literacy centers	Number of non-literate adults trained.	Number		64,460	114,460	CoK	Monthly and Quarterly reports
Outcome 19.4: Enhanced quality of learning in primary, secondary and TVET								
Strategic Interventions (SI): Enhance pedagogical inspections in primary, secondary and TVET education								
107	Output 1. Schools inspected	Number of schools inspected	Number		2,112	3,520	CoK	Monthly and Quarterly reports

No	Pillar Sector Goal Priority Outcome Output	Indicator	Units	Baseline (2023/24)	Mid-term Targets (2026/27)	End period Targets (2028/29)	Responsibility for reporting	Means of verification
PA-20: Scale up access to market -relevant Education in Basic TVET and Higher Education								
Outcome 20.1: Enhanced access to quality education in Basic TVET								
Strategic Interventions (SI): Improve TVET with modern infrastructure, equipment, consumables and materials to enhance STEM								
108	Output 1. TSS Infrastructure Improved	Number of TVET Classroom constructed	Number	30	32	48	CoK	Monthly and Quarterly reports
		Number of new schools with standard workshops	Number	5	3	5	CoK	Monthly and Quarterly reports
PA-21: Enhance ICT integration in education at all levels of General Basic Education and TVET								
Outcome 21.1: Increased use of ICT in Teaching and Learning at all levels of education								
Strategic Interventions (SI): Strengthen education data management systems for evidence-based decision-making by ensuring full recording of data in CAMIS, QAMIS & SDMS								
109	Output 1. Education data management Systems strengthened for evidence-based decision making	% of Comprehensive Assessment and Inspection data recorded (CAMIS&QAMIS)	Percent		100%	100%	CoK	Monthly and Quarterly reports
		% of Education information recorded into the SDMS system with accuracy	Percent		100%	100%	CoK	Monthly and Quarterly reports
Strategic Interventions (SI): Provide ICT infrastructure and equipment in schools								
110	Output 2. Enhanced use of ICT to transform teaching and learning	Number of smart classrooms established	Number		49	68	CoK	Monthly and Quarterly reports
12. SOCIAL PROTECTION SECTOR								
Goal 17: Reduce poverty and improve standards of living								
PA-22: Promote graduation by creating an enabling environment for income opportunities								
Outcome 22.1: Enhanced households' empowerment to sustainably graduate out of poverty								
Strategic Interventions (SI): Strengthen targeting approaches to increase effectiveness and ensure flexibility to increase coverage of poor and vulnerable groups for reducing poverty rate to 3% and extreme poverty rate to 1%								
111	Output 1. Coverage of poor and vulnerable groups increased	% of the population in poverty	Percent	9.1%	7%	4%	CoK	EICV Reports
		% of the population in extreme poverty	Percent	1.1%	1%	1%	CoK	EICV Reports
Strategic Interventions (SI): Target all graduation participants through social registry and provide full package								
112	Output 2. Efficiency of targeting approaches and systems increased and targeting errors reduced	% of targeted participants through Social Registry Information System (both government and non-government organizations)	Percent		100%	100%	CoK	SRIS Report
Strategic Interventions (SI): Provide a full package to targeted 26,480 graduation participants								
113	Output 3. Leverage on social behaviour change/ mindset, skills training and productive assets acquisition , provision of complementary services to primarily benefit the graduation participants for diversification of households' livelihoods	Number of targeted graduation participants receiving a full package	Number		14,480	26,480	CoK	Monthly and Quarterly reports
114	Output 4. Graduation promoted by creating an enabling environment for income opportunities	% of graduation participants have graduated (with resilience) after completing a two-year cycle (gender disaggregated)	Percent		70%	70%	CoK	Annual reports

