

UN HABITAT
FOR A BETTER URBAN FUTURE



ACHIEVING SUSTAINABLE DEVELOPMENT IN

Rwanda

FROM EMERGENCY RESPONSE TOWARDS
SUSTAINABLE URBANIZATION

Acknowledgments

Achieving Sustainable Development in Rwanda From emergency response towards sustainable urbanization

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Foreword by Rwanda

Rwanda is urbanizing rapidly. The government of Rwanda sees urban growth as an opportunity to support socio-economic development, improving the lives of all Rwandans. To pursue this agenda the government is working in collaboration with the local community, national institutions and international partners.

Over the last two decades, the Government of Rwanda has maintained a strong partnership with UN-Habitat in the areas of sustainable development and youth empowerment.

This partnership is currently in the effort to develop an inclusive National Urbanisation Policy and support planning in secondary cities, which responds to the country's urban management

strategies and economic growth targets. Through this policy and concrete development strategies the urban planning and management capacities of local governments will be improved in order to support the socio-economic growth.

Rwanda is one of the most densely populated countries in Africa, with its population continuously balancing life with nature. Fast economic and demographic growth puts pressure on the limited land resources, ultimately rendering citizens to live in urban areas. Bearing in mind the topographic nature of the country coupled with the significant demographic shifts towards urban areas, Rwanda needs to develop its own, unique urban model while balancing both rural and urban development.

Since 20 years UN-Habitat has been working in close collaboration with the government to address Human Settlement challenges. This brochure illustrates the work done by the Government of Rwanda with the support of UN-Habitat so far. It shows how improvements in human settlements and capacity building may impact on lives of many to make a difference while striving to achieve shared international, national and local goals. Our joint efforts involving the United Nations Country Office contribute a lot to building the foundations for Rwanda to become a middle-income country by 2020.

James Musoni
Minister of Infrastructure

Foreword by UN-Habitat



Rwanda has made impressive development progress since the 1994 genocide and civil war, including high economic growth, rapid poverty reduction and reduced inequality. The country's *Vision 2020* is to transform Rwanda from a low-income agriculture-based economy to a knowledge-based, service-oriented economy with a middle-income country status by 2020. In view of this long-term development goal, the Government of Rwanda has formulated a medium-term strategy - the second Economic Development and Poverty Reduction Strategy (EDPRS II) - that aims to achieve, by 2018, increased gross domestic product per capita to \$1,000, a reduced poverty rate to below 30% and a reduced extreme poverty rate to below 9%.

UN-Habitat and the Government of Rwanda are working together towards the common goal of accelerating economic transformation through sustainable urbanization. This is very timely indeed, as Rwanda is

still among the least urbanized countries in the world. Transforming the economic geography by facilitating and managing urbanization, and promoting secondary cities as poles of economic growth is identified as one of the priority drivers to achieve economic transformation.

It gives me great pleasure to present this brochure which outlines UN-Habitat's past and current support to the Government of Rwanda in achieving its self-defined goals, from emergency response and reconstruction activities in the years of post-conflict recovery and reconciliation, through a wide range of pilot interventions across the country under the UNDAF 2008-2012, to the contemporary focus on Achieving Sustainable Urban Development (ASUD).

A handwritten signature in black ink, appearing to read 'Joan Clos', with a long horizontal flourish extending to the right.

Joan Clos
Under-Secretary-General, United Nations
Executive Director, UN-Habitat

Introduction

UN-Habitat commenced its activities in Rwanda after the 1994 tragic events, during which urban infrastructure was destroyed and loss of lives of qualified personnel heavily affected institutional capacity. In an effort to support the government UN-Habitat initiated projects and programmes to promote the resettlement and reintegration of returnees through facilitating land allocation, reconstruction and rehabilitation of housing and infrastructure.

By the end of the post-conflict recovery and capacity building reflected the governments' priorities in support of a firm development process. In response, from 2004, UN-Habitat shifted its activities towards provision of technical advisory services to key government institutions, socio-environmental assessment as well the development of key urban policies.

In 2008 the Government of Rwanda embarked on the Delivering as One United Nations pilot programme involving common planning, implementation and monitoring aligned with Rwanda's national priorities outlined in the Vision 2020 and the Economic Development and Poverty Reduction Strategy (EDPRS 1).

The One Programme streamlines UN agencies' efforts in Rwanda with a view to contributing to the achievement of the Millennium Development Goals. UN-Habitat contributed to four of the



On-the-job training on tiles manufacturing in Bugesera District © UN-Habitat Office in Rwanda

six key results areas of the One Programme by building capacity for key actors in urban planning and land management; introducing pro-poor access to clean water and proper sanitation facilities; strengthening urban environmental protection strategies; and introducing practical approaches for pro-poor access to decent shelter.

The United Nations Development Assistance Plan (UNDAP) is aligned to Rwanda's national priorities, including the second Economic

Development and Poverty Reduction Strategy (EDPRS 2) with its key areas of Inclusive Economic Transformation; Accountable Governance; and Human Development including Humanitarian Response and Disaster Management. With regard to Inclusive Economic transformation UN-Habitat is carrying out the "Achieving Sustainable Urban Development" (ASUD) initiative, thereby supporting the preparation of a National Urbanization Policy and the development of secondary cities.

CHAPTER 01

Rwanda: Factsheet

Geography and Demographics¹

Surface area: **25,340 km²**

Population in 2012: **10,997(NISR)**

Population density in 2012: **415 inhabitants per km²**

Capital city and population in 2012: **Kigali (1,132,686)**

Average annual population growth rate 2002-2012: **2.6%**

Average annual growth rate of urban households 2002-2012: **4.1%**²

Average annual growth rate of rural households 2002-2012: **3%**²

Urban population 2012: **1,737,684 (16.52%)**

Poverty and human development¹

Income Level: **Low Income**

Poverty headcount ration at national poverty line (2011): **44.9%**

GDP per capita 2013: **644 US-\$**

Water and Sanitation¹

Access to improved drinking water (2011): **74.2%**

Access to improved sanitation (2011): **74.5%**

Displacement, Returnees and Refugees (at mid-2013)⁴:

Residing in Rwanda

Refugees: **72,856**

Asylum Seekers: **248**

Returned Refugees: **4,126**

Various: **112**

Total Population of Concern: **77,342**

Originating from Rwanda

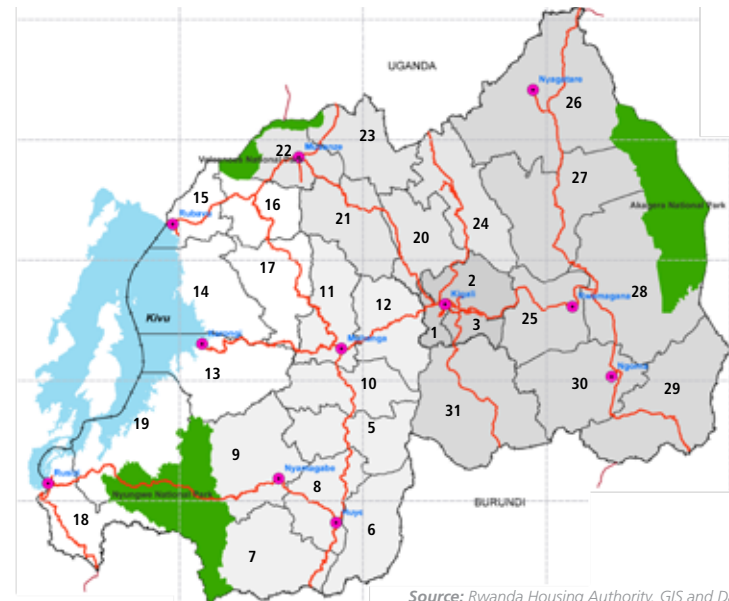
Refugees: **172,450**

Asylum Seekers: **8,578**

Returned Refugees: **4,126**

Various: **25**

Total Population of Concern: **185,179**



Source: Rwanda Housing Authority, GIS and Database Unit

Kigali City

1. Nyarugenge
2. Gasabo
3. Kicukiro
4. Kigali City

Southern Province

5. Nyanza
6. Gisagara
7. Nyaruguru
8. Huje
9. Nyamagabe
10. Ruhango
11. Muhanga
12. Kamonyi

Western Province

13. Karongi
14. Rutsiro
15. Rubavu
16. Nyabihu
17. Ngororero
18. Rusizi
19. Nyamasheke

Northern Province

20. Rulindo
21. Gakenke
22. Musanze
23. Burea
24. Gicumbi

Eastern Province

25. Rwamagana
26. Nyagatare
27. Gatsibo
28. Kayanza
29. Kirehe
30. Ngoma
31. Bugesera

Map Source: Nations Online Projects

¹ National Institute of Statistics of Rwanda, Fourth Population and Housing Census, November 2012

² Average urban household size 4.02; Average rural household size 4.3

³ World Bank Indicators 2014. Available at: <http://data.worldbank.org/indicator/>, accessed on 14 October, 2014.

