

Republic of Rwanda



Ministry of Infrastructure



**3<sup>rd</sup>**  
**National**  
**Urban**  
**Forum**  
**Rwanda 2019**



**Implementing the New Urban Agenda**

**A BACKGROUND PAPER**

2019, Kigali, Rwanda

With the technical support of:

 **UN HABITAT**  
FOR A BETTER URBAN FUTURE

  
THE WORLD BANK

 Global Green Growth  
Institute

 **IGC**  
International  
Growth Centre



## ACKNOWLEDGEMENTS

Project supervisor: Mathias Spaliviero

Principal authors: Mathias Spaliviero, Catherine Kalisa, Marie Amelie Ntigulirwa, Alexis Sebarenzi Gatoni, Simon Desmares, Maud Berthelot

Contributors: Peter Bazimya, Edward Kyazze, Jonan Biryomumaisho, Ilija Gubic, Jonathan Bower, John Kalisa, Jean Pierre Munyeshaka, Parfait Karekezi, Immaculate Mbabzi Rugema, Gonzague Ndamushima, Marcel Iradukunda, Roi Chiti

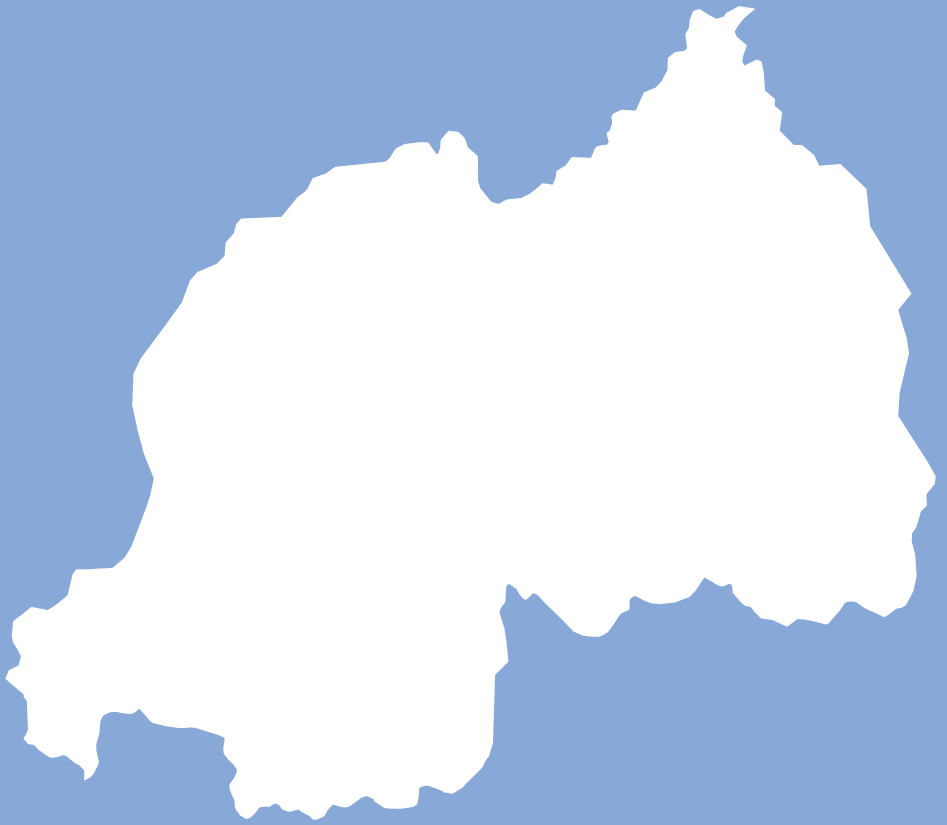
Publication coordinator: Mathias Spaliviero, Edward Kyazze

Editor: Marcella Guarneri, Pamela Birungi

Design and layout: Marcella Guarneri

## Table of Contents

<b>I. Background</b>	<b>09</b>
I.1. The current global framework for urbanisation	10
I.2. The national policy, strategic and legal framework	11
I.3. On-going main initiatives and projects regarding urbanisation in Rwanda	16
<b>II. Assessing the progress made after the Second Session of NUF</b>	<b>20</b>
II.1. Strategies to mitigate urban sprawl and promote compact and integrated urban development	21
II.2. Improved and sustainable transportation systems	22
II.3. Promote social housing	23
II.4. More liveable/aware communities of master and local development plans	24
II.5. Promote design projects in collaboration with higher learning specialised institutions	24
II.6. Preserve air quality	25
<b>III. Third Session of the National Urban Forum: “Towards the implementation of the New Urban Agenda in Rwanda”</b>	<b>26</b>
III.1. Cross-cutting and foundational issues	28
III.2. Theme 1: Participatory urban/spatial planning & urban data	29
III.3. Theme 2: Branding, cultural uniqueness, competitiveness and job creation	31
III.4. Theme 3: Affordable housing and informal settlements upgrading	31
III.5. Theme 4: Urban Resilience, Climate Change and Green Cities	32
<b>IV. Conclusion</b>	<b>36</b>
<b>Annex 1 - Assessment of Recommendations</b>	<b>37</b>



## List of Acronyms

AFINUA	Action Framework for the Implementation of the New Urban Agenda
BPMIS	Building Permits Management Information Systems
BRT	Bus Rapid Transit
CCAC	Climate and Clean Air Coalition
CoK	City of Kigali
CPI	City Prosperity Index
ECOSOC	Economic Social Council
EDPRS	Economic Development and Poverty Reduction Strategy
EICV	Integrated Household Living Conditions Survey
ESD	Education for Sustainable Development
GGGI	Global Green Growth Institute
IGC	International Growth Centre
LODA	Local Administrative Entities Development Agency
MINECOFIN	Ministry of Finance and Economic Planning
MININFRA	Ministry of Infrastructure
MINICT	Ministry of ICT & Innovation
NHP	National Housing Policy
NST	National Strategy for Transformation
NUA	New Urban Agenda
NUF	National Urban Forum
NUP	National Urbanization Policy
OSC	One Stop Centre
REMA	Rwanda Environment Management Authority
RHA	Rwanda Housing Authority
RISA	Rwanda Information Society Authority
RUDP	Rwanda Urban Development Project
SDF	Spatial Development Framework
SDGs	Sustainable Development Goals
STI	Science, Technology and Innovation
UNESCO	United Nations Educational, Scientific and Cultural Organisation
UN-Habitat	United Nations Human Settlements Programme
WB	World Bank



*“Urbanisation can help reduce poverty, sustainably, in ways that handouts never can. Growth without planned urbanisation, in contrast, is a recipe for soaring inequality. The choice is not whether to urbanise or not. The issue is whether we manage it in such a way that we obtain, together with our citizens, the maximum benefits possible. Emphasising the need to ensure urbanisation does not become the privilege of a few; inclusive urbanisation forms an essential priority for national development in Rwanda [...]. In Rwanda, urbanisation includes an ever-improving decentralisation system within which citizens participate in the decision-making process. Rwanda also seeks to establish financing and supply options for affordable housing and related services, such as education and health, to address the needs of low-income earners”*

**President Paul Kagame,**  
keynote address,  
Integration Segment on Sustainable Urbanisation  
hosted by the Economic Social Council (ECOSOC),  
27 May 2014.  
United Nations headquarters in New York, USA



The National Urban Forum will discuss cities as drivers of sustainable development, urban inequalities, sustainable urbanisation, effective governance and policy planning for urban areas and innovation partnerships.





## I. Background

Rwanda represents an emblematic example of the rapidity and size of transformations that Africa is faced with. Its urban growth rate is estimated to be one of the highest in sub-Saharan Africa. According to the vision 2020 and the blue print of vision 2050, the government of Rwanda targets to reach a 35% proportion of urban population by 2024 from 18.4% (EICV5 2016-2017). This urbanisation target is linked to the achievement of socio-economic development targets like increased access to sanitation facilities, clean water, electricity and increasing the average annual growth of gross domestic product (GDP) from 6.2 per cent in 2000 to 11.5 per cent by 2020, and the annual GDP per capita to USD 1,240 (MININFRA, 2014). In addition, the modernization of agriculture and the reduction of its weight in favour of industry and service-based economy, it resulted in redistribution of population, traditionally settled in scattered patterns across the whole country. The National Urban Forum (NUF) is a multi-stakeholder platform to support sustainable urban development processes and debates at the country level, including feeding into national contributions and participation to the global development strategies and integrating the global agenda into national strategies. Its main objective is to raise the profile of urban-related issues at the country level by promoting the understanding, participation, coordination, engagement and debates towards sustainable urbanisation strategies, policies and programmes. During the Third Session of the NUF, emphasis will also be placed on how to mobilise financial resources and localize global urban development agenda, as well as enhancing capacities through exchange of best practices.

In Rwanda, the First and Second Sessions of NUF took place in 2008 and 2011 respectively. They were action-oriented meetings and addressed the way cities and human settlements are planned, designed, financed, developed, governed, and managed, through cooperation with committed partners, relevant stakeholders, and different urban actors.

This Background Document is meant to introduce and conceptualise the Third Session of the Rwanda National Urban Forum (NUF3) and propose the agenda of the event. For such a purpose, it will assess the progress of the implementation of the key recommendations of the Second Session of NUF and the evolution of urbanisation in Rwanda since then. The main expected outcome of NUF3 is to assess

the progress made and reflect on the continuing implementation of the New Urban Agenda (NUA) in Rwanda. The NUA was approved in Quito, Ecuador, in October 2016 and is meant to provide global guidance to urban development for next 20 years.

### 1.1. The current global framework for urbanisation

The Third Session of NUF takes place in times when global development agendas are guiding urbanisation.

