

REPUBLIC OF RWANDA



MINISTRY OF INFRASTRUCTURE  
P.O BOX 24 KIGALI  
Email: [info@mininfra.gov.rw](mailto:info@mininfra.gov.rw)

Kigali, on 23 MAY 2017

N° 912/1111/17

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.....

Dear Madam/Sir,

**Re: Invitation to the Joint Sector Review of the Urbanization & Rural Settlement Sector Working Group (SWG).**

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 the EDPRS 2 implementation and monitoring process. This year's upcoming forward looking joint sector review (FLJSR) has the following key objectives:

- i. To assess progress towards implementation of the 2016/17 policy actions
- ii. To present and discuss areas prioritized during the planning and budgeting process
- iii. To discuss and validate the 2017/18 sector targets, related policy actions, and to select policy related studies to be conducted
- iv. To discuss progress on the elaboration process of the Sector Strategic Plans 2018/19-2023/24 and urbanization and rural settlement sector's priorities for EDPRS3

It is against this background that the Ministry of Infrastructure wished to invite you to attend the Urbanization & Rural Settlement Sector Working Group meeting to be held **on May 31<sup>st</sup> 2017 from 9:00am to 12pm at MININFRA Ground Floor Board Room**. Attached herewith is the provisional agenda.

Sincerely,

A large, stylized handwritten signature in blue ink is written over a circular official stamp. The stamp contains the text 'MINISTRY OF INFRASTRUCTURE' and the Rwandan coat of arms.

**Christian RWAKUNDA**  
Permanent Secretary

- Cc:**
- Hon Minister of Infrastructure
  - Hon Minister of State/MININFRA (all)
  - Director General/RHA
- KIGALI**

REPUBLIC OF RWANDA



MINISTRY OF INFRASTRUCTURE  
URBANIZATION & RURAL SETTLEMENT SWG MEETING

AGENDA

Time	Activities	Responsible
9.00 – 9.15	Opening Remarks and Introductions	Chair (PS MININFRA) and Co-Chair (World Bank)
9.15 – 9.45	<ul style="list-style-type: none"><li>• To assess progress towards implementation of the 2016/17 policy actions</li><li>• To present and discuss areas prioritized during the planning and budgeting process</li><li>• To discuss and validate the 2017/18 sector targets, related policy actions, and to select policy related studies to be conducted</li></ul>	MININFRA
9.45 – 10.25	Open Discussion	All
10.25 – 10.40	Coffee break	
10.40 – 11.15	To discuss progress on the elaboration process of the Sector Strategic Plans 2018/19-2023/24 and urbanization and rural settlement sector's priorities for EDPRS3	MININFRA
11.15 – 11.45	Open Discussion	All
11.45-12.00	Closing remarks	Chair (PS MININFRA) and Co-Chair (World Bank)



**GOVERNMENT OF RWANDA**  
**MINISTRY OF INFRASTRUCTURE**

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# **Forward Looking Joint Sector Review**

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Prepared by:  
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U-SWAp Coordinator

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## 1. Introduction

Rwanda has registered very high population growth during the last eight decades. The population has grown more than seven times from 1.6 million in 1934 to about 11.8 million in 2017 (RPHC4: Population Projections). The population has grown most in Kigali City, which currently counts more than a tenth of Rwandan population. The 2012 Census showed that 83.5% of the population of Rwandans lived in rural areas while 16.5% were in urban<sup>1</sup> areas (NISR, 2014).

The speed of urbanization has been influenced by both rural-urban migration and population growth. Currently, Rwanda has 17.3% of urban population (NISR, 2015). The country annual average rate of urbanization growth is estimated to be 4.5% (ibid). The Vision 2020 set an ambitious target of reaching 35% of urban population by the year 2020. Despite tremendous achievements of Rwanda in terms of urbanization, it is unlikely to meet the targets of Vision 2020 with the current growth rate. The country is supposed to have 28.1% of urban population by 2017 in order to meet 2020 target. Note that, it is challenging to assess trends throughout time using NISR data due to lack of consistency in urban definitions that guided past censuses. Moreover, changes of administrative boundaries that took place in past make the comparisons even more complicated. The current urbanization rate is debatable and open to interpretations.

The high rates of urbanization have resulted in uncoordinated urban expansion. Rwanda registered increasing urban development in informal settlements on lands considered as hazardous and inappropriate for residential development. This was considered as a great challenge to the societal and economic development of the Rwanda by the government. In addition, there were increasing insufficient and uneven distribution of basic socio-economic infrastructures.

