

REPUBLIC OF RWANDA



Kigali, on ...3.1.OCT 2019

N° 1550/LHHH/019

**MINISTRY OF INFRASTRUCTURE**  
**PO BOX 24 KIGALI**  
**E-mail: [info@mininfra.gov.rw](mailto:info@mininfra.gov.rw)**

**The Permanent Secretary and Secretary to the Treasury**  
**MINECOFIN**  
**KIGALI**

Dear PS,

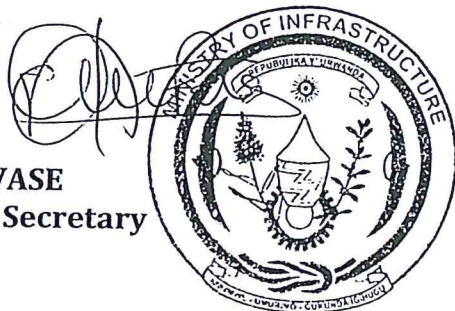
**Re: Submission of Urbanization and Rural Settlement 2018/2019 Backward Looking Joint Sector Review Report**

The Urbanization and Rural Settlement Sector is one of the major sectors which are envisioned to contribute to strong economic development country-wide with high priority mandate attention of sector coordination. It's in this regards that, urbanization and rural settlement sector joint sector review meeting was held on 25<sup>th</sup> October 2019 mainly to assess the implementation progress of the 2018/19 policy actions and discuss priority planning and budget areas for 2020/2021.

This letter serves to submit to you a copy of the backward looking joint sector review report which includes the implementation progress of the 2018/19 policy actions and discussed priority planning and budget areas for 2020/2021 for your consideration.

Thank you for your collaboration.

Sincerely,



**Patricie UWASE**  
**Permanent Secretary**

**Cc:**

- Hon. Minister of Infrastructure
  - Director General/RHA
- KIGALI**

**REPUBLIC OF RWANDA**



**MINISTRY OF INFRASTRUCTURE**

**BACKWARD LOOKING  
JOINT SECTOR REVIEW 2018/19**

**URBANIZATION AND RURAL SETTLEMENT SECTOR**

**25 October 2019**

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## 1. BACKGROUND AND RATIONALE

The Joint Sector Review forums bring together all Sector Working Group (SWG) stakeholders to engage in policy dialogue and to ensure ownership, accountability and transparency of National Medium Term Development Strategy implementation and monitoring process. This annual backward looking Joint Sector Review (JSR) for Urbanization and Rural Settlement Sector aims to:

- ✓ Assess progress in achieving sector objectives with focus on financial year 2018/19 targets for: NST1 2 core indicators selected sector indicators and their corresponding policy actions. This will also include a discussion on catch up plans for areas lagging behind;
- ✓ Present and discuss budget execution performance for financial year 2018/19;
- ✓ Highlight key lessons learned from the NST1 implementation, challenges that hindered achievement of 2018/19 targets as well as progress on how relevant cross cutting areas of NST1 such as gender and family, environmental protection & climate change, capacity building, regional integration, disability & social inclusion and disaster management have been mainstreamed.
- ✓ Highlight priority areas for the 2020/21 fiscal year that will inform the planning and budgeting process for institutions in the sector;
- ✓ Review progress against implementation of recommendations from the last JSR meetings

## 2. Summary progress on implementation of Key Sector Indicators

### 2.1 Performance on NST1 Core Indicators

The NST1 core indicators linked to Urbanisation and rural settlement sector were monitored and evaluated based on integrated households living survey 5 (EICV 5) as indicated in the table below.

Table 1: Progress toward implementation of NST1 core indicators linked to Urbanization and rural settlement sector

NST 1 outcome	Outcome indicators	Baseline (2013-2014)	2018-2019 Target	Current status	TL
<b>Economic Transformation</b>					
<b>Developed and integrated cities and towns</b>	Population living in urban areas, six secondary cities and City of Kigali	17.3%	23.65%	18.4%	
	Percentage of urban population living in informal settlements	62.6 %	60.9%	61.3%	
<b>Enhanced rural settlements that facilitate access to</b>	Rural households living in planned (integrated & economically viable)	37.5%	65%	58.9%	

NST 1 outcome	Outcome indicators	Baseline (2013-2014)	2018-2019 Target	Current status	TL
basic services	settlements				

## 2.2 Progress Toward Implementation of Sector Matrix Indicators (2018/19) and Policy Actions

The Fiscal Year 2018/19 registered various policy actions across all the sector outcomes and indicators prescribed under Urbaisation and Rural Settlement Sector Strategic Plan 2017-2024. This section highlights details of the progress achieved on the initially planned policy actions against the sector matrix indicators:

