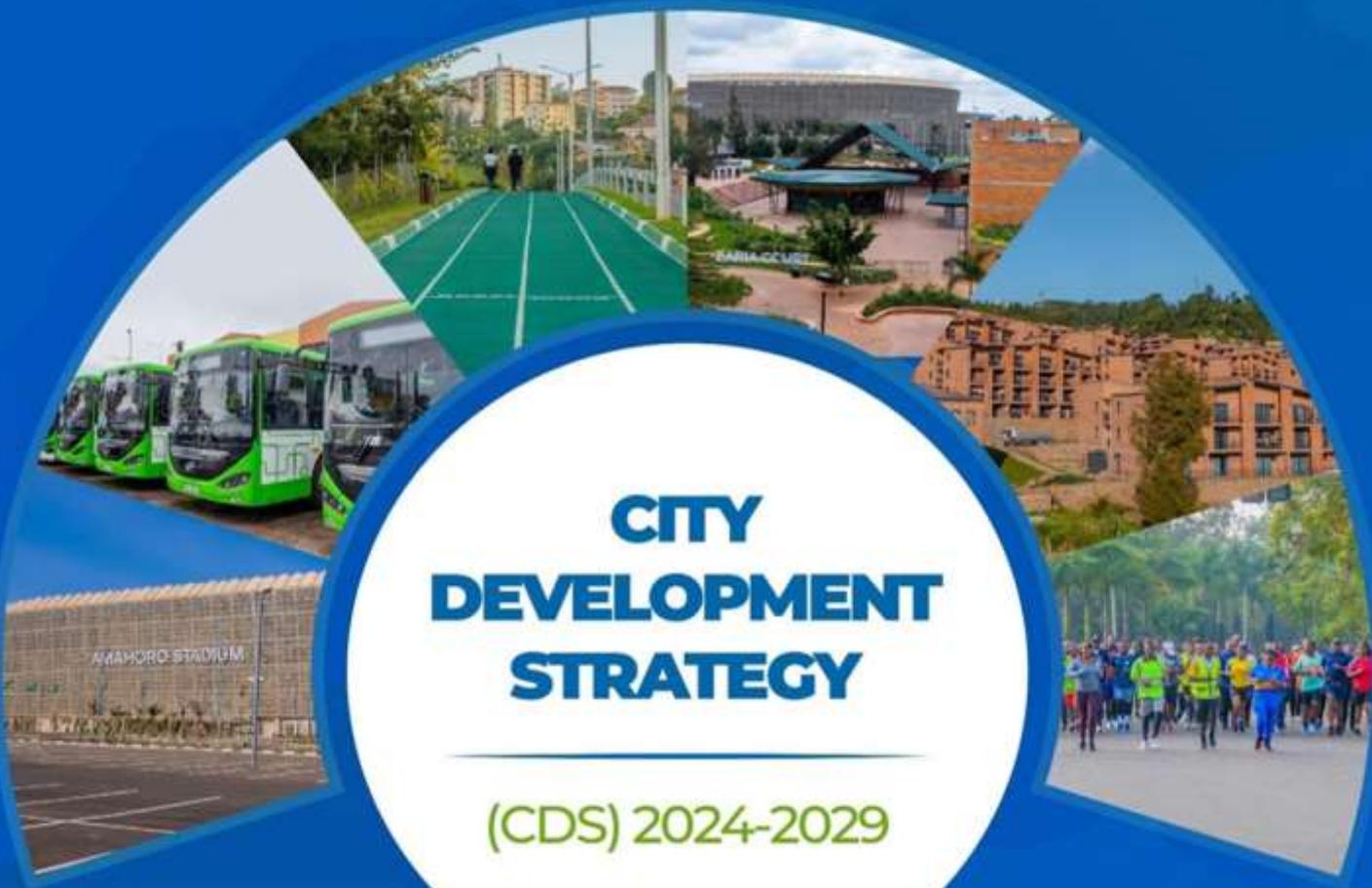




Republic  
of Rwanda



City  
of Kigali



# CITY DEVELOPMENT STRATEGY

(CDS) 2024-2029

# CONTENTS

Foreword .....	iii
Executive Summary .....	iv
Vision, Mission and Values .....	1
<b>Vision Statement</b> .....	2
<b>Mission Statement</b> .....	2
<b>Core Values</b> .....	3
<b>Key Achievements (2018–2024)</b> .....	5
<b>Key Challenges</b> .....	5
<b>I. Introduction</b> .....	6
<b>1.1. Background</b> .....	6
<b>1.2. Purpose of the CDS</b> .....	6
<b>1.3. Methodology</b> .....	6
<b>1.4. Institutional Stakeholders and Coordination Framework</b> .....	7
<b>1.5. Development Partners, Regulators, and Support Institutions</b> .....	7
<b>1.6. Usefulness of the Booklet to Stakeholders</b> .....	8
<b>II. Situation Analysis</b> .....	9
<b>2.1. Demographic and Socio-Economic Profile</b> .....	9
<b>2.2. Achievements (2018–2024)</b> .....	9
<b>2.3. Challenges</b> .....	10
<b>2.4. Potentialities</b> .....	10
<b>III. Strategic Framework &amp; Priority Interventions (2024–2029)</b> .....	11
<b>3.1. ECONOMIC TRANSFORMATION</b> .....	11
<b>3.1.1. URBANIZATION AND RURAL SETTLEMENT SECTOR</b> .....	11
<b>3.1.2. TRANSPORT SECTOR</b> .....	12
<b>Improved public Transport services and Traffic Management</b> .....	12
<b>3.1.3. ENERGY SECTOR</b> .....	13
<b>3.1.4. PRIVATE SECTOR DEVELOPMENT &amp; YOUTH EMPLOYMENT SECTOR</b> .....	13
<b>3.1.5. FINANCIAL SECTOR DEVELOPMENT</b> .....	14



<b>3.1.6. AGRICULTURE SECTOR</b> .....	15
<b>3.1.7. ENVIRONMENT AND NATURAL RESOURCES SECTOR</b> .....	16
<b>3.1.8. ICT SECTOR</b> .....	17
<b>3.2. SOCIAL TRANSFORMATION</b> .....	18
<b>3.2.1. HEALTH SECTOR</b> .....	18
<b>3.2.3. WATER AND SANITATION</b> .....	20
<b>3.2.4. EDUCATION SECTOR</b> .....	21
<b>3.2.5. SOCIAL PROTECTION SECTOR</b> .....	22
<b>3.3. TRANSFORMATIONAL GOVERNANCE</b> .....	24
<b>3.3.1. GOVERNANCE AND DECENTRALIZATION SECTOR</b> .....	24
<b>3.3.2. JUSTICE, RECONCILIATION, LAW AND ORDER SECTOR (JRLOS)</b> .....	24
<b>3.3.4. PFM SECTOR</b> .....	26
<b>IV. CONCLUSION</b> .....	27

## Foreword

The City of Kigali stands today at the forefront of Rwanda’s transformation an inspiring symbol of resilience, innovation, and inclusive progress. Over the past decade, Kigali has evolved into one of Africa’s most dynamic and livable cities, offering growing opportunities for its residents while remaining deeply committed to sustainability and social equity. Yet, as the city continues to expand, new challenges emerge ranging from rapid urbanization and climate change to the rising demand for decent jobs, affordable housing, and improved public services.

The **Kigali City Development Strategy (CDS) 2024–2029** has been designed as a strategic instrument to respond to these realities and to guide the city’s growth towards a shared vision of prosperity. It builds upon the achievements of the previous CDS (2018–2024) while setting new ambitions that align with **Rwanda’s Vision 2050**, the **National Strategy for Transformation (NST2)**, and the **Sustainable Development Goals (SDGs)**.

The strategy is the result of a deeply **participatory and evidence-based process** involving diverse stakeholders, citizens, districts, private sector actors, civil society organizations, and development partners. It articulates a clear framework for implementing coordinated interventions across sectors, ensuring that no one is left behind in the journey toward a green, smart, and resilient city.

Through this CDS, the City of Kigali reaffirms its commitment to inclusive governance, innovation, and environmental stewardship. It envisions a future where every citizen has access to quality services, sustainable livelihoods, and opportunities to contribute to the common good. The strategy also recognizes the importance of partnerships, calling upon all actors to collaborate in mobilizing resources, sharing knowledge, and monitoring progress.

As we look ahead to 2029, this document represents more than a planning tool it is a shared covenant between government and citizens. Together, we will continue to transform Kigali into a model city of excellence, where development is both people-centered and planet-sensitive.