- **A Sustainable Development Goal on Cities: Agenda 2030**

In September 2015, Member States adopted the Agenda 2030 including 17 Sustainable Development Goals (SDGs). For the first time there is a clear recognition from the international community of the need to focus on sustainable urbanisation, considering that since 2007 there are more people living in cities than in rural areas globally. All 17 Goals relate to the Urbanisation and Rural Settlement Sector due to its cross-sectoral nature. However, the 11th Goal in particular summarizes the cross-sectoral approach and sets to **“Make cities and human settlements inclusive, safe, resilient and sustainable”**.



Figure 1: Sustainable Development Goals (SDGs)

- **The New Urban Agenda**

Following the path of SDG 11, countries around the world endorsed the New Urban Agenda (NUA) during the United Nations Conference on Housing and Sustainable Urban Development (Habitat III, 2016 in Quito). The resulting UN Declaration, containing 175 statements, lays out the principles of good urbanisation, its

importance for achieving sustainable development, reducing poverty and the multi-dimensional and multi-sectoral nature of the phenomenon. The United Nations for Urban Settlements (UN-Habitat) has proposed to Member States an **Action Framework for the Implementation of the New Urban Agenda (AFINUA)** organised around five pillars or fundamentals:

1. National Urban Policy;
2. Urban Legislation, Rules and Regulations;
3. Urban Planning and Design;
4. Urban Economy and Municipal Finance; and
5. Local Implementation.

The Third Session of the NUF should represent an opportunity to define the AFINUA for Rwanda, based on existing national policies and strategies.

## 1.2. The national policy, strategic and legal framework

### ▪ National strategies to enhance urbanisation

In Vision 2020 and the vision 2050 blue print emphasis is placed on developing basic infrastructure in urban centres to enable the decongestion of agricultural zones, and investment for jobs creation and services provision for good quality of urban life. As mentioned earlier, this strategy aims to increase the proportion of those living in cities and towns to 35% by 2024, and has for main goal to transform Rwanda's economy from agriculture based to industry and services-based economy.

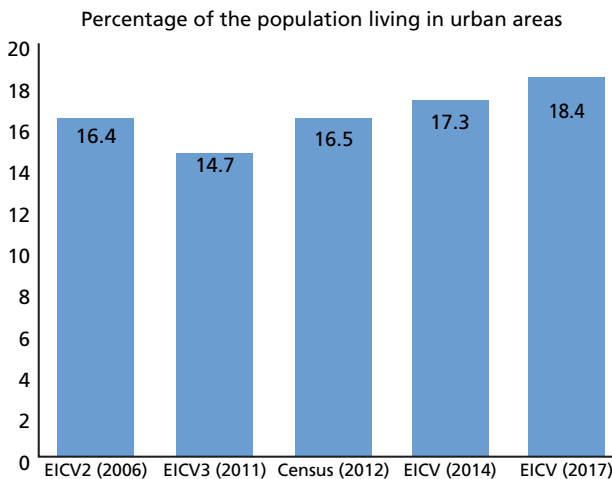
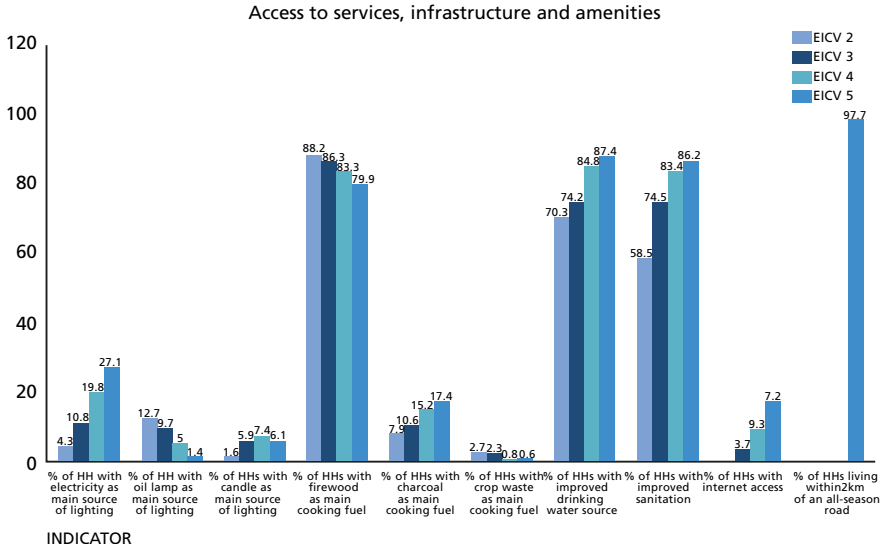


Figure 2: Percentage of the population living in urban areas in Rwanda (Source: NISR)



INDICATOR

Figure 3: Population access to basic services infrastructure (source : NISR)

Following the *2nd Economic Development and Poverty Reduction Strategy 2013-2018* (EDPRS 2), which put emphasis on urbanisation and promotion of six secondary cities (Huye, Muhanga, Ruzizi, Nyagatare, Musanze, Rubavu as poles of economic growth (see Fig. 4), Rwanda has initiated the 1st National Strategy for Transformation 2018-2024 (NST 1) as a first step to achieve the remainder of vision 2020 and aspiration of Vision 2050 of becoming a low middle-income country by 2024, middle income country by 2035, and a high-income country by 2050. NST 1 is based on three transformational pillars: economic, social and governance. Urbanisation is referred as one of the main enablers to achieve such a transformation.

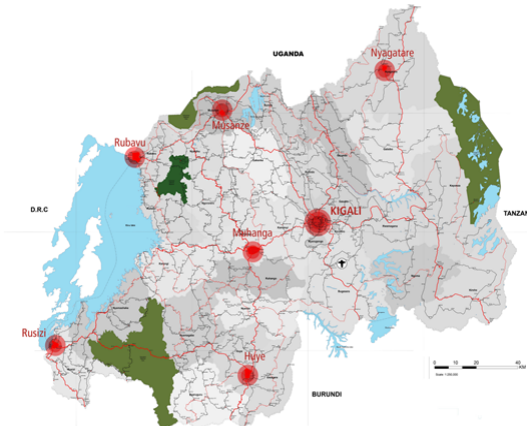


Figure 4: Location of the six secondary cities as per the EDPRS 2 and City of Kigali



To implement the urban component of NST 1, the Government of Rwanda through the ministry of infrastructure has elaborated the *Urbanisation and Rural Settlement Sector Strategic Plan 2018-2024* including seven priorities in accordance with key national policies and strategies related to urbanization and urban development. The Strategic Plan echoes the NUP recommendations and focuses on specific themes such as: (i) Integrated human settlement planning and coordination (Outcome 1) (ii) City of Kigali, Secondary cities and other potential Towns developed to spur socio-economic growth (Outcome 2); (iii) Liveable, well-serviced, connected, compact, green and productive urban and rural settlements with a cultural identity (outcome 3), (iv) Access to social and affordable housing (Outcome 4); and (iii) informal settlement upgrading (Outcome 5).

Last but not least, the *National Informal Settlements Upgrading Strategy of 2016* highlights the importance of preparing specific land development plans for urban upgrading, including land subdivision and plot restructuring. It encourages the formalisation of existing buildings and the compliance with building regulations.

#### ▪ Key policies guiding urban development in Rwanda

In line with AFINUA, the government of Rwanda has adopted the National Urbanisation Policy (NUP) in December 2015. The NUP's vision considers urbanisation as an engine to achieve economic development and sustainable human settlements. The NUP aims to create conditions for a well-managed growth generating vibrant urban environments.

According to the NUP, Rwandan urban development should be centred on four pillars:

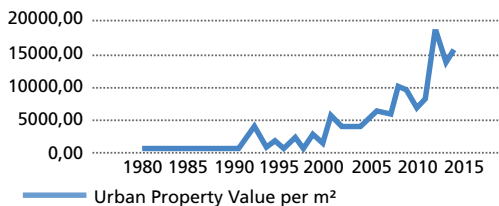
- **Coordination** to achieve good institutional capacities and regulatory framework to manage development in a coordinated manner at all level of governance, including participatory planning from all stakeholders.
- **Densification** to have good integrated urban planning and management in order to achieve more resource-efficient public investments and compact urban growth.
- **Conviviality** that assures the quality of life in all facets, hence promoting social inclusion to reduce poverty and sees cultural preservation as a big part of urbanization.
- **Economic growth** to facilitate employment creation and off-farm productivity for local subsistence and regional competitiveness.

Another key document related to urbanisation is the 2015 *National Housing Policy*, which deals with affordable housing and informal settlement upgrading. It recommends, among other aspects, to integrate the private sector in the process

and to promote energy efficiency in buildings using green technology, along with the promotion of local building materials. It also advocates for financial subsidies targeting low-income groups. Additionally, the 2015 *National Roadmap for Green Secondary Cities Development* delineates strategies, guidelines and actions for green cities planning and development.

### ▪ Urban legislation

After 2005, urban property values rose sharply, dipped in 2009/2010 and 2012, and started rising again after that. Urbanization, income growth and changes in urban land policies and planning regulations influence the volatility of prices.



After the adoption of the Land Policy in 2004, a significant decision was to regularise land ownership in Rwanda and integrate it under one land management system through the Land Tenure Regularisation Programme.

Figure 5: Evolution of the urban land prices

(Source: <https://www.land-links.org/2016/06/six-new-infographics-from-usaids-rwanda-land-project/>)

The main legislation regulating urbanisation in Rwanda is the *Law Governing Urban Planning and Building in Rwanda*, 2012 and its implementing orders of 2015. Local physical development is regulated based on clear procedures to support sustainable, integrated and inclusive development, institutional strengthening and development, decentralization, local economic development, citizen participation and accountability mechanisms. The law and its orders regulate the preparation of master plans on what concerns land management and urban planning, local and specific land development plans and land subdivision plans both aiming at improving the urban land use management and avoiding uncontrolled urban expansion or sprawls.

