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Kigali City Action Plan

ACTION PLAN REPORT



AFRICAN DEVELOPMENT BANK GROUP

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1. Executive Summary

1.1 Project Background and Process

In 2021, the African Development Bank (AfDB) had launched its **African Cities Program (ACP)** to work intensively with selected investment focused cities across Africa providing capacity development, planning and governance support to systematically prepare cities for investments that the Bank can finance.

The bank has developed the **ACP Methodology**, which provides the guiding framework for the African Cities Program and offers concrete path for the identification and preparation of transformative investments for more climate-resilient, liveable and productive cities.

Within this framework, the City of Kigali has engaged with AfDB to develop **Kigali City Action Plan** which rolled-out its activities in October 2023 with the support of the technical assistance provided by Sweco and the appointment of a City Focal Point at CoK to assist along the process.

The Action Plan aims at **rapidly identifying the most impactful investments** in the city, including hard structures development and complementary projects, that will support the city of Kigali to achieve its goal to become a more resilient, inclusive, and productive city.

The process entailed **three phases**: a rapid city diagnostic phase, a strategizing and prioritizing activity, before launching the action planning to identify and define the priority projects and the preparation of the Action Plan and implementation mechanisms.

This **document aims** to illustrate the results of the Action Plan preparation process. It includes a summary of the key findings of the city profiling, the methodology applied for the action planning process and the Action Plan Framework, which represents the core component of the plan. It demonstrates how the identified priority projects are aligned with the Vision and strategic objectives, thereby supporting their achievement. Finally, the implementation mechanisms illustrate how to turn the plan into action and the governance and monitoring mechanisms to implement it. The report includes insights gained from the process applied in Kigali which could inform the continuation of the implementation of the African Cities Programme.

1.2 Approach and Methodology

The action plan preparation process adopted a **holistic approach** to action planning activities, with the aim of developing an integrated urban Action Plan that would enhance coordination and synergies in the urban development sector. To this end, a multi-stakeholder platform was established with a view to leveraging the ownership of the City Action Plan.

The process was based on an **inclusive and participatory approach**, which embraced the principle of **gender mainstreaming** and sensitive planning. It provided creative and inventive methods for stakeholder engagement and for identifying innovative solutions.

The preparation of the Action Plan has its foundation on a comprehensive study of the available documents, reports and information, as well as a review of the existing strategic papers and policies, sectoral plans and urban plans at city and national levels. It is also based on the extensive knowledge of the city and country context of the technical international and national team, as well as the thorough support provided by City of Kigali directors, staff, and personnel of the sectoral agencies interviewed and engaged.

Furthermore, two **City Visits** were conducted during the diagnostic and action planning phases. The field work enabled the engagement of **multi-level stakeholders** in collaborative, co-creation and interactive sessions, facilitating innovation and boosting ownership.

An **iterative process** was applied, especially at the Action Planning phase, to ensure that the outcomes of each step of the work were discussed, understood and elaborated with key stakeholders to guide the progress of the activities in the process. Finally, continued **communication**, engagement, follow-up and updated meetings, both in person and remotely, were granted to build a trusted relationship and a sense of ownership towards the Action Plan.

1.3 Action Plan's Snapshot

The Kigali City Action Plan is built around the **Vision and a set of Strategic Objectives** that are aligned with the Vision 2050, the NSTS 2 priority pillars, the Kigali Master Plan and the City Development Strategy, among other strategic documents.

It focuses on the **priority sectors** identified and agreed upon with the City of Kigali after the diagnostic phase: Transport, Water & Sanitation, Waste, Affordable Housing and Urban Upgrading, ICT, urban resilience, and gender-equality. However, it has an **integrated attention** to all the established transformative pillars, namely: Infrastructure, Economic, Social, Sustainable and Governance.

The **shortlisted projects** were identified through an iterative and collaborative process with the City Leadership and a multi-level stakeholder's group engaged in the Action Planning Workshop and support the achievement of the Objectives and ultimately the Vision.

It compiles **24 projects**, 12 under the Infrastructure Transformation Objective, 1 under the Economic objective, 1 supports the Social Transformation, other 4 are identified to sustain the Sustainable transformation pillar, and finally 6 projects are identified under the Governance Transformation, as **soft components** required to enable the implementation of the projects. For example, strengthening the skills and capacity of the City to manage the urban projects, preparatory studies to facilitate the investments, preparation of plan and digital tools to ensure a coordinated implementation of the Action plan.

The **4 high-priority projects** identified were built in a co-creation session with the stakeholders during the workshop held during the second City Visit in the Action Planning phase. The collaborative session worked around the potential synergies and opportunities to **propose integrated projects and solutions** and elaborated the following 4 high-priority projects:

1. Integrated Unplanned Settlement Transformation programme
2. Kigali Urban Mobility Improvement and Greening Project
3. Green City Kigali Project Catalysts
4. Kigali Inclusive Green Public Spaces

1.4 Prioritized actions

SHORTLISTED PROJECTS

OBJECTIVE	Sector	TOTAL PROJECTS COST (\$)
INFRASTRUCTURE TRANSFORMATION	Transport	506.316.400,00
	Storm and Waste Water Management	227.265.078,00
	Solid Waste Management	34.800.000,00
	Affordable Housing	31.500.000,00
ECONOMIC TRANSFORMATION	Productivity & Skills	3.500.000,00
SOCIAL TRANSFORMATION	Services & Safety	700.000,00
SUSTAINABLE TRANSFORMATION	Natural resources	10.000.000,00
	Climate Change	20.500.000,00
	Food security	700.000,00
GOVERNANCE TRANSFORMATION	Integration and Leadership	21.000.000,00
	Planning	1.550.000,00
	Data	8.600.000,00
		\$ 866.431.478,00

HIGH PRIORITY PROJECTS

PROJECT TITLE	DESCRIPTION	COSTS (\$)
Integrated Unplanned Settlement Transformation Programme	Informal settlements upgrading project with in-situ rehousing of impacted residents and urban redevelopment, establishing a SPV to involve private investors and developers in the urban transformation	\$133.700.000
Kigali Urban Mobility Improvement and Greening Project	Urban mobility project to promote sustainable public transport, Non-Motorised-Transport and integrated planning, providing NBS for water drainages, greening along the roads and the NMT lanes, integrated urban design and place-making strategies for the development of a public space	\$29.400.000
Green City Kigali Project Catalysts	Green City Kigali is a model for sustainable green development. The GCK project catalysts intends to support the GCK implementation phase, by developing LAPs for first-phase development, implement one trunk of the Upper Road Loop and develop ecological corridors.	\$3.107.500
Kigali Inclusive Green Public Spaces	Development of inclusive green public spaces on accessible public lands, both pocket parks in neighbourhoods, as well large public spaces. The green public spaces will be accessible for all, free of charge and will function as inclusive recreational areas for the community.	\$5.000.000

2. Foreword

The **Kigali City Action Plan** represents a significant milestone in Kigali's journey towards becoming a "world classe centre of urban excellence, as an inclusive and resilient city" supporting the aspirations of Vision 2050, the NSTS2 and the strategic goals of Rwanda. Launched in collaboration with the African Development Bank's African Cities Program (ACP), this Action Plan is the result of a dedicated and integrated process, co-created with Kigali's leadership, stakeholders, and technical experts. Through this partnership, it aims to lay a foundation for impactful, investment-ready projects that meet the current and future needs of Kigali's residents.

The African Cities Program was introduced by the AfDB in 2021 to provide systematic support to selected cities across Africa, equipping them with the tools, frameworks, and governance structures necessary to attract and manage investments. Following this methodology, the City of Kigali embarked on an ambitious Action Plan preparation process in October 2023, facilitated by Sweco's technical expertise. In a collaborative manner, key priority sectors were identified and worked through an inclusive, multi-stakeholder process that embraced gender-sensitive and participatory planning. The Kigali City Action Plan is based on integrated planning and a holistic approach which will enhance coordination and synergies in the urban development of Kigali.

The Kigali City Action Plan comprises a portfolio of 24 projects aligned with Kigali's Vision 2050 and selected for its potential to contribute meaningfully to the city's infrastructure, economy, social well-being, environmental sustainability, and governance capacity. Four high-priority projects were selected through a co-creation session, designed to maximize synergies and address urgent urban challenges in mobility, green development, public spaces, and affordable housing.

The Kigali City Action Plan will serve as both a model and a dynamic tool, showcasing how integrated planning, strong governance, and strategic investment can enable African cities to thrive. The City of Kigali's looks forward to continued progress as it realizes its goals for urban excellence and sustainable growth, setting an example for other cities across the continent.

3. Findings from the City Profiling

3.1 Overview of the diagnostic activities

The Kigali City Profiling was carried out through a series of activities that allowed the collection of information and data that informed the preparation of the City Profiling Report. The diagnostic activities carried out are presented below:

1. **Desk research and data collection:** Based on the extensive knowledge of the city of the national and international experts involved in the city assessment, a long list of documents and reports was compiled during the Inception phase and the regular interaction of the City Focal Point. The data collected has been organised according to the 4 Themes and 15 Sub-Sectors. Based on all these documents and the selected City Indicators, a first draft of the City Profiling Indicators Table has been prepared and Data Gaps were listed.
2. **Stakeholder's Mapping:** in view of the City Visit and the technical meetings and workshop to be organized, as well as to fill the data gaps identified, a Stakeholder's Mapping was carried out, highlighting respective Stakeholders expected contribution and interest in the project, as well as adding the focal persons' name and contact details.
3. **City Visit:** a first City Visit to Kigali took place between the 5th and 9th of February, with the following objectives: i) to meet with the City Leadership and get their endorsement on the preparation of the City Action Plan and its outcomes; ii) to engage directly with stakeholders, through thematic and technical meetings, focus groups, interviews, and the Profiling Workshop; iii) to collaboratively conduct the City Assessment and set the basis for the Visioning and Strategizing phase; iv) to collect geographical information/maps of the City's priority projects and the City's spatial hot spots, vulnerable areas or areas requiring special attention; v) to organize site visits as needed; and vi) to complete the data collection and fill the gaps. To this end, a work plan has been agreed in advance with the City Focal Point to assist in organization of the meetings and workshop and clarify the objective of the technical meetings.
4. **Profiling Workshop:** the city profiling workshop took place in February 2024 and about 35-40 participants attended the event. The workshop gave the opportunity to present the objectives of the African Cities Program funded by the AfDB, and the City Action Plan preparation methodology. The "World Café" participatory tool was used to split the participants into 4 working tables, according to the i) Institutional Setting, ii) Waste-Energy-Land use, iii) Water, Transport and Buildings, and iv) Climate and Disaster Risks Themes. Kigali A1 and A2 maps, post-it and markers, guiding questions, and flipcharts were available to facilitate interaction and discussion. At the end of the World Café session, the facilitators summarized the findings, presented in the A3.1 annex. A final interactive and fun exercise was proposed through the Mentimeter platform to collect input on the existing City Vision: Kigali Yacu! Our Kigali! The Centre of Urban Excellence in Africa. Inclusive, Green, Safe, Sustainable and Smart were the most frequently mentioned words. At the time of the compilation of this report, the CoK has adopted a new Vision as "To become a world class centre of urban excellence as an inclusive and resilient city with a vibrant, liveable, and green economy".



Picture 1: World Café session



Picture 2: working group

5. **Site visits:** the Consultant Team was guided by the City Focal Point and the Transport Department Specialist to the Nyabugogo junctions where the AfDB is supporting the implementation of the Kigali Urban Transport Improvement – KUTI project for the rehabilitation and upgrading of two major junctions and the World Bank is finalising the design of the Transport Hub. The Team also visited the Mpazi area, where the RUDP II project is constructing/improving access roads with World Bank funding, and the City of Kigali with support from the Swiss Development Cooperation is implementing in-situ redevelopment of informal settlements by rehousing residents and providing units for displaced people in high-risk zones.
6. **City Leadership endorsement:** full informal endorsement for the preparation of the City Action Plan was given by the Mayor's Advisor, the City Focal Point and other City Directors, and the Vice-Mayor in the closing remarks during the Profiling Workshop.

On the outcomes of all above activities the **City Profiling Report** was compiled, presented to the technical stakeholders and finally approved.

3.2 Conclusions on 4 Themes (SWOT)

The following **SWOT analysis** provides a snapshot of the status of the city through the lens of the **four themes: City Context, Institutional Setting, Sector Performance and Climate and Disaster Risks**, as per African Cities Program methodology.

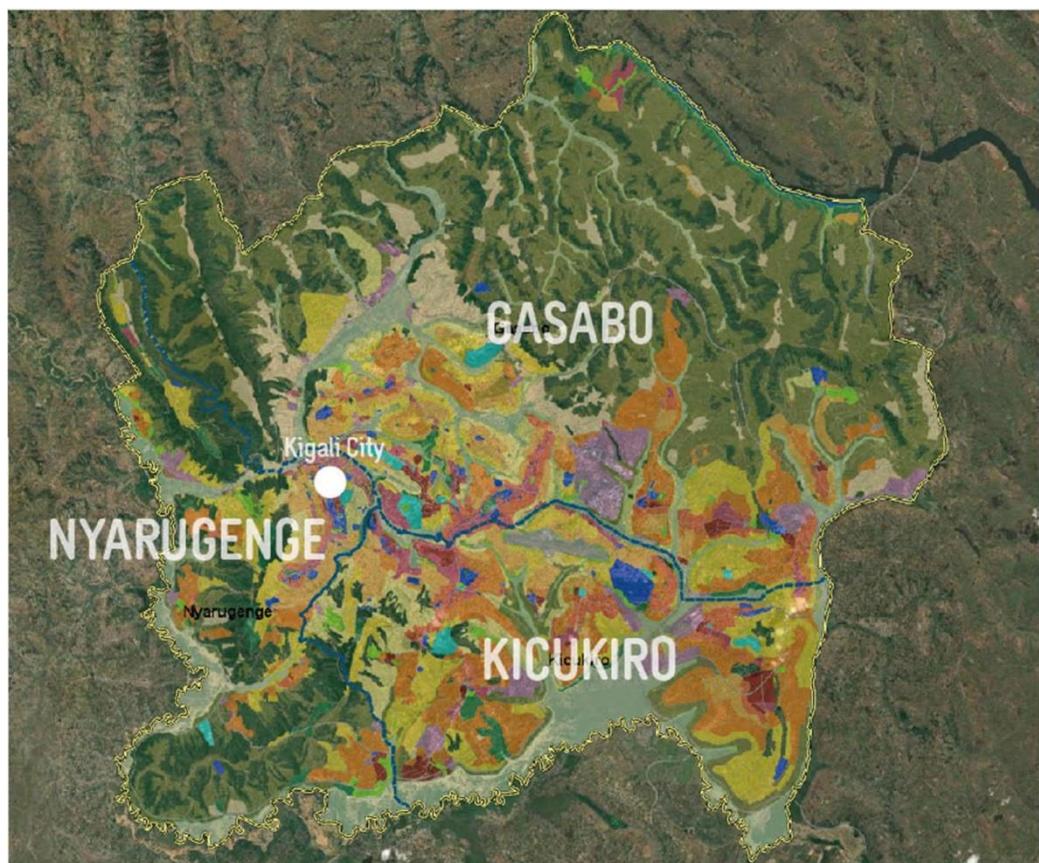


Figure 1: Kigali Master Plan

It is a summary of the findings and analysis presented in City Profiling Report, which were developed based on the data collected, the review of documents and reports, and an extensive set of activities during the City Visit organised in February 2024. The Profiling Workshop, which brought together a diverse representation of stakeholders, contributed significantly to the city analysis.

CITY CONTEXT	
Strengths	Weaknesses
<ul style="list-style-type: none">Balanced gender distribution of the society, with a population predominantly youngRelatively large share of population is attending secondary schools, especially females; 87% literacy rateHigh and increasing percentage of access to mobile-phones and internetGrowing GDP trends and high businesses attractiveness	<ul style="list-style-type: none">High population growth rate (4%) and high internal migration rate is putting high pressure on housing demand, social services, and job creationYouth and women are unexploited work forces to support Kigali developmentScarcity of land to accommodate the future projected population, although the population density is highOnly 2% of the population is over 65 years

<ul style="list-style-type: none"> ▪ SEZ expanding and new airport opening creating economic development opportunities ▪ The City promotes financial saving culture through village loan and saving schemes ▪ Strong social protection schemes and home-grown solutions to foster mutual aid networks (for example, monthly community-works Umuganda) 	<ul style="list-style-type: none"> ▪ Large portion of youth is not employed, which could become an opportunity with strong employment and job creation policy ▪ Still high level of informal sector jobs ▪ A-fifth of the population is still living in poverty ▪ Although Community participation is promoted, more effective inclusive decision-making mechanisms at all level need to be strengthened.
Opportunities	Threats
<ul style="list-style-type: none"> ▪ The city of Kigali contributes 13.2% of the national population ▪ The most urbanised province in Rwanda, with 86.9% of the population classified as urban ▪ Well managed urban growth could lead to creation of well-functioning urban system, economy of scale, attract investments and jobs creation for the young population ▪ Investments in Kigali city lead to economic growth; manufacturing sector is growing ▪ Tourism and MICE sectors in expansion ▪ Youth population and diaspora committed to contribute to the country development 	<ul style="list-style-type: none"> ▪ The population is projected to increase 3-fold to reach 3.5 mil by 2050 ▪ The urban foot-print will increase 5.9-fold by 2050. The projected growth of the urban-foot print is outstanding, and if not well managed in terms of planning and enforcement of planning tools it can become a threat. ▪ Availability/preservation of land for agriculture to feed the growing population. The projected increasing of the urban-foot print could become a severe threat for the availability of agricultural land to feed the increasing population. ▪ Share in the manufacturing sector is still low

INSTITUTIONAL SETTING	
Strengths	Weaknesses
<ul style="list-style-type: none"> ▪ Consistent and coherent set of Strategies and Strategic Plans, supported by national and sectoral policies ▪ The City has its Vision and aspires to become “To become a world class centre of urban excellence as an inclusive and resilient city with a vibrant, liveable, and green economy. (IDS and KMP) ▪ Established urban governance to manage the city with an improved city organigram, with a newly established SPIU, yet to start its operationalization ▪ The revenue of the city is growing across the last years, which has contributed to the financing of the rapid expansion of infrastructure 	<ul style="list-style-type: none"> ▪ Prioritization of the projects follows mainly funds availability/development partners driven ▪ The coordination among the different departments and units yet to be strengthen (SPIU establishment in progress) ▪ The City is under-staffed, and capacities and skills need to be reinforced, as well equipment and resources ▪ The proportion of own source revenue seems to be shrinking relative to the importance of transfers ▪ The City still relays heavily much on intergovernmental fiscal transfers

Opportunities	Threats
<ul style="list-style-type: none"> ▪ Political will to achieve sustainable urban development ▪ NST2 under update and opportunity to align CAP to the new national strategy ▪ Rwanda, and especially Kigali, is well positioned in the Region and at international level ▪ The City Action Plan as an opportunity to support Kigali Master Plan implementation ▪ Property tax made up 2nd highest proportion of own source revenue ▪ Kigali to potentially pursue credit rating that would allow it now to borrow 	<ul style="list-style-type: none"> ▪ Removal of the Districts in the management of the city had its impact. Centralised management need some time to be set up and operationalise. It could introduce admin and bureaucracy burden that have to be addressed. ▪ Weak coordination and cooperation with other institutions ▪ Little collaboration with private sector, especially in project implementation ▪ Growing public debt burden, which will limit borrowing in future

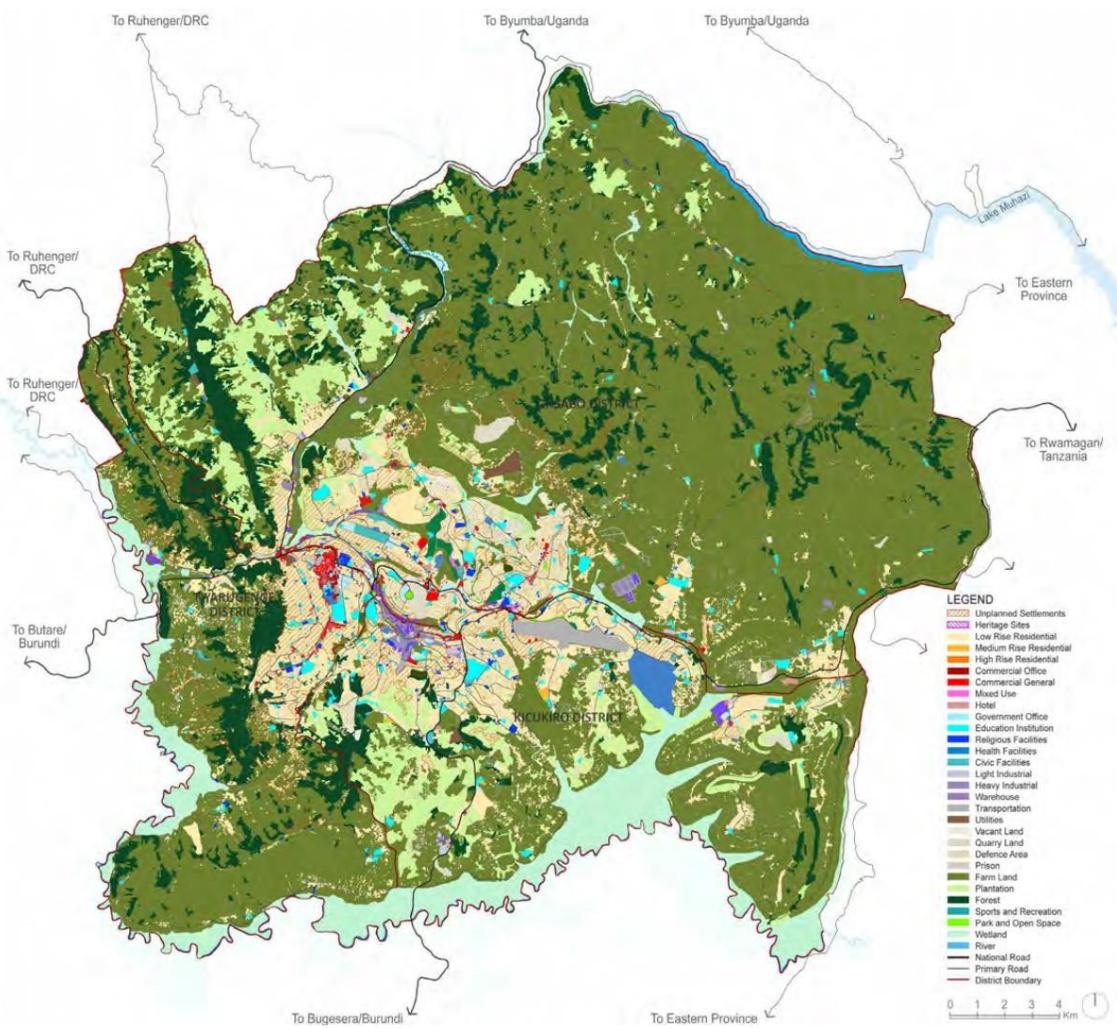
SECTOR PERFORMANCE	
Strengths	Weaknesses
<ul style="list-style-type: none"> ▪ Great effort in the last years to fill the gaps in infrastructure availability, especially in road network development and lighting. Mixed transport modes (especially moto-taxi) to become a Public Transport Oriented City. Introduction of Intelligent Traffic Management Systems to improve traffic flow ▪ 97.4% of private households have access to improved drinking water; ▪ Stormwater management favoured by city topography, but velocity control system needs to be put in place; ▪ WWTP implementation in central zones is undergoing and WWM Master plan complete ▪ Upgrading of semi-centralised Sewerage Systems in selected Kigali estates ▪ 70% of the waste collected is organic. ▪ 89% HHs connected to the grid; Power generation, distribution and transmission is growing 	<ul style="list-style-type: none"> ▪ Limit access to affordable housing and 60% of the population living in informal settlements, encroaching agricultural land and threatening the land biodiversity ▪ Inadequate public transport system and facilities, NMT system is minimal and traffic congestion, especially in peak-hours. Connectivity is still lacking especially in periphery areas ▪ Inadequate access to services, especially for the residents in the informal settlements; still low rate of HHs connected to the water supply system ▪ Inadequate WASH service delivery system: 83.7% of HHs use pit latrine ▪ Waste management: No engineered landfill, no sorting waste, no recycling facilities. 17% of compost dumping ▪ Electrical grid is not stable; 77% using firewood and charcoal for cooking. Kigali consumes 50% of total national power in evening peaks, still dependent on fossil fuels
Opportunities	Threats
<ul style="list-style-type: none"> ▪ Development partners and untapped private sector support to invest in green urbanization and improve access to basic infrastructure. 	<ul style="list-style-type: none"> ▪ High construction and land costs, local building industry still weak ▪ Floods and climate change impacts worsening the impacts on built

<ul style="list-style-type: none"> Integrated Water Resources Management and draft Storm Water Management Master plan prepared Plan for future rail connections with Tanzania and Uganda Several project to address the improvement of transport sector Promote densification through the enforcement of KMP and inclusionary zoning to up-lift the engagement of the private sector Exploit rainwater harvest system and CoK piloting in 2 neighbourhoods Include wastewater solutions in ongoing informal settlements upgrading projects Solid waste management Feasibility Study prepared and potential involvement of the private sector Harness alternative green source of energy, such as solar, biomass, wind 	<ul style="list-style-type: none"> infrastructure, livelihood and community health Inadequate wastewater management, especially in informal settlements, threats public health, particularly of vulnerable groups, and causes soil contamination Inadequate integrated infrastructure planning among different institutions
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CLIMATE AND DISASTER RISK	
Strengths	Weaknesses
<ul style="list-style-type: none"> CoK has launched programs to relocate people living in High Risk Zones and provide social housing to residents. Ongoing projects to address climate change and promote adaptation solutions Kigali Storm Water Management Master Plan is in approval process 	<ul style="list-style-type: none"> Flooding, landslides, heavy rains and heat waves are most impactful hazards, affecting the livelihood activities, especially the most beautiful An early-warning system and data to prepare the communities to the hazard events is in place but needs to be scale up Poor storm water management and infrastructure is causing damages and losses to lives, livelihoods activities and assets Lack of proper coordination among the different institutions in charge of climate urban management
Opportunities	Threats
<ul style="list-style-type: none"> Rich natural resources and environmental awareness among citizens and stakeholders Green City principles adopted in main strategies and policies Promoting urban farming and nature-based solutions for health eco-system 	<ul style="list-style-type: none"> Climate change impacts are progressively increasing globally and the effects in Rwanda are massive Erosion and water pollution due to poor storm water management



CITY SPATIAL PATTERN



Central Business District (CBD): At the heart of Kigali lies its CBD which resides on a flat area and its surroundings, and is characterized by high-rise buildings, commercial centers and commercial areas, government offices, and financial institutions. This area serves as the economic and administrative hub of the city, attracting a significant flow of people and activities during weekdays.

Residential Zones: Surrounding the CBD are various residential neighborhoods which develop on the hills and vary in socioeconomic status and housing types. These neighborhoods range from affluent neighborhoods with spacious homes and modern amenities to informal settlements with more basic housing and limited infrastructure.

Hills and Valleys: Kigali's topography is characterized by a series of hills and valleys, which significantly influence its urban layout and connectivity. Settlements developed across these hills, with residential areas often built on the slopes or high-steep slopes. The valleys typically contain green spaces, wetlands, and some industrial areas.

Road Network: Kigali has a well-planned road network that connects different parts of the city. Major roads radiate from the CBD to the outskirts, however the system of hills and wetlands have challenged the connectivity of the city and public transport network.

Green Spaces and Parks: Despite being a densely populated city, Kigali tries to prioritize green spaces and parks. These areas provide recreational opportunities for residents and contribute to the city's aesthetic appeal. However, the green coverage standard is not met yet.

Mixed-Use Developments: In recent years, Kigali has planned towards mixed-use developments, following the KMP approach. These developments combine residential, commercial, and recreational facilities in a single area, promoting walkability and reducing the need for long commutes.

Urban Expansion: Kigali is experiencing rapid urbanization and population growth, leading to the expansion of the city's boundaries. New residential and commercial developments are emerging on the outskirts, contributing to the city's outward growth and uncontrolled sprawling, especially beyond Kigali's boundaries, where urban planning and regulatory framework are weaker.

WOMEN IN CITY PERSPECTIVE

In addition, the City has been assessed also through the lenses of the Gender Mainstreaming approach in accordance to the Rwanda National Gender Policy and the City of Kigali Gender Strategy.

WOMEN IN CITY PERSPECTIVE	
Strengths	Weaknesses
<ul style="list-style-type: none"> ▪ To unleash workforce of women and youth, which is expanding and can contribute to the city development ▪ More females are attending the secondary education ▪ Gender approach supported by solid policy and governance framework ▪ Kigali City Action Plan to adopt strong gender-lens in assessment and action planning ▪ Women have untapped expertise and knowledge based on their daily lives, multi-tasking and problem-solving attitude (caregiving, working, fetching water and food, cooking, adapting to climate change impacts, etc.) ▪ Engage women and women's empowerment in water governance ▪ Safe Cities Program's outcomes to be replicated and enhanced ▪ Promote gender-planning and women-centered resilience projects ▪ Engage women as climate agents of change and in early warning systems at community level 	<ul style="list-style-type: none"> ▪ Women still unrepresented in the Senior Management positions. According to the Gender Mainstreaming Strategy the "quota for gender equality is observed only in voted leadership positions due to the compliance to the Article 10 of constitution stating that at least 30% be allocated to women". ▪ Gender equity is not achieved ▪ High urbanization is impacting especially the life of women, responsible of houses, livelihood and farming activities, among others ▪ Untapped women's contribution to the development of the city, if not addressed with gender-sensitive planning and implementation mechanisms ▪ The worsening of the effects of the climate change will highly impact women and young girls
Opportunities	Threats
<ul style="list-style-type: none"> ▪ CoK Gender Mainstreaming Strategy and Gender Budget Statement ▪ Childcare and flexible working have been tested positively at CoK ▪ 20 million USD for the Gender Budget Statement for the 4 years ▪ Capacity building on gender-mainstreaming to CoK staff (started) ▪ 25km of new streetlighting following women assessment of safe and security 	<ul style="list-style-type: none"> ▪ Lower rate of women employed in the formal employment sector, gender wage disparities and less opportunities for training and education ▪ Gender gap in digital literacy and access to internet ▪ Lack of adequate tools and gender disaggregated data to inform regulations, budgeting, planning, monitoring, and implementation

<ul style="list-style-type: none"> ▪ Safe Cities Program (RWN) addressed the issues of safety in public transport and public spaces with pilot projects ▪ CoK realized safe places in the markets (good practice to replicate) ▪ Established Early Childhood Education Centre - pilot ▪ Women play a critical role in community resilience, which adequately supported can improve the life of the entire community in adapting to the impacts of climate change 	<ul style="list-style-type: none"> ▪ High rate of informal settlements exacerbates women access to water, sanitation, health and security ▪ High percentage of HHs relying on firewood and charcoal for cooking having a negative impact on women's health due to indoor air pollution. ▪ Lower number of women employed in the transport sector ▪ Lack of gender responsiveness and inclusive planning in the planning and design of public buildings, spaces and green areas/parks. ▪ Women are actively engaged in informal waste collection and recycling activities (which can be transformed in an opportunity, if adequately upgraded and supported with training, equipment and resources) ▪ Women are among the most vulnerable groups impacted by the effects of climate change in the community (damages on food and agriculture assets, livelihood and income generating activities, disruption of water supply, etc.)
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3.3 Thematic maps of the city: Challenges and Opportunities

The following maps intend to spatially present key findings in the challenges and opportunities identified in the profiling exercise. The maps are conceptual and not intended to represent the exact locations of places, plot sizes and sites.

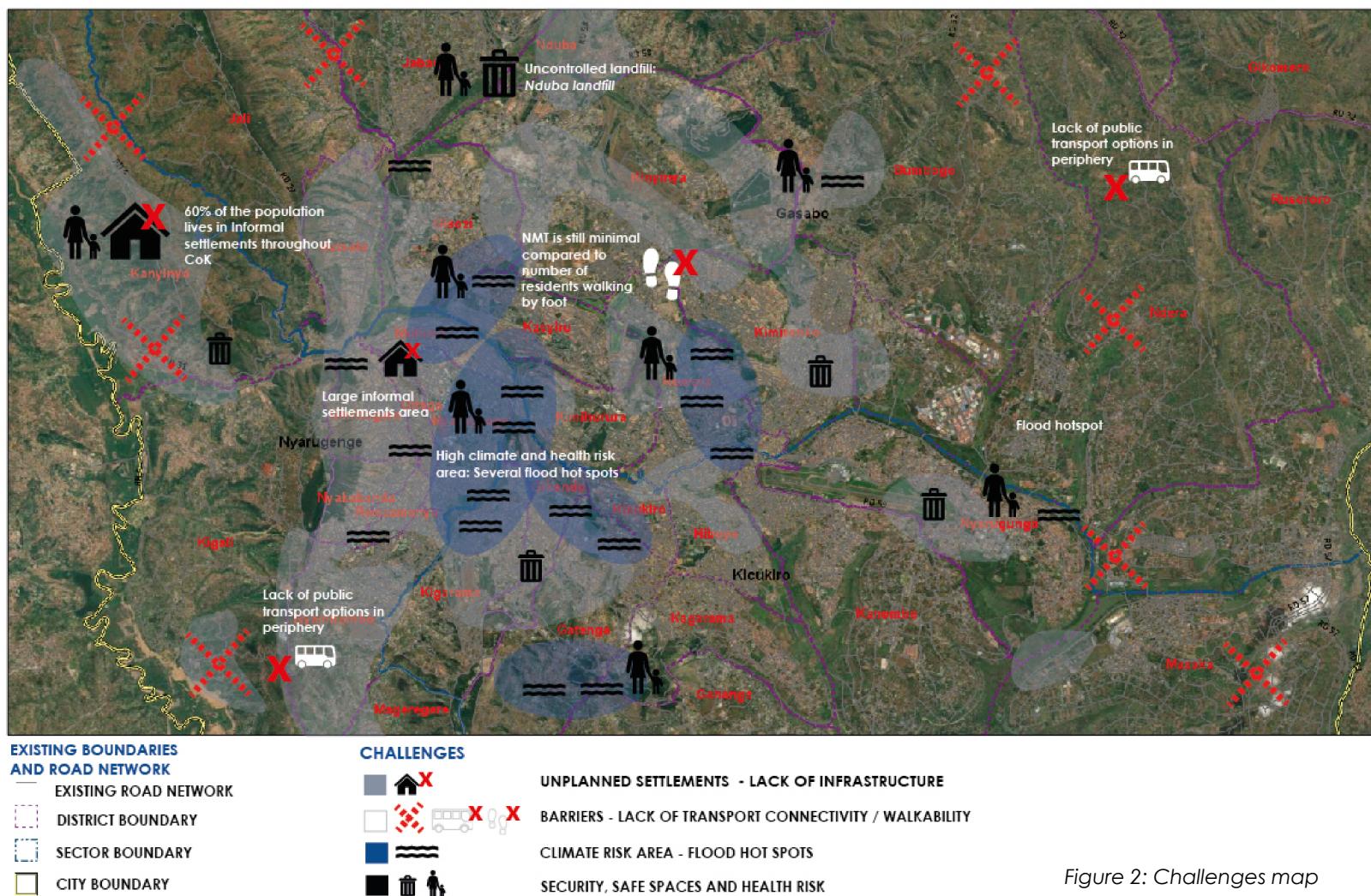
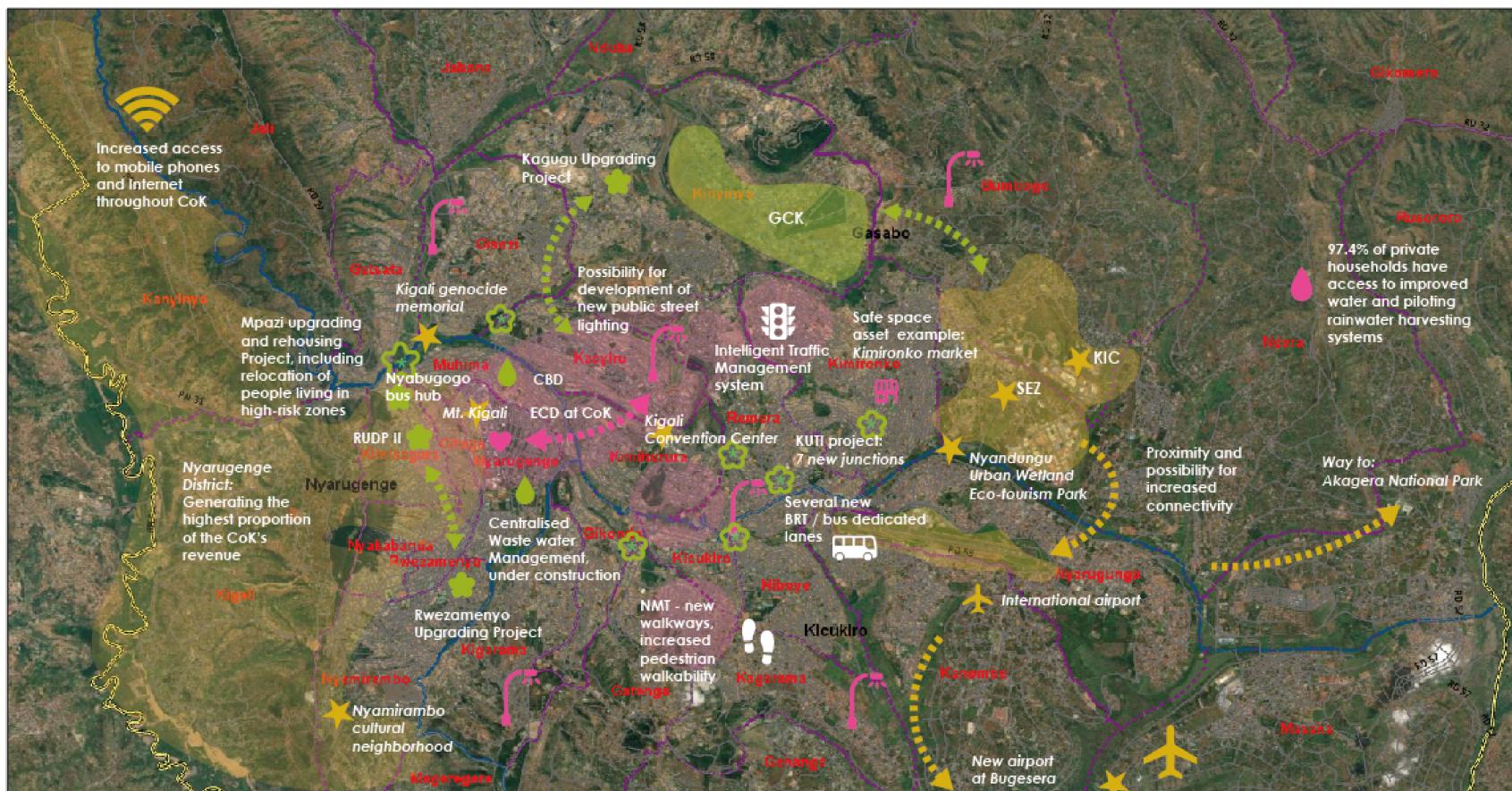


Figure 2: Challenges map



EXISTING BOUNDARIES AND ROAD NETWORK

- EXISTING ROAD NETWORK
- DISTRICT BOUNDARY
- SECTOR BOUNDARY
- CITY BOUNDARY

STRENGTHS AND CONCEPTUAL OPPORTUNITIES

- WORK PLACES, ECONOMIC EMPOWERMENT, TOURISM AND INNOVATION
- SYNERGY EFFECTS OF EXISTING UPGRADING PROJECTS / URBAN GREEN DEVELOPMENT
- EQUALITY, SECURITY AND ACCESSIBILITY ASSETS / INITIATIVES
- TRANSPORT AND WALKABILITY

Figure 3: Strengths and potential opportunities map

3.4 Suggested priority sectors

Based on the findings of the City's assessment and the analysis conducted in each sub-sector of the 4 Themes during the profiling phase, a list of priority sectors and indicative opportunity and investment areas were proposed, discussed and agreed with the CoK focal point, the CoK staff and the Technical Committee.

The City requested also to consider in the Action Plan preparation the Youth empowerment and the involvement of the private sector. In addition, gender mainstreaming was featured in the assessment of all the sectors and in the identification of opportunities and project's prioritization.

1. **Transport:** City of Kigali is implementing many projects and receiving investment and support in the transport sector, such as Kigali Infrastructure Project, Urban Mobility Improvement Kigali, RUDP II, among others. AfDB is supporting through Kigali Urban Transport Improvement (KUTI) project, by improving critical junctions, with climate-proof design and non-motorized transport (NMT) facility, as well support in the Public Transport services. Based on the findings and analysis conducted in the profiling phase, it emerges that the expansion of the public transport and NMT system are priority sectors for the development of Kigali and its urban system. Improvement in the sector will also positively impact women, girls and youth, since it is globally reported that women tend to use public transport system more than men and move around the daily duties by walking.
2. **Informal settlements:** addressing the challenge that 60% of the population lives in informal settlements remains a priority. Despite many upgrading ongoing projects implemented or a in the pipeline, ensuring sufficient supply of affordable housing for the low income is still lagging. The participation of the private sector in the supply and value chain is still low, despite the Inclusionary Zoning regulations set in the Kigali master plan. Rental houses schemes are in the embryonic stage and many donors are now prioritizing this sector, with different initiatives. Coordination among all of them appears a challenge. Above all, lacking access to public infrastructure for 60% of the population (water, sanitation, accessibility and connectivity) remains a big defy. In this picture, it seems valuable to propose institutional improvements as soft component to support the sector, such as studies to implement and institutionalize the Inclusionary Zoning, support in ongoing initiatives in the Rental housing sector and enhancing coordination mechanisms in the COK structure (for example, SPIU or other units operationalization), sustainable funding and financing models, including the private sector. The institutional improvements to support the informal settlements management should look at mechanisms that can prioritize women, such as incentives for rental schemes, or in target mechanisms for inclusionary zoning.
3. **Water:** based on the findings and the activities conducted in the profiling report, two main sub-sectors are prioritized:
 - A. Storm water management: the Storm Water Management master plan is ready to be approved, what about investments? It is

therefore proposed that an assessment is made on investment opportunities and financing mechanisms following the SWM Master Plan, especially for the projects that can have a direct and quick impact to women and vulnerable groups.

- B. **Waste water management:** WWM is a priority sector as only 10% of the city will be covered by the Centralised Wastewater Treatment Plant under construction. The Wastewater Management Master Plan is complete, WWM and FS for North Kigali is complete, and mobilization of funds is ongoing; FS for the Eastern part of the City is ongoing. Following the WWM Master Plan, it is suggested to select other target areas, or support WASAC in Rehabilitation, Upgrading of Semi-centralised Sewerage systems in other selected areas.
- 4. **Waste:** Solid waste management Feasibility Study is ready, regulations and guidelines are in place, but a boost to kick-off implementation is required, especially in the involvement of the private sector and in the definition of innovative mechanisms. Women entrepreneurship initiatives in the sector could be assessed and promoted, as well in formalizing women's informal works in the sector. Another aspect to further investigate is the potential to produce biogas from organic waste generated in the city since 70 % of the waste generated is organic. The biogas can be used for producing electricity and heat or could be upgraded to biomethane which is equivalent to natural gas.
- 5. **Climate and Urban Resilience:** the effects of climate change on the citizens, the city and its function have been more evident in the last years, especially with increasing temperatures and rainfalls, which cause draughts, flooding, landslides. The City of Kigali and its local and national institutions are aware of the risks and damages and have implemented different activities to cope with this situation and adapt. Kigali has recently finalised the Storm Water Management Master Plan and the Kigali Resilience Roadmap, which will soon be adopted. The Kigali Resilience Roadmap is an action plan that identifies 5 strategic objectives to support CoK's resilience vision and a set of 17 actions to implement the Roadmap. An action sheet is developed for each action outlining the main activities, indicative budget, lead partners, implementing agents, and indicators. In listing the long list of projects, the Consultant Team will draw from this list of actions identified in the different documents and propose the priority, in agreement with the CoK.
- 6. **ICT - cross cutting sector:** digitalization, application of new technologies and development of software, use of new digital tools, AI, sensors and geo-referenced and spatial data, are among others high-potential tools that could be suggested in the selected sectors and priority projects. There is a huge untapped possibility in developing Smart Cities initiatives, for example in promoting climate resilience urban solutions, as well, to collect accurate data on exposure to climate vulnerability on HHs and infrastructure in high-risk areas. Other areas related to: Smart urban planning and efficient land use and control; Climate smart infrastructure delivery or Smart readiness, for example in data collection for risks management and reduction, as well for set up of early warning systems.

4. Action Planning Process

The Action Planning phase was conducted in a reiterative and collaborative manner, involving the technical team, the City Leadership and the Stakeholders engaged in different steps of the process to ensure building the consensus, raise the ownership, and find the collaborations and the integration between the in the pipeline and planned projects of the City of Kigali.

The Action Planning entailed the following steps, summarised in the schematic diagram of Fig. 4.1.1.

1. For the identified and agreed priority sectors (Transport, storm and wastewater management, solid waste management, ICT, informal settlements and housing, urban resilience, and women empowerment), a **comprehensive list of priority**, in the pipeline and planned projects for the city over the next five years was compiled. The projects were sourced from a variety of resources, including the Kigali Master Plan 2050, Kigali Resilience Roadmap, Kigali Water Resilience Profile, Kigali Gender Mainstreaming Strategy, the review of the Urbanization and Rural Settlement Sector, MINCT strategic documents, and CoK concept notes. The list comprises both hard infrastructure and investment projects, as well as soft components, such as plans, studies and capacity building, amounting to over 100 projects in total.
2. A prioritization process was conducted for the long list applying a **Multi-Criteria-Analysis** on defined criteria and a shortlisted list of 22 projects was out pinpointed to be presented to the City Leadership.

MULTICRITERIA ANALYSIS				
VISION	SYNERGIES	ECONOMIC AND INCLUSIVENESS	ENVIRONMENT AND RESILIENCE	IMPLEMENTATION READINESS
Alignment with the Kigali CAP Vision and Objectives: the project can contribute to achieve the City Vision to become a worldwide recognised centre of urban excellence as an inclusive and resilient city with a vibrant, liveable, and green economy.	Cross-synergies: the project open up opportunities to integrate with other sectors and ongoing/planned projects and contribute to have a greater impact on the city integrated urban development	Economic and gender responsiveness: the project contribute to jobs creation and facilitate private sector involvement. The project supports gender equality, improving the life of women, girls and disadvantaged people and can promote women and youth empowerment	Environment & Resilience: the project is positively impacting the resilience of the city towards the effect of climate change and natural disasters and contributing to the quality of the city's environment and resource's use	Sustainability and Feasibility: the project is implementable within the current regulatory framework, it addresses urgent challenges, and can potentially scaled up and contribute to the financial sustainability of the city

Figure 4: Criteria for the prioritization

3. At the **City Leadership Strategic Meeting**, during the City Visit, the shortlisted sectors and priority projects were presented and discussed with the Mayor, the Advisor to the Mayor and the City Focal Point. New inputs and comments were collected, and a revised list prepared to be introduced at the Action Planning workshop and further developed with the collaboration of the Stakeholders.