Dr. Samuel Dusengiyumva  
**Mayor, City of Kigali**



## Executive Summary

The **Kigali City Development Strategy (CDS) 2024–2029** defines the city’s strategic direction for the next five years and lays the foundation for achieving Rwanda’s **Vision 2050** and the **National Strategy for Transformation (NST2)**. It articulates a shared vision of “*Kigali as a world-class centre of urban excellence – inclusive, resilient, vibrant, and green.*” The CDS also aligns with the **Sustainable Development Goals (SDGs)** and national urbanization policies that aim to ensure balanced and sustainable development across the country.

Over the past decade, Kigali has made tremendous progress in transforming its economic and physical landscape. Access to electricity now reaches **92 percent** of households, **98 percent** of residents have safe drinking water, and more than **267,000 jobs** have been created. The city has expanded its paved road network, improved health and education facilities, promoted digital innovation, and strengthened environmental protection. Yet, rapid urbanization, youth unemployment, inadequate affordable housing, and the growing impact of climate change continue to pose serious challenges that demand coordinated and forward-looking responses.

The CDS provides such a response through **three transformative pillars**:

- **Economic Transformation** – accelerating inclusive growth, entrepreneurship, and job creation;
- **Social Transformation** – enhancing quality education, health, and social protection; and
- **Transformational Governance** – fostering accountability, citizen participation, and effective urban management.

Under these pillars, the strategy sets out key priorities: construction of **16,000 affordable housing units**, relocation of families from high-risk zones, expansion of **100 km of urban roads** including Bus Rapid Transit corridors, universal access to **electricity by 2029**, deployment of **2,200 community health workers**, reduction of child stunting to **below 15 percent**, expansion of **TVET enrolment to 55 percent**, and the full digitization of city services under the **Smart Kigali** agenda.

Implementation of the CDS will require an estimated **RWF 1.72 trillion**, to be financed through a combination of City revenues, Government transfers, development partner support, and public–private partnerships. The strategy emphasizes results-based management, with progress tracked through annual and mid-term reviews and through transparent reporting mechanisms accessible to citizens. In essence, the **CDS 2024–2029** charts a bold and transformative course toward a sustainable, inclusive, and climate-resilient Kigali – a city that guarantees opportunity, dignity, and quality of life for all its residents, while serving as a model of excellence for urban Africa

## Vision, Mission and Values

The **Kigali City Development Strategy (CDS) 2024–2029** is anchored in a bold and inspiring vision that embodies the city’s long-term aspirations and its role in driving Rwanda’s transformation. The vision is not merely a statement of intent; it is a living commitment to guide all policy actions, investments, and partnerships over the next five years.





## Vision Statement

*“Kigali as a world-class centre of urban excellence – inclusive, resilient, vibrant, and green.”*

This vision captures the city’s determination to be globally competitive while preserving its Rwandan character and social values. It envisages a capital that is environmentally sustainable, economically robust, and socially just a city that offers all its residents a dignified life in harmony with nature.



## Mission Statement

*“To build and sustain a city of character, strong economy, and diversity through partnerships that deliver responsive and effective urban development.”*

The mission underscores the City’s operational philosophy: service delivery through innovation, partnership, and accountability. It also emphasizes the city’s dedication to citizen-centered planning and evidence-based decision-making. Through this mission, the City of Kigali commits to ensuring that all development programs respond to people’s needs while fostering economic inclusivity and ecological balance.



## Core Values

Kigali's governance and development approach are grounded in a shared set of values that shape institutional behavior, community interaction, and the collective pursuit of progress. These values form the moral and operational compass of the CDS 2024–2029:

**Figure 1: CORE VALUES**



## Key Achievements (2018–2024)

- **Urban Development:** Planned housing increased from 9.3% to 42.4%; paved roads expanded to 685 km.
- **Economic Growth & Jobs:** Over 267,000 jobs created, driven by ICT and smart initiatives.
- **Utilities:** Electricity access rose to 92%; safe drinking water coverage reached 98%.
- **Health:** 5 hospitals, 36 health centres, and 86 health posts established/rehabilitated; 85.5% of residents covered by health insurance.
- **Education:** Over 84,000 classrooms constructed or rehabilitated; TVET enrolment rose to 44%; 32 higher learning institutions operational.
- **Governance & Social Services:** Strengthened anti-corruption mechanisms; youth empowered through 292 projects; relocation of households from high-risk zones.

## Key Challenges

- Rapid population growth: 1.86 million residents (2024) with density of 2,401/km<sup>2</sup>.
- Lack of centralized sewerage system; high reliance on biomass energy.
- Severe traffic congestion; limited bus fleet and inadequate sidewalks.
- Youth unemployment and dominance of informal sector jobs.
- Expansion of informal settlements; insufficient affordable housing.
- Environmental degradation, wetland encroachment, and climate risks.

# I. Introduction

## 1.1. Background

The City of Kigali (CoK), Rwanda’s capital and economic hub, plays a central role in the country’s socio-economic transformation. With a population of **1.86 million (2024)** and a density of **2,401 inhabitants/km<sup>2</sup>**, Kigali is the fastest growing urban centre in Rwanda, contributing significantly to national GDP and employment creation.

Over the past decade, the city has undergone rapid transformation: improvements in housing, health, education, transport, ICT, and governance have raised its profile as one of Africa’s most dynamic and livable cities. However, this progress has also come with pressing challenges, including population growth, youth unemployment, informal settlements, climate change vulnerabilities, and infrastructure gaps.

In line with **Rwanda’s Vision 2050** and the **National Strategy for Transformation (NST2, 2024–2029)**, the Kigali City Development Strategy was designed to provide a comprehensive roadmap to harness the city’s potential, address its challenges, and ensure sustainable, inclusive, and climate-resilient growth.

## 1.2. Purpose of the CDS

The CDS 2024–2029 has been developed with the following objectives:

- To provide a **strategic framework** for managing urbanization, service delivery, and economic development in Kigali.
- To align the city’s priorities with **national and global agendas** (Vision 2050, NST2, and the SDGs).
- To ensure **inclusive development**, reducing poverty and inequality while creating decent jobs and opportunities for youth, women, and vulnerable groups.
- To position Kigali as a **green, smart, and resilient city**, capable of adapting to climate change and promoting sustainable resource use.
- To guide **resource mobilization** by government, private sector, and development partners, through clear cost estimates and investment priorities.

## 1.3. Methodology

The development of the CDS followed a **participatory, evidence-based, and iterative process**, to ensure that the CDS reflects the realities of citizens, leverages expert input, and sets a credible and achievable pathway for Kigali’s growth from 2024 to 2029.ensuring ownership and alignment with stakeholder priorities:

- **Desk Review & Analysis:** Review of key policies, strategies, and statistical data (NISR surveys, sector plans, Vision 2050, NST2).
- **Stakeholder Consultations:** Engagements with communities, civil society, private sector, and local government structures to capture perspectives and priorities.
- **Technical Studies:** Urban planning assessments, demographic and economic analysis, environmental sustainability reviews, and infrastructure mapping.
- **Validation Workshops:** Multi-stakeholder sessions to review and validate proposed priorities and interventions.
- **Integration:** Alignment of CDS priorities with national development frameworks and global agendas.

## 1.4. Institutional Stakeholders and Coordination Framework

The implementation of the City of Kigali Development Strategy (CDS) 2024–2029 rests upon the joint commitment of a diverse ecosystem of stakeholders working collaboratively to translate strategic aspirations into measurable urban transformation. Key institutional actors include the **Ministry of Infrastructure (MININFRA)**, **Rwanda Transport Development Agency (RTDA)**, **Road Maintenance Fund (RMF)**, **Rwanda Energy Group (REG)**, and **Water and Sanitation Corporation (WASAC)**, which lead the development of urban infrastructure—roads, energy, and utilities—that underpin Kigali’s inclusive growth. The **City of Kigali** itself, together with **District Councils**, ensures local ownership through strategic planning, resource allocation, and performance oversight aligned with NST2 and Vision 2050.

At the central government level, the **Ministry of Local Government (MINALOC)** coordinates implementation, capacity building, and intergovernmental collaboration, while the **Ministry of Finance and Economic Planning (MINECOFIN)** ensures resource mobilization, budgeting, and alignment with national financing frameworks. The **National Institute of Statistics of Rwanda (NISR)** provides evidence-based data for planning, monitoring, and evaluation, whereas the **Rwanda Environment Management Authority (REMA)** guarantees environmental compliance and climate resilience in urban projects.