### Outcome 1: Integrated human settlement planning and coordination

**Indicator 1:** Number of existing urban and rural planning documents reviewed to comply with the legal framework

**Indicator 2:** Number of new urban planning documents for emerging trading centres (towns).

**Indicator 3:** Number of Districts with rural settlement planning documents

### Progress<sup>1</sup> on Planned Policy actions

In 2018/2019, Sector outcome 1 had planned policy actions in areas related to: urban and rural master planning review and elaboration as well as revision of selected policy and regulatory framework to cover for impending gaps. The details are described below:

- ✓ **City of Kigali (CoK) and Secondary Cities' Master plans:** The Master Plan for CoK was reviewed with a substantial level of inclusive consultations and awaiting formal adoption while those of Nyagatare, Rubavu and Muhanga Cities including development of detailed physical plans were almost completed. The review of Musanze, Rusizi and Huye master plans was also initiated and currently ongoing.
- ✓ **Local urban development plans for emerging centers:** Local Urban Development Plans for four emerging centers were developed and approved by concerned District councils. These include: Ruri Center in Gakenke, Jenda Center in Nyabihu, Nyagasambu Center in Rwamagana and Karambi center in Huye District.
- ✓ **National Spatial Development Framework (SDF):** The SDF was revised and updated with enormous LG participation, a National Strategic Action Plan (NSAP) developed and a Decision Room acquired to support its operationalization.
- ✓ **National Land Policy and National Land Use Development Master Plan(NLUDMP):** As part of joint activity led by the Ministry of Environment, the revised Land Policy and its Implementation Strategy was approved by Cabinet and its dissemination to stakeholders conducted while progress on the National Land Use development master plan (NLUDMP) reveiw is estimated at 50% with the draft interim report available.
- ✓ **Rural settlement zoning plans:** Rural settlement zoning plans and site maps for 6 Districts

<sup>1</sup> Sector quarterly reports 2017-2018

(Nyanza, Huye, Ngororero, Rwamagana, Kirehe and Kamonyi Districts) were elaborated and validated.

- ✓ **Law regulating professional bodies in the construction industry:** Following the need to revise the existing law to incorporate various professional disciplines involved in the construction industry, a new draft law governing professional bodies in construction industry was finalised with numerous consultations with all concerned stakeholders. However following resolutions of the 15th National Leadership Retreat, further processing couldn't be made as MIFOTRA was working on a similar law that will be mother to all other legal framework that will govern all existing professional bodies in Rwanda. Thus the process of approval of the draft law governing professional bodies in particular for the construction industry was suspended until this mother law is adopted.
- ✓ **Other Regulatory Instruments:** 2018/19 also registered the review and adoption by cabinet of 2 Ministerial Orders, namely: the Ministerial Order determining categorization of buildings and procedures for applying for and granting building permits and another one determining urban planning and building regulations with four annexes that include Green Building Minimum Guidelines.

**Outcome 2: City of Kigali, Secondary Cities & Other potential towns developed to spur socio-economic growth**

**Indicator 1 : Percentage of population living in secondary cities**

**Target : 23.65%**

**Status : 18.4%**

**Progress 2 on Planned Policy Actions**

The sector outcome 2 presented 2018/2019 planned policy actions mainly focused on improving access to infrastructure and basic services through various projects as well as practical strategies to stimulate the business environment and vitality in the cities as shown in details below :

- ✓ **Rwanda Urban Development Project (RUDP) phase 1:** Implementation of RUDP Phase 1 composed of construction of asphalt roads and lined drainages in 6 secondary cities was successfully accomplished. 28.3Km of urban asphalt roads and 13.3Km of Standalone drainages were constructed in the 6 cities and officially inaugurated by GoR and World Bank. Details of completed works in each Secondary City are shown in Table 1 in the Annex.
- ✓ **Informal Settlement Upgrading:** Upgrading of urban informal settlements has started in various urban areas countrywide but at a peacemeal level. The largest ongoing project is the upgrading of 86Ha in Agatare, one of the oldest densely populated areas with a population of almost 19,000 in Nyarugenge District with overall project progress completed at 12%, a very slow progress caused by expropriation challenges. The project, under World Bank supported RUDP will construct 1.2km of footpaths; 2.9km of drainage channels and 5km of Access roads.
- ✓ **Detailed engineering designs for RUDP phase 2:** RUDP Phase II Designs were completed. The

<sup>2</sup> Sector quarterly reports 2017-2018

plan is to develop over 31 km of urban asphalt roads and 3.5 km of standalone drainages including upgrading of selected informal settlement sites in the six Secondary Cities (SCs).

- ✓ **Relocation of Government institutions and establishing of city management structure in Cities:** To enhance agglomeration economies in Secondary Cities through various initiatives including relocation of Government institutions and establishing of city management structure, a selection of institutions to be relocated and an assessment of infrastructure to accommodate the targetted agencies was completed with the identified institutions expected to relocate in FY 2019/20.

