

REPUBLIC OF RWANDA



MINISTRY OF INFRASTRUCTURE

URBANISATION & RURAL SETTLEMENT

SECTOR STRATEGIC PLAN FOR NATIONAL STRATEGY FOR TRANSFORMATION

2018/19 - 23/24

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Abbreviations

BP-MIS	Building Permitting Management Information System
BRD	Development Bank of Rwanda
BTC	Belgian Technical Cooperation
CAD	Computer Aided Design
CHAN	Africa National Championship
CoK	City of Kigali
CPD	Continuous Professional Development
CS	Civil Society
CSO	Civil Society Organization
DDP	District Development Plans
DED	Detailed Engineering Design
DT	District Town
DU	Dwelling Unit
EAC	East Africa Community
EDPRS	Economic Development and Poverty Reduction Strategy
EICV	Integrated Households Living Conditions Survey
FS	Feasibility Study
GDP	Gross Domestic Product
GGCRS:	National Green Growth and Climate Resilience Strategy
GGGI	Global Green Growth Institute
GIS	Geographic Information System
GIZ	Deutsche Gesellschaft für Internationale Zusammenarbeit
GoR	Government of Rwanda
HH	Household
ICT	Information and Communicating Technology
IDP	Integrated Development Program
IFC	International Finance Corporation
IGC	International Growth Center
ISO	International Organization of Standardization
JADF	Joint Action Development Forum
LA	Local Authority
LED	Local Economic Development
LGI	Local Government Institute
LODA	Local Administrative Entities Development Agency
MDG	Millennium Development Goal
MIFOTRA	Ministry of Public Service and Labor
MIGEPROF	Ministry of Gender and Family Promotion
MINAGRI	Ministry of Agriculture and Animal Resources
MINALOC	Ministry of Local Government
MINECOM	Ministry of Trade and Industry
MINECOFIN	Ministry of Finance and Economic Planning
MINEDUC	Ministry of Education
MINIJUST	Ministry of Justice
MININFRA	Ministry of Infrastructure

MINILAF	Ministry of Lands and Natural Resources
MINISPOC	Ministry of Sports and Culture
MoH	Ministry of Health
NGO	Non-Governmental Organization
NISR	National Institute of Statistics of Rwanda
NLTRP	National Land Tenure Regularization Programme
NLUMP	National Land Use and Development Master Plan
NST	National Strategy for Transformation
NUP	National Urbanization Policy
OSC	One Stop Center
PM	Prime Minister
PMO	Prime Minister's Office
PSF	Private Sector Federation
RALGA	Rwanda Association of Local Government Authorities
RCA	Rwanda Civil Aviation
RDB	Rwanda Development Board
REG	Rwanda Energy Group
REIT	Real Estate Investment Trust
RHA	Rwanda Housing Authority
RISD	Rwanda Initiative for Sustainable Development
RMF	Road Maintenance Fund
RRA	Rwanda Revenue Authority
RTDA	Rwanda Transport Development Agency
RUDP:	Rwanda Urban Development Programme
RURA	Rwanda Utilities Regulatory Authority
RwaGBO	Rwanda Green Building Organization
SC:	Secondary City
SDF	Spatial Development Framework
SDG	Sustainable Development Goal
SME	Small and Medium Enterprise
SPV	Special Purpose Vehicle
SSP	Sector Strategic Plan
SWG	Sector Working Group
TA	Technical Assistance
TVET	Technical and Vocation Education and Training
UNDP	United Nations Development Programme
UPC	Urban Planning Code
U-SWAP	Urbanization Sector Wide Approach
WASAC	Water and Sanitation Corporation
WatSan	Water and Sanitation
WDA	Workforce Development Authority

I. INTRODUCTION

I.1 Context and Purpose of the Sector Strategic Plan

Urbanization and human settlement development is a continuous process, which requires comprehensive guidance to ensure its sustainability. The Government tackles the process proactively and has embarked on a vision to nurture the positive impact of urbanization for socio-economic improvement for all residents. All programs shall positively affect the quality of life for every resident and translate into the economic growth and Rwanda's transformation into a middle-income country.

The management of urbanization and human settlement development requires coordinated efforts following the outlined planning and development management procedures, and ensuring the servicing with adequate infrastructure and facilities to enhance the potential driving force to development and poverty reduction, including those commercial, service and industrial sectors that contribute to the GDP and may enhance the standard of living. The success relies on increased professionalism of the economic sectors. Programmatic continuation must also address access to decent housing and favourable living conditions as a fundamental right for all citizens.

In recent years, a recognition of the importance of good urban and development management has been achieved, which is inclusive, involves participation in planning and focuses on the facilitation of economic activity while safeguarding the built and unbuilt environment for liveability, and to the establishment of a comprehensive planning system and principles. Optimal urban development is, however, still constrained by continued challenges relating to macro-economic principles and finance, public sector capacities as well as innovation and professionalism in the private industry.

The Urbanization and Rural Settlement Sector encompasses social, economic and environmental activities with a spatial reference in both, urban and rural areas. As Rwanda, outlined in the Vision 2050, targets to become an upper middle-income country by 2035 and a high income country by 2050, the opportunities to shape the built environment by understanding the requirements for liveable settlements in a way to promote economic transformation and prosperity must be embarked on.

The Urbanisation and Rural Settlement sector was established with EDPRS 2 in 2013.

1.1.1 Urbanisation in international context

More than half of the world's population already live in urban areas and urbanization shapes large parts of the world in the 21st century. In 1800, only 3 % of the world's population lived in cities, and by 1900, the number had increased to 15 %. An estimated 68 % of the world's population will be living in cities by 2050¹.

Most urban growth processes are now taking place in Africa and Asia, which are predominantly rural, but grow at rates above the world's average. The global share of African urban dwellers is projected to rise from about 11 % in 2010 to about 20 % by 2050, and 64 % of all Africans are projected to be living in cities by 2050. Currently, the eastern part of Africa is the least urbanized region of the continent and the

¹ Garland, 2014; Spence, Annez, & Buckley, 2009

world, however, urbanizing very fast.

Urban areas provide economic opportunities and means to escape poverty to millions. Productivity and specialisation are higher in cities than in rural areas, with the benefits from the economic activities spilling over to rural areas. With good governance, urban areas are locations that may deliver services and infrastructure more efficiently than less densely settled areas because of advantages of scale and proximity. Dense settlements may relieve pressure on agricultural land and natural habitat when following a well-planned and sustainable overall human settlement framework. Urban areas also face challenges related to growing inequality, development of slums, homelessness, unaffordability of land and housing, poverty, crime and environmental pollution and degradation, if not properly addressed. Yet, poverty is a rural phenomenon globally and locally.

1.1.2 Urbanisation in National context

Scattered habitat characterised the rural landscape in Rwanda up to the colonial era, when German and Belgian colonialists introduced the first urban centres. These developed mostly around administrative centres, churches, markets, schools, health centres and strategic road junctions. By the end of colonial era in the early 1960s only 2 % of Rwandans lived in urban areas but after independence until 2004, urban planning did not receive much prior attention and unplanned settlement activities rose. Low income levels, insufficient operational capacity, bad management of land, top-down planning approaches with line management structure across sectors, and non-inclusive planning procedures among other factors, contributed to the expansion of unplanned, health-endangering and environmentally degrading, urbanising areas. The potential of good development management contributing towards socio-economic development was overlooked until the early 2000's. Urban growth largely concentrated in the City of Kigali, which today accommodates about half of Rwanda's urban population. Other urbanising locations included the former Provincial and District capitals.

In the early 2000's, urbanization trends and the need for good urban and human settlement planning were started to be recognized. Yet, participation in formal urban life was still considered something that comes with a privilege, and that a low income household would not be able to afford. The *Right to the City* was not commonly acknowledged in local development management among the staff of planning authorities, and only few households were able to access land for construction and building permit formally.

Rwandan leadership has recognized the importance of urban and human settlement planning based on projection and strategizing, with Vision 2020 and EDPRS 2 highlighting urbanization as one of the driving factors for economic growth. Strategic measures since the previous SSP and EDPRS2 now prioritize the development of six Secondary Cities for the purpose of deconcentrating socio-economic development to the whole of the country through pointed public investment, and to attract private investment. Also during EDPRS 2, Rwanda registered more than half of rural households in grouped rural settlements, with an Integrated Development Program aiming at improving the living conditions in rural settlements.

The Land Policy 2004 and the subsequent land reform had paved the way toward policies and strategies, which target economic development supported by well-planned urbanization, inclusiveness, and the enhancement of the private sector. Following uniform registration of land ownership rights, the privatization of individual ownership and the reforms to land administration frameworks, the land and real estate market and construction industry became a newly formalized contributor to the national economy. Rwanda now guides urbanization in a way to:

- Stand as a strategic driver of economic development and a panacea for demographic pressures, employment and sustainable land use; and so making service delivery easier and more cost-effective to provide;
- Reinforce its system of urban areas and human settlements and the corresponding administrative and urban governance system to promote local economic development based on local potentialities and inter-linkages;
- Promote densification for cost effective public investment and to reserve for agricultural production, open space and conservation of the environment;
- Plan for needs of transportation, housing, culture, recreation, utilities and facilities, waste management, information and telecommunication, commercial and industrial development in response to macro-economic strategies and citizens views.²

1.1.3 Right to housing and to a sustainable environment

The recognition of land rights reduced vulnerability of the poor against eviction. A risk for vulnerability to land loss remains through market responses through formal sales, if land use zoning and regulatory requirements excludes their economic participation in development. This problem has been recognized and the sector does everything to create an inclusive framework. For example, the formerly prohibited building with earth materials is promoted with an objective of affordability in the formal housing construction. The topic of affordability of housing and the need for urban upgrading have received first time recognition and entered into debates. Since 2014, affordable housing is a recognized government high level priority. The movement toward green awareness and the potentialities of using renewable energies which had begun through piloting a decade ago and is now an integral part of National policy; A model house built in 2006 in the City of Kigali led to the formal recognition of local materials as well as kick-started rain water harvesting, solar energy and biogas harvesting in the urban domestic domain. The right to public participation in planning, first exercised in the plan elaboration process for Kigali's Conceptual Masterplan 2008, has been formalized as mandatory in the legal framework adopted 2015.

Among the range of human rights is also a safe, clean, healthy and sustainable environment, including the rights to life, health, food, water and sanitation. By making the upgrading of informal urban settlement and rural housing programmatic, the Government acknowledges the importance of this subject.

² MININFRA (2015) : National Urbanisation Policy

I.2 Process and Methodology of Plan Elaboration

In the course of the elaboration of the National Strategy for Transformation and Prosperity (NSTP), every development sector elaborates a comprehensive strategy that guides actors in the sector working group in the medium-term. This new Sector Strategic Plan (2018/19 - 2023/24) for the Urbanisation and Rural Settlement Sector has been developed by the Ministry of Infrastructure through a collaborative stakeholder engagement process. The strategy builds on the ending SSP 2013-18, the first one in the sector after its establishment in 2013. The overall goals continue to be confirmed; new policy actions now being detailed that address the more detailed challenges after having laid out the overall frameworks.

The strategy was developed through formal and informal discussions with all stakeholders in the sector, with the sector benefitting from internal senior support since its establishment. A Technical Working Group facilitated the strategy elaboration on behalf of the Urbanization and Rural Settlement Sector Working Group (SWG) and regular consultation with the SWG ensured input considered from every member. The elaboration process began with the identification of sector priorities and targets, which led to the formulation of priority areas, outcomes, indicators and policy actions to ensure continued implementation of sector policies and programs, as well as design of follow-up policies and programs. The process was embedded in the processes elaborating the Vision 2050 and the NST 2018- 2024.

2. SECTOR AND SUB-SECTOR OVERVIEW

This chapter frames the SSP by setting out the current status, achievements and challenges in the Urbanisation and Rural Settlement sector.

2.1 Policy Context

Rwanda's rapid population growth and density on a small area with a difficult-to-develop terrain are challenges in the struggle for sustainable development. Rwanda is positioning itself for the future by taking a proactive approach to plan and manage its urbanization process. The overall goal is to achieve development that enhances national and local economic growth and ensures quality of life for everyone.

Rwanda guides urbanization and rural settlement in a way that allows efficiently using and managing natural resources for sustainable development. The promotion of a system of urban and rural settlements for local economic development is based on local potentialities, with a focus on resource- and cost-effective public investment, preservation of land for agricultural production, open space and environmental conservation. The responsibility for well-managed human settlement development is shared across sectors, with the overarching Urbanisation and Rural Settlement Sector having been created with the second Economic Development and Poverty Reduction Strategy 2013-18.

With an established foundation comprising of a planning system, facilitation frameworks and an understanding of the scope and responsibilities of the sector, this second SSP will enter into even more qualitative subjects and strengthen the strategic approaches already set. Any unaligned matter may be corrected for long term success of the strategy, and emphasis must be on information, awareness and capacity development across the sector with an integrated approach.

2.1.1 Sustainable Development Goals

In 2015, 17 Sustainable Development Goals (SDG's) were adopted by Heads of State and Government and senior representatives on behalf of the international community. They are the successors of the Millennium Development Goals (MDG's), defining the new universal development agenda. All of the 17 Goals relate to the Urbanisation and Rural Settlement Sector due to its cross-sectoral nature. Therein, the 11th Goal is set to "Make cities and human settlements inclusive, safe, resilient and sustainable".

2.1.2 Vision 2050

The Vision 2050 will be the country's strategic document succeeding Vision 2020. This visionary document under elaboration aims at ensuring high standards of living for all Rwandans to achieve a high-income status. It will address 1) Quality of Life; 2) Modern Infrastructure and livelihoods; 3) Transformation for prosperity; 4) Values for Vision 2050; and 5) International cooperation and positioning.

2.1.3 New Urban Agenda

The New Urban Agenda presents a paradigm shift based on the science of cities; it lays out standards and principles for the planning, construction, development, management, and improvement of urban areas along its five main pillars of implementation namely: national urban policies, urban legislation and regulations, urban planning and design, local economy and municipal finance, and local implementation. It is a resource for every level of government, from national to local; for civil society organizations; the private sector; constituent groups; and for all who call the urban spaces of the world “home” to realize this vision. Declaration statements enshrined in the New Urban Agenda also informed this SSP.

2.1.4 Sector Strategic Plan 2013-18

Guided by the Urbanization and Rural Sector Strategic Plan 2013-18; policy, legal and institutional frameworks for the sector have been established. The strategy’s guiding objectives were to ensure good development management with compact and connected spatial distribution of human settlements focusing on the following three high level priorities:

- To develop the basis for good urban and rural settlement management cross-cutting all development sectors and following clear guidelines and procedures at all levels of governance;
- To create a hierarchical network of urban and urbanizing centers providing services and attracting economic activities countrywide while focusing support to development of secondary cities as poles of economic growth.
- To facilitate the financing and supply options for affordable housing through collaboration with the private sector.

2.1.5 National Urbanisation Policy (2015)

The National Urbanisation Policy (2015) was elaborated during the first SSP with a goal of promoting well-coordinated urban settlement and development that positively transforms the economy of the country, improving the socio-economic conditions for all and preserving resources to sustain the life of future generations. The Policy Pillars are 1) Coordination; 2) Densification; 3) Conviviality and 4) Economic Growth.

2.1.6 National Housing Policy (2015)

The National Housing Policy (2015) was elaborated during the first SSP with an aim of ensuring improved access to housing, resource efficiency in land use, infrastructure and housing development, skills enhancement of the local construction industry and improved social inclusion. The Policy Pillars are: 1) Public Benefit, 2) Resource-Efficient Planning, Green Technology, and Professionalism and 3) Governance and Partnership. The National Housing Policy provides a framework for the facilitation of the private sector to address housing demand.

2.1.7 National Informal Urban Settlement Upgrading Strategy (2017)

Urban upgrading, as supported by the first SSP and the National Housing Policy, is an important strategy to effectively guide the inclusion of existing, currently informal housing stock as part of the formal stock of housing in support of sustainable settlement, affordability of

housing, improvement of living conditions and asset value increase. The strategy presents five options of implementing an upgrading project and recommends where best each of the options shall be adopted.

2.1.8 Human Settlement Policy (2009)

The Human Settlement Policy initially adopted in 2004 and updated in 2009, was the first policy which highlighted the need for: planning, efficient use of land through densification and clustering, urban financing mechanisms, development management responsibilities of local authorities, public participation and development of the building industry. The second core of the document gave the frame to grouping rural habitat into planned rural settlements, supported by small economic centres in the rural areas, as well as support to housing for vulnerable groups.

2.1.9 National Employment Policy (2007)

The policy is implemented through a National Employment Program to support employment through approaches for skills development and establishment of SME's.

2.1.10 National Decentralization Policy (2012)

The goal of the Decentralisation Policy is to deepen and sustain grassroots-based democratic governance and to promote equitable local development by enhancing citizen participation, strengthening the local government system and effective linkages between National and Local Government entities. Among the key priorities is support to local economic development, facilitate the role of the private sector, as well as the promoting sustainable urbanization.

2.1.11 Public Transport Policy & Strategy of Rwanda (2012)

The policy recognizes the need to ensure economic growth by providing adequate transport services. It aims for universal public transport services for all citizens, accessibility, mobility, availability, reliability, safety and security of transport, and at ensuring monitoring & evaluation of services and performance for user satisfaction.

2.1.12 National Policy on Water Resources Management (2011)

The main objective of this policy is to ensure conservation of water resources, as well as their sustainable management and development applying an Integrated Water Resources Management approach. Targeted is the availability of water of adequate quantity and for socio-economic and ecological needs of the present and future generations.

2.1.13 National water supply Policy and its implementation Strategy (2016)

This policy aims to ensure sustainable, equitable, reliable and affordable access to safe drinking water for all Rwandans, as a contribution to improving public health and socio-economic development. The policy intends to Plan, build and operate water and sanitation services in a sustainable, efficient and equitable manner. The National Water Supply Implementation Strategy provide clear direction for the implementation of key strategic actions in the water supply sub-sector. The policy and strategy outlines initiatives to overcome challenges and exploit existing

opportunities in an integrated manner, and will effectively contribute towards achieving the goals of the National Development Agenda

2.1.14 National Sanitation policy and its and Implementation Strategy (2016)

This policy aims to ensure sustainable, equitable and affordable access to safe sanitation and waste management services for all Rwandans, as a contribution to poverty reduction, public health, economic development and environmental protection. It intends to Promote, plan, build and operate services in a sustainable, efficient and equitable manner. National Sanitation Implementation Strategy provides guidance on proper implementation of key strategic actions in the sanitation sub-sector. The Policy and Strategy outlines initiatives to overcome challenges and exploit opportunities in an integrated manner, and will effectively contribute towards achieving the goals of the National Development Agenda.

2.1.15 Rwanda Energy Policy (2015)

The policy identifies the need to provide harmonised guidance for the development of the energy sector and reflects the need to balance and uphold the interests of citizens, energy consumers, investors and stakeholders because the energy sector has an inherently systemic link to the growth of other sectors of the economy such as manufacturing, construction, mining and quarrying, agro-processing, transport and tourism. The policy intends to ensure access to modern, sustainable, and affordable energy services as an integral part of Rwanda's economic development, poverty eradication and socioeconomic transformation agenda and targets the diversification of sources of energy, diversification of the power mix by exploiting indigenous resources, and the increase of the share of renewable energy.

2.1.16 Green Growth and Climate Resilience Strategy (2011)

The National Green Growth and Climate Resilience Strategy (GGCRS), 2011, outlines the pathway to a sustainable, secure future of Rwanda, where the country is prepared for the risks associated with climate change, population growth and rising oil prices while sustainably managing the environment. The GGCRS addresses resource efficient, low carbon and climate resilient development for sustainable economic growth and poverty reduction for future stability and prosperity with a horizon of 2050. Out of the strategy's 14 Programs of Action, 7 are related to urbanisation and rural settlement sector and most specifically Program of Action no.10 on low carbon urban systems.

2.1.17 National Road Map for Green Secondary City Development (2015)

This Roadmap is a practical guide to support the sustainable planning of the Secondary Cities for climate resiliency by addressing climate change and low carbon emission, following the policies and strategies already available in the sector. It is also a reference document that can be used by other cities and towns.

2.1.18 National Land Use and Development Master Plan (2011)

The National Land Use and Development Master Plan (NLUMP) provides the general directives for land use development and presents guiding principles for the future development of the country in regard to socio-economics, infrastructure, environment and land administration. With its current revision taking a cross-sectoral approach, it is meant to integrate national guidance to a human settlement framework beyond non-urban land uses to illustrate the envisioned future land use distribution, setting long term guidance for any other planning document to follow. The outdated NLUMP faced the initial technical challenge of digitising information for a digital base map.

2.2 Sector Status, Achievements and Challenges

2.2.1 Sector Status

The Urbanisation and Rural Settlement Sector was created in 2013 with the EDPRS2 process. Improvement to cross-sectoral and intra-governance level coordination, integrated planning and development management, and of local service delivery are in the forefront of progress.

As a result from the work undertaken during the first SSP 2013-18, the sector is in a situation where policies are sustainable, inclusive and pro-poor, and the importance of well-managed urbanisation is highly recognized as a precondition for economic growth. Recognized are also the importance of cross-sectoral engagement and integrated planning, with procedures and tools that have been developed.

Over the course of SSP 2013-18, a comprehensive planning and development management framework which implements the decentralization principles and helps empower local governments to plan and manage development has been laid out. The inclusion of cultural heritage for a local identity has been highlighted as essential in future development. Furthermore the need for capacity development remains an on-going recognized necessity.

New strategies aim at enhancing civil society engagement and facilitating private-sector-led development in the sector.



Fig. 1: Strategic Infrastructure Investments and the six Secondary Cities (Source: Urbanization and Rural Settlement SSP 2013-18)

Rwanda combines urbanisation and rural settlement development in one sector and is well positioned to address the linkage between urban and rural settlement and development. Economic linkages between urban areas and the rest of a District are facilitated through the administrative structures, with the District governments being responsible for the development in both, their urban and rural areas. Urbanization shares a number of challenges and objectives with rural development. Rwanda is implementing a strategy, whereby rural settlements are developed around economic opportunities. The sector through its integrated approaches is also looking to address urban sprawl, resource depletion and environmental degradation.

Six Secondary Cities were identified by the national government as poles of economic growth in 2013, purposely to ensure transformation of the economic geography of the country by providing improved, concentrated socio-economic services and opportunities to serve residents across the country. Kigali's strategic importance as a primate city in the region would also be enhanced.

Local finance

Central government fiscal transfers and other grants from partners are equivalent to about 90% of a District's total revenue, and locally generated revenues are below 10% of a District budget³. Land lease and property tax collection are now standardised, and assigned under the responsibility of RRA, which supports the Districts to efficiently collect the local revenues.

Living and servicing conditions

According to EICV3, there is a correlation between poverty and access to utilities, with utilities and services being more accessible to non-poor than to poor households, but also more accessible to the urban than to the rural population; this especially concerns levels of access to electricity. Between EICV3 and EICV4, electricity use for lighting has almost doubled country-wide from 11% to 20%, with 73% of households in Kigali City using electricity compared to between 9% and 15% in other provinces. Around 9% of households have access to the internet (including through mobile phones), up from 4% in 2010/11. One-third of households in urban areas have internet access compared to 4% in rural areas.

Economic activity and employment

The reported unemployment rate is 13.2 %, with the female unemployment rate (13.6 %) slightly higher than the male rate (12.9 %), and the urban rate (15.9 %) higher than the rural rate (12.6 %)⁴. Underemployment and underutilization of labor force is severe. The rate of unemployment, time-related underemployment and potential labor force combined is 60.3 %, indicating that more than half of the labor force is affected by some form of labor underutilization⁵. The percentage of employed individuals with a main job in wage-employment and outside farming has increased from about 17% in EICV3 to about 20% in EICV4. The percentage of persons whose

³ Garzón et al., 2015

⁴ NISR (2016): Labour Force Survey 2016-Pilot-

⁵ Ibid.

main job is in wage farming has also increased, from about 10% to 11%. The percentage of independent farmers has declined as a proportion of those employed⁶. 39% of Rwanda's total population are between 14 and 35 years old and considered as youth; 64% of the age group 16-29 is underemployed. The highest levels of economic inactivity are among youth with primary or secondary education. The unemployment amongst skilled youth in urban areas wastes human capital.

