



RWANDA
MINISTRY OF INFRASTRUCTURE
2024/2025
ANNUAL REPORT

*“Building Sustainable Infrastructure
for a Prosperous Rwanda”*



Fiscal Year: July 2024 – June 2025

FOREWORD

The 2024-2025 Infrastructure Annual Report provides a comprehensive overview of the progress, achievements, and ongoing efforts of the Ministry of Infrastructure in advancing Rwanda's development agenda.

Over the past year, significant strides have been made across all sectors, including transport, energy, water and sanitation, as well as Urbanization, and rural settlement. Our infrastructure priorities focused on expanding access to quality roads, energy, water, enhancing urban development and housing as well as strengthening climate-resilient and sustainable public infrastructure. These achievements reflect our commitment to building resilient, sustainable, and inclusive infrastructure that supports economic growth, job creation, as well as improved quality of life for all Rwandan to accelerate socio-economic transformation and ensure equitable development across all regions of Rwanda, in line with the objectives of the second National Strategy for Transformation (NST 2), Rwanda's Vision 2050 and Sustainable Development Goals (SDGs).

This report highlights not only the achievements of completed projects but also insights into ongoing initiatives, as well as challenges faced. It serves as a valuable tool for decision-makers, development partners, and the public, providing evidence-based information to guide future investments and policy interventions.

I extend my sincere appreciation to all institutions, partners, and teams whose dedication and efforts have made these achievements possible. Together, we continue to lay the foundation for a prosperous and resilient Rwanda.

Dr Jimmy GASORE

Minister of Infrastructure

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LIST OF ABBREVIATIONS

AFDB:	African Development Bank
DBL:	Dedicated Bus Lanes
DLP:	Defects Liability Period
DMS:	Distribution Management Systems
EDCL:	Energy Development Corporation Limited
FY:	Fiscal Year
GIZ:	Deutsche Gesellschaft für Internationale Zusammenarbeit
HHs:	Households
HPP:	Hydro Power Plant
ICSs:	Improved cooking Stoves
ICT:	Information and Communication Technology
IDP:	Integrated Development Program
KLP:	Kigali Logistics Platform Connect Project
Km:	Kilometer
KOICA:	Korea International Cooperation Agency
KV:	Kilo Volts
MINECOFIN:	Ministry of Finance and Economic Planning
MININFRA:	Ministry of Infrastructure
MoD:	Ministry of Defence
MV:	Medium voltage
MW:	Mega Watts
NAEB:	National Agricultural Export Development Board
NEP:	National Electrification Plan
NISR:	National Institute of Statistics of Rwanda
NST2:	Second National Strategy for Transformation
PPPs:	Public-Private Partnerships
RDB:	Rwanda Development Board
RFDA:	Rwanda Food and Drugs Authority
RHA:	Rwanda Housing Authority
RSSB:	Rwanda Social Security Board
RTDA:	Rwanda Transport Development Agency
SCADA:	Supervisory Control and Data Acquisition
SPIU:	Single Project Implementation Unit
SPRP:	Seller's Purchase of Replacement Property
TVET:	Technical and Vocational Education and Training
WASAC:	Water and Sanitation Corporation
WASH:	Water, Sanitation, and Hygiene
WSS:	Water supply system
WTP:	Water Treatment Plant

EXECUTIVE SUMMARY

The Fiscal Year 2024/2025 marks the first year of implementing the Second National Strategy for Transformation (NST2). This Infrastructure Annual Report presents key achievements, progress, and challenges recorded in Rwanda's infrastructure sector during the period from 1st July 2024 to 30th June 2025. The report highlights efforts made to develop and implement projects aligned with NST2, Rwanda's Vision 2050, the African Union Agenda 2063, and the Sustainable Development Goals (SDGs) across transport, energy, water and sanitation, urbanization, housing, and rural settlement.

Rwanda has made significant progress in transport infrastructure development. By the end of the 2024/25 fiscal year, the cumulative length of national roads upgraded from unpaved to paved reached 1,739 km, up from 1,729 km in 2023/24, including the completion of a 10 km section of Ngoma–Ramiro Road. Furthermore, a cumulative total of 604.1 km of national paved roads had been rehabilitated, compared to 598 km in 2023/24. Additionally, 4,193 km of feeder roads were rehabilitated, up from 4,187.5 km in 2023/24, including the 6 km Rutsiro Lot 1 section.

During the year, substantial improvements were made in urban and public transport systems. A total of 97.5 km of Kigali's urban roads were upgraded, with an additional 42.8 km under ongoing works, while 37.5 km of urban roads were improved in secondary cities. Public transport in Kigali was reorganized from four zones into seven corridors, strengthened further by the addition of 200 government-acquired buses under the EcoFleet initiative.

Intercity scheduled bus services also expanded, reaching a cumulative network coverage of 14,508 km nationwide. Inland water transport saw Rubavu Port operational and Rusizi Port 89% complete, while Nkombo Boat II reached 86%. Regional integration was strengthened through completion of the Rusizi One Stop Border Post and the Kagitumba cross-border market.

Rwanda's air transport sector recorded growth in cargo exports, rising from 4,931 to 6,027 metric tons between FY2023/24 and FY2024/25, while passenger numbers slightly declined from 1,005,637 to 926,572 due to operational challenges. Despite this, service improvements were implemented to maintain quality and support future passenger growth. The new Kigali International Airport is under construction to expand capacity, enhance efficiency, and strengthen Rwanda's position as a regional trade and logistics hub.

In 2024-2025 Rwanda's energy sector achieved notable progress in expanding access and sustainability, national electricity access reached 83% up from 78.9% in 2023–2024, The country's installed capacity reached 462.82 MW from 406.4 MW in 2023/24, with 57.2% from renewable sources. The transmission network extended to 1,158 km, and 295,725 new households were connected to electricity. Over 166,000 clean cooking stoves were distributed, promoting cleaner energy use. Efforts to increase LPG and petroleum reserves continued while renewable energy

generation increased mainly through new solar and hydropower projects, supporting Rwanda's target of universal access by 2026.

Rwanda's water and sanitation sector made notable progress toward improving access and service delivery. Daily water production reached 343,736 m³, up from 329,652 m³ in 2023/24, mainly from Sake and Ngororero WSS. The water network was expanded with 86.3 km constructed and 420.5 km rehabilitated, contributing to improved coverage. The proportion of villages with access to improved drinking water slightly increased to 82%. In sanitation, two major projects are ongoing, with Masaka FSTP at 80% completion and Musanze FSTP at 43.3%, supporting the operationalization of essential sanitation infrastructure.

The urbanization and rural settlement sector made notable progress in advancing its mandate. The sector achieved significant milestones in building construction and rehabilitation, social and affordable housing, as well as public asset management. Key initiatives, such as the Mpazi Rehousing Project, Gahanga Estate, nationwide asbestos removal, and strategic SPIU projects—including the Amahoro Stadium upgrade and new post-harvest facilities highlight commitment to improving national infrastructure and housing standards. In parallel, enhanced building inspections, audits, and regulatory enforcement, supported by multi-agency collaboration, strengthened compliance with construction frameworks.

During 2024/25 fiscal year, The Government of Rwanda deployed the KUBAKA system to automate building permit processes across all District One-Stop Centers. Since its rollout in April 2025, the system has strengthened transparency, accountability, and efficiency in service delivery, ultimately reducing costs, saving time, and supporting economic growth.

During 2024/25, the Ministry of Infrastructure strengthened workforce capacity, focusing on human resources, trainings, and cross-cutting priorities. Employees received targeted skills development to enhance project execution and service delivery. Gender equity, workplace safety, and inclusion of persons with disabilities were promoted, with measures such as drafting sexual harassment policies and planning mothers' rooms. These initiatives supported an inclusive, skilled, and gender-responsive workforce, contributing to improved institutional capacity and socio-economic development outcomes

Despite these achievements, the sector encountered persistent challenges including delays in expropriation, funding gaps for large-scale initiatives, and procurement bottlenecks that extended project timelines.

Overall, 2024-2025 fiscal year reflects steady advancement toward Rwanda's Vision 2050 and the Second National Strategy for Transformation, positioning the country for enhanced connectivity, reliable energy, improved water and sanitation access, and resilient, inclusive urban growth

CHAPTER ONE: TRANSPORT SECTOR ACHIEVEMENTS

1.1. Performance Overview FY 2024/2025

Transport sector performance was centered on expanding and maintaining transport infrastructure to support economic growth, connectivity, and integration. The key achievements comprise the following:

1.1.1. Road Infrastructure:

- Cumulative national roads upgraded from unpaved to paved reached 1,739 km, up from 1,729 km in 2023/24, including an additional 10 km completed section of the Ngoma–Ramiro Road.
- Cumulative rehabilitation of national paved roads totaled 604.1 km, compared to 598 km in 2023/24.
- Cumulative feeder roads rehabilitated reached 4,193 km, up from 4,187.5 km in 2023/24, including the 6 km Rutsiro Lot 1 section to improve rural access.
- Major projects progressed or completed, including Ngoma-Ramiro (53 km), Base-Butaro-Kidaho (63 km), and Nyagatare-Rukomo (73 km) (Completed).

1.1.2. Urban and Regional Transport:

- 97.5 km of Kigali’s urban roads upgraded, with 42.8 km ongoing
- 37.5 km of urban roads improved in secondary cities.
- Public transport restructured in Kigali (from 4 zones to 7 corridors), supported by 200 new government-acquired buses under EcoFleet.
- Intercity scheduled bus services were scaled up to reach 14,508 km across the country

1.1.3. Inland Water Transport:

- Rubavu Port became fully operational; Rusizi Port is 89% complete.
- Nkombo Boat II reached 86% completion, with enhanced passenger capacity.
- Feeder boat operational in Rusizi district.

1.1.4. Cross-Border and Regional Integration:

- Construction of Rusizi One Stop Border Post (OSBP) completed, complementing Gatuna and Rubavu OSBPs.

1.2. Land and water Transport Achievements

Rwanda’s road transport network remains the backbone of national connectivity, facilitating trade, mobility, and regional integration. As of 2024/2025, the country has continued to expand and maintain its road infrastructure, with steady improvements in the proportion of paved national roads, rehabilitation of feeder and district roads to support rural accessibility, and increased investment in road safety measures.

Rwanda recorded substantial progress in strengthening Rwanda’s transport infrastructure, improving mobility, and supporting socio-economic transformation. With continued investment in multimodal transport and climate-resilient infrastructure.

1.2.1. Roads Development and Rehabilitation

Several transport infrastructure projects were executed to enhance domestic and international connectivity to global markets. In fiscal year 2024/2025, the rehabilitation, upgrade and maintenance of the road network were prioritized, below are the detailed achievements:

- **Road Rehabilitation**

During FY 2024/2025, a total of 101 kilometers of national paved roads were under rehabilitation, including those within the Defects Liability Period (DLP).

