

REPUBLIC OF RWANDA



Kigali, on .....10 JUL 2018

N° 943/211111/018

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  
Ministry of Finance and Economic Planning  
**KIGALI**

Dear Sir,

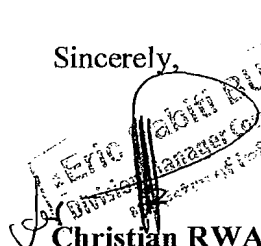
**Re: Submission of Urbanization and Human Settlement Joint Sector Review report**

The Urbanization and Rural Settlement Sector is one of the major sectors which are envisioned to contribute to strong economic development country-wide. It has just received a high priority attention and taken on a coordinator role. In this regards, the urbanization and rural settlement sector working group meeting was held on 7<sup>th</sup> June 2018 to review the sector progress.

This letter serves to submit to you a copy of the joint sector review report which includes the backward and forward looking review in line with achievements of EDPRS II and the impact of the activities in line with the sector mission that requires particular attention and the minutes of the sector working group meeting.

Thank you for your collaboration,

Sincerely,

  
Eric Habibi RUGINGO  
Director General  
Ministry of Infrastructure

**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**

**Division of Urbanisation, Human Settlement & Housing Development**

KG 7 Ave

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Kigali, Rwanda

**MINUTES**

**URBANISATION & RURAL SETTLEMENTS**

**JOINT SECTOR REVIEW MEETING**

June 07<sup>th</sup>, 2018

Main Boardroom-MININFRA

## I. Background and Introductory Remarks

Twice a year and like other sectors, Urbanisation and Rural Settlement Sector organises a general meeting with the stakeholders contributing to the Sector. This meeting commonly referred to as Joint Sector Review (JSR) is aimed at bringing together all stakeholders including development partners of the sector to engage in policy dialogue, review and get updated on the current progress status of the sector vis à vis the sector targets as set out in the national strategic documents including Vision 2020, EDPRS2 now NST-1 & 7YGP in order to ensure ownership, accountability and collaboration in the ongoing implementation and monitoring process.

The present meeting had particularities as it was an occasion for the participants to see how the sector is going to transit from EDPRS2 to NST1. The meeting was among the most attended JSR with 62 participants from different sectors, development partners and private sector (see annex for list of participants).

The meeting was opened by the Permanent secretary/MININFRA, the Sector's chair who started by welcoming all participants and thanking them for their increasing contribution to this Sector in the various aspects to ensure its grand performance during fiscal year ending 2017-2018. The chair also took an opportunity to welcome and introduce to members the Sector's new Development Partners (DPs), namely ENABEL (former Belgium Technical Cooperation), DFID (UK Department for International Development), VNG (Dutch Association of Municipalities) and HUAWEI, a telecommunications company engaged in Smart City projects. Recognising the World Bank's role in mobilising some of the mentioned new partners, the chair promised them adequate collaboration to ensure they tangibly contribute to the Sector.

World Bank, the Sector's co-chair also had an opportunity to welcome the participants including the new DPs and expressed her expectations from these partners as the new journey for implementing the NST 1 and new Urbanisation and Rural Settlement Sector Strategic Plan starts.

Thereafter the moderator once again welcomed the participants and briefed them on the agenda of the day which was composed of the following presentations:

1. Progress against Implementation of 2017/18 Target & Actions;
2. Forward looking sector targets and actions for FY 2018/19;

### 3. Presentation on various sector updates

## II. Meeting's Proceedings

- Discussions after each presentation spearheaded by the Chair and co-chair provided useful feedback. The following table highlights discussions and reactions made by the participants:

Agenda Item	Discussions and reactions	Recommendation/Way Forward
<p>1. Progress against Implementation of 2017/18 Target &amp; Actions and Forward Looking Sector Targets and Actions 2018/19</p>	<ul style="list-style-type: none"> <li>Participants raised the issue of the so many trainings being conducted but their impact in the working place never assessed to prove their relevance.</li> </ul>	<ul style="list-style-type: none"> <li>Appropriate mechanisms to follow up and assess the applicability and impact of such trainings in the working environment should be devised.</li> </ul>
	<ul style="list-style-type: none"> <li>Participants suggested that the ongoing design of the affordable housing fund should concurrently support the roll out of Integrated Development Program (IDP) Model Village program to ensure the program is not only for vulnerable peoples supported only by government and incentivize other low and middle income households to join IDP villages.</li> </ul>	<ul style="list-style-type: none"> <li>MININFRA to assess the possibility of incorporating rural low income earners wishing to access the fund and settle in IDP model villages in the ongoing design of the affordable housing fund.</li> </ul>
	<ul style="list-style-type: none"> <li>Participants highlighted ongoing best practices and good initiatives initiated by citizens and/or in collaboration with local government to carry out plot servicing (sites and services) for new residential neighborhood.</li> </ul>	<ul style="list-style-type: none"> <li>Such community participatory best practices to be closely followed up, documented for replication elsewhere and supported by the Sector</li> </ul>