The *Law Governing Land in Rwanda*, dated of 2013. Article 9 states that "Urban land shall be land which is confined within boundaries of towns or cities established by a Presidential Order. All remaining land shall be considered as rural land". This has big implications in terms of assessing the current proportion of urban population in Rwanda (which is being underestimated when compared to other existing definitions of urban land globally) and when considering subsequent strategies and plans to address urban areas. The law (Article 37) recognises a right provided by the State for the land owner to freely own and not being disposed, but makes an exception in case of expropriation due to public interest.

*Cities Master Plans* are quoted in the Article 27 of this law, indicating that land leases and land transactions shall respect land use plans of the concerned area. These master plans are guided by the *National Land Use and Development Master Plan* (2010) which provides the general directives and principles for land use development including densification, mixed land use, mixed housing, green design and participation.

### **1.3. Ongoing main initiatives regarding urbanisation in Rwanda**

A number of initiatives related to urbanisation are being implemented by the Government of Rwanda, mainly through the Ministry in charge of Local Government, in charge of Lands, in charge Gender and Family Promotion, in charge of Economic Planning and Finance and in charge of Trade and Industry, such as:

- Review of City of Kigali and Secondary Cities Master Plans and elaboration of local urban development plans for emerging urban centres;
- Development of district industrial parks in secondary cities and other districts
- Improvement and increase of basic infrastructural services in urban areas;
- Conducting master plan implementation audits in different districts;
- Capacity development at all government levels to improve the elaboration and implementation of urban development related policies and strategies;
  - Improvement of service delivery through e-services;
  - Improvement in delivery of affordable and social housing, including upgrading of informal settlement;
  - Implementation of green and smart cities concepts.

Some of the key initiatives supported by multilateral development partners are:

- The *Rwanda Urban Development Project* (RUDP), financed through a World Bank loan, to enhance urban management and provide access to basic infrastructure in different urban centres. The programme, which will soon enter in its second phase, concentrates mainly on Kigali, six secondary cities and satellite cities.
  - The *Spatial Development Framework* (SDF) of Rwanda, supported by UN-Habitat, is the first spatial strategic plan of the country and is meant to support the implementation of the NUP. It will help decision-makers to visualise the distribution of functions in the national territory, mainly concentrated in cities, and to identify development corridors, nodal towns and priority areas to better distribute investments geographically.
    - The Global Green Growth Institute (GGGI) in collaboration with MININFRA has



developed in 2015 a *National Roadmap for Green Secondary City Development*, which is the third component of the Government of Rwanda and GGGI project entitled “Developing Rwandan Secondary Cities as Model Green Cities with Green Economic Opportunities”, and aims to support economic transformation of Rwanda through green urbanization and green growth, focusing on the development of secondary cities. The National Roadmap for Green Secondary Cities Development is a coordination tool and a practical planning instrument, which aims to provide a clear strategic guidance for the Government and other key stakeholders. The proposed green guidelines ensure sustainable growth of the secondary cities of Huye, Muhanga, Musanze, Nyagatare, Rubavu and Rusizi.

- The International Growth Centre (IGC) is undertaking a number of economic studies related to urbanisation on the following themes: urban economic growth and its spatial organisation; affordable housing, informal settlement upgrading and service delivery to neighbourhoods; mobilising finance for urban development. Relatedly to the National Urban Forum, IGC organised a *National Conference for Sustainable Urbanisation* in March 2015. One of the main outcomes of the event was to promote land taxes, real estate transaction taxes and licensing fees for construction as means for capturing the added-value of urban land.

- The Belgian Federal Government through ENABEL is willing to support the Government of Rwanda with a focus on inclusive and sustainable economic development. A program on urban development in Rwanda is being finalised and under negotiation with the Government of Rwanda. The project will mainly focus on enhancing socio-economic development, supporting urban management throughout provision of socio-economic infrastructure and spatial planning tools at districts level.

- Promoting off-farm employment and income through climate responsive construction material production (PROECCO) is a regional programme supported by Switzerland through the Swiss Agency for Development and Cooperation (SDC) and the Swiss Resource Center and Consultancies for Development (SKAT Consulting Ltd). The programme acts as a construction industry facilitator, providing technical and advisory services to young Rwandan laborers and innovative entrepreneurs willing to pioneer the environment-friendly production of modern bricks, tiles and slab blocks to make Modern Brick walls and buildings affordable, strong and durable. Since 2013, the programme has supported dozens of rural and peri-urban brick cooperatives, entrepreneurs and investors, and demonstrated a range of affordable and easy-to-operate industrial brick production technologies as well as highly affordable Modern Brick construction systems. Most recently, the project inaugurated the 8-in-1 Affordable Housing Demonstration Block in Kimisagara Cell, Nyarugenge Sector, a pilot project demonstrating the potential of the local

construction industry to deliver quality urban affordable housing solutions made in Rwanda for Rwandans.

- Department for International Development (DFID) supported the GoR through the Land Tenure Regularization program. Under this program land in Rwanda was systematically registered and demarcated. The program has built capacity in land administration and produced a land information system. Early indications reveal that land values within Kigali have increased 15% in recent years.

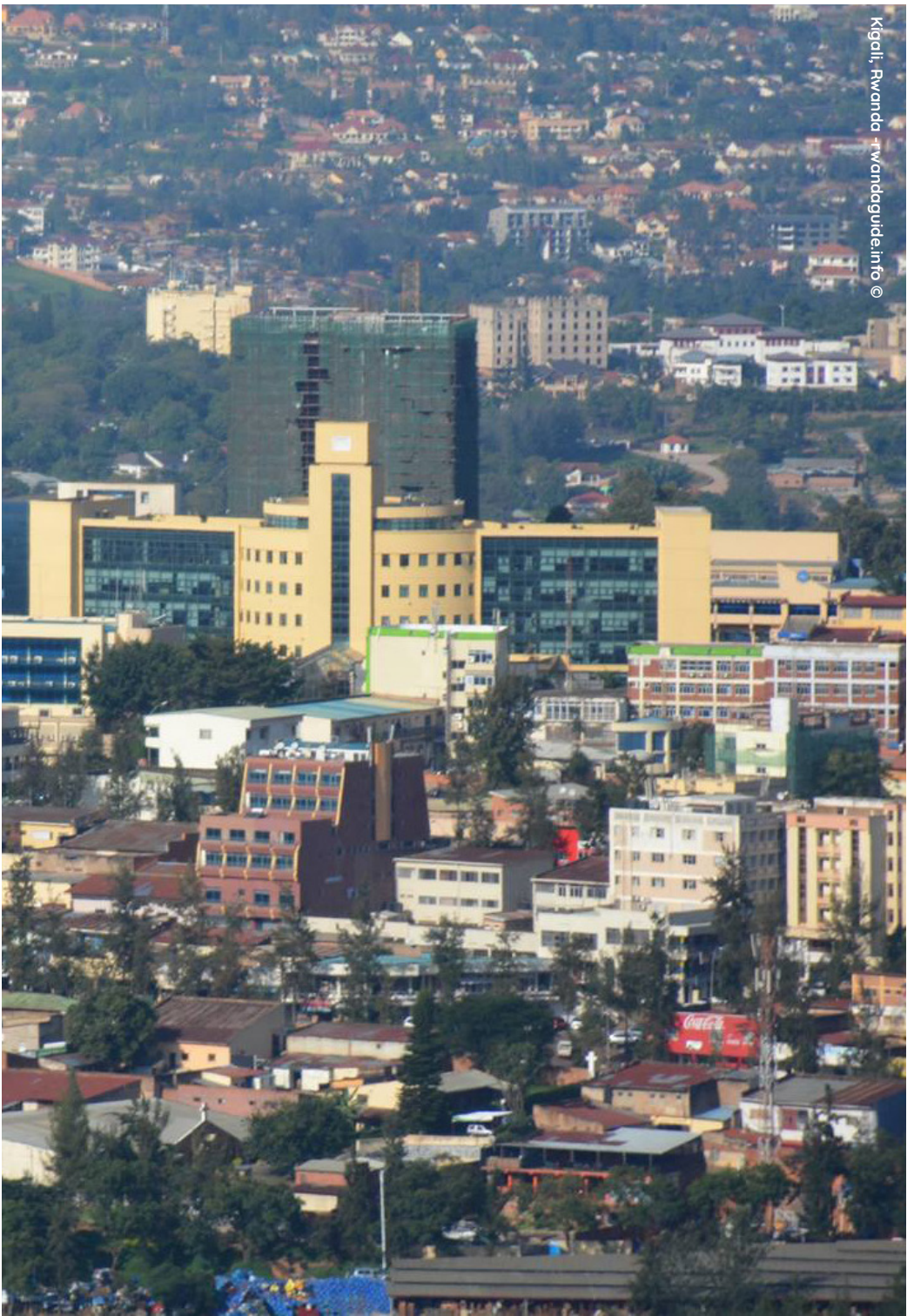
DFID (with some additional support from Belgium and USAID) is supporting a number of initiatives to accelerate inclusive economic development. The programme components include: Development of harbour facilities on Lake Kivu to facilitate ferry services, Development and operationalization of Trade and Logistics Clusters (industrial park development), Supporting a gender responsive trading environment, Market systems upgrading along logistics hubs (agro-logistics).

A new multi-country programme to generate GBP £1billion of new Foreign Direct Investment (FDI) in manufacturing (including agro-processing and high value services) sectors in Africa, is under design. Specifically in Rwanda, this initiative will work closely with RDB and the Ministry of Trade and Industry (MINICOM) through the provision of transaction advisory services to attract value-added investment, alongside support for Rwanda's industrial park strategy, which will house these manufacturing investments.