4. The **Action Planning Workshop** aimed at engaging different stakeholders in a value multisectoral group discussions to provide different views and perspectives with two-fold objectives: i) to develop integrated projects and solutions from the list of priority projects (**Clustering exercise**) to identify the potential synergies between the projects, enhance the outcomes, mobilise resources, identify the potential implementing partners and improve the coordination; ii) to develop the cluster of projects into **an integrated project**, outlining the key features: objectives, key partners, components, risks, etc. (Project Sheet exercise). A final list of four high-priority integrated projects was discussed and agreed with the stakeholders.

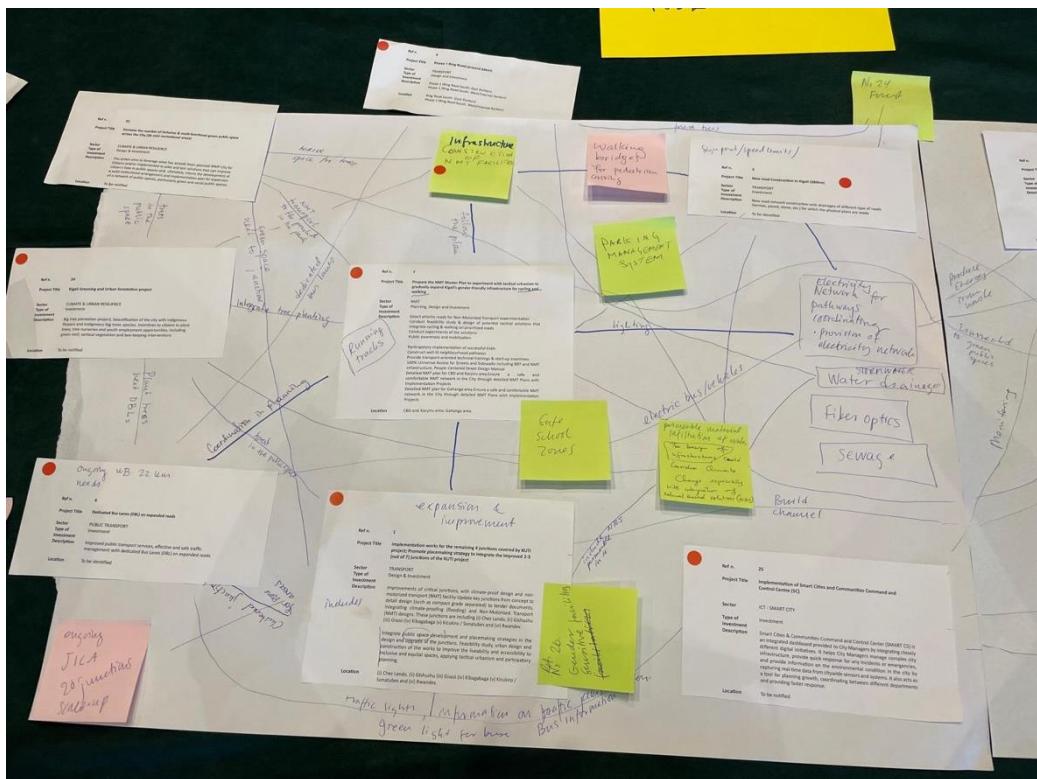


Figure 5: identifying synergies

Integrated Unplanned Settlement Transformation programme

#13 – Enhance use of sustainable building materials and Circular Economy

#16 – Urban farming program in Kigali underutilized lands

#14 – Gender sensitive facilities in public spaces

#7 – Implement water drainage channels

#2 – Citywide program of main road upgrades

#16 – Urban farming program in Kigali underutilized lands

#20 – Integrated Water and Flood Resilience Management platform in Cok

#6 – NMT engagement and upgrade program

#23 – Develop rental housing strategies with a focus on women

#22 – Strengthening institutional capacity to manage urban transformation

#12 – Public green spaces development in informal settlements

Figure 6: example of clustering

5. The 4 High-Priority projects were presented and discussed in ad-hoc **Technical Meetings** with the City Engineer and the Chief Urban Planner for further refinement and agreement, before conducting a **City Leadership debriefing meeting** to endorse the list of projects and especially the High-Priority Projects, were the AfDB representative attended and confirm the next steps towards the preparation of the Kigali City Action Plan.

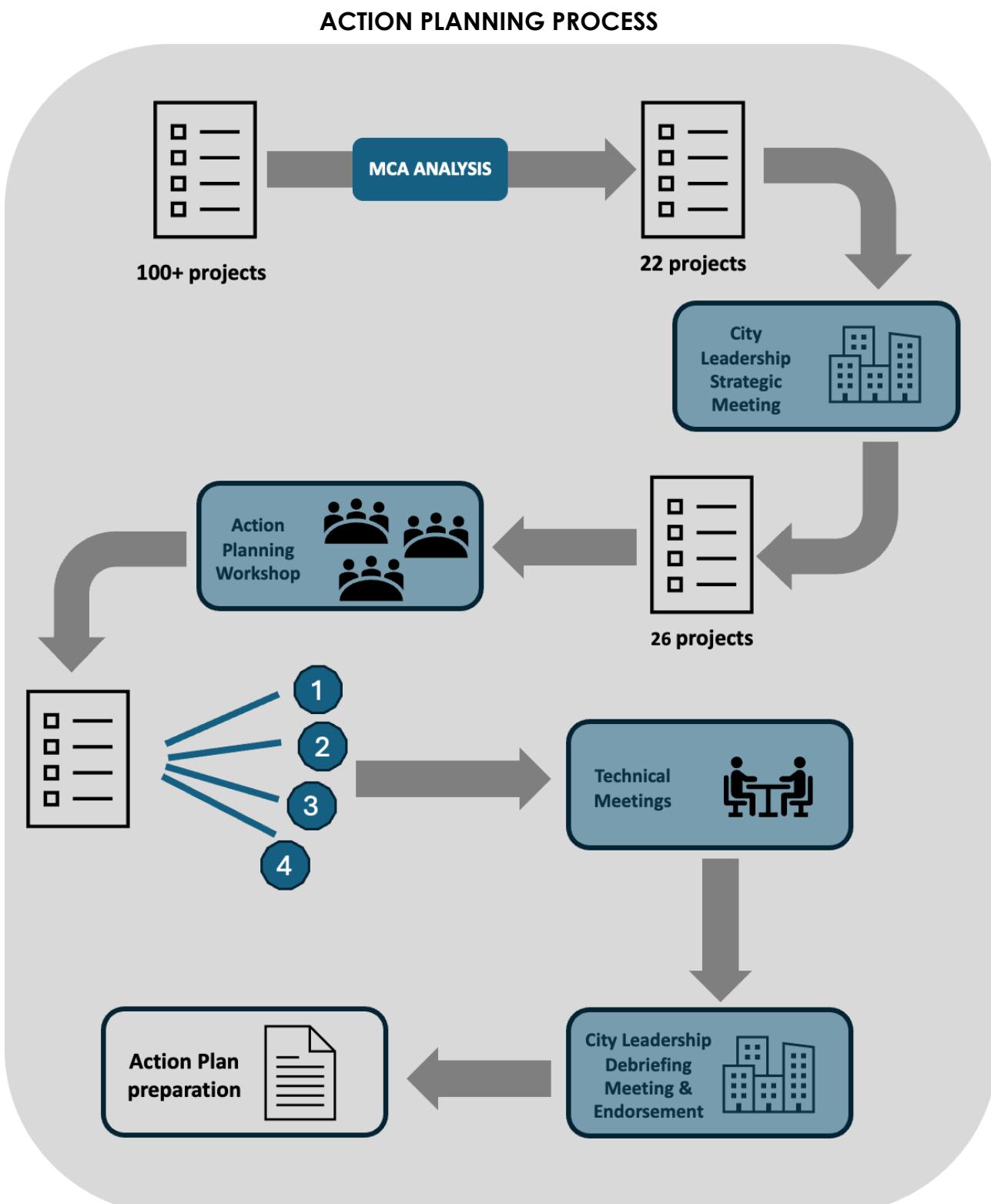


Figure 7: Action Planning flow diagram

5. Action Plan Framework

5.1 Vision and Objectives

The proposed vision aims to set the vision for the next 10-15 years, which is between the 6-7 year horizon of the City Development Strategy and the 30 year framework of the Kigali Master Plan. It is based on the following rationale:

- Propose the existing vision: "the centre of urban excellence", but adding more detail on the aspirations that the City of Kigali is already trying to achieve, such as a resilient, vibrant and liveable city;
- Elaborating on the NSTS2 guidelines and considerations (such as increased focus on resilience, IT and smart city ambitions, home-grown solutions)
- Strengthening the concept of sustainability and aspiration of Kigali to become green and resilient city by adding a specific pillar – Sustainable Transformation;
- Splitting infrastructure and Economic Pillars to provide sector-wise objectives which will clearly related to Actions;
- Elaborate on the Transformative Governance Pillar to be more specific and related to an Urban Action Plan.
- Adding some concepts raised during the City Action Plan process to promote inclusiveness and gender equality;
- Building on existing strategies and plans and using the same language and similar words.

Vision:

To become a world class **centre of urban excellence** as an **inclusive** and **resilient city** with a vibrant, liveable, and green economy".

Objectives:

Infrastructure Transformation

1. **Transport:** Investing in **green and gender-responsive transport** infrastructure, with a focus on improved public transport as well as non-motorised transport corridors.
2. **Power:** Scaling up power generation, transmission, and distribution, particularly through **renewable technologies**, to improve access and energy security affordable for all residents and businesses in the city.
3. **Water and Sanitation:** Expanding **water, wastewater, and stormwater networks** to extend access to high quality water and sanitation infrastructure across the city.
4. **Waste:** Expand **municipal solid waste management** for the efficient, effective, and sustainable disposal of waste.
5. **Digital:** Promote technological and **digital infrastructure and services affordable** to all urban stakeholders to improve productivity and liveability and women empowerment.
6. **Housing:** Enhance liveability through the expansion of **affordable housing** as well as the upgrade and redevelopment of unplanned, informal settlements, to foster **vibrant mixed-use neighbourhoods** with improved infrastructure

Economic Transformation

7. **Productivity:** Foster **home-grown production and urban jobs** to boost regional and global export opportunities.
8. **Skills:** Support the development of **critical skills to support the management and growth of the city** and foster entrepreneurial activity for all urban population.
9. **Inclusion:** Empower **vulnerable and marginalised groups**, particularly women and youth, to be able to fully integrate in the labour market.

Social Transformation

10. **Services:** Ensure affordable access to high quality services, including health and education, for all residents of the city, particularly women and youth
11. **Safety:** Ensure a city which is **liveable and safe 24h and the residents**, especially women, feel safe walking around and commuting in the city.

Sustainable Transformation

12. **Natural Resources:** Sustainably manage and protect the **city's natural resources** including green space, wetlands, forests, and other water bodies.
13. **Climate Change:** Mainstream **climate change mitigation and adaptation** across all the sectors of the city and strengthen the capacity of the city to be prepared and respond to climate and disaster risks
14. **Food Security:** Strengthen food value chains through improved agricultural practices and nutrition, to ensure that all residents of the city can regularly enjoy a well-balanced diet.

Transformational Governance

15. **Integration and Leadership:** Enhance **strategic planning and implementation** through an integrated institutional approach across the city and with the national government and strengthen the mechanisms for promoting women's participation in leadership
16. **Finance:** Further strengthen **public financial management** practices to enhance local resource mobilisation and augment this with other innovative sources of finance, including climate and private sector finance modalities.
17. **Planning:** Advance **efficient urban planning and land-use management** through a city-wide and sectoral integrated approach to infrastructure expansion.
18. **Data:** Engage all urban stakeholders and undertake **evidence-based policy making** through the collection and analysis of gender disaggregated, well-managed and regulated data.

5.2 Programmatic and integrated approach

The following diagram intends to show the strategic approach of the Action Plan which streamlines the Vision, Objectives and shortlisted activities to ensure that all proposed projects contribute to the achievement of the Vision and its Objectives.

It further shows the holistic approach, which integrates economic, environmental, sociocultural and spatial dimensions; and includes institutional and governance perspectives. It allows to see the bigger picture and how different urban functions and systems are interrelated. As opposed to planning and development in silos, this method promotes connections between sectors and involvement of various actors and disciplines, to allow for synergies and integrated solutions that make better use of local resources and assets.

These principles led to the identification of four high-priority projects, for which a comprehensive project sheet following AfDB format was developed and be attached in the Annex.

NSTS2 PRIORITY PILLARS

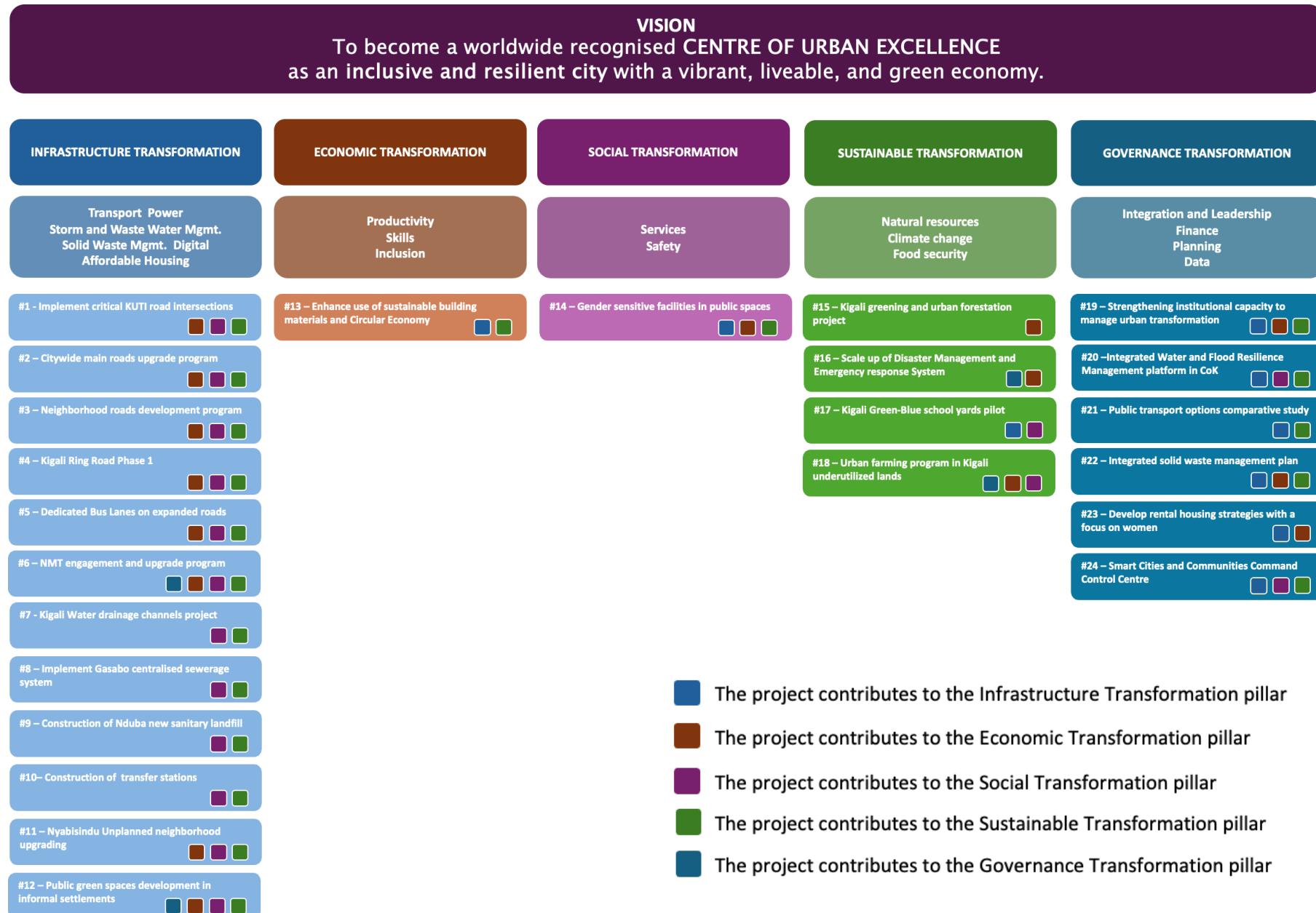


Figure 9: Action Plan framework

5.3 Project Information Pages

Infrastructure Transformation

Project Title	# 1 – Implement critical KUTI roads intersections
Project Type	Design & Investment
Project Objective	<p>The Kigali Urban Transport Improvement (KUTI) project aims to enhance urban mobility, improve access and expand Non-motorized Transport (NMT) infrastructures in Kigali. During the initial design phase, 3 out of 7 junctions were selected for initial implementation & investment.</p> <p>This KUTI phase 2 aims at implementing the junction improvements for the remaining 4 junctions.</p> <p>It also aims to deliver the placemaking strategy for all 7 KUTI road projects including trees and adjacent public domain.</p>
Simplified Theory of Change	<p>By optimizing the design and functionality of key junctions, traffic flow along these corridors will be improved, leading to a positive impact on urban mobility within Kigali. The upgrades will also reduce traffic safety risks, thereby reducing injuries and fatalities, and save costs.</p>
Project Description	<p>ROAD INFRASTRUCTURE UPGRADES: Implementation of the improvements works of four critical junctions, with climate-proof design and non-motorized transport (NMT) facility, as designed and approved under the initial KUTI project.</p> <p>These junctions are: (i) Rwandex (ii) Gishushu (iii) Gisozi (iv) Kibagabaga, Chez Lando Sonatubes and Nyabugogo.</p> <p><i>(Note that the junctions will be confirmed in conjunction with MININFRA and RTDA)</i></p> <p>PLACEMAKING STRATEGY – DESIGN AND IMPLEMENTATION: Integrate public space development and placemaking strategies in the design and upgrade of all seven KUTI junctions. Feasibility study, urban design and construction of the works to improve the livability and accessibility to inclusive and equitable spaces, applying tactical urbanism and participatory planning.</p>
Status of Preparation	Detailed design for KUTI covering the 7 junctions is ongoing and should be complete by October 2024. (RTDA). Placemaking strategy is not commenced (neither implementation nor design phase)
Timeframe	3 years

Project Client	Government of Rwanda, led by City of Kigali (CoK)
Project Partners	MININFRA , RTDA, AfDB (KUTI phase 1 funders)
Key Benefits	<ul style="list-style-type: none"> • Improved traffic flow – higher roads capacity and reliability leading to better accessibility/connectivity • Improved traffic safety • Improved amenity from upgraded roads and public domain, leading to improved social and economic opportunities • Improved health through better and safer NMT opportunities • Better road durability leading to more predictable maintenance requirements • Reduced vehicular wear and tear • Upgraded environmental benefits (better stormwater management, reduced dust, greenhouse gas emission and other particulates etc) • Economic benefit (increase of property value for ex.)
Financing Approach	As with the first three junctions that were financed through a concessional loan from the AfDB, it would be recommended to negotiate a concessional loan agreement for the final four junctions as well. This could be done with the AfDB or other international financial institutions such as the World Bank.
Estimated Project Cost	<p>Gishushu – 20,3 million USD</p> <p>Gisozi – 14,3 million USD</p> <p>Kibabagaba – 2,4-4,6 million USD</p> <p>Rwandex – 28,4 million USD</p> <p>TOTAL: 65,4 million USD – 67,6 million USD</p> <p>(AFDB Kigali Urban Transport Improvement Project)</p>

Project Title	#2 - Citywide main roads upgrade programme
Project Type	Investment
Project Objective	To expand and improve the citywide main paved road network within Kigali to accommodate the increasing population and improve the economic activities, for goods and people.
Simplified Theory of Change	Improving sustainable urban infrastructure by enhancing road quality, which will enhance connectivity, reduce vehicle maintenance costs, and increase safety ultimately promoting sustainable urban development and improving residents' quality of life.
Project Description	<p>City-wide program to upgrade 200km of the planned 280km of Kigali's key connecting roads (nearly 10% of the overall Kigali road network) improving connectivity between economic and social centres and neighbourhoods, focusing on paving, drainage, safety and accessibility upgrades.</p> <p>The program's network of roads comprise major arterial roads, minor roads and collector roads and is largely defined (in Kigali Master Plan 2050, Transport Plan), but with ongoing refinement by CoK through the Physical plans and Detailed designs preparation.</p> <p>Priority will be given to roads for which physical plans are readily available.</p>
Status of Preparation	Preparation of physical plans for different neighborhoods has started. Phase 1 to 3: Completed. Phase 4 to 6: Ongoing.
Timeframe	5 years (Covering the NST2 period of 2024-2029)
Project Client	Government of Rwanda, led by City of Kigali (CoK)
Project Partners	RTDA, Service providers for public infrastructure interacting with the roads (WASAC, REG, RWB, Fiber optic), Rwanda National Police – Road Traffic Department
Key Benefits	<ul style="list-style-type: none"> • Improved quality of the roads, increased durability • Increased accessibility/connectivity • Increase efficiency of public transport • Fostering economic activities and access to services • Property value appreciation • Enhanced safety of the communities

	<ul style="list-style-type: none"> • Better stormwater management • Lower emissions by reducing vehicle idling times
Financing Approach	Financing the new road infrastructure through loans, particularly concessional loans from development partners, is ideal, as these long-term investments align with the city's sustainable growth objectives, which should favour repayment over time.
Estimated Project Cost	Total cost: 280 Million USD (TBC). Approx. 1,4 million USD per kilometer.

Project Title	#3 - Neighborhood roads development program
Project Type	Investment
Project Objective	<p>To provide financial support to the City to collaborate with local communities in co-financing the construction of neighborhood roads, enhancing connectivity and shared responsibility.</p> <p>This partnership leverages both public and community resources, ensuring more effective and sustainable road development that directly benefits residents while fostering stronger civic engagement.</p>
Simplified Theory of Change	Improving sustainable urban infrastructure by enhancing road quality at the neighborhood level, which will lead to better private and public transportation, reduced vehicle maintenance costs, and increased safety ultimately promoting sustainable urban development and improving residents' quality of life.
Project Description	<p>The project aims to secure funding for neighbourhood road construction in Kigali, with 70% covered by the City of Kigali (CoK) and 30% by local residents. However, the percentage subsidized by CoK may vary, as the 70% figure is indicative, based on previous agreements between CoK and local communities. This flexibility allows for adjustments depending on future negotiations and evolving community needs.</p> <p>As of June 2024, CoK reported that 67 neighbourhood committees had formally approached the city, seeking a partnership with a 70% subsidy for their respective road projects. The total estimated cost of the requested subsidies amounts to 13 billion RWF.</p> <p>The project seeks to also develop a "Guidebook" on best practices that can jointly be used by the CoK staff and the neighborhood committees. This Guidebook could cover regulations, principles, processes, best practices, procurement of service providers (study, contractors, supervision) and cost control strategies, among other topics. This can be revised and amended, as required.</p> <p>Current procedure outlined in the Concept note adopted by the City:</p> <ul style="list-style-type: none"> • Project is initiated by the communities seeking funding

	<ul style="list-style-type: none"> • The community undertakes preliminary design and costing • The community secures 30% of total cost and request for partnership with CoK • CoK assess the request and responds based on available funds, covering the remaining 70% • If approved, the parties enter a Memorandum of Understanding • Contractors and Supervisors are procured by the CoK. <p>Note that this project can always scale-up based on the requests from local communities and availability of funds by CoK to provide subsidies.</p>
Status of Preparation	<p>The City is currently seeking funds to cover the 70% subsidy for the 67 communities.</p> <p>The current procedure followed by CoK is detailed under a Concept note that is in its final stage of internal review and approval.</p>
Timeframe	5 years
Project Client	Government of Rwanda, led by City of Kigali (CoK)
Project Partners	Local communities, Implementing partners (contractors, supervisors)
Key Benefits	<ul style="list-style-type: none"> • Neighborhood roads built in better quality than what the community can afford alone • Improved quality of the roads, increased durability • Increased accessibility/connectivity • Economic benefit (increase of property value for ex.) • Enhanced safety of the community • Better stormwater management
Financing Approach	<p>Co-financing</p> <p>70% - CoK Kigali Infrastructure Programme (source from World Bank loan under Second Urban Development Project)</p> <p>30% - Local community through the neighborhood's committees</p> <p>Note that the co-financing percentage distribution may vary.</p>
Estimated Project Cost	10 million USD was estimated for the 67 communities (representing the 70% subsidy)

Project Title	#4 - Kigali Ring Road Phase 1
Project Type	Design & Investment
Project Objective	Progress the provision of high-capacity, high-mobility ring roads to improve the road network of the City and ensure bypass alternatives for Freight and other regional traffic not directed to the capital
Simplified Theory of Change	Providing high-capacity, high-mobility roads as part of a structured Comprehensive Strategic Road Network supports separation of traffic functions to suitably aligned and designed roads, reducing friction between modes and maximizing accessibility and safety for different road users. Regional road infrastructure will also particularly support freight and regional development.
Project Description	Constructing the Kigali Ring Road Phase 1 (South: East Portion & West/internal Portion) as identified in the Kigali Master plan 2050/ Implementation Plan as being a high-priority road to be implemented. The scope of work includes detailed road design. It would also include construction of new roads and upgrading of existing roads including widening.
Status of Preparation	The Feasibility Study, Preliminary design and Cost estimates were completed. MININFRA has undertaken the fund mobilization process. The Feasibility study has recommended an EPC contract for the implementation.
Timeframe	3-4 years
Project Client	Government of Rwanda, through MININFRA, RTDA, CoK, RURA
Project Partners	RTDA, CoK, RURA
Key Benefits	<ul style="list-style-type: none"> Improved traffic flow – freight traffic can bypass the city to improve regional accessibility/connectivity Improved supply chain efficiency and economic development Reduced pressure on city roads Increased traffic safety Improved amenity and health outcomes on city roads from reduced heavy vehicle traffic Better road durability through fit-for-purpose roads
Financing Approach	As the aim is for the ring-road to provide an alternative route for transit cargo traffic to bypass the city, the road can be financed through revenues generated by commercial traffic by establishing a toll. Furthermore, based on a value-for-money assessment conducted at a

	the feasibility stage, it could potentially be implemented through a public-private partnership (PPP).
Estimated Project Cost	<p>Phase 1 Cost estimation: 145 Million USD.</p> <p>Total cost estimation for the entire KRR: 296,586,520 USD Reference to the KRR Revised Feasibility study (2021)</p>

Project Title	#5 – Dedicated Bus Lanes (DBL) on expanded roads
Project Type	Design and Investment
Project Objective	Improved public transport services, effective and safe traffic management with dedicated Bus Lanes (DBL) on both existing roads and those roads that are programmed to be upgraded
Simplified Theory of Change	Kigali requires a medium-capacity, space-efficient, cost-effective and reliable public transport system for economic, equitable and sustainable growth. A space-efficient road-based system is most cost-effective and dedicated bus lanes with complementary system measures are essential for service frequency, speed and reliability.
Project Description	<p>The project should deliver dedicated bus lanes on a high-priority selection of the planned network (primarily high-priority lines of the BRT network, initially suggested as corridors 1, 3 and 6 under this proposal. Corridors 4 and 5 are subject to separate financing and proposals). This will involve existing roads, new and expanding roads, and will require physical allocation of road space to buses at the exclusion of general traffic. The project will also implement safe traffic system approaches and traffic management infrastructure and systems (coordinated with other ongoing traffic management initiatives such as in the KUTI and JICA projects).</p> <p>The project will need to first confirm the prioritized DBL network, engineering design, prioritization / project pipeline, property and implementation issues to inform delivery.</p>
Status of Preparation	New program. Various studies (BRT feasibility study, Green City Kigali studies, DBL study) identify network and design issues.
Timeframe	2024-2027
Project Client	Government of Rwanda, led by City of Kigali (CoK)
Project Partners	MINIFRA, RTDA, private sector, utilities providers, transport firms
Key Benefits	<ul style="list-style-type: none"> • Better equitable access to services and promotion of social inclusion • Increase economic activity • Enhanced sustainability and climate resilience

Financing Approach	The World Bank is currently establishing a Performance Based Contract together with the Government of Rwanda to provide concessional financing for this dedicated bus lane. For project preparation it has been identified for the Africa Critical Upstream Initiative to help map out barriers for taking it forward as a PPP.
Estimated Project Cost	Preliminary costing in the WB report (2022) estimates unit rate of \$50,000 for Bus lane (per Km) and \$100,000 PT Priority Junction improvements. Note that these preliminary costs are to be further developed during the design phase for each DBL corridor. Proposed corridors to be considered as a priority by WB study: Corridor 1: 106,600 USD; Corridor 3: 165,600 USD; Corridor 6: 444,200 USD Total cost for the 3 corridors: 716, 400 USD

Project Title	#6 – NMT engagement and upgrade program
Project Type	<i>Design & investment</i>
Project Objective	<p>Pilot the implementation of the draft Kigali NMT Master Plan and support local, convenient and healthy travel, community interaction and local economic growth.</p> <p>Contribute to achieve 100% Universal Access for Streets and Sidewalks.</p> <p>Use combined methods including tactical urbanism to develop and implement solutions interactively and cheaply and engage stakeholders sustainably.</p>
Simplified Theory of Change	Kigali is targeting improvements in the quality of NMT infrastructure, sustained high NMT mode share, and generally improved public domain and gender-friendly infrastructure and services. Developing quality NMT environments can benefit from best-practice expertise but also from local adaptation plus layperson personal experience by testing approaches in the community (tactical urbanism). The project combines infrastructure, capacity building, policy development, monitoring and evaluation elements for an agile and scalable approach.
Project Description	Pilot the short-term initiatives in the draft Kigali NMT Master Plan with 3 initial pilot areas (1,5km - 2,5km - 5km). Test and implement safe, inclusive and interesting NMT-friendly streetscapes and public domain together with convenient and attractive NMT networks. Use tactical urbanism methods to catalyse positive change by implementing existing and new ideas quickly, gathering feedback from residents and

	<p>local stakeholders, and demonstrating the potential of larger, more permanent interventions.</p> <p>Focus on town centres and local community hubs, to support local social and economic activities and interaction. Link to key transport nodes.</p> <p>Simultaneously develop NMT tactical urbanism handbook specifically for Kigali (with examples and guidance to complement the Kigali NMT Master Plan and existing general tactical urbanism guidebooks) as a tool for the interventions but also to record examples and lessons from them.</p>
Status of Preparation	The CoK is considering a draft NMT Master Plan. This pilot is a new proposal consistent with the plan. Neither the tactical urbanism manual nor program of upgrades are underway. ITDP is preparing a Kigali Street Design Manual in partnership with the City of Kigali and the Rwanda Transport Development Agency (RTDA)
Timeframe	1-2 years
Project Client	City of Kigali, Districts
Project Partners	Sector and Cell representatives, utilities agencies, NGOs, local associations and community groups, local businesses, transport and other private operators.
Key Benefits	<ul style="list-style-type: none"> • Faster implementation of CoKs NMT Master Plan (short term initiatives) • Greater participation in the design and implementation of integrated public spaces and transport networks in the neighborhood. • Increased provision and usage of public spaces, improvements in social interaction and environmental quality. • Increase convenience, safety and attractiveness of affordable and healthy transport modes. • Enhanced local social and business activity, community cohesion etc.
Financing Approach	The pilot implementation can be financed through grant financing and associated technical assistance. Options include Global Green Growth Institute and United Nations Environment Programme, who supported the NMT Masterplan for Huye District as well as the Institute for Transportation and Development Policy. For the investment, a concessional loan from a development partner can be considered.
Estimated Project Cost	<p>Total budget: 3 Million USD</p> <p>Pre-investment: 200.000 USD</p> <p>Investment: 2,8 Million USD</p>

Project Title	#7 – Kigali Water drainage channels project
Project Type	<i>Design & Investment</i>
Project Objective	<p>In the effort to further improve urban stormwater management, the City of Kigali has undertaken the identification of critical stormwater drainage systems that require urgent rehabilitation and/or construction. Water drainage channels were identified in Gasabo, Kicukiro and Nyarugenge districts. Nature-based Solutions will be integrated into the project design and implementation.</p> <p>This project aims to mobilise funds to design and construct these drainage systems to protect vulnerable water supply infrastructures, and roads safety.</p>
Simplified Theory of Change	Building efficient and sustainable stormwater drainage systems will protect human life, preserve existing infrastructure and improve the quality of life of the road users and surrounding population. For sustainable stormwater management, there is a need to incorporate climate resilience considerations in the planning and design standards of drainage for stormwater and roadside drainages in the city.
Project Description	The City of Kigali will undertake through contracted service providers (design, construction, supply, supervision, etc.) built infrastructure for stormwater management such as drainage channels, culverts, infiltration trenches, Detention basins (Dry ponds), etc. NbS will be integrated into the project design to maximize the benefits and positive outcomes of a combined grey and green infrastructures to enhance climate resilience in the vulnerable areas.
Status of Preparation	CoK has identified 60 drainage systems to be rehabilitated. Detailed design, including hydrological, hydraulic, geotechnical, topographical, and structural studies for drainage systems have been completed for some areas such as Kanyonyomba, Amahoro, Nyenyeri and Zuba. This year 8 more studies are planned, pending availability of funds.
Timeframe	2025-2029 (5 years)
Project Client	City of Kigali
Project Partners	MININFRA, RWB, REMA, RWANDA GREEN FUND, RTDA, districts of Nyarugenge, Gasabo & Kicukiro, World Bank.
Key Benefits	<ul style="list-style-type: none"> • Socio-economic major benefits include: • Strengthening bridges linking neighborhoods to important social infrastructures • Flood prevention by redirecting excess water away from roads, buildings and other public and private infrastructures • Erosion control, especially given the steep slopes in Kigali.

	<ul style="list-style-type: none"> • Groundwater recharge and Wetland recharge. Water quality improvement by filtering out contaminants before the water is reintroduced to natural water bodies such as rivers, lakes, etc. • To avoid excess water or moisture within the roadways that may affect the road's durability.
Financing Approach	A combination of the Government's annual budget and donors' support through grant funding and technical assistance for capacity development. The investment should then be done through a concessional loan.
Estimated Project Cost	<p>24 million USD for implementing all 60 channel projects</p> <p>(Reference made to the 2023- 2024 budget and expenditures, however it remains subject to the projects' scale and detail design).</p>

Project Title	#8 - Implement Gasabo centralised sewage system
Project Type	Investment
Project Objective	<p>Ensure access to safe, reliable, affordable and high-quality sanitation services</p> <p>Treatment plant to be connected to waterborne water with the capacity to treat part of the city's projected sewer flows.</p>
Simplified Theory of Change	To provide safe and efficient management and disposal of liquid waste in the northern part of Kigali.
Project Description	To develop Detailed design of the Wastewater treatment plant, in line with the city's Sanitation Master plan.
Status of Preparation	<p>The Sanitation Master plan, part of the Rwanda National Integrated Water Supply and Sanitation Master Plans (RNIWSSMP) was undertaken and complete, in December 2021.</p> <p>Design and Investment for 2 other areas in the city is ongoing through CoK and WASAC, namely, for the Kigali Centralized Sewerage System Phase 1 at Gitikinyoni (north) and for the Kicukiro Centralized Sewerage System Phase 1 at Masaka (south). Valuable learning has been gained and major gaps identified by the implementing institutions.</p> <p>Location for the Gasabo Sewerage System was identified in the Sanitation Master Plan.</p>
Timeframe	5 years - 2 years for design and 3 years for construction.
Project Client	CoK, WASAC
Project Partners	MININFRA, Development Partners, UN Habitat, World bank,
Key Benefits	<ul style="list-style-type: none"> Avoid untreated sewage from being disposed inappropriately into the environment. (mitigate/avoid pollution) Improved public health (e.g. decrease in waterborne diseases) Improved water management - as treated water can be re-introduced into the water cycle.
Financing Approach	<p>Design: The designs should be financed through grant financing through a project preparation facility like the Urban and Municipal Development Fund.</p> <p>Implementation: Financing options for WWTP could include public-private partnerships, where a private company finances, builds, and operates the plant- Other options include build-own-operate-transfer contracts, where a private entity designs, builds, and manages the plant before transferring ownership back to the public or commercial entity.</p>

	These will then be funded through tariffs and user fees. The value for money of this type of option will have to be assessed against financing it through public monies during the feasibility study stage.
Estimated Project Cost	203.265.078 USD (Reference Sanitation Master Plan)

Project Title	#9 - Construction of Nduba new sanitary landfill
Project Type	<i>Investment</i>
Project Objective	<ul style="list-style-type: none"> • Ensure that all citizens have access to some sort of waste management service in ways that are protective to human health and the environment • To serve as a disposal site for waste generated in urban/ high-density areas • To support the establishment of modern collection, recycling and disposal practices in Kigali
Simplified Theory of Change	Implementing modern waste management practices can lead to improved waste containment, environmental protection, and sustainable practices, ultimately resulting in more effective and sustainable waste management.
Project Description	<p>Landfill to serve as a disposal site for waste generated in urban/high-density areas, total area required in 2050 is 68 Ha - several stages so might have been started.</p> <p>Closure of existing Nduba dumpsite including the installation of pipes to collect methane gas and produce electricity on the old existing dumpsite.</p>
Status of Preparation	Feasibility Study for a municipal solid waste management system for Kigali City, Rwanda, March 2021.
Timeframe	Four years (TBC)
Project Client	City of Kigali
Project Partners	City of Kigali, MININFRA, RURA, WASAC
Key Benefits	Improved public health, better environmental management, green growth, green jobs, circular economy
Financing Approach	Loans from International Financing Institutions (Reference: Feasibility Study). This should be a blend of technical assistance and concessional loans. <u>Potential sources of international methane abatement finance</u> include multilateral development banks (MDBs), bilateral development finance institutions (DFIs), multilateral climate

	funds (MCFs), bilateral donor governments, and international development agencies.
Estimated Project Cost	<p>Construction of new sanitary landfill at Nduba: 23 million Euro</p> <p>Investments for gas utilization: 1,6 million Euro</p> <p>Nduba dumpsite closure: 370.000 Euro</p> <p>Total budget Investment: 24,97 million USD</p> <p>(Reference: Feasibility Study, sections 13.5.5, 13.5.6, and 13.5.7)</p>

Project Title	#10 - Construction of transfer stations
Project Type	Investment
Project Objective	<ul style="list-style-type: none"> • Ensure that all citizens have access to some sort of waste management service in ways that are protective to human health and the environment • To centralize collection points along main routes from waste generation to disposal at the landfill • To support waster sorting and recycling
Simplified Theory of Change	The construction of transfer station will centralize waste management activities that can lead to improved waste sorting, operational efficiency, environmental sustainability and public health and safety outcomes.
Project Description	The construction of 5+8 transfer stations across the city will centralize waste collection, sorting, and transfer. This streamlines waste management by reducing the number of collection vehicles needed for direct transport to disposal sites. Transfer stations also enable better waste sorting and recycling opportunities, as materials can be separated before transport to final destinations.
Status of Preparation	Proposed in Kigali Master Plan; in National Integrated Solid Waste Management Strategy; Feasibility Study for a municipal solid waste management system for Kigali City, Rwanda
Timeframe	Three years
Project Client	City of Kigali
Project Partners	CoK, MINFRA, RURA

Key Benefits	Local economic growth; Job creation and employment; improved environmental sustainability
Financing Approach	This could be financed through a combination of public resources, such as from the City of Kigali's own revenue, and leveraging these to attract private investment in the form of a PPP. This is to ensure that both the upfront capital costs as well as the on-going operations of the transfer stations can be covered.
Estimated Project Cost	Investment: 9,83 million USD (Reference: Kigali Master Plan)

Project Title	#11 – Nyabisindu unplanned neighborhood upgrading
Project Type	Design & Investment
Project Objective	To improve social conditions of the neighborhood by upgrading of key streets (road access, walkways and lighting) with in-situ redevelopment and rehousing strategies.
Simplified Theory of Change	The upgrading of unplanned settlement in Nyabisindu settlement (Remera sector) will impact 515 households and will implement in-situ redevelopment, promoting sustainable urban development, reducing informal settlements and long-term improvement in the quality of life, reduced poverty, and enhanced resilience in urban areas of Kigali.
Project Description	<p>Nyabisindu (North stadium) – around 36.5 Ha is one of the 4 unplanned settlements selected under the RUDP II (WB) project where improved connectivity, safety and access to social services is under implementation.</p> <p>The project aims to initiate housing development for the resident's owners in the neighborhood complementing the WB infrastructure project and following the Mpazi model, as well consider rental solutions for the tenants. A participatory urban transformation process will be set up to involve target beneficiaries and stakeholders in an inclusive urban upgrading project, following the Guidelines and Tools for Participatory Urban Transformation</p> <p>The site includes a large plot belonging to a school and related green area (about 5-6Ha) that will be retained, the development of one road by RUDP. The remaining 28Ha will be allocated to rehousing and real estate development. About 5-6Ha will be planned and design to relocate the owners, while the rest will be handed over to UDL (RSSB) to design and build housing and other uses to be sold to the market.</p>
Status of Preparation	RUDPII Infrastructure feasibility study prepared. Design ongoing.
Timeframe	3 years
Project Client	City of Kigali
Project Partners	RSSB, Mininfra, RUDP2, SKAT/SDC, Imbuto Foundation , Credit and Saving Society, RUDP2 (WB), RHA, utilities
Key Benefits	<ul style="list-style-type: none"> Improved living conditions: residents experience better living environments with improved infrastructure and housing. Increased access to services: enhanced access to public services such as healthcare, education, and sanitation. Economic opportunities: creation of jobs and income-generating opportunities through project activities. Community empowerment: strengthened community capacity to manage and sustain improvements.

	<ul style="list-style-type: none"> • Social cohesion: stronger community ties and reduced social disparities within upgraded areas.
Financing Approach	<p>This will be financed through grant financing provided under RUDP II. This is grant financing provided by the Nordic Development Fund and managed through a trust fund from the World Bank to the Government of Rwanda who on-grants it to the City of Kigali.</p>
Estimated Project Cost	<p>Pre-investment: TA by Skat for the design, planning and community engagement</p> <p>Investment: 28 million USD (6Ha rehousing project)</p>

Project Title	#12 - Public green spaces development in the informal settlements
Project Type	<i>Design & Investment</i>
Project Objective	The project aims at improving the quality of the life of informal settlement's residents increasing the access to basic infrastructure and social services and enhance community participation in the city's development and management.
Simplified Theory of Change	The development of public spaces in the informal settlements will create safe, accessible, and vibrant public spaces within the disadvantaged areas of the city, fostering social cohesion, improving environmental quality and climate resilience, and enhancing the overall well-being of the community.
Project Description	<p>Following the pilot Urban Fabric Initiatives, sub-component of the Kigali Informal Settlement Upgrading Project (KISUP) the CoK intends to scale up small-scale, yet impactful public space enhancements and community infrastructure projects in the informal settlements. These projects ranging from pocket parks, kitchen garden, playgrounds, green public areas are collaboratively designed and executed by local residents and urban stakeholders, emphasizing quick wins and participatory development.</p> <p>The project will include: i) preparation of a feasibility study to identify, select and prioritize the informal settlements to scale up the initiative; ii) design Participatory Public Spaces and green Development in Informal Settlements Guidelines to support CoK to consolidate, institutionalize and replicate the process; iii) training CoK staff and other urban actors in the Guidelines and tools applied (to link with Project Information Page #19) iv) prepare the Call for Grants to select the implementing partners; v) launch the call, evaluate the proposals and select the partners; vi) implementation and monitoring of the process, establishment of co-mechanisms for the O&M and construction works.</p>
Status of Preparation	New initiative. Study for "Mapping of Public Spaces in Kigali: Towards City-Wide Public Space Strategy" (GGGI, 2020) prepared.
Timeframe	3,5 years
Project Client	City of Kigali, Districts
Project Partners	Sector and Cell representatives, utilities agencies, NGOs, local associations and community groups, design studios and other private operators, GIZ.
Key Benefits	<ul style="list-style-type: none"> Promoted participatory approach in the design and implementation of public spaces and community facilities in the neighborhood.