## 1.5. Development Partners, Regulators, and Support Institutions

Development partners including the **World Bank**, **AfDB**, **AFD**, **JICA**, **KOICA**, and national agencies such as **BRD**, **RSSB**, and **RDB** play a vital role in providing technical, financial, and innovative support. The **Joint Action Development Forum (JADF)** coordinates multi-stakeholder dialogue and joint planning among government, civil society, and private actors. Regulatory and governance institutions notably **RURA**, **RGB**, and **MINIJUST** safeguard transparency, service quality, and legal integrity, while **security organs** support enforcement and community safety during implementation. **Broadcasting agencies and the media** enhance visibility, civic engagement, and accountability across the implementation process.

## 1.6. Usefulness of the Booklet to Stakeholders

This booklet serves as a **practical coordination and communication tool** for all stakeholders.

- For **implementers and user departments**, it simplifies strategic priorities, outcomes, and targets into actionable guidance for planning, budgeting, and performance tracking.
- For **policy-makers and development partners**, it presents an evidence-based investment framework to align funding with Kigali's transformative agenda.
- For **private sector investors**, it identifies viable opportunities in infrastructure, housing, energy, transport, and innovation ecosystems.
- For **citizens and civil society**, it enhances transparency and participation, allowing every resident to understand and contribute to the city's sustainable future.

In essence, the booklet bridges strategy and action—helping all partners move in one direction toward the shared vision of a **world-class, inclusive, resilient, and green Kigali**.

## II. Situation Analysis

### 2.1. Demographic and Socio-Economic Profile

Kigali, Rwanda's capital, covers 730 km<sup>2</sup> and is composed of three districts: Gasabo (429 km<sup>2</sup>), Kicukiro (167 km<sup>2</sup>), and Nyarugenge (134 km<sup>2</sup>). By 2024, the city hosted **1.86 million residents** (13.2% of the national population) with a density of **2,401 inhabitants/km<sup>2</sup>** – the highest in Rwanda. Urbanization is advanced, with 86.9% of residents living in urban areas.

The demographic structure reflects opportunity and pressure: **youth aged 16–30 years represent 33.5% of the population**, offering a dynamic labor force but also requiring massive job creation. Poverty has reduced significantly from 13.9% in 2016/17 to 9.1% in 2023/24, while extreme poverty dropped from 4.2% to 1.1%. Meanwhile, over **614,000 migrants** have settled in Kigali in the last decade, driven by economic and social opportunities.

This rapid growth has brought prosperity and change, but also **demands innovative, integrated solutions to sustain livability, service delivery, and social equity**.

### 2.2. Achievements (2018–2024)

Over the past six years, Kigali has **made remarkable progress in infrastructure, services, and governance**, positioning itself among Africa's most dynamic cities.

- **Urban Development:** Planned housing rose from 9.3% to 42.4%; the road network expanded to 2,753 km, with paved roads reaching 685 km. Irrigated land grew from 46 ha to 439.9 ha.
- **Utilities:** 92% of households are now connected to electricity; 98% have access to safe drinking water. Public lighting has expanded across the city.
- **Health & Social Protection:** 5 hospitals, 36 health centres, and 86 health posts are functional. Health insurance coverage reached 85.5%. Nutrition programs and maternal health packages have reduced stunting to 32%. Over 20,000 vulnerable households have been supported through VUP, Girinka, and housing schemes.
- **Education & Skills:** 84,558 classrooms were built or rehabilitated. TVET enrolment rose to 44%. Higher education is supported by 32 institutions.
- **Governance & Youth Empowerment:** 292 youth projects funded, 19 sports courts constructed, and over 7,700 citizen complaints resolved through MAJ legal aid bureaus.

These results illustrate Kigali's capacity to transform rapidly when resources, policies, and partnerships are aligned.

## 2.3. Challenges

Despite these achievements, Kigali continues to face **pressing urban stresses that threaten inclusivity and sustainability**:

- **Infrastructure & Urban Planning:** Absence of a centralized sewerage system; limited affordable housing; informal settlements expanding; half of land constrained by wetlands/steep slopes.
- **Transport & Mobility:** Severe traffic congestion, an inadequate public transport fleet, resistance to standing in buses, limited sidewalks.
- **Environment & Climate:** Encroachment on wetlands, poor drainage and recurrent flooding, high reliance on biomass for cooking.
- **Socio-Economic Pressures:** High youth unemployment and underemployment; dominance of informal jobs; gender disparities in STEM education; fiscal constraints for major investments.

## 2.4. Potentialities

The city also holds **strong potential in ICT, green economy, and urban planning**, which provide a foundation for transformative growth under CDS 2024–2029.

- **Green Economy:** Renewable energy (solar, biogas), eco-housing, and sustainable transport.
- **Transport Innovation:** Bus Rapid Transit (BRT), multimodal connectivity, and smart traffic systems.
- **Urban Development:** Affordable housing through vertical densification, serviced plots, and upgrading informal settlements.
- **ICT & Innovation:** Digital entrepreneurship, Smart City initiatives, and data-driven service delivery.
- **Education & Skills:** Expansion of TVETs, digital skills training, and youth innovation programs.
- **Agriculture & Food Systems:** Agro-processing zones, land consolidation, and modern agri-hubs.
- **Tourism & Culture:** Growth of creative industries, cultural hubs, and Kigali as a global events destination.
- **Public–Private Partnerships:** Opportunities for investment in infrastructure, education, and health services.

# III. Strategic Framework & Priority Interventions (2024–2029)

The CDS is anchored on **three transformative pillars**, aligned with Vision 2050, NST2, and the SDGs:

1. **Economic Transformation** – driving inclusive growth, innovation, and job creation.
2. **Social Transformation** – ensuring improved health, education, and social protection.
3. **Transformational Governance** – strengthening participation, accountability, and resilience.

## 3.1. ECONOMIC TRANSFORMATION

### 3.1.1. URBANIZATION AND RURAL SETTLEMENT SECTOR



#### Increased access to decent housing and enhanced resilience of communities

- Develop 6,395ha of the detailed physical plans, site servicing to enhance well-planned urban and rural settlement
- Develop 16,000 affordable housing units for both rent and/or purchase in partnership with private sector
- Relocate 382 households from high-risk zones to planned resilient settlements
- Mobilize rural 3,436 rural households in scattered settlements to settle to planned resilient settlements



#### Developed, inclusive, climate resilient City

- Develop five flagship projects in CoK, leveraging their local economic potentials
- Rehabilitate 491ha of urban wetlands in CoK and increase open and green spaces on 600 ha for recreational activities
- Upgrade 809 ha of urban unplanned settlements with adequate infrastructure and services
- Develop 10,000 new planned sites for settlement
- Acquire 100 ha of land for new investments
- Ensure full elaboration of the Kigali City Storm Water Masterplan
- Acquire 10ha of land for cemetery.

## 3.1.2. TRANSPORT SECTOR



### Improved quality of road networks

- Construct 100.5 km of new roads
- Rehabilitate at least 16.1 km of national roads connecting the City with the rest of the Country and 76km of NMT infrastructures in Kigali integrated cycle lane walkways
- Construct and rehabilitate at least 25.2 km of feeder roads
- Increase public street lighting and switching to use of green energy on 78 km
- Modernize existing street lights using smart lights on 224 km
- Increase road infrastructure to ease access to urban and peri-urban areas by constructing 9 bridges
- Scale up dedicated bus lanes in the City of Kigali and modernize bus stops, terminals and bus shelters through: establishing 133.7 km of Dedicated Bus Lanes (cumulatively); improving 100 bus stops; modernizing 100 bus shelters; establishing a new bus terminal and completing Nyabugogo Multi-Model Transit Hub project and Sonatube Multi-Model Public Transport Hub
- Construct and upgrade 5 high-capacity road junctions in the City.



### Improved public Transport services and Traffic Management

- Introduce DBL on CBD-Remera (22 km), Sonatube-Nyanza (6 km)
- Establish bus schedules for existing routes in the City of Kigali
- Introduce Passenger information system on pilot routes Nyabugogo Multimodal Terminal in partnership with World Bank
- Upgrade 22 junctions with ITS
- Managing 5,000 parking lots using smart parking system
- Invest in green transport infrastructure, especially improved public transport (bus rapid transport) and non-motorized transport (cycling and pedestrian pathways):
  - 55.9 km of footpaths constructed
  - 20 e-buses introduced in the public transport sector
  - 76 km of NMT infrastructures in Kigali integrated cycle lane walkways.

### 3.1.3. ENERGY SECTOR



#### Increased spatial access to electricity in the City of Kigali

- Scale up access to electricity (on-grid/ off-grid) to productive users (industries, health facilities, schools, agro-processing factories, ...) at 100%.
- Roll out access to electricity in all cells to facilitate households' connections.
- Promoting clean and efficient biomass energy technologies, such as improved cook stoves and alternative biofuels.