- The project named "Inclusive Decisions at Local Level-IDEAL" (2017-2021) is financed by the Netherland Ministry of Foreign through the Cooperation agency of the Netherlands association of Municipalities - Vereniging van Nederlandse (VNG International). The project is implemented in 7 Countries: Burundi, Mali, Uganda, Somaliland, Palestine, South Sudan and Rwanda.

In the context of Rwanda, the IDEAL-Rwanda project objective is to strengthen the capacity of local Governments focusing on six secondary cities to achieve a broad-based legitimacy and social cohesion in their urbanization processes. More specifically, the project aims at increasing the capacity of secondary city districts staff and leaders to plan and manage the urbanization, to accelerate inclusive LED, to develop and implement sound local social welfare strategies and services and to develop and implement gender sensitive policies and facilitate women access to decision making.

- The German government-owned development bank (KfW) is supporting the GoR in its vision of a Green City. A 620 ha Green City Pilot programme in Kigali, which is a design study financed through the Rwanda Green Climate Fund (GCF), will focus on policy reform, financial modelling, design and feasibility studies. KfW is also active in secondary city decentralization and local level infrastructure provision.



## II. Assessing the progress made after the Second Session of NUF

The Second Session of the National Urban Forum (NUF 2) was organised around four major themes: (i) Urban sprawl and transportation challenges; (ii) Climate change and urban development; (iii) Social housing as a foundation for sustainable living in Rwanda; and (iv) co-creating Kigali: working together to create a sustainable Kigali.

The forum concluded with nine (9) recommendations which were grouped in six (6) categories, as follows:

### 1. Strategies to mitigate urban sprawl and promote compact and integrated urban development

(Recommendation 1) → better planning & implementation mechanisms; imudugudu; job creation.

### 2. Improved and sustainable transportation systems

(Recommendation 2) → road design (special lanes), outer ring roads, non-motorised transport systems (walking, cycling, etc.)

### 3. Promote social housing

(Recommendations 3, 4 and 5) → set up social housing associations & cooperatives; incentivise developers to work on social housing; develop a social housing strategy; research on local building materials, and tax reduction; establish a social housing fund; public investment programme for urban development.

### 4. More liveable/aware communities of master and local development plans

(Recommendations 6 and 7) → participatory planning/promote the understanding; densification; consider climate change; investment in other cities, not just Kigali; raise public awareness campaigns; funding/phased mechanisms for master plan implementation.

### 5. Promote design projects in collaboration with higher learning specialized institutions

(Recommendation 8) → support public-private-academia projects/collaborations; etc.

### 6. Preserve air quality

(Recommendation 9) → national clean air regulations and initiatives; promote integrated waste management systems; promote environment in education.

Each of these six (6) categories was assessed in terms of progress made through

literature review and interviews with key stakeholders, trying to understand the challenges and opportunities. A comprehensive list of achievements can be found in Annex 1.

## **II.1. Strategies to mitigate urban sprawl and promote compact and integrated urban development**

Urban sprawl is happening at a fast pace in peri-urban areas in Rwanda, especially in the City of Kigali and other cities. Expansion of urban areas is inevitable given rapid urban population growth, but the challenge is to maximise density and positive agglomeration effects from this growth whilst minimising economic and environmental costs. One of the main challenges currently is how to achieve adequate density to optimise the use of urban land, reduce the cost of infrastructure and promote a more compact city.

The National Urbanisation Policy (NUP) approved in 2015 includes a Densification Pillar. According to the Government, this is an important policy promoting a cross-sectoral approach and providing essential guidance regarding multi-level governance and coordination for urbanisation.

The National Roadmap for green secondary cities development promote densification and adequate spatial development to generate socio-economic growth, promote urban low emission urban development and resilient urban livelihoods and to reduce polarization by the capital city.

Evidence of dense and compact urban development in Rwanda linked to reduced poverty (Reshaping Urbanization in Rwanda; Economic and Spatial Trends and Proposals in Economic Outlook and Report, WB, 2017)

Increased occurrence of climate change induced disasters in urban areas (evidence in State of the Environment in Kigali and Secondary Cities, REMA, 2017)

MININFRA in partnership with RHA put emphasis and assessed the processes for city master plan preparation and implementation, extracting recommendations for improving urban planning tools. The Government of Rwanda has also established an online Building Permits Management Information System (BPMIS) equipped with features that facilitate applicants to access information, closely follow-up applications and be notified on the progress made. The system was already launched in nine (9) districts (out of the 30 districts of the country) including the the City of Kigali and the secondary cities, through their One Stop Centres.

The Integrated Development Approach Model Village (imudugudu) was established as an effort to increase the density of rural settlements and facilitate the provision of basic services and infrastructure (e.g. water, electricity, health facilities, common marketplace, smart classrooms and improved road networks). Following a similar approach, progress is being made to produce neighbourhood layout plans to mitigate urban sprawl.

According to focus group discussion, consultation meetings and interviews with officials from different National and local Government Institutions and other stakeholders in urban development, there is still a gap between urbanisation and economic growth, and despite people migrating from rural to urban areas (and thus contributing to the current urban sprawl), Rwandan cities are not yet creating enough jobs and income opportunities for all.

## **II.2. Improved and sustainable transportation systems**

MININFRA recognises transport infrastructure as a cross-cutting development issue. The Public Transport Policy and Strategy for Rwanda adopted in October 2012 aims to reduce traffic congestion, energy use and pollution, and thus to increase mobility and accessibility of people and goods by developing appropriate public transport systems.

The recently approved NST 1 also stresses the need for improving rural and urban transportation services and basic infrastructure. Districts' and Kigali city development strategies emphasise the need to increase green and non-motorised transport solutions like walking, cycling, etc. Under the Densification Pillar of the NUP, transport is described as a basic service that enhances connectivity, diversifies and vitalised economic activities and improves social conditions.

The City of Kigali started to design some cycling lanes, allocate some roads for pedestrians and is embarking on dedicated bus lines and bus rapid transit (BRT) initiatives, but it is still quite little compared to the needs and what was recommended during NUF 2.



Figure 6: Improved public bus station, Kigali (Source: The Easter African, 2016.  
(Source: <http://www.theeastafrikan.co.ke/rwanda/Business/Rwanda-transport-system-fails-travellers-yet-again/>)

### II.3. Promote social housing

According to the New Urban Agenda, *“widening the housing choices and enabling the provision of housing opportunities at appropriate scale, affordable price, in a diversity of sizes, prices and types, and in suitable locations vis-à-vis access to income generating opportunities, housing can be central to the development of cities”*. The 2015 National Housing Policy has for main goal to provide access to adequate housing to all regardless of income, subsistence means and location.

The establishment of viable financing and supply mechanisms to provide affordable housing constitutes a high priority in the Government’s agenda. Currently, efforts are being undertaken to establish a housing development fund, as per one of the recommendations of NUF 2. In addition, experiments are taking place for land banking in Kigali as a mechanism to secure financial resources for urban development, and a number of actions have been undertaken like the creation of incentives for real estate developers for them to engage in housing projects and the promotion of Social Housing Associations and Cooperatives. In addition, upgrading of informal settlements is currently seen as an opportunity to improve the housing stock and make it more accessible to the urban poor. Upgrading works were piloted in Agatare, Nyarugenge District in Kigali.

Despite these efforts, the gap between demand and offer in terms of affordable housing is still huge (see Fig. 7). In particular, there is need for more focus on viable strategies to provide affordable housing for low-income groups who had to be expropriated or relocated, and for promoting the use of local building materials, as construction costs are generally too high.

### Annual Household income estimated using expenditure (PPP\$)

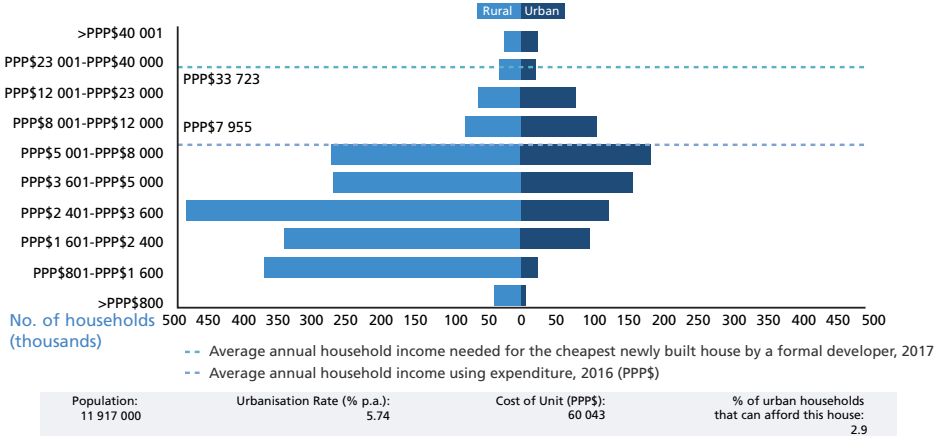


Figure 7: Income vs. housing cost

(Source: Centre for Affordable Housing in Rwanda, 2017. <http://housingfinanceafrica.org/countries/rwanda/>)

## II.4. More liveable/aware communities of master plans and local development plans

Efforts have been made to promote people’s participation in urban planning processes, during which views of different stakeholders are shared and consensual prioritisation is undertaken. NUF 2, as also reiterated in the New Urban Agenda and in the NUP, identified participatory planning as one of the key elements for promoting sustainable urban development. However, more efforts are needed not just to promote participation but also understanding and ownership of urban plans, to facilitate their effective implementation. Construction costs are generally too high.