⁴ UNHCR Mid-year trends 2013 (<http://www.unhcr.org/52af08d26.html>)

View of Kigali © Arianna Francioni



CHAPTER 02

Rwanda: Urban Profile

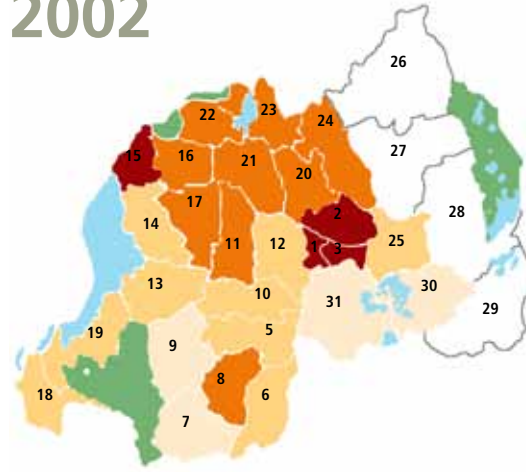
During the last 20 years the population in Rwanda has doubled. Approximately 16.52% of the population lives in urban areas, almost half of it is concentrated in Kigali, the capital city, with about 1.1 million inhabitants.¹

Kigali is the major urban centre, concentrating most economic activities and assimilating at least a third of the rural-urban migration within the country which is mainly associated with search for employment. After Kigali City, the second most urbanized province is the Western one with 12.2% of its population living in urban areas, followed by the Northern (9.3%), Southern (8.9%) and the Eastern Province (7.2%). Today, Rwanda is in the midst of a protracted urbanization process that is projected to persist well into the 21st century. According to its Vision 2020, the Government targets to become a middle-income country with an urbanization level of 35% by 2020.

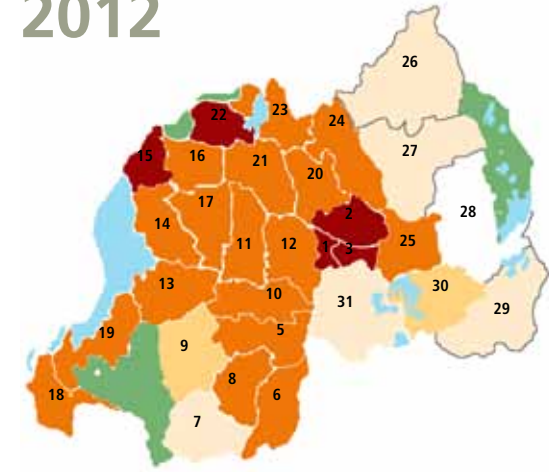
However, the potential economic benefits of urbanization are not spontaneously derived. It must be guided and supported by integrated spatial and sectorial public policies, planning strategies and implementation tools that are appropriate to Rwanda's economic realities and aim at urbanization in a territorially balanced and sustainable manner.

Population Density (Population/km²)

2002

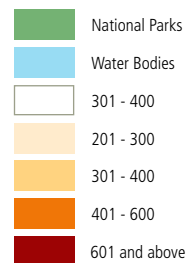


2012



Maps Source: National Institute of Statistics of Rwanda, Fourth Population and Housing Census, November 2012

N/B: Map of 2002 contains different political borders, but the new ones are projected for the ease of reading.



Kigali City

1. Nyarugenge
2. Gasabo
3. Kicukiro
4. Kigali City

Southern Province

5. Nyanza
6. Gisagara
7. Nyaruguru
8. Huye
9. Nyamagabe
10. Ruhango
11. Muhanga
12. Kamonyi

Western Province

13. Karongi
14. Rutsiro
15. Rubavu
16. Nyabihu
17. Ngororero
18. Rusizi
19. Nyamasheke

Northern Province

20. Rulindo
21. Gakenke
22. Musanze
23. Burera
24. Gicumbi

¹ National Institute of Statistics of Rwanda, Fourth Population and Housing Census, November 2012

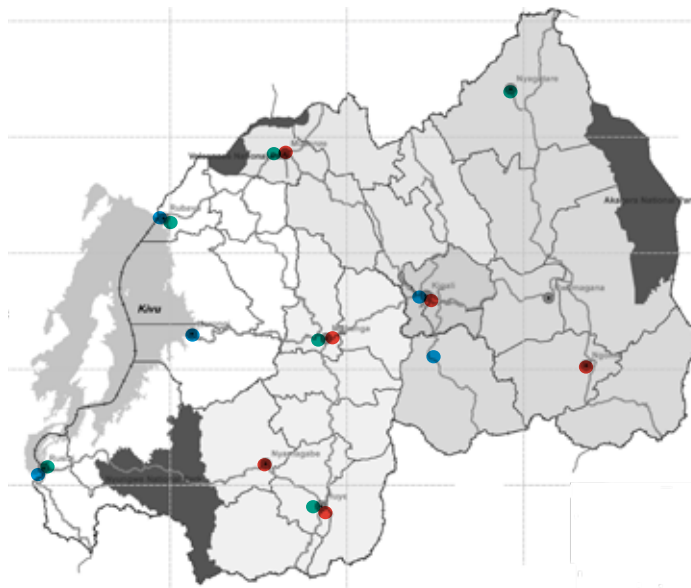
CHAPTER 03

UN-Habitat's Achievements

• ACHIEVEMENTS PHASE 1 (1994-2003)

Institutional support to the Government of Rwanda for emergency response and **reconstruction**. Rehabilitation of public buildings across the country. Support to the **reintegration** of IDPs and returnees through securing land tenure, plot demarcation and basic infrastructures provision as well as rehabilitation of housing.

More than **100 buildings** countrywide rehabilitated. Over **5,200 serviced plots** developed and **130 pilot houses** built.



• EXPECTED ACHIEVEMENTS PHASE 4 (2013-2018)

Development of a **National Urbanization Policy (NUP)**. Institutional capacity development. Support the institutionalization of a National Urban Forum. Promotion of **green urban development**. Urban planning and management capacity in **secondary cities**. Support implementation of the City of Kigali Master Plan.

• ACHIEVEMENTS PHASE 2 and 3 (2004-2012)

Assignment of a **UN-Habitat Programme Manager** for Rwanda, based in the UNDP office, to streamline the relations between the Government, national partners, UN-Habitat and other UN agencies.

Protection and rehabilitation of vulnerable ecosystems. Support to the formulation of a national urbanization policy. Institutional **capacity development for pro-poor urban planning and land management**. **Slum upgrading and resettlement** of returnees. **Youth**

entrepreneurship promotion. More than **10,500 youth trained**. More than **3,000 households** benefitted in terms of improved living conditions. More than **70 houses, 5 community facilities** and **2,780 linear metres of drainage** built.