- **Rambura-Nyange road (22 km)**; physical implementation commenced in July 2022 and the works were substantially completed in December 2024. Provisional handover was conducted in March 2025.
- **Nyange-Muhanga road (24 km)**; works started in September 2024 and are expected to conclude in December 2026. The physical progress keeps at 41.5%.
- **Kigali-Muhanga-Akanyaru Haut route (157 km): Lot 1 (Kigali-Muhanga 45 km)**; the preparation of the detailed engineering design commenced in February 2025.
- **Prince-House-Giporoso-Masaka road (10km)**, preparation of the detailed engineering design is underway.

Attention was also given to the finalization and rectification of defects on completed projects, notably the Nyagatare–Rukomo road (73 km), the Kibugabuga–Shinga–Gasoro road (66 km), and the Huye–Kibeho–Ngoma Road (66 km).

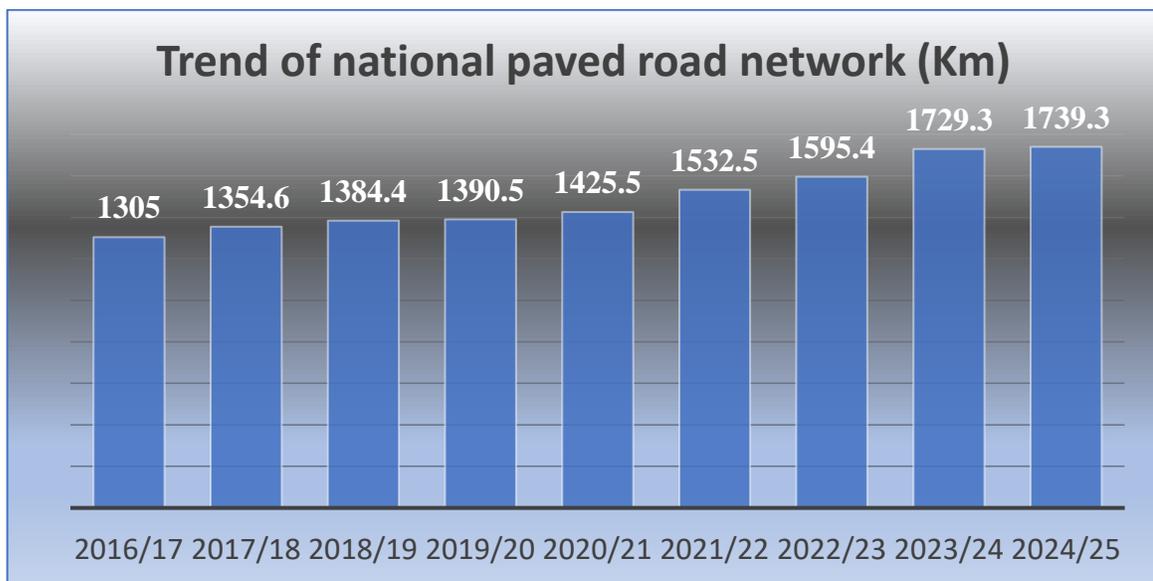
- **Road Upgrading**

During FY 2024/2025, a total of 268.8 kilometers of national unpaved roads were undergoing upgrades, representing a significant investment in expanding and modernizing the road network. Key projects include:

- a) **Base-Butaro-Kidaho road (63km)**, construction started in January 2023 and expected to be completed by March 2026. Progress stands at 49%.
- b) **Ngoma-Ramiro (52.8km)**: construction began in October 2021 and is scheduled for completion in October 2025. Progress stands at 61.07%, including 64.53% for Lot 1 - Ngoma-Sake 29km and 57.6% for Lot 2-Sake-Ramiro 23km.
- c) **Nyagatare-Rwempasha road (18km)**, the additional works to Nyagatare-Rukomo (73km); construction started in July 2024 and is planned for completion in October 2025. The overall progress estimated to be 40%.
- d) **Kirehe upgrade for Socio-Economic inclusion of refugees & host communities (14.5km)**; construction kicked-off in June 2024 and was expected to conclude by June 2025. The physical progress stands at 60%.
- e) **Byumba-Ngondore additional works for Base-Rukomo (15.5km)**, begun in May 2025 and are anticipated to conclude by January 2027. The design review and mobilisation are under progress;

- f) **Nyacyonga-Mukoto road (36km)**, is undergoing upgrades, with construction commencing in July 2024 and anticipated completion by July 2027. The progress stands at 30.13%.
- g) **Nyagatare-Rukomo road upgrading (73km)**: project works were completed; provisional handover took place on 1st December 2023 and defect liability period is ongoing.
- h) **Kibaya-Rukira-Nasho (35km)** were completed and recommended since 1st March 2023, the defect liability period is ongoing.
- i) Cross Border Roads; upgrading of Nyagisozi–Remera-Nshili border road Lot 1 (18.11km) and Sashwara-Rega-Kabuhanga-Busasamana-Muhato road Lot 2 (51km), works commenced in June 2025 and March 2025 respectively. Currently design review, mobilization, site installation and preliminary works are ongoing.
- j) **Rwanda Emergency Connectivity Project**; through this project, damaged transport infrastructure on national and district roads as well as bridges are rehabilitated/repared in a resilient and safe manner to connect districts affected by floods.

Figure 1: Trend of national paved road network



1.2.2. Urban Transport and Regional Integration

Kigali Urban Transportation Improvement Project (KUTI): the project aims to improvement of junctions in City of Kigali to reduce traffic jam and improve public transport service. The project includes upgrading Giporoso, Gishushu and Sonatube junctions for Phase I. The loan agreement signed and ratification by Cabinet done currently the Procurement processes is ongoing.

Kigali Logistics Platform Connect Project (KLP): (69.45 km): The project aims to improve resilient and safe connectivity from the Kigali Logistics Platform (KLP) at Masaka to the regional logistics corridors and support local and regional economic activity around the corridors. Financing agreement was signed and currently the Procurement process for works is ongoing.

1.2.3. Inland Water Transport

Significant progress was made in developing maritime transport infrastructure on Lake Kivu. Rubavu Port became fully operational and is under private management, while construction works for Rusizi Port reached 89% completion, supported by financing from TMA, the Kingdom of the Netherlands, and the Government of Rwanda.

Preliminary studies for the Karongi and Nkora ports were completed, and funding mobilisation is underway. The assembly of Nkombo Boat II project reached 86% completion, with its redesign to increase passenger capacity pending approval due to cost variations.

1.2.4. National and Urban Roads Maintenance

In FY 2024/2025, a total of 1,309.6 km of national paved roads and bridges were maintained, achieving an average riding quality of 96.6% based on the road condition survey report for FY 2022/2023, with the majority under multi-year maintenance contracts.

1. Kicukiro-Nemba (61km) (Multiyear): the second year of multiyear maintenance has been fully finished, achieving a riding quality of 96%.
2. Kigali-Muhanga-Huye-Akanyaru (157km) (Multiyear): the implementation of Service Order No.1 for Year II is currently at 98% completion. The riding quality rated at 85%.
3. Rusizi-Bugarama-Ruhwa Road (61km) (Multiyear): The maintenance works for the first service order are currently at 9.5% completion. The riding quality is rated at 75%.
4. Nyakinama-Musanze-Cyanika and Musanze-Rubavu (102km) (Multiyear): the maintenance works for the second service for Year II is ongoing and progress stands at 28.1%. The riding quality stands at 90%.
5. Tyazo-Karongi-Rubengera (83km) (Multiyear): The implementation of maintenance works of the first service order of year II is now at 86%. The riding quality stands at 96%.
6. Rusizi-Buhinga-Mwityazo (50.4km) (Multiyear): The first Service Order for maintenance works of Year II is underway, with execution currently at 21% completion.
7. Kitabi-Crete-Congo-Nil (32km) (Multiyear): The implementation of maintenance works on the issued service order is now at 18% completion. The riding quality stands at 96%.
8. Crete-Congo-Nil-Buhinga (31km) (Multiyear): The implementation of the first service order for year II is now at 21.3% completion. The riding quality is rated at 96%.
9. Kigali-Kayonza-Gabiro (100km) (Multiyear): Multiyear maintenance work has been renewed for its second year. The contractor is mobilizing equipment and materials. The execution on the new service order is ongoing at 5.2%. The riding quality stands at 96%.
10. Kigali-Gatuna (78km) (Multiyear): The works under the new contract and service order No. 1 for Year I are ongoing at 65.2% completion. The riding quality is rated at 96%.
11. Kigali-Musanze (83.1km) and access road to Tumba College (9km) (Multiyear): The works under the new contract and service order No. 1 for Year I is ongoing at 43%. The riding quality stands at 96%.

12. Gabiro-Kagitumba (60km) and Nyagatare-Tabagwe-Karama (30.8km) (Multiyear): The execution works on the new service order is currently at 92% completion. The riding quality stands at 96%.
13. Gisiza-Pfunda (48km) (Multiyear)+L33: Year III contract has been completed; the project was provisionally handed over in March 2025. The new contract is currently undergoing the procurement process. The riding quality stands at 96%.
14. Kayonza-Rusumo (92km) and Kabarondo-Akagera (30km) (Multiyear): The contractor is now mobilising both material and equipment. The implementation of the provided service order for year II is now at 19.1% completion. The riding quality stands at 96%.
15. Rubengera-Gisiza (25km) (Multiyear): The implementation of service order No. 1 for Year II has been completed at 100%, while service order No. 2 is currently being prepared. The riding quality stands at 96%.
16. Huye-Kitabi and Huye-Gisagara and access road to Murambi Genocide Memorial (69.8km) (Multiyear): the contract has been renewed for second year, and the first administrative order for year II is under preparation. The riding quality is 96%.
17. Rubengera-Rambura (15.5km) (Multiyear): the procurement process for maintenance works currently under progress, while the road is undergoing multiyear maintenance within the framework of the Rubengera-Gisiza contract.
18. Muhanga–Ngororero-Mukamira (111km) and Meru-Nyabarongo bridge (21km): The works under the first service order for the first year were duly executed at 100%. The service orders No. 1 for Year II is under preparation. The riding quality stands at 85%.

1.2.5. District and Feeder Roads development

The construction of district and district feeder roads has improved rural connectivity and access to social amenities, such as markets and other economic centers. Over the previous nine years, rehabilitated feeder roads reached a total of 4,193km, as depicted in Figure 2.

