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Implementation Plan

Kigali Master Plan 2050



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APPROVALS	NAME	ROLE	DATE
AUTHOR	ENRICO MORRIELLO	SENIOR URBAN PLANNER / PM	
AUTHOR	LATHA CHHETRI	SENIOR URBAN PLANNER	
AUTHOR	GABRIELLA ROBBA	SENIOR URBAN PLANNER	
AUTHOR	AMANI MCHUGH	ENVIRONMENTAL SPECIALIST	
AUTHOR	GERNA VAN JAARSVELD	TRANSPORT PLANNER	
AUTHOR	BERNADINA DA SILVA	CIVIL ENGINEER	
AUTHOR	MANDY WESTWOOD	TRANSPORT PLANNER	
REVIEWER	DEON DU PLESSIS	INFRASTRUCTURE TEAM LEAD	
REVIEWER	ANANDAN KARANUKARAN	PROJECT DIRECTOR	

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1

Introduction

- 1.1 Introduction
- 1.2 Objectives of the Implementation Report
- 1.3 Organization of the Plan

1 Introduction

1.1 Introduction

A master plan is a dynamic and long-term planning document that provides a layout to guide future growth and development of the City. Whilst, by its own nature, it cannot address all aspects of Urban Development, it can provide a solid guidance for future physical growth, as well as suggesting improvements to other interrelated sectors equally relevant in the urbanisation processes, such as equitable financing mechanisms, innovative policies and improvements to the institutional and governance frameworks.

The 2050 Kigali Master Plan is based on public participation and contribution, surveys, analysis of existing development and social and economic conditions that led to shared planning strategies and decisions. The Kigali City Master Plan has been drafted relying on an extensive knowledge of the present to draw the future Vision of the city to become the Centre of Urban Excellence by 2050. Kigali Yacu – Our Kigali, the tagline selected to accompany the main Vision statement, represents the willingness of this Plan to achieve such Vision in an inclusive manner.

To achieve this long-term, and ambitious vision for Kigali the planning process addressed key urban development issues breaking them down into 8 themes, synthesized by combining national urbanisation policies pillars with the Sustainable Development Goals. The 8 themes, further detailed and explored in the main Master Plan report are:

- City of Excellence
- City of Mixed-Use Neighbourhoods
- City at Work
- Green City
- City on The Move
- Efficient City
- City for Citizens
- Creative City

Each theme encompasses current understanding of Kigali's context and, on that base, defines urban development strategies. Each of them also represents a long-term goal around which all recommendations in this Implementation Plan are organised.

This Master Plan is intended to be a tool to effectively coordinate land management in Kigali and aims to provide directions to the physical, economic, social, environmental growth of the City by providing the necessary spaces required for future economic growth and improved quality of life in the City. This can be achieved by two key tools that are integral part of the Master Plan documentation:

- The *Zoning Plan and Regulations* as well as the *Urban Design Guidelines* -for selected areas- provide a detailed, yet flexible physical guidance to urban development. They indicate WHAT and WHERE must be done ? to achieve efficient land use, good service provision, protection, and valorisation of the natural and cultural resources in Kigali to fulfil the objectives set for each Goal and achieve the long-term Vision.
- This Implementation Plan that tries to answer different questions, and in

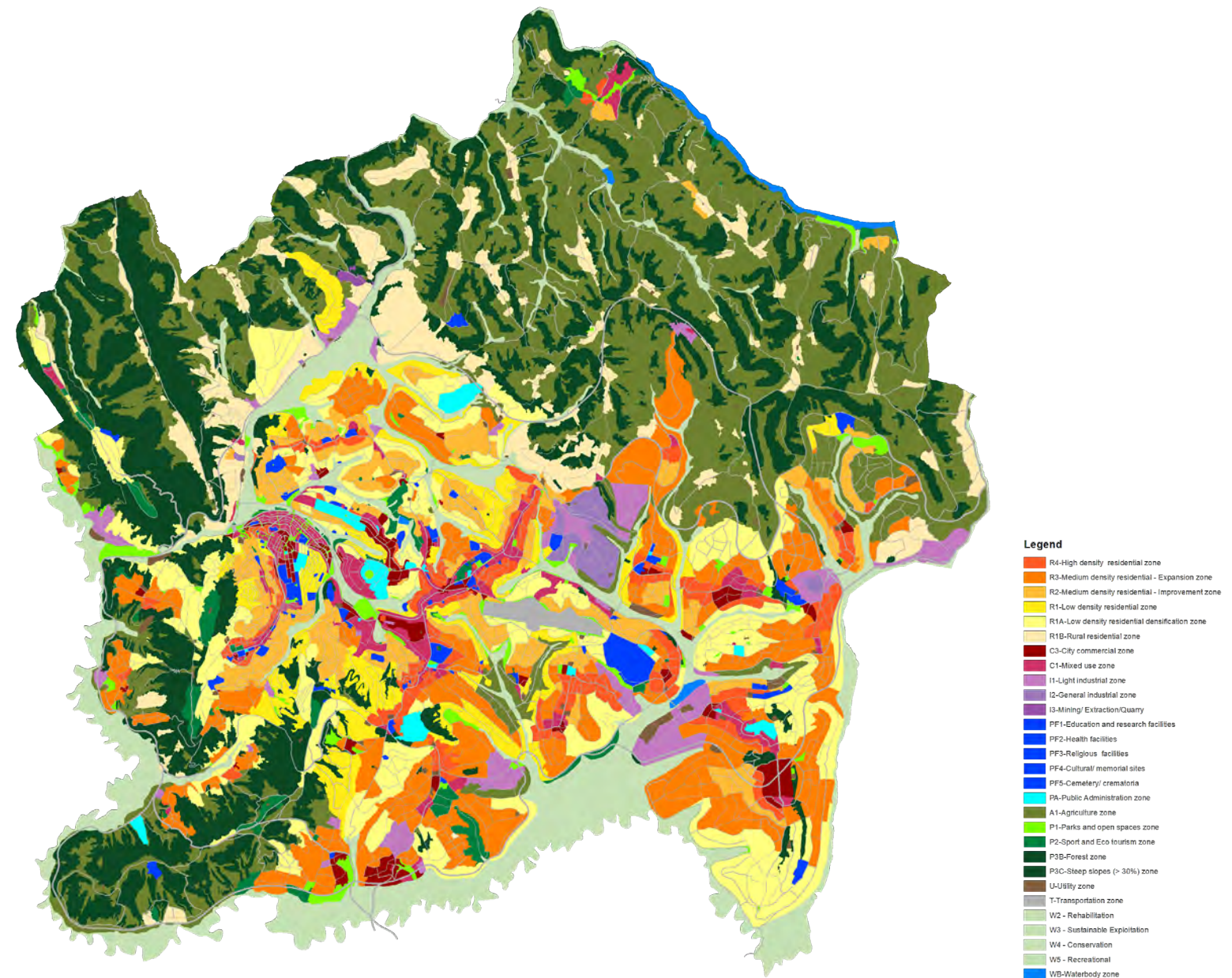


Figure 1.1 Proposed Zoning 2050

particular: HOW? WHEN? WHO? By trying to answer these questions as mentioned earlier, it is important to note that the Master Plan by itself has no power to induce economic growth nor to improve the quality of life of the people, unless supported by effective implementation strategies. The implementation Plan has the objective of outlining, with different level of detail: a) the strategies that should be implemented to achieve specific objectives; b) the timeline which each action or project should follow for harmonic and balanced urban development; c) the improvements that need to be applied to the institutional and governance framework to support Master Plan's implementation and d) the role that public institutions and private sectors, international partners and, in general, all Kigali Citizens, should play to make this Vision a reality.

The purpose of this document is particularly to describe and suggest improvement to the framework, elaborate on the priority actions and projects and to define specific roles to be taken by the various stakeholders in an optic of coordinated implementation, monitoring, enforcement and management of the Master Plan.

The Implementation Plan is designed as a working tool with the following approach:

- It clearly identifies current implementation challenges and proposes suitable actions to address them under critically interconnected

components: Good Governance, Institutional Framework, Master Plan Management.

- It provides a phased list of Capital Improvement and Catalyst Projects to support inter-institutional planning coordination and budget allocation with the objective of maximising Governments' investments over time.
- It lays down a clear path towards the coral achievement of the ambitious goals set in the Planning Process by the same stakeholders that will have to play a key role in its implementation.
- It is a flexible and adaptable instrument in the hands of the City of Kigali, and its partners to evaluate investment decisions, policy changes, monitor and steer the Master Plan with sufficient rapidity as to respond to the City's evolving scenario.

1.2 Objectives of the Implementation Plan

The Master Plan sets out a comprehensive programme of proposals and improvements that will transform the prospects for the City over the next 30 years. This Document focuses on providing a plan of action to realize the Kigali City Master Plan, considering the key implementation challenges / issues faced by the City currently and other possible challenges and needs that the proposed Master Plan could encounter in the process of implementation.

The primary objective of this report is to provide the action plan with a clear implementation approach, timeline, and broad costing to implement the

key identified projects. This document aims to provide an Action Plan that is developed with an understanding of, not only the current and probable challenges that might be faced by the City in implementing projects, but also aims to track the implementation status of all activities proposed in the Implementation Action Plan including projects identified by the City Development Strategy for immediate 7 year period (2018-2024).

1.3 Organization of the Report

The Implementation Report is organized as per the following Chapters to reflect the preparation process of the Implementation Plan.

Chapter 1: Introduction: This is a brief introduction chapter that highlights the objectives of the Implementation Action Plan and the organization of the report.

Chapter 2: Existing implementation framework and challenges: This Chapter presents a summary of the existing implementation framework, the recent changes, and it provides a summary of the City Integrated Development Strategy (CIDS). It highlights the main current challenges and issues faced by the City in implementing the Master Plan.

Chapter 3: Strategic Objectives: This chapter provides the objectives of the Master Plan Implementation, set for the development goals following the vision for the City of Kigali.

Chapter 4: Proposed Implementation Framework and Approach: This Chapter focuses on the proposed implementation framework and its 4 components, providing details on efficient Master Plan Management, improvement of the Institutional Framework, enhancement of Good Governance and implementation of CIP and Catalytic Projects.

Chapter 5: Action Plan: This Chapter focuses on the description of the Action Plan structure and organization and presenting the Phasing Plan.

Chapter 6: Priority Actions: This Chapter highlights the priority actions for the 4 components of proposed Implementation Framework. It shows the different Capital Improvement projects and Catalyst projects identified for the implementation of the Master plan with overall scope, timeline and broad costing.

2

EXISTING IMPLEMENTATION FRAMEWORK AND CHALLENGES

- 2.1. Existing Implementation Framework
- 2.2. Recent Changes in the Implementation Framework
- 2.3. City of Kigali Integrated Development Strategy (CIDS) (2018-2024)
- 2.4 Implementation Challenges

2 Current Implementation Challenges

2.1 Existing Implementation Framework

The City of Kigali coordinates the governance in the three Districts of Gasabo, Nyarugenge and Kicukiro and the territorial administration of these three districts. It is mandated to oversee the implementation of national policies and programmes in collaboration with other central government ministries and agencies, ranging from economic, social welfare, education, health, security, and others. Recent modifications to the institutional framework organising the role of the Districts, further reinforced the role of the City of Kigali in the area of Urban Management.

Current institutional implementation framework is summarised below. A detailed description of National and Local Administration roles and responsibility is provided in the Analysis and Vision Report.

2.1.1 UTILITIES PLANNING, DEVELOPMENT AND MANAGEMENT

Implementation of major infrastructure, such as major roads, water supply and sanitation, power supply, ICT and waste disposal are planned and implemented by different authorities under the Ministry of Infrastructure (MINIFRA). Implementation of minor infrastructure development such as city level and district roads, utilities, and public facilities in Kigali City are planned and managed by the Infrastructure Department within the City of Kigali, which is responsible for transportation planning, road development and

rehabilitation, road maintenance, water, and sanitation. Planning, supervision, inspection, and maintenance of other minor utilities infrastructure such as waste management, water and sanitation works, and street electrification and public lighting are also handled by the City of Kigali Infrastructure Department.

2.1.2 PHYSICAL PLANNING, DEVELOPMENT CONTROL, DEVELOPMENT APPLICATION, AND APPROVAL

The Kigali City's One-Stop Centre (OSC) represent one of the most advanced and well organised local planning and implementation units in the regional context. Under its scope, it manages planning at city level, development control, master plan management, advisory to investors and many other functions related to urban development. Despite this extensive scope, most of its duties are tied to the development control and, more specifically, to the review of development application for the City.

Whilst several capacity-building initiatives were implemented in recent years, the chronic lack of additional, well-trained, and experienced manpower affects its capacity to completely fulfil its role in urban management. As a stronghold for City's efficient land management and implementing unit, more should be done in terms of manpower and technical capacity to support this unit.

The Inspection Unit at the City of Kigali was initially under the OSC. In recent years, it was detached to ensure transparency and rigorous conformity to

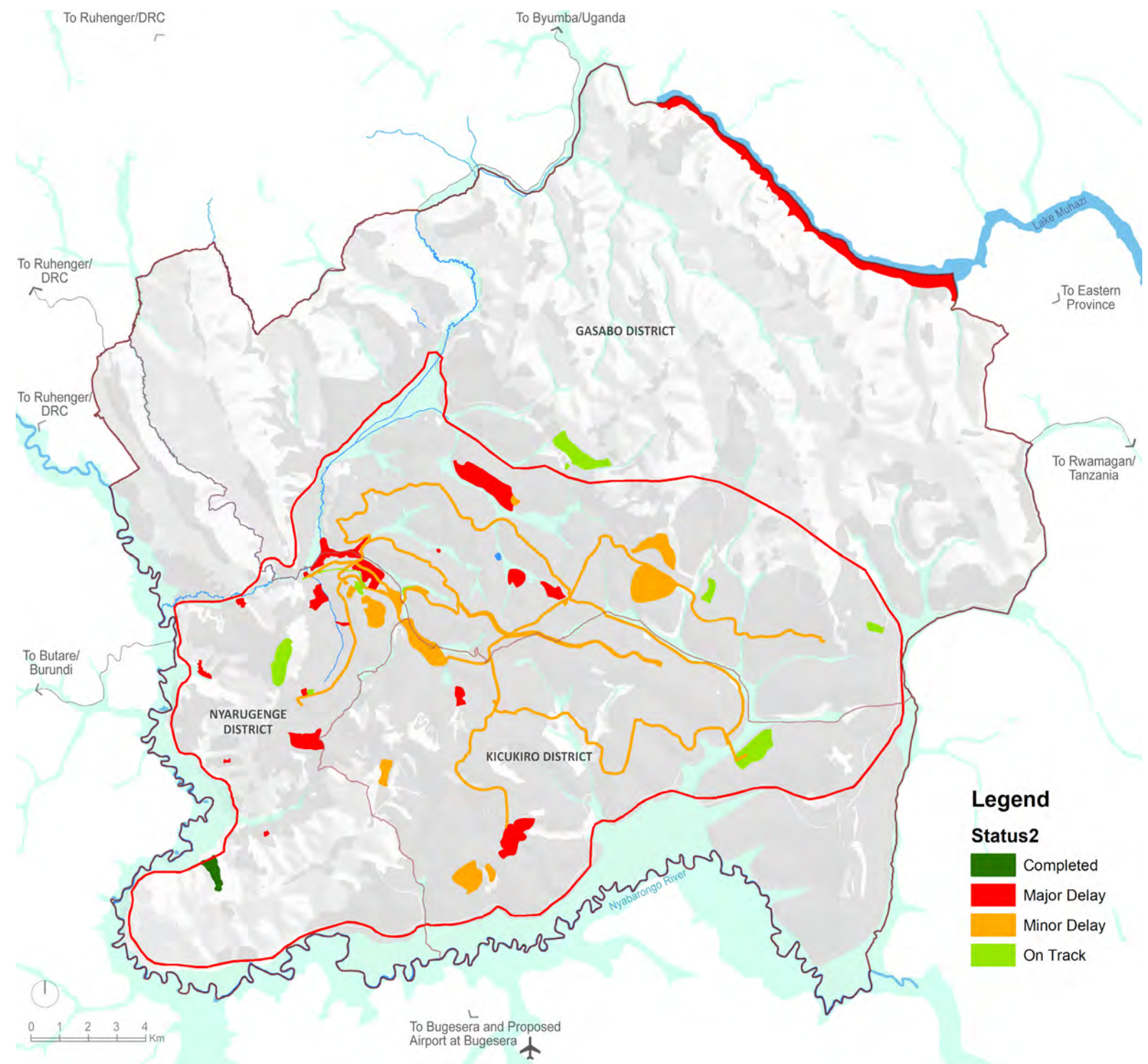


Figure 2.1 Implementation Projects 2013 Status

master plan indications and submitted/ approved Construction Permits.

2.1.3 THE ROLE OF THE CITY ENGINEER

A historical lack of coordination between the OSC and the Infrastructure Department induced the City Management to introduce a new figure with a high-level coordination role. The City Engineer represents the apical technical decision-making figure in the City of Kigali and reports to the Executive Committee.

Whilst the introduction of this figure improved the quality of horizontal coordination between the different units in the City, it often risks creating bottle-necks and delays in the implementation of actions, due to the confluence of responsibilities on one single figure. Despite this, the institution of the City Engineer figure in 2015 represents a good practice that can be further supported and enhanced.

2.2 Recent Changes in the Implementation Framework

There have been some changes with the passing of the new law Nº 22/2019 of 29/07/2019, governing the City of Kigali. With this law, the planning and implementation powers moved from all three districts and the City, into the authority of the City of Kigali. This means that all District priority activities established in the respective District Development Strategies and Local Economic Development Strategies falls under the City of Kigali's authority. While this will enable the city to

shape development activities through easy decision-making process and coordinated planning, the institutional framework hasn't changed, and the implementation responsibilities have become manifold. This will need to be considered in the formulation of the proposed implementation framework.

2.3 City of Kigali Integrated Development Strategy (CIDS) (2018-2024)

The City of Kigali Integrated Development Strategy (CIDS)¹ is the first plan since the City of Kigali assumed "legislative power over the administrative area of Kigali, removing the key planning role from the districts into the City's control". This document is a six-year strategic plan that is envisioned to guide all the development operations of the City of Kigali between 2018 and 2024. It has already considered all District priority activities established in the respective District Development Strategies and Local Economic Development Strategies, in its development strategy. It is closely aligned with national economic development policies (Vision 2050, NST1), the National Urbanisation Policy, and other relevant sector policies, regional and global commitments within multilateral and bilateral frameworks. It aims to define the City's vision and goals, through an integrated approach, and align the programmes of the City to a new strategic direction and empower

¹
The Planning Team had access to the draft version of the strategy. Changes may be applied to the strategy after the publication of this Plan

the administration to deliver on its vision.

The CIDS 2018-2014 looks to build on the success of attracting rural migrants for Rwanda's economy, to reap the benefits of agglomeration economies through well managed urban planning with changes/additional governance and institutional frameworks. It outlines the cross-cutting areas that are integral to the formulation of the strategy. An Activity Plan for Kigali included in the IDS seeks to:

- Elaborate on its established goals to ensure they reinforce Kigali's resilience;
- Achieve the goals City requires through detailed resource mobilisation strategy;
- Achieve greater coordination
- Develop capacity to achieve the set goals and ensure both the numbers and quality of staff to meet the City's needs;
- Bring M&E framework up-to-date with formation of a City of Kigali Strategic Planning Unit, a participatory monitoring and evaluation mechanism, and a fully accessible monitoring and evaluation framework;
- Continue communicating with the residents and all stakeholders, as a mechanism to learn and understand the ever-changing dynamics and updating the CIDS accordingly.

It is of paramount importance to consider the directions provided in the IDS for holistic integration into the Proposed Implementation Framework and the Implementation Action Plan for the next 5 years.

2.4 Implementation Challenges

Following is a list of key issues identified during a dedicated assessment conducted at the beginning of the Master Plan review and constantly updated during the planning process. It is based on data analysis, interviews, anecdotal evidence and eventually summarised in this section.

Corrective measures proposed to address them are part of the Action Plan included to this report, however, further actions can be introduced as a follow-up to this assessment by the authorities charged with the implementation of the Plan.

The City Development Strategy (CDS) 2018-2024 and Integrated Development Strategy (IDS) 2018-2024 are also considered to form a comprehensive list of implementation challenges and priority needs.

Most of the issues described in following paragraphs are hence already well-known by City authorities,. However, in this section they are further analysed to evaluate their impact on short and medium-term Master Plan implementation.

Although the following issues are sorted by theme, it is worth noting that they are all closely interrelated.

2.4.1 CIP AND CATALYST PROJECTS

The Master Plan update has reviewed the status of CIP and Catalyst Projects and the key challenges/issues faced in their implementation. As per the Implementation Status Report

submitted in April 2019, out of the 53 projects proposed under Capital Improvement Plan and Catalytic Projects, 1 is completed, 10 are on track, there are minor delays for 18 projects and major delays for 24 projects. Further information to the evaluation of the implementation status was provided by the Housing Market Study and the Commercial Real Estate Market Study, conducted in the framework of the Master Plan review. Refer Fig. 2.1

The key challenges that contributed to the implementation delays of the above projects were identified as below:

LIMITED PUBLIC LAND

Majority of the land in Kigali is privately owned and the land bank of CoK is limited. This poses a great challenge for land management to fulfil the demand and development of infrastructure, affordable housing, public facilities and to realize the vision of the City. The impact of land acquisition costs and administrative and legal delays, deriving from potential land disputes associated to the process, is another major setback for implementation of the capital improvement plan and catalyst projects.

INADEQUATE FUNDING

The City of Kigali, like any other cities in the developing world have limitations on city funds to implement the projects identified by the Master plan. The limitations on funds, in addition to the lack of public lands, makes it even more challenging as there is larger funds required to acquire private land for public use, to meet the increasing need for critical public infrastructure,

and affordable housing. Major urban renewal project, unplanned settlement upgrading, city/ district owned assets development or redevelopment need a massive inflow of funding, often not available in municipal coffers. The recent approval of the new Property Tax may change the municipal financing landscape, bringing new sources of revenue for the City.

LOW MARKET DEMAND

The market conditions in the last five years have been quite tight for real estate projects in Kigali. The low market demand has led to increased vacancy rates due to increased supply over the last five years. Rentals in the city centre are still relatively high, forcing business tenants and residents to shift their offices to more-affordable parts of the City. The city has thus been focusing on strategies to bring businesses back in the CBD, filling the currently available commercial spaces, delaying new projects listed as part of the capital improvement and catalyst projects.

CHALLENGES TO JUSTIFY BIG INVESTMENTS IN SHORT TERM

While planning caters to achieve long-term vision and demand of the city, implementation of large investment projects becomes unjustifiable in the short term due to lack of /limited demand for those services in the short term and, might result in operational challenges. The roads, utilities, and social infrastructure are the critical large investment projects that need to be implemented or facilitated by the government. It will require strategic planning for land assembly and funding for implementing critical infrastructure needs.

2.4.2 DELIVERING AN ADEQUATE SUPPLY OF TRULY AFFORDABLE HOUSING

IGC's "Housing Needs in Kigali" and the research conducted during the analytical stage of Master Plan review by IPAR, set the deficit of Housing units to approximately 28,000 . It is estimated that Kigali will need approximately 350,000 new dwelling units by 2032 and 800,000 by 2050 to meet increasing demand. Lack of access to affordable housing has led to the growth in informal settlements and agricultural land encroachment on the periphery of the city. About 60% of the households in the City of Kigali reside in unplanned housing structures, many of which are in fragile ecosystems and hazardous areas where land is cheaper such as steep slopes and wetland areas. This has brought major associated social challenges such as poor sanitation and living conditions

There is a shortage of local and cost-effective materials for construction of affordable housing in Kigali. Meeting huge demand for affordable housing remains a challenge in Kigali despite government interventions at various levels, in terms of having policies and regulations in place, and institutions such as Rwanda Housing Authority (RHA) dedicated towards mitigating the gaps. Although the local authorities are trying different affordable housing models and techniques to increase the supply of affordable housing to meet the shortage and the future demand, a consolidated strategy to secure

² IGC – "Housing Need in Kigali"

sufficient land and funding is critical for provision of affordable housing.

The informal housing stock² continues to grow in Kigali despite the measures taken to suppress. Informal rental housing is growing mainly in urban peripheral locations and approximately 44% of existing urban housing in Rwanda is under the management of small and informal landlords. This proportion can be expected to increase substantially as urbanization gains further momentum. One of the actions that the revised Master Plan took to address this challenge is to allow small owners to formally rent part of their property. This should contribute to improve safety standards as well as to reduce the submerged informal market.

Affordability, despite being a social challenge is directly linked with the economic development, income levels, and the purchasing capacity. Hence, it is of utmost importance to improve the economic profile of the City to increase the affordability for any form of home ownership or rental housing. Catalytic economic development projects that create enough jobs to empower and benefit the local community will be crucial.

2.4.3 LAND AVAILABILITY AND DENSITY REQUIREMENTS

The lack of Government Owned land in Kigali to enable the development of infrastructure and integrated projects is well known.

The impact of the land acquisition costs and administrative-legal delays, deriving from potential land disputes

associated to the process, is also a risk the CoK decision makers know very well.

Despite this, different forms of land banking or Land Consolidation through Land Pooling have not yet been extensively taken into consideration and implemented. Lack of specific legal framework and capacities are to be identified as key causes.

The establishment of the Land Consolidation Unit within the City of Kigali, as suggested in this Implementation Plan, would help supporting the initiation of Pilot Projects to create test beds for future and more consolidated initiatives.

Another key aspect, highlighted by National Urbanisation Policy and further reinforced in this Master Plan, is the need for Kigali to achieve minimum densities. Current development trends show that the development in Kigali is mostly being implemented in low-density areas (R1) in the outskirts, where land is cheaper and small development happened after District's approval, limiting CoK-OSC control. The changes brought by the law N° 22/2019 of 29/07/2019, governing the City of Kigali should address this issue.

To foster the establishment of affordable and relatively denser settlement, the Master Plan identifies key Zones in which to concentrate densities across the City (R2, R3) and further promotes the densification of current low-density areas (R1A). Flexible application of additional densities with overlays that promote higher-intensity and mixed-use developments are also envisaged. The

suggestion to establish Transfer of Development Rights (TDR) mechanism should also allow for a market-driven density allocation, supporting the equitable implementation of the Plan.

Implementing this mechanism, will require extensive support to establish the enabling institutional framework and required technical capacity.

2.4.4 COORDINATING BODY FOR URBAN DEVELOPMENT

Different national and city level agencies are responsible for development of housing, planning and infrastructure provisions. Due to the different agencies working independently without a formal coordinating committee, in many occasions it leads to uncoordinated development that entails inefficiency, untimely and underutilization of resources. In a vibrant settlement, there are numerous developmental projects such as, infrastructure, social services and amenities, housing etc., continuously under execution by various sectors. Though, each of these urban development projects will have its own rationale, regarding its networking and phasing, integrating with each other to form an organized system has manifold advantages, including easing of the implementation process. This integration will require an able coordinating body for sound urban development and management. Evolving TAG's role into a permanent institutional venue for coordination would be the first and most effective step toward this direction.

2.4.5 NEED FOR COMPREHENSIVE URBAN MANAGEMENT

The City of Kigali has come a long way in implementing the Master Plan. However, the Master Plan update brought some highlights on the lack of comprehensive urban management. While Master Plan is the physical tool to guide the urban development of the City, it can only fully achieve the intent and aspirations of the Master Plan proposals with comprehensive enabling tools such as, good governance with effective policies and urban management plans and practices, and institutional frameworks, to tackle urban challenges for effective urban management. CoK with its new role and overall powers for planning and implementation, needs further strengthening with additional units. Although Kigali City has come a long way in building its capacities since the 2013 Master Plan, it still has inadequacies in terms of its capacities in dealing with infrastructure and urban development. As a part of the Master Plan preparation effort, staff have been trained to understand and handle urban issues. CoK will need to continue their capacity building effort to build the team to realize the vision of the Master Plan and create a well-managed City. Capacity of CoK professionals, and the private sector, must be strengthened to implement new approaches to land assembly. Any land readjustment exercise will also require public education for informed planning and decision-making.

2.4.6 NEED FOR ENHANCEMENT IN MUNICIPAL FINANCE

Municipal finance is vital for the sustainability of provision of goods and services for the City of Kigali. Developing more effective municipal finance is essential, as strong and consistent revenue flows is required to make the City and its human settlements inclusive, safe, resilient, and sustainable.

CoK like most of the local governments across the globe also get a share of transfers from national government. It does not generate adequate resource on its own and therefore has limited discretion in decision-making over resource allocation. Given the recent consolidation of the three Districts in the City into the City's organisational structure, IDS indicate that "LODA has identified a need to reform the formula used to transfer funds to support local government strategic initiatives". This reform could bring about betterment in CoK's ability towards urban development and management. However, with the City of Kigali's vision and ambitious planned activities, it is equally essential to seek or enhance other sources of generating revenue such as, value capture, private sector investments, Foreign Direct Investments and strategic partnership with multi-lateral agencies to secure capital investments that would spin off government returns and other socio-economic benefits in the long run.

3

STRATEGIC OBJECTIVES

3.1. Introduction

3.2. Objectives and Strategies for Master Plan Implementation

3 Strategic Objectives

3.1 Introduction

A multi stakeholder engagement approach, supported by updated baseline data, has been adopted as one of the key methodological improvements behind the update of the Kigali Master Plan. The objective was to create an inclusive plan by engaging relevant stakeholders in the review process and tailor the updated regulations on Kigali's current and future condition and requirements.

The same approach was followed to update the Vision for the City, engaging with stakeholders in multiple platforms and bringing out a vision statement that resonates with all its citizens and follows the underlying mission and goals set for the master plan when it was first conceived.

To achieve the holistic vision of making Kigali the “Centre of Urban Excellence”, the eight development goals, which address the key challenges faced by the City, have been set after an updated analysis. These goals are further detailed into key planning strategies and targets that the City is recommended to adopt to implement this Master Plan and fulfil its Vision.

3.2 Objectives and Strategies for Master Plan Implementation

The Objectives and Strategies of the Master Plan Implementation are established based on the planning strategies and goals, targets and KPIs developed during the Master Plan review. Following this approach,

all actions, projects and initiatives suggested in this report refer to these overarching goals and are designed to contribute to the achievement of the

long-term Vision.

In table 3.1 Objectives and Strategies are presented organised by the 8 Development Goals.

Table 3.1 Objectives and Strategies for Master Plan Implementation

DEVELOPMENT GOALS	OBJECTIVES	STRATEGIES
City of Excellence	<ul style="list-style-type: none"> Promote an efficient and integrated management of the Master Plan; Enhance the Good Governance to ensure a sustainable enforcement of the Master Plan Boost participatory approach in the decision-making processes for and inclusive and sustainable Master Plan implementation Promote regional integration and international positioning 	Establish additional units within CoK institutional framework
		Establish Committee for Zoning Review for efficient Master Plan Management.
		Enhance governance through establishment of inter-institutional coordination body as a permanent decision-making tool to ensure coordination and budget allocation for cross-cutting projects and initiatives.
		Draft required policies for good governance and effective master plan management.
		Set up participatory monitoring and evaluation mechanisms to constantly update the Master Plan
		Establish participatory mechanisms in the decision-making and planning process of the Master Plan / Local Urban Development Plans/Urban Designs and any other plans.
		Develop financing mechanisms to enhance municipal finance for a well-managed City.
		Increased sustainability of land use system through Land consolidation and banking
		Promote regional integration and international positioning through integration of plans spatially with national, regional and district land use and infrastructure plans.
City of Integrated Neighborhoods	<ul style="list-style-type: none"> Promote mixed use development and mixed communities Foster the development of housing solutions for population of different incomes Upgrading of unplanned settlement to improve quality of life and urban environment Improve settlement developments in rural areas 	Provide quality housing solutions for the lowest income households through implementation of mixed use mixed income developments.
		Promote and create sustainable and vibrant mixed-use developments
		Upgrade unplanned settlements to improve social conditions through improvement in access and public facilities.
		Enable unplanned areas to redevelop incrementally
		Facilitate compact and integrated developments in rural areas for effective management towards consolidation of agricultural lands.
		Identify adequate tools to provide truly affordable solutions through incremental developments
City at Work	<ul style="list-style-type: none"> Promote mixed use development for vibrancy, to support local economy and job creation Strengthen economy and provide for regional and local employment opportunities 	Promote the growth of demand-driven small and medium commercial and retail establishments in line with city's economic indicators
		Provide consolidated employment nodes to support local economy and job creation
		Create vibrant commercial streets for employment opportunities and vibrant neighborhoods
		Allow small-scale businesses within residential areas to accommodate for inclusive, revenue-generating micro-enterprises
		Encourage development of small-scale forest-based industries with value added manufacturing and non-timber forest products for economic development.

DEVELOPMENT GOALS	OJECTIVES	STRATEGIES
Green City	<ul style="list-style-type: none"> • Preserve, restore, and promote sustainable uses of Natural Resources, wetlands, water bodies • Promote the use of open and green space for public uses • Promote Green growth for sustainable development, reduction in greenhouse gas emission, resiliency to impacts of climate change • Preserve and enhance sustainable agriculture 	Preserve, restore, conserve and sustainable use of wetlands and water bodies, and protect watersheds through master plans /management plans.
		Rehabilitate the ecological functions of priority wetlands in Kigali according to Proposed Wetland MP
		Promote reforestation and afforestation in parks and public spaces of the City
		Preserve and expand sustainable forestry and agro-forestry through Integrated Forest Management Plan
		Preserve and restore natural forest in Kigali
		Guide development of agriculture in Kigali with clear policy/regulatory and institutional framework
		Preserve and restore fragile landscape and vulnerable agricultural lands
		Protect steep slopes, and restore important and fragile ecosystems
		Promote sustainable tourism that capitalises on the natural resources of the City.
		Disaster risk reduction, resiliency to natural disasters (including those associated with climate change)
		Create Green Corridors to seamlessly connect the City to the wetlands.
City on the Move	<ul style="list-style-type: none"> • Become a Public Transport Orientated City • Promote Sustainable Mobility and Non-Motorized-Transport • Develop a Comprehensive Strategic Road Network 	Create a Sustainable Transport Network through mobility surveys and safe, comfortable and detailed NMT network plans with implementation projects.
		Enable the integration of transport systems and routes
		Improve the efficiency, security and quality of the public transport network with efficient Master Plan Management.
		Investigate an alternative means of public transport within the hilly terrain of the City.
		Compile/draft required transport related guidelines
		Ensure a safe, comfortable and quality transport network in the City through enhanced Institutional Framework.

DEVELOPMENT GOALS	OJECTIVES	STRATEGIES
Efficient City	<ul style="list-style-type: none"> Ensure 100% access to safe, reliable, affordable and high-quality water services Ensure 100% access to safe, reliable, affordable and high-quality sanitation services Ensure achievement of medium and long-term Power Demand Strengthen Smart City implementation and ensure smart services access for all Citizens 	Ensure efficient and sustainable use of water through Water Conservation and Water Demand Management Strategies.
		Meet the medium-term and long-term City Power Demand for the City of Kigali
		Development of Power Supply Infrastructure
		Ensure that all citizens have access to waste water management service through effective management plan and additional institutional framework for public awareness/ education campaigns, that helps protect human health and the environment.
		Ensure safe management of storm water including drainage channels to minimize impacts on properties, infrastructure human health and the environment.
		ICT infrastructure to enable "smart" services for the city and be accessible to all citizens through enhanced governance, integrated planning, implementation, and management.
		Improve technical and administrative capacity of Infrastructure Departments towards well-managed, effective, and development oriented public service.
City of Citizens	<ul style="list-style-type: none"> Foster the development of an accessible and equitable City for all Promote access to social infrastructure and public facilities for all Enhance citizens' participation in decision-making processes 	Promote Universal Accessibility through proper implementation and management of public spaces, open spaces (including Kigali Wetland Park), heritage and cultural sites and urban transport infrastructure including NMT networks.
		Increase citizens participation in the planning, design and implementation
		Improve Wayfinding and Accessibility for an inclusive society.
		Increase sustainability of land use system through Land consolidation and banking
Creative City	<ul style="list-style-type: none"> Preserve and enhance historical places including natural features and ecosystems Promote a 24-hour city where people live-work-play-create Boost the tourism and eco-tourism development in Kigali 	Promote eco-tourism, restoration, and conservation of natural ecosystems for eco-tourism and recreational use
		Create public open/ green spaces for recreational and cultural activities
		Encourage forest-based eco-tourism and recreational activities
		Identify and map urban tourist sites
		Revitalize the Old City Center and improve its connectivity and accessibility
		Education City as Tourism product for promoting higher education and research within the East African region
		Health City as Tourism product to provide state-of-the-art health care facilities and medical research within the East African region
		Create attractive tourist destination in Kigali through restoration/revegetation of hill top, provision of forest parks, public open spaces, recreation areas and cultural sites etc.

4

PROPOSED IMPLEMENTATION FRAMEWORK

- 4.1 Proposed Implementation Framework and Approach
- 4.2 Master Plan Management
- 4.3 Institutional Framework
- 4.4 Good Governance
- 4.5 CIP & Catalytic Projects

4 Proposed Implementation Framework

4.1 Proposed Implementation Framework and Approach

The proposed Master Plan Implementation Framework is designed considering the priority needs and the core implementation challenges detailed in previous chapters with the objective of suggesting a clear direction for City of Kigali's priority interventions. The framework includes four main intertwined components which will support a holistic and strategic implementation of the Plan.

Improvements to the Kigali City Institutional set-up are suggested, for example, to support the Master Plan Management. Specific actions and improved or new procedures are suggested to enhance the Good Governance and sustain Master Plan's implementation in the long term. Capital Improvement and Catalytic Projects define critical and priority projects to accomplish Master Plan objectives and goals.

The proposed 4 components are explained below and illustrated in Fig.4.1

1. Master Plan Management: encompassing all actions required to efficiently manage the Master Plan and identifying further studies and tools required;
2. Institutional Framework: suggesting improvement to the institutional set-up of the city;
3. Good Governance: identifying key improvements and additions to processes and procedures internal to CoK but, also suggesting ways to achieve better inter-institutional coordination

4. CIP and Catalytic Projects: listing key capital improvement and catalyst projects following the phased implementation of the Master Plan.

4.2 Master Plan Management

The core objective of Master Plan Management is to establish a set of processes and procedures to enable a flexible, yet rigorous enforcement of the Master Plan.

Once published in the official Gazette, the Master Plan will become effective and all development will be subject to its prescription. However, as it has been observed in the past 5 years of implementation, clear mechanisms for its continuous adaptation to the constantly changing environment need to be set in place to ensure correspondence between Master Plan's strategies, socio-economic, and market conditions.

A systemic Master plan review process and procedure is established and shall be followed periodically. Whilst periodical changes can be applied to the zoning plan and specific regulations, standards and parameters following such procedure, it is recommended that an in-depth assessment is conducted at least every 5 years to review Master Plan Goals' alignment to key social and economic indicators in the Country.

A Participatory Monitoring and Evaluation mechanism, involving multi-level stakeholders, need to be established to continuously assess the performance of the Master Plan in achieving the expected results and to take corrective actions during the process.

As previously mentioned, the Master Plan is one of the tools that are required for an efficient Urban Management. In this chapter, a list of recommended additional tools is also presented.

4.2.1 MASTER PLAN DATABASE MANAGEMENT

The CoK-OSC is the sole responsible Authority in charge of safe-keeping and updating the Master Plan Database that was officially approved with the Master Plan.

Master Plan Database shall be kept in a secured location with restricted access. The online version of the Master Plan is a copy of such database.

Each modification to the official database shall be duly approved and recorded following the procedures described in following paragraphs and in the Zoning Regulation.

In case of any dispute regarding the final official version of the database, the original official version will be referred to.

4.2.2 INTERNAL PROCEDURES

An Internal Procedural Manual is recommended to be drafted or the existing one submitted in 2014 as part of the Capacity Building Programme linked to the 2013 Master Plan, updated.

The Procedural Manual is the best way for CoK to monitor the Master Plan Review, Zoning Variances, and Database Management among others.

Procedural Guidelines are meant to set out standard procedures for the review of planning and development proposals. They should be particularly designed to assist CoK technicians in



Figure 4.1 Implementation Framework Diagram

dealing efficiently with Development Applications Review, Change of Use, Zoning Variance, Change of Road layout, GIS database update and ensure integration among different departments and other stakeholders.

Procedural Guidelines may also contain participatory components to be embedded in some of the procedures such as Land Assembly, Land Subdivision Plans and Upgrading, among others. It is recommended to draft the Manual no more than one (1) year after the adoption of this Implementation Plan to ensure its immediate application

4.2.3 FUTURE MASTER PLAN REVIEW

The city growth and urban renewal initiatives are generally long-term proposals that will need to be updated and altered based on the changing context and economic environment. It is therefore important to consider the Master Plan as dynamic document that can be reviewed at certain intervals to revise /alter the proposals and strategies to suit the current physical, economic, and political situation of the City/ Country.

Throughout the Master Plan review process, numerous comments and feedbacks were gathered from diverse stakeholders including public and private sector members and agencies through Focused Group Discussions, Stakeholders meetings and other medium. Based on the understanding of the stakeholder's needs and aspirations, the Master Plan is likely to change and evolve over time. Therefore, it is important to establish a framework for implementing and managing the current and future reviewed Master Plans to achieve a sustained and integrated and well-coordinated urban development.

It is recommended to assess the overall Master Plan Goals, Objectives and Strategies, CIP and Catalytic projects against current socio-economic and market indicators in no less than 5 years from the date of publication in the Official Gazette. The outcomes of the bi-annually meetings for Participatory Monitoring and Evaluation of the Master Plan, explained in paragraph 4.2.7 of this Report, will feed and provide a solid base for the Master Plan Review process.

The assessment of Master Plan Goals, Objectives and Strategies, CIP and Catalytic projects may indicate that they are still relevant, and no in-depth review needs to be applied. Conversely, geopolitical and national context may indicate that a major shift in the strategies is required, leading to a major review of the entire Plan.

Review of the Master Plan can address the entire set of documents (Analysis and Vision, Master Plan report,

Transport Plan, Zoning Plan and Regulation, Implementation Plan) or only a selection of them.

4.2.4 PERIODICAL REVIEW OF ZONING PLAN AND REGULATIONS

Zoning Plan and Regulations will require to be reviewed at intervals and effectively managed by the City. The review intervals for the Zoning Plan and Regulations is important to be defined to monitor and update them as per the changing socio-economic conditions and the real estate demand.

As the socio-economic environment is rapidly changing with country gearing towards growing rate of urbanization, the Zoning Plan and Regulations are recommended to be assessed and eventually reviewed at least within the interval of 3-5 years to ensure that the plan and development keep pace with the changes.

Since the Master Plan review process led to an extensive review of previous zoning Map and Regulations, it is recommended that an assessment on their performance is conducted after 3 years from its publication in the Official Gazette.

A review panel, composed by City of Kigali representative as well by other relevant institutional stakeholders and representative of the private sector should be established to conduct a detailed assessment of Zoning performance³. The outcome of this assessment should be a list of required modifications to the Zoning Plan and/or Regulations with the proposed changes.

The required changes shall be then discussed and approved by City Executive Committee and the City Council.

City of Kigali – One Stop Center will apply the changes following the decision made by City Management.

4.2.5 MINOR VARIANCES TO ZONING PLAN

Zoning Regulations allow for regular updates to the Zoning Plan. Such changes may be required by changes in CIP or Catalytic Projects' selected location, inconsistencies between proposed zone or suggested road alignment in the Zoning Plan and ground context, motivated requests by private citizens, or other institutions.

In all these cases the CoK-OSC will follow the procedure described in the Zoning Regulations and, after a detailed review, will provide its technical comment on the admissibility of such request. The final decision on the Zoning Variance request will be made by the City Executive Committee (Ex-COMM) and only then, relevant modification to the Official Database can be applied.

It is recommended that Variance Applications are reviewed and consolidated for Ex-COMM approval, at least quarterly.