### 3.1.4. PRIVATE SECTOR DEVELOPMENT & YOUTH EMPLOYMENT SECTOR



#### Increased participation in sports activities boosts health, wellness and incomes

- Organize 30 competitions in schools and at community level
- Sign MoUs and organize 6 local and international youth competitions
- Establish 9 schools as schools of excellence in sports with conducive environment to host talents in different sporting disciplines
- Organize 15 holiday camps
- Organize 120 sports festivals in youth, community, schools & for people with disabilities
- Organize 115 Mass Sports
- Create accessible community sports spaces and related sports facilities by constructing 97 playgrounds at the community level, 6 playgrounds for People with Disabilities (PWDs) and developing five additional running tracks at strategic urban locations.



#### Strengthened cultural and Creative Industries

- Develop and establish one (1) arts center/facility
- Scale up arts through supporting 5 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)

### Increased productive and decent jobs by 110 thousand (22,126 annually)



- 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)
- Operationalize 8 employment service centers (YEGO, Incubation and ES Centers) (cumulative)
- Mobilize and facilitate private sector to develop and optimize tourism, cultural and creative industries for job creation (260,510 productive and decent jobs created, 3,990 cooperatives' members capacitated, 20 Cultural and touristic sites promoted and operationalized, 9,190 youth and women capacity enhanced and 3 modern markets rehabilitated/ constructed).

### 3.1.5. FINANCIAL SECTOR DEVELOPMENT



#### Increased national savings to reduce dependence on external financing

- Strengthen Ejo Heza to attract more savers and savings to reach Rwf 6,205,610,000 as a five years target
- Enhance the recovery of VUP Financial services loans to 80% and ensure that Rwf 120,350,708 are recovered.

### 3.1.6. AGRICULTURE SECTOR



#### Modernized Crop Production and Productivity

- Increase land under consolidation by priority crops (21,306 ha for vegetables, rice, maize and beans)
- Increase the quantity of improved seeds of maize used by both large- and small-scale farmers (181 metric tons)
- Increase the area under export crops production and increase value addition to produce 165 metric tons
- Increase the quantity of mineral fertilizers used by farmers (2,545 metric tons of DAP, UREA and NPK)
- Promote and operationalize Agri-Hubs and Food Basket Sites on 2,384 ha
- Increase the number of farmers reached by extension services in partnership with the private sector to reach out 22,115 farmers.
- Increase the land under conservation agriculture



#### Modernized Animal Resources Production and Productivity

- Improve Animal genetics by inseminating 18700 cows and registering/ recording 8,000 calves born from Artificial Insemination
- Improve animal health systems by vaccinating 439,460 livestock against BQ, LSD, Brucellosis and rabies; 242,640 cows, goats, sheep and pigs against RVF and 81,500 livestock against PPR
- Increase veterinary clinics to reach all City districts and provide proximity veterinary services at sector level by training and equipping 190 veterinarians.



#### Strengthened market linkages and post-harvest infrastructures

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



#### Strengthened agriculture de-risking for resilience

Scale up insurance coverage on crops on 2,015 ha of rice and maize and livestock insurance for 50,800 cows, pigs and poultry.

### 3.1.7. ENVIRONMENT AND NATURAL RESOURCES SECTOR

#### Natural resources sustainably managed



- Restore and manage 239 ha of degraded critical ecosystems and riparian areas
- Improve forest management and promote indigenous species, agroforestry, fruit trees, and urban trees by covering 700 ha.
- Increasing the sustainability and profitability of forests management by rehabilitating 600 ha of forests and planting 30,000 ornamental and indigenous trees
- Ensure professionalism in urban forests management by developing Urban Forests Management plan and conducting 10 training sessions for forests operators
- Ensure the sustainability and conservation through rehabilitation of 10 ha of wetlands.

#### Increased resilience to climate change and reduced impacts of disasters



- Develop flood/erosion control measures in high-risk areas by creation of 8,700 ha of progressive terraces (cumulatively) and providing 467,865 households with rainwater harvesting facilities
- Strengthen capacity for rapid response and management of disasters including establishing and operationalizing district emergency command posts
- Enhancing early warning and meteorological services by establishing 10 joint actions of hazard monitoring

#### Enhanced land administration and management



- Enhance compliance to land use master plans, leveraging technology to 100%
- Elaborating site physical plan on 6,864 ha

### 3.1.8. ICT SECTOR



#### Increased digital literacy and digital skills development for a globally competitive workforce

- Train 546,519 citizens in Basic Digital literacy (15 years old and above) cumulatively.



#### Foster usage of emerging technology to advance Smart Cities

- Implement Smart Cities initiatives through:
  - Establishing 57 smart waste stations
  - Installing 3,200 smart parking spots
  - Establishing 100 National Smart cities and Communities command & control center
  - City Developments and Compliance with Master Plan Using Satellite Images and GIS Changes Detection Models

## 3.2. SOCIAL TRANSFORMATION

### 3.2.1. HEALTH SECTOR

#### Attained universal health coverage of essential health services

- 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%
- Reduce maternal mortality from 105 to 100 maternal deaths per 100,000 live births and increase delivery at the Health facility from 93% up to 99%
- Strengthen the use of postpartum family planning and introduction of new contraceptive methods to reduce married women with unmet need of family planning to 8%
- Decentralization of immunization services to health posts increase children fully immunized up to 100%
- Reduce the under-five mortality rate to 16% and neonatal mortality rate to 5%
- Increase the rate of people living with HIV who know their HIV status up to 100%
- Increase the eligible population with mental and neurological disorders who received mental health services (psychosis, depression, bipolar disorder and epilepsy) up to 30%
- Reduce people dying between age 30 and 70 from any of cardiovascular diseases, cancer, diabetes, or chronic respiratory diseases to 8%
- Increase access to adolescent and youth-focused sexual and reproductive health services up to 18% to reduce teenage pregnancies
- Establish and implement a pooled procurement mechanism to leverage bulk purchasing and negotiate lower prices
- Increase the coverage of Community-Based Health Insurance Scheme (CBHI/MUSA) up to 95%.





### **Reduced stunting in under five children**

- Enhance community-based screening of nutritional status and raise awareness on good feeding practices to reduce stunting rate among children 6–24 months to 2.4% and among under five children to 2%
- Revamp all 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 by establishing ECDs Facilities
- Reinforce a multispectral approach to eliminate all forms of malnutrition
- Ensure availability of nutrition commodities



### **A robust health workforce that is well-trained, adequately supported, and optimally deployed to meet the population's health needs**

Recruit, train, and deploy 2,200 certified professional community health cadres at community level, (consistent with the community health program health service package)



### **Maximized readiness and operationalization of health facilities through modernized health infrastructure**

Rehabilitate 10 health facilities, renovate and construct 2 hospitals, 8 health centers and 24 health posts in the City of Kigali

### 3.2.3. WATER AND SANITATION



#### Increased access to drinking water and sanitation services

- Scale up access to drinking water in all villages (100%)
- Scale up the access to basic water for productive use centers by connecting clean drinking water to 1 school and 12 health facilities
- Increase by doubling the daily water production capacity to meet projected demand (45,000 m<sup>3</sup>/day)
- Construct, upgrade and rehabilitate the water infrastructure on 114.5 km
- Rehabilitate Non-functional Water Supply systems to reduce on the non-revenue water bill



#### Increase access to Sanitation and Hygiene (WASH) services for improved wellbeing

- Develop and promote tailor-made sanitation solutions for different households in partnership with private sector to:
  - increase households with improved sanitation and hygiene facilities to 100% and adopting practices for disease prevention
  - increased access to improved sanitation services (100% of population with access to basic toilets, 1640 m<sup>3</sup> of fecal sludge emptied out (cumulative) and 90% of households with solid wastes collected and properly disposed
- Construct 3 centralized sewerage systems including Kigali Centralized sewerage system
- Construct 1 fecal sludge treatment plants
- Construct 1 solid waste management facilities for proper collection and disposal modern landfills including Nduba landfill
- Construct 25 km of ravines and a hazardous waste management facility (cumulative).

### 3.2.4. EDUCATION SECTOR



#### Education infrastructure increased and improved

- Construct 689 new classrooms, rehabilitate and replace 896 old classrooms, replace 1092 old toilets by new ones, construct 3 dormitories and 316 kitchens.



#### Increased net enrollment in pre-primary from 35% to 65%

- Construct 553 new resilient and inclusive pre-primary classrooms
- Mobilize parental and community support for increasing pre-primary enrollment up to 54.6% and enroll 25 kids at 3 age
- Recruit trained pre-primary teachers and ensure Continuous Professional Development for new and existing teachers to achieve 45:1 pupil trained teacher ratio.



