

RWANDA VOLUNTARY SUBNATIONAL REVIEW (VSR)



**Prepared and submitted by the Rwanda Association of
Local Government Authorities (RALGA)**

Kigali, June 2023

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Abbreviations and Acronyms

7YGP	:	Seven Years Government Program
AU	:	African Union
BDEU	:	Business Development and Employment Promotion Unit
CBD	:	Central Business District
CDS	:	City Development Strategy
CG	:	Central Government
CLGF	:	Commonwealth Local Government Forum
CNF	:	Conseil National des Femmes (National Women Council)
CoK	:	City of Kigali
CSO	:	Civil Society Organisation
DDS	:	District Development Strategy
DGG	:	Department of Good Governance
DHS	:	Demographic and Health Survey
DIP	:	Decentralisation Implementation Plan
DPCG	:	Development Partners Coordination Group
DPs	:	Development Partners
EAC	:	East African Community
EALGA	:	East African Local Government Association
EALGF	:	East African Local Government Forum
EAS	:	Expenditure Assignment Study
EDCL	:	Energy Development Corporation Limited
EICV	:	Integrated Households Living Conditions Surveys
ENABEL	:	Development Agency of Belgium's Federal Government
FGDs	:	Focus Groups Discussions
GBS	:	Gender Budget Statements
GDP	:	Gross Domestic Product
GIZ	:	German Technical Cooperation
GMO	:	Gender Monitoring Office
GRB	:	Gender Responsive Budgeting
HLPF	:	High-Level Political Forum on Sustainable Development
HR	:	Human Resources
ICLEI	:	International Council for Local Environmental Initiatives
IDA	:	International Development Association
IFMIS	:	Integrated Financial Management Information System
JADF	:	Joint Action Development Forum
KIIs	:	Key Informants Interviews
KSEZ	:	Kigali Special Economic Zone
LED	:	Local Economic Development
LG	:	Local Government
LODA	:	Local Administrative Entities Development Agency
M&E	:	Monitoring and Evaluation

MEIS	:	Monitoring and Evaluation Information System
MINALOC	:	Ministry of Local Government
MINECOFIN	:	Ministry of Finance and Economic Planning
MININFRA	:	Ministry of Infrastructure
NDP	:	National Decentralization Policy
NGO	:	Non-Governmental Organisation
NISR	:	National Institute of Statistics of Rwanda
NST	:	National Strategy for Transformation
PSF	:	Private Sector Federation
RALGA	:	Rwanda Association of Local Government Authorities
RCA	:	Rwanda Cooperative Agency
RDB	:	Rwanda Development Board
REG	:	Rwanda Energy Group
RGB	:	Rwanda Governance Board
RHA	:	Rwanda Housing Authority
RPHC	:	Rwanda Population and Housing Census
RPPA	:	Rwanda Public Procurement Authority
SDG	:	Sustainable Development Goals
SEZ	:	Special Economic Zone
UCLG	:	United Cities and Local Governments
UN	:	United Nations
UNWOMEN	:	United Nations
USD	:	US Dollar
VNGi	:	International Cooperation Agency of the Association of Netherlands Municipalities
VNR	:	Voluntary National Review
VSR	:	Voluntary Subnational Review
VVSG	:	Association of Flemish Cities and Municipalities
VW	:	Volks Wagen
WASAC	:	Water and Sanitation Corporation
WASH	:	Water, Sanitation and Hygiene

Opening Statement by RALGA Chairperson

The 2023 edition of the Voluntary Subnational Review (VSR) is the first of its kind for Rwandan Local Governments. It was developed by an individual consultant, Mr Ndiramiye Laurent with the support from United Cities and Local Governments, under the overall coordination of Mr NGENDA HIMANA Ladislas, the Secretary General of the Rwanda Association of Local Government Authorities. RALGA developed this VSR to review the progress registered by her members in the localization of the SDGs and to support its capacity building and advocacy work.

The VSR was conducted during the months of April and May 2023, a period during which Rwandans commemorate the genocide perpetrated against the Tutsi in 1994. Incidentally, as the VSR was under development, several districts in Rwanda were hit by torrential rains and landslides as a result of climate change, which claimed over 130 lives. Districts are the forefront of emergency response, and this, with no doubt, delayed the timely participation of different local authorities and staff in the VSR process.

In Rwanda, the main responsibility of decentralised administrative entities is the implementation of the programs that are meant for the socioeconomic development and transformational governance. This is why Districts Development Strategies and the City of Kigali Development Strategy are all aligned with the NST1 and Vision 2050, which are both fully aligned with SDGs. The implementation of DDSs means the implementation of the SDGs.

Rwanda has established strong and stable decentralised structures since the adoption of the decentralisation in 2001. Their best practices are showcased in the VSR report. Areas for improvements for the localisation of SDGs are also documented. Achievements and best practices showcased are the result of strong partnerships between RALGA, members and different partners. I thank particularly the Government of Rwanda, for creating conducive environment for decentralization and supporting RALGA and her members in their quest for better delivery and institutional strengthening.

I also recognize the support from UCLG, UCLG Africa, VNGi, CLGF, EU, GIZ, UNWOMEN, ICLEI, ENABEL, VNG International, the European Union and several other organisations for their tireless contribution to support us in the process of deepening decentralisation in Rwanda and the localisation SDGs. Thanks to UCLG for financing the development of this first Rwanda's VSR report.

I finally acknowledge the dedicated contribution of local government authorities and staff in making this report happen. Their success stories despite hard times of COVID19 pandemic and recurrent disasters are inspiration for resilience. RALGA shall do the needful to assist in filling the identified gaps. This shall again require renewed partnerships and commitment. This is time for local action to meet all SDG targets.

Jeanette NYIRAMASENGESHO
Chairperson of RALGA

VSR 2023, Highlights

The Rwanda Voluntary Subnational Review (VSR) 2023 was conducted in the framework of the SDG global voluntary review process coordinated by the United Nations and the United Cities and Local Governments (UCLG) for local governments across the globe. The VSR aims to involve local governments in the reporting process on SDGs and contribute to analyse local governments' work and role in the localisation of SDGs.

For the 2023 edition, Rwanda is among countries that committed to present their Voluntary National Review (VNR) reports. In parallel, the Rwanda Association of Local Government Authorities, strong of experiences and lessons learnt through the localisation and domestication of SDGs in local governments in Rwanda, has developed this Voluntary Subnational Review Report, which is the first for the Country. Rwanda VSR contributes to support local governments in their efforts to localise SDGs. It also contributes to RALGA and local governments' strategies and strengthens their advocacy to promote SDGs.

The VSR 2023 was a voluntary process by local governments in Rwanda. The VSR is mainly qualitative. It is a result of an extensive desk review of documents and information related to the domestication and localisation of SDGs in Rwanda, the functioning of the institutional setup, and actions undertaken by districts for the localisation of SDGs. An online survey was conducted both in districts and the City of Kigali. The survey was complemented by focus group discussions, key informant interviews and direct observation of realisations.

Key highlights

- 1) SDGs are fully integrated in the Vision 2050 and NST1. This allows the country, while monitoring progress towards reaching NST1 targets, to also monitor progress towards achieving SDGs;
- 2) All sectoral policies and strategies are directly aligned and respond to NST1 and Vision 2050. In this context they also directly inform SDGs at the same time;
- 3) At local level the Districts Development Strategies (DDS) and the City of Kigali Development Strategy (CDS) are both aligned with the NST1 and Vision 2050 too, and therefore directly inform SDGs as well.
- 4) Different SDGs coordination roles are assigned to institutions and organs at different layers of the central and local governments.
 - The Ministry of Finance and Economic Planning (MINECOFIN) coordinates the planning and M&E functions;
 - The Cabinet of Ministers approves the financing and implementation of plans and budgets with prior endorsement by the Parliament, which also demands accountability;
 - Monitoring and accountability to citizens are rendered through *Umushyikirano* (National Dialogue) and *Umwiherezo* (the National Leadership Retreat);
 - The SDG Secretariat within the planning department of MINECOFIN coordinates with other institutions on matters related to the UN Agenda 2030;

- Sector Working Groups serve as forums for engaging all stakeholders, and monitoring SDGs implementation at sector levels. Ministerial clusters address cross sectoral issues. RALGA represents the City of Kigali and the Districts in these fora for advocacy purposes;
 - The Development Partners Coordination Group (DPCG) and the SDG taskforce provide technical advice and support to implementation;
 - District Councils and Districts Joint Action Development Forums (JADFs) are forums for engaging all stakeholders, and monitoring SDGs implementation at local level;
- 5) District administrative organs (e.g., Sectors, Cells, Villages) promote citizen participation and engagement;
 - 6) Local Governments awareness and understanding of SDGs is relatively low, largely as a result of frequent staff turnover. Besides, while they concentrate on meeting their responsibilities and targets, hence meeting the SDGs indicators, as they are mainstreamed into all local and national plans, there is need to raise LGs awareness and understanding of SDGs to guide their interventions, with sense of ownership and to measure their impact;
 - 7) There is need for a clear monitoring and quantification of LGs inputs in meeting SDG targets to stimulate commitments to localise, informed decision making and accelerated local development;
 - 8) There are LGs best practices on different SDGs on which Rwanda is reporting on for the 2023 voluntary review (SDG 6, 7, 9, 11 and 17):
 - On SDG 6 and 7 local governments have been instrumental in partnership with the central government in providing local population with improved access to drinking water and electricity.
 - On SDG 9, achievements on industrialisation include among others the creation of Industrial Economic Zones in each district which are a nursery for promoting investments and innovations.
 - On SDG 11 – urbanisation and sustainable community settlements, important innovations include ‘model villages’ for the resettlement of the populations from high-risk zones and urban slums, cities cleanliness and greening and beautification, promoting a connected city, modern urban waste treatment plants, ‘carfree days’ to improve urban dwellers health, ‘carfree zones’ for socialisation, etc.;
 - For SDG 17, the district JADF is a forum for joint planning and implementation between the district and its partners. The JADF should be empowered and used as a tool to attract investment and innovation in LGs.

Next steps in the localisation of SDGs

From the VSR 2023 findings, the next steps in the localisation of SDGs include to:

- 1) Develop innovative mechanisms to raise the awareness of LGs on SDGs for ‘informed’ inputs in meeting Agenda 2030 targets. This shall be achieved through targeted trainings and awareness campaigns for local leaders and staff;
- 2) Ensure that existing SDG monitoring platforms are revived and/or adjusted to accommodate LGs and promote their use;
- 3) Develop an innovative monitoring system at local level, to consistently keep tracking SDG commitments and targets;
- 4) Ensure consolidation of the achievements by building the capacities of LGs and enhance their role in policy formulation, data generation for effective multilevel collaboration.

CHAPTER 1 - INTRODUCTION

1.1. Background and context

The 2030 Agenda for Sustainable Development was adopted in 2015 by world leaders as one of the most imperative commitments not only for the future of the human species but also for the preservation of the whole planet. The Sustainable Development Goals (SDGs) take action in critical areas, i.e. People, Planet, Prosperity, Peace and Partnership¹ while ensuring that “no one is left behind”. The 2030 Development Agenda is for all human beings to enjoy prosperous and fulfilling lives, to end poverty and hunger in all their forms, to protect the planet from degradation and take urgent actions against climate change, and to foster peaceful, just and inclusive societies.