¹

³. Refer to par. 4.2.7 - Participatory Monitoring and Evaluation Mechanisms

4.2.6 NEED FOR SECTORAL MANAGEMENT PLANS

With the change in the urban development strategies and implementation modalities for Kigali, the City of Kigali needs to equip itself with a new set of management plans and professional skills to be able to implement the plan in the most effective way. Following are some key proposals for the effective use and management of the master plan as a development tool:

1. Kigali City Parking strategy, in line with BRT Implementation, and able to guide citizens and investors towards a more sustainable parking strategy, limiting land consumption and maximizing the benefits coming from greater land use mix in the City;

2. Integrated Water Resource Management (IWRM) Plan, to promote coordinated development and management of water resources, for social equity, economic efficiency, and ecological sustainability;

3. City Sanitation and Management Plan, for city-wide comprehensive planning to address universal access, safe collection, treatment and disposal of 100% liquid and solid waste;

4. Integrated Solid Waste Management Plan, in line with the proposed land fill and to reduce, reuse, recycle and manage our waste to support a more sustainable solid waste management;

5. Waste water management plan, to focus on the safe and efficient management and disposal of liquid waste in the city;

6. Storm water management plan, for safe and efficient management of storm water runoff in the city;

7. Integrated Forest Management Plan, to manage forest restoration and conservation while creating income generating activities;

8. Integrated Slope Management Plan, for disaster risks management of slopes and sustainable development of the city;

9. Climate Change Management Plan, for citywide sustainable development, reduction in greenhouse gas emission, resiliency to impacts of climate change;

10. Natural disaster risk map, early warning system and disaster response plans, to identify natural disaster risks and plan and prevent disasters risks;

11. Sustainable Urban Agriculture Development Plan, for policy decision and integration of urban agriculture into development strategies for efficiency and sustainability in the context of food security and poverty alleviation;

12. Tourism - Heritage Management and Development Plan, for harmonising the task of preserving sites and structures of heritage significance for tourism as well as for their historic significance.

4.2.7 MASTER PLAN MONITORING AND EVALUATION SYSTEM

The Master Plan is a guiding and long-term City development document which needs to be regularly assessed and adapted to the rapidly evolving urban system. With its flexible and inclusive approach, it allows to adopt advance mechanisms for monitoring and evaluating the progress of the implementation and be adjusted to the changing environment.

A process of monitoring and evaluation represents one of the key components for the successful implementation of the Master Plan and it must rely on a solid and comprehensive database, constantly updated, to promptly address the issues faced during the process.

PARTICIPATORY MONITORING AND EVALUATION MECHANISMS

The Monitoring and Evaluation (M&E) is a tool to assess the progress of the Master Plan implementation and provide appropriate actions to adjust its performance. The Action Plan delivered with this Implementation Plan is an effective tool to support the M&E mechanism and, following the participatory approach adopted to update the Master Plan, it is recommended to set up participatory Monitoring and Evaluation process to appraise the status of the Master Plan implementation.

Participatory monitoring and evaluation (PM&E) engage key local stakeholders in actively assessing and measuring the progress of the Master Plan

implementation and the achievement of the expected results. It also permits to adjust the implementation process based on a genuine local evaluation and assessment of the actual development of the City. Furthermore, it encourages Citizens participation and effective involvement in the Master Plan implementation, building stakeholders capacity for analysis and raising commitment towards a shared management of the City.

PM&E of the Master Plan implementation is a tool which ensures multi-level stakeholders engagement in monitoring and evaluating and sharing power and responsibility over the implementation process, the performance, and the interim results. The PM&E activity engage key and relevant stakeholders in taking or identifying corrective actions and is one off many approaches to ensure that the implementation of the Master Plan leads to the expected outcomes.

The selected stakeholder groups should involve cross-cutting representatives from Government and Local Agencies and Institutions, Private Sector, CSO and Local and International Organizations, summoned under the Monitoring and Evaluating Committee.

The process for PM&E should be prepared prior to commencement of implementation and the new suggested Unit for Public Engagement and Communication should be involved in its preparation and execution.

The PM&E process comprises of 5 main steps:

1. Establishment of Monitoring and Evaluating Committee. Selection of members of the monitoring group is done after a careful stakeholders mapping and analysis;

2. Identification of Objectives and Indicators. Prior to commencement of implementation, the PM&E process should be properly planned. At this initial stage, the objectives and measurable monitoring indicators are agreed and set up. The Action Plan and Phasing provided in this Implementation Plan is one of the supporting documents to be consulted during this stage;

3. Data Collection. It can include the use of both quantitative and qualitative methods tools, and can include various participatory consultative methods. It also relies on the updated information as described in the following paragraph: **Updating of Development Database;**

4. Data Analysis. This stage is critical to identify success and challenges in the implementation of the Master Plan and draft recommendation and lesson learned from the outcomes.

5. Definition of Corrective Actions. At this stage, the Monitoring and Evaluating Committee need to draft the corrective actions in form of updated Action Plan to guide the continuation of the Master Plan implementation;

It is recommended that the Monitoring and Evaluation Committee meet bi-annually and coordinate and share

its activity and suggested corrective actions with TAG.

UPDATING OF DEVELOPMENT DATABASE

An effective M&E mechanism relies on updated information as a platform for solid decision making. A database should be established and regularly updated to provide readily available information on:

- Approved ongoing and completed **Private Development Projects.** This should include all housing, commercial and mix-use developments in the City;

- Approved ongoing and completed **Public Facilities.** This should include all education, health, **public open spaces** and civic facilities to understand the level of coverage in the city and identify areas with lack of services;

- Ongoing and completed **Utilities Installation.** The objective is to monitor basic utilities coverage, level of services and critical areas. It also helps in monitoring that the provision of utilities is in line with city expansion as per phasing plan and no lack of coordination is happening among utilities providers. The database shall contain information on water supply, sanitation, power, ICT;

- Ongoing and completed **Transportation Projects and Public Transport Services.** As per utilities, this information is required to monitor that the construction and the upgrading of road infrastructure and the provision of Public Transportation Services is in line with the established goals in the Master Plan. It also servers to monitor that the provision of NMT facilities (pedestrian and cycling-friendly areas, universal

access design) is in line with the goals of the Master Plan.;

- Approved ongoing and completed **Industrial Development Projects.** Critical to understand the industrialisation process and potential additional requirements or impact on the city;

- Other information can be added in the database to increase the quality and the completeness of information;

The database shall be managed by CoK-OSC, following the prescriptions depicted in this document.

4.2.8 URBAN PERIPHERAL CONTROL ZONE

As the City grows, it exerts an influence and pull factors on the areas at its peripheries. Generally, when the regulations for building within the city limits are stricter, the approval processes follow more formal procedures, land taxes are relatively higher and more importantly, land prices are lower outside city boundaries, this causes the so-called “leap frogging of development” over the city boundaries.

This kind of situation entails inefficient urban sprawl as when these fringe areas gets absorbed into the city service networks, they get over extended, to accommodate scattered low density, and even inaccessible plots.

Therefore, it is recommended for the CoK to establish partnerships with neighbouring Districts and, under the jurisdiction of RHA and/or RLMUA, exercise a peripheral control zone around the City. This extended area

declared as an Urban Peripheral Control Zone around Kigali's present boundary shall be developed following National Land Use Development Master Plan indications.

It is also strongly recommended that the neighbouring Districts of Kamonyi, Bugesera, Rwamagana and, to a lesser extent Rulindo and Gikumbi, develop District-wide Master Plans with the objective to regulate development and limit uncontrolled growth in the outskirts of Kigali.

4.3 Institutional Framework

At the time of writing, the City of Kigali is reviewing its internal structure to assimilate the changes brought by the new law N° 22/2019 of 29/07/2019, governing the City of Kigali.

Whilst it is not possible to foresee the updated organogram that the City will identify as the most suitable for its enhanced role deriving from the transfer of powers from the Districts, it is the objective of this section to provide indications regarding sector-specific institutional improvements that are recommended for the effective urban management of the City.

For an effective management and implementation of the reviewed Master Plan, the City of Kigali One Stop Centre (OSC), together with the Infrastructure Department and the Inspection Unit will need to equip themselves not only with a new set of policies, procedures and management plans, but also with additional and new professional skills. For the effective use of the master plan as a development tool, it is critical

to further reinforce CoK's capacity to ensure enhanced coordination and integration between public agencies and other stakeholders. Hence, it is recommended that existing units are further reinforced and several additional functions are incorporated into OSC as well as into other Departments. The final objective would be to establish a comprehensive coordinating, planning and implementation management body to further strengthen City Urban Management capabilities.

Below is a set of suggested improvements that may be considered by the City when designing the new institutional structure in its urban management component.

REINFORCE AND STREAMLINE ONE STOP CENTER – CONSTRUCTION PERMIT SUB-UNIT'S ROLE

The Construction Permit Unit is already one of the key Units within One Stop Center but, at the same time, it's called to perform a variety of different functions such as evaluating application for Zoning Variances, Urban Design, etc. It is recommended that the function of the Construction Permit Unit is streamlined to the construction permitting activities, becoming the key development control body for the City and Districts. At the same time, additional experienced professionals should be added to current team. To further reinforce the Construction Permit Sub-Unit and its development control role, Inspection functions could be embedded in its scope, transforming it in Construction Permit and Inspection Unit.

REINFORCE ONE STOP CENTER – LAND MANAGEMENT AND LAND DISPUTE SUB-UNIT

The role of this existing unit within One Stop Center should be further reinforced and new tasks should be added.

The enhanced unit should take responsibility for a new set of key functions, essential to the implementation of the Master Plan:

- Coordination of Land Subdivision Plans in the city: The unit should take responsibility to coordinate, or internally undertake, the drafting of Land Subdivision Plan (LSP) in Kigali Expansion zones, ensuring the most effective design and the provision of adequate facilities, including public open spaces. It should also ensure that the principle of mixed-use and mixed-income are respected in new developments;
- Facilitation of Land Assembly processes: Land Assembly represents a key implementing tool for the Master Plan. The unit should count on a set of professionals to undertake such activities, possibly with a participatory approach;
- Promotion of Site & Services developments to ensure maximum affordability in new areas of the City

REINFORCE ONE STOP CENTER – HOUSING SUB-UNIT

Housing, and especially truly Affordable housing, are one of the biggest challenges in the city. The reinforced unit should be equipped with additional staff to efficiently deliver sustainable housing programmes targeted at

the lowest income brackets of the population.

It should work in close coordination with all other Units, Sub-units and RHA to ensure that a component of affordable housing is present in most of developments in the City.

The reinforced Housing Sub-Unit should focus on:

- Site & Services developments to provide housing solutions to the lower income brackets of the population;
- Inclusionary Zoning is implemented in all major developments and appropriate incentives are identified to promote this practice with private developers;
- Upgrading or redevelopment projects to ensure that part of the new housing stock is dedicated to low cost rental schemes;
- Elaborating or advising the City Management on appropriate policies, incentives, financial mechanisms, to increase the provision of affordable housing

STRENGTHENING ONE STOP CENTER – GIS SUB-UNIT

Current GIS sub-unit in One Stop Center should be upgraded to the role of Unit and serve as a centralised GIS management platform for all departments in CoK.

It should be designed to be the safe repository for all spatial data, ensure their constant update and integration within City of Kigali as well as national stakeholders.

The new GIS Unit should provide periodical reports on Master Plan implementation status to feed into the M&E mechanism.

ESTABLISHING A ZONING VARIANCE AND SPECIAL PROJECTS COMMITTEE

The Kigali Master Plan provides for Zoning Variances applications to be evaluated by OSC and eventually approved at City Management level.

A Zoning Variance Committee should be established with members from OSC to assess zoning variances application and provide technical feedback on the admissibility of the proposed variance. A clear and transparent procedure shall be set up to guide the decision-making process.

Parallely, the CoK-OSC often receives development applications that cannot easily be framed into the general Zoning Regulations. Such developments, usually covering several hectares and implying the need for Environmental Impact Assessment and Traffic Impact Assessment, require a dedicated team to evaluate them. The Zoning Variance and Special Projects Committee would be called to provide inputs on these specific types of projects.

MASTER PLAN MANAGEMENT AND UPDATE

A Master Plan Management and Update Team shall be formed with OSC appointed staff. Based on the periodically outcomes of M&E mechanisms, it shall coordinate the continued technical monitoring and updating of the Master Plan implementation.

ADDITIONAL FUNCTIONS - OSC

Several new functions should be identified as part of current One Stop Center's structure or as new sub-units in the new institutional set-up currently

- **Urban Design** - to identify and develop key urban design proposals in the City, manage and implement urban design projects, and provide site-specific design with ad-hoc solution;
- **Upgrading** – to coordinate upgrading and redevelopment projects of key urban areas in the city;
- **Heritage and Tourism** - to protect, valorise and integrate cultural, natural and historical assets in the City as per the Tourism - Heritage Management and Development Plan;
- **Public Engagement and Consultation** - for inclusive and effective participatory approach to deal with complex issues of the city and its development and to ensure that participatory practices are embedded in all aspects of urban development;
- **Climate Change & Disaster Risks Management** – to manage, monitor and implement Climate Change management plan and prepare disaster risks response plan

STRENGTHENING INFRASTRUCTURE DEPARTMENT

Currently, the Infrastructure Department works as a standalone entity in charge of all aspects related to water, sanitation, road and transport, solid waste, power.

It is recommended to conduct a more detailed assessment of the department to identify existing lack of capacity as well as need for additional units or sub-units for the department to be able to fulfil the following tasks:

- Liaise with service providers to ensure sufficient supply of utilities for existing and new developments within

the city through monthly coordination meeting;

- Estimate the utility requirement for new development applications submitted to City;
- Work with utility providers to identify suitable utility connections for new developments;
- If necessary, propose upgrade or new utility infrastructures within the City for the consideration of the service providers;
- Regularly update service providers on the upcoming developments and be updated on the various utilities augmentation and upgrading plan.
- Advise the CoK One Stop Center on approval for development applications from utilities point of view.

ADDITIONAL FUNCTIONS - INFRA

As per the case of One Stop Centre, several new functions should be identified as part of current Infrastructure Department structure or as new sub-units in the new institutional set-up currently under preparation:

- **Transportation** - to manage and coordinate, macro and micro level traffic and parking planning and implementation.
- **Waste water management unit** - to manage, monitor and implement the waste water plan for the city
- **Solid Waste management unit** – to manage, monitor and implement solid waste plan

4.4 Good Governance

UN-Habitat has defined urban governance as ‘the sum of the many ways individuals and institutions, public and private, plan and manage the common affairs of the city. It includes formal institutions as well as informal arrangements’ (UN-Habitat, 2002, 14).

‘Good governance has 8 major characteristics. It is participatory, consensus oriented, accountable, transparent, responsive, effective and efficient, equitable and inclusive and follows the rule of law. It assures the views of minorities are taken into account and that the voices of the most vulnerable in society are heard in decision-making. It is also responsive to the present and future needs of society.’ (UN-ESCAP)

Inspired by these directions, the Master Plan is providing different tools and strategies to achieve a sustainable and inclusive implementation of the plan and developing more holistic urban strategies by the engagement of a range of urban governance actors.

It strengthens the governance by involving key stakeholders in the planning and decision-making process, establishing permanent tools to improve urban management and coordination. It creates the appropriate platform for the co-design of plans and strategies and for the co-production of policies and programs.

The Master Plan fosters an integrated approach by establishing mechanisms of participatory implementation of

the plan and actively involving the Citizens in the achievement of expected results. It boosts urban development by enabling financing mechanisms to efficiently implement the plan. In this section, all the necessary actions to enhance and promote Good Governance in the future development of Kigali City are presented.

4.4.1 COORDINATING BODY FOR URBAN DEVELOPMENT

The Master Plan and its nature of the projects require involvement, coordination and collaboration of different authorities to harmonize and expedite the development of the project.

Strategic planning approach has become critical due to increasing complexity of our physical and social environment, climate change, and shrinking resources. Strategic approach helps set priorities, focus resources, strengthen operations, and ensure all stakeholders are working towards common goals in response to the changing environment.

CoK is recommended to lead and establish close coordination and collaboration meetings with all key stakeholders throughout the development process to avoid duplication of efforts and harmonize and facilitate cross-project and expertise contributions.

As the Master Plan is prepared based on an inclusive and participatory approach, it is important to have continuous dialogue and engagement of the key stakeholders that are responsible in the Implementation of the Master Plan.

The Technical Advisory Group (TAG) is recommended to be established in the long term as a permanent tool of governance, as a coordinating body for urban development. This committee can provide the platform for inter agencies’ projects coordination and collaboration for timely and successful implementation and monitoring progress of the Master Plan. This high-level board which includes a wide range of interest groups at International, National, and Local Level, will continue to provide a forum for close collaboration and coordination amongst stakeholders, in leading the strategic integration of Kigali Master Plan within the National Land Use Master Plan, and in coordination with the other Secondary Cities Master Plans. It is recommended for the TAG to meet bi-annually and coordinate the strategic monitoring of Master Plan implementation with M&E committee.

4.4.2 ADDITIONAL POLICIES AND STRATEGIES

A few policies and strategic documents would be required to support the implementation of the Master Plan. The following is a list of such policies and strategies recommended for the success of the Master Plan:

1. At the national level, researches, and additional studies related to land policies are suggested to provide a solid legal and procedural framework to enable the City with essential tools to implement land pooling, land regularization and achieve a more rational subdivision and use of the land.
2. Transfer of Development Rights

(TDR) Policy/legislation enable CoK to establish TDR programs to promote and encourage communities to channel development toward designated growth areas and away from protected and environmental sensitive areas;

3. Updating the National Planning Code to capture most recent approach to planning in the Country;

4. Implementation of Land Property Tax to enable land value capture mechanisms

4.4.3 IMPLEMENTATION TOOLKIT

As it is evident that a fully public-led implementation of the Master Plan is unachievable due to the extremely impacting financial implication on Government's budget, becomes paramount to evaluate alternative, more innovative and inclusive tools to achieve the desired development.

Several implementing tools are suggested to support an effective and inclusive implementation of the Master Plan. The establishment of these tools will ensure a participatory management and implementation of the Master Plan, enabling Citizens and privates to share with the CoK, the responsibility to enforce and accomplish the Master Plan.

The CoK will need to set up dedicated Units and train and appoint specialised staff to support the adoption of these tools. The main tools are described in the following paragraphs.

PREPARATION OF PARTICIPATORY LAND SUBDIVISION AND URBAN DESIGN PLANS

Participative Planning is recommended to design and implement Local Area, Land Subdivision Plans across the city and Urban Designs Plans in key urban nodes. Land Subdivision Plans are recommended to be prepared as a tool towards making planning areas as functional entities of the Master Plan. This, together with land pooling mechanisms (where feasible), can be used to create access to all plots, and re-organize plots into rational shapes for habitation and for efficient provision of services and amenities. Thus, access to land for development is a key method, made operational in the Master Plan. The City of Kigali in consultation with the local community will need to support in the preparation of well-designed detailed plans that elaborate on the principles and strategies of the Master Plan to suggest proper distribution of public facilities, roads and infrastructure in an optic of mixed-use neighbourhoods.

The involvement of the community right from the initiation to the implementation stage (from consultation through to capacity building) and to understand their needs and aspirations, from their perspective, are essential for a strong foundation for success and to increase the possibility to provide for truly affordable housing solutions.

INCREMENTAL DEVELOPMENT

Incremental development is an urban development approach that allows to execute a long-term masterplan through small and short-term steps. It

avoids developing “ghost” and sprawled City extensions and it potentially improves existing urban diversity and spontaneity.

The broad Master Plan is guiding the structural development of the City; however, the implementation of the plan is conducted incrementally, at planning area or neighbourhood scale. Incremental development is promoting retrofitting development of existing urban environment and unplanned settlements and enhance compact and dense urban development. Key road and infrastructure networks are oriented for easy extension to accommodate larger development in subsequent years.

Incremental development provides an opportunity to ensure efficient provision of infrastructure and service delivery and rational land use. It could shape the urban areas as per priorities developed for the entire city and reduce urban sprawl, in favour of densification and compact development.

INCREMENTAL HOUSING

Incremental housing is a process that allows to construct a building in stages, according to owners' availability of finances, time, and materials. It formalizes and regularizes a spontaneous process of self-help construction, which allows to supply housing for low income communities, by providing guidance, training and a regulatory framework. Incremental housing construction is recommended in identified R3 zones and R2 unplanned redevelopment areas, where this scheme can be supported by mixed use

and commercial development to sustain the community in generating resources. To facilitate incremental housing, CoK is recommended to ensure some of the implementation measures as listed below:

- Drafting of the detailed framework for Incremental Housing Scheme;
- Establishment of eligibility criteria for Incremental Housing Scheme based on factors such as minimum household income and site location;
- Formulation of incentive/cross-subsidy and subsidy structure for the implementation of Incremental Housing Scheme. Subsidy could be on construction material, or any other form of financial assistance where possible;
- Provision of required infrastructure services for the land; and
- Provision of technical assistance for the beneficiary to develop/redevelop their parcel

LAND ASSEMBLY

Considering the limited government land bank and government funding for land acquisition in Kigali, an integrated approach for participatory land consolidation has been recommended for the implementation of the Master Plan.

Land Assembly through participatory land readjustment/pooling is promoted by the introduction of Land Assembly Overlay, described in the Zoning Regulations.

Land Assembly through Land Pooling Strategy: While public funds could

be used to acquire land for critical infrastructure projects, large parts of the City are recommended to be developed through Participatory land pooling approach which provides sound platform for land assembly for the development of the City. The CoK could facilitate and provide technical assistance in Participatory land pooling/readjustment approach by doing the feasibility study, bringing land owners together in agreement for pooling, putting aside agreed proportion/percentage of land for public use and redistributing the proportionate share of remaining land/strata share to the existing land owners and the investors and developing the required public infrastructure. Each landowner shall get back a plot that is smaller than the original area, but with enhanced value as a serviced plot. Such schemes will help in maintaining the social cohesion within the existing communities, avoid excessive costs for housing resettlement, and build on the City's land bank.

Land Assembly through Land Swap Strategy: Apart from increasing land bank in strategic areas of the city core, it is also recommended to increase its land bank at the fringe or outside Kigali. This will enable the City to consolidate land for critical or strategic projects through an exchange or land swap process with other parcels the city own elsewhere. In this scenario, the City negotiates with the landowner located within the targeted regeneration area to swap the land as per the fair market value.

Land Assembly for Rural Settlements: This is to promote Residential and compact Cluster development along main road for improved accessibility in rural areas, improving the agricultural sector by enabling farms to become more efficient and competitive, and better integrated in agricultural chains. This tool support Community-based agricultural land consolidation to improve social conditions by increased access to social services, water and sanitation and improve rural livelihoods and production of agricultural products.

SITE & SERVICES

Site & Services is an implementing tool intended to target low income population and with some subsidy mechanisms involved. It is the most affordable way to provide housing or shelter and it involves government or private investors preparing land or parcels, provide basic infrastructure (like roads, water supply, drainage, electricity) and sold or leased to the intended beneficiary.

Different level of participation and contribution from the target community is required.

The Site & Services solution is foreseen be mostly implemented in R3 - Medium density residential - Expansion zone. It may be essential to package R3 development with other zones for mixed use and mixed communities development, which would enable cross subsidy and more promising yields for the landowners. If there are low returns, land owners may not agree to take part in land readjustment scheme. It is also advisable to provide Site & Service development with technical

support to ensure standardization of design and reduction in costs derived from the economy of scale generated. Site & Services mechanisms should be developed and executed by the reinforced Housing Sub-Unit under CoK in the short term. However, for the long term, it is recommended that a dedicated department/unit under RHA will be set up.

TRANSFER OF DEVELOPMENT RIGHTS (TDR)

Transfer of Development Rights is a zoning technique that conserves land or heritage sites to be preserved and where building limits exist, by redirecting development that would otherwise occur on the land (the sending area) to a receiving area, suitable for denser development. The technique operates so that owners in the sending area can be compensated for their redirected development rights.

TDR can be effectively applied to reduce inequalities generated by environmental restrictions, heritage conservation requirements, and any other planning decision, affecting the private property for the common good. It is recommended for the City of Kigali to conduct a detailed study and evaluate technical and legal feasibility of this mechanism and the potential benefits deriving from its implementation.

INCLUSIONARY ZONING

Inclusionary Zoning is part of the incentives to encourage alignment with the City's strategic priorities for its development and to create vibrant and inclusive urban centres. Inclusionary

Zoning (IZ) provides flexibility in zoning to promote the provision of affordable housing for low and moderate-income communities. It requires the real estate developers to set aside a portion of the total housing units, for low and moderate-income groups. In return, incentives shall be provided to developers, such as density bonuses that allow the developer to build more units than the standard zoning would allow, or fast track construction permit that allows developers to start building earlier than without an incentive.

The IZ aims at increasing the supply of affordable housing and promoting social inclusion and integration

4.4.4 FINANCING MECHANISMS

Most of the cities globally face huge challenges in financing their urban future. Kigali shares similar issues to other cities in developing countries and faces immense challenges in terms of financing projects. As previously mentioned, the Master Plan represents one of the key tools that enable an efficient and virtuous urbanisation process towards the achievement and improvement of good urban governance. Whilst Identifying the right financing mechanisms cannot be entirely addressed at the master planning level, it is important to list a preliminary set of tools than can be envisioned as implementation enablers:

PUBLIC-PRIVATE PARTNERSHIPS (PPP)

PPP is a broad model that can be applied to any type of project and can include many dimensions starting from planning, designing, funding, building,

operation, and maintenance. They can take many forms in the extent of involvement by the private party and they can be the means to network, share resources, facilitate community engagement, and provide various sources of funding. This model attracts private investment and creates job opportunities for the private sector in the development.

The lack of sufficient funds limits the success of many urban development projects including urban regeneration /unplanned development upgradation. The Master Plan proposes to establish public private partnerships (or PPPs) for land readjustment/consolidation projects for successful implementation. In this the Government, land owners and private sectors become partners, where Government may facilitate land readjustment, land owners would contribute an agreed percentage of their land for infrastructure and public facilities and private sector would develop the infrastructure in the form of a PPP model, based on the financial need of the project.

LAND VALUE CAPTURE

The public sector contributes greatly to urban land value through public-works projects, zoning changes, and other interventions. Land value capture ensures that communities can recover this land value and reinvest it in public goods such as infrastructure, affordable housing, and economic development.

Common land value capture tools include: transferable development rights, betterment contributions, public

land leasing, inclusionary housing and zoning, linkage or impact fees, business improvement districts, and certain applications of the property tax.

These tools can help finance transit and infrastructure improvements, affordable housing, parks and open spaces, utility upgrades, and other critical services. With this additional funding, local and regional governments can more sustainably advance municipal fiscal health, enable infrastructure investment, and address the challenges of sustainable urbanization.

The property tax, one of many tools for land value capture, is the bedrock of municipal fiscal health and a stable, ongoing revenue source that enables the long-term provision of essential services.

“Land value capture is an approach which offers a number of financing instruments that enable communities and cities to recover and reinvest land value increases resulting from public investment and other government actions”⁴. When the value of land increase with the public intervention such as provision of infrastructure and services, parks, open spaces or other sorts of intervention, the landowners and developers share that value increase on their properties with local governments to pay for new infrastructure and services, upgradation or maintenance of infrastructure, parks, affordable housing, etc. The Lincoln Institute through its study indicates that this approach works well

¹

4. Lincoln Institute Policy Brief. Land Value Capture - Tools to Finance our Urban Future

in combination with good governance and sound planning principles. This might demonstrate a good opportunity for Rwanda as good governance is embedded in policies and the Master Plan provides a sound set of founding principles upon which the city growth and development is directed.

There are various types of value capture instruments. However, the Master Plan through its zoning regulations, proposes the following land value capture mechanisms that are critical in returning land value to the public for urban development in Kigali:

1. Land pooling/land readjustment/consolidation – In the absence of adequate government land in Rwanda and in Kigali, land pooling proves to be the best method to assemble land. In this the landowners cooperate with the CoK or the Developer to pool their land for urban development/ revitalization project. Each landowner when they get back their share of land, the plot sizes will be smaller but of greater value, due to the improvements made.

2. Inclusionary Zoning – In this mechanism, the developers provide the CoK with a percentage of affordable/ low income housing in exchange for density bonus and other incentives that provides the right to construct additional market-rate properties.

3. Transfer of Development Rights - When Landowners transfer the development right from sending areas to the receiving areas, which is a better suited area for density enhancement,

the fee that they pay to the City to transfer the density potential generates fund for public investment. CoK to implement TDR procedures, will need to establish formally sending and receiving zones, and establishing criteria, prices, registry and monitoring methods.

Apart from the above mechanisms, the City can also levy betterment charges to those property owners who receive specific benefits through public improvements or services. Property tax, as currently being implemented in Rwanda, will be another important form of land value capture and, after it will be fully rolled up, will enable the government to obtain a sustainable source of financing for future investment and maintenance: land and properties values would increase for properties near planned public interventions and would generate higher assessed values with well-functioning property tax systems.

While it is of utmost importance to capture land value for sustainable urban development, it will require enabling legal environment, capacity building of the dealing staff, political will, and fiscal frameworks to mobilize land value capture instruments. It is important for CoK and other stakeholder agencies to coordinate, agree and establish all necessary frameworks and build the capacity of its machine to be able to implement these instruments.

CROSS-SUBSIDY

Cross-subsidy is a modality where a profit coming from one type of development is used to fund another type of development. In Kigali, it is

proposed to use the cross-subsidy modality to create affordable homes for the lower income segment of the society. In this mechanism, the for-profit developers can use profits from the sale or rental of market-rate homes to build affordable homes. This approach may be effective when there is a mixed-use, mixed-income development as the developers can use the profits from market-rate units to subsidize affordable home ownership or rental units for lower income families within the same development or in a different location. Further analysis of the actual feasibility of this model will be required.

The Zoning regulations includes a provision for incentive zoning and inclusionary zoning for the developers to provide for affordable dwelling units for the low-income group. There are various types of incentives proposed such as extra Gross Floor Areas incentives, development standard flexibility, fee waivers, tax abatements, monetary assistance among others, and the CoK OSC shall make a detailed assessment of the type of incentive, or the combination of different types of incentives, that may be appropriate to motivate developers, for provision of affordable housing and universal accessibility in their development projects. The Developers may also provide for the development of public amenities/spaces through the profit they make with the mixed-use market rate development units.

In term of affordability, CoK will need to carefully assess and set housing affordability indicators and define how affordability should be measured,

to support inclusionary zoning strategies as well as evaluate proposed developments.

MARKETING AND PROMOTION

This will be an essential component in attracting investment and in generating awareness of development opportunities. It is recommended for CoK to work closely with relevant Partners to develop a marketing strategy for the city and actively seek development partners. Hence, the Catalytic Projects are recommended to be marketed and promoted to the prospective investors to lessen the financial burden on the City government.

Further, more public awareness campaigns need to be introduced in the development process and provide information to the public regarding some of the successful projects implemented through land pooling. For example, the affordable housing project of MPAZI, which was implemented through land pooling and consolidation by the City of Kigali. This will help promote land pooling through public participation and attract investors for public-private partnerships for integrated developments.

4.5 CIP & Catalytic Projects

To meet the growing demand with rapid urbanization, the City of Kigali has a big role to play, in terms of providing serviced land and adequate public infrastructure, and budget for critical infrastructure such as major roads, utilities, and public facilities.

The Capital Improvement Plan are long term infrastructure and environmental projects that identifies the present and projected needs of the City and lists the planned public infrastructure projects that are required to be budgeted by the government for capital improvements.

The catalytic projects are identified to induce development in the surrounding areas as per the planning intentions and demonstrate successful implementation benchmark for similar developments in Kigali. Timely implementation of these catalytic projects is critical to the overall development of Kigali.

While the phasing plan specifies the focus area for short-term development, it is essential to identify key short-term projects that will catalyse the growth in these focus areas. These catalytic projects can also help accelerate provisions of affordable housing, employment areas and regeneration of existing urban areas, to address the current urban issues.

The Capital Improvement and Catalytic Projects shall be analysed to determine the detailed physical requirements and the implementation mechanism. Strategic public private partnerships shall be explored to minimize the financial burden on the public sector. The CoK shall, as per the project prioritization set in the Action Plan, establish Project Teams to secure the delivery of the key development projects of the Master Plan.

5

Action Plan

- 5.1. Introduction
- 5.2. Structure and Scope of the Action Plan
- 5.3. Phasing Plan
- 5.4. Broad Land requirements by Phasing
- 5.5. Phase 1 Development
- 5.6. Phase 2 Development
- 5.7. Phase 3 Development
- 5.8. Phase 4 Development
- 5.9. Phase 5 Development
- 5.10. Catalytic Projects Phasing Map (2019 - 2050)
- 5.11. Capital Improvement Projects Phasing Map (2019- 2050)
- 5.12. Infrastructure Phasing Maps (2019 - 2050)

5 Action Plan

5.1 Introduction

The Action Plan is the key guiding and monitoring tool to assess the status of implementation of the components proposed in the Master Plan.

It is organised as a matrix and is designed to receive frequent updates from CoK as well as from any relevant institution engaged with the Master Plan Implementation. It will be used as a baseline tool for the periodical review of the Master Plan implementation, under the proposed M&E process. The overarching purpose of the action plan is to help defining the priority of each action for its integrations in annual budgets or seven-year plans by all relevant implementers. The Action Plan is aligned to the Phasing Plan.

5.2 Structure and Scope of the Action Plan

The Action Plan, shown in this report as a static representation of activities, is a live working tool created on an electronic spreadsheet to efficiently keep record of the numerous activities to be planned at the different stages of Implementation. CoK OSC will be the owner and the manager of this tool and shall ensure its regular update.

All spatially relevant projects are also linked to a geodatabase, where the spatial distribution of each item can be appreciated.

The Action Plan is organised following a standard structure, common to all actions, and provides indications on:

- **Implementation Component:** each action is categorised based on its

relation to one of the four components described in this document, namely: Master Plan Management, Institutional Framework, Good Governance and CIP/Catalytic Project.

- **Sector:** refers to the sectoral pertinence of each action, such as Water, Sanitation, Governance, Green Development, etc. and can easily be referred to, to find specific actions under the same sector.
- **Location:** provides, when relevant, the location in which the specific actions shall take place.
- **Description:** provides detail on the nature of the action.
- **Status:** especially relevant for the projects or initiatives proposed in 2013 Master Plan or in the CDS and for which the monitoring is already ongoing. In the future will provide updated information on the status of each action.
- **Goal:** refers to the founding theme of the Master Plan (City of Excellence, Green City, Efficient City, etc.) and is needed to link each action to the relevant Goal or Goals and track their progress against KPIs for the specific goal.
- **Implementers:** defines with detail which is the Responsible institution for the implementation of each action as well as the Contributors, facilitating the inter-institutional coordination and integrated planning.
- **Possible implementation model:** in some cases, a suitable implementation model (PPP, Land Assembly, etc.) is suggested. Different models can be evaluated in the future.
- **Priority:** suggest the priority of the specific actions. Priorities can vary depending on real estate conditions,

funds availability and need to be assessed periodically.

- **Indicators:** a set of indicators is suggested to help in the monitoring of each action.
- **Baseline:** the starting point from which the monitoring is starting.
- **Phasing:** the pertinent phase in which each action should start or should be completed. It stages the phasing of long-term projects spread across different phases.
- **Cost:** for key priority CIP projects, a broad costing is provided for budgeting purposes.

Given the complexity of the exercise and the lack of further details on some of the actions proposed, it is recommended that the City of Kigali reassesses the Matrix, in a multi-stakeholders' session, within one year from Master Plan Approval.

It is also recommended that the Action Plan is discussed periodically, at least bi-annually, in dedicated multi-stakeholders' session, as proposed in the M&E mechanisms, to:

- Agree on proposed actions, objectives, responsibilities, timeframe, implementation model and source of funding.
- Share sectoral updates on the proposed actions and assess the degree of implementation and adjust the timelines accordingly, if needed.
- Detail the yearly phasing of priority actions.
- Agree on the way forward in a coordinated and integrated manner.

5.3 Phasing of Development

The phasing plan is a key tool for the implementers to prioritise development in a particular area of the City, and source adequate funding to finance the project. It also helps in facilitating a compact development of the city, limiting the sprawl. It provides the government, community, and donors/financers with rationale to prioritize infrastructure and associated urban services to incrementally develop in a phased manner.

Referring to Kigali Master Plan Zoning Regulations, phasing regulations can be applied to all zones/areas covered in the Proposed Kigali Zoning Plan 2050. City of Kigali (CoK) shall initiate and carry out the implementation of the master plan according to the phasing plan. Meanwhile, CoK shall prioritize and publicize the 7- Year Development Programme with financial plans. The sequencing of development according to the phasing plan shall require flexibility that is responsive to the market demands. The provision of infrastructure and services planning shall be carried out incrementally and align with 7-year Development Programme. However, each phase shall contain adequate infrastructure and other public facilities to allow the phase to stand on its own without depending on the development of subsequent phases. The prioritization of developmental activities within each phase shall consider, any relocation of people, land management approaches, funding availability, and relevant policies and legislation, that maybe required. The legal agreement and exemption

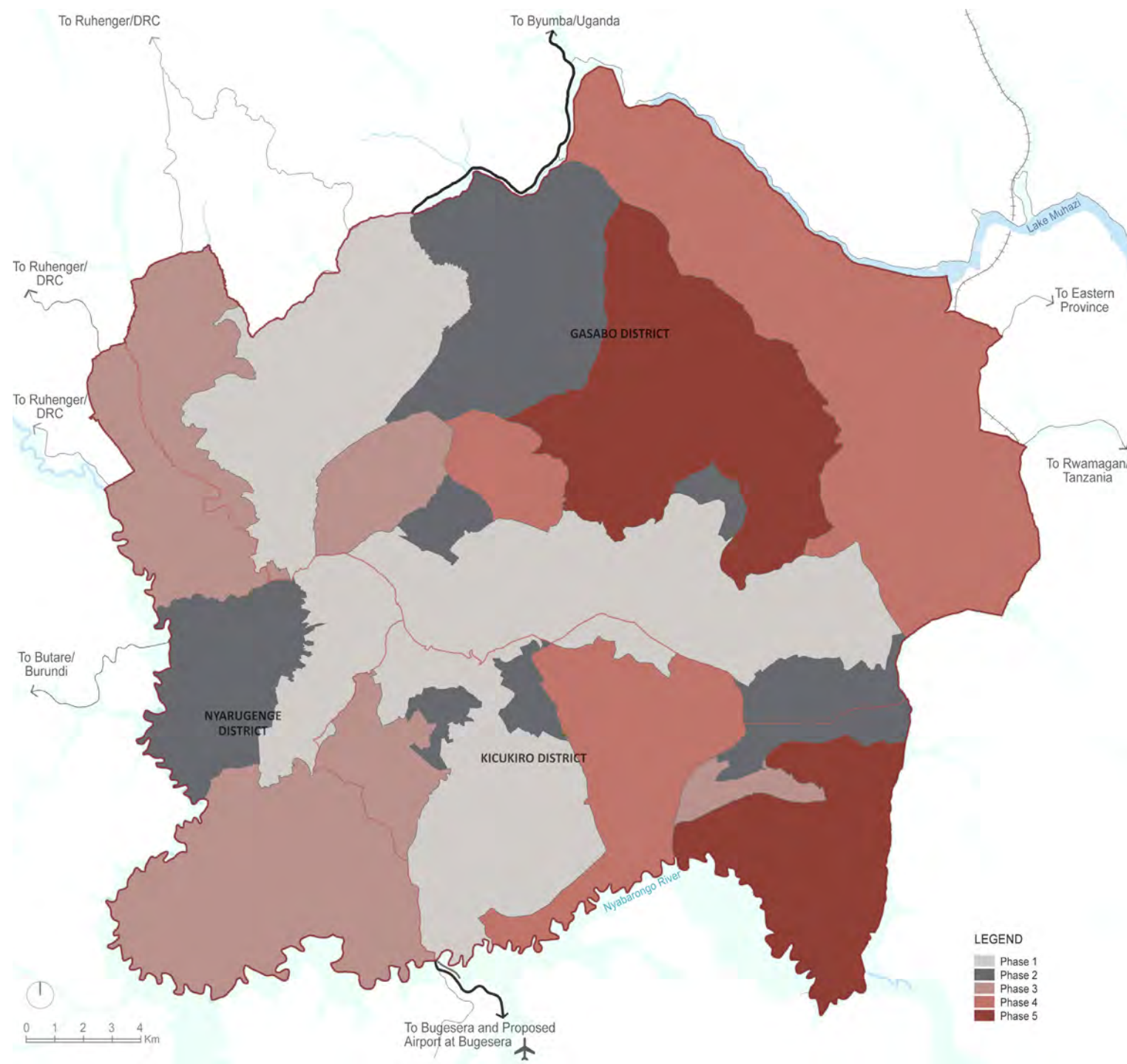


Figure 5.1 Kigali Master Plan 2019 - Proposed Phasing Plan

for the phasing plan development shall be referred to the Zoning Regulation report.

Kigali Master Plan is proposed to be demarcated into five phases to allow incremental development in the city in line with the market demand (Figure 5.1). The amount of land allocated for each phase (Table 5.1) is driven by Kigali Broad Land Requirement established to respond to the needs of the projected population and employments in phases. The key factors and considerations for phasing demarcation will include:

1. 7- Year Development Programme;
2. Catalyst Programme and Implementation Projects;
3. Priority areas in redevelopment of unplanned settlements; and
4. Priority areas in development of Sites and Services Areas;

The planning in different phases is elaborated in the following sections.

Table 5.1 Land area by phases

PHASE	AREA (SQKM)	% COMPLETION
Phase1	197.9	27
Phase2	108.4	42
Phase3	142.3	61
Phase4	165.5	84
Phase5	115.5	100
	729.6	100

5.4 Broad Land Requirements by Phasing

Following the same rationale elaborated in Section 4.4 Broad Land Requirements in Chapter 4 of the Master Plan report, phase wise broad residential land requirement is estimated (Table 5.2). Based on the population projection for the proposed phases, affordability study, housing need from IPAR , a series of housing share for different residential zones have been proposed and computed to meet the overall demand and broad land requirement for perspective residential zones have been calculated to guide the planning in proposed phases.

The provision of total commercial space in different phases is derived from IPAR’s phase wise employment projection in the services sector with commercial space distribution in different employment nodes (by hierarchy of commercial space) guided by IPAR’s Commercial Real Estate Study (Annexure II). A series of commercial share for different commercial zoning have been proposed and computed to meet the overall demand and broad land requirement for perspective commercial mixed use zones have been calculated in phase-wise manner (Table 5.3).

Similarly, taking account of IPAR’s employment projection in industrial sectors , phase wise broad industrial land requirement has been estimated (Table 5.4).