	<ul style="list-style-type: none"> Increased provision and usage of public spaces, improvements in social interaction and environmental quality. Enhanced community cohesion, safer, vibrant and welcoming neighborhood, with increased opportunity of economic development.
Financing Approach	The pre-investment should be financed from a grant finance from a project preparation facility. The investment will then need to be financed through an investment such as a concessional loan. The loan can then be repaid from the City of Kigali's own source revenue. Particularly property tax revenue is relevant for this type of project as they constitute localised improvements in public space.
Estimated Project Cost	<p>Total budget: 3,5 Million USD</p> <p>Pre-investment: 300.000 USD. Investment: 3,2 million USD</p>

Economic Transformation

Project Title	#13 - Enhance use of sustainable building materials and Circular Economy
Project Type	Investment
Project Objective	The project intends to support the ongoing effort of Kigali and Rwanda to move from conventional construction material to sustainable building materials, streamlining the existing and ongoing initiatives on low-carbon and locally produced material to foster circular economy, Made in Rwanda building material procedures and environmental sustainability, focusing on the informal construction sector.
Simplified Theory of Change	Fostering the use of alternative building construction materials and the Circular economy principles in the informal construction sector will increase the sustainability of the construction value-chain with a positive effect on the housing supply chain.
Project Description	The project aims to launch a pilot for infrastructure and technology development to improve and upgrade existing local informal manufacture(s) to produce eco-friendly locally produced materials and promote CE in the construction waste recycling. The project will include: i) a comprehensive assessment of the status of the current informal material production value- chains including the existing key players, actors involved and gaps and opportunities to shift from the conventional production to sustainable materials expand the recycling and repurposing construction waste in the informal sector; ii) based on the assessment, define concrete opportunities to convert into alternative technologies and CE initiatives to be quickly implemented. iii) Select and support implementation of a selection of opportunities with pilot projects. The pilot is complemented by awareness and education campaigns on the benefits associated with saving resources utilizing local sustainable materials as well technical and financial support available and target training for the construction workers, artisans and small contractors supporting the informal sector production value-chains of the implemented pilot projects.
Status of Preparation	New proposal, based on the "Strategic Plan for the MiR Construction Sector (SPMCS) 2021/22 – 2025/26" Ministry of Trade and Industry 2022; "Circular Economy Pilot project in the construction sector in Rwanda Circular Economy Guidelines", Enabel 2023; Rwanda National Circular Economy Action Plan and Roadmap, MoE 2022. Study on the Housing Market and Low-Cost Building Materials and Technologies in Rwanda (BRD, 2023).
Timeframe	2,5 years

Project Client	City of Kigali
Project Partners	NIRDA, REMA (MoE), SDC, GGGI, University of Rwanda, Enabel. Association of categories and professional bodies: contractors, builders, architects, engineers. NGOs in the waste, recycle and environmental sector, cooperatives.
Key Benefits	<ul style="list-style-type: none"> Reduced construction costs: by optimizing the supply chain and using locally sourced or recycled materials, construction costs will decrease. Support housing delivery: innovative and alternative manufacturing methods will increase the offers and benefit the housing markets. Environmental benefits: using alternative materials and recycling construction waste will lower the environmental footprint of the construction industry in Kigali. Economic empowerment: local businesses and workers will benefit from increased demand for materials and skills, fostering economic growth.
Financing Approach	The Government of Rwanda can identify various private sector partners that it would like to work with through the pilot. These partners can then apply to the Rwanda Green Fund Innovation Grant , which is a performance-based investment grant specifically meant for research and development. Grants can be up to 300,000 USD with 25% provided by the company itself. For the capacity building and awareness component, GGGI or another non-governmental organization can be enlisted for support.
Estimated Project Cost	<p>Total budget: 3,5 Million USD</p> <p>Pre-investment: 300.000 USD. Investment: 3,2 million USD</p>

Social Transformation

Project Title	#14 - Gender sensitive facilities in public spaces
Project Type	Investment
Project Objective	Construction of gender sensitive sanitation facilities in public spaces and premises
Simplified Theory of Change	Inclusive and safe sanitation facilities for all can lead to improved health, safety, gender equality, behavior change, and sustainable development outcomes.
Project Description	<p>Planning and construction of gender sensitive sanitation facilities in public spaces including accessible and inclusive public toilets, access to fresh water, etc. The project includes:</p> <ul style="list-style-type: none"> • Needs assessment and sites identification, • Co-design and planning, • Construction • Maintenance and management plan for example engaging women groups and create income. • Awareness campaign and training on gender-sensitive planning and facilities.
Status of Preparation	The project is included in the City of Kigali's Gender Mainstreaming Strategy 2024/24-2027/28. According to the Implementation Framework (Annex 1) the project should have started in 2023/24.
Timeframe	5 years
Project Client	City of Kigali
Project Partners	Responsible units at CoK for monitoring Corporate Planning & M&E, Urban Planning
Key Benefits	Improved health, safety, and gender equality.
Financing Approach	Part could be funded from the City of Kigali's own source revenue. Particularly property tax revenue is relevant for this type of project as they constitute localized improvements in urban public space. The remaining part could be funded from access to grant financing from development partners or foundations who work in gender empowerment (including, for example, the Hewlett Foundation)
Estimated Project Cost	<p>A total budget of USD 700,000</p> <p>Pre-investment: 100.000 USD. Investment: 600.000 USD (of which USD 55,000 CoK contribution)</p>

Sustainable Transformation

Project Title	#15 - Kigali greening and urban forestation project
Project Type	Investment
Project Objective	<ul style="list-style-type: none"> Plant big trees to beautify the city with indigenous flowers and tree species, Incentivize citizens to prepare tree nurseries and plant trees, and provide employment opportunities for youth
Simplified Theory of Change	This inclusive city-wide intervention is likely to boost the ecosystem services provided in Kigali. Job creation together with the active participation of the city dwellers will yield social, economic and environmental benefits that will improve livelihood and climate.
Project Description	The City of Kigali plans to green the public spaces by planting ca 3 million trees. The plan is to enhance the beautification of the city with indigenous flowers and indigenous big trees species, provide incentives to citizens to plant trees, <u>and</u> tree nurseries and create youth employment opportunities, including green roofs, vertical vegetation and bee-keeping interventions.
Status of Preparation	Early conceptual stage
Timeframe	5-year program
Project Client	City of Kigali
Project Partners	REMA, Rwanda Forestry Authority
Key Benefits	<ul style="list-style-type: none"> Regenerating indigenous trees will reconnect Kigali to Rwanda's historical traditions. The City greening could attract other ecosystem services such as beekeeping and honey production. New jobs will be created, air quality bettered and public spaces enlarged
Financing Approach	This project could be set up as a carbon credit project under the Ministry of Environment's Carbon Market Framework .
Estimated Project Cost	10 Million USD

Project Title	#16 - Scale up of Disaster Management and Emergency Response System
Project Type	Capacity Building
Project Objective	To develop a program and projects with sound cost-benefit analysis and compelling cases for theories of change to attract financing for promoting NBSs for flood risk management in the CoK.
Simplified Theory of Change	The integration of Nature-based Solutions with disaster responses will enhance resilience capacities for flood and landslide risk prevention and management as these biodiversity infrastructures will delay runoff, increase rainfall infiltrations and provide better air quality and safety room for the neighbouring communities.
Project Description	The project aims to scale up an early warning and detection system for (flash) floods and landslides offering more preparation time to warn/evacuate people. In addition, the project will build capacity to enhance Disaster Risk Reduction planning to adequately produce ecosystems services for the wider CoK
Status of Preparation	Ongoing (As part of Kigali Water Resilience Action Plan)
Timeframe	36 months
Project Client	City of Kigali
Project Partners	GoR, GGGI, Enabel, AFD, WRI, R-Cities, WB, GAP Fund, UNDP, ARCOS
Key Benefits	<ul style="list-style-type: none"> • Disaster Risk Reduction planning and activities are adequately resourced • Ecosystems are considered alongside man-made infrastructure within strategies to physically protect the city
Financing Approach	As this is capacity building, it should be financed through grant funding. Potential partners include: ACWA fund, GGGI, AFD
Estimated Project Cost	500 000 USD

Project Title	#17 - Kigali Green-Blue school yards pilot
Project Type	<i>Investment</i>
Project Objective	The main objective is to increase the number of green and blue spaces (such as trees, water ponds, and small canals) to create awareness for school children, teachers and their families on ecosystem services through the human-nature nexus at neighborhood level and monitor opportunities related to adaptation to climate change.
Simplified Theory of Change	Green and Blue Schoolyards provide cities with important climate-resilient infrastructures and build sustainability awareness for school children and parents.
Project Description	This investment would engage practically all school children in a creative way in building long-term and hands-on experience on how to build climate resilience and benefit ecosystem services. The project would be a kind of open lab with creative solutions integrating water resources management (stormwater conservation, rainwater harvesting, tree planting, ...). We suggest a pilot phase in each district neighborhood such as the Ngaruyinka TVET in Kinyinya (Gasabo), in Kicukiro and in Nyarugenge
Status of Preparation	A concept note should be developed. A Feasibility study will present different solutions options and components to put in place
Timeframe	2025-2029
Project Client	City of Kigali
Project Partners	Ministry of Education, REMA
Key Benefits	The major benefits are the long-term contributions to a more sustainable and resilient urban environment and mitigate the impacts of extreme weather events associated with climate change.
Financing Approach	This could be funded from the Ministry of Education budget. Schools' revenues together with parents' contributions could be applied. Partnerships with NGOs working in the Education sector should also be sought.
Estimated Project Cost	20 Million USD

Project Title	#18 - Urban farming program in Kigali underutilized lands
Project Type	<i>Investment</i>
Project Objective	The main objective is to tap into the potential of urban agriculture in the City of Kigali underutilized lands to generate substantial household savings in addition to increased dietary diversification.
Simplified Theory of Change	This intervention will improve livelihood resilience by promoting viable urban food production schemes that fit within the broader food system, for greater access to food and improved nutrition for low-income families in Kigali; especially during times of emergency.
Project Description	<p>The project aims to promote a more diversified food supply chain that draws on small-scale systems of food production, using a variety of approaches to urban agriculture, which would facilitate the storage and transfer of food to local markets, allowing for innovation in sustainable agriculture techniques and strengthening the needed working ties within local residents/cooperatives in addition to promoting active and healthy eating lifestyle.</p> <p>Agricultural inputs will be prioritized according to environmental conditions and production needs. It will be used as a laboratory to test technologies that could enhance climate resilience (e.g., including waste segregation and composting, rain harvesting technology, energy efficiency etc.) and build civic and environmental awareness. Moreover, training and follow-up assistance for agriculture and food processing will be ensured.</p>
Status of Preparation	Proposed (Concept note available and resource mobilization ongoing)
Timeframe	28 months
Project Client	City of Kigali
Project Partners	Local Schools, Health facilities, Youth Centers, Local farming cooperatives, MINAGRI, FAO, JADF, NCDA
Key Benefits	<ul style="list-style-type: none"> Strengthened capacity for continuity of essential food supplies in an emergency and during times of stress Enhanced active and healthy eating lifestyle Promotion of circular agro-food system Created productive opportunities for the youth, women, elderly and disabled
Financing Approach	To finance this the City of Kigali could pursue a blended funding approach through grants from development partners focused on food security and climate resilience, supplemented by concessional loans to cover infrastructure needs such as storage and technology for rain harvesting and composting. The City could also explore how to engage local businesses and cooperatives in the supply chain as well as community-based

	microfinance programs could support small-scale producers and provide ongoing training and assistance.
Estimated Project Cost	700.000 USD (Source: Kigali Water Resilience Profile)

Governance Transformation

Project Title	#19 - Strengthening institutional capacity to manage urban transformation
Project Type	<i>Institutional building</i>
Project Objective	To enhance City of Kigali capacities to manage complex urban transformation processes and provide skills and resources to the Urban Planning Department. Support staff and the office to better achieve integrated urban development, in alignment with the City of Kigali priorities and master plan implementation.
Simplified Theory of Change	The support to the institutional capacities in the urban planning sector will improve the urban governance of the city and its functioning through an improved coordination among partners and stakeholders. It will provide the city with an enhanced framework to manage urban transformation processes and sustainable urbanization, and thrive private sector engagement. It will reduce the unplanned settlements and increase affordable housing availability.
Project Description	<p>In the short term, seconded staff from PROECCO will part-time support the urban planning department with a focus on integrated urban development as part of the existing structure, ensuring a more autonomous implementation of the the activities.</p> <p>The activities will include: i) high level advisory and technical assistance to the Chied Urban Planning Department in its planning, prioritization and operationalisation activities; ii) continued support to Mpazi process and replication in other sites to consolidate the participatory implementing framework; iii) support coordination and integration with ongoing projects and SPIU management.</p> <p>In the long term and with the support of Swiss Development Cooperation, the Technical support will expand to full-time basis and will include: i) development/consolidation of the participatory urban transformation framework including site prioritization and financial mechanisms, within the City of Kigali structure and beyond, assessing opportunities to replicate it/adapt in in other cities in Rwanda; ii) assessing, designing and setting up Inclusionary Zoning mechanisms to enable Transfer of Development Rights, Land Value capture, inclusionary Zoning, and other approaches outlined in the Kigali 2020 Master Plan; iii) development of affordable rental housing options (integration with Project Information Page #23 and testing pilot solutions; iv) implementation of Site and Services for low-income groups; v) continued target and ad-hoc training opportunities to CoK staff such as Urban Planning, Community Engagement and Sustainable housing design; vi) support strengthening City of Kigali urban governance, with innovative (digital) solutions, strategic decision-making tools, enhanced coordination mechanisms with SPIU and other initiatives; vii) establishing a robust and participatory</p>

	monitoring and evaluation system to assess the effectiveness of interventions and make necessary adjustments.
Status of Preparation	Concept note signed by CoK and PROECCO project until end of 2024; PROECCO staff seconded; preparation of SDC support program on-going
Timeframe	4 years
Project Client	Urban Planning Department, City of Kigali
Project Partners	PROECCO (Skat), Swiss Development Cooperation
Key Benefits	<ul style="list-style-type: none"> Enhanced capacity of the Urban Planning Department, strengthening initial success in housing and urban informal settlement upgrading projects, Increased community involvement, applying an inclusive and participatory approach and setting up a solid operationalization framework Scaled-up best practices in the urban transformation projects, by improved urban management practices and sustained community engagement. Expanded affordable housing and rental solutions in the city Sustainable urban development in Kigali, with improved living conditions, reduced unplanned settlements, and an empowered community actively shaping the city's future.
Financing Approach	Grant funding and technical assistance for capacity development are being provided by the Swiss Development Corporation.
Estimated Project Cost	Investment: 6 million USD

Project Title	#20 – Integrated Water and Flood Resilience Management platform in CoK
Project Type	Planning and Management
Project Objective	Develop a Kigali integrated water resources management plan with a focus on building resilience for informal settlements' vulnerability and adjacent wetlands. Leverage existing data platforms to build a water resilience dashboard for decision support
Simplified Theory of Change	Developing and implementing a modern integrated water resource management that includes climate data platforms for early warning and monitoring would increase resilience for water supply, city infrastructures and community livelihoods.
Project Description	<p>Integrated Water Resources planning can anticipate developments in flood-prone zones and mitigate flood risks in Kigali. This project aims to coordinate Water supply, wastewater management, stormwater, applying SDS, NBS, harvesting rainwater system, etc. at the catchment level, with a focus on informal settlements vulnerability and adjacent wetlands; Leverage existing data platforms to build a water resilience dashboard for decision support for the city of Kigali.</p> <p>Moreover, water sector information needs to be more easily shared among stakeholders. One way to accomplish this is to leverage and invest in innovative data management solutions and to encourage start-ups to share data and promote entrepreneurship around data. By connecting critical information through innovative data platforms, people can better understand the issue of urban water resilience.</p>
Status of Preparation	New initiative resulting from the Kigali Water Resilience Profile study
Timeframe	5 years
Project Client	City of Kigali
Project Partners	<p>WASAC, RWB, REMA, RTDA</p> <p>Schools and universities, private sector, research institutions, international organizations, National Institute for Statistics and, Meteorological agency, private sector</p>
Key Benefits	<p>Reduced water runoff through development controls for flood risk, designate routes and open spaces for better response and recovery efforts, mitigate damages from unavoidable flood risk, and accommodate urban growth and expansion in flood-safe areas, including during resettlement and reconstruction.</p> <p>Improved sanitation, water quality, health, improved environmental management, green growth, <u>and</u> green jobs.</p> <p>Enhanced capabilities for sharing data through an innovative data platform will lead to improved decision-making for water resilience among various actors.</p>
Financing Approach	As this is a platform and plan, it should be financed through technical assistance grant financing.

Estimated Project Cost	15 Million USD
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Project Title	#21 – Public transport options comparative study
Project Type	Study
Project Objective	Assist decision making regarding existing major public transport proposals. Identify and compare benefits, costs, distributional aspects, issues and risks, stakeholder and industry issues, potential funding and financing, and knowledge gaps. Focus on inclusive gender-responsive public transport system.
Simplified Theory of Change	Kigali requires multiple major public transport initiatives to meet growing travel needs in a space-efficient, affordable, sustainable and economic way. A strategic evidence-base for comparing, improving and prioritizing different proposals, identifying opportunities, gaps and risks, and identifying potential economic and achievable implementation packages is essential to meet growth and policy needs efficiently.
Project Description	<p>Pre-feasibility study comparing pre-existing documented proposals:</p> <ul style="list-style-type: none"> • Dedicated bus lanes (various studies including World Bank commissioned pilot study) • Cable car feasibility study (FS for a pilot was completed) • Kigali BRT study (FS done, to be updated in line with DBL pilot output) • Kigali NMT master plan (currently draft, not public and subject to CoK approval) <p>The study would identify missing information and analysis and undertake time-efficient and targeted new analysis if required and where prioritized by client.</p> <p>The study will take into account the Multi-Criteria Analysis results from the Kigali Transport Master Plan 2050 in terms of prioritized projects (See section 10: <i>Implementation</i>)</p>
Status of Preparation	The comparative study is a new proposal. It would utilize various existing studies which are final, in preparation, or being revised.
Timeframe	2025 / 2026 / 2027 from procurement to finalization (timeframe depends on level of original analysis required).
Project Client	Government of Rwanda, led by City of Kigali (CoK)
Project Partners	MININFRA, RTDA, Private sector (expert support)
Key Benefits	<p>Output benefits are improving stakeholder understanding of potential projects and pipeline, and improved evidence base for decisions.</p> <p>Outcome benefits:</p>

	<ul style="list-style-type: none"> • Better equitable access to services and promotion of social inclusion • Increase economic activity • Enhanced sustainability and climate resilience
Financing Approach	As this is a prefeasibility study, grant financing from a project preparation fund would be most suitable. Application to the Urban and Municipal Development Fund (UMDF) would be an option here.
Estimated Project Cost	USD \$0,5 – 1,5 million (dependent on level of original supplementary analysis required)

Project Title	#22 - Integrated solid waste management plan
Project Type	Planning and strategy document
Project Objective	Develop an integrated solid waste management system with the aim to have a sustainable management of solid wastes covering all sources and all aspects including generation, segregation, transfer, sorting, treatment, recovery, and disposal in an integrated manner, with an emphasis on maximizing resource use efficiency.
Simplified Theory of Change	A coordinated and comprehensive approach can lead to improved waste collection, recycling, treatment, and disposal practices, resulting in reduced environmental impact, resource conservation, and a healthier community.
Project Description	<p>Plan to focus on the safe and efficient management and disposal of solid waste in the city. CoK to appoint consultants to develop a solid waste master plan with design guidelines and standards as a basis for solid waste management practices in the city.</p> <p>Develop a financing mechanism for integrated solid waste management including centralized revenue collection of solid waste. Households would pay a collection fee to the City, and the operators would get paid by the City.</p>
Status of Preparation	Feasibility Study for a municipal solid waste management system for Kigali City, Rwanda
Timeframe	18 months
Project Client	City of Kigali
Project Partners	WASAC
Key Benefits	Improved public health, improved environmental management, green growth, green jobs, circular economy
Financing Approach	This could be financed through a combination of grants and technical assistance to develop the plan. It could potentially be proposed as a follow-on project to the Ministry of Environment and GGGI partnership

	financed by the Ministry of the Environment, Climate and Sustainable Development of Luxembourg project " "Waste to Resources: Improving Municipal Solid Waste (MSW) and Hazardous Waste Management in Rwanda." "
Estimated Project Cost	Pre-investment: 500.000 USD

Project Title	#23 - Develop Rental housing strategies with a focus on women
Project Type	Study
Project Objective	To develop sustainable rental housing strategies in Kigali that increase access to safe, affordable, and secure housing for vulnerable groups, with a focus on women, particularly women-led households, single mothers, women with disabilities, and low-income earners.
Simplified Theory of Change	The project will reduce housing insecurity by offering different solutions to cover the gap of housing supply and ultimately improving the quality of life and economic resilience of women in Kigali and enhance gender equality
Project Description	Most households living in high density settlements in Kigali rent their dwelling (67%) and it is noted that women are the most impacted in the housing supply chain. Building on the outcome of the Rental Framework (SAP 20224-2025), the project entails different components: i) needs assessment and feasibility study to assess the existing conditions and existing solutions, considering gender-disaggregated data; ii) establish a multi-stakeholders consultation platform to collect the information and data and provide an organized venue to consult and draft the strategies; iii) collaboratively identify the support strategies and proposals, including financial support mechanisms, such as subsidies and incentives, low-interest loans or rent to buy schemes; iv) draft the social and legal support for women tenants for legal protection, social services and awareness raising among the beneficiaries and the multiple suppliers; v) engage women and vulnerable groups representatives to provide inputs on housing design, community infrastructure, and gender-sensitive planning.
Status of Preparation	New initiative based on Tenant Protection Act and National rental housing program (in preparation) and the Rental Framework.
Timeframe	18 months
Project Client	CoK
Project Partners	RHA, Mininfra, rental housing cooperatives, women groups, NGOs (Rwanda Women Network), association of categories, such as real estate developers and contractors, financial institutions, AFD, UN-Habitat

Key Benefits	<ul style="list-style-type: none"> Increased access to affordable rental housing for women-led households and vulnerable groups. Increased awareness of tenant rights and legal protections for women renters. Sustainable gender-sensitive urban housing policies supported by local authorities.
Financing Approach	Follow on financing from the initial technical assistance provided in this area from the Agence Francaise de Developpment (AFD) should be sought as it builds on this initial study that was done in 2023.
Estimated Project Cost	Pre-investment: 300.000 \$ USD

Project Title	#24 - Smart Cities and Communities Command and Control Centre (5C)
Project Type	Management
Project Objective	Establish a collaborative framework for input from various departments like transport, water, fire, police, e-governance, etc. to be analyzed on a single platform. This will provide aggregated city-level information, which can be converted into actionable intelligence for relevant stakeholders and citizens. The intervention addresses the following intangibles: a) Improved utilities management and service quantification b) Disaster management and emergency response system c) Efficient traffic management d) Enhanced safety and security e) Integration with existing control centers and city systems (with future scalability provision) f) Unified operations through the integration of urban functions offered by the city administration.
Simplified Theory of Change	Leveraging technology and data can transform cities into more efficient, sustainable, and livable environments, ultimately enhancing the well-being of residents and promoting economic growth.
Project Description	Smart Cities & Communities Command and Control Center (SMART C5) is an integrated dashboard provided to City Managers by integrating closely different digital initiatives. It helps City Managers manage complex city infrastructure, provide quick response for any incidents or emergencies, and provide information on the environmental condition in the city by capturing real-time data from citywide sensors and systems. It also acts as a tool for planning growth, coordinating between different departments and providing faster response.
Status of Preparation	Feasibility Study for Smart Cities and Communities Command and Control Center for Rwanda Smart Cities, April 2021
Timeframe	Five year program
Project Client	City of Kigali
Project Partners	MINICT and RISA, with CoK, RUR, MININFRA and Rwanda National Police

Key Benefits	Smart City Development; Improvement of urban services
Financing Approach	Rwanda Government need to invest the initial capital of minimum viable price (MVP - USD 1.3 million) and later phase wise implementation cost. The funding for these initiatives can be brought from World Bank or bank loan for capital costs and operational cost to be provided from the government. There are many projects which can generate revenue, these are like smart parking, monetizing the data for internal business purposes, charging higher tariffs with improved service delivery. (Reference: Feasibility Study)
Estimated Project Cost	<p>Phase 1: year 1 - capital investment USD 1.3 million and then go live for two years.</p> <p>Phase 2: year 3 – capital investment USD 4.6 million and then go live for two years.</p> <p>Phase 3: year 5 – capital investment USD 2.7 million.</p> <p>Investment (Total): 8,6 million USD</p>

5.4 Summary of the Action Plan shortlisted projects

OBJECTIVE	#	Projects	Pre-Investment	Investment	Project cost
INFRASTRUCTURE TRANSFORMATION	Transport	1 Implement critical KUTI road intersections	\$ -	\$ 67.600.000,00	\$ 67.600.000,00
		2 Citywide main roads upgrade program	\$ -	\$ 280.000.000,00	\$ 280.000.000,00
		3 Neighborhood roads development program	\$ -	\$ 10.000.000,00	\$ 10.000.000,00
		4 Kigali Ring Road Phase 1	\$ -	\$ 145.000.000,00	\$ 145.000.000,00
		5 Dedicated Bus Lanes on expanded roads	\$ -	\$ 716.400,00	\$ 716.400,00
		6 NMT engagement and upgrade program	\$ 200.000,00	\$ 2.800.000,00	\$ 3.000.000,00
	Storm and Waste Water Management	7 Kigali Water drainage channels project	\$ -	\$ 24.000.000,00	\$ 24.000.000,00
		8 Implement Gasabo centralised sewerage system	\$ -	\$ 203.265.078,00	\$ 203.265.078,00
	Solid Waste Management	9 Construction of Nduba new sanitary landfill	\$ -	\$ 24.970.000,00	\$ 24.970.000,00
		10 Construction of transfer stations	\$ -	\$ 9.830.000,00	\$ 9.830.000,00
	Affordable Housing	11 Nyabisindu Unplanned neighborhood upgrading	\$ -	\$ 28.000.000,00	\$ 28.000.000,00
		12 Public green spaces development in informal settlements	\$ 300.000,00	\$ 3.200.000,00	\$ 3.500.000,00
ECONOMIC TRANSFORMATION	Productivity & Skills	13 Enhance use of sustainable building materials and Circular Economy	\$ 300.000,00	\$ 3.200.000,00	\$ 3.500.000,00
SOCIAL TRANSFORMATION	Services & Safety	14 Gender sensitive facilities in public spaces	\$ 100.000,00	\$ 600.000,00	\$ 700.000,00
SUSTAINABLE TRANSFORMATION	Natural resources	15 Kigali greening and urban forestation project	\$ -	\$ 10.000.000,00	\$ 10.000.000,00
	Climate Change	16 Scale up of Disaster Management and Emergency response System	\$ 500.000,00	\$ -	\$ 500.000,00
		17 Kigali Green-Blue school yards pilot	\$ -	\$ 20.000.000,00	\$ 20.000.000,00
	Food security	18 Urban farming program in Kigali underutilized lands	\$ -	\$ 700.000,00	\$ 700.000,00
GOVERNANCE TRANSFORMATION	Integration and Leadership	19 Strengthening institutional capacity to manage urban transformation	\$ -	\$ 6.000.000,00	\$ 6.000.000,00
		20 Integrated Water and Flood Resilience Management platform in CoK	\$ -	\$ 15.000.000	\$ 15.000.000,00
	Planning	21 Public transport options comparative study	\$ 750.000,00	\$ -	\$ 750.000,00
		22 Integrated solid waste management plan	\$ 500.000,00	\$ -	\$ 500.000,00
		23 Develop rental housing strategies with a focus on women	\$ 300.000,00	\$ -	\$ 300.000,00
	Data	24 Smart Cities and Communities Command Control Centre	\$ -	\$ 8.600.000,00	\$ 8.600.000,00
TOTAL		\$ 2.950.000,00	\$ 863.481.478,00	\$ 866.431.478,00	

6. High-Priority Projects

6.1 Integrated Unplanned Settlements Transformation

Through the establishment of a dedicated Special Purpose Vehicle (SPV), the Government of Rwanda and the City of Kigali are promoting the transformation of unplanned urban settlements with a replicable and scalable housing programme, which includes rehousing of existing owners on-site, residents from high-risk zones, rental schemes, and a mixed-use and mixed-income approach.

In the framework of an ongoing urban transformation process of unplanned settlements in the Mpazi area led by the City of Kigali, the project intends to rehouse estimated 641 households living on site in a denser multi-story and mixed-use solution on a total of 23.5 Ha. In addition, more units and space are expected to be developed on site to provide opportunities for investments in both housing and commercial uses both for sale and rent.

The project is aligned with the main national and local strategies, including the NSTS2, the National Land Use and Development Plan, the Kigali Master Plan, among other. It supports the achievement of SDGs, n. 5-6-11-and 13. It is aligned with AfDB country strategy and the High 5s.

It has positive impacts at Environmental and Climate change level improving the land management, the environmental conditions of the neighbourhood, the housing and building typologies and the provision of green spaces. The social and gender components will benefit from the strengthening of the social cohesion ensured by in-situ rehousing and development of the neighbourhood, as well the adoption of inclusive and gender-sensitive planning. At economic and financial level, the project will generate economic development during the construction and operational phases, skills development and the provision of additional commercial spaces to be sold.

The City of Kigali (CoK) is planning to coordinate the establishment of a SPV to manage and implement the participatory transformation process. The project includes sustainable infrastructure development, provision of green public spaces, public facilities, and improved connectivity in coordination with WB's RUDP II road and infrastructure development.

The project promotes a program of capacity building and skills development in the construction sector to increase the opportunity for job creations and economic development of the neighbourhood.

It entails five components: i) Participatory planning, design and engineering; ii) Financial planning and implementation plan; iii) Construction works; iv) SPV management; v) Technical assistance and institutionalization of the process.

The feasibility study has been conducted; bankability and financial model will be ready by end of the year. Environmental and Social Impact Assessment (ESIA) to be prepared and design and planning is ongoing, through the TA supported by the Swiss Agency for Development and Cooperation (SDC).

The key players are the Government of Rwanda the Ministry of Infrastructure, Rwanda Development Board (RDB), Rwanda Development Bank (BRD) and the City of Kigali. The project partners are the SDC, the landowners, Access to Finance Rwanda, local NGOs, and the utilities providers.

The direct beneficiaries are the 641 HHs for an estimate population of 2500/3000 residents, the potential investors and developers interested in the commercial initiative, and the residents of the Gitega sector, around 30000 people.

The project cost estimated is 133.700.000\$, with a co-financing of 54.200.000\$ and a financing need of about 70.500.000\$.

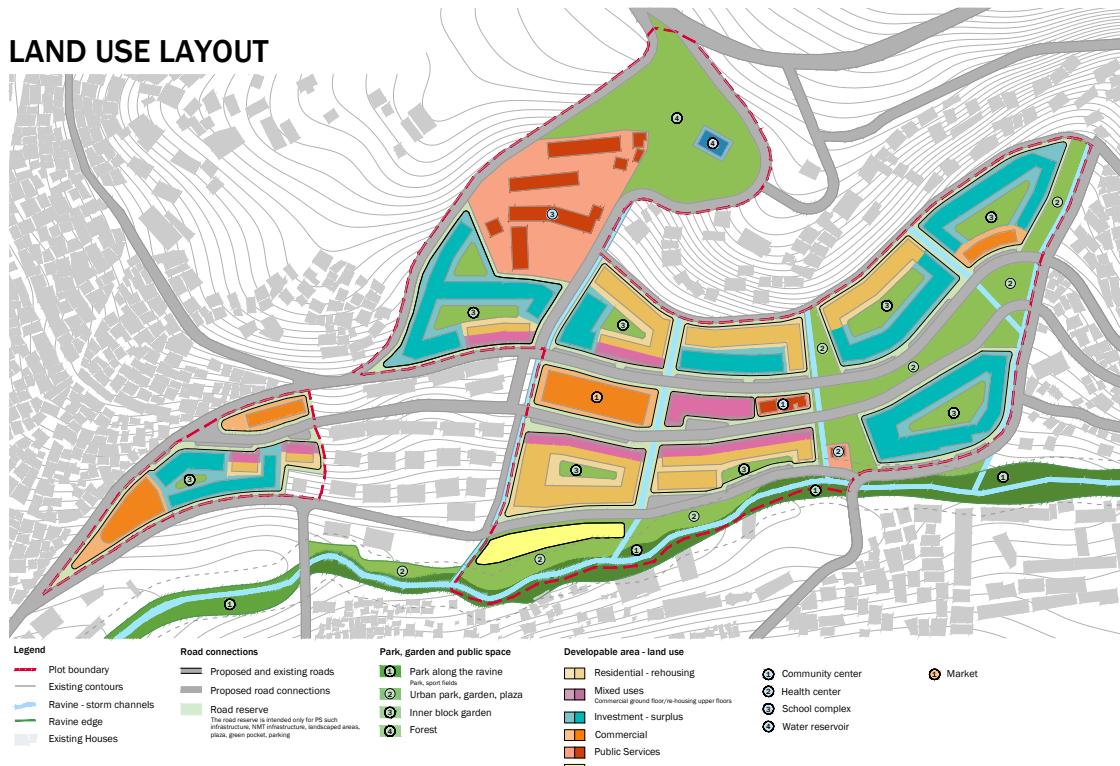


Figure 10: Draft Mpazi land use layout

6.2 Kigali Urban Mobility Improvement and Greening Project

Rwanda and Kigali's policy context highlights the need for sustainable transport that enables economic development, provides for social needs, is deliverable by environmentally sustainable means and also stimulates environmentally sustainable development.

Such transport needs to be delivered in a coordinated and integrated way to make the most out of investments and allow multi-sectoral benefits.

The Kigali urban mobility improvement and greening project aims to promote – and demonstrate – sustainable and integrated mobility integrated into the city with multiple objectives: improve sustainable mobility, promote e-mobility, integrate socially inclusive transportation (walking, cycling, public transport), and provide integrated green corridors along key roads.

The proposal combines the following:

- Dedicated bus lanes (DBL) from CBD bus park to Nyanza bus park, via Sonatubes (12 km), with new funding for the Sonatubes to Nyanza Bus Park section (4.5km), consistent with Kigali's policy on DBL.
- Two bus depots to cater for 100 electric buses each, including electric charging infrastructure, maintenance, cleaning and overnight parking. Kigali's new electric buses would be deployed on the corridor
- Application of the funded Intelligent Transport System (ITS) with the DBL to coordinate and program traffic signals dynamically for safe reliable bus and NMT priority and smoother overall traffic
- Non-motorized transportation (NMT) infrastructure (links and facilities), including pedestrian and cycleway projects for the whole corridor (12 km) consistent with the Kigali NMT plan
- Natural Based Solutions (NBS) to be prioritised for the corridor to supplement drainage already provided in the roadway (12 km)
- Greening – Tree planting for air quality improvement, shade, runoff control, beautification, for the entire corridor- (12 km)
- Upgrades of Nyanza bus park and adjacent public space opposite the Nyanza Genocide Memorial for better amenity, safety, comfort and increased social contact

The project will accelerate a key component of sustainable transport in Kigali – the DBL as part of a medium-capacity, space-efficient, cost-effective and reliable public transport system for economic, equitable and sustainable growth. Integrating planned traffic improvements will improve bus reliability, general traffic safety and traffic flow, on key city roads. The NMT improvements take advantage of available space and existing planning and prioritisation for NMT. They will improve safety, economic and social accessibility, affordability for daily travel, and health. E-mobility components advance climate mitigation, raise public awareness, reduce noise and improve air quality. Greening elements provide beautification, environmental benefits, and contribute to transport needs through shade and cooling.

The project will increase social opportunities and investment opportunities across all income levels through better accessibility for individuals and businesses. The project includes the use of low-carbon, and locally sourced construction material and efficient and cost-effective construction technologies.

The project demonstrates the value of integrated investment in a high-profile way.

Implementation timeframe is approximately over 5 years.

The overall project cost is 29,5 Million USD. The financial and funding approach includes multiple elements: concessional loans, transit-oriented development, private-public partnership, green and climate finance, and revenue streams including ticket and development revenue.

The project would be led by the Rwandan Government through the City of Kigali with potential development partners Rwanda Green Fund (FONERWA), World Bank and AfDB.

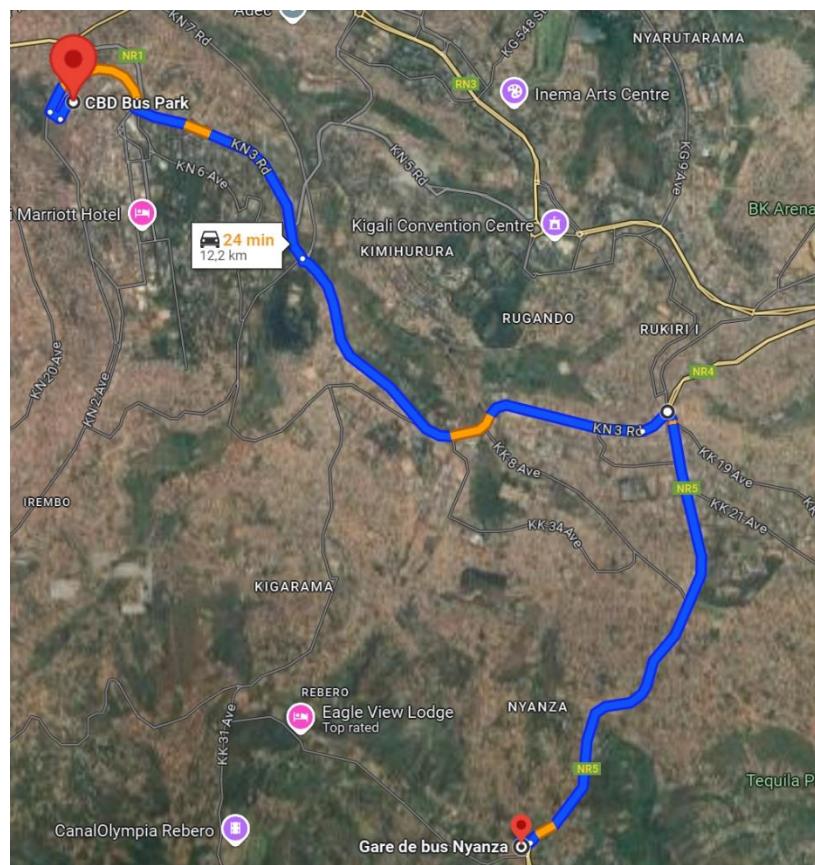


Figure 11 Mobility Project corridor

6.3 Green City Kigali Project Catalysts

The Green City Kigali (GCK) is a Rwandan flagship project aiming to deliver an exemplary, holistic, affordable, sustainable urban development model for sub- and peri-urban areas of Kigali and other country's secondary cities. This ambitious project is critical in kick-starting transformational, sustainable, urbanisation, across Rwanda by nature of its holistic and cross-sectoral approach coupled with an integrated implementation model which highlights key catalyst projects and roadmap. In the Kigali City Masterplan, Kinyinya Hill is explicitly identified as a 'Catalyst Project' for masterplan implementation priority Phase 1 and a 'nodal development location'.

This investment is in line with the Kigali City Master Plan and will provide financing for catalyst projects within GCK - which have been selected in consultation with GCK's key stakeholders – and ultimately will unlock investments. Three project components are prioritised: (1) Area Action Plans, (2) Ecological corridors and (3) GCK Upper Loop Road; Green Mobility and NbS corridor (see map below).



Figure 12: Green City Kigali

Expected major impacts include resolving land planning, financing and compensation models in both green and brown fields on Kinyinya Hill. Stormwater pollution and flooding are expected to be reduced through green infrastructure techniques which will increase infiltrated runoff close to its source and help prevent pollutants from being transported to nearby surface waters. Retaining rainwater through infiltration and soak pits will enable groundwater recharge by about 40%. Furthermore, the planned loop roads with Green mobility and NbS corridors in the greenfield will provide a continuous, shaded, walking, NMT, bus and vehicle route around the hill, creating essential travel links to existing and future schools and neighbourhood centres.

The financing approach includes funding from FONERWA through the German Development Cooperation and KfW Development Bank for Component 1. Regarding ecological corridors (Component 2), various financing options for ecosystem services have been explored. This includes issuing a green bond, which is attractive to investors interested in environmentally sustainable projects as it enables repaying the bond over time. Other sources include Adaptation or biodiversity grant financing from the Global Adaptation Fund or the Global Biodiversity Fund. Development banks, such as the World Bank or the African Development Bank could be explored as well. As for Component 3, the City of Kigali may consider concessional financing from a development partner like KfW to make the initial investment. In addition to this, the CoK can use its budget sources to maintain this over time or look at engaging with a private sector provider to contract out the operation and maintenance of the loop route.

The requested budget for the project implementation is estimated to be USD 3,107,500 which needs to be secured from external financing. Requested preparatory work amount to 60 000 USD which will include procurement of consultants to develop ToR, develop project documents for grant application & Technical Assistance to CoK for the project implementation.

6.4 Kigali Inclusive Green Public Spaces

The importance of access to safe and inclusive green public spaces for a sustainable city is recognized by the UN. The Kigali Inclusive Green Public Space project aims to improve the quality of life of the residents in Kigali through development of inclusive green public spaces with community participation. It consists of the development of inclusive green public spaces on accessible public lands, both pocket parks in neighbourhoods as well as larger public spaces. The project also includes identifying existing spaces on premises of public stakeholders, such as local government, schools, that today may not be accessible to the public, often due to fences. The idea is that these premises could be upgraded and open to the public to be used as a public space and by that be used more efficiently.

The result of the project would be 15 upgraded smaller public spaces/pocket parks and 2 larger public spaces distributed over the city. The public spaces will be accessible for all, free of charge, and will function as a recreational area where children, girls and boys, can come and play, and the community can use as a meeting place. Key beneficiaries will be citizens in the city and especially residents living nearby the public spaces - women, men, boys, and girls. The estimated number of beneficiaries using the new public spaces are expected to be significant.

The public spaces and parks will be design and implemented with a participatory and gender-sensitive approach having strong involvement of local communities of all ages, with a special focus on women and children. The design will ensure climate adaptation through greenery and trees as well as natural based stormwater retention. The project will also develop and put forward a transformative model and guidelines for development of public spaces.

The project is divided into three components: i) Feasibility study which includes development of a transformative model, key characteristics for public space, guidelines for co-creation, and framework for maintenance and management; ii) Selection and design of public spaces with a participatory approach; and iii) Detail design and construction of the public spaces.

The project will support the City of Kigali's work in implementing their vision and goals as expressed in their guiding documents such as the Kigali Master Plan. As a start, the city has carried out the study "Mapping of Public Spaces in Kigali: Towards City-Wide Public Space Strategy" (GGGI, 2020), where existing plots have been identified which could be developed to become attractive green and inclusive pocket parks/public spaces.

The development of public spaces will improve the quality of life of its citizens' by creating safe, accessible, and vibrant public spaces that promote community interaction, social connectivity, and recreational areas with special focus on women and children. The project will also improve the environmental sustainability of the city by contributing to climate resilience and climate adaption. The greening and trees of the public spaces and parks will provide shade and cool down the area, and by that reduce urban heat waves. Greening will also allow for biodiversity conservation, sequester carbon dioxide, as well as improve air quality. The public spaces will also provide space for formal and informal economic activities.

The main key players for the implementation of the project are the Government of Rwanda through the Ministry of Infrastructure, Rwanda Social Security Board, utilities, and the City of Kigali. Urban stakeholders, local NGOs and local communities will also play a

fundamental role in the design and implementation of the public spaces.

Cost for implementation of the project is estimated to be USD 5,000,000 which needs to be secured from external financing. An additional USD 60,000 will be needed for project preparation including development of project document for grant application process.



Figure 13 Kumunyinya, a space located alongside the RN 15 road in Kigali that has been identified as a potential site to be upgraded in "Mapping of Public Spaces in Kigali: Towards City-Wide Public Space Strategy" (GGGI, 2020). The space is used today for sitting and meetings and needs to be designed better for community use.

6.5 Summary of the Action Plan high-priority projects

High-Priority Projects		Project Cost		Co-Financing		Financing Need	
INTEGRATED SOLUTIONS	A Integrated Unplanned Settlement Transformation Programme	\$	133.700.000,00	\$	54.200.000,00	\$	79.500.000,00
	B Kigali Urban Mobility Improvement and Greening Project	\$	29.400.000,00	\$	375.000,00	\$	29.025.000,00
	C Green City Kigali Project Catalysts	\$	3.107.500,00	\$	-	\$	3.107.500,00
	D Kigali Inclusive Green Public Spaces	\$	5.000.000,00	\$	-	\$	5.000.000,00
TOTAL		\$	171.207.500,00	\$	54.575.000,00	\$	116.632.500,00

7. Implementation mechanisms

The elected Vice Mayor of urbanisation will be responsible for presenting the Kigali City Action plan to the Executive Committee for validation. Once it has been validated, it will be presented to the City Council for approval and further implementation.

7.1 Governance structure

As an approved plan, the Kigali Action Plan will sit under the auspices of the Director General for Planning for operationalisation. Together with his team, he will select projects annually to be implemented. The project selection starts with the planning cycle in September when the Ministry of Finance and Economic Planning (Minecofin) initiates the annual budget cycle with a budget circular. During the next 3 months, the City will determine its preferred list of projects to submit to Minecofin. To do this, they will prepare project profile documents, which are simplified versions of feasibility assessments of each project. The Investment Team in Minecofin will then take each of these documents to assess accordingly over another 3-month period and decide which ones will be included in the Rwandan Government's annual budget.

The projects approved by Minecofin will then be featured in the Annual Operation Plan for the city. This will also be presented to the Joint Action Development Forum, which is a forum held between Development Partners and the City of Kigali, to present the project priorities of the city. Once the Development Partners decide which projects they want to fund, they will sign a Memorandum of Understanding with the City accordingly.

Most of these projects will be managed under the Director General for Planning, who will coordinate with other ministries, departments and agencies as required. In addition, some of the projects that overlap with the Rwandan Urban Development Programme (RUDP) and the Rwanda Urban Mobility Project (RUMP) funded by the World Bank and the Kigali Informal Settlement Upgrading Project (KISUP), funded by the Agence Française de Développement, will be managed by the recently established Single Project Implementation Unit (SPIU). This unit is responsible for directing and overseeing the execution of all project components by offering strategic leadership to guarantee the attainment of project goals and the long-term sustainability of anticipated results. Additionally, the SPIU manages and supervises consultants, contractors, and suppliers engaged in the planning and implementation of all project elements, ensuring that all parties maintain required quality standards and work collectively to achieve targets and desired outcomes.

7.2 Financing Mechanisms

The projects being proposed will require a mix of funding to support project preparation and then financing for the implementation of the projects themselves. The total budget across all budgets is approximately 1 billion USD with the distribution between projects highlighted in Table below.

For the project preparation support, this is usually done in the form of grant financing and technical assistance and can come from various different project preparation facilities. A selection of ones that the City of Kigali would be eligible to apply for include:

- [African Water Facility](#): The African Water Facility (AWF) is a multilateral fund that provides grants and technical assistance to enable governments, NGOs and private-public partnerships to secure investments and implement sustainable water projects throughout Africa.
- [Africa Critical Upstream Initiative](#): This is an initiative under the World Bank's Public Private Infrastructure Advisory Facility. is to identify and analyse the binding constraints to private capital mobilization for high-quality and sustainable infrastructure in the six selected countries, which includes Rwanda. This work will identify development priorities and infrastructure needs, assess the policy environment for private sector participation, assess the PPP frameworks and government capacity, and conduct a screening of the PPP pipeline in these countries to help identify suitable candidates for project specific follow-up support to be carried out in Phase II of this initiative.
- [City Climate Finance GAP Fund](#): The GAP fund provides city planners with upstream technical assistance and tailor-made tools to enhance cities' low-carbon planning and resilience efforts to address urban sprawling growth. It further helps city leaders build a pipeline of high-quality, climate-smart urban investments, with a focus on early and often underfunded stages of project preparation. Then it can facilitate the connection between cities and prospective financing partners, such as World Bank or EIB lending, or third-party financiers.
- [C40 Cities Climate Finance Facility](#): The CFF is a UNFCCC award-winning project preparation facility open to both C40 and non-C40 Cities that focuses on three components: preparing climate relevant infrastructure projects for financial readiness, linking projects to finance, and replicating and upscaling projects, proven approaches, and instruments. The CFF focuses on the sectors of mobility, renewable energy, waste management, and nature-based solutions, providing benefits including employment opportunities, improving citizens' health, and social equity.
- [Cities and Climate Change in Africa](#): Launched in 2016 by AFD and supported by the European Union and SECO, CICLIA supports African cities in preparing low-carbon and resilient urban projects. In concrete terms, CICLIA finances studies and technical assistance in all sectors of the sustainable city to help local authorities in Africa develop projects that contribute to combating climate change.
- [Urban and Municipal Development Fund](#): The Project Preparation Window (PPW) supports national and local government that have identified and prepared investment on their own, or that have undergone comprehensive upstream engagement and project identification processes (through the African Cities Program of the AfDB or with other Development Partners). After this preparation phase, the government involved can officially request the proposal approval. At this stage, the proposal must go through a stakeholder endorsement process in order to involve all interested parties. Once this process is completed, the UMDF overall committee will evaluate the proposal and formalise a return.