SDGs are global in nature and their achievement depends highly on the involvement of all. Local governments, being closer to the citizens for service delivery, are usually at the forefront of the implementation of development policies, and thus central to the achievement of SDGs. This is why it is paramount to ensure that SDGs are localised and domesticated by local governments, and mechanisms to monitor and report on local governments contribution to the attainment of SDGs are in place².

The Government of Rwanda has set up the required institutional framework to coordinate and monitor actions to attain SDGs. The responsibility for the National Technical Coordination was assigned to the Ministry of Finance and Economic Planning (MINECOFIN). An SDGs Taskforce was established for the coordination of implementation. As a result, Rwanda has submitted a first Voluntary National Review (VNR) report in 2019 to the UN High-Level Political Forum on Sustainable Development (HLPF).

To ensure active involvement of local governments in the achievement of the targets of the 2030 Agenda for Sustainable Development, actions were taken for the localisation and domestication of SDGs by districts in Rwanda. In 2020 an “Assessment of the Status of Localization for Sustainable Development Goals” was conducted by the East African Local Government Forum (EALGF) in partnership with the Ministry of Local Government in Rwanda, the chair of EALGF then. The assessment revealed that steps towards domestication and localization of the Sustainable Development Goals had been made in all the assessed EAC member States, though some grey areas remained³. In Rwanda, RALGA had spearheaded the process of the localisation of SDGs in districts, through an SDGs localisation project. SDGs were especially mainstreamed in District Development Strategies (DDSs) 2017/18-2023/24. Different other actions were initiated to improve awareness and ownership of SDGs in local planning and implementation process⁴.

The Rwanda Voluntary Subnational Review (VSR) 2023 was conducted in the framework of the SDG global voluntary review process coordinated by the UN High-Level Political Forum on Sustainable Development (HLPF) and the United Cities and Local Governments (UCLG)

¹ United Nations (2015). Transforming our world: The 2030 Agenda for Sustainable Development

² MINALOC (2020). Assessment of the Current Status of Localization for Sustainable Development Goals in EAC Member States. Final Report (p.14). Submitted by Meklit Abdella & John Rwirahira

³ Idem, p.8

⁴ Idem p.29

for local governments across the globe. The VSR aims to involve local governments in the reporting process on SDGs and contribute to analyse local governments’ work and role in the localisation of SDGs.

For the 2023 edition, Rwanda is among countries that committed to present their Voluntary National Review (VNR) reports. In parallel, the Rwanda Association of Local Government Authorities, strong of experiences and lessons learnt through the localisation and domestication of SDGs in local governments in Rwanda, has developed this Voluntary Subnational Review Report, which is the first for the Country.

1.2. Purpose and objective of the VSR

The purpose of this VSR was to involve local governments in the SDGs voluntary review process. The VSR includes data that show local governments’ experiences, policies, and practices in the localisation and domestication of SDGs. It is intended to support local governments in their efforts to localise SDGs. It also contributes to strengthen RALGA and local governments’ advocacy strategies to promote SDGs.

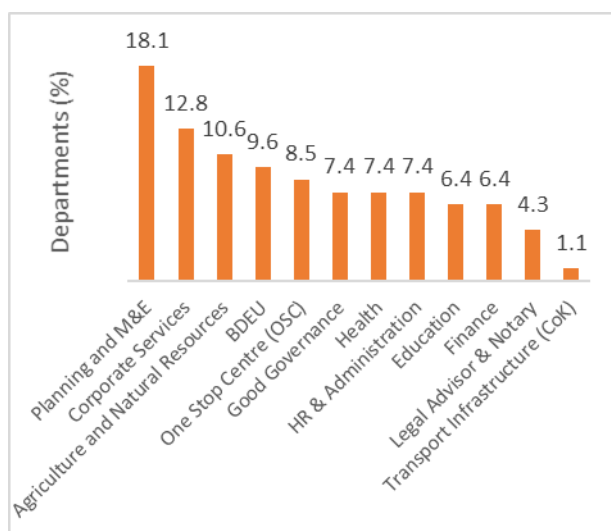
1.3. Methodology

The methodology for the development of the VSR comprised (i) an extensive desk review of all documents and information related to the institutional setup for the coordination and monitoring of the domestication and localisation of SDGs in Rwanda (annex 2), and actions undertaken by local governments for the integration of SDGs in their plans and activities, etc. The desk review was complemented by (ii) a survey questionnaire (annex 4); (iii) consultations with different stakeholders in the process of localisation of SDGs through Key Informants Interviews (KIIs) (annex 5), Focus Groups Discussions (FGDs) (annex 6); and (iv) Direct Observation of realisations (annex 7).

The VSR survey was conducted in all districts in Rwanda through an online questionnaire addressed to all heads of departments in the districts and the City of Kigali. Filling the questionnaire was voluntary for each respondent. In each district/CoK the number of respondents varied. Being a voluntary review, each district opted to be represented by one or several departments. In case of a single respondent, the departments in charge of planning and M&E answered the questionnaire.

Across the country 94 heads of technical departments from all districts and the City of Kigali participated in the survey. About 31.9% of the respondents (30) were from districts in the Eastern Province, 30.9% from the Southern Province (29 respondents), 23.4% from the Northern Province (22 respondents), 10.6 % from the Western Province (10 respondents) and 3% from the City of Kigali (3 respondents). Details of the number of respondents are in annex 3. The department of Planning and M&E (18.1%) was the most represented as well as the Corporate Service

Figure 1: Departments participating in the VSR Survey



Division (12.8%), Agriculture and Natural Resources (10.6%), though other departments are also well represented (figure 1). Complementary interviews and focus group discussions were conducted with members of District Council, District Executive Committee, JADF and Planning and M&E directorates in the districts and the City of Kigali (annexe 11).

The team working on the National Voluntary Review (VNR) in MINECOFIN was also engaged in the course of the process to link back with the VNR process. Finally, best practices in local governments were identified and documented on SDG 6, 7, 9, 11 and 17, for which Rwanda had committed to report in the VNR 2023.

CHAPTER 2 - SDGs AND DECENTRALISATION IN RWANDA

2.1. Decentralisation and Local Governance

2.1.1. Decentralisation process

Rwanda adopted the decentralisation as a mode of governance in 2000, as a result of a series of consultations with citizens and experts on how Rwandans could build on good governance to heal wounds from their painful history, which had culminated in the 1994 Genocide Against the Tutsi. The first National Decentralization Policy (NDP) was adopted in May 2000 and formally rolled out in 2001. The objective was to improve governance and access to quality services by the citizens while catalysing rapid and sustainable local economic development through the participation of the population in the planning and management of the development process.

The country opted for the implementation of the decentralisation in phases, with regular reviews and adjustments. During the first phase (2001 – 2005) local democratically elected and community development structures were established. Legal, institutional and policy reforms were introduced to institutionalise the decentralisation in Rwanda. Territorial administration reforms saw the country subdivided into 11 provinces, 106 districts, 1,545 sectors, and 9,165 cells. Evaluations conducted thereafter highlighted the need for further restructuring of the Local Governments by reducing the number of entities and clearly defining the roles and responsibilities of each administrative tier.

These evaluations and additional wide consultations led to Phase II of the decentralisation (2006 - 2010), with relevant reforms in the local governance introduced in 2006. Provinces were reduced from 11 to 4 and the City of Kigali, districts from 106 to 30, sectors from 1,545 to 416, cells from 9,165 to 2,148, while the village (Imidugudu) layer was created. It is these territorial administrative boundaries that prevail until today.

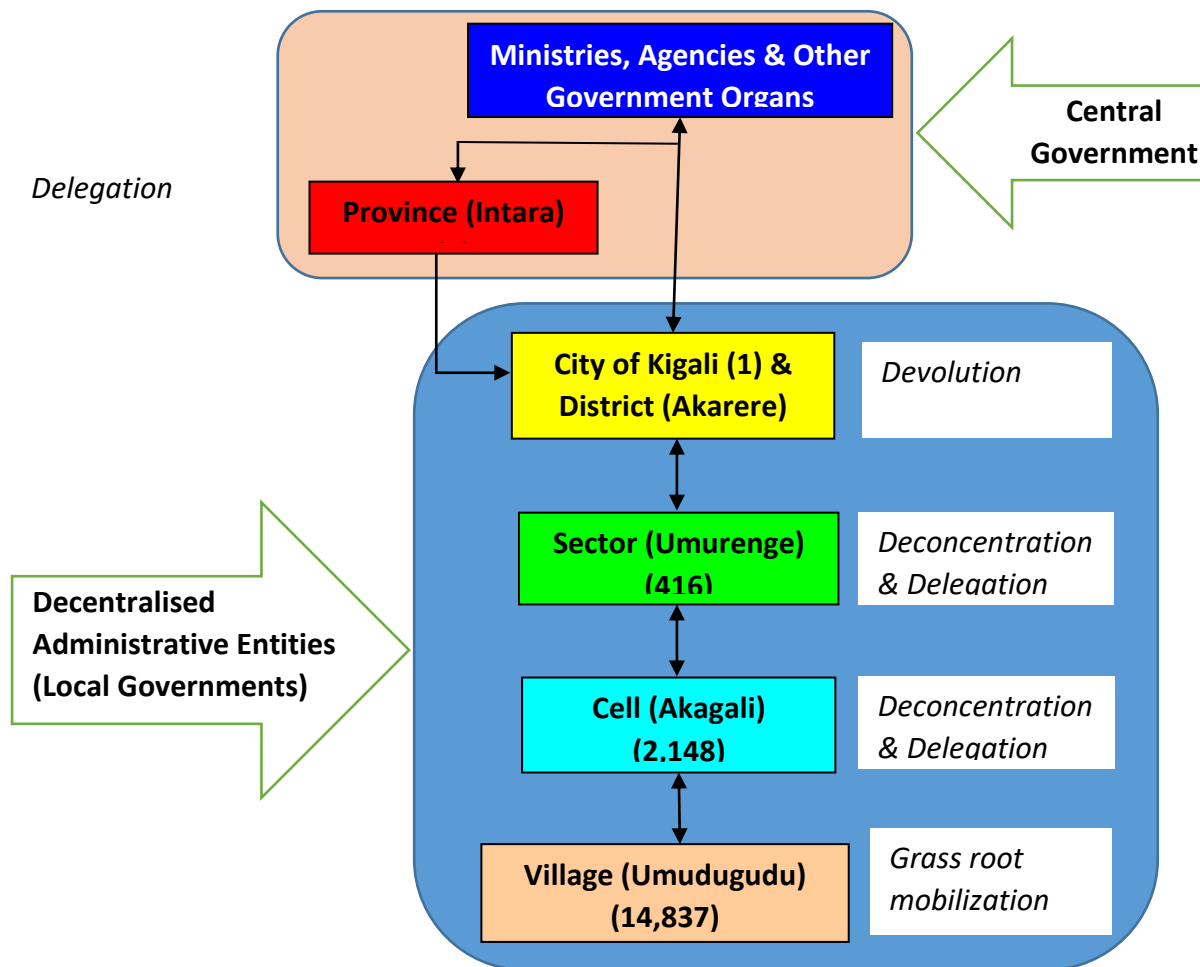
Figure 2: Rwanda Administrative Map (Provinces and Districts)



Innovations were introduced, among which *Imihigo* (performance contracts). Districts were given the responsibility to coordinate local economic development, under the leadership of

District Councils. The figure below shows the current layers of decentralised entities resulting from the reforms of the second phase.