Meanwhile structural and administrative reforms for CoK were adopted by cabinet and currently under implementation while in Secondary Cities, the proposal on establishment of city management structures was endorsed by concerned ministries and now awaiting for Cabinet adoption and subsequent implementation.

- ✓ **Pilot public open and green space : To improve liveability and quality of life in cities, designs for a Pilot public open and green space for Nyagatare secondary City** were accomplished and the final project proposal was validated by stakeholders.. Project funding mobilization through Donors for its implementation is to follow.
- ✓ **Second Rwanda Urban Development Project (RUDP 2):** Preparations for RUDP 2 with the main objective to strengthen urban management and improve access to infrastructure and services in City of Kigali and the six secondary cities are underway and expected to be completed in FY 2019/20.

**Outcome 3: Liveable, well-serviced, connected, compact, green and productive urban and rural settlements with a cultural identity**

**Indicator 1:** Percentage of rural households settled in integrated, planned, green rural settlements

**Indicator 2:** Average share of the built-up area of cities that is open and green space for public use for all (SDG)

Sector outcome 3 in FY 2018/2019 focused mainly on resettling households in scattered and environmentally precarious areas as the main policy action in addition to elaboration of rural settlement zoning and lay-out plans earlier mentioned. Below are details of the achievements:

- ✓ **Green City Kigali:** Feasibility studies for the first ever Green City development project in the region accomplished. The Green City Kigali to be located on over 600Ha on Kinyinya hill in Kigali will proceed with an international architectural design competition and later detailed engineering designs that will be done on an 18Ha piece of land during the FY 2019/20.
- ✓ **Relocation and Resettlement of rural households: In 2018/19,** a total of 10,521, Households were relocated from scattered settlements while 970 Households were relocated from High Risk Zones into integrated planned settlements in different Districts.
- ✓ **Construction of IDP Model villages:** As a scale up strategy, new IDP Model villages were developed while the existing ones were complemented with the remaining pillars. Remarkably, Karama IDP Model Village was developed in Nyarugenge District and inaugurated, providing

240 dwelling units that accommodated families relocated from Mountains of Kigali, Jali and Rebero high-risk zones. The village is also equipped with several other pillars such as schools, market, green houses for urban agriculture and a poultry facility. The other IDP Model villages in Nyagatare, Gicumbi, Musanze, Burera and Nyaruguru Districts were constructed and completed except for Gicumbi/ Rubaya site at 52% completion stage.

**Outcome 4: Increased Access to social and affordable housing**

**Indicator 1:** Number of affordable housing units constructed

**Indicator 2:** Number of social housing units constructed

While increased access to social and affordable housing still remains a challenge, 2018/19 registered remarkable strides towards addressing the housing gaps. Affordable housing program implementation is perceived as the sustainable solution to respond to the danger of informal settlements. The main objective for the previous fiscal year was to provide basic infrastructure to facilitate the development of different sites and mobilize investors in affordable housing. From this perspective, different policy actions were implemented and achievements made are as follows:

- ✓ Busanza I: 416 Houses construction works were at 51.7 %, and road grading was completed at 100%
- ✓ Busanza II (7Ha): Civil works drawings and assessment were completed at 100%
- ✓ Ndera (19Ha): Draft designs were completed and are under review by the Developer. The development of infrastructure is still on hold until the Investor approves the designs.
- ✓ Abadahigwa /Kabuga II (1Ha): Road grading works completed at 100%
- ✓ Batsinda II: Houses construction works progress completed at 15.9% and road grading completed at 100%
- ✓ Masaka (5Ha): Road grading completed at 100%
- ✓ Rugarama I (14Ha): Road grading completed at 100%
- ✓ 5 investors (Remote Group, GCI, IFC, See Far Housing Ltd & Amy's Construction) are already mobilized and 3 of them already undertaking construction works,
- ✓ Secondary cities: 4 investors who submitted bids for Musanze, Rubavu, Nyagatare, Rwamagana and Muhanga are under evaluation.
- ✓ Seven housing development sites with a total area of about 257.5 ha were opened up for investors through an Expression of Interest;
- ✓ Rwanda Housing Finance fund was established. The fund project will tentatively be implemented by Rwanda Development Bank (BRD) with a plan to create Rwanda mortgage refinancing company which will take a core lead of expanding access to mortgage to households and strengthen capital market as a primary objective of the project.
- ✓ Draft Ministerial instructions determining the criteria of accessing affordable housing finance fund by financial institutions elaborated for consultation with commercial banks and other financial institutions.
- ✓ PPP guidelines for affordable housing and a rental housing strategy were elaborated and validated by stakeholders during the Housing Day event.