	<ul style="list-style-type: none"> <li>• Participants also expressed their concerns on the ongoing urbanisation process which lacks the “Made in Rwanda” aspects starting from the planning to implementation.</li> </ul>	<ul style="list-style-type: none"> <li>• Prioritise incorporation of local content in the urbanisation process right from the planning to implementation to ensure local accountability</li> </ul>
	<ul style="list-style-type: none"> <li>• The participants suggested that the upcoming Sector Strategic Plan (SSP) 2018-2024 should incorporate targets &amp; actions to facilitate the provisions of other basic infrastructures in these serviced neighborhoods.</li> </ul>	<ul style="list-style-type: none"> <li>• Targets for basic infrastructure provision in new residential neighborhoods (sites and services) to be incorporated in SSP</li> </ul>
	<ul style="list-style-type: none"> <li>• The participants recommended that the next SSP 2018-2024 should target to increase the coverage of sites with well-elaborated detailed physical plans with high priority on creating densities through development of medium &amp; high-rise residential settlements both for social and affordable housing.</li> </ul>	<ul style="list-style-type: none"> <li>• Recommendation to be considered and closely followed up with appropriate implementation mechanisms.</li> </ul>
	<ul style="list-style-type: none"> <li>• The new development partners expressed their commitments to support implementation of the new SSP 2018-2024 as follows: <ul style="list-style-type: none"> <li>- <b>ENABEL:</b> To contribute to implementation of Outcomes 2(City of Kigali, Secondary cities &amp;Other potential towns developed to spur socio-economic growth), 3(Liveable, well-serviced, connected, compact, green and productive urban and rural settlements</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Close coordinated follow up and collaboration with the new Development Partners needed</li> </ul>

with a cultural identity) and 7(Effective and efficient management of government assets and public buildings) including other policy-related studies especially surveys contributing to SDG 11 subject to further discussions.

DFID: hopes to intervene in supporting implementation of outcomes 1(Integrated human settlement planning and coordination), 2(City of Kigali, Secondary cities &Other potential towns developed to spur socio-economic growth), 4(Access to social and affordable housing is increased) & 5 (Upgraded informal settlements) but wishes to immediately start with urgent work before the program is established. DFID stressed that the support to the sector will be done through provision of technical assistances.

- VNG (Dutch Embassy): will extend its support through outcome 8(Adherence and compliance to urban and rural development regulatory framework) especially supporting capacity building of Local Government institutions including CoK and Secondary Cities.


<p>2. Sector Updates:</p> <p>a. Sector Priority Actions under SSP 2018-2024</p>	<ul style="list-style-type: none"> <li>The participants were updated on the Sector Priority Actions in the revised version of the SSP following their comments and inputs during the December 2017 meeting. The audience was also informed about a planned retreat recommended by MININFRA Senior Management to have a final stakeholder validation of the SSP.</li> </ul>	<ul style="list-style-type: none"> <li>Retreat schedule to be communicated and Invitation to stakeholders sent in time.</li> </ul>
<p>b. Spatial Development Framework by UN-Habitat &amp; Consultant</p>	<ul style="list-style-type: none"> <li>Through a presentation, the participants were informed about the ongoing work of developing a National Action Plan for the Spatial Development Framework and the need to operationalize it with a Decision room facility. The audience was also informed that the consultant company will be engaging with them during this process.</li> </ul>	<ul style="list-style-type: none"> <li>Comprehensive stakeholder consultations to be ensured during the process.</li> </ul>
<p>c. 3<sup>rd</sup> National Urban Forum</p>	<ul style="list-style-type: none"> <li>The audience was updated on the current progress organizing the 3<sup>rd</sup> National Urban Forum including the implementation plan and the appropriate support expected from the partners.</li> </ul>	<ul style="list-style-type: none"> <li>Engagement and consultation of stakeholders on the potential themes to be discussed to be ensured.</li> </ul>
<p>d. Report on Recent Disasters</p>	<ul style="list-style-type: none"> <li>A presentation on how the recent disasters caused by a heavy rainy season resulted affected the Sector and lives of citizens, the current status and interventions made was done.</li> <li>The presentation focused on the statistics for the</li> </ul>	<ul style="list-style-type: none"> <li>Climate Resilience aspects should be given high priority in Urbanisation and Rural Settlement Sector as well as during design and implementation of infrastructure projects</li> </ul>

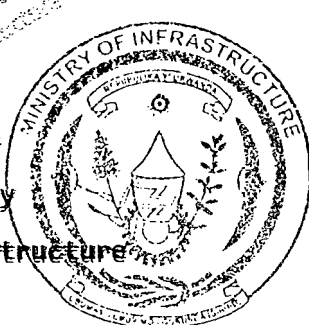
	<p>housing (destroyed housing); infrastructure (damaged roads &amp; bridges, dams and water reservoirs,...) and lost lives of citizens countrywide as a result of the disaster since January 2018 as well as the different rescue interventions made by Government and development partners.</p> <ul style="list-style-type: none"> <li>The participants appreciated the report and recognised the relevance of Climate Change in the Sector.</li> </ul>	
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### III. Concluding Remarks


The meeting was officially closed by the Co-chair with a word of appreciation to all participants for their participation and especially development partners for the increasing contribution to the sector and assured them for continuous collaboration towards achieving sustainable Urbanization and human settlement in Rwanda.