Once the projects have been prepared their implementation needs to be financed and funded. To do this, the City of Kigali has five main financing and funding sources at its disposal to implement the projects under the Kigali Action Plan. These include:

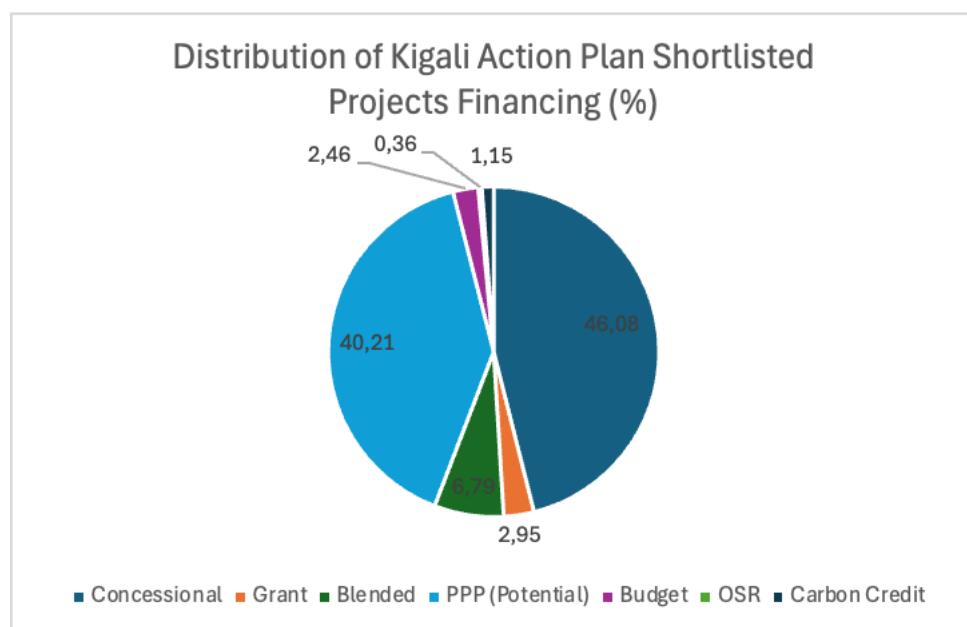
- Own source revenues, including those from land value capture mechanisms (which in Kigali include property tax and land lease fees)
- Transfers
- Private sector investment
- Borrowing (debt finance)
- Grants

These financing sources will come from different actors including:

- National Government: regular transfers for current and capital spending, investment, loans, on-granting
- International Sources: Loans and grants from organisations including International Financial Institutions and bilateral development partners, guarantees for loans
- Private Sources: Loans and equity, Public-Private Partnerships
- Households and businesses: Taxes and fees

As highlighted by the project pages and project sheets, each of the projects will require a different mix of financing and funding mechanisms that is tailored to the project's individual implementation needs as well as the potential source of revenue that can be generated through its implementation. Where the projects already have feasibility studies, the financing and funding mechanism reflects what has been determined to be the most appropriate way forward. For those projects still requiring project preparation, during the development feasibility studies, financial models will also be prepared that compare different financing options. The City of Kigali should then choose the financing option that represents the best value for money and helps the city leverage its budget allocations to its most productive and efficient use.

The distribution of financing for the overall shortlisted projects (excluding the high priority projects) in the Kigali Action Plan is as follows:



The following table summarises estimated costing and proposed financing mechanisms for the priority projects under the Kigali Action Plan is provided below, with more detailed information provided in the individual Project Information Pages and Project Information Sheets.

Project	Estimated Total Budget (USD)	Proposed Funding Source
Integrated Unplanned Settlement Transformation Programme – Mpazi	133,700,000	<p>International financial institutions: grants, concessional loans, and technical assistance for infrastructure development and capacity-building. Land-based financing, including property taxes and land lease fees, can capture increased land value to reinvest in infrastructure and maintain upgraded areas.</p> <p>Public-private partnerships (PPPs) may be considered for parts of the plan, such as affordable housing, depending on a financial feasibility study to assess value for money.</p>
Kigali Urban Mobility Improvement and Greening Project	29,400,000	<p>Concessional loans for the dedicated bus lanes; Transit oriented development around the interchanges; Potential for public-private partnership as a concession for the buses and consideration for climate finance including green bond; Adaptation grant financing for the nature based solutions.</p>
Green City Kigali Project Catalysts	3,107,500	<p>Grant financing for project preparation; green bond and adaptation or biodiversity financing for the ecosystem corridors; private sector investments to support operation and maintenance including consideration of a Public-Private Partnership.</p>
Kigali Inclusive Green Public Spaces	5,000,000	<p>Own source revenue particularly through land value capture, including property taxes and land lease fees to recoup public investment costs and reinvest in Kigali's</p>

		infrastructure development. Climate funds especially adaptation grants including, for example, from the Global Adaptation Fund .
Total	171,207,500	

7.3 Communication strategy

The aim for the Kigali City Action Plan will be that it is seamlessly integrated with all the other strategies at a city level, including the forthcoming new City Development Strategy and the Kigali Integrated Development Strategy. Therefore, a key component of this will be to establish a communication plan is crucial for promoting widespread knowledge of the Action Plan, thus enhancing a sense of ownership and ensuring accountability. Furthermore, the communication strategy is important in aligning expectations of different actors around the Plan encouraging active participation to support a successful implementation.

Designing a plan should be part of the next stage of the project implementation and should focus on engaging various media platforms, including toll-free SMS channels, roadshows, banners, print, radio, TV spots, and social media applications such as Twitter and WhatsApp. Public institutions, schools, and government offices should also receive summary strategy documents, and suggestion boxes managed by CSOs will allow anonymous feedback from citizens to ensure accountability is important as part of the monitoring and evaluation. In addition, initiatives, like Umuganda and Imihigo exercises, can be leveraged to disseminate key messages and promote citizen participation, particularly in community and planning processes. These will also serve as important platforms for feedback, allowing issues like gender equality and social inclusion to be addressed.

7.4 Implementation matrix

OBJECTIVE	SECTOR	# PROJECT	2025-2026	2026-2027	2027-2028	2028-2029	2029-2030
INFRASTRUCTURE TRANSFORMATION	Transport	1 Implement critical KUTI road intersections					
		2 Citywide main roads upgrade program					
		3 Neighborhood roads development program					
		4 Kigali Ring Road Phase 1					
		5 Dedicated Bus Lanes on expanded roads					
		6 NMT engagement and upgrade program					
	Water and Sanitation	7 Kigali Water drainage channels project					
		8 Implement Gasabo centralised sewerage system					
	Waste	9 Construction of Nduba new sanitary landfill					
		10 Construction of transfer stations					
	Affordable Housing	11 Nyabisindu unplanned neighborhood upgrading					
		12 Public green spaces development in informal settlements					
ECONOMIC TRANSFORMATION	Productivity & Skills	13 Enhance use of sustainable building materials and Circular Economy					
SOCIAL TRANSFORMATION	Services & Safety	14 Gender sensitive facilities in public spaces					
SUSTAINABLE TRANSFORMATION	Natural resources	15 Kigali greening and urban forestation project					
	Climate Change	16 Scale up of Disaster Management and Emergency response System					
		17 Kigali Green-Blue school yards pilot					
	Food security	18 Urban farming program in Kigali underutilized lands					
GOVERNANCE TRANSFORMATION	Integration and Leadership	19 Strengthening institutional capacity to manage urban transformation					
		20 Integrated Water and Flood Resilience Management platform in CoK					
	Planning	21 Public transport options comparative study					
		22 Integrated solid waste management plan					
		23 Develop rental housing strategies with a focus on women					
	Data	24 Smart Cities and Communities Command Control Centre					
		HIGH-PRIORITY PROJECTS					
INTEGRATED SOLUTIONS	A	Integrated Unplanned Settlement Transformation Programme					
	B	Kigali Urban Mobility Improvement and Greening Project					
	C	Green City Kigali Project Catalysts					
	D	Kigali Inclusive Green Public Spaces					

7.5 Monitoring approach

A separate Monitoring and Evaluation (M&E) Framework for the Kigali Action Plan will need to be developed, building on the plan that will be in place for the next City Development Strategy (CDS). This will include both quantitative and qualitative performance indicators to provide a simple and reliable way to assess progress, change, or performance related to the implementation of the implementation status of the Kigali Action Plan. These indicators will help answer key questions such as:

- What is being measured? What is expected to change?
- Is it measured by quality or quantity? What unit is used?
- What is the measurement basis and baseline status?
- What are the initial targets, objectives, and goals?
- What is the timeframe and financial impact for implementation?

Like with the CDS, the M&E process for the Kigali Action Plan will be implemented progressively across all the administrative levels, including the City, District, Sector, Cell, and Village. At the village and cell levels, monitoring and evaluation will be conducted by the Sectors and reported to the Districts, which will then consolidate and submit reports to the City of Kigali quarterly. Within the M&E framework there will be provisions to ensure that there is continuous information flow to the Director General of Planning.

As part of the M&E plan, there will be annual evaluations that will either be conducted as self-assessments by the City or more formal reviews by the central government under the relevant performance contracts. Drawing from the CDS process, the following table outlines the roles and responsibilities of actors in the Kigali Action Plan M&E process:

Actor	Roles and Responsibility	Means of Verification	Frequency
Central Government	Develop M&E policy and guidelines Conduct quality assurance of the alignment between the City of Kigali and ministries' priorities Conduct annual evaluation of CoK performance	M&E policy and guidelines Annual evaluation reports	Annually
City of Kigali	Conduct quarterly assessment of the implementation of national and City Priorities Monitor and evaluate CoK performance contracts	M&E Reports Self M&E reports	Regularly (monthly, quarterly, semi-annually and annually)
Population	Contribute to the implementation of the Kigali Action Plan priorities Participate in the open and accountability weeks	Accountability week reports District reports	

The overall Kigali Action Plan will be reviewed regularly to ensure that it considers the findings and outcomes from the M&E assessments. This review will be done in conjunction with the City's annual planning cycle.

8. Lessons Learnt on the ACP Methodology

In the development of the Kigali City Action Plan, several valuable insights emerged that could inform future city action planning efforts. Below are the key lessons learned, highlighting areas of success and opportunities for improvement:

1. Strong Policy Foundation and System

Kigali has already established solid foundations in terms of policy and urban development frameworks. These existing systems have provided a strong basis for continued progress. However, the key challenge lies in ensuring that new initiatives and Action Plan outcomes are aligned with these existing plans, policies and strategic planning documents rather than reinventing them. This approach saved time and resources while avoiding redundancy.

Recommendation: Develop a comprehensive **alignment checklist/database** tracing strategic documents with basic information included (owner, validity, how to get access, etc.) such as to ensure that future projects and action plan build on current planning and strategic framework, rather than duplicating efforts. This is critical at the city level but also at the different sectors as well - i.e. aligning with existing frameworks developed by RTDA for roads, WASAC for water and sanitation, etc. and could be an useful tool managed by SPIU.

2. Stakeholder engagement

During the planning process, we were aware of the risk of **stakeholder fatigue**, particularly the repetition of visioning exercises. Stakeholders, both within the city administration and external partners, had been involved in similar consultations in the past, which could lead to disengagement if not carefully managed. The strategic choice to align and build on existing frameworks rather than starting from scratch helped mitigate this risk.

Recommendations:

- Future engagements should maintain an **inclusive and streamlined approach**, ensuring that stakeholders feel their input is valued and that engagement is meaningful.
- Engagement could adopt **innovative methods and techniques** which save time and inject freshness, adding value to the participants. Digital media such as online, ongoing participation are becoming more diverse and immersive, but also In-Real-Life experiences that adopt more co-creation principles are valuable
- CoK to organize an **official launch of the Action Plan** to share the outcomes with the stakeholders engaged during the process, raise awareness among the different partners and donors, lobby its implementation.

3. Resource constraints on city liaison and consultant teams

A notable challenge was the **under-resourcing** on both the city's side and the consultant teams to manage some of the key activities, for example the review process with the appointment of a Technical Committee. This challenge impacted the process workflow and delayed the project. Additional resources and personnel would have allowed for more efficient project management and execution.

Recommendation: Ensure that both the city and consultant teams have **adequate resources** for future projects, with clear allocations of responsibilities to prevent bottlenecks. Consider setting aside contingency resources to handle unforeseen project needs. Secure this **during project preparation** to avoid delays in tackling the issue mid-assignment.

4. Project preparatory activities setbacks and delays

Unforeseen Mayor's change and appointment of the City Focal Point at the beginning of the process, resulted in city team and consultants involved in **preparatory project tasks** that fell outside of the initial scope. This impacted the resources allocation and contributed to some delays. These unplanned tasks reduced the efficiency of the kick-off of the inception phase.

Recommendation: In future action plans, ensure that the preparatory activities to engage and align the city have adequate time and resources to accommodate unforeseen disruptions. As well, identify and confirm the correct department which will own and lead the action plan preparation and implementation. A City Action Plan launch event could support in build the ownership and communicate the scope and objectives of the Action Plan to key stakeholders.

5. Broadening community engagement

While efforts were made to engage stakeholders, community outreach was somewhat limited to a small group of key stakeholders. There is a strong case for **broadening outreach** to include more community representatives, ensuring that diverse voices from across the city are heard.

Recommendation: Future projects should include more robust **community engagement strategies** such as workshops with community representatives, and digital tools (e.g., **Menti surveys, social media campaigns, or online forums**) to reach a wider audience more efficiently. Adequate time and resources need to be allocated in the project envelope.

6. Increased engagement and custodianship

There was some discontinuity in the **engagement of key city officials and custodians** responsible for the long-term oversight and execution of the action plan. The delays in the process and their responsibilities in the day-to-day city management impacted their involvement, especially in the early stage. Their limited involvement during the preparatory stage weakened the sense of ownership and responsibility, which has been resolved and improved after the City Visit 2 and in the final stages of the process.

Recommendation: Ensure that **city officials and custodians** are deeply engaged during the entire process to foster ownership and commitment. This can be achieved through regular briefings, workshops, and clearer delegation of custodianship roles and increasing the time in the field.

7. Engaging development partners and the private sector

One key opportunity for improvement is the earlier and more frequent engagement of **development partners, including AfDB, private sector actors**, and other stakeholders involved in the financing and execution of projects. Engagement should not be confined to the later stages of project development but should begin during the project preparation phase. This would allow for better alignment on financing, timelines, and project goals.

Recommendation: Enhance engagement with development partners and private sector entities early in the project cycle and with a tailored stakeholder's mapping. Explore **diversified financing models** and create a platform for ongoing dialogue between the public and private sectors.

General recommendations

1. Balancing creative/spatial approaches with evidence-based methodology

A key observation from the Kigali City Action Plan process is the need to strike a better balance between **creative/spatial thinking** and a rigorous, **evidence-based methodology**. While diagnostics are essential, relying too heavily on mechanical, data-driven approaches can sometimes overlook the creative and contextual elements that are crucial for urban development. Preparation of future Action Plan should balance creative spatial planning with data analysis and secondary data collection, ensuring that technical evidence supports innovation. This balance can lead to more holistic and adaptable solutions that align with the city urban context.

2. On-the-ground engagement

Due to resources constraints, there was perhaps an over-reliance on **desktop-based research** in the early stage, while more time spent on the ground, engaging directly with technical stakeholders, community's representatives and associations, would have allowed for quicker identification of challenges and opportunities in specific or selected place of the city. Also during the project's sheets preparation, more time spent with the City officers of the different departments and sectoral institutions would have help the compilation of the project's forms.

In future, it is advisable to allocate more time and resources for **on-the-ground activities** including direct engagement with stakeholders, site visits, and field observations to capture the nuances that desktop research may miss. This will also help in understanding the city's dynamics and priorities in a more practical and time-efficient manner.

3. Rapid data gathering

There is a need for **more efficient data** collection processes to ensure that critical information is available at the right time. Delays in data gathering can hinder the decision-making process and lead to less informed recommendations. Adopt a rapid data collection strategy that utilizes both local knowledge, city's liaison and modern tools (GIS dataset, shared on-line folder, on-line questionnaire, etc.) would help this task.

4. Budget discussions earlier in the process

Budgeting sessions should come earlier to align financial resources with the identified priorities. Early budget discussions are crucial for ensuring that the action plan is not only ambitious but also realistic and feasible.

In order to comply with the rapid Action Planning preparation, it is necessary to introduce **budget discussions** earlier during the workshops to allow for more in-depth discussions on financial feasibility. Engaging financial planners, development donors and private stakeholders early in the process will ensure that the budget aligns with project goals and timelines.

5. Dialogue with other cities

Engaging with other cities could have been valuable, especially in the region, where cities share many common challenges related to urbanization, climate resilience, and sustainability.

Consider initiating **city-to-city dialogue**, particularly with cities in similar contexts and that are ahead in the city action planning process/implementation or facing analogous urban challenges, which speak the same language (e.g., cities in East Africa) could have an adding value. These exchanges could provide insights into innovative approaches, financing strategies, or capacity-building techniques, as well peer knowledge.

As the number of the cities involved in the ACP process increases, it may be beneficial to cluster them into focus groups based on shared issues, language, stage of development, and other relevant factors.

6. Capacity building along the process

Capacity building was recognized as an important but underdeveloped aspect of the action plan. Ensuring that city staff and teams and stakeholders are equipped with the skills and knowledge necessary to implement and sustain the action plan is critical for long-term success.

Capacity building initiatives should be embedded throughout the project process, since the beginning, with a focus on both City and community stakeholders. This could include training on project management, data analysis, prioritization process, and financial planning. By aligning capacity building with the CAP process, stakeholders will be better equipped to implement the plan and maintain momentum after the consultants' involvement ends.



Urban and
Municipal
Development
Fund

Kigali City Action Plan

APPENDIX

10. Appendix

A1. Technical Meetings

A2. Workshop

A3. Project Sheets

A4. Strategic support document for establish the Vision

A1. Technical Meetings

KIGALI CITY ACTION PLAN CITY VISIT 2

Meeting: Strategic meeting with city Leadership

Date: 2024-06-04

Time: 10:00am

Venue: COK

Participants:

CoK: Samuel Dusengiyumva Mayor, Vedaste Uwayisenga Mayor's Advisor, Yvette Banamwana City focal point

Sweco: Gabriella Robba, Ana-Karin Municio, Lisette Shyamba, Lazare Nzeyimana, Eudes Kayumba

AGENDA

1. Present the long list of selected projects
2. Discuss the proposed shortlisted projects to find an agreement

Mayor's comments:

1. Action Plan to be a lively document with clear set of priority actions
2. Implementable plan to be transformative
3. Provide comments on all prioritized sectors

Housing and informal upgrading sector

- Real estate for all! From developing class to young population to become real estate industry
- Rent to own schemes for the low and middle classes
- Incentives to cooperatives and conducive environment
- Land bank and rental housing solutions
- Continue working to upgrade informal settlements in Nyabisindu & Nyagatovu, Gatenga
- To set up economy of scale

Mobility sector

- Work on junctions (KUTI)
- Objective to achieve 500km more of new roads (tarmac, paved, stone, green solutions). There are physical plans ready
- Including Ring road, as per Kigali master plan
- Cable Car Feasibility Study to proceed with detailed design
- Enhance electric mobility and NMT
- Increase the availability of cubs, which are still expensive, like “MOVE”
- Continue the codification of roads and addressing

Waste water sector

- Centralised water system project ongoing and to add another system to the one in Nyabugogo
- Guidelines on the waste water management as part of the building permission process (ongoing)

Storm water sector

- 150 drainages selected and identified which need funds to be implemented
- Feasibility study and design already prepared

Solid waste sector

- Plan for an integrated management and to identify financing approach
- Need to improve the collection, which offer the opportunity to engage young people and create jobs
- Especially it can be applied at neighborhood level, engaging the young residents
- To review and set up standards to operate the landfill

Climate and resilience

- To launch a tree planting programme, 3 mil in Kigali and 10 mil in 2 years! “Kigali under the forest!”
- An opportunity to create employment for young people

- Kigali as a “flower city” to beautify the city, using indigenous species, to engage the population with incentives and awareness campaign
- A second programme is to transform all vacant land, not developed in green space and invest in education and awareness
- A third programme is on investing in resilient houses to improve the resilience of the buildings, protect them, training to the masons to comply to minimum standards and requirements. “City free of disasters”. Mitigate landslides, tree planting.
- Zero tolerance to wetland encroachment. 500ha wetland available

Economic empowerment for youth and women

- To create cooperatives for young and engage them in the waste collection
- Capacity building in greening management, develop skills, create circular economy
- Improve or provide new selling points for street vendors

Livability

- Kigali fun city! Sport city!
- Provide recreational and entertainment areas in the neighborhoods
- Promote art and culture, artists to engage with the community, new museums, historical sites and locations.

Attached PPT presentation.

Kigali City Action Plan

4 June 2024



African Cities Program

- **African Development Bank**
- **City Action Plans (CAP Methodology)**
 - Initiation
 - Action Planning
 - Investment preparation
 - Investment
- Tested and implemented in other cities
- 2023 lunched a new call for Marrakech, Kisumu, Kanifing, Bangui, and **Kigali**



Scope

Rapidly identify the **most impactful investments** in the city

- Undertake a **succinct analysis** of key urban development challenges and opportunities within the city,
- Engage **stakeholders** throughout the process including the formulation and/or confirmation of a (existing) long-term development **vision and strategic objectives**,
- Identify a list of approx. 20 **priority projects/actions**, including both physical infrastructure investments ('hard' actions) and institutional improvement measures ('soft' actions) – all summarized in a final **Action Plan**,
- Shortlist **3-5 high-priority projects** and further developed Project Sheets for ready to be implemented within 5 years.

CAP Methodology

Figure 15. African Cities Program Action Planning Phase Overview

PHASES	STAGES	STEPS	OUTPUTS
 2. Action Planning Phase	2.1. Rapid City Profiling	2.1.A. Collecting Data and Information	<i>City Profiling Report</i>
		2.1.B. Conducting City Visit with City Profiling Workshop	
		2.1.C. Preparing City Assessments	
		2.1.D. Compiling City Profiling Report	
	2.2. Strategizing and Prioritizing	2.2.A. Confirming Strategic Development Direction with Vision and Objectives	<i>Vision, Objectives, Prioritized Actions</i>
		2.2.B. Scoping and Prioritizing Actions with Action Planning Workshop	
	2.3. Action Plan Development	2.3.A. Mapping Out Prioritized Actions with General Information	<i>Action Plan with Project Sheets</i>
		2.3.B. Developing Project Sheets for Top 3-5 Prioritized Actions	
		2.3.C. Devising Action Plan Implementation Mechanisms	
		2.3.D. Compiling, Validating and Launching Action Plan	

Four Themes assessed in the City Profiling Report

Figure 16. Rapid City Profiling Themes



Stakeholder City Profiling Workshop

February 2024



City Profiling Report

Based on the City assessment, discussions with key actors and City Profiling Workshop below Priority Sectors were suggested:

- Transport: Public transport & NMT)
- Informal settlements & affordable housing
- Water: Storm water management & Waste water management
- Solid waste management
- Climate and urban resilience
- ICT – cross cutting sector

In addition below is considered:

- Youth empowerment
- Gender mainstreaming
- Private sector involvement

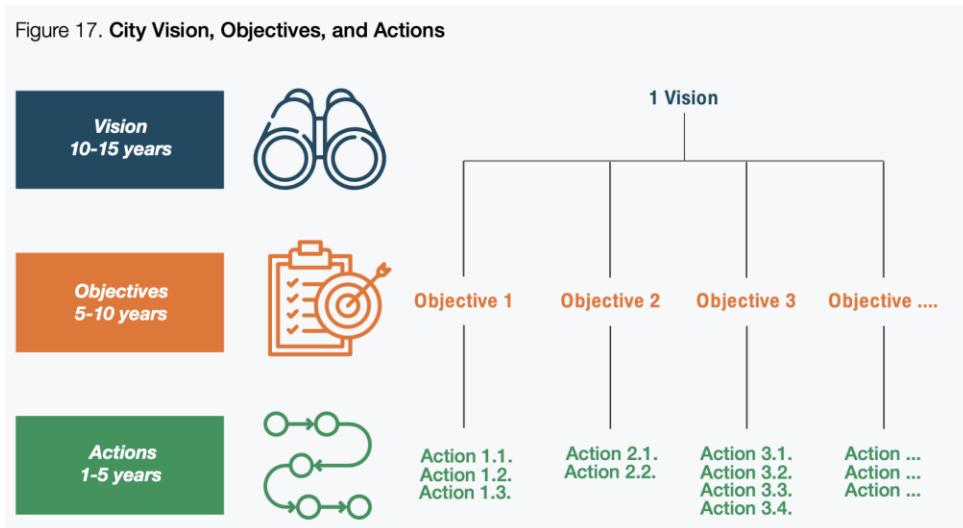


Work phases

1. RAPID CITY PROFILING PHASE (2 MONTHS)

- a. Collecting Data and Information
- b. Assessment through 4 Themes & City Indicators List
- c. Conducting **City Visit 1 with Profiling Workshop.**
- d. Preparing City Assessments: succinct analysis of key urban development challenges & opportunities.
- e. Compiling **City Profiling Report**, reviewed and approved

Figure 17. City Vision, Objectives, and Actions



2. STRATEGIZING & PRIORITIZING (2 MONTHS)

- a. Confirming **Strategic Development Direction** with Vision and Urban Goals.
- b. Identifying list of projects and prioritizing with **City Visit 2 and Action Planning Workshop**. Applying MCA and SymbioCity approach.

3. ACTION PLAN DEVELOPMENT (3 MONTHS)

- a. Mapping Out **Prioritized Actions/Projects**: Hard infrastructure and institutional improvements (20 actions).
- b. Developing **Project Sheets for top 3-5 Prioritized Actions**. what, why, who, when and how.
- c. Devising Action Plan **Implementation Mechanisms** and Gantt chart, monitoring strategies and synergies
- d. Compiling, Validating and Launching **Action Plan**

Proposed Vision and Objectives

4 June 2024



Assumptions for the proposed Vision

- 10-15 years horizon
- Based on **existing main CoK strategy and plans**, as well national strategies.
- Confirm the **existing vision**: "the centre of urban excellence", but adding more details on the aspirations of the City of Kigali
- Strengthening the **concept of sustainability** by adding a specific pillar – Sustainable Transformation
- Splitting Infrastructure and Economic Pillars to provide **sector-wise objectives** which will clearly related to Actions;
- Elaborate on the **Transformative Governance Pillar** to be more specific and related to an Urban Action Plan.
- Adding some concepts raised during the City Action Plan process to promote **inclusiveness and gender equality**;

Proposed Vision:

To become a worldwide recognised **centre of urban excellence** as an **inclusive** and **resilient city** with a vibrant, liveable, and green economy.

Infrastructure Transformation:

Transport
Power
Water and Sanitation
Waste
Digital

Economic Transformation:

Productivity
Skills
Inclusion

Social Transformation:

Housing
Services
Safety

Sustainable Transformation:

Natural Resources
Climate Change
Food Security

Governance Transformation:

Integration and Leadership
Finance
Planning

Infrastructure Transformation

- *Transport*: Investing in **green and gender-responsive transport infrastructure**, with a focus on improved public transport as well as non-motorised transport corridors
- *Power*: Scaling up power generation, transmission, and distribution, particularly through **renewable technologies**, to improve access and energy security affordable for all residents and businesses in the city.
- *Water and Sanitation*: Expanding **water, wastewater, and stormwater networks** to extend access to high quality water and sanitation infrastructure across the city.
- *Waste*: Expand **municipal solid waste management** for the efficient, effective, and sustainable disposal of waste.
- *Digital*: Promote technological and **digital infrastructure and services affordable** to all urban stakeholders to improve productivity and liveability and women empowerment .

Economic Transformation

- *Productivity*: Foster **home-grown production and urban jobs** to boost regional and global export opportunities.
- *Skills*: Support the development of **critical skills to support the management and growth of the city** and foster entrepreneurial activity for all urban population.
- *Inclusion*: **Empower vulnerable and marginalised groups**, particularly women and youth, to be able to fully integrate in the labour market.

Social Transformation

- *Housing*: Enhance liveability through the expansion of **affordable housing** as well as the upgrade and redevelopment of unplanned, informal settlements, to foster **vibrant mixed-use neighbourhoods** with improved infrastructure
- *Services*: Ensure affordable access to high quality services, including health and education, for all residents of the city, particularly women and youth
- *Safety*: Ensure a city which is **liveable and safe 24h and the residents**, especially women, feel safe walking around and commuting in the city.

Sustainable Transformation

- *Natural Resources*: Sustainably manage and protect the **city's natural resources** including green space, wetlands, forests, and other water bodies.
- *Climate Change*: Mainstream **climate change mitigation and adaptation** across all the sectors of the city and strengthen the capacity of the city to be prepared and respond to climate and disaster risks
- *Food Security*: Strengthen food value chains through improved agricultural practices and nutrition, to ensure that all residents of the city can regularly enjoy a well-balanced diet.

Transformational Governance

- *Integration and Leadership*: Enhance **strategic planning and implementation** through an integrated institutional approach across the city and with the national government and strengthen the mechanisms for promoting women's participation in leadership
- *Finance*: Further strengthen **public financial management** practices to enhance local resource mobilisation and augment this with other innovative sources of finance, including climate and private sector finance modalities.
- *Planning*: Advance **efficient urban planning and land-use management** through a city-wide and sectoral integrated approach to infrastructure expansion.
- *Data*: Engage all urban stakeholders and undertake **evidence-based policy making** through the collection and analysis of gender disaggregated, well-managed and regulated data.

Multi-Criteria Analysis

4 June 2024



Mapping out prioritized actions

- Sector prioritization
- Long list of actions (>100)
- Selection of priority projects (10-30) through Multi Criteria Analysis
- **Selection of high priority projects (3-5)**

MULTICRITERIA ANALYSIS

VISION	SYNERGIES	ECONOMIC AND INCLUSIVENESS	ENVIRONMENT AND RESILIENCE	IMPLEMENTATION READINESS
Alignment with the Kigali CAP Vision and Objectives: the project can contribute to achieve the City Vision to become a worldwide recognised centre of urban excellence as an inclusive and resilient city with a vibrant, liveable, and green economy.	Cross-synergies: the project open up opportunities to integrate with other sectors and ongoing/planned projects and contribute to have a greater impact on the city integrated urban development	Economic and gender responsiveness: the project contribute to jobs creation and facilitate private sector involvement. The project supports gender equality, improving the life of women, girls and disadvantaged people and can promote women and youth empowerment	Environment & Resilience: the project is positively impacting the resilience of the city towards the effect of climate change and natural disasters and contributing to the quality of the city's environment and resource's use	Sustainability and Feasibility: the project is implementable within the current regulatory framework, it addresses urgent challenges, and can potentially scaled up and contribute to the financial sustainability of the city

Priority Actions and Projects

4 June 2024



Priority Actions/Projects

TRANSPORT (PUBLIC TRANSPORT & NMT)

#	SECTOR	PROJECT	DESCRIPTION	SOURCE
1	Design & Investment	Implementation works for the remaining 4 junctions covered by KUTI project; Promote placemaking strategy to integrate the improved 2-3 (out of 7) junctions of the KUTI project	<p>Improvements of critical junctions, with climate-proof design and non-motorized transport (NMT) Chez Lando, (ii) Gishushu (iii) Gisozi (iv) Kibagabaga (v) Kicukiro / Sonatubes and (vi) Rwandex.</p> <p>Integrate public space development and placemaking strategies in the design and upgrade of the junctions.</p> <p>Feasibility study, urban design and construction of the works to improve the liveability and accessibility to inclusive and equitable spaces, applying tactical urbanism and participatory planning.</p>	AFDB KUTI concept note SWECO proposal
2	Study	Feasibility comparative studies of different public transport options	Prepare FS on public transport options focusing on inclusive gender-responsive public transport system	RTDA technical discussion
3	Planning & Investment	Prepare the NMT Master Plan to expand Kigali's gender-friendly infrastructure for cycling and walking;	Experiment with tactical urbanism NMT solutions in selected areas to contribute to achieve 100% Universal Access for Streets and Sidewalks including BRT and NMT infrastructure; prepare People-Centered Street Design Manual	Kigali Master Plan Kigali Resilience Roadmap Strategy

Priority Actions/Projects

INFORMAL SETTLEMENTS & AFF. HOUSING

#	SECTOR	PROJECT	DESCRIPTION	SOURCE
4	Design & Investment	Implementation of PPP for rehousing upgrading and rental schemes (Mpazi area and other prioritised areas)	Implementation of PPP Design and construction of new housing based on the results of the ongoing SPV pilot study in coordination and synergy with RUDP 3	SDC/SKAT, AFDB, RUDP 3, EU
5	Capacity building	Strengthening the institutional capacity to manage inclusive urban transformation, including informal settlements	Support to CoK Urban Planning department with secondment and other to identify activities focused on inclusive and sustainable urbanization in coordination with established new SPIU	SDC, AFD
6	Planning & Investment	Develop Rental housing strategies	In line with RHA MININFRA Enabel activities	EU?
7	Investment	Public spaces development in the informal settlements	To scale up the pilot initiatives ongoing	CoK technical conversation, AFD
8	Investment	Construction Material value-chain	Promote investment in the sustainable construction material production	SDC/SAKT, Enabel, MASS, University of Rwanda

Priority Actions/Projects

WATER (STORM & WASTEWATER)

#	SECTOR	PROJECT	DESCRIPTION	SOURCE
9	Investment and Planning	Prepare and Implement Kigali Integrated Water Resources Management Plan: "Flood resilient city with health water bodies"	Coordinated study to manage Water supply, waste water management, storm water, applying SDS, NBS, harvesting rainwater system, etc. at catchment level, with focus to informal settlements vulnerability and adjacent wetlands; Leverage existing data platforms to build a water resilience dashboard for decision support for the city of Kigali.	Kigali Master Plan Kigali Water Resilience Profile Sweco proposal
10	Investment	Kigali Green-blue school yards	Open-lab with creative solutions integrating water resources management (stormwater conservation, rainwater harvesting, tree planting, ...) in the school yards engaging the kids in awareness and hands-on practices	Sweco proposal
11	Planning	Waste water management plan to be developed	Plan to focus on the safe and efficient management and disposal of liquid waste in the city , with design guidelines and standards as a basis for liquid waste/ sewer management	Kigali Master Plan WASAC
12	Planning	Preparation WasteWater Management (WWM) Masterplan and feasibility study for the Northern part of Kigali		WASAC

Priority Actions/Projects

SOLID WASTE

#	SECTOR	PROJECT	DESCRIPTION	SOURCE
13	Investment	Construction of Nduba new sanitary landfill and upgrade of existing NDUBA dumpsite (Capture of methane in Nduba dumpsite)	Landfill to serve as a disposal site for waste generated in urban/high-density areas, total area required in 2050 is 68 Ha - several stages so might have been started. Including installation of pipes to collect methane gas and produce electricity on the old existing dumpsite	WASAC FS
14	Investment	Construction of transfer stations	Centralise waste collection points with construction of 41 transfer stations across the city along main routes from waste generation to disposal at the landfill	Kigali Master Plan WASAC FS
15	Planning	Integrated solid waste management plan to be developed by the City	Plan to focus on the safe and efficient management and disposal of solid waste in the city. CoK to appoint consultants to develop a solid waste master plan with design guidelines and standards as a basis for solid waste management practices in the city.	Kigali Master Plan WASAC
16	Institutional and financing	Develop a financing mechanism for integrated solid waste management including centralized revenue collection of solid waste	Develop and implement a centralised solid waste management collection fee. Households would pay a collection fee to the City, and the operators would get paid by the City.	WASAC FS Sweco proposal

Priority Actions/Projects

CLIMATE & URBAN RESILIENCE

#	SECTOR	PROJECT	DESCRIPTION	SOURCE
17	Capacity building	Scale up of Disaster Management and Emergency Response System with Integrated NBS program for healthy ecosystems	<p>Scale up early warning and detection system for (flash) floods and landslides offering more preparation time to warn / evacuate people.</p> <p>Building capacity to enhance Disaster Risk Reduction planning to adequately produce ecosystems services for the wider CoK</p>	<p>Kigali Water Resilience Profile</p> <p>Kigali Master Plan</p>
17	Investment	Increase the number of inclusive & multi-functional public space across the City (30 mini recreationl areas)	The action aims to leverage what has already been planned (KMP City for Citizens and/or implemented to pilot and test solutions that can improve citizen's lives in public spaces and, ultimately, inform the development of a solid institutional arrangement and implementation plan for expansion of a network of public spaces, particularly green and social public spaces.	Kigali Resilience Roadmap Strategy
19	Investment	Tap into the city's largely underutilized lands for piloting a comprehensive urban farming program	The action will improve livelihood resilience by promoting viable urban food production schemes that fit within the broader food system, for greater access to food and improved nutrition for low-income families in Kigali; especially during times of emergency.	Kigali Resilience Roadmap Strategy

Priority Actions/Projects

ICT

#	SECTOR	PROJECT	DESCRIPTION	SOURCE
20	Management and Planning	Feasibility Study for Smart Cities and Communities Command and Control Center (5C)	Smart Cities & Communities Command and Control Center (SMART C5) is an Integrated dashboard provided to City Managers by integrating closely different digital initiatives. It helps City Managers to manage complex city infrastructure, provide quick response for any incidents or emergencies, and information on the environmental condition in the city by capturing real-time data from citywide sensors and systems.	COK FS
21	Investment and capacity building	Smart Waste Management Bins	Smart waste collection management scale-up. After pilot project implemented in 5 locations, the projects aims to scale up	COK information
22	Investment	Roll-out ICT related training centers for effective access and use of digital and information technology for Kigali's rural residents	Establishing ICT related training Centers in identified rural administrative sectors Conduct & evaluate regular digital literacy trainings Conceive a financial model to sustain the operations of established centers	Kigali Resilience Roadmap Strategy

Priority Actions/Projects

YOUTH & WOMEN EMPOWERMENT

#	SECTOR	PROJECT	DESCRIPTION	SOURCE
23	Capacity building	Support and training program for creating professional youth volunteers	Increased sense of cohesive identity and culture within communities Enhanced engagement and participation of all city's residents in matters affecting the city	Kigali Resilience Roadmap strategy
24...		LONG LIST to review with COK		Gender-Mainstreaming Strategy

KIGALI CITY ACTION PLAN

CITY VISIT 2

Meeting: Technical Meeting Chief Urban Planning

Date: 2024-06-06

Time: 3:00pm

Venue: COK

Participants:

CoK: Solange Muhiriwa, Chief Urban Planning Department

Sweco: Gabriella Robba, Ana-Karin Municio, Lisette Shyamba, Lazare Nzeyimana

AGENDA

1. Present the long list of selected projects
2. Discuss the 4 selected integrated projects to ensure alignment

Urban upgrading and housing sector

Updates on the CoK neighborhood planning & transformation activities:

- Consider Nyabisindu (North stadium) informal settlement in the KCAP (long list of projects). CSS is interested in supporting
- RSSB has shown interest in Mpazi to support phase III development.
Agreed that Mpazi project to be prioritized in the KCAP shortlisted projects.
- RUDP 3 (to start in 2026) will further develop in Infrastructure component and in-kind/rehousing compensation is preferred (working with SKAT on this). Kigarama cell to be included in the sites.
- Masaka neighborhood – MP is ongoing
- Batsinda neighborhood will be part of RUDP3
- Green City Kigali – MP was approved by the city council, so it is **agreed to prioritise the project “Kynyinya Neighborhood Integrated Planning Project”** in the KCAP and develop a local area plan in the brownfield sites of GCK, about 25ha.

Public spaces development

- The car free zones have become popular
- Kids were excluded at first in the panning of public spaces
- Provide PS for each neighborhood
- Gisagara – Govt plot already available. Minor intervention would be required.
- GGGI worked on identifying 100 plots / mapping of PSs (shared Report)
- The public space development and approach should consider the population characteristics such as age, activities, etc.
- Schools playgrounds – can be open to the local community (under specific conditions)
- Monuments can be integrated within the PS
- CVL has sponsored some public benches. Manumetal has provided free WIFI in some areas
- **It is agreed that one of the KCAP shortlisted project will developed public spaces.**
- Suggested to refer to the study by Peter Rich – Master plan earmarked for Public Spaces

Mobility/Transport

- Prioritize the KUTI junctions to create synergies and integrated urban planning
- Sports city in Remera – ongoing planning to ensure connectivity this site could be considered as well.
- Belt of Golf (to be further investigated).

KIGALI CITY ACTION PLAN

CITY VISIT 2

Meeting: debriefing meeting with city Leadership

Date: 2024-06-07

Time: 10:00am

Venue: COK

Participants:

CoK: Shila Uwase SPIU coordinator, Vedaste Uwayisenga Mayor's Advisor, Yvette Banamwana City focal point, Esperance Izerimana, CoK urban planner

Sweco: Gabriella Robba, Ana-Karin Municio, Lisette Shyamba, Lazare Nzeyimana, Alex Cochrane

AfDB: Babati Mokgethi

AGENDA

1. Present the outcome of the workshop and the selected 4 high-priority projects
2. Discuss the proposed shortlisted projects to find an agreement

Project 1 - MPAZI – Integrated Unplanned Settlement transformation

- Babati: To consider it within a bigger programme in 5-10 years to come, as phase 1

Project 2 - Kigali Urban Mobility Improvement and Greening Project

- KIP project and list of roads to share (Shila Uwase)
- Shila: Critical is the national road expansion, but very expensive for the type of ground, expropriation and wetland rehabilitation
- Babati: to be included in Phase 2 KUTI project. Discussion ongoing with Mininfra to transform the structures built under construction works in community facilities, such as libraries. Integrate junctions project with community facilities

- Vedaste: to consider smart resilient transport and bus management system to provide real time information and complete the JICA pilot. Information to passengers at the bus stop

Project 3 - Kinyinya Neighbourhood Integrated Planning Project

- No major comments provided and agreed

Project 4 - Kigali Inclusive Green Public Spaces

- To refer to Kigali Resilience Roadmap and NBS implementation
- Create recreational spaces and in Kananya – build hiking trails
- Needs to provide public awareness and communication campaign to engage the people to use the space
- Allocate government funds
- AfDB: to package some of these projects in the KUTI 2 by November. It can be a component of the big infrastructure project.

Attached PPT presentation.

Kigali City Action Plan Debriefing Meeting

7th June 2024



Proposed Vision and Objectives

4 June 2024



Assumptions for the proposed Vision

- 10-15 years horizon
- Based on **existing main CoK strategy and plans**, as well national strategies.
- Confirm the **existing vision**: "the centre of urban excellence", but adding more details on the aspirations of the City of Kigali
- Strengthening the **concept of sustainability** by adding a specific pillar – Sustainable Transformation
- Splitting Infrastructure and Economic Pillars to provide **sector-wise objectives** which will clearly related to Actions;
- Elaborate on the **Transformative Governance Pillar** to be more specific and related to an Urban Action Plan.
- Adding some concepts raised during the City Action Plan process to promote **inclusiveness and gender equality**;

Proposed Vision:

To become a worldwide recognised **centre of urban excellence** as an **inclusive** and **resilient city** with a vibrant, liveable, and green economy.

Infrastructure Transformation:

Transport
Power
Water and Sanitation
Waste
Digital
Housing

Economic Transformation:

Productivity
Skills
Inclusion

Social Transformation:

Services
Safety

Sustainable Transformation:

Natural Resources
Climate Change
Food Security

Governance Transformation:

Integration and Leadership
Finance
Planning

Infrastructure Transformation

- *Transport*: Investing in **green and gender-responsive transport infrastructure**, with a focus on improved public transport as well as non-motorised transport corridors
- *Power*: Scaling up power generation, transmission, and distribution, particularly through **renewable technologies**, to improve access and energy security affordable for all residents and businesses in the city.
- *Water and Sanitation*: Expanding **water, wastewater, and stormwater networks** to extend access to high quality water and sanitation infrastructure across the city.
- *Waste*: Expand **municipal solid waste management** for the efficient, effective, and sustainable disposal of waste.
- *Digital*: Promote technological and **digital infrastructure and services affordable** to all urban stakeholders to improve productivity and liveability and women empowerment .
- *Housing*: Enhance liveability through the expansion of **affordable housing** as well as the upgrade and redevelopment of unplanned, informal settlements, to foster **vibrant mixed-use neighbourhoods** with improved infrastructure

Economic Transformation

- *Productivity*: Foster **home-grown production and urban jobs** to boost regional and global export opportunities.
- *Skills*: Support the development of **critical skills to support the management and growth of the city** and foster entrepreneurial activity for all urban population.
- *Inclusion*: **Empower vulnerable and marginalised groups**, particularly women and youth, to be able to fully integrate in the labour market.

Social Transformation

- *Services*: Ensure affordable access to **high quality services**, including health and education, for all residents of the city, particularly women and youth
- *Safety*: Ensure a city which is **liveable and safe 24h and the residents**, especially women, feel safe walking around and commuting in the city.

Sustainable Transformation

- *Natural Resources*: Sustainably manage and protect the **city's natural resources** including green space, wetlands, forests, and other water bodies.
- *Climate Change*: Mainstream **climate change mitigation and adaptation** across all the sectors of the city and strengthen the capacity of the city to be prepared and respond to climate and disaster risks
- *Food Security*: Strengthen food value chains through improved agricultural practices and nutrition, to ensure that all residents of the city can regularly enjoy a well-balanced diet.

Transformational Governance

- *Integration and Leadership*: Enhance **strategic planning and implementation** through an integrated institutional approach across the city and with the national government and strengthen the mechanisms for promoting women's participation in leadership
- *Finance*: Further strengthen **public financial management** practices to enhance local resource mobilisation and augment this with other innovative sources of finance, including climate and private sector finance modalities.
- *Planning*: Advance **efficient urban planning and land-use management** through a city-wide and sectoral integrated approach to infrastructure expansion.
- *Data*: Engage all urban stakeholders and undertake **evidence-based policy making** through the collection and analysis of gender disaggregated, well-managed and regulated data.

Multi-Criteria Analysis

4 June 2024



Mapping out prioritized actions

- Sector prioritization
- Long list of actions (>100)
- Selection of priority projects (10-30) through Multi Criteria Analysis
- **Selection of high priority projects (3-5)**

MULTICRITERIA ANALYSIS

VISION	SYNERGIES	ECONOMIC AND INCLUSIVENESS	ENVIRONMENT AND RESILIENCE	IMPLEMENTATION READINESS
Alignment with the Kigali CAP Vision and Objectives: the project can contribute to achieve the City Vision to become a worldwide recognised centre of urban excellence as an inclusive and resilient city with a vibrant, liveable, and green economy.	Cross-synergies: the project open up opportunities to integrate with other sectors and ongoing/planned projects and contribute to have a greater impact on the city integrated urban development	Economic and gender responsiveness: the project contribute to jobs creation and facilitate private sector involvement. The project supports gender equality, improving the life of women, girls and disadvantaged people and can promote women and youth empowerment	Environment & Resilience: the project is positively impacting the resilience of the city towards the effect of climate change and contributing to the quality of the city's environment and resource's use	Sustainability and Feasibility: the project is implementable within the current regulatory framework, it addresses urgent challenges, and can potentially scaled up and contribute to the financial sustainability of the city

Priority Sectors and Projects



PRIORITY SECTORS

SECTORS

- **Transport (4) Public Transport (2) & NMT (1)**
- **Informal settlements & affordable housing (6)**
- **WATER: Storm water management (3) & Wastewater management (1)**
- **Solid waste management (3)**
- **Climate and urban resilience (4)**
- **ICT – Smart City (1)**
- **Women empowerment (1)**

Priority Actions/Projects

TRANSPORT (PUBLIC TRANSPORT & NMT)

#	TYPE OF INVESTMENT	PROJECT	DESCRIPTION	SOURCE
1	Design & Investment	Implementation works for the remaining 4 junctions covered by KUTI project; Promote placemaking strategy to integrate the improved 2-3 (out of 7) junctions of the KUTI project	Improvements of critical junctions, with climate-proof design and non-motorized transport (NMT) Chez Lando, (ii) Gishushu (iii) Gisozi (iv) Kibagabaga (v) Kicukiro / Sonatubes and (vi) Rwandex. Integrate public space development and placemaking strategies in the design and upgrade of the junctions. Feasibility study, urban design and construction of the works to improve the liveability and accessibility to inclusive and equitable spaces, applying tactical urbanism and participatory planning.	AFDB KUTI concept note SWECO proposal
2	Investment	Neighbourhood Development Projects	The construction of neighbourhood roads in Kigali City, funded COK by the City of Kigali in collaboration with co-funding from local residents. The current status of the project indicates that 67 neighbourhood committees, collectively estimating a total neighbourhood roads project cost of 13 billion Rwandan Francs, have formally approached the CoK, seeking partnership and a 70% subsidy for their respective projects.	