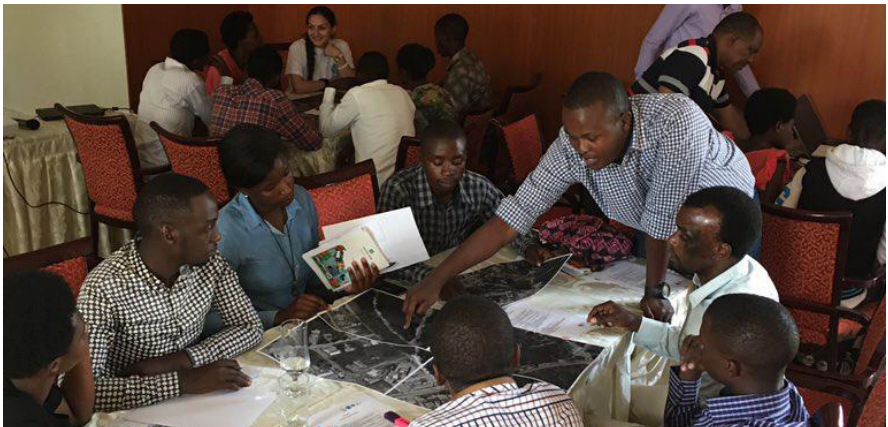


Figure 8: Participatory planning activity

(Source: Nyagatare open space design/ Source MININFRA 2018)



## **II.5. Promote design projects in collaboration with higher learning specialised institutions**

Since 2013 in the period of EDPRS2, participatory and consultative planning was set as a foundation for private sector, civil society, NGOs, IGOs, and academia full engagement, ownership and ultimate commitment for national development. A cabinet process and procedures manual were adopted and made stakeholders consultation a pre-requisite for policies approval and adoption. The development partner division of labour has seen sector working group established including urbanization and rural settlement sector working group that bring together stakeholders to discuss the sector achievement/progress (back ward looking) and planning together the next development interventions (forward looking). In addition, construction and built environment professional bodies were established and are influential not only for professionalism but also policy and regulatory framework revision and harmonization. Despite progress made in involving the private sector and the academia in policy-making and planning process, there is still a need for improved collaboration between government authorities and higher learning specialised institutions regarding different areas of urban development. These institutions are essential to embed and transmit knowledge, especially regarding urban planning and management.

## **II.6. Preserve air quality**

The Government of Rwanda joined the Climate and Clean Air Coalition in 2016 and has since then committed to take action in adapting to the adverse effects of climate change and reduce short-lived climate pollutants. Although Rwanda does not have heavy industries, old vehicles and biomass burning produce significant amounts of CO<sub>2</sub>. Among the actions undertaken to reduce air pollution, taxes on old vehicles were increased, emissions testing became mandatory for all vehicles and awareness was raised in communities on cooking techniques.

Importantly, the Rwanda Climate Observatory was established and legislation on air pollution was passed. Data is currently being collected to take informed decisions on the reduction of carbon emissions and other short-lived climate pollutants.

Although there is a growing understanding on the importance of mitigating and adapting to climate change effects, more needs to be done to incorporate climate risk and low-emission strategies into urban development processes, thus unlocking consequent investments. Having access to the Green Climate Fund, for example, represents an opportunity for this purpose.

### III. Third National Urban Forum: “Towards the implementation of the New Urban Agenda in Rwanda”

The Third National Urban Forum (NUF 3) will be structured as depicted in Figure 9 below.



Figure 9: Proposed structure of NUF 3 for Rwanda

The main **objective** of NUF 3 is “to raise awareness and promote understanding, coordination and engagement of stakeholders to strengthen the implementation of the New Urban Agenda in Rwanda”.

The **cross-cutting and foundational** issues to be debated are:

- Multi-level urban governance and coordination;
- Urban legislation and land management;
- Innovation for smart cities;
- Social inclusion.

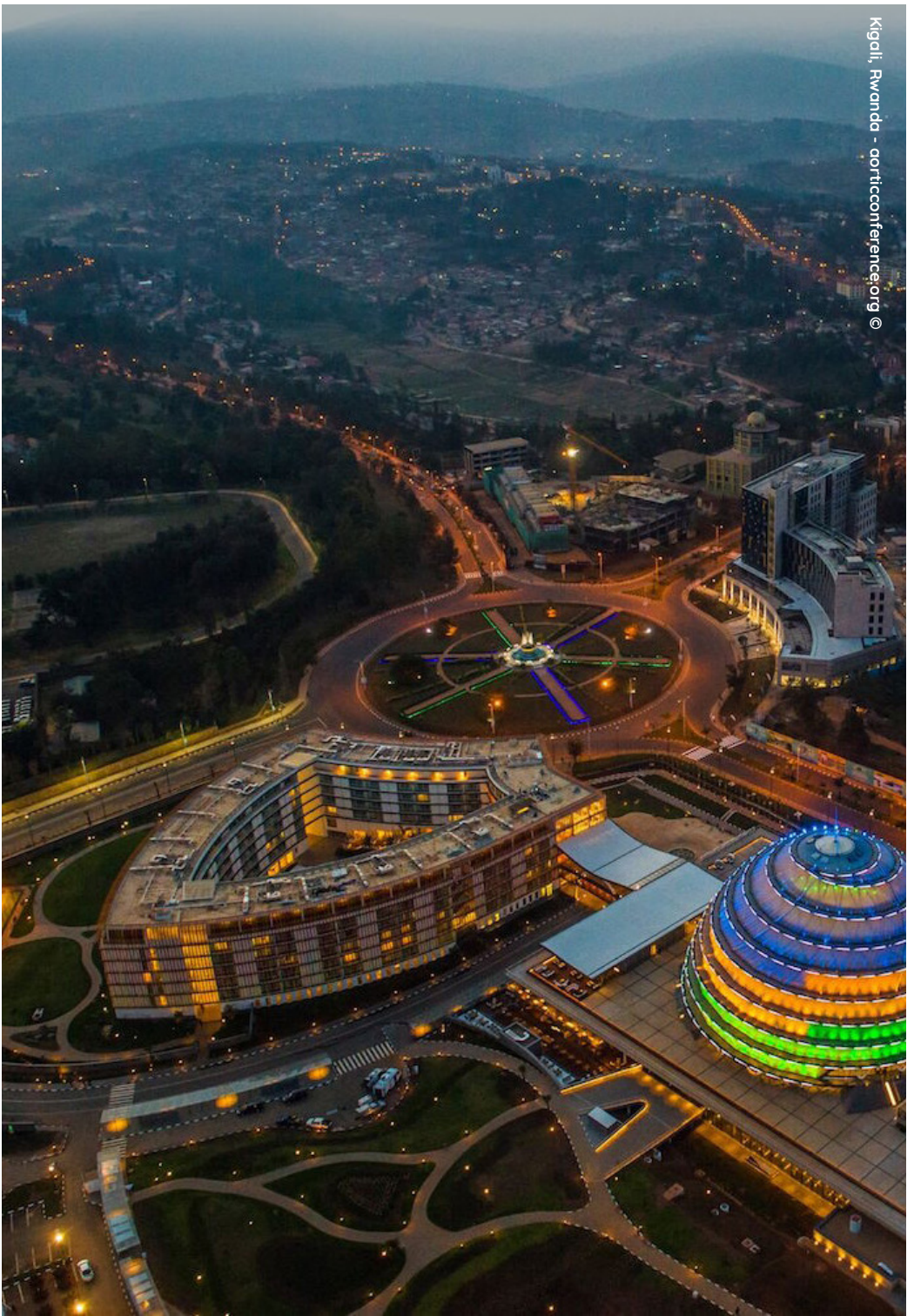
Meanwhile, the **main themes** around which NUF 3 will be organised, all inter-related, are:

**Theme 1:** Participatory urban/spatial planning and urban data;

**Theme 2:** City branding, cultural uniqueness, competitiveness for local economic development;

**Theme 3:** Affordable housing and informal settlements upgrading;

**Theme 4:** Urban resilience, climate change and green cities.



### III.1. Cross-cutting and foundational issues

These are issues which can be considered cross-cutting and representing foundational aspects underpinning urbanisation in Rwanda. They will be discussed at different times of the forum, in specific sessions or associated with other themes/sub-themes.

Importantly, the issue of **governance and coordination** of urban-related issues at the different levels, despite the Coordination Pillar of the NUP, need to be further deliberated to define a clear way forward. Currently stronger coordination is needed at the central level, as many ministries and sectors intervene on the urban sphere, which is a territorial development process, in a way or in another. The recently created Division of Urbanisation, Human Settlements and Housing Development within MININFRA, is the required platform for the coordination of urbanisation and is one of the tool to steer the socio-economic transformation of the country, as indicated in NST 1 and Agenda 2050. At the local level, district administrations are at the far front and deal with urbanisation issues on a daily basis. However, the level of understanding of what urbanisation needs and means is still low, there is a high staff turn-over and the technical capacity is generally insufficient. Finally, there are a number of stakeholders, in addition to government entities, dealing with urbanisation (e.g. the private sector, civil society organisations, the academia, etc.) and the NUF 3 is representing a good avenue to further discuss their role and how to improve coordination and establish synergies towards sustainable urban development.

The importance of **urban legislation and land management** in promoting better urbanisation is undeniable. There is a need to undertake a thorough analysis of all legal tools and regulations influencing urban development processes, and undertake a journey to make them generally more pro-poor, so that cities and towns in Rwanda can become inclusive and accessible to all and upgrading of informal settlements can be a more viable operation. Recent lessons learned showed that legal instruments, such as the Kigali City Master Plan (currently under revision), if too demanding, can be counter-productive in promoting inclusive urban development. This shift requires human and financial resources, so that urbanisation can fully play its role of promoting transformation and sustainable development for all. Rules and regulations and intimately linked to the way urban land is currently managed. Despite great progress on this issue since NUF 2, especially thanks to the establishment of reliable information systems, the added-value of urban land still needs to be effectively captured and re-distributed so that it can be used for social investments and subsidies targeting the low and middle-income groups.