## **Outcome 5: Adherence and compliance to urban and rural development regulatory framework**

**Indicator 1:** No. of Districts audited on compliance to urban planning and building regulations

**Indicator 2:** No. of public information and awareness initiatives related to urban and rural settlement policies and development.

**Indicator 3:** Number of Government Staff and sector stakeholders capacitated

**Indicator 4:** No. of One Stop Centres using digital information systems in construction permitting and management

### **Planned Policy actions for 2018/19**

Sustainable urbanisation can not be achieved without a high level of compliance to the standards and regulatory framework coupled with building both institutional and operational capacities. The planned policy actions corresponding to sector outcome 5 in 2018/2019 led to the following achievements:

- ✓ **Master Plan Implementation audit:** To ensure effective implementation of developed Master plans, Master plans implementation audit was conducted in 15 Districts (Gasabo, Nyarugenge, Kicukiro, Huye, Muhanga, Rusizi, Rubavu, Musanze, Gicumbi, Nyagatare, Bugesera, Nyamasheke, Karongi, Kamonyi) and City of Kigali (CoK). Recommendations were formulated and shared to concerned districts for compliance.
- ✓ **Public Awareness of Urbanisation Agenda:** The 3rd National Urban Forum was successfully organized and conducted for 2days with support of sector stakeholders. The National event brought together over 300 participants including 20 international experts in the field. In addition to the urban forum, five (5) Sector Thematic working group meetings with specific development partners and specific themes were conducted.
- ✓ **Institutional Capacities:** Several Central and Local Government Staffs were trained on urban management tools (NUP, Building code, master plan implementation.....) under different trainings on RUDP Project management , SDF, inspection , Green urbanisation, BPMIS, Safe Asbestos Removal and Replacement, Inspection to mention but afew. In addition to that acapacity buidling thematic working group meeting was conducted to assess the sector capacity Gap with specific stakeholders .

Furthermore, Building Permit Management Information System (BPMIS) was scaled up in 6 more districts (Rwamagana, Ngoma, Bugesera, Kamonyi, Karongi and Gicumbi district) and technical suppoer provided in 9 districts that are already using the system including Gasabo, Kicukiro, Nyarugenge, Nyagatare, Rusizi, Muhanga, Huye, Rubavu and Musanze , however the sysem is slow which has affected service delivery in those districts .

Other capacity buidling initiatives on urban development management conducted by RALGA in collaboration with VNG International support include ;

- A toolkit handbook on effective design of participatory and pro poor detailed city development master plans was developed for secondary cities district OSC technicians (each district received

15 copies). About 59 secondary cities district OSC staff were trained on the use of the toolkit (May 2019).

- A one week on-job training (June 2019) on inclusive urban planning and city branding was also successfully conducted in the Netherlands from 24-28/6/2019. The training was attended by 12 secondary cities districts technicians (from OSC and BDE unit) and elected councilors. The participants learned from the good practices and challenges of urban planning function in the visited cities of the Hague, Amsterdam, Rotterdam and Heindhoven.
- RALGA in close collaboration with RHA, organized a training session for 190 local leaders including elected Councilors at district and sector levels, technicians and district stakeholders (PSF, JADF, etc) from the secondary cities districts on inclusive urbanization. The workshop took place during the 3 day sensitization campaign on inclusive City named "Umujyi Wanjye Campaign" organized in October and November 2018

**Outcome 6: Effective and efficient management of government assets and public buildings**

**Indicator 1:** Square meters of office space constructed or acquired to accommodate renting government institutions

**Indicator 2:** Square meters of Asbestos removed from government buildings

During the FY 2018/2019, different projects linked to Government assets and office space management were implemented as highlighted here below:

- ✓ Administrative Office Complex: Construction works were completed at 100% and inaugurated.
- ✓ Kigali Arena: Construction works were completed at 100% (with 10,000 seats capacity) and inaugurated.
- ✓ Bweyeye and Rwempasha Boarder Posts: Construction works were completed at 100%
- ✓ High Commercial Court Building: Construction works were completed at 95%.
- ✓ National archives building: Construction works were completed at 47%
- ✓ District Stadia: Overall construction works for District Stadia of Bugesera, Ngoma, and Nyagatare were completed at 72%
- ✓ In addition, technical support was provided in the ongoing construction works of Hospitals (Byumba, Munini, Gatonde, Gatunda, and Nyabikenke), ILPD building, Huye ICT building rehabilitation, Huye NIRDA Laboratory and Administration block renovation, NIRDA\_Banana Community Processing Center (CPC) and the rehabilitation and extension of Court Buildings.
- ✓ 100,604m<sup>2</sup> of Asbestos Containing Materials (ACM) were safely removed from public and private buildings this fiscal year 2018/2019. The cumulative total of Asbestos removed so far stands at 1,003,674.24m<sup>2</sup> which accounts for 62%.