Figure 2: Feeder Roads Rehabilitation for 2016/17 to 2024/2025



Overall growth from 2,060 km in 2016/17 to 4,193km in 2024/2025, reflects a 103.5% increase over nine years. A significant increase is observed between 2018/2019 and 2019/2020, with over 726km rehabilitated, accounting for around 28.8%. In the period 2022/2023 to 2023/2024, the rehabilitation process declined, with a marginal increase of approximately 1%. The long-term trend is predominately upward, indicating consistency in feeder roads rehabilitation. The increase was rapid in 2019/2020 and retrogressed, in subsequent years, due to projects completion phases; particularly the feeder roads development program.

Emergency Maintenance Works in FY 2024/2025

1. Mukungu Bridge on NR14 (Nyamagabe-Masizi-Mukungu-Karongi): The works has commenced and is currently 6% complete;
2. Construction of Mwogo Bridge on NR13 began in January 2024; the revised study recommended a piled bridge with additional works, and a request for quotation is being prepared.
3. The Kaduha-Musebeya road (8km) is currently 80% physically completed.
4. The Gicuba-Janja Parish-Kinoko Bridge Road (23.5km) and the Gatonde-Rwamambe road (9.4km) [Phase II], project has been completed. The road has sustained additional damage (slope failures) due to recent severe rainfall. Additional budget is required for the repair of new damages to sustain the executed works.
5. The repair works on the Cyamusenyeri-Gakoma and Kageyo-Mucucu Road (34.3 Km), in Kayonza district; have been completed. The project is now in the Defects Liability Period.
6. The Rukarara bailey bridge located on the Muko-Nyabisindu road (DR 96) in Nyamagabe District has been completed.
7. Repairs and bridge designs for the Rugendabari–Kibangu–Muvumba road (DR84) are complete, but rehabilitating the 13 damaged bridges remains pending due to budget constraints.
8. Repair and Maintenance of the access road to Rukarara V Hydropower Plant in Nyamagabe District. The project has been completed.
9. Construction of the Nyamugali and Kiziguro bridges. Construction in progress, with current advancement at 48%.
10. Kibeho-Muse unpaved (18km) DR 98 and access road to Ruramba health center and Ibisi tea plantation(6.2km) in Nyaruguru district. With current progress of construction works at 82%.
11. The Construction of Kazirankara bridge located in Nyabihu district is currently 70% complete.

Completed projects now under DLP include the repair of the Cyamusenyeri-Gakoma and Kageyo-Mucucu Road (34.3 km) in Kayonza District, the Gatumba-Nyange Road (DR18) in Ngororero District, the Ruyenzi-Gihara-Nkoto-Rugarika-Bishenyi Road (DR80) in Kamonyi District, the Mirama Bridge (DR57) in Nyagatare District, and multiple bridges in Rubavu District, including Nyundo, Ecole d’Art, and Mahoko. Additional projects now in their liability phase include the Rwamagana–Cyaruhogo–Nkungu–Zaza Road, the access roads to Muhe Barracks and RDB Muanza, and the Satinsi Bridge (DR25) in Ngororero District.

1.3 Transport Services and Asset Management

1.3.1 City, Intercity and Rural Public Transport initiatives

In FY 2024/2025, public transport in Kigali saw significant restructuring and improvements. The system was reorganized from 4 zones into 7 corridors, with the number of operators increasing from 3 to 13 to boost competition and service efficiency. The Government procured 200 new buses, managed by the newly established public company EcoFleet, to enhance service delivery.

Under the UMIK (Urban Mobility Improvement Kigali) project, infrastructure upgrades included enhancements at Remera Bus Terminal for better accessibility and circulation, and minor works at Gishushu Junction, including a dedicated free left-turn lane to improve traffic flow. Pilot initiatives tested service innovations, such as a timetable pilot on the Nyanza-Downtown route, which was limited by congestion, and a non-stop bus service along Nyabugogo-Kabuga to improve travel time and reliability. To expand coverage, new bus routes were introduced along recently completed roads, including Kibugabuga-Shinga-Gasoro and Pindura-Bweyeye, as well as routes connecting underserved areas, such as Nyanza-Ruhuha–Nyanza, Huye-Gasoro-Ruhuha, Huye-Gasoro-Ruhuha-Nyanza, and Rusizi-Pindura-Bweyeye, supporting mobility in newly accessible regions.

1.3.2 Nyabugogo Multi-Modal Transit Hub improvement.

The feasibility study for the Nyabugogo Multi-Modal Transit Hub was successfully completed, providing a comprehensive foundation for the project's implementation. The procurement process to recruit both the contractor and the supervision firm is currently underway. In parallel, the development of other essential project documents, such as the Environmental and Social Assessment (ESA) etc. are in progress to ensure full readiness for the implementation phase.

1.3.3. Dedicated Bus Lanes (DBL) Project

According to the Dedicated Bus Lane (DBL) corridor design study conducted by ITP in 2022, eight routes were identified as suitable for DBL implementation. Following a multi-criteria analysis, Corridor 4 was selected as the pilot route due to its high public transport usage, the availability of wide roadways, and the potential for lower implementation complexity, reduced impact on general traffic, and cost-efficiency. As part of the pilot project for Corridor 4, civil works on the section between the former 1930 Prison, Main Roundabout, Rubangura, and Downtown reached 97% completion. The scope of work included the addition of a third lane, road markings, and the installation of signage, rendering this segment physically ready for pilot operations. However, further preparatory activities on the main corridor and the pilot launch are currently on hold pending the necessary clearances to proceed.

2.3.4. Reduction of Road Damages due to Vehicle Overloading

With support from the African Development Bank (AfDB) under the Kagitumba–Kayonza–Rusumo road rehabilitation project (208 km), two axle load control stations were constructed at Ntoma and Gatore. To operationalize and manage these stations, a consultant is being recruited to

review and update Rwanda’s axle load control system. The assignment will include assessing the feasibility of vehicle load control, preparing management procedure manuals, testing weighbridge equipment, introducing ICT-based management systems, and supporting tendering and contract management for weighbridge operations.

1.3.5. Transport Safety

In FY 2024/2025, efforts to enhance traffic safety and reduce accidents made notable progress. Road safety cameras installed on national and Kigali City roads are fully operational, contributing to accident reduction and providing valuable traffic volume data for transport planning. A feasibility study for roadside stations on national roads, funded by the Central Corridor Transit Transport Facilitation Agency (CCTTFA), was completed on 19th June 2024, with the final report now under review by the Rwanda Development Board (RDB) for financial feasibility recommendations. Computerized theoretical driving tests are also operational, improving efficiency in driver assessment. Additionally, an inland water transport safety assessment was conducted across all navigable water bodies, providing recommendations to strengthen safety measures.

1.3.6. Development of Kigali City Train

To support Rwanda’s commitment to multimodal transport and improved quality of life, an expert is being contracted to conduct a feasibility study and preliminary engineering design for a rail-based transit system in Kigali, aiming to reduce traffic congestion, enhance public transport, and provide environmentally friendly mobility solutions.

1.3.7. Expropriation Status in FY 2024/2025

Prior to the initiation of the expropriation procedure, consultation meetings are conducted with the community adjacent to the roadways designated for rehabilitation or construction. The talks sought to educate the community with the project, elucidate the expropriation process, delineate expectations, and examine the prospects the project would present to the community. In this context, equitable compensation was provided to mitigate impact, minimize losses for Project Affected Persons (PAPs), and offer offsets or compensation that address all needs in PAP resettlement.

As of June 2025, a total of 54,717 expropriation cases were planned nationwide. Out of these, 34,471 cases (63%) have been paid with a budget execution rate of approximately 77%. For completed projects, 96% of planned cases (12,692 out of 13,218) were paid while ongoing projects only 52.5% of planned cases (21,779 out of 41,499) were compensated.

1.4. Priorities for Fiscal Year 2025/2026

In FY 2025/2026, the transport sector will focus on rehabilitating 79 km of national paved roads, including Muhanga-Rubengera (24 km), Kigali-Muhanga-Akanyaru Haut (45 km), and Prince House-Giporoso–Masaka (10 km). Upgrading works covering 184.8 km will continue on key roads such as Base-Butaro-Kidaho, Ngoma-Ramiro, Nyagatare-Rwempasha, and Kigali Urban

Transport Junctions. Additionally, 194.45 km of feeder roads will be rehabilitated or upgraded in Rutsiro, Karongi, Kirehe, and Nyagisozi districts, including Nyacyonga-Mukoto and Byumba-Ngondore. Maintenance of 1,401.6 km of national paved roads and bridges such as Kigali-Kayonza-Gabiro, Muhanga-Ngororero-Mukamira, and Kigali-Gatuna will ensure riding quality remains above 85–96%. Maritime transport development will advance with the completion of Rusizi Port and procurement for Nkora and Karongi Ports. Public transport services will also be enhanced through inspections of routes and bus stations to improve accessibility, safety, and service quality.

1.5. Air Transport Achievements

1.5.1. 2024-25 Performance Review

During the 2024/25 fiscal year, activities were carried out to strengthen airport safety and security. Construction of military accommodation at KIA reached 58% completion against a 40% annual target. Additional watchtowers progressed to 95% completion. Procurement and installation processes for security equipment, including 3D scanners, liquid detectors, EDTs, and return tray systems reached 60% of the annual target, with delays mainly linked to procurement procedures. Work related to Airport Carbon Accreditation Level II advanced, and a full-scale contingency exercise involving various stakeholders was conducted. Several airport security documents were reviewed and updated to align with current operational needs.

A one-year transition of air navigation services at KIA to ASECNA was supervised, while services at domestic airports continued under national management. Development of a Corporate Quality Management System based on ISO 9001 advanced to 60% completion. Safety risk assessments were conducted to identify and address operational hazards. The contract for an aeronautical data survey was finalized for implementation in the next fiscal year. A Rescue Coordination Center was established, equipment procured, and six staff members received training. The National Aeronautical Search and Rescue Plan was approved.

Works aimed at upgrading the power supply and distribution system at KIA progressed to 40% of the planned 60%. Key components including generators, MV switchgears, SCADA systems, and transformers were either under manufacturing or partially delivered. The upgrade of Taxiway Charlie to match CAT II runway standards reached 70%, below the full-year target of 100%. Installation of a wastewater treatment plant reached 98% completion, with minor adjustments pending. Office renovation activities, including partitioning and electrical installations, were 80% complete by the end of the reporting period.

Between FY2023/24 and FY2024/25, Rwanda's national airline recorded a notable increase in cargo exports, rising from 4,931 metric tons to 6,027 metric tons, an increase of over 1,000 metric tons. This growth highlights rising air cargo capacity and demand. In contrast, passenger numbers declined from 1,005,637 in FY2023/24 to 926,572 in FY2024/25, mainly due to technical challenges and the suspension of three DRC stations, impacting the carrier's operational capacity.