**Innovation** represents a big take for Rwanda, and cities and towns offer great conditions for testing innovative approaches. After the endorsement of the Master Plan for Smart Cities, there is a need for establishing the mechanisms for implementation. A series of initiatives have been proposed under this master plan, and the Ministry of ICT & Innovation (MINICT) and the Rwanda Information Society Authority (RISA) are currently promoting some related activities for Kigali, which is to be advocated and discussed during an ad-hoc session of NUF 3.

Last but not least, **social inclusion** is one of the core areas of the New Urban Agenda and should be emphasised during the NUF 3. The message of H.E. President Kagame during an Economic Social Council (ECOSOC) High-Level Segment on Urbanisation in May 2014 emphasised that inclusive urbanisation is an essential priority for national development: : *“ The role of urbanisation in development policy will continue to be the subject of vigorous debate, and rightly so. This is, in some sense, inevitable, because cities have to work for everyone, industries and investors. Real estate developers, the middle class. Environmentalists. And, above all, for the young people struggling to make a better life. Against this background, it is important to resist the tendency to equate ambitious urban design — particularly in Africa —with an anti-poor agenda”*.

### III.2. Theme 1: Participatory urban/spatial planning & urban data

Countries in sub-Saharan Africa, like Rwanda, showing still low levels of urbanisation yet with high urban population growth rates face great challenges but also great policy opportunities. The Rwandan urban population grows above 4.5% a year, while more than 75% of the population still lives in rural settings. Kigali, the capital city, accommodates half of the urban dwellers of the country. **Strategic spatial planning**, as promoted by EDPRS 2 with the establishment of the six (6) secondary cities of the country and further strengthen through the preparation of the Spatial Development Framework (SDF), is an absolute need to avoid the over-concentration of functions and people in Kigali. Currently low-income groups from the different parts of the country migrate to the capital city seeking for a temporary job or income and better living conditions, leading to urban sprawl and ever-growing informal settlements. Yet the only way to reduce this trend and prevent the continuous formation of informal settlements in Kigali is to establish alternative growth poles, such as the existing secondary cities.

**At the city scale**, there is a need to match fast urban growth with increased **public participation in urban planning processes**. These should be led by local authorities

themselves, equipped with proper means and capacities, and involve the different groups of the urban population, including land owners, the urban poor, street vendors, women and youth, civil society organisations, the media, the academic sector, etc., so that they can effectively participate in the identification of problems and solutions at the neighbourhood level, have their say in decision-making, and consequently become fully responsible for the implementation of approved urban plans.

It is also a fact that cities in Rwanda still **lack of reliable, accurate and timely information/data** to favour such needed planning processes at the different scales and monitor the implementation of urban-related policies and strategies. Therefore, there is a need for establishing and maintaining adequate data sets at the national level, as already planned under the RUDP and the SDF (e.g. spatial decision room), which can be sustained from data collection mechanisms at the city level, through smart cities initiatives of the City Prosperity Index (CPI).

Therefore, this main theme can be subdivided in three (3) sub-themes, each of them with some guiding questions, namely:

**Sub-Theme 1.1<sup>1</sup>:** The role of strategic spatial planning to achieve socio-economic transformation

- Developing secondary cities: progress made and way forward?
- How can strategic spatial planning become central to the different government sectors?
- What system of cities for Rwanda, where to promote macro-investments and why?

**Sub-Theme 1.2:** Participatory urban planning for inclusive growth

- Why participatory planning is important and how it can contribute to urban plan implementation?
- What mechanisms for effective participatory planning at the city/neighbourhood level?
- What can be done to promote inclusion and reduce inequities in urban development?

**Sub-Theme 1.3:** Establishing reliable urban data platforms

- What mechanisms at the central level for urban and spatial data management?
- What role can be played by local authorities in data collection and use?
- How can citizens participate in data collection and better access urban data?

<sup>1</sup>NB: Ideally, each sub-theme of NUF 3 should count with a key note speaker, a panel of discussants and an exchange of best practices and lessons learned, including from other countries.

### III.3. Theme 2: City Branding, cultural uniqueness, competitiveness for local economic development

This theme is about urban economy and financing. **Branding** has been identified as one of the means Rwandan cities could use to attract investments and enhance their local economy. Cities should try to strengthen their visual image by integrating **physical** (e.g. location, territory, unique surroundings, etc.) and **non-physical** (culture, economy and society) aspects and promote their identity and uniqueness. This includes the development of peculiar communication and marketing strategies, and emphasising unique aspects of the city's culture and creativity through the promotion of tourism, city events and cultural festivals, investment fairs, etc.

**City competitiveness** can be enhanced through different means. There is a need to invest in more efficient district administrations, something the City of Kigali is already doing, by further focussing on secondary/intermediate cities. Efficiency can only be increased with improved capacity and more reliable means for effective urban management at the local level, with adequate rules, regulations and processes. In turn, this may positively affect local revenues, increase the level of interest of financing institutions/credit worthiness and attract investments. Attraction of capital/investments enables **job creation**, which is vital to ensure the sustainable development of any city.

This main theme can be subdivided in two (2) sub-themes, namely:

**Sub-Theme 2.1:** Branding and culture as key factors to attract investments in cities

- What branding for Rwandan cities?
- What is the role of culture in promoting sustainable city development?

**Sub-Theme 2.2:** Enhanced competitiveness for local economic development

- What strategies to increase city competitiveness in Rwanda?
- How can districts promote job creation through enhanced local revenues?

### III.4. Theme 3: Affordable housing and informal settlements upgrading

According to the New Urban Agenda, housing is at the centre of sustainable urban development. Adequate housing is associated with access to basic and social services, household's income and saving capacity, availability of infrastructure, land price, cost of construction, location, etc. In Rwanda, there is an urgent need for **widening the range of housing development options for the low-income groups**,

which represent the majority, and for increasing the levels of affordability. Failing to provide concrete solutions to these groups will inexorably lead to the increase of informal settlements, which too often represent the only viable option for the urban poor.

Especially in Kigali and in the biggest secondary cities, there is a need to **combine in situ upgrading strategies with the development of affordable housing solutions** by promoting densification and vertical development not too far from the city core, where more opportunities exist to access jobs and income-generation activities. This can be done through targeted public subsidies to low-income groups and the establishment of revolving fund mechanisms, which can be financed through the value capture of urban land. This means steadily moving towards more efficient land markets and enhancing public revenues by adequately taxing the high/middle-income land owners. Informal settlements upgrading should include bold actions by actively involving the residents themselves; both tenants and land owners, for their contribution and participation to improve the physical and social conditions of their neighbourhood through better infrastructure and basic services, especially roads, water, sanitation, education and health facilities.

This theme is subdivided in two (2) sub-themes, namely:

**Sub-Theme 3.1:** Informal settlements upgrading strategies

- What are the main causes of informal settlements in Rwanda?
- What are the current informal settlements upgrading strategies and initiatives in Rwanda and lessons learned?
- What are the global best practices applicable for Rwanda

**Sub-Theme 3.2:** Achieving affordable housing development mechanisms

- What is the housing market situation in Rwanda and what are the major gaps to be addressed?
- What are the concrete options/mechanisms to make housing more affordable for the low-income groups in urban settings?
- What are some of the best examples of incremental/affordable housing which could be applied to Rwanda?

### **III.5. Theme 4: Urban Resilience, Climate Change and Green Cities**

Natural hazards, compounded by the effects of **climate change**, are increasingly impacting on Rwandan cities in the form of flooding, landslides, erosion, etc.,



causing the loss of lives, properties, key assets and infrastructure. In the first half of 2018 alone, estimated damage and loss attributable to natural disasters amounted to RwF 200.9 billion (USD232 million) and RwF 21 billion (USD24 million), respectively (World Bank, Draft PDNA, 2018). The concept of **urban resilience**, which also includes cities' capacity to recover from socio-economic stresses and to perform optimally in the face of a wide range of shocks needs to be strengthened. This can be done through participatory planning and the adoption of viable climate adaptation strategies, including the design and construction of resilient/climate proofed infrastructure.

In addition, the high urbanisation growth rate of Rwanda (4.5% per annum) is accompanied by increasing greenhouse gas (GHG) emissions. Therefore, there is a need for more compact city development and for promoting low-carbon/green development strategies. Even though Rwanda remains a minor contributor to GHG emissions at present, its rapid rate of growth and its transition to an industrial and manufacturing economy is likely to increase emissions; but Rwanda is well placed to demonstrate leadership amongst Africa's growing economies on the critical issue of climate change. By proactively adopting low-carbon urban development pathways and equipping cities to thrive in a carbon-constrained world. Rwanda can be an exemplar, illustrating how inclusive, sustainable urban development is feasible in a climate-resilient and climate-conscious manner.

The concept of **green cities** constitutes a priority for the Government of Rwanda. Furthermore, it is widely accepted that green growth can generate jobs and contribute to sustainable development. Yet, there is the need to pass from theory/piloting to increasing the scale of greening interventions in Rwandan cities. The review of the city of Kigali master plan and secondary cities local urban development plans were initiated and are expected to integrate elements of green city development for low carbon urban and resilient transport systems. The Government led review of Master Plans of CoK and Secondary Cities is supported by the Global Green Growth Institute (GGGI).

In recent years, Rwanda has taken several important steps to enhance urban resilience and cities' robustness in the face of climate change.