Priority Actions/Projects

TRANSPORT (PUBLIC TRANSPORT & NMT)

#	TYPE OF INVESTMENT	PROJECT	DESCRIPTION	SOURCE
3	Investment	New road Construction in Kigali (280km)	New road network construction with drainages of different type of roads COK (tarmac, paved, stone, etc.) for which the physical plans are ready	
4	Design & Investment	Phase 1 Ring Road (around 20km)	High Priority Phase 1 (Ring Road South: East Portion) Phase 1 (Ring Road South: West/internal Portion)	Kigali Master Plan Kigali Resilience Roadmap Strategy
5	Study	Feasibility comparative studies of different public transport options	Prepare FS on public transport options focusing on inclusive gender-responsive public transport system	RTDA technical discussion
6	Investment	Dedicated Bus Lanes (DBL) on expanded roads	Improved public transport services, effective and safe traffic management with dedicated Bus Lanes (DBL) on expanded roads.	COK
7	Planning, Design & Investment	Prepare the NMT Master Plan to expand Kigali's gender-friendly infrastructure for cycling and walking;	Experiment with tactical urbanism NMT solutions in selected areas to contribute to achieve 100% Universal Access for Streets and Sidewalks including BRT and NMT infrastructure; prepare People-Centered Street Design Manual	Kigali Master Plan Kigali Resilience Roadmap Strategy

Priority Actions/Projects

INFORMAL SETTLEMENTS & AFF. HOUSING

#	TYPE OF INVESTMENT	PROJECT	DESCRIPTION	SOURCE
8	Design & Investment	Implementation of PPP for rehousing upgrading (Mpazi and other prioritised areas)	Implementation of PPP Design and construction of new housing and rental schemes based on the results of the ongoing SPV pilot study in coordination and synergy with RUDP 3	SDC/SKAT, AFDB, RUDP 3, EU
9	Investment	Construction Material value-chain	Promote investment in the sustainable construction material production	SDC/SAKT, Enabel, MASS, University of Rwanda
10	Design & Investment	Unplanned neighborhood Upgrading	Improve social conditions of the neighbourhood by upgrading key streets and infusing quality public facilities such as increased access to social services, water and sanitation, open spaces etc.	COK
11	Capacity building	Strengthening the institutional capacity to manage inclusive urban transformation, including informal settlements	Support to CoK Urban Planning department with secondment and other to identify activities focused on inclusive and sustainable urbanization in coordination with established new SPIU	SDC, AFD
12	Planning	Develop Rental housing strategies	In line with RHA MININFRA Enabel activities	EU
13	Design & Investment	Public spaces development in the informal settlements	To scale up the pilot initiatives ongoing	CoK technical conversation, AFD

Priority Actions/Projects

WATER (STORM & WASTEWATER)

#	TYPE OF INVESTMENT	PROJECT	DESCRIPTION	SOURCE
14	Planning	Prepare and Implement Kigali Integrated Water Resources Management Plan: "Flood resilient city with health water bodies"	Coordinated study to manage Water supply, waste water management, storm water, applying SDS, NBS, harvesting rainwater system, etc. at catchment level, with focus to informal settlements vulnerability and adjacent wetlands; Leverage existing data platforms to build a water resilience dashboard for decision support for the city of Kigali.	Kigali Master Plan Kigali Water Resilience Profile Sweco proposal
15	Design & Investment	Kigali Green-blue school yards	Open-lab with creative solutions integrating water resources management (stormwater conservation, rainwater harvesting, tree planting, ...) in the school yards engaging the kids in awareness and hands-on practices	Sweco proposal
16	Investment	Water drainage channels out of the 150 identified by CoK	Physical Plans ready (TBC)	COK
17	Design & Investment	Detailed design and implementation of Centralized WWTP covering an area to be identified according to WASAC feasibility study		WASAC

Priority Actions/Projects

SOLID WASTE

#	TYPE OF INVESTMENT	PROJECT	DESCRIPTION	SOURCE
18	Investment	Construction of Nduba new sanitary landfill and closing of existing NDUBA dumpsite (Capture of methane in Nduba dumpsite)	Landfill to serve as a disposal site for waste generated in urban/high-density areas, total area required in 2050 is 68 Ha - several stages so might have been started. Including installation of pipes to collect methane gas and produce electricity on the old existing dumpsite	WASAC FS
19	Investment	Construction of transfer stations	Centralise waste collection points with construction of 41 transfer stations across the city along main routes from waste generation to disposal at the landfill	Kigali Master Plan WASAC FS
20	Planning	Integrated solid waste management plan to be developed by the City	Plan to focus on the safe and efficient management and disposal of solid waste in the city. CoK to appoint consultants to develop a solid waste master plan with design guidelines and standards as a basis for solid waste management practices in the city. Develop a financing mechanism for integrated solid waste management including centralized revenue collection of solid waste. Households would pay a collection fee to the City, and the operators would get paid by the City.	Kigali Master Plan WASAC Sweco proposal

Priority Actions/Projects

CLIMATE & URBAN RESILIENCE

#	TYPE OF INVESTMENT	PROJECT	DESCRIPTION	SOURCE
21	Capacity building & Investment	Scale up of Disaster Management and Emergency Response System with Integrated NBS program for healthy ecosystems	<p>Scale up early warning and detection system for (flash) floods and landslides offering more preparation time to warn / evacuate people.</p> <p>Building capacity to enhance Disaster Risk Reduction planning to adequately produce ecosystems services for the wider CoK</p>	<p>Kigali Water Resilience Profile</p> <p>Kigali Master Plan</p>
22	Design & Investment	Increase the number of inclusive & multi-functional public space across the City (30 mini recreationl areas)	The action aims to leverage what has already been planned to pilot and test solutions that can improve citizen's lives in public spaces and, ultimately, inform the development of a solid institutional arrangement and implementation plan for expansion of a network of public spaces, particularly green and social public spaces.	Kigali Resilience Roadmap Strategy
23	Investment	Tap into the city's largely underutilized lands for piloting a comprehensive urban farming program	The action will improve livelihood resilience by promoting viable urban food production schemes that fit within the broader food system, for greater access to food and improved nutrition for low-income families in Kigali; especially during times of emergency.	Kigali Resilience Roadmap Strategy
24	Investment	Kigali Greening and Urban forestation project	Big tree plantation project, beautification of the city with indigenous flowers and indigenous big trees species, incentives to citizens to plant trees, tree nurseries and youth employment opportunities, including green roof, vertical vegetation and bee-keeping interventions	COK

Priority Actions/Projects

ICT – Smart City

#	TYPE OF INVESTMENT	PROJECT	DESCRIPTION	SOURCE
25	Investment	Implementation of Smart Cities and Communities Command and Control Center (5C)	Smart Cities & Communities Command and Control Center (SMART C5) is an Integrated dashboard provided to City Managers by integrating closely different digital initiatives. It helps City Managers to manage complex city infrastructure, provide quick response for any incidents or emergencies, and information on the environmental condition in the city by capturing real-time data from citywide sensors and systems.	COK FS

Priority Actions/Projects

WOMEN EMPOWERMENT

#	TYPE OF INVESTMENT	PROJECT	DESCRIPTION	SOURCE
26	Investment	Construction of gender-sensitive sanitation facilities in public spaces and premises	Public places and premises monitored for gender-sensitive compliance	Gender Mainstreaming Strategy COK



3-5 high-priority projects

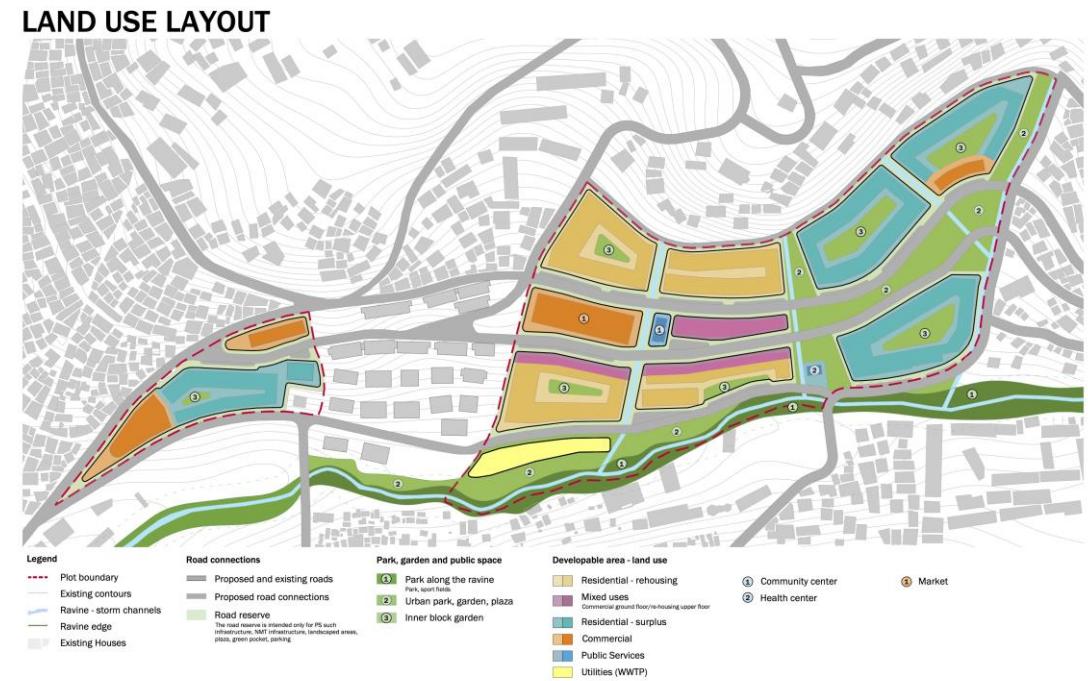


PROJECT TITLE: MPAZI – Integrated Unplanned Settlement transformation

Source: CoK, SDC/Skat

Objectives:

- Rehouse and densify current unplanned settlement without expropriation – possibly including Tenants in the future rental units.
- Integrated inclusive and efficient physical and gender sensitive planning (improved connectivity and access to infra and services , green and resiient neighborhood)
- Increase quantity, qualty and accessibility of well designed and inclusive public spaces
- Leverage densification to implement PPPP financial schemes with Privare sector
- Use locally produced low-carbon construction material
- Engage local residents in the construction activities as a way to provide employment – especially youth
- Benefit from the pilot process to support capacity growth of local institution (CoK) and replicate the process (RUDP3)



Alignment:

- NST2
- Kigali Master Plan
- Vision 2050
- CDS
- NUISUIP
- Housing Policy / Tenant Protection Act
- Condominium Law
- Water Resource Management

Plan

- 5C
- Solid Waste Management Plan
- NYABUGOGO / TRANSPORT HUB (RUDP 2, WB)
- KUTI Project (AfDB)

PROJECT TITLE: MPAZI – Integrated Unplanned Settlement transformation

Key Partners

- COK – executing agency
- Local residents (owners) – TENANTS??
- SDC
- AfDB
- Private Sector
- Sectoral institutions

Key Activities

- Participatory planning and design (improved accessibility (NMT and PT) water management, service provision, solid waste, green and resiliency, smart city, NBS)
- Financial planning and management model
- Finance mobilisation
- Construction
- Off take and stock management
- Technical assistance and knowledge transfer to CoK during the entire process (neighborhood development guidelines and check list)

Estimated costs & financial mechanisms

- 60 / 90 Mil USD
- Blended financing with PPPP
- COK / WB / RSSB or Private Equity / AfDB

Private sector involvement

- Contribution in equity or mortgage refinancing scheme
- Facility management
- Cooperatives

Gender & youth empowerment

- participatory design to ensure inclusive design
- Engagement during construction and management
- Establishment of ad-hoc cooperatives (Target groups)

Potential Risks

Low attractivity for the private sector (low return); Increase in costs due to inefficient management (Contractor); Slower than expected off take; Gentrification

PROJECT TITLE: Kigali Urban Mobility Improvement and Greening Project

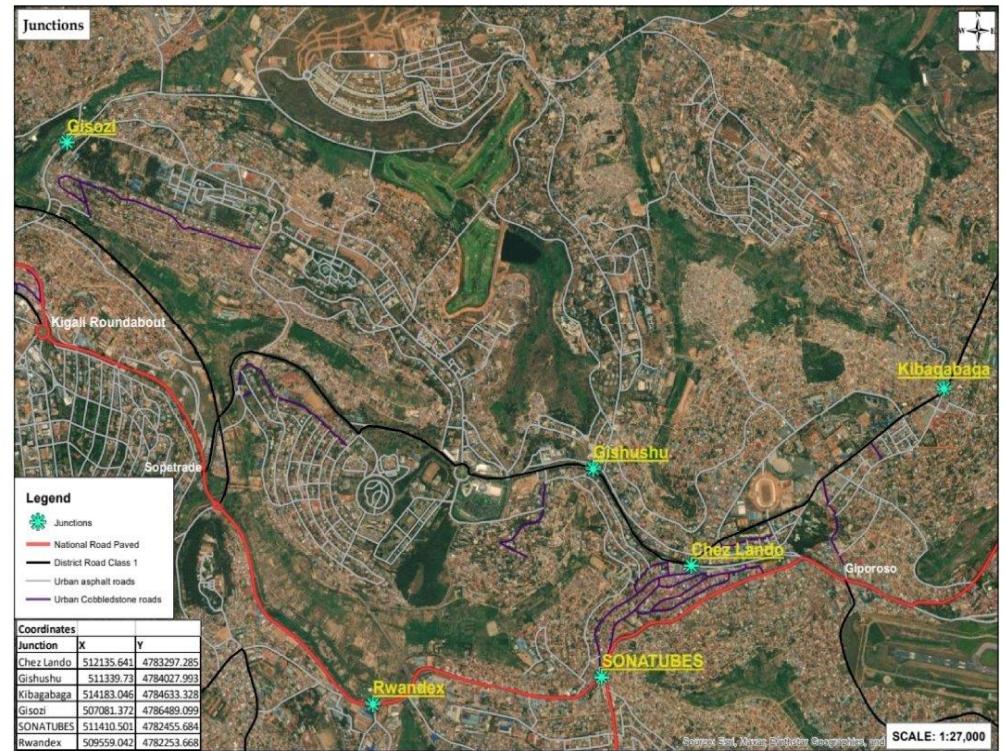
Source: CoK, RTDA

Objectives:

- To improve sustainable mobility within the city
- To improve the connectivity of the different city areas
- To reduce traffic jam during the peak hours
- To integrate inclusive transportation (NMT, DBL, etc)
- Smart and resilient transport (ITS, EVs, etc)
- Provide integrated green corridors along the roads

Suggested routes:

1. *Chez Lando – Kibagabaga route (expansion of alternative road)*
2. *Poids lour – Nyabugogo road (expansion)*
3. *Seek synergies with KUTI junctions*



Key impacts:

- Climate adaptation
- Decreased temperature
- Increased value of land
- Economic enhancement
- Reduced transport cost

Alignment:

Strategies / Policies:

- Vision 2050
- Kigali Master Plan 2050, incl. Transport Plan
- NST 2

Projects:

- RUDP 3 – World Bank funded
- Urban Mobility Improvement Project (DBL, Nyabugogo, ...) – JICA funded
- RAMS, Rwanda Assets Management Systems – AfDB funded
- Introduction of Intelligent Transport System (20 junctions) – JICA funded
- KUTI, Kigali Urban Transport Improvement (7 junctions)

PROJECT TITLE: Kigali Urban Mobility Improvement and Greening Project

Key Partners:

- COK – executing agency
- MININFRA / RTDA
- Utilities & service providers (RTDA, WASAC, REG, KTRN, etc)
- Financing partners
- NGOs
- Private Sector

Key Activities:

- Infrastructure component: New roads construction, including:
 - Natural Based Solutions (NBS) to be prioritized for the integrated drainage systems
 - Greening – Tree planting for air quality improvement, shade, runoff control, beautification, etc
 - Intelligent traffic control
 - Dedicated Bus Lane (DBL), where necessary.
 - Provision for utility services and coordination with actors
- Non- motorized transportation (NMT)
- Road safety components
- Integrated with provision of public spaces
- Feasibility comparative study on different public transport options for CoK (BRT, Cable car, Ring road, Railway, DBL, etc)

Estimated costs & financial mechanisms:

- Project cost to be estimated
- Financing mechanism could include one or a combination of:
 - Government funds (incl. loans, grants, city revenues, etc)
 - Neighborhood community participation (up to 30%)
 - “Umuganda” for tree planting, maintenance and awareness

Private sector involvement

- Consultant services for studies/design and supervision of works during construction
- Contractors for construction and maintenance

Gender & youth empowerment

- Job creation during construction and maintenance equally for youth, men and women
- Job creation and business opportunities along the roads
- Green jobs creation

Potential Risks:

- Land acquisition
- Poor or lack of coordination between key actors
- Risk of duplication and overlap with other projects in the sector
- Lack of finances for implementation

PROJECT TITLE: Kinyinya Neighbourhood Integrated Planning Project

Source: GCK, CoK, RFC

Objectives:

- Integrating neighbourhood planning through community participation
- Supply of affordable housing
- Affordable serviced lands

Alignment:

- Kigali Master Plan
- Strategic sites and services
- Kigali Master Plan 2050
- GCK Pilot Project
- Participatory Land readjustment



Project description

- Development of local area plan in brownfield sites of GCK /Kinyinya Hill (ca 25 ha)

PROJECT TITLE: Kinyinya Neighbourhood Integrated Planning Project

Key Partners:

- GCKC (COK & RSSB)
- RDB
- MININFRA(RHA, RTDA, REG, WASAC)
- MoE (REMA, NLA)
- KfW

Estimated costs & financial mechanisms:

30 milion USD (5 yrs)
Blended financing
CG/COK / DP/RGF and communities

Key Activities:

- Land readjustment and physical planning
- Loop roads and utilities
- Blue-green infrastructures + forestation & urban farming
- Fund mobilisation & investment attraction
- Community engagement activities
- Set up a project steering committee
- Capacity Building (local institutions)
- Waste Management
- Recreational areas
- Community and social infrastructures

Private sector involvement

Gender & youth empowerment

- Quota system/equal representation
- Inclusive procurement
- Vocational training
- Local recruitment

Potential Risks:

- Gentrification

PROJECT TITLE: Kinyinya Neighbourhood Integrated Planning Project

Key Partners:

- GCKC (COK & RSSB)
- RDB
- MININFRA(RHA, RTDA, REG, WASAC)
- MoE (REMA, NLA)
- KfW

Estimated costs & financial mechanisms:

30 milion USD (5 yrs)
Blended financing
CG/COK / DP/RGF and communities

Key Activities:

- Land readjustment and physical planning
- Loop roads and utilities
- Blue-green infrastructures + forestation & urban farming
- Fund mobilisation & investment attraction
- Community engagement activities
- Set up a project steering committee
- Capacity Building (local institutions)
- Waste Management
- Recreational areas
- Community and social infrastructures

Private sector involvement

Gender & youth empowerment

- Quota system/equal representation
- Inclusive procurement
- Vocational training
- Local recruitment

Potential Risks:

- Gentrification

PROJECT TITLE: Kigali Inclusive Green Public Spaces

Source: CoK

Objectives:

- Development of inclusive green public spaces through community participation

Alignment:

- NST2
- Vision 2050
- Kigali Master Plan 2050

- Kigali Resilience Roadmap 2023-2030
- National Environment and Climate Change Policy



Project description

- Development of inclusive green public spaces on accessible public lands, both pocket parks in neighbourhoods as well as larger public spaces. The project also includes open up school yards and potential other areas for public.
- The public spaces will be accessible for all, free of charge, and will function as a recreational area where children can come and play, and the community can use as a meeting place.
- The public spaces will be designed so that they support climate adaptation through a lot of greenery that provides shade and cools down the area, as well as function as stormwater retention.

PROJECT TITLE: Kigali Inclusive Green Public Spaces

Key Partners:

- CoK
- Rwanda Social Security Board
- MININFRA
- Utilities
- Collaboration with schools, church, NGOs

Key Activities:

- Benchmark study on how other cities have increase public space
- Identification of potential plots and land that can be reconstructed to public spaces; Select a number of neighborhoods to try out first.
- Identification of different actors that can collaborate by e.g. opening up their premises to public e.g. schools, churches, public entities or co-finance.
- Development of key characteristics for the public space e.g. it should be an open space, shelter for shade and rain, be green, free access, benches, playground, car free, and safe.
- Co-creation of inclusive gender sensitive public spaces through involvement of local community of all ages.
- Develop a framework for maintenance and management,
- Design and construction of the public spaces
- Develop guidelines for development of public space in Kigali

Estimated costs & financial mechanisms:

- 5 million USD (5 yrs)
- Blended financing
- CG/COK / DP/RGF, communities, private sector

Private sector involvement

- Financing, co-management and co-maintenance

Gender & youth empowerment

- Involvement in the design of the public space to create clear ownership
- Involve youth in the implementation

Potential Risks:

- Lack of land
- Lack of interest from private sector

PROJECT TITLE: Kigali Inclusive Green Public Spaces

Key Partners:

- CoK
- Rwanda Social Security Board
- MININFRA
- Utilities
- Collaboration with schools, church, NGOs

Key Activities:

- Benchmark study on how other cities have increase public space
- Identification of potential plots and land that can be reconstructed to public spaces; Select a number of neighborhoods to try out first.
- Identification of different actors that can collaborate by e.g. opening up their premises to public e.g. schools, churches, public entities or co-finance.
- Development of key characteristics for the public space e.g. it should be an open space, shelter for shade and rain, be green, free access, benches, playground, car free, and safe.
- Co-creation of inclusive gender sensitive public spaces through involvement of local community of all ages.
- Develop a framework for maintenance and management,
- Design and construction of the public spaces
- Develop guidelines for development of public space in Kigali

Estimated costs & financial mechanisms:

- 5 million USD (5 yrs)
- Blended financing
- CG/COK / DP/RGF, communities, private sector

Private sector involvement

- Financing, co-management and co-maintenance

Gender & youth empowerment

- Involvement in the design of the public space to create clear ownership
- Involve youth in the implementation

Potential Risks:

- Lack of land
- Lack of interest from private sector

A2. Workshop

African Cities Program - Kigali City Action Plan

Program for Action Planning Workshop

5th June 2024, 8:30 – 16:30

Venue: Mille Collines

Time	Agenda	Speaker
8:30 – 9:00	Registration and Coffee	
9:00-9:15	Opening remarks	CoK Leader AfDB representative
9:15-9:25	Today's program	SWECO Team Leader
9:25-9:40	Presentation of the City Action Plan work and result including a list of prioritized projects	SWECO Team Leader
9:40-9:50	Introduction and instructions to the morning session	SWECO Facilitator
9:50-12:00	Clustering workshop exercise with the objective to identify 3-5 highly prioritized projects to be implemented within coming 5 years	Mixture of group work and plenary session
12:00-12:45	Discussion and decision on which prioritized projects to move forward with	Plenary session moderated by SWECO Facilitator
12:45-13:00	Instructions for the afternoon session	SWECO Facilitator
13:00-14:00	<i>Lunch for in-person participants</i>	
14:00-16:00	Group work – elaboration on 3-5 prioritized projects including the who, what, when and how as well as ensuring gender inclusion, youth empowerment and private sector involvement.	Group work
16:00-16:30	Plenary session – presentation and feedback of the result	Moderated by SWECO Facilitator
16:30-16:35	Final remarks	CoK
<i>Participant Feedback Questionnaire.</i>		



Kigali City Action Plan Action Planning Workshop

5th June 2024



Urban and
Municipal
Development
Fund



Programme

Time	Agenda	Speaker
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<i>Participant Feedback Questionnaire.</i>		

City Action Plan progress status

4 June 2024



African Cities Program

- African Development Bank
- City Action Plans (CAP Methodology)
 - Initiation
 - Action Planning
 - Investment preparation
 - Investment
- Tested and implemented in other cities
- 2023 lunched a new call for Marrakech, Kisumu, Kanifing, Bangui, and Kigali



Scope

Rapidly identify the **most impactful investments** in the city

- Undertake a **succinct analysis** of key urban development challenges and opportunities within the city,
- Engage **stakeholders** throughout the process including the formulation and/or confirmation of a (existing) long-term development **vision and strategic objectives**,
- Identify a list of approx. 20 **priority projects/actions**, including both physical infrastructure investments ('hard' actions) and institutional improvement measures ('soft' actions) – all summarized in a final **Action Plan**,
- Shortlist **3-5 high-priority projects** and further developed Project Sheets for ready to be implemented within 5 years.

CAP Methodology

Figure 15. African Cities Program Action Planning Phase Overview

PHASES	STAGES	STEPS	OUTPUTS
 2. Action Planning Phase	2.1. Rapid City Profiling	2.1.A. Collecting Data and Information	<i>City Profiling Report</i>
		2.1.B. Conducting City Visit with City Profiling Workshop	
		2.1.C. Preparing City Assessments	
		2.1.D. Compiling City Profiling Report	
	2.2. Strategizing and Prioritizing	2.2.A. Confirming Strategic Development Direction with Vision and Objectives	<i>Vision, Objectives, Prioritized Actions</i>
		2.2.B. Scoping and Prioritizing Actions with Action Planning Workshop	
	2.3. Action Plan Development	2.3.A. Mapping Out Prioritized Actions with General Information	<i>Action Plan with Project Sheets</i>
		2.3.B. Developing Project Sheets for Top 3-5 Prioritized Actions	
		2.3.C. Devising Action Plan Implementation Mechanisms	
		2.3.D. Compiling, Validating and Launching Action Plan	

Four Themes assessed in the City Profiling Report

Figure 16. Rapid City Profiling Themes



Stakeholder City Profiling Workshop

February 2024



City Profiling Report

Based on the City assessment, discussions with key actors and City Profiling Workshop below Priority Sectors were suggested:

- Transport: Public transport & NMT)
- Informal settlements & affordable housing
- Water: Storm water management & Waste water management
- Solid waste management
- Climate and urban resilience
- ICT – cross cutting sector

In addition below is considered:

- Youth empowerment
- Gender mainstreaming
- Private sector involvement

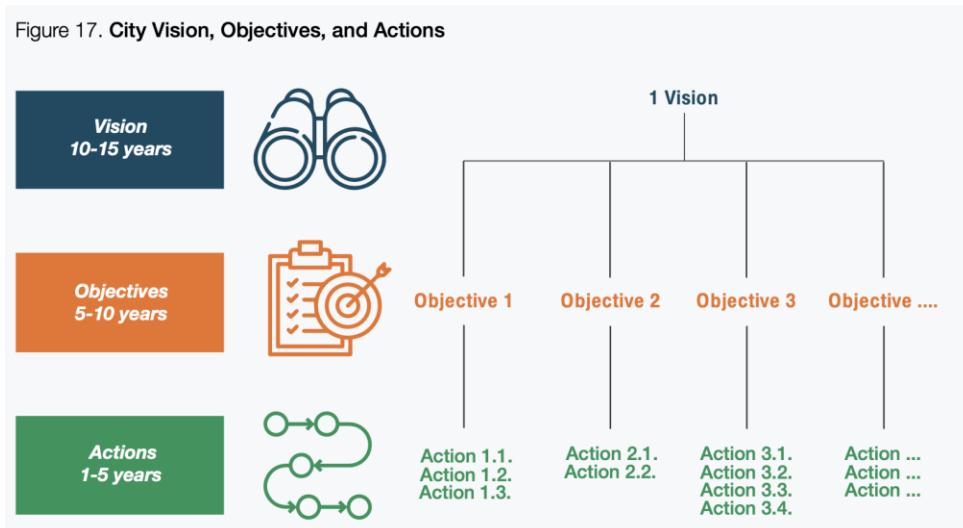


Work phases

1. RAPID CITY PROFILING PHASE (2 MONTHS)

- a. Collecting Data and Information
- b. Assessment through 4 Themes & City Indicators List
- c. Conducting **City Visit 1 with Profiling Workshop.**
- d. Preparing City Assessments: succinct analysis of key urban development challenges & opportunities.
- e. Compiling **City Profiling Report**, reviewed and approved

Figure 17. City Vision, Objectives, and Actions



2. STRATEGIZING & PRIORITIZING (2 MONTHS)

- a. Confirming **Strategic Development Direction** with Vision and Urban Goals.
- b. Identifying list of projects and prioritizing with **City Visit 2 and Action Planning Workshop**. Applying MCA and SymbioCity approach.

3. ACTION PLAN DEVELOPMENT (3 MONTHS)

- a. Mapping Out **Prioritized Actions/Projects**: Hard infrastructure and institutional improvements (20 actions).
- b. Developing **Project Sheets for top 3-5 Prioritized Actions**. what, why, who, when and how.
- c. Devising Action Plan **Implementation Mechanisms** and Gantt chart, monitoring strategies and synergies
- d. Compiling, Validating and Launching **Action Plan**

Proposed Vision and Objectives

4 June 2024



Assumptions for the proposed Vision

- 10-15 years horizon
- Based on **existing main CoK strategy and plans**, as well national strategies.
- Confirm the **existing vision**: "the centre of urban excellence", but adding more details on the aspirations of the City of Kigali
- Strengthening the **concept of sustainability** by adding a specific pillar – Sustainable Transformation
- Splitting Infrastructure and Economic Pillars to provide **sector-wise objectives** which will clearly related to Actions;
- Elaborate on the **Transformative Governance Pillar** to be more specific and related to an Urban Action Plan.
- Adding some concepts raised during the City Action Plan process to promote **inclusiveness and gender equality**;

Proposed Vision:

To become a worldwide recognised **centre of urban excellence** as an **inclusive** and **resilient city** with a vibrant, liveable, and green economy.

Infrastructure Transformation:

Transport
Power
Water and Sanitation
Waste
Digital
Housing

Economic Transformation:

Productivity
Skills
Inclusion

Social Transformation:

Services
Safety

Sustainable Transformation:

Natural Resources
Climate Change
Food Security

Governance Transformation:

Integration and Leadership
Finance
Planning

Infrastructure Transformation

- *Transport*: Investing in **green and gender-responsive transport infrastructure**, with a focus on improved public transport as well as non-motorised transport corridors
- *Power*: Scaling up power generation, transmission, and distribution, particularly through **renewable technologies**, to improve access and energy security affordable for all residents and businesses in the city.
- *Water and Sanitation*: Expanding **water, wastewater, and stormwater networks** to extend access to high quality water and sanitation infrastructure across the city.
- *Waste*: Expand **municipal solid waste management** for the efficient, effective, and sustainable disposal of waste.
- *Digital*: Promote technological and **digital infrastructure and services affordable** to all urban stakeholders to improve productivity and liveability and women empowerment .
- *Housing*: Enhance liveability through the expansion of **affordable housing** as well as the upgrade and redevelopment of unplanned, informal settlements, to foster **vibrant mixed-use neighbourhoods** with improved infrastructure

Economic Transformation

- *Productivity*: Foster **home-grown production and urban jobs** to boost regional and global export opportunities.
- *Skills*: Support the development of **critical skills to support the management and growth of the city** and foster entrepreneurial activity for all urban population.
- *Inclusion*: **Empower vulnerable and marginalised groups**, particularly women and youth, to be able to fully integrate in the labour market.

Social Transformation

- *Services*: Ensure affordable access to **high quality services**, including health and education, for all residents of the city, particularly women and youth
- *Safety*: Ensure a city which is **liveable and safe 24h and the residents**, especially women, feel safe walking around and commuting in the city.

Sustainable Transformation

- *Natural Resources*: Sustainably manage and protect the **city's natural resources** including green space, wetlands, forests, and other water bodies.
- *Climate Change*: Mainstream **climate change mitigation and adaptation** across all the sectors of the city and strengthen the capacity of the city to be prepared and respond to climate and disaster risks
- *Food Security*: Strengthen food value chains through improved agricultural practices and nutrition, to ensure that all residents of the city can regularly enjoy a well-balanced diet.

Transformational Governance

- *Integration and Leadership*: Enhance **strategic planning and implementation** through an integrated institutional approach across the city and with the national government and strengthen the mechanisms for promoting women's participation in leadership
- *Finance*: Further strengthen **public financial management** practices to enhance local resource mobilisation and augment this with other innovative sources of finance, including climate and private sector finance modalities.
- *Planning*: Advance **efficient urban planning and land-use management** through a city-wide and sectoral integrated approach to infrastructure expansion.
- *Data*: Engage all urban stakeholders and undertake **evidence-based policy making** through the collection and analysis of gender disaggregated, well-managed and regulated data.

Multi-Criteria Analysis

4 June 2024



Mapping out prioritized actions

- Sector prioritization
- Long list of actions (>100)
- Selection of priority projects (10-30) through Multi Criteria Analysis
- **Selection of high priority projects (3-5)**

MULTICRITERIA ANALYSIS

VISION	SYNERGIES	ECONOMIC AND INCLUSIVENESS	ENVIRONMENT AND RESILIENCE	IMPLEMENTATION READINESS
Alignment with the Kigali CAP Vision and Objectives: the project can contribute to achieve the City Vision to become a worldwide recognised centre of urban excellence as an inclusive and resilient city with a vibrant, liveable, and green economy.	Cross-synergies: the project open up opportunities to integrate with other sectors and ongoing/planned projects and contribute to have a greater impact on the city integrated urban development	Economic and gender responsiveness: the project contribute to jobs creation and facilitate private sector involvement. The project supports gender equality, improving the life of women, girls and disadvantaged people and can promote women and youth empowerment	Environment & Resilience: the project is positively impacting the resilience of the city towards the effect of climate change and contributing to the quality of the city's environment and resource's use	Sustainability and Feasibility: the project is implementable within the current regulatory framework, it addresses urgent challenges, and can potentially scaled up and contribute to the financial sustainability of the city

Priority Actions and Projects

4 June 2024



Priority Actions/Projects

TRANSPORT (PUBLIC TRANSPORT & NMT)

#	TYPE OF INVESTMENT	PROJECT	DESCRIPTION	SOURCE
1	Design & Investment	Implementation works for the remaining 4 junctions covered by KUTI project; Promote placemaking strategy to integrate the improved 2-3 (out of 7) junctions of the KUTI project	Improvements of critical junctions, with climate-proof design and non-motorized transport (NMT) Chez Lando, (ii) Gishushu (iii) Gisozi (iv) Kibagabaga (v) Kicukiro / Sonatubes and (vi) Rwandex. Integrate public space development and placemaking strategies in the design and upgrade of the junctions. Feasibility study, urban design and construction of the works to improve the liveability and accessibility to inclusive and equitable spaces, applying tactical urbanism and participatory planning.	AFDB KUTI concept note SWECO proposal
2	Investment	Neighbourhood Development Projects	The construction of neighbourhood roads in Kigali City, funded COK by the City of Kigali in collaboration with co-funding from local residents. The current status of the project indicates that 67 neighbourhood committees, collectively estimating a total neighbourhood roads project cost of 13 billion Rwandan Francs, have formally approached the CoK, seeking partnership and a 70% subsidy for their respective projects.	

Priority Actions/Projects

TRANSPORT (PUBLIC TRANSPORT & NMT)

#	TYPE OF INVESTMENT	PROJECT	DESCRIPTION	SOURCE
3	Investment	New road Construction in Kigali (280km)	New road network construction with drainages of different type of roads COK (tarmac, paved, stone, etc.) for which the physical plans are ready	
4	Design & Investment	Phase 1 Ring Road (around 20km)	High Priority Phase 1 (Ring Road South: East Portion) Phase 1 (Ring Road South: West/internal Portion)	Kigali Master Plan Kigali Resilience Roadmap Strategy
5	Study	Feasibility comparative studies of different public transport options	Prepare FS on public transport options focusing on inclusive gender-responsive public transport system	RTDA technical discussion
6	Investment	Dedicated Bus Lanes (DBL) on expanded roads	Improved public transport services, effective and safe traffic management with dedicated Bus Lanes (DBL) on expanded roads.	COK
7	Planning, Design & Investment	Prepare the NMT Master Plan to expand Kigali's gender-friendly infrastructure for cycling and walking;	Experiment with tactical urbanism NMT solutions in selected areas to contribute to achieve 100% Universal Access for Streets and Sidewalks including BRT and NMT infrastructure; prepare People-Centered Street Design Manual	Kigali Master Plan Kigali Resilience Roadmap Strategy

Priority Actions/Projects

INFORMAL SETTLEMENTS & AFF. HOUSING

#	TYPE OF INVESTMENT	PROJECT	DESCRIPTION	SOURCE
8	Design & Investment	Implementation of PPP for rehousing upgrading (Mpazi and other prioritised areas)	Implementation of PPP Design and construction of new housing and rental schemes based on the results of the ongoing SPV pilot study in coordination and synergy with RUDP 3	SDC/SKAT, AFDB, RUDP 3, EU
9	Investment	Construction Material value-chain	Promote investment in the sustainable construction material production	SDC/SAKT, Enabel, MASS, University of Rwanda
10	Design & Investment	Unplanned neighborhood Upgrading	Improve social conditions of the neighbourhood by upgrading key streets and infusing quality public facilities such as increased access to social services, water and sanitation, open spaces etc.	COK
11	Capacity building	Strengthening the institutional capacity to manage inclusive urban transformation, including informal settlements	Support to CoK Urban Planning department with secondment and other to identify activities focused on inclusive and sustainable urbanization in coordination with established new SPIU	SDC, AFD
12	Planning	Develop Rental housing strategies	In line with RHA MININFRA Enabel activities	EU
13	Design & Investment	Public spaces development in the informal settlements	To scale up the pilot initiatives ongoing	CoK technical conversation, AFD

Priority Actions/Projects

WATER (STORM & WASTEWATER)

#	TYPE OF INVESTMENT	PROJECT	DESCRIPTION	SOURCE
14	Planning	Prepare and Implement Kigali Integrated Water Resources Management Plan: "Flood resilient city with health water bodies"	Coordinated study to manage Water supply, waste water management, storm water, applying SDS, NBS, harvesting rainwater system, etc. at catchment level, with focus to informal settlements vulnerability and adjacent wetlands; Leverage existing data platforms to build a water resilience dashboard for decision support for the city of Kigali.	Kigali Master Plan Kigali Water Resilience Profile Sweco proposal
15	Design & Investment	Kigali Green-blue school yards	Open-lab with creative solutions integrating water resources management (stormwater conservation, rainwater harvesting, tree planting, ...) in the school yards engaging the kids in awareness and hands-on practices	Sweco proposal
16	Investment	Water drainage channels out of the 150 identified by CoK	Physical Plans ready (TBC)	COK
17	Design & Investment	Detailed design and implementation of Centralized WWTP covering an area to be identified according to WASAC feasibility study		WASAC

Priority Actions/Projects

SOLID WASTE

#	TYPE OF INVESTMENT	PROJECT	DESCRIPTION	SOURCE
18	Investment	Construction of Nduba new sanitary landfill and closing of existing NDUBA dumpsite (Capture of methane in Nduba dumpsite)	Landfill to serve as a disposal site for waste generated in urban/high-density areas, total area required in 2050 is 68 Ha - several stages so might have been started. Including installation of pipes to collect methane gas and produce electricity on the old existing dumpsite	WASAC FS
19	Investment	Construction of transfer stations	Centralise waste collection points with construction of 41 transfer stations across the city along main routes from waste generation to disposal at the landfill	Kigali Master Plan WASAC FS
20	Planning	Integrated solid waste management plan to be developed by the City	Plan to focus on the safe and efficient management and disposal of solid waste in the city. CoK to appoint consultants to develop a solid waste master plan with design guidelines and standards as a basis for solid waste management practices in the city. Develop a financing mechanism for integrated solid waste management including centralized revenue collection of solid waste. Households would pay a collection fee to the City, and the operators would get paid by the City.	Kigali Master Plan WASAC Sweco proposal

Priority Actions/Projects

CLIMATE & URBAN RESILIENCE

#	TYPE OF INVESTMENT	PROJECT	DESCRIPTION	SOURCE
21	Capacity building & Investment	Scale up of Disaster Management and Emergency Response System with Integrated NBS program for healthy ecosystems	Scale up early warning and detection system for (flash) floods and landslides offering more preparation time to warn / evacuate people. Building capacity to enhance Disaster Risk Reduction planning to adequately produce ecosystems services for the wider CoK	Kigali Water Resilience Profile Kigali Master Plan
22	Design & Investment	Increase the number of inclusive & multi-functional public space across the City (30 mini recreationl areas)	The action aims to leverage what has already been planned to pilot and test solutions that can improve citizen's lives in public spaces and, ultimately, inform the development of a solid institutional arrangement and implementation plan for expansion of a network of public spaces, particularly green and social public spaces.	Kigali Resilience Roadmap Strategy
23	Investment	Tap into the city's largely underutilized lands for piloting a comprehensive urban farming program	The action will improve livelihood resilience by promoting viable urban food production schemes that fit within the broader food system, for greater access to food and improved nutrition for low-income families in Kigali; especially during times of emergency.	Kigali Resilience Roadmap Strategy
24	Investment	Kigali Greening and Urban forestation project	Big tree plantation project, beautification of the city with indigenous flowers and indigenous big trees species, incentives to citizens to plant trees, tree nurseries and youth employment opportunities, including green roof, vertical vegetation and bee-keeping interventions	COK

Priority Actions/Projects

ICT – Smart City

#	TYPE OF INVESTMENT	PROJECT	DESCRIPTION	SOURCE
25	Investment	Implementation of Smart Cities and Communities Command and Control Center (5C)	Smart Cities & Communities Command and Control Center (SMART C5) is an Integrated dashboard provided to City Managers by integrating closely different digital initiatives. It helps City Managers to manage complex city infrastructure, provide quick response for any incidents or emergencies, and information on the environmental condition in the city by capturing real-time data from citywide sensors and systems.	COK FS

Priority Actions/Projects

WOMEN EMPOWERMENT

#	TYPE OF INVESTMENT	PROJECT	DESCRIPTION	SOURCE
26	Investment	Construction of gender-sensitive sanitation facilities in public spaces and premises	Public places and premises monitored for gender-sensitive compliance	Gender Mainstreaming Strategy COK

Workshop instructions

5 June 2024



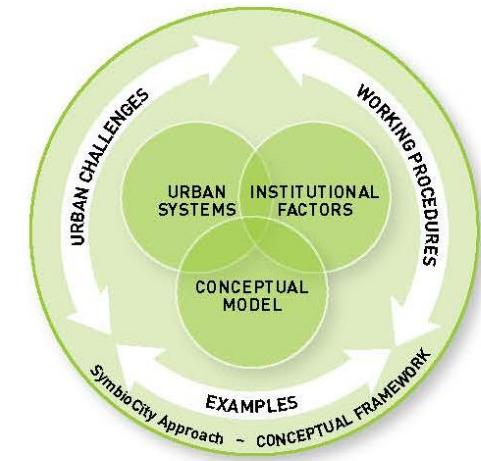
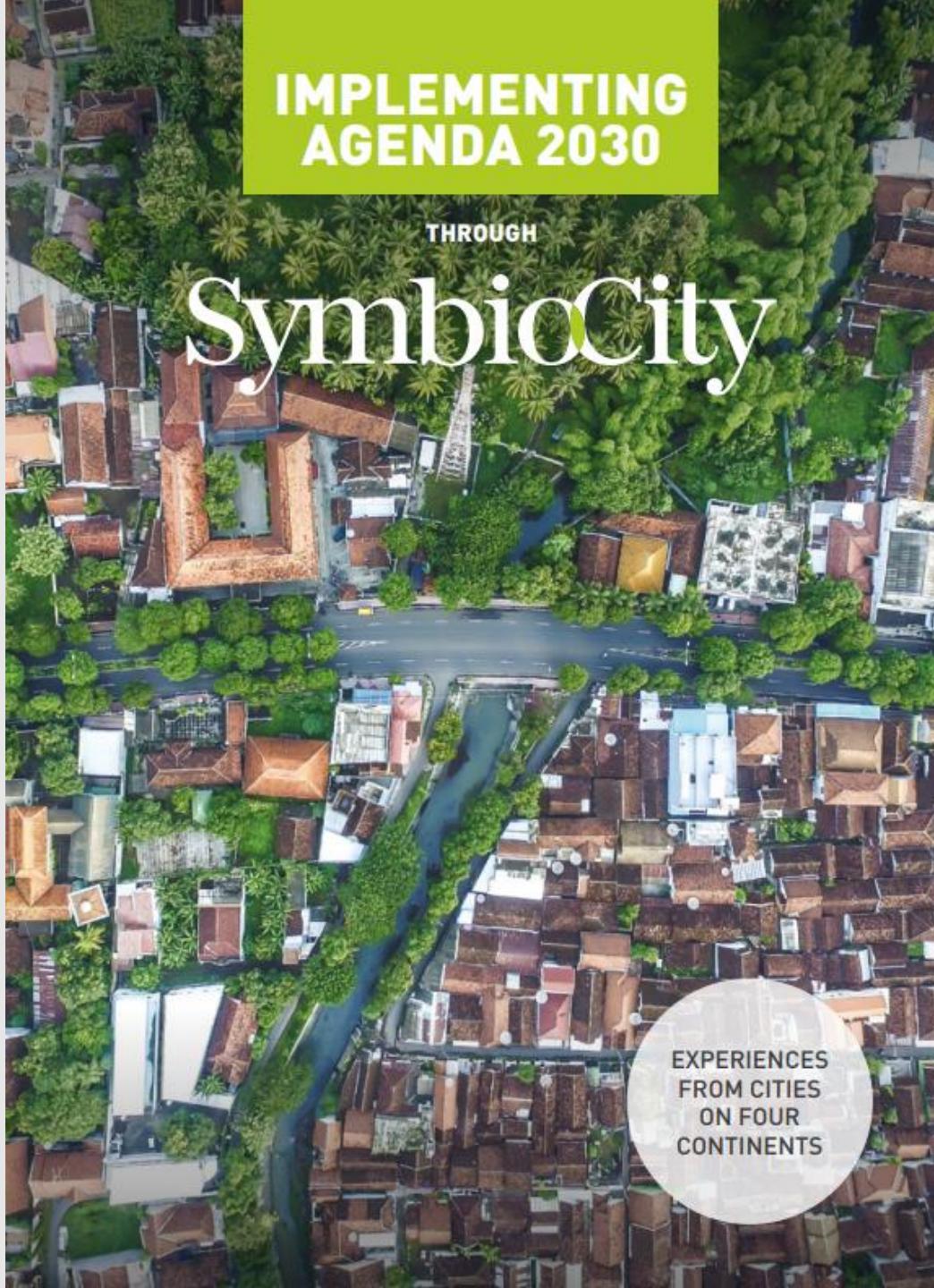
Clustering exercise

SymbioCity Approach

SymbioCity is a holistic and inclusive approach to sustainable urban planning and development.