Loans, housing mortgages and savings

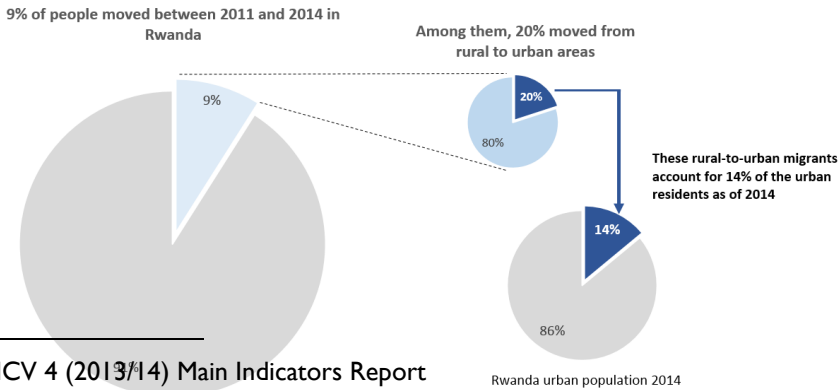
According to EICV4, 6.2% of households have a loan from a commercial bank. The share of mortgage loans in total loans was 36.6 % in 6/2016 (up from 33.9 % in 6/2015), meaning that about 235,000 households access mortgage in the country. The change demonstrates that banks further increased their lending to the mortgage sector with an increased annual growth rate of 38.4% in 2016 compared to 33.7% in 2015⁷. While informal lenders remain the most common source of credit, the percentage of households with credits received through tontines has increased since the EICV3. Also the percentage of persons above 18 years with a savings account has risen from around 19% in EICV3 to 30% in EICV4; the increase has been more pronounced for males than females and can be observed across all consumption quintiles⁸.

Poverty levels

As evidenced by the EICV4, living conditions are rising and poverty levels reducing. 39.1% of the population were identified as poor by EICV4, compared to 44.9% that were identified as poor in EICV3. Poverty is lowest in the City of Kigali (2013/14). Its incidence is otherwise notably low in Kamonyi, Rwamagana and Kayonza. The greatest concentrations of poverty are found in the South and the West, including of Gicumbi and Burera Districts from Northern Province⁹.

Population trends and projections

Population change, including migration trends are still difficult to assess with the available data. However, it can be concluded that 'the combination of natural growth rates and increased migration to urban areas has contributed to urbanization in Rwanda' (World Bank 2017). Impressive declines in infant mortality and fertility and increased urban fertility rates between 2010 and 2015 contributed to this.



⁶ NISR (2015): EICV 4 (2013/14) Main Indicators Report
⁷ BRD (2016): Financial stability Report 2015-16
⁸ NISR (2015): EICV 4 (2013/14) Main Indicators Report
⁹ Ibid.

Fig. 2: Share and scale of rural-to-urban migration rising in Rwanda. Source: The World Bank Group (2017)

2.2.2 Achievements during the implementation of SSP 2013-18

Improvement of the urban and rural settlement development planning and management system has been addressed steadily and with the following achievements.

✓ **Legal and Regulatory Framework:** Tremendous treads were achieved in regard to urban legislation through the enactment of important laws, policies, decrees and instructions related to urban land use, urban planning and development, urban environment management, all aimed at achieving a well oriented urban future for the country. By completing policies and legal framework, Rwanda is well positioned to manage sustainable urbanisation and rural settlement development in response to new development pressures coming with the implementation of the decentralisation reform, land reform and private sector enhancement

Coordination and integrated approaches to planning: The new urban planning related legal framework lays the ground for improved coordination, integrated planning and development management. A set of implementation orders to the Law Governing Urban Planning and Building (2012) that were adopted in 2015 resolve previous bottlenecks for good development management, providing a clear framework facilitating sustainable, integrated and inclusive development, institutional development, decentralization, local economic development, citizen participation and accountability. The implementation orders establish a planning hierarchy shown in the figure below, that stipulate integration of the content of all planning documents with each other, and determining content, scale, plan elaboration processes anchored on public participation, permitting processes, inspection and plan implementation auditing.

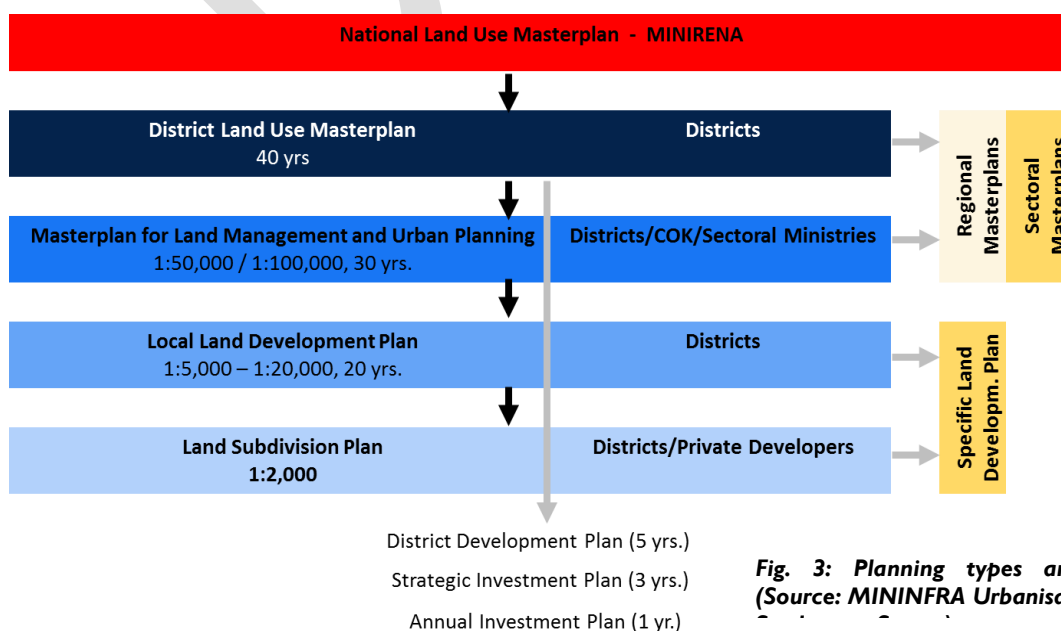


Fig. 3: Planning types and hierarchies (Source: MININFRA Urbanisation and Rural)

Institutional framework strengthened: A cross-sectoral collaboration between land, urban planning, rural settlement planning, infrastructure planning and economic planning has been enhanced through national and local institutional coordination arrangements, with clarified responsibilities and procedures in planning and implementation tasks. To empower the Districts' capacities, the 2014 Public Institutional Reform increased the number of staff at local level to almost double and reduced it in central government institutions.

The structures of the decentralised entities were enhanced by including District One Stop Centres (OSC) for the management of local development. Since the reform, central Government funding for urban planning and development related projects is earmarked to Districts. Meanwhile at the central level, to improve effective delivery, the Rural Settlement Task Force formally hosted by MINALOC, responsible for the oversight of rural settlement development was transferred to RHA resolving one of the previously identified challenges to coordination of urban and rural settlement development.

Supporting technology and tools established: To support information management, integrated planning, cross-sectoral coordination, service delivery, transparency and accountability in the sector, various modern tools were established. Among the major achievements is the National Infrastructure Geodatabase established in 2015 that contains all available infrastructure, and urban and human settlement land use planning data. Its piecemeal rollout through trainings will support informed planning and decision making at any planning level.

An online Building Permitting Management Information System initially spearheaded by the Cok, now operational in SC Districts, with further rollout to the remaining Districts planned. Masterplans can now be accessed online to increase their usability. The institutionalisation of data collection is yet an essential step to be taken to better profit from the Geodatabase and improve the monitoring urban and human settlement development.

Develop secondary cities as poles of growth

With the EDP RS2 and the SSP 2013-18, six SC's had been selected for the promotion of urban development outside Kigali, the capital city: Rubavu, Musanze, Huye, Rusizi, Nyagatare, and Muhanga. So far, the following achievements can be noticed:

✓ ***Urban infrastructure development:*** SCs have been supported to address their urban infrastructure challenges and this is a continuous initiative. The World Bank supported Rwanda Urban Development Project worth \$95M is one of the typical projects that has provided basic infrastructure (currently phase I with 26Km of roads and 8.8Km of Standalone drainage) and will continue to upgrade informal settlements in SCs. Other urban infrastructure projects implemented include road infrastructure upgrading, plot servicing in all SCs; street addressing (Musanze, Nyagatare and Huye), street public lighting, piecemeal informal settlement upgrading, greening and beautification, upgrading and extension of water networks. sanitation and waste management.

✓ **Establishment of Industrial and SME parks:** In a bid to stimulate local economic development and job creation opportunities, industrial parks have been established and operational in 3SCs while others are being initiated in the remaining SCs. SME parks are already operational in all SCs.

Develop urban and rural settlements around economic activities

Integrated rural settlements: In all Districts, Integrated Development Program (IDP) model villages are under implementation with an objective of providing socio-economic opportunities in rural areas. 45 integrated rural resettlements have so far been constructed under the program. Cross-sectoral interventions also include a feeder roads program and ICT expansion to rural areas to link communities to markets, the electrification programme, modern biomass and other cooking methods, and full coverage of quality water and sanitation.

✓ **Compact Mixed Use Urban Settlements initiated:** As stipulated in the urban planning regulatory framework, various mixed used and compact urban settlements have been initiated. These include IDP model houses in urban areas that promote the densification concept. These include 8in1; 4in1 and 2in1 housing units established to incorporate economic densities.

✓ **Disaster Prevention and Disaster Risk mitigation**

It is always the poorest that are most vulnerable to disasters. Improving housing for households vulnerable to disaster risk due to the characteristics of their housing sites is linked to resettling households from steep slopes and flood prone zones. The most vulnerable households receive financial assistance to manage relocation and reinstallation in safe sites that are economically viable.

Provide financing and supply options for affordable housing

- ✓ A comprehensive framework composed of legal, policy, private sector facilitation and financing aspects has been developed and adopted in a bid to increase housing supply in the market, improve access to housing and promote production of local construction materials.
- ✓ This framework includes the Prime Minister Instructions No 004/03 of 13/09/2015 determining the conditions and procedures for obtaining Government support for Affordable Housing Projects; Law N° 06/2015 of 28/03/2015 governing Investment Promotion and Facilitation, detailing incentives for investment in affordable housing, the National Housing Policy and the establishment of Affordable Housing Fund.

To-date, the following housing schemes are being undertaken:

Table 1: Affordable housing projects between March 2018 and December 2024

SN	Developer	Location	DU's	Current status
ONGOING PROJECTS				
1	Urukumbuzi	Kinyinya, Gasabo District	1,000	200 units completed
2	BRD-Shelter Afrique	Nyamirambo, Nyarugenge District	2,700	Design phase

3	RSSB	Kinyinya, Gasabo District	561	Infrastructure/45% Houses/design phase
4	Abadahigwa ku Ntego Ltd	Masaka, Kicukiro District	56	Infrastructure/completed Houses constructed/60%
5	BRD, Groupe Palmeraie Development	Ndera, Gasabo District	2,000	Design and financing
6	GC Investment Ltd	Kanombe, Kicukiro District	780	Design phase
7	Izuba project	Kinyinya, Gasabo District	250	Construction/40%
PROJECTS IN PLANS				
8	CHL	Kanombe, Kicukiro District	1,700	Design phase
9	Different Investors	In all SC's	2,500	Mobilizing investors
10	Remote Group Duture heza Nyamata housing	Masaka, Kicukiro District Gahanga, Kicukiro District Nyamata, Bugesera District	400 300 300	Design Phase
11	IFC –RSSB	Kinyinya, Gasabo District	1,800	Design and Feasibility study
12	BRD and Millennial Development Ltd.	Kigarama, Kicukiro District	950	Design
TOTAL			15,297	

✓ Furthermore the production of local building materials is gaining momentum. Produced in the country are wall panels from compressed straw, precast concrete construction parts, light steel profiles, burnt bricks and Stabilized Soil Blocks. Other technologies such as: Row-rock walling, interlocking cement blocks, aerated concrete blocks and incremental construction are in conception stage.

✓ **Informal Urban Settlement Upgrading and basic service provision:** Urban Upgrading has also begun in multiple urban locations nationwide. The largest ongoing project is upgrading of 86Ha in Agatare, one of the oldest densely populated areas with a population of almost 19,000 in Nyarugenge District. Other upcoming projects include Kangondo, Gasabo District and others in SCs.

Collaboration with private sector: Collaboration with the private sector has been improved. Various forums with private sector on existing opportunities in affordable housing development, investment opportunities in CoK, SCs and rural settlements, annual building construction exhibition events, new construction materials and technologies and joint consultations on planning and legal formulation have been undertaken.

Promote institutional and human capacity building in the sector: Various capacity building sessions were regularly undertaken both for Local Government institutions and/or with Central Government as well as with other sector stakeholders. Among these are: annual capacity building sessions on modern urban planning and building practices in Rwanda; urban development management; local economic development and evolving technologies in service delivery such as BP-MIS, Geo-portal platform and use of building inspection tools among others.

National and International forums on urban and rural-settlement subjects; public information and awareness campaigns on the sector's legal and policy framework as

well as individual international and national level trainings on sector related subjects were held. For secondary cities, Technical Assistants were recruited and dispatched to each City's OSC to support the alignment of and implementation of green urbanisation agenda. Likewise, the SCs were supported with the acquisition of tools and equipment for BP-MIS for effective service delivery. Capacity building was also extended to professional bodies of architects and engineers to foster a collaborative spirit.

MINALOC also initiated District Project Implementation Committees, and the urbanisation sector provided the guidelines to conduct Urban and Human Settlement Planning Coordination Meetings as part of the responsibilities of the committee, which according to the UPC (2015), shall be conducted at national, inter-district, District and CoK levels to improve integrated planning. Annual National Planning Coordination Meetings with all 30 Districts were introduced for the purpose of coordinating topics that are of interest to all Districts. A Ministerial Order on the coordination framework for One Stop Centers under MINALOC was drafted and handed over to MINALOC for adoption.

- ✓ MININFRA, RHA and MINILAF started conducting annual Urban Planning and Building Audits on the management of urban development at District level, assessing urban plans, development authorization (building permits), master plan implementation compliance and building inspection. The audits provide information about local practices, constraints, capacity status and gaps and lead to recommendations for improvements. The audits are also a form of capacity building and awareness about relevance of master plans.
- ✓ LGI has developed and operationalized a Masters online course for civil servants, a program that intends to address all local governance related themes. The sector provided technical inputs to the institute's establishment especially on urbanisation related courses.

Efficient administration of government assets and management of government projects by RHA: A Government Asset Management Policy and Framework was adopted in 2015. The policy framework provides the foundation for life-cycle management of government assets clarifies the responsibilities of stakeholders and guides the management of government office space. In a bid to ensure public institutions are accommodate in government owned buildings, institutions renting reduced from 41 to 38 institutions. An inventory study on the location, physical conditions, cost and size of all government assets was done.

- ✓ RHA underwent two institutional restructurings during SSP 2013-18. The most recent restructuring entrusts RHA with the management of all government construction projects, including projects from sector ministries, like health and education, in addition to the planning and implementation of industrial parks.

- ✓ Large scale government projects that were managed under RHA comprised the preparation of stadium infrastructure for CHAN 2016, construction of the Kigali Convention Center, Rehabilitation and refurbishment of: Tri-Ministerial (MIFOTRA-MINALOC-MININTER) Building, Kigali Metropolitan Police (Kabuga Building), Buhita Border Post and Bugesera Doplar Radar building among others. Other ongoing projects include: the Administrative Office Complex, National Archives Buildings, High Commercial Court and Bweyeye and Rwempasha Border Posts to mention a few.
- ✓ The asbestos removal project has successfully led to the removal and burial of 841,396 m² (50 % of the total amount to be removed is 1,683,170 m²) of all asbestos so far.

2.2.3 Challenges and Recommendations

At the point of elaboration of the second SSP 2018-24, the following elaborated challenges were noticed and presented together with corresponding recommendations.

2.2.3.1 Monitoring Sector Performance (Limited Data and Information on Monitoring the performance of the sector has been a key challenge because of limited disaggregated data and information on both rural and urban areas. While census data provides some important information on Rwandan urban and rural areas they are insufficient and only provided on medium to long-term basis. It is generally acknowledged in research and policy circles that there is a paucity of up-to-date data and information on settlements in Rwanda making it difficult to monitor growth, undertake timely interventions and plan with long term projections.

Despite the piecemeal progress made towards improving information management with the help of a National geodatabase hosted by MININFRA, the collection of important data sets which are needed to monitor urbanisation is not yet institutionalized. This concerns both, urban and rural population and conditions data. There is the absolute need to establish and institutionalise urban and rural performance index and its appropriate monitoring.

2.2.3.2 Inadequate Urban Investment and Financing

The urban sector has received a fair amount of investment funds over the past five years, but most of the funding has been directed towards sporadic projects which are not based on comprehensive urban sector needs assessments and strategic plans. The lack of comprehensive and integrated sectoral interventions and limited funds has resulted in a situation whereby the impact of these projects has not been effective in promoting urban centres as engines of economic growth, and as places providing sound living and a satisfactory working environment.

2.2.3.3 Access to decent housing

Access to decent housing is one of the key urban challenges that is being dramatically addressed by the government of Rwanda. Currently less than 10 % of households are able to afford a formal housing unit. Below is the housing demand analysis for the city of Kigali

Year	Additional HHS to accommodate by year, since 2014 (cumulative)
2016	113,407
2018	168,994
2020	230,295
2022	297,229
2024	369,542
2026	446,794
2028	528,362
2030	613,454
2032	701,132

- ✓ Insufficient access to decent housing in Rwanda is mainly caused by the following challenges that need to be tackled to address increased access to formal housing supply market namely High Cost of land which may reach 40 % of the selling price of a housing unit.
- ✓ The cost of building materials is high (locally produced, imported), mainly due to low supply compared to demand on the housing market and limited production technology In addition to taxes involved the production value chain.
- ✓ The cost of financing, both for investors (supply) and beneficiaries (demand) is high and access to finance and availability are still limited despite the made improvements to lending conditions over the last decade. Investors borrow at 15-16 % while beneficiaries borrow at 18-21%. Mortgage borrowing periods are still too short at 10-15 years. A small proportion of households is eligible to access housing mortgage due to the access conditions set by banks. Only 6.2 % of households have a loan from a commercial bank (EICV4).

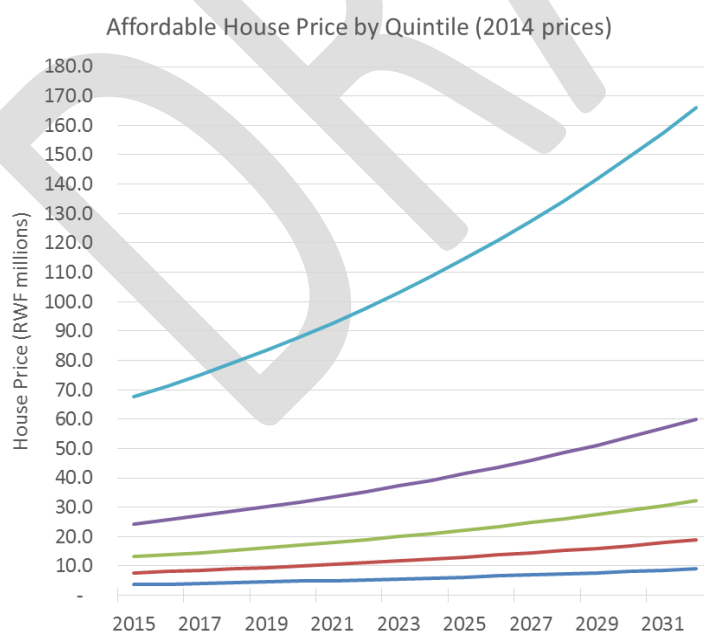


Fig. 9: Affordability of formally constructed urban houses remains a challenge to three quarters of the population (Source: IGC, 2017)

- ✓ Master plan zoning regulations that are not affordable to be implementable by local land owners and low income earners also have an impact on housing delivery. This has led to urban sprawl and informal settlements in urban areas especially in the city of Kigali where

housing construction is high in peri-urban areas and in neighbourhood satellite city Districts.

2.2.3.4 Delimitation of urban areas of jurisdiction, and lack of integrated planning across jurisdictional boundaries

Cities and other urban centres, such as Kigali, Bugesera and Kamonyi, have grown beyond their jurisdictional boundaries into adjoining political districts. Thousands of people in the peri-urban or peripheral urban areas travel to Kigali to work, and they make great demands on the facilities and services provided in the cities. There are three issues: (i) city authorities, for lack of jurisdiction, are not able to adequately address the planning needs of the peripheral population; (ii) official city, town and district boundary demarcations in Rwanda have not taken into consideration this over-spilling growth of urban settlements and the socioeconomic linkages; and (iii) the city authorities and the neighbouring rural area or district authorities fail to cooperate to undertake joint integrated planning.

2.2.3.5 A weak urban economy:

The urban economy faces difficult challenges. It continually fails to generate enough industrial development and growth; it fails to induce and advance adequate development and growth of the urban hinterland; and it has a large struggling informal component that receives little institutional credit support. The urban economy also generates limited, inadequate employment for a rapidly growing urban population.

There is also a policy vacuum regarding the urban economy. While the Ministry of Finance and Economic Planning tends to focus on national/macro-economic development policy; at the local level, Districts have not been able to have structures that can maximize local revenue generation and support local economic development, particularly that of the urban informal sector.

2.2.3.6 Land-use disorder and uncontrolled urban and rural sprawl

Inadequate budgetary support and a weak land use control and urban management have resulted in haphazard development, urban sprawl of the cities and large towns, and informal settlements – all with grossly deficient basic urban infrastructure and services. This has also resulted in the increasing encroachment and pressure on fertile agricultural land and environmental degradation consequently impacting on food security.

2.2.3.7 Weak Urban Governance and Institutional Coordination

Urban development and management in Rwanda has multiple stakeholders with planning, management and operational responsibilities. The stakeholders include the Sector Ministries, Agencies, Districts, landowners, NGOs and CSOs, the private sector and individuals. At the core of the urban governance challenges are: (i) Inadequate capacity to effect institutional coordination; (ii) weak urban governance structures; (iii) lack of capacity of the local government institutions to perform urban management functions under the decentralization policy and, (iv) inadequate capacities and professionalism in the private sector. The prevailing institutional situation weakens urban governance and consequently, urban development.

2.2.3.8 Weak Rural-Urban Linkages

The growth of urban and rural economies depends on strong functional linkages such as road networks, service delivery linkages, goods production and distribution linkages, and

political and administrative linkages. These and other linkages, upon which economic growth depends, are weak in Rwanda and will require special attention.

Servicing with infrastructure and public facilities must address top to bottom of the human settlement hierarchy levels, starting with CoK and the SC's, with expanding servicing to the 30 District Towns, other Towns and Trading Centres. Rural settlements shall be supported to maintain a rural character, providing homes to rural households, and should be serviced accordingly and distinctively from the servicing requirements in urban areas.

2.2.3.9 Increasing environmental deterioration

Environmental deterioration arises from conflicting land uses; unsatisfactory collection, disposal and treatment of waste; choked drains and frequent flooding; encroachment on high-slope and forest areas leading to erosion and landslides; ineffective land use management and environmental protection; and the attitudinal indiscipline of the growing urban population. These have on several occasions led to disasters and a weak resistance to such natural calamities

2.2.3.10 Management of government assets

Despite the adoption of the Government Asset Management Policy and Framework (2015) providing a clear guidance to the organisation of a life-cycle approach to the management of government assets, its implementation is lagging behind and must receive more emphasis through strategized action. This concerns both, National and District assets. Creating and updating an operational database for all government assets is a very critical requirement to ensure its sustainable management.

2.2.4 Opportunities

2.2.4.1 Best practice policies

Rwanda's policies are best practice but also home-grown. This provides the basis for feasible solutions. The "home-grown solutions are a testimony that local ownership of development programs, citizen involvement and national unity always yield results" (President P. Kagame). Achieving sustainable development is not only citizen-centred but solutions react to the particular local context after a collaborative search and exploration of how to make progress feasible. Rwanda intends to achieve social inclusion when developing policy. Rwanda is also one of the few countries well known for implementing its policies and one which achieved many of the MDG's.

2.2.4.2 On-going reform processes

Processes that build on the land reform are still underway and the impacts of the land reform have just begun to be understood. The land reform cannot be highlighted enough as being the basis for market-based development. All other policies, especially the National Housing Policy (2015) found in the precondition provided by the land reform. Focus on the aligned implementation must be kept and enhanced. Regular institutional reforms driven by strong political commitments, both at Central and Local Governments are also geared towards improving capacities and service

delivery. At District and City level, operationalization of District One Stop Centres and upcoming City Management Structures are destined to offer effective service delivery on land, housing, urban and rural development sectors with modern high-tech systems.

More to that , the annual World Bank Doing Business Report helps Rwanda undertake regular appropriate reforms to position itself well vis-à-vis other countries across the world in attracting business. The report examines the regulations and conditions that enhance or limit business conduciveness especially impacting on the small and medium enterprises and ranks countries according to their performance. This annual publication has stimulated numerous foreign investments in the country as a result of Rwanda's improving performance and will continue to attract more if the consistency is maintained.

Kigali being the cleanest and safest city in Africa and 3rd greenest destination in the world shows a good urban reform in implementation of government policies where the government officially banned the manufacture and use of plastic bags one of the biggest urban challenges for African countries. Citizens mind set reform was also realized where people simply do not litter, they try to dispose of any litter in the right way.