### 2.3 Projects lagging behind during their implementation during 2018-2019 imihigo

There are various projects and activities that are visibly lagging behind due to various challenges encountered during their implementation. These include the following:

1. Informal settlement upgrading project in Agatare, Nyarugenge District under RUDP

- (construction of 1.2km of footpaths; 2.9km of drainage channels and 5km of Access roads)
2. Provision of basic Infrastructure in Rwamagana and Bugesera District industrial parks
  3. Relocation of proposed Government institutions to Secondary Cities and establishment of City Management structures in the six(6) Cities
  4. Review and adoption of the law regulating professional bodies in the construction industry.

The details of the current status, challenges encountered and catch-up plan for each of the listed projects are shown in table 2 in the Annex.

### 3. Budget performance for 2018/19.

Generally, it can be recognised that there was generally a high level of performance (97.2% on average) in executing the improvised budget for the FY 2018/19. The remarkable gap in budget execution performance can be noticed on Housing policy development monitoring and evaluation (70.6%) which is attributed to the slow progress of Informal Settlement upgrading execution works under RUDP project which is just 12% compared to 50% initially targetted for 2018/19.

**Table 2 : Budget Execution Performance for FY 2018/19**

2018/19 Budget Execution			
Program /sub-program	Allocation (Frw)	Execution (Frw)	% execution
Administrative and Support Services	7,186,835,848	6,855,747,279	95.3
Urbanisation, Housing & Government Assets Management	53,077,856,116	51,880,890,204	97.7
Urban Planning And Development	2,289,414,972	2,117,318,564	92.4
Rural Settlement Planning & Development	4,825,016,801	4,789,075,124	99.2
Government Asset Management	45,963,424,343	44,974,496,516	97.8
Infrastructure Policy development monitoring and evaluation			
Housing policy development monitoring and evaluation	487,787,400	344,500,395	70.6
Total	60,752,479,364	59,081,180,278	97.2

## 4. Sector Challenges & Lessons Learned and Cross Cutting Issues

### 4.1. Challenges Against Implementation of FY 2018-2019 Planned Policy Actions

Despite having recorded remarkable results with endurance during the past year, the sector encountered a number of challenges. The main challenges encountered include:

- i. **Rigorous procurement procedures** associated with appeals and projection of risks which delayed the implementation of different programs/projects;
- ii. **Changes of sites and study adjustments** created unexpected additional works and extension of contracts that delayed the projects' completion especially in building construction projects that were managed by various sector institutions.
- iii. **Over ambitious targets** that were difficult to achieve given the available resources.
- iv. **Expropriation issues:** expropriation affected some projects performance especially on Agatare project under Rwanda Urban development projects

### 4.2. Key lessons learned from the NST1 implementation to date

#### a. Coordination of Cross-Sectoral programs

As a cross-cutting sector, urbanization and rural settlement sector needs more coordination to support integrated planning and monitoring of stakeholders activities. Coordination is one of the fundamental pillars of the national urbanization policy and that pillar stipulates that coordination is the key to achieving sustainable urban governance through integrated planning and implementation of agreed goal among all actors.

The urbanization and rural settlement sector has managed to coordinate sector stakeholders through sector working group forums and sector thematic working group meetings with specific stakeholders. However, the absence a sector wide approach secretariat (SWAP) is still a challenge. Previously, the U-SWAP was active helping the sector to coordinate various stakeholder activities including development partners but became inactive due to budget constraint. It is obvious that improved coordination through establishment of U-SWAP secretariat is something needs much advocacy.

#### b. Data

Despite progress made with the establishment of the geodatabase, the collection of important data sets is not yet institutionalized. This concerns urban population, off-farm jobs, housing units in mixed use areas, as well as the entire set of SDF urbanisation indicators. Some sector matrix indicators were set to be evaluated on annual basis while the primary source of information is surveys or censuses from the national institute of statistics which are sometimes collected after mid-term or long-term period. Therefore, limitation of data was observed as critical hindrance of sector monitoring matrix, and it is more urged that urban data and their disaggregation has to be prioritized and supported in all planning terms.

#### c. Integrated Planning

A framework for integrated planning has been elaborated and promoted through planning consultation mechanism; however, more effort has to be made to apply the framework. Also, joint implementation of joint projects (e.g. neighborhood projects, village development projects) is difficult if budgets for the various sectors involved are not integrated. The framework needs to be

applied throughout all planning levels, starting from the national plan at the time of its review (National Land Use and Development Master Plan) and its harmonization with other urban planning documents is also essential and it is something needs more attention.