CHAPTER 04

Emergency Response and Reconstruction (Phase I 1994-2003)

Urgent Urban Resettlement of Returnees; Emergency Rehabilitation of Public Buildings in Kigali and other Urban Centres

UN-Habitat started its operations in Rwanda subsequent to the tragic events in 1994 in which urban infrastructure was destroyed and institutional capacity heavily affected due to loss of qualified personnel. UN-Habitat supported the government by initiating projects to resettle and reintegrate returnees through land allocation and housing rehabilitation as well as by reconstructing and rehabilitating public infrastructure.

Specific objectives were to;

- Provide institutional support to the Ministry of Rehabilitation and Social Integration and the Kigali Municipality
- Develop serviced land in Kigali and other urban centres for the resettlement of displaced people and returnees, including road and drainage rehabilitation
- Repair war-damaged houses
- Rehabilitate several public buildings in Kigali
- Rehabilitate and equip communal buildings



Rwandan Refugees Camp in Kibumba, Congo © Julien Harnais

PROJECT DETAILS

Where: Kigali and prefectures of Butare, Byumba, Gikongoro, Gitarama, Kibungo and Ruhengeri

When: 1994 - 2003

Goal: providing support to the Government in the emergency rehabilitation and reconstruction of public building and housing in the immediate aftermath of the genocide

Donors: Trust Funds (Netherlands, Japan, UK, Belgium)

Partners: Ministry of Rehabilitation and Reconstruction; Ministry of Public Works Municipality of Kigali; United Nations Development Programme (UNDP)

Executing Agency: UN-Habitat

**CHAPTER
04**

Emergency Response and Reconstruction

(Phase I 1994-2003)
Urgent Urban Resettlement of Returnees; Emergency Rehabilitation of Public Buildings in Kigali and other Urban Centres



Development of new plots and infrastructure in Kigali. © Arianna Francioni

ACHIEVEMENTS

The project was completed in 2003 and led to the following results:

- Assistance provided in cleaning the city of Kigali to protect citizens from diseases
- The administrative part of the National Assembly and 3 Ministerial buildings rehabilitated, contributing to improved administration
- 110 communal buildings country-wide rehabilitated, contributing to the functioning of local institutions and peace building
- 5,260 serviced plots developed (roads grading) and 130 pilot houses constructed for the resettlements of displaced people and returnees
- Feasibility studies developed for new resettlement sites in Kigali and Butare and handed over to respective local authorities for implementation
- A cost recovery mechanism set up to cater for the *Programme d'urgence de reinstallation dans les centres urbains*
- Capacity building and human resources development of the Ministry of Public Services (MINITRAP)¹ through institutional reforms and training of staff

¹ Since 2002 Ministry of Infrastructure (MININFRA)

² Today Ministry of Natural Resources (MINIRENA)

**CHAPTER
05**

Towards Sustainable Development (Phase II 2004-2007)

Kigali Industrial-Environmental Management



Gikondo Wetland after relocation of the industrial park and environmental rehabilitation

© Arianna Francioni

The City of Kigali faces challenges in accommodating its growing population because 50 per cent of its terrain is wetlands, water bodies, forests, and slopes of more than 20%.

In 2005, a project co-funded by UN-Habitat, UNEP and UNDP aimed at elaborating an environmental and socio-economic assessment of the Gikondo valley, since its urban wetlands were affected by industry and settlements in Kigali.

The project's objective was to provide the government with a framework for environmental protection. Therefore, the environmental and socio-economic situation was analyzed and environmental impacts were identified; seminars regarding sustainable consumption and production as well as cleaner production were organized and a workshop was held to discuss the action plan implementation. The programme also supported the construction of a cleaner production center assisted by UNEP.

PROJECT DETAILS

Where: Kigali

When: 2005 - 2006

Goal: Assess the environmental and socio-economic situation of the Gikondo Valley and provide the Government with a framework for building consensus and environmental protection

Donors: UN-Habitat, UNEP, UNDP

Partners: Government of Rwanda; Ministry of Lands, Environment Forestry, Water and Mines; Ministry of Infrastructure (MININFRA); Ministry of Local Government; City of Kigali; Ministry of Industry and Commerce; private sector, owners of industries in the Gikondo Valley, NGOs and UN-Habitat

Executing Agency: UN-Habitat

ACHIEVEMENTS

- **3 UN agencies** joined efforts to support the Government of Rwanda
- **2 reports** assess the socio-economic and environmental impacts of industries on the Gikondo Valley
- **1 map** of wetlands prepared
- **The Rwanda Cleaner Production Center** technical support to the establishment in Kigali
- **Organization of 1 workshop** in October 2005 where the situational analysis and action plan implementation were agreed upon

CHAPTER 05

Towards Sustainable Development (Phase II 2004-2007)

Supporting MININFRA to design an Urban Development Policy



Training and capacity development for government technicians

© UN-Habitat

The project focused on the institutional development and capacity building of MININFRA. Its main objectives were to:

1. Advise MININFRA on urban development and the housing sector
2. Support the formulation of an Urban Development Policy
3. Support the formulation of building codes and urban development & management norms
4. Strengthen the institutional capacity of a national training institution to develop training tools and train its staff with support from the Training and Capacity Building Branch in UN-Habitat.

PROJECT DETAILS

Where: Kigali

When: 2005 - 2007

Goal: Support the formulation of a Politique Nationale d' Urbanisation

Donors: UNDP

Partners: Government of Rwanda, Ministry of Infrastructure (MININFRA), Ministry of Local Government, Rwanda Institute of Administration and Management

Executing Agency: UN-Habitat

ACHIEVEMENTS

- **1 technical adviser** assigned to MININFRA
- **1 report on access to land** for the poor and recommendations for implementing the new law as well as for launching **2 campaigns** on secure land tenure and good urban governance prepared and discussed in a workshop
- Reviewed **code of town planning and building** and urban development
- **1 document on the National Urbanization Policy** prepared, discussed in a national workshop and endorsed by MININFRA in June 2006
- The Rwanda Institute for Administration and Management (RIAM): AoC signed between UN-Habitat and RIAM to conduct training on urban planning for district technicians and decision makers
- **32 decision makers and 60 technicians** trained in urban planning
- **Slum upgrading project** for the Western Province Districts (Rubavu, Karongi, Rusizi) formulated
- **1 National Conference on Poverty Reduction** and Good Governance through Sustainable Development and Housing organized in October 2007 in Kigali
- **37 sets of IT-equipment** provided to Districts and MININFRA

**CHAPTER
06**

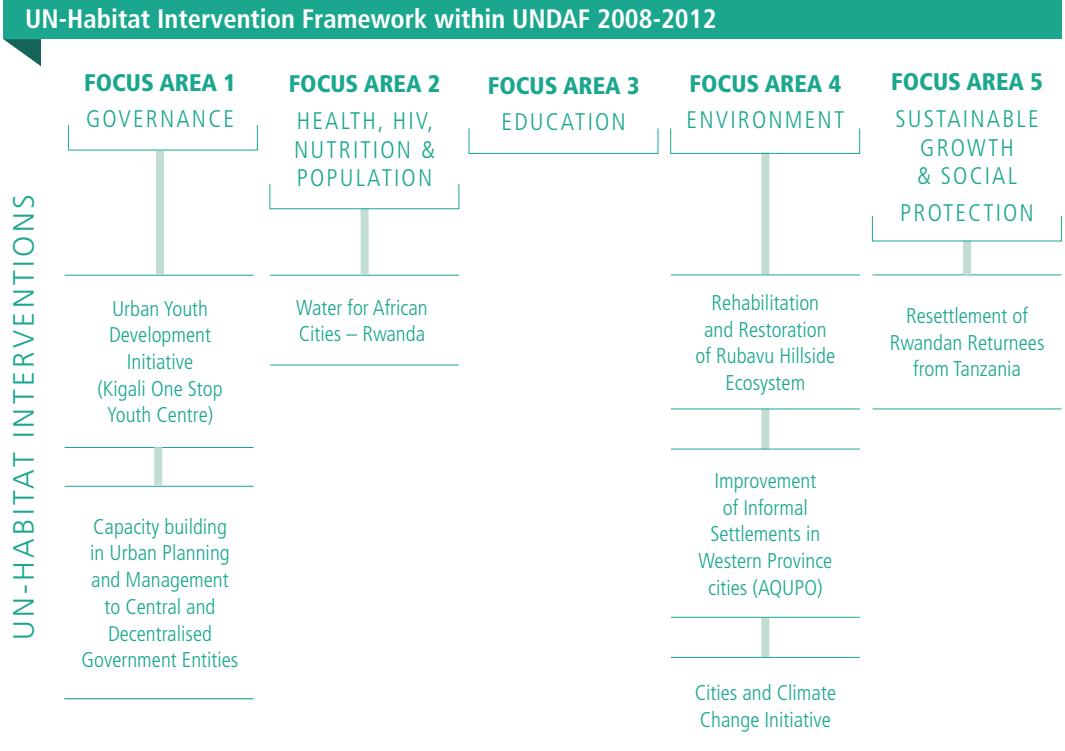
'Delivering as One' in Rwanda (2008-2012)