Table 5.2 Broad Residential Land Requirements for Phasing: Housing Composition

	HOUSING SHARE	DENSITY SHARE	PROJECTED DWELLING UNITS					PROJECTED DU (2050)	DENSITY (DU/HA)	RESIDENTIAL LAND (HA)BY PHASING				
			2024	2031	2038	2045	2050			2024	2031	2038	2045	2050
R1	2.7%	30% Low density	11,958	14,747	21,796	25,336	25,522	25,522	10 - 15	1,196	1,475	2,180	2,534	2,553
R1A	12.3%		39,304	59,486	78,643	92,067	117,457	117,457	30 - 50	1,965	2,974	3,932	4,603	5,873
R1B	14.7%		39,916	78,066	87,135	113,002	140,333	140,333	40 - 70	998	1,952	2,178	2,825	3,508
R2	18.4%	70% medium to High density	71,031	96,221	114,776	167,820	176,454	176,454	60 - 100	1,184	1,604	1,913	2,797	2,941
R3	30.5%		107,594	153,416	195,750	231,343	291,895	291,895	50 - 90	2,152	3,068	3,915	4,627	5,838
R4	13.9%		69,307	83,459	92,936	125,517	133,210	133,210	80 - 120	866	1,043	1,162	1,569	1,665
C1	5.1%		35,541	38,670	40,146	44,591	48,922	48,922	50-110	658	716	743	826	906
C3	2.4%		13,994	14,836	17,021	18,699	22,606	22,606	50-100	274	291	334	367	443
Total	100.0%		388,646	538,901	648,204	818,375	956,399	956,399		9,294	13,124	16,358	20,148	23,728

Table 5.3 Broad Commercial Land Requirements for Phasing: Commercial Composition

ZONE	TYPES	SHARE	PROJECTED EMPLOYMENT					EMPLOYMENT	SQM PER PERSON	FAR	COMMERCIAL LAND (HA) BY PHASING				
			2024	2031	2038	2045	2050				2024	2031	2038	2045	2050
C1	Mixed Use Commercial	30.35%	210,619	229,157	237,907	264,249	289,912	289,912	15	1.6	282.07	306.90	318.62	353.90	388.27
C3	CBD, Town Level	34.65%	204,886	217,208	249,210	273,764	330,966	330,966	15	2.4	182.94	193.94	222.51	244.44	295.51
O-C2 OVERLAY,MIXED USE RESIDENTIAL IN R2,R3, & R4	Neighbourhood Level	35.00%	136,792	184,461	224,156	290,098	334,336	334,336	15	1.4	221.16	300.80	367.88	473.32	549.69
TOTAL		100.00%	552,297	630,826	711,273	828,111	955,214	955,214			686.17	801.64	909.01	1,071.65	1,233.47

Table 5.4 Broad Industrial Land Requirements for Phasing: Industrial Composition

ZONE	TYPES	PROJECTED EMPLOYMENT FROM IPAR					FAR	COMMERCIAL LAND (HA) 2024	COMMERCIAL LAND (HA) 2031	COMMERCIAL LAND (HA) 2038	COMMERCIAL LAND (HA) 2045	COMMERCIAL LAND (HA) 2050
		2024	2031	2038	2045	2050		2024	2031	2038	2045	2050
I1	Light industrial zone	117,480	15	201,579	240,345	246,184	15	1.6	641.30	807.65	1,100.38	1,100.38
I2	General industrial zone	44,169	44,169	44,169	44,169	44,169	15	2.4	415.72	415.72	415.72	415.72
I3	Mining/ Extraction/Quarry	3,740	3,740	3,740	3,740	3,740	15	1.4	35.21	35.21	35.21	35.21
TOTAL		165,389	47,924	249,488	288,254	294,093			1,092.23	1,258.58	1,551.31	1,551.31

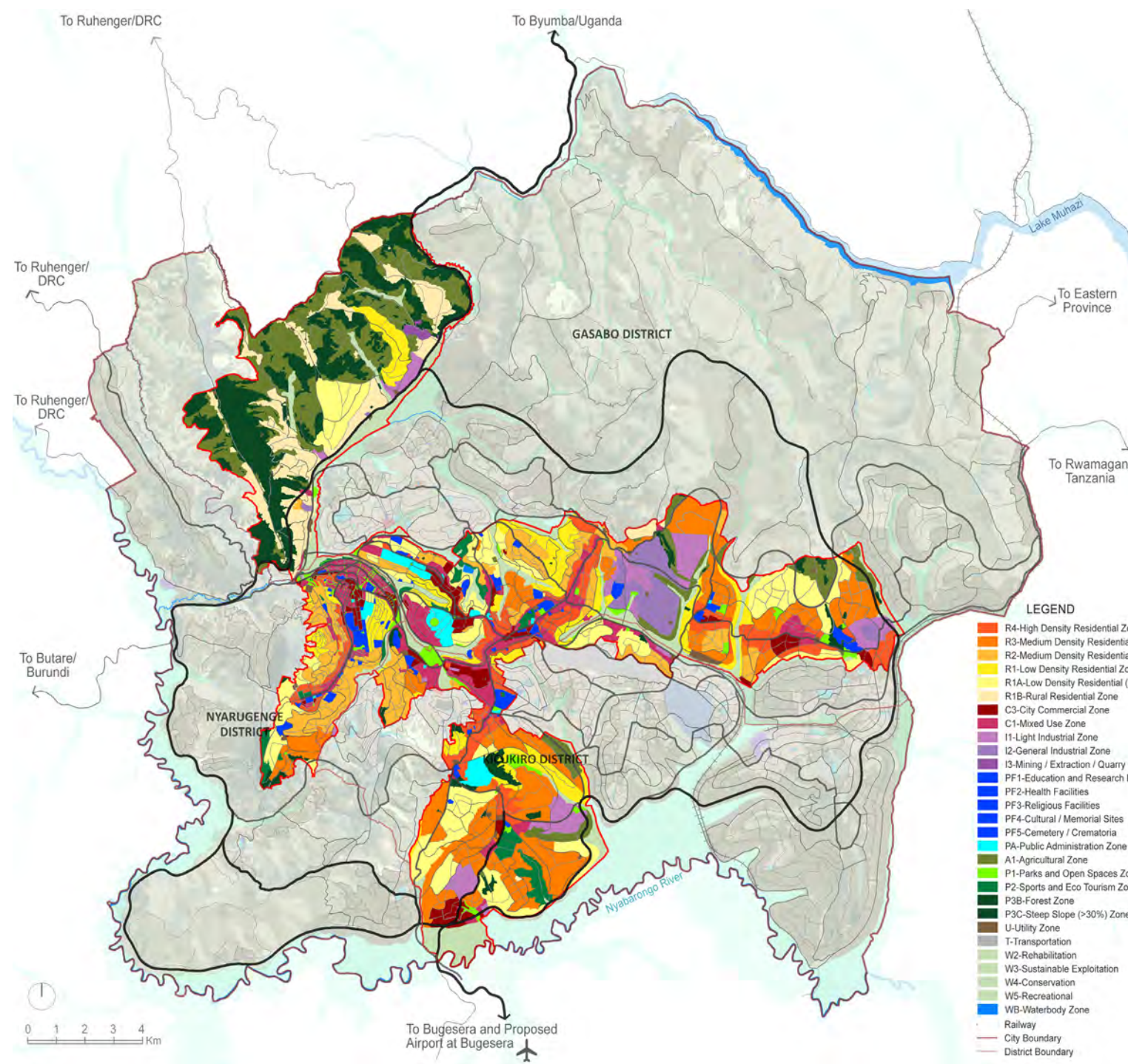


Figure 5.2 Kigali Master Plan 2019 - Proposed Phase 1

5.5 Phase 1 Development (2019-2024)

Supported by quantum of broad land requirement for different zones under housing, commercial and industry, Phase 1 development boundary and land use distribution are suggested to follow priority areas and projects:

1. Strengthening of existing CBD City core area;
2. Strengthening the existing and fragmented commercial mixed use corridors along the proposed BRT lines 1&2 as part of phase 1;
3. Strengthening the existing and upcoming mixed use commercial nodes along the BRT corridors - The Civic and Commercial development at Kigali Business Centre (KBC), the upcoming mixed use commercial development at fringe centres in Kimironko and Nyamirambo;
4. Further consolidating industries in existing SEZ phase 2 and 3. Encouraging polluting industries along the wetlands in Gikondo and other areas in Kigali to move to the SEZ;
5. Establish affordable housing around the SEZ with social infrastructure to promote Integrated industrial development;
6. Development of the Airport Expressway and mixed use commercial areas along the route to the new airport.
7. Development of upcoming Gahanga light industrial estate and regional centre as an employment node along the airport expressway.
8. Land consolidation for affordable housing development (sites and services) in Gahanga and Ndera supporting the employment centres;
9. Development of Airport Boulevard;

10. Tourism development in Mount Jali; and
11. Land consolidation for rural settlements and farmlands in Jali and Jabana

Table 5.5 Proposed Kigali Phase 1

PHASE 1 - PROPOSED ZONING		AREA (SQKM)
Mixed use zone	C1	9.4
City commercial zone	C3	4.6
Light industrial zone	I1	6.4
General industrial zone	I2	4.2
Mining/ Extraction/Quarry	I3	0.4
Parks and open spaces zone	P1	3.2
Sport and Eco tourism zone	P2	3.4
Forest zone	P3B	13.3
Steep slopes (> 30%) zone	P3C	7.6
Public Administration zone	PA	2.5
Education and research facilities	PF1	2.0
Health facilities	PF2	0.6
Religious facilities	PF3	0.4
Cultural/ memorial sites	PF4	0.0
Cemetery/ crematoria	PF5	0.6
Agriculture zone	A1	21.7
Low density residential densification zone	R1A	19.7
Rural residential zone	R1B	10.0
Low density residential zone	R1	12.0
Medium density residential Improvement zone		R2
Medium density residential Expansion zone		R3
High density residential zone	R4	9.1
Transportation zone	T	16.5
Utility zone	U	0.8
Rehabilitation	W2	5.7
Sustainable Exploitation	W3	3.7
Conservation	W4	3.3
Recreational	W5	1.6
Waterbodies Zone	WB	0.1
		197.9

5.6 Phase 2 Development (2025-2031)

As subsequent development of Phase 1, Phase 2 development boundary and land use distribution are suggested to follow priority areas and projects:

1. Development of mixed use regional centre at Ndera as an employment centre supporting growing population surrounding the SEZ;
2. Strengthening the upcoming fringe centre at Kicukiro supporting the CBD with mixed use commercial development;
3. Integrated industrial development in Rusororo Industrial Estate including heavy and light industry;
4. Integrated industrial Development of Masaka Industrial Estate including proposed Kigali Logistics Platform (KLP) as one of the major infrastructure developments in Kigali to boost the logistics sector and overall city economy;
5. Development of civic corridor along BRT network and redevelopment of unplanned settlements in Kacyiru;
6. Tourism development in Mount Kigali;
7. Planning Area development in suburban sector Kigali; and
8. Land consolidation for rural settlements and farmlands in Nduba

Table 5.6 Proposed Kigali Phase 2

PHASE 2 - PROPOSED ZONING		AREA (SQKM)
Mixed use zone	C1	0.8
City commercial zone	C3	0.3
Light industrial zone	I1	1.7
Parks and open spaces zone	P1	1.0
Sport and Eco tourism zone	P2	1.4
Forest zone	P3B	11.6
Steep slopes (> 30%) zone	P3C	10.5
Public Administration zone	PA	0.1
Education and research facilities	PF1	0.1
Health facilities	PF2	0.2
Religious facilities	PF3	0.0
Cemetery/ crematoria	PF5	0.3
Agriculture zone	A1	23.3
Low density residential densification zone	R1A	10.1
Rural residential zone	R1B	9.5
Low density residential zone	R1	2.8
Medium density residential Improvement zone	R2	4.4
Medium density residential Expansion zone	R3	9.7
High density residential zone	R4	1.9
Transportation zone		T
Utility zone		U
Rehabilitation		W2
Sustainable Exploitation	W3	4.5
Conservation	W4	3.9
Recreational	W5	0.2
Waterbodies Zone	WB	0.2
		108.4

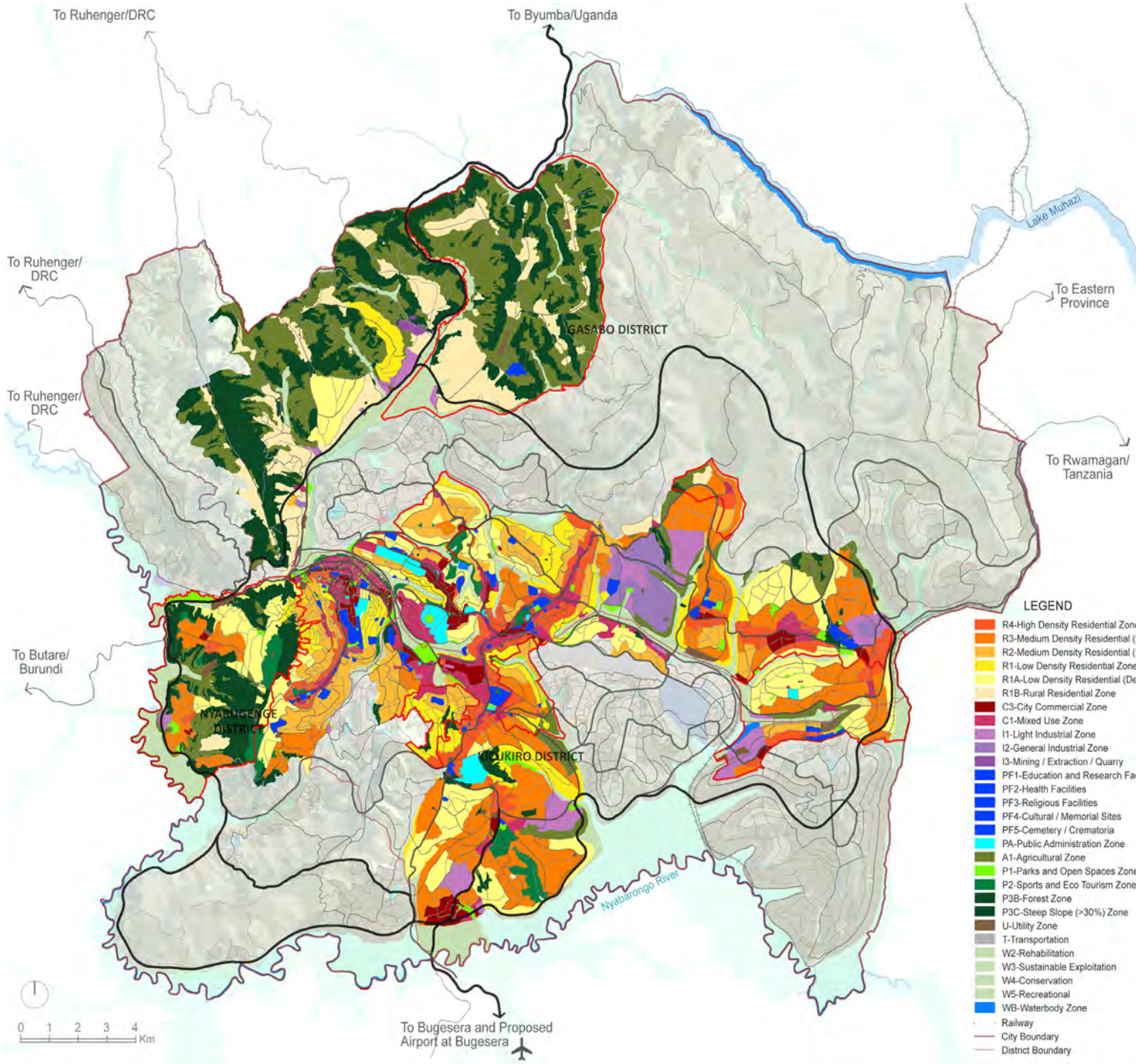


Figure 5.3 Kigali Master Plan 2019 - Proposed Phase 2

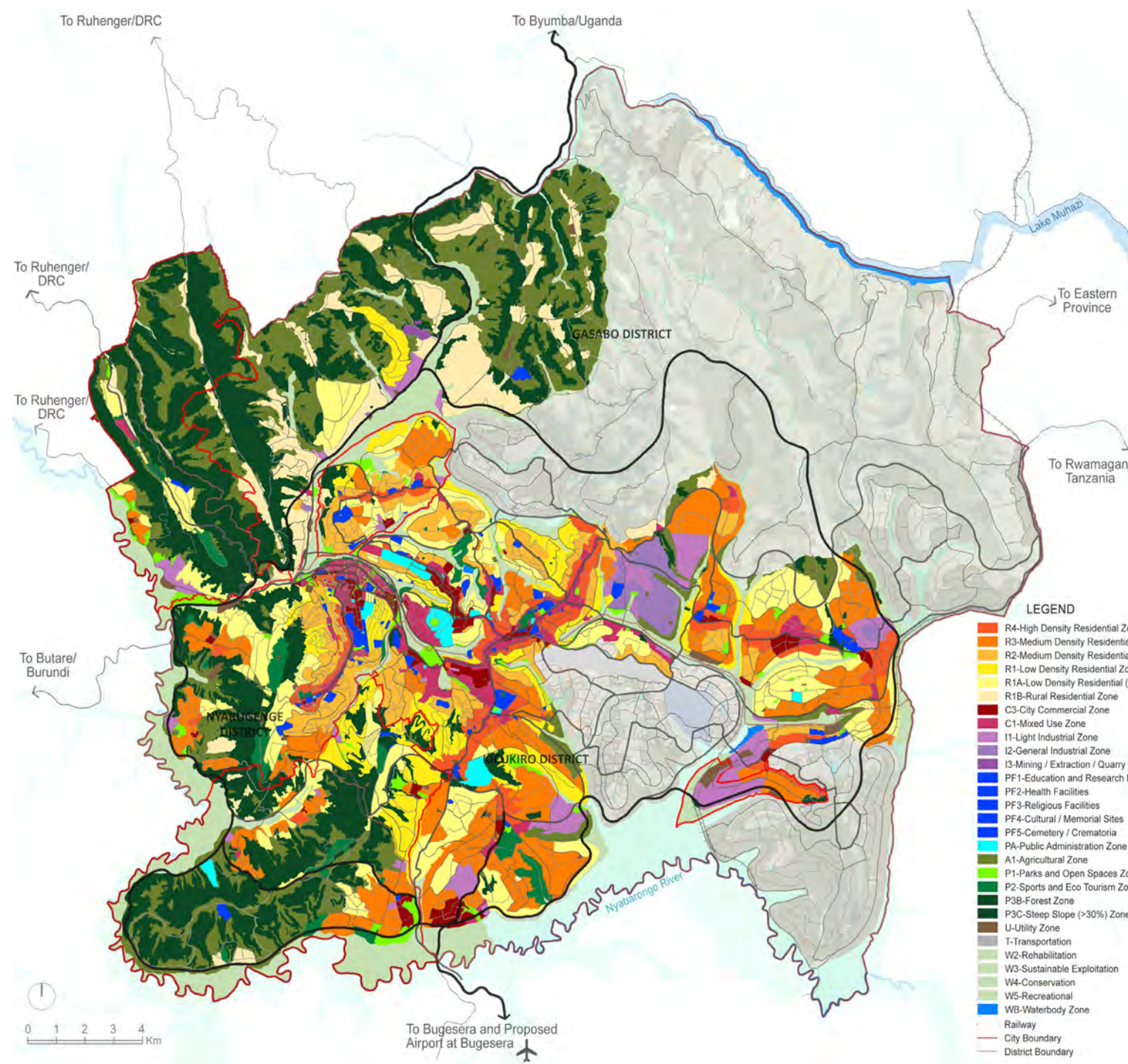


Figure 5.4 Kigali Master Plan 2019 - Proposed Phase 3

5.7 Phase 3 Development (2032-2038)

As subsequent development of Phase 2, Phase 3 development boundary and land use distribution are suggested to follow priority areas and projects:

1. The mixed use commercial development at fringe centres in Kinyinya;
2. Development of BRT line 5 and its neighboring areas;
3. Extension of Integrated industrial Development of Masaka Industrial Estate;
4. Integrated industrial Development in Kinyinya for clay extraction, processing and transportation;
5. Sports and recreation development in Kinyinya mountain ridge;
6. Tourism development in Gatenga including Kigali Cultural Village;
7. Planning Area development in suburban sector Mageregere;
8. Land consolidation for rural settlements and farmlands in Mageregere

Table 5.7 Proposed Kigali Phase 3

PHASE 3 - PROPOSED ZONING		AREA (SQKM)
Mixed use zone	C1	0.4
City commercial zone	C3	0.7
Light industrial zone	I1	2.9
Parks and open spaces zone	P1	2.6
Sport and Eco tourism zone	P2	2.4
Forest zone	P3B	24.0
Steep slopes (> 30%) zone	P3C	25.8
Public Administration zone	PA	0.3
Education and research facilities	PF1	0.4
Health facilities	PF2	0.0
Religious facilities	PF3	0.1
Cultural/ memorial sites	PF4	0.1
Cemetery/ crematoria	PF5	0.3
Agriculture zone	A1	23.5
Low density residential densification zone	R1A	9.6
Rural residential zone	R1B	2.3
Low density residential zone	R1	7.1
Medium density residential Improvement zone		R2
Medium density residential Expansion zone		R3
High density residential zone		R4
Transportation zone	T	7.7
Utility zone	U	0.7
Rehabilitation	W2	1.7
Sustainable Exploitation	W3	2.5
Conservation	W4	13.8
Recreational	W5	0.0
		142.2

5.8 Phase 4 Development (2039-2045)

As subsequent development of Phase 3, Phase 4 development boundary and land use distribution are decided by the following priority projects and regions:

1. Planning Area development in Kanombe and Nyarugunga served by new development of BRT line 4;
2. Development of BRT line 4 and its neighboring areas;
3. Tourism development including education city and heritage conservation area near Lake Muhazi;
4. Land consolidation for rural settlements and farmlands in Rutunga and Gikomero;
5. Land consolidation for affordable housing development (sites and services) in Kinyinya and Rusororo;
6. Integrated industrial Development in Rusororo for trade and transportation located in the eastern border;

Table 5.8 Proposed Kigali Phase 4

PHASE 2 - PROPOSED ZONING		AREA (SQKM)
Mixed use zone	C1	1.2
City commercial zone	C3	0.5
Light industrial zone	I1	2.1
Parks and open spaces zone	P1	2.6
Sport and Eco tourism zone	P2	1.6
Forest zone	P3B	10.0
Steep slopes (> 30%) zone	P3C	14.1
Public Administration zone	PA	1.0
Education and research facilities	PF1	0.1
Health facilities	PF2	1.9
Cemetery/ crematoria	PF5	0.3
Agriculture zone	A1	59.6
Low density residential densification zone	R1A	6.7
Rural residential zone	R1B	6.5
Low density residential zone	R1	3.5
Medium density residential - Improvement zone	R2	9.3
Medium density residential - Expansion zone	R3	7.5
High density residential zone		R4
Transportation zone		T
Utility zone		U
Rehabilitation	W2	1.0
Sustainable Exploitation	W3	6.6
Conservation	W4	11.2
Waterbodies Zone	WB	2.0
		165.5

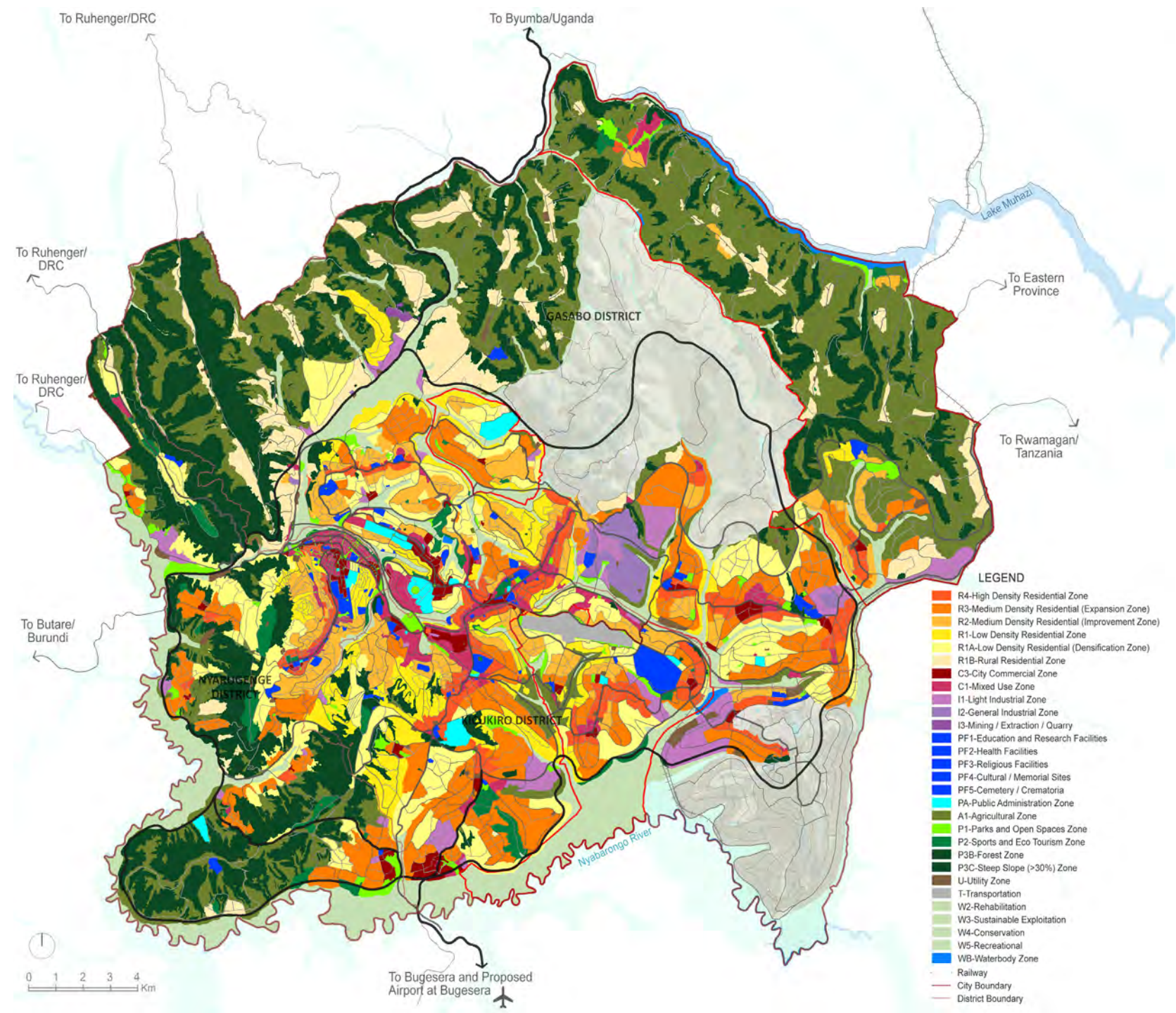


Figure 5.5 Kigali Master Plan 2019 - Proposed Phase 4

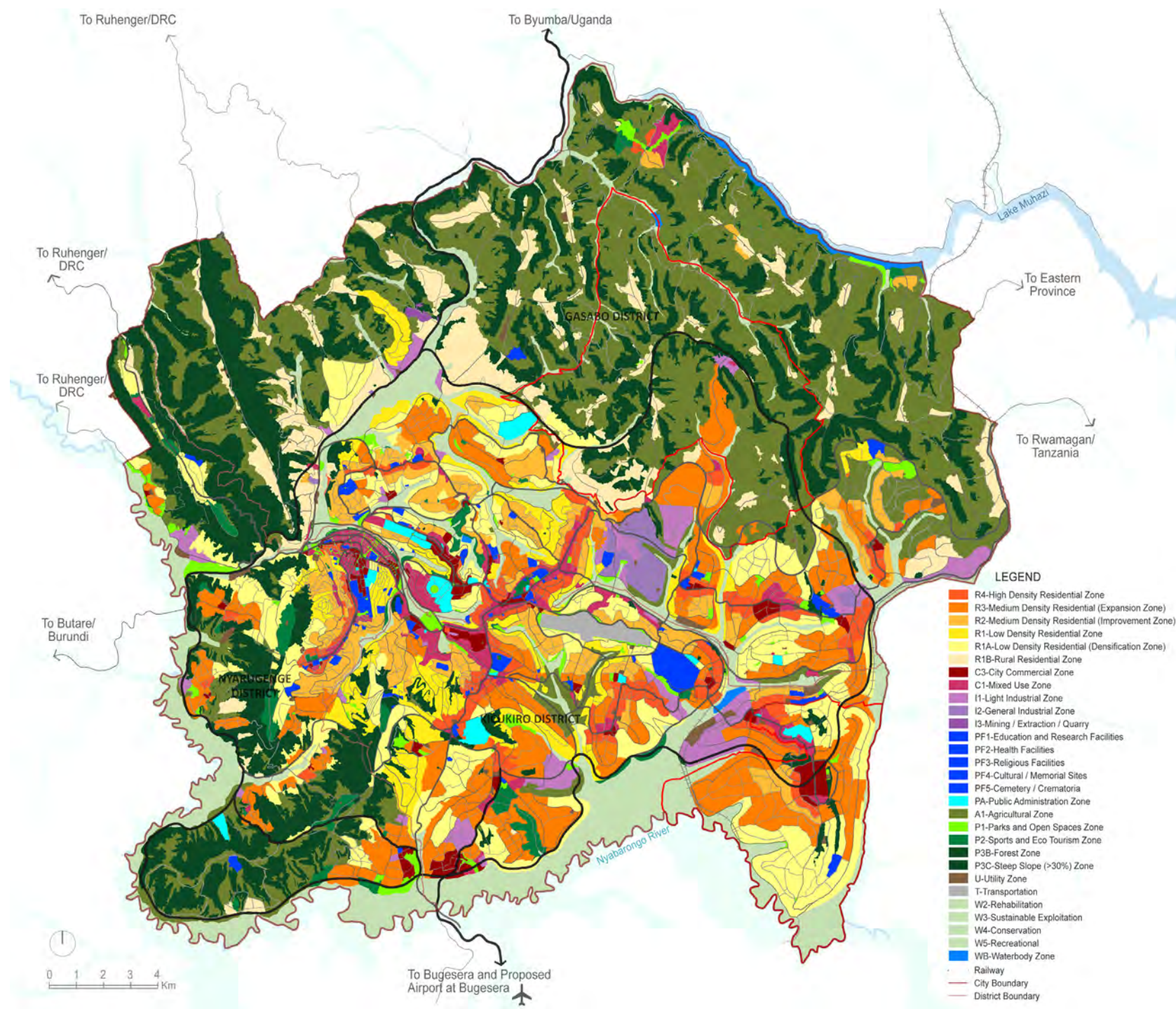


Figure 5.6 Kigali Master Plan 2019 - Proposed Phase 5

5.9 Phase 5 Development (2046-2050)

As subsequent development of Phase 4, Phase 5 development boundary and land use distribution are suggested to follow priority areas and projects:

1. Mixed use development of Masaka regional centre served by new development of BRT line;
2. Mixed use development of Bumbogo regional centre;
3. Integrated industrial Development in Bumbogo for trade and transportation next to the Outer Ring Road;
4. Land consolidation for rural settlements and farmlands in Bumbogo and Masaka;
5. Land consolidation for affordable housing development (sites and services) in Bumbogo and Masaka;

Table 5.9 Proposed Kigali Phase 5

PHASE 5 - PROPOSED ZONING		AREA (SQKM)
Mixed use zone	C1	1.1
City commercial zone	C3	1.3
Light industrial zone	I1	0.3
Parks and open spaces zone	P1	0.3
Forest zone	P3B	10.5
Steep slopes (> 30%) zone	P3C	10.1
Public Administration zone	PA	0.4
Education and research facilities	PF1	0.0
Cemetery/ crematoria	PF5	0.3
Agriculture zone	A1	39.8
Low density residential densification zone	R1A	12.7
Rural residential zone	R1B	6.8
Low density residential zone	R1	0.2
Medium density residential - Improvement zone	R2	1.5
Medium density residential - Expansion zone	R3	12.8
High density residential zone	R4	1.0
Transportation zone	T	5.4
Utility zone	U	0.1
Sustainable Exploitation	W3	3.2
Conservation	W4	7.5
Waterbodies Zone	WB	0.1
		115.4

5.10 Catalytic Projects Phasing Map (2019 -2050)

This section shows the phases of Implementation for all Catalytic projects

LEGEND

- B - 2019

1

Housing Development focused on low income at Gasharu & Rugarama cell (Min 40% of total housing solutions should be dedicated to these categories)

2

Housing development focused on low income at Gahanga sector

3

Mixed use development at Ndera sector Phase1

9

Kimironko Upgradation Project

10

Kicukiro Neighbourhood Upgradation

12

Upgrading and Redevelopment of unplanned area

22

Kigali CBD Office Precinct Development (Prev. CBD - Phase 1)

26

Nyamirambo City Centre

27

Gahanga Regional Centre - Phase 1 (development of Expo and Business Park)

28

Kicukiro Mixed Use Development

29

Kinyinya (OZ Sub Area) City Centre

31

Gikondo Regeneration

33

Kigali SEZ - Phase 2

35

Light Industrial Estate at Gahanga

36

Masaka Industrial Estate (including Kigali Logistic Platform)

37

Develop Rusororo industrial estate, identify suitable area for petroleum storage

42

Kigali CBD Wetland Park

44

Lake Muhazi Lakefront Development Phase 1 (Lake Muhazi Tourism Area)

48

Development of Gahanga Sports Hub

49

Kigali Cultural Village

76

Gatenga

80

Mu Myembe
- PH 1

4

Housing development focused on low income Rwabuterenge cell

5

Housing development focused on low income at Masoro cell

6

Housing development focused on low income at Cyaruzinge and Rudashya cell

13

Mixed use upgradation

15

Upgrading and Redevelopment of unplanned area in kiyovu,Agatara and Biryoga cell

16

Upgrading and Redevelopment of unplanned area

17

Nyamabuye upgradation project

18

Kinyaga Redevelopment project

23

CBD Transect (Prev. CBD Core)

24

KN1 Roundabout Development (Prev. Centre ville roundabout)

25

Nyabugogo Transport Hub - Redevelopment as an Integrated regional transit hub

30

Incremental mixed use development at Kicukiro

32

Kimironko Redevelopment - Phase 1

34

Kigali SEZ - Phase 3

40

CBD Green Corridors and Urban Parks

50

Education City along Muhazi lakefront

77

Gitega

78

Kamatamu

79

Kagugu

81

Inyangwe (Urukundo Village)

82

Camp Zaire

83

Nyagatovu

84

Bukinanyana
- PH 2

45

Mount Kigali Eco Park

46

Eco Park within Mount Jali

47

Eco Park within Mount Rebero
- Wetland Projects

51

Health City

66

Kicukiro Wetland and Biodiversity Park

67

Equestrian Park

68

Nyaborongo ECO Park and Wetlands

69

Kanyinya Wetland Town Park

70

Golf Course at Nyarutarama

71

Botanic Garden at Gahanga

72

Golf Course at Nyabarongo Aval

73

Gikondo Regeneration / Lake Park

74

Horticulture Park at Ntora

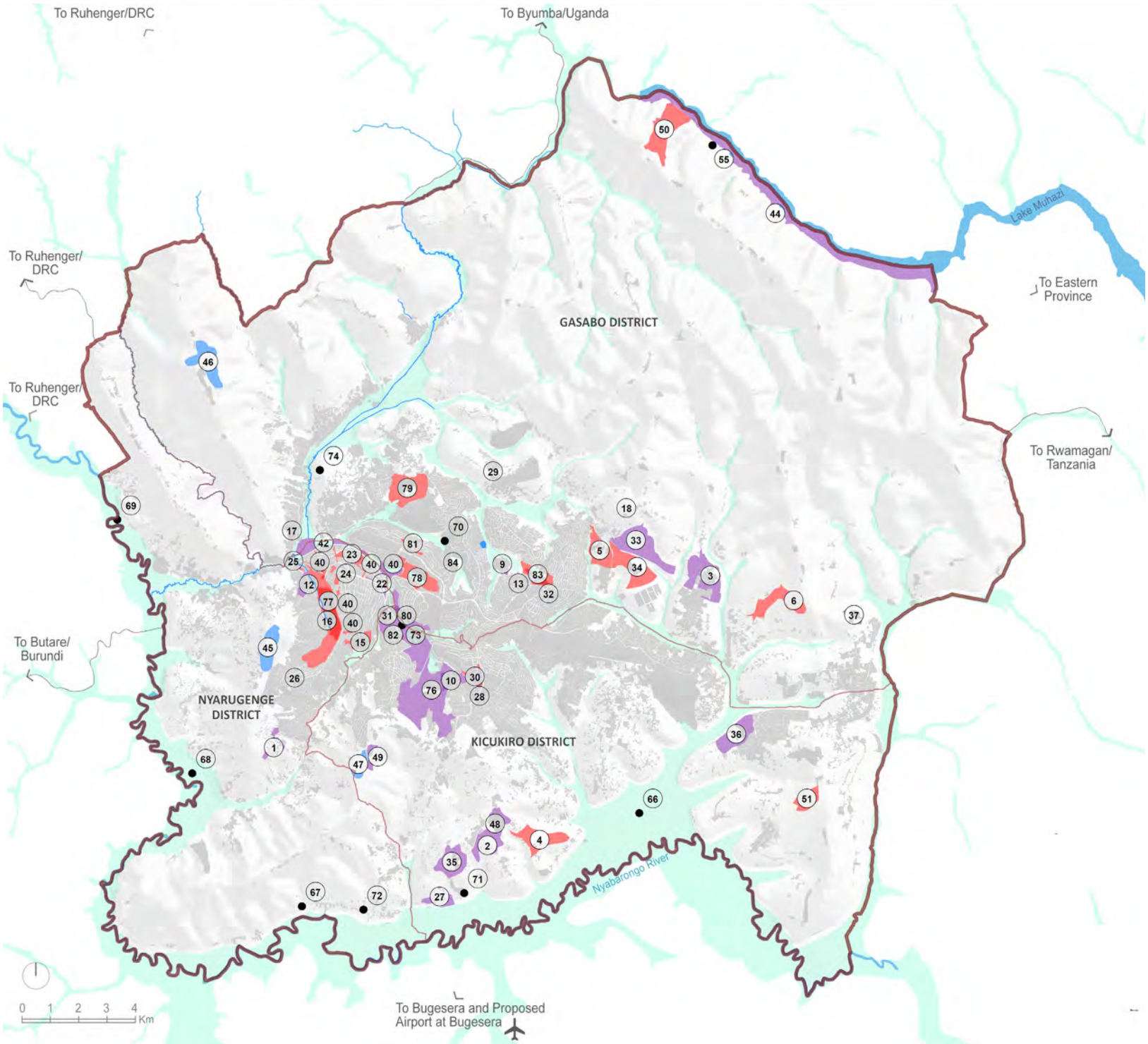


Figure 5.7 Kigali Master Plan 2019 - Proposed Phase 5

5.11 Capital Improvements Projects Phasing Map (2019- 2050)

This section shows the phases of Implementation for all Capital Improvement projects

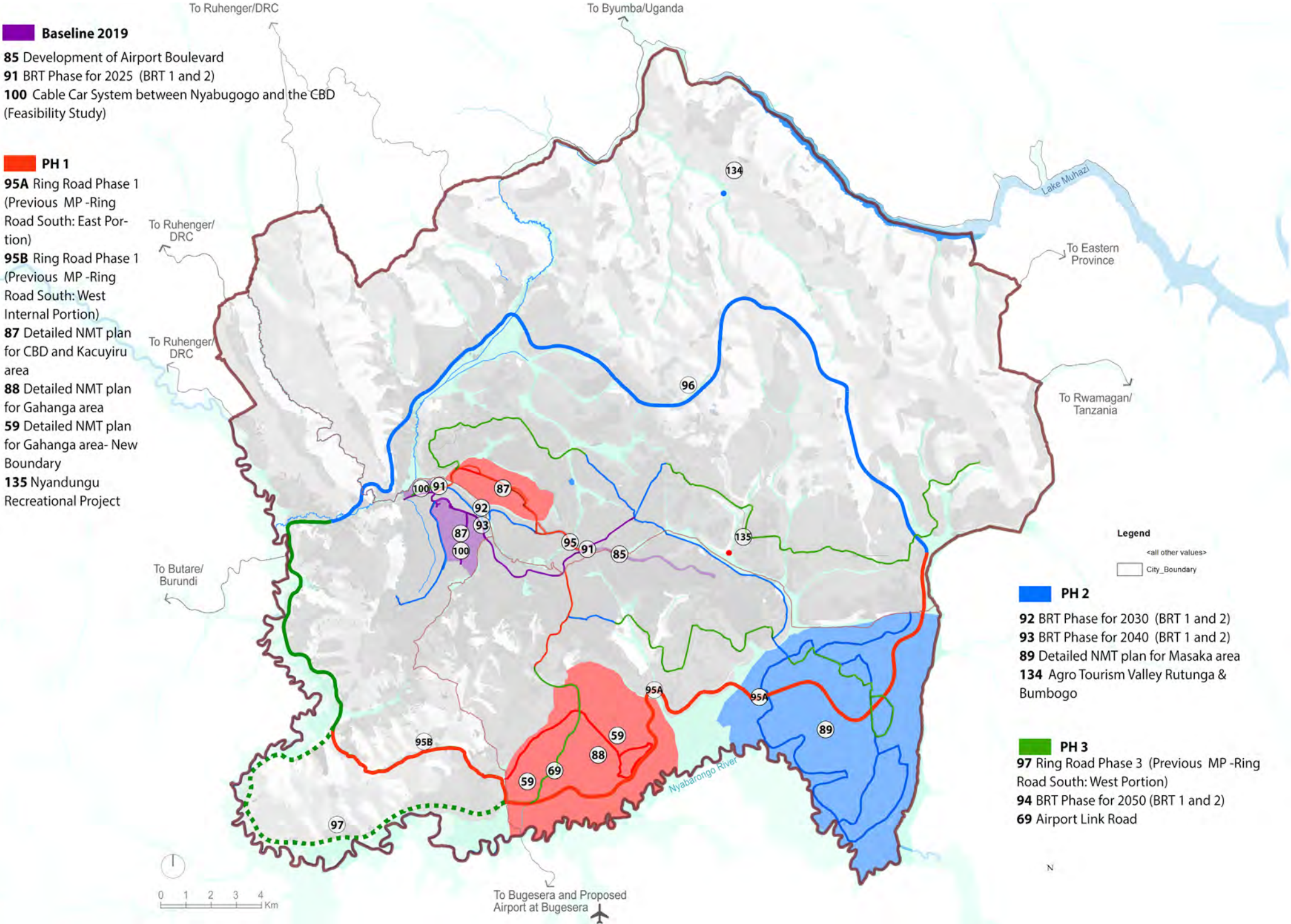


Figure 5.8 Capital Improvement Projects (All phases)

**5.12 Infrastructure
Projects Maps**
5.12.1 (PHASE 1 - 2024)

This section shows the phases of Implementation for all Infrastructure projects shown in five different maps.