Despite these, efforts were made to maintain quality service and implement improvements aimed at enhancing operations and increasing passenger and cargo volumes in the future.

The new Kigali International Airport is currently under construction, aiming to expand Rwanda’s air transport capacity, accommodate growing passenger and cargo traffic, and support the country’s goal of becoming a regional trade and logistics hub.

1.5.2. Air Transport Statistics and Trends

Table 1: An Overview Air Traffic Movement

	Period	FY 2024/25	FY 2023/24	% Change
1.	Commercial Passengers			
	International Passengers			
	(a.i) International Arrival	618,604	520,016	19%
	(a.ii) International Departure	475,959	447,196	6%
	(a.iii) Direct Transit Passenger	263,290	271,315	-3%
(a)	Total International Pax	1,357,853	1,238,527	10%
(b)	Domestic Passengers (Arrival+ Departure)			
	(b.i) Domestic Arrival	13,811	15,210	-9%
	(b.ii) Domestic Departure	12,877	14,240	-10%
	Total Domestic Pax	26,688	29,450	-9%
(c)	Total Passenger(Int'l+Dom)	1,384,541	1,267,977	9%
2.	Aircraft Movements			
	(d.i) Passenger and Combined Aircraft	19,404	18,791	3%
(d)	(d.ii) General Aviation and Other Aircraft	9,338	8,164	14%
	(d.iii) All Cargo Aircraft	1,131	1,825	-38%
	Total Aircraft Movement	29,873	28,780	4%
3.	Cargo (Freight & Mail*) in Metric Tones			
	(e.i) International Freight (loaded + unloaded)	21,251.05	18,311.69	16%
	(e.ii) Mail (loaded + unloaded)	428.34	411.42	4%
	Total Cargo	21,679.39	18,723.11	16%

In FY2024/25, Kigali International Airport handled 1,384,541 passengers, representing a 9% increase from the previous year. International passenger traffic grew by 10%, driven by a 19% rise in arrivals and a 6% rise in departures, while transit passengers declined by 3%. Domestic passenger numbers decreased by 9%. Total aircraft movements increased by 4%, rising from 28,780 to 29,873, with growth observed in passenger and general aviation movements despite a decline in dedicated cargo flights. Cargo and mail volumes increased by 17%, from 18,607.69 tons to 21,679.39 tons, reflecting strong demand for international freight.

CHAPTER TWO: ENERGY SECTOR ACHIEVEMENTS

Electricity has been the lifeblood of modern economies through powering industries for production, businesses, technological advancements, infrastructure development, and hence enabling economic growth and development. In Rwanda, the energy sector is mainly dominated by Hydro, Methane, Peat, and Thermal, with Solar particularly used for lighting.

2.1. Imihigo Implementation Summary

Table 2: 2024/25 Imihigo Performance for Key Energy Projects

S/N	Output	Baseline	Annual target	Implementation progress
Outcome 1: Increased Electricity Generation Installed Capacity to meet the growing power demand				
1	Nyabarongo II (43.5 MW) HPP constructed	36%	40%	49.22%
2	Korea power plant constructed (742kW)	56%	70%	87%
Outcome 2: Improved Power Transmission and Distribution Network for reliability of power supply				
3	Construction of 220 kV Substations (Rubavu, Bwishyura, and Kibuye)	90.3%	100%	92.1%
4	Distribution Management System (DMS) implemented	33.9%	60%	61%
5	The Nyagatare substation and the Gabiro substation were extended	Pre-liminary works and surveys	10%	38.18%
6	Gicumbi substation constructed	Pre-liminary works and surveys	10%	15.17%
7	Kigali Distribution Network Rehabilitated	5%	40%	51.74
8	LV underground cables & MV/LV cabins in Nyarugenge renovated	30%	70%	60.15%
Outcome 3: Increased access to electricity from 78.9% to 83% by the end of June 2025				
9	160,932 New households connected to the grid	1,946,781 HHs connected	160,932 HHs	184,851 new HHs were connected
10	231 Productive users connected	9,221 PUAs connected	231	441 New PUAs connected
11	Supply and installation of 100,000 solar home systems	800,080(Cumulative)	100,000	110,874 HHs connected
Outcome 4: Enhanced Energy Use Efficiency: Increase the number of new households using efficient biomass and non-biomass stoves (120,000 ICSs to be disseminated)				
12	120,000 clean cooking stoves disseminated	1,553,437	120,000	166,264 ICSs disseminated
12	12,000 improved cook stoves inspected	31,403	12,000	32,327 ICSs inspected

2.2. Power Generation.

The current installed capacity stands at 462.82 MW after the amendment of the PPA with UETCL (Uganda Electricity Transmission Company Limited) and decommissioning of 3.6 MW Methane Gas (KP1). This is in line with fulfilling the NST2 target of enhancing electricity generation capacity while increasing the share of renewable energy by 2029. The share of renewable energy (hydropower, methane, and solar) in Generation Mix also reached 57.2% against the SSP target of 51% for the same period.

The present installed capacity of power generation is 466.4MW, from 406.4 MW recorded last year. In total, 60 MW were added to the National grid after the successful addition of 60MW from Uganda through Mirama Shango. The Domestic Energy Mix is predominantly Hydro, which contributes 34.5%, Methane 25.9%, Peat 26.8% thermal technology 9.1%, and solar 3.8%. Therefore, the overall share of renewable energy (hydropower, methane, and solar) in the Generation Mix stands at 57.2% against the NST2 target of 51% by 2025. During the 2024-2025 fiscal year, the sector registered two power plants under construction with significant progress.

2.2.1. Construction of 43.5 MW Nyabarongo II HPP

The Nyabarongo II Hydropower Project is a 43.5 MW power plant under development in Rwanda, aimed at expanding the country's renewable energy generation capacity and reducing dependence on imported power.

Figure 3: Construction of 43.5 MW Nyabarongo II HPP



Nyabarongo II HPP-Powerhouse under construction

Emptying tunnel

Currently, the Detailed Design Approval progressed up to 93%; land Acquisition for phase two recorded at 98% and land acquisition for phase three progressed at 72%. The overall project implementation progress was estimated at 49.22%.

2.2.2. Kore Micro Hydropower:

The project aims to design, finance, construct, operate, maintain, and transfer a 0.742 MW Micro Hydro Power Plant by RUCOENERGY LTD at Kore River in Rutsiro District. At the end of 2024/2025, Construction works progress is at 87% and the power plant is expected to be commissioned in the first quarter of the 2025-2026 FY.

2.3. Power Transmission and distribution.

Rwanda’s transmission network currently spans 1,158 km of 110 kV and 220 kV lines, linking 35 operational substations and ensuring regional interconnectivity. The distribution network includes 1,126.88 km of medium voltage (MV) and 4,127.44 km of low voltage (LV) lines, with 1,114 transformers installed and energized. During the year, 295,725 households were connected to electricity (184,851 on-grid and 110,874 off-grid) along with 411 productive use areas. Cumulatively, Rwanda’s MV network totals 12,516.79 km and LV network 25,211.58 km.

Under NST2, the energy sector continues to expand spatial access to electricity through the Rwanda Universal Energy Access Program (RUEAP), focusing on grid strengthening, extension, substation upgrades, and distribution network renovation, especially in Kigali City. Most projects are implemented via EPC contracts, where EDCL engages construction companies for design, procurement, and construction, or using in-house EDCL teams for line construction and service connections. The status of power distribution projects as of 31st June 2025 reflects these ongoing efforts to improve access and reliability nationwide.

2.3.1 Construction of 220 kV Substations (Rubavu, Bwishyura, and Kibuye).

The project involves completing the substation component of the 220 kV regional interconnection line with the DRC, including construction of new Bwishyura and Rubavu substations, upgrading Kibuye, and extending Shango substations. Construction of Rubavu and Shango substations is complete and ready for commissioning. The contract scope has been revised to include upgrades to the Operating System and SCADA applications. Overall project progress, including the additional scope, stands at 90.4%, compared to 92.1% for the original scope.

Rubavu Substation is 93% complete, with civil works nearly finished (99%) and testing underway (52%). Bwishyura Substation stands at 85% completion, with design, civil, and electromechanical works largely advanced. Shango Substation is 90% complete, with civil and design works nearly finalized, while testing has started (15%). The Kibuye Substation extension is scheduled to begin after Bwishyura’s completion to enable interconnection, reflecting overall strong progress toward regional power integration

Figure 4: Bwishyura and Rubavu substations



2.3.2 SCADA Distribution Management System (DMS)

SCADA/DMS project is being implemented as part of the Rwanda energy sector comprehensive reform program to enhance grid operational performance. The overall project implementation is currently at 61% with milestones like base design, detailed designs, and site surveys (telemetry and telecom) completed, while factory acceptance test and manufacturing of hardware and software equipment are also being finalized. Once completed, DMS will help to: (1) optimize network management and improve operational efficiency, (2) minimize the impact and cost of network maintenance while ensuring proper planning, and (3) establish proficiency in system integration and provide accurate geographic information data for network operation and maintenance.

2.3.3 Construction of Nyagatare substation and extension of Gabiro substation.

The project aims at the design, supply, installation, and commissioning of the new substation of Nyagatare and the extension of the 110kV Gabiro substation. The project contract was signed on 08/02/2024 and is expected to be commissioned by 08/09/2025. By the end of this fiscal year (FY2024-25), the project has recorded an overall progress of 38.18% with key achievements as follows: Detailed designs and procurement of materials are ongoing, Civil works are ongoing at Gabiro Substation and Earthworks activities ongoing at Nyagatare site.

2.3.4 Construction of Gicumbi substation.

The project scope comprises Design, supply, Installation, and commissioning of the new GICUMBI Substation. The project contract was signed on 19th February 2024 and is expected to be commissioned by 19th September 2025. The overall project progress is 15.17% and is characterized mainly by Design and Engineering activities.

2.3.5 Renovation of LV underground cables & MV/LV cabins in Nyarugenge

The project scope includes the Design and Installation of 23 sections of 44.075 km of LV Underground cables, and the renovation of MV/LV associated cabins in Nyarugenge.

The project has recorded an overall progress of **60.15 %**. Key achievements include civil works of wall repairing with cable trench & flooring (inside and outside), and equipment installation ongoing in the following four cabins: Pylon 6, Kabusunzu, Nyakabanda, and Beausejour.

2.4. Service connection.

During the 2024/25 fiscal year, 1,126.88 Km of medium voltage and 4,127.44 Km of low voltage lines were constructed and energized, with 1,114 transformers installed and energized.