**Chair**

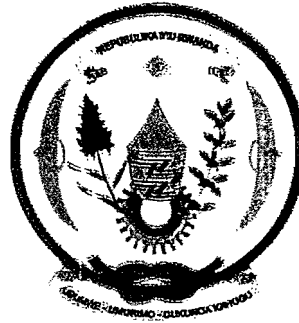
  
**Christian RWAKUNDA**  
 Permanent Secretary  
 Ministry of Infrastructure



**Co-Chair**

  
**Zishan Karim**  
 Senior Urban Specialist  
 The World Bank





**Republic of Rwanda**  
**Ministry of Infrastructure**

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

**URBANIZATION AND RURAL SETTLEMENT SECTOR**

**June 2018**

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## **1. Introduction**

The urbanization and rural settlement sector was created in 2013, within the process EDPRS 2 elaboration, to contribute specifically to economic transformation and rural development pillars, and other cross-cutting areas in the country. The implementation of 2013/18 Urbanisation and Rural Settlement Sector Strategic Plan (USSP) resulted into adoption of policies, strategies and regulations, that promote sustainable, inclusive, and pro-poor urbanization and rural settlement development, with long term socio-economic development impact. This year 2018, the sector has been developing a second USSP (2018-2024) aligned to first National Strategy for Transformation (NST1) and has set vision, mission, and four (4) main objectives as follows:

### **Vision:**

Sustainable human settlement embedded in an integrated National planning and coordination framework that leads to socio-economic development and quality of life for every urban and rural household

### **Mission:**

Rwanda's human settlements and urbanization are sustainably managed and promoted, support socio-economic development and provide liveable urban and rural environments that benefit all strata of population.

### **Main objectives:**

- 1) To ensure that the use of land which is available for human settlement development is managed in an integrated cross-sectoral manner, based on a human settlement framework and projections, and development facilitated accordingly;
- 2) To foster an environment where all may formally access housing;
- 3) To manage government asset and foster a competitive private construction industry, both being contributors to a strong National and local government household and economy;
- 4) To integrate programmatically capacity, knowledge and awareness in the public and private sector and among civil society

This forward looking Joint Sector Review (JSR) of 2018, aims to discuss (1) areas prioritized during 2018/19 fiscal year planning and budgeting process, (2) validate the 2018/19 sector targets and related policy actions and (3) selected studies to be conducted within this fiscal year. In addition, it will serve to evaluate the progress towards implementation of 2017/18 policy actions.

## **2. Prioritized areas during 2018/19 planning and budgeting**

The 2016/17 JSR identified five (5) sector priorities that included: funding infrastructure to support affordable housing and operationalization of affordable housing fund, servicing the secondary cities, awareness creation among civil society and district capacity development. Professionalism of construction industry and National human settlement frameworks

integrated into the NLUMP were envisioned. The details building up to these priorities are as shown below:

#### **Affordable housing development and financing**

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.

#### **Development of public infrastructure and facilities to services the city of Kigali and secondary cities**

Increasing urban pull-factors and support local economic development will continue to be among the key sector's priorities. Continuous implementation of Rwanda Urban Development Project (RUDP phase 1) in City of Kigali and secondary cities and conducting feasibility and detailed engineering designs for RUDP phase 2 will be done. National informal settlement upgrading strategy's implementation tools shall be also elaborated by developing and disseminating five manuals for the 5 options of informal settlement upgrading mechanisms stated in the national strategy. In addition, detailed master plans for Secondary cities and City of Kigali shall be reviewed and/or developed. Meanwhile further negotiations with potential Development Partners like Enabel and DFID to support the Cities and other emerging towns will also be maintained.

#### **Sector information sharing and awareness creation**

Well-coordinated and integrated planning and monitoring of stakeholders' activities will be a cornerstone of successful urbanization. Multiple forums are planned to improve stakeholder's planning coordination and public awareness creation on sector's priorities, objectives, and existing opportunities. As recommended by the previous JSR, four thematic working group forums of (1) urbanization, (2) rural settlement, (3) housing and construction industry and (4) capacity building have been created. In addition, the 3<sup>rd</sup> National Urban Forum will be held and it is expected that constructive resolutions on the matters arising in urbanization sector will be taken.

#### **District capacity development and One Stop Centre structure revision**

Capacity building in areas of urbanization, housing and construction project planning and management, and land use planning will be provided to district technical staff. Meanwhile establishment of city management structures at CoK and Secondary City level to support strategic direction of the Cities will be initiated.

#### **Construction industry professionalism**

Regulatory frame works of professional bodies in the construction industry will be updated and their activities monitored. The government will continue to support the professional bodies through continuous capacity development of their members

## **National human settlement framework integrated within National Land Use Master Plan**

Elaboration of urban and rural planning documents and related policies and/or laws will continue to be sector priority. The focus will be mainly on revision of Kigali city and secondary cities' conceptual master plans and development of related detailed physical plans as well as implementation of National Urbanization Policy by operationalizing national Spatial Development Framework (SDF). Identification and mobilization of households to be resettled from scattered settlements and high-risk zones, and construction of IDP model villages will continue to be a long-term solution for resettlement. Layout plans will be also developed across areas identified as suitable for rural settlements.