2.2.4.3 Decentralisation and grassroots involvement

Rwanda's governance structure is strongly decentralised and the participation of communities has been part of governance culture. There are many examples of formal and informal governance arrangements which provide platforms for community participation and engagement for development at grassroots level. Based on the Law governing Urban Planning and Building in Rwanda from 2012 and particularly its implementing orders adopted in 2015, local physical development procedures are regulated for planning and development to be integral and inclusive, and providing for citizen participation and accountability mechanisms. With the amended Law Determining the Organization and Functioning of Decentralized Administrative Entities, executive committees are accountable to the Councils at City, Districts, Sector and Cell levels. The registered land rights provide the basis for an efficient local revenue generation in support of the functioning of local governments and their capacity to deliver services to the population. Community works (Umuganda) done every last Saturday of the Month, is also one of the key opportunities at grassroot level that can be exploited in the Urban and Rural Sector development if restructured to deliver effectively.

2.2.4.4 Opportunities for local economic development and rise of socio-economic status

The secured land rights further provide an opportunity to invest in land for its higher productivity and the protection of the land resource from environmental degradation. Such investment may be individual or collective in a cooperative, or as shareholders in investment. An increasing income for households may even begin and sustain a cycle of steady investment and improvement of the socio-economic status of the land holder. The land- and planning-related framework contains large potential and the opportunity for all to participate in development. The promoted collaborative schemes meant to help bundle capacities as a vehicle to overcome shortage of finance

and other resources, not only to benefit housing development and urban upgrading, but also commercial development and rural agricultural intensification. It is for the civil society to understand and take this opportunity to raise their socio-economics.

2.2.4.5 Opportunities for competitiveness and industrial growth

Increasing the competencies (generic, core and functional) of the existing workforce is a focal area which would largely increase the opportunities in the sector and which should comprise 1) urban planning, coordination and budgeting, 2) environmental and social impact management, 3) urban Infrastructure, utilities and services¹⁰. Planning and design skills must be generally improved, demonstrating creativity and consciousness of the environment based on the location and based on user patterns and requirements, especially in view of accelerated development and construction volumes. A close collaboration with professional bodies in the industry will be a vehicle to ensure and monitor quality and enforce accountability and liability for the activities of each professional. Such can build the foundation for future competitiveness of the local industry even across borders as a contributor to economic growth.

2.2.4.6 Development Partners with interest in the Sector

Urbanization and Rural Settlement Sector has of recent registered an increasing interest from various development partners compared to the past when the sector was established. This interest by to support the sector reaffirms the significant impact of the sector in driving the country's economic development agenda. Of recent, Enabel (the former BTC) and Korea Exim Bank have expressed interest and respective projects are being conceptualized while AfDB is exploring a working collaboration and appropriate support to extend to the sector.

2.2.4.7 Vision for the Years Ahead

In the coming years, the ongoing reform processes will be completed and systems harmonized. This requires the removal of some bottlenecks and remaining out-dated principles which are counterproductive to reforms and policies, and requires the full harmonization of principles coming from especially the land reform and housing policies. There is also need to complete a discussion of harmonizing the rural settlement development approaches with the urbanization agenda, for careful prioritization of public investments made. The protection of natural and agricultural land resources must be the major goal in those efforts framing human settlement development.

All programming and planning will be cross-sectoral, involving the harmonization of spatial plans at all planning hierarchy levels, governance and across sectors. Urban and rural settlement development approaches will be implemented in a way to result in smart, green, upgraded, liveable, compact, connected and productive settlement with a cultural identity.

The policy envisioning “Housing for all” will continuously facilitated, good local development management and governance enforced, with good monitoring and

¹⁰ Own and Associates Ltd. (2017): Skills Audit in Urbanization Sector in Rwanda 2017

projections for responsive planning being an emphasized precondition for this. There will be an increased focus on achieving professional and competitive industries as a precondition to resource efficiency, affordability of development, economic growth, and liveability. Concerns of the civil society, to mitigate negative effects of development on the poor and underprivileged groups must remain an integral part of policy implementation and programming, for the benefit of all.

2.3 Institutional Overview of the Sector

Below is a stakeholder analysis of the sector with brief description of the active stakeholders and their responsibilities, Due to the cross-cutting nature of the sector responsibilities, the below overview cannot particularly mention everyone.

2.3.1 Ministry of Infrastructure (MININFRA) and agencies

MININFRA's mandate is in policy development and supervision in four major areas: 1) Transport, 2) Energy, 3) Water and Sanitation, and 4) Urban Planning and Housing Development. The implementing agencies operating under the Ministry are Rwanda Housing Authority (RHA), REG (Rwanda Energy Group), Water and Sanitation Corporation (WASAC), Rwanda Transport Development Agency (RTDA), Road Maintenance Fund (RMF) Rwanda Airports Cooperation (RAC) and its 4 subsidiary companies) and RwandAir.

2.3.2 Rwanda Housing Authority (RHA)

The main objective of RHA is to contribute to sustainable growth and poverty reduction through organizing urban and rural settlement development and the construction industry. RHA is supervising the implementation of sector policies, as well as Government construction projects.

2.3.3 Ministry of Environment (MoE)

This is a new Ministry which resulted from the division of the former Ministry of Natural Resources into two. It will be responsible to ensure sustainability and green growth across sectors, with the structural details and implementing agencies still in reform. Under the Ministry, the *Rwanda Environmental Management Authority (REMA)* is operating.

2.3.4 Ministry of Lands and Forests (MINILAF)

This is a new Ministry which resulted from the division of the former Ministry of Natural Resources into two. It will be responsible for land administration and management, with the structural details and implementing agencies still in reform. Under the Ministry, the *Rwanda Land Management and Use Authority (RLMUA)* is operating.

2.3.5 Rwanda Utilities Regulatory Authority (RURA)

RURA regulates public utility services, including telecommunications network and services, electricity, water, waste management, extraction and distribution of gas and transportation of persons and goods.

2.3.6 Ministry of Local Government (MINALOC) and agencies

The Ministry of Local Government ensures the coordination of good governance and territorial administration programs that promote economic, social and political development. The Ministry has 9 semi-autonomous agencies, of which the Local Administrative Entities Development Agency (LODA) has a particular importance for the Urbanisation and Rural Settlement Sector in supervising implementation.

2.3.7 Local Administrative Entities Development Agency (LODA)

LODA is a government fund under the supervision of MINALOC. It was established in 2013 to channel and monitor the use of development finance to Districts for local implementation projects to reduce extreme poverty in the country. LODA focuses on local economic and community development, social protection, and capacity building of local entities.

2.3.8 Ministry of Finance and Economic Planning (MINECOFIN) and agencies

MINECOFIN's mission is to raise sustainable growth, economic opportunities, and living standards of all Rwandans.

2.3.9 National Institute of Statistics (NISR)

NISR assumes the leading role in improving capacity to use information for evidence based decision-making by coordinating national effort to collect and archive reliable data, and to analyse, document and disseminate data as the only source of official sector statistics.

2.3.10 Rwanda Development Bank (BRD)

BRD is the leading financial institution that funds investments in both urban and rural areas to facilitate the private sector's role in the country's development agenda. Development of affordable housing in cities and towns is one of the key areas that BRD supports the sector in.

2.3.11 Rwanda Development Board (RDB)

With urban and rural areas in demand for investments in both business and socio-economic infrastructure and facilities, RDB is well positioned to identify and orient potential investors to the existing opportunities. RDB also supports the sector in attracting and facilitating private investments in secondary cities to boost their economic competitiveness. RDB's addresses private sector development, by collaborating with companies of all sizes and origins and attracting private investment. Among the investments targeted are urban and housing development, construction material production and government asset construction.

2.3.12 Ministry of Education (MINEDUC)

MINEDUC's mission is to create skilled human capital for socio-economic development of the country by ensuring equitable access to quality education focusing on combating illiteracy, promotion of science and technology, critical thinking and positive values.

2.3.13 Workforce Development Authority (WDA)

WDA's mission is to promote, facilitate, and guide the development of skills and competencies of the national workforce to enhance competitiveness and employability. The sector benefit from a wide range of professional trained by WDA is construction industry.

2.3.14 Ministry of Commerce, Trade and Industry (MINICOM)

The Ministry advances the industrial development of the country.

2.3.15 University of Rwanda (UR) and Local Government Institute (LGI)

The Local Government Institute (LGI) is an important stakeholder providing trainings and a Master's program that address local governance and public administration.

2.3.16 Rwanda Association of Local Government Authorities (RALGA)

RALGA assists local government entities in achieving their mission, complying with principles of good governance and decentralization, and represents local Government entities, carries out their advocacy and builds their capacity.

2.3.17 Rwanda Governance Board (RGB)

RGB is another pertinent stakeholder that supports the sector in establishing and monitoring performance of governance structures at the local level. More critical in urban and rural areas is the need to ensure that the leadership exhibits of transparent and accountable traits to ensure participatory and inclusive delivery to the sector's goals.

2.3.18 City of Kigali (CoK) and Districts

The CoK is Rwanda's most important business center its capital city and main port of entry. It is comprised of three Districts, Nyarugenge, Kicikiru and Gasabo and is autonomous at the same level of operation as the four Provinces. Rwanda has 30 Districts including the Districts that form CoK. They are decentralised government entities with a legal personality.

2.3.19 Local decentralised entities below District level

The decentralised entities below District level have a vital role in urban and rural settlement development and management. They are Sectors, Cells, and Imidugudu. Several functions are decentralised to the Sector level, in particular some of the land administration functions.

2.3.20 Development Partners

A number of development partners support the Urbanisation and Rural Settlement Sector directly or indirectly. The Co-Chair of the Sector is the World Bank Group. The Korean Trust Fund, connected to the operations of the World Bank, has supported staff for sector coordination. The Global Green Growth Institute (GGGI) has its country office in Rwanda since 2015 and is an important partner in the area of green urbanisation and climate resilient development.

Further partners are International Growth Centre (IGC) in research and analysis, Swiss Resource Centre and Consultancies for Development (SKAT) through the Swiss Development Cooperation (SDC) supporting the professionalization of the construction industry especially building construction materials for LED, UNDP especially in support to sustainable rural settlement development, UN-Habitat through various practical habitat projects, national strategic spatial planning and various TA initiatives as well as GIZ through TA in two SC's and support for LED strategies. New potential partners like Enabel (former BTC) and Korean Government through Korea Exim Bank have already expressed interest in supporting the sector to advance urban economic development and smart city agenda through various projects which are being elaborated.;

2.3.21 Rwanda Green Building Organisation (RwaGBO)

RwaGBO was launched in 2016 as a catalyst of change for sustainability of buildings and communities. It will help provide certification and training aimed to disseminate and implement green urbanisation and green buildings in Rwanda based on Government adopted green building indicators. It is composed of various actors in the construction industry.

2.3.22 Private sector

The communication and collaboration with the private sector has been strengthened over the previous SSP period. Important partners which serve as umbrella organisations to the private sector are the Private Sector Federation (PSF), with professional bodies licensing professionals in the construction industry, and investors in construction and in production of construction materials. Continued collaboration with Rwanda's finance institutions is of equal importance when completing the housing finance frameworks and products. Finally, the consulting industry has a role that may help advance analyses relevant to the sector.

2.3.23 Professional Bodies

The construction industry is composed of architects, engineers, planners, environmentalists, property developers, suppliers, contractors and real estate valuers, who are or are meant to be regulated by professional bodies. So far existing are the Institute of Engineers, the Institute of Architects also registering Surveyors and Real Estate Developers, and the Developers Association. The professional bodies were established based on the *Law N° 26/2012 of 29/06/2012 governing the professions of architecture and engineering and establishing the institute of architects and the institute of engineers in Rwanda*. They are responsible for the professionalism of work provided by their members to clients.

2.3.24 Civil society organisations

The collaboration with CSO's has also been expanded over the course of the last SSP. Particular stakeholders are organised through LandNet Rwanda Chapter supporting advocacy in the land reform implementation process and land related dispute resolution and engaging community participation in urbanisation process. Rwanda Initiative for Sustainable Development (RISD) is one of those pertinent

stakeholders in the sector that supports in land related matters. Rwanda Women Network, Imbutu Foundation and World Vision are other NGOs and CSOs that work with the sector in various aspects.

DRAFT

3. STRATEGIC FRAMEWORK

3.1 Vision, Mission and Objectives

Below are the vision and mission of the sector, along with the objectives that are going to be pursued in the SSP period 2018-24.

3.1.1 Vision

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

3.1.2 Mission of the sector

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

3.1.3 General objectives of the sector

The general objectives of the sector during the period of 2018-24 are:

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

3.1.4 Specific objectives

Building on cross-sectoral coordination, institutionalized monitoring on sector performance based on data collection, auditing of local development management and accountability, capacity building and transparency, the following specific objectives represent the sector priorities:

- 1. Integrated human settlement planning and coordination**
- 2. City of Kigali ,Secondary cities &Other Potential towns developed to spur socio-economic growth**
- 3. Liveable, well-serviced, connected, compact, green and productive urban and rural settlements with a cultural identity**
- 4. Access to social and affordable housing is increased**
- 5. Upgraded informal settlements**
- 6. Construction industry efficient and competitive**
- 7. Effective and efficient management of government assets and public buildings**
- 8. Adherence and compliance to urban and rural development regulatory framework**

3.1.5 Key sector indicators Vision 2050

- Percentage of urban and rural Population
- Percentage of urban households with access to basic urban infrastructure services¹¹;
- Average share of the built-up area of cities that is open space for public use for all,
- Percentage of rural households settled in integrated, planned rural settlements¹²;
- Percentage of urban population living in informal settlements or inadequate housing
- Percentage of new category 3&4 buildings complying with minimum Rwandan green building requirement.

3.2 Contribution to NSTI

3.2.1 Sector contribution to the NSTI thematic areas

While the Sector will be placed under the pillar of Economic transformation, it will be a contributor to all thematic areas *Economic transformation, Social transformation and Transformational Governance*. Every outcome proposed contains all three components, due to their integrated nature. Below is how the outcomes maybe clustered in the thematic pillars.

1 Economic transformation

- Outcome 2: Secondary cities developed as poles of socio-economic growth
- Outcome 6: Construction industry efficient and competitive
- Outcome 7: Effective and efficient management of government assets and public buildings

2 Social transformation

- Outcome 3: Liveable, well-serviced, connected, compact, green and productive urban and rural settlements with a cultural identity
- Outcome 4: Facilitated development of affordable and social housing and access to housing
- Outcome 5: Upgraded informal settlements

3 Transformational governance

- Outcome 1: Integrated human settlement planning and coordination
- Outcome 8: Awareness, adherence and compliance to urban and rural development regulatory framework, and ownership of community members in urbanization and human settlement.

¹¹ The urban servicing requirements are established by the Urban Planning Code (2015)

¹² The rural servicing requirements will be established by the Draft Rwanda Code for Rural Settlement Planning, Design and Rural Character

3.2.2 Mode of work with other sectors on the achievement of thematic priorities

The Urbanisation and Rural Settlement Sector has the task to guide the priorities, roles and responsibilities for every development sector for the purpose of achieving the shared goal in a shared responsibility to support the urbanisation and rural settlement agenda. Any project prepared and implemented *under any sector* must follow integrated urban and rural planning documents and investment plans, so that any activity will lead to achieving shared goals even if implemented under varying responsible institution. This guiding role and responsibility, which all sectors shall follow, makes it unique in comparison to other sectors but this is also, where its challenge lies: Without the collaboration of other sectors, well managed urbanisation and rural settlement development cannot be achieved.

Emphasis must be on the effective use of public resources through consistent and long term strategic public investment prioritization, guided by an agreed urbanisation agenda and national human settlement framework. Location, settlement sizes and their servicing levels shall follow an agreed National human settlement framework. The sector works through its Sector Working Group cross-cutting public, private, educational and civil society institutions.

3.2.3 Tensions deriving from anticipated contribution to multiple thematic priorities

Even though the work undertaken under the sector will be relevant to all three pillars of the NSTI, there is no tension expected. It is the nature and responsibility of the sector to be cross-cutting and integrative of economic, social and governance themes. In fact, the contribution to all three pillars should be interpreted as a chance for integrated policy and strategy programming. Therefore, improvement must be in the coordination and thematic allocation of urbanisation and rural settlement related programs, in particular the theme of green urbanisation should not be disconnected from the coordination role of the sector.

3.3 Result Chain

In the following, the result chain for the SSP 2018-24 is presented. It is organised around three Impact Goals.

**GOAL / IMPACT I:
HUMAN SETTLEMENTS DEVELOPED STRATEGICALLY AND
HOLISTICALLY AS PART OF THE NATIONAL LAND USE AND
DEVELOPMENT PLANNING FRAMEWORK, MITIGATING NEGATIVE
EFFECTS TO ENVIRONMENT AND SOCIETY, AND OFFERING
INCREASING SOCIO-ECONOMIC OPPORTUNITIES FOR ALL**

Outcome I: Integrated human settlement planning and coordination

The first outcome intends to ensure the planning of all types of human settlements as part of a planning system, which is being respected across sectors and across governance levels. Besides supporting a well-planned and respected National human settlement framework, this entails to ensure plan integration across governance levels and development sectors when such are elaborated. The Sector must therefore ensure coherence of any new, or newly revised urban and rural settlement planning document, independent of the initiator. Only through coherence, following a shared goal without any diversion, available resources may be exploited and employed efficiently, and impact will be visible in the mid- and long-term.

Clear guidance to prioritization of public investment shall support a consistent cross-sectoral long term investment strategy following the agreed human settlement development framework and driving the urban development agenda through bundled implementation activities. The Master Plans for the Secondary cities and City of Kigali shall be reviewed and completed to comply with the National Land Use and Development Master Plan and existing legal framework. Rural Settlements Plans shall be completed and plans will continue to be enforced in collaboration with Local Authorities. Service Delivery with regard to building permitting shall as well be improved whereby the Building Permit Management Information System (BPMIS) will be extended countrywide.

The facilitation of an immovable property market data management tool will in conjunction with the Lands and Finance sectors be another important development management tool to be included in plans. All urban and human settlement planning documents and implementation strategies have to demonstrate thorough consideration made to environmental protection and climate change resilience. The Road map for green secondary city development and green building indicators will provide the home-grown framework and implementation guidance. Details of how to smoothen urban and human settlement governance will base for example on the recommendations from the regular Districts urban planning and building audits. The implementation of recommendations has to be followed up and facilitated.

Anticipated resource needs: The budget needs in this outcome largely relate to the cost of elaboration of urban planning documents, which will, however, be mainly under the authority of the Districts.

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

The Secondary Cities are the second tier in the now determined hierarchy of types of urban settlement in Rwanda, with the Capital City outstanding as the first level. The six Secondary Cities are prioritized to serve as sub-national centers of service provision and economic growth, comprised of an urban area within a Secondary City District that is meant to provide central place functions, services and facilities with socio-economic impact or influence beyond District borders. As the concept has been decided in 2013 only, continued efforts will be made to primarily complete the required servicing functions of the six urban areas to become attractive locations for investment and permanent urban settlement poles for in-country migration. The concentrated investment development approach must be uniformly pursued, without diversion from the goal to show the intended outcome. Strategic investment across sectors must receive considerable attention especially in the annual planning and budgeting of infrastructure works. The Joint-Imihigo of the Urbanisation and Rural Settlement Sector will be the planning and implementation vehicle that needs enhancement. As a key contributor to the development of SC's, the continued implementation of RUDP will be a driving force over the coming years (SSP 2018-24). The Sector will continue to support the coordination of Implementation of on-going projects in secondary cities under Rwanda Urban development Programme (RUDP) and as well as coordinate the preparation of the Phase2 new Infrastructure Projects and RUDP2 Projects .

Each SC shall strive to provide excellent basic and specialized infrastructure, consistent with the city's unique positioning to support business development and provide the conditions for high quality of life and a welcoming environment. Each SC will host a diverse array of competitive clusters and will have strong economic linkages with the rest of a District, Kigali, other SC's and internationally. Connectivity to surrounding rural areas and smaller towns is important for access to cheap inputs, food, and labour, and to make SC's competitive and create agglomeration opportunities.

Connectivity to surrounding rural areas and smaller towns is important for access to cheap inputs, food, and labour, and to make SC's competitive and create agglomeration opportunities, for SC's to create mutual benefit with the rural areas. Planning shall embark on the opportunities of rural-urban linkage, such as responding to the urban demand for high value horticultural and livestock produce and diversifying off-farm employment opportunities.

Projects that support connectivity and the monitoring and coordination of which should be addressed by the sector are feeder roads, bridges over impassable rivers, and public transport services. A concern to be addressed in planning for a sustainable

and balanced development is ecosystem and wildlife protection.

Employment, training and trade opportunities will attract internal migrants to the SC's. Based on data from the Fourth Population and Housing Census, 2012 and making employment assumptions, the SC's will need to collectively create an estimated 40,000 new jobs annually to support an urbanization rate of 35 %, or roughly 5,000-9,000 in each city. Currently the number of workers in these urban areas hovers between 4,000 and 10,000 and the required increase is significant¹³. Good coordination with LODA for further promoting LED in the urban areas and strengthening rural-urban linkages will be needed beyond the RUDP objectives.

Capacity building is a project component of RUDP with focus on the capacities for project and financial management among SC District staff, infrastructure asset management, and including a wider component for good decision-making based on geo-information.

Anticipated resource needs: Significant annual investment in infrastructure, social amenities to increase overall servicing levels

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

This outcome targets the integrated implementation of the planning and development management policies and frameworks which were adopted during the course of SSP 2013-18. During the coming SSP period 2018-24, it needs to be ensured that local development management tasks are well-performed by Districts, particularly District One Stop Centers, so that urban and rural settlements develop as liveable, compact and well-connected locations, characterized by good services according to the settlement type, and which reflect Rwandan cultural identity in the built environment.

Urban and rural settlement planning will be consolidated based on the completed policies and frameworks for strategic placement of services, sustainable growth and including an emphasis on place-making for distinguished, culturally anchored townscapes and village-scapes. Urban and human settlement planning and design principles must be consciously applied for a positive impact by shaping compact, mixed use, and inclusive settlements, which are attractive for residing and investing in. Residential areas shall integrate commercial and other non-residential uses as well as qualitative public space for social interaction, economic exchange and cultural expression. Settlements shall reflect the striving for quality of live, sustainability, productivity and competitiveness and good governance representing public values.

¹³ Miller, Kaia (2015): Supporting Local Economic Development for Secondary Cities in Rwanda, Rwanda Urban Development Program (RUDP), LED Technical Note

It is always the poorest who are most vulnerable to disaster. Disaster management shall be integrated in good planning and requires a mechanism for flexible disaster response, as for example addressed by a possible Urban Development Fund.

With the support of MINALOC, a **District Development Index** should be adopted for the monitoring of progress toward qualitative and quantitative objectives and indicators.

Quality of life shall be reflected in form of livable and well-planned human settlement with access to infrastructure, utilities services and mobility, upgraded and prevented informal settlements, adequate shelter accessible to everyone, quality of water and air, cleanliness and sanitary conditions and proper waste management, access to attractive and user-friendly green spaces and recreational facilities, and disaster risk management, resiliency and urban safety. Quality of life also includes social inclusion to be reflected in any design prepared, decision made and activity undertaken. The public will participate in decisions to address varying demands depending on peer groups, including gender-specific needs. Modern livelihood will be programmed in green, clean, and safe human settlements in general, and in urban areas that develop to become SMART cities.

Sustainability, productivity and competitiveness of urban areas shall be achieved through green economic growth, access to business services and opportunities, market-responsiveness, and regional and international competitiveness of the construction industry through fostered professionalism and skills-based professional services, good human settlement planning for efficient land use based on clustered housing, mixed use neighbourhoods and protected natural resources and agricultural land; as well as support to rural-urban linkages for local economic development.

To achieve high quality settlement planning and development, large emphasis must be on capacity development at District level, as well as among the private industry. Human and financial resources remain an important obstacle to be addressed. Among the issues are the needed increase of number of staff in OSC's, and in particular rural and urban management positions, the integration of urban planners within District structures, the expansion of human and financial resources for inspection, and organizational structures which lift planning above permitting and inspection. Capacity building must not only make the best use of the newly available technological tools and increase academic and vocational skills, but also educate about the latest policies, frameworks and regulations in the sector. Promoted are partnerships with universities and the vocational training system for demand orientation in the courses. It is really important to always involve universities into research as well as capacity building and awareness initiatives as both, recipient and contributor.

Capacity building must also address officials at local government levels below District level, such as Sector Land Managers and Umudugudu officials, to be fully trained about the meaning and principles of planning and development management, and be accountable for activities and decisions to ensure public interests are met.

The introduced District Urban and Human Settlement Coordination Meetings to be

conducted under the District Technical Coordination Committees, a committee established by MINALOC, will play an important role in integrated development management and transparency to the public.