2.4.1 On-grid connections.

From July 2024 to June 2025, a total of 184,851 new households were connected to the National grid. This brought the cumulative number of households connected to the grid to 2,131,632 from

1,946,781 registered in June 2024. As part of achieving spatial access to electricity countrywide, beginning in 2021, EDCL is executing a multi-donor-funded program (Rwanda Universal Electricity Access Program-RUEAP) and is being implemented through EPCs and framework contracts with in-house teams.

The progress for ongoing projects for service connection are summarized as follows: Musanze (83.52%) Rubavu (90.02%), Ngororero (92.88%); Nyabihu (85.33%); Nyamasheke (96.51%; 100%; 99.28 % for lots 1,2 and 3 respectively); Rusizi (65.16%; 73.68%; for lots 1 and 2 respectively), Rulindo (91.58%); Karongi (92.96%), Rutsiro (89.04%), Kamonyi (13.45%); Nyanza& Ruhango (93.81%), Huye-Gisagara (6%); Bugesera-Rwamagana (18.36%); Kirehe-Ngoma (23.11%); Nyagatare-Gatsibo (15.9%); and Kayonza (22.78%).

2.4.2 Off-grid connections.

During the fiscal year 2024-2025, a total of 110,874 households were connected to off-grid electricity countrywide. This brought the cumulative number of households connected to off-grid to 910,954 from the baseline of 800,080 in June 2024.

In general, the total number of households connected to electricity is 278,147, with 184,851 on-grid and 110,874 off-grid, representing 59.4% and 24.9% respectively, and leading to 84.3% of access rate countrywide.

2.4.3 Connection of Productive Use Areas

Productive use areas refer to areas where economic activities such as agriculture, manufacturing, and small businesses take place. This is crucial for fostering economic development, improving productivity, and enhancing living standards in these areas. During this fiscal year, 441 productive users were connected to the grid. This year’s connections include, among others, 40 administrative offices (Cell offices and other government facilities), 21 water infrastructure (water pumping stations/reservoirs/supplies), 60 health facilities, and 198 schools. The remaining 103 units include hotels and apartments, factories, agro-production units, cooperatives and mining sites.

Table 3: Productive Users connected July 2024-June 2025

#	Type of productive user	Number connected to the grid
1	Cell office	31
2	Coffee Washing Station	1
3	Health Center	12
4	Health Post and other health Facilities	48
8	Industry/Factory	20
9	Integrated Production Workshop	8
11	Market	31
12	Milk Collection Center	1

13	Pre-primary school	108
15	Secondary school	87
18	Tertiary Institution	3
19	Water pumping station	21
26	Other administrative offices	9
20	Others	61
Grand Total		441

2.5. Biomass

The Government of Rwanda is engaged in improving and increasing energy transition to reach universal clean energy access by 2029 (NST2). This effort includes the adoption of clean and efficient cooking technologies for households and large-scale users such as schools, health facilities, prisons, etc. In this respect, EDCL continues to carry out awareness campaigns in the country on the use of alternative cooking technologies and the dissemination of efficient and clean cooking stoves. From July 2024 to June 2025, 166,264 Improved Cook Stoves were distributed, which makes a total of 1,719,701 improved and clean stoves disseminated since July 2019. For this fiscal year, 32,327 stoves were inspected countrywide for quality assurance.

2.6. Energy efficiency

Apart from household lighting and cooking reported as main usages of energy sources, modern settlements call for a new demand of energy for water heating. Associated technologies suggests new systems using solar energies and the government of Rwanda is now embarked in a large campaign of dissemination of Solar Water Heaters Systems for modern settlements and large households (health facilities, hotels and other accommodation facilities). For the reporting period, a total of 830 solar water heaters were disseminated countrywide among them 153 were disseminated through loan subsidy program and 667 systems under company's regular sales. The cumulative number of SWH disseminated so far equals to 4,367 units countrywide.

2.7. Gas and Petroleum.

To ensure long-term energy security, Rwanda continues to develop and maintain adequate reserves and storage capacity for critical energy products such as oil and gas. In a bid to increase strategic stock for Liquefied Petroleum Gas (LPG), the development of a new 17,100 cubic meters storage facility in Rusororo is ongoing. The project is currently entering the final phase, as the proposed end date is 30/07/2026.

CHAPTER THREE: WATER AND SANITATION ACHIEVEMENTS

3.1 KEY INITIATIVES

Rwanda has made significant strides in water and sanitation development through the following key initiatives: infrastructure development, rural water supply, urban sanitation and sewage systems, capacity building and institutional strengthening, sustainability initiatives, collaboration with development partners, public-private partnerships (PPPs).

3.2 MAIN ACHIEVEMENTS IN WATER AND SANITATION FOR THE YEAR 2024/2025

According to the National Institute of Statistics for Rwanda (NISR)'s EICV 7, HHs access to improved drinking water source has reached 89.7%, with residents in urban areas at 97.1% and residents in rural areas at 86.6%. For sanitation facilities, 94.3 % of households have access to improved sanitation facilities, with more than 72.4% using unshared improved sanitation facilities.

In FY 2024/2025, Rwanda's water production capacity reached 343,736 m³/day, progressing toward the target of 368,736 m³/day, with contributions from Sake and Ngororero Water Supply Systems (WSS). The water network was significantly extended and rehabilitated, achieving 86.3 km of new network and 420.5 km of rehabilitated network, slightly exceeding planned targets, while access to improved drinking water reached 81.6% of villages.

Key water supply projects advanced well: Ngororero and Sake WSS (Phase I) were completed at 100%, while Muhazi WSS Phase I and Kivu Belt WSS Phase I progressed above 84%. Other major projects, including Karengye WTP upgrade, Volcano National Park extension, and Mwogo-Juru WSS, advanced through construction, design, and tendering stages. Programs like Gisagara and Karongi WASH recorded significant network construction progress (53% and 100% respectively), while rehabilitation and extension work under SPRP interventions also progressed as planned.

In sanitation, the Masaka FSTP reached 80% completion, Musanze FSTP 43.2%, and Rubavu, Karongi, Rusizi, and Kigali FSTPs are under construction or mobilization. The Kigali Centralized Sewerage System (KCSS) detailed design is 80% complete, while toilet construction in schools, markets, and health facilities is underway. Nduba Landfill and semi-centralized sewerage systems are operational and well managed.

Institutional support improved through construction of the central water and wastewater laboratory (19% progress) and recruitment of key staff in gender, procurement, sanitation, contract management, and civil engineering, strengthening program management and sector sustainability.

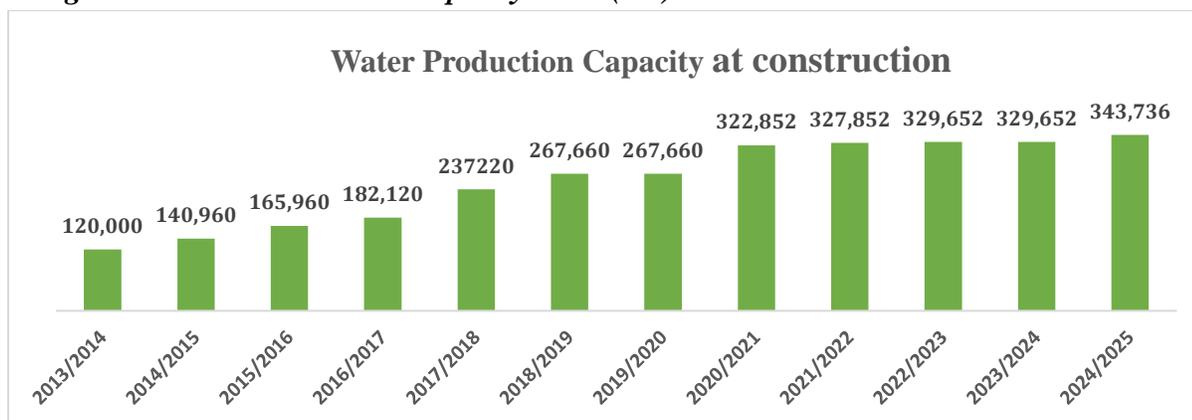
3.2.1. Water Supply Achievements

Water supply projects achievements span both urban and rural areas, as detailed in Table 1 above. The deliverables contributed to increased water production, the extension and rehabilitation of water networks, the reduction of non-revenue water, and the expansion of water consumption areas by increasing the number of customers, among other benefits.

3.2.1.1 Water production

Water production is a cornerstone of sustainable water service delivery, the completion of Ngororero Water Supply System and Sake water supply system, (phase 1), increased the total daily water production capacity to 343,736m³ as of June 2025. Other projects to construct water treatment plants (i.e Volcano, Kagaga, Musogoro, Ngoma, Muhazi and the upgrading of Karengé WTP) are still in progress. The status of these projects is as follows: Musogoro (Kivu belt) is at 84.12 % completion, Muhazi is at 85.08% completion, Volcano Belt is at 50.44% completion, Kagaga’s non-objection from the bank on evaluation report received, Ngoma river’s bidders were provisionally notified for the award of the tender and Upgrading of Karengé’s works is at 16.5%

Figure 5: Water Production Capacity trend (m3)



3.2.1.2 Water supply network Extension

During the fiscal year 2024-2025, in water and sanitation sector managed to construct, extend and rehabilitate 506.843 km of water network as of end June 2025, a total of 236.6 km completed under the Karongi WASH program, 31km from Ngororero Water Supply System, 39.39 km from the construction of Sake Water Supply System (Phase I) and 168.053 km from the Gisagara WASH program.

Rwanda constructed a total of 86.3 km of new water supply systems, including key projects such as the Gisagara WASH Program (Gakoma WSS, 13.3 km, and Muyaga-Ramba WSS, 2.623 km), the Ngororero WSS covering Muhembe, Nyamyotsi, and Nyirarongero (31 km), and the Lake Sake WSS Phase I in Ngoma District (39.39 km). In addition, 420.53 km of existing water supply systems were rehabilitated and extended, enhancing service delivery and reliability. Major rehabilitation efforts included the Karongi WASH Program (236.6 km) covering Rwankuba, Kanyabusage, and extensions in Ruganda, Gashali, and Murambi sectors; the Gisagara WASH Program (152.13 km) including Cyumba-Saka-Rwamiko, Nyabuhoro, and Runyinya-Gatare systems; and the Gicumbi WASH Program (31.8 km) for Mutete-Zoko WSS. These achievements significantly improved access to clean water and strengthened the water supply network in the targeted districts.

3.3 PLANNED PROJECTS AND PRIORITIES FOR 2025/26 FY

As we look ahead to the upcoming year, Water and Sanitation sector remains committed to delivering sustainable and inclusive water and sanitation services across Rwanda. Our strategic focus will align with national development goals, especially NST2 and Vision 2050, as well as our internal reform agenda aimed at improving efficiency, accountability, and customer satisfaction.