**d. Information and Awareness**

Programs for information and awareness creation, and communication strategies must be an integral part of larger government programs to ensure public participation, ownership, and ease of implementation. This should be reflected in planning and budgeting. The content of information must always be monitored and up to date, and therefore well integrated in the respective program. Districts must prioritize this especially when comes to development or review of urban planning documents or if there is new development project going to commence.

**e. Private Sector Facilitation**

With embarking on a private sector led economy, large emphasis must be on developing frameworks which facilitate and capacitate the private sector. From the beginning, roles should be well understood so that planning is consistent in support of private sector development and not interfering by inconsistent activity plans. This will help bundle all resources toward a shared goal and avoid budget misuse.

**f. Monitoring System**

It proves essential to, simultaneously with any policy development; establish not only the indicators to be monitored, but to operationalize the details of monitoring arrangements, including institutional responsibilities, procedures and tools. Large emphasis must be on the functionality of monitoring arrangement and all sectors be supported by a coordinating, dedicated responsible.

**4.3. Cross-cutting areas mainstreamed**

**i. Environment and Climate Change**

Environmental degradation and climate change are recognized issues that global development processes are facing. The implementation of sector projects has a direct impact on the environment; therefore, it is important to take into consideration environmental aspects while planning for infrastructural projects. In this context, projects have undergone environmental impact assessments and the environment component of the sector was monitored on quarterly basis.

In joint collaboration with stakeholders, the urbanization sector stepped forward establishing measures to help reduce effects of climate change. Such include for example the assistance to people living in high-risk zones for their settlement in properly planned rural Integrated Development Program (IDP) sites. The adopted national road map for green growth development of secondary cities with the support from Global Green Growth Institute (GGGI) led to development of Green Building Minimum Guidelines as an annex to the revised Ministerial Order determining urban planning and building regulations.

**ii. Regional Integration**

Regional integration is mainstreamed on one hand through policy and legal harmonization and on the

other hand in practical terms. In the first regard, the following examples illustrate the efforts: The Rwanda Building Code takes into account the building related regulation from other East African countries. In the latter regard, urban planning documents and economic development strategies embark on the opportunities for cross-border trade, and support such, e.g. through the implementation of cross-border markets and operationalising of new border posts like Bweyeye and Rwempasha Boarder posts constructed by RHA.

### **iii. Gender**

The integration of both genders is one consideration in any project supporting economic growth under the urbanization and human settlement sector. The representation of females is remarkable in building and infrastructure construction projects, plot servicing and in informal settlements upgrading activities, emphasizing gender balance in employment-generating activities. A gender mainstreaming strategy for the urbanization and infrastructure sectors was also initiated.

### **iv. Disability & Social Inclusion**

The framework for elaboration of urban planning documents now anchors the process for obligatory inclusive participation in planning. This way, local authorities and their direct stakeholders including strong civil society engagement enhances effective ownership in any planning process. The promotion of collaborative development in policies on housing, urban upgrading, sites and services in general provides an opportunity for all to participate in development. Mixed-use development policies as well are meant to create inclusive urban environments in which people may self-responsibly be able to raise their socio-economic status.

Infrastructure and public facilities' development that is sensitive to disability is now mandatory in all forms of urban and rural developments following its mainstream through the established urban planning and building codes adopted in 2015. The provisions of those codes establish standards, which allow people with disabilities to access public buildings and facilities. It is now a requirement that all new public buildings comply and old ones progressively retrofitted accordingly.

## **5. Areas Prioritized for the 2019-2020 Fiscal Planning and Budgeting Process**

The following areas are prioritized during planning and budgeting process of the fiscal year 2020/2021:

- 1. Develop Flagship projects in secondary cities and other key urban areas to support thriving and sustainable urban economies:** Increasing urban pull-factors and support local economic development will continue to be among the key sector's priorities through Implementation of Rwanda Urban Development Project (RUDP phase 2) and Urbanisation Program by Enabel. Upgrading of informal settlements and plot servicing will be done in CoK and secondary cities.

**Table 3 : Planned RUDP 1Phase2 project details FY 2019/2020-2021**

Action	Nyagatare	Rubavu	Musanze	Huye	Rusizi	Muhanga
Road	11.81	5.89	6.428	4.675	5.2	5.72
Stand alone drainge	1.36	5.97	-	1.54	1.02	0.83

**2. Resettling of rural households living in scattered settlements and high risk zones** and scaling up the construction of IDP model villages will be maintained to ensure households in the mentioned vulnerable areas are accommodated;

**3. Facilitate development of affordable and social housing and access to housing :** Government will continue to support affordable housing neighborhood development projects by subsidizing basic infrastructure and enhancing affordable financial models on the demand side. To reach that target, affordable housing finance fund will be operationalized by establishing implementation tools and sites infrastructure servicing will be undertaken. Public private partnership working regulatory tools shall be also elaborated to unlock private investments in affordable housing projects.