No	Pillar Sector Goal Priority Outcome Output	Indicator	Units	Baseline (2023/24)	Mid-term Targets (2026/27)	End period Targets (2028/29)	Responsibility for reporting	Means of verification
Strategic Interventions (SI): Improve stakeholder coordination to stimulate contributions from CSOs and the private sector on graduation								
115	Output 5. Sector wide plan developed on an annual basis that contributes to joint multi-sectoral planning and budgeting including DPs, CSOs, Private Sector, government institutions	Number of annual joint graduation action plans developed and implementation monitored	Number		3	5	CoK	Developed Annual Action Plans
		Number of Joint planning meetings on graduation	number		6	8	CoK	Activity report
		Number of peer learning and peer review with different JADF members	number		1	2	CoK	Activity report
116	Output 6. Institutional linkages and coordination strengthened to support a multi-tiered approach to social protection	% annual increase of contribution from JADF members on graduation programs	Percent		5%	5%	CoK	Report
117	Output 7. City partners monitoring information system	JADF Data base set Operational system	Number		1	1	CoK	Report
Outcome 22.2: Reduced Malnutrition								
Strategic Interventions (SI): Enhance nutrition sensitive social safety nets								
118	Output 1. Nutrition sensitive social safety nets provided	Proportion of targeted households with children under 2 years received nutrition sensitive social safety nets	Percent		90%	90%	CoK	Monthly and Quarterly reports
Strategic Interventions (SI): Ensure children of 3-6 attend Community Based ECD facilities								
119	Output 2. ECD Services strengthened by providing holistic and comprehensive services to children from 3 to 6 years	% of children between 3-6 attending Community Based ECD facilities	Percent		80%	80%	CoK	Monthly and Quarterly reports
120	Output 3. Community Based ECDs established and operationalized	Number of operational Community Based ECDs (3 by cell) established	Number		284	644	CoK	Monthly and Quarterly reports
Outcome 22.3: Increased access to social security and income support programmes, particularly among vulnerable people								
Strategic Interventions (SI): Increase coverage of comprehensive safety nets and lifecycle approach								
121	Output 1. Extended social security to all people ensured	% increase of coverage of comprehensive safety nets and lifecycle support	Percent		20%	20%	CoK	Monthly and Quarterly reports
Strategic Interventions (SI): Address shelter related issues								
122	Output 2. Shelter provided to genocide survivors	Number of genocide survivors supported with shelter	Number		302	612	CoK	Monthly and Quarterly reports
123	Output 3. Shelter provided to vulnerable people	% of vulnerable people without decent shelter reduced	Percent		80%	80%	CoK	Monthly and Quarterly reports
Strategic Interventions (SI): Ensure all households affected by shocks receive support via asset insurance, cash and in-kind support								
124	Output 4. Increased access to social security and income support programmes, particularly among vulnerable older people, people with disabilities, households with low labour capacity and other poor families.	% of beneficiaries provided with social security and income support programmes	%		60%	60%	CoK	Monthly reports

No	Pillar Sector Goal Priority Outcome Output	Indicator	Units	Baseline (2023/24)	Mid-term Targets (2026/27)	End period Targets (2028/29)	Responsibility for reporting	Means of verification
PILLAR 3. TRANSFORMATIONAL GOVERNANCE								
13. GOVERNANCE AND DECENTRALIZATION SECTOR								
Goal 18: Increase quality of service delivery to above 90%								
PA-23: Strengthen local government institutional, organizational, and human resource capacities for effective coordination and collaboration and implementation of citizen-centered service delivery								
Outcome 23.1: Quality and inclusive services are delivered and sustained								
Strategic Interventions (SI): Upgrade citizen complaint management systems, and coordinate the operationalization of effective citizen complaint handling mechanisms								
125	Output 1. Citizen complaints managed and coordinated	Percentage of citizens satisfied with complaints solving by LGs	Percent		85%	85%	CoK	Monthly and Quarterly reports
126	Output 2. Community healing and re-integration programs for genocide inmates released, their families and genocide survivors coordinated	Number of social healing and reintegration sessions conducted	Number			0	CoK	Reports
127	Output 3. Administrative offices constructed/rehabilitated	Number of Sector administrative offices constructed	Number		1	4	CoK	Reports
		Number of Sector administrative offices rehabilitated	Number		6	8	CoK	Reports
		Number of Cell administrative offices constructed and rehabilitated	Number		0	4	CoK	Reports
Strategic Interventions (SI): Mainstream and operationalize sectoral decentralization processes to enhance quality of service delivery								
128	Output 4. Quality of LG service delivery increased	Percentage of citizens satisfied with local government services	Percent	74.90%	95%	95%	CoK	Monthly and Quarterly reports
Strategic Interventions (SI): Sensitize private service providers to strengthen the quality of services delivered to the community								
129	Output 5. Quality of service delivered by private sector increased	Percentage of quality-of-service delivery	Percent		90%	90%	CoK	Monthly and Quarterly reports
PA-24: Enhance effectiveness of existing citizen participation spaces and mechanisms to strengthen transparency and accountability for better service delivery and national transformation								
Outcome 24.1: Empowered citizens to effectively participate in governance and socioeconomic development processes								
Strategic Interventions (SI): Enhance the efficiency and effectiveness of existing citizen participation platforms and strengthening of effective feedback mechanisms to expedite citizens' problem-solving and improve accountability								
130	Output 1. Citizen participation in elaboration of district planning, Imihigo and budget increased	Percentage of citizen satisfied with their participation in elaboration of district plan, Imihigo and Budget	Percent		80%	80%	CoK	CRC Reports
		Percentage of women elected in local government councils (district, sector, cell, village level)	Percent		50%	50%	CoK	Election reports
Strategic Interventions (SI): Reinforce collaboration and coordination frameworks for more effective decision-making, planning, and implementation of development program								
131	Output 2. Contribution of JADF and Citizen Assemblies in decision making increased	Percentage increase of JADF contribution to district development budget	Percent		70%	70%	CoK	CoK Budget
14. JUSTICE, RECONCILIATION, LAW AND ORDER SECTOR (JRLOS)								
Goal 20: Enhance Transparency and accountability and compliance of national laws								
PA-25: Strengthen transparency and accountability								
Outcome 25.1: Reduced corruption and injustice in all its forms								
Strategic Interventions (SI): Conduct anti-corruption and anti-injustice dialogues, trainings and awareness campaigns among various categories of Rwandans								
132	Output 1: Level of Citizen satisfaction with fighting corruption and injustice from 81% to 86% increased	Number of people reached in anti-corruption and anti-injustice dialogues	Number	33,270	150,000	250,000	CoK	Report