### **3. Sector Targets and Policy Actions 2018/19**

Below are sector targets with outcomes and policy actions of fiscal year 2018-2019 as set by the Mid-term reviewed SSP of 2018-2024:

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

**Outcome indicator 1.1:** *Number of existing urban and rural planning documents reviewed to comply with the legal frame works and new regulatory frame works and planning documents elaborated.*

##### **Planned policy actions:**

- Revise Kigali city and secondary cities conceptual master plans and Develop detailed physical plans to comply with National land use development master plan ;
- Elaboration of law regulating professional bodies in the construction industry;
- Elaboration of national spatial development frame work strategic action plan and installation of decision making room;
- Elaboration of 1000 layout plans for rural settlements sites;
- Elaboration of local urban development plans of emerging centers for ( Ruri , Jenda, Nyagasambu and Karambi in respective districts of Gakenke, Nyabihu, Rwamagana and Huye ) ;

**Outcome indicator 1.2:** *level of coordination, planning and monitoring of urbanisation stakeholder's activities.*

##### **Planned policy actions:**

- Preparation of thematic working groups for four themes namely (urbanization, rural settlement , housing and construction industry and capacity building) ;
- Preparation and conduct of third national urban forum;
- Preparation of sector working groups meetings

#### **Outcome 2: City of Kigali, Secondary cities& potential towns developed to spur economic growth**

**Outcome indicator 2.1:** *Percentage of population-living in urban areas of secondary cities, CoK and other urban areas*

*Target: (23.65%)*

##### **Planned policy actions:**

- Continue monitoring and implementation of Rwanda urban development project (RUDP\_phase1) ;
- Conduct detailed engineering designs for RUDP phase 2 identified priorities;

- Continue preparation of RUDP 2 project priorities;
- Continue negotiations for further donor support to invest in secondary cities and other potential towns (GGGI, Enabel, DFID, AfDB and other development partners)

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

**Outcome indicator 3.1:** *Number of Households relocated from scattered and high risks zones to integrated rural settlements*

*Target:* (36,329 HHs)

**Planned policy actions:**

- Identification of households to be relocated and site selection;
- Engagement of local community and stakeholder's participation through awareness campaign by meetings and social media;
- Plot servicing of acquired land on sites identified;
- Involve community works (Umuganda and Itorero & RDF citizen outreach) in implementation process;

**Outcome indicator 3.2:** *Average share of the built-up area of cities that is open space for public use (SDG indicator)*

**Planned policy actions:**

A pilot project on Public open spaces design will be undertaken in Nyagatare district with the following number of interventions:

- Conduct land scape surveys;
- Undertake stakeholder's consultations;
- prepare technical drawings;
- prepare detailed project documents for financing

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

**Outcome indicator 4.1:** *Number of affordable and social housing units constructed*

*Target:* (56 and 100 DU for FY 2018-19) of affordable and social housing units respectively

**Planned policy actions:**

The following are the policy actions for affordable housing development.

On the supply side the government will support developers by:

- Elaboration of public-private partnership working guidelines for affordable housing projects;
- Elaboration of rental and social housing regulations;
- providing public infrastructures on sites selected for affordable housing neighborhood projects;
- Plot servicing of 149 hectares acquired for affordable housing neighborhood projects (at least 40% of plot servicing works will be completed);
- Land banking for affordable housing development in order to facilitate private developers to get land at reasonable price;

- Initiate and conduct affordable housing market survey and establish housing off-takers database ;
- Continue mobilization of private investors in affordable housing neighborhood;

On the demand side, the following interventions will be undertaken:

- Operationalization of adopted affordable housing finance fund by elaborating its implementing tools such as ( Ministerial order determining the market value of affordable housing unit, beneficiary income and infrastructure standards in affordable housing projects to be supported by the government

#### **Outcome 5: Upgraded informal settlement**

**Outcome indicator:** *Percentage of urban population living in informal settlement (Impact indicator/SDG)*

**Target:** (60.9%) FY 2018-2019

**Planned policy actions:**

- Elaboration of national upgrading strategy implementing manuals ;
- Continue monitoring of implementation of RUDP upgrading component in Agatare cell in Nyarugenge district;
- Conduct feasibility studies for upgrading informal settlements in City of Kigali and secondary cities under RUDP phase 2 ;

#### **Outcome 6: Adherence and compliance to urban and rural regulatory framework.**

**Outcome indicator 6.1:** *Percentage of category 3 and 4 new buildings that fulfil the requirements of Rwanda green building minimum compliance guidelines*

**Planned policy Actions:**

- Conduct awareness campaign of green building minimum compliance guidelines ;
- Conduct capacity building on green building indicators through trainings on sustainable designs in government institutions and professional practitioners;
- Conduct assessment of the compliance for cat3&4 building permitted since enactment of green building minimum compliance guidelines and report to the decision makers;

**Outcome indicator 6.2:** *Number of districts audited on master plan implementation*

**Planned policy Actions:**

Master plan implementation audit will be carried out in 15 districts. Below are the interventions to be taken in order to accomplish that exercise:

- Conduct audit exercise in the sampled sites;
- Dissemination of audits reports outcomes to concerned districts ;
- Enforcement measures on the respective recommendations

#### **Outcome 7: Effective and efficient management of government assets and public buildings**

**Outcome indicator 7.1:** *Square meters of office space constructed or acquired to accommodate renting government institutions*

Target:

**Planned policy actions:**

- Construction of national archives building (46.7% of construction works);
- Construction of high commercial court (100% of construction works);
- Construction of administrative office complex (100% of construction works);
- Upgrading of Amahoro stadium and multipurpose indoor arena (100 % of works);
- Construction of Bugesera , Ngoma and Nyagatare stadia ( 100% of construction works);
- Construction of Nyabikenke district hospital (60% of construction works);
- Construction of Byumba hospital (100 of construction works);
- Construction of Munini district hospital phase 1 (45% of construction works);
- Reconstruction of Ruhengeri referral hospital (45% of reconstruction works);
- Construction of Gatonde in Gakenke district hospital (100% of construction works);
- Construction of Gatunda in nyagatare District hospital (100% of construction works);
- Construction of Muhororo district hospital (10% of construction works);
- Construction of Nyarugenge district hospital (60% of construction works);
- Construction of Gasabo district hospital (60% of construction works);
- Upgrading Masaka district hospital into a university teaching hospital (conduct FS, expropriate land for DH expansion);

**Outcome indicator 7.2:** *Square meters of Asbestos removed from government buildings*  
Target: 256,000 m<sup>2</sup>

**Planned policy actions:**

- Continue trainings and awareness campaign on the ways to removal and replace asbestos materials in protective manner and support the eradication process;
- Monitoring process of removal and replacement of asbestos materials from public buildings

**4. Policy related studies to be conducted in FY 2018/19**

**New studies and consultancy to be conducted in FY2018/2019**

- Feasibility study for MININFRA building structural assessment;
- Housing market survey in 27 districts
- Rental and social housing study to enact respective regulations;
- Designing web-based application platform and database for affordable housing demand;
- Feasibility studies of detailed engineering designs for RUDP phase 2;

**2017/18 progress on ongoing activities in FY2018/2019**

- Consultancy to develop national spatial development frame work strategic action plan and installation of decision making room ;  
Progress: Procurement process completed and contract signed;
- Revision of conceptual master plans and Development of detailed plans of Kigali city and secondary cities  
Progress: Procurement process completed and contract signed for CoK and procurement process at completion stage for secondary cities
- Study on inclusion of Rwandan cultural heritage into the built environment  
Progress: Guidelines on Central Business District (CBD) and inner urban area designs as well as conceptual designs for peri-urban area submitted.



## 5. Progress towards implementation of the FY 2017/18 policy actions

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

**Indicator:** Policy, legal and regulatory frameworks established and fully harmonized

**Target:** Draft reviewed law governing urban planning and building and implementing orders drafted.

#### Progress:

- The law governing urban planning and building was amended and the following implementing orders were drafted and await for stakeholders discussion :
  - *Ministerial order n°... of ..... determining the contents , procedures for elaboration , revision and adoption of land subdivision plan*
  - *Ministerial order n°... of ..... determining the types of liabilities and enforcement of professionals in the urban planning services and construction industry*
  - *Ministerial order n°... of ..... determining green building administration and enforcement*
  - *Ministerial order n°... of ..... determining organization, functioning and regulation of contractor's association in the construction industry.*
- The following legal document was drafted, discussed with technical stakeholders and is await for further consultations:
  - *Rural settlement planning, design and rural character code.*
- The following legal document was drafted and available for the adoption process:
  - *Ministerial order n°... of... determining the plot standards for construction*
- Elaboration of Ministerial Instructions on guiding green building was completed and Green Building Minimum Compliance Indicators were integrated in BPMIS using a decentralized approach for better enforcement. This was supported by Doing Business requirements which encourage minimizing prerequisite steps for a building permit issuance.

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

**Indicator:** % of civil works completion under RUDP phase 1 and level of completion of detailed engineering designs (DED) for phase 2

**Target:** 100% of civil works and final report for phase 2 DED

#### Progress:

- Project execution completed at 70% [26.25KM of asphalt road and at 91% for 8.8km of standalone drainage. General average work progress is at 80.5%;
- Contract signed for supervisor and start to review designs of upgrading of Agatare however , the contract of contractor is yet to be signed ;
- RUDP phase 2 priorities were identified and submitted for consideration;
- Procurement process to work on RUDP phase 2 DED's is at final stage ;

#### **Other achievements**

- Green city toolkit was disseminated during Rwanda green growth week to all stakeholders and Secondary city district technicians

- Final detailed design studies for upgrading navigational aids, airfield lighting and associated facilities at Kamembe Airport were completed. The World Bank and RAC have agreed on the procurement mechanism for approved work packages.
- Development of district industrial park in Musanze and Bugesera districts was achieved as follow :
  - *The expropriation for Musanze industrial park has been completed at 95% against the target of 40%*
  - *Civil works for Bugesera industrial park completed at 40%.*
- Water supply network in Kigali city phase I was completed at 72% against the target of 100%
- Construction of water network in Kicukiro (45 km targeted ) was achieved at 60%
- Water Network extension in urban areas (205 km targeted) completed at 69%.

