

REPUBLIC OF RWANDA



MINISTRY OF INFRASTRUCTURE
PO BOX 24 KIGALI
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Kigali, on 02 JUL 2019

N° 994/11.H.HH/019

URGENT

✓ The Permanent Secretary and Secretary to the Treasury
Ministry of Finance and Economic Planning
KIGALI

Dear Sir,

Re: Submission of Urbanization and Human Settlement 2019/2020 Forward 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 11th June 2019 mainly to assess the implementation progress of the 2018/19 policy actions and discuss priority planning and budget areas for 2019/2020.

This letter serves to submit to you a copy of the forward looking joint sector review report which includes the implementation progress of the 2018/19 policy actions and discussed priority planning and budget areas for 2019/2020 for your consideration.

Thank you for your collaboration.

Sincerely,

Gov *Handwritten signature*

Charles K. KALINDA
Head of Policy and Planning
Ministry of Infrastructure

Patricie UWASE
Permanent Secretary



MINEC/CEN
4 09 JUL 2019
Receptor
Central Secretariat

Cc:

- Hon. Minister of Infrastructure
- Hon. Minister of State in charge of transport
- Director General/RHA

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Republic of Rwanda



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**FORWARD LOOKING
JOINT SECTOR REVIEW 2019/2020**

URBANIZATION AND RURAL SETTLEMENT SECTOR

11, June 2019

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BACKGROUND AND RATIONALE

Urbanization and Rural settlement sector has the mandate to ensure that Rwanda's human settlements are sustainably managed and promoted to support socio-economic development and provide liveable urban and rural environments that benefit all strata of population. While the Sector is placed under the National Strategy for Transformation (NST1), it contributes to all thematic areas of NST1 (Economic Transformation, Social Transformation and Transformational Governance). To achieve its long and medium-term goals specifically focusing on integrated planning and implementation, the sector works through a Sector Working Group composed of public, private, development partners, academia and civil society institutions where a Joint Sector Review Forum is held every year. The Joint Sector Review forum brings together all Sector Working Group (SWG) stakeholders to engage in policy dialogue to ensure ownership, accountability and transparency toward implementation of respective sector strategic plans (SSPs). This annual Forward Looking Joint Sector Review (JSR) aims to:

- To present and discuss areas prioritized during the planning and budgeting process;
- To discuss and validate the 2019/20 sector targets and related policy actions;
- To select policy related studies to be conducted in 2019/20 Fiscal Year (FY); and
- To assess progress towards implementation of the 2018/19 policy actions.

AREAS PRIORITIZED DURING PLANNING AND BUDGETING PROCESS OF FY 2019-2020 AND PLANNED INTERVENTIONS

As per the recommendation of the last Backward Looking Sector Review meeting held in November 2018, the following key areas were considered during planning and budgeting process of fiscal year 2019-2020:

PRIORITY 1: Urban Settlement Planning and Development

1.1. Provision of Urban Infrastructure and Services in City of Kigali, Six Secondary Cities (SCs) and Selected Potential Towns : Working towards achieving the basic urban infrastructure and service requirements, the World Bank and GoR have jointly prepared the Rwanda Urban Development Project (RUDP), which assigned the implementation of a 95 Mio USD loan from the World Bank to basic infrastructure provision and improvements in the SC's, and for the upgrading of unplanned neighborhood of Agatare, Nyarugenge District in the CoK. The RUDP phase 1 completed in six secondary cities and the phase 2 investments will continue to support the construction of basic infrastructure (Road infrastructure, stand-alone drainages and informal settlement upgrading) in six secondary cities , and upgrading of unplanned settlements in Nyarugenge District in city of Kigali¹.