Figure 3: Rwanda decentralised governance structure



Source: Adapted from MINALOC, 2010

This new structure was meant to facilitate service delivery, the flow of information, community participation and monitoring and evaluation of economic activities at the grass-root level.

The end evaluation of the 2nd phase highlighted some challenges hampering optimal functioning of the decentralization, among which the institutional set up, the legal framework, the functioning of organs and capacity gaps at various levels (DIP 3). A 3rd Phase was initiated, with the objective to deepen and consolidate the achievements of the previous two phases while addressing the challenges encountered in areas such (i) Institutional and Legal Framework; (ii) Sectoral Decentralization and Service Delivery; (iii) Fiscal and Financial Decentralization; (iv) Capacity Building interventions in LG; (v) Local Economic Development; and (vi) Participation, Volunteerism, Accountability and Democratisation.

At the end of the 3rd Phase (2010-2015), several assessments of the implementation of National Decentralisation Policy, Sector Decentralisation and Expenditure Assignments Studies have all highlighted different sectors paces and approaches in functions and

responsibilities assignments and allocation of discretionary decision-making powers to local governments, and inadequate allocation of resources (both human and financial) for assigned functions and responsibilities⁵.

Part of the challenges in the adequate implementation of sector policies and strategies include low clarity and lack of a binding legal framework for sectors to decentralise and the absence of an appropriate steering and coordination framework. This is despite the fact that the country has, as required by the current National Decentralisation Policy, identified local potentialities in all districts and developed a Local Economic Development (LED) Strategy and specific districts' LED Strategies. To address this challenge, the Law governing the District was amended in 2021 and a Prime Minister's Order governing sectoral decentralization is under development.

Different actions are currently undertaken to address these shortfalls in the decentralisation process in Rwanda. A revised National Decentralisation Policy (2021) and two new laws governing decentralisation were adopted, i.e., the Law n° 065/2021 of 09/10/2021 Governing the District and the Law n° 22/2019 of 29/07/2019 governing the City of Kigali, which repealed the Law N° 87/2013 of 11/09/2013 on decentralised entities. The Fiscal Decentralisation Policy and Strategy (2023), the review of mechanisms for the distribution of budgetary resources to local governments in the form of earmarked transfers and block grants and a new community development strategy were adopted.

2.1.2. Functioning of Local Governments

Local Governments in Rwanda comprise the City of Kigali, Districts, Sectors, Cells and Villages⁶. Provinces are counted as a delegated layer of the Central Government. Decentralised administrative entities comprise currently the City of Kigali (1), 30 Districts, 416 Sectors, 2148 Cells and 14,837 Villages (figure 1 and 2).

Only the City of Kigali and Districts in the provinces have legal personality, administrative and financial autonomy, and constitute the basis for community development. Sector, the Cell and the Village are decentralised administrative entities without legal personality. The Law n° 22/2019 of 29/07/2019 governing the City of Kigali (article 3) provides that the City of Kigali is a decentralised entity with a specialized administration, legal personality, administrative and financial autonomy. Contrary to other districts in the provinces, the districts that make up the City of Kigali are also decentralised administrative entities without legal personality. Administrative entities with legal and financial autonomy are the layer of local governments that spearhead the localisation and implementation of SDGs in Rwanda.

All decentralized administrative entities are governed by their respective Councils, under the supervision of the Ministry in charge of Local Government (MINALOC). The same Ministry

⁵ Assessments of the status of sector decentralisation in 2013 (RGB) and 2020 (MINALOC); Assessment of the impact of the implementation of the Decentralisation Policy in Rwanda (2001-2017) (MINALOC, 2017)

⁶ Decentralisation Policy 2021, p.19.

monitors the functioning of the management organs of these entities. Councils are citizens' elected organs that handle decision making for the implementation of national policies at local level. As Rwanda is governed as a unitary state, the formulation of policies and legal texts, capacity building, resource mobilisation and monitoring and evaluation of the government actions are the responsibility of the central government. Local Government are entrusted with responsibility of the implementation of national policies and strategies at local level.

The day-to-day business of the district is run by the Executive Committee headed by a mayor and two vice-mayors (a vice mayor in charge of economic development, and a vice mayor in charge of social affairs). The district has an executive secretariat comprising several technical departments that executes the decision of the executive committee and the district council.

The Sector is a territorial administrative entity responsible for implementation of development programs, service delivery, and promotion of good governance and social welfare, under supervision by the district. They are also headed by a citizen elected sector council, that overlooks the work of the sector in various areas. This includes approval of action plans and programmes and follow-up of their implementation.

The Cell is an entity that provides basic services and helps the population to achieve sustainable development. The Cell Council is its supreme organ and takes decisions on all matters related to Cell responsibilities in compliance with laws, orders and instructions adopted by superior organs. The Cell Council mobilizes the residents of the Cell, identifies, discusses and prioritises the problems and takes decisions for their resolution.

Finally, the Village is the smallest politico-administrative entity and hence the closest to the people. It is the entity through which problems, priorities and needs of the people at a grassroots level are first identified and addressed. It is also the basic unit for mobilization and interaction with the population.

2.2. Policies and enabling environment for the localisation of SDGs

2.2.1. National policies and strategies

High level national development strategic and policy documents include the Vision 2050 and the National Strategy for Transformation (NST1) 2017/2024, also referred to as the Government 7 Years Program (7YGP). With Vision 2050, Rwanda aims to reach the status of upper middle-income in 2035 with a GDP per capita of over USD \$4,036 and a high-income country (HIC) with a GDP per capita of over USD \$12,476 by 2050. the country targets an average annual GDP growth of at least 12% during 2018-2035 and 10% from 2036 to 2050. To this end, Rwanda intends to (i) attract and sustain high private investment, (ii) increase domestic savings and capital inflows, (iii) promote higher public investment and (iv) improve human capital through education.⁷ Undoubtedly, these projections shall be negatively affected by the COVID19 pandemic and adverse impacts of global crises, including climate change.

⁷ Vision 2050 abridged version, p.13

The National Strategy for Transformation - NST1 (2017/2024), which bridges Vision 2020 and Vision 2050, was the implementation instrument for the remainder of Vision 2020 (2017-2020) as well as the first four years of Vision 2050. NST1 priorities are grouped in three pillars, i.e. (i) *Economic Transformation* which focuses on accelerating private-sector-led economic growth and increased productivity, (ii) *Social Transformation* which entails interventions for social transformation and beyond, with measures such as GDP per capita, to bringing positive qualitative change in all aspects of people’s lives, and (iii) *Transformational Governance* which builds on the strong governance architecture established after the 1994 Genocide against the Tutsi, to consolidate and provide building blocks for equitable transformational and sustainable development. All sectoral policies and strategies (health, transport, education, agriculture, etc.) are directly aligned and respond to the NST1 and Vision 2050 objectives and targets.

At local level, the work of local governments in promoting local development is framed by the Districts Development Strategies (DDS) and the City of Kigali Development Strategy (CDS). Both DDSs and CDS are aligned with the NST1. This is because local governments have among their core responsibilities the implementation of national policies and strategies at local level.

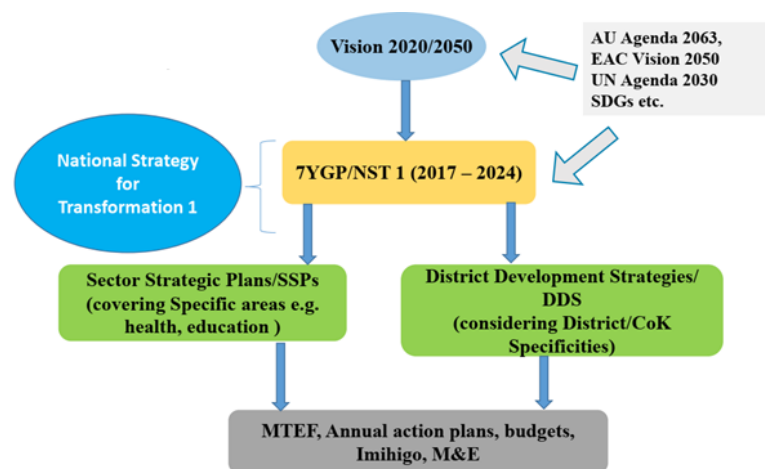
The development of the Vision 2050 and NST1 included large consultations with local governments among other stakeholders. They also participate in the evaluation of their achievements through the National Leadership Retreat (*Umwihherero*) and the National Dialogues (*Umushyikirano*), which both take place annually. There is also a quarterly forum between Local Governments and the Central Government chaired by the Prime Minister during which both layers discuss implementation progress on different areas of the NST1 at both levels and address issues jointly.

2.2.2. National Strategies for the localisation and implementation of SDGs

In Rwanda, the main strategy for the domestication and implementation of SDGs is their full integration in the national and local development plans, through the national planning framework (figure herewith). The NST1 and Vision 2050 are aligned with the UN Agenda 2030, SDGs. Hence, indicators of NST1 are fully aligned and inform different SDGs (annex 1). This allows the country, while monitoring progress towards reaching NST1 targets, to also keep track on progress towards achieving SDGs. SDG targets are therefore constantly kept on check at the same time as national targets. Annex1 shows links between NST1 priority areas and SDGs.

At local level, the localisation of SDGs is ensured by the alignment of the DDS and CDS with NST1. The DDSs and CDS are implemented through districts annual workplans and *Imihigo* (performance contracts). Through this process

Figure 4: National Planning Framework



Source: MINECOFIN

each decision taken by the district in the implementation of the DDS/CDS and resulting activities lead to the realisations of local targets in the implementation of NST1 and from there the achievement of SDG targets.

2.2.3. National coordination mechanism

Different roles in the coordination of the implementation and monitoring of SDGs are assigned to institutions and organs at central and local governments levels. At National level, the Parliament reviews and endorses the Government plans and budgets, and demands accountability. The Cabinet of Ministers approves the financing and implementation plans, and provides strategic guidance.

The Ministry of Finance and Economic Planning (MINECOFIN) coordinates the planning and M&E functions. An SDG Secretariat within the Planning department of MINECOFIN coordinates with other institutions on matters related to the UN Agenda 2030. The Ministry of Finance and Economic Planning ensures the integration of SDGs in plans and the monitoring and evaluation of progress. The Development Partners Coordination Group (DPCG) and SDGs taskforce provide technical advice and support to implementation.

At the sector level, Sector Working Groups serve as forums for engaging all stakeholders and monitoring SDGs implementation at sector level. The Government and stakeholders meet to discuss sector and cross-sector planning and prioritization according to strategic plans, and development programs. Sector Working Groups allow to monitor the implementation of commitments by each stakeholder and to ensure proper coordination and oversight of activities in the sector.