In 2008, Rwanda volunteered alongside seven other countries to implement a new UN strategy, called "Delivering as One" or "One UN". The countries agreed to work within the UN system, capitalizing on the strengths and comparative advantages of the different agencies of the UN family. The eight pilot countries are making reforms based on four principles: One Leader, One Budget, One Programme, and One Office.

These changes were made to improve the countries' responses to varied needs by drawing on all parts of the UN system, whether based in-country or abroad. In Rwanda, the exercise has helped to align UN programmes and funding more closely to national priorities outlined in the Vision 2020 and in the first Economic Development and Poverty Reduction Strategy (EDPRS 1) adopted by the Government of Rwanda for the period 2008 -2012.

The 2008-2012 UNDAF, a single coherent action plan for all agencies, funds and programmes in Rwanda, listed five focus areas: Governance; HIV/ AIDS, health, nutrition and population; education; environment; and sustainable growth and social protection.

UN-Habitat contributed with different projects and activities to result areas 1, 2, 4 and 5 of the UNDAF (see Table).



**CHAPTER
07**

Governance (Phase III 2008-2012)

Urban Youth Development Initiative - One Stop Youth Employment and Productive Centre (Kigali)



Youth taking part in a computer training at the UN-Habitat One Stop Youth Centre in Kigali, Rwanda 2012

© UN-Habitat /Julius Mwele

Youth in Rwanda are the majority with 67% of the population below 25 years. The number of labour market entrants is outpacing the economy's ability to absorb them and unemployment and underemployment rates are high.

The Ministry of Youth and ICT established the One Stop Youth Centre in 2011 in collaboration with UN-Habitat. The centre is located in Kimisagara, one of the poorest urban areas of Kigali, and is inspired by the mission to eradicate youth poverty. The Youth Employment and Productive

Program operating within the centre aims at boosting youth employment through promoting effective strategies for productive and decent employment and self-employment.

The centre has implemented training programmes targeted to young women and men between 14 and 35 years and offered services related to entrepreneurship, job placement, ICT, vocational skills, health, civic education & good governance, sport, culture and leisure.

PROJECT DETAILS

Where: Kigali

When: 2010 - ongoing

Goal: Providing support to the Government of Rwanda to set up and pilot activities at Kigali One Stop Youth Centre

Donors: ONE-UN Fund, Government of Rwanda, UN-Habitat

Partners: Ministry of Youth & ICT

Executing Agency: UN-Habitat

ACHIEVEMENTS

- 1,583 youth trained in entrepreneurship
- 1,653 youth trained in ICT and business skills
- 267 youth trained in driving and tour guiding
- 60 youth trained in beauty and aesthetics
- 126 youth trained in tailoring and knitting
- 11,317 youth received information on basic health measurements
- 50 youth sensitized on climate change
- 900 young entrepreneurs were facilitated to present business plan to access the Business Development Fund (BDF)

CHAPTER 07

Governance (Phase III 2008-2012)

Urban Youth Development Initiative - One Stop Youth Employment and Productive Centre (Kigali)

CHALLENGES: Limited financial resources restricted UN-Habitat's capacity in terms of monitoring and evaluation.

LESSONS LEARNED: Spearheading by the central Government in piloting the programme facilitated its adoption at district level.

IMPACT: After successfully testing the One Stop Youth Centre model, the Ministry of Youth & ICT expanded the approach to other districts through the YEGO programme (Youth Empowerment for Global Opportunities).



Library

TRAINING & CAPACITY DEVELOPMENT

The results of these training are reflected at page 16. From 2010, the centre has provided a wide series of training sessions, aimed to address the different skills of youth:

- 25 training sessions on entrepreneurship
- 31 training sessions on ICT
- 1 training session on driving and tour guiding
- 1 training session on beauty and aesthetics
- 2 training sessions on tailoring and knitting
- 1 training session on climate change
- **Daily services** offered within the health sector



Sports Fields



Tailoring workshop

CHAPTER 07

Governance (Phase III 2008-2012)

Capacity Building in Urban Planning and Land Management for Central and Decentralized Government Entities



Training and capacity development with government technicians © UN-Habitat Office in Rwanda

When the Government of Rwanda embraced devolution in 2001, the district government authorities' extended responsibilities were not accompanied by adequate human resources to effectively assure service delivery. The urban sector was particularly affected since decision makers at district level lacked knowledge on revenue generation through effective urban planning. As a result, urban planning was neglected in the preparation of district action plans.

In view of this issue, UN Habitat entered in consultations with the Rwandan Association of Local Governments (RALGA) tasked for lobby, advocacy and capacity building for Gasabo, Nyarugenge and Kicukiro districts of Kigali City. The goal was to implement a capacity building project in order to establish a common understanding on urban planning and land management issues. The districts Rubavu, Ngororero, Nyamasheke, Musanze and Rusizi benefited from the project as well.

PROJECT DETAILS

Where: Kigali, Rubavu, Ngororero, Nyamasheke, Musanze & Rusizi Districts

When: 2008 - 2012

Goal: Organize theoretical and on-the-job trainings for the Kigali and the districts of Rubavu, Karongi, Ngororero, Nyamasheke, Musanze and Rusizi, including: Improvement of urban planning and land management with emphasis on gender equity; Capacity building for district staff in urban data collection and management.

The training was designed to strengthen the decentralized local governments in efficient, accountable and result-oriented service delivery and to build their capacity in participatory planning and evaluation.

Donors: ONE-UN Fund

Partners: Rwandan Association of Local Governments, Authorities and Districts

Executing Agency: UN-Habitat

ACHIEVEMENTS

- **1 technical adviser** in urban planning assigned to MININFRA for two years
 - **2 National Urban Forums** co-organized through a partnership between UN-Habitat and Rwanda Housing Authority (RHA)
 - **130 Government staff** trained in Kigali (Gasabo, Nyarugenge, Karongi and Kicukiro districts)
 - **3 computers and 3 sets of GIS equipment** provided to each district
- In collaboration with other districts, UN-Habitat provided financial and technical support through RALGA in training additional **240 civil servants**.

**CHAPTER
08**

HIV & Aids, Health, Nutrition and Population

(Phase III 2008-2012) Water for African Cities – Rwanda



Water distribution reservoir in Gatenga sector © Arianna Francioni

The programme aimed at developing water and sanitation infrastructure in urban areas, as well as ensuring its durability with a view to contributing to the development of human resources, promoting the private sector and building institutional capacity.

Guiding principle for the project was the participation of beneficiary communities in all steps of the implementation, as well as in the management of the water and sanitation facilities to effectively utilize water resources.