**4. Effective and efficient management of government assets and public buildings:**Government asset management and development will continue to be among sector priorities in the coming financial year to adress the issue of renting government institutions, maintanance of existing public buildings and massive asbestoes removal on public buidlings

**5. Sector capacity development:** Capacity building in areas of urbanization, housing development and human settlement with a focus on construction project planning, management, monitoring and land use planning etc will be provided to government staff within the sector especially to district and sector staffs. In addition, the establishment of city management structures at Secondary City level to support the strategic direction of the Cities will be initiated.

## **6. Progress against implementation of recommendations from the last JSR meetings**

The previous Urbanisation and Rural Settlement Joint Sector Review meeting highlighted 7 key recommendations to be implemented. The table below shows the implementation status of the recommendations :

**Table 4 : Implementation status of the previous JSR recommendations**

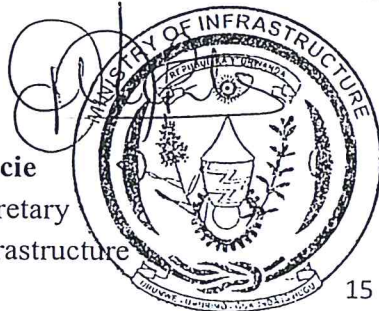
S/N	Last JSR Recommendation	Implemetation status
1	Ensure compliancy of all public buildings with green minimum building compliancy requirements under the Ministerial Order N° 03/CAB.M/019 of 15/04/2019 determining urban planning and	Official communication to public institutions made and inspection to

	building regulations	follow.
2	Ensure consideration of disabled facilities in all public building and open space projects under development.	All new developments including public buildings and open spaces, facilities for disabled are being considered at permitting stage. Compliance through regular inspection and audit required.
3	More engagement of civil society in all urbanization and rural settlement projects from planning to implementation.	Civil society has been engaged in all sector activities especially in thematic working group meetings and other urban platforms
4	A joint site visit to asbestos burial sites by the concerned stakeholders and development partners to have a clear understanding on how environmental, safety and health measures are being considered	A site visit composed of MoE, MININFRA, MINEDUC, MINADEF, Reserve Forces, REMA and UR (Academia) was undertaken objectively to validate the inventory but also devise innovative and cost efficient means for its safe removal and/or conservation.
5	More sector awareness activities to done on urbanization and rural settlement sector existing tools, legal and policy frameworks more specifically during the upcoming urban month in the next financial year	Urban month activities started with urban walk in Huye district and citizen outreach at National level is planned for November.
6	World Bank team to work with Urbanization team and develop a concept proposal on how sector secretariat can be operationalized and submit to MINECOFIN for consideration	Draft Concept is available. Enabel already committed to cater for coordinator
7	Mapping of DPs with clear indication of who does what in the sector	Task accomplished and mapping shared

This report has been jointly agreed by MININFRA and World Bank as the lead responsible institution in the Urbanization and Rural Settlement Sector with its Co-Chair.

**Chair**

**UWASE Patricie**  
Permanent Secretary  
Ministry of Infrastructure



**Co-Chair**

**ABEBAW Alemayehu**  
Urban Specialist  
World Bank



**REPUBLIC OF RWANDA**



**MINISTRY OF INFRASTRUCTURE**

**URBANIZATION AND RURAL SETTLEMENT SECTOR**

**MINUTES: BACKWARD LOOKING JOINT SECTOR  
REVIEW 2018/19 MEETING**

**25 OCTOBER 2019**

**MININFRA MAIN BOARD ROOM**

## Agenda

Time	Activities	Responsible
9.00 – 9.15	Opening Remarks and Introductions	PS MININFRA & World Bank
9.15 – 9.35	Presentation of the Backward Looking Joint Sector Review Report (BLJSR-R)	MININFRA
9.35 – 10.15	Open Discussion	All
10.15 – 10.40	Updates from Partners on specific plans / projects	Interested Partners
10.40 – 10.50	Closing Remarks	PS MININFRA & World Bank
10.50 – 11:00	Networking Health break and Departure	All

### 1. Introduction and Background

The Joint Sector Review forums bring together all Sector Working Group (SWG) stakeholders to engage in policy dialogue and to ensure ownership, accountability and transparency of National Medium Term Development Strategy implementation and monitoring process. This annual backward looking Joint Sector Review (JSR) for Urbanization and Rural Settlement Sector aims to:

- ✓ Assess progress in achieving sector objectives with focus on financial year 2018/19 targets for: NST1 2 core indicators selected sector indicators
- ✓ Present and discuss budget execution performance for financial year 2018/19;
- ✓ Highlight key lessons learned from the NST1 implementation , challenges that hindered achievement of 2018/19 targets
- ✓ Highlight priority areas for the 2020/21 fiscal year that will inform the planning and budgeting process for institutions in the sector;
- ✓ Review progress against implementation of recommendations from the last JSR meetings

The meeting was attended by 53 stakeholders and development partners contributing to Urbanisation and Rural development in Rwanda (see annex attached).