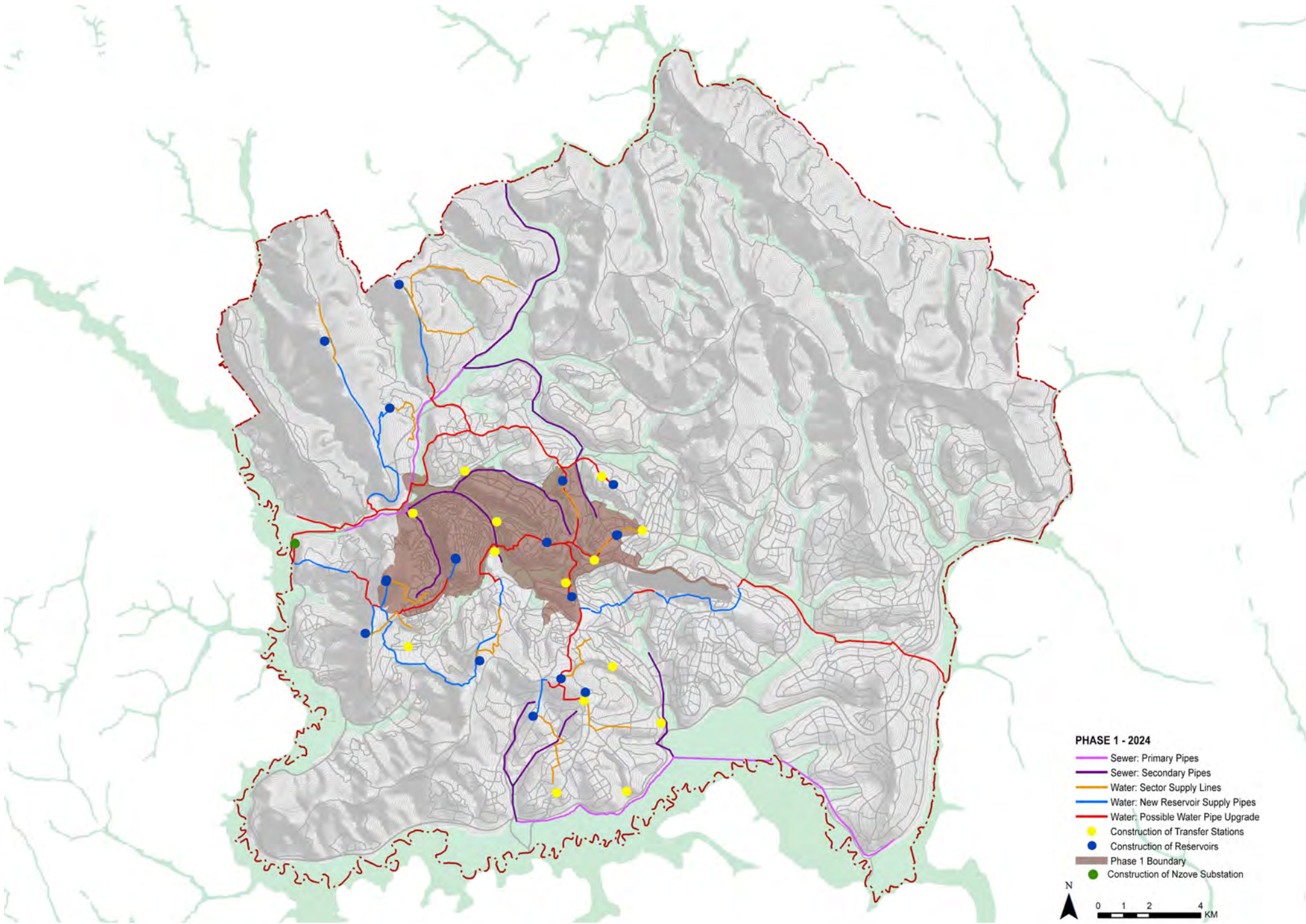


Figure 5.9 Kigali Infrastructure Projects Phase 1 - 2024

5.12.2 (PHASE 2 - 2031)

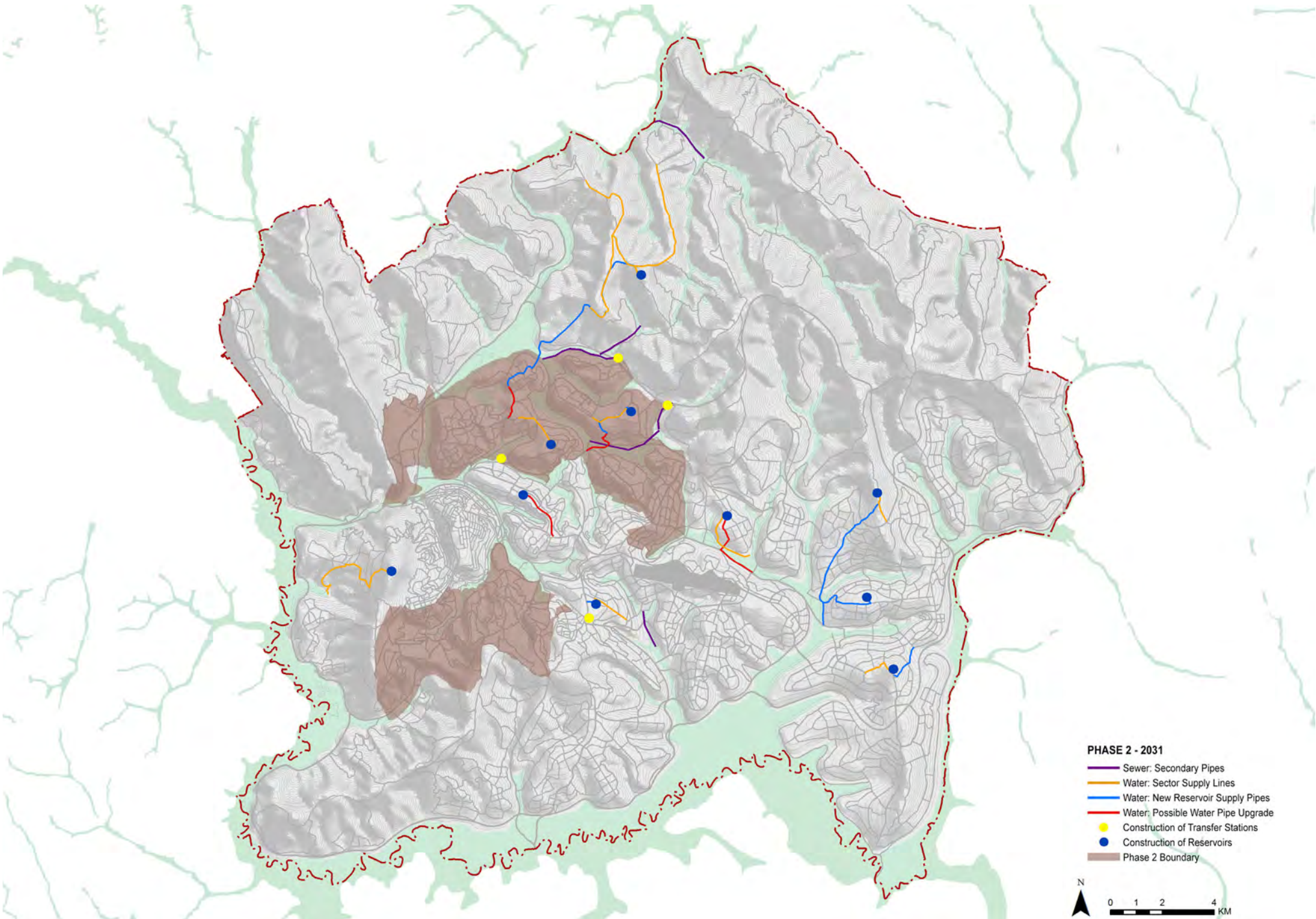


Figure 5.10 Kigali Infrastructure Projects Phase 2- 2031

5.12.3 (PHASE 3 - 2038)

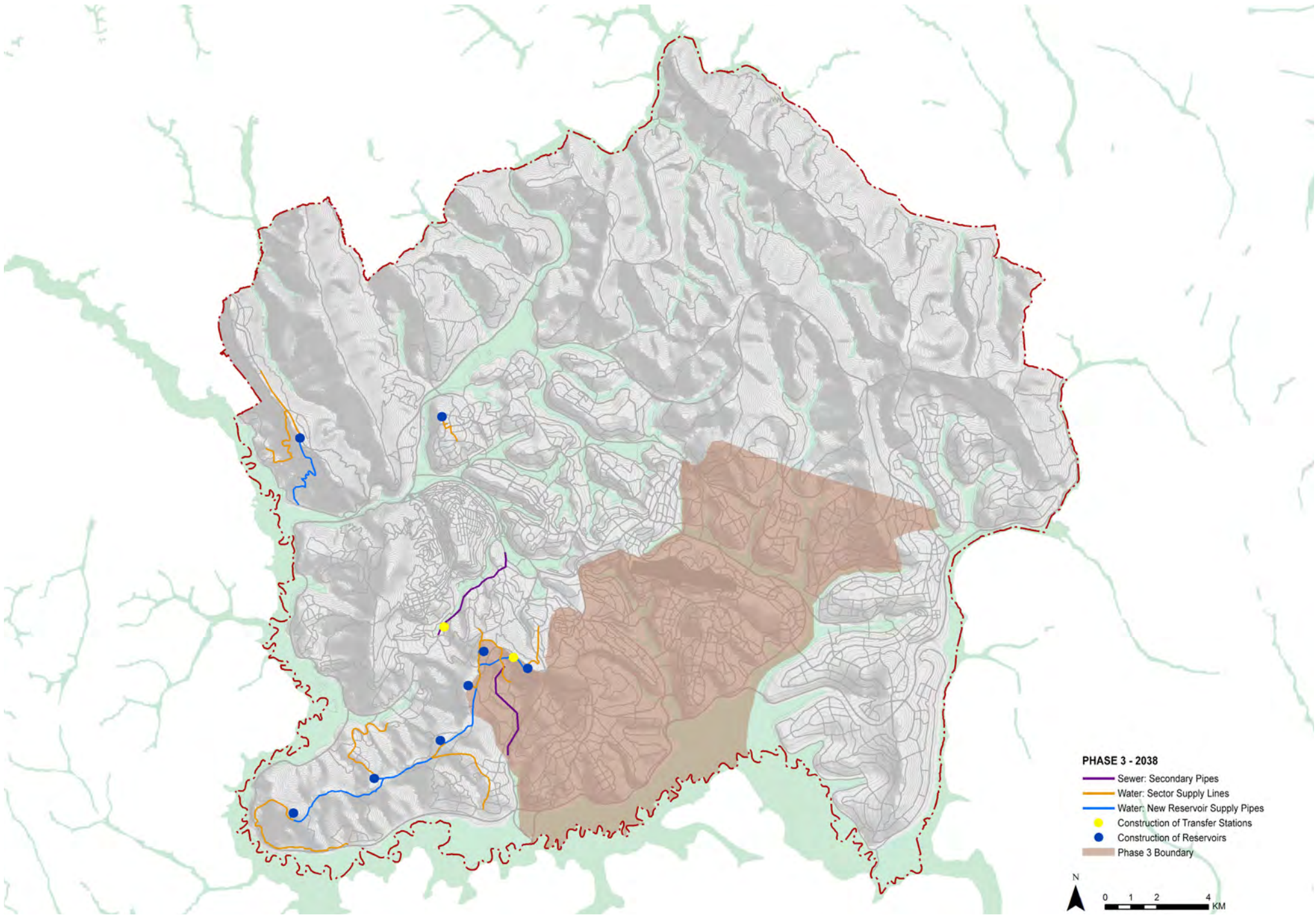


Figure 5.11 Kigali Infrastructure Projects Phase 3 - 2038

5.12.4 (PHASE 4 - 2045)

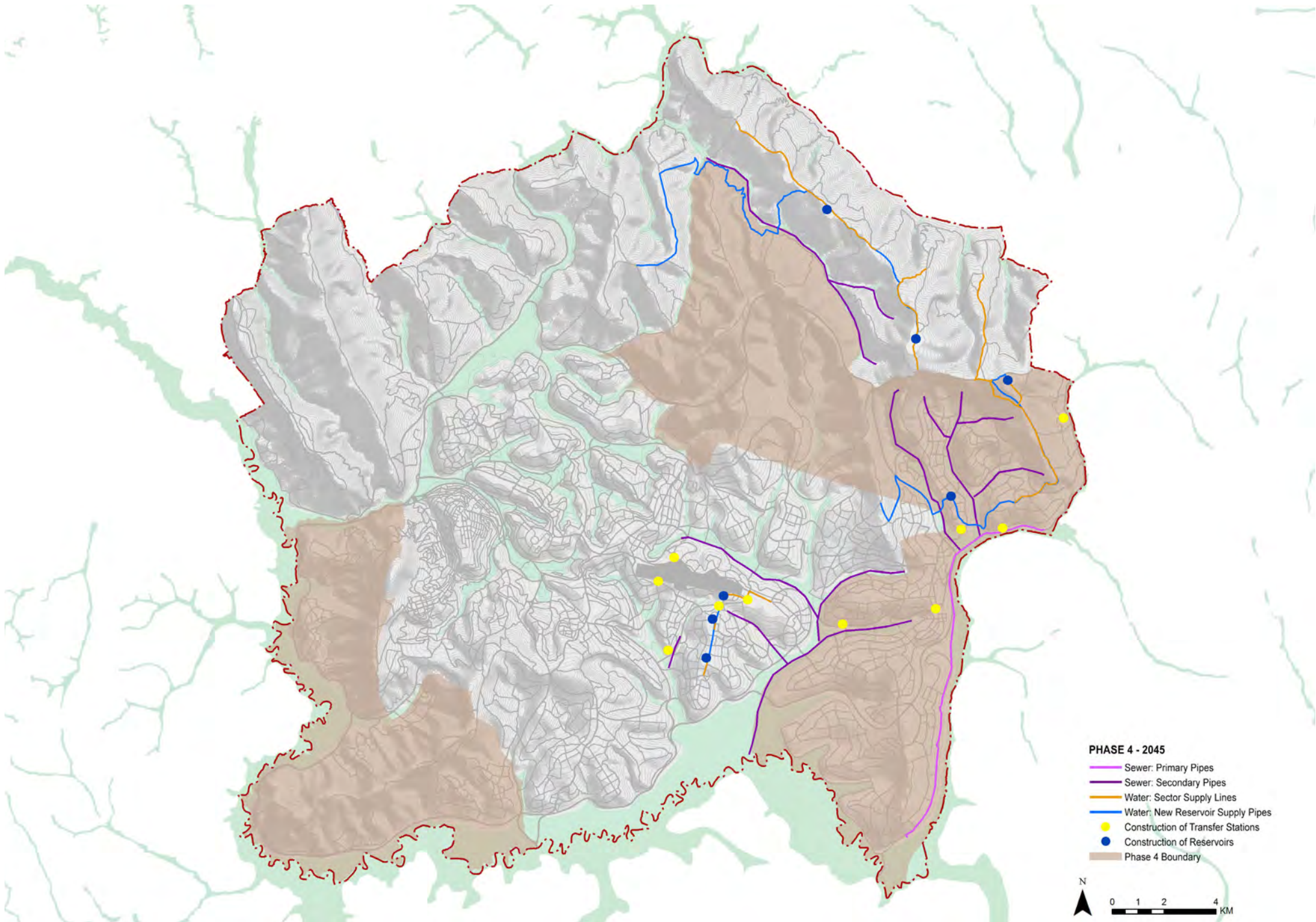


Figure 5.12 Kigali Infrastructure Projects Phase 4 - 2045

5.12.5 (PHASE 5 - 2050)

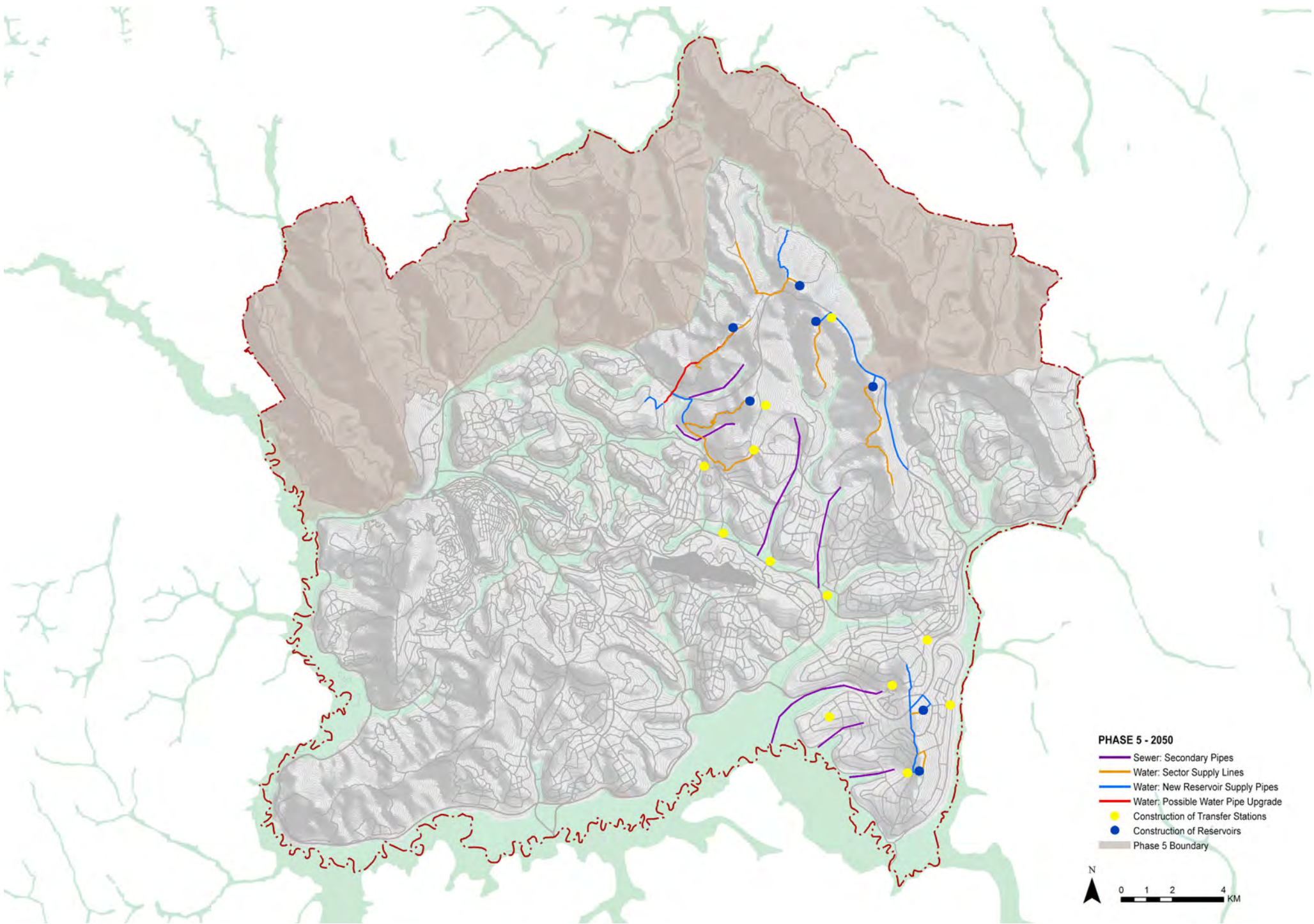


Figure 5.13 Kigali Infrastructure Projects Phase 5 - 2050



6

PRIORITY ACTIONS

- 6.1. Master Plan Management
- 6.2. Institutional Framework
- 6.3. Good Governance
- 6.4. Capital Improvements Projects
- 6.5. Catalytic Projects

6 PRIORITY ACTIONS

To ensure a successful implementation of the Master Plan, a set of priority actions need to be identified to allocate resources and efforts to efficiently kick-start the execution of the plan. The priority actions are recommended to be set-up within one to three years, after the Master Plan approval.

The Implementation Framework proposed includes four main components, which ensure an organized and holistic implementation of the Master Plan. The Action Plan is following this categorization, and each action/project is categorized under one or the four components.

For each component, namely Master Plan Management, Institutional Framework, Good Governance, and CIP/ Catalytic Project, high priority actions have been identified and will be listed in the following paragraphs.

6.1 Master Plan Management

MASTER PLAN UPDATE

Establish a Master Plan Management and Update Team, with OSC appointed staff, to coordinate the continued technical monitoring and updating of the Master Plan implementation.

ESTABLISHMENT OF INTERNAL PROCEDURAL

Draft an updated Procedural manual to monitor the Master Plan Review, establish periodical review of Zoning Variances Applications, and Database Management among others.

SET-UP MONITORING AND EVALUATION MECHANISMS

Establish the Participatory M&E Committee to periodically review the Master Plan implementation progress and Zoning Plan and Regulations. It is recommended to assess Master Plan's performance bi-annually.

DRAFTING OF MANGAMENT PLANS

Prepare suggested Management Plans, and natural risk maps as per paragraph 4.2.6, to effectively implement and manage the plan as a development tool.

PERIPHERAL CONTROL ZONE

Establish partnerships with neighbouring Districts and, under the jurisdiction of RHA and/or RLMUA, exercise a peripheral control zone around the City.

6.2 Institutional Framework

REVIEW THE INSTITUTIONAL FRAMEWORK FOR URBAN MANAGEMENT

The capacity of One Stop Centre needs to be increased in order to effectively manage and implement the new Master Plan. It is recommended the new structure to be implemented with the new functions, as listed in this document.

6.3 Good Governance

CONSOLIDATION OF TECHNICAL ADVISORY GROUP

Establishment in the long term of the multi-level steering body, to lead the strategic integration of Kigali Master Plan within the National Land Use Master Plan and in coordination with the other Secondary Cities Master Plans.

LAND POLICIES TO SUPPORT IMPLEMENTING TOOLS

Researches and additional studies are recommended to be prepared to draft ad-hoc policies to implement innovative tools, such as incremental development and housing, land assembly and site & services, Transfer of Development Rights, among others.

FINANCING MECHANISMS

Tailored financing mechanisms and strategies need to be analysed and proposed to enable an inclusive and shared implementation of the Master Plan, involving private sectors, developers, international financing agencies, as well as private citizens.

6.4 Capital Improvement Projects

The Capital Improvement Projects (CIP) presented in this section are a selection of public infrastructure projects which are critical to lead the overall development of Kigali City and ensure that the basic public needs for quality infrastructure is met by CoK.

Successful implementation of CIP in the short term will provide a suitable environment to boost the development of the City and attract private sector to participate in the implementation. The realization of major roads, key public transport project and main infrastructure network will enable the CoK to create the right conditions to foster a sustainable and efficient growth of the city.

Selection criteria for the CIP are mentioned below:

- Projects focused on infrastructure and transportation;
- Project to address basic needs and critical urban issues;
- Project which are implementable in 7-15 years.

To effectively implement the CIP in the short term, details are provided in the Project Sheet to facilitate the realization of downstream activities, like securing funding and tender preparation. Details provided are Project ID which refer to the Action Plan table, location, objective, scope of the project, broad cost estimation, and implementing agency.

The details of the selected eleven (11) priority CIP projects are included in the following pages, while an inventory of all CIP is provided in Chapter 7: Action Plan Matrix.

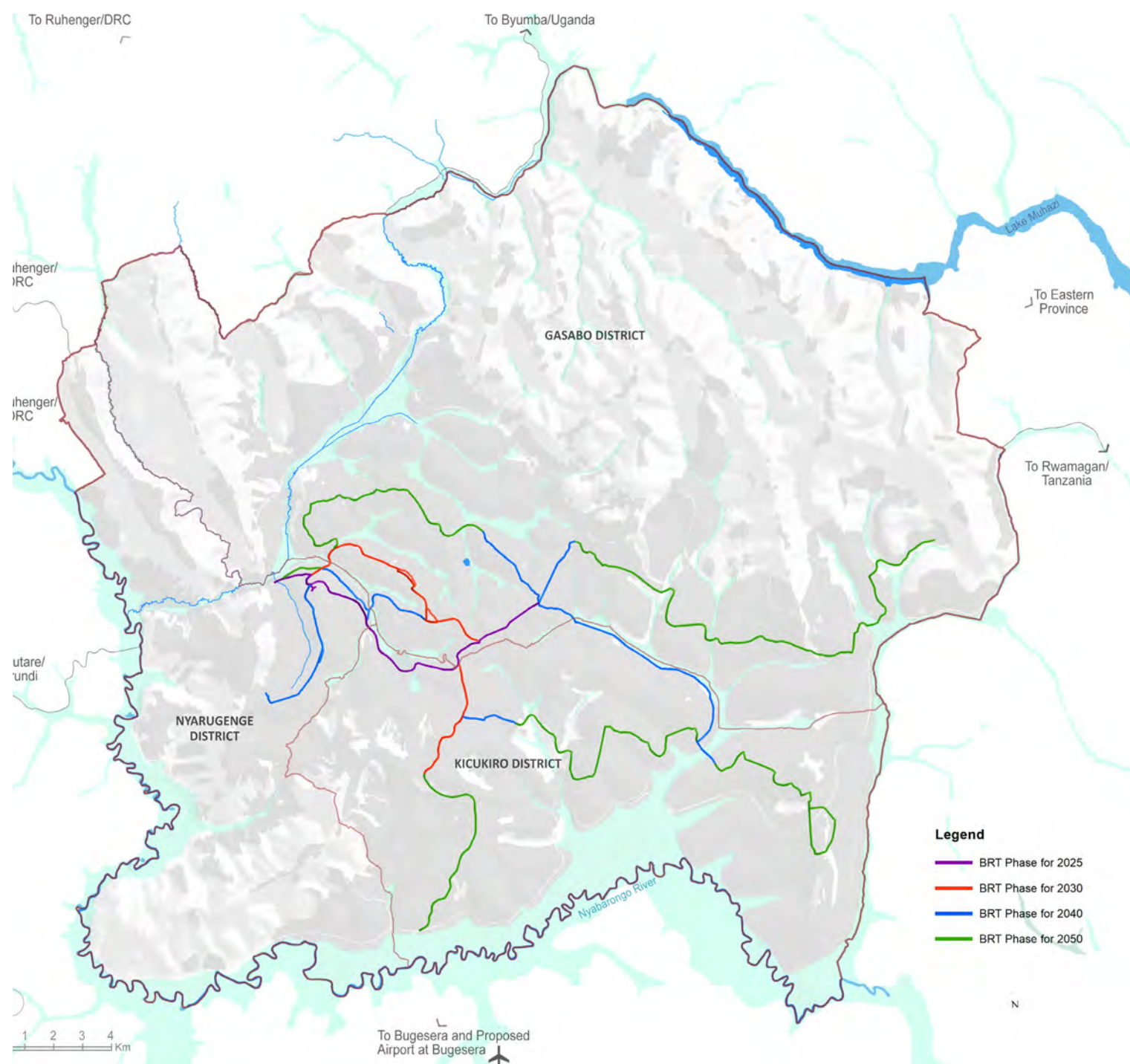


Figure 6.1 Proposed BRT Corridor (All Phases)

CIP PROJECT ID 91, 92, 93, 94 BRT CORRIDOR PROJECT (ALL PHASES)

LOCATION

- Kigali Various Locations

High Priority : Phase 1 – Phase 2025, Route Nyabugogo - Ndera
Phase 2 – Phase 2030, Route Nyamirambo -Nyabugogo - Ndera
Medium priority : Phase 3 – Phase 2040, Route Nyabugogo Gahanga
Phase 4 – Phase 2050, Route Nyabugogo - Kinyinya

OBJECTIVE

- To improve the sustainable growth of Kigali by introducing a mass transit system capable of reducing the need for private vehicles.
- To ensure connectivity between key nodes of the city, structuring urban development along mixed-use and medium/high density corridors.
- To integrate NMT network with Public Transport

SCOPE

Total Length of BRT 115.29 km
- To Provide quality public transit connectivity in the City through development of 116 km of BRT corridor and infrastructure. Scope of work includes development of road side / median landscaping along arterial road.

COST

Refer BRT Feasibility study

IMPLEMENTING AGENCY

COK, RTDA, RURA

CIP PROJECT ID : 95A, 95B, 96 & 97
KIGALI RING ROAD CONSTRUCTION PROJECT (PHASE 1, 2 AND 3)

LOCATION

- Kigali Various Locations
High Priority
Phase 1 (Ring Road South: East Portion)
Phase 1 (Ring Road South: West/internal Portion)

- Medium Priority**
Phase 2 (Ring Road North)
Phase 3 (Ring Road South: West Portion)

OBJECTIVE

- To provide high-capacity, high-mobility roads to improve the road network of the City
- To establish a Comprehensive Strategic Road Network ensuring by-pass alternatives for Freight and other regional traffic not directed to the Capital

SCOPE

- Total Road Length 154.7 km;
- Scope of work includes finalization of Feasibility Study and detailed road design;
- Construction of new roads and upgrading/widening of existing roads

COST

According to KRR Design report

IMPLEMENTING AGENCY

RTDA, CoK, RURA

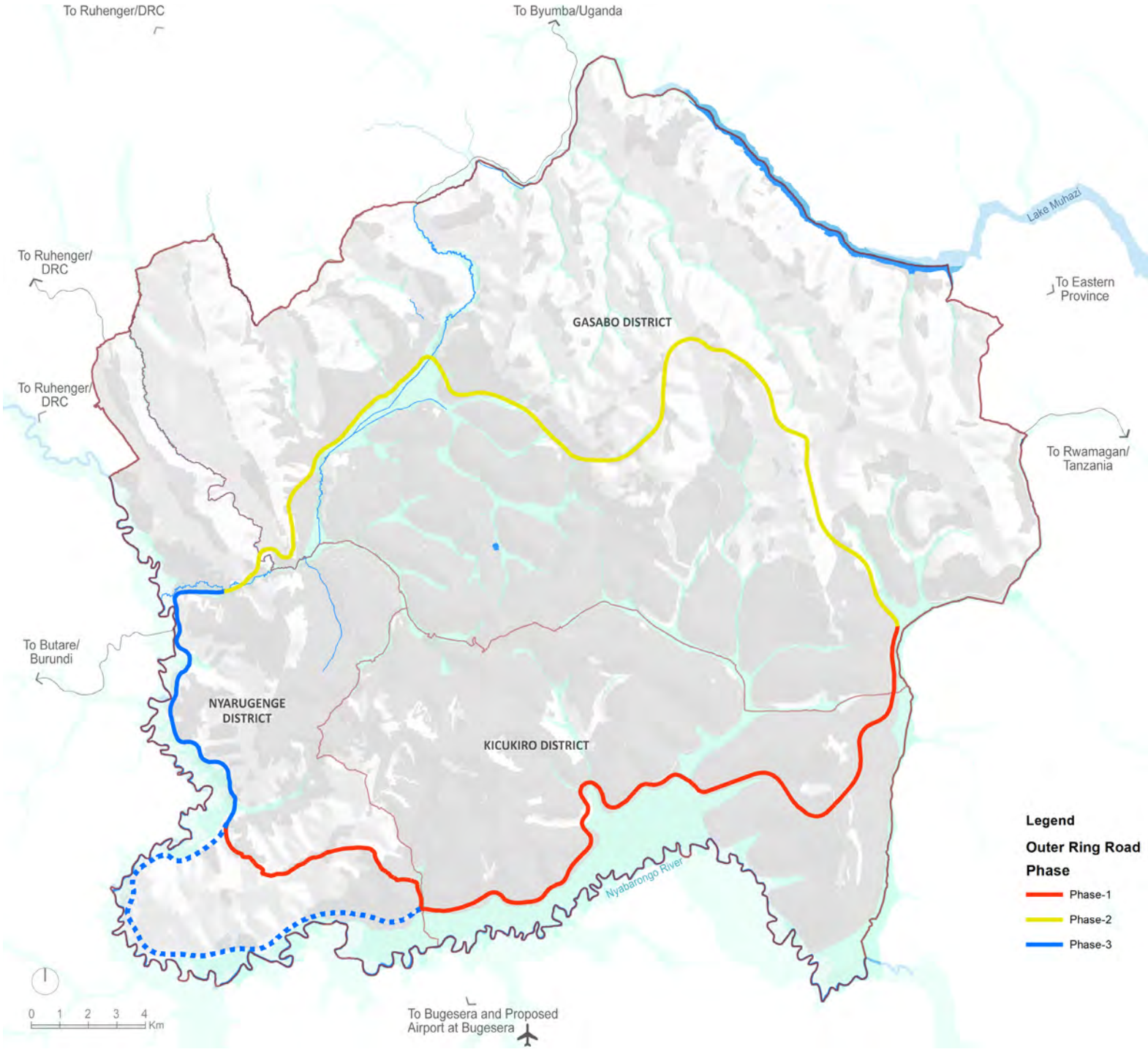


Figure 6.2 Kigali Ring Road Construction (Phase 1,2 and 3)

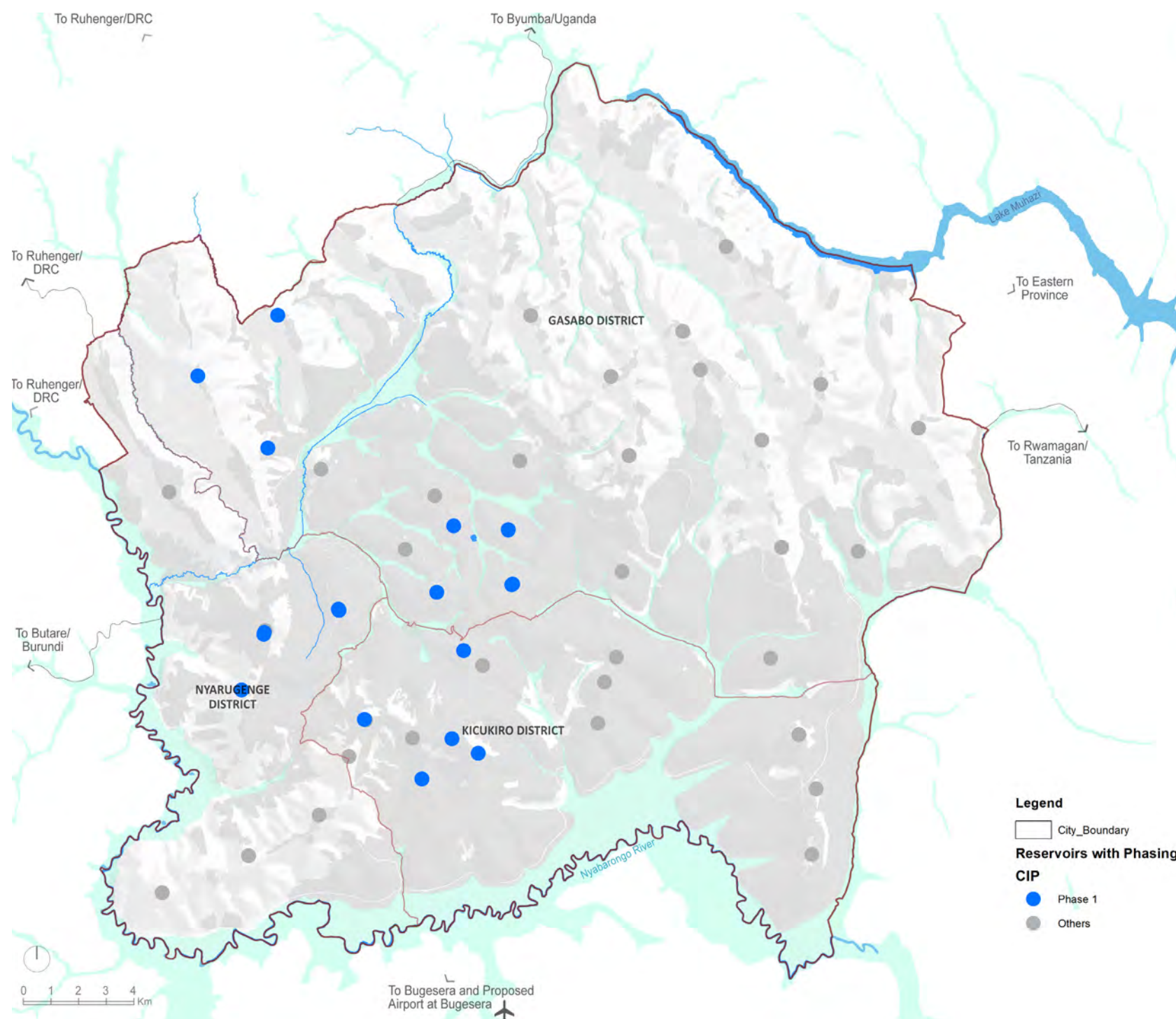


Figure 6.3 Construction of Reservoirs

**CIP PROJECT ID 106 :
CONSTRUCTION OF RESERVOIRS**

LOCATION

Kigali - Various locations

OBJECTIVE

- Ensure 100% access to safe, reliable, affordable and high-quality water services
- Increase capacity of storage reservoirs to ensure 48 hours of water in 2050 should there be a supply interruption

SCOPE

- Construct 50 of reservoirs with a total capacity of 1170 ML, sizes ranging from 5-60 ML each
- Construct 10 reservoirs in Phase 1 with a total capacity of 195 ML

COST

- 61.90 Million USD (57.36 Billion RWF)

IMPLEMENTING AGENCY

-CoK, WASAC

CIP PROJECT ID 107:
EXTENSION OF EXISTING WATER SUPPLY NETWORK (BULK LINES)

LOCATION
Kigali - Various locations

OBJECTIVE

- Ensure 100% access to safe, reliable, affordable and high-quality water services
- To ensure that all citizens have access to potable water

Extensive water supply network to serve city's 2050 demand

SCOPE

Phase 1: Construct 8.0km new reservoir supply, 24.4 upgrade to reservoir supply, 6.5km sector supply

COST

- 71.63 Million USD (66.38 Billion RWF)

IMPLEMENTING AGENCY
-WASAC, CoK

Note:

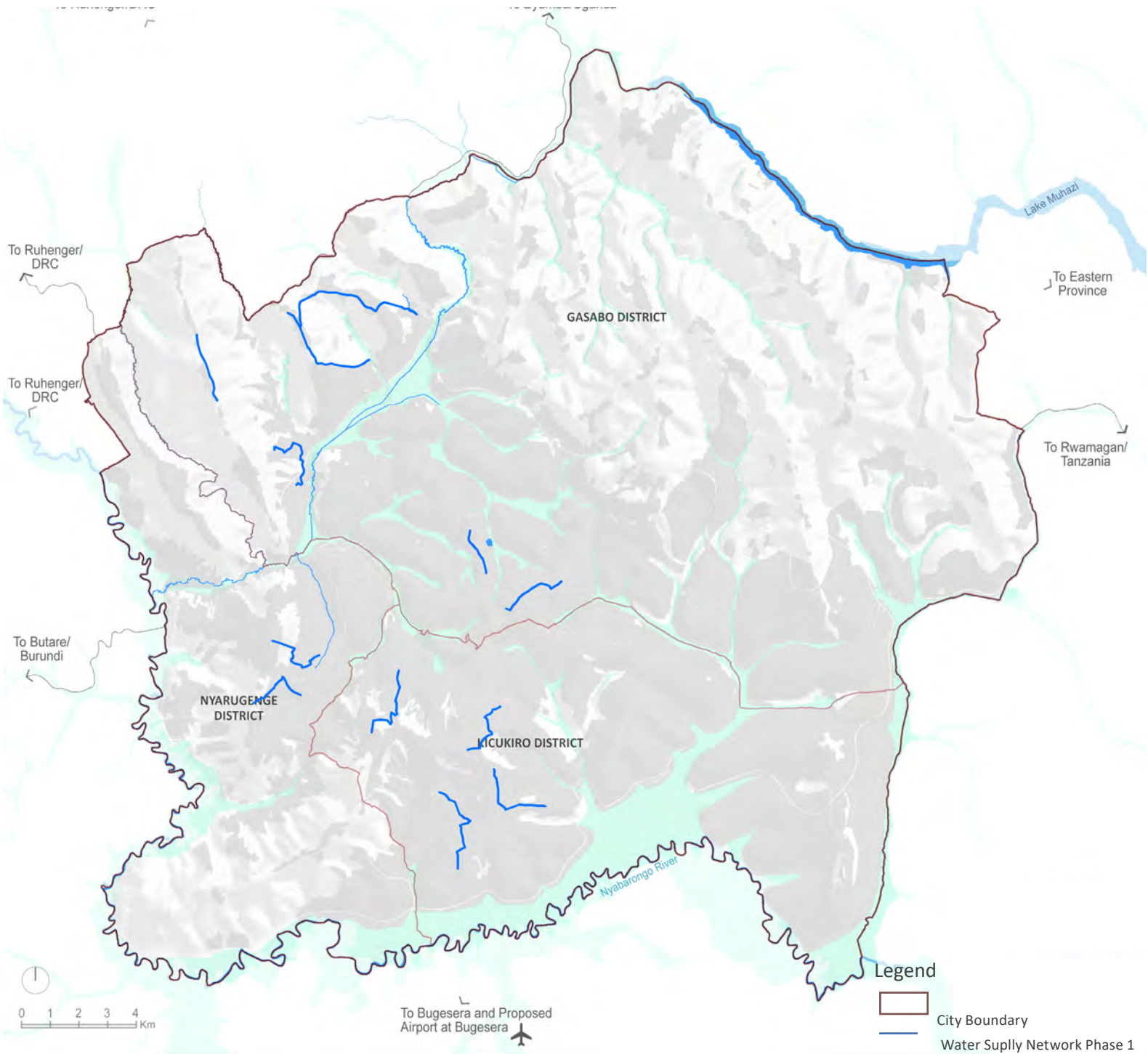


Figure 6.4 Extension of Existing Water Supply Network (Bulk Lines)

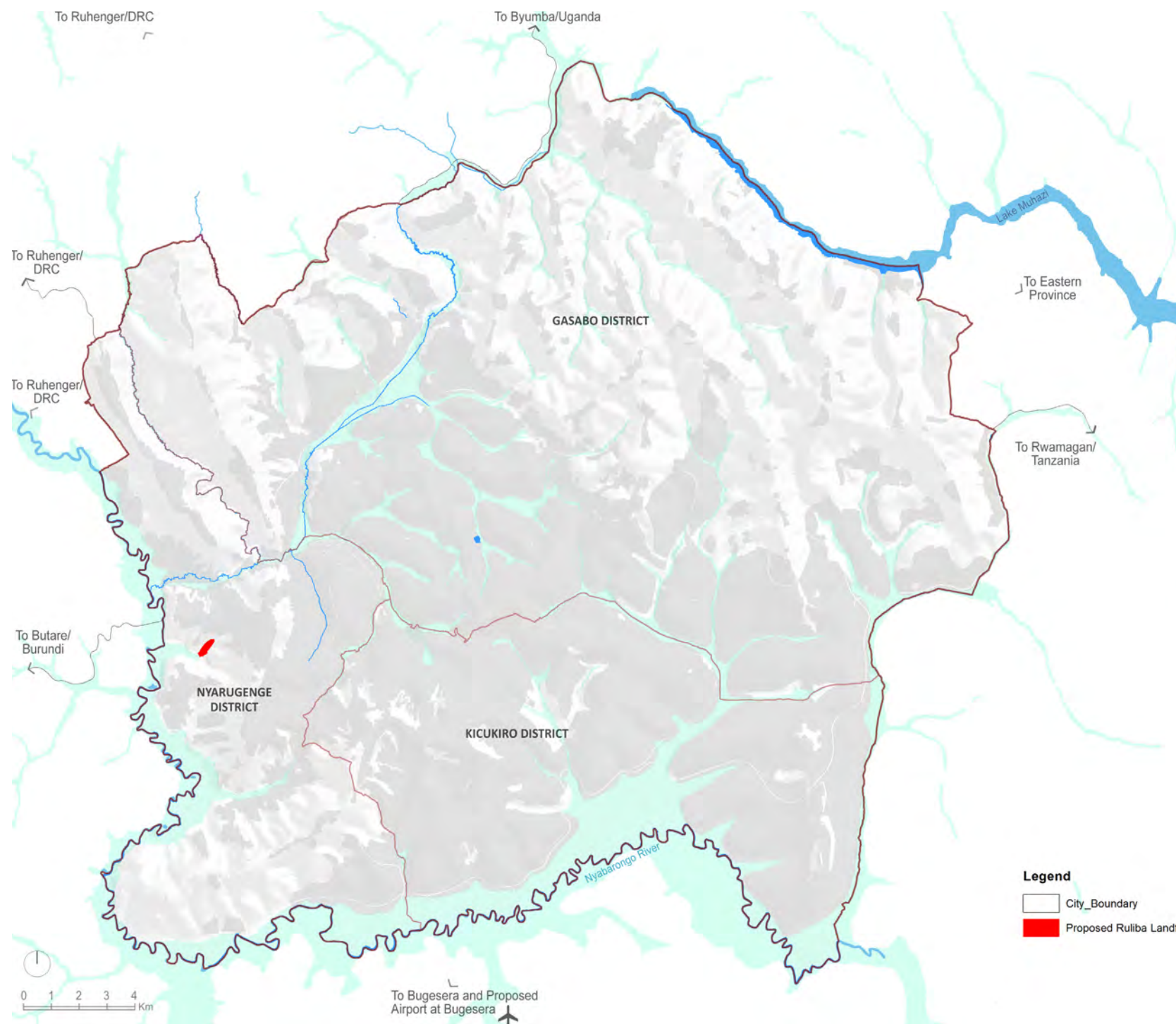


Figure 6.5 Construction of Land fill

**CIP PROJECT ID 108 :
CONSTRUCTION OF LANDFILL**

LOCATION

Ruliba

OBJECTIVE

- 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

SCOPE

- Construct 6 Ha landfill, and locate another 11 Ha piece of land for the next phase (can be outside of Kigali)

COST

- 19848261.26 Million UDS (18394199772 Million RWF)

IMPLEMENTING AGENCY

-CoK, MININFRA, RURA

CIP PROJECT ID 109 :
CONSTRUCTION OF TRANSFER STATIONS

LOCATION
Kigali - Various locations

OBJECTIVE

- 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 centralise collection points along main routes from waste generation to disposal at the landfill
- To support waster sorting and recycling

SCOPE

Phase 1: Construction of 5 transfer stations

Phase 2: Construction of 8 transfer stations

COST

- 9.83 Million USD (9.11 Billion RWF)