- i. Development of Rwanda's Green Growth and Climate Resilience Strategy (GGCRS) in 2011, which includes programmes of action on 'low carbon urban systems' and 'resilient and efficient transport systems;'
- ii. Development of guidelines for mainstreaming climate change into the energy

and infrastructure sectors, by the Rwanda Environmental Management Authority, in 2011;

iii. Formulation of the National Energy Policy (which contains provisions related to energy efficiency and demand side management, applicable in urban settlements), 2015;

iv. Adoption of the National Roadmap for Green Secondary Cities Development in 2016; and

v. Capacity development for climate resilient road transport infrastructure, a five-year (2015-2020) programme supported by the Nordic Development Fund (21.43 million euros).

Two sub-themes are proposed here:

#### **Sub-Theme 4.1:** Urban resilience in the context of climate change

- What are main challenges faced by Rwandan cities toward climate resilience anticipated impacts and a call to action?
- What constitutes global best practice and what are suitable case studies of cities integrating climate resilience in urban planning and infrastructure delivery?
- What strategies are recommended for increasing the resiliency of Rwandan cities to the effects of climate change?
- What is the role of participation, planning and design in increasing urban resilience?
- How can we assess/measure urban resilience in the case of Rwanda?
- How effective are the existing policies and strategies in place in promoting urban resilience?

#### **Sub-Theme 4.2:** Scaling-up the concept of green cities

- How far has Rwanda gone in disseminating the concept of green cities?
- What are the current best practices and opportunities?
- What concrete steps need to be undertaken for scaling-up the concept of green cities?
- What are some applicable innovative financing approaches to support green cities (such as municipal green bonds, or blended finance for green growth)?



## IV. Conclusion

The process of urbanization is a driving force of economic development where it can yield tangible results as long as it is controlled, planned and directed in line with accepted standards and norms. It must be implemented within the framework of sustainable development while meeting the needs of the people and contributing to their social and economic development with due regard to environmental sustainability. To deal with urban growth and poverty challenges without managing urbanization is totally impossible. Indeed, urbanization is not a mere plot, but rather it is the main policy narrative for the country

This coming Third National Urban Forum is expected to address the key issues highlighted in this document, that challenging to make Rwandan cities efficient, sustainable, and inclusive. The forum will concern with broad developmental issues of urbanization in Rwanda, and provides a distinctive Rwanda focus to the subject. Currently, more development partners are willing to allocate resources in support to the urbanisation process in Rwanda, in line with NST 1 and responding to the current trends. The Third Session of the NUF will be an opportunity to understand, discuss and agree on practical ways to strengthen implementation of the New Urban Agenda in Rwanda. Reviewing and assessing the progress Rwanda has made regarding the implementation of the recommendations from the Second Session of the NUF of 2011 would further support discussions on strengthening NUA implementation.

## Annex 1 - Assessment of Recommendations

Recommendations	Action	Progress / Achievements
<p>1. Develop sustainable development strategies that mitigate urban sprawl by building compact neighbourhoods that offer a variety of services; promote social integration, environment protection, economic viability and integrated transportation system.</p>	<p>1.1 Develop a practical mechanism to enforce regulations of urban planning and human settlement laws in accordance with master plans to avoid the proliferation of unplanned settlements in the city's peripheries.</p> <p>1.2 Set up a system that engages private sector and high learning institutions to design economic development programs that aim at creating jobs targeting different socio-economic beneficiaries.</p>	<p>1.1.1 An Electrical Building Permit Management System (BPMIS) was designed and is being implemented by RHA in collaboration with the World Bank Group (WBG/IFC). The System support in permitting services undertaken by Districts One Stop Centres. The system was launched in 9 Districts including the Districts in the City of Kigali and the secondary cities. It is planned to be scaled up in all remaining Districts.</p> <p>1.1.2 The Master Plan Implementation Audits is an initiative undertaken annually by RHA in collaboration with MININFRA, RLMUA and MINALOC to assess the degree of enforcement during implementation of urban planning tools. The audit aims to assess the implementation progress in view of the legal framework of planning documents, the assessment of building permitting process inspection, and also to verify awareness among the District Officials about recent policies, laws and regulations and identifying Challenges and opportunities in respective local urban area development.</p> <p>1.1.3 The Law governing Urban planning and building in Rwanda and its implementing orders were established purposely to enforce implementation of master plans to avoid the proliferation of unplanned settlements in the city's peripheries.</p> <p>1.1.4 In 2018, the government of Rwanda released a ministerial order no 002/CAB.M/018 of 24/04/2018 modifying Ministerial order no 06/CAB.M/015 of 08/04/2018 determining the instructions of categorisation of buildings, conditions and procedure for application of buildings permits and this order has requested districts to seek for non-objection before issuance of building permits for buildings category 3&amp;4 that include industrial buildings and agricultural buildings.</p> <p>1.1.5 Capacity needs assessments and trainings or workshops are done annually for all staff of One Stop Centres in the country.</p> <p>1.1.6 In 2014, in the framework of enforcing sustainable implementation of urban planning tools at local level, a new institutional framework in form of Districts Urban planning and construction One Stop Centers was established.</p>

Recommendations	Action	Progress / Achievements
<p>1. Develop sustainable development strategies that mitigate urban sprawl by building compact neighbourhoods that offer a variety of services; promote social integration, environment protection, economic viability and integrated transportation system.</p>	<p>1.2 Set up a system that engages private sector and high learning institutions to design economic development programs that aim at creating jobs targeting different socio-economic beneficiaries.</p>	<p>1.2.1 In order to keep pace with all the new changes and to strengthen the construction sector, different professionals in the construction sector have been organised into adequate and respective professional bodies to be able to regulate and promote professionalism and competitiveness through Continuous Professional Development Programs that do include different burning topics.</p> <p>1.2.2 Business Development and Employment Unit were established at the Districts level as unit in charge of advisory and supporting the different business projects from conception to implementation.</p> <p>1.2.3 Various SMEs parks, arts and handcraft centres have been established across various districts to support innovation and jobs creation.</p>
		<p>1.2.4 Technical Vocational Education Training Centres have been established in various districts targeting different skills based on regional potentialities</p>

## Annex 1 - Assessment of Recommendations

Recommendations	Action	Progress / Achievements	Observation
2. Set up an improved transportation system that promotes sustainable practices, protects the environment and enhances the quality of life.	2.1 Create an outer ring road that will allow smooth traffic flow and access to secondary roads. Use Kigali hills to create over passes and pedestrian and bike sky bridges.	1.1.1. A study for a ring road in the City of Kigali was done and construction works have already started at Ruliba to Kicukiro and to Gasabo. This new road will not only reduce traffic congestion in the city of Kigali but will also facilitate access to other main roads.	Widening and upgrading of urban roads through critical corridors of CoK will continue to ensure an adequate and smooth traffic flow. The cable car initiative to support the mobility in urban areas, is on-going.
2.2 Enhance roadway and streetscapes. Follow Kigali master plan and design street for people; with the ability to walk and cycle.	1.1.2. In addition, to new roads, pedestrian walkways and bicycle lanes were designed and constructed all along roads in Kimironko, Remera, Nyabugogo, and Rwandex.	The infrastructures facility for disabled people is required for smooth mobility of people.	
	1.1.3. All new urban roads and sections of National roads sections passing through urban areas are required to improve, the cycling lane, walkways and greening,		
	1.1.4. The car free zone area has been established in CoK to enhance walkability in the city.		

Recommendations	Action	Progress / Achievements
<p>2. Set up an improved transportation system that promotes sustainable practices, protects the environment and enhances the quality of life.</p>	<p>2.3 Create recreation centres in and outside Kigali that are connected to transit. Include gathering free public spaces with benches to rest and chat with friends.</p>	<p>2.3.2 Nyandungu urban eco-tourism park is under development</p> <p>2.3.3 Car free zone in city of Kigali has been created</p> <p>2.3.4 Green and public space has been developed in Rulindo (Shyorongi) and Rubavu (public beach and Mont Rubavu) have been rehabilitated</p> <p>2.3.5 New stadium in CoK, Nyagatare, Ngoma and Bugesera are being constructed and those of Huye, Rubavu, Kigali International Stadium and Amahoro stadium have been rehabilitated.</p>
		<p>2.3.6 The preliminary designs for recreation centres in Muhanga, and CoK have been developed while in secondary cities of Huye, Rubavu and Nyagatare, the studies on green and public spaces are underway in partnership with GGGI.</p>
<p>2. Set up an improved transportation system that promotes sustainable practices, protects the environment and enhances the quality of life.</p>	<p>2.4 Ensure that commuters have a variety of mobility choices: walking, cycling, the moto and transit.</p>	<p>2.4.1 All new urban roads and sections of National roads sections passing through urban areas are required to improve, the cycling lane, walkways and greening,</p> <p>2.4.2 Review of the master plan facilitates the mobility choices</p>



## Annex 1 - Assessment of Recommendations

Recommendations	Action	Progress / Achievements
3. Develop liveable community strategy geared to social housing for those at the bottom of social economic ladder.	3.1 Promote social housing associations and cooperatives to alleviate the burden for financing brick wall. Facilitate coop housing so that members can build their homes and reduce project cost	3.1.1 For low income earners in the City of Kigali, in Muhanga and Rubavu some social houses have been constructed. 3.1.2 Land for social housing have been acquired in all secondary cities and in City of Kigali for near future constructions. 3.1.3 Housing cooperatives have been facilitated in the process of building their homes like, Abadahigwa in Kabuga/CoK, Cohaki in Kimyinya/ CoK
	3.2 Create incentives for real estate developers so that they can compete for social housing projects	3.2.1 Incentives are in place to support real estate developers. Currently the Government is availing land, infrastructure including roads, electricity, water and waste management In addition, the developers are receiving a reduction of 50% of corporate income tax and they are facilitated to get loan through affordable housing fund on a lower interest rate.
	3.3 Develop a national social housing strategy that takes into consideration the needs for modest income earners who have been expropriated from unplanned settlements.	3.3.1 Informal Settlement upgrading strategy has been developed where it take into consideration all social categories