1.2. Urban infrastructure and services in CoK and six secondary cities will continue to be prioritised under RUDP II² :

The World Bank and GoR are now preparing the second Rwanda Urban Development Project (RUDP II) with a funding proposal of 90 million US dollars where primary focus will be the provision of urban infrastructure and services and strengthening of urban management in the city of Kigali and six secondary cities. The preparation of RUDP II has started and accomplished the identification phase and consultations with CoK and six secondary cities to discuss investments priorities were completed in May 2019. As part of urban infrastructure and services, RUDP II investments will render more emphasis on inclusive and resilient infrastructure through: provision of basic infrastructure and services in unplanned settlements as well as sites and services schemes to improve the living environment and housing stock for low-income

¹ RUDP appraisal document (2016)

² RUDP II approved project concept note (May 2019)

communities and development of storm water drainage management to improve city wide resilience to flood risks. The 2019-2020 fiscal year will be the project preparation year and direct execution is planned to start by July 2020.

1.3. Some of the potential towns and secondary cities will benefit from urban infrastructure support under “Enabel Project”³ : On 30th April, the government of Rwanda and Belgium Kingdom signed a bilateral agreement. The agreement comprises 120 million Euros as grant given by Belgium to government of Rwanda and this grant aims to support development of three sectors namely: Agriculture, Health and Urban development. Specifically on urban development, the dedicated funding envelope is 28 million Euros and this amount will cover two secondary cities (Musanze and Rubavu) and one potential town (Rwamagana). The allocation of the fund will support the construction of socio-economic development infrastructure and to strengthen the capacities of participating cities and town in spatial planning processes and management of urban functions. The lifetime of this project will be five years (2019-2024) and will be implemented in two phases under which the first phase will mainly focus on development of hard infrastructure. Proposed infrastructure under Phase 1 in the three mentioned Districts are as follow:

- Construction of intra-road network in handcraft center (Agakiriro) in Rubavu ;
- Support the construction of handcraft center, rehabilitation works to modernise slaughter house & horticulture market in Musanze; and
- Construction of access road towards handcraft center and rehabilitation of modern market in Rwamagana district.

1.4. Rwandan Cities will be facilitated to report to SDGs (Goal 11): The Sustainable Development Goals (SDGs) address the targets for development that are applicable within every country in the World. For cities in particular, goal 11 stipulates that cities and human settlements should be developed such that they must ensure “**inclusiveness, safety, resilience and sustainability** “. One of the SDG 11 target indicators is to have “**30% of average share of built up area of cities that is open and green space for public use**” Rwanda in tandem with the world through NST1 has set an ambitious target to achieve 30 % of average share of built up urban areas to be open and green spaces by 2024⁴ . In order to respond to this target, Rwanda has to establish a reporting mechanism on this target which is of course subject to the satisfactory display of baseline data. This requires the Ministry of Infrastructure to initiate the baseline study to inform the reporting mechanism. The survey will be conducted during fiscal year 2019-2020 and will investigate and produce the data on: “on average share of built-up area of cities that is open and green space” that will further form a basis for future monitoring and reporting.

1.5. Rural –urban linkages in six secondary cities will be analysed and guided: Six secondary cities were identified based on their strategic location and economic potentials. However, development of secondary cities will interdepend on surrounding rural areas, which implies that planning the development of secondary cities should integrate strategies that target to create synergies between secondary city’ Districts and part of their rural areas in order to boost market opportunities and improve the supply chain. To strategize rural –urban linkages in secondary cities, the Ministry of infrastructure on technical support from Global Green Growth Institute (GGGI) will elaborate **Guidelines on rural-urban linkages in six secondary cities.**

1.6. Secondary cities Master plans for Huye, Rusizi and Musanze to be reviewed: In order to harmonize urban planning documents with existing National Land Use Development Master Plan, the city of Kigali master plan and conceptual master plans of three secondary cities (Nyagatare , Muhanga and Rubavu) are under review and planned to be completed by the end of fiscal year 2018-2019. In 2019-2020 fiscal year, the revision process of master plans for the remaining three secondary cities (Huye, Rusizi and Musanze) will continue.