At local level, the District Councils and the districts' Joint Action Development Forums (JADFs) serve as forums for engaging all stakeholders, and monitoring implementation of SDGs at district level. Community Outreach through *Umuganda* (Community works) and districts' administrative organs e.g., Sectors, Cells, Villages promote citizen participation and engagement.

The National Leadership Retreat (*Umwiherero*) and the National Dialogue Council (*Umushyikirano*) are used for annual monitoring and accountability. The National Dialogue is especially the forum for direct top-down accountability to the citizens. At local level, the evaluation of district's *Imihigo* (performance contract) allows to measure progress of districts in the realisation of targets towards achieving different SDGs, and are tools for accountability to local citizens.

The National Institute of Statistics of Rwanda (NISR) produces statistical indicators that measure progress towards reaching SDGs at national level. Where appropriate, surveys data are complemented by administrative data from ministries, agencies and districts for the review of progress in different sectors. The information collected is thoroughly reviewed and validated ahead of official submission to respective agencies, including the African Union and the United Nations. Annex 2 provides a summary of key roles in the coordination of SDGs.

2.3. Enabling Institutional environment for LGs

2.3.1. Institutional context and capacity to respond to challenges posed by SDGs

2.3.1.1. Awareness on SDGs

The level of awareness of staff and different organs at local level on SDGs is rather shallow. This is a result of frequent turnover of staff and organs' members. Besides, while they concentrate on meeting their responsibilities and targets, hence meeting the SDGs indicators, as they are mainstreamed into all local and national plans, more focus is put on local priorities, shadowing connectivity with SDGs in general. In this context, while districts are directly contributing to the realisation of SDGs, they are mostly not aware of which SDG targets they are contributing to. Most of the stakeholders at local level know the 17 SDGs in general but not the underlying goals and targets. There is need to raise LGs awareness and understanding of SDGs to guide their interventions, with sense of ownership and to measure their impact.

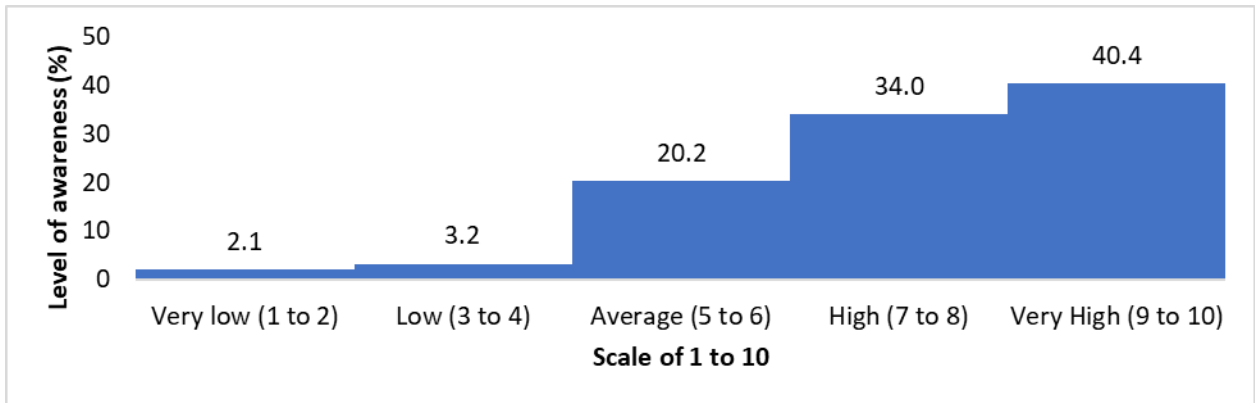
District Councillors, members of district executive committees, executive secretaries, or JADF indicate that decisions and activities implemented at local level contribute to the realisation of their DDS, and inform the NST1. They are all aware that the NST1 informs directly SDGs, and that realising local targets contributes directly to SDGs as well. District decision makers level of awareness on SDGs also depends on any previous exposure or information on SDGs they got from different sources. For example, JADF members working and/or member of NGOs and other international organisations in specific areas of intervention such as education, health, conflict resolution and human rights, etc. have detailed knowledge of SDG targets and sub goals for that particular area of intervention.

Most districts' decision makers have participated in information sessions on SDGs through *Itorero* (Civic Education Program), induction courses, or documenting themselves online for different purposes. It is also common for local authorities to focus on SDGs that fall under their responsibilities, though even in such cases, awareness does not go in any further details on targets and subgoals. They rather leave this to technicians in different departments. This does not however affect the realisation of local priorities in the DDS, which is their main channel to meeting SDGs.

To be frank, councillors are not technicians to know details of all targets. We take it global and focus on the big goals. But the documents that were domesticated took time to link back with SDGs! (A Councillor in Musanze District)

On the other hand, according to districts' departments, the level of familiarity with SDGs in local governments is either very high (40.4% of surveyed departments) or high (34% surveyed departments). However, a significant number (25.5%) estimates that the level of LGs awareness on SDGs is either average (20.2%) or low (3.2%) to very low (2.1%).

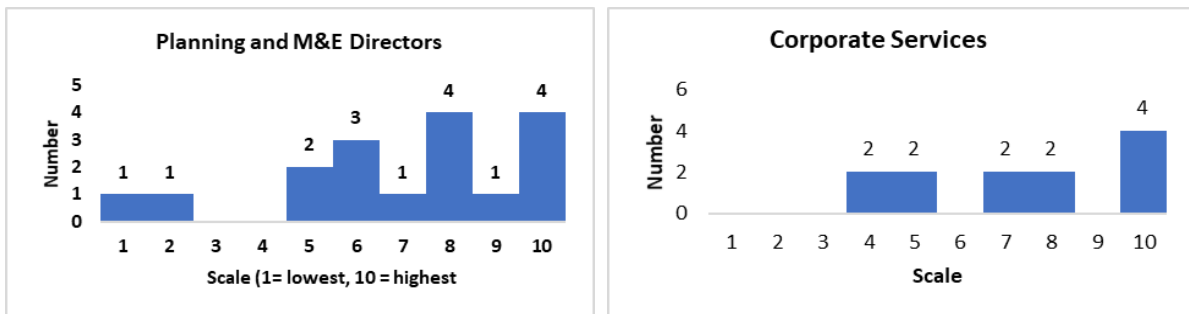
Figure 5: How would you say your local government is familiar with SDGs (%)?



From the figure above it can be noticed that the level of awareness on SDGs is therefore scattered. This indicates that more work needs to be done in raising the awareness of local governments in Rwanda on details of different SDGs, to ensure proper localisation and monitoring of achievements. This will ensure that critical targets are not left out or given less attention. It is always necessary to know what implementing LGs responsibilities contributes to SDGs, for better and informed decision making.

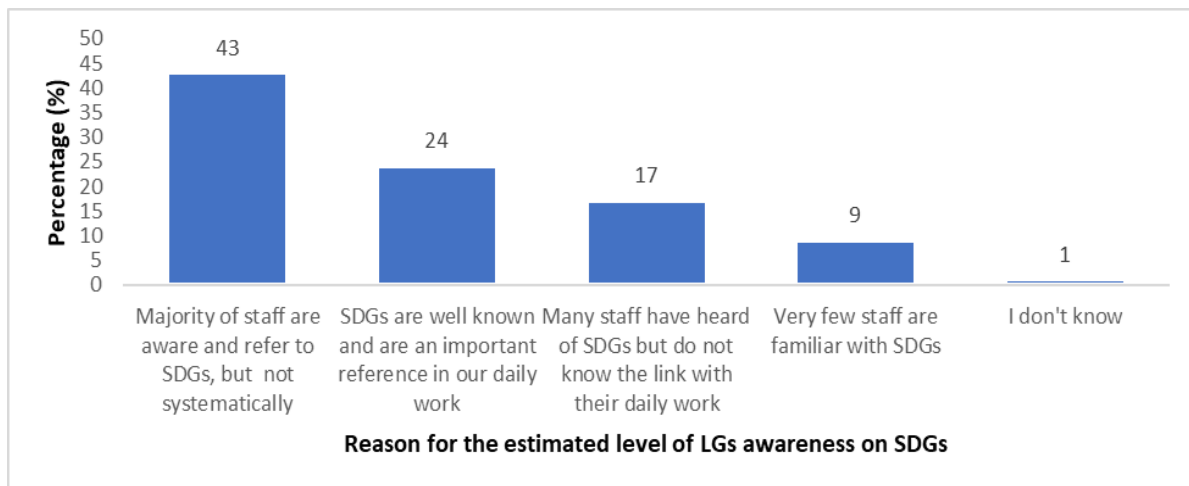
The Planning and M&E departments as well as Corporate Services Divisions are at the centre of monitoring the overall localisation and implementation of SDGs related commitments and programs at local level, and should mobilise other departments to this end. However, they are the most scattered in terms of appreciating the level of awareness of their LGs on SDGs as shown in the figure below.

Figure 6: Planners and Corporate Service Managers estimate of LGs awareness on SDGs



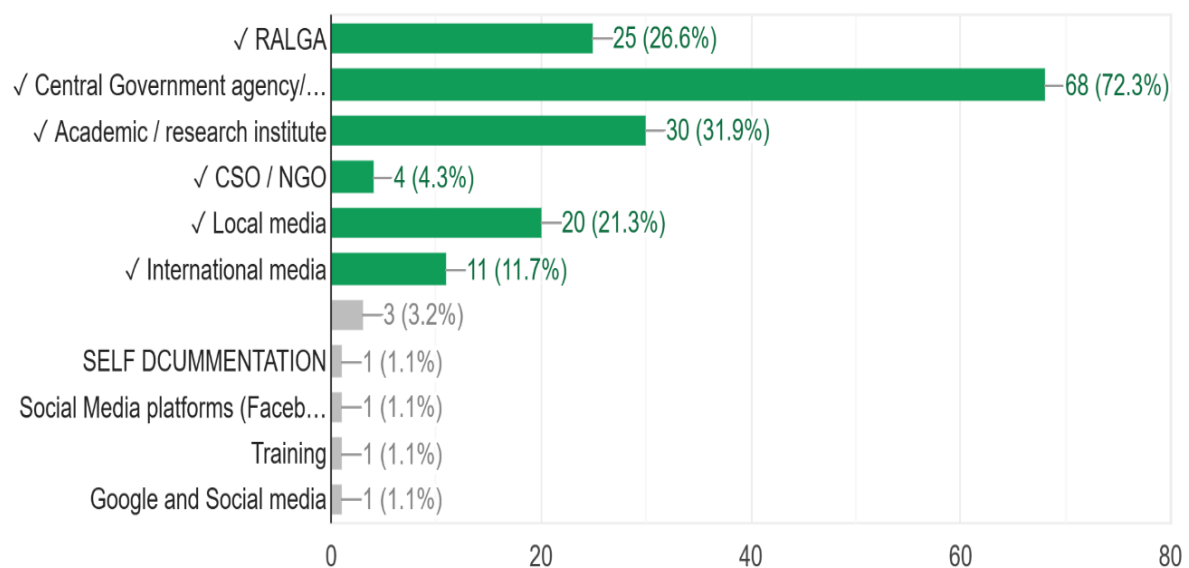
This level of awareness on SDGs is explained by the fact that only 24% of respondents estimate that SDGs are well known and are an important reference in the daily work, while for 43% of respondents, the majority of staff are aware and refer to SDGs in their daily work, but not systematically. For 17% of the respondents, many staff have heard of SDGs but do not know how to link SDGs with their daily work. Finally, 9% of respondents are categorical that ‘very few staff are familiar with SDGs (figure below).