3.3.1. Accelerating Water and Sanitation Projects Implementation

The sector will prioritize the timely execution of major water supply and sanitation infrastructure projects. Key targets include: Completion and commissioning of ongoing donor-funded projects (AfDB, World Bank, JICA, etc.), Acceleration of design and procurement processes for new initiatives and enhanced monitoring mechanisms to improve project timelines and cost control.

3.3.2. Advancing Sanitation Coverage

The sector will intensify efforts to improve urban sanitation services, scaling up sewerage network construction in key secondary cities, promoting decentralized sanitation systems as well as Strengthening partnerships for fecal sludge management and reuse.

3.3.3. Climate Resilience and Environmental Sustainability

In response to growing climate risks, the following will be done in 2025-26: Integration of climate-resilient infrastructure designs in all new projects, Adoption of energy-efficient technologies and renewable energy for pumping stations and Reinforcement of watershed protection programs in collaboration with Ministry of Environment and local authorities.

3.3.4. Strengthening Stakeholder Collaboration

Improving coordination with key partners will be taken as critical: Regular joint reviews with the Ministry of Infrastructure, local governments, and development partners, Enhanced community engagement in planning and monitoring local projects and leveraging private sector participation in water production and sanitation services.

By maintaining a results-oriented approach and focusing on innovation and efficiency, we aim to make measurable progress toward universal access to clean water and improved sanitation in Rwanda by 2030.

CHAPTER FOUR: URBANISATION AND RURAL SETTLEMENT ACHIEVEMENTS

4.1 SUMMARY OF IMIHIGO PERFORMANCE 2024-2025

In FY 2024/2025, the urbanization, housing and rural settlement sector implemented eight flagship projects under its Imihigo performance contract. By year-end, five projects, representing 62.5% of the targets, were successfully delivered, while three projects, accounting for 37.5%, were not fully on track. The successfully completed projects include the Mpazi Rehousing Project with 688 dwelling units, the Gahanga Estate comprising 528 units, the inventory and integration of government buildings into the IFMIS, capacity development for 200 OSC staff and 400 engineers and architects, and the inspection of Category 4 and 5 buildings across all districts along with an audit of permitting services.

However, three projects (37.5%) were not fully on track, these include the Masaka Hospital, which was constructed but not yet fully operational, the IDP Model Village, scheduled for inauguration on 4th July 2025, and the Bumbogo Affordable Housing Project, for which infrastructure support was completed but further steps remain.

4.2 DETAILED PROJECTS IMPLEMENTATION

In the urbanization and rural settlement sector, major achievements included large-scale housing developments, modern health and education facilities, improved building standards, and flagship national projects. Progress was also made in asbestos eradication, while service delivery was enhanced through digital innovations, compliance measures, and reforms.

4.2.1. Building Construction and Rehabilitation.

During the 2024-2025 financial year, the Building Construction and Rehabilitation Department coordinated the implementation of numerous infrastructure projects across education, technical and vocational training, health, and government sectors. Activities included planning, procurement, design, site execution, supervision, and final phase out.

1. Education Sector Projects

The Ministry of Education, in collaboration with the Rwanda Housing Authority (RHA) as implementing agency, advanced several school constructions projects to enhance learning environments, boarding facilities, and early childhood development.

FAWE Girls' School Dormitory (Gasabo District): Since the contract signing on 30th May 2024 and commencement on 6th August 2024, significant progress has been made, with the overall project completion standing at 63.08%. Progress by component shows preliminary works at 80.8%, building works at 81.64%, external works at 68.44%, while mechanical and plumbing and electrical installations stand at 30% and 22.89% respectively.

In 2020, as part of a nationwide initiative to expand school infrastructure, multi-stored classrooms were prioritized in Gasabo, Musanze, and Rubavu Districts to maximize land use. Following this directive, the Ministry of Education, in collaboration with the Rwanda Housing Authority, engaged the Ministry of Defense to design and construct G+3 school facilities across these districts.

The G+3 facility in Gasabo includes 37 classrooms, 3 laboratories, 2 smart classrooms, administrative offices, external toilets, 2 libraries, a girls' room, a dining hall with kitchen, and playgrounds, delivering comprehensive educational and support infrastructure. The project contract was signed on 30 December 2022, with implementation beginning on 4 April 2024. Project components comprise a G+4 block (62.8% complete), a dining hall with kitchen, external toilets, and playgrounds (not yet started), and external works (36% complete), culminating in an overall project completion of 46%.

The G+3 project in Rubavu was planned to include 37 classrooms, 3 laboratories, 2 smart classrooms, 2 libraries, offices, a girls' room, dining hall with kitchen, external toilets, and playgrounds. The contract was signed on 30th December 2022, with works officially starting in July 2024 for a period of 20 months, including an extension from the initial 12 months. Progress to date indicates that the project is 57.7% complete. The G+4 block has reached 60.8%, the G+1 block 65%, the dining hall with kitchen 73%, external toilets 37%, playgrounds 4%, and external works 44.74%. These figures reflect steady advancement across components, with the dining hall being the most advanced and the playgrounds showing the least progress.

G+3 school project in Musanze district, comprises 23 classrooms, 3 laboratories, 2 smart classrooms, 2 libraries, offices, a girls' room, external toilets, a dining hall with a 550-student capacity and kitchen, as well as playgrounds. The contract was signed on 30th December 2022, with implementation scheduled to start on 12th June 2025 for a duration of 12 months. At present, no physical works have commenced Construction not yet commenced due to pending permits and contract adjustments request from the contractor.

Figure 6: Construction of G+3 Schools (in Gasabo and Rubavu)



G+3 school project progress/Gasabo District



G+3 school project progress/Rubavu District

Under early childhood education, the government advanced the construction of Model Early Childhood Development (ECD) Centers in several districts, including Nyarubande in Rubavu district (45%), EP Ngoma Cath in Huye district (67%), and Gihundwe in Rusizi district (30%). These centers are designed to provide safe and inclusive environments for children, incorporating classrooms, administrative offices, kitchens, playgrounds, and sanitation facilities. Challenges such as delayed permits and scope revisions are being addressed to ensure timely completion.

The government continued to expand infrastructures for Technical and Vocational Education and Training (TVET) to enhance access to hands-on skills development. These projects contribute to the national strategy of promoting employability through practical and industry-aligned education.

In Nyagatare District, TVET schools were completed at 100%, providing upgraded classrooms, workshops, dormitories, and secured compounds that meet national training standards. In Gicumbi District, similar facilities reached 78% completion, with external works and fencing nearing finalization. Burera District recorded 36% progress, with ongoing fencing, classroom, and workshop construction. These projects collectively aim to strengthen technical training capacity in the Northern and Eastern provinces.

The Rasano TVET Boarding Project in Rusizi District has not yet commenced due to pending permits and material mobilization challenges. Meanwhile, the Mutobo Vocational Training Center in Musanze reached 23% completion, with structural works advancing and classrooms under construction. The project will provide modern facilities for vocational training in areas such as carpentry, mechanics, and electrical installation. In Nyamasheke District, the feasibility study for a new TVET school reached 95% completion. The consultancy covered design validation, needs assessment, and technical evaluation, laying the groundwork for future construction.

2. Health Sector Projects:

Infrastructure development in the health sector remained a key priority to improve access to quality medical care and strengthen the resilience of the healthcare system.

The Kibagabaga Hospital Maternity Ward Project in Gasabo District progressed to 39% completion. The new facility will expand maternity and neonatal care capacity, providing modern delivery rooms, wards, and specialized facilities. Structural and finishing works are ongoing.

The Masaka Hospital Renovation and Expansion Project achieved 88% financial progress. The project includes construction of new wards, renovation of existing blocks, and upgrading of utilities and medical systems. The expansion will increase patient capacity and improve service efficiency once completed.

The High-Level Isolation Unit Project at Masaka reached 45% completion. It is designed to strengthen Rwanda's capacity to manage infectious diseases through specialized treatment

facilities, isolation rooms, and advanced ventilation systems. The project has faced some delays related to design adjustments and supervision changes but remains on track.

At the University Teaching Hospital of Butare (CHUB), the Imaging Building and MRI Platform Project reached 50% completion. The project involves construction of new diagnostic imaging spaces, including MRI and CT scan rooms, to enhance medical diagnostic capacity. Civil works are complete, and equipment installation is expected in the coming months.

The HVP Gatagara TSS Extension Project in Nyanza District recorded 13.5% progress. The project includes construction of new classrooms, workshops, and dining facilities to support specialized training for students with disabilities. Structural works are advancing despite delays in material supply and permit processing.

3. Government and Office Infrastructure Projects:

The Rwanda Utilities and Regulatory Authority (RURA) Office Partitioning Project in Kigali reached 72% completion. The project includes partitioning, plumbing, and electrical installations to optimize office layouts and create conducive working spaces for staff. Completion is expected to enhance service delivery efficiency.

The Parliament Commissions' Bloc Project progressed modestly to 2.7% completion. The project involves the construction of a new administrative wing to house parliamentary committees and staff offices. Design works and excavation are ongoing, though payment delays have slowed progress.

At the National Bank of Rwanda Building, construction reached 3.15% completion. The project includes modern administrative blocks, parking facilities, and external works. Progress has been slowed by procurement and design coordination challenges but remains under active management.

The NISR old buildings rehabilitation and Tent construction project remains at the preparatory stage. Feasibility and design reports have been completed, but construction is yet to begin due to pending permit revisions. The project aims to optimize the use of existing infrastructure and create flexible workspaces for data-related operations.

The NAEB Coffee Warehouse and Parking Yard Upgrade Project in Kigali reached 60.1% completion. The project includes roofing, walling, flooring, and drainage improvements to enhance storage capacity and logistics efficiency for coffee exports.

The Kigali Public Library Renovation Feasibility Study reached 80% completion. The study focuses on redesigning the existing structure to improve accessibility, modernize facilities, and create collaborative learning spaces.