³ Approved Rwanda Urban Strategy under Enabel Program (2018)

⁴ Urbanization and Rural Settlement Sector Strategic Plan (2018-2024)

1.7. Urban month to strengthen coordination and awareness: Urbanization and rural settlement sector has various policies, strategies and regulatory tools in place and are being implemented by many stakeholders including private sector, development partners, academia, local government, civil society and communities. Adequate knowledge and awareness of these tools as well as coordination and integrated planning are key for the successful implementation of urban and rural settlements and these were taken as a high priority of the sector this year. To enhance coordination of stakeholder's activities and awareness raising to communities, the Ministry of infrastructure as a custodian of urbanization and rural settlements is planning to conduct **Urban Month** outreach activities during the 2019-2020 fiscal year. The urban month will be a full month event where different urban and rural settlement related policies, strategies and laws will be disseminated and explained to the public including local government and communities as key implementers. Some of the instruments that will be used to disseminate policies and strategies will include : urban talks, walks, and urban cinemas on inclusive cities.

In addition to urban month, the Ministry with technical support from GGGI will develop a guide book on urban neighbourhood development which will guide districts to prepare and implement urban neighbourhood's layout plans.

PRIORITY 2: Affordable and Social Housing Development

2.1. Private investors will be mobilised to build affordable housing units: In order to address the issue of housing needs and affordability constraints, the government of Rwanda began to incentivise private sector to come on board and take a lead on housing development especially housing targeting low income categories. In line with government commitment, the government enacted the "Prime Minister's instructions that guides the procedures and conditions to access government infrastructure subsidies in affordable housing projects. In addition to infrastructure support, private investors are also facilitated to acquire strategic land through expropriation of landowners led by districts or central government where possible. Besides land acquisition, site and servicing is key to stimulating private investments, several sites were identified and mobilisation of investors for their development is being done. On the following specific sites, number of affordable housing units are targeted to be constructed by private developers in fiscal 2019-2020:

- | | |
|---|--|
| <ul style="list-style-type: none"> • 548 DU in Batsinda II site • 280 DU Batsinda Izuba site • 300 DU in Masaka • 1000 DU in Karama • 120 DU in Rugerero | <p>In total, 2,248 DU will be constructed</p> |
|---|--|

2.2. Construction of social houses to accommodate poor and vulnerable households: The government of Rwanda has committed to address the issue of inadequate settlement without leaving any one behind regardless of his or her socio-economic status. IDP model villages have become a long term solution to very low income families and vulnerable groups through the various government support mechanisms including offering cost-free houses. The first pilot IDP model village started in Rwamagana District and later an improved one in Bugesera district (Rweru Model) whereafter it was recommended to scale up the same in other districts of Rwanda. Every year, at least one IDP model village is inaugurated by high level authorities in selected district where the eligible houses beneficiaries are poor and vulnerable households. The scale up process of IDP villages through the construction of social houses and other socio-economic infrastructure and services is planned to continue in (1) Nyagatare ,(2) Burera , (3) Nyaruguru) and (4) Karama phase 2 in CoK.

PRIORITY 3: Upgrading of Unplanned Settlements

3.1. Upgrading projects in city of Kigali and Secondary cities /RUDP Phase 2 : While Rwanda Urban Development Project

(RUDP) phase 2 will continue to finance upgrading of unplanned settlement in Nyarugenge District in Agatare cell, unplanned settlement upgrading is integral part of RUDP phase 2 investments in six secondary cities.

3.2. Studies to inform upgrading mechanism in 10 selected unplanned settlements in City of Kigali: in addition to upgrading subprojects which are on-going and coming in near future, studies on unplanned settlement sites will be also conducted to guide practical implementation of unplanned settlements upgrading. In the first round, the pilot studies will start in City of Kigali and will cover 10 selected unplanned settlements where findings will provide baseline data that will guide the private investors, landowners and public on the best approach to upgrade those unplanned settlements and will further guide other upgrading projects that may be initiated in future.