Figure 7: How would you explain this level your LG awareness level on SDGs?



To understand the points of view of LGs on their level of awareness on SDGs it is necessary to investigate the sources of information on SDGs, and whether they have received and were trained on how to approach SDGs in their respective responsibilities. The VSR survey indicate that majority of district staff (72.3%) first came into contact with SDG from central government ministries or agencies, academic and research institute (31.9%), RALGA (26.6%) and even only local (21.3%), or international media (11.7%)

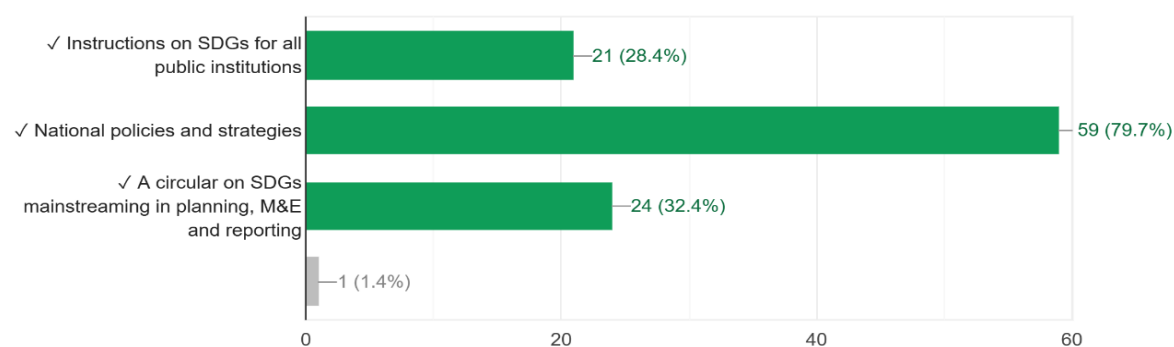
Figure 8: Where did you (or your colleagues) learn of SDGs first (multiple answers)?



Similarly, only 78.7% of the respondents estimate that the Central Government provided clear guidelines on how to localize and implement SDGs in LGs. The remaining 13.8% do not agree with this, while 7.4% do not simply know.

According to respondents, these consist of national policies only for 79.7%. About 28.4% indicate that 'instructions on SDGs for all public institutions' were issued, while 32.4% agree that a circular on SDGs mainstreaming in planning, M&E and reporting was released (figure below).

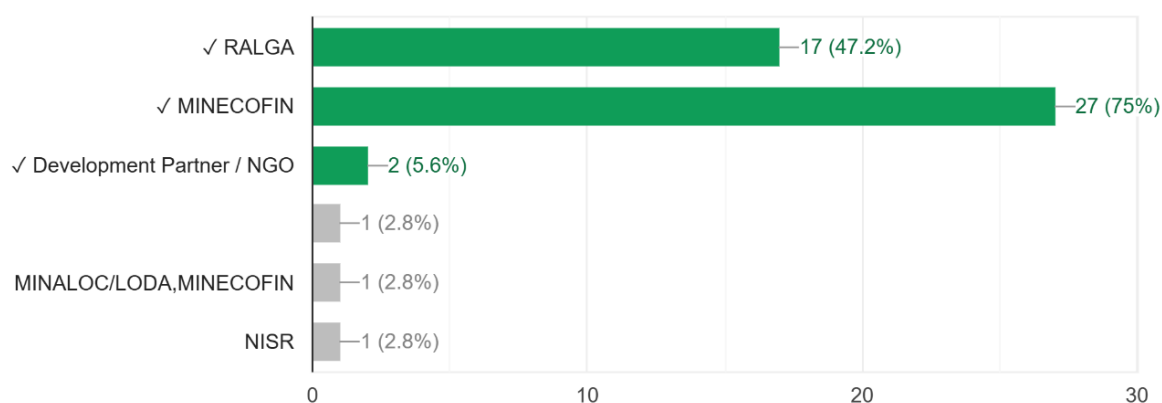
Figure 9: Types of guidelines on implementation of SDGs (multiple answers)



According to MINECOFIN, the process for domestication and localization of the development agendas was championed by high level political organs of the country and closely followed up by the Ministerial Steering Committee for the formulation of Vision 2050 and the NST1, and MINECOFIN. In addition, during the elaboration of DDSs, districts were issued with guidelines on domesticating the AU Agenda 2063 and the SDGs, among others.

Usually, LGs are also expected to have been trained on the localisation and implementation of SDGs. On this particular point, only 38.3 % of heads of departments in districts and the City of Kigali know that there have been trainings on SDGs, while 51.1% have not participated in any such trainings, or don't know (10.6%). Such trainings are provided by MINECOFIN, RALGA and sometimes development partners (figure below).

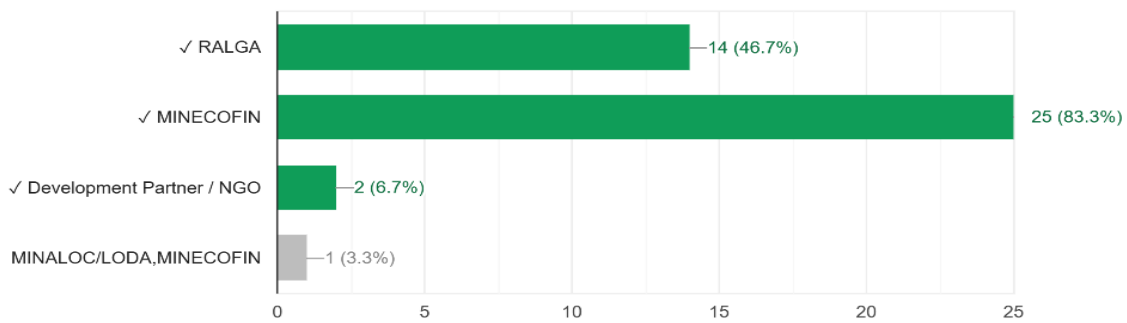
Figure 10: Who provided the training (multiple answers)?



The above findings on the level of awareness on SDGs in LGs call for sustained actions to improve LGs understanding of SDGs, especially 7 years to the endline of the Agenda 2030. This would allow to ensure that LGs can provide 'informed' inputs in the realisation of targets to which the country committed to and has always been at the forefront among nations.

Local Government staff, especially planning and M&E officers, were trained by MINECOFIN in linking up SDGs and the DDS/CDS during their development. This is in addition to other trainings on the localisation of SDGs organized by development partners and RALGA (figure below).

Figure 11 Institutions training Local Government staff on SDGs (Multiple answers, N=90)



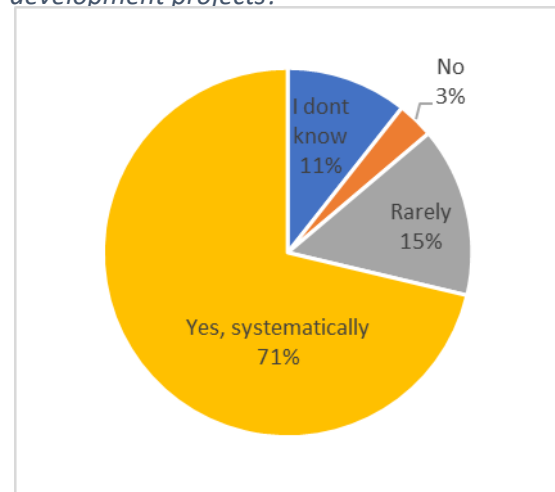
Source: Voluntary Subnational Review survey, 2023

2.3.1.2. Implementation of SDGs in LGs

Despite the above situations, SDGs are among the high priorities of LGs. This is especially due to the fact that SDGs are aligned with national policies and strategies, and that the first responsibility of LGs in Rwanda is the implementation of national policies and strategies. LGs are thus held accountable on national commitments through their District Development Strategies (DDS) and the City Development Strategy (CDS) in the case of the City of Kigali. Each year LGs sign a performance contract with the Government in which they commit for a given number of targets to reach among local priorities, yet these priorities are tied directly with SDGs targets as already seen.

This is why 71% of districts estimate that SDGs are systematically included among their priorities, while only 15% indicate that this is rare. The remainder 11% of respondents do not know, while only 3% do not agree. The percentage of those who don't know or do not agree is linked to the fact that some of the directors in the districts are not specialists of planning and M&E and sometimes do not participate actively in the planning and reporting process, and cannot therefore link their work to SDGs directly, even though they contribute to them. This is rather an issue of awareness on SDGs again and how their achievements are contributing to them.

Figure 12: Are SDGs among priorities in the determination of earmarked transfers and development projects?



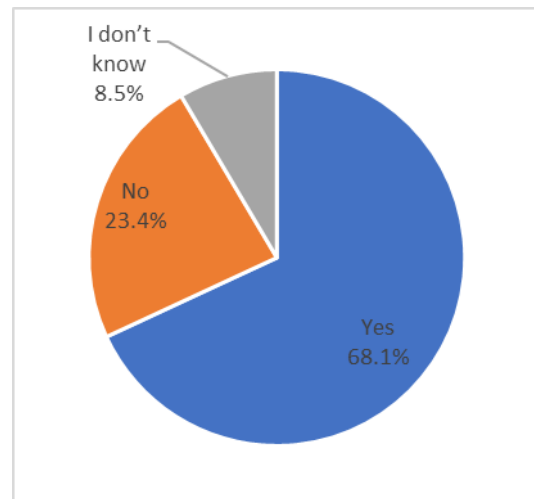
The implementation of SDGs at local level draws from the powers and responsibilities allocated to LGs in the implementation of national policies and strategies. This links back to the status of responsibilities assignments and sector decentralisation in Rwanda. Different studies by MINECOFIN and MINALOC⁸ have shed light on both aspects and, while there is still a lot to be done, government goodwill and realisations are noticeable, and a number of

⁸ Expenditure Assignment Studies I (2015) and II (2018) by MINECOFIN, and Sector Decentralisation Studies I (2014) and II (2020) by RGB and MINALOC respectively.

recommendations from these studies are being implemented (review of the Decentralisation Policy in 2021, a new Fiscal Decentralisation Policy and Strategy (2023), reviewed Block Grant Formula (2023), etc.)

It is with this background that majority (68.1%) of respondents to the VSR survey estimate that “the decentralisation entrusted LGs with the powers, competences and resources required to localize SDGs”. Again, this should be understood in the context that such powers and resources are those allocated to implement national policies and strategies.

Figure 13: Has the decentralization entrusted local governments with the powers, competences and resources required to localize SDGs?