Recommendations	Action	Progress / Achievements
<p>4. Promote a national housing industry to meet the demands of Rwanda long term development strategy</p>	<p>4.1 Set up cooperatives that promote low income earners to build affordable dwellings</p>	<p>4.1.1 The process of grouping masons (foreman, electricians, plumbers, carpenters ect,) into building construction cooperatives is on-going in order to promote professionalism, to regulate construction costs and also to facilitate in capacity building of its members.</p>
<p>5. Develop an affordable housing strategy to coordinate all affordable housing activities.</p>	<p>5.1 Establish a national affordable housing fund that will provide data, construction materials and testing, piloting and vignette construction technologies, research, public/private financing, public education/exhibits, etc)</p>	<p>5.1.1 In 2017, the government of Rwanda has approved an affordable housing fund that will help to build houses for middle and low income earners payable over a long-term period. The fund of \$250M that is managed by the Development Bank of Rwanda was initiated and the World Bank has committed to provide \$150M. The government of Rwanda is looking for the additional \$100M.</p>
<p>5.2 Improve client and financial institution relationship so that loans can be accessible for social housing finance.</p>	<p>5.2.1 Through the National Affordable Housing Fund, the population will be able to access loans to build houses.</p>	<p>5.2.1 Through the National Affordable Housing Fund, the population will be able to access loans to build houses.</p>
<p>5.3 Set up a national public investment program for Rwanda towns.</p>	<p>5.3.1 With the development of different financing initiatives towards affordable housing, different financing initiatives are being reviewed so that they can be used in Rwanda. Among the many initiatives, the Real Estate Investment Trust (REIT) which will be implemented by banks working together with different business people who will be investing in the REITS by buying shares, is also on the list. This initiative will help in the development of affordable housing on a sustainable basis.</p>	<p>5.3.1 With the development of different financing initiatives towards affordable housing, different financing initiatives are being reviewed so that they can be used in Rwanda. Among the many initiatives, the Real Estate Investment Trust (REIT) which will be implemented by banks working together with different business people who will be investing in the REITS by buying shares, is also on the list. This initiative will help in the development of affordable housing on a sustainable basis.</p>
<p>5.4 Provide tax breaks on construction materials.</p>	<p>5.1.4 From 2016 Rwanda waved custom duties for raw materials entering in the country</p>	<p>5.1.4 From 2016 Rwanda waved custom duties for raw materials entering in the country</p>

## Annex 1 - Assessment of Recommendations

Recommendations	Action	Progress / Achievements
6. Develop a long-term strategic plan to create liveable communities based on recommendations master plans and local development plans.	6.1. Conduct Participatory planning workshops designed to engage residents in understanding of personal responsibility to protect the environment and maintain public infrastructure for hygiene and sanitation.	6.1.1. Participatory planning workshops have been organized in different planning activities which are but not limited to the revision of Kigali City Master plan, detailed study of green and open spaces in secondary cities, detailed engineering studies for informal settlement upgrading in CoK and secondary cities
	6.2. Expand high density of dwellings and setup co-op housing so that different types of residents can afford to live in apartments	6.2.1. Model houses (2 in 1, 4 in 1 and 8 in 1) have been constructed in the City of Kigali, in Muhanga and Rubavu for middle and low income earners and the exercise is still on-going in other districts towns
6.3. Organize regular public workshops to engage residents in change towards sustainable living	6.3.1. Regular radio and TV talk shows are being done on public and private media 6.3.2. Awareness campaigns have taken place every year in October urban month. 6.3.3. In the process of elaboration of different planning documents, awareness workshops are organized from central government to the local level.	

**Recommendations Action**

7. Develop a mindset change and public education strategy to alleviate the fear of master plans and local development plans. Districts to work with residents in deeper understanding of master plans as a tool for enhanced living: "Master Plan is not an enemy it's a friend"

**Progress / Achievements**

7.1.1. Participatory planning workshops have been organized in different planning activities which are but not limited to the revision of Kigali City Master plan, detailed study of green and open spaces in secondary cities, detailed engineering studies for informal settlement upgrading in CoK and secondary cities  
 7.1.2. Regular radio and TV talk shows are being done on public and private media  
 7.1.3. Awareness campaigns have taken place every year in October urban month.  
 7.1.4. In the process of elaboration of different planning documents, awareness workshops are organized from central government to the local level.

7.2. Establish a legal and institutional framework that provides a clean understanding of regulation of laws through Districts

7.2.1. Cabinet manual of 2013 determines the stakeholders consultation modalities in laws and policies development.  
 7.2.2. Sector Working Group as a platform where all sector stakeholders convene share current initiatives in the sector including: review of legal, policy and strategic documents  
 7.2.3. Inter-Ministerial Coordination Committee as a platform at ministerial level, where ministries deliberate on legal and strategic documents in line with their responsibilities  
 7.2.4. Rwanda Law Reform Commission has been established to align and advise on the implication of new draft laws with the country's development agenda.

## Annex 1 - Assessment of Recommendations

Recommendations	Action	Progress / Achievements
7. Develop a mindset change and public education strategy to alleviate the fear of master plans and local development plans.	7.3. Create an operation fund allocated of master plans by training staff and citizens so that we share a common understanding of its tools.	The operation fund has not yet established, however the following initiatives have been launched: 7.3.1. Workshops by various institutions are annually organized in all districts of the country and its mission is to train staff and citizens so that they have a common understanding on the master plans. 7.3.2. Local government institute though operating informally was established as a capacity building initiative to support local government authorities and staff in different areas including the master plans
	7.4. Establish a phasing of implementation of master plans that allows public access to necessary services and adequate information for new areas to be developed	7.4.1. Phasing plan is being considered in all urban planning document tools (local urban development plans, informal settlement upgradings etc),

<b>Recommendations</b>	<b>Action</b>	<b>Progress / Achievements</b>
<p>8. Develop a multi stakeholder initiative to carry out urban design projects in collaboration with higher learning specialized institutions.</p>	<p>8.1. Develop a synergy between high learning institutions offering degrees in urban, environmental design, regional and architecture to use their expertise in the implementation of urban development projects in collaboration with local governments</p>	<p>8.1.1. During various CPDs (Continuous Professional Development) programs that are being organized by different institutions including high learning institutions, Rwanda Housing Authority has been invited to provide a presentation on the work that they do regarding urban development. In addition to that, RHA has been focusing on building the capacity of available professional bodies like the Rwanda Institute of Architects, Institution of Engineers Rwanda, the Rwanda urban Planners Institute, etc., so that they can collaborate closely with higher learning institutions. These collaborations include teaching students from different departments and the training of lecturers.</p>
<p>8.2. Organize seminars and workshops to help raise awareness of urban development issues by engaging special interest groups in finding applied solutions</p>	<p>8.2.1. Organize seminars and workshops to help raise awareness of urban development issues by engaging special interest groups in finding applied solutions</p>	<p>8.2.1. Awareness campaigns have taken place every year in October urban month.</p> <p>8.2.2. In the process of elaboration of different planning documents, policies and strategies awareness workshops are organized from central government to the local level</p> <p>8.2.3. Workshops by various institutions are annually organized in all districts of the country to discuss policy and legal framework as well as urban development and management issues</p>
<p>8.3. Engage service provider companies and community-based associations in long term environmental protection strategies</p>	<p>8.3.1. Engage service provider companies and community-based associations in long term environmental protection strategies</p>	<p>8.3.1. Meetings and workshops are regularly organized targeting service provider companies and community-based associations. One of the modules used emphasizes on environmental concerns.</p>

## Annex 1 - Assessment of Recommendations

Recommendations	Action	Progress / Achievements
9. Develop a regulatory system that promotes a national clean air policy involving citizens and local authorities.	9.1. Engage residents to participate in environmental protection activities to promote waste collection at the source	9.1.1. REMA has been encouraging the population to separate waste in their categories through radio and TV broadcasts, signposts, and workshop trainings. Different community cooperatives in charge of collection of wastes are availing the collection bags that separate the different types of wastes
	9.2. Engage all public building owners to implement an integrated waste management system (3Rs (Reduce, reuse, recycle); waste collection bins on every floor and a centralized waste corner to collect plastic bottles, glass, paper and plastics	9.2.1. REMA in partnership with RURA organize a series of workshop for companies and cooperatives that collect waste in order to equip them with proper and practical techniques of proper waste management including sorting and recycling of wastes . 9.2.2. In addition, the engagement of all public building owners to implement an integrated waste management system has been integrated into the Green Building Minimum Compliances Guidelines..
	9.3. Promote (elementary, secondary, tertiary levels) in environmental stewardship programs that are enhance community wellness and personal responsibility through mindset change	9.3.1. Various environmental protection clubs have been created in primary, secondary and tertiary schools. 9.3.2. Awareness campaigns on environmental protection through media, theatre sketches, arts and drawings 9.3.3. The Rwanda's Little Hands Go Green campaign that encourages children to take part in the mass tree planting has been launched and will continue to happen annually across the country in all primary schools

Recommendations	Action	Progress / Achievements
<p>9. Develop a regulatory system that promotes a national clean air policy by involving citizens and local authorities.</p>	<p>9.4. Promote a deposit/refund mechanism that helps reduce waste through a recycling system</p> <p>9.5. Promote the principle of polluter pays across Rwanda to promote environmental sustainability</p>	<p>9.4.1. Initiatives have started whereby some waste collection cooperatives and industries are encouraging citizens to bring plastic, steel materials and get refund.</p> <p>9.4.2. In 2015 Rwanda National Police has established a special unit in charge of Environmental protection. The unit has the power to arrest and investigate all kind of environmental related crimes also fines the defaulters.</p>





Nyungu City, Rwanda - MINIFEA 2018