Anticipated resource needs: Investment in infrastructure, social amenities to increase overall servicing levels; Costs for capacity building comprise travel and temporary upkeep for urban planners in international attachment, and recurrent capacity building costs

**GOAL / IMPACT 2:
ACCESS TO HOUSING FOR ALL ENABLED**

Outcome 4: Access to social and affordable housing is increased

The Government of Rwanda recognizes housing as a basic right for all citizens, aiming to facilitate “access to housing for all” by promoting forms of housing, which are affordable to people of all income groups through a variety of access schemes, and while providing adequate basic infrastructure and facilities.

After a comprehensive policy and implementation framework in support of housing development was laid out and adopted during the SSP 2013-18, focus during the coming SSP period will be on the consolidation of it though taking further efforts facilitating implementation of all areas addressed by the National Housing Policy and National urbanisation policy. Besides the elaboration of some implementation details, facilitation mechanisms need to be strengthened through public and private financial and governance support in the sector.

To make all frameworks socially inclusive and make housing affordable, a mixed set of instruments that targets the supply and the demand sides of housing is introduced by the government. Financially supported are construction of infrastructure services and facilities for affordable housing projects and urban upgrading projects. To continue facilitate such investment in affordable housing development is the priority, and added emphasis will be on also facilitating low income beneficiary households to access housing. This, among other, also requires the establishment of the legal framework for formal rental housing.

On 30th June 2017, the Cabinet had approved the establishment of the Affordable Housing Financing Fund, a housing finance entity. The fund will address improved access to housing mortgages and potentially facilitate housing finance entities to provide better access to mortgages for developers. A disaster response component for housing reconstruction in cases of severe disasters is proposed for consideration. Other immediate goals in the housing finance sector are to develop the long-term investment sector including the insurance industry and long-term savings schemes; active and fair competition in mortgage lending, and facilitation of liquidity in mortgage lending through securitisation legislation.

With the government scheme aiming to address better access to mortgage finance for the end user and with conditions that increase accessibility for lower income households, a significant increase of households accessing housing mortgages is going to be supported. The measure intends to grow the number of housing mortgages provided to better match housing demand, which is estimated to be above 30,000 units annually, and to improve the financial capacities of the demanding households. A steady annual increase of housing mortgages accessed is one of the targets of this Strategic Plan 2018-24. It is planned that the construction of more than 15,000 affordable housing units will be facilitated through the government support schemes.

Better linkage shall be achieved between demanding households and their capacities with private suppliers and their products offered, a promotion of saving and de-risking products for private beneficiary households, and facilitation of the finance sector to address low income households with more accessible housing mortgage schemes, Emphasis is also on increased resource efficiency and professionalism, in order to promote sustainable practice.

A social housing component to address highly vulnerable groups under mechanisms of public responsibility is to be introduced and operationalized.

Outcome 5: Upgraded informal settlements

The rollout of the **National Informal Urban Upgrading Strategy** (validated 2017) will be emphasized and facilitated as part of implementing the National Housing Policy. *Urban upgrading* is defined by Cities Alliance (2003) as physical, social, economic, organizational, and environmental improvements undertaken cooperatively among citizens, community groups, businesses, and local authorities to ensure sustained improvements in the quality of live for individuals. Urban upgrading comprises measures to improve the living conditions of the urban population living in informal settlements by providing basic infrastructure and supporting measures that facilitate non-governmental actors maintaining and increasing the urban housing stock.

Various factors may make a settlement considered “*informal*”. They may be related to non-respect of legal requirements and administrative procedures, to absent or insufficient physical and building planning, and to absent infrastructure and utility supply. The situation particularly applicable to Rwanda is discussed in the National Informal Urban Upgrading Strategy (2017). Facilitating the upgrading of informal urban settlements will contribute to achieving Rwanda’s transformation into a middle income country with prosperity for all. The ultimate goal is that basic infrastructure will be available in all neighbourhoods, so that the efforts of formal housing development will indeed impact on the improvement of living conditions for low income groups, and not drive low income groups out of serviced neighbourhoods as a result of market economic principles. Reducing the percentage of informal settlements, of course, simultaneously requires the prevention of any new informal

urban through a variety of measures. The rate of informal settlements will be reduced from 62% to 52% by 2024.

The strategy identified five options of implementing an upgrading project and recommends where best each of the five options shall be adopted. Key to successfully rolling out the program is capacity building, information and awareness.

Complementary action will support the upgrading also of rural settlements to adequate servicing levels as described by the Rural Settlement Planning and Design Code (available as Draft). Clear guidance to rural settlement development for the sustainable management of natural resources, mainly land, water, wetlands, reduced deforestation, and adequate rural settlement planning and servicing is needed, which is green and sustainable and applies all planning and design requirements associated with these principles. It will be important to ensure coherence with the agreed national human settlement framework for the controlled impact on the natural environment and on agricultural resources.

**GOAL / IMPACT 3:
PUBLIC KNOWLEDGE AND AWARENESS, GOOD GOVERNMENT ASSET
MANAGEMENT AND A COMPETITIVE PRIVATE CONSTRUCTION
INDUSTRY AS CONTRIBUTORS TO A STRONG ECONOMY, NATIONAL
AND LOCAL GOVERNMENT HOUSEHOLD AND GDP PER CAPITA**

Outcome 6: Construction industry efficient and competitive

The construction industry is a fundamental economic sector, which transforms various resources into constructed economic and social physical infrastructure necessary for socio-economic development. It includes the process of planning, designing, procuring, constructing, maintaining and disposing physical infrastructures and facilities.

Achieving increasing efficiency and quality for National and regional competitiveness of the local construction industry supply chain is also an essential factor in order to achieve affordability in construction including housing construction. The goal for the construction industry shall be its enhanced stability, performance and support of green growth, enabling non-farm employment, competitiveness and regional outreach.

The close collaboration with professional bodies will be an essential priority in this SSP, not only to ensure adequate training of professionals. Vocational training needs to be regulated and the outcomes monitored.

The enhancement of the Rwandan construction industry will be important in the context of enhanced regional integration, where Rwanda will explore agreements with EAC member states to upgrade cooperation common institutions and rules. This will for example concern agreements on codes, standards and licensing.

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

The Urbanisation and Rural Settlement Sector also directly and indirectly comprises agencies that are in charge of managing government assets, i.e. buildings (RHA, direct implementing agency for Urbanisation and Rural Settlement) and public infrastructure (RTDA, WASAC, CAA, RMF, RwanAir, sector stakeholders). The agency in charge of building assets is responsible for government owned buildings across sectors.

The strategic approach addressing the management of building assets over their life-cycle must be prioritized, including demand forecast, planning and design, maintenance requirement forecast, new construction, sale and disposal. This is even more significant as the agency is taking over responsibility in the construction of all sectoral government assets, comprising health and education assets among others. The timely and smooth integration of management of those sectoral assets will be part of the activities.

The general focus will be on an efficient and effective management, the reduction of budget deficits, and reduction of rentals for government institutions, following the Government Asset Management Policy and Framework.

A boost to the capacity especially in the areas of facility management but also project management of the implementing agency will be required. The capacity and operations should also be passed on to the operations of the Districts, which are responsible for the management of District assets. RUDP has an integrated component helping SC Districts to operationalize the good management of District infrastructure assets that will be a linked application to the National geodatabase.

Outcome 8: Adherence and compliance to urban and rural development regulatory framework

The success of reforms, new policies and frameworks directly depends on the level of information and awareness that is provided to the public, and to private sector professionals, as well the fostered engagement. Only through wide programs are integration and compliance achievable. Reform processes require continued work to increase the understanding of all stakeholders regarding local development related frameworks and awareness creation must be a continued effort among communities to achieve sustainable development and adherence to frameworks.

To list some of the important information and awareness subjects, on the success of which good urban and human settlement development management will rely on, are:

- Urbanisation and urban and human settlement development relating to land ownership questions;
- Participation in urban and human settlement development as a gender sensitive

subject;

- Community-initiated urban upgrading;
- Green building requirements ;
- Safety requirements and requirements of universal accessibility for public buildings;
- Permitting requirements;
- Affordable housing investment and participation opportunities;
- Long-term saving for housing.

Inspection will also integrate a particular focus on ensuring universal access design for accessibility for disabled people facilities, green building, and safety during construction and operation.

For the specific integration of green building principles in future building activities, a list of indicators defined for the Rwandan context will allow for the rating of building projects in this regard. Two sets of indicators will be pursued – indicators that require minimum compliance and voluntary measures that lead to a certified rating.

The Urban Planning and Building Audits will also be used to increasingly achieve compliance and create performance competition between the Districts.

Fig. 12a: Result Chain (Impact I)

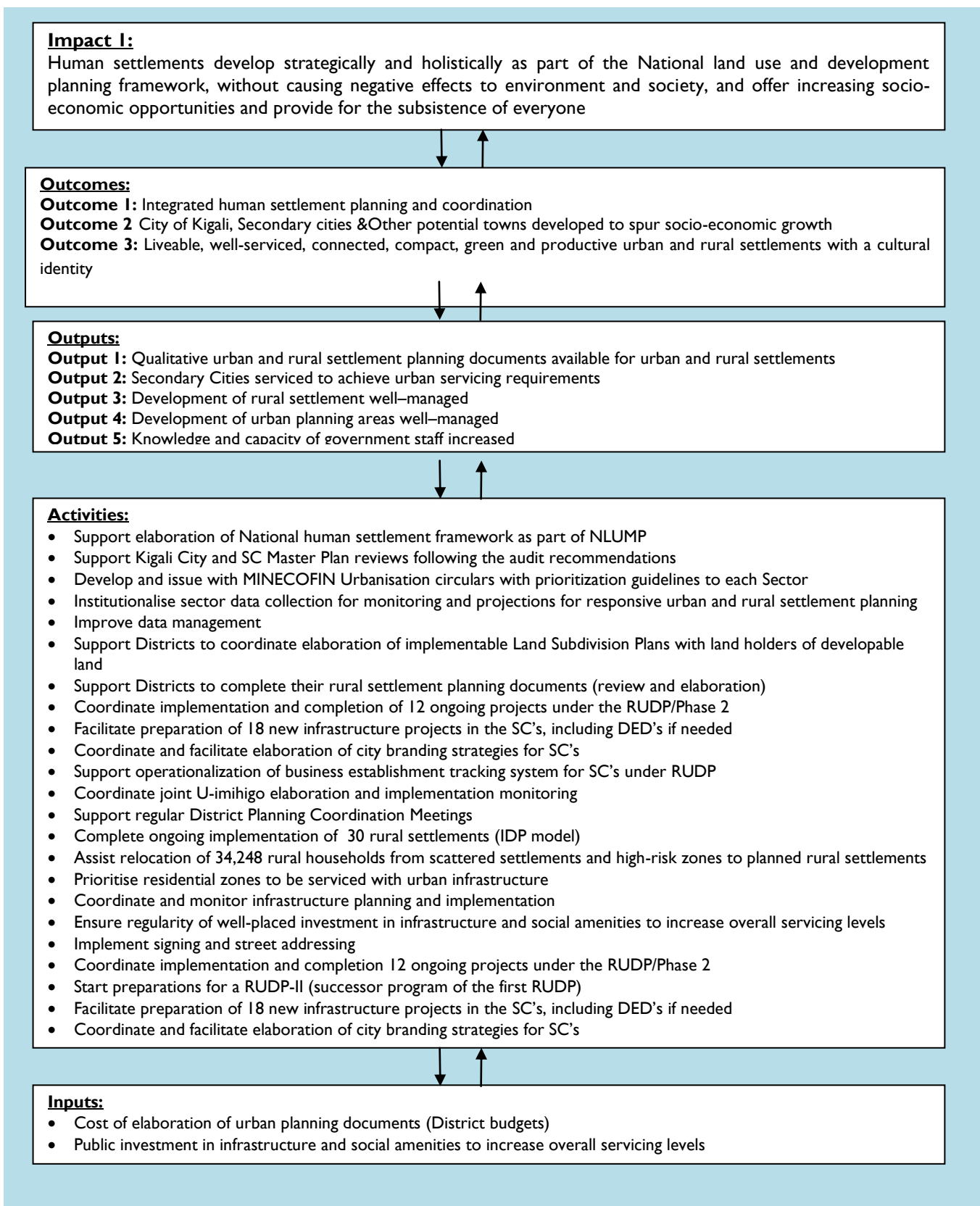


Fig. 12b: Result Chain (Impact 2)

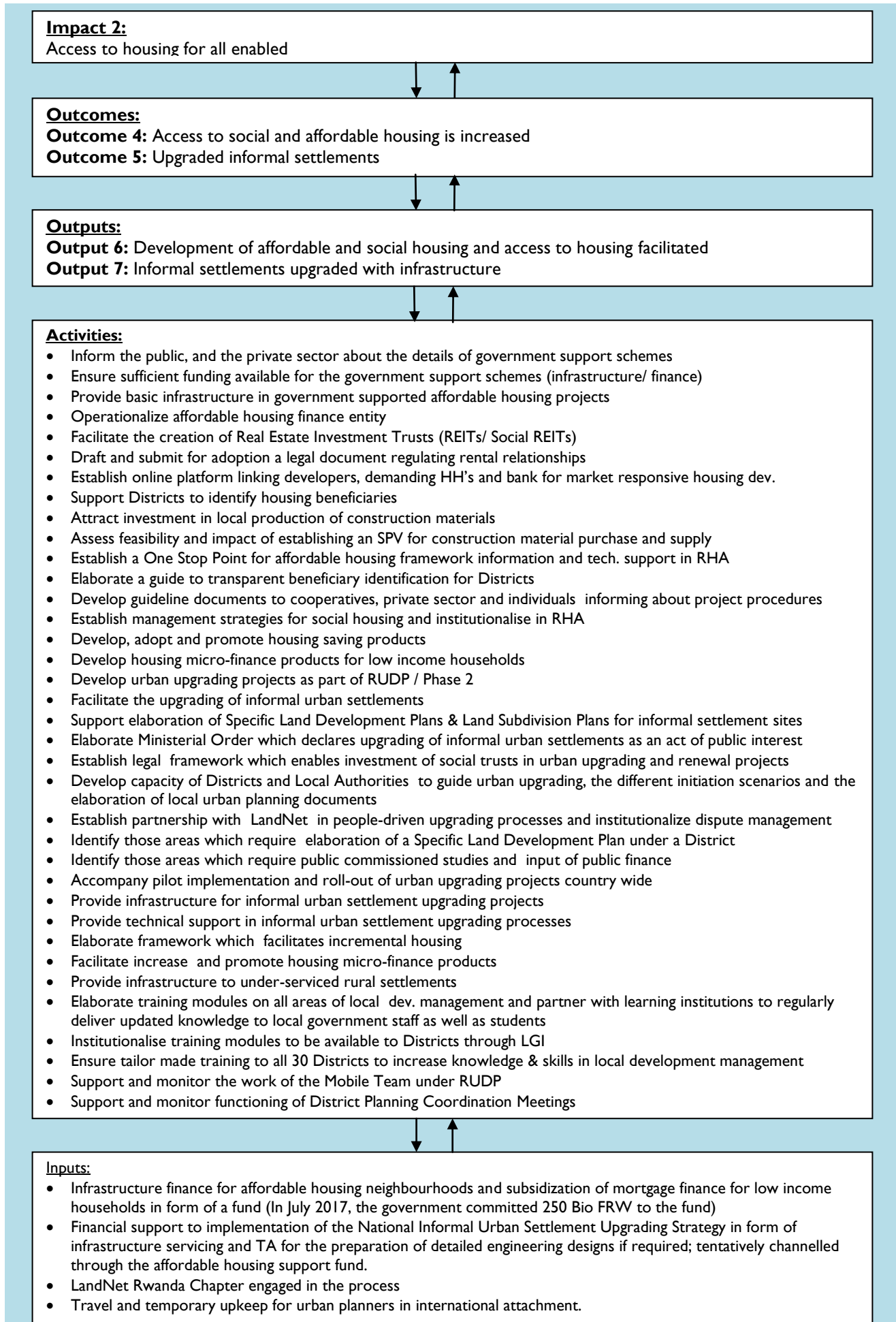


Fig. 12c: Result Chain (Impact 3)

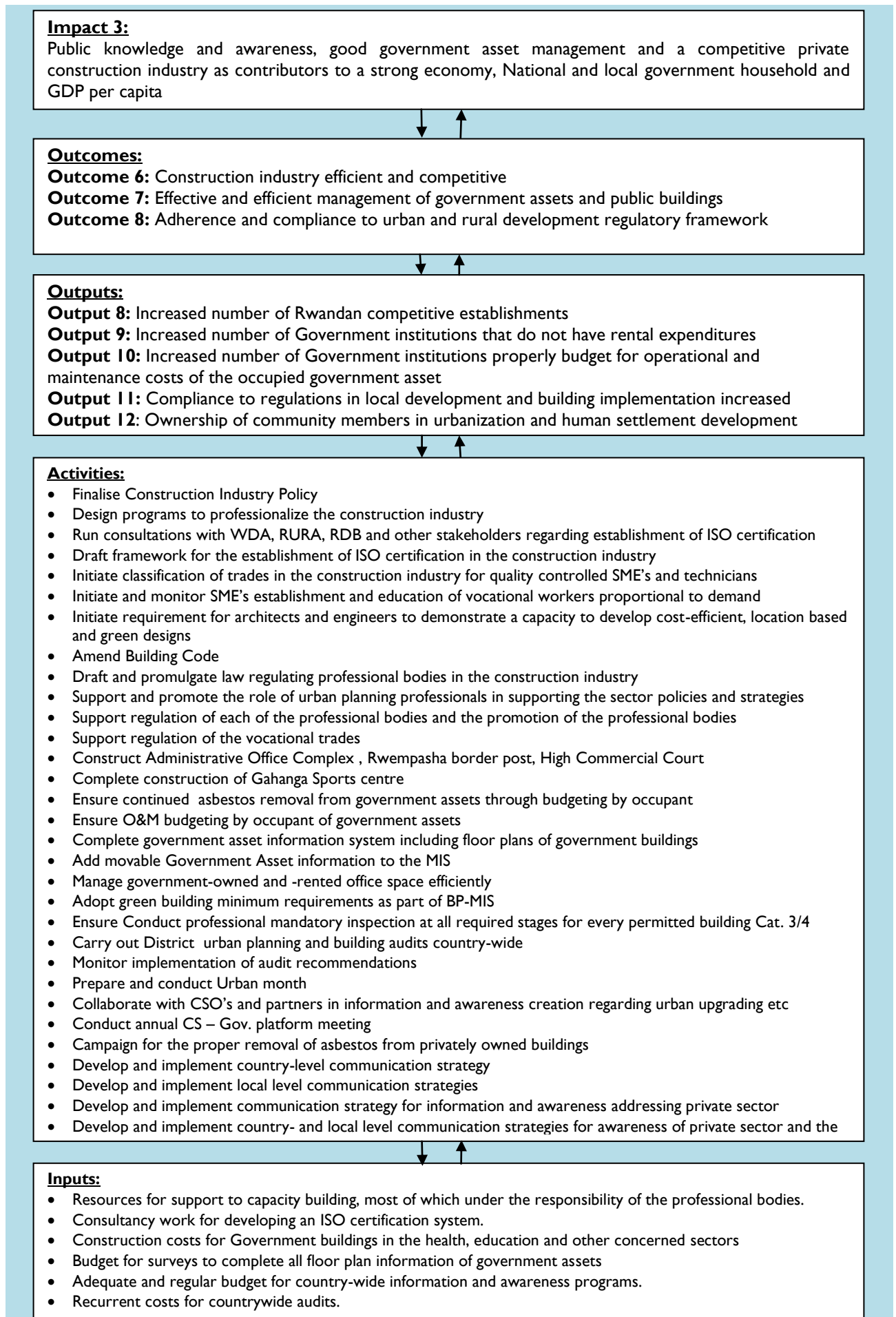


Table 7: Logical Framework

S/N	Performance Indicators	Baseline 2016/17	Targets across the years					
			2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
Goal/Impact: Human settlements developed strategically and holistically as part of the National land use and development planning framework, mitigating negative effects to environment and society, and offering increasing socio-economic opportunities for all								
Outcome 1: Integrated human settlement planning and coordination								
1	Number of existing urban and rural planning documents reviewed to comply with the legal framework	CoK Masterplan 2013, SC's with plans addressing <20% of urban area	CoK and 6 SCs started	CoK and 6 SCs completed	13 (6 DT's added)	18 (5 DT's added)	23 (5 DT's added)	28 (5 DT's added)
2	Number of new urban planning documents for emerging trading centres (towns).	22 Towns	4 (Towns)	8 (Towns)	12 (Towns)	16 (Towns)	20 (Towns)	24 (Towns)
3	Number of Districts with rural settlement planning documents	12	22	30	-	-	-	-
Outcome 2: City of Kigali ,Secondary cities &Other potential towns developed to spur socio-economic growth								
4	Percentage of Population living in urban areas	17.3(EICV4)	23.65	25.92	28.19	30.46	32.73	35
Outcome 3: Liveable, well-serviced, connected, compact, green and productive urban and rural settlements with a cultural identity								
5	Percentage of rural households settled in integrated, planned, green rural settlements	55.8(EICV4)	65%	67%	70%	73%	76%	80%
6	Number of Households relocated from High Risk Zones	3,048	1701	1702	1701	1702	1701	1702
7	Number of Households relocated from scattered settlements	95,838	34,248	34,248	34,248	34,248	34,248	34,248
8	No. of rural settlements upgraded	0	2	4	6	8	10	12
9	Percentage of population using basic improved sanitation facilities in rural areas	88.3	100	100	100	100	100	100
10	Percentage of households with improved water source in dwellings /yard in rural areas	1.70	5	8	10	12	14	16
11	Percentage of Household accessing electricity (on grid/off-grid)	32.7 %	34.50%	38%	41.50%	45%	48.50%	52%
		7.80%	17%	23%	30%	36%	42%	48%

12	Percentage of urban households using an improved water source within 200m.	60.5%	75%	80%	85%	90%	93%	95%
13	Percentage of population using basic improved sanitation facilities urban areas.	88.30%	100%	100%	100%	100%	100%	100%
14	Reduced waiting time from 30 to 15 minutes in the CoK in peak hours)	30	25	23	20	18	17	15
15	Percentage of population conveying with public transportation (national, urban and rural)	17	17.25	18	19	19.5	20	20.5
16	Average share of the built-up area of cities that is open and green space for public use for all (SDG)	TBD	30%	30%	30%	30%	30%	30%
Goal/Impact: Access to housing for all enabled		Impact Indicator: Percentage of urban population living in decent housing						
Outcome 4: Access to social and affordable housing is increased								
17	No. of affordable housing units constructed	24 DUs	56 DU's	1,197 DU's	7,097 DU's	8,047 DU's	9,047 DU's	15,047 DU's
18	No. of social housing units constructed	1275	25	75	150	250	350	450
Outcome 5: Upgraded informal settlements								
19	Percentage of urban population living in informal settlements (impact indicator/SDG)	62.6% (EICV 4)	60.9	58	57	56	54	52
Goal/impact: Public knowledge and awareness, good government asset management and a competitive private construction industry as contributors to a strong economy, National and local government household and GDP per capita								
Outcome 6: Construction industry efficient and competitive								
20	Number of Rwandan establishments in the construction material manufacturing which are quality-certified with RSB	TBD	0	1	3	6	10	15
21	Percentage of professionals (architecture, urban planning, engineering professions) registered in Rwanda	TBD	100%	100%	100%	100%	100%	100%
Outcome 7: Effective and efficient management of government assets and public buildings								
22	Square meters of office space constructed or acquired to accommodate renting government institutions	49,400 m2 rented	0	16,400 m2	16,400 m2	49,400 m2	49,400 m2	49,400 m2
23	Square meters of Asbestos removed from government buildings	521,549m2	98.492 m2	98.492 m2	98.492 m2	98.492 m2	98.492 m2	
Outcome 8: Adherence and compliance to urban and rural development regulatory framework								

24	Percentage of category 3 and 4 new buildings that fulfil the requirements of Rwanda green building minimum compliance guidelines, No. of Districts audited on compliance to urban planning and building regulations,	0 (Green Building Indicators available)	0	100%	100%	100%	100%	100%
25	No. of Districts audited on compliance to urban planning and building regulations	11 Districts audited	15	15	15	15	15	15
26	No. of public information and awareness initiatives related to urban and rural settlement policies and development.	Urban month '15, NUP dissemination 2016/17	National Urban Forum	Urban month;	National Urban Forum	Urban month;	National Urban Forum	Urban month;
27	Percentage of new public and multi-dwelling buildings comply with universal accessibility and safety requirements	Public health and safety standards	100%	100%	100%	100%	100%	100%
28	Number of Government Staff and sector stakeholders capacitated	1500 (2016/2017)	300	600	30	30	30	30
29	Number of One Stop Centres using digital information systems in construction permitting and management	10	14	18	22	26	30	31

Table 7 A: Assumptions Made in Setting the Targets

#	Indicator	Baseline 2016/17	Target 2023/24	Assumptions
1	Number of existing urban and rural planning documents revised and completed to comply with the National Land Use and Development Master Plan and existing legal framework	CoK Masterplan 2013, SC's with Masterplans which address less than 20% of the urban area	28 (CoK, 6 SC's, 21 DT's)	All urban planning documents need review for alignment to the National Land Use and Development Master Plan (NLUMP), to extend to the size of the urban area and show the context, and for quality assurance. The currently available Master Plans usually address less than 20 % of the respective urban area.
2	Number of new urban planning documents		24 (Towns)	Towns and the next type of urban settlements after CoK, SC's and District Towns will require urban planning. While the number of towns is currently not known because the NLUMP was silent about a human settlement framework, they are expected to be more than 100. The results of the currently ongoing revision of the NLUMP are urgently needed.
3	Number of Districts with complete rural planning documents that are integrated with the human settlement framework	12 Districts	30 Districts	All Districts should have complete and integrated rural planning documents.
4	Number of Districts using digital information systems in construction permitting and management	9	30	So far, the online BP-MIS is available to CoK and the SC's. The countrywide roll-out is planned for all Districts and it is realistic to assume that this will be possible, because procedures and requirements apply countrywide. A National Geodatabase is accessible publicly, including all Districts. The constraint here is the availability of the right hard- and software, as well as skills to use the available information.
5	Number of Districts that conduct Urban Planning and Human Settlement Coordination Meetings at least every 2 months	0	30	The newly established District Technical Coordination Committees (MINALOC) will assume a regular task to conduct Urban Planning and Human Settlement Coordination Meetings as part of their responsibilities
6	Number of urban infrastructure projects implemented to make SC's attractive for investment	12 ongoing under RUDP/Phase I; Based on Feasibility Studies and monitored through U-Imihigo	30 completed; 18 ongoing	At least 12 projects will be completed under Phase 1 of RUDP, these are 2 per SC. Another estimated 18 projects, i.e. 3 per SC are expected to be implemented in Phase 2 of RUDP. The decision about projects in Phase 2 of RUDP is however not finalized yet. The funding will be available through WB loan. After the end of RUDP in 2021, the continuance of infrastructure projects in the SC's through a similar program must be ensured, independent of the source of funding. There should be at least 3 projects per SC ongoing simultaneously.
7	SC's branding strategies elaborated and implemented	Planned as part of RUDP	100%	Planned and financed under RUDP
8	The establishment of off-farm jobs in the SC's as a result of economic development is monitored.	Monitoring system is part of RUDP	Monitoring of this indicator is institutionalized	The impact of joint efforts of development sectors shall be monitored and off-farm jobs is a major indicator relevant to the NST I.