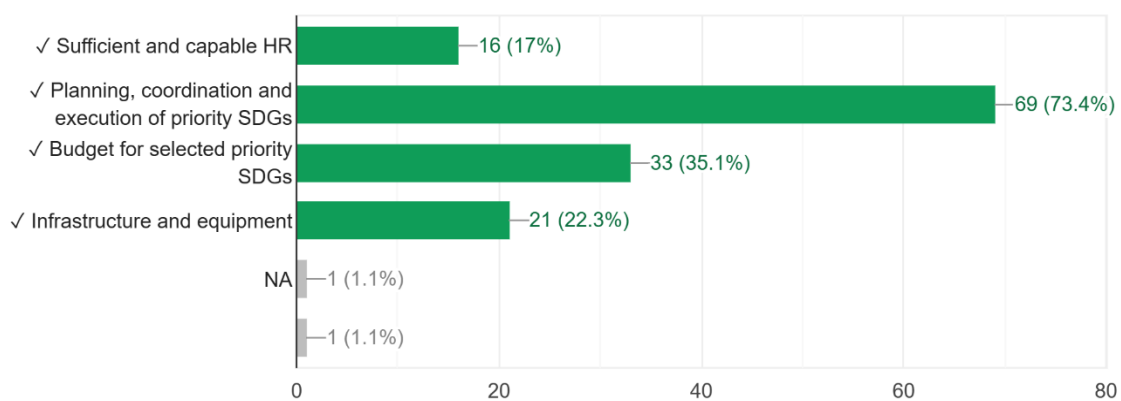


2.3.1.3. Areas of LGs excellence in the localisation SDGs

Feedback from districts and the City of Kigali show that ‘planning, coordination and execution of priority SDGs’ ranks higher at 73.4%, followed by ‘budget for selected priority SDGs’ (35.1%) and to a lesser extent ‘infrastructure and equipment (22.3%) and ‘sufficient and capable HR (17%)’.

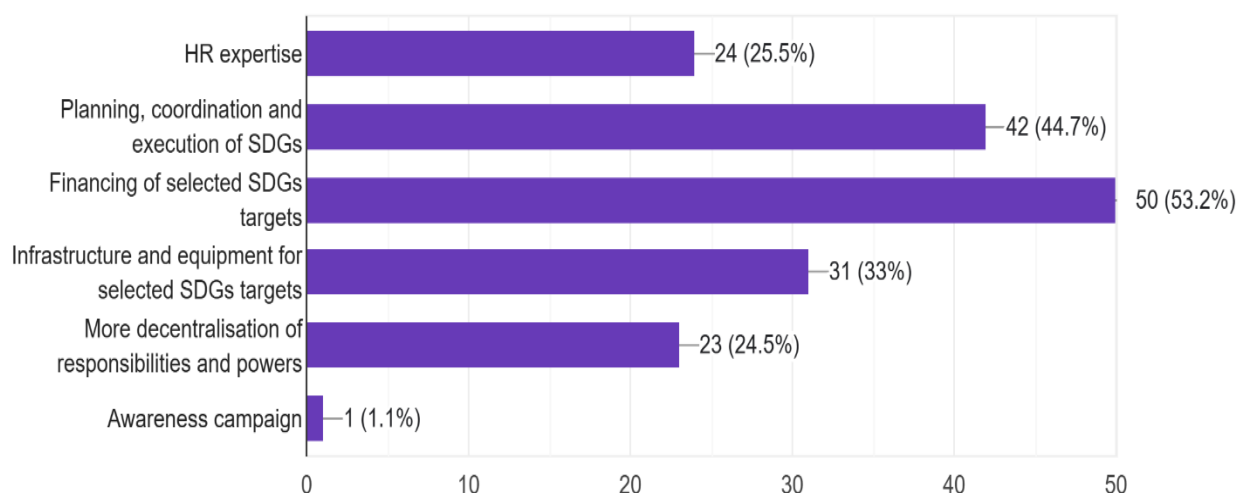
These are almost the same areas where there is still need for more investment in the localisation of SDGs. This means that despite the fact that local governments appreciate the steps undertaken up to now, more needs to be done in these areas,

Figure 14: In which areas are the LGs strong in the localisation of SDGs (multiple answers)?



It also points at the fact that more investments are needed in the implementation of local priorities and that the work of localisation and integration of SDGs in LGs needs to be continued and sustained.

Figure 15: What are the most critical needs in the localisation of SDGs (multiple answers)?

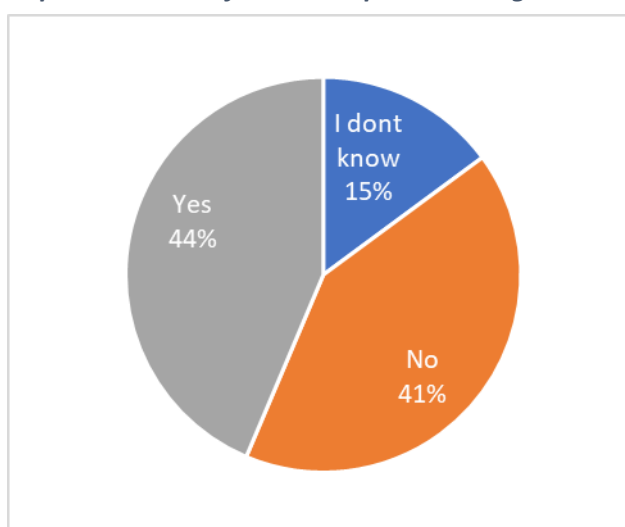


2.3.1.4. Inter-Districts Platforms/Mechanisms to Localise SDGs

These would usually include M&E systems to track achievements, of which common planning and M&E platforms, allowing districts to make economies of scale in running and maintaining them, shared reporting mechanisms. etc. Such a platform, the Integrated Financial management Information System (IFMIS), exists for financial planning and management for public expenditure. Similarly, the Umucyo Procurement platform is used for public procurement under the Rwanda Public Procurement Authority (RPPA), while an e-recruitment platform is run by the Ministry of Public Service and Labour (MIFOTRA), or the MEIS run by the Local Decentralised Entities Development Agency (LODA) to monitor different activities in the districts that link LODA and the LGs, to cite just a few.

The IFMIS is particularly useful not only for tracking budgeting and spending of public finances, but also following up the planning and realisation of targets to which the spending is related. In this context, it would be expected that such platforms could be updated to provide means for tracking SDGs, both at national and LGs level, especially as both the Central and Local Governments use them equally. However, LGs departments are split on the existence of interdistrict platforms or mechanisms to localise SDGs and track the realisation of targets (figure herewith). While 44% estimate that such platforms exist, 41% are of the opposite view, while 15% do not simply know.

Figure 16: Is there any inter-districts platform / mechanism to coordinate the localisation and implementation of SDGs and peer learning?



For those who indicate that such platforms exist, they stress also that these are located at MINECOFIN and very active, at RALGA, or at Provincial level (figure below). Except for

RALGA which has set up an online platform for monitoring SDGs in LGs, though it remains unfortunately unused, for MINECOFIN they refer to the IFMIS, while for Provinces they refer to the M&E and reporting process of Imihigo Performance Contracts and financial and administrative audits conducted regularly by Provinces and MINALOC, but are not so far directly clearly linked to the monitoring of SDGs, nor digitised.

Figure 17: Where is the SDGs platform/mechanism located?



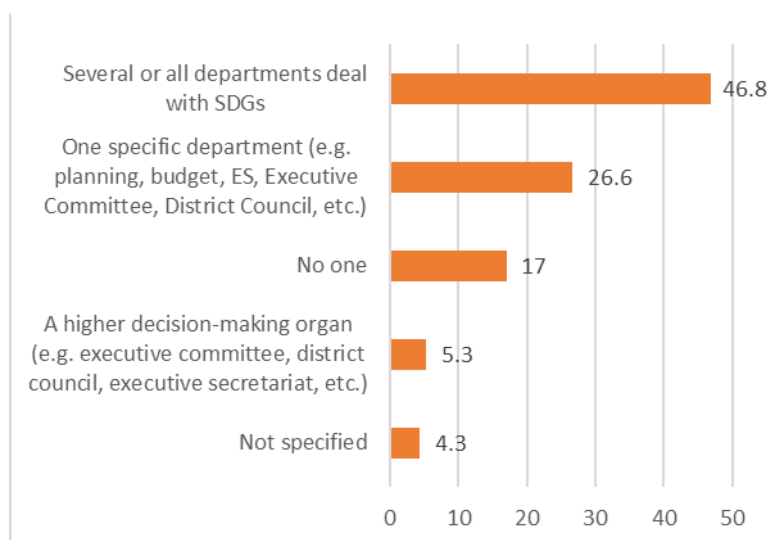
2.3.2. SDGs coordination at local level

2.3.2.1. Coordination responsibility

There is an evident lack of coordination of SDGs at local level, despite the fact that they are supposed to be fully integrated in the district development plans and processes. This, though it allows staff and authorities in local governments to concentrate on local priorities, results in reduced focus on SDGs as such, especially given the working pressure and stress that prevail in local governments.

The VSR survey found that either several or all LGs departments are supposed to deal with SDGs (46.8%) coordination wise, or at worse no one is in charge (17%). In the best of cases, one specific department is in charge of SDGs coordination (26.6%). Though none was tagged specifically, this can include the director of planning or the district executive secretary. In any case, there is no specific organ or department to coordinate and monitor SDGs at local level.

Figure 18: Who is in charge of SDGs coordination in your district/city?



2.3.2.2. Tools for the Localisation of SDGs

Majority (52%) of the LGs respondents indicate that there are tools to monitor and measure achievements on SDGs in local governments. However, a significant number (48%) affirm the contrary (29%) or simply do not know (19%).

Table 1: Tools to monitor SDGs at local level

Tools to monitor SDGs at local level	Frequency	Percent
District/City M&E system has an SDGs monitoring interface	37	39.4
Common platform for all districts to monitor localized SDGs	32	34.0
No specific tool	6	6.5
DDS	1	1.1
DDS Implementation (Its M&E through logframe)	1	1.1
Eastern province districts (DIC)	1	1.1
Google sheet	1	1.1
Imihigo performance contract	1	1.1
M&E unit	1	1.1
Reports from district's departments	1	1.1
n.a	12	12.8
Total	94	100.0

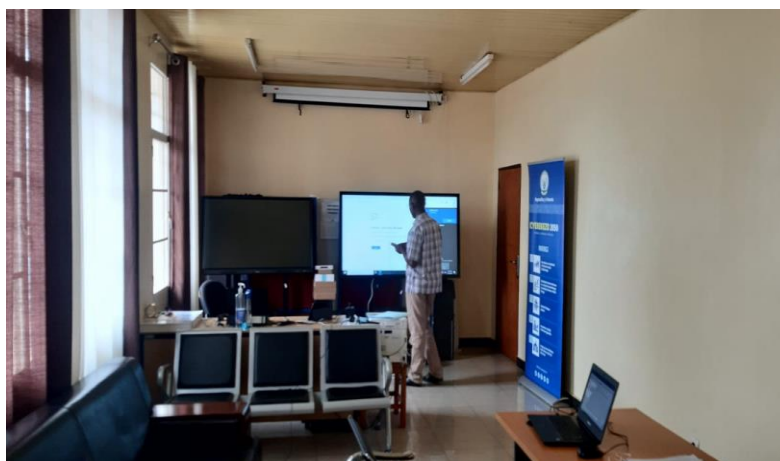
For those who confirm that such tools exist, they list a plethora of tools (table below). The most recognised comprise (i) an SDGs monitoring interface integrated in the District/City M&E system and (ii) a Common platform for all districts to monitor localized SDGs.