4.2.2. Social and Affordable Housing Development.

1. Construction works

During FY 2024/2025, In Social and Affordable Housing Development, several housing projects aimed at expanding affordable, sustainable, and resilient urban and rural settlements were implemented. Key projects are summarized below:

a) *Mpazi* Rehousing Project

The Mpazi Rehousing Project was undertaken as part of Kigali’s in-situ informal settlement upgrading program, providing a sustainable housing solution for affected communities. Implemented on a 2.9-hectare site, the project delivered 19 blocks comprising 688 housing units. Construction commenced on 19 February 2024 and was successfully completed on 28 February 2025. All units allocated for in-kind compensation have already been occupied, marking a major milestone in Kigali’s efforts to upgrade informal settlements, improve living conditions, and strengthen urban resilience.

b) Gahanga Estate (Design and Build of 528 Housing Units and Infrastructure Works)

The Gahanga Estate Housing Project is a flagship national initiative designed to expand affordable housing. The estate, located on a 5-hectare site, comprises 528 housing units across five blocks with eleven wings, structured as Ground + 3 (G+3) buildings in one-, two-, and three-bedroom typologies. Construction began on 10 July 2023 and is scheduled for completion in December 2025. At present, the housing component has reached the provisional handover stage, reflecting financial progress of 88.3%. However, external infrastructure works-covering drainage, paving, and utility networks-are advancing more slowly due to cash flow constraints, with physical progress at 42% and financial progress at 31.76%. Consequently, overall financial execution stands at 77%.

c) Muzo IDP Model Village Phase II – Gakenke District

As of the current reporting period, Phase II of the Muzo IDP Model Village project, comprising 60 dwelling units, has been fully completed, including associated works such as landscaping and the installation of an underground water tank. Overall, the project has reached 41.3% progress toward the broader target of 300 housing units, with 100 units already occupied. While the 60 units planned for the 2024/2025 fiscal year are structurally complete, 24 units remain under snag correction.

d) Construction of the basic infrastructure to serve 237 Dwelling Units at Bumbogo Housing Estate Project

The Bumbogo Housing Project is a flagship public-private initiative under Rwanda’s Affordable Housing Program, jointly implemented by the Government of Rwanda through the Rwanda Housing Authority (RHA), the Development Bank of Rwanda (BRD), and Next Gen Developers

Ltd on a 5.7-hectare site in Gasabo District. The overall housing construction stands at 33.3%, with 79 units completed. This includes 42 of the 200 affordable units (21%) and all 37 market-rate units (100%). Infrastructure progress is at 46.3%, while the financial progress at 46.9%. Challenges include material import delays, developer capacity, and exchange rate volatility. Strategic measures, including accelerated disbursement, phased construction, and enhanced coordination, are recommended to meet revised Key Performance Indicators (KPIs).

e) Construction of the basic infrastructure to serve 200 Dwelling Units at Gahanga Riverside City Estate Housing Project by Riverside City Estate Ltd

The Gahanga Riverside City Estate Housing Project, developed by Riverside City Estate Ltd, is a priority affordable housing initiative under Rwanda's Affordable Housing Program. Located on a 5.6-hectare site, it comprises 200 mixed-typology units designed for efficient land use and affordability. The infrastructure support agreement was signed on 18 September 2023 with an initial 12-month timeline, later extended to 30 June 2025 due to scope expansion.

Implementation is nearing completion, with housing works at 98% and finishing underway, while infrastructure-including access roads, drainage, water, and electricity-has reached provisional handover.

f) Construction of Basic Infrastructure to Serve 548 Dwelling Units at Batsinda Phase II (Heza Estate) – by RSSB

The Batsinda Phase II Housing Project, also referred to as Heza Estate, is a high-density residential development spearheaded by the Rwanda Social Security Board (RSSB) in Gasabo District. Designed under a tripartite arrangement involving RSSB, RHA, and MINECOFIN-with RHA overseeing infrastructure the project consists of 18 blocks comprising 548 units, marking a significant addition to Kigali's affordable and mid-income housing portfolio. Housing construction is 96.5% complete, but infrastructure works have been delayed due to funding uncertainties, posing a risk of underutilization. Resolution of contracts, infrastructure rehabilitation, and phased planning are critical in 2025/2026 fiscal year.

g) Design and Build of Nyabisindu Rehousing Project

The project covers a total area of 38.54 hectares, of which 19.08 hectares have been allocated for rehousing existing households, buffer zones, recreational areas, and an existing school, while 19.46 hectares have been liberated for future investment. In total, 1,159 plots are affected, with plans to develop 1,639 rehousing units arranged in 58 blocks, offering typologies from studios to three-bedroom apartments.

Progress to date includes the relocation of 312 households from the 7-hectare rehousing site, site clearing and hoarding completed, and ongoing design activities. Current priorities focus on

finalizing site office designs, establishing cost per square meter for each housing typology, and generating platform formation data. However, both the financing agreement and works contract remain unsigned, which presents a critical bottleneck to transitioning from planning to execution.

Upon resolution of financing and contracting, the project will advance towards delivery of a modern, well-planned residential development that balances immediate rehousing needs with long-term investment potential.

2. Studies

During FY 2024/2025, the Social and Affordable Housing Development (SAHD) Department was mandated to implement seven critical studies designed to strengthen informal settlement upgrading and advance alternative housing solutions. These covered mapping and prioritization of informal settlements nationwide; feasibility and design studies for upgrading unplanned settlements on Mount Jali, Mount Rebero, and Mount Kigali; detailed engineering for Kamatamu settlement upgrading; piloting land readjustment and sites-and-services schemes in Rwamagana and Bugesera (ENABEL Phase II); infrastructure provision for informal settlements in the same districts; detailed design for Gahanga Estate Phase II; and feasibility and design for the Kacyiru rehousing project (Diplomatic Village).

Despite their strategic importance, only two studies were substantially advanced (Mount Jali, Mount Rebero, and Mount Kigali Upgrading Feasibility Study (30% progress), and Kamatamu Informal Settlement Detailed Design (study completed with the final report validated), with the remaining five not initiated due to budget disbursement delays and implementation bottlenecks. This shortfall underscores the need for more predictable financing and stronger implementation mechanisms to ensure critical preparatory studies are executed on schedule, thereby enabling timely, evidence-based interventions in Rwanda's affordable housing and informal settlement upgrading agenda.

3. Other Activities and Technical Support to Institutions (FY 2024/2025)

During FY 2024/2025, the Social and Affordable Housing Development (SAHD) Department provided technical support and coordination to advance Rwanda's social housing and settlement planning initiatives. Key achievements included mobilizing over 800 beneficiaries under the Affordable Housing Program, supporting expropriation planning for New Kigali International Airport, and guiding the construction of 345 cow sheds with ongoing defect rectification. The Department also collaborated with the National Land Authority and districts to implement rural settlements and pilot urban sites, while providing technical expertise to MINUBUMWE for housing vulnerable genocide survivors and assisting MINICOM and RDB in planning industrial zones. These interventions enhanced living conditions, promoted structured settlements, and strengthened stakeholder engagement across urban and rural areas

4.2.3. Public Buildings and Assets Management

During the 2024/2025 fiscal year, the sector implemented key projects to manage, maintain, and optimize government buildings and assets. The main initiatives were carried out: maintenance and cleaning of government buildings including Kigali Convention Center, RDB New Building, AMA, A&P, Tri-Ministerial, Ministry of Foreign Affairs and International Cooperation (MINAFFET), and Ministry of Education (MINEDUC) Buildings. The sector also carried out the initiative for office partitioning to ensure the efficient management and utilization of government office space and related works, codification of government buildings to strengthen the identification and recording of government buildings and implemented the Rental for accommodation of Government institutions to secure office space for Government institutions, in response to the limited availability of adequate premises to host all institutions; the sector secured 88,291 m² of office space for 40 institutions and two archives. A long-term plan aims to acquire an additional 81,500 m² by June 2029, reducing dependency on rented offices.

4.2.4. Building Regulation, Inspection and Audits.

Significant strides were made in enhancing building regulations, inspections, and audits during the fiscal year 2024–2025. These efforts align with national objectives to promote sustainable urban development and improve service delivery in the construction sector. Over 619 professionals and 600 district staff were trained on green building standards and building inspection processes. Inspections and audits of permitting services were conducted in 30 districts, achieving 95% compliance for Category 4 & 5 construction projects.

4.2.5. Operationalization of the KUBAKA System

The Government of Rwanda deployed the KUBAKA system; an enhanced and modernized version of the former Building Permit Management Information System across all District One-Stop Centers to fully automate building permit processes. Since its rollout in April 2025, continuous training and technical support have been provided to users, including onboarding of new staff and deactivation of accounts for those no longer engaged in permitting. The system has significantly strengthened transparency, accountability, and efficiency, reduced costs and saving time for both applicants and service providers.

KUBAKA introduces a new digital architecture built on streamlined, zero-trip procedures enabled through integrations with multiple government systems. With a user-friendly and intuitive interface, the platform allows citizens, landowners, investors, and real estate professionals to submit and monitor building permit applications online in real time via kubaka.gov.rw. By improving transparency, professionalism, and processing speed, KUBAKA supports the country's digital transformation agenda under NST2 and contributes to more efficient and responsive service delivery nationwide.

4.2.6. Revision of Legal Frameworks

The sector undertook the revision and updating of key legal documents to address identified gaps:

- The Law Governing Professional Bodies in the Built Environment (Engineers, Architects, and Quantity Surveyors): Achieved 100% completion with submission and adoption by the Cabinet and Parliament, pending publication.
- Ministerial Order N° 02/CAB.M/019 of 15/04/2019 (Categorization of Buildings and Procedures for Applying for and Granting Building Permits): Progress at 90%, with technical validation and translation completed; final review and formatting ongoing.
- Ministerial Order No 03/CAB.M/019 of 16/04/2019 (Urban Planning and Building Regulation) and its annexes: Progress at 90%, with technical validation and translation completed; final review and formatting ongoing.
- Rwanda Building Code and Administrative Faults and Sanctions: Progress at 80%, with technical proofreading and arrangement of chapters pending; World Bank support committed for finalization.
- The 2025 National Urbanization Policy (NUP) builds on Rwanda’s 2015 NUP to provide an updated framework for managing rapid urbanization and promoting sustainable, inclusive, and resilient urban development. It addresses key challenges such as informality, spatial inequalities, climate change, and uneven rural-urban migration, while prioritizing access to affordable, high-quality housing. The policy aligns with Rwanda’s long-term growth vision and incorporates global best practices, emphasizing participation, inclusion, affordability, sustainability, and ease of implementation. Using a Multicriteria Analysis (MCA) approach, the policy assesses governance, spatial, economic, social, financial, and environmental dimensions to guide equitable and well-planned urban growth across the country. The 2025 NUP was officially adopted by the Cabinet on 10th February 2025 and launched in April 2025.

4.2.7. Asbestos Removal and Replacement

As part of Rwanda’s national efforts to eliminate asbestos materials from public and private infrastructure, the Rwanda Housing Authority (RHA), in collaboration with key stakeholders, has continued to implement the Asbestos Removal Program during the 2024/2025 fiscal year. The program aims to safeguard public health, improve building safety, and ensure compliance with national environmental and health standards.

By 30th June 2025, a total of 1,480,391.8 m² of asbestos materials (87.5%) had been removed nationwide from the 1,692,089.2 m² inventoried. This progress represents a significant milestone towards the full eradication of asbestos in Rwanda. From the total inventoried asbestos materials, government buildings recorded the removal of 721,862.8 m² out of 822,092.8 m², representing an

achievement rate of 87.8%, while private buildings accounted for 758,529.0 m² removed out of 869,996.4 m², corresponding to an achievement rate of 87.2%.