#### Improved timely enrolment and learning outcomes, and ensure equitable access in primary education

- Establish 1,705 classrooms and other school infrastructure to eliminate double shifts and reduce overcrowding
- Sustain the school feeding program to feed all students (100%) in nursery, primary, secondary and TVET schools
- Improve foundational literacy and numeracy skills with a focus on Foundational grades to ensure 65% of P1 students attended pre-primary
- Reduce school dropout rate to 3.9% through enhancing school and community collaboration
- Reduce repetition rate to 15% by continuously implementing remedial learning education strategies
- Expand functional adult literacy programs to train 114,460 non-literate adults
- Recruit teachers from teacher training institutions and provide training to untrained in-service teachers.
- Provide English training to primary teachers.



### **Enhanced quality of learning in primary, secondary and TVET**

- Enhance pedagogical inspections in primary, secondary and TVET education to reach out 3,520 schools.

### **Enhanced access to quality education in Basic TVET**

- Improve TVET with modern infrastructure, equipment, consumables and materials to enhance STEM by constructing 48 TVET classrooms and equipping 5 new schools with standard workshops.



### **Increased use of ICT in Teaching and Learning at all levels of education**

- Strengthen education data management systems for evidence-based decision-making by ensuring full recording of data in CAMIS, QAMIS & SDMS (100%)
- Provide ICT infrastructure and equipment in schools by establishing 68 smart classrooms

## **3.2.5. SOCIAL PROTECTION SECTOR**

### **Enhanced households' empowerment to sustainably graduate out of poverty**



- 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 1%.
- 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 through:
  - developing and monitoring 5 annual joint graduation action plans
  - conducting 8 joint planning meetings on graduation
  - conducting 2 peer learning and peer review with different JADF members
  - increase annual contribution from JADF members on graduation programs by 5%
  - Establish a JADF Database Set Operational System.



### Reduced malnutrition

- Enhance nutrition-sensitive social safety nets to ensure 90% of targeted households with children under 2 years receive nutrition sensitive social safety nets
- Ensure that 80% of children of 3-6 attend Community Based ECD facilities and establish 644 operational Community Based ECDs (3 by cell).



### Increased access to social security and income support program, particularly among vulnerable people

- Increase coverage of comprehensive safety nets and lifecycle approach up to 20%
- Address shelter related issues by supporting 612 genocide survivors with shelter and reducing vulnerable people without decent shelter by 80%
- Ensure all households affected by shocks receive support via asset insurance, cash and in-kind support. 60% of beneficiaries will be provided with social security and income support programmes.

### 3.3. TRANSFORMATIONAL GOVERNANCE

#### 3.3.1. GOVERNANCE AND DECENTRALIZATION SECTOR



##### Quality and inclusive services are delivered and sustained

- Upgrade citizen complaint management systems, and coordinate the operationalization of effective citizen complaint handling mechanisms to ensure that 85% of citizens are satisfied with complaints solving
- Construct 4 and rehabilitate 8 Sector administrative offices and construct and rehabilitate 4 Cell administrative offices
- Mainstream and operationalize sectoral decentralization processes to enhance quality of service delivery to ensure 95% of citizens are satisfied with local government services
- Sensitize private service providers to strengthen the quality of services delivered to the community reach 90%.



##### Empowered citizens to effectively participate in governance and socioeconomic development process

- Enhance the efficiency and effectiveness of existing citizen participation platforms and strengthening of effective feedback mechanisms to expedite citizens' problem-solving and improve accountability. 80% of citizens will be satisfied with their participation in elaboration of district plan, Imihigo and Budget and women elected in local government councils (district, sector, cell, village level) will reach 50%.
- Reinforce the collaboration and coordination frameworks for more effective decision-making, planning, and implementation of development program by increasing the JADF contribution to district development budget by 70%.

#### 3.3.2. JUSTICE, RECONCILIATION, LAW AND ORDER SECTOR (JRLOS)



##### Reduced corruption and injustice in all its forms

Conduct anti-corruption and anti-injustice dialogues, training and awareness campaigns among various categories of the CoK population to reach out 250,000 people.



### Reduced case backlogs by half

Expand Legal aid provision to vulnerable people through semestrial legal aid week: 99.7% of disputes will be handled by Abunzi Committees; 10 Legal Aid weeks will be organized for vulnerable people including PWDs, children, pregnant women, refugees...; Citizen satisfaction with legal aid services will reach 91.4%; and citizen satisfaction with MAJ effectiveness will reach 83%. In addition, 1495 cases (disaggregated by gender, disability, age and type) will be received and handled by MAJ and 1,025,595 Community Policing actors will be trained including youth volunteers (cumulative).



### Strengthened National unity and community resilience

- Strengthen national unity, resilience, and community-based healing by institutionalizing Rwandan culture and values into civic education and national development programs. 175 Ndi Umunyarwanda sessions will be conducted in different groups; 175 dialogues will be conducted during Unity and resilience month; 95% of Itorero operationalisation at primary, secondary schools and villages will be ensured; and 95% of youth will be enrolled in Voluntary National Service (Urugerero).
- Community healing and re-integration programs for genocide inmates released, their families and genocide survivors will be coordinated by conducting 60 social healing and reintegration sessions.



### Combated genocide ideology and revisionism

- Organize 2,340 annual commemoration events of the Genocide against the Tutsi across the City of Kigali.



### Increased confidence in peace, personal safety and property security

- Improve crime prevention and public order through community policing initiatives by training 264058 actors, including youth volunteers.



### Rwandan cultural values and norms embedded into daily life

- Operationalize Itorero program at different levels (in 2,054 schools; 1,818 villages, and Rwandan Community Abroad).

### 3.3.4. PFM SECTOR



#### **Enhanced Public Finance Management (PFM)**

- Collect the CoK own revenues of 296 billion Rwandan Francs and develop the management Information System (MIS) for efficient forecasting and planning of tax revenues
- Implement 90% of audit recommendations issued by the Office of Auditor General of State Finances (OAG).

## IV. CONCLUSION

The **Kigali City Development Strategy (CDS) 2024–2029** represents a collective vision for an inclusive, prosperous, and sustainable future. It has been developed through broad consultations, empirical analysis, and shared commitment between government, citizens, and partners. This strategy articulates a clear roadmap to transform Kigali into a world-class city one that harmonizes social wellbeing, economic competitiveness, and environmental resilience.

Over the next five years, implementation of the CDS will build on the foundations already established through visionary leadership, innovation, and strong governance. It will focus on translating strategic priorities into measurable results, ensuring that investments reach communities, create jobs, and strengthen social cohesion. The City of Kigali will continue to coordinate with national institutions, districts, private investors, and development partners to mobilize resources and monitor impact through a transparent, results-based management system.

As Kigali advances toward the goals of **Vision 2050** and **NST2**, this strategy will serve as a living document flexible enough to respond to emerging challenges, yet firm in its guiding principles of inclusiveness, integrity, and accountability. The city's success will depend on continuous citizen participation and collaborative partnerships that link local action to global aspirations.

The CDS 2024–2029 is therefore more than a policy framework; it is a shared promise to make Kigali a green, smart, and equitable city where every resident can thrive in dignity and security. With unity, innovation, and dedication, the City of Kigali stands ready to transform this vision into reality.