The main interventions included: (i) organization and training of private actors in selling water for human consumption; (ii) development of innovative water demand management tools and improvement of the sanitation framework in Kigali City; (iii) an environmental impact assessment study of the Kigali City water catchment areas; (iv) establishment of governance and promotion systems of investments in water and sanitation infrastructure; (v) information exchanges, partnership and capitalization of experiences at the regional level; (vi) public awareness campaigns on social, environmental, economic dimensions of drinking water and sanitation in Kigali City; (vii) education on values-based water, sanitation and hygiene as well as indicators for monitoring the implementation of MDGs.

PROJECT DETAILS

Where: Kicukiro District (Masaka and Gatenga sector); Nyarugenge District (Kanyinya Sector)

When: 2008 - 2013

Goal: To increase access to safe drinking water and improved sanitation facilities for poor urban and peri-urban dwellers; to build capacities among water service providers for best practices application in water demand management

Donors: ONE-UN, UN-Habitat, Government of Rwanda

Partners: Ministry of Infrastructures (MININFRA), Energy Water & Sanitation Authority (EWSA), Kicukiro District

Executing Agency: UN-Habitat

ACHIEVEMENTS

- **240 vulnerable households** connected to the water supply scheme
- **2 water distribution reservoirs** of 125 m³ capacity built in Kanyinya sector with pumping station of total capacity 100m³/hour
- **40 ECOSAN latrines** built at the Masaka Secondary School
- **25 km extension** to the water supply scheme
- **4 tanks for Rain water harvesting (5m³)** facility built at the Masaka Secondary School

CHAPTER 09

Environment

(Phase III 2008-2012)
Rehabilitation and Restoration of the Rubavu Hillside Ecosystem



Housing in the new site of Karukogo for the most vulnerable. © Arianna Francioni

In the past decades, the Rubavu hillside underwent a process of environmental degradation. The construction of informal settlements on its steep slopes was putting people and the ecosystem at risk of soil erosion and landslides.

Facing these issues, the Rwanda Environment Management Authority sought partnership with UN-Habitat to progressively rehabilitate and restore the ecosystem.

The project focused on the following activities:

1. Supporting the resettlement of the population living in the highest altitudes to a safer location provided by the district in Karukogo;
2. Developing roads, water and sanitation facilities at the new site; providing 20 houses for the most vulnerable families and ensuring security of land tenure; elaborating a strategic plan for the sustainable ecosystem restoration of the hillside and undertaking appropriate interventions for the rehabilitation of the ecosystem; capacity building of the district authorities in urban environmental management.

PROJECT DETAILS

Where: Rubavu District

When: 2008 - 2011

Goal: The project aimed at progressive rehabilitation and restoration of the ecosystem of the slope of Mount Rubavu that were destroyed by unplanned housing developments for the past decades. Further, the project intended to support the resettlement of the population from Mount Rubavu to Karukogo.

Donors: ONE-UN Fund, the Government of Rwanda

Partners: Rwanda Environment Management Authority (REMA), Ministry of Infrastructure (MININFRA), RHA (Rwanda Housing Authority), Rubavu District

Executing Agency: UN-Habitat

ACHIEVEMENTS

- **1118 households resettled** from high risk area to a new site (Karukogo), with consequent preparation of plots, roads and public infrastructure
- **20 houses built** for the most vulnerable households
- **Hillside reprofiling** through land terracing in order to stabilize steep slopes
- **Construction of walls** to retain soil and regulate ground water flow
- **Tree planting** to control rainwater flow
- **Capacity building plan** developed for an urban-environmental protection association to carry out urban management programmes

CHAPTER 09

Environment (Phase III 2008-2012)

Rehabilitation and Restoration of the Rubavu Hillside Ecosystem

BEFORE



Informal settlements on Rubavu Hillside
© UN-Habitat Office in Rwanda

CHALLENGES: Limited financial resources hampered monitoring and evaluation of the project by UN-Habitat.

LESSONS LEARNED: A resettlement that takes into account the residents' livelihoods and is endorsed by the community as necessary to reduce their vulnerability can lead to effective commitment and participation of the local community and their leaders.

IMPACT: The improvement of beneficiaries' living standards has positively influenced their contribution to the town's economic performance.

IN PROGRESS



Rehabilitation process on Rubavu Hillside
© UN-Habitat Office in Rwanda

IN PROGRESS



Rehabilitation process on Rubavu Hillside
© UN-Habitat Office in Rwanda

TODAY



The rehabilitated Rubavu Hillside is an attractive natural viewpoint © UN-Habitat Office in Rwanda

**CHAPTER
09**

Environment (Phase III 2008-2012)

Improvement of Informal Settlements in the Western Province (Amélioration des Quartiers Précaires de la province de l'Ouest - AQUPO)



New drainage channel built in Karongi © Arianna Francioni

The project of slum upgrading for the cities of Rwanda's Western Province has been initiated by the Ministry of Infrastructure in collaboration with UN-Habitat to address a total absence of waste management, low level accessibility to water and sanitation services, poor conditions of inter-zones earth roads resulting in inaccessibility of the slum zones and lack of appropriate infrastructure for the women's cooperatives to store and sell fish and vegetables. The project implemented a series of pilot interventions to improve the access of the population to basic services and infrastructure, while carrying out capacity building activities with the responsible district authorities.

PROJECT DETAILS

Where: Karongi (Kiniha) and Rusizi (Kamembe) Districts

When: 2008 - 2013

Goal: Slum upgrading by improving basic urban infrastructure (roads, drainage systems, water and sanitation services)

Donors: ONE-UN Fund, UNDP, the Government of Rwanda

Partners: MINIFRA, Rwanda Housing Authority, Karongi and Rusizi Districts

Executing Agency: UN-Habitat

ACHIEVEMENTS

KARONGI DISTRICT

- Topographic and detailed technical study carried out for construction of roads in Kiniha (6.5km)
- 1 block of toilets, covered walkway and rain water harvesting facilities supplied and installed at Nyegabo High School and Kibuye High school
- 2 blocks of toilets, 5 water points and 1,430 linear meter of drainage water channels constructed in Kiniha
- 986 households benefitted from the project

RUSIZI DISTRICT

- Topographic and detailed technical study carried out for construction of roads in Kamembe (4km)
- 1 vegetable and fish storage constructed at Mururu
- 2 water points established in Kamembe
- 1,350 meter of drainage water channels built in Kamembe
- 785 households benefitted from the project
- 1 pilot project on solid waste management for the two districts developed and funded by AFD (Agence Française de Développement)

CHAPTER 09

Environment (Phase III 2008-2012)

Improvement of Informal Settlements in the Western Province (Amélioration des Quartiers Précaires de la province de l'Ouest - AQUPO)

CHALLENGES: High demand of urban infrastructure due to population growth. Lack of other projects intervening in urbanization of those zones. Inadequate financial resources to meet high expectations of populations. Absence of a Project Steering Committee delayed activities of the Project.

LESSONS LEARNED: Strong political will to reduce the number of slums in secondary cities. Strong commitment by the population to improving their conditions.

RECOMMENDATION: Pilot interventions must be accompanied by trainings for districts' technical staff on maintenance and management strategies of basic urban infrastructure. For the sake of sustainability of the project achievements, local cooperatives responsible for managing the infrastructure must be trained in financial management and organization. The beneficiaries should set up a fund for periodic infrastructure maintenance.