9	Percentage of rural households settled in integrated, planned, green rural settlements - With sector sub-indicators 9a and 9b	55.8 (EICV4) to be replaced by real number	80%	Living conditions in rural areas shall reach a level that is appropriate for at least 80% of rural households. The target especially depends on the accessibility of specified basic infrastructure and services within specified distance. The Rural Settlement Planning and Design Code will be the guiding document describing the conditions which should be found in a rural settlement. It is assumed that infrastructure sectors continue servicing rural settlements as part of their strategies, with energy and water targeting 100 % access and RTDA targeting access to PT within 5 km. The 2 sub-indicators need to be included in other SSP's (WatSan, Transport, Education, Health and Social welfare).
10	Km of urban infrastructure services provided in new residential zones		300	Annual budgets always provided to Districts to cater for implementation and 2km will be constructed annually in each District for new residential sites
11	Percent of urban households with access to basic urban services (according to UPC servicing requirements) - With sector sub-indicators 11a – 11f		TBD	The 6 sub-indicators need to be included in other SSP's (WatSan, Transport, Energy, Education, Health and Social welfare).
12	Average share of the built-up area of cities that is open and green space for public use for all (SDG)	More than 30% (to be calculated)	30%	This indicator comprises roads, sidewalks, public parks, as well as natural and conservation areas in urban areas. In Rwanda, so far urban settlements do not reach high densities across their entire urban planning areas and large amounts of space are unbuilt, i.e. open, partly because of the steep slopes and wetlands which are characterizing for the country and undevelopable. The portion of such open lands is approximately 50%. While the case of CoK is different with more development that has reached urban planning boundaries, its unbuilt space is comprised of about 15% for roads, almost 27 % for protected areas, not included active and passive recreational areas, meaning even CoK is comprised of more than 30% public space. For Rwanda, the target includes some densification efforts for efficient use of land, during which, however, qualitative open public space must be considered and maintained as part of urban land use. Therefore, no increase of the ration is required and focus is rather on ensuring that public open space will be maintained even during urban development and densification.
13	Number of local government institutions capacitated		30	All Districts will have fully operational One Stop Centres
14	Percent of Districts which regulate their urban and rural settlement areas through zoning regulations that address liveability, affordability, compactness, mixing of uses, green building and cultural identity	0	30	
15	Number of affordable housing projects (and resulting units) facilitated by government support	2 (32 DU's)	18 (8,058 DU)	The government commits to infrastructure support and facilitated access to finance through support schemes that have already been adopted. So far, 2 projects were

	schemes (infrastructure/finance)			<p>approved for support since the adoption of the first support scheme in December 2015. With increasing awareness and information, and while some projects are already under preparation, it is realistic to expect at least 3 applications per year for support and the necessity is rather to fulfill the commitments to provide the support. The size of projects is now known before each application is being received but in the first years, project volume would usually be below 1,000 units (The volume of the first 2 approved projects is Batsinda2/537 units and Abadahigwa/86 units.)</p> <p>In an effort to intensify and attract investment into affordable housing, some urban land has been identified and availed by the government for immediate development with such projects. Investors have committed to develop the availed land and current commitments show an expected output of 8,058 housing units as part of the projects that are either already under implementation or under preparation. In total, land for about 22,000 units would be available but for a large portion of it there is no construction planned at this point in time.</p> <p>Additional project applications for financial support for projects on private land, following the adopted government schemes, are expected.</p>
16	Number of social housing units	1,276	450	<p>The government support scheme will require some return in form of social housing stock as a percentage of the supported number of units constructed. This is laid out in an already drafted Minister's Instruction clarifying some components of the government support schemes. A piecemeal increase of social housing stock is expected, and it will be important to provide the framework institutionalizing such program.</p>
17	Percent of urban population living in informal settlements (SDG)	62.60%	52.6	<p><i>This will be used as an impact indicator, but not as an annual performance indicator.</i></p> <p>As our SDG goal, we have set a decrease by 10 % population living in informal settlements. From the targeted figure, the target for 2023/24 was derived. The calculations are based on EICV4 data for population living in informal settlements, and we assumed a total urban population based on the Census which was surveyed at about the same time.</p> <p>It is assumed that good local development management will decrease the growth of any new informal settlements, based on new pro-poor policies and achievable procedures and requirements, if properly communicated. The success of decline of informal construction will largely depend on knowledge, awareness and information initiatives which shall be part of the SSP.</p>
18	Number of informal settlement upgrading projects financially supported (and area in ha/ no. of households whose habitat		12 (86 ha; 24,000)	<p>We target at least 2 upgrading projects per SC. The total number of HH's benefitting from settlement upgrading has been calculated based on 1) the number of HH's which are currently being addressed in the pilot project in Agatare, 2) based</p>

	conditions have improved)			on the goal of 10 % decline by 2030, and 3) based on a realistic number of larger upgrading projects undertaken in the coming year. It is planned that RUDP Phase 2 will address urban upgrading projects in each of the SC's. The number of HH's was calculated based on current number of people living in informal settlements, and assuming that no new informal settlements will occur
19	Number of rural settlements upgraded		12	Villages will commit to upgrading of their settlements through local grown solutions
20	Number of Rwandan establishments in the construction industry which are quality-certified with international recognition	0	15	Companies within the construction industry will be incentivized to improve quality production and request for certification.
21	Percent of registered professionals with proven capacity to develop cost-efficient, location-based and green buildings		50%	Massive capacity building of professionals coupled with an incentive package for professionals and their clients to go green.
22	Number of registered professionals in urban and rural settlement planning services and construction industry	803+112+72 = 987	720	A diverse and skilled pool of professionals is key to economic growth. Currently, a total of 987 architects, engineers, land valuers and surveyors are registered in professional bodies. Urban planners have not successfully established an organizational body yet.
23	Square meters constructed to accommodate government institutions that are currently renting	49,000 sqm rented	49,912 m2	49,912 m2 are the total area to be available once AOC, MOC are completed
24	Number of new government projects constructed		550	This number originated from the ongoing projects in RHA and those in the pipeline. It also includes the new projects which are transferred to RHA from other government institutions. This number will be verified and updated before the submission of the second draft SSP with information confirmed by RHA after consultation with all government institutions that will transfer responsibility for their projects because the process is not yet finalized.
25	Percent of immovable government assets efficiently and regularly maintained at cost/m2 between TBD and TBD	Information about gov assets incomplete	100%	
26	Percent of category 3&4 new buildings and real estates that comply with minimum green building requirements	Green building indicators	100%	Green building compliance will be required for 100% of Categories 3 / 4 permits. The SSP targets its enforcement in the permitting and inspection processes. Cat. 3 and 4 buildings form a small portion of building permit applications, expected to increase with the increasing number of investments in urban areas.
27	Percent of buildings of Cat. 3/4 that have received building permit, are inspected before and during construction and before occupancy	Regulatory framework	100%	Inspection requirements have been defined by law but inspection compliance is still low. Buildings of Category 3 and 4, which are public buildings hosting more than 100 users, hazardous and industrial buildings, however, shall especially be inspected for compliance with public health and safety requirements without compromise. An

				increase of public buildings is assumed with urbanisation and an increasing number of investments in urban areas.
28	Percent of development projects permitted and constructed in line with urban planning documents	Master plans	100%	All development projects must comply with urban planning documents.
29	Number of Districts monitored in urban planning and building audits	11	30	Urban planning and building audits have been introduced as part of the new framework as a monitoring and accountability tool to ensure good local development management but also to increase local capacities to manage development in line with policies, plans and regulations. During the first year, 11 Districts were audited. RHA's institutional reform 2017 adds an inspection and audit department with about 17 staff that is solely responsible for the carrying out of such audits. Therefore, it is targeted to carry out one complete round of audits in all 30 Districts every year.
30	Number of public information and awareness initiatives related to urban and rural settlement policies and development	Urban month 2015, NUP dissemination	Urban month; National Urban Forum	
31	Percent of publicly accessible and multi-story apartment buildings comply with universal accessibility and safety requirements	Public health and safety standards	100 %	All public buildings shall fulfill universal accessibility and safety requirements defined by law but inspection compliance is still low. Not only newly permitted are concerned, but also all existing public buildings must also be retrofitted.
32	Percent of directly concerned land owners who have participated in the elaboration of Land Subdivision Plans (urban or rural)	Participation essential on privately owned land and fixed by implementing orders	100 %	Districts will increase their own understanding about plan elaboration, and increasingly transfer it and see the importance of facilitating location-based planning with / by the concerned population

Table 8: Priority actions matrix

SSP Priority Outcome indicator (Performance)	Priority action Description	TARGET (Annual Priority Action)					
		2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
Outcome I: Integrated human settlement planning and Coordination							
Level of compliancy of implementation of urban and rural planning documents	1 Masterplan for CoK Districts and 6SCs reviewed and aligned with the existing legal framework	<ul style="list-style-type: none"> Review of Kigali City and 6 SC Master Plans started. 	Review of Kigali City and 6 SC Master Plans started.				
	21 District Town Master plans reviewed and elaborated in line with the existing legal framework			Review and elaborate Six district town Master plans	Five Review and elaborate district town Master plans	Review and elaborate Five district town Master plans	Review and elaborate Five district town Master plans
	24 LUDP tools for emerging urban centres elaborated in line with the existing legal framework	LUDP tools elaborated for Four emerging trading centres	<ul style="list-style-type: none"> LUDP tools elaborated for four emerging trading centres. 	<ul style="list-style-type: none"> LUDP tools elaborated for four emerging trading centres. 	<ul style="list-style-type: none"> LUDP tools elaborated for four emerging trading centres. 	<ul style="list-style-type: none"> LUDP tools elaborated for four emerging trading centres. 	<ul style="list-style-type: none"> LUDP tools elaborated for four emerging trading centres.

	Master plan implementation audit undertaken in all Districts (in a 2year cycle) to assess compliance levels during the implementation of the urban planning tools	<ul style="list-style-type: none"> • Master plan implementation audit conducted in 15 districts 	<ul style="list-style-type: none"> • Master plan implementation audit conducted in 15 districts 	<ul style="list-style-type: none"> • Master plan implementation audit conducted in 15 districts 	<ul style="list-style-type: none"> • Master plan implementation audit conducted in 15 districts 	<ul style="list-style-type: none"> • Master plan implementation audit conducted in 15 districts 	<ul style="list-style-type: none"> • Master plan implementation audit conducted in 15 districts
	To ensure regular monitoring of urban growth, a City Performance Index will be established	Concept Note for City performance index elaborated and agreement for institutionalised data collection accomplished	<ul style="list-style-type: none"> • Sector data collection initiated • City performance index for sector data management initiated 	<ul style="list-style-type: none"> • City performance index for sector data management operational 	<ul style="list-style-type: none"> • Sector data collected and incorporated into the City performance index 	City performance index updated	City performance index updated
	Rural planning tools for 18 Districts elaborated in line with the existing legal framework	Elaborate rural settlement planning documents in 10 Districts	Elaborate rural settlement planning documents in 8 Districts				

Outcome 2: City of Kigali ,Secondary cities &Other Potential towns developed to spur socio-economic growth

Percentage increase in socio-economic growth and urban population in City of Kigali ,Secondary cities &Other Potential towns	Provide attractive Infrastructure investments that stimulates socio-economic growth	<ul style="list-style-type: none"> • Infrastructure works for RUDP Phase1 completed. • Preparation Feasibility studies(FS) and detailed Engineering designs (DED)for the RUDP Phase2. • Upgrade informal settlement in cok(Agatare and kangondo) • Land Acquisition 	<ul style="list-style-type: none"> • Feasibility studies and detailed Engineering designs for RUDP Phase2 project completed and civil works started • Upgrade informal settlement in cok(Agatare and kangondo) • Land acquisition for COK's Special economic zone phase2 completed and FS initiated • Provide basic infrastructure in 	<ul style="list-style-type: none"> • Implementation works for RUDP Phase2 completed • Upgrade informal settlement in cok /Agatare completed and Scale-up the progress works for kangondo . • Scale-up the progress for the construction of COK's Special economic zone 	<ul style="list-style-type: none"> • Scale-up the Implementation works for RUDP2. • Scale-up the progress for Kangondo Urban renewal project • Scale-up the progress for the construction of COK's Special economic zone phase2. • Provide basic infrastructure in prioritized 	<ul style="list-style-type: none"> • Scale-up the Implementation works for RUDP2. • Scale-up the progress for Kangondo Urban renewal project • Scale-up the progress for the construction of COK's Special economic zone phase2. • Provide basic infrastructure 	<ul style="list-style-type: none"> • Complete Implementation works for RUDP 2. • Scale-up the progress for Kangondo Urban renewal project • Complete Civil works for COK's Special economic zone phase2. • Provide basic infrastructure in prioritized industrial & 	<ul style="list-style-type: none"> •
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		<p>for COK's Special economic zone phase2 commenced.</p> <ul style="list-style-type: none"> • Provide basic infrastructure in prioritized industry parks in six secondary cites and other potential towns. • Construction of New Bugesera international airport Phase I • Undertake Plot servicing in selected new urban residential areas. • Negotiations for World Bank supported RUDP second Generation (RUDP2) of projects commenced. • Project preparation for Enabel supported scheme on Urban Economic Development completed. • FS for Kigali ring road completed • 70% of works for Construction and /or Rehabilitation of stadiums for COK, Huye, 	<p>prioritized industrial & SME parks in six secondary cites and other potential towns.</p> <ul style="list-style-type: none"> • Construction of New Bugesera international airport phase I completed. • Undertake Plot servicing in selected new urban residential areas. • Project Design for World Bank supported RUDP2 • FS &DED for Enabel supported project proposals on Urban Economic Development completed. • DED for Kigali ring road completed • Complete the Construction and/or Rehabilitation of stadiums for COK, Huye, Nyagatare, Bugesera and Ngoma district 	<p>phase2</p> <ul style="list-style-type: none"> • Provide basic infrastructure in prioritized industrial & SME parks in six secondary cites and other potential towns. • Undertake Plot servicing in selected new urban residential areas. • Complete Project Design for World Bank supported RUDP 2 project. • Scale-up the construction progress for Civil works for Enabel supported project proposals on Urban Economic Development • FS &DED for Kigali ring road completed • Conduct FS for secondary city street addressing project 	<p>industrial & SME parks in six secondary cites and other potential towns.</p> <ul style="list-style-type: none"> • Undertake Plot servicing in selected new urban residential areas. • Scale-up the implementation progress for Civil works for Enabel supported project proposals on Urban Economic Development. • FS &DED for Kigali ring road completed • Undertake Street addressing works for one secondary city 	<p>in prioritized industrial & SME parks in six secondary cites and other potential towns.</p> <ul style="list-style-type: none"> • Undertake Plot servicing in selected new urban residential areas. • Scale-up the implementation progress for Civil works for Enabel supported project proposals on Urban Economic Development FS &DED for Kigali ring road completed • Undertake Street addressing works for one secondary city district 	<p>SME parks in six secondary cites and other potential towns.</p> <ul style="list-style-type: none"> • Undertake Plot servicing in selected new urban residential areas. • . • Complete the Civil works for Enabel supported project proposals on Urban Economic Development. • FS &DED for Kigali ring road completed • Undertake Street addressing works for one secondary city district 	
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		Nyagatare, Bugesera and Ngoma district completed						
	Empower Secondary cities' to become vibrant and economically attractive	<ul style="list-style-type: none"> Initiate phase I Relocation of Government institutions to secondary cities Initiate the establishment of city management structures at secondary city district level. 	<ul style="list-style-type: none"> Complete Phase I Relocation of Government institutions to secondary cities and phase 2 initiated. Establish City management structures at secondary city district level implementation of city branding strategies for SC's to exploit SC's potentialities initiated 	<ul style="list-style-type: none"> Scale-up the progress for Phase 2 Relocation of Government institutions. City management structures for secondary city level operational Scale-up the implementation of City branding strategies for SC's to exploit SC's potentialities 	<ul style="list-style-type: none"> Scale-up the progress for Phase 2 Relocation of Government institutions. City management structures for secondary city level operational Scale-up the implementation of City branding strategies for SC's to exploit SC's potentialities 	<ul style="list-style-type: none"> Scale-up the progress for Phase 2 Relocation of Government institutions. City management structures for secondary city level operational Scale-up the implementation of City branding strategies for SC's to exploit SC's potentialities 	<ul style="list-style-type: none"> Scale-up the progress for Phase 2 Relocation of Government institutions. City management structures for secondary city level operational Scale-up the implementation of City branding strategies for SC's to exploit SC's potentialities 	

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

Percentage of households settled in integrated, planned, green urban and rural settlements	Implement 300 (no. or rural sectors) integrated rural settlements (IDP model) and assist rural households to be able to live in liveable, safe and well-serviced rural settlements	<ul style="list-style-type: none"> Complete on-going implementation of 30 rural settlements (IDP model) with the missing IDP Pillars . Relocate 35,949 rural households from scattered settlements and high-risk zones to planned rural settlements Conduct monitoring of HH's affected by 	<ul style="list-style-type: none"> Start construction of 1 new rural settlement (IDP) in 60 Sectors Relocation of 35,949 rural households from scattered settlements and high-risk zones to planned rural settlements. Conduct monitoring of HH's affected by resettlement and their reinstallation processes as a 	<ul style="list-style-type: none"> Complete construction of 1 new rural settlement (IDP) in 60 Sectors Relocation of 35,949 rural households from scattered settlements and high-risk zones to planned rural settlements Conduct monitoring of HH's affected by resettlement 	<ul style="list-style-type: none"> Start construction of 1 new rural settlement (IDP) in 60 Sectors relocation of 35,949 rural households from scattered settlements and high-risk zones to planned rural settlements Conduct monitoring of HH's affected 	<ul style="list-style-type: none"> Complete construction of 1 new rural settlement (IDP) in 60 Sectors Relocation of 35,949 rural households from scattered settlements and high-risk zones to planned rural settlements Conduct monitoring of HH's affected 	<ul style="list-style-type: none"> Start construction of 1 new rural settlement (IDP) in 60 Sectors Relocation of 35,949 rural households from scattered settlements and high-risk zones to planned rural settlements Conduct monitoring of HH's affected 	
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		<p>resettlement and their reinstallation processes as a programmatic project component</p> <ul style="list-style-type: none"> • Provide basic infrastructure in Under serviced Rural settlement sites 	<p>programmatic project component</p> <ul style="list-style-type: none"> • Provide basic infrastructure in Under serviced Rural settlement sites 	<p>and their reinstallation processes as a programmatic project component</p> <ul style="list-style-type: none"> • Provide basic infrastructure in Under serviced Rural settlement sites 	<p>by resettlement and their reinstallation processes as a programmatic project component</p> <ul style="list-style-type: none"> • Provide basic infrastructure in Under serviced Rural settlement sites 	<p>by resettlement and their reinstallation processes as a programmatic project component</p> <ul style="list-style-type: none"> • Provide basic infrastructure in Under serviced Rural settlement sites 	<p>by resettlement and their reinstallation processes as a programmatic project component</p> <ul style="list-style-type: none"> • Provide basic infrastructure in Under serviced Rural settlement sites 	
	<p>Address socio-economic infrastructure service gaps in planned urban settlements</p>	<ul style="list-style-type: none"> • Provide basic socio-economic infrastructure in Under serviced Urban settlement sites • Prioritise new residential zones to be serviced with urban infrastructure 	<ul style="list-style-type: none"> • Provide basic socio-economic infrastructure in Under serviced Urban settlement sites • Prioritise new residential zones to be serviced with urban infrastructure 	<ul style="list-style-type: none"> • Provide basic socio-economic infrastructure in Under serviced Urban settlement sites • Prioritise new residential zones to be serviced with urban infrastructure 	<ul style="list-style-type: none"> • Provide basic socio-economic infrastructure in Under serviced Urban settlement sites • Prioritise new residential zones to be serviced with urban infrastructure 	<ul style="list-style-type: none"> • Provide basic socio-economic infrastructure in Under serviced Urban settlement sites • Prioritise new residential zones to be serviced with urban infrastructure 	<ul style="list-style-type: none"> • Provide basic socio-economic infrastructure in Under serviced Urban settlement sites • Prioritise new residential zones to be serviced with urban infrastructure 	<ul style="list-style-type: none"> •
<p>Average share of the built-up area in cities that is open and green space for public use for all to improve quality of life</p>	<p>Ensure implementation of open and Green public space development activities in urban areas</p>	<ul style="list-style-type: none"> • Conduct baseline surveys to ascertain public open spaces in Urban areas • Enforce and ensure integration of adequate public open and green spaces in all Urban planning tools under elaboration • Establish guidelines, standards and models for 	<ul style="list-style-type: none"> • Conduct baseline surveys ascertain public open spaces in Urban areas completed • Enforce and ensure integration of adequate public open and green spaces in all Urban planning tools under elaboration • Complete Guidelines, standards and models for development of public open and green spaces. 	<ul style="list-style-type: none"> • Enforce and ensure integration of adequate public open and green spaces in all Urban planning tools under elaboration • Conduct Awareness on Guidelines, standards and models for development of public open and green spaces • Complete the implementation 	<ul style="list-style-type: none"> • Enforce and ensure integration of adequate public open and green spaces in all Urban planning tools under elaboration • Integrate management of public green spaces within District • Enforce the development of roadside walks in all roads 	<ul style="list-style-type: none"> • Enforce and ensure integration of adequate public open and green spaces in all Urban planning tools under elaboration • Integrate management of public green spaces within District • Enforce the development of roadside walks in all roads 	<ul style="list-style-type: none"> • Enforce and ensure integration of adequate public open and green spaces in all Urban planning tools under elaboration • Integrate management of public green spaces within District • Enforce the development of roadside walks in all roads 	<ul style="list-style-type: none"> •