Despite multiple challenges, the urbanization of Rwanda is seen as the hope the economic growth by both EDPRS2 and Vision 2020. Although both documents are soon ending, other international document like SDGs, Agenda 2063 recognize positive trends of urbanization past and future. Urbanization and economic growth go hand in hand and no country has ever reached middle income status without a significant population shift into cities. The urbanization is necessary to sustain and drive growth.

### 1.1. Urbanization sector

The urbanization sector was created by the EDPRS 2. In its fourth priority, EDPRS 2 aimed to transform the economic geography of Rwanda by facilitating and managing urbanization for increased growth countrywide. Currently, there are two important documents guiding the sector; the National Urbanization Policy (NUP) and the Sector Strategic Plan (2012/13-2017/18) (SSP). The NUP was approved in December 2015 while the SSP is being implemented since 2012. In the SSP, it is highlighted that the sector urbanization and rural settlement sector was created to address issues related to build environment and its rapid change. The sector's mission is to make sure *that "Rwanda's human settlements and urbanization are sustainably managed and promoted, supporting economic development and benefiting all strata of population"*. The mission leads to two overall objectives:

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<sup>1</sup> The definition of what is urban have not been made clear by the National Institute of Statistics

- To develop the basis for good urban and rural settlement management cross cutting all development sectors and following clear guidelines and procedures at all levels of governance
- To create a hierarchical network of urban and urbanizing centers providing services and attracting economic activities countrywide, and to support the development of secondary cities, districts, towns and villages, as well as the capital, Kigali.

The SSP has an implementation duration of five years. Whereas, the country has limited resources to fully achieve the above objectives, the sector identified 7 priorities. The priorities helped in the identification of indicative outcomes/outputs and activities to be carried out.

## 2. Areas prioritized during the planning and budgeting process

The urbanization, human settlement and housing development division and RHA as one single project that was prioritised for an estimated budget of 16,915,870,000 of Rwandan Francs. The project has four sub-projects:

- Urban planning and development
- Rural settlements planning and development
- Government asset management
- Construction standards development and inspections

## 3. Analytical works

### 3.1. Progress of 2016/17 analytical works

Analytical Work	Brief progress, challenges and actions to be taken if any
Affordable Housing Market Study in 27 district cities	Three companies have been selected through Eol and they are expected to submit their technical proposals by 5th April 2017 <i>Challenge: Delays in hiring the consultant</i> Way forward: Speeding up the remaining process
Feasibility Study for Rent to Own & Social Housing Projects for Extremely Low Income Earners and Vulnerable People	CHL to mobilize funds for this study. Preparation draft MoU between RHA and CHL has been signed
Secondary City Master Plans reviewed and detailed physical plans for Urban Areas - Phase I	Tendering process completed. <i>Challenges: No budget allocated</i>

Elaboration of 4 Local urban Development Plan for emerging centers (Rwemiyaga in Nyagatare, Arete in Huye, Kinigi in Musanze and Birambo in Nyamasheke)	Elaboration of Kinigi: Data analysis and processing for the inception report completed on, 24th March, 2017 & Arrete LUDP: Data analysis and processing for the preparation of the draft is ongoing. Mubuga (Replaced Birambo) LUDP: Data analysis and processing for the preparation of the draft is ongoing. Rwemiyaga LUDP: Data analysis and processing for the preparation of the draft is ongoing.
Detailed studies for upgrading informal Settlements in Gasabo, Kicukiro, Muhanga, Rusizi and Rubavu	Gasabo: The contract was signed with Geo-Surveys International and the data collection is ongoing. Rubavu: The final report for informal settlement upgrading studies was validated. Rusizi: The contract was signed UCPE Ltd and data collection is ongoing. The 1st deliverable is being elaborated. Muhanga: Opening of technical proposals was done on Friday, 3rd March, 2017. They are now under analysis phase. A recovery plan has been requested. <i>Challenge: Delays in Procurement processes</i>
2400 Rural settlement site zoning plans and site maps (Nyamagabe, Muhanga, Kamonyi, Burera, Nyabihu, Rutsiro, Kayonza, Rwamagana, Ngoma and Gatsibo)	*1772 layout plans have been elaborated so far in 10 Districts /98.4%. *Addressing recommended inputs from local population in six Districts (Karongi, Muhanga, Gisagara, Nyagatare, Gicumbi and Rubavu) on going (progress of reviewing estimated at 68 %). Elaboration of layouts plans for Nyaruguru and Gakenke on going
Approved Adobe Bricks/Earth Bricks by the Rwanda Building Code	Progress: The contact with INES done <i>Challenge: Delays</i> Way forward: Close follow up