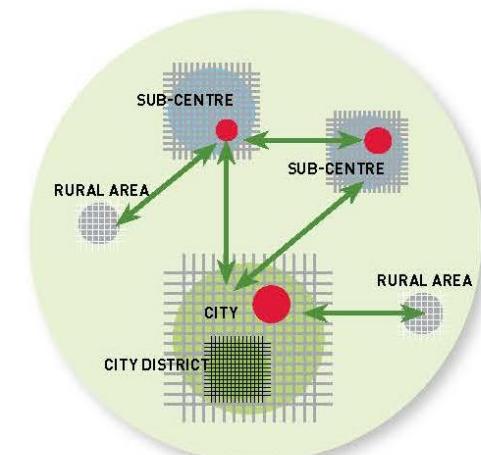
The approach supports sustainable urban development solutions by making strategic use of synergies, participatory methods, strategic communication and holistic analysis.

SymbioCity was developed by Sweco in 2010 and is currently being updated.



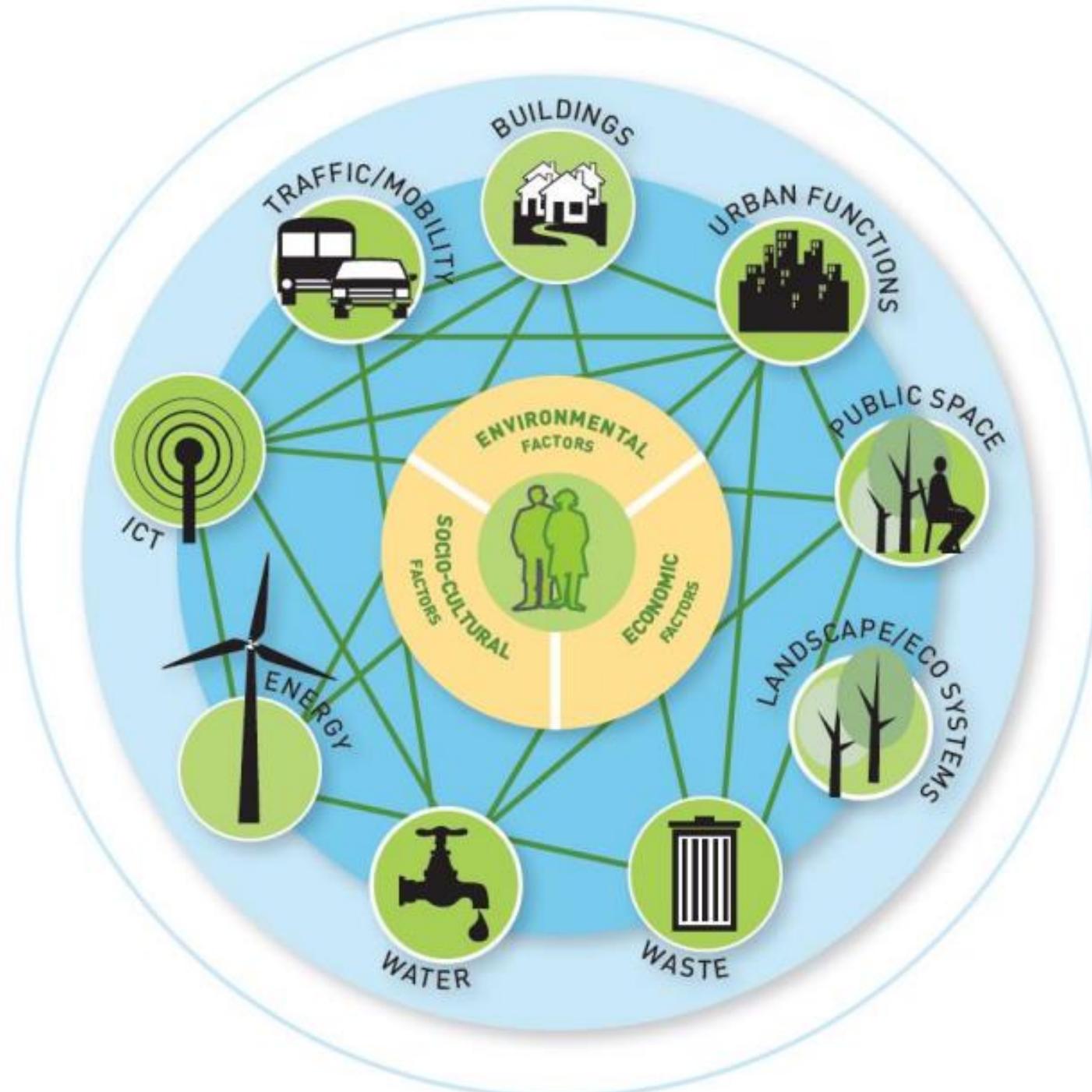
The *SymbioCity Approach* can be used as a conceptual framework and guide for sustainable urban development processes.

The *SymbioCity Approach* emphasises urban development according to the local context, and thus the linkages between city centres, sub-centres and rural areas.



Synergies

The SymbioCity promotes urban reviews and planning processes that consider potential synergies between urban systems - for added value



From single effects to synergies

Try to identify connections between different urban systems and identify solutions that solve several problems at once.



Potential synergies between systems - for example

- How can storm water be naturally channeled and contained to enhance green areas, and be used for irrigation, to reduce pressure on water services and treatment capacity?
- How can walking and cycling paths be integrated with green corridors, to achieve synergy between environmental, mobility, recreational and public health objectives?
- How can waste management turn waste into valuable resource inputs, while creating employment and reducing negative environmental and health impacts?



Clustering exercise

A photograph of a woman and a man working on a wall covered in colorful sticky notes. The woman, on the left, is wearing a blue blazer and jeans, and is reaching up to place a sticky note. The man, on the right, is wearing a grey suit and is writing on a sticky note. The wall is covered in a grid of sticky notes in various colors: yellow, green, pink, and orange. The text 'We have identified a list of priority projects' is overlaid on the top left of the image.

We have identified a list of priority projects



Can we look at these and see if we can refine projects to an integrated solutions project?

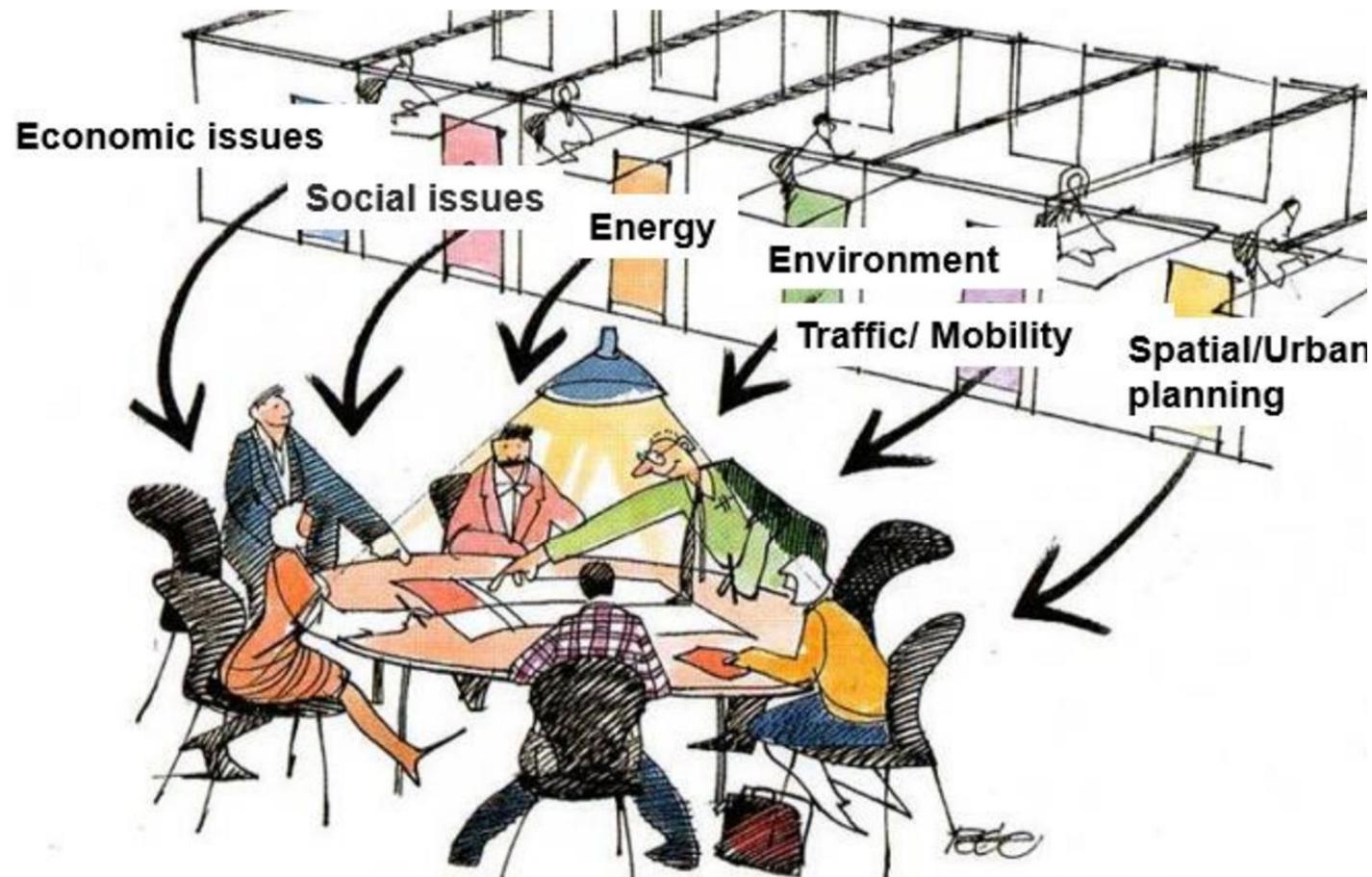


Work in multistakeholder working groups

Representing different stakeholders

Value multisectorial group discussions

Provide different views and perspectives



Clustering exercise

The aim is to see if we can design a new project

1. Read all the projects together with the facilitator. For each project, share with the group what you know about the project.
2. Place all projects on the table and identify what are the potential synergies between the projects. What synergies can be created in order to:
 - Enhance outcome of the project
 - Resource mobilisation
 - Implementing partners
 - Coordination
3. See if you can cluster the projects in groups with potential to be developed into an integrated project. Some of the projects can belong to several cluster groups – if so duplicate with a post-it.
4. Can you reflect if you can merge some more projects into one cluster?
5. Decide on what cluster group you can develop into an integrated project and identify the theme of that project
6. Report back to plenary:
Present the cluster group that can be developed to an integrated project and describe the synergies that you have identified



Three tables – each with one theme

Table 1: Neighborhood development

Table 2: Mobility and public spaces

Table 3: Informal Settlements Upgrading and affordable housing

Choose a table of interest, and not two persons from the same institution. Try to create balanced and equal-sized groups.

A facilitator will moderate and support you.



Project Sheet

Develop your cluster group into
an integrated project

Project title:		Sector:
Project objective	Key Partners	Estimated project cost & financing mechanisms
Key impacts and outcomes	Key Beneficials	Private sector involvement
Alignment w. policies, strategies, projects	Key activities/components	Gender mainstreaming & youth empowerment
Project description		Potential risks



KIGALI CITY ACTION PLAN

ACTION PLANNING WORKSHOP - 5TH JUNE 2024



KIGALI CITY ACTION PLAN

ACTION PLANNING WORKSHOP - 5TH JUNE 2024

SWECO

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KIGALI CITY ACTION PLAN

ACTION PLANNING WORKSHOP - 5TH JUNE 2024





KIGALI CITY ACTION PLAN

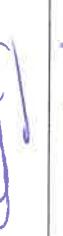
ACTION PLANNING WORKSHOP - 5TH JUNE 2024

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KIGALI CITY ACTION PLAN

ACTION PLANNING WORKSHOP - 5TH JUNE 2024

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Muryango Christophe	MOYA	Planning Director	christophe.muryango@moya.gov.rw	0788763531	
EL HAYEK Nicolas	SDC	Programme Officer	nicolas.elhayek@sdcaid.org.rw	0788302315 (Handwritten)	
Ndikubwayo Innocent	UR-CST-SAGE	Chairperson	benjamin007@gmail.com	0783411950 (Handwritten)	

Report from the Kigali City Action Planning Workshop, 5 June 2024

As part of the Kigali City Action Plan process, the Kigali City Action Planning Workshop was carried out in Kigali on the 5 June 2024. Key stakeholders, 15 men and 7 women, representing City of Kigali, ministries, utilities, NGOs, donors, and other actors relevant for urban development in Kigali had been invited to participate. The purpose with the workshop was two-folded:

1. Present the main result from the process so far, that is, the City Profiling Report, the proposed vision and objectives, the developed multicriteria analysis used, and the resulting short-list of 26 Priority Actions and Projects.
2. In a co-working process, from above identified 26 Priority Actions and Projects, develop 3-4 integrated projects.

After a presentation, the participants were divided into three groups, each group working on a different theme, creating an integrated project on below themes:

- Neighborhood development,
- Mobility and Public Spaces, and
- Informal Settlements Upgrading and Affordable housing.

At the end of the day, the following three integrated projects had been developed in a co-created way:

- ***Kinyinya Neighborhood Integrated Planning Project***
- ***Kigali Urban Mobility Improvement and Greening Project***
- ***MPAZI – Integrated Unplanned Settlement transformation***

In addition, a fourth integrated project on public space, ***Kigali Inclusive Green Public Spaces***, was developed after the workshop based on work done with the group. One participant highlighted the need to implement the plans to build a ring road in Kigali. Another participant mentioned the need to develop guidelines and checklist for neighborhood development.

At the end of the workshop an evaluation was carried out, collecting the participants views on the workshop. Most participants highlighted appreciation on the interactive workshop with co-creation activities.

The agenda, power point presentation including the methodology of the workshop, participants list and a summary of the evaluation is attached.



The group identified synergies between different projects as a start to develop integrated projects with integrated solutions. Photo: AFDB/UMDF



Presenting group discussions, findings on synergies and clustering the project into an integrated project. Photo: AFDB/UMDF

Project title: <i>Kigali Urban Mobility Improvement & Greening project (KUMIG)</i>		Sector: <i>UMUGANDA for planting trees & avenues</i>	
Project objective <ul style="list-style-type: none"> improve mobility improve domestic & inclusive transport resilient & sustainable mobility Provide Green Corridors 	Key Partners <ul style="list-style-type: none"> COK Min. Infra RTDA REG WSAC RURA NGO Financial Dev. Cooperation 	Estimated project cost <i>Grants &/or loans</i>	<i>Gov. of Rwanda</i> <i>FONERWA for the tree planting</i>
Key impacts and outcomes <ul style="list-style-type: none"> economic enhancement increase value of the land transport contributes to resilience and single front door alignment transport cost is reduced public transport 	Key Beneficiaries	Private <ul style="list-style-type: none"> Contractor for construction Consultant for studies & supervision 	<i>200M USD</i>
Alignment <i>w/ policies, strategies, projects</i> <ul style="list-style-type: none"> Kigali M. P. NST 2 Vision 2050 PRUDT 3 Urban mobility improvement Project (DBL Management) Introduction of intelligent transport system (ITCA) Assets T1 junctions AM5 ABD 	Key activities / components <ul style="list-style-type: none"> Infrastructure components New Road construction w/ integrated drainage system w/ NMT NBS drainage prioritized to waterways greening A lot of trees & green & upgrading DBL where necessary - intelligent traffic transport including road street safety including utility services coordination w/ actors Flexibility comparative studies of diff. public transport options RTT DBL Cable car Bus Rail way 	Gender mainstreaming & Youth empowerment <ul style="list-style-type: none"> Youth for job creation job creation business along the road job creation taking care of the greening 	Potential risks <ul style="list-style-type: none"> Lack of coordination between key actors Lack of finance Risk of duplication & overlap w/ other
Project description			

The different groups elaborated project sheets for each project identifying key activities, alignment to existing policies, strategies, and ongoing projects, means for private sector involvement, gender mainstreaming etc.



Group photo with almost the full group. Photo: AFDB/UMDF

Evaluation from the Action Planning Workshop 5 May 2024

Author: Ana-Karin Municio

Project Name: Kigal City Action Plan

An evaluation was carried out after the Action Planning Workshop, collecting the participants views and inputs by asking them to fill in the attached form. In total we received 18 evaluations, 12 men and 5 female, 1 unknown.

In general, most participants strongly agreed or somewhat agreed on the statements in the form. Below is a summary of all written comments received.

What did you enjoy most about the event?

- Relatively small group
- Organisers (good consultant team)
- Good collaboration and exchange with others
- Team brainstorming of projects and activities.
- Strengthen my skills through the event.
- The participatory approach during the exercise.
- Good preparation.
- Strengthened my skills.
- Good preparation.
- Interactive workshop with co-creation activities.
- Working and time in discussion.
- Full participation and inclusive.
- Clustering workshop exercise and the presentation.
- Group discussions.
- The participatory approach.
- Interaction and methodology in discussions.
- New methodology of designing detailed project.
- Presentation, facilitation.

What did you enjoy least about the event?

- Unequal participation
- Short of time
- I enjoyed the discussions.
- The seating arrangement was somehow not good.
- Too long.
- Unfamiliar terms, it takes some moment to get accustomed.
- As new participant, would have appreciated deepen understanding of overall action plan process (especially partnership/funding opportunity for implementation through AfDB)
- Presentation was not much explained to newcomers.

What recommendations do you have to improve the activities?

- More time next time
- Pre-define the workshop outcome in a detailed way.
- Sitting arrangement that is conducive.
- More time on the workshop.
- Increase the time of the workshop.
- Providing agenda before.

- These activities should be more for the ideas exchange.
- Have practical examples on some success cases in other countries.

06.12.2024

Project Number N/A

Project Name N/A

What additional comments to you have?

- Leaving a coffee table during the workshop
- I wish this would be quarterly.
- Appreciated the exercise and recommend the presentation of the outcome.

Age:	Gender (M/F):
------	---------------

06.12.2024

How much do you agree with the following statements about the event?	 I strongly agree.	 I somewhat agree.	 I neither agree nor disagree.	 I somewhat disagree.	 I strongly disagree.
<i>Knowledge:</i> I learned new things at the event.					
<i>Skills:</i> I strengthened my skills through the event.					
<i>Satisfaction:</i> I enjoyed the participation in the event.					
<i>Methods:</i> The exercises during the event were useful.					
<i>Presentations:</i> The presentations during the event were useful.					
<i>Facilitations:</i> The activities during the event were well-facilitated.					
<i>Venue/Platform:</i> The Venue/online Platform was well chosen.					
<i>Overall Rating:</i> Overall this was a worthwhile event.					
What did you enjoy most about the event?					
What did you enjoy least about the event?					
What recommendations do you have to improve the activities?					
What additional comments do you have?					

 Project Number N/A
 Project Name N/A

Age: 41	Gender (M/F): M				
How much do you agree with the following statements about the event?	 I strongly agree.	 I somewhat agree.	 I neither agree nor disagree.	 I somewhat disagree.	 I strongly disagree.
Knowledge: I learned new things at the event.	<input checked="" type="checkbox"/>				
Skills: I strengthened my skills through the event.	<input checked="" type="checkbox"/>				
Satisfaction: I enjoyed the participation in the event.	<input checked="" type="checkbox"/>				
Methods: The exercises during the event were useful.	<input checked="" type="checkbox"/>				
Presentations: The presentations during the event were useful.	<input checked="" type="checkbox"/>				
Facilitations: The activities during the event were well-facilitated.	<input checked="" type="checkbox"/>				
Venue/Platform: The Venue/online Platform was well chosen.	<input checked="" type="checkbox"/>				
Overall Rating: Overall this was a worthwhile event.	<input checked="" type="checkbox"/>				
What did you enjoy most about the event?	Presentation, Facilitation				
What did you enjoy least about the event?	<input checked="" type="checkbox"/>				
What recommendations do you have to improve the activities?	Have practical examples on some success cases in other Countries				
What additional comments do you have?	<input checked="" type="checkbox"/>				

Evaluation of the Profiling Workshop – Kigali City Action Plan on the 24 January 2024.

Age:	35					Gender (M/F):	M	
How much do you agree with the following statements about the event?								
	I strongly agree.	I somewhat agree.	I neither agree nor disagree.	I somewhat disagree.	I strongly disagree.			
Knowledge: I learned new things at the event.	<input checked="" type="checkbox"/>							
Skills: I strengthened my skills through the event.	<input checked="" type="checkbox"/>							
Satisfaction: I enjoyed the participation in the event.	<input checked="" type="checkbox"/>							
Methods: The exercises during the event were useful.	<input checked="" type="checkbox"/>							
Presentations: The presentations during the event were useful.	<input checked="" type="checkbox"/>							
Facilitations: The activities during the event were well-facilitated.	<input checked="" type="checkbox"/>							
Venue/Platform: The Venue/online Platform was well chosen.	<input checked="" type="checkbox"/>							
Overall Rating: Overall this was a worthwhile event.	<input checked="" type="checkbox"/>							
What did you enjoy most about the event?	New methodology of designing detailed project.							
What did you enjoy least about the event?	<input checked="" type="checkbox"/>							
What recommendations do you have to improve the activities?	<input checked="" type="checkbox"/>							
What additional comments do you have?								

Evaluation of the Profiling Workshop – Kigali City Action Plan on the 24 January 2024.

Age: 33	Gender (M/F): M				
How much do you agree with the following statements about the event?	 I strongly agree.	 I somewhat agree.	 I neither agree nor disagree.	 I somewhat disagree.	 I strongly disagree.
Knowledge: I learned new things at the event.		<input checked="" type="checkbox"/>			
Skills: I strengthened my skills through the event.	<input checked="" type="checkbox"/>				
Satisfaction: I enjoyed the participation in the event.	<input checked="" type="checkbox"/>				
Methods: The exercises during the event were useful.	<input checked="" type="checkbox"/>				
Presentations: The presentations during the event were useful.	<input checked="" type="checkbox"/>				
Facilitations: The activities during the event were well-facilitated.	<input checked="" type="checkbox"/>				
Venue/Platform: The Venue/online Platform was well chosen.	<input checked="" type="checkbox"/>				
Overall Rating: Overall this was a worthwhile event.	<input checked="" type="checkbox"/>				
What did you enjoy most about the event?	Interaction and Methodology in discussions				
What did you enjoy least about the event?					
What recommendations do you have to improve the activities?	Plan is better to send documents used in presentation to participants				
What additional comments do you have?					

Evaluation of the Profiling Workshop – Kigali City Action Plan on the 24 January 2024.

Age: 39	Gender (M/F): M				
How much do you agree with the following statements about the event?					
<i>Knowledge:</i> I learned new things at the event.		<input checked="" type="checkbox"/>			
<i>Skills:</i> I strengthened my skills through the event.		<input checked="" type="checkbox"/>			
<i>Satisfaction:</i> I enjoyed the participation in the event.	<input checked="" type="checkbox"/>				
<i>Methods:</i> The exercises during the event were useful.	<input checked="" type="checkbox"/>				
<i>Presentations:</i> The presentations during the event were useful.	<input checked="" type="checkbox"/>				
<i>Facilitations:</i> The activities during the event were well-facilitated.	<input checked="" type="checkbox"/>				
<i>Venue/Platform:</i> The Venue/online Platform was well chosen.	<input checked="" type="checkbox"/>				
<i>Overall Rating:</i> Overall this was a worthwhile event.	<input checked="" type="checkbox"/>				
What did you enjoy most about the event?	<i>The participatory approach.</i>				
What did you enjoy least about the event?	<i>-</i>				
What recommendations do you have to improve the activities?					
What additional comments do you have?	<i>-</i>				

Evaluation of the Profiling Workshop – Kigali City Action Plan on the 24 January 2024.

Age:	Gender (M/F):				
How much do you agree with the following statements about the event?					
<i>I strongly agree.</i>	<i>I somewhat agree.</i>	<i>I neither agree nor disagree.</i>	<i>I somewhat disagree.</i>	<i>I strongly disagree.</i>	
Knowledge: I learned new things at the event.		<input checked="" type="checkbox"/>			
Skills: I strengthened my skills through the event.	<input checked="" type="checkbox"/>				
Satisfaction: I enjoyed the participation in the event.	<input checked="" type="checkbox"/>				
Methods: The exercises during the event were useful.	<input checked="" type="checkbox"/>				
Presentations: The presentations during the event were useful.		<input checked="" type="checkbox"/>			
Facilitations: The activities during the event were well-facilitated.	<input checked="" type="checkbox"/>				
Venue/Platform: The Venue/online Platform was well chosen.	<input checked="" type="checkbox"/>				
Overall Rating: Overall this was a worthwhile event.	<input checked="" type="checkbox"/>				
What did you enjoy most about the event?	<i>Group Discussions</i>				
What did you enjoy least about the event?	<i>—</i>				
What recommendations do you have to improve the activities?	<i>—</i>				
What additional comments do you have?	<i>APPRECIATED THE EXERCISE AND RECOMMEND THE PRESENTATION OF THE FINAL OUTCOME</i>				

Evaluation of the Profiling Workshop – Kigali City Action Plan on the 24 January 2024.

Age: 30	Gender (M/F): M				
How much do you agree with the following statements about the event?					
Knowledge: I learned new things at the event.	<input checked="" type="checkbox"/>				
Skills: I strengthened my skills through the event.	<input checked="" type="checkbox"/>				
Satisfaction: I enjoyed the participation in the event.	<input checked="" type="checkbox"/>				
Methods: The exercises during the event were useful.	<input checked="" type="checkbox"/>				
Presentations: The presentations during the event were useful.	<input checked="" type="checkbox"/>				
Facilitations: The activities during the event were well-facilitated.	<input checked="" type="checkbox"/>				
Venue/Platform: The Venue/online Platform was well chosen.	<input checked="" type="checkbox"/>				
Overall Rating: Overall this was a worthwhile event.	<input checked="" type="checkbox"/>				
What did you enjoy most about the event?	Clustering workshop exercises and the presentation.				
What did you enjoy least about the event?	None				
What recommendations do you have to improve the activities?	These activities should be more for the ideas exchange.				
What additional comments do you have?	I wish this could be made quarterly.				

Evaluation of the Profiling Workshop – Kigali City Action Plan on the 24 January 2024.

Age: <u>45</u>	Gender (M/F): <u>M</u>				
How much do you agree with the following statements about the event?	 I strongly agree.	 I somewhat agree.	 I neither agree nor disagree.	 I somewhat disagree.	 I strongly disagree.
<i>Knowledge:</i> I learned new things at the event.	<input checked="" type="checkbox"/>				
<i>Skills:</i> I strengthened my skills through the event.	<input checked="" type="checkbox"/>				
<i>Satisfaction:</i> I enjoyed the participation in the event.	<input checked="" type="checkbox"/>				
<i>Methods:</i> The exercises during the event were useful.	<input checked="" type="checkbox"/>				
<i>Presentations:</i> The presentations during the event were useful.	<input checked="" type="checkbox"/>				
<i>Facilitations:</i> The activities during the event were well-facilitated.	<input checked="" type="checkbox"/>				
<i>Venue/Platform:</i> The Venue/online Platform was well chosen.	<input checked="" type="checkbox"/>				
<i>Overall Rating:</i> Overall this was a worthwhile event.					
What did you enjoy most about the event?	<u>Full participation & inclusive</u>				
What did you enjoy least about the event?	<u>— N/A</u>				
What recommendations do you have to improve the activities?	<u>Providing Agenda before</u>				
What additional comments do you have?	<u>—</u>				

Evaluation of the Profiling Workshop – Kigali City Action Plan on the 24 January 2024.

Age: 34	Gender (M/F): M				
How much do you agree with the following statements about the event?	 I strongly agree.	 I somewhat agree.	 I neither agree nor disagree.	 I somewhat disagree.	 I strongly disagree.
Knowledge: I learned new things at the event.	<input checked="" type="checkbox"/>				
Skills: I strengthened my skills through the event.	<input checked="" type="checkbox"/>				
Satisfaction: I enjoyed the participation in the event.	<input checked="" type="checkbox"/>				
Methods: The exercises during the event were useful.		<input checked="" type="checkbox"/>			
Presentations: The presentations during the event were useful.		<input checked="" type="checkbox"/>			
Facilitations: The activities during the event were well-facilitated.	<input checked="" type="checkbox"/>				
Venue/Platform: The Venue/online Platform was well chosen.	<input checked="" type="checkbox"/>				
Overall Rating: Overall this was a worthwhile event.	<input checked="" type="checkbox"/>				
What did you enjoy most about the event?	Working in d time in discussions				
What did you enjoy least about the event?	presentation well not were much explained to new comers				
What recommendations do you have to improve the activities?	-				
What additional comments do you have?	-				

Evaluation of the Profiling Workshop – Kigali City Action Plan on the 24 January 2024.

Age: 31	Gender (M/F): M				
How much do you agree with the following statements about the event?					
<i>Knowledge:</i> I learned new things at the event.			✓		
<i>Skills:</i> I strengthened my skills through the event.			✓		
<i>Satisfaction:</i> I enjoyed the participation in the event.		✓			
<i>Methods:</i> The exercises during the event were useful.	✓				
<i>Presentations:</i> The presentations during the event were useful.			✓		
<i>Facilitations:</i> The activities during the event were well-facilitated.	✓				
<i>Venue/Platform:</i> The Venue/online Platform was well chosen.	✓				
<i>Overall Rating:</i> Overall this was a worthwhile event.		✓			
What did you enjoy most about the event?	- INTERACTIVE WORKSHOP w/ CO-CREATION ACTIVITIES				
What did you enjoy least about the event?	- AS NEW PARTICIPANT, WOULD HAVE APPRECIATED DEEPER UNDERSTANDING OF OVERALL ACTION PLAN PROCESS (ESPECIALLY PARTNERSHIP/FINANCING OPPORTUNITY FOR IMPLEMENTATION THROUGH AfDB)				
What recommendations do you have to improve the activities?					
What additional comments do you have?					

Evaluation of the Profiling Workshop – Kigali City Action Plan on the 24 January 2024.

Age:	45		Gender (M/F):	M	
How much do you agree with the following statements about the event?					
<i>I strongly agree.</i>	<i>I somewhat agree.</i>	<i>I neither agree nor disagree.</i>	<i>I somewhat disagree.</i>	<i>I strongly disagree.</i>	
<i>Knowledge: I learned new things at the event.</i>	✓		✗		
<i>Skills: I strengthened my skills through the event.</i>			✓		
<i>Satisfaction: I enjoyed the participation in the event.</i>			✓		
<i>Methods: The exercises during the event were useful.</i>		✓			
<i>Presentations: The presentations during the event were useful.</i>	✓				
<i>Facilitations: The activities during the event were well-facilitated.</i>	✓				
<i>Venue/Platform: The Venue/online Platform was well chosen.</i>	✓				
<i>Overall Rating: Overall this was a worthwhile event.</i>	✓				
What did you enjoy most about the event?	Good preparation				
What did you enjoy least about the event?	Unfamiliar terms, it takes some moment to get accustomed				
What recommendations do you have to improve the activities?	Increase the time of the workshop				
What additional comments do you have?	None				

Evaluation of the Profiling Workshop – Kigali City Action Plan on the 24 January 2024.

Age:	42				Gender (M/F):	M
How much do you agree with the following statements about the event?						
<i>Knowledge:</i> I learned new things at the event.		X				
<i>Skills:</i> I strengthened my skills through the event.			X			
<i>Satisfaction:</i> I enjoyed the participation in the event.	X					
<i>Methods:</i> The exercises during the event were useful.		X				
<i>Presentations:</i> The presentations during the event were useful.		X				
<i>Facilitations:</i> The activities during the event were well-facilitated.	X					
<i>Venue/Platform:</i> The Venue/online Platform was well chosen.		X				
<i>Overall Rating:</i> Overall this was a worthwhile event.		X				
What did you enjoy most about the event?						
What did you enjoy least about the event?						
What recommendations do you have to improve the activities?						
What additional comments do you have?						

Evaluation of the Profiling Workshop – Kigali City Action Plan on the 24 January 2024.

Age:	144		Gender (M/F):	M	
How much do you agree with the following statements about the event?					
<i>I strongly agree.</i>	<i>I somewhat agree.</i>	<i>I neither agree nor disagree.</i>	<i>I somewhat disagree.</i>	<i>I strongly disagree.</i>	
Knowledge: I learned new things at the event.		X			
Skills: I strengthened my skills through the event.			X		
Satisfaction: I enjoyed the participation in the event.	X				
Methods: The exercises during the event were useful.	X				
Presentations: The presentations during the event were useful.	X				
Facilitations: The activities during the event were well-facilitated.	X				
Venue/Platform: The Venue/online Platform was well chosen.	X				
Overall Rating: Overall this was a worthwhile event.	X				
What did you enjoy most about the event?					
What did you enjoy least about the event?	TOO LONG :)				
What recommendations do you have to improve the activities?					
What additional comments do you have?					

Evaluation of the Profiling Workshop – Kigali City Action Plan on the 24 January 2024.

Age: 45	Gender (M/F): M F				
How much do you agree with the following statements about the event?	 I strongly agree.	 I somewhat agree.	 I neither agree nor disagree.	 I somewhat disagree.	 I strongly disagree.
Knowledge: I learned new things at the event.	<input checked="" type="checkbox"/>				
Skills: I strengthened my skills through the event.	<input checked="" type="checkbox"/>				
Satisfaction: I enjoyed the participation in the event.	<input checked="" type="checkbox"/>				
Methods: The exercises during the event were useful.	<input checked="" type="checkbox"/>				
Presentations: The presentations during the event were useful.	<input checked="" type="checkbox"/>				
Facilitations: The activities during the event were well-facilitated.	<input checked="" type="checkbox"/>				
Venue/Platform: The Venue/online Platform was well chosen.	<input checked="" type="checkbox"/>				
Overall Rating: Overall this was a worthwhile event.	<input checked="" type="checkbox"/>				
What did you enjoy most about the event?	Good preparation / strengthened my skills				
What did you enjoy least about the event?	-				
What recommendations do you have to improve the activities?	- More time of the workshop				
What additional comments do you have?	all None				

Evaluation of the Profiling Workshop – Kigali City Action Plan on the 24 January 2024.

Age:	37		Gender (M/F):	F	
How much do you agree with the following statements about the event?					
<i>I strongly agree.</i>	<i>I somewhat agree.</i>	<i>I neither agree nor disagree.</i>	<i>I somewhat disagree.</i>	<i>I strongly disagree.</i>	
Knowledge: I learned new things at the event.	<input checked="" type="checkbox"/>				
Skills: I strengthened my skills through the event.	<input checked="" type="checkbox"/>				
Satisfaction: I enjoyed the participation in the event.	<input checked="" type="checkbox"/>				
Methods: The exercises during the event were useful.	<input checked="" type="checkbox"/>				
Presentations: The presentations during the event were useful.	<input checked="" type="checkbox"/>				
Facilitations: The activities during the event were well-facilitated.	<input checked="" type="checkbox"/>				
Venue/Platform: The Venue/online Platform was well chosen.	<input checked="" type="checkbox"/>				
Overall Rating: Overall this was a worthwhile event.	<input checked="" type="checkbox"/>				
What did you enjoy most about the event?	The participatory approach during the exercise.				
What did you enjoy least about the event?	The seating arrangement was somehow not good				
What recommendations do you have to improve the activities?	Sitting Arrangement that is Conducive				
What additional comments do you have?	None				

Evaluation of the Profiling Workshop – Kigali City Action Plan on the 24 January 2024.

Age:	Gender (M/F): <i>F</i>				
How much do you agree with the following statements about the event?					
<i>I strongly agree.</i>	<i>I somewhat agree.</i>	<i>I neither agree nor disagree.</i>	<i>I somewhat disagree.</i>	<i>I strongly disagree.</i>	
<i>Knowledge: I learned new things at the event.</i>	<input checked="" type="checkbox"/>				
<i>Skills: I strengthened my skills through the event.</i>	<input checked="" type="checkbox"/>				
<i>Satisfaction: I enjoyed the participation in the event.</i>	<input checked="" type="checkbox"/>				
<i>Methods: The exercises during the event were useful.</i>	<input checked="" type="checkbox"/>				
<i>Presentations: The presentations during the event were useful.</i>	<input checked="" type="checkbox"/>				
<i>Facilitations: The activities during the event were well-facilitated.</i>	<input checked="" type="checkbox"/>				
<i>Venue/Platform: The Venue/online Platform was well chosen.</i>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>			
<i>Overall Rating: Overall this was a worthwhile event.</i>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>			
What did you enjoy most about the event?	<i>I strengthened my skills through the event!</i>				
What did you enjoy least about the event?	<i>I'm enjoying the discussions.</i>				
What recommendations do you have to improve the activities?	<i>No</i>				
What additional comments do you have?	<i>Xlo</i>				

Evaluation of the Profiling Workshop – Kigali City Action Plan on the 24 January 2024.

Age: 39	Gender (M/F): F				
How much do you agree with the following statements about the event?					
<i>I strongly agree.</i>	<i>I somewhat agree.</i>	<i>I neither agree nor disagree.</i>	<i>I somewhat disagree.</i>	<i>I strongly disagree.</i>	
Knowledge: I learned new things at the event.	✓				
Skills: I strengthened my skills through the event.	✓				
Satisfaction: I enjoyed the participation in the event.	✓				
Methods: The exercises during the event were useful.	✓				
Presentations: The presentations during the event were useful.	✓				
Facilitations: The activities during the event were well-facilitated.	✓				
Venue/Platform: The Venue/online Platform was well chosen.	✓				
Overall Rating: Overall this was a worthwhile event.	✓				
What did you enjoy most about the event?	Team brainstorming of projects & activities				
What did you enjoy least about the event?	None				
What recommendations do you have to improve the activities?	Pre-define the workshop outcome in a detailed way.				
What additional comments do you have?					

Evaluation of the Profiling Workshop – Kigali City Action Plan on the 24 January 2024.

Age:	35		Gender (M/F):	F	
How much do you agree with the following statements about the event?					
<i>I strongly agree.</i>	<i>I somewhat agree.</i>	<i>I neither agree nor disagree.</i>	<i>I somewhat disagree.</i>	<i>I strongly disagree.</i>	
<i>Knowledge: I learned new things at the event.</i>	✓				
<i>Skills: I strengthened my skills through the event.</i>	✓				
<i>Satisfaction: I enjoyed the participation in the event.</i>	✓				
<i>Methods: The exercises during the event were useful.</i>	✓				
<i>Presentations: The presentations during the event were useful.</i>	✓				
<i>Facilitations: The activities during the event were well-facilitated.</i>	✓				
<i>Venue/Platform: The Venue/online Platform was well chosen.</i>	✓				
<i>Overall Rating: Overall this was a worthwhile event.</i>	✓				
What did you enjoy most about the event?	Good Collaboration & Exchange with others				
What did you enjoy least about the event?	Short of fine				
What recommendations do you have to improve the activities?	More time next time				
What additional comments do you have?	↙				

Evaluation of the Profiling Workshop – Kigali City Action Plan on the 24 January 2024.

Age:	Gender (M/F):				
How much do you agree with the following statements about the event?					
<i>I strongly agree.</i>	<i>I somewhat agree.</i>	<i>I neither agree nor disagree.</i>	<i>I somewhat disagree.</i>	<i>I strongly disagree.</i>	
<i>Knowledge: I learned new things at the event.</i>		✓			
<i>Skills: I strengthened my skills through the event.</i>		✓			
<i>Satisfaction: I enjoyed the participation in the event.</i>		✓			
<i>Methods: The exercises during the event were useful.</i>		✓			
<i>Presentations: The presentations during the event were useful.</i>		✓			
<i>Facilitations: The activities during the event were well-facilitated.</i>		✓			
<i>Venue/Platform: The Venue/online Platform was well chosen.</i>		✓			
<i>Overall Rating: Overall this was a worthwhile event.</i>		✓			
<i>What did you enjoy most about the event?</i>	<ul style="list-style-type: none"> - Relatively small group - organisers (good consultant team) 				
<i>What did you enjoy least about the event?</i>	<ul style="list-style-type: none"> - Unequal participation 				
<i>What recommendations do you have to improve the activities?</i>					
<i>What additional comments do you have?</i>	<p>Leaving a coffee table during the workshop</p>				

A3. Project Sheets

Kigali City Action Plan

PROJECT INFORMATION SHEETS



AFRICAN DEVELOPMENT BANK GROUP

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1. Integrated Unplanned Settlement Transformation programme – Mpazi

Key Project Information

Sector	Informal settlement upgrading & affordable housing	
Location	Rwanda	Kigali
Client	Government of Rwanda as led by City of Kigali	
Executing Agency	City of Kigali	
Team Leader	Solange Muhiirwa, Chief Urban Planner - smuhiirwa@kigalicity.gov.rw 9am-5pm working	
Task Team	Fabrice Barisanga, City Engineer Kabahire Stella – City Manager (Chief Budget Manager)	
Project Origin	City Diagnostic and Action Planning Activities 2024, under ACP. AIF Deal Summary Sheet 2024 Kigali Master Plan	
For AfDB internal use only	AfDB Country Program Officer AfDB Urban Regional Focal Point	

Strategic Context

Country Policy Alignment	Policy / Plan	Priorities Supported by Project	Alignment
	NSTS 2	Ob 2: Job for all; Ob 3: Open for business Ob 4: Made in Rwanda	The project will increase in temporary and permanent jobs to low-income earners, especially youth and women. The project will establish suitable investment opportunities into medium-density, mixed-use and mixed-income, green and inclusive neighborhoods. The project adopts the use of low-cost, low-carbon, and locally sourced construction material and efficient and cost-effective construction technologies.