During the 2024/2025 fiscal year specifically, RHA facilitated the removal of 31,434.2 m² from Government buildings and 15,637.0 m² from privately owned buildings. Additionally, the Asbestos removal project team has played a critical role by supervising and inspecting asbestos removal and disposal operations, conducting nationwide public awareness campaigns on the health risks of asbestos, and mobilizing private property owners to take timely action in removing asbestos. Specifically, the removal of asbestos from Government buildings has been carried out by MINADEF/RF under a framework contract signed with RHA, which remains in force.

4.2.8. Projects implemented through Single Projects Implementation Unit (SPIU)

During the reporting period Four (4) projects were implemented through the RHA/SPIU: Upgrade of Amahoro Stadium (ASP) especially undertaking additional works, Construction of 1 National processing center and 4 local post-harvest centers, Construction of Food and Drug Authority Quality Control Laboratory and Construction of Joint Science, Technology, Engineering, and Mathematics (STEM Laboratory for National Industrial Research and Development Agency (NIRDA)).

The project of Amahoro Main Stadium, Petit Stade, and Paralympic Playgrounds upgrade consisted of the expansion of stadium building around the footprint of the existing retrofitted structure to expand the seating capacity from 23,000 to 45,000 spectators. The initial scope consists of new expansion building forms the upper tier seating, new VIP with skyboxes, new public functions and back of house/utility rooms at the Ground Level. It was implemented as planned in the initial scope that has already been taken over. Another scope was introduced to make the stadium more technologically complete and conducive by installing the following items: Switch, WIFI and Distributed Antenna System installation, testing and commissioning (Backbone Switch, Edge Switch, WIFI, SFPs, Firewall, Distributed Antenna System), Video Assistant Referee installation, testing and commissioning; Security Equipment installation (Walk through metal detector, Hand metal detector, Luggage Scanner, Vehicle scanner, Under vehicle search system, Under vehicle mirror) and the Spider Camera installation.

The Smart Food Value Chain Management Project (SFVCMMP) is a four-year (2022–2026) joint initiative of the Government of Rwanda, through NAEB, and the Republic of Korea, via KOICA, to enhance horticultural exports by reducing post-harvest losses and increasing value addition. The project focuses on establishing post-harvest infrastructure, including a National Processing Center at NAEB Headquarters in Kigali and four Local Post-Harvest Centers in Rulindo, Rubavu, Nyagatare, and Bugesera. Construction began on 26 February 2025 and is scheduled to finish by 26 October 2025. The current progress is 38.77% compared to the planned 82.66%, mainly due to late delivery of construction materials.

The construction of a Joint Science, Technology, Engineering and Mathematics (STEM) Laboratory for the National Industrial Research and Development Agency (NIRDA) at the former Camp Kigali, part of the National University of Rwanda has the primary objective of to establish a state-of-the-art STEM laboratory to enhance research and development (R&D) capabilities.

Rwanda, through RFDA, aims to establish a standard Quality Control Laboratory for pharmaceutical and biotechnology products, supported by a loan from the German government via GIZ. The project, located in Masaka Sector, Kicukiro District, is currently in the Feasibility Study phase, with site secured, topographic survey completed, and benchmarking finalized. Detailed user requirements are being developed to inform the laboratory model, equipment, and budget, which will guide the formal project implementation.

4.3. PLANNED PROJECTS/PRIORITIES FOR 2025/2026 FY

1. Government Buildings and Facilities: In 2025/2026, the focus will be on maintaining and partitioning government offices, removing asbestos, and maintaining burial sites. The sector will oversee the extension of the Parliament Commission Block, install generators and transformers at the RDB Building, operationalize idle public buildings, and manage government rental contracts effectively.

2. Housing Development and Rehousing Projects: Key housing projects will continue, including Batsinda II, Nyabisindu Rehousing, Muzo IDP, Gahanga Estate, Gahanga Riverside City, and Bumbogo Housing Estates. The sector will monitor the Defects Liability Period for Mpazi and Amahoro Stadium projects and mobilize new beneficiaries under the Affordable Housing Program.

3. Urban Planning and Informal Settlement Upgrading: Plans include mapping and categorizing informal settlements, developing designs for upgrading areas such as Mounts Jali, Rebero, and Kigali, and preparing detailed physical plans for selected urban and rural settlements. The sector will also advance urban development projects in Bugesera and Rwamagana satellite cities.

4. Technical Support and Oversight: The Ministry will help districts relocate households from high-risk zones, provide technical support to NIRDA and RFDA construction projects, and oversee ongoing tripartite works in health, education, and institutional facilities. It will also inspect high-category buildings, review building regulations, manage no-objection applications, and oversee construction of the VVIP platform.

5. Capacity Building and Quality Assurance: Efforts will focus on auditing building permit services in 15 districts and training 600 people working in the construction sector. The Ministry will manage defect corrections in 520 cow sheds, ensure quality in ongoing projects, and complete health infrastructure such as Muhororo Hospital, RBC Regional Centre in Huye, and facilities for dialysis and MRI services.

CHAPTER FIVE: MAINSTREAMING OF CROSS CUTTING AREAS

5.1. Human Resource

Table 4: Human Resource distribution

Directorate/ office / department	No. of Staff in Place			Vacancies
	Male	Female	Total	
Office Of the Minister	6	0	6	3
Office of the Minister of State	1	2	3	0
Permanent Secretary Office	7	2	9	0
Infrastructure Policy and Planning department	2	8	10	1
Corporate Services directorate general	5	6	11	0
Chief Digital Office	6	0	6	5
Aviation, Accident and Incident Investigation	2	0	2	3
Energy directorate general	4	2	6	1
Water and Sanitation directorate general	5	1	6	0
Transport directorate general	6	0	6	3
Urbanization, Human Settlement and Housing Development directorate general	6	0	6	3
Smart Kigali Command Post	27	10	37	3
Transport-SWAP	0	0	0	2
Energy-SWAP	2	2	4	1
RUDP	1	5	6	0
WATSAN-SWAP	1	3	4	0
Total	81	41	122	25

5.2. Capacity building and staffs training

During 2024/25, the Ministry continued to strengthen institutional capacity through targeted training initiatives designed to enhance technical and managerial competencies across departments. A total of 37 staffs benefited from various training programs aligned with sector priorities, including energy systems, environmental management, transport innovation, aviation safety, maritime law, and urban development.

A significant focus was placed on Project Management Professional (PMP) training, reflecting the Ministry's commitment to strengthening project execution and governance. Staffs from several key departments including Infrastructure Policy and Planning, Transport, Urbanization and Human Settlement, Water and Sanitation, Corporate Services, and the Chief Digital Office received PMP training during the year. This investment has equipped teams with stronger project planning, coordination, and monitoring skills, ensuring more effective delivery of infrastructure programs and improved alignment with national development objectives.

5.3. Gender mainstreaming

In the 2024/25, MININFRA made notable progress across its programs despite varying budget execution rates. In Fuel and Energy, 166,264 households received clean cookstoves (41.6% female-headed) and 110,874 households gained off-grid solar systems (27.4% female-headed), improving health, reducing firewood collection time, and enabling small business opportunities, though overall execution was 31% due to mid-year approvals. Transport infrastructure saw women's workforce participation reach 32% with 90% of staff free from GBV, supporting employment and socioeconomic gains, at 80% budget execution. In Water and Sanitation, 486,346 people gained drinking water access ($\geq 51\%$ women) and 54,662 were employed (30% women), alongside 918.19 km of water networks constructed, achieving 83% execution and enhancing livelihoods. Urbanization and housing initiatives engaged 2,562 employees (29.1% women), with skills development for graduates improving living standards, and achieved 96% execution. Overall, the year's achievements strengthened gender equity, increased access to electricity and water, reduced women's household burdens, and advanced institutional capacity to address workplace gender issues.

5.3. Employment mainstreaming

During the 2024/25 fiscal year, Rwanda's infrastructure sector advanced across key roads, ports, and related projects while integrating employment mainstreaming with attention to gender representation. The Base-Butaro-Kidaho road construction employed 445 workers (247 males, 198 females). The Kibugabuga-Shinga-Gasoro road (66 km) employed 984 workers (654 males, 330 females). The Ngoma-Ramiro Road (53 km) employed 4,800 workers (3,265 males, 1,535 females). In port development, Rubavu Port, Rusizi Port, and the four ports on Lake Kivu collectively employed 308 workers (211 males, 97 females). Across Q1–Q4, employment mainstreaming created substantial productive jobs through public and PPP projects: Q1 – 8,884 jobs (8,085 males, 799 females), Q2 – 74,624 jobs (21,717 males, 3,684 females), Q3 – 62,560 jobs (5,197 males, 1,871 females), and Q4 – 34,174 jobs (26,314 males, 7,860 females), distributed across short-term, temporary, and permanent roles, and including youth and persons with disabilities. Overall, these projects strengthened workforce participation, promoted female and youth employment, and contributed to Rwanda's inclusive socio-economic development objectives.

CHAPTER SIX: CONCLUSION

The 2024–2025 fiscal year marked substantial progress across Rwanda’s infrastructure sector, with MININFRA and its affiliated agencies achieving significant milestones in transport, energy, water and sanitation, and urbanization. Key accomplishments include the upgrade and rehabilitation of national and feeder roads, expansion of urban and intercity transport systems, increased electricity generation with a growing share of renewable energy, improved water supply coverage, operationalization of sanitation facilities, and delivery of over 4,800 affordable housing units with sustainable urban designs. Rwanda’s air transport sector recorded growth in cargo exports, with service improvements underway and the new Kigali International Airport under construction to expand capacity and enhance the country’s regional trade and logistics hub.

In conclusion, the 2024/25 fiscal year demonstrated significant progress in strengthening human resources, workforce capacity, and cross-cutting priorities within the Ministry of Infrastructure. Through targeted trainings and skills development, staff were better equipped to deliver infrastructure projects effectively. The integration of gender equity, workplace safety, and inclusion of persons with disabilities reinforced an inclusive and responsive workforce. Collectively, these efforts enhanced institutional capacity, promoted equitable participation, and contributed to Rwanda’s broader socio-economic development objectives.

These achievements strengthened national and regional connectivity, supported economic growth, enhanced service delivery, and promoted inclusive urbanization. Despite challenges such as expropriation delays, financing gaps, procurement bottlenecks, and capacity limitations, the sector’s performance provides a solid foundation for continued infrastructure development aligned with Vision 2050 and the National Strategy for Transformation.

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