### 3.2. Proposed analytical works for 2017/18

Due to lack of budget the number of proposed analytical works has decreased and many put on hold. Below are the analytical works to be conducted this FY:

- A study for 2 Pilot project on land readjustment in CoK (Kicukiro) and 1 Secondary city (Rubavu) will be conducted
- Guidelines for Inclusion of Traditional Rwandan Cultural Characteristics into the Built Environment in COK developed

- Urban Design Plans for inner urban areas, peri-urban areas and imidugudu will be developed
- SDF Implementation Action plan for Rwanda will be elaborated

#### 4. Progress towards implementation of the 2016/17 policy actions

This section summarizes the progress towards implementation of the 2016/17 policy actions in line with core indicators of the EDPRS 2 highlighted in the SSP. All the achievements are results of activities planned under Imihigo of urbanization, human settlement, and housing planning division, and Imihigo of the Rwanda Housing Authority. The achievements highlighted below have been achieved mainly since 2017.

##### **Outcome 1: Well-coordinated urban and rural settlement development planning and management**

*Indicator #1: Policy, legal and regulatory frameworks fully harmonized*

Target: Continuous / Status: Comprehensive framework established

##### **Progress:**

- Master plan implementation audits were operationalized and conducted in 11 audits conducted; Rusizi, Musanze, Muhanga, Huye, Gasabo, Rubavu, Nyarugenge, Kicukiro, Nyagatare, Bugesera and Karongi. The main objective was to understand the baseline of current local development management and capacities for good Master Plan implementation.
- Ministerial instructions on how to better coordinate One Stop Centers across sectors have been elaborated and have been translated. The draft is available for proceedings under the mandate of MINALOC.
- 100 Staff & other stakeholders trained in Urbanization, Geodata platform, Rural Settlement and Green Growth
- In support of improved monitoring & evaluation, a geodatabase has been established and operationalized, and GIS staff of all MININFRA agencies trained to maintain and update data. There is plan to capacitate secondary cities to maintain and use it with funds provided under the RUDP funded by the World Bank.
- The SMM requested to drop the draft of Presidential Order Determining Organization, Functioning and Responsibilities of the Urban Development Fund was drafted. However, an Affordable Housing Fund which is more or less similar initiative is officially announced to be operational from July 2017.
- A study how to respect cultural identity in the context of urban renewal has been commissioned; the first two submissions have been received and a stakeholder discussion been conducted. The main objective was to assist the MININFRA in establishing clear guidelines for responsible, culturally appropriate urban development that respects the reading of the site in its context, and preserves local small-scale economic activities and built heritage, as well as mature vegetation. The Phase II report has been validated. In that regard, a draft of Urban Design Code is available; joint work expected to continue in May.
- The Spatial Development Framework (SDF) of Rwanda has been drafted, waiting



approval.

*Indicator #2: The percentage of well-performed development management tasks by District One Stop Centers*

**Target:** No target

**Status:** -

**Progress:**

The following can be highlighted:

- There are 30 District one Stop Centers operational. However, some are not fully staffed and lack basic office equipment;
- BPMIS has been launched in all secondary cities except Muhanga and Nyagatare. The BPMIS has been supported by IFC-World bank;

**Outcome 2: A network of secondary cities provides services and attracts economic activities**

*Indicator #1: Number of new off-farm jobs created in secondary cities*

**Target:** 15,000

**Progress:**

The progress which can be reliably established through 2013 census data is 9,965 (2013; from census data published 2014). That are available in RDB, MINEACOM, District Labor Office, ... but collection not well coordinated and harmonized. Job data tracking system for SC's will be introduced as part of the implementation of RUDP.