No	Pillar Sector Goal Priority Outcome Output	Indicator	Units	Baseline (2023/24)	Mid-term Targets (2026/27)	End period Targets (2028/29)	Responsibility for reporting	Means of verification
Goal 21: Enhance universal access to quality justice								
PA-26: Improve justice service delivery and reduce case backlogs								
Outcome 26.1: Reduced case backlogs by half								
Strategic Interventions (SI): Expand legal aid provision to vulnerable people through semestrial legal aid week								
133	Output 1. Coordination of legal aid strengthened and legal aid provision expanded	% of Disputes handled by Abunzi Committees	Percent	99.40%	99.7%	99.7%	CoK	Abunzi Monthly Reports
		Number of Legal Aid week organized for vulnerable people including PWDs, Children, Pregnant women, Refugees...	Number		2	10	CoK	MAJ Reports
		Level of Citizen satisfaction with legal aid services	Percent		91.40%	91%	CoK	CRC Reports
		Level of citizen satisfaction with MAJ effectiveness	Percent		83%	83%	CoK	MAJ Reports
		Number of cases (disaggregated by gender, disability, age and type) received and handled by MAJ	Number		897	1,495	CoK	MAJ Reports
134	Output 2: Crime prevention and public order through community policing strengthened	Number of Community Policing actors trained including youth volunteers (Cumulative)	Number		615,357	1,025,595	CoK	Report
Goal 21: United, resilient and actively engaged Rwandan Nations								
PA-27: To promote and uphold Rwandan identity and social healing								
Outcome 27.1: Strengthened National unity and community resilience								
Strategic Interventions (SI): Promote Ndi Umunyarwanda values in different groups in the City of Kigali								
135	Output 1: Mechanisms for promoting unity and peace culture strengthened	Number of Ndi Umunyarwanda sessions conducted in different groups	Number		105	175	CoK	Activity report
		Number dialogues conducted during Unity and resilience month	Number		105	175	CoK	Monthly and Quarterly reports
		% of Itorero operationalisation at primary, secondary schools and villages	Percentage		95%	95%	CoK	Monthly and Quarterly reports
		Proportion of youth enrolled in Voluntary National Service (Urugerero)	Percentage		95%	95%	CoK	Monthly and Quarterly reports
136	Output 2:Community healing and re-integration programs for genocide inmates released,their families and genocide survivors coordinated	Number of social healing and reintegration sessions conducted	Number	36	36	60	CoK	Monthly and Quarterly reports
PA-28: Prevention and fight against genocide ideology								
Outcome 28.1: Combated genocide ideology and revisionism								
Strategic Interventions (SI): Organize annual Commemorations of Genocide against the Tutsi								
137	Output 1:Annual commemoration of Genocide against the Tutsi organized	Number of commemoration events organized	Number		1,404	2,340	CoK	Activity report

No	Pillar Sector Goal Priority Outcome Output	Indicator	Units	Baseline (2023/24)	Mid-term Targets (2026/27)	End period Targets (2028/29)	Responsibility for reporting	Means of verification
Goal 22: To sustain Peace and Security								
PA-29: Increased confidence in peace, personal safety and property security								
Outcome 29.1: Increased confidence in peace, personal safety and property security								
Strategic Interventions (SI): Improve crime prevention and public order through community policing initiatives								
138	Output 1. Crime prevention and public order through community policing strengthened		Number		123,075	264,058	CoK	Training Reports
Goal 23: Reinforce the preservation and promotion of Kinyarwanda, cultural values, norms and Rwandan heritage								
PA-30: Preserve and promote Rwandan Culture, values, norms and Rwandan Heritage								
Outcome 30.1: Rwandan cultural values and norms embedded into daily life								
Strategic Interventions (SI): Operationalize Itorero program at different levels (village level, schools, and institutions)								
139	Output 1. Itorero program at Village and schools levels, operationalized	Number of schools with effectively operational Itorero structures	Number		1,152	2,054	CoK	Itorero Reports
		Number of Villages with effectively operational Itorero structures	Number		1,408	1,818	CoK	Itorero Reports
Goal 24: Enhance Transparency, accountability and compliance with national laws								
15. PFM SECTOR								
PA-31 Strengthen Accountability								
Outcome 31.1: Enhanced Public Finance Management (PFM)								
140	Output 1: Cok own revenues collected	Cok own revenues collected	Rwf (Bln)		168	296	CoK	Monthly reports
141	Output 2: Management Information System (MIS) developed for efficient forecasting and planning of tax revenues	% of Management Information System (MIS) developed for efficient forecasting and planning of tax revenues	Percent		100%	100%	CoK	Activity report
142	Output 3: OAG Audit recommendations implemented	% of OAG Audit recommendations implementation	Percent		90%	90%	CoK	Quarterly Reports

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