IMPLEMENTING AGENCY

- CoK, MININFRA, RURA

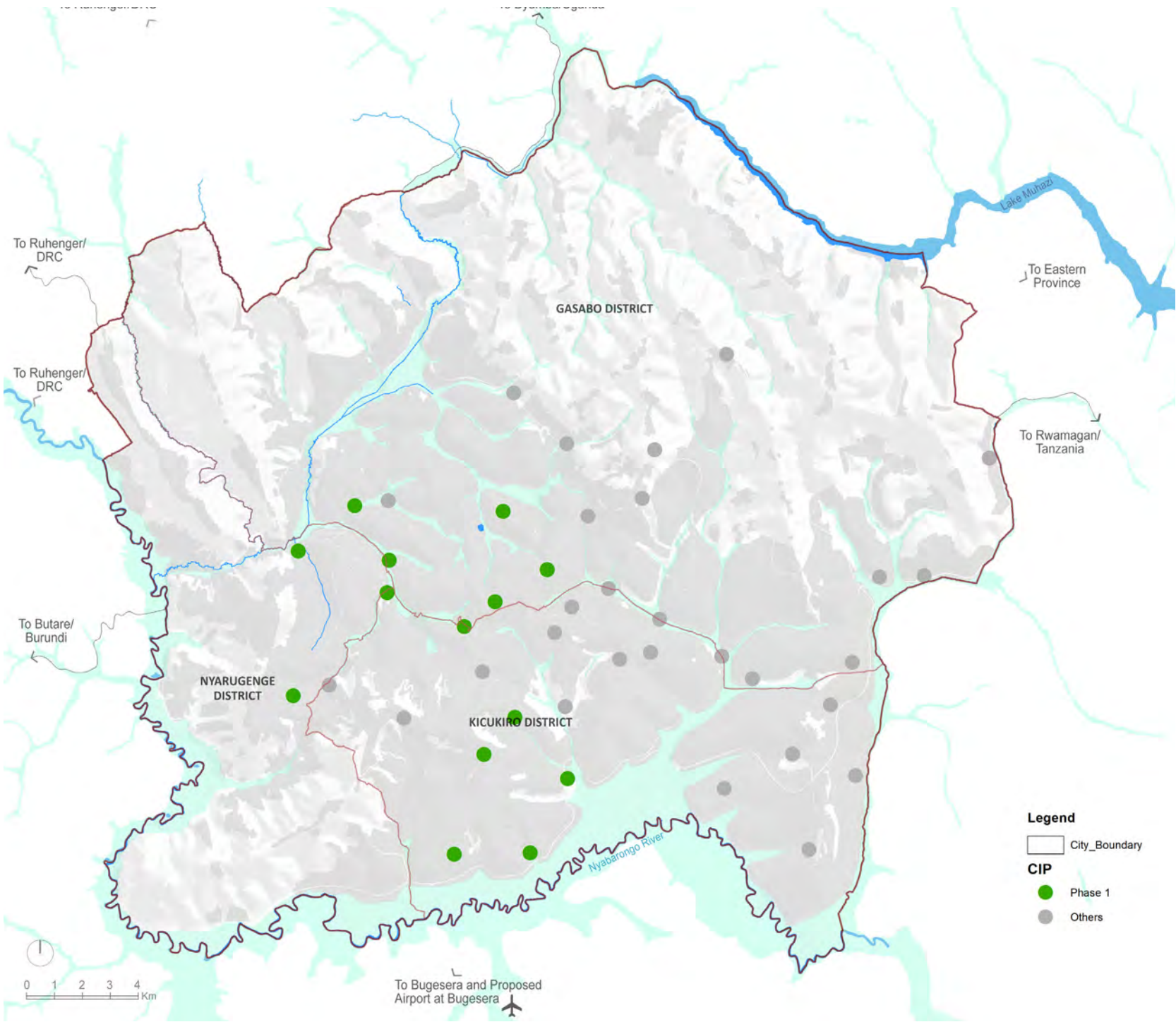


Figure 6.6 Construction of Transfer Stations

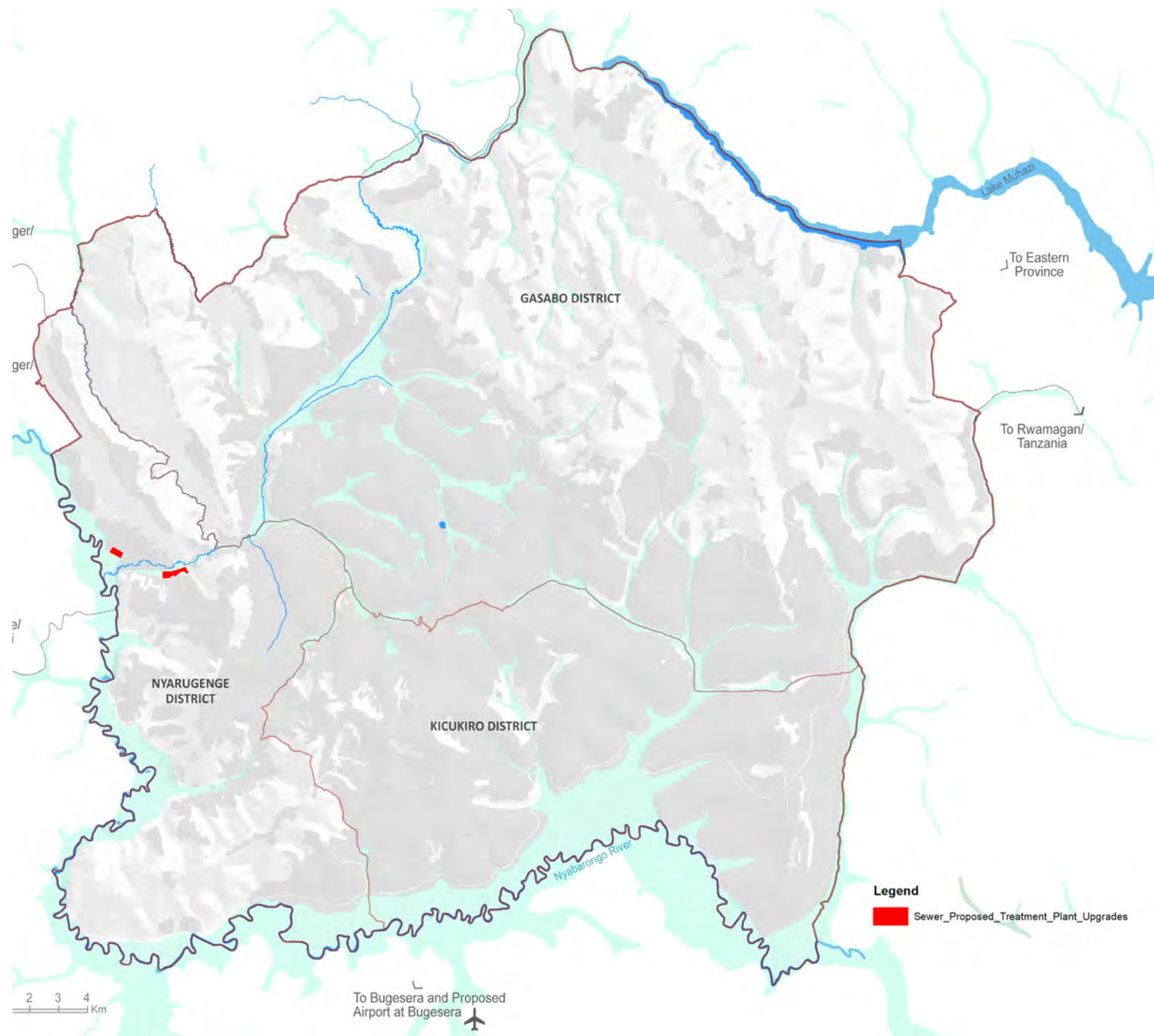


Figure 6.7 Construction of 2 Waste Water Treatment plants

**CIP PROJECT ID 121 :
CONSTRUCTION OF 2 WASTE WATER TREATMENT PLANTS**

LOCATION

Kigali - Various locations

OBJECTIVE

- Ensure 100% access to safe, reliable, affordable and high-quality sanitation services
- Treatment plants to be connected to waterborne water with the capacity to treat the city's projected sewer flows

SCOPE

- Construction of two waste water treatment plants: 145,500 m³/day at Gitikinyoni site to serve northern catchment, and 282,000 m³/day in Masaka sector to serve southern catchment
- Phase 1: Upgrade 76,500m³/day Gitikinyoni, Construct 54500m³/day WWTP2

COST

- 7.47 Million USD (6.92 Billion RWF)

IMPLEMENTING AGENCY

- WASAC, CoK

CIP PROJECT ID 131:
CONSTRUCTION OF WATERBORNE SEWER NETWORK

LOCATION
Kigali

OBJECTIVE

- Ensure 100% access to safe, reliable, affordable and high-quality sanitation services
- Ensure that all citizens in urban/ high-density areas have a connection to a waterborne sewer network to be treated off-site

SCOPE

- Extensive waterborne sewer network to serve 2050 demand in urban/ high-density areas
- Construction of 42.7 km of primary sewer, and 151.7 km of secondary sewer bulk lines

COST

- 64.71 Million USD (59.97 Billion TZS)

IMPLEMENTING AGENCY

- WASAC, CoK

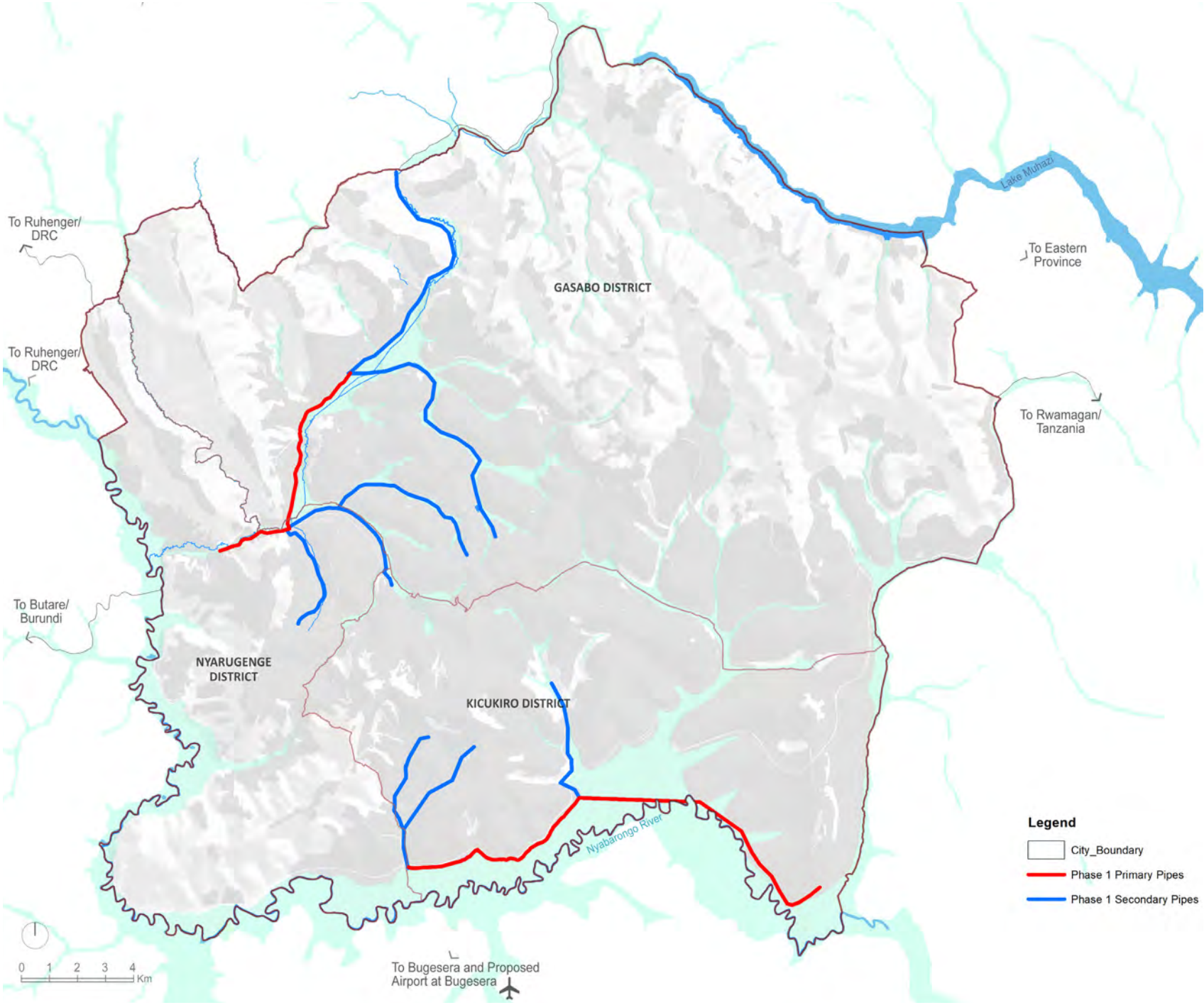


Figure 6.8 Construction of Waterborne Sewer Network

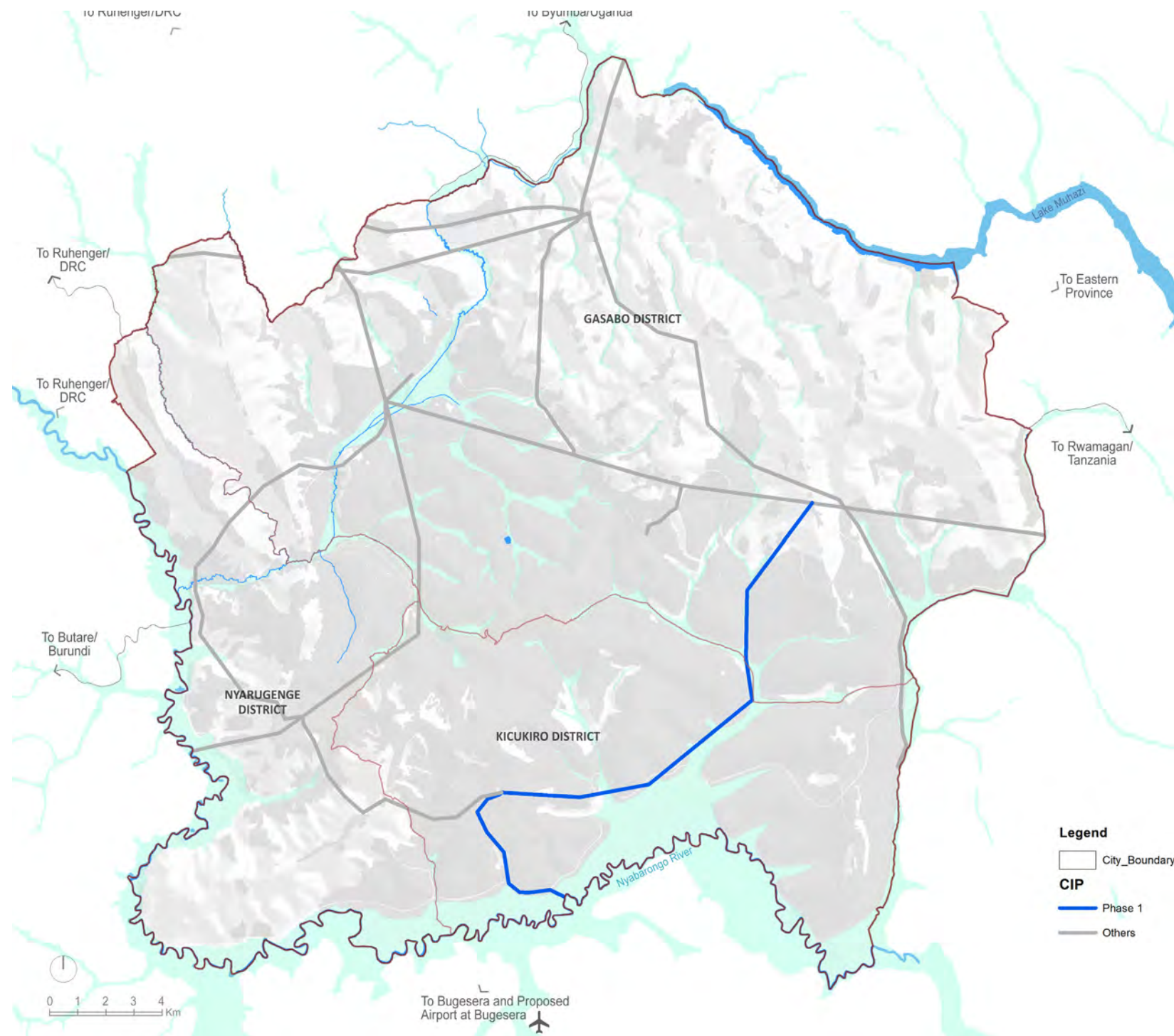


Figure 6.9 Development of Power Supply Infrastructure - Transmission

**CIP PROJECT ID 132 :
DEVELOPMENT OF POWER SUPPLY INFRASTRUCTURE – TRANSMISSION**

LOCATION
Kigali - various locations

OBJECTIVE

- To meet the medium-term and long-term City Power Demand for the City of Kigali
- Increase Capacity, Improve and Expand Distribution Network serving CoK
- Increase capacity of substations to serve future power demand

SCOPE

- Transmission Network Project Completion:
110kV Transmission Lines
110kV Transmission Substations
Increased capacity
- Phase 1 : 2024 Transmission Plan Projects Completed
110kV Gahanga-Gasogi Line
110kV Gahanga-Bugesera Line
Establish Nzove Substation
110kV Gahanga-Ndera Line
- Construction of 110/30kV Substation at Nzove

COST

- 7.01 Million USD (6.50 Billion RWF)

IMPLEMENTING AGENCY
- REG, MININFRA, RURA

CIP PROJECT ID 137 :
DEVELOPMENT OF POWER SUPPLY INFRASTRUCTURE – DISTRIBUTION

LOCATION

Kigali - various locations

OBJECTIVE

- To meet the medium-term and long-term City Power Demand for the City of Kigali
- Increase Capacity, Improve and Expand Distribution Network serving CoK
- Increase capacity of substations to serve future power demand and expand number of distribution switching stations

SCOPE

- Distribution Network Projects:
- Load reduction/transfer on stressed infrastructure
- Upgrade of existing substation and feeder lines
- Establish new substations and feeder lines
- Increase redundancy and flexibility across networks
- Construction of 15kV Switching Substations

COST

- 2.59 Million USD (2.40 Billion RWF)

IMPLEMENTING AGENCY

- REG, MININFRA, RURA

Note:

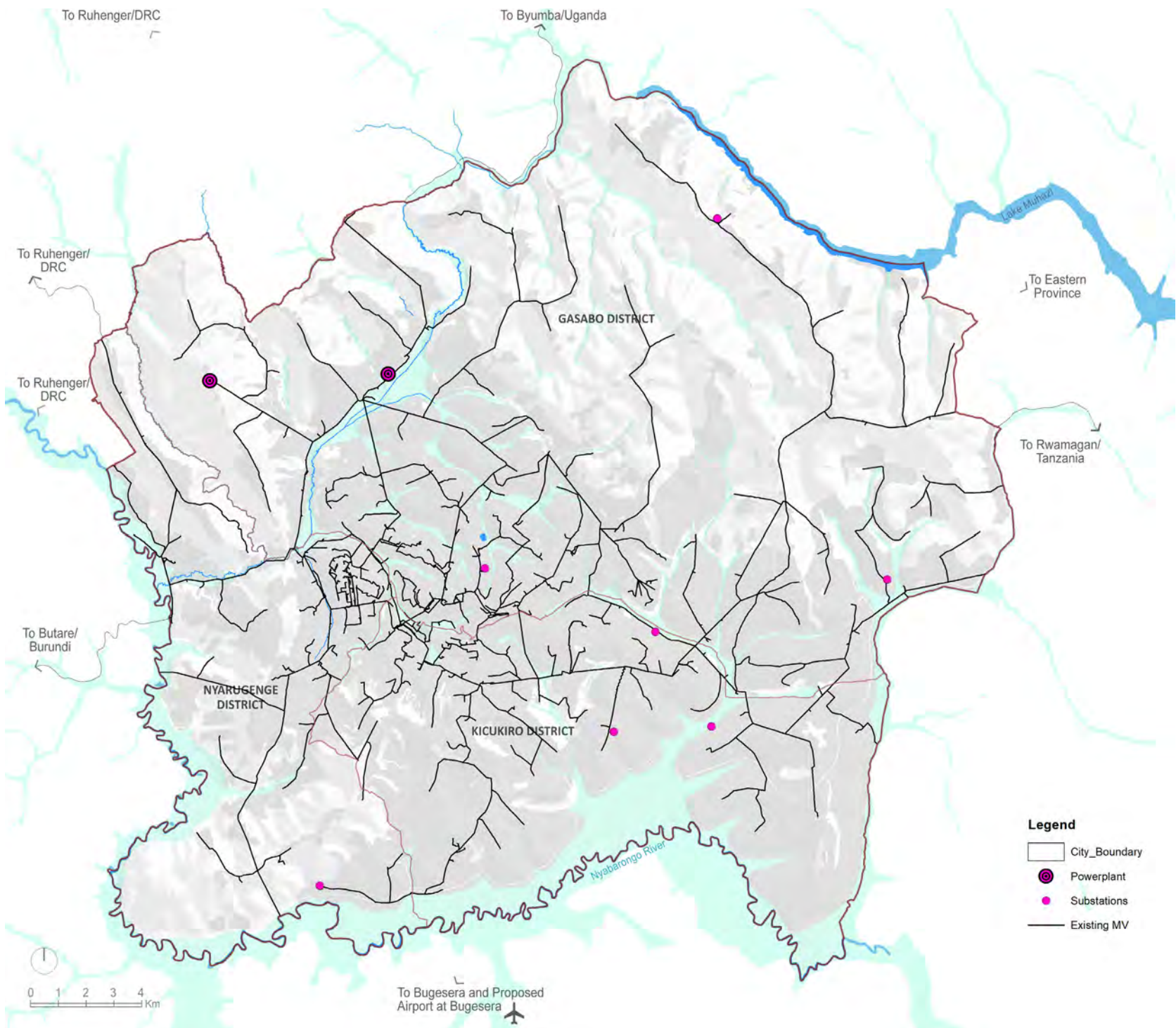


Figure 6.10 Development of Power Supply Infrastructure - Distribution

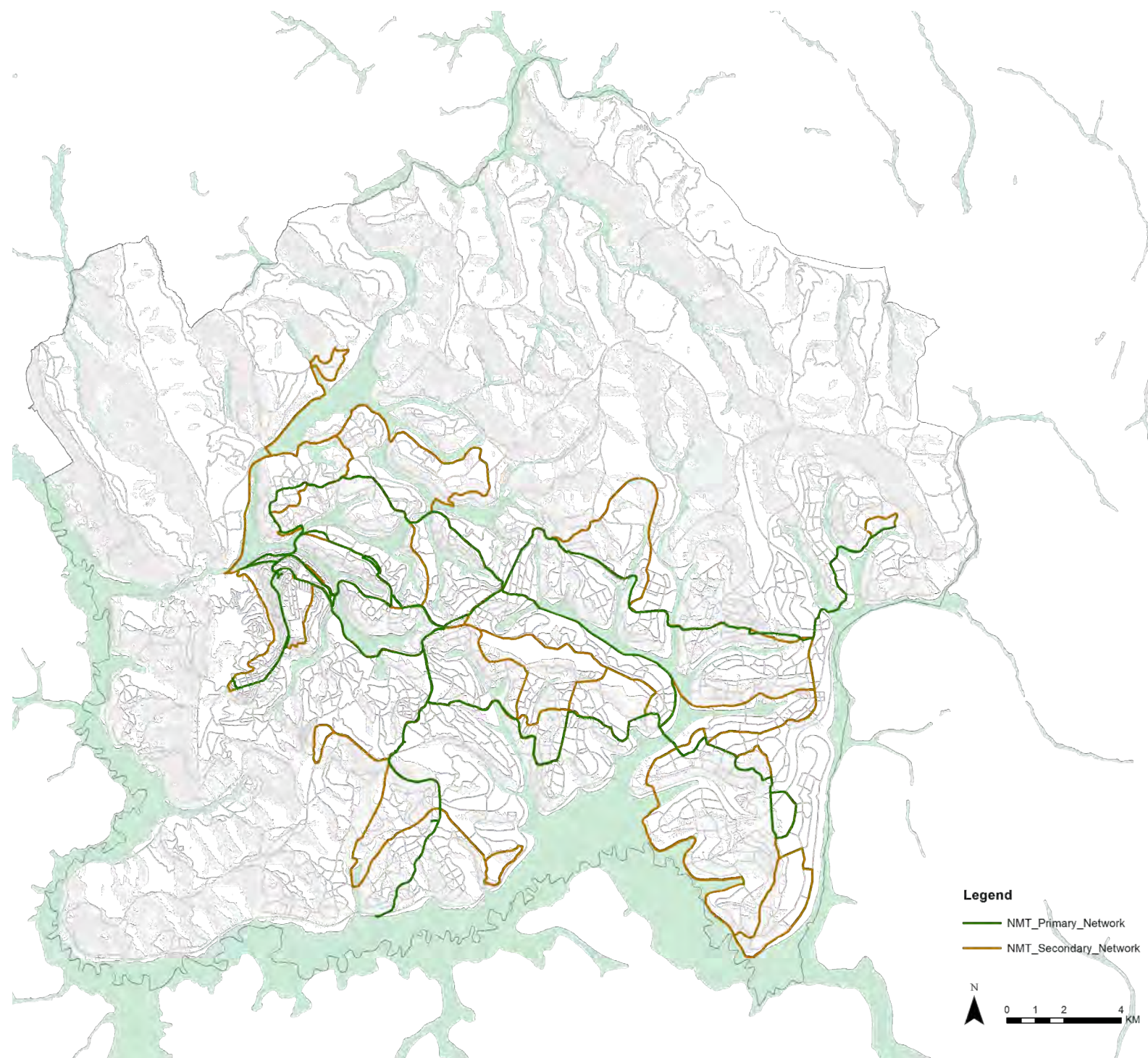


Figure 6.11 Asphalt Roads Construction*

CIP PROJECT ID 119 :
ASPHALT ROADS CONSTRUCTION (INCLUDING
CYCLE LANES, NMT FACILITIES ETC)

LOCATION
 Kigali

OBJECTIVE
 Asphalt road construction for increased economic opportunities and facilities in urban areas

SCOPE
 - Construction of 120km of Asphalt Road to add to the existing 399 kms

COST
 - 1.48 Billion USD (1.37 Trillion RWF)

IMPLEMENTING AGENCY
 - COK

6.5.1¹

*The roads depicted in the image may differ from the ones implied by the CDS as they show proposed NMT primary and secondary network

6.5 Catalytic Projects

The Catalytic Projects are short-term bankable projects, which can attract the participation of private sector and developers for a quick and successful implementation. They can also display a model of planning approach and procedure to address specific urban issue.

The selection provided in this section presents projects covering different sectors, related to incremental housing and unplanned settlement upgradation, green growth development, place making, among others. They aim at showing impactful integrated solution for the government to deal with particular present urban issues such as lack of affordable housing, and management of unplanned settlements. They also present a category of projects that can be successfully developed if Public Private Partnership are put in place.

Selection criteria for the Catalytic Projects are mentioned below:

- Bankable project;
- Availability of public land;
- Project with potential to demonstrate an impactful urban solution to address urban issue;
- Project adoptable as a model for solving similar issues in other parts of the City;
- The project can be implemented within the short time frame of 7 - 15 years;

In the selected projects presented, details on Project ID which refers to the Action Plan table, location, brief description, objectives and brief impact, proposed implementation model and implementing agencies are provided. The details are not exhaustive and shall be fine-tuned before implementation.

The details of the selected six (6) priority Catalytic Projects are included in the following pages , while an inventory of all Catalytic Projects is provided in Chapter 7: Action Plan Matrix

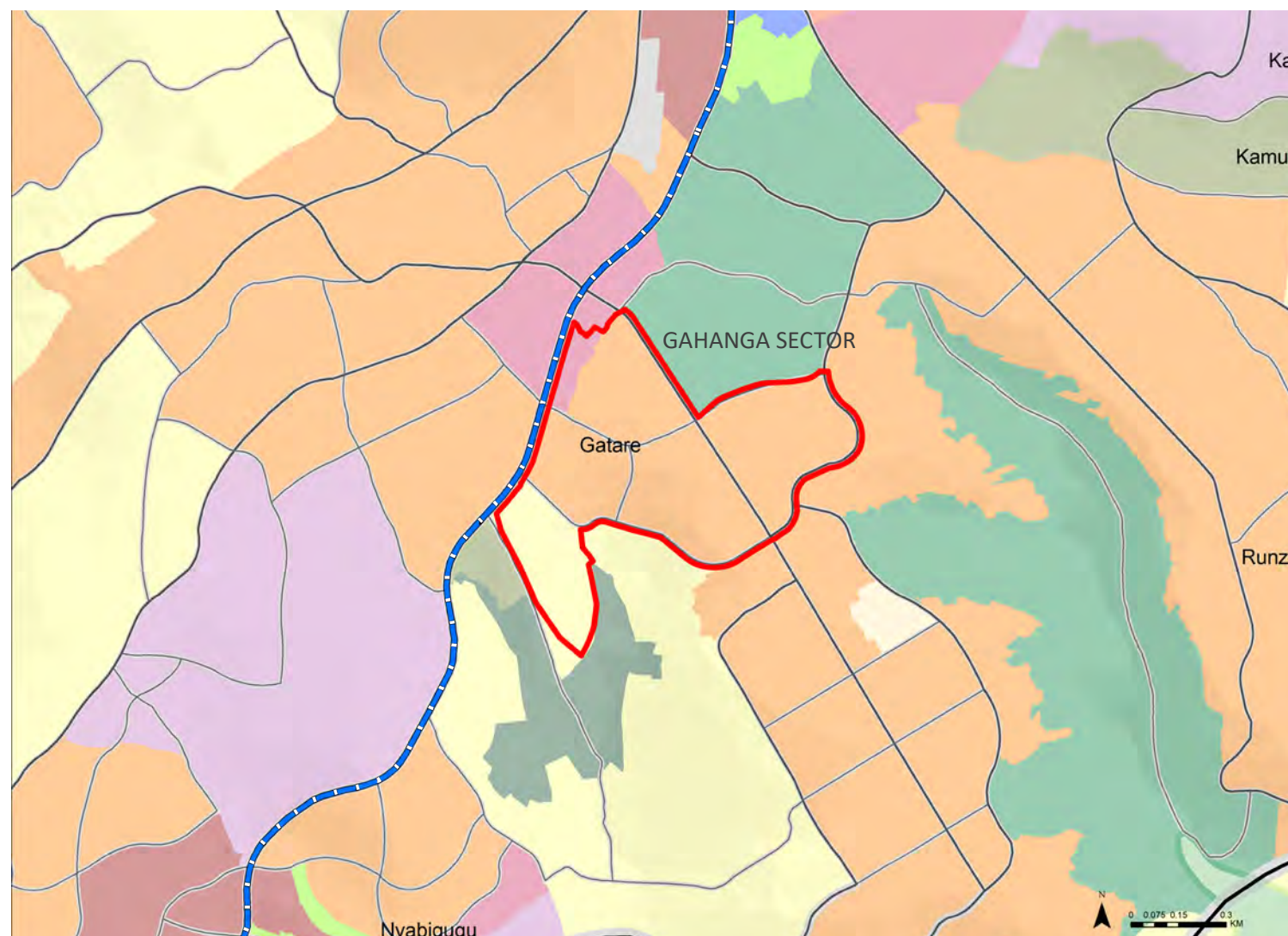


Figure 6.12 Housing Development focused on Low Income at Gahanga Sector

LEGEND

RType

- Outer Ring Road
- High Capacity Corridor
- High Capacity Urban Roads
- Major Arterial
- Minor Arterial
- Collector
- R4-High density residential zone
- R3-Medium density residential - Expansion zone

- R1-Low density residential zone
- R1A-Low density residential densification zone
- R1B-Rural residential zone
- C3-City commercial zone
- C1-Mixed use zone
- I1-Light industrial zone
- I2-General industrial zone
- I3-Mining/ Extraction/Quarry
- PF1-Education and research facilities

- PF2-Health facilities
- PF3-Religious facilities
- PF4-Cultural/ memorial sites
- PF5-Cemetery/ crematoria
- PA-Public Administration zone
- A1-Agriculture zone
- P1-Parks and open spaces zone
- P2-Sport and Eco tourism zone
- P3B-Forest zone
- P3C-Steep slopes (> 30%) zone
- U-Utility zone

CATALYTIC PROJECT ID NO 2 : HOUSING DEVELOPMENT FOCUSED ON LOW INCOME AT GAHANGA SECTOR

LOCATION
Gahanga sector, Kicukiro

BRIEF DESCRIPTION

Implement a mixed-use, mixed-income development which provides housing solutions for the lowest income segments of the population. A minimum of 40% of the housing/residential plots or units should be dedicated to low income earners.

OBJECTIVES & EXPECTED IMPACTS

- The objective is to implement a pilot project aimed to develop truly affordable housing in the city through innovative financing models.
- The project should serve as test-bed to evaluate the feasibility of integrated implementation mechanisms to increase the provision of low-cost residential solutions oriented to the lowest income segments of the population.
- Cross-financing mechanisms through mixed-use development shall be evaluated.

POTENTIAL IMPLEMENTATION MODEL

Public Financing

IMPLEMENTING AGENCY

- BRD, RSSB



KEY PLAN

CATALYTIC PROJECT ID NO 32:
DEVELOPMENT OF COMMERCIAL AREA AND
MIXED-USE CORRIDOR AT KIMIRONKO

LOCATION
Kimironko

BRIEF DESCRIPTION

Increase of commercial spaces and industrial areas through detail proposals for commercial development and road widening in Kimironko.

OBJECTIVES & EXPECTED IMPACTS

key objective is to renovate a key urban node in the City by rationalising the road network and integrating a modern bus interchange with BRT and an improved local market supported by other commercial establishments.

The implementation of this project should trigger re-development in the area, pushed by high market demand.

POTENTIAL IMPLEMENTATION MODEL
PPP

IMPLEMENTING AGENCY
- COK, MININFRA, MINCOM

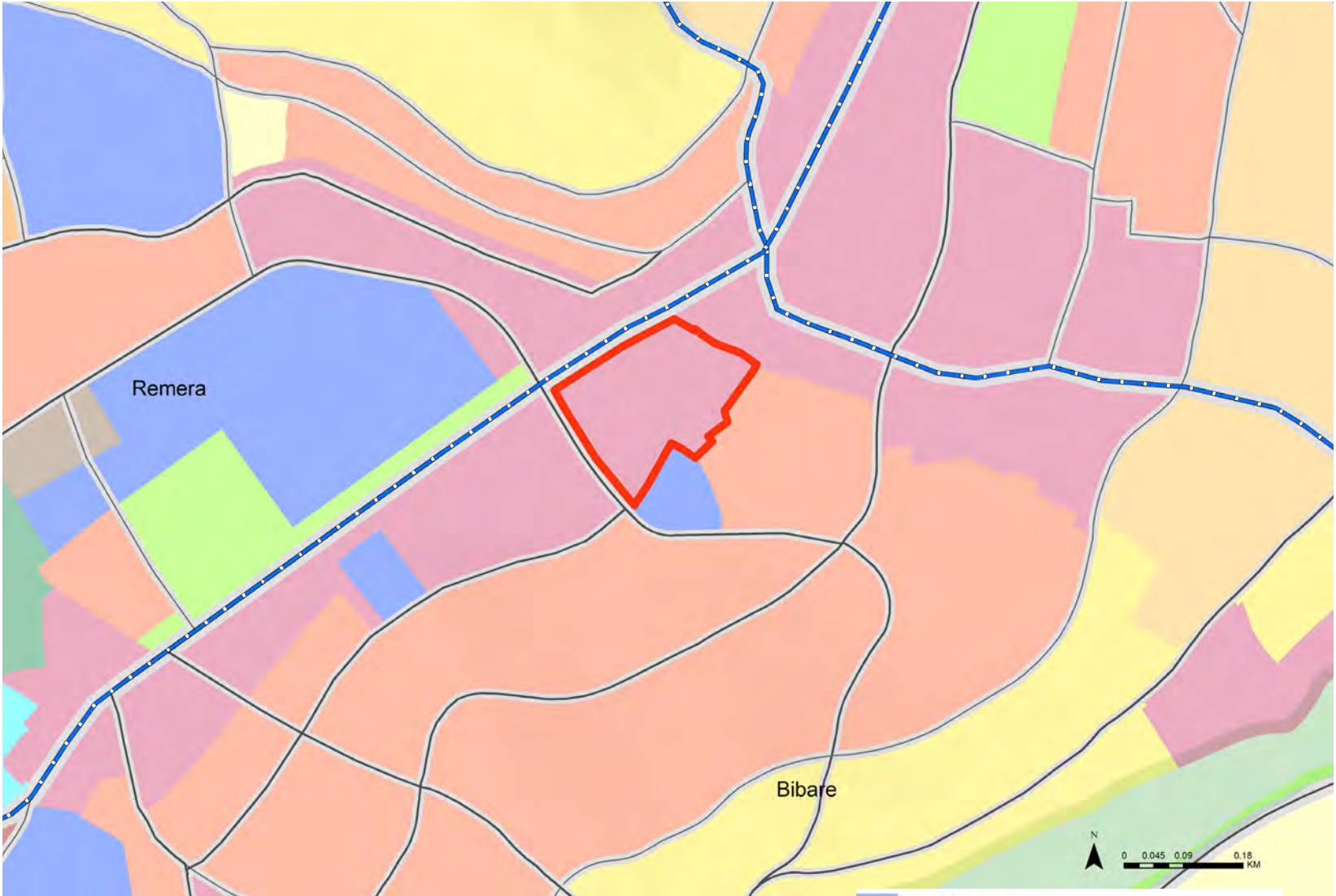


Figure 6.13 Development of Commercial Area and Mixed Use corridor at Kimironko

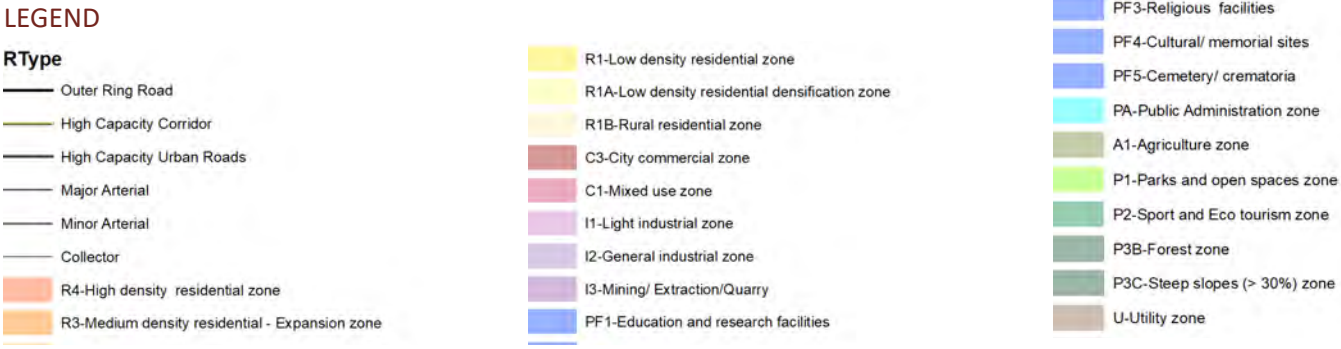




Figure 6.14 View of the Market Place at Kimironko . Source : Kimironko UD Report 2013

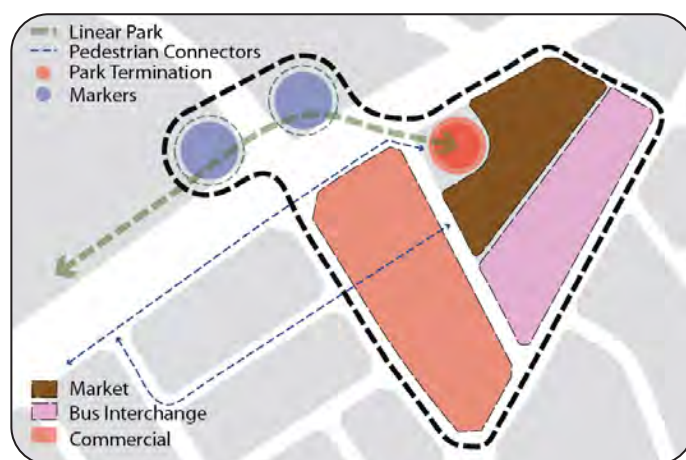


Figure 6.15 Structure Plan of Kimironko Commerical Development . Source : Kimironko UD Report 2013

PLACE MAKING STRATEGIES



TERMINATION OF LINEAR PARK



INTEGRATED TRANSPORT HUB



ELEVATED ACTIVE URBAN SPACE

CATALYTIC PROJECT ID NO 25:
NYABUGOGO TRANSPORT HUB- REDEVELOPMENT
AS AN INTEGRATED REGIONAL TRANSIT HUB

LOCATION
Muhima and Kimisagara Sectors;
Nyabugogo, Tetero, Akabahizi and Kimisagara cell

BRIEF DESCRIPTION

The project is based on the UD proposal for Nyabugogo transport Hub.To support interchange to enable the integration of transport systems and routes.To connect the new Transport Hub to the City through new green corridors

OBJECTIVES & EXPECTED IMPACTS

The key objective of the project is to revitalise and renovate a congested area, prone to flooding, in the key transport node in the City.