		<p>Ob 6: Developing a market-ready work force</p> <p>Ob 10: universal access to clean water and electricity</p>	<p>The project will develop upskilling and training opportunities in partnership with TVET institutions</p> <p>The project will improve the access to services and promotion of social inclusion for current and future residents</p>
	<p>Vision 2050</p>	<p>Pillar 1: Human Development, including a transformed workforce for higher productivity</p> <p>Pillar 4: Urbanization and agglomeration</p>	<p>The project will develop upskilling and training opportunities</p> <p>The project will develop replicable and scalable climate-adaptive housing solutions for unplanned urban settlements and improve access to infrastructure and services</p>
	<p>Kigali Master Plan 2050</p>	<ol style="list-style-type: none"> 1. Incremental development 2. Facilitating affordable housing 3. Mixed use approach in all areas 4. Green growth 5. Sustainable and resilient infrastructure 6. Inclusivity and equity 	<p>The project is aligned with most of the Key Principles of the Kigali Master Plan, supporting the development of mixed-uses and mixed-income neighborhood, as well promote the linkages at the urban scale through a network of green corridors and spaces which will enhance the climate resilience. The project will improve the accessibility to sustainable urban infrastructure.</p> <p>The project is built on solid and structured engagement process, ensuring a high level of consensus among the communities living in informal areas.</p>
	<p>National Land Use and Development Master Plan, 2020-2050</p>	<ol style="list-style-type: none"> 1. Population, Urbanization, Settlements and Housing (PUSH) 2. Economy based urbanization 	<p>The project aligns with the national plan by promoting sustainable density as well developed infrastructure to improve the life of residents and promote economic activities.</p>

	NATIONAL INFORMAL URBAN SETTLEMENT UPGRADING STRATEGY	<ol style="list-style-type: none"> 1. Strategic prioritization of public investment in settlement upgrading; 2. Urban service requirements for urban areas and maximization of the impact of infrastructure investment; 3. Public participation processes in community upgrading; 4. Development management for increased land use efficiency; 5. Facilitation of large and small scale private investment; Facilitation of affordable housing development 6. Encouragement of a variety of initiatives encouraging densification, increase of housing units, rental housing scheme 	The project is fully aligned with the goals of the NIUSUP strategy and it embraces its implementation
Sustainable Development Goals (SDGs)	Housing Policy	<p>This policy has a vision of enabling everyone independent of income to access adequate housing in sustainably planned and developed areas reserved for habitation in Rwanda. It enables the private sector to satisfy the current and growing demand for housing. It combines land use and urban planning principles in order to achieve the efficient use of land and resources when developing housing.</p>	<p>The project aligns with the policy supporting the development of affordable housing and involving the private sector in framework. It applies the principles of good and sustainable urban planning to increase density in the urban settlements.</p>
		<p>The project supports the achievement of the following SDGs:</p> <p>5 – Achieve Gender equality and empower all women and girls 6 – Ensure clean water and sanitation 11 – Make cities inclusive, safe, resilient and sustainable 13 – Take urgent action to combat climate change and its impact Develop replicable and scalable climate-adaptive housing solutions for unplanned urban settlements subject to extensive flooding, sanitation, and human development challenges thus meeting relevant SDGs (6, 11, 13)</p>	
African Union Agenda 2063		<p>(1) A High Standard of Living, Quality of Life and Well Being for All Citizens (7) Environmentally sustainable and climate resilient economies and communities (20) Africa takes full responsibility for financing her development</p>	
AfDB High 5s		<p>Industrialise Africa Improve the quality of life for the people of Africa</p>	
AfDB Country Strategy Paper		<p>(1) Strengthening Physical Infrastructure to Enhance the Productive Resources and Reduce the Cost of Doing Business; Strategic Outcome 2: Increased Access to Safe Drinking Water and Improved Sanitation (2) Improving skills and financial capabilities to foster private sector and productivity-led growth. Strategic Outcome 4: Improved Skills Development</p>	
Climate Change		<p>The project is responding to the existing environmental risks, rehousing people from informal, flooding and non-serviced areas to well-planned and climate resilient zones. The new housing are implementing housing and urban planning solutions to support climate adaptation, with appropriate water harvesting and energy saving technical solutions, green public development and depaving, as well adopting low-carbon construction technology and use of local material to support mitigation measures. It aligns also with Rwanda NDC Outcome 4 putting in place high density buildings and upgrading of informal settlement and support to improve climate compatible Mining.</p>	

Sector and Institutional Context	<p>In the Upgrading Informal settlement and housing sector, the City of Kigali relies on the Kigali Master Plan 2050, which sets the guidelines to address the unplanned settlement redevelopment through the R2 zone and projected density and the City-wide unplanned and underserviced settlements upgrading strategy for Kigali, Rwanda (2018), which was endorsed by the Kigali master Plan. It also establishes the housing need and residential plan. As well the Urbanization Sector Strategic Plan for 2018-2024. The proposed intervention falls within this framework and complements other ongoing initiatives, such as the KISUP Project funded by AFD and EU. The phase 1 in Mpazi has synergy with RUDP II funded by World Bank and set the basis for replication within the process of RUDP III. It is as well aligned and integrates the realization of Nyabugogo Transport Hub, supported by WB and the KUTI project, by AfDB.</p>
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Project Description

Project Objective	<p>The project intends:</p> <ul style="list-style-type: none"> i) to upgrade unplanned settlements by rehousing existing residents and densify selected unplanned settlements without expropriation – possibly including Tenants in the future rental units. The project will apply integrated inclusive and efficient physical and gender sensitive planning, improving the overall connectivity in the urban structure and access to infra and services to become a green and resilient neighbourhood. ii) To implement Kigali Master Plan by leveraging densification and develop a mixed-use neighbourhood iii) To develop a sustainable financial model to implement People Public Private Partnership (PPP) financial schemes involving the Private sector. iv) To implement climate adaptation solutions in urban by increasing the quantity, quality and accessibility of well-designed and inclusive public green space and foster the use of locally produced low-carbon construction material, in alignment with the Made in Rwanda principles. v) To encourage a participatory rehousing approach by engaging the local residents in the co-design and construction activities as a way to provide employment – especially for youth and women. vi) to improve Kigali urban governance by benefitting from the pilot process to support the capacity growth of local institution (CoK) and to scale-up to replicate the process, within the RUDP3 WB programme.
Theory of Change	<p>The project is part of a city-wide upgrading strategy and is targeting a larger area of the city centre, which comprises different sectors for a total area of 137,8ha and for which a feasibility study was conducted in the framework of the WB RUDP II project. The target study area of the proposed project is located in the northern part surrounding the 3.8 Ha pilot site and impacts a surface of around 23.5 ha.</p> <p>The intervention site is located in the so-called Mpazi neighborhood in Kigali. More than 600 households resident in Mpazi currently live in unplanned "informal" housing, which are subject to challenges with respect to landslides, flood risk, sanitation, and electricity supply. Despite these challenges, the site is in an area with untapped potential, at less than 2km from the Central Business District and adjacent to Nyabugogo, a major metropolitan, regional, and international transport hub.</p> <p>The project is a scale up intervention of a pilot site of 3.8 Ha already under construction accommodating previous homeowners who traded their land in exchange of newly built units and providing Housing Units. Since 2018, the City of Kigali has initiated a collaboration with PROECCO programme (implemented by SKAT Consulting Rwanda) funded by the Swiss Agency for Development and Cooperation (SDC). The collaboration resulted in the development of a cost-effective construction system using locally produced construction material, saves up to 40% of construction cost with an effective construction technology known as Raw Lock Bond system. Between 2016-2019, a demonstration building of '8-in-1' Smart Urban Low-Cost Brick building was designed and built on 3 plots and the surplus units generated by the densification / rehousing process, were offered to vulnerable families living in the high-risk areas in neighbouring locations. In 2020, a MoU has been signed among the parties, aiming at scaling up the transformation approach at neighbourhood level.</p> <p>Infrastructure development is under construction on the entire site, financed under the World Bank's Second Rwanda Urban Development Project (RUDP II), which covers a wider area of 100 Ha.</p>

	<p>The project intends to rehouse the remaining households living on site in a denser multi-story and mixed-use solution equaling their current property value with new, modern and safer units.</p> <p>Additional land is expected to be developed on site to provide opportunities for investments in both housing and commercial uses both for sale and rent.</p>
<p>Project Description / Components</p>	<p>The "Rehousing and Integrated unplanned settlements transformation Project" intends to build approximately 40 apartment blocks in the Mpazi area to house approximately 650 households and provide additional developable land to involve private investments in partnership with the Government of Rwanda and build additional residential units to sell and rent, as well as commercial areas. The newly available land for market purposes would allow the development of additional 150/200.000 sqm of GFA. The process included the valuation of the properties, temporary financial support during construction period (rent allowance).</p> <p>The City of Kigali) is planning to coordinate the establishment of a SPV to manage and implement the participatory transformation process. This will leverage current untapped property values in a prime location of the city, near the CBD and key commercial and transport nodes.</p> <p>The upgrading project is integrated with the RUDPII program (World Bank funds), which aims at developing and improving access to basic services. The ongoing process is assessing the opportunity to include the PAP impacted by the infrastructure development in the rehousing program, ensuring all residents will be relocated in the neighbourhood and avoid resettlements.</p> <p>It also promotes a program of capacity building and skills development in the construction sector to increase the opportunity for job creations and economic development of the neighbourhood.</p> <p>The project is aspiring to establish blended financial mechanisms, with an appropriate mix of government's investment, current owners' properties, and private investment to be offered to potential investors and developers. Preliminary financial considerations have been developed and will be consolidated in a Financial Study which is expected to be completed by the end of the year.</p> <p>1. Participatory planning, design and engineering. Master planning and neighbourhood layout plan, infrastructure and road network schemes preparation to improve the connectivity and accessibility and developing a mixed-use neighbourhood with parks and green spaces, public services (community centers, health centers and markets), and commercial uses. Community and stakeholder's engagement activities. Outputs: community engagement plan, neighbourhood master plan and technical drawings and engineering.</p> <p>2. Financial planning and implementation plan. Based on the guidance and results of the Financial Study, establish enabling mechanisms to balancing the interests of the public, private and beneficiaries, capturing the investment returns and generate cash flow. Establishing of the SPV and management model, investment packages tendering and financial mobilisation. Outputs: Financial plan, implementation plan and SPV management and business model.</p> <p>3. Construction. Launch the implementation including the co-design of units' typology and block facilities, evaluation of the existing properties and re-housing negotiation and ownership transfer, architectural and engineering design, works tendering and construction. Outputs: blocks & units detailed design, construction permits, unit's rehousing strategy.</p> <p>4. SPV management: define the terms of the agreement between the CoK-public institution and the private sector to purchase or lease the surplus units to reduce financial risks. Sign the agreements with the private sector, ensure coordination among the entities, support community engagement and transparent communication. Establish the process of overseeing and managing the supply of housing units, with an effective participation of the local sector, cooperatives, community-driven organizations. Outputs: off-take agreements, sustainability and management plan</p>

	<p>5: TA and institutionalization of the process. The Technical Assistance to CoK will be provided along the entire duration of the process to ensure knowledge transfer with the technical and financial support of SDC. Monitor and evaluation mechanisms will be set up. Target capacity building activities and training will be organized for different level of stakeholder. Neighbourhood Development Guidelines and check list to support the institutionalization of the process will be drafted. Outputs: Monitoring & Evaluation strategy and tools, Capacity building strategy and tools, Neighbourhood Development Guidelines.</p>
Key Impacts and Outcomes of Project	<p>Environment and Climate</p> <p>Impact: The upgrading and rehousing project will have a drastic positive impact on the improvement of the environmental conditions of the neighbourhood and surrounding areas by providing well designed neighbourhood layout with provision of green spaces to achieve adequate standard. The housing building construction system is adopting green technologies, for water harvesting, energy saving, and green areas provision.</p> <p>Outcome: The shabby conditions of the existing unplanned settlement and housing standards, with evident negative impacts on the health, sanitation, waste management and wastewater drainage will be replaced by structured, planned settlements, with proper infrastructure and sanitation facilities, roads connection with drainages and NBS. It also uses local building materials for local production of bricks, contributing to the achievement of mitigation measures. The increase of the green surfaces will reduce CO2 production, improve the air quality and contribute to a healthier quality of life for residents.</p>
	<p>Social and Gender</p> <p>Impact: The social cohesion of the neighbourhood will be enhanced by the intense community engagement and participatory framework. The engagement of the community since the early stage of the project will ensure the safeguard of the neighbourhood identity and social networks. Gender mainstreaming and youth empowerment will be achieved applying gender-sensitive approach in co-design and planning activities and in the identification of the design solutions, as well in the implementation mechanisms. Additionally, engagement during construction and management will favour women and youth,</p> <p>Outcome: Establishment of ad-hoc cooperatives for target groups. It will be assessed the opportunity to establish Community Managed Funds and Community-based management mechanisms to support the project implementation and management in the long term.</p>
	<p>Economic and Financial</p> <p>Impact: The project will generate opportunities for economic development during the construction phase, as well during the operational phase. The urban regeneration project will increase the quality of the entire neighbourhood and surrounding areas, with increasing in the land value, and expecting direct and indirect economic benefits from the urban development process, and increased government revenue generation.</p> <p>Outcome: Increase in temporary and permanent jobs to low-income earners, especially youth and women. Estimates (June 2024; subject to revision pending financial modelling):</p> <ul style="list-style-type: none"> · 5,000 temporary construction jobs, including at least 2,300 for women · 3,000 direct employment positions across the construction value chain, including at least 1,300 for women · 3,600 indirect employment positions associated with increased construction value chain activity

	<ul style="list-style-type: none"> 6,100 indirect employment positions associated with adjacent sectors <p>Upskilling and training opportunities: 1,500 students to receive workplace training as part of dual training system in partnership with TVET institutions</p> <p>Additional commercial spaces will be developed, resulting from the city's mixed-use development approach</p> <p>Improved tax revenue, via rental tax and reduced housing costs for residents (enabling spending on other goods and services)</p>		
Project Target Area	<p>Location: The intervention site covers an area of approximately 23.5 Ha in the in so-called Mpazi neighborhood in Kigali in the Gitega Sector. The site is in an area with untapped potential at less than 2km from the Central Business District and adjacent to Nyabugogo, a major metropolitan, regional, and international transport hub.</p> <p>Scale: the target area for this phase is about 23.5 Ha, but the bulk infrastructure under construction led by the World Bank's RUDP II programme covers a larger area of 100Ha and it potentially will determine the next phases of the project. It has the prospective to become an urban transformative programme positively impacting the entire city and additional sites are been evaluated in other parts of the city interested by RUDP II.</p>		
Status of Preparation	<p>Completed Phases:</p> <ol style="list-style-type: none"> PILOT (4 Ha - 23 billion RWF or \$17.9 million USD), participatory redevelopment provided 782 total units, of which 94 in 2023 and additional 688 units to be delivered in July 2024. <p>Current Phases:</p> <ol style="list-style-type: none"> COMMUNITY PARTICIPATION AND DESIGN (19.8 Ha) Engagement of affected residents informing and guiding the physical and financial design process – ongoing FEASIBILITY AND COMPLETE BANKABILITY AND BUSINESS MODELLING (November 2024) <p>The expectation is that financial close will be reached in mid-2025, and construction will start during Q3 2025</p>		
Next Steps	[This section should briefly outline next steps in the origination and preparation. It should also include an estimate of the time until the project is operational.]		
	Proposed Activity	Duration	Responsible
	Participatory planning, design and engineering	Started in June 2024 – ongoing (6 months)	Skat and Swiss Agency for Development and Cooperation (from 2025)
	TA assistance to CoK	ongoing	Swiss Agency for Development and Cooperation
	Set up of SPV and signing of agreement with developers/investors	Q1 2025	SPV
	Financial close	Q2 2025	Government of Rwanda; private sector
	Begin construction	Q3 2025	Private contractors
	Project completion	2027	CoK/Gov't of Rwanda

Stakeholders and Beneficiaries

Key Stakeholders	Category	Stakeholder [also include below and underline the client]	
	National Government	Government of Rwanda, Ministry of Infrastructure; Rwanda Development Board (RDB), and the Rwanda Development Bank (BRD)	
	Local Government	City of Kigali (Client) and Nyarugenge District	
	Private Sector	Investors, developers, utilities providers	
	Civil Society	Access to finance Rwanda, other NGOs and local associations to be identified	
	Development Partners	Swiss Agency for Development and Cooperation, World Bank, UN-Habitat	
Direct Beneficiaries	Group	Estimated Number	Development Impact
	Mpazi residents	641 HHs, for an estimate population of 2500-3000, excluding tenants	<p>The project intends to rehouse the estimated 641 household living on site in unplanned, unsafe settlements in a denser multi-story and mixed-use solution for a total of 55,000 sqm of GFA, transferred to each owner in accordance with previous property values, officially valued and agreed. It provides adequate infrastructure and enhance accessibility. The urban transformation project will improve the overall quality of life of the residents.</p> <p>Economic growth: Social cohesion: in-situ rehousing and community engagement will ensure social networks are preserved and a committed and engaged community to support the implementation and management of the neighborhood</p> <p>Environmental sustainability: improved infrastructure, adoption of NBS and NMT strategy, low-carbon housing construction, and green space development will have a positive impact to the beneficiaries and increase the urban climate resilience of the neighborhood.</p>
	Investors	Potentially interested investors will be listed at the end of the financial feasibility study as part of the ongoing work	A minimum of 200/250,000 sqm of GFA are expected to be developed on site to provide opportunities for investments in both housing and commercial uses both for sale and rent
	Residents of the neighbourhood areas	30.000 (Gitega sector)	They will be positively impacted by the development, the creation of public green spaces and services, as well from the improvement of the infrastructures, the drainages, and public lighting. The entire area and the city will benefit from the transformation of the unplanned settlement in a well-served, connected, safe, and with quality housing units in a well-planned neighbourhood, providing opportunities for new activities and increasing the quality of life and provision of services.

Financial Information

Estimated Project Cost	Components	Amount (US\$)	% of Total Cost	Source
	Participatory planning, design and engineering.	1.000.000	1%	Partly supported by SDC
	Financial planning and implementation plan	1.000.000	1%	Partly supported by SDC
	Infrastructure development under RUDP II program	23.700.000	18%	RUDP -WB
	Construction	102.000.000	76%	To be secured
	SPV management	1.000.000	1%	To be secured
	Technical assistance	5.000.000	4%	Partly supported by SDC
	Total Amount:	133.700.000	100%	
Amount of Preparatory Financing Needed	TA assistance ongoing (community engagement, planning and design, studies)			Supported by PROECCO (SDC)
Client Co-Financing	City of Kigali infrastructure value \$23.700.000 Blocks completed value \$7.000.000			
3 rd Party Co Financing	Current landholder's equity contribution \$18.500.000 SDC TA \$5.000.000			
Remaining Financing Need	\$79.500.000			
Financing Approach	<p>The Financial Feasibility Study for this project is currently underway and is set to be completed in November 2024. Therefore, proposals under this section should then be updated accordingly.</p> <p>Given the scale of this upgrading programme, it will necessarily need to involve various forms of financing for the up-front investments and funding, in the form of revenue raising mechanisms to be able to ensure repayment can take place.</p> <p><u>International Financial Institutions:</u> Partnering with regional or multilateral institutions that focus on infrastructure financing can provide opportunities for securing grants (for funding initiatives like the Masterplan), concessional loans (to support the development of public facilities and networks), technical assistance and capacity-building programs to enhance project execution.</p> <p><u>Land based financing:</u> Like with any upgrading project, it will impact the land values within and around the project sites. As such there needs to be provisions for land value capture instruments. In Rwanda these include property taxes and land lease fees. The revenue generated from these charges need to be captured and reinvested into further infrastructure as well as support on-going support of the operation and maintenance of the upgraded areas. There are other tools that can be explored such as land readjustment or land use charges that will also help with the overall planning of the site. If possible, the captured funds should be earmarked in a dedicated fund to ensure that they are reinvested in the site accordingly.</p> <p><u>PPPs:</u> Some parts of the plan may be amendable to Public Private Partnerships (PPPs). This could be, for example, with respect to the construction of affordable housing units where the private sector can be brought in to both participate in the infrastructure construction as well as the medium to longer-term upkeep of</p>			

Private Sector Involvement	<p>the housing facilities. Whether a PPP is desirable for this project will have to be determined by the Financial Feasibility Study that will have to assess the Value for Money against a Public Sector comparator.</p>
Revenue Opportunities	<p>The Government of Rwanda is already establishing a special purpose vehicle (SPV) to manage the various partnerships under this upgrading project. This will help ensure that governance structures are transparent, risks are managed, and investment returns are captured efficiently.</p>
	<p>Across the upgraded areas there could be several revenue-raising opportunities that then ensue. For example, there could be leasing of public spaces to private organizers, advertising fees that can be charged. In some cases the City of Kigali may want to consider leasing spaces to small and medium enterprises that will help contribute to the mixed-use nature of the neighborhood as well as generate revenues that can contribute to the financial viability of the project.</p> <p>The on-going Financial Feasibility study is likely assess the various other mechanisms to generate cash flow from community assets to create a multi-stakeholder model where residents, local cooperatives, and the private sector all contribute to the long-term financial sustainability of the neighborhood. Whatever the strategy this is proposed will benefit from being refined through input from key stakeholders and submitted for government approval to ensure alignment with broader development goals.</p>

Project Risks

Risk Area	Potential Risk	Estimated Category	Mitigation Measure
Environmental and Social Safeguards ⁵²	Gentrification	Category 2	Any upgrading project carries with it the risk of gentrification and associated displacement. To avoid this the project foresees community engagement and participatory planning approach to upgrade activities from the outset and then continued community consultation throughout the project.
Financing Mechanisms	Financing Mechanisms	Category 1	Given the project's scale, this will involve a suite of financing mechanisms that will need to be implemented, with different stakeholders' involvement, and there is the risk that some of the finance does not come through. For example, some of the financing is expected to come from the private sector, however, if the projects are not attractive, in terms of the returns to be generated, they will not be incentivized to be involved. To help mitigate this, having a well structured and full financial feasibility study from the outset will be key. This needs to clearly delineate which projects are allocated for public and which for private sector financing.
	Environmental Risks	Category 3	The initial ESIA for this project noted the potential for some environmental risks during the construction and operational phase, however, it also noted that these would not have significant impact on the area.

			Therefore, to continue to mitigate these potential small risks, it is imperative to continue monitoring during the process implementation.
	Livelihoods Disruption	Category 3	Especially during the upgrading activities there may be the risk that there are temporary disruption of livelihoods. Although this is not likely, as per the design, it should continue to be monitored. Furthermore, community input throughout the process can help identify and mitigate these risks.
Involuntary Resettlement Foreseen ⁵³	Involuntary resettlement for residents	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> NO <input type="checkbox"/> To be confirmed	According to the plan no involuntary resettlement is foreseen as the project is adopting in-situ rehousing. However, the tenants involuntary relocation to other sites is a risk which will be mitigate by design typology that can allow rental and affordable units solutions. This will need to be carefully monitored across the lifecycle of the project.
	Landslides and flooding in consequence of extreme weather events	Category 2	The new housing blocks, infrastructure development and storm water management engineering design will take into account these risks and design sustainable and smart solutions.
Gender Marker System ⁵⁵	Unequal Access	Category 3	Gender inequalities in access to upgraded spaces may deepen existing social disparities within the community. To mitigate this risk, participatory approach is adopted since the early stage of the project and in the co-design and in define management solutions. In addition, implementing targeted programs that promote gender inclusivity, such as equal access to training, leadership roles, and employment in project activities, can help ensure more equitable participation and benefits for all.
	Marginalisation	Category 3	Women and other marginalized community perspectives and priorities may be overlooked in decision-making processes, potentially leading to their exclusion from project planning and execution. To mitigate this, establishing mandatory quotas for certain groups in decision-making bodies and creating forums specifically for women and other disadvantaged group's input can help ensure their voices are heard and their needs are addressed throughout the project.

Please note: Any project sheet must be accompanied by a support request letter from the respective local or national authority.

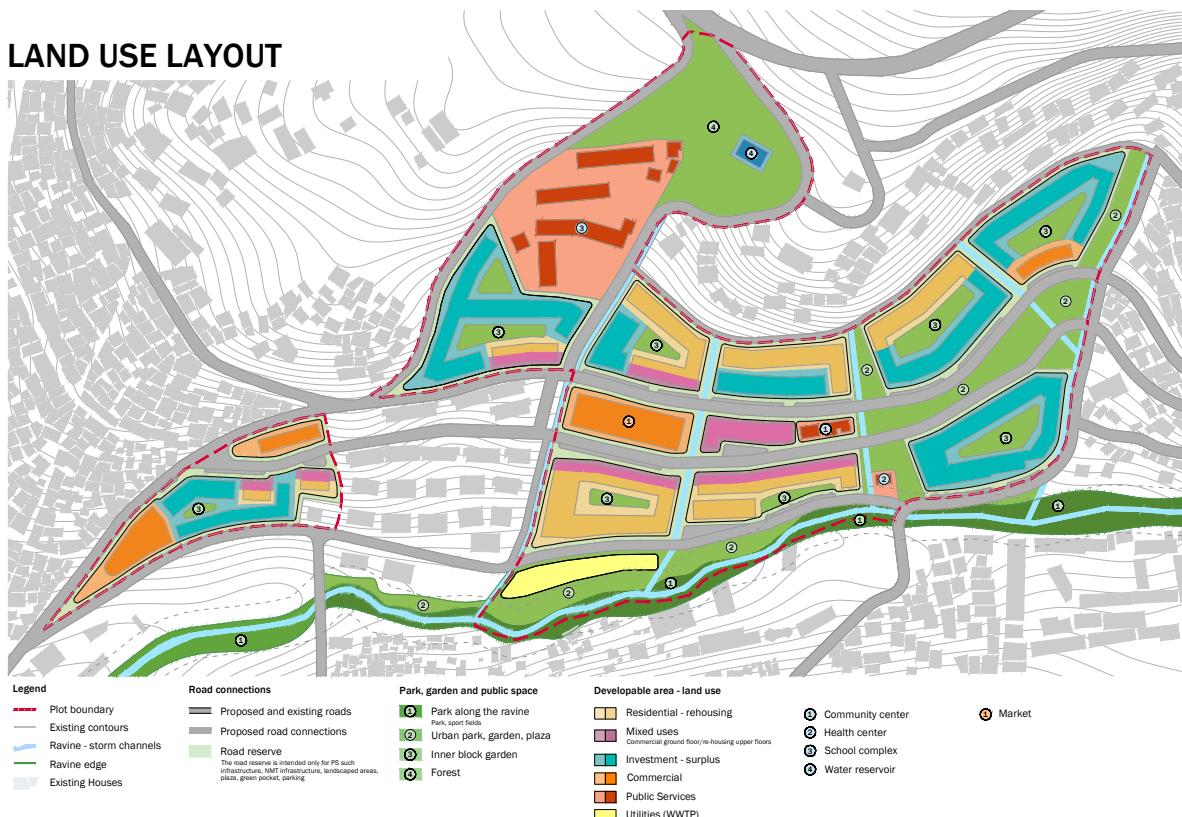


Figure 1: Mpazi urban transformation extension - land use layout

Integrated Unplanned Settlement Transformation programme – Mpazi 23Ha

Activity	Cost	%	References
Participatory planning, design and engineering.	1.000.000	1	Costs estimated with Skat Managing Director and based on Mpazi previous phases
Financial planning and implementation plan	1.000.000	1	Costs estimated with Skat Managing Director and based on Mpazi previous phases
Infrastructure development under RUDP II program	23.700.000	18	Actual Cost from RUDP II budget
Construction	102.000.000	76	Costs estimated with Skat Managing Director and based on Mpazi previous phases
SPV management	1.000.000	1	Costs estimated with Skat Managing Director and based on Mpazi previous phases
Technical assistance	5.000.000	4	Skat/SDC reference
	133.700.000	100	
City of Kigali infrastructure value	23.700.000		Skat inputs
Blocks completed	7.000.000		Skat inputs
Current landholder's equity contribution	18.500.000		Skat inputs

SDC TA

5.000.000

79.500.000

2. Kigali Urban Mobility Improvement and Greening Project

Key Project Information

Sector	Transport Infrastructure	
Location	Rwanda	Kigali
Client	Government of Rwanda as led by City of Kigali	
Executing Agency	City of Kigali	
Team Leader	Fabrice Barisanga, City Engineer - fbarisanga@kigalicity.gov.rw	
Task Team	Solange Muhiirwa, Chief Urban Planner - smuhiirwa@kigalicity.gov.rw Kabahire Stella, City Manager (Chief Budget Manager)	
Project Origin	City Diagnostic and Action Planning Activities 2024, under ACP.	
For AfDB internal use only	AfDB Country Program Officer AfDB Urban Regional Focal Point	

Strategic Context

Country Policy Alignment	Policy / Plan	Priorities Supported by Project	Alignment
	NSTS 2	Ob 2: Job for all; Ob 3: Open for business Ob 4: Made in Rwanda Ob 10: universal access to clean water and electricity	The project will increase in temporary jobs during implementation. The project will increase investment opportunities across all income levels through better accessibility for individuals and businesses. The project includes the use of low-carbon, and locally sourced construction material and efficient and cost-effective construction technologies, especially in NMT and greening elements. The project will advance clean electricity in Rwanda

	<p>Kigali Master Plan, including Transport Plan</p>	<p>4. Green growth 5. Sustainable and resilient infrastructure 6. Inclusivity and equity</p> <p>Transport Master Plan goals:</p> <ol style="list-style-type: none"> 1. To become a public transport-oriented city 2. To establish a complete transport system 3. To create a sustainable transport network 	<p>The project is aligned with most of the Key Principles of the Kigali Master Plan, especially promoting the linkages at the urban scale through transport infrastructure and a network of green corridors and spaces which will enhance the climate resilience. The project will improve the accessibility to sustainable urban infrastructure. It promotes sustainable fuel use with electrification. The project also advances all three goals of the Transport Plan.</p>
	<p>Vision 2050</p>	<p>Pillar 4: Urbanization and agglomeration</p>	<p>The project will develop replicable and scalable climate-adaptive transport solutions integrated with urban needs and improve access to infrastructure and services</p>
<p>Goal 11. Make cities and human settlements inclusive, safe, resilient and sustainable.</p> <p>Target 11.2 By 2030, provide access to safe, affordable, accessible and sustainable transport systems for all, improving road safety, notably by expanding public transport, with special attention to the needs of those in vulnerable situations, women, children, persons with disabilities and older persons.</p> <p>Goal 13. Take urgent action to combat climate change and its impacts.</p> <p>Target 13.1 Strengthen resilience and adaptive capacity to climate-related hazards and natural disasters in all countries.</p>			
<p>(1) A High Standard of Living, Quality of Life and Well Being for All Citizens (4) Transformed Economies (7) Environmentally sustainable and climate resilient economies and communities</p>			
<p>Integrate Africa Improve the quality of life for the people of Africa</p>			
<p><u>Priority Area 1:</u> "Strengthening Physical Infrastructure to Enhance the Productive Resources and Reduce the Cost of Doing Business". <u>Strategic Outcome 3:</u> Better Connectivity to Reduce Cost of Transportation and Increased Access to Markets.</p>			
<p>The project is in line with Rwanda's NDC where improved transport infrastructure and services has been identified as mitigation and adaptation measure. Mitigation by enabling an increase of passengers using public transport and by that reducing GHG emissions, and specifically use of electricity, and adaptation by constructing roads that are resilient to floods and landslides.</p>			
<p>The proposal leverages existing investments and policies to broaden benefits and create a wholistic solution, plus raise the profile of multiple facets of a sustainable solution. The main relevant existing plans and projects are the following:</p> <ul style="list-style-type: none"> - World Bank-funded dedicated bus lane pilot project on "Corridor 4" CBD to Kanombe Terminal via Sonatubes. (The study "Introduction of Dedicated Bus Lanes" 			

	<p>identified 8 DBL corridors, that were prioritized into short, medium and long term intervention)</p> <ul style="list-style-type: none"> - The Kigali Urban Transport Improvement (KUTI) project, supported by AfDB, aims to enhance urban mobility, improve access, and expand non-motorised transport (NMT) infrastructures in Kigali. The KUTI project aims at achieving these objectives by improving 7 key junctions in the City of Kigali. One of the junctions to be implemented is the Sonatubes intersection which is located within the chosen corridor of this project and creates great synergies with KUTI project. - The Introduction of Intelligent Transport System (ITS) project, supported by JICA, aims to improve road traffic flow by introducing traffic management system with areal control in Kigali. The ITS project improves road network flow through traffic demand-responsive control, at identified 20 junctions. This includes 8 junctions located on this corridor. - The e-mobility strategy - In the effort of electrifying the public transport system in Rwanda, the Government has welcomed BasiGo's initiative of providing the first 200 e-buses to Kigali by end of 2024. Currently, there are e-buses operating in the city. - Other existing/ recent investments in the corridor, e.g. road upgrading including – widening and stormwater management, intersection improvements, etc. <p>An integrated demonstration approach is necessary to take sustainable e-mobility in Kigali into a new stage.</p>
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Project Description

Project Objective	<p>To promote and demonstrate sustainable public transport with electric mobility, non-motorised transport (NMT) and through wholistic integration in the city</p> <ul style="list-style-type: none"> • To improve sustainable mobility within the city • To further promote e-mobility in public transport • To integrate inclusive transportation (walking, cycling, public transport) • Provide integrated green corridors along key roads
Theory of Change	<p>Kigali requires sustainable transport infrastructure that enables economic development, provides for social needs, is deliverable by environmentally sustainable means and also stimulates environmentally sustainable development. Rwanda and Kigali's policy context highlights this need.</p> <p>Sustainable transport needs to be delivered in a coordinated and integrated way to make the most out of investments and allow multi-sectoral benefits. An integrated project with several components including public transport, e-mobility, traffic improvements, NMT initiatives, greening and environmental aspects has the potential not only to meet multiple transport and other objectives, but also demonstrate the value of such integrated investment in a high-profile way. It will create awareness and momentum for well-planned environmental and economic improvements because it can positively impact many different socio-demographic segments simultaneously. It addresses many functional needs, while also beautifying the city.</p>
	<p>A key component of sustainable transport in Kigali is a medium-capacity, space-efficient, cost-effective and reliable public transport system for economic, equitable and sustainable growth. A space-efficient road-based system is most cost-effective and dedicated bus lanes with complementary system measures are essential for service frequency, speed and reliability.</p> <p>The proposal also leverages planned traffic improvements which will improve bus reliability, general traffic safety and traffic flow, on key city roads. The NMT improvements take advantage of available space and existing planning and prioritisation for NMT. NMT improvements will improve safety, economic and social accessibility, affordability for daily travel, and health. The e-mobility components (buses, depot infrastructure) further advance climate mitigation and raise public awareness, as well as providing local environmental and health benefits through less noise and better air quality.</p> <p>The project's greening elements through tree planting and landscaping provide beautification, environmental benefits, and contribute to transport needs through shade and cooling.</p>

	<p>The choice of corridor builds on existing projects, relatively good conditions regarding available roadspace, high travel demand on the key links, and priority projects for example improvements prioritized in Kigali's NMT plan.</p> <p>The project will increase investment opportunities across all income levels through better accessibility for individuals and businesses. The project will increase temporary jobs during implementation.</p> <p>The project includes the use of low-carbon, and locally sourced construction material and efficient and cost-effective construction technologies, especially in NMT and greening elements.</p>
Project Description / Components	<p>A mobility package combining public transport upgrades (dedicated bus lanes and intersection upgrades), e-mobility (depot infrastructure for e-buses), road infrastructure upgrades for accessibility, safety, and sustainable modes, with better integration with, and upgrades of, public domain and green corridors.</p> <ul style="list-style-type: none"> • Sustainable mobility <ul style="list-style-type: none"> ◦ Dedicated bus lanes (DBL) from CBD bus park to Nyanza bus park, via Sonatubes (12 km) <ul style="list-style-type: none"> ▪ Fund and deliver DBL on the Sonatubes to Nyanza Bus Park section (4.5km). (Funding is already granted on the CBD bus park to Sonatubes section on KN3 road, through the World Bank DBL Pilot project) ◦ Provide two bus depots (location to be determined), each to cater for 100 electric buses, including electric charging infrastructure, maintenance, cleaning, overnight parking ◦ Deploy Kigali's new electric buses on the corridor ◦ Integrate an Intelligent Transport System (ITS) with the DBL involving leveraging the currently funded ITS upgrades to improve the efficiency, safety, and convenience of public transport – coordinate and program traffic signals dynamically for safe reliable bus and NMT priority and smoother overall traffic ◦ Non-motorized transportation (NMT) infrastructure (links and facilities), including pedestrian and cycleway projects for the whole corridor (12 km) as identified in the Kigali NMT plan. ◦ Natural Based Solutions (NBS) to be prioritized for the corridor to supplement drainage already provided in the roadway (12 km) • Greening – Tree planting for air quality improvement, shade, runoff control, beautification, etc, for the entire corridor- (12 km) • Integration with public space at Nyanza bus park, i.e between NMT, greening, public transport facilities and Nyanza memorial – 4000 sq metres public domain upgrades which will contribute to better amenity, safety, comfort and increased social contact. The interventions could include open up of private fences to public space, paving and shading and reorganization of space and pedestrian movement's flows.
Key Impacts and Outcomes of Project	<p>Environment and Climate</p> <p><u>Reduced greenhouse gas emissions</u> through e-mobility solutions, promotion of NMT, and smoother traffic</p> <p><u>Stormwater Pollutant Reductions and localized Flooding</u>: Green Infrastructure techniques infiltrate runoff close to its source and help prevent pollutants from being transported to nearby surface waters</p> <p><u>Enhanced Groundwater recharge</u>: Retain rainwater through infiltration and soak pits so to recharge groundwater. This is significant because groundwater provides about 40% of the water needed to maintain normal base flow rates in rivers and streams.</p> <p><u>Localised cooling</u> through greening measures.</p>
	<p>Social and Gender</p> <p><u>Improves social opportunities</u>: The project improves accessibility and choice which creates opportunities and frees time for individuals to meet and spend time with family and community, increasing social cohesion.</p> <p><u>Improved human health</u>: The project contributes to a clean and healthy environment which contributes to</p>

		<p>a higher quality of life (e.g. less air pollution due to alternative transportation systems). NMT is positive for health. An efficient DBL system contributes to reducing traffic congestion and improves reliability of public transport (which affects the large number of the population.)</p> <p><u>Vulnerable groups:</u> The project will increase accessibility and affordable transport opportunities for vulnerable groups, increasing social inclusion.</p> <p><u>Employment</u></p> <p>The project will contribute to job creation during construction and maintenance equally for youth, men and women.</p>
	Economic and Financial	<p><u>Employment</u></p> <p>The project will contribute to job creation during construction and maintenance. It will stimulate job creation and business opportunities along the corridor during operation through better connectivity. It will stimulate green jobs creation</p>
Project Target Area	The project will be implemented between the CBD Bus Park and Nyanza Bus Park, via Sonatubes roundabout, largely on KN 3 Road and KK 15 Road/NR5. The project also includes elements adjacent to the right of way, for greening and natural drainage elements, and public domain improvements adjacent to the road at Nyanza, at the Nyanza bus park.	

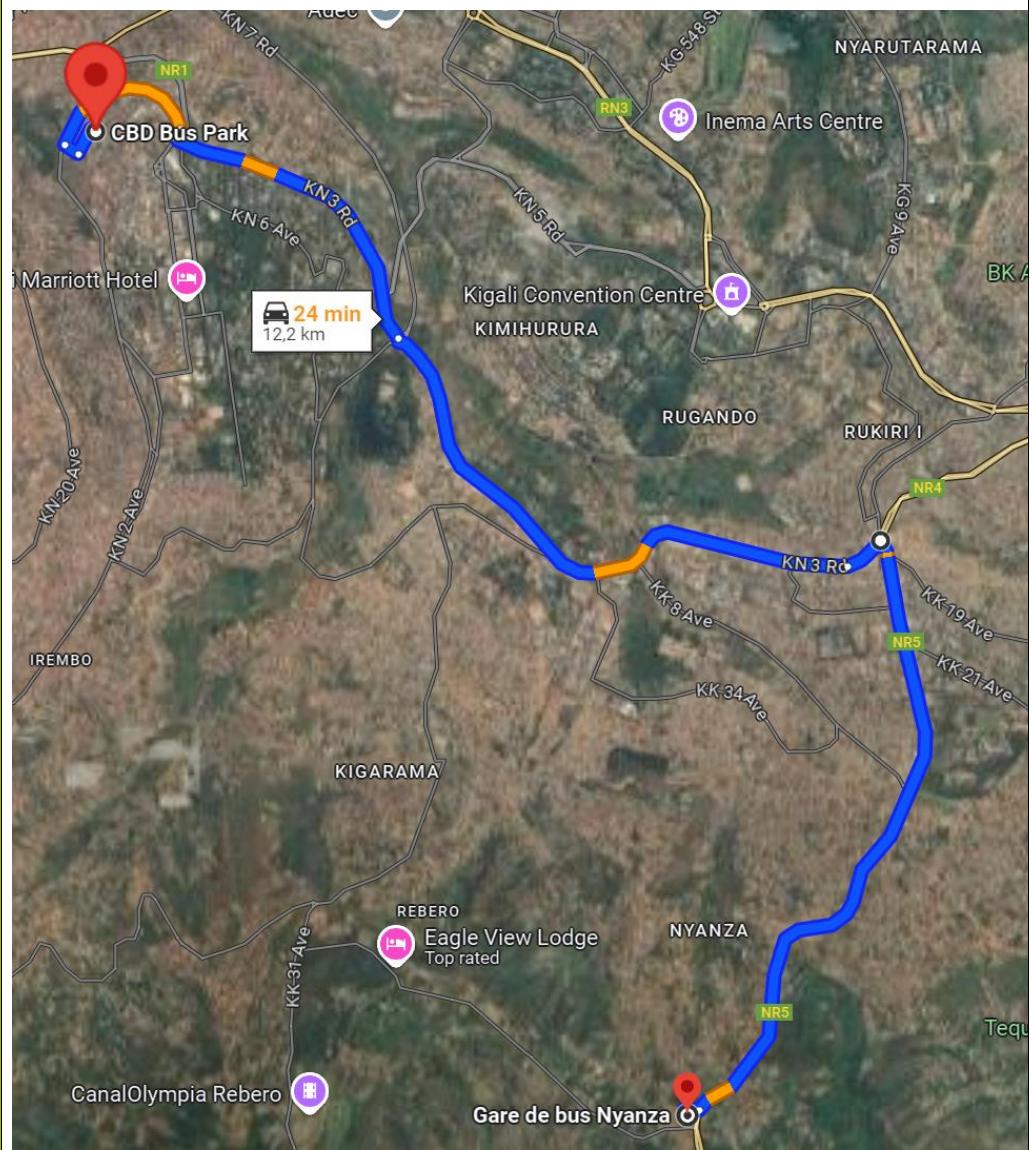


Figure 2: Mobility project corridor



Figure 3: Public domain improvements - indicative site, Nyanza bus park

Status of Preparation	<p>Figure 3 Public domain improvements - indicative site, Nyanza bus park</p> <ul style="list-style-type: none"> • The proposal as whole requires an integrated design, building on already designed and funded elements. • Dedicated bus lane on “Corridor 4” CBD to Kanombe Terminal via Sonatubes is funded (World Bank). The southern leg of the proposal is identified but not designed in <i>Introduction of dedicated bus lanes in Kigali, ITP 2022</i> • The Kigali Urban Transport Improvement (KUTI) project (AFDB Kigali Urban Transport Improvement Project), supported by AfDB, includes funding for the Sonatubes intersection, which integrates and creates synergies with this project. Detailed design should be completed by October 2024. • Funded Intelligent Transport System upgrades (ITS), supported by JICA, includes 8 junctions located on this corridor and ITS can be applied to the new DBL and NMT traffic at these intersections. • NMT projects (pedestrian and cycleway improvements) are identified but only concept designed in the Kigali NMT plan • Greening projects (tree planting and soft landscaping) have been implemented elsewhere in Kigali but are not designed for this corridor • Public domain improvement at Nyanza is not designed. 		
	<p>[This section should briefly outline next steps in the origination and preparation. It should also include an estimate of the time until the project is operational.]</p>		
Next Steps	Proposed Activity	Duration	Responsible
	Procurement of consultant support in the development of TOR for project components	2 months	CoK
	Development of project documents and submission for funds mobilization / grant applications	4 months	CoK
	Funds mobilization process and approval process	4 months	Donor/Development partner
	Procurement of Technical Assistance to CoK for the implementation of the project	2 months	CoK
	Project implementation	4 years	CoK

Stakeholders and Beneficiaries

Key Stakeholders	Category	Stakeholder [also include below and underline the client]
	National Government	Ministry of Infrastructure (MININFRA) Ministry of Environment (MoE) Ministry of Finance and Economic Planning (MINECOFIN) Rwanda Transport Development Agency (RTDA) Rwanda Civil Aviation Authority (RCAA) Rwanda Airport Company (RAC) Road Maintenance Fund (RMF) Rwanda Utilities Regulatory Authority (RURA)
	Local Government	City of Kigali
	Private Sector	Consultant services for studies/design and supervision of works during construction Contractors for construction and maintenance
	Civil Society	Local NGOs and associations to involve in the design of the public space upgrade at Nyanza bus park
	Development Partners	Rwanda Green Fund (FONERWA) World Bank AfDB

Direct Beneficiaries	Group	Estimated Number	Development Impact
	Citizens in the city and especially residents living nearby the public spaces - women, men, boys, and girls.	The estimated number of beneficiaries from the upgraded corridor and associated improvements is expected to be significant as it is a high demand transport corridor to the CBD and the project provides options for people of all ages and needs.	Environmental sustainability through sustainable mobility including contribution to climate mitigation and overall environmental health.
	Road users, especially the non-motorized transport (NMT) users		Enhanced social cohesion: Safe and green transport and public spaces that promote community interaction and social connectivity.
	Public transport users		Improved quality of life: Provide opportunity for safe, healthy daily travel and access.

Financial Information

Estimated Project Cost	Components	Amount (US\$)	% of Total Cost	Source
	DBL on KK 15 Rd/NR5 from CBD through Sonatubes to Nyanza Bus Park (12km). Natural based drainage (12km) NMT pedestrian and cycleway projects (12 km), including approx.	5.000.000	17%	Partly supported by WB grants
	Two bus depots minimum 100 electric buses	\$24.000.000	82%	To be secured
	Public domain improvement at Nyanza bus park / Nyanza memorial – nominally 4000 sq metres public domain	\$ 400.000	1%	To be secured
	Total Amount:	\$29.400.000	100%	
Amount of Preparatory Financing Needed	TA to CoK for project document development, grant application, procurement documents, etc.	200,000		
Client Co-Financing	NA			
3 rd Party Co Financing	\$375.000 (WB grants for 7,5km DBL)			
Remaining Financing Need	\$29.025.000			
Financing Approach	As this is a multi-component project, it will require several different financing and funding approaches. The following are suggestions in how this may be approached for different components: <u>Concessional Loans:</u> The Dedicated Bus lanes together with the integration of Intelligent traffic control could be packaged together as part of a			

	<p>concessional loan agreement with an international financial institution. The World Bank is currently establishing a Performance Based Contract together with the Government of Rwanda to potentially provide concessional financing for this.</p> <p>Transit-Oriented-Development: As the bus lane becomes operational, the land values around the lanes but particularly around the stations, bus parks and interchanges will be come more valuable. Therefore, the City of Kigali should consider a transit-oriented development approach to maximise particularly the amount of commercial space in this area. This may require necessary planning and zoning adjustments. The revenue from the lease of this commercial space can then be reinvested to improve the non- motorized transportation (NMT) infrastructure (links and facilities).</p> <p>Public Private Partnership: The concession for the electric buses, including the procurement, operation and maintenance of the handling of the depots with all the necessary associated infrastructure, including charging points, as well as the maintenance, including cleaning and parking management, could lend itself well as a public-private partnership. Rwanda is part of the Africa Critical Upstream Initiative to help map out barriers and help evaluate how this could be taken forward as a PPP.</p> <p>Green and Climate Finance: The electric buses could also lend themselves well to attracting climate finance through loans. This has been done in other cities in the world. There are various project preparation facilities (such as the C40 Climate Finance Facility or the Cities and Climate in Africa Facility) that could be approached to help prepare these projects accordingly.</p> <p>The Natural Based Solutions (NBS) components, that are to be prioritized for the integrated drainage systems, as well as the greening, including tree planting for air quality improvement, shade, runoff control, beautification, etc, for the entire corridor, would require grant financing for adaptation. This could be sought from development partners as well as larger adaptation funds, such as the Global Adaptation Fund.</p>
Private Sector Involvement	<p>There are various components that could involve the private sector:</p> <p>Electric bus infrastructure: Design, Build, Operation and Maintenance of the electric bus system, including the procurement, operation and maintenance of the bus depots with all the necessary associated infrastructure, including charging points, as well as the maintenance, including cleaning and parking management.</p> <p>Maintenance of the NMT Corridors and Green Spaces: The City of Kigali may also want to consider a maintenance contract for the NMT corridor as well as the green spaces to ensure that the trees that are planted and the transformation of the associated corridors are well maintained.</p>
Revenue Opportunities	<p>The two main potential sources of revenue for this project are:</p> <ul style="list-style-type: none"> • Developing and renting the commercial space around the bus lanes and bus parks: These areas will be important for commercial activity due to the increased connectivity due to the buses. Therefore, the City of Kigali could rent these spaces to vendors and others and use the rent to reinvest in further developing the NMT infrastructure as well as overall operation and maintenance of the corridors themselves. These areas, which now have increased economic activity, would also lend themselves to the construction of billboards and other advertising spaces as a further revenue stream. • User fees from the electric bus services: The bus services will have a fee that will generate revenue. If the buses are done in the form of a PPP this revenue will initially go back to the concessionaire to be able to also operate and maintain the buses.

Project Risks

Risk Area	Potential Risk	Estimated Category	Mitigation Measure
Implementation	Difficult or expensive land acquisition may be recommended following detailed design, especially due to DBL elements at key pinchpoints	<input type="checkbox"/> Category 1: Significant Impacts	Close collaboration during detailed design to identify constraints and solutions which would minimise, eliminate, or compensate adequately for potential land impacts.
Environmental and Social Safeguards ⁵²	Inadequate integration between multiple project elements leading to inefficiencies, missed benefits, or cumulative environmental impacts	<input type="checkbox"/> Category 1: Significant Impacts	Early close collaboration with project leaders and maximal integration into cohesive overall planning. Engagement with community including involving with sample of potential users,
Financing Mechanisms		<input type="checkbox"/> Category 1: Significant Impacts	Given the project's scale, this will involve a suite of financing mechanisms that will need to be implemented, with different stakeholders' involvement, and there is the risk that some of the finance does not come through. For example, some of the financing is expected to come from the private sector, however, if the projects are not attractive, in terms of the returns to be generated, they will not be incentivized to be involved. To help mitigate this, having a well structured and full financial feasibility study from the outset will be key. This needs to clearly delineate which projects are allocated for public and which for private sector financing.
Involuntary Resettlement Foreseen ⁵³		<input type="checkbox"/> No	

Climate Safeguards ⁵⁴	Extreme Weather Events such as floods or landslides, could damage project infrastructure and disrupt construction activities.	<input type="checkbox"/> Category 2: Less Adverse Impacts	The infrastructure and public spaces will be designed considering storm water and will use natural based solutions.
Gender Marker System ⁵⁵	Lack of understanding and capacity among project staff on gender perspectives leading to gender blind design and delivery	<input type="checkbox"/> Category 2: Less Adverse Impacts	Ensure gender competence in core team implementing the project
	Failure to effectively identify gender specific needs in the design and construction of the infrastructure and public spaces	<input type="checkbox"/> Category 2: Less Adverse Impacts	The project will be designed in a collaborative manner, involving with sample of potential users, with special attention to the needs of children and women.

Please note: Any project sheet must be accompanied by a support request letter from the respective local or national authority.