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		
<b>PILLAR 1. ECONOMIC TRANSFORMATIONAL</b>								
<b>I. URBANIZATION AND RURAL SETTLEMENT SECTOR</b>								
<b>Goal 1: Accelerate sustainable urbanization</b>								
<b>Priority Area (PA)-01: Establish initiatives to promote sustainable growth of the City of Kigali</b>								
<b>Outcome 1.1: Increased access to decent housing and enhanced resilience of communities</b>								
<b>Strategic Interventions (SI): Develop detailed physical plans, site servicing to enhance well planned urban and rural settlement</b>								
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, Quartely & Annual Reports
<b>Strategic Interventions (SI): Relocate households from high-risk zones to planned resilient settlements</b>								
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, Quartely & Annual Reports
<b>Strategic Interventions (SI): Develop affordable housing units for both rent and/or purchase in partnership with private sector</b>								
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, Quartely & Annual Reports
<b>Strategic Interventions (SI): Mobilize rural households in scattered settlements to settle to planned resilient settlements.</b>								
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, Quartely & Annual Reports
<b>Outcome 1.2: Developed, inclusive, climate resilient City</b>								
<b>Strategic Interventions (SI): Develop flagship projects in CoK, leveraging their local economic potentials</b>								
5	Output 1. Flagship projects leveraging local economic potentials implemented	Number of flagship projects leveraging local economic potentials implemented	Number			-	CoK	Quartely & Annual Reports
<b>Strategic Interventions (SI): Rehabilitate 491 ha of urban wetlands in CoK and increase open and green spaces</b>								
6	Output 2. Urban wetlands rehabilitated and scaled up	Area of urban wetlands rehabilitated and scaled up	Ha	500	491	491	CoK	Quartely & 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	Quartely & Annual Reports
<b>Strategic Interventions (SI): Upgrade urban unplanned settlements with adequate infrastructure and services</b>								
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	Quartely & Annual Reports
9	Output 5. New well planned sites for settlement created	New planned sites for settlement developed	Number		5000	10,000	CoK	Quartely & Annual Reports
10	Output 6. Land for new investments availed	Area of land for new investments acquired	Ha		40	100	CoK	Monthly, Quartely & Annual Reports
11	Output 7. Kigali City stormwater masterplan elaborated	Progress of elaboration of the Kigali City Stormwater Masterplan	%	85%	1	100%	CoK	Monthly, Quartely & 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
<b>2. TRANSPORT SECTOR</b>								
<b>Goal 2: Establish a robust multi-modal transport network to reduce transport cost and promote social economic growth</b>								
<b>PA-02: Improve public transport infrastructure, system and services</b>								
<b>Outcome 2.1: Improved quality of road networks</b>								
<b>Strategic Interventions (SI): Increase the number of paved roads significantly</b>								
13	Output 1. Increased paved urban road network	Km of paved roads increased	Km	534.3	55	100.5	CoK	Quarterly & Annual Reports
<b>Strategic Interventions (SI): Rehabilitate at least 16.06 km of national roads connecting the City with the rest of the Country</b>								
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
<b>Strategic Interventions (SI): Construct and rehabilitate at least 25.2 km of feeder roads</b>								
16	Output 4. Feeder Roads Rehabilitated	Km of Feeder Roads Rehabilitated	Km	0	13.2	25.2	CoK	Quarterly & Annual Reports
<b>Strategic Interventions (SI): Increase public street lighting and switching to use of green energy</b>								
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
<b>Strategic Interventions (SI): Modernize existing street lights using smart lights</b>								
18	Output 6. Modernized street lighting infrastructures	Km of existing street lights modernized	Km	120.5	72	224.0	CoK	Quarterly & Annual Reports
<b>Strategic Interventions (SI): Increase road infrastructure to ease access to rural and urban areas</b>								
19	Output 7. Bridges constructed	Number of bridges constructed		11	9	9.0	CoK	Quarterly & Annual Reports
<b>Strategic Interventions (SI): Scale up dedicated bus lanes in the City of Kigali and modernize bus stops, terminals and bus shelters</b>								
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
<b>Strategic Interventions (SI): Construct and upgrade high-capacity road junctions in the City</b>								
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
<b>Outcome 2.2: Improved public Transport services and Traffic Management</b>								
<b>Strategic Interventions (SI): Introduce DBL on CBD-Remera (22 km), Sonatube-Nyanza (6 km)</b>								
24	Output 1. Improved public transport Systems	Number of km of dedicated bus lanes exploited	Number		0	28.0	CoK	Monthly, Quartely & Annual Reports
<b>Strategic Interventions (SI): Establish bus schedules for existing routes in City of Kigali</b>								
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
<b>Strategic Interventions (SI): Introduction of Passenger information system introduced on pilot routes Nyabugogo Multimodal Terminal upgraded in partnership with World Bank</b>								
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
<b>Strategic Interventions (SI): Invest in green transport infrastructure, especially non-motorized transport (NMT-cycling and pedestrian pathways)</b>								
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
<b>3. ENERGY SECTOR</b>								
<b>Goal 3: Increase access to electricity in the City of Kigali</b>								
<b>PA-03: Scale up electrification to achieve universal access and adoption of clean and efficient biomass cooking technologies</b>								
<b>Outcome 3.1: Increased spatial access to electricity in the City of Kigali</b>								
<b>Strategic Interventions (SI): Scale up access to electricity (on-grid/ off-grid) to productive users (industries, health facilities, schools, agro-processing factories, ...)</b>								
30	Output 1. Increased new connections to electricity	% of households connected to on-grid/ electricity	%	92%	98%	100%	CoK	REG reports
<b>4. PRIVATE SECTOR DEVELOPMENT &amp; YOUTH EMPLOYMENT SECTOR</b>								
<b>Goal 4: Achieve 10% annual growth in the industry sector</b>								
<b>PA-04: Build a vibrant and professional sports industry</b>								
<b>Outcome 4.1.: Increased participation in sports activities boosts health, wellness and incomes</b>								
<b>Strategic Interventions (SI): Organize talent development competitions in schools and at Sector level</b>								
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
<b>Strategic Interventions (SI): Create accessible community sports spaces and related sports facilities by constructing 97 playgrounds at community level</b>								
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
<b>PA-05: Strengthen and promote the cultural and creative industry Ecosystem</b>								
<b>Outcome 5.1.: Strengthened cultural and Creative Industries</b>								
<b>Strategic Interventions (SI): Scale up arts through supporting 120 Cultural and Creative Industries (CCIs)</b>								
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
<b>Strategic Interventions (SI): Develop and establish one (1) arts center/facility</b>								
34	Output 2. Arts centers/Facilities established and operationalized	Number of Arts centres/Facilities established	Number		1	1.0	CoK	Monthly and Quarterly reports
<b>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)</b>								
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
<b>PA-06: Create sustainable and decent jobs</b>								
<b>Outcome 6.1.: Increased Productive and decent jobs by 110 thousand (22,126 annually)</b>								
<b>Strategic Interventions (SI): Implement an integrated business advisory service model tailored to promote entrepreneurship and growth of 3,297 MSMEs</b>								
36	Output 1. Comprehensive Integrated Service Model operationalized	Number of MSMEs supported to access finance	Number	882	4102	7315.0	CoK	Monthly reports
<b>Strategic Interventions (SI): Optimize employment opportunities and skills development from major investment and flagship projects through establishment and operationalization</b>								
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
<b>Strategic Interventions (SI): Improve &amp; Strengthen synergies in workplace learning, employability skills for youth, job-matching services and labour market systems</b>								
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
<b>Strategic Interventions (SI): Mobilize and facilitate private sector to develop and optimize tourism, cultural and creative industries for job creation</b>								
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
<b>5. FINANCIAL SECTOR DEVELOPMENT</b>								
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 Recovery	Percent	83%	80%	80%	CoK	Reports
		RWF recovered under VUP financial services loans	RWF		66,978,958	120,350,708	CoK	Reports
<b>6. AGRICULTURE SECTOR</b>								
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
<b>PA-9: Achieve and sustain self-sufficiency in animal resources</b>								
<b>Outcome 9.1: Modernized Animal Resources Production and Productivity</b>								
<b>Strategic Interventions (SI): Improve Animal genetics [Liquid Nitrogen plants, Animal breeding centres, Insemination of cows and pigs]</b>								
48	Output 1. Sustainable animal breeding established	Number of cows artificially inseminated	Number	4,950	12,200	18,700	CoK	Quarterly Reports
		Number of calves born from AI registered/ recorded	Number	1,830	4,950	8,000	CoK	Quarterly Reports
<b>Strategic Interventions (SI): Improve animal health systems by vaccination</b>								
49	Output 2. Animal health systems improved	Livestock vaccination		90,875	259,495	439,460	CoK	
		Number of livestock vaccinated against BQ	Number	20,650	58,500	90,500	CoK	Quarterly Reports
		Number of livestock vaccinated against LSD	Number	23,850	58,500	90,500	CoK	Quarterly Reports
		Number of livestock vaccinated against Brucellosis	Number	1,225	3,520	5,570	CoK	Quarterly Reports
		Number of livestock vaccinated against Rabies	Number	2,050	6,150	10,250	CoK	Quarterly Reports
		Number of livestock vaccinated against RVF	Number	43,100	132,825	242,640	CoK	Quarterly Reports
		Number of cows vaccinated against RVF	Number	23,800	58,500	90,500	CoK	Quarterly Reports
		Number of goats vaccinated against RVF	Number	18,800	50,800	82,300	CoK	Quarterly Reports
		Number of sheep vaccinated against RVF	Number	500	1,200	1,750	CoK	Quarterly Reports
		Number of pigs vaccinated against RVF	Number		22,325	68,090	CoK	Quarterly Reports
		Number of livestock vaccinated against PPR	Number	0	48,900	81,500	CoK	Quarterly Reports