*Indicator #2: No. of public investment projects, which make secondary cities attractive places to live and to invest in<sup>2</sup>*

**Target:** 6

**Status:** 4

**Progress:**

- Four components of interventions (Provision of basic infrastructures, upgrading of unplanned settlement in CoK, technical assistance for sustainable urban management, and support for project management) for the secondary cities development were identified through a participatory prioritization process as part of the elaboration of detailed feasibility studies. Preliminary designs were elaborated and the final detailed designs preparing for the tender and implementation are in finalization stage. The first implementation packages prioritize road and drainage infrastructure in the six cities. Detailed designs are available; Phase 1 is under implementation. The implementation will be done by districts and there are under

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<sup>2</sup> Considered as pull-factors are: 1) Access to business services and opportunities, 2) Access to infrastructure and utilities services ;3) Healthy environment

tendering.

- The National Road Map for Green Secondary City Development has been launched. Bankable projects concept for green growth development in secondary cities were identified by GGGI. The GGGI is supporting Rubavu District to mobilize USD 700,000 for eco-tourism development. It is training trainers in Urban Planning and green growth where 4 technical staff per district will be trained. They will in turn be facilitated to train their counterparts at the district, sector, cell, village and community level.
- A study on the upgrading of informal settlements in Huye, Musanze, Muhanga, Rusizi, and Rubavu has been undertaken and is under. However, the implementation has been done partly in Huye (Gatobotobo cell).

### **Outcome 3: Integrated urban and rural settlements**

*Indicator #1: Percentage of development projects executed in line with integrated local development plans*

**Target: 70% compliance in all Districts**

#### **Progress:**

- In the framework of the Upgrading informal settlement in Cok and Secondary cities; Preliminary report for detailed engineering designs for the upgrading all informal settlement in Huye validated, construction works of 5 km community link roads in a Huye urban upgrading project is 30 % completed; street lighting in Gatobotobo site / Huye is ongoing with 85 % works progress; Construction works for the 400 m link road in informal settlement in Nyarugenge/Agatare Cell 30% completed; 5 km road under construction in Musanze District (74% completed); Street addressing plans in Huye, Musanze and Nyagatare developed and implemented, and detailed engineering designs for the upgrading all informal settlement in Rusizi, Muhanga, Rubavu, Kicukiro, Gasabo, and Phase II of Agatare Cell are on stage of final draft report
- In the framework of development of 2400 Rural settlement site zoning plans and site maps for 10 Districts (MUHANGA, GISAGARA, GICUMBI, MUSANZE, GAKENKE, NYAGATARE BUGESERA, KARONGI, RUBAVU, NYAMASHEKE); 1772 layout plans have been elaborated so far in 10 Districts /98.4%, addressing recommended inputs from local population in six Districts (Karongi, Muhanga, Gisagara, Nyagatare, Gicumbi and Rubavu) is ongoing (progress of reviewing estimated at 68 %), and elaboration of layouts plans for Nyaruguru and Gakenke is ongoing.

*Indicator #2: Percentage of households living in integrated & economically viable settlements (rural)*

**Target: 53%**

**Status: 55.8%**

#### **Progress:**

- Currently, IDP model village activities have started across the country. Construction works of Houses (4in1 and 2in1) in selected IDPs Model Villages in all Districts ongoing: Nyamagabe and Nyaruguru progress still estimated at 65%. Others on scaffolds progress, roofing and elevation walls; still estimated at 40%. In Muhanga houses have been completed, in Huye houses are occupied while in Rubavu constructions are at

the finishing stage. There is a need, however, of clear guidelines on the end beneficiaries of these houses so that the government can get back the invested fund for continuous investment in affordable housing (affordable housing fund).

- As highlighted above (outcome 3), 1772 layout plans have been elaborated so far in 10 Districts /98.4% for rural settlement site plans.