The project, initially suggested in 2008 has been further detailed in 2018 BRT study and integrated into the 2019 Master Plan.

it includes:

- Bus Rapid Transit (BRT) infrastructure including BRT Terminal (refer to Feasibility Study and Preliminary Design for BRT System for the City of Kigali)
- Parking Facilities
- Urban Parks, Mpazi promenade and green corridors

The project will help regenerating the entire Nyabugogo area, establishing new public parks and facilities in an pedestrian and public transport oriented design

POTENTIAL IMPLEMENTATION MODEL

Incentives to attract investors; Public-private partnerships (PPP)

IMPLEMENTING AGENCY

- RURA, Public Transport Cooperatives

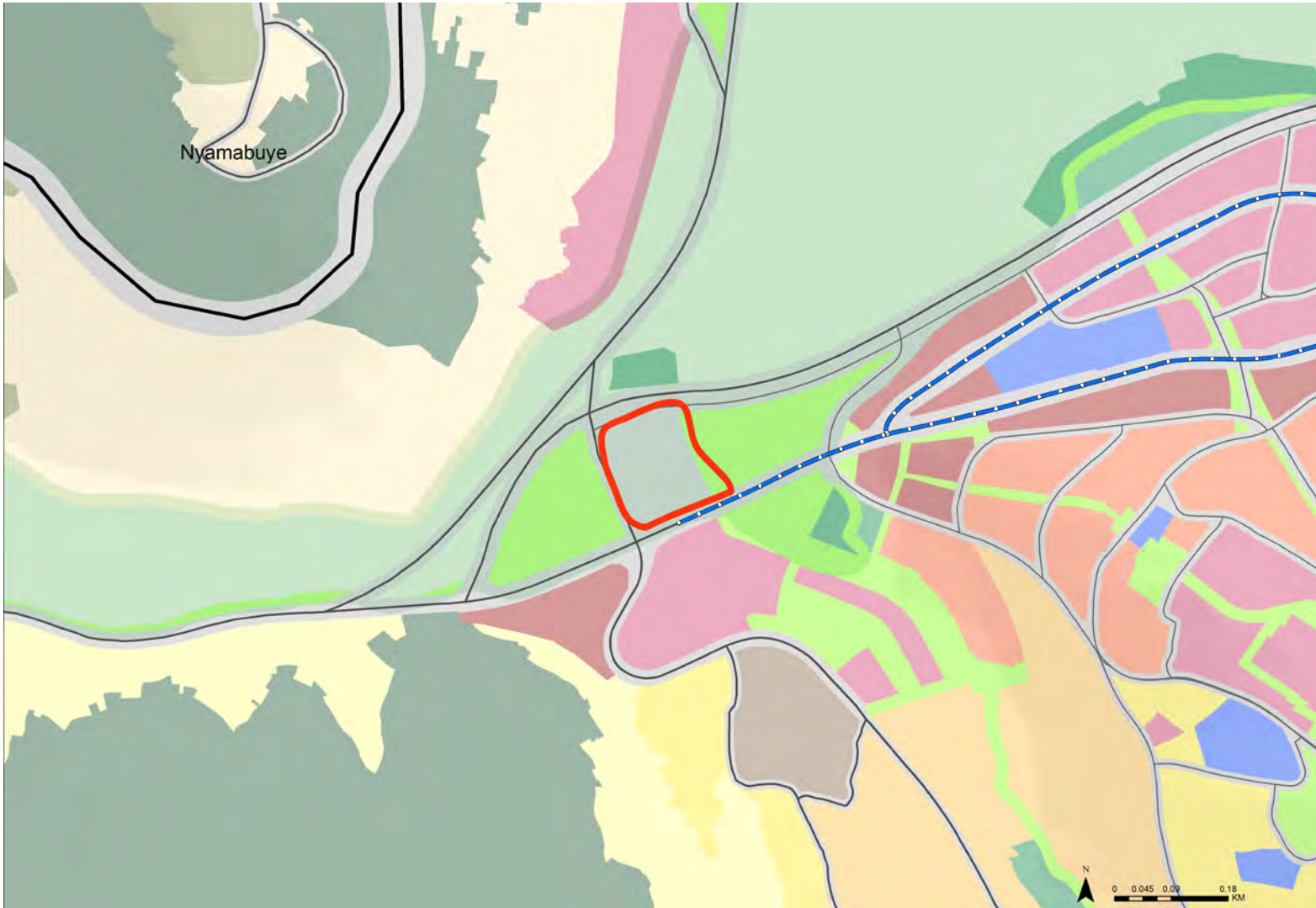


Figure 6.16 Nyabugogo Transport Hub

LEGEND

RType

- Outer Ring Road
- High Capacity Corridor
- High Capacity Urban Roads
- Major Arterial
- Minor Arterial
- Collector
- R4-High density residential zone
- R3-Medium density residential - Expansion zone
- R1-Low density residential zone
- R1A-Low density residential densification zone
- R1B-Rural residential zone
- C3-City commercial zone
- C1-Mixed use zone
- I1-Light industrial zone
- I2-General industrial zone
- I3-Mining/ Extraction/Quarry

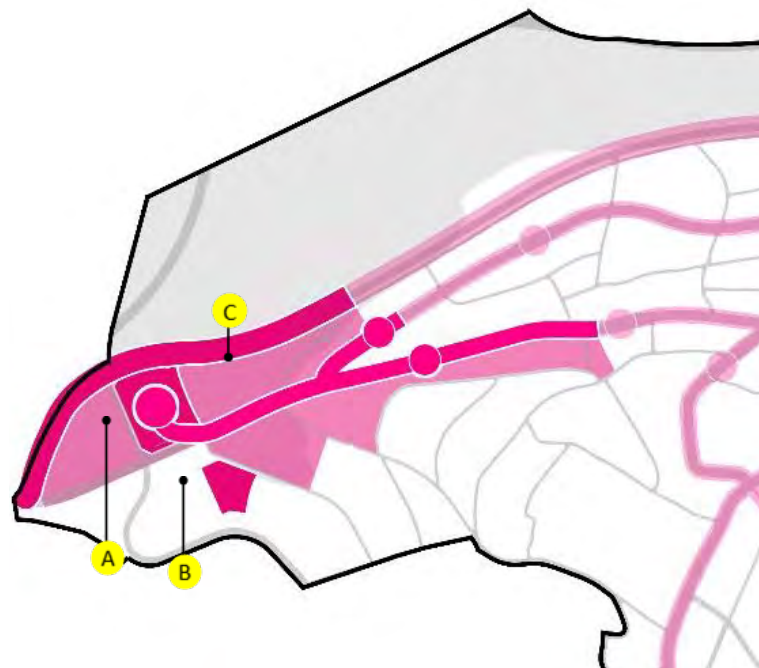
- PF2-Health facilities
- PF3-Religious facilities
- PF4-Cultural/ memorial sites
- PF5-Cemetery/ crematoria
- PA-Public Administration zone
- A1-Agriculture zone
- P1-Parks and open spaces zone
- P2-Sport and Eco tourism zone
- P3B-Forest zone
- P3C-Steep slopes (> 30%) zone
- U-Utility zone



Figure 6.17 View of Nyabugogo Transport Hub. Source : Nyarugenge UD Report 2019

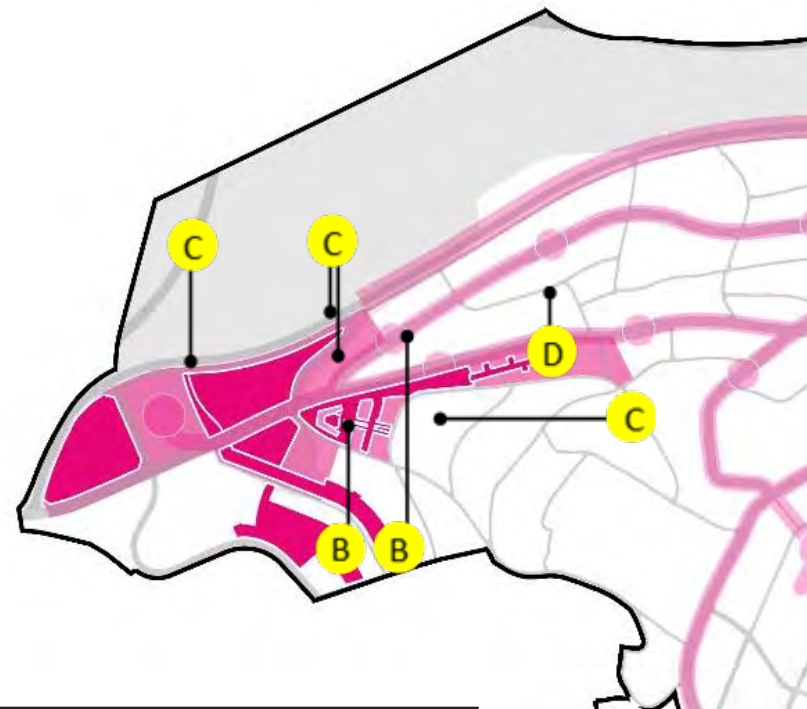


Figure 6.18 View of Nyabugogo Botanical Garden. Source : Nyarugenge UD Report 2019



Nyabugogo Transport Hub Phase 1

- A. Bus Rapid Transit (BRT) infrastructure as per phasing plan and BRT Terminal and Stations ^[1]
- B. Parking Infrastructure
- C. Wetland front: road Infrastructure, utilities and landscaping ^[2]



Nyabugogo Transport Hub Phase 2

- A. Urban Parks within the wetland ^[3]
- B. Urban Parks, recreational area and green corridors
- C. Mpazi Promenade
- D. Publicly accessible Gallery

Key Plan



[1]refer to Feasibility Study and Preliminary Design for Bus Rapid Transit (BRT) System for the City of Kigali
 [2] refer to Wetland Front Action
 [3] Refer to CBD Wetland Park Actions

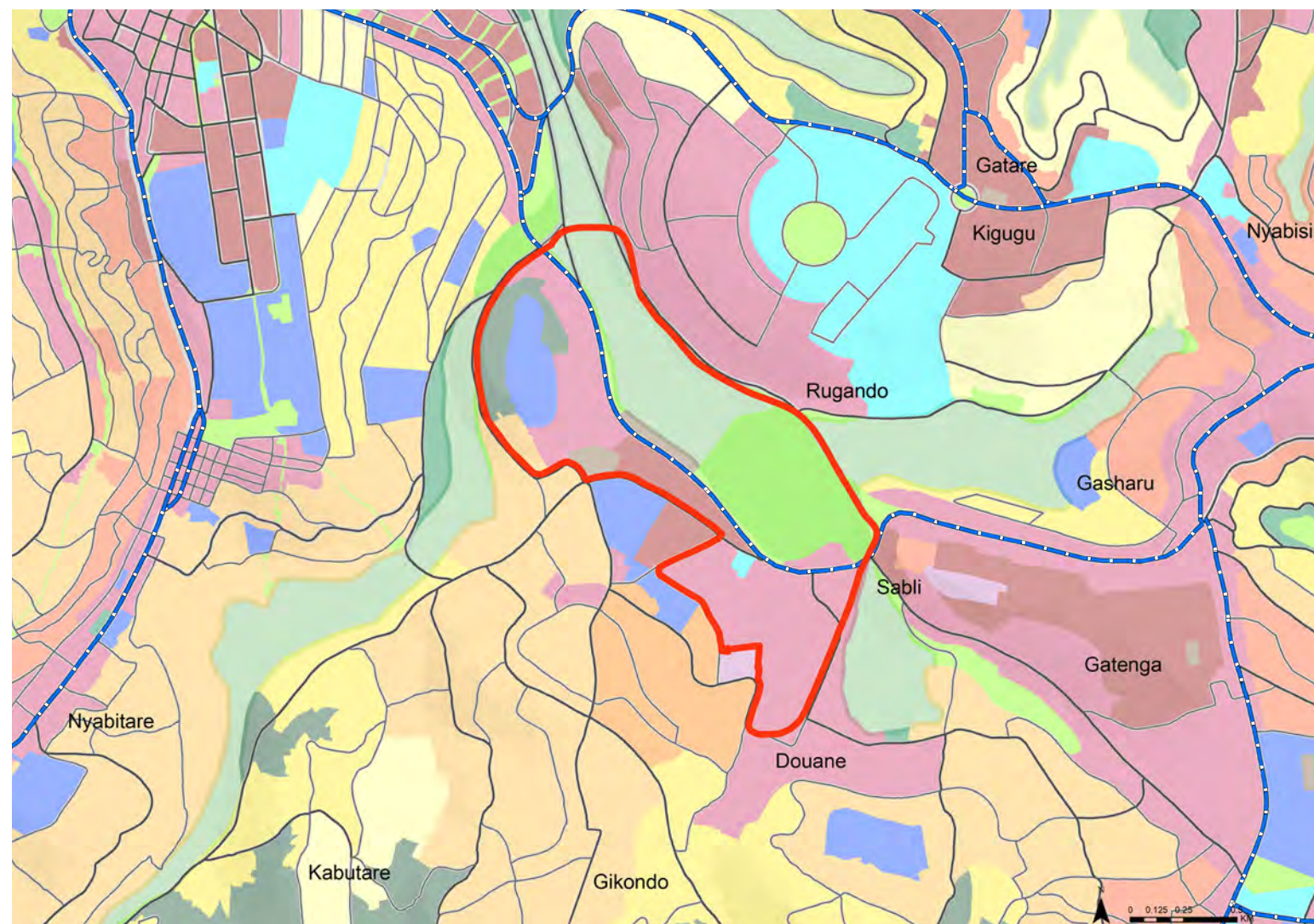


Figure 6.20 Gikondo Regeneration

LEGEND

RType

- Outer Ring Road
- High Capacity Corridor
- High Capacity Urban Roads
- Major Arterial
- Minor Arterial
- Collector
- R4-High density residential zone
- R3-Medium density residential - Expansion zone

- R1-Low density residential zone
- R1A-Low density residential densification zone
- R1B-Rural residential zone
- C3-City commercial zone
- C1-Mixed use zone
- I1-Light industrial zone
- I2-General industrial zone
- I3-Mining/ Extraction/Quarry
- PF1-Education and research facilities

- PF2-Health facilities
- PF3-Religious facilities
- PF4-Cultural/ memorial sites
- PF5-Cemetery/ crematoria
- PA-Public Administration zone
- A1-Agriculture zone
- P1-Parks and open spaces zone
- P2-Sport and Eco tourism zone
- P3B-Forest zone
- P3C-Steep slopes (> 30%) zone
- U-Utility zone

CATALYTIC PROJECT ID NO. 31 : GIKONDO REGENERATION

LOCATION

Kinunga and Kimihurura cell

BRIEF DESCRIPTION

Redevelop Gikondo Industrial area as a vibrant mixed-use development removing polluting industries that are impacting the wetlands in the heart of the city

OBJECTIVES & EXPECTED IMPACTS

The Project has the double objective of conducting urban renewal in a prime area of the city as well as rehabilitating a wetland in a strategic location, improving the overall appeal of the Gikondo area

POTENTIAL IMPLEMENTATION MODEL

public participation, incentives, land pooling and public-private partnerships (PPP)

IMPLEMENTING AGENCY

- COK, MINCOM, REMA

KEY PLAN



CATALYTIC PROJECT ID NO. 41 :
IMBUGA PEDESTRIAL CORRIDOR

LOCATION
Nyarugenge sector, Kyiovu cell

BRIEF DESCRIPTION
The Imbuga City Walk is conceived as a pedestrian place, where all inhabitants and visitors can enjoy a walk (mbuga) as a mean of recreation and socialization as community. It is imagined as a sequence of four different spaces to reflect the existing characteristics and proposed diversity.

OBJECTIVES & EXPECTED IMPACTS

- To Implement the first pedestrian street in Kigali with high quality urban design. The aim to create a sustainable public space, integrating environmental, social and economic aspects, was guided by three urban design principles: the connectivity of the spatial structure, the liveliness of the activities and the identity of the place.

-Detailed design is already completed, waiting for funding to initiate construction. To be completed in phase 1

POTENTIAL IMPLEMENTATION MODEL
Public Financing

IMPLEMENTING AGENCY
- COK, MININFRA, MINCOM



KEY PLAN

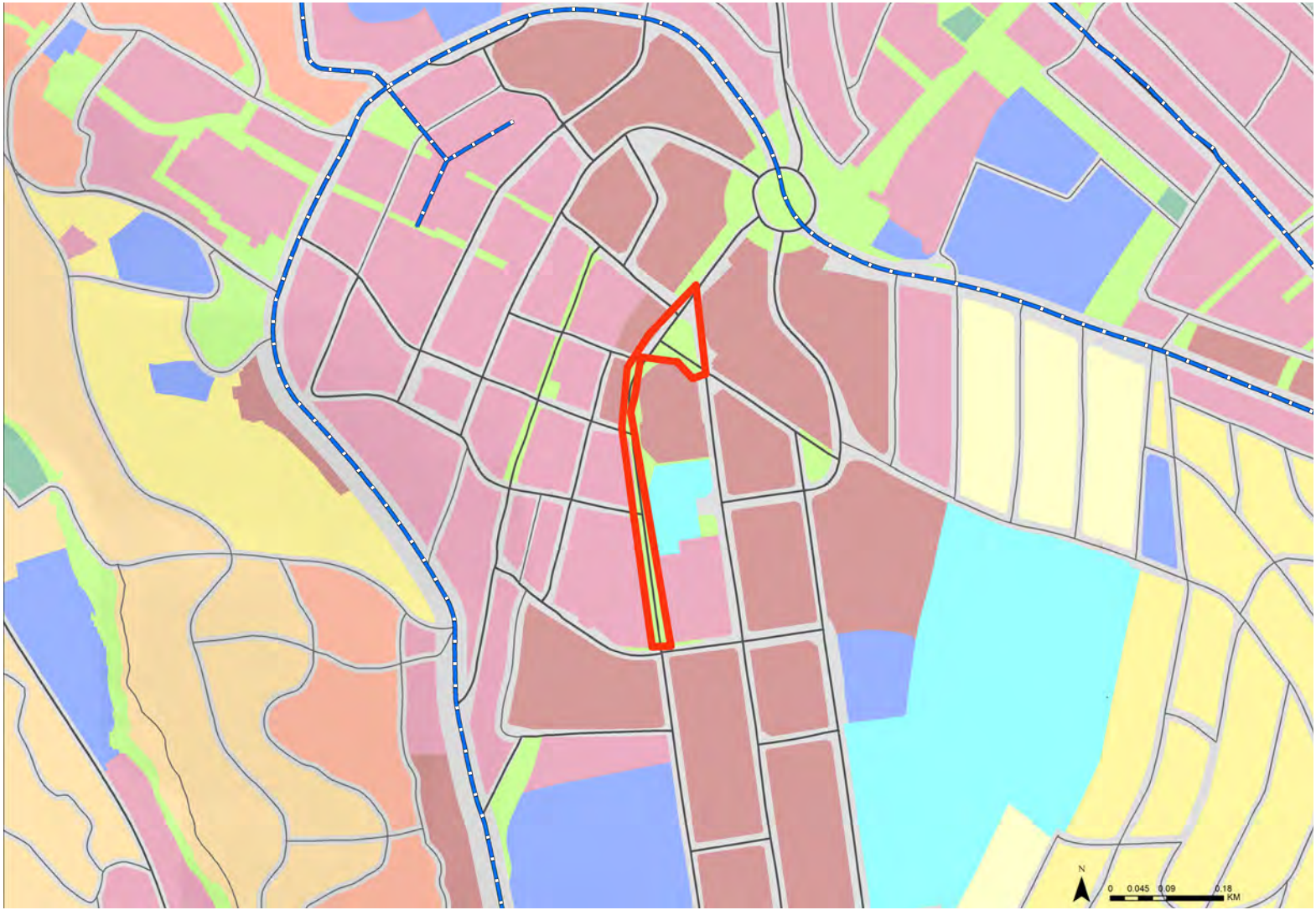


Figure 6.21 Imbuga Pedestrian Corridor

LEGEND

RType

- Outer Ring Road
- High Capacity Corridor
- High Capacity Urban Roads
- Major Arterial
- Minor Arterial
- Collector
- R4-High density residential zone
- R3-Medium density residential - Expansion zone

- R1-Low density residential zone
- R1A-Low density residential densification zone
- R1B-Rural residential zone
- C3-City commercial zone
- C1-Mixed use zone
- I1-Light industrial zone
- I2-General industrial zone
- I3-Mining/ Extraction/Quarry
- PF1-Education and research facilities

- PF2-Health facilities
- PF3-Religious facilities
- PF4-Cultural/ memorial sites
- PF5-Cemetery/ crematoria
- PA-Public Administration zone
- A1-Agriculture zone
- P1-Parks and open spaces zone
- P2-Sport and Eco tourism zone
- P3B-Forest zone
- P3C-Steep slopes (> 30%) zone
- U-Utility zone



A - CITY GARDEN VIEW



B - CITY LOUNGE VIEW



C - PLAZA VIEW



Figure 6.22 Schematic Plan of Imbuga Pedestrian Corridor



7

Annexure

7.1 Action Plan Matrix

7

Action Plan Matrix

PROJECT ID	IMPLEMENTATION FRAMEWORK COMPONENTS	IMPLEMENTATION FRAMEWORK SUB - COMPONENTS	PROJECT/ACTION	LOCATION OF THE PROJECT	STATUS	DESCRIPTION	CITY OF EXCELLENCE	CITY OF MIXED USE NEIGHBOURHOODS	CITY AT WORK	GREEN CITY	CREATIVE CITY	CITY ON THE MOVE	EFFICIENT CITY	CITY FOR CITIZENS	COK	MININFRA	MINCOM	MINECOFIN	MINAGRI	MINALOC	MINECDUC	MOE	RHA	RDB	REMA	RWFA	RTDA
G.I.S 1	Catalytic Project	Housing	Housing Development focused on Low income at Gasharu Cell (Min. 40% of total housing solutions should be dedicated to these categories)	Gasharu Cell, Nyarugenge District	Proposed	Implement a mixed-use, mixed-income development which provides housing solutions for the lowest income segments of the population. A minimum of 40% of the housing/residential plots or units should be dedicated to low income earners.	x	x						x	R	C		C					R				
G.I.S 1	Catalytic Project	Housing	Housing development focused on low income at Rugarama Cell	Rugarama Cell, Nyarugenge	Major Delay- 2013 MP	Implement a mixed-use, mixed-income development which provides housing solutions for the lowest income segments of the population through a participatory land assembly process. A minimum of 40% of the housing/residential plots should be dedicated to low income earners.	x	x						x	R	C		C					R				
G.I.S 2	Catalytic Project	Housing	Housing development focused on low income at Gahanga Cell	Gahanga sector, Kicukiro	Minor delay - Projects from 2013 MP	Implement a mixed-use, mixed-income development which provides housing solutions for the lowest income segments of the population. A minimum of 40% of the housing/residential plots or units should be dedicated to low income earners.	x	x				R			C					R							
G.I.S 3	Catalytic Project	Housing	Mixed Use Development at Ndera - Phase 1	Ndera sector, Gasabo	On track- from 2013 MP	Implement a mixed-use, mixed-income development which provides housing solutions for the lowest income segments of the population. A minimum of 40% of the housing/residential plots or units should be dedicated to low income earners.	x	x				R								R							
G.I.S 4	Catalytic Project	Housing	Housing development focused on low income at Rwabutenge Cell	Rwabutenge cell	Proposed	Implement a mixed-use, mixed-income development which provides housing solutions for the lowest income segments of the population. A minimum of 40% of the housing/residential plots or units should be dedicated to low income earners.	x	x				R								R							
G.I.S 5	Catalytic Project	Housing	Housing development focused on low income at Masoro Cell	Masoro cell, Gasabo	Proposed	Implement a mixed-use, mixed-income development which provides housing solutions for the lowest income segments of the population through a participatory land assembly process. A minimum of 40% of the housing/residential plots should be dedicated to low income earners.	x	x				R								R							
G.I.S 6	Catalytic Project	Housing	Housing development focused on low income at Cyaruzinge and Rudashya Cel	Cyaruzinge and Rudashya cell	Proposed	Implement a mixed-use, mixed-income development which provides housing solutions for the lowest income segments of the population. A minimum of 40% of the housing/residential plots or units should be dedicated to low income earners.	x	x				R			C					R							

RSSB	RBD	WASAC	REG	RURA	CAA	RLUMA	MINIRENA	DONORS	LENDERS	OTHER (SPECIFY)	INTERNATIONAL ORGANIZATION	POSSIBLE IMPLEMENTATION MODELS	PRIORITY	INDICATOR	BASELINE (2019)	P1 - 2024	P2 - 2031	P3 - 2038	P4 - 2045	P5 - 2050	REMARKS
C	C	C	C			C						Participatory land assembly; Incentives; PPP, Cross Subsidy	High	% of completion of the project % of low income earners provided with housing solution	Kigali MP identified suitable sites to implement this strategy within its R3 zones.	<ul style="list-style-type: none"> • Site selection • Stakeholders engagement • Feasibility study • Resource mobilization • Land Assembly • Detailed design and phasing plan • Implementation of Phase 1 • 50% completion of entire project 	<ul style="list-style-type: none"> • 100% completion • 40% of total dwellers is a low income earner 				KPI's to be confirmed and update after detailed Phasing Plan is approved. If completion date falls into a specific year within the Phase, year shall be indicated (e.g. 2027)
C	C	C	C			C						Participatory land assembly; Inclusionary zoning; Public-private partnerships (PPP), Cross Subsidy	High	% of completion of the project % of low and very low income earners provided with housing solution	30% complete Land acquisition completed and registered to the investor	<ul style="list-style-type: none"> • Site selection • Stakeholders engagement • Feasibility study • Resource mobilization • Land Assembly • Detailed desing and Phasing Plan • Implementation of Phase 1 • 50% Completion of entire project 	<ul style="list-style-type: none"> • 100% completion 				KPI's to be confirmed and update after detailed Phasing Plan is approved. If completion date follows into a specific year within the Phase, year shall be indicated (e.g. 2027)
C	C	C	C			C						Participatory land assembly; Inclusionary zoning; Public-private partnerships (PPP), Cross Subsidy	High	% of completion of the project % of low and very low income earners provided with housing solution	10% complete Workers Affordable Properties expressed interest in the project, but negotiations with government of Rwanda to acquire the land and get subsidies are still ongoing	<ul style="list-style-type: none"> • Stakeholders engagement • Feasibility study • Resource mobilization • Land Assembly • Detailed design 	<ul style="list-style-type: none"> • 100% completion 				
C	C	C	C			C						Participatory land assembly; Incentives; Public-private partnerships (PPP), Cross Subsidy	High	% of completion of the project % of low and very low income earners provided with housing solution	15% complete An agreement has been reached with Morocco company (Palmeraie) and the designs for marketing purpose have been completed	<ul style="list-style-type: none"> • Stakeholders engagement • Feasibility study • Resource mobilization • Land Assembly • Detailed design 	<ul style="list-style-type: none"> • 100% completion 				
C	C	C	C			C						Participatory land assembly; Incentives; Public-private partnerships (PPP), Cross Subsidy	High	% of completion of the project % of low and very low income earners provided with housing solution	N/A- 2019 MP proposal	<ul style="list-style-type: none"> • Stakeholders engagement • Feasibility study • Resource mobilization • Land Assembly • Detailed design 	<ul style="list-style-type: none"> • 100% completion 				
C	C	C	C			C						Participatory land assembly; Incentives; Public-private partnerships (PPP), Cross Subsidy	High	% of completion of the project % of low and very low income earners provided with housing solution	N/A- 2019 MP proposal	<ul style="list-style-type: none"> • Stakeholders engagement • Feasibility study • Resource mobilization • Land Assembly • Detailed design 	<ul style="list-style-type: none"> • 100% completion 				
C	C	C	C			C						Participatory land assembly; Incentives; Public-private partnerships (PPP), Cross Subsidy	High	% of completion of the project % of low and very low income earners provided with housing solution	N/A- 2019 MP proposal	<ul style="list-style-type: none"> • Stakeholders engagement • Feasibility study • Resource mobilization • Land Assembly • Detailed design 	<ul style="list-style-type: none"> • 100% completion 				

PROJECT ID	IMPLEMENTATION FRAMEWORK COMPONENTS	IMPLEMENTATION FRAMEWORK SUB - COMPONENTS	PROJECT/ACTION	LOCATION OF THE PROJECT	STATUS	DESCRIPTION	CITY OF EXCELLENCE	CITY OF MIXED USE NEIGHBOURHOODS	CITY AT WORK	GREEN CITY	CREATIVE CITY	CITY ON THE MOVE	EFFICIENT CITY	CITY FOR CITIZENS	COK	MININFRA	MINCOM	MINECOFIN	MINAGRI	MINALOC	MINECDUC	MOE	RHA	RDB	REMA	RWFA	RTDA
7	Catalytic Project	Housing	Housing development focused on low income at Kinyinya (OZ Subarea)	Kinyinya (OZ Subarea)	Major delay- from 2013 MP	Implement a mixed-use, mixed-income development which provides housing solutions for the lowest income segments of the population. A minimum of 40% of the housing/ residential plots or units should be dedicated to low income earners.	x	x		x		R			C					R							
G.I.S 8	Catalytic Project	Housing	Green City Pilot Project	Kinyinya	Minor delay- from 2013 MP	Implement the first Green City Pilot Project in Kigali	x	x		x		R			C					C			R				
G.I.S 9	Catalytic Project	Redevelopment & Upgradation	Kimironko Neighbourhood Upgradation	Kimironko	from 2013 MP	To upgrade unplanned neighborhood by upgrading key streets and infusing quality public facilities		x		x		R	C		C		C			R							
G.I.S 10	Catalytic Project	Redevelopment & Upgradation	Kicukiro Neighbourhood Upgradation	Kicukiro	Major delay- from 2013 MP	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.		x		x		R	C		C		C			R							
11	Catalytic Project	Redevelopment & Upgradation	Kimironko Upgradation Project	Kimironko	Major delay- from 2013 MP	Upgrade unplanned neighborhood by upgrading key streets and infusing quality infrastructure and public facilities		x		x		R	C		C		C			R							
G.I.S 12	Catalytic Project	Redevelopment & Upgradation	Redevelopment of unplanned area	Kimisagara and Gitega	from 2013 MP	To redevelop the unplanned neighborhood around City Centre and create the new housing stock. Redevelop existing unplanned neighborhood including: Development of road and infrastructure Development of public facilities such as schools, neighbourhood centres, local parks.		x		x		R	C		C		C			R							
G.I.S 13	Catalytic Project	Redevelopment & Upgradation	Mixed use upgradation of Unplanned Neighbourhood at Kimironko	Kimironko	Major delay- from 2013 MP	Enable unplanned areas to redevelop incrementally		x		x		R	C		C		C			R							
14	Catalytic Project	Redevelopment & Upgradation	Incremental Housing in unplanned neighbourhood at Kicukiro	Kimironko	Major delay- from 2013 MP	Enable unplanned areas to redevelop incrementally		x		x		R	C		C		C			R							
G.I.S 15	Catalytic Project	Redevelopment & Upgradation	Upgradation and redevelopment of Unplanned area in Kiyovu, Agatare, Rwampara and Biryogo	Kiyovu, Agatare and Biryogo cell	proposed	Facilitate implementation of incremental housing in unplanned neighborhoods and enable the low-income families to redevelop their parcels incrementally as per their capacity. Redevelopment of unplanned neighborhoods is critical in the long run to raise the quality of existing housing stock and to ensure the renewal of unplanned settlements.		x		x		R	C		C		C			R							

RSSB	RBD	WASAC	REG	RURA	CAA	RLUMA	MINIRENA	DONORS	LENDERS	OTHER (SPECIFY)	INTERNATIONAL ORGANIZATION	POSSIBLE IMPLEMENTATION MODELS	PRIORITY	INDICATOR	BASELINE (2019)	P1 - 2024	P2 - 2031	P3 - 2038	P4 - 2045	P5 - 2050	REMARKS
C	C	C	C			C						Participatory land assembly; Incentives; Public-private partnerships (PPP), Cross Subsidy	High	% of completion of the project % of low and very low income earners provided with housing solution	N/A- No progress. No agreement reached with any investor	<ul style="list-style-type: none"> Stakeholders engagement Feasibility study Resource mobilization Land Assembly Detailed design and phasing Implementation and completion of 50% 	• 100% complete				
C	C	C	C			C						Participatory land assembly; Incentives; Public-private partnerships (PPP), Cross Subsidy	High	% of completion of the project % of low and very low income earners provided with housing solution	Feasibility Study complete	<ul style="list-style-type: none"> Resource mobilization Stakeholders engagement Implementation and completion of 50% 	• 100% complete				Expecting final Feasibility Study to indicate detailed phasing
		C	C									Land assembly; Incentives; Public-private partnerships (PPP)		% of completion of the project	10% complete	<ul style="list-style-type: none"> Implementation and completion of 50% 	• 100% complete				
		C	C									Land assembly; Incentives; Public-private partnerships (PPP)	Medium	% of completion of the project with Improved access to physical and social infrastructure	Feasibility Study for Gatenga area in Kicukiro has been completed	10% complete	<ul style="list-style-type: none"> Implementation and completion of 50% 	• 100% complete			
		C	C									Incentives to attract investors; Public-private partnerships (PPP)	Medium	% of completion of the project with redeveloped neighbourhood	10% completed Feasibility Study for Nyagatovu area in Kimironko has been completed	<ul style="list-style-type: none"> Resource mobilization 50% complete 	• 100% complete				
		C	C									land assembly; Incentives to attract investors; Public-private partnerships (PPP)	High	% of completion of the project with Improved access to physical and social infrastructure	10% complete - Procurement process for the feasibility study is ongoing or complete?	<ul style="list-style-type: none"> Stakeholders engagement Resource mobilization Land Assembly Detailed design and phasing 50% completion of entire project 	• 100% complete				
		C	C									Incentives to attract investors; land assembly Public-private partnerships (PPP)	High	% of completion of the project	2019 MP proposal	<ul style="list-style-type: none"> Resource mobilization 50% complete 	• 100% complete				
		C	C									Incentives to attract investors; land assembly Public-private partnerships (PPP)	High	% of completion of the project	2019 MP proposal	<ul style="list-style-type: none"> Stakeholders engagement Feasibility study Resource mobilization Land Assembly Detailed design 50% completion of entire project 	• 100% completion				
		C	C									Land assembly; Incentives; Public-private partnerships (PPP)	High	% of completion of the redevelopment project	2019 MP proposal	<ul style="list-style-type: none"> Stakeholders engagement Feasibility study Resource mobilization Land Assembly Detailed design 50% completion of entire project 	• 100% completion				

PROJECT ID FROM GIS	IMPLEMENTATION FRAMEWORK COMPONENTS	IMPLEMENTATION FRAMEWORK SUB - COMPONENTS	PROJECT/ACTION	LOCATION OF THE PROJECT	STATUS	DESCRIPTION	CITY OF EXCELLENCE	CITY OF MIXED USE NEIGHBOURHOODS	CITY AT WORK	GREEN CITY	CREATIVE CITY	CITY ON THE MOVE	EFFICIENT CITY	CITY FOR CITIZENS	COK	MININFRA	MINCOM	MINECOFIN	MINAGRI	MINALOC	MINECDUC	MOE	RHA	RDB	REMA	RWFA	RTDA
G.I.S 16	Catalytic Project	Redevelopment & Upgradation	Incremental redevelopment of unplanned area	Gitega, Kimisagara and Rwezamanyo sector	proposed	Facilitate implementation of incremental housing in unplanned neighborhoods and enable the low-income families to redevelop their parcels incrementally as per their capacity. Redevelopment of unplanned neighborhoods is critical in the long run to raise the quality of existing housing stock and to ensure the renewal of unplanned settlements.		x		x		R	C		C		C			R							
G.I.S 17	Catalytic Project	Redevelopment & Upgradation	Nyamabuye Upgradation Project	Nyamabuye cell	proposed	Offer low rise compact developments in rural areas Develop modern villages where government is building cluster of houses Consolidate agricultural land for optimizing agricultural production and promoting sustainable agricultural practices. Improve social conditions by increased access to social services, water and sanitation, open spaces etc.						R	C		C	C	C										
G.I.S 18	Catalytic Project	Redevelopment & Upgradation	Kinyaga Redevelopment project	Kinyaga cell	proposed	Offer low rise compact developments in rural areas Develop modern villages where government is building cluster of houses Consolidate agricultural land for optimizing agricultural production and promoting sustainable agricultural practices. Improve social conditions by increased access to social services, water and sanitation, open spaces etc.		x		x		R	C		C	C	C										
19	Catalytic Project	Redevelopment & Upgradation	Upper Kiyovu Residential Development		Minor Delay -from 2013 MP-	Provide more integrated residential projects in the city						C			C		C										
G.I.S 20	Catalytic Project	Urban Design	Muhima CBD redevelopment and densification	Muhima Sector	Proposed	Create a sustainable and vibrant mixed use development in Muhima CBD and facilitate implementation of incremental developments in Muhima CBD through Detailed design and implementation of BRT infrastructures including BRT station (refer to Feasibility Study and Preliminary Design for BRT System for the City of Kigali); road and utilities realignments, and landscaping.	x		x	x		R	C								C		C				
21	Catalytic Project	Housing	Umudugudu project Mageragere	Mageragere	Major delay-from 2013 MP	Provide more integrated residential projects in the city		x				R			C					R							

RSSB	RBD	WASAC	REG	RURA	CAA	RLUMA	MINIRENA	DONORS	LENDERS	OTHER (SPECIFY)	INTERNATIONAL ORGANIZATION	POSSIBLE IMPLEMENTATION MODELS	PRIORITY	INDICATOR	BASELINE (2019)	P1 - 2024	P2 - 2031	P3 - 2038	P4 - 2045	P5 - 2050	REMARKS
		C	C									Land assembly; Incentives; Public-private partnerships (PPP)	High	% of completion of the redevelopment project	2019 MP proposal	<ul style="list-style-type: none"> Stakeholders engagement Feasibility study Resource mobilization Public participation and Land Assembly Detailed design 25% completion 	• 100% completion				
		C	C			C						Public participation; land assembly through land pooling/consolidation.	High	% completion of Umudugudu project	2019 MP proposal	<ul style="list-style-type: none"> Stakeholders engagement Feasibility study Resource mobilization Land Assembly Detailed design 50% completion 	• 100% complete				
		C	C			C						Public participation; land assembly through land pooling/consolidation.	High	% completion of Umudugudu project	2019 MP proposal	<ul style="list-style-type: none"> Stakeholders engagement Feasibility study Resource mobilization Land Assembly Detailed design 50% completion 	• 100% complete				
			C									Public participation; land assembly through land pooling/consolidation.	High	% completion of the project % increase in the integrated residential projects	30% of the project completed	<ul style="list-style-type: none"> Land assembly/land consolidation Stakeholders engagement 					
C		C	C	C						ICT			Medium	% completion of the development		<ul style="list-style-type: none"> BRT as per phasing plan and BRT Station Completed Road Infrastructure as per CoK phasing plan 	<ul style="list-style-type: none"> Road Infrastructure as per CoK phasing plan 	<ul style="list-style-type: none"> Road Infrastructure as per CoK phasing plan 			
	C		C			C						Participatory planning, land pooling and public-private partnerships (PPP)	High	% completion of the Umudugudu project	Detailed physical plan approved 15% of the project completed	<ul style="list-style-type: none"> Detailing phases 100% complete 					

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G.I.S 22	Catalytic Project	Urban Design	Kigali CBD Office Precinct Development (prev. CBD - Phase 1)	Muhima Sector (Ubumwe, Rugenge cell)	Minor delay- from 2013 MP	Consolidate CBD Office Precinct as major Commercial Office / Mixed Use area in the city. - Rehabilitation of the landslide-affected area and reconversion into a Urban Park (detailed, study, Landscape design of the Park, implementation); - Implement BRT as per relevant phasing - Landscape/streetscape design and implementation of planned landscape elements along the BRT corridor and Wetland Front - Detailed design and development of the plaza in the central corridor	x		x	x		R	R								C						
G.I.S 23	Catalytic Project	Urban Design	CBD Transect (Prev. CBD Core)	Muhima Sector	Major delay- from 2013 MP	Sustain the growth of CBD as the Regional Financial Hub and create a physical, social and economic linkage between Muhima and Nyarugenge CBD. Support and complement the Muhima redevelopment/ densification and improve and reinforce Rwanda cultural heritage through the implementation of new open spaces and community and civic facilities. Facilitate and improve wetland accessibility.	x		x	x	x	R	R								C	R		R			
24	Catalytic Project	Urban Design	KN1 Station Plaza Development (Prev. Centre ville roundabout)	Kiyoyu cell and portion of Muhima Sector	On track- from 2013 MP	CBDwelcome gate-way for residents and visitors. Create vibrant commercial centre for employment opportunities through completion of the project based on the UD proposal for KN1 Station.			x	x		R	C										C				

RSSB	RBD	WASAC	REG	RURA	CAA	RLUMA	MINIRENA	DONORS	LENDERS	OTHER (SPECIFY)	INTERNATIONAL ORGANIZATION	POSSIBLE IMPLEMENTATION MODELS	PRIORITY	INDICATOR	BASELINE (2019)	P1 - 2024	P2 - 2031	P3 - 2038	P4 - 2045	P5 - 2050	REMARKS
C												Participatory planning and public-private partnerships (PPP)	High	% development complete BRT infrastructure completed according to the Phasing Plan (refer Feasibility Study and Preliminary Design for BRT System for the City of Kigali)	70% completed CBD 1 Muhima; 60% of redevelopment 1. 4 plots have already been developed; 2. 4 Companies have already commenced construction; 3. 6 companies have not submitted yet their project proposals to the Kigali city One Stop Center; 4. 3 companies have submitted their concept proposals and are at detailed design stages; 5. Ss of now,there's no land currently available for sale in CBD1	<ul style="list-style-type: none"> BRT as per phasing plan and BRT Station completed Landscaping along the BRT corridor phase 1 completed Plaza along the central corridor completed 	<ul style="list-style-type: none"> Urban Park completed 				
		R	R	R		C	C	X		ICT, MINA-SPOC		Participatory planning, land pooling and public-private partnerships (PPP), International Competition	High	% completion of development - BRT infrastructures completed according to Phasing Plan (refer to Feasibility Study and Preliminary Design for BRT System) - Wetland front: road infrastructure, utilities and landscaping completed according to Phasing Plan	N/A- No progress on the previous CDB core project. Now the CBD Core project is incorporated into the new planning area called 'CBD Transect', which crosscut the Muhima area, starting from KN1 Roundabout to KN7 Rd along the wetland. The development will be aligned with the revised commercial real estate assessment conducted for the City of Kigali as part of the Master Plan Update 2019.	<ul style="list-style-type: none"> Consolidation/acquisition of land or property completed BRT as per phasing plan and BRT Station Completed Parking facilities adjoining KN1 Roundabout completed Open spaces (parks, plaza and promenade) between KN1 Roundabout and BRT station along current KN1 Ave, completed phase 1 Art Installation in St. Famille Art Plaza completed Memorial in St. Famille Memorial Plaza completed Realignment of the existing utilities completed Detailed design completed of: <ul style="list-style-type: none"> Market Plaza and mixed use development Cultural Center and mixed use development wetland front: road Infrastructure, utilities and landscaping Muhima Belvedere, Park and mixed use development 	<ul style="list-style-type: none"> Open spaces (parks, plaza and promenade) between KN1 Roundabout and BRT station along current KN1 Ave, completed phase 2 Market Plaza and mixed use development (PPP) including - Interchange parking, completed Cultural Center and mixed use development including Interchange parking , completed Wetland front: road Infrastructure, utilities and landscaping completed Muhima Belvedere, Park and mixed use development completed 				
		C	C	C						C-ICT		Participatory Design, land pooling and public-private partnerships (PPP)	High	% completion of the project- BRT infrastructures completed according to Phasing Plan (refer to Feasibility Study and Preliminary Design for BRT System for the City of Kigali)	In the revised Nyarugenge CBD Urban Design (2019), KN1 Roundabout is proposed as new open space accomodating the BRT Station.	<ul style="list-style-type: none"> BRT as per phasing plan and BRT Station Completed KN1 Roundabout Intersection and landscaping completed KN4 Promenade completed 					

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G.I.S 25	Catalytic Project	Urban Design	Nyabugogo Transport Hub- Redevelopment as an Integrated regional transit hub	Muhima and Kimisagara Sectors; Nyabugogo, Tetero, Akabahizi and Kimisagara cell	Major delay- from 2013 MP	To support interchange to enable the integration of transport systems and routes To connect the new Transport Hub to the City through new green corridors The project is based on the UD proposal for Nyabugogo transport Hub				x		R	C											R			
G.I.S 26	Catalytic Project	Urban Design	Nyamirambo City Centre	Nyakabanda II	Ongoing	To provide employment opportunities in the Nyamirambo area			x			R	C	C													
G.I.S 27	Catalytic Project	Urban Design	Gahanga Regional Centre - Phase 1 (development of Expo and Business Park)	Gahanga sector	Major delay- from 2013 MP	Position Gahanga as significant regional commercial centre in Kigali and develop business park and expo			x			R	C	R							C						
G.I.S 28	Catalytic Project	Urban Design	Kicukiro Mixed Use Developmemt	Kicukiro sector	Minor delay- from 2013 MP	Position Kicukiro Centre as revitalized mixed use centre in Kicukiro District with development of Commercial area including: Road and infrastructure development Development of polyclinic and public places	x		x	x		R	C											C			
G.I.S 29	Catalytic Project	Urban Design	Kinyinya (OZ Sub Area) city Centre	Kinyinya	Minor Delay- from 2013 MP	Position Kinyinya as a new city Centre in Gasabo District with development of Commercial area including: Road and infrastructure development Development of specialized hospital Development of public places						R	C											C			
G.I.S 30	Catalytic Project	Urban Design	Incremental mixed use development at Kicukiro	Kicukiro sector	Proposed	Create a sustainable and vibrant mixed use development in Kicukiro District and facilitate implementation of incremental developments in Muhima CBD		X		X		R	C								C			C			
G.I.S 31	Catalytic Project	Green Development	Gikondo Regeneration	Kinunga and Kimihurura cell	Minor delay- from 2013 MP	Redevelop Gikondo Industrial area as a vibrant mixed-use development removing polluting industries that are impacting the wetlands in the heart of the city			x	x		R	C	R								R					

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		C										Incentives to attract investors; Public-private partnerships (PPP)	High	% completion of the project Hub Constructed and operational Parking facilities and open spaces and parks completed	1- Nyabugogo Catchment Study completed 2- Feasibility Study and Preliminary Design for a Bus Rapid Transit and BRT Terminal completed	<ul style="list-style-type: none"> Detailed proposal to be complete by 2020 as per CDS Construction of 2.4 Ha Integrated Transit Hub (Basic Inter City bus Terminal and integrated BRT Interchange) 213,400 sqm Commercial GFA Parking facilities completed 	<ul style="list-style-type: none"> Urban Parks, Mpazi promenade and green corridors completed 				
		C										public participation, Land assembly; Incentives; Public-private partnerships (PPP)	Medium	% completion of the project	Ongoing	<ul style="list-style-type: none"> Stakeholders engagement Feasibility Study Resource mobilization Land Assembly 25% completion 	<ul style="list-style-type: none"> 75% complete 	<ul style="list-style-type: none"> 100% complete 			
C												Participatory planning, incentives, public-private partnerships (PPP)	Medium	% completion of the project Developed Gahanga as a regional centre with expo and business park and	The expo and business park was moved from the previously planned area to the area where the Gahanga sport is planned.	<ul style="list-style-type: none"> Feasibility study to align with the current market demand. Formulation of detailed regulatory policy framework for commercial development 	<ul style="list-style-type: none"> 100% complete 				Phasing to be adjusted as per new feasibility study
		C										Participatory planning and public-private partnerships (PPP)	High	% completion of the project Revitalized fringe centre with development of roads and other public facilities.	Land Owners have been mobilized to redevelop their land and provision and improvement of existing infrastructure is ongoing	<ul style="list-style-type: none"> 75% complete 	<ul style="list-style-type: none"> 100% complete 				
		C				R-Private Investors	R-Private Investors					Participatory planning and public-private partnerships (PPP)	Medium	% completion of the project Revitalized fringe centre with development of commercial area , infrastructure and other public facilities.	Ongoing upgradation of unplanned settlements into housing area at Kinyinya for low income earners (OZ Subarea)	<ul style="list-style-type: none"> 75% complete 	<ul style="list-style-type: none"> 100% complete 				
C		C										Participatory planning, land pooling and public-private partnerships (PPP)	Medium	% completion of the project Increase in % of mixed use development Kicukiro Fringe Centre							
		C				C						public participation, incentives, land pooling and public-private partnerships (PPP)	High	% completion of the project 100% relocation of polluting industries and % implementation of mixed use development surrounding the wetland	Industries in Gikondo are being relocated to SEZ and other Industrial areas	<ul style="list-style-type: none"> 50% complete 	<ul style="list-style-type: none"> 100% complete 				

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G.I.S 32	Catalytic Project	Urban Design	Kimironko Redevelopment - Phase 1	Kimironko sector	from 2013 MP - Ongoing	Position Kimironko as revitalized Town Centre in Gasabo District.			x			R	C	R							C						
G.I.S 33	Catalytic Project	Economic development	Kigali SEZ - Phase 2	Kinyaga cell	Minor delay from 2013 MP	Provide the larger and consolidated employment base for SEZ phase 1 development			x			R	C	R										C			
G.I.S 34	Catalytic Project	Economic development	Kigali SEZ - Phase 3	Masoro cell	Minor delay from 2013 MP	Expand Kigali SEZ as consolidated employment zone in the city			x			R	C	R										C			
G.I.S 35	Catalytic Project	Economic development	Light Industrial Estate at Gahanga	Nunga cell	from 2013 MP	Ensure local employment in Gahanga new growth area			x			R	C	R										C			
G.I.S 36	Catalytic Project	Economic development	Masaka Industrial Estate (including Kigali Logistic Platform)	Gitaraga cell	On track-from 2013 MP	Provide consolidated industrial areas in the city			x			R		R						C	C						
G.I.S 37	Catalytic Project	Economic development	Develop Rusororo Industrial Estate Identify suitable area for petroleum Storage	Kabuga II	On track-from 2013 MP	Provide consolidated industrial areas in the city			x			R		R						C	C						
G.I.S 38	Catalytic Project	Urban Design	Historical Commercial Node and Nyarugenge Heritage Village (Prev. Heritage Village)	Kiyovu cell	Minor delay-from 2013 MP	Revitalize the Old City Center and improve its connectivity and accessibility through completion of the project based on the CBD UD proposal for Historical Commercial Node and Heritage Village	x			x	x	R	C							C	R			C			