SOCIO-ECONOMIC IMPACT

- The project stimulated unity and reconciliation by enabling people to collaborate and participate in the improvement of urban infrastructure and services
- Hygienic conditions have been improved and epidemic diseases reduced through provision of public latrines and water points
- Movement in upgraded areas has been facilitated



Rain water harvesting system installed in Kibuye high school © Arianna Francioni

- through construction of storm water canals and bridges
- Targeted families showed significant economic benefits

ENVIRONMENTAL IMPACT

- Environmental and human vulnerability reduction by constructing water drainages
- Limitation of environmental pollution by constructing public toilets and water points



Bridge and drainage channel built in Karongi © Arianna Francioni

- Protection of Lake Kivu from infiltrated residues

GENDER BALANCED IMPACT

- Women actively participated in the project with more than 60% of beneficiaries
- Human rights impact
- More than 100 households in Kiniha and more than 150 households in Kamembe mitigated their vulnerability to natural hazards

**CHAPTER
10**

Sustainable Growth & Social Protection (Phase III 2008-2012)

Resettlement of Rwandan Returnees from Tanzania



Bugesera housing project supported by UN-Habitat and ONE UN in Rwanda in 2012

© UN-Habitat/ Julius Mwelu

The Bugesera Project resulted from an official government request in 2007 to assist with the resettlement of Rwandan returnees from Tanzania in the Eastern Province. Consequently, UN-Habitat, in collaboration with UNDP, undertook a rapid assessment of the resettlement sites and selected an appropriate location in coordination with the district authorities.

The pilot project aimed at servicing the government's request by supporting MININFRA in implementing its national (re-)settlement strategies.

Within the framework of capacity building, UN-Habitat conducted a training on tiles processing and production of bricks using peat based furnaces. Through providing environmentally friendly low-cost shelter to Rwandan returnees from Tanzania and vulnerable households, UN-Habitat supported the Bugesera District in alignment with national strategies. In collaboration with the district, UN-Habitat also set up a tiles and bricks factory and organized a six-months training to transfer alternative technologies to low skilled local communities, enabling easy access to low-cost building materials for decent shelter.

PROJECT DETAILS

Where: Bugesera District

When: 2008 - 2011

Goal: Support MININFRA to implement its national settlement strategies and resettlement programme of returnees from Tanzania;

Donors: ONE-UN Fund and the Government of Rwanda

Partners: Ministry of Infrastructure (MININFRA), Rwanda Housing Authority, Bugesera District

Executing Agency: UN-Habitat

ACHIEVEMENTS

- **50 low-cost houses, 1 community centre and 1 energy kiosk** equipped with rainwater harvesting system
- **1 water point** with 4 taps built
- **3 tile furnaces** constructed with local expertise
- **On-the-job technical training** on construction and
- production of tiles based on local materials
- **200 community members** benefitted from the project
- **5 training sessions** organized with 40 participants per session
- **4 participatory community meetings** organized

**CHAPTER
10**

Sustainable Growth & Social Protection (Phase III 2008-2012)

Resettlement of Rwandan Returnees from Tanzania



An energy kiosk with rainwater harvesting system

© Arianna Francioni

THE STORY OF CLEMENTINE

In 1959, Clementine's parents fled from the first ethnic persecutions in Rwanda and settled in Tanzania. Only in 2007, when Clementine was grown-up, they decided to return to their home country. Once they crossed the border, the Government of Rwanda assigned them a plot in Bugesera District together with other returnees. Clementine, her husband and their three children lived in a tent for three years as they did not have the financial resources to build their own house. As a result of UN-Habitat's intervention Clementine's family could now welcome their new-born in their new home.

CHALLENGES: Limited financial resources hampered UN-Habitat's monitoring and evaluation operations

LESSONS LEARNED: The active involvement of the beneficiary community in the construction, in conformity with the district's commitment, has played a key-role to ensure the effective management and maintenance of constructed housing and tiles furnaces.

IMPACT: The project has brought a consistent improvement of living standards of beneficiary communities.



Clementine and two of her children in their new home

© Arianna Francioni

TRAINING & CAPACITY DEVELOPMENT

UN-Habitat selected 200 community members to develop a sequence of on-the-job training sessions on construction focused on:

- Survey of natural deposits of raw construction materials and associated items (clay, peat etc.)
- Utilization of raw materials
- Techniques of manufacturing tiles & bricks
- Comprehensive construction techniques

3 tiles furnaces have been built by the trainees under UN-Habitat's supervision and are in operation under the District Government.



Local builders working at a tile furnace

© UN-Habitat Office in Rwanda



A view of Kigali, Rwanda 2012. © UN-Habitat/Julius Mwelu

**CHAPTER
11**

Time to Think Urban

UN-Habitat Urban Principles

The City of the 21st Century values urbanization and agglomeration economies, and prioritizes integrated public transport systems, walkability, green areas and efficient use of energy. This city is generally more compact and is characterized by multifunctional use of space, where zoning is kept to the minimum. Based on global experience, UN-Habitat is promoting a set of principles that should lead countries that are rapidly urbanizing, like Rwanda, to achieve these goals that could be summarized in: a more sustainable urban environment.



Musanze, Northern Province, Rwanda 2006.

© Philip Kromer (<https://www.flickr.com/photos/mrflip/94489117>)

PLAN WELL IN ADVANCE

Making plans for 30 years. Having insight in future land consumption and needs, making decisions now that are sustainable on the long run.

PLAN AT A SCALE

Extending the planning scale to achieve numbers that make a difference.

PLAN IN PHASES

Concentrating public investments in order to foster more efficient development and to create value.

PLAN FOR SOCIAL INTEGRATION

- Promoting social integration, diversity of social groups, rental and ownership
- Working on different rent scales to promote cosmopolitan values

- Guaranteeing 20 - 50% of residential space for low income residents

PLAN FOR DENSITY

Achieving enough density to trigger economies of scale, ensuring livability (at least 150 p/ha) and reducing energy consumption.

PLAN FOR CONNECTIVITY

Focusing on public realm by putting emphasis on walking distances and public transport.

PLAN TOGETHER

Supporting the elaboration of practical and enforceable norms and rules, resulting from participatory, democratic & respectful processes.

*The new city that UN-Habitat promotes revives, through the idea of **compactness**, the notion of “human scale”.*

**CHAPTER
12**

Achieving Sustainable Urban Development in Rwanda

UN-Habitat's Achieving Sustainable Urban Development Programme (ASUD) represents a pilot experience at country level to address the urbanization process from a new paradigm.

The new vision makes a shift in focus and incorporates three essential urban elements into a new, integrated working methodology: Urban Legislation, Urban Design and Urban Finance, as a three-legged strategy in advancing sustainable urbanization. ASUD uses evidence-based knowledge to tackle urbanization as a complex process and builds on the potential of urbanization as a powerful transformative power when properly managed. ASUD is the integrated strategy for urban improvement, in five pilot countries: Colombia, Egypt, Rwanda, Mozambique and the Philippines.

ASUD has two primary focus areas:

National Urbanization Policy (NUP) at national level
Planned City Extensions (PCE) and Planned city infills (PCI) at local level

The goal is to produce a rapid framework of planning that gives direction and channels the immediate growth of urban population in an ordered manner that gives consideration to at least sufficient public space for connectivity and spatial development for resilience.



Peri - urban developments outside Kigali © Joost Mohlmann

CHAPTER
13

Embarking on Rwanda's Development Strategy

Economic Development and Poverty Reduction Strategy (EDPRS 2) 2013-2018

Rwanda is experiencing one of the fastest periods of growth and **socio-economic progress** in its history. It was the tenth fastest growing economy in the world during the decade from 2000. At the same time more than a million people have been lifted out of poverty.

Post genocide, adversity was turned into opportunity by creating a national vision i.e. **"Vision 2020"** which is a translation of Rwandans' aspirations for the future of their country and society.

The **Second Economic Development and Poverty Reduction Strategy (EDPRS 2)** is a five year plan design by the Government of Rwanda to accelerate the progress already achieved and to shape the country's development in the future.