#### **Outcome 4: Developed affordable housing and finance options**

*Indicator #1: Number of housing units affordable for low income earners*

**Target: 6000**

**Status:** Construction for 537 units has started, sites for about 22,000 units available for investment

**Progress:**

1. Batsinda 2 (561 units):
  - General road construction: 56.4% (Internal Roads, Paved Areas) and swales and Borders works at 86%
2. Kabuga (Abadahigwa) Project (56 units):
  - Construction of Houses at 55% and Infrastructure at 65%. (for phase I: 32 Houses completed)
3. Servicing sites in SC's:
  - Musanze: construction of roads completed 100%
  - Huye: Construction of roads at 85%, Water and electricity supply at 60%
  - Nyagatare: Contract negotiation for water and electricity supply at 40%
  - Rubavu, Muhanga and Rusizi used the earmarked funds in other projects not related to the respective planned activities.
4. Different investors are committed to construct affordable houses (Moroccan investors 5000 houses, BRD...)
5. Seven housing development sites with a total land area of about 257.5 ha are open for investors in Kigali. At least 22,000 housing units are estimated to result from this. One investor has been identified for the Ndera site. Three other sites will be designed with the help of a consulting firm hired under MININFRA, in collaboration with 2 housing cooperatives ready to invest. Land for affordable housing development is also available in secondary cities, with 2.9 ha in Muhanga, 3.4 ha in Huye, 1.2 ha in Rubavu, 1.5 ha in Rusizi, 1 ha in Musanze and 6.5 ha in Nyagatare.
6. The amended Law Relating to Investment Promotion and Facilitation incentivizes investment in affordable housing. It offers tax incentives to investment in affordable housing. A Ministerial Order, required by the law and regarding the criteria for the incentives has been drafted, and is available for stakeholder discussion. The draft order, however, is not yet discussed because of several other pending documents which wait for proceedings with stakeholders.
7. The local production of construction material is gradually being increased. A low cost, 2-storey model from improved burnt bricks has been piloted by SKAT. Strawtech is now capable to build up to 8 storey development after having purchased the steel frame factory in Kigali. AfriPrecast about to start trial production; Private investment in production of aerated concrete blocks have been announced.

### **Outcome 5: Increased private sector activity in urbanization and human settlement development**

*Indicator: Number of private investors in affordable housing development*

**Target:** 6

**Status:** 6

**Progress:**

The Government now offers investment incentives for affordable housing construction. Those include:

- Abagahigwa, BRD and Shelter Afrique, RSSB, GPD Morocco, CHR Austraria, and Remote Group. However, only Abagahigwa and RSSB have started their works.
- It is worthy mentioning that an Affordable Housing Fund is officially announced to be operational from July 2017. The AHF will support private investors to have loans with very low interest rates.

### **Outcome 6: Improved institutional and human capacities**

*Indicator: Level of proficiency of District OSC officials in all areas of local development management*

**Target:** Continuous

**Progress:**

- RHA is currently offering trainings on urban planning and building regulatory framework, permitting, inspection, ... across the country
- 30 Senior Staff of RHA trained on Project Management by Manchester University organized by RHA from 19-21 September 2016
- 3 staff of RHA trained on strategic Environmental Assessment from 20 March to 07 April 2017 (organizer NIRAS, Fund: SIDA; Venue: City of Gotherburg and Stokholm)
- \*RHA is currently offering trainings on urban planning and building regulatory framework, permitting, inspection, ... across the country
- \*Training on Geo-Portal System application: beneficiaries (50 Districts One Stop Centre Staff, RNRA, MININFRA) organized by RHA. March 2017
- \*Training on Housing Regulation and Urban planning: beneficiaries: Gasabo District staff: Mayor, One Stop Centre Staff, Executive Secretaries, Land Managers of Sectors and Security organs), done in March 2017
- \*Training on basic usage of BPMIS: Beneficiaries 6 Secondary cities
- The dissemination of National Urbanization Policy conducted countrywide by staff from the sector and partners (MININFRA, RHA, GGGI).

### **Outcome 7: Efficient management of government assets, work space and initiatives targeting public health**

*Indicator #1: Number of the current 41 government institutions accommodated in rented*

buildings decreased

**Target:** 16

**Status:** 35

**Progress:**

- Construction of the Administrative Office Complex under a Chinese grant is at 80 % on structure progress and around 35 % general progress execution progress. The budget consumption is at 60%. The AOC will host the PMO and 7 Ministries;
- Construction progress of High Commercial Court is at 18 %;
- Construction of National Archives is in contracting stage, but the initial budget was reallocated to outstanding bills from CHAN construction; progress expected through budget reallocations (Dec).

Indicator #2: Area (m<sup>2</sup>) of asbestos sheets removed and buried countrywide

**Target:** 1,671,406.3 m<sup>2</sup>

**Status:**

47.48% of asbestos have been removed on both public and private houses

**Progress:**

RHA proposed hired private company to remove asbestos materials from public buildings. More than 2,000 engineers have been trained on safe asbestos removal by RHA. Special burial sites for removed asbestos have been constructed around the country, and other measures to secure safe asbestos eradication are undertaken. From the progress report of March 31, 2017, **47.48%** of asbestos have been removed on both public and private houses.