		<p>development of public open and green spaces.</p> <ul style="list-style-type: none"> • Develop Urban landscaping and public space development works for COK 4 roundabouts . • Scale-up the implementation of Nyandungu recreation parks project • Commence the implementation of COK's Car free zone project component • Scale-up the implementation of Urgent works project of greening and beautification of all National roads. • Enforce the development of roadside walks in all roads construction projects. 	<ul style="list-style-type: none"> • Complete Urban landscaping and public space development works for COK 4 roundabouts . • Complete the implementation works for Nyandungu recreation parks development project. • Scale-up the implementation of COK's Car free zone project component. • Scale-up the implementation of Urgent works project of greening and beautification of all National roads. • Enforce the development of roadside walks in all roads construction projects . • Develop and expand open and green public spaces in secondary city and other districts 	<p>of COK's Car free zone project component.</p> <ul style="list-style-type: none"> • Enforce the development of roadside walks in all roads construction projects • Develop and expand open and green public spaces in secondary city and other districts. 	<p>construction projects</p> <ul style="list-style-type: none"> • Develop and expand open and green public spaces in secondary city and other districts 	<p>construction projects</p> <ul style="list-style-type: none"> • Develop and expand open and green public spaces in secondary city and other districts 	<p>construction projects</p> <ul style="list-style-type: none"> • Develop and expand open and green public spaces in secondary city and other districts 	
Outcome 4: Access to social and affordable housing is increased								
Percentage of urban households accessing affordable housing	Provide appropriate interventions and support to Private sector to construct 15,000 affordable	<ul style="list-style-type: none"> • 56 housing units constructed and availed to the market • Educate and raise awareness among the 	<ul style="list-style-type: none"> • 1197 housing units constructed and availed to the market • Educate and raise awareness among the public, and 	<ul style="list-style-type: none"> • 7097housing units constructed and availed to the market • Provide basic infrastructure 	<p>8047housing units constructed and availed to the market</p> <ul style="list-style-type: none"> • Provide basic infrastructure in government 	<ul style="list-style-type: none"> • 9047housing units constructed and availed to the market • Provide basic infrastructure 	<ul style="list-style-type: none"> • 15047housing units constructed and availed to the market • Provide basic infrastructure 	<ul style="list-style-type: none"> •

	housing units.	<p>public, and the private sector about the details of government support schemes</p> <ul style="list-style-type: none"> • Provide basic infrastructure in government supported affordable housing projects • Undertake Sites and services schemes to encourage cooperative housing construction projects. • Finalise legal framework to operationalize the affordable housing fund • Finalise and adopt the project agreement document (PAD) for affordable housing fund acquisition . • Acquire land to facilitate affordable housing neighbourhoods with infrastructure • Establish an online platform linking developers, demanding HH's 	<p>the private sector about the details of government support schemes</p> <ul style="list-style-type: none"> • Provide basic infrastructure in government supported affordable housing projects • Undertake Sites and services schemes to encourage cooperative housing construction projects. • Operationalization of affordable housing fund commenced. • Acquire land to facilitate affordable housing neighbourhoods with infrastructure • Operationalization of online platform linking developers, demanding HH's and bank for market responsive housing development • Regular awareness to private investors to engage in local production of construction materials <p>Review the Ministerial</p>	<p>in government supported affordable housing projects</p> <ul style="list-style-type: none"> • Undertake Sites and services schemes to encourage cooperative housing construction <p>Acquire land to facilitate affordable housing neighbourhoods with infrastructure</p> <p>Maintain the online platform linking developers, demanding HH's and bank for market responsive housing development</p> <ul style="list-style-type: none"> • Regular awareness to private investors to engage in local production of construction materials • Update off-takers database for affordable housing • Develop PPP scenarios as implementation 	<p>supported affordable housing projects</p> <ul style="list-style-type: none"> • Undertake Sites and services schemes to encourage cooperative housing construction • Acquire land to facilitate affordable housing neighbourhoods with infrastructure • Creation of Real Estate Investment Trusts (REITs/ Social REITs) initiated • Maintain the online platform linking developers, demanding HH's and bank for market responsive housing development • Regular awareness to private investors to engage in local production of construction materials • Update off-takers database for affordable housing • 	<p>in government supported affordable housing projects</p> <ul style="list-style-type: none"> • Undertake Sites and services schemes to encourage cooperative housing construction • Acquire land to facilitate affordable housing neighbourhoods with infrastructure • creation of Real Estate Investment Trusts (REITs/ Social REITs) continued • Maintain the online platform linking developers, demanding HH's and bank for market responsive housing development • Regular awareness to private investors to engage in local production of construction materials 	<p>in government supported affordable housing projects</p> <ul style="list-style-type: none"> • Undertake Sites and services schemes to encourage cooperative housing construction <p>Acquire land to facilitate affordable housing neighbourhoods with infrastructure</p> <ul style="list-style-type: none"> • Creation of Real Estate Investment Trusts (REITs/ Social REITs) completed • Maintain the online platform linking developers, demanding HH's and bank for market responsive housing development • Update off-takers database for affordable housing • Conduct affordable housing market demand analysis study 	
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		and bank for market responsive housing development <ul style="list-style-type: none"> Regular awareness to private investors to engage in local production of construction materials 	instructions on affordable housing development in line with new emerging constraints or opportunities. <ul style="list-style-type: none"> Establish a One Stop Point for affordable housing framework information and tech. support in RHA 	options for local governments <ul style="list-style-type: none"> Research findings on local building materials 		<ul style="list-style-type: none"> Update off-takers database for affordable housing 		
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Outcome 5: Upgraded informal settlements

Percentage decrease of urban population living in informal settlement)	200ha of informal settlement sites upgraded.	30ha of informal settlement sites upgraded <ul style="list-style-type: none"> Elaboration of Specific Land Development Plans & Land Subdivision Plans for resettlement sites. Facilitate private sector participation in informal settlement upgrading and redevelopment Identify informal settlement areas for upgrading and conduct Feasibility studies Elaborate legal instruments to support urban upgrading. Develop guideline 	80ha of informal settlement sites upgraded. <ul style="list-style-type: none"> Elaborate National urban upgrading programme Elaboration of Specific Land Development Plans & Land Subdivision Plans for resettlement sites. Facilitate private sector participation in informal settlement upgrading and redevelopment Identify informal settlement areas for upgrading and conduct Feasibility studies Elaborate legal instruments to support urban 	110ha of informal settlement sites upgraded <ul style="list-style-type: none"> Elaborate National urban upgrading programme Elaboration of Specific Land Development Plans & Land Subdivision Plans for resettlement sites. Facilitate private sector participation in informal settlement upgrading and redevelopment Conduct Feasibility studies for the identified sites Develop 5 manuals for 	140ha of informal settlement sites upgraded <ul style="list-style-type: none"> Elaborate National urban upgrading programme Elaboration of Specific Land Development Plans & Land Subdivision Plans for resettlement sites. Facilitate private sector participation in informal settlement upgrading and redevelopment Conduct Feasibility studies for the identified sites Develop 5 manuals for cooperatives, 	170ha of informal settlement sites upgraded <ul style="list-style-type: none"> Elaborate National urban upgrading programme Elaboration of Specific Land Development Plans & Land Subdivision Plans for resettlement sites. Facilitate private sector participation in informal settlement upgrading and redevelopment Conduct Feasibility studies for the identified sites Develop 5 manuals for 	200ha of informal settlement sites upgraded <ul style="list-style-type: none"> Elaborate National urban upgrading programme Elaboration of Specific Land Development Plans & Land Subdivision Plans for resettlement sites. Facilitate private sector participation in informal settlement upgrading and redevelopment Conduct Feasibility studies for the identified sites Develop 5 manuals for 	
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		documents to cooperatives, private sector and individuals informing about project procedures. <ul style="list-style-type: none"> Disseminate National urban informal settlement upgrading strategy 	upgrading. <ul style="list-style-type: none"> Develop 5 manuals for cooperatives, private investors and individuals about upgrading implementation procedures Educate and create awareness on the need for informal settlement upgrading 	cooperatives, private investors and individuals about upgrading implementation procedures <ul style="list-style-type: none"> Educate and create awareness on the need for informal settlement upgrading 	private investors and individuals about upgrading implementation procedures <ul style="list-style-type: none"> Educate and create awareness on the need for informal settlement upgrading 	cooperatives, private investors and individuals about upgrading implementation procedures <ul style="list-style-type: none"> Educate and create awareness on the need for informal settlement upgrading 	cooperatives, private investors and individuals about upgrading implementation procedures <ul style="list-style-type: none"> Educate and create awareness on the need for informal settlement upgrading 	
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Outcome 6: Construction industry efficient and competitive

Level of professional competence in construction industry	Provide appropriate interventions to improve on construction industry competitiveness	<ul style="list-style-type: none"> Review and update existing regulatory framework to facilitate the construction industry Promote Research and Development in the construction industry Review ,asses and standardize new technologies in the construction industry Promote awareness and sector stakeholders capacity 	<ul style="list-style-type: none"> Review and update existing regulatory framework to facilitate the construction industry Promote Research and Development in the construction industry Review ,asses and standardize new technologies in the construction industry Promote awareness and sector stakeholders capacity enhancement Enhance individual and institutional 	<ul style="list-style-type: none"> Review and update existing regulatory framework to facilitate the construction industry Promote Research and Development in the construction industry Review ,asses and standardize new technologies in the construction industry Promote awareness and sector stakeholders capacity enhancement Enhance 	<ul style="list-style-type: none"> Review and update existing regulatory framework to facilitate the construction industry Promote Research and Development in the construction industry Review ,asses and standardize new technologies in the construction industry Promote awareness and sector stakeholders capacity enhancement Enhance 	<ul style="list-style-type: none"> Review and update existing regulatory framework to facilitate the construction industry Promote Research and Development in the construction industry Review ,asses and standardize new technologies in the construction industry Promote awareness and sector stakeholders capacity 	<ul style="list-style-type: none"> Review and update existing regulatory framework to facilitate the construction industry Promote Research and Development in the construction industry Review ,asses and standardize new technologies in the construction industry Promote awareness and sector stakeholders 	
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		enhancement • Enhance individual and institutional capacity building (central and local Government)	capacity building (central and local Government)	individual and institutional capacity building (central and local Government)	individual and institutional capacity building (central and local Government)	enhancement • Enhance individual and institutional capacity building (central and local Government)	capacity enhancement • Enhance individual and institutional capacity building (central and local Government)	
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Outcome 7: Effective and efficient management of government assets and public buildings

Number of square meters of Government buildings acquired/rehabilitated	Construct and rehabilitate government buildings	<ul style="list-style-type: none"> • Ensure regular O&M of government assets. • Initiate establishment of government assets Management information system • Elaborate Government asset Maintenance plan • Complete on-going government Construction projects (Administrative Office Complex, Rwempasha and Bweyeye border posts ,High Commercial Court and 3District stadium(Nyagatare, Bugesera and Ngoma)) • Scale-up the 	<ul style="list-style-type: none"> • Ensure Regular O&M of government assets • Operationalize government assets Management information system • Complete the construction of National archive. • Scale-up the progress of construction of Ministerial Office Complex project • Conduct FS of new parliamentary building and Gahanga sports complex • Provide regular technical oversight of other government construction projects • Eradication of asbestos 	<ul style="list-style-type: none"> • Ensure Regular O&M of government assets • Operationalize government assets Management information system • Scale-up the progress of construction of Ministerial Office Complex project , Gahanga sports complex, and parliamentary building • Provide regular technical oversight of other government construction projects Eradication of asbestos 	<ul style="list-style-type: none"> • Ensure Regular O&M of government assets • Operationalize government assets Management information system • Complete the construction of Ministerial Office Complex project. • Scale-up the progress of construction of, Gahanga sports complex and parliamentary building • Provide regular technical oversight of other government construction projects. • Eradication of asbestos 	<ul style="list-style-type: none"> • Ensure Regular O&M of government assets • Operationalize government assets Management information system • Scale-up the progress of construction of, Gahanga sports complex and parliamentary building • Provide regular technical oversight of other government construction projects. • Eradication of asbestos 	<ul style="list-style-type: none"> • Ensure Regular O&M of government assets • Operationalize government assets Management information system • Complete the construction of, Gahanga sports complex and parliamentary building • Provide regular technical oversight of other government construction projects. • Eradication of asbestos 	
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		<p>progress of on-going Government construction projects (National archive, Ministerial Office Complex)</p> <ul style="list-style-type: none"> • Complete the rehabilitation of Amahoro indoor and main stadiums and Huye district stadium • Eradication of asbestos 							
Outcome 8: Adherence and compliance to urban and rural development regulatory framework									
Degree of compliance with existing regulatory framework to ensure public safety	Conduct regular master plan implementation audits and inspections and enforce implementation of recommendations of the	<p>Conduct regular Rural and urban planning tools implementation audits and inspections</p> <ul style="list-style-type: none"> • Enforce implementation of audit and inspection recommendations 	<ul style="list-style-type: none"> • Conduct regular Rural and urban planning tools implementation audits and inspections • Enforce implementation of audit and inspection recommendations 	<ul style="list-style-type: none"> • Conduct regular Rural and urban planning tools implementation audits and inspections • Enforce implementation of audit and inspection recommendations 	<ul style="list-style-type: none"> • Conduct regular Rural and urban planning tools implementation audits and inspections • Enforce implementation of audit and inspection recommendations 	<ul style="list-style-type: none"> • Conduct regular Rural and urban planning tools implementation audits and inspections • Enforce implementation of audit and inspection recommendations 	<ul style="list-style-type: none"> • Conduct regular Rural and urban planning tools implementation audits and inspections • Enforce implementation of audit and inspection recommendations 	<ul style="list-style-type: none"> • Conduct regular Rural and urban planning tools implementation audits and inspections • Enforce implementation of audit and inspection recommendations 	<ul style="list-style-type: none"> • Conduct regular Rural and urban planning tools implementation audits and inspections • Enforce implementation of audit and inspection recommendations

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4. IMPLEMENTATION

4.1 Urbanisation and Rural Settlement Depending on Cross-Sectoral Intervention as a Preamble

All, public and private sector, and civil society share the responsibility for an adequate and good urban development and urbanisation and rural settlement development can only progress in cross-sectoral action under the coordination of the sector. Coordination to achieve good collaboration and complementarity between a variety of actors and stakeholders is key to achieving integrated planning and implementation following an agreed goal, which is also referenced by spatial plans (showing the locations of interventions). This agreed goal must be supported by strategic and effective planning and budgeting procedures at all various governance and subject levels.

Urban and rural settlement planning documents must integrate economic, environmental and physical planning tasks with each other and shall be aligned to the budget through a strategic investment plan and action plan. Any development project must be aligned to such integrated planning document for it to be approved.

The following principles are essential for coordinated action in the sector:

- Every development project must demonstrate its anchor in the National land use and development Masterplan, sectoral plans and local urban and rural settlement development plans; in case the plans do not match, cross-sectoral consultations must take place and decide about the valid land use
- The NLUMP needs to be revised and agreed as soon as possible, before any sectoral or local plan can be prepared or reviewed.
- Urbanisation and Rural Settlement Sector shall be involved in the annual planning and budgeting prioritisation.
- An increase of off-farm jobs needs an increase of skilled and educated human resources.
- Education programs need to coordinate with the projected demand for skilled labourers in off-farm employment coming with urbanisation, and also need to be business oriented.
- Awareness, information sharing and training programs need a regular and larger budget.

4.1.1 Roles and responsibilities outside of MININFRA and its agencies that contribute to the Sector implementation goals and impact

The sector due to its cross-cutting nature depends on the contributions and programmatic sharing and alignment of goals with other Ministries, that are, however, not part of the direct mandate of MININFRA and its agencies. The subjects with high relevance to the sector, while its leading institutions don't have a direct mandate, are listed below. Collaboration in those areas will be crucial to ensure policy and strategy alignment.

Table 9: Essential contribution requirements from other government sectors, private sector and CS

Area relevant to sector success	Lead institution
Participation in, and contribution to revision of NLUMP	MINIRENA
Participation in, and contribution to revision of Kigali City Master Plan, SC Master Plans and any other urban and rural planning document	CoK, Districts
Collection and uploading of local sectoral data	Districts, Infrastructure agencies
Land valuation, land and property tax, updating land use registration	MINIRENA, MINECOFIN
Raising district own-source revenues	MINALOC, MINECOFIN
Rural connectivity to urban areas and urban services (feeder roads, footbridges, bridges, rural buses, etc)	MINALOC, LODA
Promoting LED in urban areas	LODA
Professional training of construction workers, architects, engineers, planners, etc	MINEDUC, Professional bodies
Mitigation of urban crime and violence	National Police
Approaches to informal urban businesses	RRA
Basic and tertiary education to get prepared for projected demand	MINEDUC
Planning, implementation and monitoring of health and education services	MoH, MINEDUC
Construction supervision of health and education buildings	RHA
Productivity	MINECOM
Infrastructure- specific indicators, such as cost of urban transport, waiting time, etc	Infrastructure agencies
Mitigation of land disputes related to development	MINEJUST
Anchor in statutes demonstrated skills and capacity requirement for the licensing professionals in the construction industry	Professional bodies

4.2 Sequencing of Interventions

While urban and rural settlement development processes directly depend on simultaneous concerted efforts of all development sectors, some sequences have to be respected:

Sequencing in planning: The establishment of good spatial plans (land use, urban and rural settlement planning documents, sectoral Master Plans) must start from the cross-sectorally, jointly reviewed National Land Use and Development Master Plan (NLUMP) and subsequent National sectoral Masterplans for all development sectors which are fully aligned. The revised, jointly updated NLUMP must be considered as *the main guiding document* for any sectoral intervention that will be planned under any institution in the country. Of course, it must fulfil the respective qualitative requirements, for it to fulfil such role, foremost of all coming from an integrated planning approach. The plan will have to include a clear spatial human settlement framework, and clarify the respective servicing requirements.

Any urban and rural settlement planning document to be implementable must be elaborated in line with the national plan and address the full extent of urban and rural settlement planning areas. Local plans, particularly Land Subdivision Plans, independent on the initiator of plan elaboration, must always be elaborated based on hierarchically higher planning documents and together with the concerned land holders.

Budget prioritisation: public investments will be prioritized in a strategic manner referring to the above revised plans, in response to the largest challenges, which are local infrastructure servicing in mixed use residential areas, including upgrading

Sequencing in implementation: Implementation of a project, independent of the initiator, can only begin after design and authorisation of the project. Building authorisation may only be given by the responsible planning authority. The sequencing of infrastructure works will be part of a good planning coordination at local authority level, as well as project management of the project.

Capacity building and awareness: Capacity building, especially on policies, frameworks and regulations, must be provided after the elaboration of any of such. If it is known that a policy issue will change, or a document will be revised, the addressee of capacity building shall only be addressed after the elaboration and adoption of such policy or other document.

Compliance enforcement of new or not commonly known subjects, frameworks and regulations: Compliance enforcement must only be undertaken after wide information and awareness programs have addressed the addresses, including civil society, civil servants and private sector.

Professionalism in the construction industry supply chain: The success of several outcomes and outputs directly depends on knowledge and quality in the construction industry supply chain, including success of housing development, urban and rural settlement upgrading, liveability of human settlement, and compliance. The subject should therefore be sequenced with a prioritisation, in collaboration with various levels of educational institutions, private sector associations, with MINEDUC and its agencies, regulatory agencies and institutions responsible for commercial and industrial growth.

4.3 Roles and Responsibilities of Partners and Stakeholders and Their Coordination

4.3.1 Roles of central versus local government

The central government and its agencies is the facilitator of this Strategy and is responsible for policy making, capacity building, resource mobilization and allocation, monitoring and evaluation, and any facilitation needed to enable urban and rural settlement development.

The responsibility to coordinate all action related to urbanisation and rural settlement development is with the Ministry in charge of urban development and human settlement, MININFRA.

All other Ministries' action plans shall be based on the requirements of land use and of urban and rural settlement planning documents, and shall aim to implement the provisions of such documents.

The Ministry in charge of economic planning, MINECOFIN, must ensure and support the harmonisation and prioritisation of budget to implement the urbanisation and rural settlement development agenda.

The government agency in charge of urban planning shall help implement and enforce coordination of activities toward well-managed urbanisation and rural settlement development.

According to the National Urbanisation Policy (2015), coordination shall be led by MININFRA with the support of MINALOC; urban and rural settlement land use and resource efficiency shall be led by MININFRA with the support of MINIRENA; local implementation for liveable urban and rural settlements are under the responsibility of MINISPOC and MIGEPROF; and economic growth under MINECOFIN and MINEACOM.

A National Human Settlement Steering Committee comprised of seven Ministers has been established by the Prime Minister and may take decisions and guide programs and projects of National importance which require cross-sectoral integration.

An **urbanization secretariat (U-SWAP)** has been established in the responsible Ministry to coordinate the sector and prepare technical reports to the National Steering Committee. The

secretariat is currently understaffed.

A District is responsible for the governance and management of urbanisation and rural settlement development within its administrative boundaries. The tasks include initiation of the elaboration of urban planning documents, guidance and supervision of urban plan elaboration processes, adoption of urban planning documents, authorization for development of buildings and local infrastructure and inspection to ensure public health and safety. Any plan shall aim at responding to the demographic, social, cultural, economic, environmental and physical conditions and to strategically outline sustainability of those areas in view of growth projections. Urban and rural settlement planning documents shall provide a development framework in line with principles for the sustainable management of land, and determine the principles and requirements for development in the particular area.

It is the local government responsibility to ensure basic infrastructure servicing in all urban neighbourhoods, particularly ensuring potable water, waste water treatment and sanitation, waste management, energy, adequate accessibility, access to health, education and other public and social facilities.

A District and further decentralized entities must be familiar with the current policies and planning and development management framework, and create awareness and knowledge around all policies and implementation strategies among its communities. A District and its further decentralized entities shall also promote the opportunities for the improvement of living conditions for all, and for sustainable urban renewal processes through upgrading. A District may mobilize communities to initiate improvement to their living conditions, and shall proactively guide the population to collaborate in such processes. A District must also monitor and guide implementation processes in partnership with an investor. Communication, information and awareness programs must include all landowners, their tenants and any other stakeholders to be involved in an urban and rural settlement development projects.

The mode of coordinating between the different sectors and actors is through the **District Technical Coordination Committees** established 2016 under MINALOC, which shall conduct Planning Coordination Meetings at District level or across District levels, in case more than one District is concerned. The Joint Action Development Forum (JADF) shall be a key member of planning coordination and represent cross-cutting interests.

Clearly separate responsibilities: Use public resources more efficiently and effectively by clearly separating between public and private responsibilities. This shall include a practice of less rigid city-wide planning, which intends to facilitate servicing based on projections but does largely not intervene in Land Subdivision Planning (and is instead, just guiding and monitoring for approval).

