ANNEX IV

REVIEW OF PAST AND CURRENT UN HABITAT PROJECTS IN RWANDA AND LESSONS LEARNT

Prior to the genocide in Rwanda, the United Nations Human Settlements Programme (UN-Habitat)'s presence in the country was limited. Several months after the cessation of hostilities, UN-Habitat's intervention in Rwanda gained momentum, following the destruction of a number of urban infrastructure facilities and heavily affected institutional capacity due to loss of lives of qualified personnel. To support the government in facing such a challenging situation, UN-Habitat was invited by UNDP to undertake an exploratory mission to support the UN Country Team (UNCT) in its recovery efforts. The Agency initiated projects and programmes to support the resettlement and reintegration of returnees through land allocation and housing rehabilitation/construction projects.

UN-Habitat fielded a project identification and formulation mission to Rwanda during the early part of the last quarter of 1994 to undertake i) a needs assessment of key government and subnational institutions, notably, public buildings that were severely damaged during the war including the national assembly building strategically located on one of Kigali’s hill tops. (This building needed immediate attention to enable the newly created government to have access to it thus symbolically signalling the return of democratic governance and the rule of law after the genocide). Other UN Habitat mission objectives included ii) assessing capacity development requirements of a) key urban development related government institutions including level of rehabilitation and equipment required by these institutions to render them functional again and b) enabling the Municipality of Kigali better serve its citizenry through better planning and management of its community infrastructure such as markets and improving garbage collection and disposal, iii) identification of serviceable land in Kigali and other urban centres to facilitate the resettlement of displaced people and encourage returnees to return home as well as provide land and housing for those returnees whose houses are currently occupied, and iv) assess the possibility of repairing war damaged houses as well as construction of new houses in urban areas for displaced people and returnees.

A. Registered achievements prior to Delivery as One (One UN)

In 1994, a trust fund of USD 10,114,747 was established with contributions from UNDP, the Netherlands, United Kingdom, Belgium and Japan to formulate a project called Urgent urban resettlement of returnees was formulated with the following objectives:

- To Provide institutional support to the Ministry of Rehabilitation and Social Integration and the Kigali Municipality
- To develop serviced land in Kigali and other urban centres for the resettlement of displaced people and returnees, including road and drainage rehabilitation
- To repair of war-damaged houses and housing construction in urban areas for displaced people and returnees
This project was implemented between 1994 to 2003

A second project entitled Emergency rehabilitation of public buildings in Kigali and other urban centres was formulated in 1995 and implemented till the year 1999 to Rehabilitate several public buildings in Kigali (MININFRA, MINEDUC, MININTER, MIFOTRA, MINECOFIN, Parliament, École des Postes, Civil Aviation School, etc.). The project was funded by the Government of Netherlands and UNDP with a total of USD 1,500,000.

During the same period (1995 -1999) a project entitled Rehabilitation and equipping of communal buildings was also formulated to support rehabilitation/construction of and purchase of equipment for 145 communal buildings. This project was funded with USD 4,000,000 by UNDP, the government of the Netherlands and the government of Belgium.

In 2004 a shift of UN-Habitat activities was made towards institutional capacity building, provision of technical advisory services to key government institutions, preparation of specific socio-environmental assessment, institutional capacity building and development of key urban policies and regulations. This change of the nature of UN-Habitat activities in Rwanda coincided with the end of the post-conflict recovery and reconciliation period, and the identification of new government needs towards a firm development process. In July of the same year, a senior national professional was recruited as UN-Habitat Programme Manager for Rwanda, with an office at the United Nations Development Programme (UNDP) premises in Kigali.

B. Registered achievements under Delivery as One

Another important milestone to be highlighted is the implementation of the Delivering as One (DaO) United Nations (UN) Reform implemented in Rwanda from January 2008 onwards. In the context of this reform, the UN agencies in Rwanda created a common planning, implementation and monitoring framework called the One UN Programme. The aim was to align their activities with national priorities outlined in the Vision 2020 and in the 1st Economic Development and Poverty Reduction Strategy (EDPRS I) adopted by the Government of Rwanda for the period 2008-2012. The 2008-2012 One Programme listed six Result Areas: (1) Governance; (2) HIV/AIDS; (3) Health, Nutrition and Population; (4) Education; (5) Environment; and (6) Sustainable Growth and Social Protection. Urbanisation was not considered as a Priority Area in the EDPRS I. Therefore, during that period, UN-Habitat contributed with different projects and activities to Result Areas 1, 3, 5 and 6 of the One Programme (see Table 1)

<table>
<thead>
<tr>
<th>Project Title</th>
<th>Main Objectives/Outcomes</th>
<th>Implementation Period</th>
<th>Donors</th>
<th>Budget Mobilized (USD)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Milestone: Recruitment of a UN-Habitat Programme Manager, based at UNDP (July 2)</strong></td>
<td><strong>Kigali industrial-environmental management (KIEM)</strong> Environmental and socio-economic assessment of the Gikondo wetland which hosts the industrial park of Kigali, and design of a framework for building consensus and</td>
<td>2005-2006</td>
<td>UN-Habitat, UNEP, UNDP</td>
<td>150,000</td>
</tr>
</tbody>
</table>
ensuring environmental protection. In particular, identification of a cleaner industrial production mechanism, conduction of training and institutional analysis, and action plan implementation