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C												N/A- project is ongoing with no major issues	Medium	% completion of the project	Concept proposal for the market has been approved; Detailed project for Kimironko market under design; and Individual developments from private investors is currently ongoing	• 50% complete	• 100% complete				
		C										N/A	Medium	% completion of the project Increase in % of consolidated employment base	1. Expropriation has been completed; 2. Land has been sold to developers; and 3. Some industries are in operation, others are under construction	• 100% complete					
		C										public participation, Land assembly; Incentives; Public-private partnerships (PPP)	Medium	% completion of the project Increase in % of consolidated employment base	Included in the CDS document for completion of planning and Infrastructure development by 2021	• Depending on feasibility study					
		C										Incentives to attract private investors; Public-private partnerships (PPP)	High	% completion of the project % of local employment in Gahanga	60 % complete 1. Area physical plan was prepared and implemented; 2. Private developers were mobilized to invest in this area; 3. More than 60% of the overall Industrial area is already developed; 4. The remaining undeveloped area is owned by potential developers; and 5. There is increasing demand for expansion of the industrial estate by the private sector	• 100% complete					
		C										N/A -project on track	High	% completion of the project % increase in consolidated industries at Rusororo	30% complete Magerwa is completed	• 100% complete					
		C										N/A -project on track	Medium	% completion of the project % increase in consolidated industries at Rusororo	20 % completed SP store (Petroleum storage Tanks) have been installed	• Conduct demarcation of land required for additional Petroleum Storage • Identify other suitable industries to be located in the area • 3. 50% implementation of the industrial area	• 100% completion				Exact size to be defined by feasibility study
		C	C	C				X		ICT		public participation, Land assembly; Incentives; Public-private partnerships (PPP)	High	% completion of the project Conservation Area Program completed COK planning team and stakeholders group established	35% completed 1. In 2 Blocks out of 6; Owners of plots have been mobilized to develop their plots; 2. 2 projects (houses) were completed and are in use; 3. All the remaining plots are under construction; and 4. Several other projects are at detailed design stage	• Parking Infrastructure completed KN4 Ave Pedestrian Corridor completed • Conservation Area Program completed • Detailed design completed • COK Planning Team and Stakeholders Group established • Detailed design of: • Public spaces and pedestrianisation of KN59 St within the Heritage Village completed	• Public spaces and pedestrianisation of KN59 St within the Heritage Village • Green corridors and gallery within Historical Commercial Node completed				

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G.I.S 39	Catalytic Project	Urban Design	Kimichanga Garden (Prev. Kimicanga Entertainment District)	Kamukina cell	On track - from 2013 MP	Create a new cultural and public space to be integrated into the CBD PS network				x	x	R	C								C						
G.I.S 40	Catalytic Project	Urban Design	CBD Green Corridors and Urban Parks	Muhima sector	Proposed	Green Corridors to connect the City to the wetlands New Parks and Open Spaces Network as regional attraction				x	x	R	C								C	R		C			
G.I.S 41	Catalytic Project	Urban Design	Imbuga Pedestrian Corridor	Nyarugenge sector, Kyiovu cell	Proposed	Implement the first pedestrian street in Kigali with high quality urban desing	x					R			C												
G.I.S 42	Catalytic Project	Urban Design	Kigali CBD Wetland Park	CDB- Muhima and Kimihurura sector Rwampara, Rwezangoro, Nyabugogo Wetlands	2013 MP	Create an attractive recreational Wetland Park within CBD through: A. relocation of activities that are not compatible with the wetland use, B. rehabilitation of the existing affected parcels within the wetland and wetland park boundary, and C. reconversion into passive and active recreational areas integrated into the wetland park master plan D. Draft of Detailed Master Plan and development of wetland Park (Portion of Nyabugogo Wetland, Rwezangoro Wetland, portion of Rwampara wetland) in line with prescription of Kigali Wetland Masterplan.	x			x	x	R	C								C	R					
G.I.S 43	Catalytic Project	Urban Design	Muhima Wetland Front	Muhima Sector along Nyabugogo, Rwezangoro and Rwampara wetland	Proposed	Promote the densification of the plots facing the wetland while providing for attractive public spaces and promote vibrant environment that interacts with the rehabilitated wetland	x			x	x	R	C						C		C	R	C				
G.I.S 44	Catalytic Project	Green Development	Lake Muhazi Tourism Area	Rutunga and Gikomero sector	from 2013 MP	Create attractive tourist destination in Kigali through sustainable use of city's natural resources to attract local and international tourist. Health or Education tourism related activities can also be promoted.			x	x	x	R									C	C					
G.I.S 45	Catalytic Project	Green Development	Mount Kigali Eco Park	Kigali cell	from 2013 MP	Create attractive tourist destination in Kigali by providing more public open spaces and recreation areas and through sustainable use of city's natural resources for the benefit of Public				x	x	R	C								R	C	C				
G.I.S 46	Catalytic Project	Green Development	Eco Park within Mount Jali	Jali sector	from 2013 MP	To create attractive tourist destination in Kigali by providing more public open spaces and recreation areas and sustainable use of city's natural resources for the benefit of Public				x	x	R	C								R	C	C				

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				C								Incentives to attract private investors; Public-private partnerships (PPP)	Medium	Garden and Public Facilities completed	20% completed Expropriation was completed Preliminary Design completed and approved by COK	• Garden and Public Facilities 100% completed					
		C		C						C-MINISPOC & C-ICT		Participatory planning, land pooling and public-private partnerships OR Government funded	Medium	% completion of Green Corridors and Urban Parks project	Proposed in 2019 Master Plan review	• Green corridor and Urban Parks Phase 1	• Green corridor and Urban Parks Phase 2	• Green corridor and Urban Parks Phase 3	• Green corridor and Urban Parks Phase 4		
		C	C						C			Public Financing	High	% of completion of project	Detailed Design completed	• 100 % completion					
				C								Public Project. Government's role would include regular tendering of the site for implementation of landscape proposal.	Medium	Development of 14 Ha of CBD wetland Park (this is from CDS) Completion of the construction of Kigali CBD Wetland Park (including creation/restoration of wetlands, infrastructure, and buildings)	10% complete The City has been in the process of site identification and land acquisition. Concept proposal to be completed as per CDS	<ul style="list-style-type: none"> Feasibility studies, detailed design and phase wise planning of the CBD Wetland Park PHASE 1 (118 Ha) Development of CBD wetland Park PHASE 1 23.5 Ha (portion of Rwampara Wetland in front of CBD Transect - Muhima) Rehabilitation of existing affected parcels in Nyabugogo area (Nyabugogo Transport Hub) and reconversion into passive and active recreational area. Nyabugogo BRT Terminal Plot - refer to Nyabugogo Transport Hub action. (7,6 Ha) Rehabilitation of the existing affected parcels within Rwampara Wetland and reconversion into passive and active recreational areas. (3,5 Ha) Development of Kimichanga garden as part of Wetland Park. Refer to Kimichanga Garden UD 	<ul style="list-style-type: none"> Development of CBD wetland Park PHASE 2 30 Ha (portion of Rwampara Wetland in front of Kimichanga garden and CBD - Office Precinct) Rehabilitation of the existing affected parcels within Rwampara Wetland and reconversion into passive and active recreational areas. PHASE 2 (2,9 Ha) 	<ul style="list-style-type: none"> Development of CBD wetland Park PHASE 3 30 Ha (portion of Nyabugogo Wetland) Rehabilitation of the existing affected parcels within Nyabugogo Wetland and wetland Park Boundary and reconversion into passive and active recreational areas. PHASE 3 (2,9 Ha) 	<ul style="list-style-type: none"> Development of CBD wetland Park PHASE 4 18 Ha (Rwezangoro Wetland) Rehabilitation of the existing affected parcels within Rwezangoro Wetland and CBD WETLAND Park Boundary and reconversion into passive and active recreational areas. PHASE 4 (4,7 Ha) 		
				C								Participatory planning, land pooling and public-private partnerships	High	Wetland Front completed	N/A - 2019 Masterplan proposal	• Wetland front infrastructures and landscaping (according to phasing Plan) completed					
						C						Incentives to attract private investors; Public-private partnerships (PPP)	Medium	% completion of the project	10% completed Detailed design have been completed	• 100% completed					
						C						Participatory planning, public-private partnerships	Medium	% completion of project	Proposed in 2013 Master Plan. Progress N/A.	• N/A	<ul style="list-style-type: none"> Feasibility Study and Assessment Detailed Design and Master Plan for Eco Park 	<ul style="list-style-type: none"> On-going maintenance and Event Management 	<ul style="list-style-type: none"> On-going maintenance and Event Management 	<ul style="list-style-type: none"> On-going maintenance and Event Management 	
						C						Participatory planning, public-private partnerships	Medium	% completion of project	Proposed in 2013 Master Plan. Progress N/A.	• N/A	<ul style="list-style-type: none"> Feasibility Study and Assessment Detailed Design and Master Plan for Eco Park 	<ul style="list-style-type: none"> On-going maintenance and Event Management 	<ul style="list-style-type: none"> On-going maintenance and Event Management 	<ul style="list-style-type: none"> On-going maintenance and Event Management 	

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G.I.S 47	Catalytic Project	Green Development	Eco Park within Mount Rebero	Nyarurama and Bwerankori cell	Proposed	Create attractive tourist destination in Kigali by providing more public open spaces and recreation areas and through sustainable use of city's natural resources for the benefit of Public				x	x	R	C								R	C	C				
G.I.S 48	Catalytic Project	Urban Design	Development of Gahanga Sports Hub	Gahanga sector	Major delay- from 2013 MP	Provide more public open spaces and recreation areas in the city and Stimulate growth in Gahanga Sector				x	x	R									R	C	C				
G.I.S 49	Catalytic Project	Economic Development	Kigali Cultural Village	Nyarurama and Bwerankori cell	Ongoing	Create attractive tourist destination in Kigali through development of Cultural Village, including concert halls, local art and crafts workshop and shops etc.					x	R									R						
G.I.S 50	Catalytic Project	Urban Design	Education City along Muhazi lakefront	Indatemwa cell	Proposed	A new education hub in East Africa to improve the standard of education and research Provide educational facilities from school age to research level and branch campuses of some of the world's major universities				x		R							R		R						
G.I.S 51	Catalytic Project	Urban Design	Health City near Masaka Regional Centre	Mbabe cell	Proposed	A new regional Healthcare hub in East Africa to improve the standard of healthcare and medical research Provide state-of-the-art health care facilities and medical reasearch collaborating with some of leading health care providers and hospitals world wide.						R															
52	Catalytic Project	Urban Design	Kimironko Stadium Redevelopment	Gasabo district	Proposed	To position Kimironko as revitalized fringe centre in Gasobo District. Re-development of Kimironko Stadium including : Mixed Uses, new sports facilities. Development of Public Spaces				x	x	R															
53	Catalytic Project	Green Development	Implementation of Kigali Urban wetland MP	Kigali City (All sectors)	Proposed	Implement Conservation Investment Plan				x		R				C			R			C	C				
54	Catalytic Project	Green Development	Rehabilitation of 300 ha of Gikondo wetland	Gikondo and Nyaryenge Sectors	Proposed in CDS	Restoration/Rehabilitation of Wetlands				x	x	R				C						R					

RSSB	RBD	WASAC	REG	RURA	CAA	RLUMA	MINIRENA	DONORS	LENDERS	OTHER (SPECIFY)	INTERNATIONAL ORGANIZATION	POSSIBLE IMPLEMENTATION MODELS	PRIORITY	INDICATOR	BASELINE (2019)	P1 - 2024	P2 - 2031	P3 - 2038	P4 - 2045	P5 - 2050	REMARKS
						C						Participatory planning, public-private partnerships	Medium	% completion of project	N/A - Forest Restoration Action Plan not available	• N/A	• Feasibility Study and Assessment Detailed Design and Master Plan for Eco Park	• On-going maintainance and Event Management	• On-going maintainance and Event Management	• On-going maintainance and Event Management	
						C						Incentives to attract investors and public-private partnerships	Medium	% completion of the project % increase in public open spaces in Gahanga	15% completed 1. Expropriation has been done; 2. MINISPOC has already completed the land acquisition process; 3. Rwanda Cricket stadium is completed; and 4. Detailed design of Olympic stadium is on Concept design stage	• Detailed Desing Completed • 30% of construction completed	• 100% Complete				
												N/A- project in good progress	High	% completion of the cultural village project	80% complete for phase one	• 100% complete					
						C						Public Private Partnership OR Government funded		% completion of project	Proposed						
										R-MoH		Public Private Partnership OR Government funded		% completion of project	Proposed	• Feasibility Study	• Depending on feasibility study				
														% completion of project	Land is already available.	• New Kigali Arena Complete • Feasibility Study for remaining interventions	• Depending on feasibility study				
						C						Public Project	High	% completion of restoration works of select wetlands in the city. % implementation of ongoing measures in the wetland catchment area to maintain the ecological health of the restored wetland.	N/A-2019 MP Proposal	• Feasibility studies, detailed design and phase wise planning. • 1st phase initiated as per CIP	• Depending on CIP upates	• Depending on CIP upates	• Depend- ing on CIP upates	• Depending on CIP upates	
						C						Public Project	High	% completion of Rehabilitation of Gikondo-Nyabugogo sub-catchment and other wet-lands	1.8 ha	• Completed Rehabilitation of Gikondo-Nyabugogo sub-catchment and other wetlands					

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55	Catalytic Project	Green Development	Kigali Wetland Biodiversity Parks	Muhima, Kacyiru, Gitega and Kamisagara Sectors	Proposed	Create/restore wetlands which will serve as a biodiversity park in Kigali. Integrate Wetlands, Water Bodies and Natural Drainage Channel Restoration into design and development of green open spaces, urban parks and landscapes, and green city trails/corridors.				x	x	R							R		R						
56	Catalytic Project	Green Development	Hill Top and Steep Slope Forest Parks	KANYINYA, KIGALI AND MAGERAGERE SECTORS	On track-from 2013 MP	Establishment and restoration/ revegetation of hill top and forest parks as attractive tourist destinations	x			x		R				C					R	R					
57	Catalytic Project	Redevelopment & Upgradation	Relocation of households from high risk/ hazardous areas and restriction of development and activities in high risk areas.	Kigali City (All sectors)	Proposed	Restrict development and activities in high risk areas.and relocate households from high risk/hazardous areas.				x		R			C		C				R	R					
58	Catalytic Project	Housing	BATSINDA II Project developed	Batsinda	Proposed in CDS	Development of BATSINDA II project to provide housing solutions for the low income segments of the population.		x				R	C		C					R							
59	Catalytic Project	Housing	Rugarama Park Estate developed	Rugarama	Proposed in CDS	Development of Rugarama Park Estate to provide housing solutions for the low income segments of the population.		x				R	C		C					R							
60	Catalytic Project	Redevelopment & Upgradation	Informal settlements upgrade with infrastructure in Agatare	Agatare	Proposed in CDS	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.		x				R	C		C		C			R							
61	Catalytic Project	Economic development	Development of Commercial area and mixed-use Corridor at Kimironko	Kimironko	Proposed in CDS	Increase of commercial spaces and industrial areas through detail proposals for commercial and industrial development and road widening in Kimironko.			x			R	C	C													
62	Catalytic Project	Economic development	Business park and Expo	Kigali City	Proposed in CDS	Increase of commercial spaces and industrial areas with development of Business park and Expo			x			R	C	C													
63	Catalytic Project	Economic development	Phase 1 & roundabout commercial and office complex	Kigali City	Proposed in CDS	Increase of commercial spaces and industrial areas with development of Phase 1 & roundabout commercial and office complex (Amarembo project, Catchup project and plateau plots)			x			R	C	C													

RSSB	RBD	WASAC	REG	RURA	CAA	RLUMA	MINIRENA	DONORS	LENDERS	OTHER (SPECIFY)	INTERNATIONAL ORGANIZATION	POSSIBLE IMPLEMENTATION MODELS	PRIORITY	INDICATOR	BASELINE (2019)	P1 - 2024	P2 - 2031	P3 - 2038	P4 - 2045	P5 - 2050	REMARKS
						C						Public Project.	Medium	% completion of the Phases of the Kigali Wetland Biodiversity Parks Project	Proposed in 2013 Master Plan. 1 botanical garden	<ul style="list-style-type: none"> Feasibility studies, detailed design and phase wise planning. PHASE 1: Development of parks, landscaped areas and amenities Development of boardwalks and pedestrian connectors. Completion of 6 Botanical Gardens 		PHASE 2: <ul style="list-style-type: none"> Development of Botanical Garden Development of Equestrian Park Creation of landscape areas, pedestrian paths, seating areas and public facilities 			
							C					Public Project	High	% completion of project Reforested/afforested hill tops and park areas.	Design and feasibility study is completed 15% completed	<ul style="list-style-type: none"> Incentive packages to attract investors Phase wise planning and resource mobilization Completed Phase 1 	<ul style="list-style-type: none"> Completed Phase 2 	<ul style="list-style-type: none"> Completed Phase 2 	<ul style="list-style-type: none"> Completed Phase 2 	<ul style="list-style-type: none"> Completed Phase 2 	
			C				C					Public Project	High	% completion of natural disaster map, early warning system and disaster response plans	2019 MP proposal	<ul style="list-style-type: none"> Feasibility studies / RAP Studies Completed Phase 1 of Relocation 	<ul style="list-style-type: none"> Completed Phase 2 of Relocation 				
	C	C	C			C						Public Project	High	BATSINDA II Project developed up to 100%	15%	<ul style="list-style-type: none"> 100% developed 					
	C	C	C			C						Public Project	High	Rugarama Park Estate developed up to 100%	Detailed design	<ul style="list-style-type: none"> 100% developed 					
		C	C									Public Project	High	Number of HH's living in Agatare sector unplanned settlements that have access to basic services and Number of Km of infrastructure constructed	*1500 Number households in Agatare with improved access to their homes; *2.9 km of rehabilitated drainage channels; *1.2 km of improved foot-paths; *5 Km Length of improved roads;	<ul style="list-style-type: none"> Follow up of QoL 					
		C										Public Project	High	Development of Commercial area and mixed-use Corridor at Kimironko	No baseline indicated	<ul style="list-style-type: none"> Kimironko Market and Taxi Park Redevelopment 					
		C										Public Project	High	Development of Business Park and Expo	No baseline indicated	<ul style="list-style-type: none"> Approval of proposal for Expo and business park Follow up of construction works 					
		C										Public Project	High	100% completion of Phase 1 & roundabout commercial and office complex (Amarambo project, Catchup project and plateau plots)	Construction project submitted for review-10%	<ul style="list-style-type: none"> 20% by 2020; 50% by 2021; and 100% by 2022 					

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64	Catalytic Project	Economic development	Gikondo Industrial Park relocated	Gikondo	Proposed in CDS	Relocation of Industries from Gikondo Industrial Park			x			R		R													
65	Catalytic Project	Green Development	Air pollution mitigated through planting specialized trees in urban area	Kigali City	Proposed in CDS	Mitigation of Air pollution in urban area				x		R				C						R	R				
G.I.S 66	Catalytic Project	Green Development	Kicukiro Wetland and Biodiversity Park		from 2013 MP																						
G.I.S 67	Catalytic Project	Green Development	Equestrian Park		from 2013 MP																						
G.I.S 68	Catalytic Project	Green Development	Nyabarongo ECO Park and Wetlands		from 2013 MP																						
G.I.S 69	Catalytic Project	Green Development	Kanyinya Wetland Town Park		from 2013 MP																						
G.I.S 70	Catalytic Project	Green Development	Golf Course at Nyarutarama		from 2013 MP																						
G.I.S 71	Catalytic Project	Green Development	Botanic Garden at Gahanga		from 2013 MP																						
G.I.S 72	Catalytic Project	Green Development	Golf Course at Nyabarongo Aval		from 2013 MP																						
G.I.S 73	Catalytic Project	Green Development	Gikondo Regeneration / Lake Park		from 2013 MP																						
G.I.S 74	Catalytic Project	Green Development	Horticulture Park at Ntora		from 2013 MP																						
75	Catalytic Project	Redevelopment & Upgradation	Nyabugogo Transport Hub Feasibility Study	Kigali City	Proposed	Feasibility Study for Nyabugogo Transport Hub				x		R	C						C			C		C			
G.I.S 76	Catalytic Project	Redevelopment & Upgradation	Gatenga Insitu upgrading by basic infrastructure provision	Kicukiro district, Gatenga	Feasibility study completed	For the matter of balancing the upgrading program, Gatenga should be highly considered site in Kicukiro district. Kicukiro inhabits the highest number of informal settlers	x	x				R															
G.I.S 77	Catalytic Project	Redevelopment & Upgradation	Gitega Insitu upgrading by basic infrastructure provision	Nyarugenge district, Gitega (Gacyamo, Kin-yange, Kora and Gitega villages)	Feasibility yet to be completed	The settlement is located in the central catchment of the city where most city dwellers and business people tend to overcrowd for the reason of having a nearby proximity to the city centre	x	x																			
G.I.S 78	Catalytic Project	Redevelopment & Upgradation	Kamatamu Insitu upgrading by basic infrastructure provision	Gasabo district, Kacyiru (Karukamba)	Feasibility yet to be completed	It is one of the unplanned and chaotic settlements located a long and on the very critical view of the major arterial road(airport-KCC-city centre corridor)t	x	x																			
G.I.S 79	Catalytic Project	Redevelopment & Upgradation	Kagugu Land acquisition and redevelop the area	Gasabo district, Kinyinya,Kagugu (Kadobogo & Kabuhunde villages)	Feasibility yet to be completed	Improvement of unplanned settlement through redevelopment	x	x																			

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												Public Project	High	Number of property owners reallocated in Gikondo Industrial Park in collaboration with MINICOM	14 (by 2017)	• 35 by 2020/21; and 36 by 2021/22					
												Public project	High	Number of km of roads covered by trees and maintained	200 km	• 1200 Kms covered					
		C	C									PPP	High	% of Completion	New Study	• 100% completion					
													High	% completion	100% Completed						
													Medium	% completion	50% completed	• 100% Completed					
													Medium	% completion	50% completed	• 100% Completed					
													Medium	% completion	50% completed	• 100% Completed					

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G.I.S 80	Catalytic Project	Redevelopment & Upgradation	Mu miyembe Land acquisition and redevelop the area	Gasabo district, Kimihurura (Urwego, Ubumwe, Rugarama & Intambwe villages)	Feasibility yet to be completed	It is one of the unplanned and chaotic settlements located a long and on the very critical view of the major arterial road(prince house-Rwandex- city center road)	x	x																			
G.I.S 81	Catalytic Project	Redevelopment & Upgradation	Inyange (Urukundo village) Land acquisition and redevelop the area	Gasabo district, Kacyiru (Kibaza & Inyange villages)	Feasibility study completed	Land acquisition and redevelop the area	x	x																			
G.I.S 82	Catalytic Project	Redevelopment & Upgradation	Camp Zaire Land acquisition and redevelop the area	Kicukiro district, Gikondo (Urumuri, Ubumwe, Umutekano)	Feasibility yet to be completed	Land acquisition and redevelop the area	x	x																			
G.I.S 83	Catalytic Project	Redevelopment & Upgradation	Nyagatovu Insitu upgrading by basic infrastructure provision	Gaabo district, Remera (Ijabiro, urugwiewo, Isangan, Itetero villages)	Feasibility yet to be completed	Insitu upgrading by basic infrastructure provision	x	x																			
G.I.S 84	Catalytic Project	Redevelopment & Upgradation	Bukinanyana Land acquisition and redevelop the area	Gasabo district, Kacyiru, Kamukina (Inyamibwa village)	Feasibility yet to be completed	Land acquisition and redevelop the area	x	x																			

RSSB	RBD	WASAC	REG	RURA	CAA	RLUMA	MINIRENA	DONORS	LENDERS	OTHER (SPECIFY)	INTERNATIONAL ORGANIZATION	POSSIBLE IMPLEMENTATION MODELS	PRIORITY	INDICATOR	BASELINE (2019)	P1 - 2024	• P2 - 2031	• P3 - 2038	• P4 - 2045	• P5 - 2050	REMARKS
													Medium	% completion	50% completed	• 100% Completed					
													High	% completion	100% Completed						
													Medium	% completion	50% completed	• 100% Completed					
													Medium	% completion	50% completed	• 100% Completed					
													Medium	% completion	50% completed	• 100% Completed					

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G.I.S 85	CIP	Transport	Development of Airport Boulevard	Kimihurura - Nyarugunga	Minor Delay- from 2013 MP	Develop the corridor as distinct urban commerical street	x			x		R	C											C			
86	CIP	Green Development	Design of resilient infrastructure and services	Kigali City (All sectors)	Proposed	Design of resilient infrastructure and services to minimize the impacts and disruptions from common natural disasters.				x		R	C									R	R				
G.I.S 87	CIP	Transport	Detailed NMT plan for CBD and Kacyiru area	CBD and Kacyiru	Proposed	Ensure a safe and comfortable NMT network in the City through detailed NMT Plans with Implementation Projects				x		R												C			
G.I.S 88	CIP	Transport	Detailed NMT plan for Gahanga area	Gahanga	Proposed	Ensure a safe and comfortable NMT network in the City through detailed NMT Plans with Implementation Projects				x		R												C			
G.I.S 89	CIP	Transport	Detailed NMT plan for Masaka Regional Center	Masaka	Proposed	Ensure a safe and comfortable NMT network in the City through detailed NMT Plans with Implementation Projects				x		R												C			
90	CIP	Transport	Reservation of BRT Corridor	Kigali- Various Locations	from 2013 MP and BRT feasibility Study	Reserve dedicated corridors for possible public transit lines to provide quality public transport in the City and to improve the local connectivity				x		R												R			
G.I.S 91	CIP	Transport	BRT Phase for 2025 relevant road upgrades to two lanes per direction and relevant NMT Primary Routes (RouteNyamirambo - Nyabugogo - Ndera BRT Line 1 and 2 - in Previous MP)	Kigali- Various Locations	Minor delay- from 2013 MP	Provide quality public transit connectivity in the City through development of BRT Line detail, proposal for development of BRT corridor and infrastructure, and development of road side / median landscaping along arterial road.						R	C											R			

T	RBD	WASAC	REG	RURA	CAA	RLUMA	MINIRENA	DONORS	LENDERS	OTHER (SPECIFY)	INTERNATIONAL ORGANIZATION	POSSIBLE IMPLEMENTATION MODELS	PRIORITY	INDICATOR	BASELINE (2019)	P1 - 2024	P2 - 2031	P3 - 2038	P4 - 2045	P5 - 2050	REMARKS
												Public participation, Land assembly; Incentives; Public-private partnerships (PPP)	High	% completion of project	60 % complete 1. Senitization about redevelopment has been done; 2. Some plot owners have started redevelopment and others have submitted their proposals to CoK; 3. Kigali convention centre: Completed; 4. Kigali Heights: Completed; 5. KBC project: Completed; 6. Giporoso Junction: reminder letters have been sent to developers; 7. Umuyenzi plaza: Completed; 8. Catch up project: refurbishment completed; 9. Umubano Hotel refurbishment is ongoing	• 100% complete					
							C					Public Project	Medium	% completion of designs of resilient infrastructure and services. % implementation of designed resilient infrastructure and services projects.	N/A-2019 MP Proposal	• Feasibility studies, detailed design and phase wise planning. • Phase 1 (Pilot) Completed	• Phase 2 Completed	• Phase 3 Completed	• Phase 4 Completed	• Phase 5 Completed	
				C								Public Project	High	Completed NMT plans with NMT infrastructure and programs implemented	New project. No progress / baseline	• 100% complete					
				C								Public Project	High	Completed NMT plans with NMT infrastructure and programs implemented	New project. No progress / baseline	• 100% complete					
				C								Public Project	Medium	Completed NMT plans with NMT infrastructure and programs implemented	New project. No progress / baseline		• 100% complete				
				C								Public participation, Land assembly; Incentives to attract investors; Public-private partnerships (PPP)	High	Operational BRT System	10% complete - Feasibility Study and Preliminary Design Complete	• According to BRT Feasibility and Preliminary Design Report (Final)					
				C								Public Project	High	% completion of the BRT project Bus Rapid Transit (BRT) constructed at main corridor Operational BRT System	5 % complete - Feasibility Study and Preliminary Design Complete	• According to BRT Feasibility and Preliminary Design Report (Final) • As per CDS: Preparation of BRT Detail Proposal (by 2020) 36 km in 2020/21 • Follow up of work progress	• According to BRT Feasibility and Preliminary Design Report (Final)	• According to BRT Feasibility and Preliminary Design Report (Final)	• According to BRT Feasibility and Preliminary Design Report (Final)	• According to BRT Feasibility and Preliminary Design Report (Final)	As per availability of funds

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G.I.S 92	CIP	Transport	BRT Phase for 2030, relevant road upgrades to two lanes per direction and relevant NMT Primary Routes (RouteNyamirambo - Nyabugogo - Ndera BRT Line 1 and 2 - in Previous MP)	Kigali- Various Locations	Minor delay- from 2013 MP	Provide quality public transit connectivity in the City through development of BRT Line detail, proposal for development of BRT corridor and infrastructure, and development of road side / median landscaping along arterial road.						R	C											R			
G.I.S 93	CIP	Transport	BRT Phase for 2040 relevant road upgrades to two lanes per direction and relevant NMT Primary Routes (Nyabugogo Gahanga BRT Line 4 in previous MP)	Kigali- Various Locations	Minor delay- from 2013 MP	Provide quality public transit connectivity in the City through development of BRT Line detail, proposal for development of BRT corridor and infrastructure, and development of road side / median landscaping along arterial road.						R	C											R			
G.I.S 94	CIP	Transport	BRT Phase for 2050 relevant road upgrades to two lanes per direction and relevant NMT Primary Routes (Nyabugogo - Kinyinya BRT Line 5 in previous MP)	Kigali- Various Locations	Minor delay- from 2013 MP	Provide quality public transit connectivity in the City through development of BRT Line detail, proposal for development of BRT corridor and infrastructure, and development of road side / median landscaping along arterial road.						R	C											R			
G.I.S 95a	CIP	Transport	Ring Road Phase 1 (Ring Road South: East Portion)	Kigali South East	Preliminary feasibility completed	Provide high capacity mobility roads to improve the road network of the City as well as to provide by-pass alternatives for Freight including development of road side / median landscaping along arterial road						R												R			
G.I.S 95b	CIP	Transport	Ring Road Phase 1 (Ring Road South: West/ internal Portion)	Kigali South West	Required Feaibility Study	Provide high capacity mobility roads to improve the road network of the City as well as to provide by-pass alternatives for Freight including development of road side / median landscaping along arterial road						R												R			
G.I.S 96	CIP	Transport	Ring Road Phase 2 (Ring Road North)	Kigali Northern Outskirts	Preliminary feasibility completed	Provide high capacity mobility roads to improve the road network of the City as well as to provide by-pass alternatives for Freight including development of road side / median landscaping along arterial road						R												R			
G.I.S 97	CIP	Transport	Ring Road Phase 3 (Ring Road South: West Portion)	Kigali South-Western Outskirts	Preliminary feasibility completed	Provide high capacity mobility roads to improve the road network of the City as well as to provide by-pass alternatives for Freight including development of road side / median landscaping along arterial road						R												R			
98	CIP	Transport	Gitega Kimisagara Green Link	Gitega Kimisagara	from 2013 MP	Improve transport connectivity to ensure safe and comfortable link				x		R	C								C						
G.I.S 99	CIP	Transport	Airport Link Road	Sonatubes-Gahanga- Akagera	Proposed	Improve connectivity to Bugesera Airport						R												R			

RSSB	RBD	WASAC	REG	RURA	CAA	RLUMA	MINIRENA	DONORS	LENDERS	OTHER (SPECIFY)	INTERNATIONAL ORGANIZATION	POSSIBLE IMPLEMENTATION MODELS	PRIORITY	INDICATOR	BASELINE (2019)	P1 - 2024	P2 - 2031	P3 - 2038	P4 - 2045	P5 - 2050	REMARKS
				C								Public Project	Medium	% completion of the BRT project Operational BRT System	5 % complete - Feasibility Study and Preliminary Design Complete	<ul style="list-style-type: none">According to BRT Feasibility and Preliminary Design Report (Final)As per CDS: Preparation of BRT De-tail Proposal (by 2020) 36 km in 2020/21Follow up of work progress	<ul style="list-style-type: none">According to BRT Feasibility and Preliminary Design Report (Final)	<ul style="list-style-type: none">According to BRT Feasibility and Preliminary Design Report (Final)	<ul style="list-style-type: none">According to BRT Feasibility and Preliminary Design Report (Final)	<ul style="list-style-type: none">According to BRT Feasibility and Preliminary Design Report (Final)	As per availability of funds
				C								Public Project	Medium	% completion of the BRT project Operational BRT System	5% complete- Feasibility Study and Preliminary Design Complete	<ul style="list-style-type: none">According to BRT Feasibility and Preliminary Design Report (Final)As per CDS: Preparation of BRT De-tail Proposal (by 2020) 36 km in 2020/21Follow up of work progress	<ul style="list-style-type: none">According to BRT Feasibility and Preliminary Design Report (Final)	<ul style="list-style-type: none">According to BRT Feasibility and Preliminary Design Report (Final)	<ul style="list-style-type: none">According to BRT Feasibility and Preliminary Design Report (Final)	<ul style="list-style-type: none">According to BRT Feasibility and Preliminary Design Report (Final)	
				C								Public Project	Low	% completion of the BRT project Operational BRT System	5% complete- Feasibility Study and Preliminary Design Complete	<ul style="list-style-type: none">According to BRT Feasibility and Preliminary Design Report (Final)As per CDS: Preparation of BRT De-tail Proposal (by 2020) 36 km in 2020/21Follow up of work progress	<ul style="list-style-type: none">According to BRT Feasibility and Preliminary Design Report (Final)	<ul style="list-style-type: none">According to BRT Feasibility and Preliminary Design Report (Final)	<ul style="list-style-type: none">According to BRT Feasibility and Preliminary Design Report (Final)	<ul style="list-style-type: none">According to BRT Feasibility and Preliminary Design Report (Final)	
				C								Public Project	High	% completion of the project KRR Constructed and Operational	5% complete- Revision of alignment and feasibility study on going	<ul style="list-style-type: none">According to KRR Preliminary Design Report					
				C								Public Project	High	% completion of the project KRR Constructed and Operational	5% complete- Revision of alignment and feasibility study on going	<ul style="list-style-type: none">According to KRR Preliminary Design Report					
				C								Public Project	High	% completion of the project KRR Constructed and Operational 40 Km of Kigali Ring road constructed - as per CDS	5% complete- Revision of alignment and feasibility study on going	<ul style="list-style-type: none">According to KRR Preliminary Design Report					
												Public Project	Medium	% completion of the project KRR Constructed and Operational	30% complete Some roads have been up-graded and others are in the city of Kigali upcoming planning(CDS 2018-2024)	<ul style="list-style-type: none">According to KRR Preliminary Design Report					
												Public participation, Land assembly; Incentives to attract investors; Public-private partnerships (PPP)	High	% completion of the Green link	No progress - Major delay	<ul style="list-style-type: none">Feasibility Study Land Assembly and Detailed Design and resource mobilization finalized.	<ul style="list-style-type: none">100% complete				
				C								Public Project	High	% completion of the project Sonatubes-Gahanga- Akagera asphalt road (13.8 km) constructed Airport Link Road Constructed and Operational	Design Complete	<ul style="list-style-type: none">100% complete					

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G.I.S 100	CIP	Transport	Cable Car System between Nyabugogo and the CBD (Feasibility Study)	Between Nyabu-gogo and the CBD	Proposed	Investigate an alternative means of public transport within the hilly terrain of the City						R												C			
101	CIP	Transport	Upgrade all Required Roads to Major Arterials	Kigali- Various Locations	Proposed	Improve the mobility of the road network						R												C			
102	CIP	Transport	100% Universal Access for Streets and Side-walks including BRT and NMT infrastructure	Kigali- Various Locations	Proposed	Improving access and remov-ing barriers linked to the urban environment, urban transport and mobility systems						R									C			C			
103	CIP	Power	2025 District Power Supply	Kigali- Various Locations	On track- from 2013 MP	Meet the medium-term City Power demand for Gasabo and Kicukiro District through the development of Power Supply Infrastructure -4 New 220/110 kv substation (3x200MVA); 17 New 110/70kv substation (2x90MVA); 136.5 km (1 pair) 220kV overhead transmission line (within Kigali); 90.2 km (1 pair) 110kV underground transmission line; 219 km (1 pair) 70kV underground transmission line (Excluding 70/15kV substations						C															
104	CIP	Water	Hydrological study of water sources	Kigali- Various Locations	Proposed	Confirm the capacity of the water sources to meet the water demand needs of the city						R	C										C				
105	CIP	Water	Upgrade water treatment plants	Jali, Kanyinya, Kimisagara and Rukoli	Proposed	Increase capacity of existing water treatment plants to meet the City's future demand.						R	C										C				
106	CIP	Water	Construction of reservoirs	Kigali - Various locations	Proposed	Increase capacity of storage reser-voirs to ensure 48 hours of water in 2050 should there be a supply inter-ruption through construction of 50 of reservoirs with a total capacity of 1150 ML, sizes ranging from 5-60 ML each.						R	C										C				

RSSB	RBD	WASAC	REG	RURA	CAA	RLUMA	MINIRENA	DONORS	LENDERS	OTHER (SPECIFY)	INTERNATIONAL ORGANIZATION	POSSIBLE IMPLEMENTATION MODELS	PRIORITY	INDICATOR	BASELINE (2019)	P1 - 2024	P2 - 2031	P3 - 2038	P4 - 2045	P5 - 2050	REMARKS
				C								Public Project	Medium	Feasibility Study Completed	New project- No progress made	• Pre-feasibility and Feasibility Study complete					
				C								Public Project	Medium	Major arterials upgraded	New project. No progress made.	• Design, Implementation and Monitoring-As Required according to Phasing Plan					
												Public Private Partnership OR Government funded	Medium	% of unversible access for Streets and Sidewalks including BRT and NMT infrastructure	N/A - 2019 MP proposal?	<ul style="list-style-type: none"> Universal Accessibility Master Plan (UAMP) and phasing for streets and sidewalks - including BRT and NMT infrastructure with detailed Urban Design Guidelines Implementation of UAMP - streets and sidewalks - including BRT and NMT infrastructure - PHASE 1 	<ul style="list-style-type: none"> Implementation of UAMP - streets and sidewalks including BRT an NMT infrastructure PHASE 2 Ongoing maintain-ance 	<ul style="list-style-type: none"> Implementa-tion of UAMP streets and sidewalks including BRT and NMT in-frastructure PHASE 3 Ongoing maintainance 	<ul style="list-style-type: none"> Implemen-tation of UAMP streets and sidewalks including BRT and NMT in-frastructure PHASE 4 Ongoing maintain-ance 	<ul style="list-style-type: none"> Implementation of UAMP streets and side-walks including BRT and NMT infrastructure PHASE 5 Ongoing main-tainance 	
										R- EWSA		Public Project - Incre-mental Phasing	Medium	% completion of the project 2025 power supply demand met.	75% complete 1. 4 New 220/110 kv substation(3x200MVA); at advanced stage of implemen-tation (starts with one transformer-(93.5MVA); 2. 17 New 110/70kv substa-tion (2x90MVA) completed; 3. 136.5 km (1 pair) 220kV overhead transmission line (within Kigali); Reinforced 110kV. Some are completed and others are at advanced stages of implementation; 4. Upgraded 70 to 110kV but still overhead. Reinforced distribution network to 219 km (1 pair) 70kV underground transmission line (Excluding 70/15kV increase capacity and establish redundancy)	• 100% complete					
		R		C								Public Project	High	Comprehensive hydrological water source study com-pleted	No detailed study	• Determine maximum yields of water sources, namely: Mu-tobo Spring, Nyabarongo River, Nyabugogo River, Yanze River, Lake Mugesera and Lake Muhazi Study Complete					
		R		C								Public Project	Medium	Operational water treatment plants to serve 2050 demand	Current Capacity: Kimis-agara 28000m3/day, Nzove 105000m3/day, Karenge 12000m3/day, Bugarama Unknown		• Upgrade Nzove by 40000m3/day	• Upgrade Nzove by 10000m3/ day and Karenge by 160000m3/ day	• Upgrade Nzove by 40000m3/ day and Karenge by 150000m3/ day	• Upgrade Bugarama by 3500m3/day and Nzove by 30000m3/day	
		R		C								Public Project	Medium	Operational reser-voirs to serve 2050 demand	Current Capacity: 32 ML	• Construct 10 reservoirs of 195ML total capacity	• Construct 9 res-ervoirs of 240ML total capacity	• Construct 10 reservoirs of 355ML total capacity	• Construct 14 reservoirs of 415ML total capacity	• Construct 6 res-ervoirs of 70ML total capacity	

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107	CIP	Water	Extension of existing water supply network (bulk lines)	Kigali - Various locations	Proposed	Ensure that all citizens have access to potable water with construction of 159.1km new reservoir supply, 91.3km upgrade to reservoir supply, 136.3km sector supply.						R	C										C				
108	CIP	Sanitation	Construction of landfill	Ruliba	Proposed	Landfill to serve as a disposal site for waste generated in urban/ high-density areas , total area required in 2050 is 68 Ha (could be multiple sites)						R	C														
109	CIP	Sanitation	Construction of transfer stations	Kigali - Various locations	Proposed	Centralise waste collection points with construction of 41 transfer stations across the city along main routes from waste generation to disposal at the landfill						R	C														
110	CIP	Water	Maintenance and upgrading of drainage channels	Kigali - Various locations	Proposed	Ensure that all channels are operational at their full capacities and that stormwater is channeled adequately off roads, regular maintenance inspections to be done						R	C										C				
111	CIP	Sanitation	Implementation of SUDS	Kigali - Various locations	Proposed	Ensure that urban drainage systems are compatible with natural water cycle with construction of swales, wetlands, etc to slow down surface runoff, providing green spaces, reducing water pollution etc.						R	C										C				
112	CIP	ICT	Construction of Core ICT infrastructure layer		Proposed	Construction core ICT layer consisting of core fibre routes traversing key locations in the city, equipment hosting locations along the route, all active components (multi channel 100G optical transport network and network management elements), Cloud Data Centre with DR facility and NOC						R	C														
113	CIP	ICT	Construction of Access network layer and Introduction of Smart City concepts		Proposed	Proritised build out of the access network (last mile) to connect the customers and enable the phased provisioning of Smart services						R	C														
114	CIP	Institutional Framework	100% Universal Access for Public Parks, open spaces (including Kigali Wetland Park), heritage and cultural sites	Kigali- Various Locations	Proposed	Creating an inclusive society, diversity and design for all with implementation of proper urban design solutions and smart city tools for improving accessibility and safety in street design and urban transport infrastructure.				x	x	R									C						

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		R		C								Public Project	High	Extensive water supply network to serve city's 2050 demand	Current supply network exists, however no reservoirs with associated supply lines are in place	• Construct 8.0km new reservoir supply, 24.4 upgrade to reservoir supply, 6.5km sector supply	• Construct 24km new reservoir supply, 22.2km reservoir supply upgrades, 19.0km sector supply	• Construct 26.8km new reservoir supply, 36.2km reservoir supply upgrades, 29.1km sector supply	• Construct 49km new reservoir supply, 3.7km reservoir supply upgrades, 28.2km sector supply	• Construct 51.2km new reservoir supply, 4.7km upgrades to reservoir supply, 53.5km sector supply	
				C								Public Project	High	Operational engineered landfill to receive waste until 2050	No engineered landfill	• Construct 6 Ha landfill, and locate another 11 Ha piece of land for the next phase (can be outside of Kigali)	• Additional 11 Ha landfill expansion, and locate another 15 Ha for the next phase (can be outside Kigali)	• Additional 15 Ha landfill expansion, and locate another 19 Ha for the next phase (can be outside Kigali)	• Additional 19 Ha landfill expansion, and locate another 17 Ha for the next phase (can be outside Kigali)	• Additional 17 Ha landfill, full landfill capacity 68 Ha (can be split in multiple sites)	
				C								Public Project	High	Operational transfer stations to serve 2050 demand	No formal transfer stations	• Construct 5 transfer stations	• Construct 8 transfer stations	• Construct 17 transfer stations	• Construct 12 transfer stations		
				C								Public Project	Medium	Maintenance programme in place	Ongoing, regular maintenance	• Ongoing, regular maintenance	• Ongoing, regular maintenance	• Ongoing, regular maintenance	• Ongoing, regular maintenance	• Ongoing, regular maintenance	
				C								Public Project	Medium	% reduction in stormwater runoff with SUDS implementation	Some SUDS implementation (rainwater harvesting)	• SUDS to be implemented as per SW Management Plan	• SUDS to be implemented as per SW Management Plan	• SUDS to be implemented as per SW Management Plan	• SUDS to be implemented as per SW Management Plan	• SUDS to be implemented as per SW Management Plan	
				C							R- Private Service Providers	Public Private Partnership OR Government funded	High	Completed core network layer (phased as applicable)	N/A	• Completed core network infrastructure layer (2020 - 2021)					
				C							R- Private Service Providers	Public Private Partnership OR Government funded	High	Completed access network segments and delivered Smart City services	N/A	• Completed access network segments and delivered Smart City services (2021 onwards)					
												Public Private Partnership OR Government funded	Medium	% of universal access for Public Parks, open spaces (including Kigali Wetland Park), heritage and cultural sites	N/A - 2019 MP proposal?	• Universal Accessibility Master Plan (UAMP) and phasing for parks and public open spaces, heritage and cultural sites with detailed Urban Design Guidelines Implementation of UAMP - Parks and public open spaces, heritage and cultural sites- PHASE 1	• Implementation of UAMP - Parks and public open spaces, heritage and cultural sites- PHASE 2 Ongoing maintenance	• Implementation of UAMP - Parks and public open spaces, heritage and cultural sites- PHASE 3 Ongoing maintenance	• Implementation of UAMP - Parks and public open spaces, heritage and cultural sites- PHASE 4 Ongoing maintenance	• Implementation of UAMP - Parks and public open spaces, heritage and cultural sites- PHASE 5 Ongoing maintenance	