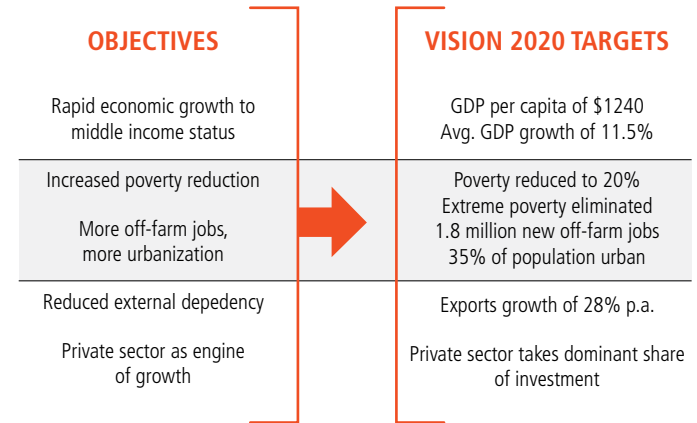
The **overarching goal** for EDPRS 2, derived from the Vision's long-term goal of "creating a productive middle class and fostering entrepreneurship" is: accelerating progress to middle income status and better quality of life for all Rwandans through sustained growth of 11.5% and accelerated reduction of poverty to less than 30% of the population.

Transforming the economic geography of Rwanda by facilitating and managing **urbanization**, and promoting secondary cities as poles of economic growth is identified as one of the priority drivers to achieve economic transformation.

Increasing income segregation and overconcentration in Kigali, regional imbalances due to the small size and limited development of secondary cities and weak coordination of the urban planning and management system have made sustainable urbanization a key priority area for EDPRS 2, which was not the case for EDPRS 1.

To transform the economic geography of Rwanda and manage the process of urbanization, **three high level objectives** are pursued:

- Integrated development planning and management
- Development of secondary cities as poles of growth
- Establishment of financing and supply options for affordable housing



Overarching Goal of EDPRS2:

"Accelerating progress to middle income status and better quality of life for all Rwandans through sustained growth of 11.5% and accelerated reduction of poverty to less than 30% of the population."



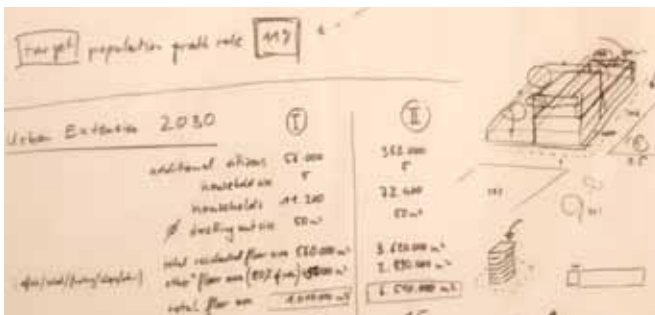
CHAPTER 14

UN-Habitat & the Government of Rwanda

A common effort to achieve the Vision 2020

With regard to UN-Habitat's urban principles and Rwanda's needs outlined in the EDPRS 2, joint efforts for the period 2013-2018 will focus on:

- Identifying **socio-economic development** possibilities by promoting a strategic development framework
- Improving **urban and regional planning** for secondary and intermediate cities
- Working on the development of a **national urbanization policy** and guidelines for urbanization
- Demonstrating urban improvement possibilities through **pilot projects**
- Promoting **neighborhood development principles** like densification, mixed use, good and sufficient public space and streets
- Empowering city leaders through **capacity building**



ASUD Project / Workshop for Capacity Building on Urban Planning for Secondary Cities © UN-Habitat/Joost Mohlmann

**CHAPTER
15**

Integrated UN-Habitat Country Programme (Phase IV 2013-2018)

Towards a strategic framework of UN-Habitat interventions in Rwanda aligned with EDPRS 2 and UNDAF

KEY CHALLENGE

- Fast pace of urban development

KEY OPPORTUNITIES

- Strong political will in the transition from rural- to urban-driven economy
- Kigali Master Plan approved and secondary cities identified to boost urbanization
- Decentralization process on-going through district one stop centres

URGENT GAPS

There is a need for:

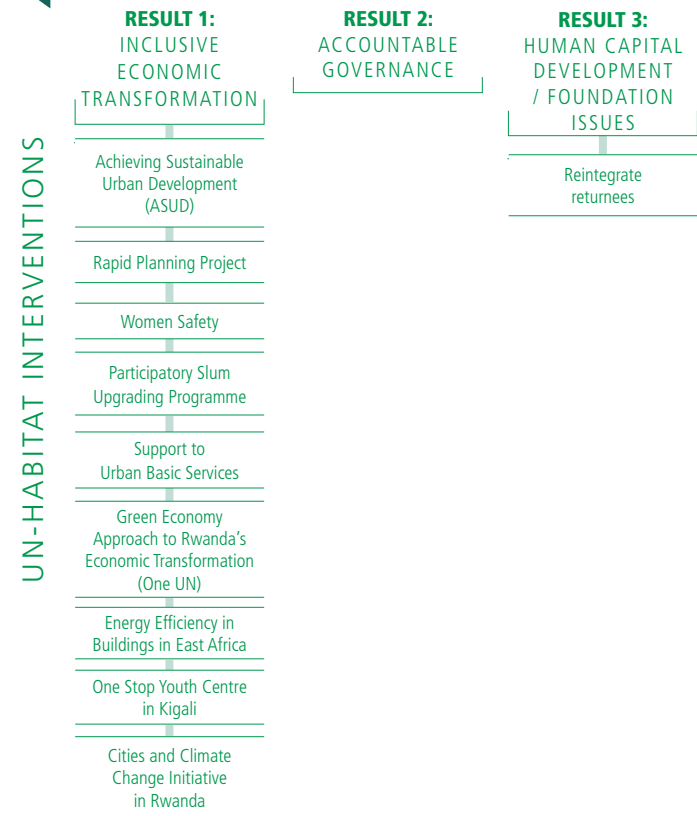
- linking economic development and physical planning
- accelerating the planning of city/town extensions
- supporting youth employment and business development
- pilot projects for promoting a “green” urban development

UN-Habitat and the Government of Rwanda signed a Memorandum of Understanding (MoU) during the World Urban Forum in Naples, Italy, in September 2012 with a view to supporting work at the policy level (through the development of a National Urbanization Policy), the development of secondary cities and the implementation of the master plan of Kigali. This MoU constitutes the legal framework of the proposed 2013-2018 UN-Habitat Country Programme in Rwanda. Aligned with the EDPRS2, the proposed areas of intervention of UN-Habitat in Rwanda for the period

2013-2018 are the following:

- Support to urbanization management and promotion of secondary cities as poles of economic growth
- Green economy approach to economic transformation
- Integrated approach to land use and rural settlements
- Support to youth entrepreneurship, access to finance and business development
- Climate change and disaster risk reduction