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

**Indicator:** Number of HHs relocated from scattered settlements and high risks zones  
 Target: 17,249 HHs and 3,905 HHs to be relocated from scattered settlements and high risks zones respectively

#### **Progress:**

- 12,689 (63% of the target ) households were relocated from scattered settlement in different districts
- 1279 households were relocated from high Risk Zones
- Scaling up IDP model villages in all 30 districts using Rwaru model was implemented as follow:
  - *Infrastructure and Construction works is at 35.36% the progress of construction works of IDP in Kanyenyeri/ Ngororero and Horezo/ Muhanga District IDP model is at 62%.*

#### **Other achievements**

- Development of 2,400 rural settlements lay out plans (targeted). Herein is the status:
  - *624 out of 1800 lay out plans developed in Nyabihu , Rulindo and Nyamagabe districts have been validated at district level*
  - *Elaboration of layouts plans in Ruhango, Rutsiro and Burera District is ongoing.*
- Master plan implementation audit was conducted in the following districts
  - *Gicumbi, Nyabihu, Nyamasheke, Rutsiro, Ngororero, kamonyi, Ruhango, Nyaza, Nyaruguru, Gisagara , Nyamagabe , Rulindo, Burera, Musanze, Gakenke, Kanyoza , Rwamagana and Ngoma.*
- Draft reports of local urban development plans for emerging centers of (TYAZO and Bushenge-Nyamaseke, Karengye-Rwamagana, Karangazi-Nyagatare, Ruganda-Rusizi, Birambo-Karongi, Gihara-Kamonyi, ZAZA-Ngoma, Base-Rulindo, Bitare-Gicumbi), are available and Inception reports were validated. Elaboration of Final reports for all other remaining LUDPs is ongoing and expected to be completed by June, 2018.

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

**Indicator:** Number of private investors mobilized and investing in affordable housing projects

Target:

### **Progress:**

Investors mobilized:

- Moroccan GPD: Committed to construct 5000 Affordable Houses in 4years starting with 1200 units planned to start late 2018. Phase1 of 2000 houses at NDERA is under design stage.
- Australian CHL: *Committed to construct 2500 Houses at Busanza site in 5 coming years.*
- Other Investors engaged in Affordable Housing:
  - *There are five companies that expressed their interest to develop 2500Houses in Secondary Cities for 4 coming years (They are under evaluation process)*
- RSSB-Batsinda 2
  - *560 Affordable houses at Batsinda site are being developed.*
- Abadahigwa Cooperative:
  - *56 Affordable Houses are being developed at Kabuga Town.*

### **Outcome 5: Improved institutional and human capacities**

**Indicator:** Number of districts technicians trained to facilitate the implementation of national roadmap for green secondary cities and compliance of urban planning regulations.

Target:

#### **Progress:**

- 56 district technicians from secondary city districts were trained on Project Proposals Development and Financing during green growth week
- The Desk side support was provided in Musanze, Rusizi, Muhanga, Nyagatare, Rubavu and Huye districts to facilitate operationalization of building permit management information system (BPMIS) and continuous/daily support for CoK, and Districts OSC on the use & operationalization of the online permitting system (BPMIS) has been ensured. 60 Technicians were trained.

### **Outcome 6: Efficient Management of Government Assets, Work Space and Initiatives Targeting Public Health**

**Indicator:** *Number of government institutions accommodated in rented buildings*

#### **Progress:**

- Construction of national archives building; (General Progress of works at 18%);
- Construction of high commercial court completed at 73.5%;
- Construction of administrative office complex completed at 79%;
- Construction works for Rwempashya border post ongoing, General progress at 87%;

## **6. Sector Updates**

### **6.1 New SSP matrix key indicators 2018-2024**

The mid-term reviewed SSP matrix indicators and targets from 2018 – 2024 are presented below, data needed for regular monitoring of SSP matrix indicators which need to be jointly addressed by specific surveys are:

- Percentage of population living in urban areas;
- Average share of the built-up area of cities that is open and green space for public use for all (SDG);
- Percentage of urban population living in informal settlements (impact indicator/SDG)

- Percentage of rural households settled in integrated, planned and green rural settlements;
- Percentage of households with improved water source in dwellings /yard in rural areas;
- Percentage of population using basic improved sanitation facilities in rural areas;
- Proportion of rural population who live within 2km of an all-season road;
- % of rural households accessing financial services;
- Percentage of urban households using an improved water source within 200m;
- Percentage of population using basic improved sanitation facilities in urban areas;
- Reduced waiting time from 30 to 15 minutes in the CoK in peak hours;
- Percentage of population conveying with public transportation (national, urban and rural);
- % of urban households with access to health services within 30 min walking distance.