PRIORITY 4: Government Assets Management

Efficient management of government assets is one of the sector priorities. The general focus will be on the reduction of rentals for government institutions through construction and maintenance of public buildings. While the 2018/19 FY registered the completion of the Administrative Office Complex, FY 2019-2020 will focus on completion of 2 ongoing office building construction and acquisition of 2 new office buildings to host various government institutions still renting as well as complete eradication of Asbestos containing materials on public buildings.

THE UNDERLYING ASSUMPTIONS FOR RESOURCE ALLOCATION LINKED TO KEY AREAS PRIORITISED IN 2019/2020.

Earmarked government budget //domestic sources// will be used to raise awareness to communities and coordination of stakeholder's activities: The earmarked budget by MINECOFIN to Urbanization, Human Settlement And Housing Development Division on this specific task is twenty million Rwandan franc (RWF 20,000,000), and it will be allocated to finance the event of urban month which itself targets to disseminate sector policies and strategies for raising awareness to local government and communities as the primary implementers.

Government budget // domestic source// to finance studies and consultancies to support effective delivery of the sector priorities: The budget of two billion and five hundred and forty million Rwandan franc (RWF 2,540,000,000) will be allocated for studies and consultancy services to conduct baseline survey that will inform the reporting mechanism of average share of built up area of cities that is open and green space for public use and , master plan review of 3 secondary cities and satellite cities (the detailed description of rationale of those studies is shown on page 9) .

Construction and maintenance of public buildings: The total budget of more twenty eighty billion two hundred eighty nine million five hundred seven thousand and four hundred seventy two Rwandan franc (Rwf 28,289,507,472) was allocated to RHA and dedicated for construction and maintenance of public buildings

// External source // loan from World Bank (WB) to build basic urban infrastructure and services: The government of Rwanda signed a loan agreement of USD 95 million in 2016 with the World Bank to finance basic urban infrastructure in City of Kigali (CoK) and six secondary cities. The project is currently being implemented with phase 1 completed in secondary cities while on-going in CoK. Phase 2 investments with balance of forty one million seven hundred thousand US dollars(41,700,000) will cater for infrastructure components in six secondary cities and will continue to finance urban upgrading in City of Kigali. To scale up the process of infrastructure provisions, the government of Rwanda in collaboration with the WB are now preparing the second project (RUDP II) with the same envelope of 90 million USD where implementation is planned to start by July 2020. In addition to the loan from the WB, urban infrastructure and services in secondary cities will be funded by the grant of twenty eighty million euros (28 Mio Euros) offered by Belgium to government of Rwanda through bilateral cooperation where the grant will cover two secondary cities (Rubavu and Musanze) and one satellite city (Rwamagana).

KEY SECTOR INDICATORS, TARGETS AND RELATED POLICY ACTIONS THAT WILL FORM THE BASIS FOR SECTOR MONITORING IN 2019-2020⁵.

S/N	Sector outcome	outcome indicator(s)	2019-2020 Target(s)	Policy actions
1	Cok , six SCs and other potential Towns developed to spur economic growth.	Number of urban infrastructure projects implemented as pool factors for private investments	RUDP phase 2 civil works completed at 30%	<ul style="list-style-type: none"> • Construction of road, drainage and informal settlement upgrading with basic infrastructure and services (footpaths, lighting and drainages) • Preparation of RUDP II (Project appraisal)
2	Integrated human settlement Planning and Coordination	Number of urban planning docs reviewed to comply with existing NLUDMP	3 secondary cities master plans reviewed.	Monitor and manage consultancy contract for review of Master plans for three secondary cities (Huye, Musanze and Rusizi).
3	liveable , well serviced , compact and green urban and rural settlement	% of rural HHs settled in integrated rural settlements	70.32%	<ul style="list-style-type: none"> • Relocation of 34,248 HHs from scattered settlements and 1,701 High risk zones. • Continue scale up process of construction of IDP Model village
4	Access to housing is affordable to an increased number of HHs	Number of AFF. DU Constructed	2,686 DU	<ul style="list-style-type: none"> • Mobilization of private developers • operationalization of housing finance fund by elaborating required legal instruments
5	Upgraded informal settlements	Number of informal settlements upgrading projects financially supported	Civil works for urban upgrading subproject in Cok (Agatare) completed at	Construction of basic infrastructure (footpaths, drainages, access roads and lighting) in unplanned settlement located in Agatare cell in Nyarugenge district.