The *Imihigo* (performance contracts) tracking system is an important tool in monitoring the

district's progress in the realisation of annual targets. It enables the local and the central governments to follow up on the realisation of different targets to which districts and the City of Kigali have committed during particular fiscal year.

The districts have also situation rooms which enable them to monitor progress on implementation of councils' decisions and Imihigo targets. Situation rooms are being digitised by MININFRA in partnership with ENABEL in 5 pilot districts (Musanze, Rubavu, Rwamagana, Bugesera, Muhanga) – Equipment have already been delivered and installed. An online application is being tested that will provide a

Figure 19: Situation room in Muhanga District's One Stop Centre



digital dashboard to monitor progress in the realisation of different targets in the performance contracts, accessible online by district authorities. Hence, the situation rooms, even in their manual variants, allow local governments to keep an eye on key indicators in the realisation of their targets. Imihigo tracking system, and situation rooms in particular, could be improved to include monitoring progress in the implementation of SDGs at local level.

This implies including in the platform a compounding layer that would show, in addition to annual achievements, the over all realisations of the districts on a given SDG targets using the same information overtime.

2.3.2.3. Participation in the National Voluntary Review (VNR)

The majority of LGs are not aware of the VNR process (63.8% for the VNR 2019 and 51.1% for the VNR 2023), though a consistent number has been involved in one way or another (table below). Participation to SDGs monitoring is one way to increase the awareness of LGs on the importance of SDGs in their daily work and the necessity to streamline their contribution to realisation of the best indicators score for the country.

Table 2: Did your District/City contribute to the SDGs National Voluntary Review

Participation in VNR 2019	Frequency	%	Participation in VNR 2023	Frequency	%
I don't know	60	63.8	I don't know	48	51.1
Submitted activity/performance reports for review	11	11.7	Filled a questionnaire for the VNR team	14	14.9
Participated in the preparation of the VNR process	7	7.4	Invited to some meetings with some space to contribute to the VNR process	8	8.5
Filled a questionnaire for the VNR team	5	5.3	Submitted activity/performance reports for review	5	5.3
Invited to some meetings with some space to contribute to the VNR process	3	3.2	Participated in the preparation of the VNR process	3	3.2
Had an interview/meeting with the VNR team	2	2.1	The district/City was contacted but we are still to know how we will contribute	3	3.2
No participation	6	6.4	No participation	10	10.6
Total	94	100.0	n.a.	3	3.3
			Total	94	100.0

2.4. Local actions to localise SDGs

2.4.1. RALGA initiatives in promoting the localisation of SDGs

Since the inception of SDGs, RALGA has been at the forefront of the domestication and localisation of SDGs. In partnership with the European Union, the Association implemented the CLGF/RALGA-EU funded project for the localisation of SDGs in three pilot districts (Bugesera, Gicumbi and Ruhango). RALGA also produced and disseminated the SDGs fact sheet which contains priority SDGs targets and indicators for districts. In addition, RALGA has developed an online platform to collect information from districts on SDGs. As part of the public awareness, the SDGs were translated at goal level in Kinyarwanda and the translated version was distributed across districts⁹. As indicated by councillors, SDGs are also part of the sessions delivered to newly elected district councillors as part of their induction, a session usually organised by RALGA in partnership with MINALOC.

Sector working are forums for the coordination of the implementation of national policies and strategies, and monitoring alignment with SDGs. It therefore important for local governments to be represented in such forums. RALGA as the mouthpiece of local governments participates on their behalf in several of these forums. This includes the (i) Decentralization and good governance, (ii) Urbanization and rural settlement, (iii) Agriculture, (iv) Social protection, (v) Health, (vi) Education and (vii) Public Financial Management.

⁹ Assessment of the Current Status of Localization for Sustainable Development Goals in EAC Member States, April 2020

2.4.2. LGs commitments to localise SDGs

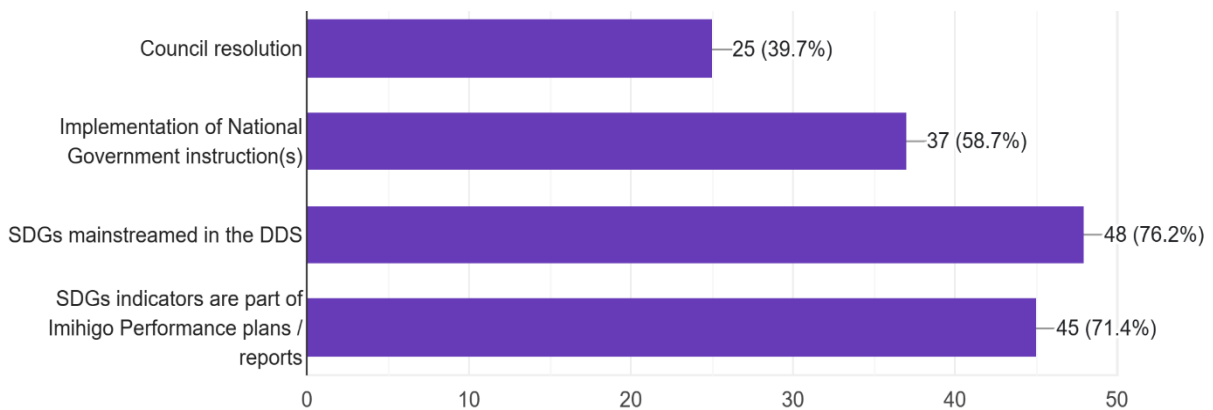
Beyond interdistrict platforms to monitor SDGs and the situation room, it was assessed whether LGs have, through their decision-making mechanisms, taken any formal

commitments for the localisation, implementation and monitoring of SDGs themselves. Findings show that this is found to be so at 67%, while for 25.5% of the respondents there are no such formal commitments.

Such commitments include mainstreaming SDGs in DDSs/CDS (76.2%) and including SDGs indicators as part of Imihigo performance contract (71.4%) as a result of their inclusion in DDSs/CDS, and implementation of Central Government instructions (58.7%) (figure below).

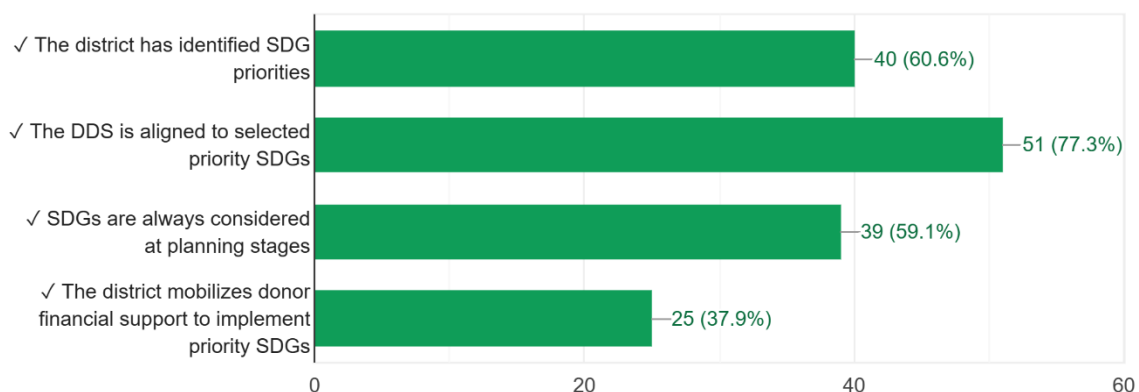
Resolutions are linked to local priorities and big lines set by MINALOC. The Council votes on large projects linked to SDGs, e.g., electricity supply or clean water projects, though they are not stamped as SDGs. (Councillors in Muhanga District)

Figure 20: What are those commitments (multiple answers)?



Beyond commitments, 70.2% have undertaken active actions for the localisation, implementation and monitoring of SDGs, while 21.3% have not. Again, such actions include mainstreaming SDGs in the DDSs/CDS (77.3%), identification of SDGs priorities for the LGs (60.6%), always considering SDGs in the planning process (59.1%) and mobilising resources from partners to cofinance SDG priorities (37.9%).

Figure 21: What are those actions (multiple answer)?

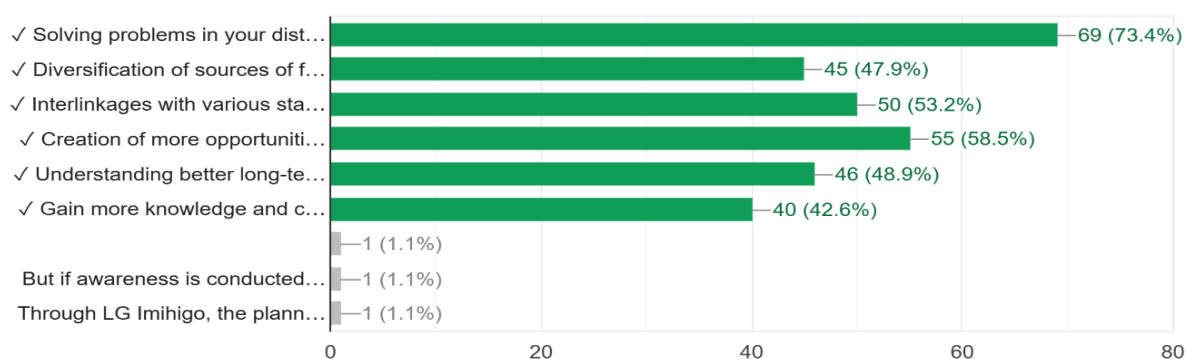


The mobilisation of resources from partners usually happens through the District Joint Development Forum (JADF) and LODA (MINALOC) local projects financing as part of LGs development financing, coordinated by this agency, based on priorities in DDSs/CDS.

2.4.3. Benefits from working towards SDGs

Specific benefits garnered by the LGs through working towards the realisation of SDGs are additional opportunities for ‘Solving problems in their district context’ (73.4%); ‘Diversification of sources of funding for local development’ (47.9%); ‘Interlinkages with various stakeholders (public, private, NGOs and CSOs) (53.2%); the Creation of more opportunities for local socio-economic development (58.5%); Understanding better long-term local development perspectives (48.3%); and Gaining more knowledge and capability for sustainable development (42.6%).