## **6.2 Study on the drivers of growth presented and validated**

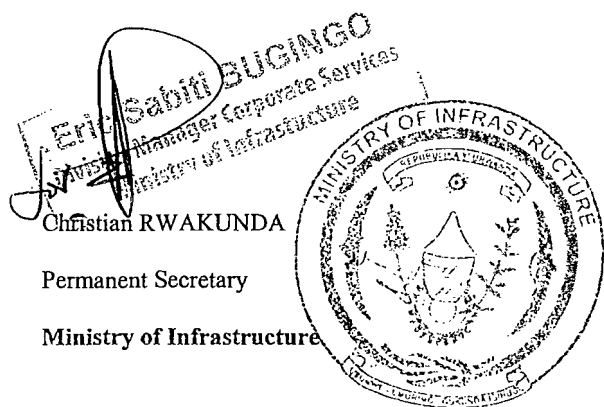
The study was conducted by the World Bank (WB) in collaboration with the government of Rwanda. It outlined key pillars that will substantially contribute to faster economic growth of Rwanda. Among those pillars, rapid and well-managed urbanization is fundamental for Rwanda to become middle –income country. The following strategic interventions need to be undertaken:

- Supporting agglomeration economies in Kigali city and other cities;
- Servicing land for density;
- Enhancing urban mobility;
- Mobilizing the scale and specialization in the informal sector;
- Supporting inclusive urbanization;
- Institutional requirements for high-growth of urbanization;
- Fiscalizing public investment in cities;
- Strengthen urban planning; and
- Cross-district coordination

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

**Chair**

**Co-Chair**



ZISHAN Karim

Senior Urban Specialist

World Bank

**Annex 1: Linking Sector Outcomes Budget programme and sub-programmes**

<b>Outcome 1: Integrated human settlement planning and coordination</b>			
<b>No.</b>	<b>Programme</b>	<b>Sub-programme</b>	<b>2018/19 Budget allocated</b>
1	Urbanization and Housing policy development Monitoring and Evaluation	SP 1.1: National Urbanization Policy implemented by incorporating SDF management cycle SP 1.2: Third National Urban Forum Organized	200,000,000
2	Urbanization, housing and government assets management	SP 2.1: Urban Planning and development SP 2.2: Rural settlement planning and development SP 2.3: Construction standards development and inspection	1,713,000,000
<b>Outcome 3: Liveable, well-serviced, connected, compact, green and productive urban and rural settlements with a cultural identity</b>			
<b>No.</b>	<b>Programme</b>	<b>Sub-programme</b>	<b>2018/19 Budget allocated</b>
2	Urbanization, housing and government assets management	SP 2.1: Urban Planning and development SP 2.2: Rural settlement planning and development	120,000,000
<b>Outcome 4: Access to social and affordable housing is increased</b>			
<b>No.</b>	<b>Programme</b>	<b>Sub-programme</b>	<b>2018/19 Budget allocated</b>

2	Urbanization, housing and government assets management	SP 2.1: urban planning and development SP 2.2: Rural settlement planning and development	5,396,952,896
<b>Outcome 7: Effective and efficient management of government assets and public buildings</b>			
<b>No.</b>	<b>Programme</b>	<b>Sub-programme</b>	<b>2018/19 Budget allocated</b>
2	Urbanization, housing and government assets management	SP 2.4: Government assets management	12,428,188,287

**Annex.2) Targets and Policy Actions for the Sector Indicators Matrix (For a maximum of the selected 10 sector selected indicators)**

Sector outcome	Sector outcome indicators (not exceeding 10 including NST1 Core indicators).	Baseline (2016/17)	2018/19 Targets	2018/19 Policy Actions/ priority outputs (maximum of 2 per each indicator)
<b>ECONOMIC TRANSFORMATION</b>				
Outcome 1: Integrated human settlement planning and coordination	Number of existing urban and rural planning documents reviewed to comply with the legal framework	CoK Masterplan 2013, SC's with plans addressing <20% of urban area	Cok and SCs Completed	Revise Kigali city and secondary cities conceptual master plans and Develop detailed physical plans to comply with National land use development master plan
	Number of new urban planning documents for emerging trading centres (towns).	22 Towns	26 Towns	Elaboration of local urban development plans of emerging centers for ( Ruri , Jenda, Nyagasambu and Karambi in respective districts of Gakenke, Nyabihu, Rwamagana and Huye )



Outcome 2: City of Kigali, Secondary cities & Other potential towns developed to spur socio-economic growth	% of population living in urban areas	17.3	23.63	Monitorin and evaluation of RUDP Phase 1, Funds and investment mobilization for secondary cities and other potential towns (exploration on-going with Enabel, DFID, AfDB, GGGI)
Outcome 3: Liveable, well-serviced, connected, compact, green and productive urban and rural settlements with a cultural identity	Number of Households relocated from High Risk Zones	3,048	4749 (1701 relocated)	Engagement of local community and stakeholders through awareness camping, Plot servicing of selected and acquired land
	Number of Households relocated from scattered settlements	95,838	34248	Engagement of local community and stakeholders through awareness camping, Plot servicing of selected and acquired land
	Average share of the built-up area of cities that is open and green space for public use for all (SDG)	TBD	30%	Pilot Project for public open spaces design and implementation in Nyagatare