## 5. 2017/18 sector targets and related policy actions

2017/18 Targets	2017/18 Policy Actions/ priority outputs
Submission of RSC for approval	<b>P.A:-</b> <b>P.O:</b> <ul style="list-style-type: none"> <li>• Inputs from consultation meetings with stakeholder</li> <li>• Final draft RSC</li> </ul>
submission of the Law Governing Urban Planning and Building for approval	<b>P.A:</b> <b>P.O:</b> <ul style="list-style-type: none"> <li>• Draft Review of the Law Governing Urban Planning and Building</li> <li>• presented to key stakeholders</li> <li>Final draft approved by the SMM</li> </ul>
National Urban Forum on Urbanization	<b>P.A:</b> <b>P.O:</b>

Principles and Guidelines for Inclusion of Traditional Rwandan Cultural Characteristics into the Built Environment in COK

**P.A:** Develop guidelines for the preservation of cultural heritage

**P.O:**

- 1) Final Analytical report and drawings for cultural heritage principles and guidelines in built environment of Kigali peri urban-areas
- 2) Analytical report and drawings for cultural heritage principles and guidelines in built environment for Peri-urban and Rural area

Urban Design Plans for inner urban areas, peri-urban areas and imidugudu

**P.A:** Develop guidelines for the preservation of cultural heritage

**P.O:**

- Final Urban Design Plans in inner-urban (Kigali CDB), peri urban, and rural areas
- Specific buildings and spaces to be listed as heritage for preservation in the inner urban area of Kigali

Action Plan for Spatial Development Framework

**P.A:** Determine spatial development framework

**P.O:**

- Action plan document and its Dissemination

All OSCs fully staffed and Capacitated

**P.A:** Empower and build capacity of the decentralised entities to steer a sustainable urban development

**P.O:**

- Training:  
Review National Urbanization policy (NUP)  
Develop training modules and train 100 OSCs staff and land managers.
- BPMIS Project (Building Permit Management Information System):  
Train OSCs staff on use of BPMIS and support,  
Carry out Desk side support in 9 Districts (CoK and SCs)

123Ha of land (10Ha in Batsinda 64Ha in SC's, 19 Ha at Ndera, 20Ha at Kanombe and 10 Ha for individual developers and housing cooperatives) serviced at 40% with basic infrastructure to facilitate investment in 7000 Affordable Homes (Batsinda phase 2)

**P.A:** Determine spatial development framework

**P.O:**

- Plot servicing for Ndera and Batsinda
- Provide other basic infrastructure (water and electricity, graded road...)

50% of new urban housing units located in mixed use neighbourhoods (urban)

**P.A:** Determine spatial development framework

90 km of Plot serviced in IDP Model villages, Imidugudu and Affordable housing sites.	<p><b>P.A:</b></p> <p><b>P.O:</b></p> <ul style="list-style-type: none"> <li>• Sites servicing to be done in 27 Districts for the sites for new IDPs model villages, Imidugudu, and Affordable housing projects.</li> <li>2400 Rural settlement site zoning plans and site maps developed (Nyamagabe, Muhanga, Kamonyi, Burera, Nyabihu, Rutsiro, Kayonza, Rwamagana, Ngoma and Gatsibo)</li> </ul>
70% of households living in integrated & economically viable settlements (rural)	<p><b>P.A:</b> Develop and integrate mechanism to incrementally meet the standards for quality of life</p> <p><b>P.O:</b></p> <ul style="list-style-type: none"> <li>• 40,000 Households (HHs) living in Scattered Settlements and 3,000 HHs in High Risk Zones relocated</li> <li>• 2400 Rural settlement site zoning plans and site maps developed (Nyamagabe, Muhanga, Kamonyi, Burera, Nyabihu, Rutsiro, Kayonza, Rwamagana, Ngoma and Gatsibo)</li> </ul>
15,000 Number of new off-farm jobs created in secondary cities	<p><b>P.A:</b> Prioritise investment supportive to local economic development</p> <p><b>P.O:</b></p> <ul style="list-style-type: none"> <li>• Informal settlement upgrading works in Kicukiro (Gatenga), Gasabo (Nyabisindu, Bannyahe, Nyagatovu) and districts of Rusizi, Huye, Muhanga, and Rubavu conducted</li> <li>• Construction of IDP Model villages, Affordable Houses and Imidugudu</li> <li>• Partner with stakeholders and establishment handcrafts (Ubukiro centers)</li> </ul>
<p>Number of the current 41 government institutions accommodated in rented buildings decreased.</p> <ul style="list-style-type: none"> <li>• NAB: 60%</li> <li>• HCCB: 100%</li> <li>• AOC: 80%</li> <li>• RBP: 100%</li> </ul>	<p><b>P.A:</b></p> <p><b>P.O:</b></p> <ul style="list-style-type: none"> <li>• National Archives Building (NAB) construction works completed at 60% (Phase 2)</li> <li>• High Commercial Court Building (HCCB) construction works completed at 100% (Phase 2)</li> <li>• Administrative Office Complex (AOC) construction works completed at 80% Phase 2</li> <li>• Rwempasha boarder post (RBP) construction works completed at 100% (Phase 2)</li> </ul>
512,400 m <sup>2</sup> Asbestos Removed and replaced from Government building company (Hired)	<p><b>P.A:</b> Develop and integrate mechanism to incrementally meet the standards for quality of life</p> <p><b>P.O:</b></p> <ul style="list-style-type: none"> <li>• Hiring a company for Asbestos removal and replacement from Government buildings at 100% and be paid in 3 Years</li> </ul>