<b>Strategic Interventions (SI): Increase veterinary clinics to reach all City districts and provide proximity veterinary services at sector level</b>								
50	Output 3. Veterinarians trained and equipped with necessary tools	Number of veterinarians trained	Number	35	114	190	CoK	Quarterly Reports
		Number of veterinarians equipped	Number	35	114	190	CoK	Quarterly Reports
<b>PA-10: Strengthen post-harvest handling and management and reduce post-harvest losses</b>								
<b>Outcome 10.1: Strengthened Market Linkages and Post-Harvest Infrastructures</b>								
<b>Strategic Interventions (SI): Establish new drying infrastructure [Mobile dryers for cereals, drying shelters drying of 30 grounds (Rice), and collection centres]</b>								
51	Output 1. Drying grounds for rice established	Number of drying grounds for rice established	Number		30	30	CoK	Quarterly Reports
<b>PA-11: Attract investment in the agriculture sector and increase credit to agriculture sector</b>								
<b>Outcome 11.1: Strengthened agriculture de-risking for resilience</b>								
<b>Strategic Interventions (SI): Scale up insurance coverage on crops and livestock (crops, cattle, Pig and Poultry)</b>								
52	Output 1. Agriculture Insurance Scheme strengthened	Crops insurance	Ha	418	1224	2,015	CoK	Quarterly Reports
		Number of Ha of maize insured	Number	40	90	125	CoK	Quarterly Reports
		Number of Ha of rice insured	Number	378	1134	1,890	CoK	Quarterly Reports
		Livestock insurance	Number	18,734	36045	50,800	CoK	Quarterly Reports
		Number of cows insured	Number	1,100	2850	4,500	CoK	Quarterly Reports
		Number of poultry insured	Number	17,559	33000	46,000	CoK	Quarterly Reports
		Number of pigs insured	Number	75	195	300	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
<b>7. ENVIRONMENT AND NATURAL RESOURCES SECTOR</b>								
<b>Goal 7: Sustainable management of natural resources</b>								
<b>PA-12: Building resilience to climate change and sustainable management of the environment and natural resources</b>								
<b>Outcome 12.1.: Natural resources sustainably managed</b>								
<b>Strategic Interventions (SI): Restore and manage degraded critical ecosystems and riparian areas</b>								
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
<b>Strategic Interventions (SI): Improve forest management and promote indigenous species, agroforestry, fruit trees, and urban trees</b>								
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 indigenous trees planted	number		18000	30,000	CoK	Quarterly Reports
56	Output 4. Ensure professionalism in urban forests management	Urban forests Management plan developed	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
<b>Outcome 12.2: Increased resilience to climate change and reduced impacts of disasters</b>								
<b>Strategic Interventions (SI): Develop flood/erosion control measures in high risk areas</b>								
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
<b>Outcome 12.3: Enhanced land administration and management</b>								
<b>Strategic Interventions (SI): Enhance compliance to land use master plans leveraging technology</b>								
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
<b>8. ICT SECTOR</b>								
<b>Goal 8: Accelerate the growth of digital economy through universal digital inclusion, greater adoption of digital services, and increased productivity</b>								
<b>PA-13: Foster digital transformation across key economic sectors</b>								
<b>Outcome 13.1.: Increased digital literacy and digital skills development for a globally competitive workforce</b>								
<b>Strategic Interventions (SI): Train citizens in basic coding and advanced ICT skills</b>								
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
<b>Outcome 13.2.: Foster usage of emerging technology to advance Smart Cities</b>								
<b>Strategic Interventions (SI): Implement Smart Cities initiatives</b>								
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
<b>PILLAR 2. SOCIAL TRANSFORMATIONAL</b>								
<b>9. HEALTH SECTOR</b>								
<b>Goal 9: Reduce maternal mortality ratio</b>								
<b>Goal 10: Reduce under-five mortality rate</b>								
<b>Goal 11: Reduce the prevalence of stunting among under five children</b>								
<b>PA-14: Continuously improving the access to and quality of health services through primary health care.</b>								
<b>Outcome 14.1: Attained universal health coverage of essential health services</b>								
<b>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%</b>								
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
<b>Strategic Interventions (SI): Implement the rollout of maternal health bundles to timely identify and properly manage postpartum hemorrhage (PPH)</b>								
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
<b>Strategic Interventions (SI): Strengthen the use of postpartum family planning and introduction of new contraceptive methods</b>								
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
<b>Strategic Interventions (SI): Decentralization of immunization services to health posts</b>								
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
<b>Strategic Interventions (SI): Implement appropriate task shifting and capacity building to enhance the quality of maternal, newborn and child health service provided</b>								
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
<b>Strategic Interventions (SI): Conduct targeted and customized HIV Prevention awareness campaigns among Youth and Key Populations</b>								
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
<b>Strategic Interventions (SI): Strengthen community-based mental health services and post-rehabilitation programs</b>								
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
<b>Strategic Interventions (SI): Raise awareness and educate the public using innovative and targeted strategies on major Non-Communicable Diseases (NCD) risk factors</b>								
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
<b>Strategic Interventions (SI): Increase access to adolescent and youth-focused sexual and reproductive health services to reduce teenage pregnancies.</b>								
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
<b>Strategic Interventions (SI): Establish and implement a pooled procurement mechanism to leverage bulk purchasing and negotiate lower prices</b>								
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
<b>Strategic Interventions (SI): Review/Expand benefit package under CBHI and other insurance schemes to include high-impact/ high-cost health interventions/services</b>								
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
<b>Outcome 14.2: Increased access of vulnerable groups to high quality social care services</b>								
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
<b>PA-15: Improving Child Nutrition</b>								
<b>Outcome 15.1: Reduced stunting in under five children</b>								
<b>Strategic Interventions (SI): Enhance community-based screening of nutritional status and raise awareness on good feeding practices</b>								
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   Output	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
<b>Strategic Interventions (SI): Revamp nutritional centers at health centers and improve coordination with community health services</b>								
81	Output 3. Nutritional centers revamped	Number of nutritional centers revamped	Number		100%	100.0%	CoK	Quarterly reports
<b>Strategic Interventions (SI): Scale up and improve standardized Early Childhood Development (ECD) Facilities across the City</b>								
82	Output 4. ECDs Facilities established	Number of ECDs Facilities established	Number		70	307	CoK	Quarterly reports
<b>PA-16: Expanding the Health Workforce</b>								
<b>Outcome 16.1: A robust health workforce that is well-trained, adequately supported, and optimally deployed to meet the population's health needs</b>								
<b>Strategic Interventions (SI): Recruit, train, and deploy certified professional community health cadres at community level, (consistent with the community health program health service package)</b>								
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
<b>PA-17: Continuing to Expand Health Infrastructure and Equip Health Facilities</b>								
<b>Outcome 17.1: Maximized readiness and operationalization of health facilities through modernized health infrastructure</b>								
<b>Strategic Interventions (SI): Rehabilitate and renovate the existing health facilities (health Posts, health centers, district hospitals, teaching hospitals, and specialized hospital)</b>								
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
<b>10. WATER AND SANITATION</b>								
<b>Goal 12: Universal access to improved water services</b>								
<b>PA-18: Increase access to Sanitation &amp; Hygiene (WASH) services for improved wellbeing</b>								
<b>Outcome 18.1: Increased access to drinking water and sanitation services □</b>								
<b>Strategic Interventions (SI): Scale up access to drinking water in all villages</b>								
86	Output 1. Increased access to clean drinking water	Percentage of HHs with access to clean water	%	98.0%	100%	100%	CoK	EICV Reports
<b>Strategic Interventions (SI): Scale up the access to basic water for productive use centers</b>								
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
<b>Strategic Interventions (SI): Increase by doubling the daily water production capacity to meet projected demand</b>								
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
<b>Strategic Interventions (SI): Construct, upgrade and rehabilitate the water infrastructure</b>								
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
<b>Outcome 18.2: Increase access to Sanitation, and Hygiene (WASH) services for improved wellbeing</b>								
<b>Strategic Interventions (SI): Develop and promote tailor-made sanitation solutions for different households in partnership with private sector.</b>								
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
<b>Strategic Interventions (SI): Construct centralized sewerage systems including Kigali Centralized sewerage system</b>								
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
<b>Strategic Interventions (SI): Construct fecal sludge treatment plants</b>								
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
<b>Strategic Interventions (SI): Construct the solid waste management facilities for proper collection and disposal modern landfills including Nduba landfill</b>								
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
<b>Strategic Interventions (SI): Construct new ravines at 100% and a hazardous waste management facility.</b>								
96	Output 6. Storm water ravine constructed	Length of ravines constructed (cumulative)		14.862	15	25.0	CoK	WASAC quarterly and annual reports
<b>II. EDUCATION SECTOR</b>								