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115	CIP	Transport	Dedicated Bus Lanes (DBL) on expanded roads	Kigali- Various Locations	Proposed in CDS	Improved public transport services, effective and safe traffic management with dedicated Bus Lanes (DBL) on expanded roads						R												R			
116	CIP	Transport	Extension and Improvement of existing PT Services	Kigali- Various Locations	Proposed in CDS	Improved public transport services, effective and safe traffic management with extension of PT routes network to at least 300km and Improvement of existing PT Services						R												R			
117	CIP	Transport	Rehabilitation of Asphalt roads	Kigali- Various Locations	Proposed in CDS	Increased economic opportunities and facilities in urban areas through rehabilitation of 21.08 Km asphalt roads						R												R			
118	CIP	Transport	Detailed study for different urban roads conducted (98.2 Km)	Kigali- Various Locations	Proposed in CDS	Detailed study for different urban roads for ilncreased economic opportunities and facilities in urban areas through						R												R			
119	CIP	Transport	Asphalt roads construction	Kigali- Various Locations	Proposed in CDS	Asphalt road construction(120 Km) for increased economic opportunities and facilities in urban areas						R												R			
120	CIP	Transport	Urban roads upgrading project (Single carriageway to Dual carriageway)	Kigali- Various Locations	Proposed in CDS	Urban roads upgrading project (Single carriageway to Dual carriageway)for increased economic opportunities and facilities in urban areas.						R												R			
121	CIP	Sanitation	Construction of 2 waste water treatment plants to serve the CoK	Kigali City	Proposed in CDS	Construction of two waste water treatment plants: 145 500 m3/day at Gitikinyoni site to serve northern catchment, and 282 000 m3/day in Masaka sector to serve southern catchment						R	R										C				
122	CIP	Water	Development of Water Supply Infrastructure		Proposed in CDS	Development of Water Supply Infrastructure for accessibility to clean water as a part of Integrated water resource management						R	C														
123	CIP	Power	Development of Power Supply Infrastructure	Kigali- Various Locations	Proposed in CDS	Development of Power Supply Infrastructure for accessibility to electricity as a part of Integrated water resource management						R	C														

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												Public Project	High	Dedicated Bus Lanes (DBL) on expanded roads created	Pre-Feasibility	• 30% (2019/20); 40% (2020/21); 30% (2021/22)					
												Public Project	High	Extension of PT routes network to at least 300km and Improvement of existing PT Services as per Public transport Restructuring Study	Pre-Feasibility	• Study for Business Model completed by 2019 PT route network increased and service improved as per feasibility Plan					
												Public Project	High	21.08 Km asphalt roads rehabilitated	Pre-Feasibility available	• 25% (2019/20); 15% (2020/21); 20% (2021/22); 20% (2022/23); 20% (2023/24)					Fund available
												Public Project	High	Detailed study for different urban roads conducted (98.2 Km)	Study for 48.2 Km ongoing	• Study for started 48.2 Km completed 20% (2019/20); 20% (2020/21); 20% (2021/22); 20% (2022/23); 20% (2023/24)					Fund available
												Public Project	High	120 Km of asphalt roads constructed	398.91 km existing asphalt roads	• Fund mobilized 24km (2019/20); 24 km (2020/21); 24 km (2021/22); 24 km(2022/23); 24 km (2023/24)					
												Public Project	High	60 km Urban roads upgrading project (Single carriageway to Dual carriageway)completed	Pre-Feasibility	• Fund mobilization 25% (2020/21); 25% (2021/22); 25% (2022/23); 25% (2023/24)					
		R		C								Public Project	High	Operational waste water treatment plants to serve 2050 demand	No waste water treatment plants	• Construct 60000m3/day Gitikinyoni plant,					
		R										Public Project	High	Development of Water Supply Infrastructure	Detailed proposals	• 68 km water supply transmission pipe for Gasabo District 88 km water supply transmission pipe for Kicukiro Distric					
			R									Public Project	High	Development of Power Supply Infrastructure	Detailed proposals	• 4 new 220/110 kv substation (3x200MVA) • 17 new 110/70kv subsation (2x90MVA) • 136.5km (1 pair) 220kv overhead transmission line (within Kigali) • 90.2km (1 pair) 110kv underground transmission line (within Kigali) • 219km (1 pair) 70kv undergroundn transmission line (excluding 70/15kv substations)					

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124	CIP	Sanitation	Construction of Kigali Faecal sludge Treatment Plant at Masaka	Masaka	Proposed in CDS	Kigali Faecal sludge Treatment Plant construction to treat sludge waste from the city						R															
125	CIP		Construction of New Cemeteries	Kigali- Various Locations	Proposed in CDS	Construction of new cemeteries for well serviced urban areas						R	R														
126	CIP	Green Development	Kigali Water front development	Kigali City (various locations)	Proposed in CDS	Kigali Water front development						R												R			
127	CIP	Green Development	Development of Marshland	Kigali City (various locations)	Proposed in CDS	Development of Marshland				x	x	R				C						R					
128	CIP	Green Development	Development of open and green spaces for public use (30 ha)	Kigali City (various locations)	Proposed in CDS	Development of open and green spaces for public use				x		R										C					
129	CIP	Water	Implementation of modern street landscape irrigation system	Kigali City (various locations)	Proposed in CDS	Increase economic opportunities and facilities				x		R				R						C					
130	CIP	Green Development	Integrated landscape restoration of degraded area	Mont Kigali, Rebero, Jali	Proposed in CDS	Landscape restoration of degraded areas				x		R										R	R				
131	CIP	Water	Construction of waterborne sewer network	Kigali		Ensure that all citizens in urban/ high-density areas have a connection to a waterborne sewer network to be treated off-site, Construction of 42.7 km of primary sewer, and 151.7 km of secondary sewer bulk lines						R	C										C				
132	CIP	Power	Development of Power Supply Infrastructure - Transmission	Kigali	Proposed	Increase capacity of substations to serve future power demand						C															
133	CIP	Power	Planning for the medium-term and long-term City Power Demand for the City of Kigali	Kigali	Proposed	Planning (and update of current plans) for transmission and distribution networks serving CoK						C															
134	CIP	Green Development	Agro Tourism Valley Rutunga & Bumbogo		from 2013 MP																						

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		R										Public Project	High	Operational Faecal Sludge Treatment Plant in Masaka	Pre-Feasibility Study	<ul style="list-style-type: none"> Fund mobilization and Expropriation (2019/20); 25% (2020/21); 25% (2021/22); 25% (2022/23); 25% (2023/24); 					
					C							Public Project	High	% construction of New Cemeteries		<ul style="list-style-type: none"> Develoing proposal sites for land acquisition Land acquisition for new cemeteries 					
												Public Project	High	% completion of Kigali Water front development	MasterPlan	<ul style="list-style-type: none"> Pre-Feasibility Study by CoK Feasibility Study by a hired consultant(2019/20) Detailed study and fund mobilization 10% (2021/22); 10% (2022/23); 20%(2023/24) 					
						C						Public Project	High	Area of Marshland developed	678 ha(?)	<ul style="list-style-type: none"> 1300 ha developed 					
						C						Public project	High	Completion of development of 30 ha open and green spaces	N/A	<ul style="list-style-type: none"> 30ha of open and green spaces developed 					
												Public project	High	% completion of the project	Pre-Feasibility study	<ul style="list-style-type: none"> Feasibility study completed and Fund mobilization 					
							C					Public project	High	Ha of degraded land restored. (Mont Kigali, Rebero, Jali)	N/A	<ul style="list-style-type: none"> 900 ha of restoration completed 					
		R		C								Public Project	High	Extensive waterborne sewer network to serve 2050 demand in urban/ high-density areas	No waterborne sewer network	<ul style="list-style-type: none"> Construction of 27.4km primary, 50.5km secondary bulk sewer 	<ul style="list-style-type: none"> Construction of 7.4km secondary bulk sewer 	<ul style="list-style-type: none"> Construction of 8.5km secondary bulk sewer 	<ul style="list-style-type: none"> Construction of 15.4km primary, 60.5km secondary bulk sewer 	<ul style="list-style-type: none"> Construction of 24.8km secondary bulk sewer 	
			R									Public Project - Incremental Phasing	High	% completion of the project; % power supply demand met	Implementation ongoing (75% as per CDS info, Serial No. 98)	<ul style="list-style-type: none"> Complete 220/110kV Substation - Shango Establish 110/30kV Substation - Nzove 	<ul style="list-style-type: none"> Additional Capacity at Substation - Nzove 	<ul style="list-style-type: none"> Additional Capacity at Substation - Birembo Gahanga Gikondo Jabana 	<ul style="list-style-type: none"> Additional Capacity at Substation - Gasogi 	<ul style="list-style-type: none"> Additional Capacity at Substation - Gasogi 	
			R									Public Project	High	Annual updates to the Power Transmission and Distribution Plans	2018 Transmission and Distribution Plans	2024 Transmission Plan 2024 Distribution Network Plan Updated project lists	<ul style="list-style-type: none"> 2031 Transmission Plan 2031 Distribution Network Plan Updated project lists 	<ul style="list-style-type: none"> 2038 Transmission Plan 2038 Distribution Network Plan Updated project lists 	<ul style="list-style-type: none"> 2045 Transmission Plan 2045 Distribution Network Plan Updated project lists 	<ul style="list-style-type: none"> 2050 Transmission Plan 2050 Distribution Network Plan Updated project lists 	

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135	CIP	Green Development	Nyandungu Recreational Project		from 2013 MP	To create a distinct landscape identity in the city (In line with national interest on floriculture and favorable climatic conditions)				x		R	C									R					
136	CIP	Transport	Remera Giporoso- Nyandungu- Masaka Road	Kigali City	Proposed	Road Upgrading						R												C			
137	CIP	Power	Development of Power Supply Infrastructure - Distribution	Kigali	Proposed	Increase capacity of substations to serve future power demand and expand number of distribution switching stations						C															

RSSB	RBD	WASAC	REG	RURA	CAA	RLUMA	MINIRENA	DONORS	LENDERS	OTHER (SPECIFY)	INTERNATIONAL ORGANIZATION	POSSIBLE IMPLEMENTATION MODELS	PRIORITY	INDICATOR	BASELINE (2019)	P1 - 2024	P2 - 2031	P3 - 2038	P4 - 2045	P5 - 2050	REMARKS
												Public Project	Low	Completed Development of the Flower Valley	<ul style="list-style-type: none"> Proposed in 2013 Master Plan. 	<ul style="list-style-type: none"> Inclusion of the project in COK annual plans and COK sourcing of funding. Preparation of Terms of Reference to guide development of the projects by government entities or a private sector firm. Feasibility studies, detailed design and phase wise planning. Phase 1 (Pilot) Completed 	<ul style="list-style-type: none"> Phase 2 Completed 	<ul style="list-style-type: none"> Phase 3 Completed 			
												Public Project	High	% of Completion	<ul style="list-style-type: none"> New project 	<ul style="list-style-type: none"> 100% completion 					
			R									Public Project - Incremental Phasing	High	% completion of the project; % power supply demand met Review plan		<ul style="list-style-type: none"> Complete 4 x Substation <ul style="list-style-type: none"> Kigali South Kigali North Ministere Abbatoir Establish 2 x 15kV Switching Station <ul style="list-style-type: none"> Nyarugunga Remera 		<ul style="list-style-type: none"> Establish 1 x 15kV Switching Station <ul style="list-style-type: none"> Mageregere 	<ul style="list-style-type: none"> Establish 3 x 15kV Switching Stations <ul style="list-style-type: none"> Kanombe Rusororo Rutungu 	<ul style="list-style-type: none"> Establish 1 x 15kV Switching Station <ul style="list-style-type: none"> Masaka 	

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138	Good governance	Governance	Establishing TAG (Technical Advisory Group) as a permanent tool of governance		Proposed	TAG is recommended to be the coordinating body for urban development. This committee can provide the platform for inter agencies' projects coordination and collaboration for timely and successful implementation and monitoring progress of the Master Plan.	X					X	X	X		X		X	X	X	X	X	X				
139	Good governance	Governance	Draft of additional policies		Proposed	Transfer of Development Rights (TDR) Policy/legislation to enable CoK to establish TDR programs to promote and encourage communities to channel development toward designated growth area	X																				
140	Good governance	Governance	Draft of additional policies		Ongoing	Updating the National Plannign Code to capture most recent approach to planning in the Country	X					C	R						C	R							
141	Good governance	Governance	Draft of additional policies		Proposed	Implementation of Land Property Tax to enable land value capture mechanisms																					
142	Good governance	Governance	Establish and adopt a comprehensive procedure Manual for the Master Plan Management		Proposed	Draft a comprehensive procedural manual to guide: • Master Plan update and review • Zoning Variances Approval • Special Projects assessment • Database Management • any other procedure required for a transparent and efficient management of MP	X					X															
143	Good governance	Governance	Establishing participatory mechanisms in the decision-making and planning process and in the monitoring and evaluation of the Master Plan		Proposed	Establishing internal processes and procedures to ensure that a compoenent of participation is introduced to the Implementation, Management and Evaluation of Master Plan	X					X															
144	Good governance	Economic development	Promotion of value-added economic activities (and jobs)	Kigali City (All sectors)	Proposed	Encourage development of small-scale forest-based industries with value added manufacturing and non-timber forest products. Encourage forest-based eco-tourism and recreational activities like hiking, mountain biking, passive recreation, trails with the spots for watching birds, biodiversity exploration, scenic view spots, and camping sites. Promote creation of jobs and livelihood opportunities from all uses of the forest and agroforestry resources. Promotion of Transition to Alternative Energy Sources and Efficient Wood/Charcoal Stoves			X	X		R				C						R	R				
145	Good governance	Governance	Integrated strategic planning		Proposed	A integrated strategic plan incorporating all the envisioned infrastructure requirements of the various stakeholders i.e. transport, water & sanitation, etc and the concomitant ICT Master Plan to enable the communication requirements						R	C														

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X		X	X	X						X	X		High	n. of members involved in coordination activities; n. of meetings/year; TAG decisions embedded in CoK/ Rwanda Institutional Framework	TAG established in June 2018	• TAG role established and engaged in decision-making process, MP implementation coordination, monitoring and evaluation	• TAG engaged in decision-making process, MP implementation coordination, monitoring and evaluation	• TAG engaged in decision-making process, MP implementation coordination, monitoring and evaluation	• TAG engaged in decision-making process, MP implementation coordination, monitoring and evaluation	• TAG engaged in decision-making process, MP implementation coordination, monitoring and evaluation	
													High	Evaluating and implementing Transfer of Development Right schem year 2024;	Currently no discussion is ongoing regarding TDR in Rwanda	• TDR mechanisms set in place by year 2024;					
						C					C		High		Ongoing discussion on the update	• Planning code update by 2020					
													High	% of revenues collected yearly	Property Tax has just been approved.	• Increased Municipal funds available as per Property Tax Schedule					
													High	n. of established mechanisms and tools to consultate stakeholders on monitoring and evaluation of MP; n. of consultative meetings per year;		• "Established 2 consultative participatory meetings/year to monitor and evaluate MP implementation progress status;"					
													High	n. of established mechanisms and tools to consultate stakeholders on monitoring and evaluation of MP; n. of consultative meetings per year;		• "Established 2 consultative participatory meetings/year to monitor and evaluate MP implementation progress status;"					
							C					"Public Projects (promotion and incentives) Private Initiatives / Businesses"	Medium	% increase in number of business and number of employees (jobs) classified as operating in the value-added sector of Forestry and Agro-Forestry Sector	N/A-2019 MP Proposal	• Development and launch of green economy / green jobs promotion program (including value added economic activities based on natural resources from forests and wetlands)					
				C							R- Private Service Providers	Public Private Partnership OR Government funded	High	Completed integrated Infrastructure Master Plan	No plan	• A leading ministry or department appointed to lead the strategic planning process and a consultant contracted to facilitate and guide the development of the deliverable. Integrated Infrastructure Master Plan complete	• Integrated Infrastructure Master Plan updated	• Integrated Infrastructure Master Plan updated	• Integrated Infrastructure Master Plan updated	• Integrated Infrastructure Master Plan updated	

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146	Good governance	Governance	Smart City Ecosystem framework		Proposed	Developed Smart City Ecosystem framework which contains people, organizations and businesses, policies, laws and processes integrated together to create the desired outcomes of a Smart City						R	C														
147	Good governance	Governance	Land consolidation and banking	Kigali City	Proposed in CDS	Increased sustainability of land use system through Land consolidation and banking	x					R															
148	Good governance	Governance	Land bank for urbanization investments	Kigali City	Proposed in CDS	Increased sustainability of land use system through Land banking (20 Ha) for key urbanization investments	x					R															
149	Institutional Framework	Transport	Investigate the establishment of a Kigali Transport Authority		Major delay- from 2013 MP	Ensure a safe and comfortable and quality transport network in the City through Institutional Framework Plan for Kigali	x					R											C				
150	Institutional Framework	MP Management	City staff to be trained in infrastructure management and best practices		Proposed	Enhancing the quality of the departmental service and transferring specific technical knowledge for the optimal management of the infrastructure master plan - towards an efficient, effective and development oriented public service	x					R															
151	Institutional Framework	Institutional framework	Improvement of current CoK OSC, Infrastructure Department and Inspection Unit structure and functions		Proposed	Identification of capacity and structural gaps. Implementation of new structure.	x	x			x	x															
152	Institutional Framework	MP Management	Establishment of Monitoring and Evaluation Mechanism		Proposed	The Monitoring and Evaluation (M&E) is a tool to assess the progress of the Master Plan implementation and provide appropriate actions to adjust its performance.	x					x															
153	Institutional Framework	Governance	Public awareness/ education campaigns on Sanitation practices		Proposed	Since there is currently no waterborne sewer in Kigali, citizens need to be educated in this regard specifically in terms of their responsibilities to keep the system operating efficiently and disposing of waste safely by improving hygiene practices						R	C														
154	MP Management	MP Management	Draft of Management Plans		Proposed	1. Kigali City Parking strategy, to guide citizens and investors towards a more sustainable parking strategy, limiting land consumption and maximizing the benefits coming from greater land use mix in the City.																					

				C							R- PRIVATE SERVICE PROVIDERS	PUBLIC PRIVATE PARTNERSHIP OR GOVERNMENT FUNDED	MEDIUM	COMPLETED SMART CITY ECOSYSTEM FRAMEWORK	NO PLAN	SMART CITY ECOSYSTEM FRAMEWORK DEVELOPED	UPDATE PLAN AS REQUIRED	UPDATE PLAN AS REQUIRED	UPDATE PLAN AS REQUIRED	UPDATE PLAN AS REQUIRED	
				C							R- Private Service Providers	Public Private Partnership OR Government funded	Medium	Completed Smart City Ecosystem framework	No plan	• Smart City Ecosystem framework developed	• Update plan as required	• Update plan as required	• Update plan as required	• Update plan as required	
												Public project	High	Increasing number of ha of public land bank by land Pooling strategy Increasing public land bank by land swap strategy Increasing public land bank by strategic land acquisition		• Developing proposals 20% (2019/20); 20% (2020/21); 20% (2021/22); 20% (2022/23)					
												Public project	High	Area of land (in ha) availed for key strategic investments	1	• 7.4 Ha (2019/20); • 3 Ha (2020/21); • 3Ha (2021/22); • 3 Ha (2022/23); • 3 Ha (2023/24);					
				C								Public Project	Medium	Implemented Institutional Framework	Proposed in 2013 Master Plan, the project is facing major delay.	• 100% complete					
											R- Project team (SJ-SMEC)		High	Completion of training session	No training conducted	• CoK staff members to receive training	• CoK staff members to receive training as required	• CoK staff members to receive training as required	• CoK staff members to receive training as required	• CoK staff members to receive training as required	
													High	n. of new units established; n. of staff appointed; n. of outcomes/ deliverables in the related sector per year;	Proposed Units already in MP 2013 Implementation Plan No established proposed Units within CoK yet	• Established proposed Units with dedicated staff members	• Expand Units and train staff as required				
													High	n. of members appointed; n. of meetings per year; n. of resolutions/ outcomes of meetings	N/A	• Zoning Review Committee established and fully operational					
				C								Public Project	Medium	Yearly public interactive education sessions	No education programmes	• Yearly public interactive education sessions	• Yearly public interactive education sessions	• Yearly public interactive education sessions	• Yearly public interactive education sessions	• Yearly public interactive education sessions	
													High	TOR to draft selected Management Plans; n. of Contracts signed to prepare Selected Management Plans; n. of Management Plans adopted	Proposed	• Study Conducted and policies in place					

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155	MP Management	MP Management	Draft of Management Plans		Proposed	2. City Sanitation and Management Plan - that provides the short, medium and long-term measures for sustainable and cost-effective development.																					
156	MP Management	MP Management	Draft of Management Plans		Proposed	3. Solid Waste Management Plan - in line with the proposed land fill and able to support a more sustainable solid waste management																					
157	MP Management	MP Management	Draft of Management Plans		Proposed	4. Integrated Water Resource Management (IWRM) Plan																					
158	MP Management	MP Management	Draft of Management Plans		Proposed	5. Integrated Forest Management Plan - to manage forest restoration and conservation while creating income generating activities.																					
159	MP Management	MP Management	Draft of Management Plans		Proposed	6. Integrated Slope Management Plan - for disaster management and sustainable development of the city																					
160	MP Management	MP Management	Draft of Management Plans		Proposed	6A. Integrated Storm Water Management Plan - fcan be part of Slope Management Plan																					
161	MP Management	MP Management	Draft of Management Plans		Proposed	7. Sustainable Urban Agriculture Development Plan																					

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													High	TOR to draft selected Management Plans; n. of Contracts signed to prepare Selected Management Plans; n. of Management Plans adopted	Proposed	• Study Conducted and policies in place					
													High	TOR to draft selected Management Plans; n. of Contracts signed to prepare Selected Management Plans; n. of Management Plans adopted	Proposed	• Study Conducted and policies in place					
													High	TOR to draft selected Management Plans; n. of Contracts signed to prepare Selected Management Plans; n. of Management Plans adopted	Proposed	• Study Conducted and policies in place					
													High	TOR to draft selected Management Plans; n. of Contracts signed to prepare Selected Management Plans; n. of Management Plans adopted	Proposed	• Study Conducted and policies in place					
													High	TOR to draft selected Management Plans; n. of Contracts signed to prepare Selected Management Plans; n. of Management Plans adopted	Proposed	• Study Conducted and policies in place					
													High	TOR to draft selected Management Plans; n. of Contracts signed to prepare Selected Management Plans; n. of Management Plans adopted	Proposed	• Study Conducted and policies in place					
													High	TOR to draft selected Management Plans; n. of Contracts signed to prepare Selected Management Plans; n. of Management Plans adopted	Proposed	• Study Conducted and policies in place					

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162	MP Management	MP Management	Draft of Management Plans		Proposed	8. Heritage Management and Development Plan that provides criteria and clear procedure to protect, manage and maintain the character of the heritage sites.																					
163	MP Management	Green Development	Preparation of Wetlands Master Plan and Conservation Invesment Plan	Kigali City (All sectors)	Proposed	Draft a comprehensive set of regulations for Wetlands' wise use and Conservation that are fully integrated with Kigali MP. Prepare a master plan guiding rehabilitation, conservation and sustainable use of the wetlands of Kigali. Provide a framework to help structure and systematize efforts to sustain and enhance the ecological services and benefits derived from functionally healthy wetlands in the landscapes of Kigali.				X		R				C			R			C	C				
164	MP Management	MP Management	Integrated Forest Management Plan	Kigali City (All sectors)	Proposed	To develop an Integrated Forest Management Plan which guides forest management and agroforestry efforts and programs in Kigali				X	X	R				C						R	R				
165	MP Management	MP Management	Preservation and Restoration of natural forest patches	Kigali City (All sectors)	Proposed	To preserve and restore natural forest in Kigali				X	X	R				C						R	R				
166	MP Management	MP Management	Integrated Reforestation and Afforestation	Kigali City (All sectors)	Proposed	Promote reforestation and afforestation in parks and public spaces of the city through Integration of afforestation (Native and Horticultural Tree planting) into design and development of green open spaces, urban parks, green city trails/corridors, streetscapes, and mass transport corridors, and through integration of reforestation and afforestation in slope protection plans and programs.				X	X	R				C					R	R					

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													High	TOR to draft selected Management Plans; n. of Contracts signed to prepare Selected Management Plans; n. of Management Plans adopted	Proposed	• Study Conducted and policies in place					
						C						Participatory planning	High	% completion of Wetland Master Plan project	Completed in October 2019	• Wetland Master Plan Completed. • Initiate awareness campaign and capacity building trainings	• Review and Update of Wetland Master Plan • Ongoing awareness campaign and capacity building trainings	• Review and Update of Wetland Master Plan Ongoing • awareness campaign and capacity building trainings	• Review and Update of Wetland Master Plan • Ongoing awareness campaign and capacity building trainings	• Review and Update of Wetland Master Plan • Ongoing awareness campaign and capacity building trainings	
							C					Public Project.	High	% completion of Integrated Forest Management Plan . % completion of Forest Management Manual	N/A-2019 MP Proposal	• Completed Integrated Forest Management Plan Completed Forest Management Manual Development and initiation of awareness campaign and capacity building trainings	• Review and Update of Integrated Forest Management Plan and Forest Management Manual • Ongoing awareness campaign and capacity building trainings	• Review and Update of Integrated Forest Management Plan and Forest Management Manual • Ongoing awareness campaign and capacity building trainings	• Review and Update of Integrated Forest Management Plan and Forest Management Manual • Ongoing awareness campaign and capacity building trainings	• Review and Update of Integrated Forest Management Plan and Forest Management Manual • Ongoing awareness campaign and capacity building trainings	
							C					Public Project	High	% completion of Kigali Forest Cover Map and Classification % completion of list/map of prioritized forest sites for preservation and restoration. % net loss of natural forest area in the city	N/A-2019 MP Proposal	• Completed baseline map (2019) . Updated forest cover map. Ongoing forest preservation and restoration projects addressing priority sites in phases (with review of prioritization).	• Updated forest cover map. • Ongoing forest preservation and restoration projects addressing priority sites in phases (with review of prioritization).	• Updated forest cover map. Ongoing forest preservation and restoration projects addressing priority sites in phases (with review of prioritization).	• Updated forest cover map. • Ongoing forest preservation and restoration projects addressing priority sites in phases (with review of prioritization).	• Updated forest cover map. • Ongoing forest preservation and restoration projects addressing priority sites in phases (with review of prioritization).	
							C					Public Project	High	% net gain of forest area in the city	N/A-2019 MP Proposal	• Phase 1 of reforestation / afforestation plan (under integrated forest management plan)	• Phase 2 of reforestation / afforestation plan (under integrated forest management plan)	• Phase 3 of reforestation / afforestation plan (under integrated forest management plan)	• Phase 4 of reforestation / afforestation plan (under integrated forest management plan)	• Phase 5 of reforestation / afforestation plan (under integrated forest management plan)	

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167	MP Management	Green Development	Assessment and Mapping of High-Risk Slopes	Kigali City (All sectors)	Proposed	Identify and map High-Risk Slopes in Kigali to improve landslide disaster risk avoidance and mitigation. Detailed site assessments are recommended at the scale of the City of Kigali to more accurately assess, identify and map areas of high risk slopes in the City.				X		R										R					
168	MP Management	Green Development	Development of Integrated Slope Management Plan	Kigali City (All sectors)	Proposed	Develop an Integrated Slope Management Plan (including Slope Management Best Practices Manual). It may be prepared as a part of the Watershed (Catchments) Management Plan for the City. Assessment and Mapping of hazardous slopes in the City (as described as another project above) is an important step in preparation of the slope management plan and prioritization of which slopes to restore and restrict activities on and below.				X		R	C			C						R	R				
169	MP Management	Green Development	Urban Agriculture Development Plan	Kigali City (All sectors)	Proposed	Develop an Urban Agriculture Development Plan which guides development of agriculture in Kigali with clear policy/regulatory and institutional framework .				X		R				R						C	C				
170	MP Management	Green Development	Preservation and Restoration of fragile and vulnerable agricultural lands and application of soil and water conservation practices	Kigali City (All sectors)	Proposed	Preserve and restore fragile and vulnerable agricultural lands Apply soil and water conservation practices by: limiting intensive, modern and mechanized farming on gradual slopes less than 15%; provide incentives to farmers to adopt terracing and alley cropping techniques for the farmlands between 15% and 25% and promote agroforestry; and promote forestry for the farmlands above 25% slope,				X		R				R						C	C				

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							C					Public Project	High	% completion of developmet of Map of Steep and Hazardous Slopes in Kigali.	N/A-2019 MP Proposal	<ul style="list-style-type: none"> Completed and Actively Used Map of Steep and Hazardous Slopes in Kigali. Development and initiation of awareness campaign and capacity building trainings of steep slope identification and hazards. 	<ul style="list-style-type: none"> Update of Steep and Hazardous Slopes Map. Ongoing awareness campaign and capacity building trainings of steep slope identification and hazards. 	<ul style="list-style-type: none"> Update of Steep and Hazardous Slopes Map. Ongoing awareness campaign and capacity building trainings of steep slope identification and hazards. 	<ul style="list-style-type: none"> Update of Steep and Hazardous Slopes Map. Ongoing awareness campaign and capacity building trainings of steep slope identification and hazards. 	<ul style="list-style-type: none"> Update of Steep and Hazardous Slopes Map. Ongoing awareness campaign and capacity building trainings of steep slope identification and hazards. 	
							C					Public Project	High	% completion of Integrated Slope Management Plan . % completion of Slope Best Management Practices Manual	N/A-2019 MP Proposal	<ul style="list-style-type: none"> Completed of Integrated Slope Management Plan . Completed of Slope Best Management Practices Manual Development and initiation of awareness campaign and capacity building trainings 	<ul style="list-style-type: none"> Review and Update of Integrated Slope Management Plan and Slope Best Management Practices Manual Ongoing awareness campaign and capacity building trainings 	<ul style="list-style-type: none"> Review and Update of Integrated Slope Management Plan and Slope Best Management Practices Manual Ongoing awareness campaign and capacity building trainings 	<ul style="list-style-type: none"> Review and Update of Integrated Slope Management Plan and Slope Best Management Practices Manual Ongoing awareness campaign and capacity building trainings 	<ul style="list-style-type: none"> Review and Update of Integrated Slope Management Plan and Slope Best Management Practices Manual Ongoing awareness campaign and capacity building trainings 	
							C					Public Project	Medium	% completion of Urban Agriculture Development Plan . % completion of Urban Agriculture Extension Manual	N/A-2019 MP Proposal	<ul style="list-style-type: none"> Completed Urban Agriculture Development Plan Completed Urban Agriculture Extension Manual Development and initiation of awareness campaign and capacity building trainings 	<ul style="list-style-type: none"> Review and Update of Urban Agriculture Development Plan and Urban Agriculture Extension Manual Ongoing awareness campaign and capacity building trainings 	<ul style="list-style-type: none"> Review and Update of Urban Agriculture Development Plan and Urban Agriculture Extension Manual Ongoing awareness campaign and capacity building trainings 	<ul style="list-style-type: none"> Review and Update of Urban Agriculture Development Plan and Urban Agriculture Extension Manual Ongoing awareness campaign and capacity building trainings 	<ul style="list-style-type: none"> Review and Update of Urban Agriculture Development Plan and Urban Agriculture Extension Manual Ongoing awareness campaign and capacity building trainings 	
							C					Public Project	High	% change in Agricultural land areas in the city.	N/A-2019 MP Proposal	<ul style="list-style-type: none"> Feasibility studies, detailed design and phase wise planning. Completed phase 1 (priority projects), with further projects to completed in subsequent phases. 	<ul style="list-style-type: none"> Completed Phase 2 	<ul style="list-style-type: none"> Completed Phase 3 	<ul style="list-style-type: none"> Completed Phase 4 	<ul style="list-style-type: none"> Completed Phase 5 	

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171	MP Management	Green Development	Integration of Horticulture into design and development of green open spaces, urban parks, green city trails/corridors, streetscapes, and mass transport corridors.	Kigali City (All sectors)	Proposed	Integrate Horticulture into design and development of green open spaces, urban parks, green city trails/corridors, streetscapes, and mass transport corridors.				X		R				R						C	C				
172	MP Management	Green Development	Promotion of Transition from Wetland Cultivation to Upland Agriculture	Kigali City (All sectors)	Proposed	Promotion of Transition from Wetland Cultivation to Upland Agriculture to allow for restoration and conservation of wetlands and the important ecological services the wetlands render, while maintaining net agricultural land by expanding agricultural activities on non-sensitive/non-hazardous upland areas .				X		R				R						C	C				
173	MP Management	Green Development	Climate Change Management Program	Kigali City (All sectors)	Proposed	A citywide climate change management plan with projects and guidelines for sustainable development, reduction in greenhouse gas emission, resiliency to impacts of climate change				X		R				C						R	R				
174	MP Management	Green Development	Natural disaster risk map, early warning system and disaster response plans	Kigali City (All sectors)	Proposed	Develop natural disaster risk map, early warning system and disaster response plans through: Identification and mapping of natural disaster risk and hazard areas (e.g. Flooding, erosion, landslides, earthquakes, and lightning strikes). Preparation of early warning system. Preparation of disaster response plans.				X		R										R	R				

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							C					Public Project	Medium	% implementation of Horticulture in green open spaces, urban parks, green city trails/corridors, streetscapes, and mass transport corridors.	N/A-2019 MP Proposal	<ul style="list-style-type: none"> Feasibility studies, detailed design and phase wise planning. Completed phase 1 (priority projects), with further projects to completed in subsequent phases. 	• Completed Phase 2	• Completed Phase 3	• Completed Phase 4	• Completed Phase 5	
							C					Public Project	Medium	% decrease in wetland area under cultivation and increase in upland area under Agriculture	N/A-2019 MP Proposal	<ul style="list-style-type: none"> Preparation of Terms of Reference for programs facilitating transition from wetland cultivation to upland agriculture. Feasibility studies, detailed design and phase wise planning. Phase 1 (Pilot) Completed 	• Phase 2 Completed	• Phase 3 Completed	• Phase 4 Completed	• Phase 5 Completed	
							C					Public Project	High	% completion of city climate change management plan Implementation of projects proposed under the climate change management plan.	N/A-2019 MP Proposal	<ul style="list-style-type: none"> Feasibility studies, detailed design and phase wise planning Completed city climate change management plan that includes tax exemption and climate financing opportunities as incentives for all energy efficient development. Integrates climate and disaster resiliency into planning and design of buildings, infrastructure, and urban services to adapt to and minimize negative impacts from and contribution to climate change and natural disasters. Promotes transition to Alternative Energy Sources and Efficient Wood/Charcoal Stoves Completed phase 1 (priority projects), with further projects to completed in subsequent phases. 	• Completed Phase 2	• Completed Phase 3	• Completed Phase 4	• Completed Phase 5	
							C					Public Project	High	% completion of Map of natural disaster risk and hazard areas (e.g. Flooding, erosion, landslides, earthquakes, and lightning strikes). % development of early warning system. % development of disaster response plans.	N/A-2019 MP Proposal	<ul style="list-style-type: none"> Completed Map of natural disaster risk and hazard areas (e.g. Flooding, erosion, landslides, earthquakes, and lightning strikes). Completed early warning system. Completed disaster response plans. Develop and initiate awareness campaign and capacity building trainings 	<ul style="list-style-type: none"> Update Map of natural disaster risk and hazard areas (e.g. Flooding, erosion, landslides, earthquakes, and lightning strikes). Update early warning system. Update disaster response plans. Ongoing awareness campaign and capacity building trainings 	<ul style="list-style-type: none"> Update Map of natural disaster risk and hazard areas (e.g. Flooding, erosion, landslides, earthquakes, and lightning strikes). Update early warning system. Update disaster response plans. Ongoing awareness campaign and capacity building trainings 	<ul style="list-style-type: none"> Update Map of natural disaster risk and hazard areas (e.g. Flooding, erosion, landslides, earthquakes, and lightning strikes). Update early warning system. Update disaster response plans. Ongoing awareness campaign and capacity building trainings 	<ul style="list-style-type: none"> Update Map of natural disaster risk and hazard areas (e.g. Flooding, erosion, landslides, earthquakes, and lightning strikes). Update early warning system. Update disaster response plans. Ongoing awareness campaign and capacity building trainings 	

PROJECT ID FROM GIS	IMPLEMENTATION FRAMEWORK COMPONENTS	IMPLEMENTATION FRAMEWORK SUB - COMPONENTS	PROJECT/ACTION	LOCATION OF THE PROJECT	STATUS	DESCRIPTION	CITY OF EXCELLENCE	CITY OF MIXED USE NEIGHBOURHOODS	CITY AT WORK	GREEN CITY	CREATIVE CITY	CITY ON THE MOVE	EFFICIENT CITY	CITY FOR CITIZENS	COK	MININFRA	MINCOM	MINECOFIN	MINAGRI	MINALOC	MINECDUC	MOE	RHA	RDB	REMA	RWFA	RTDA
175	MP Management	Transport	Compilation of Transport Assessment Guidelines	Kigali- Various Locations	Proposed	Ensure development in the City results in the required Transport Infrastructure and Operational upgrades	x					R												C			
176	MP Management	Water	Water Conservation and Water Demand Management Strategies		Proposed	Ensure efficient and sustainable use of water with introduction of water saving devices at a household level, education programmes for water saving practices, reuse of greywater and rainwater harvesting.						R	C									C					
177	MP Management	Sanitation	Waste water management plan to be developed		Proposed	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						R	C														
178	MP Management	Sanitation	Development of stormwater management plan		Proposed	Plan to focus on the safe and efficient management of stormwater runoff in the city						R	C										C				
179	MP Management	Green Development	Assessment of buffer zones		Proposed	Developments within buffer zones to be assessed in terms of safety during floods, floodlines to be generated as part of management plan, and developments within hazardous areas to be relocated.						R	C										C				
180	MP Management	ICT	Policy and Regulatory framework-ICT		Proposed	An approved Policy and Regulatory framework to indicate stakeholders responsible for implementation of the strategic ICT plan and to govern execution	x					R	C														
181	MP Management	Urban Design	Identification and mapping of urban tourist sites		Proposed in CDS	Identification and mapping of urban tourist sites to Increase exports of high-value services					x	R												R			
182	MP Management	Transport	People-Centered Street Design Manual	Kigali	Proposed	A design manual to ensure that people are given priority over vehicles in street design.						R												R			
183	MP Management	Transport	City-wide Origin-Destination Surveys	Kigali	Proposed	Mobility surveys conducted every 5 to 7 years to support mobility plans						R												R			
184	MP Management	Sanitation	Integrated 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						R	C									C					

RSSB	RBD	WASAC	REG	RURA	CAA	RLUMA	MINIRENA	DONORS	LENDERS	OTHER (SPECIFY)	INTERNATIONAL ORGANIZATION	POSSIBLE IMPLEMENTATION MODELS	PRIORITY	INDICATOR	BASELINE (2019)	P1 - 2024	P2 - 2031	P3 - 2038	P4 - 2045	P5 - 2050	REMARKS
				C								Public Project	Medium	Transport Assessment Guidelines Compiled and Implemented	New project- No progress made	• Surveys for Trip Generation Rates; Transport Assessment Guidelines -100% complete					
		R		C								Public Project	High	Reduction in water use	Some strategies in place to reduce NRW	• Implementation of WDM programme	• Continuous monitoring and improvement	• Continuous monitoring and improvement	• Continuous monitoring and improvement	• Continuous monitoring and improvement	
				C								Public Project	High	Complete comprehensive waste water management plan	No plan	• Plan complete	• Plan to be updated if required	• Plan to be updated if required	• Plan to be updated if required	• Plan to be updated if required	
				C								Public Project	High	Complete storm-water management plan	N/A- No plan	• Plan complete	• Update plan as required	• Update plan as required	• Update plan as required	• Update plan as required	
				C								Public Project	High	No unsafe development within flood plains	Developments within flood prone areas/ sw buffer zones	• Buffers to be determined as part of a stormwater master plan All affected developments to be relocated	• Buffer zones to be updated as required. No development to be allowed within the buffer zones	• Buffer zones to be updated as required. No development to be allowed within the buffer zones	• Buffer zones to be updated as required. No development to be allowed within the buffer zones	• Buffer zones to be updated as required. No development to be allowed within the buffer zones	
				C							R- Private Service Providers	Public Private Partnership OR Government funded	Medium	Finalised Policy and Regulatory framework	N/A	• Completion of Policy and Regulatory framework (2020)					
												Public Project	High	Urban tourist sites identified and mapped		• 4 complete					
												Public Project	High	Completed People-Centered Street Design Manual	New project	• Complete					
												Public Project	Medium	Mobility Surveys Conducted	New project	• 2024 Mobility Survey Completed	• 2031 Mobility Survey Completed	• 2038 Mobility Survey Completed	• 2045 Mobility Survey Completed		
		R		C								Public Project	Medium	Complete integrated solid waste management plan	No plan	• Plan complete	• Update plan as required	• Update plan as required	• Update plan as required	• Update plan as required	

PROJECT ID FROM GIS	IMPLEMENTATION FRAMEWORK COMPONENTS	IMPLEMENTATION FRAMEWORK SUB - COMPONENTS	PROJECT/ACTION	LOCATION OF THE PROJECT	STATUS	DESCRIPTION	CITY OF EXCELLENCE	CITY OF MIXED USE NEIGHBOURHOODS	CITY AT WORK	GREEN CITY	CREATIVE CITY	CITY ON THE MOVE	EFFICIENT CITY	CITY FOR CITIZENS	COK	MININFRA	MINCOM	MINECOFIN	MINAGRI	MINALOC	MINECDUC	MOE	RHA	RDB	REMA	RWFA	RTDA
185	MP Management	Urban Design	Wayfinding signage master plan - For CBD, heritage and tourism precincts, Urban Design Precints and other special precincts e.g. regional centres	Kigali- Various Locations	Proposed	Creating an inclusive society, diversity and design for all by improving access and removing barriers linked to interaction with the surroundings, and use of new information and communication technologies						R								R							
186	MP Management	MP Management	Participatory Land Subdivision and UD Plans		Proposed	Participative Planning is recommended to design and implement Land Subdivisions and Urban Designs Plans and all other Local Plans., such as Upgradation, Redevelopment and Land Assmebly. The participative approach will benefit also the implementation of effective land assembly tools, such as land pooling/consolidation, readjustment.	x	x				x															

RSSB	RBD	WASAC	REG	RURA	CAA	RLUMA	MINIRENA	DONORS	LENDERS	OTHER (SPECIFY)	INTERNATIONAL ORGANIZATION	POSSIBLE IMPLEMENTATION MODELS	PRIORITY	INDICATOR	BASELINE (2019)	P1 - 2024	P2 - 2031	P3 - 2038	P4 - 2045	P5 - 2050	REMARKS
												Public Private Partnership OR Government funded	Medium	% completion of Wayfinding signage master plan	N/A - 2019 MP proposal	<ul style="list-style-type: none">Wayfinding and Signage Master Plan and Phasing with detailed Urban Design Guidelines Implementation Phase 1	<ul style="list-style-type: none">Implementation Phase 2 Ongoing maintenance	<ul style="list-style-type: none">Implementation Phase 3 Ongoing maintenance	<ul style="list-style-type: none">Implementation Phase 4 Ongoing maintenance	<ul style="list-style-type: none">Implementation Phase 5 Ongoing maintenance	
													Medium	n. of stakeholders engaged in implementing MP; n. of established participative mechanisms and tools to engage the community and stakeholders in local plans		<ul style="list-style-type: none">Established participatory planning procedures to implement MP at local level (in LSP, UD, Land Readjustment, Upgradation, etc)					