<table>
<thead>
<tr>
<th>Supporting MININFRA to design an Urban Development Policy (UDP)</th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>• Provide MININFRA with advisory capacity in urban development and housing policy</td>
<td>• Support the formulation of an Urban Development Policy (UDP)</td>
<td>2005 2008</td>
</tr>
<tr>
<td>• Support the formulation of building codes and urban development &amp; management norms</td>
<td>• Organization of a national conference on poverty reduction and good governance through urban development and housing</td>
<td>UNDP 739,000</td>
</tr>
<tr>
<td>• Strengthen the capacity of a national training institution through training tools development and training of its staff</td>
<td>• Provision of IT equipment to the Urban and Housing Departments to 18 Districts</td>
<td></td>
</tr>
</tbody>
</table>

**Milestone: Delivering as One UN Reform started in January 2008, in alignment with EDPRS I**

<table>
<thead>
<tr>
<th>Urban youth development initiative - One Stop Youth Centre (Kigali) (Governance)</th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>• Support the Ministry in transforming Youth Friendly Centres into YEGO (inspired by One Stop Youth Centre)</td>
<td>• Identification of youth needs in urban areas and project design</td>
<td>2007 on-going</td>
</tr>
<tr>
<td>• Promotion of youth effective strategies for productive, decent self-employment prospects</td>
<td>• Support to the One-Stop Youth Centre in Kigali (purchase of equipment,</td>
<td>UN-Habitat One UN Fund 350,000</td>
</tr>
</tbody>
</table>
In September 2012, UN-Habitat signed a Memorandum of Understanding (MoU) with the Government of Rwanda at the World Urban Forum in Naples, Italy, to support work at the policy level (through the development of a National Urbanisation Policy), the development of secondary cities and the implementation of the master plan of Kigali. This MoU constitutes the legal framework of the 2013-2018 UN-Habitat Country Programme in Rwanda.

C. UN-Habitat areas of intervention aligned with the EDPRS II and UNDAP

UN-Habitat in Rwanda is currently carrying out a number of projects and activities, which fit the framework defined by the EDPRS II, and thus the UNDAP. Based on such alignment with the national development strategy, the proposed areas of intervention of UN-Habitat in Rwanda for the period 2013-2018 are as follows:

1. Support to urbanisation management and promotion of secondary cities as poles of economic growth.
2. Green economy approach to economic transformation.
3. Integrated approach to land use and rural settlements.
4. Support to youth entrepreneurship, access to finance and business development.
5. Climate change and disaster risk reduction.

Based on the work of UN-Habitat work in Rwanda, many lessons have been learnt and a number of challenges identified that if addressed, would lead to greater achievements. Among the challenges to be addressed include:

- The need for building a new development model for Rwanda based on the possibilities offered by a functional, spatially-balanced and interconnected system of urban settlements. For this purpose, the Government of Rwanda needs first to understand where the people are today, define where they are going to be in 20 years, and decide how leadership wants to organise itself to facilitate the economic transformation proposed in the EDPRS II. In short, we need to answer the question: “How is Rwanda going to urbanise?”
• The need to accelerate the planning of city/town extensions, allocate land efficiently and facilitate access to affordable housing, basic services and infrastructure, to reach the target of an urbanised country at a rate of 35% by 2020. For this purpose, it is imperative to develop the urban planning and management capacity at the different institutional levels, actively involve the private sector and support the generation of financial revenue of local authorities.

• The need to support youth employment and business development, as well as local economic development mechanisms, especially in urban areas.

• The need to adopt sustainable land management practices and pilot projects for promoting a “green” urban development, including in terms of energy efficiency.

• Last but not least, the need to promote community awareness and mobilise the different stakeholders around the urban agenda, as well as citizens’ participation in the planning process.

Despite the above mentioned challenges, key opportunities exist in Rwanda for continued collaboration. These include:

• Strong political will at the highest level of government to support an “urban paradigm shift” and operate a policy, regulatory, economic and institutional transition from a rural-driven to an urban-driven economy and development process, in alignment with the provisions of the EDPRS II, which also defines the context of the UNDAP.

• The Kigali master plan was approved and is under implementation, and intermediate cities have been identified to constitute the second tier of a national urban network to support more a balanced population distribution and diversify the urban structure of the country.

• The “Umudugu” strategy for grouped settlements to boost rural urbanisation is under implementation.

• The decentralisation process is on-going, in particular through the establishment and operationalization of the District One Stop Centres.

• A national process of secondary cities and village planning and implementation is ongoing, including city/town extensions, to cater for the new urban dwellers.

• An efficient land administration system is in place, based on a completely digitised cadastre.