<b>Goal 13: Increase net enrollment in pre-primary education</b>								
<b>Goal 14: Improve learning outcomes and efficiency in basic education.</b>								
<b>Goal 15: Scale up access to market -relevant Education in Basic TVET and Higher Education</b>								
<b>Goal 16: Enhance ICT integration in education</b>								
<b>PA-19: Ensure timely access to quality education in basic education</b>								
<b>Outcome 19.1: Education infrastructure increased and improved</b>								
<b>Strategic Interventions (SI): Construct new classrooms, rehabilitate and replace old ones</b>								
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
<b>Outcome 19.2: Increased net enrollment in pre-primary from 35% to 65%</b>								
<b>Strategic Interventions (SI): Establish resilient and inclusive classrooms</b>								
98	Output 1. New pre-primary school constructed	Number of pre-primary classrooms constructed	numbers	232	290	553	CoK	Monthly and Quarterly reports
<b>Strategic Interventions (SI): Mobilize parental and community support for increasing pre-primary enrollment</b>								
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
<b>Strategic Interventions (SI): Recruit trained pre-primary teachers and ensure Continuous Professional Development for new and existing teachers</b>								
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
<b>Outcome 19.3: Improved timely enrolment and learning outcomes, and ensure equitable access in primary education</b>								
<b>Strategic Interventions (SI): Establish inclusive classrooms and other school infrastructure to eliminate double shifts and reduce overcrowding</b>								
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
<b>Strategic Interventions (SI): Sustain the school feeding program</b>								
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
<b>Strategic Interventions (SI): Improve Foundational Literacy and Numeracy skills with a focus on Foundational grades</b>								
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
<b>Strategic Interventions (SI): Reduce school dropout rate through enhancing school and community collaboration</b>								
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
<b>Strategic Interventions (SI): Reduce repetition rate by continuously implementing remedial learning education strategies</b>								
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
<b>Strategic Interventions (SI): Expand functional adult literacy programs.</b>								
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
<b>Outcome 19.4: Enhanced quality of learning in primary, secondary and TVET</b>								
<b>Strategic Interventions (SI): Enhance pedagogical inspections in primary, secondary and TVET education</b>								
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
<b>PA-20: Scale up access to market -relevant Education in Basic TVET and Higher Education</b>								
<b>Outcome 20.1: Enhanced access to quality education in Basic TVET</b>								
<b>Strategic Interventions (SI): Improve TVET with modern infrastructure, equipment, consumables and materials to enhance STEM</b>								
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
<b>PA-21: Enhance ICT integration in education at all levels of General Basic Education and TVET</b>								
<b>Outcome 21.1: Increased use of ICT in Teaching and Learning at all levels of education</b>								
<b>Strategic Interventions (SI): Strengthen education data management systems for evidence-based decision-making by ensuring full recording of data in CAMIS, QAMIS &amp; SDMS</b>								
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
<b>Strategic Interventions (SI): Provide ICT infrastructure and equipment in schools</b>								
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
<b>12. SOCIAL PROTECTION SECTOR</b>								
<b>Goal 17: Reduce poverty and improve standards of living</b>								
<b>PA-22: Promote graduation by creating an enabling environment for income opportunities</b>								
<b>Outcome 22.1: Enhanced households' empowerment to sustainably graduate out of poverty</b>								
<b>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%</b>								
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
<b>Strategic Interventions (SI): Target all graduation participants through social registry and provide full package</b>								
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
<b>Strategic Interventions (SI): Provide a full package to targeted 26,480 graduation participants</b>								
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
<b>Strategic Interventions (SI): Improve stakeholder coordination to stimulate contributions from CSOs and the private sector on graduation</b>								
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
<b>Outcome 22.2: Reduced Malnutrition</b>								
<b>Strategic Interventions (SI): Enhance nutrition sensitive social safety nets</b>								
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
<b>Strategic Interventions (SI): Ensure children of 3-6 attend Community Based ECD facilities</b>								
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
<b>Outcome 22.3: Increased access to social security and income support programmes, particularly among vulnerable people</b>								
<b>Strategic Interventions (SI): Increase coverage of comprehensive safety nets and lifecycle approach</b>								
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
<b>Strategic Interventions (SI): Address shelter related issues</b>								
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
<b>Strategic Interventions (SI): Ensure all households affected by shocks receive support via asset insurance, cash and in-kind support</b>								
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
<b>PILLAR 3. TRANSFORMATIONAL GOVERNANCE</b>								
<b>13. GOVERNANCE AND DECENTRALIZATION SECTOR</b>								
<b>Goal 18: Increase quality of service delivery to above 90%</b>								
<b>PA-23: Strengthen local government institutional, organizational, and human resource capacities for effective coordination and collaboration and implementation of citizen-centered service delivery</b>								
<b>Outcome 23.1: Quality and inclusive services are delivered and sustained</b>								
<b>Strategic Interventions (SI): Upgrade citizen complaint management systems, and coordinate the operationalization of effective citizen complaint handling mechanisms</b>								
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
<b>Strategic Interventions (SI): Mainstream and operationalize sectoral decentralization processes to enhance quality of service delivery</b>								
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
<b>Strategic Interventions (SI): Sensitize private service providers to strengthen the quality of services delivered to the community</b>								
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
<b>PA-24: Enhance effectiveness of existing citizen participation spaces and mechanisms to strengthen transparency and accountability for better service delivery and national transformation</b>								
<b>Outcome 24.1: Empowered citizens to effectively participate in governance and socioeconomic development processes</b>								
<b>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</b>								
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
<b>Strategic Interventions (SI): Reinforce collaboration and coordination frameworks for more effective decision-making, planning, and implementation of development program</b>								
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
<b>14. JUSTICE, RECONCILIATION, LAW AND ORDER SECTOR (JRLS)</b>								
<b>Goal 20: Enhance Transparency and accountability and compliance of national laws</b>								
<b>PA-25: Strengthen transparency and accountability</b>								
<b>Outcome 25.1: Reduced corruption and injustice in all its forms</b>								
<b>Strategic Interventions (SI): Conduct anti-corruption and anti-injustice dialogues, trainings and awareness campaigns among various categories of Rwandans</b>								
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
<b>Goal 21: Enhance universal access to quality justice</b>								
<b>PA-26: Improve justice service delivery and reduce case backlogs</b>								
<b>Outcome 26.1: Reduced case backlogs by half</b>								
<b>Strategic Interventions (SI): Expand legal aid provision to vulnerable people through semestrial legal aid week</b>								
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 PVDs, 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
<b>Goal 21: United, resilient and actively engaged Rwandan Nations</b>								
<b>PA-27: To promote and uphold Rwandan identity and social healing</b>								
<b>Outcome 27.1: Strengthened National unity and community resilience</b>								
<b>Strategic Interventions (SI): Promote Ndi Umunyarwanda values in different groups in the City of Kigali</b>								
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
<b>PA-28: Prevention and fight against genocide ideology</b>								
<b>Outcome 28.1: Combated genocide ideology and revisionism</b>								
<b>Strategic Interventions (SI): Organize annual Commemorations of Genocide against the Tutsi</b>								
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
<b>Goal 22: To sustain Peace and Security</b>								
<b>PA-29: Increased confidence in peace, personal safety and property security</b>								
<b>Outcome 29.1: Increased confidence in peace, personal safety and property security</b>								
<b>Strategic Interventions (SI): Improve crime prevention and public order through community policing initiatives</b>								
138	Output 1. Crime prevention and public order through community policing strengthened		Number		123,075	264,058	CoK	Training Reports
<b>Goal 23: Reinforce the preservation and promotion of Kinyarwanda, cultural values, norms and Rwandan heritage</b>								
<b>PA-30: Preserve and promote Rwandan Culture, values, norms and Rwandan Heritage</b>								
<b>Outcome 30.1: Rwandan cultural values and norms embedded into daily life</b>								
<b>Strategic Interventions (SI): Operationalize Itorero program at different levels (village level, schools, and institutions )</b>								
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
<b>Goal 24: Enhance Transparency, accountability and compliance with national laws</b>								
<b>15. PFM SECTOR</b>								
<b>PA-31 Strengthen Accountability</b>								
<b>Outcome 31.1: Enhanced Public Finance Management (PFM)</b>								
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

Inclusive  
Sustainable  
Vibrant  
Green  
Connected

Safe  
Vibrant

Welcoming

KIGALI  
YACU

KIGALI  
ICYEYE

KIGALI  
ITEKANYE

Sustainable  
Vibrant  
Affordable  
Clean  
Connected

Affordable

Welcoming

Innovative  
Community-Focused  
Prosperous  
Clean  
Inclusive  
Romantic  
Resilient

Safe