Table 10: Decentralised responsibilities

SSP Priority Outcome indicator	Priority action description	Annual Priority Action	Responsible decentral implementing institution
Outcome I: Integrated human settlement planning and coordination			
Number of existing urban and rural planning documents reviewed and completed to comply with the National Land Use and Development Master Plan and existing legal framework	To ensure complete and aligned planning documents following planning hierarchy and plan elaboration and content requirements	Review Kigali City Master Plan following the audit recommendations	CoK and its 3 Districts
		Review Master Plans following the audit recommendations	SC Districts
		Collect local sectoral data and improve data management	CoK, Districts, decentralised entities
Number of new urban planning documents	To ensure complete, aligned planning documents following planning hierarchy and plan elaboration requirements	Coordinate elaboration of implementable Land Subdivision Plans with the land holders of developable land	Districts, with decentralised entities

Number of Districts with complete rural planning documents that are integrated with the human settlement framework	To ensure complete and aligned planning documents following planning hierarchy and plan elaboration requirements	Complete rural settlement planning documents (review and elaboration)	Districts with decentralised entities
Number of Districts using digital information systems in construction permitting & mgmt.	To extend BP-MIS countrywide for coordinated local development management	Collaborate in the extension of the BP-MIS	Districts other than SC Districts and CoK Districts
Number of Districts that conduct Urban Planning and Human Settlement Coordination Meetings at least every 2 months	To mainstream coordinated local development management	Circulate internally and familiarize with Implementation Aide for District Technical Coordination Committees for conducting Urban Planning and Human Settlement Coordination Meetings	Districts, CoK
		Conduct Urban Planning and Human Settlement Coordination Meetings	Districts, CoK
		Share the minutes of Urban Planning and Human Settlement Coordination Meetings with MININFRA/RHA	Districts, CoK
Outcome 2: City of Kigali, Secondary cities & Other Potential towns developed to spur socio-economic growth			
Number of urban infrastructure projects implemented to make SC's attractive for investment	Prepare and implement infrastructure projects in the SC's following the FS's	Manage implementation and completion 12 ongoing projects under the RUDP/Phase 2	SC Districts, CoK, Nyarugenge District
		Initiate and support preparation of 3 new infrastructure projects in each SC, including DED's	SC Districts
SC's branding strategies elaborated and implemented	Coordinate and facilitate elaboration of city branding strategies for SC's and their implementation	Elaborate city branding strategies to exploit SC potentialities	SC Districts
The establishment of off-farm jobs in the SC's as a result of economic development is monitored.	Coordinate and facilitate establishment and operationalization of business establishment tracking system for SC's under RUDP	Support operationalization of business establishment tracking system under RUDP	SC Districts
		Monitor business establishment	SC Districts with decentralised entities
Outcome 3: Liveable, well-serviced, connected, compact, green and productive urban and rural settlements with a cultural identity			
Percentage of rural households settled in integrated, planned, green rural settlements	Implement integrated rural settlements (IDP model) and assist rural households to be able to live in liveable, safe and well-serviced rural settlements	implement 30 rural settlements (IDP model)	Districts, decentralised entities
		Assist relocation of 34,248 rural households from scattered settlements and high-risk zones to planned rural settlements	Districts, decentralised entities
Number of Km of urban infrastructure services provided in new residential zones	Coordinate and monitor urban infrastructure planning and implementation	Service residential zones with urban infrastructure	Districts, CoK
		Well-plan for infrastructure and social amenities for the purpose of strategic increase of urban servicing levels	Districts, CoK
		Implement public space signing and street addressing	Districts, CoK
Number of local government institutions capacitated	Institutionalise up-to-date training modules and trainings on all subjects of development management for local government staff	Initiate and co-organise tailor made training to staff in all areas of local development management	Districts, CoK
		Daily collaborate with the Mobile Team under RUDP	SC Districts

Percent of Districts which regulate their urban and rural settlement areas through zoning regulations that address liveability, compactness, green building and cultural identity	Capacitate Districts and decentralised entities to elaborate and implement urban and rural planning documents that address liveability, compactness, green building and cultural identity	Manage urban and rural plan elaboration processes and ensure new urban and rural planning documents to contain zoning regulations that address liveability, compactness, green building and cultural identity	Districts, CoK
Outcome 4: Access to social and affordable housing is increased			
No. of affordable housing projects (and no. of units) facilitated by government support schemes (infrastructure/ finance)	Provide support to affordable housing through infrastructure and improved access to finance	Acquire land needed to facilitate affordable housing neighbourhoods with infrastructure	Districts, CoK
		Identify housing beneficiaries following the legal framework and guidelines	Districts, CoK
		Disseminate guideline documents to cooperatives, private sector and individuals informing about housing and upgrading project procedures	Districts, CoK
Outcome 5: Upgraded informal settlements			
Number of informal settlement upgrading projects financially supported (and area in ha; no. of households whose habitat conditions have improved)	Financially and technically support implementation of the National Informal Urban Settlement Upgrading Strategy	Propose and prepare urban upgrading projects as part of RUDP / Phase 2	SC Districts
		Provide TA during elaboration of local urban planning documents by communities	Districts
		Support the elaboration of Specific Land Development Plans & Land Subdivision Plans for informal settlement sites which will be upgraded	Districts
		Guide urban upgrading initiatives and the different principle initiation scenarios	Districts
		Nurture partnerships with LandNet Rwanda Chapter to guide people-driven upgrading processes and manage arising disputes	Districts
		Disseminate 5 manuals for cooperatives, private investors and individuals about upgrading implementation procedures	Districts
		Identify areas which require elaboration of a Specific Land Development Plan and DED's	Districts
		Facilitate, provide TA and monitor community-driven urban upgrading projects	Districts
		Provide infrastructure for informal urban settlement upgrading projects	Districts
No. of rural settlements upgraded	Upgrade rural settlements for households to be able to live in liveable, safe and well-served rural settlements	Provide infrastructure to under-served rural settlements	Districts
Outcome 6: Construction industry efficient and competitive			
Number of Rwandan establishments in the construction industry which are ISO certified	Initiate and support measures that will help the construction industry to become competitive	Assess and report projected local demand of SME's and education of vocational workers and address in DDP's	Districts

Outcome 7: Effective and efficient management of government assets and public buildings			
Percentage of immovable government assets efficiently and regularly maintained	Operate life – cycle facility management for all government assets	Budget for O&M of District assets	Districts
		Establish government asset information including floor plans of District assets	Districts
		Manage District-owned and -rented office space efficiently	Districts
Outcome 8: Adherence and compliance to urban and rural development regulatory framework			
Percentage of category 3&4 new buildings and real estates that comply with minimum green building requirements	Mainstream green building	Undergo trainings on green building minimum requirements as part of BP-MIS	Districts, CoK
Percentage of buildings of Cat. 3/4 that have received building permit, are inspected before and during construction and before occupancy	Ensure inspection of Cat. 3/ 4 buildings	Facilitate and participate in mandatory inspection with RHA of every permitted building Cat. 3/4	Districts, CoK
Number of Districts monitored in urban planning and building audits	Carry out District urban planning and building audits for identification of constraints, bottlenecks and for capacity increase	Facilitate and participate in District urban planning and building audits	Districts, CoK
		Implement audit recommendations	Districts, CoK
Number of public information and awareness initiatives related to urban and rural settlement policies and development	Organise public and semi-public events raising knowledge and awareness on urban and rural settlement policies and development	Support Urban month	Districts, CoK, decentralised entities
		Facilitate and organise information and awareness campaigns regarding urban upgrading etc	Districts, CoK, decentralised entities
		Campaign for the proper removal of asbestos from privately owned buildings	Districts, CoK, decentralised entities
		Co-develop and implement communication strategies for awareness of private sector and the public	Districts, CoK
		Promote opportunities for investment on land available for affordable housing	Districts, CoK
Percent of directly/indirectly concerned residents who have participated in consultations and elaboration of urban planning or rural documents	Ensure compliance with the plan elaboration procedures which are fixed by implementing orders	Always inform concerned residents and encourage participation in plan elaboration processes from initiation of such process	Districts, CoK, decentralised entities

4.3.2 Role of private sector

The role between private sector and government support has been clarified through framework and implementation strategy elaboration processes during the previous SSP. The private sector is the one developing most urban and human settlement land uses, including housing, commercial, and industrial uses while it requires government facilitation, and relies on long term predictability provided land use and urban and rural settlement planning documents, and reliability of land administration as well as permitting procedures. During the second SSP, public investment shall be distributed without diversion from the developed framework principles and the facilitation role of the government will be enhanced.

The secure land rights as basis of economic development provide an opportunity for all to invest in land for higher productivity. Such investment may be individual or collective in a cooperative or as shareholders in investment. An increasing income for households may even begin and sustain a cycle of steady investment and improvement of the socio-economic status of the land holder.

Private investors are welcome to involve in urban and rural settlement development and renewal schemes, however, respecting the interest of the public and the original land holders by entering into collaborative schemes with a shared goal. While respecting cultural heritage and settlement densification principles, economically feasible projects will benefit the investor, original land holders and financially participating tenants. Promoted scenarios result in the founding of housing cooperatives, including rental cooperatives.

Private investors shall be monitored by the District and civil society to ensure that the public interest is respected during project planning and implementation.

The role of the construction industry will receive higher emphasize as a contributor to economic growth, with a high percentage of GDP. While the industry was only able to start striving after the implementation of the NLTRP program, it requires a large boost to its professionalism. Higher efficiency and quality for competitiveness in the local construction industry supply chain will be addressed as an essential factor to achieve affordability in construction including housing construction. This can only be undertaken jointly with the professional bodies, which are already established or which may still need to be established. While the private sector receives a government commitment to receive supporting frameworks, it is expected in return to engage in development through investment provide qualitative products.

4.3.3 Role of civil society and other organization

With the help of the Law governing Urban Planning and Building in Rwanda 2012 and particularly its implementing orders adopted in 2015, local urban and human settlement development is regulated based on clear procedures to support sustainable, integral and inclusive development, institutional strengthening and development, decentralization, local economic development, citizen participation and accountability mechanisms. Likewise, the National Housing Policy and the National Informal Urban Settlement Upgrading Strategy provide for a framework which is promoting collaborative development for the enabled involvement of all in development, for the potential benefit of all. Civil society should not only embrace this opportunity but also consider it a civil obligation to participate in planning and implementation of local development.

Urban renewal shall be a mainly people-driven and inclusive process, facilitated by the government. While a District government must engage closely with its communities as the main driver of urban renewal and properly guide planning and implementation in any project implementation option, the involvement of the public and the community is a precondition for successful urban and rural settlement development and should begin with project initiation and be upheld throughout an entire development process.

A community shall be the main driver of local development and improvement of its living conditions. Supported by the District, it may initiate improvement by starting to plan collaboratively, apply for plan implementation and implement neighbourhood improvements following the respective framework.

A community may act as a group of people, may form a cooperative and act as a developer itself, form a group of shareholders in relationship to a development investor, or may become members of a Social Investment Trust. This way, the degree and nature of engagement may vary and range from self-initiated hands-on neighbourhood improvement over to shareholder-ship in a larger development. Projects may have a long-term socio-economic vision and any contributor may benefit and capitalize on his/her investment e.g. via rental cooperatives or mixed use development. The role and level of participation of community members need to be well-defined at initiation of an urban upgrading project, depending on the chosen implementation option.

The support from non-governmental organisations in an organised form will be essential to follow up and coordinate stakeholders and the public. LandNet Rwanda, which is a non-governmental network bringing together more than 35 member organizations is requested to help bring on board the vast experiences from the ground, and coordinate with stakeholders and the public to communicate questions that are being asked by people about the urbanization and rural settlement development processes.

4.3.4 Mechanisms for technical co-ordination and information sharing

Good mechanisms are available to the sector to coordinate and exchange at a technical level across sectors. These are the following.

The Sector Working Group (SWG): The Urbanisation and Rural Settlement Sector Working Group has become a strong and well-attended platform offering interesting discussions and information exchange. Meetings take place at least quarterly, with additional sessions on demand.

U-SWAP: The Urbanisation, Human Settlement and Housing Development Division in MININFRA contains some U-SWAP positions to help with cross-sectoral coordination and communication. Unfortunately, the operations has so far been intermittent depending on the availability of external funding. Stronger partner commitment would be favourable to the coordination responsibility of the sector. Of course, the U-SWAP staffs are closely supported on a daily basis by the staff of the Division itself.

National Urban and Human Settlement Planning and Coordination Meetings: This is a platform used about twice a year that brings together all Districts of the country to discuss topics that concern all Districts. They usually concern topics that help strengthening local development management practices.

National Urban Forum and Urban Month: These are public relation events targeting the public and local government entities (Urban Month) as well as sector stakeholders, academia and private sector (National Urban Forum) to create information and awareness and moderate discussion about sector related topics. The National Urban Forum should be conducted every 2 years similar to other countries. The Urban Month is sector-home-grown and should be conducted annually in an ideal situation, or at least bi-annually in alteration with the National Urban Forum. So far, this regularity has not been achieved due to funding shortage.

Web-based ICT tools: The National Geodatabase for infrastructure and urban and human settlement planning data, as well as other online tools used for development management (online permitting) are accessible to the public, with an expanded accessibility of certain data formats to sector stakeholders for improved planning, integrated decision-making and implementation at both, National agency level and District level.

Annual Urban Planning and Building Audits: Annually, there are now taking place one audit per each of the 30 Districts and CoK. The objective is to identify bottlenecks and improve local development management based on the established frameworks.

Discussion platform of Sector specifically for Civil Society: Such platform meeting had been initiated especially in the context of urban upgrading and land related issues. Stakeholders were uniform in their view that such exchange platform needs to be nurtured. The sector must now integrate such exchanges into their planning and give it an increased emphasis.

Printed information for hand out: Printed information in form of publications that are easy to understand and uses local language and images to describe opportunities, procedures, rights,

obligations to all result in well managed development are a tool that needs from now on be applied. External funding and even support to layout-work are highly welcome.

4.4 Risk Analysis and Discussion of Risk Mitigation Strategies

While the sector strategic plan is an important tool to guide focused interventions needed to ensure goals in the sector are achieved, it is also imperative not to ignore the fact that there are assumptions as well as potential risks or threats we ought to bear in mind when driving this strategy. The main assumption is that there is a high degree of commitment by contributing sector ministries, agencies and development partners including private sector in implementing this SSP and that wealth and economic assets are created and people will be attracted to live and work in urban areas, and industries be attract to invest in urban areas, following plans.

Below table lists particular risks in the implementation of the SSP in areas summarized to the following four clusters:

- National policies, frameworks and support
- Local development management and development
- Private sector and private interests

Table 12: Risks and mitigation strategies to address the identified risks

Risk	Mitigation strategy
National policies, frameworks and support	
Neglect of National land use planning document by sectors and in other plan elaboration processes	Ensure information, awareness and knowledge programs to be well furnished with a budget and well implemented based on a communication strategy
Counteracting policies and investment prioritization of urbanization and human settlement	Bring the subject to the attention of the National Human Settlement Steering Committee; however, a good NLUMP is needed as a supporting document for the discussion
Policy making and policy dissemination processes insufficiently informed about the “real” questions from the ground asked by people	Closely work with non-governmental organisations, in particular organised through LandNet Rwanda
Over-servicing of rural settlements counteracting intended urban migration	Adopt the Rural Settlement Code and comply Closely monitor and guide the number of new rural settlements (IDP's) – this requires a good, revised NLUMP which includes human settlements
NLUMP revision spending insufficient time and effort on integrating a clear human settlement framework	Create awareness about the importance of this plan for the country for the coming 50 years
Diversion from concentrated Secondary Cities prioritization, for example by support to corridor development	Strictly follow a good revised NLUMP; the decision about development areas will be taken in the planning process and must then be complied with
Scattering of public investment to large number of small (rural) settlements instead of bundling resources in the main urban areas	Adopt the Rural Settlement Code and comply Closely monitor and guide the number of new rural settlements (IDP's) – this requires a good, revised NLUMP which includes human settlements
Insufficient budget to fulfill commitments for financial support in support of affordable housing and urban upgrading	MINECOFIN to strictly prioritise an annual amount of public finances to furnish the government support to affordable housing and upgrading
Speedy elaboration and adoption of legal documents without sufficient harmonization and consultation	Any consultation process about elaboration of a legal document must be seriously attended and careful consideration be given; this includes follow up on input made; The Sector Coordinator shall assume the task to follow up on incorporation of input made to draft legal documents
Continued problem to institutionalise the collection of necessary data	Make it a high level priority to follow remedial measures on how data will be obtained with the principal responsibility assumed by MINECOFIN
Local development management and development	
Inability of the public to comply with urban planning documents	The new plan elaboration process which requires participation of the public and concerned land holders must be followed in any new plan elaboration process; zoning regulations must be applied that are market responsive and not restrictive
Market eviction of land smallholders and further spread of informal settlement	No land use conversion of agricultural land for the construction of real estate shall be allowed by the District or local administrative entities without a proper preceding land use plan elaboration process

Local permitting non-compliant with national policies, e.g. regarding local materials		Awareness and Information! programs must receive a significant and regular budget during this SSP ! Even international donors could be approached for this purpose
Fining and other punishment for non-compliance before ensuring wide information and awareness		No punishment can be justified before wide information and awareness programs have not been implemented. Make information and awareness a large priority!
Continued elaboration of plans which are too detailed yet elaborated with insufficient consideration of the existing conditions context		Ensure through trainings that planning is not done from the desk only and follows the required plan elaboration process
Continued elaboration of plans which are not implementable because they ignored that involvement of land holders		Stop and subdivision planning (the "detailed layout plans") without the involvement of land holders! This is a waste of resources. Facilitate a learning process for non-CoK Districts from the CoK Districts about improved planning with land holders; this could be a topic for a National Planning Coordination Meeting
No qualified urban planning staff at District level		Expand urban planning programs offered at universities
Prioritization of public modernization areas for commercial and other prestige projects instead of servicing residential neighbourhoods where there is demand and under-supply		Give significant consideration to the content of implementation plans that are part of any new urban planning document
Quantity of plans compromising quality		Strictly follow the requirements for a plan elaboration process; Set requirements for the elaboration of Land Subdivision Plans and for a Rural Settlement Plan
Urban areas do not offer the services that families need to be able to settle permanently		Strengthen coordination between the Urbanisation and Rural Settlement Sector and the Health and Education Sectors
Insufficient affordable housing units available in SC's and District Towns that allow permanent residence for families intending to move there		Support the SC Districts to attract housing construction projects
Limited funding or inability to implement the proposed actions to achieve the required urban servicing		Explore other funding opportunities, such as climate related funds and prepare various proposals with the help of staff or interns
Increasing gap in socio-economic classes impacts on urban safety and security		Facilitate mixed use neighbourhoods by allowing non-disturbing non-residential uses, including small scale uses and organised street vending; offer recreational facilities and spaces for free as part of neighbourhoods
Insufficient skilled personnel available that would be employable to operate public and social facilities that urban areas require		Strengthen coordination between the Urbanisation and Rural Settlement Sector and the Education Sector, especially Workforce Development; Make informed projections for personnel needed and develop and implement strategies to be prepared for the demand
Changes in the leadership of the Local Governments especially District Executive Committees and Councils		Every leader to be exposed to up to date training modules under LGI
Turnover of District Technical OSC staff creates gap in institutional capacity and memory		Every staff to be exposed to up to date training modules under LGI
Private sector and private interests		
Construction industry profits from high demand without providing quality and efficient products		Make the construction industry more accountable with the help of the professional bodies
Hesitation to touch causes of sprawl due to touching personal interest of many involved		Decide to do the right thing and start taxing development with a non-rural purpose that was built on tax-free agricultural land
Self-regulation of professional bodies compromises the enforcement of quality control mechanisms		Develop and adopt a law regulating the professional bodies, and monitor
Migrants to urban areas not having skills and/or start-up capital to start businesses for a living leads to increased poverty		Develop (or shift focus of existing) social support programs in particular for the assistance of migrants to SC's through prioritisation, e.g. business development support programs etc

LIKELIHOOD	CONSEQUENCES				
	Negligible – 1	Minor – 2	Moderate – 3	Major – 4	Severe – 5
Almost certain – 5	M	H	H	VH	VH
Likely – 4	M	M	H	H	VH
Possible – 3	L	M	H	H	H
Unlikely – 2	L	L	M	M	H
Rare – 1	L	L	M	M	H

Rating risk level

(VH) Very High risk – requires close Executive attention and detailed action/plan

(H) High risk – needs close management attention

(M) Medium risk – specify management responsibility and monitor conditions closely

(L) Low risk – manage by routine procedures

Fig. 13: Key to colour coding of risk assessment

5. MONITORING AND EVALUATION

5.1 Need for National and Local Monitoring

Urban and rural settlement development must be effectively monitored for the timely response to challenges and for well-managed urbanization and rural settlement development. Monitoring helps improve the understanding of how livelihoods of different population groups in human settlements are impacted.

In addition to the indicators of the SSP and valid policies, a specific District Development Index shall be used for the overall monitoring of the urbanisation process and quality of life, referencing social, environmental, economic, and administrative advancement.

5.2 Monitoring and Evaluation as a Cross-Sectoral Effort

Urbanization is a multi-faceted process involving the combined activities of many institutions or actors. The absence or non-performance of existing institutions as well as the failure to coordinate among them account for the under-performance of the urbanisation and rural settlement sector. Thus, it is critical to achieve close collaboration and effective coordination of the activities and programmes of various institutions as they relate to urban development.

The Urbanization and Rural Settlement Sector is in charge of all issues related to urban and rural development. An overlap of responsibilities, and gaps in action, however, exist between the sector and various other government institutions. In addition, responsibility for urban management is at District government level, while the human resources are still limited and procedural provisions still insufficient to properly carry out the required tasks. Also, sectoral measures are handled through the respective Ministries and a uniform and coordinated implementation at local level is needed.

The monitoring and evaluation of implementation of this strategy will thus require to be done in a cross-sectoral approach with shared responsibilities and subsidiarity principles.

Despite the progress made to establish improved information management with the help of a National geodatabase hosted by MININFRA, the collection of important data sets which are needed to monitor the sector is not yet institutionalized. This concerns data such as off-farm jobs, housing data, urban land use data, population per each named human settlement, migration patterns, informal growth, as well as the entire set of urban conditions and urban service delivery indicators.

The sector therefore relies on and urgently needs an institutionalised data collection and data maintenance system / and particular survey to generate scientifically endorsed data to observe human settlement conditions and development, and for planning and projection.

Sector monitoring is essential to guide adjustment of actions based on methodologically legitimate information, and may also help understand stakeholder satisfaction, determine innovative improvement measures and inform debate.

Regular data updating mechanisms through cyclic reporting must be established.

Table 13: Monitoring methodology for sector indicators

#	Indicator	Monitoring methodology
1	Number of existing urban and rural planning documents reviewed to comply with the legal framework ,	This will be Monitored through quarterly , annually Urbanization and Rural settlement sector reports , and specific surveys
2	Number of new urban planning documents for emerging trading centres (towns)	This will be Monitored through quarterly , annually Urbanization and Rural settlement sector reports , and specific surveys
3	Number of Districts with rural settlement planning documents	This will be Monitored through quarterly , annually Urbanization and Rural settlement sector reports , and specific surveys
4	Number of One Stop Centres using digital information systems in construction permitting	This will be Monitored through quarterly , annually Urbanization and Rural settlement sector reports .
5	Number of Households relocated from High Risk Zones,	This will be Monitored through quarterly , annually Urbanization and Rural settlement sector reports , specific surveys and NISR data
6	Number of Households relocated from scattered settlements,	This will be Monitored through quarterly , annually Urbanization and Rural settlement sector reports , specific surveys and NISR data
7	Percentage of rural households settled in integrated, planned, green rural settlements	This will be Monitored through quarterly , annually Urbanization and Rural settlement sector reports , specific surveys and NISR data
8	Percentage of population using basic improved sanitation facilities in rural areas	This will be Monitored through quarterly , annually water and sanitation sector reports , specific surveys and NISR data
9	No. of social housing units constructed	This will be Monitored through quarterly , annually Urbanization and Rural settlement sector reports , specific surveys and NISR data
10	Percentage of households with improved water source in dwellings /yard in rural areas	This will be Monitored through quarterly , annually water and sanitation sector reports , specific surveys and NISR data
11	Percentage of Household accessing electricity (on grid/off-grid),	This will be Monitored through quarterly , annually Energy sector reports , specific surveys and NISR data
12	Percentage of urban households using an improved water source within 200m.,	This will be Monitored through quarterly , annually water and sanitation sector reports , specific surveys and NISR data
13	Percentage of population using basic improved sanitation facilities urban areas	This will be Monitored through quarterly , annually water and sanitation sector reports , specific surveys and NISR data
14	Reduced waiting time from 30 to 15 minutes in the CoK in peak hours),,	This will be Monitored through quarterly , annually Transport sector reports , specific surveys and NISR data
15	Percentage of population conveying with public transportation (national, urban and rural),,	This will be Monitored through quarterly , annually Transport sector reports , specific surveys and NISR data
17	Average share of the built-up area of cities that is open and green space for public use for all (SDG)	The indicator requires a) regular data updates from the Districts and b) application of sector monitoring, combining a number of spatial development indicators with the help of the existing National Geodatabase.
18	Number of Government Staff and sector stakeholders capacitated.	This will be Monitored through quarterly , annually Urbanization and Rural settlement sector reports , specific surveys and NISR data
19	Number of affordable housing units constructed	This will be Monitored through quarterly , annually Urbanization and Rural settlement sector reports , specific surveys and NISR data
22	Percentage of urban population living in informal settlements (impact indicator/SDG)	This will be Monitored through quarterly , annually Urbanization and Rural settlement sector reports , specific surveys and NISR data
22	Number of rural settlements upgraded	This will be Monitored through quarterly , annually

		Urbanization and Rural settlement sector reports , specific surveys and NISR data
24	Number of Rwandan establishments in the construction material manufacturing which are quality-certified with RSB ,	This will be monitored in collaboration between with the professional bodies of the construction industry. The RIE has plans for an online quality tracking system.
25	Percentage of professionals (architecture, urban planning, engineering professions) registered in Rwanda	The information will be obtained from the professional bodies of the construction industry. The data should be disaggregated by gender of head of HH
26	Square meters of office space constructed or acquired to accommodate renting government institutions ,	This will be Monitored through quarterly , annually Urbanization and Rural settlement sector reports , specific surveys and NISR data
27	Square meters of Asbestos removed from government buildings	This will be Monitored through quarterly , annually Urbanization and Rural settlement sector reports , specific surveys and NISR data
28	Percentage of Population living in urban areas	This will be Monitored through specific surveys and NISR data
29	No. of Districts audited on compliance to urban planning and building regulations ,	This will be Monitored through quarterly , annually Urbanization and Rural settlement sector reports ,
30	No. of public information and awareness initiatives related to urban and rural settlement policies and development	This will be Monitored through quarterly , annually Urbanization and Rural settlement sector reports ,
31	Percentage of new public and multi-dwelling buildings comply with universal accessibility and safety requirements,	This will be Monitored through quarterly , annually Urbanization and Rural settlement sector reports , specific surveys and NISR data

5.3 Sector Management Information Systems

5.3.1 National Geodatabase

MININFRA during SSP 2013-18 has established a Geo-Database available online, with the objective to integrate all spatial data available in the Ministry and its agencies in one database accessible through a data platform, with capacity for further expansion. The data is made available and manageable for further use in planning and decision-making among government technicians, for information among government officials, and for the private sector and the general public.