100 OSCs staff and other stakeholders (Land managers, etc.)	<p><b>P.A:</b> Empower and build capacity of the government agency responsible for human settlement to coordinate urbanisation processes</p> <p><b>P.O:</b></p> <ul style="list-style-type: none"> <li>• Develop and modify the existing training manuals</li> <li>• Acquiring necessary training Materials and tools, and Training conducted</li> </ul>
Continuous desk side support in 9 districts that use BPMIS application (CoK and SCs)	<p><b>P.A:</b> Empower and build capacity of the government agency responsible for human settlement to coordinate urbanisation processes</p> <p><b>P.O:</b></p> <ul style="list-style-type: none"> <li>• Train of OSCs on use of BPMIS and Support</li> <li>• Carry out Desk side support in 9 Districts (CoK and SCs)</li> </ul>
Structure of Districts approved	<p><b>P.A:</b> Empower and build capacity of the decentralised entities to steer a sustainable urban development</p> <p><b>P.O:</b></p> <ul style="list-style-type: none"> <li>• To finalize the restructuring of One stop centre and assessment of the possibility of relinquishing some of its services to the private individuals.</li> </ul>

## 6. Priorities of SSP 2017/18 – 2023/24

The Sector Strategic Plan 2012/13-2023/24 (SSP) is soon ending. The SSP was aligned by EDPRS2 and Vision 2020 that are also ending soon. With MINECOFIN guidance, taking into consideration the achievement of urbanization sector and ongoing urbanization challenges, priorities to guide urbanization sector in the upcoming years have been drafted.

Theme	Goal	Priority
Coordination Economic growth Densification Conviviality	Human settlements develop strategically and holistically without negative effects to the environment and society, increased socio-economic opportunities and provide for the subsistence of everyone	<ol style="list-style-type: none"> <li>1. Integrated management of use of land which is available for development, human settlement framework planning and facilitation of implementation</li> <li>2. Human settlement development framework comprehensive, strategically planned, cross-sectorial implemented and effectively monitored</li> <li>3. Liveable, well-serviced, compact, green urban areas with a cultural identity</li> <li>4. Liveable, well-serviced green rural settlements with a cultural identity</li> </ol>
Affordable housing	Access to housing for all enabled	<ol style="list-style-type: none"> <li>5. Private investment in affordable housing facilitated and following</li> </ol>



Urban upgrading		<p>green, smart and resource efficiency principles</p> <ol style="list-style-type: none"> <li>6. Well guided rural settlement development following the human settlement framework</li> <li>7. Efficiency and regional competitiveness of the private industry enhanced</li> <li>8. Social housing component under public responsibility introduced and operationalized</li> <li>9. Strongly facilitated roll out of the National Informal Urban Upgrading Strategy</li> </ol>
Public asset management	<p>Good public asset management is a contributor to a strong National and local government household</p>	<ol style="list-style-type: none"> <li>10. Public assets managed efficiently and effectively</li> </ol>
	<p>To increase the urbanization rate and reduce stress on agricultural land</p>	

## 7. References

- NISR. (2014). *Thematic Report: Population size, structure and distribution*.
- NISR. (2015). *Rwandan Integrated Household Living Conditions Survey – 2013/14, Main Indicators Report*. Kigali.