Outcome 4: Access to social and affordable housing is increased	No. of affordable housing units constructed	24	56	Elaboration of public-private partnership working guidelines for affordable housing projects;
	No. of social housing units constructed	1,276	25	continue implementation of IDP model villages to enhance accessibility to social houses for vulnerable households
<b>SOCIAL TRANSFORMATION</b>				
Outcome 5: Eradicated and Upgraded informal settlements	% of urban population living in informal settlements (impact indicator/SDG)	62.6	60.9	<ul style="list-style-type: none"> <li>• Elaboration of national upgrading strategy implementing manuals</li> <li>• Conduct feasibility studies for upgrading informal settlements in City of Kigali and secondary cities under RUDP phase 2</li> </ul>
<b>TRANSFORMATIONAL GOVERNANCE</b>				
Outcome 7: Effective and efficient management of government assets and public buildings	Square meters of office space constructed or acquired to accommodate renting government institutions	49,400 m2 rented	49,400 m2 rented	<ul style="list-style-type: none"> <li>• Construction of administrative office complex</li> <li>• construction of high commercial court</li> </ul>

**Annex 3) Targets and Policy Actions for NST 1 Indicators Matrix**

No	NST1 Outcome	Indicators	Units	Baseline	Targets		Responsibility for reporting
				2016/17	2018/19	Policy Actions	
<b>Economic Transformation Pillar</b>							
<b>Priority Area 2: Accelerate Sustainable Urbanisation from 17.3% (2013/14) to 35% by 2024</b>							
6	Developed and integrated cities and towns	Population living in urban areas (Secondary cities, Kigali City).	%	17.3	23.63	<ul style="list-style-type: none"> <li>• Monitoring and evaluation of RUDP Phase 1,</li> <li>• Funds and investment mobilization for secondary cities and other potential towns (exploration on-going with Enabel, DFID, AfDB, GGGI)</li> </ul>	Urbanization and Rural Settlement
<b>Social Transformation Pillar</b>							
<b>Priority 5: Moving Towards a Modern Rwandan Household</b>							

		Percentage of households living in planned settlement	%	55.8	65	<ul style="list-style-type: none"> <li>• Engagement of local community and stakeholders through awareness camping, Plot servicing of selected and acquired land</li> <li>• Continue implementation of IDP model villages to enhance accessibility to social houses for vulnerable households</li> </ul>	Urbanization and Rural Settlement
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**Annex.4: Sector Priority Analytical Studies for 2018/19**

Sector outcome	Planned Analytical Work & Duration	2018/19 Budget	Funding Source (GoR, if otherwise, specify, also state the status i.e. Secured/ Still under mobilization)
Outcome 4: Access to social and affordable housing is increased	Housing market survey in 27 districts	46,000,000	GoR
	Designing web-based application platform and database for affordable housing demand	5,000,000	GoR
Outcome 2: City of Kigali ,Secondary cities &Other potential towns developed to spur socio-economic development	Feasibility studies of detailed engineering designs for RUDP phase 2	LODA	Loan from WB
Outcome 1: Integrated human settlement planning and coordination	CoK and Secondary City Master Plans rewed and their Physical Plans developed in harmony with the Land Use Master Plan [ Phase 1]	1,500,000,000	GoR
	Consultancy to develop national spatial development frame work strategic action plan and installation of decision making room	150,000,000	GoR

Annex.5: Progress against 2017/18 Sector Analytical Studies

EDPRS2/sector outcome	2017/18 Planned Analytical Work	Brief progress	Comment/Challenges and actions to be taken if any
Outcome 1: Well-coordinated urban and rural settlement development planning and management	Consultancy to develop national spatial development frame work strategic action plan and installation of decision making room	Procurement process completed and contract signed	delays of procurement process. However, much efforts are bieng done to fast - truck
	Revise conceptual master plans and develop detailed plans of Kigali city and secondary cities	Tender documents completed and contract signed for CoK	fast-truck
	Study on inclusion of Rwandan cultural heritage into the built environment	Guidelines on central business district (CBD) and inner urban area designs shared.	Delays of delivering by consultant

Annex.6) Progress against 2017/18 Policy actions (for the selected 10 sector indicators)

EDPRS2/sector outcome	Sector outcome indicators (not exceeding 10 including EDPRS2 Core indicators)	Baseline (2016/17)	2017/18 Policy Actions	Brief Description of Progress against implementation of 2017/18 Policy actions (This should be brief with focus on fasttracking progress since a detailed assessment will be captured in the Backward Looking JSRs)
<b>ECONOMIC TRANSFORMATION</b>				
Well-coordinated urban and rural settlement development planning and management	Policy, legal and regulatory frameworks established and fully harmonized	Outdated law governing urban planning and building	1. Review of law governing urban planning and building 2. Establishment of rural settlement code	1. Reviewed law and draft of four implementing order available 2. draft final rural settlement code available and consultations with stakeholders done
A network of secondary cities provides services and attracts economic activities	% of Pop living in urban areas (EDPRS2 indicator)	17.30%	Execution of civil works ( roads and drainages) for RUDP Phase 1	Overall progress of civil works is at 90%