The online database helps avoiding duplication of efforts, inconsistencies and delays in data sharing, and will ensure that the most reliable and accurate data may be accessed. The available data relates to housing, urban land use, rural settlement, water and sanitation, energy and transport among other. It will be expanded by an application for local government asset management and will also help spatially reference any data to be collected on District development and urbanisation indicators.

It will be most essential to keep the information updated under the responsibility of all contributing agencies.

5.3.2 District development and urbanization indicators

A District Development Index is proposed to MINALOC to be jointly monitored for the purpose of tracking local development progress and living conditions in urban and rural settlements. A set of urban indicators has been elaborated for the monitoring of spatial development across the country, the indicators of which link to relevant policies in the country and especially to the National Urbanisation Policy 2015. Besides the SSP indicators, it is this set of indicators which relies on the establishment of an institutionalised data collection and data maintenance system.

5.4 NSTP Mid-Term Review and Final Evaluation

5.4.1 Key performance indicators and policy actions for the period 2018/19 - 2023/24

The key performance indicators for the Urbanisation and Rural Settlement Sector are listed below:

Integrated human settlement planning and coordination

- Number of existing urban and rural planning documents reviewed to comply with the legal framework ,
- Number of new urban planning documents for emerging trading centres (towns)
- Number of Districts with rural settlement planning documents

City of Kigali, Secondary cities & Other potential towns developed to spur socio-economic growth

- Percentage of Population living in urban areas

Liveable, well-serviced, compact and green urban and rural settlements with a cultural identity

- Percentage of rural households settled in integrated, planned, green rural settlements,
- Number of Households relocated from High Risk Zones,
- Number of Households relocated from scattered settlements,
- No. of rural settlements upgraded,
- Percentage of population using basic improved sanitation facilities in rural areas,
- Percentage of households with improved water source in dwellings /yard in rural areas,
- Percentage of Household accessing electricity (on grid/off-grid),
- Percentage of urban households using an improved water source within 200m.,
- Percentage of population using basic improved sanitation facilities urban areas.
- Reduced waiting time from 30 to 15 minutes in the CoK in peak hours),,
- Percentage of population conveying with public transportation (national, urban and rural),,Average share of the built-up area of cities that is open and green space for public use for all (SDG)
- Access to social and affordable housing is increased No. of affordable housing units constructed ,
- No. of social housing units constructed

Upgraded informal settlements

- Percentage of urban population living in informal settlements (impact indicator/SDG)

Construction industry efficient and competitive

- Number of Rwandan establishments in the construction material manufacturing which are quality-certified with RSB ,
- Percentage of professionals (architecture, urban planning, engineering professions) registered in Rwanda

Effective and efficient management of government assets and public building

- Square meters of office space constructed or acquired to accommodate renting government institutions ,
- Square meters of Asbestos removed from government buildings

Adherence and compliance to urban and rural development regulatory framework

- No. of Districts audited on compliance to urban planning and building regulations ,
- No. of public information and awareness initiatives related to urban and rural settlement policies and development..
- Percentage of new public and multi-dwelling buildings comply with universal accessibility and safety requirements,
- Number of Government Staff and sector stakeholders capacitated,
- Number of One Stop Centres using digital information systems in construction permitting.

5.4.2 Key 5.4.3 Key programs or projects selected for analysis

The key programs and projects in the Urbanisation and Rural Settlement Sector the progress and impact of which shall be continuously analysed are:

5.4.3.1 Rwanda Urban Development Program (RUDP)

The objective of the RUDP is to provide access to basic infrastructure and enhance urban management in selected urban centres of the Secondary City Districts and the City of Kigali. It is implemented over a period from 2016-2021, with the largest portion of the 95 Mio USD loan being earmarked for basic infrastructure services in the Secondary Cities (USD 80 Mio).

5.4.3.2 Informal Urban Settlement Upgrading

The countrywide implementation of informal urban settlement upgrading is guided by the National Informal Urban Settlement Upgrading Strategy, validated 2017. The strategy identified five options of implementing an upgrading project, and recommended where best each of the five options shall be adopted. It has its monitoring framework particularly monitoring urban upgrading.

It shall be an important component to facilitate stakeholders and community-based initiatives within the described framework and to regularly review the progress of strategy implementation.

5.4.3.3 Affordable Housing Government Support Schemes

To make housing more affordable, a mixed set of instruments targeting the supply and demand side of housing was introduced by the government and is still being complemented. The government supports construction of infrastructure services and facilities for affordable housing projects since December 2015. On 30.6.2017, the Cabinet approved the establishment of a housing finance entity, the Affordable Housing Financing Fund. The fund will address access to housing mortgages and potentially facilitate housing finance entities to provide better accessible mortgages for developers. The mortgage lending conditions for end user beneficiaries are meant to improve dramatically and target access to housing mortgages for households that were not able to access mortgage until now. The program must be further complemented, closely monitored and mainstreamed.

5.4.3.4 Planned Rural Settlements

Rural settlement planning and upgrading for the purpose of ensuring the sustainable development of rural settlement areas with economic, social and environmental integrity, and equilibrium of urban and rural development and food security is a priority in the sector's agenda. Planning in rural areas in- and outside of rural settlement sites shall ensure that social and environmental benefits of rural areas are maintained and improved; development which causes any negative effect to rural areas is prohibited or any negative impact is properly mitigated; and development is planned in suitable locations and is carried out sensitively for the purpose of contributing to rural development for the benefit of society and the local rural economy. This will be monitored based on the *Rwanda Code for Rural Settlement Planning, Design and Rural Character* (tentative title), regulating rural settlement and expected to be adopted by start of this SSP.

5.4.3.5 Professional bodies regulating the construction industry

Close collaboration with professional bodies in the construction industry, both, officially acknowledged or yet to be formed, will be an essential component in the strive for quality, professionalism, accountability and liability in the construction industry. With the construction industry being formed very recently but growing steadily and fast, the subject area will be one of the most important to guide and monitor, without which cost-efficiency and sustainability in the built environment cannot be ensured. With construction industry, all contributors in the industry supply chain are meant, involving the process of planning, designing, constructing and maintaining physical infrastructures and facilities, with the SSP sector focusing on buildings.

6. COSTS AND FINANCING

This Chapter outlines a cost estimate and proposed financing for the SSP 2018-24. Operational costs are not included, and activities that are going to be elaborated “in-house” are not costed as well.

6.1 Costs

Below summarized are the cost of the programmes of the sector, considering the Ministry, implementing agency RHA and Districts.

Table 14: Cost

District	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	TOTAL
National	1,044,066,800,610	452,560,921,866	162,351,600,000	150,071,600,000	147,071,600,000	162,693,100,000	2,118,815,622,475
Pillar 1: Economic Transformation	151,109,500,000	157,915,600,000	154,711,600,000	142,431,600,000	142,431,600,000	158,217,100,000	906,817,000,000
Pillar 2: Social Transformation	8,008,000,000	7,326,000,000	7,316,000,000	7,316,000,000	4,316,000,000	4,313,000,000	38,595,000,000
Pillar 3: Transformational Governanc	884,949,300,610	287,319,321,866	324,000,000	324,000,000	324,000,000	163,000,000	1,173,403,622,475
Total	1,044,066,800,610	452,560,921,866	162,351,600,000	150,071,600,000	147,071,600,000	162,693,100,000	2,118,815,622,475

The sector will play a role in all of the three pillars of the NSTI, i.e. Economic Transformation, Social Transformation and Transformational Governance. The largest budget is planned under the first pillar, Economic Transformation.

As discussed, the projects and budgets from other sectors will widely contribute to the urbanisation and rural settlement development processes and are not budgeted under this sector. The impact deriving from the projects and budgets from the other sectors however largely depends on the alignment and coordination under the U-sector.

7. ANNEXES : Urbanisation and Rural settlement key projects

S/N	Project Name	Start date	End date	Current status	Areas to be served
Outcome 1: Integrated human settlement planning and coordination					
1.	Review of Kigali City Master Plan	2018-2019	2019-2020	Contract signature	city of Kigali
2.	Review of 6 SC Master Plans	2018-2019	2019-2020	Contract signature	secondary city districts
3.	Review and elaboration of 21 District Town Masterplans	2020-2021	2023-2024	N/A	district towns
4.	Elaboration of 24 LUDP tools for emerging urban centres	2018-2019	2023-2024	Concept note available	Identified emerging centers
Outcome 2: City of Kigali, Secondary cities & Other Potential towns developed to spur socio-economic growth					
5.	RUDP Project (Phase I)	2016-2017	2018-2019	85% work progress	All secondary city districts
6.	RUDP Project (Phase II)	2019-2020	2023-2024	project selection	All secondary city districts A
7.	Agatare informal settlement upgrading project (RUDP component)	2016-2017	2020-2021	Contract signature	Cok
8.	Kangondo Urban Renewal project	2017-2018	2023-2024	Expropriation completed	Cok
9.	Acquisition of land and development of special economic zone phase 2	2018-2019	2019-2020	N/A	City of Kigali
10.	Provision of basic infrastructure in industrial parks	2019-2020	2023-2024	N/A	SC's and other potential towns
11.	Plot servicing in selected new urban residential areas	2018-2019	2023-2024	Continuous	Sites to be identified
12.	Installation of street addressing in the remaining secondary cities	2021-2022	2023-2024	N/A	SC's districts
13.	Relocation of government institutions to SC.	2018-2019	2022-2023		
Outcome 3: Liveable, well-serviced, connected, compact, green and productive urban and rural settlements with a cultural identity					
14.	Construction of 300 new IDP villages	2018-2019	2023-2024	Design completed	in all districts
15.	Development of Nyandungu recreation parks	2017-2018	2018-2019	Development ongoing	city of Kigali
16.	Landscaping of Urban and public space development works for COK's 4 roundabouts	2018-2019	2020-2021	Designs available	city of Kigali
17.	Implementation of COK's Car free zone project component	2018-2019	2021-2021	Designs available	City of Kigali
18.	Implementation of urgent works project of greening and beautification of all National roads	2018-2019	2019-2020	Design available	N/A
Outcome 4: Access to social and affordable housing is increased					

19.	Construction of 15,000 Houses of affordable housing	2017-2018	2023-2024	▪	City of Kigali and SC's
Outcome 7: Effective and efficient management of government assets and public buildings					
20.	Construction of Administrative Office Complex	2016-2017	2018-2019	▪ General progress of construction works 78%	Ensure the finishing works are well completed
21.	Construction of High Commercial Court	2016-2017	2018-2019	▪ 73.3%	city of kigali
22.	Construction of Rwempasha border post	2016-2017	2018-2019	▪ 85%	Nyagatare district
23.	Construction of National archive	2016-2017	2019-2020	▪ 17,65%	city of Kigali
24.	Construction of Bweyeye Border Post	2015-2016	2018-2019	▪ 80%	Rusizi district
25.	Removal and replace asbestos on public and private building.	2012-2013	2023-2024	▪ 53.2%	City of Kigali and districts
26.	Construction of New Bugesera international airport Phase1 (NBA)	2016-2017	2018-2019	Site clearing and other preliminary civil works completed	Bugesera district
27.	Construction of Gahanga Sport Complex	2014-2015	2023-2024	▪ Expropriation process completed	COK
28.	Construction and/or Rehabilitation of stadiums for COK, Huye, Nyagatare, Bugesera and Ngoma district	2017-2018	2018-2019	Site installation and site clearing ongoing	COK, Huye, Nyagatare, Bugesera and Ngoma district

7.1 Urbanization and Rural Settlement Sector Priorities 2018/19- 2023/24

What are the key challenges/ constraints in the sector at the national level? (list in bullet points)	What are the proposed priorities and strategies at the national level to address sector challenges and EDPRS 3	What are the relevant <u>targets</u> for the sector at the national level?	What are the Proposed New Areas/Innovations for EDPRS 3?
<ul style="list-style-type: none"> Plans (and objectives) starting from the National to the local, and across all development sectors are not fully aligned with each other, including subsequent sectorial plans, and do not address the servicing of a clearly agreed spatial human settlement Clear guidance to prioritisation of public investments responding the largest challenges and demands Shared responsibility of the physical infrastructure sectors based on agreed and harmonised programs 	<p>Integrated management of land use and development in urban and rural settlements, and human settlement development framework planned and followed for an effective coordination and monitoring of the urban and rural settlement development agenda</p>	<ul style="list-style-type: none"> Fully aligned planning documents across sectors and implementation levels to service an agreed human settlement framework Long term infrastructure planning and consistent implementation aligned to human settlement framework, servicing prioritisation and demand projection (water, sanitation, transport, energy, ICT, health, sanitation, education etc) Cross-sectoral planning and implementation at all governance levels District Development Index monitored <p><u>Note:</u></p> <ul style="list-style-type: none"> Guiding indicators are yet to be co-developed for every development sector 	<ul style="list-style-type: none"> The priorities, roles and responsibilities must be predefined in a guiding manner to clarify the shared responsibility for all development sectors to particularly support the overriding goals of the urbanisation agenda and simultaneously mitigate negative effects of urbanisation Emphasis must be on the effective use of public resources through consistent and long term strategic public investment prioritization
<ul style="list-style-type: none"> Pressure on Kigali City and its outskirts Centralised economic growth and rural poverty Centralised service levels Pressure on arable land Macro-level financing of the urban development still insufficient and insufficiently strategic 	<p>To develop secondary cities as poles of growth</p>	<ul style="list-style-type: none"> Number of projects which make secondary cities attractive to live permanently and invest in, and which follow integrated urban planning documents and investment prioritisation 	<ul style="list-style-type: none"> Any project prepared and implemented under any sector shall follow integrated urban planning documents and investment, so that it will lead toward a shared goal even if implemented under varying responsible institutions
<ul style="list-style-type: none"> Insufficient quality of urban planning documents Designs which are not sensitive to space, to human scale and activity Informal urban settlements Disaster-prone construction Still insufficient awareness and understanding of urban planning tools, 	<p>Liveable, well-served, compact, green urban areas with a cultural identity</p>	<ul style="list-style-type: none"> Number of new or revised integrated urban planning documents that respect the plan elaboration requirements for District Towns, and for additional Towns and / or trading centres following an agreed National Human settlement framework Km of demand driven plot servicing in Secondary Cities and District Towns where landowners are ready to develop 	<ul style="list-style-type: none"> In addition to a quantity component, quality control and professionalism shall be enforced as essential parts in the urban planning document elaboration based on the frameworks elaborated under the previous SSP

What are the key challenges/ constraints in the sector at the national level? (list in bullet points)	What are the proposed priorities and strategies at the national level to address sector challenges and EDPRS 3	What are the relevant <u>targets</u> for the sector at the national level?	What are the Proposed New Areas/Innovations for EDPRS 3?
<p>and of capacity to adequately follow up on the rightful elaboration and implementation of urban planning documents</p> <ul style="list-style-type: none"> • People’s participation in urban planning, management and governance still developable • Development is largely happening (informally) outside of urban boundaries and of Masterplan areas 		<ul style="list-style-type: none"> • % of open space, available for public use (SDGs) 	
<ul style="list-style-type: none"> • Scattered rural settlement • Pressure on arable land • Inefficiency of infrastructure servicing to scattered settlement • Insufficiently strategized human settlement planning and development from a regional spatial perspective • Insufficient guidance to the principles of rural settlement planning and development 	<p>Liveable, well-serviced, compact and green rural settlements with a cultural identity</p>	<p>At least 80% of rural households will be living in planned settlements by 2024</p>	<p>In addition to a quantity component, the location, settlement sizes and its servicing levels shall follow an agreed National human settlement framework</p>
<ul style="list-style-type: none"> • Based on 2012 Housing Market study that was conducted in the City of Kigali which showed that there is a need of 340,000 affordable housing is needed by 2024 • Affordable housing will also be essential in secondary cities for them to become poles of growth 	<p>Private investment in affordable housing and access to housing for all facilitated, that is green and resource efficient</p>	<ul style="list-style-type: none"> • Number of affordable and high density housing projects (and number of HU’s) supported by infrastructure based on the PM Instructions • Number of affordable and high density housing projects (and number of HU’s) supported by a new housing finance entity • % increase of households accessing housing mortgages as a result of support schemes (e.g. guarantee fund) • Reduce the 2013 national housing deficit by at least 10% by 2023 	<p>The role between private sector and government support has been clarified during previous SSP, and any public investment shall be distributed without diversion from the principles; the facilitation role of the government will be enhanced;</p> <p>This includes better linkage between demanding households and their capacities with private suppliers and their products offered ;</p> <p>Efforts will include an institutionalised program targeting social housing;</p> <p>Green and resource efficient planning and building shall be mainstreamed instead of being treated as parallel programs</p>

<ul style="list-style-type: none"> • 62.6% of urban population live in informal settlements • Insufficient servicing levels and safety in informal settlements 	<p>Strongly facilitated roll out of the National Informal Urban Upgrading Strategy</p>	<ul style="list-style-type: none"> • Reduce slums by at least 10% by 2023 (Agenda 2063) • Proportion of urban population living in slums, informal settlements, or inadequate housing (SDG 11.1.1) • Number and percentage of HH's (of total urban) whose living conditions have improved from an urban upgrading project 	<ul style="list-style-type: none"> • The EDPRS2 did not emphasise on the importance of informal urban settlement upgrading to maintain and enhance an affordable housing stock; supported shall be the role of communities and their potential to bundle resources to cause collaborative improvements with the facilitation of the government
<ul style="list-style-type: none"> • Constraints to competitiveness of the local industry • Lack of quality supervision in the construction industry with unclassified services • High cost and low variety of locally available construction materials • Inefficient site and building plans, PM, FM and construction methods 	<p>Efficiency and regional competitiveness of the private construction industry enhanced</p>	<ul style="list-style-type: none"> • Tons / year locally produced construction materials • Number of quality controlled SME's and classified trade workers • Number of architects with proven capacity to develop cost-efficient and site based designs 	<ul style="list-style-type: none"> • The role of the construction industry shall receive higher emphasise in economic growth due to the high percentage of GDP; yet, the industry which was only able to start striving after NLTRP program implementation which was recently completed, requires a large boost to its professionalism ; • Higher efficiency and quality for competitiveness in the local construction industry supply chain shall be addressed as an essential factor in order to achieve affordability in construction including housing construction.
<ul style="list-style-type: none"> • A large amount of the government budget is consumed for rent paid to accommodate government institutions • Asset management inefficient 	<ul style="list-style-type: none"> • Public assets managed efficiently and effectively 	<ul style="list-style-type: none"> • All government assets efficiently managed in a life cycle approach • % of government budget used to accommodate government institutions 	<ul style="list-style-type: none"> • Public asset management, despite its role as part of government capital did not receive attention in EDPRS2. Also, large investments are done to manage and construct government assets under the sectors' responsibility.
<ul style="list-style-type: none"> • Cross-cutting priorities and mainstreaming • Capacity development • Civil society inclusion and public participation, • Data improvement and monitoring, • Green and smart growth • Information and awareness 			<ul style="list-style-type: none"> • In addition to a quantity component, quality control and larger synergies must be reached when financing activities which intend to build capacity, ideally through institutionalisation of pre-designed qualification programs. • There is also need to facilitate OSC's and to make working there more attractive.

7.2 Cross-Sectoral Resolutions

Sector Resolutions Adopted on 27 October 2017 for the Urbanization and Human Settlement Sector to Facilitate Implementation of the SSP 2018-24

ITEM	ISSUE	RESOLUTIONS/ RECOMMENDATION	RESPONSIBLE	TIMEFRAME
PILLAR I: ECONOMIC TRANSFORMATION				
City of Kigali and Secondary Cities Growth	Incomplete urban and rural planning documents (masterplans, local land development plans, land subdivision plans)	1. Apply an innovative approach to ensure the inclusive elaboration of urban and rural planning documents and their implementation (e.g unconventional approach for road demarcation and construction)	MININFRA,(Lead), RHA, CoK and Districts	
	Non-alignment of land use and urban/rural planning document and inadequate implementation	2. Ensure a coordination mechanism when elaborating land use, and urban/rural planning documents and other development strategies 3. Ensure a mechanisms to enforce master plan compliance 4. Ensure the implementation of the recommendations from urban planning and building audits	MININFRA (Lead), MINILAF, MoH, MoE, REG, MINAGRI, MINEDUC, RDB, WASAC RHA, City of Kigali and Districts	
	Scattered innovative plans of secondary cities development	5. Operationalize technical committee on human settlement with TOR's that include a component on urbanization 6. Include Vice Mayors of CoK and SCs in above technical committee 7. Establish city management office in the structure of SC Districts to coordinate all plans and activities	MININFRA (Lead) MINALOC MINALOC (Lead)	
	Peri-urban sprawl	8. Improve citizen participation in the development of land use and urban planning documents	Districts (lead), MININFRA, MINALAF, MINALOC, RHA, RLMUA	
	Strategic urban areas not having special attention	9. Give attention and support to strategic urban areas that are not SC's, such as Ngoma and Karongi, based on a National Human Settlement Framework 10. Reinforce capacities of SC Districts to fulfill their mandate	MINALOC (Lead), MINECOFIN, MININFRA, RHA, MINILAF	
	SCs not yet attractive to potential investors	11. Ensure alignment of District Development Strategies (DDSs) with District potentialities 12. Support Districts to implement green and smart city concepts 13. Support Districts to identify projects and project funding in multiple-stake partnerships (PPP)	Districts (Lead), MININFRA, MINALOC, RHA, MoE and CoK	

ITEM	ISSUE	RESOLUTIONS/ RECOMMENDATION	RESPONSIBLE	TIMEFRAME
	No plans in finance sector to enhance generation of District-own revenues	14. Establish, operationalize and facilitate mechanisms that help increase District-own revenues	MINECOFIN (Lead), DISTRICTS MINALOC,	
	OSCs are not fully performing	15. Establish institutional and legal framework for improved OSC operation and coordination 16. Regularly increase the capacities in District OSCs (human, equipment and logistic facilitation) and consider it a high national priority	MINALOC (Lead), MININFRA, RHA, COK and Districts	
PILLAR 2: SOCIAL TRANSFORMATION				
Affordable Housing	Scattered affordable housing development initiatives	17. Monitor affordable housing development initiatives to ensure their alignment with principles and frameworks	MININFRA(Lead), MINECOFIN, RHA, COK and Districts	
	Lack of reliable data needed about affordable housing	18. Establish and maintain updated a housing off-takers database for affordable housing units in the market and link with developers' supply data	RHA (Lead), COK and districts, MININFRA	
	High cost of expropriation in the public interest	19. SC's to prioritize over other projects the identification of suitable sites in inner-urban locations for affordable housing projects and guide Districts with clear procedures for the securing of such sites for private and PPP investment 20. To develop a plan for the expropriation of properties that are located in reserves for roads that are prioritized for development	MININFRA/RHA & districts (Lead), MINECOFIN, RHA, COK DISTRICTS & RTDA (Lead) MINECOFIN, MININFRA, RHA, COK	
	High cost of construction materials	21. Prioritize the necessary research, and facilitate production of low cost local building materials, such as <i>Rukarakara</i> 22. Conduct information and awareness campaign of the options using local <i>Rukarakara</i> and wattle-and-daub construction 23. Conduct an affordable housing market survey in the SC's and DT's	RHA (Lead), MINALOC, MININFRA, MINICOM, UR, RSB, COK, Districts, NGO's	
	Sprawl of informal settlement	24. Prioritize prevention of informal settlement sprawl and the implementation of the National informal urban settlement	DISTRICTS (Lead), MININFRA, RHA, COK,	

ITEM	ISSUE	RESOLUTIONS/ RECOMMENDATION	RESPONSIBLE	TIMEFRAME
		upgrading strategy 25. Collect data and carry out feasibility studies in informal urban settlements to be upgraded 26. Include informal urban settlement upgrading activities in the DDS's		
Rural Settlement	Rural settlement is not fully reflected as a priority for Districts	27. Districts to prioritize the development of planned rural settlements (IDP's) in each sector to accommodate HH's that need to relocate from high risk zones	DISTRICTS (Lead), MINALOC, MININFRA, RHA, COK	
PILLAR 3: TRANSFORMATIONAL GOVERNANCE				
NSTI	Urbanization is not reflected in the 3 rd pillar of the current NST despite being proposed by SSP	28. Urbanization and Rural Settlement Sector to be reflected in the Pillar 3/ Transformational Governance, as it is cross-cutting and requires a lot of coordination and procedural consideration	MINECOFIN	
Data	Insufficient sources of relevant official data	29. Update annually the information on the state of Urbanization and Rural Settlement for better progress monitoring, planning and projection	NISR (Lead), MININFRA, MINECOFIN, RHA, MINALOC	
Coordination	Sectoral project approvals are not coordinated to ensure plan alignment	30. Enforce a uniform project planning, approval and monitoring procedure that may monitor plan alignment and ensure compliance with the urbanization agenda	MININFRA (Lead), MINALOC	

8. References

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