UN-Habitat interventions in Rwanda aligned with the UNDAF / EDPRS2



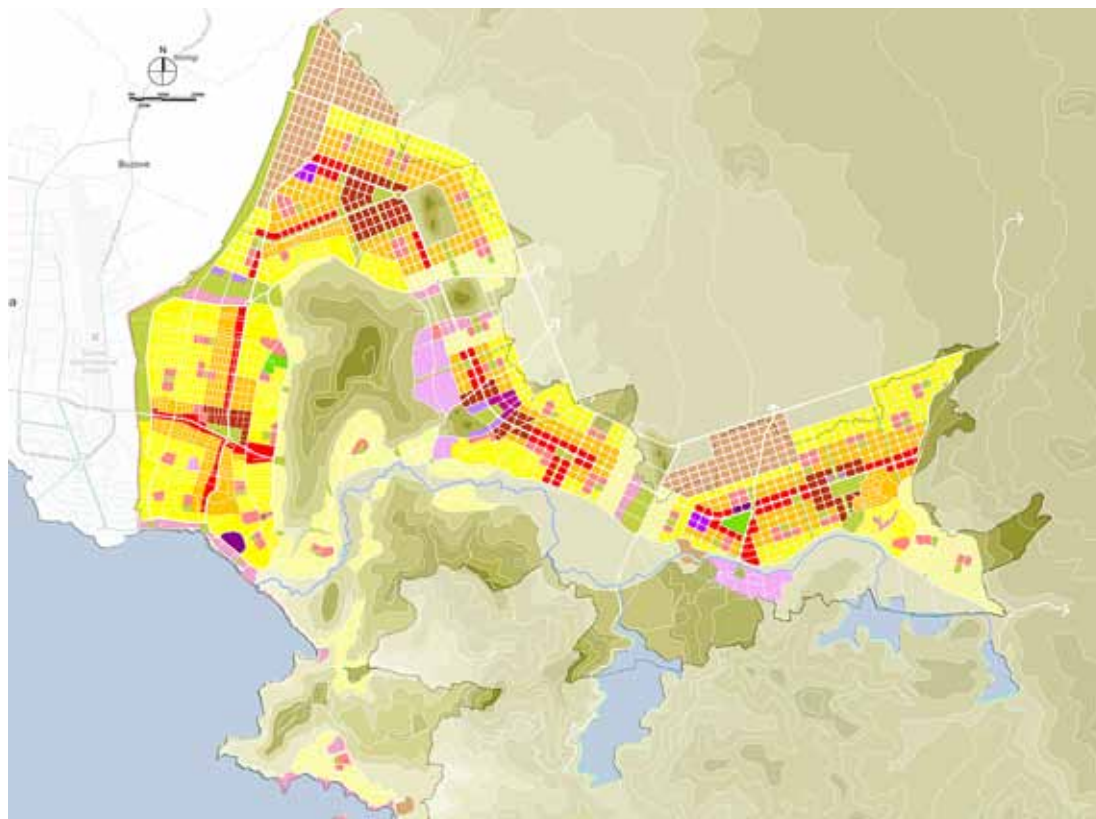
**CHAPTER
15**

Integrated UN-Habitat Country Programme (Phase III 2013-2018)

Achieving Sustainable Urban Development (ASUD) in Rwanda

Urban growth is to be expected mainly in Kigali and in six secondary cities that are identified as poles of growth: Rubavu, Musanze, Nyagatare, Muhanga, Rusizi, Huye. Currently these cities have between 50-150,000 inhabitants, but natural growth is expected to twofold these numbers in the next 15 years. In 30 years the sizes of these cities will vary between 100 - 800,000 inhabitants.

UN-Habitat's efforts in supporting the Government of Rwanda aim at all levels: strengthen the capacity of Ministries and authorities and building governance capacity of mayors and district leaders; improving economic and physical development plans for secondary cities with local technicians; developing a framework that supports decision making with regard to investments and that identifies opportunities for regional cooperation. A National Urbanization Policy (NUP) will be a guiding document to strengthen institutes, strategies and governance.



Workshop on planned cities extensions: Sketch of spatial development strategy for the city of Rubavu

© UN-Habitat

CHAPTER
15

Integrated UN-Habitat Country Programme (Phase III 2013-2018)

Achieving Sustainable Urban Development (ASUD) in Rwanda

EXPECTED RESULTS

At the **national level**, the required political, regulatory and institutional mechanisms to promote a more sustainable urbanization process in Rwanda are clearly defined and tested.

- A well-elaborated and approved **National Urbanization Policy (NUP)** that provides institutional, political, regulatory and strategic guidance for promoting sustainable urban development in Rwanda by defining strategic and regulatory axes of intervention
- A fully-developed **Spatial Development Framework (SDF)**, as part of the NUP, which will help implementing the same and strategically

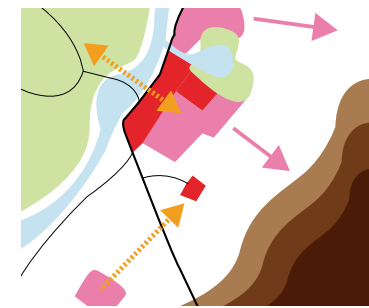
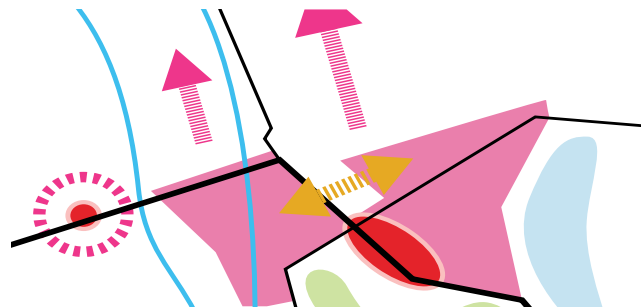
orient planning and implementation of activities at the different hierarchical levels of territorial administration

At the **district level**, authorities are capable of facilitating urban development through the preparation and the implementation of adequate urban or spatial plans and the identification of local economic development and municipal finance strategies.

- Improved methodologies or guidelines for **sustainable urban planning and implementation** in intermediate cities, including physical plans for all secondary cities (based upon growth in the coming 30 years), implementation

strategies for example cities and a strategy for densification that is applicable to all Rwandan cities. Developed training targeting city and town leaders and professionals and focusing on density, planned city extensions, public space design, mixed use, resilience, etc.

- Support to improving master plans and implementation by balancing design, regulatory and financial components
- A **pilot project** showing densification, mixed use, well designed grids, well developed public spaces and streets and sustainable urban principles in Kigali



Sketches of spatial development strategy for the cities of Ruvubu, Musanze & Nyagatare (from left to right) © UN-Habitat/Joost Mohlmann

Construction of a water tunnel supported by UN-Habitat and ONE UN in Rusizi, Rwanda 2012 © UN-Habitat, Julius Mwelu



Conclusion



On-the-Job Training on Tiles Manufacturing in Bugesera District © UN-Habitat Office in Rwanda

The Government of Rwanda's Vision 2020 identifies urbanization as a key driver for economic transformation and development and sets the ambitious target of Rwanda becoming 35% urbanized and a middle-income country by 2020. To accelerate progress to middle income status and better quality of life for all Rwandans, the second Economic Development and Poverty Reduction Strategy (EDPRS 2) 2013-2018 identifies four inter-related thematic areas: (i) economic transformation, tackled by facilitating urbanization and promoting secondary cities to be developed as poles of growth and centres of non-agricultural economic activities; (ii) rural development, especially by promoting an integrated approach to land use and human settlements; (iii) productivity and youth employment; (iv) accountable governance.

UN-Habitat, within the framework of the EDPRS 2 and the UNDAF 2013-2018, is contributing to the Vision 2020 by working with the Government of Rwanda at all administrative levels to support the establishment of adequate policy, regulatory frameworks, and the development of capacities and experience in different sectors, such as sustainable urban planning and management, green economy approach, rural settlements, youth entrepreneurship, climate change and disaster risk reduction.

This brochure describes the work carried out by UN-Habitat in collaboration with the Government of Rwanda over the last twenty years. Three phases, with different focuses, can be identified: From emergency response and reconstruction activities in the years of the immediate aftermath of the genocide through a wide range of pilot projects across the country under the UNDAF 2008-2012 to the contemporary focus on strategic urban planning and 'green economy' approach, the impact of UN-Habitat's interventions scaled up to become country-wide.

UN-Habitat and the Government of Rwanda are working together towards a common goal: accelerating the economic transformation of the country through the key-driver of urbanization, to transform Rwanda into a middle-income country before 2020. The key areas of UN-Habitat's activities in Rwanda are 1) promoting the expansion of secondary cities as poles of a growing economy through urban planning and institutional capacity building; 2) supporting rural development through integrated land use; and 3) fostering youth entrepreneurship through business development. Cross-cutting attention is given to climate change and disaster risk reduction.



Training on tailoring in the One Stop Youth Centre in Kigali, Rwanda © Arianna Francioni

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