⁵ U-SSP 2018-2024

POLICY-RELATED STUDIES TO BE CONDUCTED IN 2019/20 FISCAL YEAR TO SUPPORT EFFECTIVE DELIVERY OF THE SECTOR PRIORITIES.

In line with sector priorities in 2019-2020, the following analytical works and consultancy services will be done to support effective delivery of the sector targets and their respective policy actions:

Studies on how to upgrade informal settlements in 10 selected sites of City of Kigali: Given that the big parts of Rwandan cities grew in an unplanned way, informal settlement upgrading is a national priority especially in urbanization agenda aligned to National strategy for transformation (NST1 2018-2024). The current statistics show that **61.3%** of urban households live in unplanned settlements⁶ and this thus requires the Ministry of Infrastructure as custodian institution of urbanization to strategically introduce possible interventions aiming to reduce the number of people living in unplanned urban neighbourhoods. The interventions include provision of basic infrastructure and services as upgrading process and to create and enhance adequate urban planning framework as preventive mechanisms. To proactively engage and sensitise private investors and communities to partner in urban upgrading projects, City of Kigali and secondary cities have started to map and indicate investment opportunities in unplanned settlements located in various places within prime urban areas. In Kigali alone, 10 selected informal settlements were mapped and pilot studies are proposed in fiscal year of 2019-2020. The studies will guide the private investors, communities (landowners) on how to upgrade informal settlements without exposing social disruption (a lot of expropriations), and will further inform prospective investors on the best approach to use when upgrading unplanned settlements.

Study to provide baseline data that will inform reporting mechanism on average share of built up area of cities that is open and green space for public use (SDG indicator): The study will first produce the baseline data regarding the current situation on average share of built up area of cities that is open and green space for public use as part of Sustainable Development Goals (SDGs) indicators and baseline data will further guide the sector to report on that specific indicator in future.

Consultancy services to review master plans of three secondary cities and satellite cities: The revision intends to ensure harmonization of master plans with existing national land use development master plan which is also under review. Due to budget constraint that occurred during fiscal year 2018-20219, the actual review has only covered City of Kigali and three secondary cities (Nyagatare, Rubavu and Muhanga) but the process will continue in the remaining three secondary cities (Musanze, Huye and Rusizi) in 2019-202, and the budget of two billion and four hundred eighty million Rwandan franc (2,480,000,000) was secured to Rwanda Housing Authority. In addition to the secondary cities, part of the dedicated budget will also be allocated to review the master plans of three satellite cities.

PROGRESS TOWARDS IMPLEMENTATION OF THE 2018/19 POLICY ACTIONS

Urbanization and rural settlements sector is now implementing the new sector strategic plan (SSP 2018-2024) which is aligned to the National strategy for transformation (NST1). The Sector Strategic Plan monitoring and evaluation matrix is composed by the sector outcomes with strategic target indicators and their respective policy actions to be implemented from 2018-2024. Every fiscal year, the sector through consultations with stakeholders prepares strategic annual action plan which contributes to implementation of SSP. With that regard, the following is the summary on progress toward implementation of policy actions as planned in the on-going fiscal year of 2018-2019:

Table 2: Progress implementation report for 2018-2019 Policy Actions.