The joint sector review meeting was chaired by **Mr Charles KALINDA**, the Head of Policy and Planning / Ministry of Infrastructure on behalf of Permanent secretary / MININFRA, co-chaired by **Mr ABEBAW Alemayehu**, the Senior Urban Specialist/World Bank Country.

The chair welcomed all participants and thanked them for their continuous contribution towards Urbanization and Rural Settlement Sector in the last financial year by highlighting key sector tangible achievements namely: completion of RUDP Phase1 project in six secondary cities, Construction of public buildings such as Kigali Arena, Administrative office complex, Construction of IDP Model villages including Karama IDP model that resettled 240 households from high risk zones of Kigali and conduction of 3<sup>rd</sup> National Urban forum among others.

He further said that the Ministry can't achieve such achievements without stakeholders support and went ahead to welcome the new co-Chair who also greeted participants as it was his first time to participate in such meetings in Rwanda. He introduced himself to the participants and briefed them about his areas of expertise in the sector with over twenty years working experience and committed to contribute to sustainable urban development in Rwanda.

The introductory remarks were proceeded by the presentation of the JSR report as well as collection of sector updates from pertinent stakeholders, which led to the following deliberations:

### Discussion and reactions

Item	Discussions and reactions
Presentation of Joint Sector Review Report.	<p>The participants:</p> <ul style="list-style-type: none"> <li>• Requested the sector secretariat to share the mapping of stakeholders that was done by Ministry even though mapping was not yet completed as new partners were still joining and this required regular updates.</li> <li>• Highlighted that the Ministry should always include activities done by stakeholders in the Joint sector review report to make it more inclusive of which the Ministry responded that much from stakeholders was not included due to limited JSR terms of reference .</li> </ul>

	<ul style="list-style-type: none"> <li>• Recognized the need for more efforts towards capacity building of sector professionals in all fields including urban planning, project management and contract management, urbanization infrastructure planning and monitoring and evaluation to mention but a few to effectively contribute to sector development</li> <li>• Requested the ministry to think and invest more in infrastructure maintenance for sustainability</li> <li>• Highlighted the need to think more on the impact of urban - rural linkages for better sector planning and monitoring.</li> </ul>
<p>Sector updates by specific Development Partners</p>	<ul style="list-style-type: none"> <li>• WAP, an affordable housing developer informed the meeting that Gahanga phase 1 project of 294 affordable units started and will be completed in May 2020 while phase 2 of 490 units adding up to 784units is be completed by December 2021.</li> <li>• SKAT updated the meeting on its partnership with See Far Housing Project to use the Row Lock Brick (RLB) technology by Skat. The project commenced with 60 units and a further 600 units expected in total and Skat PROECCO project provided technical support to use RLB construction technology as per Rwanda Building Code. Furthermore in supporting promotion of modern bricks and local economic development, Skat PROECCO constructed a Brick Info Point (Swiss Cube building) in Musanze which will serve as an information centre for modern bricks, RLB construction technology, and exploring marketing opportunity for Trans-boundary trade.</li> <li>• KFW updated the participants that an International design competition for the green city Kigali pilot will start in November.</li> <li>• GGGI Updated the meeting on: the situation assessment of the solid waste management in Huye and Muhanga secondary cities, GCF National Adaptation Planning (NAP) and Readiness proposals and on urban wetland rehabilitation in the City of Kigali</li> <li>• RALGA updated the meeting on land subdivision project to support secondary cities under procurement processes.</li> </ul>

### Meeting recommendations

- The meeting recommended that the Ministry in collaboration with RHA and stakeholders to develop policy guidelines on land subdivision plans.
- The meeting resolved that the sector should always integrate all stakeholders' actions in Joint Sector Review Reports to make it more inclusive
- The meeting requested the Ministry in collaboration with the development partners to strengthen Urbanization and Rural settlement sector coordination to address key sector issues
- The meeting requested the Ministry to support affordable housing developers by providing more subsidies to make affordable housing units more accessible to end beneficiaries
- The meeting recommended that policy actions should include the impact created to the community / beneficiaries during both planning and reporting process.

### Conclusion remarks

The meeting was closed by the Chair and Co-chair with a word of appreciation to all participants especially development partners for the tremendous contribution and assured them for continuous collaboration towards achieving sustainable urbanization and rural settlement in Rwanda.

**Chair**



**Charles K. Kalinda**  
Head of Policy and Planning  
Ministry of Infrastructure

**Co-Chair**



**ABEBAW Alemayehu**  
Senior Urban Specialist  
World Bank