Kigali Urban Mobility Improvement and Greening Project

Project Cost Component	Unit	Cost \$	TOTAL	%	References
Component 1					
DBL Km	12	50.000	600.000		Reference WB "Kigali introduction of DBL. Final report V4-0", 2022 by ITP
DBL - 2 intersections upgrade	2	100.000	200.000		Reference WB "Kigali introduction of DBL. Final report V4-0", 2022 by ITP
NBS Km	12	150.000	1.800.000		Reference REMA "Design of Nature Based Solutions (NBS) for Flood Risks Reduction in four urban sub-catchments in Rwanda", 2021 (200.000\$/Km) Sweco estimation based on the costing of RUDP II footpath implementation reported in SAP 23-24
NMT (including intersections) Km	12	200.000	2.400.000		
			5.000.000	17%	
Component 2					
Bus depots		12.000.00			CoK input
	2	00	24.000.000		
			24.000.000	82%	
Component 3					
Public domain improvement (sqm)	4000	100	400.000		Reference to Kigali KISUP- Urban Fabric Initiative; green multi-use public spaces development
			400.000	1%	
Total			29.400.000		

Preparatory financing			
TA (project development, procurement, etc.)		200.000	Sweco estimation

Co-Financing

WB (grant) Km	7,5	50000	375.000	Reference WB "Kigali introduction of DBL. Final report V4-0", 2022 by ITP
Total			375.000	

Remaining financing need	29.025.000
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3. Green City Kigali Project Catalysts

Key Project Information

Sector	Climate and Resilience	
Location	Rwanda	Kigali, Gasabo district
Client	Government of Rwanda as led by City of Kigali	
Executing Agency	City of Kigali	
Team Leader	Solange Marie Muhiirwa, Chief Urban Planner, smuhiirwa@kigalicity.gov.rw	
Task Team	Vedaste UWAYISENGA, Ag. Director of OSC, vuwayisenga@kigalicity.gov.rw Theo NYANBYENDA, Building Construction Architect, tnyabyenda@kigalicity.gov.rw Jean-Paul SIBOMANA, Electromechanical Engineer, psibomana@kigalicity.gov.rw Gratien MUGENZI, Civil engineer, gmugenzi@kigalicity.gov.rw	
Project Origin	Green City Kigali Pilot Project & Green City Kigali Concept Masterplan	
For AfDB internal use only	AfDB Country Program Officer	
	AfDB Urban Regional Focal Point	

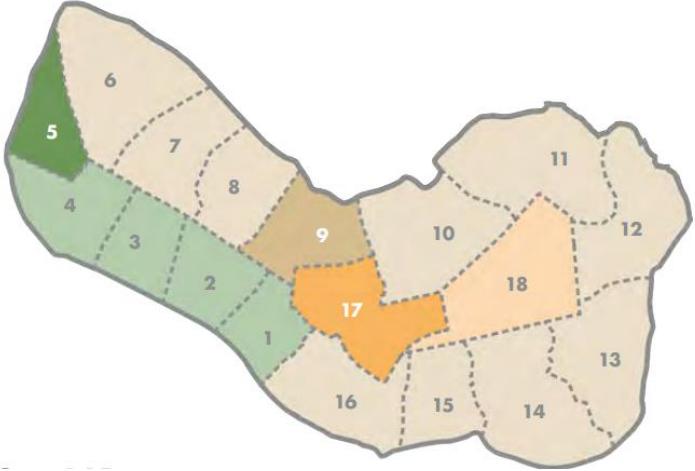
Strategic Context

Country Policy Alignment	Policy / Plan	Priorities Supported by Project	Alignment
	National Strategy for Transformation 2 (2024-2029)	Objective 2: Job for all Objective 3: Open for business	GCK will create non-skilled jobs in urban farming, and waste management to enable income generation in the poor neighbourhoods
	Vision 2050	Pillar 4: Urbanization and agglomeration	The project will develop replicable and scalable urban solutions for the secondary cities in Rwanda
	Kigali Master Plan 2050	Green City Development Goal	The GCK Masterplan proposes a linked network of landscaped green spaces that promote pedestrian migration, social interaction, biodiversity, livelihood opportunities and a connection to nature.
Sustainable Development Goals (SDGs)			<p>Goal 3. Ensuring healthy lives and promote well-being for all at all ages Goal 11. Make cities and human settlements inclusive, safe, resilient and sustainable.</p> <p>Target 11.1 Safe and affordable housing Target 11.3 Inclusive and sustainable urbanization Target 11.5 Reduce the adverse effects of natural disasters Target 11.6 Reduce the environmental impact of cities Target 11.7 Provide access to safe and inclusive green and public spaces</p> <p>Goal 13. Take urgent action to combat climate change and its impacts.</p> <p>Target 13.1 Strengthen resilience and adaptive capacity to climate-related hazards and natural disasters in all countries.</p>

African Union Agenda 2063	(1) A High Standard of Living, Quality of Life and well-being for All Citizens (7) Environmentally sustainable and climate-resilient economies and communities
AfDB High 5s AfDB Country Strategy Paper Climate Change	Improve the quality of life for the people of Africa
	<u>Priority Area 1:</u> "Strengthening Physical Infrastructure to Enhance the Productive Resources and Reduce the Cost of Doing Business".
	The project is in line with Rwanda's NDC and the Green Growth and Resilience Development in addressing both GHG emissions and climate vulnerability hazards of flooding, landslides and urban heat islands.
Sector and Institutional Context	This project investment leverages and enhances local enabling capacities to catalyze affordable housing & sustainable development within the framework of a sustainable development pilot project. Key components include enabling infrastructure, land management and ecosystem services. It will result in the implementation of sustainable and affordable housing with climate resilient infrastructure and access to green corridors for public use (pedestrians and cyclists). Moreover, this investment triggers carbon sequestration, sustainable stormwater management and climate adaptation. Within the auspices of a donor funded pilot project, the investment is highly scalable.

Project Description

Project Objective	To implement key selected components of an established donor funded Pilot Project in order to realise sustainable and affordable, scalable community development in Kigali and across Rwandan towns & cities.
Theory of Change	<p>The investment will leverage and enhance local enabling capacities to catalyze affordable housing & sustainable development within the framework of the Green City Kigali pilot project in Kinyinya, Gasabo.</p> <p>The Green City Kigali Pilot Project (GCK) has been developed by Rwanda's Green Fund (FONERWA) with support from KfW with the purpose of delivering an exemplar, holistic, bespoke to Rwanda, affordable, sustainable urban development model for sub- and peri-urban areas of Kigali and Rwanda's secondary cities. This ambitious project is critical in kick-starting transformational, sustainable, urbanisation, across Rwanda by nature of its holistic and cross sectoral approach coupled with an integrated implementation model which highlights key catalyst projects and roadmap. In the Kigali City Masterplan, Kinyinya Hill is explicitly identified as a 'Catalyst Project' for masterplan implementation priority Phase 1 and a 'nodal development location'.</p> <p>The four foundations of GCK are:</p> <ul style="list-style-type: none"> • Affordable & Socially Equitable Development • Climate Change Adaptation + Mitigation • Resource Efficiency • Culturally Sensitive Urban Development <p>The Concept Masterplan for GCK has been approved and adopted as a Sub Area Masterplan by CoK, and the Schematic Design of the first development parcel on greenfield land owned by a development partner (RSSB) has been completed.</p> <p>The investment will provide financing for catalyst projects within GCK - which have been selected in consultation with GCK's key stakeholders – which will unlock investments. There are currently crucial development constraints to further implementation of the GCK area; namely;</p> <ul style="list-style-type: none"> • Cost coverage for strategic enabling infrastructure – namely rights of way for primary transport/civil and nature-based infrastructure corridors. • Lack of Area Action Plans for areas of brownfield, public green, infill & neighborhood upgrading areas which provide land development & management tools for land assembly, development controls, safeguarding of public spaces and climate resilient infrastructure, and which incorporate GCK's land readjustment and compensation models. <p>As a policy tool guiding sustainable development, the investment sits within the hierarchy of three levels of development planning in Kigali;</p>

Project Description / Components	<ul style="list-style-type: none"> • The Kigali City Masterplan, • The Sub Area Masterplan (In this case the Green City Kigali Concept Masterplan) and • Local Area Action Plan / Guidelines (included as a component in the investment.)
<p>Component 1: Area Action Plans</p> <p>The Kinyinya Sub-Area Masterplan identifies 18 Local Area Plans (LAPs) as illustrated in the diagram below. Each LAP belongs to one of three broad categories:</p> <ul style="list-style-type: none"> • Greenfield • Brownfield • Sub-Centre  <p>Figure 4: GCK identified 18 LAPs</p> <p>These categories are based on existing characteristics of each site and therefore require unique design guidance when considering their future master planning and development. The Masterplan provides an Urban Design and Planning Framework for each LAP category and describes important factors for consideration in relation to the future development of each type. All 'Greenfield' areas are envisaged to be delivered primarily via the private sector. The Schematic Design of the first development phase (LAP #5 in the plan above) acts in effect as the LAP for that area and a template for the other LAPs in the 'Greenfield' category. The investment Component 1 therefore is to procure urban planning and development expertise to elaborate the LAPs for areas 1-2-3-4 in the Green field and 7-8-9 located in the northern part of Kinyinya Hill, for a total of 7 LAPs out of the 18, based on the Guidelines provided in the GCK Masterplan (Section 4). Component 1 is an essential enabling tool to resolve land planning, financing and compensation models for Components 2 and 3 below.</p> <p>Component 2: Ecological corridors on Kinyinya Hill</p> <p>Planning and implementing green corridors along the streets, commercial zones, neighborhoods and the existing Deutsche Welle forested area are key to delivering ecosystem services to the people of Kinyinya and Kigali as flora and fauna are anticipated to flourish. The GCK Masterplan aims for an overall ecological enhancement by doubling the landscaped areas for natural habitats from 8% of the planning area to 19%. The intention is to plan public, verdant landscape amongst streetscapes - integrating trees & planting for shading, transpiration cooling/urban heat island reduction, fruit production and biodiversity enhancement</p>	

(Forest Greenway). More specifically, the project will apply Nature-based Solutions (NbS) to manage stormwater through blue and green corridors that safely channel stormwater through the developed land areas, planted soak-away channels along roads (bio-swales) and reed bed-lined detention ponds that could purify water before reaching the wetlands. These green infrastructures will protect the steep slopes from erosion and landslide risks hence contributing to minimizing environmental degradation and are critical to the successful implementation of the GCK project objectives and meeting its goals. The project intends to allocate 25m wide blue-green corridors serving as pedestrian routes, recreation and horticulture production. 30 ha of land has been allocated to the Drainage Buffer Overlay. Moreover, in line with the GCK Tree framework strategy, trees will be planted across all local roads and residential lanes which will provide shadow and comfort for pedestrians and cyclists. The anticipated results are creating landscape spaces covering 45 ha of forest upon steep slopes, growing 72,000 trees along the streets- which if mature could remove 1,800 TCO²/year and release enough oxygen to support the life needs of over 140,000 people. Land acquisition strategy is to be provided via the LAPs (Component 1). This component is anticipated to cover **1.8 km** (red route in the picture attached) on the top of Kinyinya Hill linking the Deutsche Welle Park with the GCK Pilot project.

Component 3: GCK Upper Loop Road; Green Mobility and NbS corridor

The Upper Loop Road, formed from Primary Collector and Minor Arterial roads will provide a continuous, shaded, walking, NMT, bus and vehicle route around the hill, creating essential travel links to existing and future schools and neighbourhood centres. It will also supply water, power and data infrastructure to all LAP sites within the masterplan, enabling their development. The bio-swale network provides an essential part of the urban storm-water management network which is physically integrated with and inseparable from Component 2.

Much of the RoW is already well established and requires an upgrade investment. The required RoW is 10.6km in total. 7km is formed by a Primary Collector (24m RoW), 2.7km of it on a well-established existing, dirt track.



Figure 6: GCK Loop road

The prioritized loop road is routed through the RSSB and GCKC-owned greenfield land and has a length of **2.5 km** (blue route in the picture attached). Localised narrowing is shown to be possible in the Sub Area Masterplan to minimise conflicts with existing structures.

The Component includes commissioning the detailed design and construction of the Right of Way, to be developed and reviewed in liaison with the Department of Transport. Major landowners, such as GCK and RSSB may be responsible for implementing sections of the designed network as part of their LAP/masterplan proposals. CoK should be responsible for the associated land acquisition within brownfield land; the land acquisition strategy should be provided via Component 1 of the investment.

Key Impacts and Outcomes of Project	Environment and Climate	<p>Impact: <u>Stormwater Pollutant Reductions and localized Flooding:</u> Green Infrastructure techniques infiltrate runoff close to its source and help prevent</p>
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		<p>pollutants from being transported to nearby surface waters.</p> <p><u>Enhanced Groundwater recharge:</u> Retain rainwater through infiltration and soak pits to recharge groundwater. This is significant because groundwater provides about 40% of the water needed to maintain normal base flow rates in rivers and streams.</p> <p>Outcome: The project will increase the absorption of rain through various green infrastructure approaches, there is less stormwater available to ponds in roadways, homes and businesses.</p>
Social and Gender		<p>Impact:</p> <p><u>Improved human health:</u> The GCK project aims for a clean and healthy environment which contributes to a higher quality of life (e.g. less air pollution due to alternative transportation systems, and sufficient public parks for recreation) which ultimately will improve the living conditions.</p> <p><u>Vulnerable groups:</u> There are vulnerable groups including orphans, people living with disability (1.04%), aged people, widows/ers and orphans, child head of household, and women head of household in the village. The majority (68.28%) in the project area are in category 3 of ubudehe¹. The project will contribute to the increase in household incomes and improve life conditions while facilitating financial participation in family and community development.</p> <p>Outcome:</p> <p><u>Intangible Cultural Aspects:</u> People living in Kinyinya have a typical Rwandan culture characterized as informal settlements. Cultural identity and social cohesion will be maintained</p>
Economic and Financial		<p>By facilitating the next phase of implementation of the GCK project and Sub Area Masterplan for Kinyinya, the investment will impact all the Economic and Financial spheres of the wider project, including:</p> <ul style="list-style-type: none"> • Supporting and enhancing new, circular, local and emergent value chains, especially in sustainable construction. • Increasing construction employment opportunities - from local building materials production to developing a skilled construction labour force. • Drive employment in the services sector to provide for the new population, including within circular economies such as recycling, up-cycling and repair, framed around the waste management strategies. • Creating commercial premises that support scale small-scale businesses in goods and services through to larger scale office and industrial space. Spaces for 'start-up, stand-up and stay-up'.

¹ Category 3: Citizens who are gainfully employed or are even employers of labour. Within this category are small farmers who have moved beyond subsistence farming, or owners of small and medium scale enterprises

Project Target Area	Kinyinya Hill, Gasabo District. Spatial references and coordinates are to be found within Kigali City Masterplan spatial database .		
Status of Preparation	The Sub Area Masterplan along with preliminary studies as part of Green City Kigali provides a great deal of preliminary information and guidance as a baseline for all three components.		
Next Steps	Proposed Activity	Duration	Responsible
	Procurement of consultant support in the development of TORs for project components 1-3.	2 months	CoK
	Procurement of consultants for project documentation under components 1-3.	6 months	CoK
	Development of LAPs (with sequential prioritization of those supporting components 2&3)	12 months	CoK / appointed consultant
	Development of project documents and submission for grant application for component 2 (running concurrently with 1 as much as possible).	4 months	CoK
	Development of project documents and submission for grant application for component 3 (running concurrently with 1 as much as possible).	8 months	CoK
	Grant application review and approval process	4 months	Donor/Development Partner
	Procurement of Technical Assistance to CoK for the implementation of the project	2 months	CoK
	Project implementation	4 years	CoK

Stakeholders and Beneficiaries

Key Stakeholders	Category	Stakeholder [also include below and underline the client]
	National Government	Ministry of Infrastructure (MININFRA) Ministry of Environment (MoE) Ministry of Local Government (MINALOC) Rwanda Housing Authority (RHA) Rwanda Agriculture Board (RAB) Rwanda Environment Management Authority (REMA) Rwanda Land Management and Use Authority (RLMA) Rwanda Forestry Authority (RFA) Local Administrative Entities Development Agency (LODA) Rwanda Development Board (RDB) Water and Sanitation Corporation (WASAC) Rwanda TVET Board (RTB)
	Local Government	City of Kigali Gasabo District Kinyinya Sector

	Private Sector	Rwanda Energy Group (REG) Energy Development Corporation Limited (EDCL)	
	Civil Society	The community of Kinyinya Hill Haguruka (NGO advocating women's and children rights) Rwanda Women Network (RWN)	
	Development Partners	Green City Kigali Company (GCKC) Rwanda Green Fund (FONERWA) KfW Development Bank Rwanda Housing Authority (RHA) – Partial landowners Rwanda Social Security Board (RSSB) - Partial landowners Green Climate Fund (GCF)	
Direct Beneficiaries	Group	Estimated Number	Development Impact
	Empowered vulnerable, low-middle-income persons	The GCK project will result in strengthened adaptive capacity and reduced exposure to climate risks for 180.000 beneficiaries through affordable sustainable housing and the improvements made in physical infrastructure.	The project will strengthen the institutional capacity among GoR agencies to facilitate and oversee climate resilience with low-emission development of urban infrastructure and buildings. It will also blueprint the GCK and planning code for the GoR to promote the scale-up and replication of the project and reduce the design costs of future green city developments. The project will result in three institutional and regulatory system improvements.
	Gender mainstreaming and equal representation	Youth organisations and women cooperatives in the project area are the backbone of the local development	The project will perform a gender mainstreaming approach through inclusive procurement, capacity building and local recruitment and will boost economic development by prioritizing the local labour from the Kinyinya neighbourhoods

Financial Information

Estimated Project Cost	Components	Amount (US\$)	% of Total Cost	Source
	1. LAPs preparation for 6 local areas	1 400 000	45%	To be secured
	2. Ecological corridors	270 000	9%	To be secured
	3. Loop roads, mobility & NbS	1 437 500	46%	To be secured
	Total Amount:	3 107 500	100%	
Amount of Preparatory Financing Needed Client Co-Financing	Procurement of consultants for ToR, grant application & TA	60 000		
	\$ 60 000			
3 rd Party Co Financing	NA			
Remaining Financing Need	\$ 3 107 500			
Financing Approach	Component 1: For the Area Action Plan, the National Fund for Environment (FONERWA) has secured funding from the German Development Cooperation through KfW Development Bank and the Green Climate Fund's Project Preparatory Facility (PPF), to prepare a feasibility study and to conduct an international design competition and tender process to select an Urban and Architectural Design Consultant (UADC) to undertake urban planning, infrastructure and architectural design services associated with the Green City Kigali project.			

	<p>Component 2: For the ecosystem corridor, various financing options for ecosystem services may be possible. These include: Issuing a green bond, which is attractive to investors interested in environmentally sustainable projects. This would have to consider the wider project and ensure there are revenue components that can be identified to repay the bond over time. Adaptation or biodiversity grant financing from funds like the Global Adaptation Fund or the Global Biodiversity Fund Development banks, such as the World Bank or the African Development Bank (AfDB), often seek to finance infrastructure with environmental benefits. Therefore, the ecosystem corridor can be packaged with another component that is in the form of a concessional loan, and this would be financed through a grant component.</p> <p>Component 3: For the upgrading of the roads, the City of Kigali may consider concessional financing from a development partner like KfW to make the initial investment. Then it can use its own budget sources to maintain this over time. It may also look at engaging with a private sector provider, as detailed below, to contract out the operation and maintenance of the route.</p>
Private Sector Involvement	<p>A special purpose vehicle (SPV) has been established which will serve as the central vehicle for the project's implementation. This SPV is known as the Green City Kigali Company (GCKC). Once the designs have been done and the projects identified, the SPV can secure various financing opportunities from different private sector providers to be able to implement the Area Action Plans. As this is a pilot, the findings from this can be used to both understand the cost-benefit structures of implementing Green City Kigali more broadly, as well as how to further structure these at a larger scale to support implementation.</p> <p>For the ecosystem corridors, collaborations between cities and private firms can co-finance the construction and maintenance of ecosystem corridors. Private sector partners, such as real estate developers, can benefit from enhanced property values and improved urban living conditions, which would incentivise them to collaborate within these partnerships. There may also be private investors who would like to have this as part of their own corporate social responsibility, and therefore make the investment into part or all the ecosystem services themselves.</p> <p>For the upper route road, a public-private-partnerships may also be considered as part of an operation and maintenance contract for the Upper Route Road to ensure that once the initial investment in upgrading has been made, this can be maintained over time.</p>
Revenue Opportunities	<p>The tree planning exercises across the ecosystem corridors, which currently comprise an estimated 72,000 trees removing 1,800 CO₂ from the atmosphere would lend themselves very well to a carbon credit project. This can be managed through the vehicle that the Government of Rwanda has already set up.</p> <p>Furthermore, as this area is being upgraded, land and property prices will rise. In order to benefit from the opportunities of investment, the City of Kigali should ensure that its property cadaster in the area is up to date with the correct valuations before upgrades take place and then have these valuations updated once the upgrades have been concluded. The resulting uplift in property tax revenue can be used for continuous operations and maintenance.</p> <p>In addition to property tax, other land value capture instruments, such as the land value tax or a betterment levy, can be considered to ensure that the government is capturing the uplift in land values from the investments it is making itself in the Kinyinya pilot. This should then be used to determine how these instruments can be adjusted and adapted as necessary to be able to upgrade for future investments as part of the Green City Kigali Plan</p> <p>One innovative way to potentially generate revenue would be through a payment for ecosystem services approach, which highlights the fact that these investments into the ecosystem creates wider benefits such as better stormwater management and flood mitigation. Therefore, the City of Kigali may want to put</p>

	a price on this and then charge these to developers, industries or utility companies who may be benefiting from these services.
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Project Risks

Risk Area	Potential Risk	Estimated Category	Mitigation Measure
Environmental and Social Safeguards ⁵²	E&S risks associated with land consolidation, traffic and, health safety	Category 3: Negligible Adverse Risks	The GCK has developed a high-level ESIA, ESMP, and Resettlement Policy Framework which suggests appropriate and robust mitigation measures for potential land issues to be applied during project implementation
Involuntary Resettlement Foreseen ⁵³		No	The GCK model is zero resettlement as landowners are fully integrated into the Kinyinya neighbourhood development scheme
Climate Safeguards ⁵⁴	Landslides and erosion could damage the projects during construction due to extreme rain.	Category 2: Vulnerable	The designed green corridors and loop roads will integrate nature-based solutions as part of stormwater management
Gender Marker System ⁵⁵	Failure to effectively identify gender-specific needs in the design and construction of the green corridors and loop roads	Category 2: Gender One of the Outcomes	The green corridors and loop roads will be designed in a collaborative and participatory approach by involving the beneficiary local communities, focusing on the elderly pedestrians and children's needs.

Please note: Any project sheet must be accompanied by a support request letter from the respective local or national authority.



Figure 7: Ecological corridor (red route) and upper loop road (blue route)

GCK Project Catalysts

LAPs preparation	7	200.000,00	1.400.000
Green field RSSB (1-2-3-4)	4		
Northern part (7-8-9)	3		

Reference				
Mpazi Guidelines (11000\$/Ha)	164	11.000,00	1.804.000	
Planning studio in the local market	1	150.000,00	150.000	
Participation and community engagement (Mpazi phase 1)	1	50.000,00	50.000	

Ecological corridor (red line) km	1,8	150.000	270.000

Reference			
Drainage /swale and trees (REMA Report 200.000\$/Km)	1	150.000	
Water drainage channels (COK SAP 23-24) Km	1,5	170.000	

Loop Road (blue line) km	2,5	575.000	1.437.500

Reference			
NBS (REMA Report) Km	1	150.000	
NMT (COK SAP 110.000\$/Km foothpath) Km	1	250.000	

Road construction (COK SAP 23-24 Mpazi asphalt road) Km	1	135.000
Street lighting (COK SAP 23-24) Km	1	40.000
		575.000
TOTAL	3.107.500	

4. Kigali Inclusive Green Public Spaces

Key Project Information

Sector	Urbanisation	
Location	Rwanda	Kigali
Client	Government of Rwanda as led by City of Kigali	
Executing Agency	City of Kigali	
Team Leader	Solange Muhiirwa, Chief Urban Planner - smuhiirwa@kigalicity.gov.rw 9am-5pm working	
Task Team	Fabrice Barisanga, City Engineer Kabahire Stella City Manager (Chief Budget Manager)	
Project Origin	City Diagnostic and Action Planning Activities 2024, under ACP.	
For AfDB internal use only	AfDB Country Program Officer AfDB Urban Regional Focal Point	

Strategic Context

Country Policy Alignment	Policy / Plan	Priorities Supported by Project	Alignment
	National Strategy for Transformation (NSTS 2, 2024-2029)	Objective 2: Job for all Objective 4: Made in Rwanda	The project will increase temporary jobs to low-income earners, especially youth and women. The project includes the use of low-carbon, locally sourced construction material and efficient and cost-effective construction technologies.
	Kigali Master Plan 2050	1. Green City Development Goal 2. City of Citizens Development Goal with the objective to have an accessible and equitable city for all. This also includes citizen's participation in decision-making processes.	1. The project will develop green public spaces that include greenery and trees. 2. The project provides access to public spaces, where people can meet, relax, and socialize. The development process of these public spaces will include public participation.
	Vision 2050	Pillar 4: Urbanization and agglomeration • Smart and Green cities for sustainable growth	The project will contribute to greening the city with green public spaces

Sustainable Development Goals (SDGs)	Revised Green Growth and Climate Resilience - National Strategy for Climate Change and Low Carbon Development. September 2022	Prioritize development of green urban spaces	The project will contribute to greening the city with green public spaces.
	Goal 11. Make cities and human settlements inclusive, safe, resilient, and sustainable. Target 11.7. By 2030, provide universal access to safe, inclusive, and accessible, green and public spaces, in particular for women and children, older persons and persons with disabilities. Goal 13. Take urgent action to combat climate change and its impacts. Target 13.1 Strengthen resilience and adaptive capacity to climate-related hazards and natural disasters in all countries.		
African Union Agenda 2063 AfDB High 5s AfDB Country Strategy Paper	(1) A High Standard of Living, Quality of Life and Well Being for All Citizens (7) Environmentally sustainable and climate resilient economies and communities		
	Improve the quality of life for the people of Africa		
	-		
Climate Change Sector and Institutional Context	The project is in line with Rwanda's NDC by increasing the share of open and green spaces for public use. The NDC discusses the importance of open and green spaces as a way of increasing carbon sinks. In addition, green public spaces with trees and greenery supports adaptation by reducing risk of flooding and urban heat islands.		
	The project will benefit from and find synergies with the ongoing Urban Fabric Initiative (UFI) Kigali under the Kigali Informal Settlement Upgrading Project (KISUP) which covers small-scale public space upgrading and community infrastructure projects co-designed and co-produced by residents and urban stakeholders. The project targets the three informal settlements of Kagugu, Rwezamenyo and Nyakanbanda.		
	The project could collaborate and find synergies with the sub-programme 4: Forestry Resources Management, in the CoK Single Action Plan for FY 2024-2025, where indigenous and ornamental trees will be planted, and a tree nursery will be prepared.		

Project Description

Project Objective	Improving quality of life of residents in Kigali through development of inclusive green public spaces with community participation
Theory of Change	<p>Public spaces in cities play a crucial role in creating vibrant, healthy, and sustainable urban environments. Having sufficient open public space allows cities and towns to function efficiently and equitably. They improve quality of life, and offer plenty of opportunity for recreation, social, cultural, and economic development for everyone. Being green with trees and greenery can also support a city's climate adaptation. The importance of access to safe and inclusive green public spaces for a sustainable city is recognized by the UN and is therefore a specific target in the Sustainable Development Goals.</p> <p>The development of public spaces will create safe, accessible, and vibrant public spaces and by that enable social cohesion, improving environmental quality and climate resilience, and enhancing the overall well-being of the community. This will support the City of Kigali's work in implementing their vision and goals as expressed in their guiding documents such as the Kigali Master Plan. As a start, the city has carried out the study "Mapping of Public Spaces in Kigali: Towards City-Wide Public Space Strategy" (GGGI, 2020).</p>

Project Description / Components

The project consists of the development of inclusive green public spaces on accessible public lands, both pocket parks in neighborhoods as well as larger public spaces. The project also includes open up school yards and other potential areas to the public. The public spaces will be accessible for all, free of charge, and will function as a recreational area where children can come and play, and the community can use as a meeting place.

The public spaces will be designed so that they support climate adaptation through a lot of greenery and trees that provide shade and cool down the area, as well as function as stormwater retention. A participatory and gender-sensitive approach will be used in the design and implementation of these spaces. A transformative model and guidelines for development of public spaces will be put forward.

Component 1: Feasibility study

- Benchmark study on how other cities have increased public space.
- Develop a transformative model to be used to increase the number of public spaces using accessible public lands but also innovative ways of opening up existing spaces by collaborating with different actors.
- Development of key characteristics for the public space e.g. it should be an open space, shelter for shade and rain, be green, free access, benches, playground, car free, and safe.
- Develop guidelines for co-creation of inclusive gender sensitive public spaces through involvement of local community of all ages with special focus on children.
- Develop a framework for maintenance and management.
- **Throughout the project, work in an iterative way, evaluate, learn, and revise above model, characteristics, and guidelines.**

Component 2: Selection and design of public spaces with a participatory approach

- Identification and selection of potential plots and land that can be reconstructed to public spaces - at least 15 pocket parks distributed over the city and 2 larger public spaces.
- Identification of different actors that can collaborate by e.g. opening up their premises to public e.g. schools, churches, public entities or co-finance.
- Select a number of neighborhoods to try out the model, both participatory approach in the design, e.g. 5 pocket parks and 1 larger public space, and in opening up public spaces. Learn from these, revise model and guidelines.
- Continue with new neighborhoods, to reach a total of 15 pocket parks and 2 larger public spaces.

Component 3: Detail design and construction of the public spaces.

- Ensure involvement of youth, both men and women, in the implementation and construction phase.
- Use locally sourced construction material

Key Impacts and Outcomes of Project

Environment and Climate	<p>Impact: Improved air quality, enhanced biodiversity, and increased resilience to climate change.</p> <p>Outcome: Public spaces with greenery and trees that reduce urban heat waves, allow for biodiversity conservation, sequester carbon dioxide, and mitigate air pollution. Green public spaces that are designed with nature-based solutions for increased stormwater retention capacity.</p>
Social and Gender	<p>Impact: Improved quality of life with enhanced social cohesion.</p> <p>Outcome: Safe and green public spaces that promote community interaction, social connectivity, and opportunity for recreation with special focus for children and women.</p>
Economic and Financial	<p>Impact: Increased economic activity</p> <p>Outcome: Public spaces that provide space for formal and informal economic activities.</p>

Project Target Area	The project target area involves 15 smaller public spaces/pocket parks and 2 larger public spaces distributed over the city. The exact spots are suggested to be identified in Component 2 of the project.		
	New initiative. A study for "Mapping of Public Spaces in Kigali: Towards City-Wide Public Space Strategy" (GGGI, 2020) has been prepared where existing plots have been identified which could be developed to become attractive green and inclusive pocket parks/public spaces.		
<i>[This section should briefly outline next steps in the origination and preparation. It should also include an estimate of the time until the project is operational.]</i>			
Proposed Activity	Duration	Responsible	
Development of Terms of Reference and procurement of consultant to support CoK with the development of Project Document to seek finance.	3 months	CoK	
Development of project document and grant application	3 months	CoK	
Grant application approval	6 months	Donor/Cooperating partner	
Procurement of Technical Assistance to CoK for the implementation of the project	3 months	CoK	
If external funding is needed, project is ready to be operational earliest 15 months from starting the process.			
Project implementation	4 years	CoK	

Stakeholders and Beneficiaries

Key Stakeholders	Category	Stakeholder [also include below and underline the client]	
	National Government	MININFRA Rwanda Social Security Board Utilities	
	Local Government	City of Kigali	
	Private Sector	Could potentially take part in construction, operations, and maintenance. This is based on the model to be developed.	
	Civil Society	Local groups at village level, schools, churches, NGOs	
	Development Partners	To be decided	
	Group	Estimated Number	Development Impact
Direct Beneficiaries			

	<p>Citizens in the city and especially residents living nearby the public spaces - women, men, boys, and girls.</p>	<p>The estimated number of beneficiaries using the new public spaces are expected to be significant. It is difficult to estimate a number since it depends also on exact location of the public places.</p>	<p>Environmental sustainability: Green public spaces contribute to climate resilience, reduction of urban heat waves, biodiversity conservation, and overall environmental health.</p> <p>Enhanced social cohesion: Safe and green public spaces that promote community interaction and social connectivity.</p> <p>Improved quality of life: Provide opportunity for recreation, and playgrounds for children.</p> <p>Economic growth: Increased economic activity by providing space for formal and informal economic activities.</p>
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Financial Information

Estimated Project Cost	Components	Amount (US\$)	% of Total Cost	Source
	Component 1 – Feasibility study	250,000	5%	To be secured
	Component 2 – Selection and design	350,000	7%	To be secured
	Component 3 – Detailed design and construction	3,900,000	80%	To be secured
	Project management and oversight	500,000	8%	To be secured
	Total Amount:	5,000,000	100%	
Amount of Preparatory Financing Needed	TA to CoK for project document development, grant application, procurement documents, etc.	60,000		CoK
Client Co-Financing	USD 60,000			
3 rd Party Co Financing	-			
Remaining Financing Need	USD 5,000,000			
Financing Approach	<p>Own Source Revenue: Since the public space and services will be provided free of charge through public investments, it is reasonable for the city to capture the increase in land value to recoup the cost of investment and reinvest in broader infrastructure development across Kigali. Rwanda has mechanisms in place for this, including the property tax and land use fees. The property tax system was comprehensively reformed in 2019 to empower local governments and enhance revenue generation. Additionally, land lease fees contribute to this revenue stream. Recent amendments to property tax rates and land lease fees, introduced in 2023, further strengthen these tools. These ongoing revenue sources can be directed toward the operation and maintenance of public infrastructure.</p> <p>Climate Funds – Grant for Adaptation: Given that the public space will be designed to support climate adaptation, grant funding for adaptation initiatives can be pursued. This could include tapping into the Global Adaptation Fund's Locally Led Adaptation (LLA) window, which offers pre-concept stage support of up to USD 150,000, with 20% available at the pre-concept stage (USD 30-50,000). Full LLA projects, promoting adaptation at the local level, can</p>			

	secure grants of up to USD 5 million. These funds could be targeted to cover the initial upfront costs of the project.
Private Sector Involvement	Since the public spaces must remain free and accessible to all citizens, user fees are not an option. However, the city can explore private sector involvement for public space operations and maintenance, which would need to be financed through the city's general budget.
Revenue Opportunities	<p>The City of Kigali could generate revenue by charging private organizers for hosting events and activities in the public spaces. For instance, plans to include a theater could allow for leasing the space for concerts and plays. Advertising fees could also be incorporated into the public space's revenue model.</p> <p>It is essential that all fees generated from activities be reinvested into the preservation, operation, maintenance, and expansion of public spaces. The city could establish an "Open Public Space Fund" where all generated revenue is deposited and allocated specifically for the needs of the public spaces.</p>

Project Risks

Risk Area	Potential Risk	Estimated Category	Mitigation Measure
Environmental and Social Safeguards ⁵²	Inadequate assessment of environmental impacts leading to pollution or habitat destruction	<input type="checkbox"/> Category 1: Significant Impacts	Undertake and implement EIA recommendations
	Lack of effective measures to mitigate social impacts, such as disruption of livelihoods.	<input type="checkbox"/> Category 2: Less Adverse Impacts than Category 1	Community engagement during design phase
	Insufficient community engagement and consultation, leading to opposition to the project	<input type="checkbox"/> Category 1: Significant Impacts	The project will have a thorough consultation and participatory processes involving citizens (men, women, boys and girls) and relevant stakeholders from design to construction phase.
Involuntary Resettlement Foreseen ⁵³		<input type="checkbox"/> No	The areas that will be selected for public spaces will preferably be areas where there are no people living.
Climate Safeguards ⁵⁴	Extreme Weather Events such as floods or landslides, could damage project infrastructure and disrupt construction activities.	Category 2: Vulnerable	The public spaces will be designed considering storm water and will use natural based solutions.
Gender Marker System ⁵⁵	Lack of understanding and capacity among project staff on gender perspectives leading to gender blind feasibility study	<input type="checkbox"/> Category 2: Gender One of the Outcomes	Ensure gender competence in core team implementing the project

	Failure to effectively identify gender specific needs in the design and construction of the public spaces	<input type="checkbox"/> Category 2: Gender One of the Outcomes	The public spaces will be designed in a collaborative manner, involving the potential users of the park, with special attention to the needs of children and women.
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Please note: Any project sheet must be accompanied by a support request letter from the respective local or national authority.



Figure 8: Kumunyinya, a space located alongside the RN 15 road in Kigali that has been identified as a potential site to be upgraded in "Mapping of Public Spaces in Kigali: Towards City-Wide Public Space Strategy" (GGGI, 2020).

Kigali Inclusive Green Public Spaces

Feasibility Study	1	250.000,00	250.000	Sweco estimation based on SAP and other consultancy fees
Selection and Design	1	350.000	350.000	Sweco estimation based on other consultancy fees
Detailed design and construction	1	3.900.000	3.900.000	Reference to Kigali KISUP - Urban Fabric Initiative; green multi-use public spaces development
Pocket park/smaller public space	15	100.000	1.500.000	
Large multi-use green public space	2	1.200.000	2.400.000	
Project management and oversight	1	500.000	500.000	10% of total cost
TOTAL			5.000.000	



A4. Strategic support document for establish the Vision

City Action Plan

Vision: Should capture the city's overarching development ambition over the next 10-15 years.

Objectives: Several objectives should be organised in categories such as economic, environmental, social; people, infrastructure, and nature; sectors and topics.

Kigali Strategies – Visions and Objectives

City Integrated Development Strategy (2018-2024)

Vision: Kigali Yacu – Our Kigali! To become the Centre of Urban Excellence in Africa

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

Goals and Objectives

Pillar 1 – Economic Transformation

- City of diverse, vibrant, and inclusive economy
 - Empower women and youth on the labour market and in their own initiatives.
 - Foster economic development at the local level.
 - Support growth in exports and Foreign Direct Investment.
 - Support the development of critical skills.
 - Champion SMEs, start-ups, and entrepreneurs
- City of sustainable infrastructure and resource management
 - Invest in green transport infrastructure, especially improved public transport (bus rapid transport) and non-motorised transport (cycling and pedestrian pathways).
 - Achieve 100% energy access for domestic and productive users by means of investment in both grid extension and off-grid technologies, and reducing reliance on cooking with traditional biomass.
 - Scale up electricity generation, especially through investment in renewable energy technologies; to improve energy security, eliminate electricity imports, and decarbonise power supply.
 - Build out water, wastewater, and stormwater infrastructure (especially green/LID drainage infrastructure) to improve access to water and sanitation services and manage stormwater.
 - Develop a municipal solid waste (MSW) management plan, including landfills and waste-to-energy plants, that ensure efficient collection and disposal of solid waste.
- City of affordable homes and neighbourhoods
 - Upgrade or redevelop unplanned/informal settlements into vibrant, mixed-use neighbourhoods with improved infrastructure.
 - Encourage efficient land use through integrated planning with roads and other infrastructure, densification and connectivity.
 - Provide affordable homes and neighbourhoods with clustered public facilities.
 - Promote financial support for access to housing.
 - Promote urbanisation and group settlements through establishing land banks.
- City of enchanting nature and biodiversity

- Review and improve biodiversity management.
- Sustainably manage the City's natural resources.
- Conserve and restore the natural forests of Kigali.
- Develop green spaces.
- Restore, conserve and sustainably use water bodies, including wetlands.

Pillar 2 – Social Transformation

- City of happy and healthy residents
 - Lift population out of poverty and vulnerability.
 - Improve access to and quality of healthcare for all citizens.
 - Improve access to and quality of education for all citizens.
 - Eradicate malnutrition and improve food security through both improved agricultural practices and awareness campaigns on nutrition.
 - Improve health outcome indicators such as HIV and child mortality rates.

Pillar 3 – Transformational Governance

- City of endearing character and unique local identity.
 - Promote Safety and Security of Kigali residents.
 - Improve public institutions and CoK performance.
 - Implement IDS.
 - Encourage Peace and Unity among Rwandans.
 - Preserve Kigali's natural beauty and promote landscape identity.

Kigali City Master Plan 2050

Vision: Kigali Yacu – Our Kigali! To become the Centre of Urban Excellence in Africa

Themes:

1. City of Excellence
2. City at Work
3. City on the Move
4. City for Citizens
5. City of Mixed Neighbourhood
6. Green City
7. Efficient City
8. Creative City

Principles:

1. Kigali integration in the national and regional context
2. Incremental development
3. Facilitating affordable housing
4. Detailed phasing aligned to the City Development Strategy
5. Mixed use approach in all areas
6. Green growth (protection vs development)
7. Sustainable and resilient infrastructure
8. Inclusivity and equity

Kigali City Transport Master Plan 2050

Vision: City on the Move

Objectives:

- To become a public transport oriented city
- To establish a complete transport system
- To create a sustainable transport network

Kigali Resilience Roadmap 2023-2030

Vision: To ensure that all City's activities, projects & investments have resilience thinking at their core, and that they bring the broadest possible benefits in terms of promoting safety and equity to all residents, particularly those who are disproportionately affected by Kigali's priority shocks and stresses.

Objectives:

1. Expand access to affordable essential services and digital tools.
2. Promote inclusive, safe and gender-responsive urban mobility.
3. Facilitate a resilient recovery to COVID-19 for Kigali's local businesses and workers.
4. Strengthen the City's capacity for preparedness and proactive response to climate and disaster risks.
5. Promote a cohesive and inclusive society.

Kigali Gender Mainstreaming Strategy 2023-2028

Vision: Make Gender Equality Reality in Safe City Free of Sexual and Gender Based Violence

Mission: Strengthen Gender mainstreaming in COK and in all private and public institutions operating in CoK by making women's and men concerns and experiences and integral dimension of the design, implementation, monitoring and evaluation of policies, programmes and projects in all social, political, civil and economic interventions so that women and men benefit equally.

Strategic Objectives:

1. Raise awareness of the Community living in the CoK on gender equality and SGBV eradication.
2. Conduct capacity development of the CoK leaders and staff as well as public and private institutions operating in the CoK
3. To progressively eliminate gender Based Violence through effective and efficiency prevention and response mechanisms

National Strategies

Vision 2050

Vision: Take Rwanda beyond high income to high living standards. Its income targets are to attain upper middle-income country status by 2035 and high-income status by 2050 with an objective of providing high-quality livelihoods and living standards.

Priorities:

- High Quality and Standards of Life:
- Developing Modern Infrastructure and Livelihoods

- Transformation for Prosperity
- Values for Vision 2050
- International cooperation and positioning

National Social Transformation Strategy 1 (2017-2024):

Objectives:

- Economic Transformation: Accelerate private-sector-led economic growth and increased productivity.
- Social Transformation: Positive qualitative change in all aspects of people's lives.
- Transformational Governance: Consolidate and provide building blocks for equitable transformational and sustainable national development.
- Cross-cutting areas:
 - Development
 - HIV/AIDS and Non-Communicable Diseases
 - Disability and Social Inclusion
 - Environment and Climate Change
 - Regional Integration and International Positioning
 - Gender and Family Promotion
 - Disaster Management.

Local Economic Development Strategy 2018-2024

Vision: Competitive and inclusive local economies that boost Rwanda's socio-economic transformation

Mission: Create an enabling environment for competitive and inclusive local economies capitalising on existing local potentialities through harmonised cross- sectoral interventions

Objectives: Create a conducive environment to support an effective translation of local economic potentialities into tangible interventions that address the socio- economic needs of local communities. With sub-objectives:

- Establish/strengthen innovative decentralised mechanisms for promoting sector specific; value chains, private sector development and job creation.
- Enhance the accessibility and improved services through LED enabling infrastructure.
- Strengthen the capacity of local administrative entities to implement and mobilize resources for LED.
- Strengthen community participation in LED.

- Improve coordination of LED planning and implementation across government and between government and non-governmental actors.

National Investment Policy 2023

Objectives:

- To integrate the medium term and long-term development agenda of the country at all levels of public investment
- To enhance the effectiveness of public investment management across all levels of government and throughout the investment cycle
- To integrate environmental and social governance (ESG) in the investment cycle for inclusive and resilient growth in both public and private investment undertakings.
- To ensure the implementation of the Revised Green Growth and Climate Resilient Strategy (GGCRS) and the revised NDCs
- To continuously support the improvement of the business environment in the country by addressing challenges faced by both domestic and foreign investors
- To enhance the capacity of government across all levels to generate a steady stream of high-quality public and PPP bankable projects for investments
- Strengthening Land Management to support the investment climate

National Gender Policy 2021 (Revised)

Vision: A nation that enjoys gender equality and equity towards national and sustainable transformation

Mission: To ensure that gender gaps across sectors are addressed through accelerating effective gender mainstreaming, gender responsive interventions, and gender accountability mechanisms in order to position Rwanda as a global model in promoting gender equality.

Objectives:

1. Strengthen the gender mainstreaming and accountability across national sector policies, planning frameworks and strategies in public and private sector;
2. Ensure equal access and control of productive resources and economic opportunities for women and men, boys and girls;
3. Improve gender equality in education, health and social protection;
4. Identify, map and address persistent cultural norms, gender stereotypes, and imbalances affecting the principles of gender equality and equity between women and men and girls and boys;
5. Ensure effective boys and men's engagement programs and strategies in gender promotion;
6. Strengthen the mechanisms for promoting women's participation in leadership and decision-making positions;
7. Increase knowledge on gender equality and equity in public and private sectors as well as among citizens in general
8. Guarantee a conducive legal, policy, and institutional arrangement for the promotion of gender equality and equity.

National Strategy for Climate Change and Low Carbon Development (2022)

Vision: Rwanda to be a developed, climate-resilient, and low-carbon economy by 2050

Objectives:

- To achieve Energy Security and Low Carbon Energy Supply that supports the development of Green Industry and Services and avoids deforestation.
- To achieve Sustainable Land Use and Water Resource Management that results in Food Security, appropriate Urban Development and preservation of Biodiversity and Ecosystem Services.
- To ensure Social Protection, Improved Health and Disaster Risk Reduction that reduces vulnerability to climate change impacts.

National Environment and Climate Change Policy (2019)

Vision: Rwanda to be a nation that has a clean and healthy environment, resilient to climate variability and change that supports a high quality of life for its society.

Objectives:

- Greening economic transformation
- Enhancing functional natural ecosystems and managing biosafety
- Strengthening meteorological and early warning services
- Promote climate change adaptation, mitigation and response
- Improve environmental well-being for Rwandans
- Strengthen environment and climate change governance
- Promote green foreign and domestic direct investment and other capital inflows

Smart City Rwanda Masterplan (2018)

Vision: Leaders and citizens use data, information and knowledge to ensure a co-created resilient and sustainable future.

Pillars:

1. Smart governance and planning
2. Smart and efficient services and utilities
3. Localised innovation for social and economic development

Objectives:

- Use technology to engage citizens and other urban stakeholders
- Localise infrastructure, utilities and services and utilize, co-ownership and co-creation
- Use accurate and relevant data to manage and plan
- Promote digital transformation of financial and municipal services
- Include innovation training and mindset in formal education
- Create smart and performance-based policies and regulations
- Use localised and challenge-based financial opportunities
- Utilise sustainability and resilience strategies in their resource management
- Use technology to engage citizens and other urban stakeholders