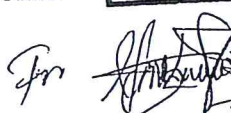
⁶ EICV 5 (2017)

Sector outcome	Strategic Planned Policy Actions	Annual Target	Achievements to date
Integrated Planning and Coordination	To update spatial development frame work report to inform elaboration of strategic national action plan (SNAP) and installation of decision room as part of SNAP tools.	SNAP available , fully-fledge decision room with all data and trainings conducted	SDF updated report available and decision room installed
	To monitor the review process of CoK and 3 secondary cities Master plans.	Final reports of reviewed master plans available and validated	Draft report of CoK available and public display was done , draft reports for 3 secondary cities
	Monitor the process of National land use development master plan review	Draft interim report available	Draft Interim report available
	Preparation and conduct the third National urban forum	3 rd National urban forum held and report available	3 rd National urban forum was held and draft final report is available
	Elaboration of local urban development plans for 4 emerging centers (Ruri, Jenda, Nyagasambu and Karambi)	Final reports available and validated	Draft final reports are available
	Organize and conduct four thematic working groups forums on (Rural settlement, urbanization , housing and capacity building)	Four thematic working group forums conducted	Four thematic working groups forums were conducted and reports are available
CoK, secondary cities and other potential towns developed to spur economic growth	Monitor the construction of basic infrastructure in secondary cities as part of RUDP components	Phase 1 Civil works completed at 100%	Phase 1 completed and official reception was done
	Relocation of some public institutions in secondary cities to strengthen agglomeration economies	50% of proposed institutions relocated	Relocation proposal approved by PM office and awaiting for cabinet decision
	Establishment of city management structure in secondary cities	City management structure established and recruitment of personel completed	Final proposal endorsed by concerned ministries and awaiting for Mifotra approval
Liveable, well serviced , compact , green and productive	Undertake pilot design for public and green space in Nyagatare.	Final proposal available and submitted to donors for fund mobilisation	Final proposal is available and transmitted to potential donors for fund mobilisation
	Relocation of households from scattered settlements and high risk zones to integrated planned settlements	967 Households(HHs) from High Risk Zones	940 HHs were relocated from HRZs and 7,330HHs from scattered settlement (SSs).

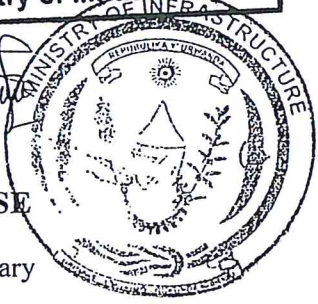
urban and rural settlements	Monitor the process of scale up the construction of IDP model village in (Gicumbi, Nyagatare , Burera, Musanze and Nyarugenge(Karama site)	Construction works completed at 100 %	Burera; 20.5% Musanze; 80% Nyarugenge/ Karama: 25.02%, Gicumbi/ Rubaya: Land was acquired and site installation and mobilization is ongoing.
Access to housing is affordable to an increased number of households	Develop housing strategic frameworks (Rental housing strategy and PPP guidelines in affordable housing projects.	Final rental housing strategy and PPP guidelines available	Draft final rental housing strategy and PPP guidelines are available and technical consultations were done
	Site servicing with basic infrastructure to attract private developer's investments	27 ha of affordable housing sites serviced with basic infrastructure	so far , only three developers have submitted designs (Abadahigwa , GC investments and Remote Group) at Kabuga , Busanza and Masaka respectively
Informal settlements upgraded	Monitor implementation of upgrading project in Nyarugenge district /Agatare under RUDP	Overall civil works completed at 40%	Overall civil works completed at 15%
	Develop 5 informal settlements upgrading manuals as part of implementation tools of national informal settlement upgrading strategy	5 Manuals available	Draft 5 manuals are available and awaiting for stakeholders validation
Adherence & compliance to urban and rural development regulatory frame works	Conduct master implementation audit to ensure compliance	Audit conducted in 15 districts	Audit was conducted in 15 districts
	Scale up the deployment of building permit management information system (BPMIS) in 6 additional districts	Deployment done in 6 districts additional to secondary cities and Cok	Deployment not done , RHA is in process of contracting the BPMIS original developer (OBT) to also carry out overall maintenance,
	Provide capacity building to central government and districts staff through trainings on sustainable urbanization, SDF and development of inclusive cities.	12 Trainings	Trainings on SDF already done to 60 Technical Staff at District Level while those on inclusive cities were undertaken across SCs by various partners

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