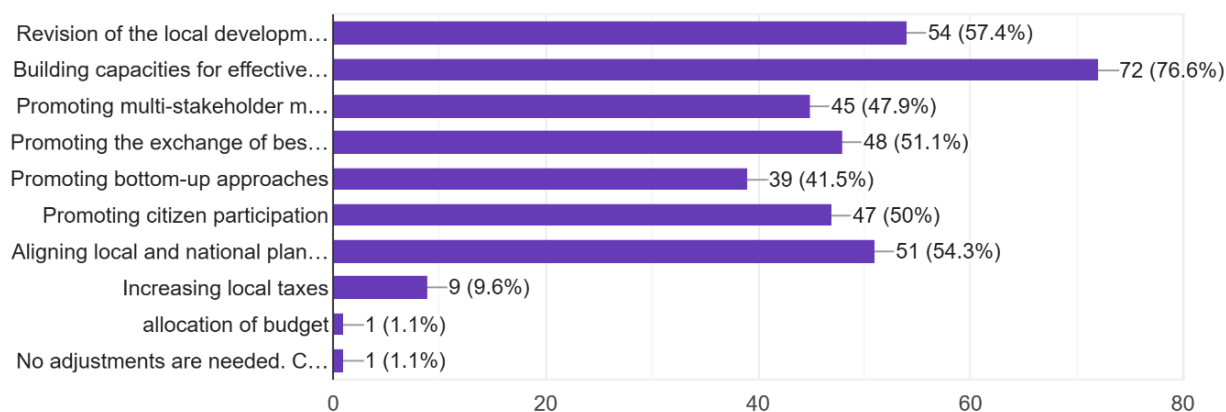
Figure 22: What are the benefits for your LG of working towards realisation of the SDGs (multiple answers)?



2.4.4. Adjustments and support for successful implementation of SDGs

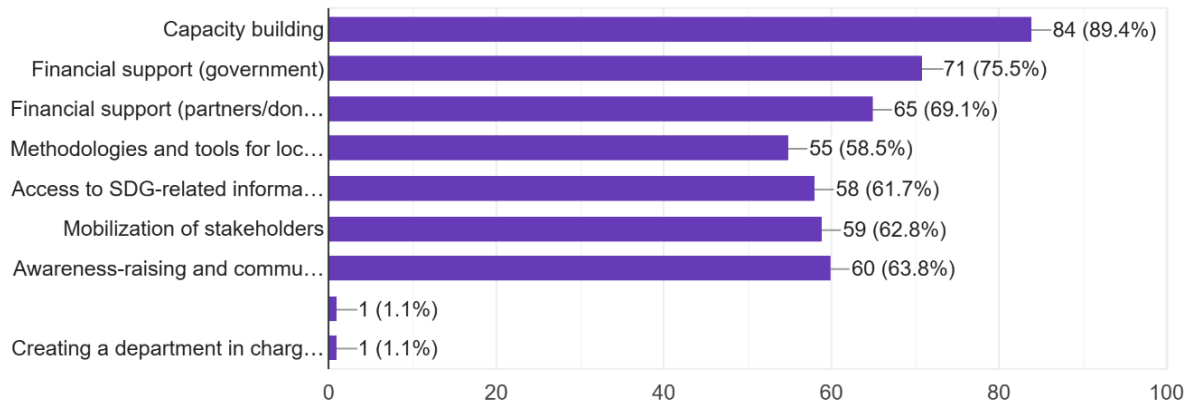
According to LGs, adjustments needed to ensure a successful localization of SDGs at local level include the revision and alignment of the local development plans; building capacities for effective and responsive leadership at subnational level; promoting multi-stakeholder mechanisms; promoting the exchange of best practices; promoting bottom-up approaches; promoting citizen participation; and aligning local and national plans with the SDGs (figure below). Obviously, most of these are already done, but require improvements.

Table 3: What are the necessary adjustments to ensure a successful localization of SDGs in your district/city (multiple answer)?



The realisation of these adjustments and speeding up reaching SDGs requires support from different stakeholders. For LGs managers, these would include Capacity building; Financial support from the government partners/donors; better methodologies and tools for localizing SDGs; Access to SDG-related information and data; Mobilisation of stakeholders; and Awareness-raising and communication strategies (figure below).

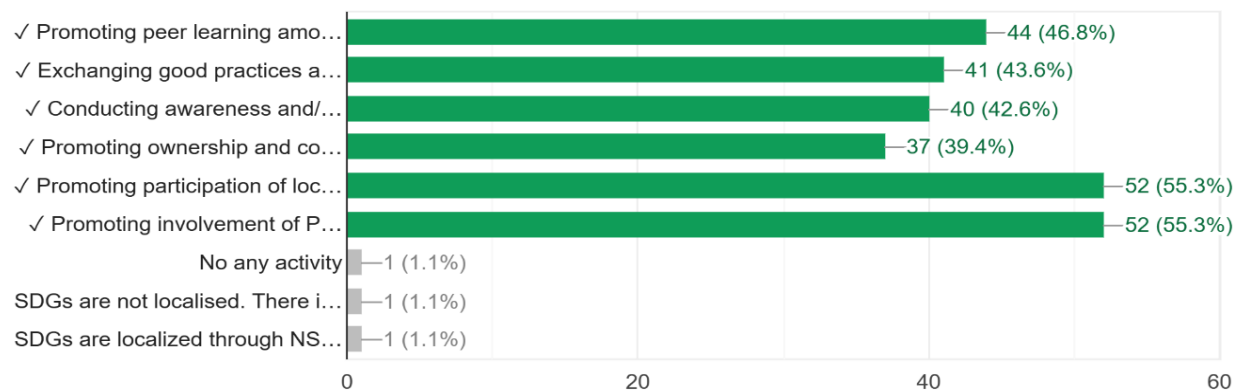
Figure 23: What are the necessary supports needed to achieve SDGs in your district/city (multiple answer)?



2.5. Actions to create SDGs ownership

Activities conducted by LGs to create awareness and local ownership on SDGs and ensure that no one is left behind include promoting peer learning among district departments (46.8%) and Exchanging good practices and information with other districts / Partners (43.6%), ; Conducting awareness and/or communication campaigns (42.6%); Promoting ownership and co-responsibility among SDGs local stakeholders (39.4%) ; Promoting participation of local communities (55.3%); and Promoting involvement of PWDs, Youth, Women, and vulnerable groups (55.3%). Of course, this happens as part of creating awareness on districts activities and programs, especially as related to promoting awareness of stakeholders through JADF, communities and specific groups such as youth, women, PWDs and vulnerable groups.

Figure 24: What activities or programs does your local government conduct to create local ownership of SDGs and not leave any one behind? (Multiple answers)



District open days and mobilisation of citizens are listed by local authorities and JADF members as an important way to raise awareness of the communities on different

development activities conducted by the local governments. However as rightly put by JADF members and councillors, these do not necessarily indicate SDGs but rather actions that contribute to the realisation of SDGs in the local governments.

Figure 25: Open days, citizens from all walks of life get explanation on different districts' activities



In some secondary cities such as in Musanze, Huye, Rubavu, etc., the Rwanda Broadcasting Agency (RBA) operates Community Radios. These were also mentioned by councillors and local authorities among the media used to sensitise the population on local governments' development activities, and indirectly on SDGs. Each district has also an active website, on which all information on the district activities are posted. The districts and the City of Kigali are also active on social media (Twitter, WhatsApp, etc.) to maintain a constant contact with the population on different issues and exchange views on local development programs.

CHAPTER 3 – PROGRESS IN THE IMPLEMENTATION OF SDGs BY LOCAL GOVERNMENTS

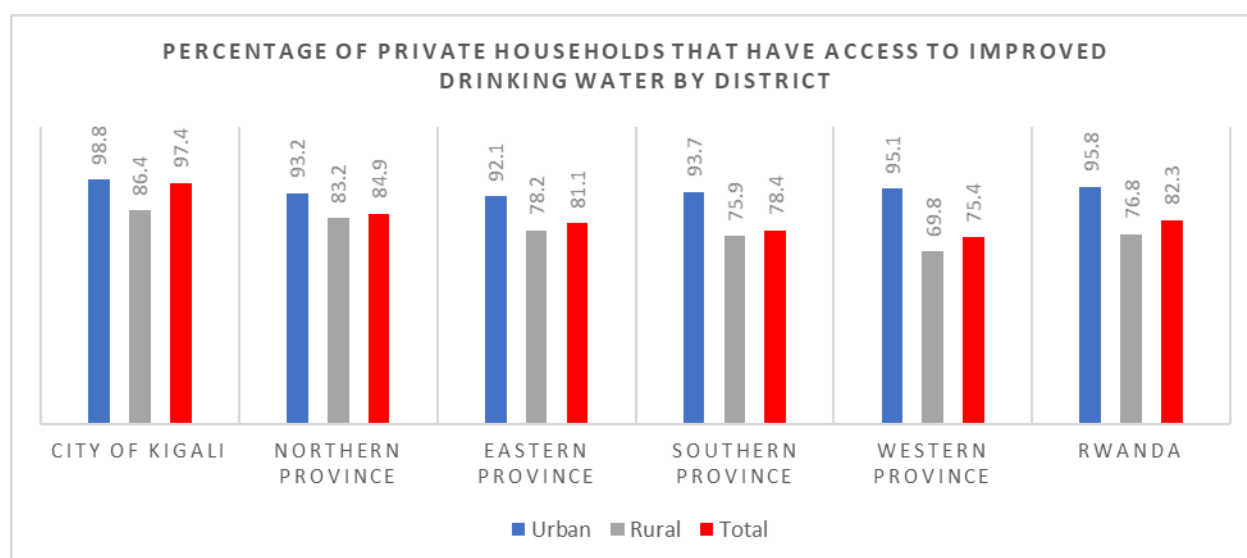
For the VNR 2023 edition, Rwanda committed to report on SDG 6 - Water and Sanitation, SDG 7 – Energy, SDG 9 - Industry, Innovation and Infrastructure, SDG 11 - Sustainable Cities and Communities, and SDG 17 – Partnerships. Given the current status of sector decentralisation, most of these SDG targets are rather under the responsibilities of central government institutions, though LGs have shared responsibilities in these areas, especially for activities related to SDG 11 for the development of local urban centres, secondary and satellite cities as well as the development of the City of Kigali that is the main mandate of the CoK; SDG 9 for the promotion of local Industries and Innovations, SDG 7 for rural electrification, as well as SDG 6 on Water and Sanitation. Several key achievements and best practices were reported by LGs during the VSR survey and consultations.

3.1. SDG 6 - Water and Sanitation

3.1.1. Goal 6.1: Universal and equitable access to safe and affordable drinking water

Much of SDG 6 targets are under the mandate of the Water and Sanitation Corporation. The findings of EAS II (2018) indicated that MININFRA is primarily responsible for the policy formulation and setting the institutional framework for water supply, while WASAC implements water supply projects in urban areas. WASAC supports districts to manage water supply projects (mostly through private operators) in rural areas. Districts, through their Water, Sanitation and Hygiene (WASH) Boards, implement or outsource projects and monitor service provision.

Within this policy context, the RPHC5 (2022) indicators for the LGs (grouped by province) indicate that households in the districts in Western Province are the least supplied with clean water (75.4% of households), which follows the patterns of poverty prevalence in the country. Over all, Rwanda household access to improved drinking water is currently 82.3%, with 95.8% in urban areas and 76.8% in rural areas (figure below).



Source: computed from RPHC5 data, excel table 68

Public taps out of compound (32.5%), protected spring/wells (27.6%), pipe-born water in compound (11.5%) and unprotected spring/wells (11.3%) are the main water sources used by households in Rwanda (table below).

Table 4: Distribution of the private households by main source of drinking water by district (provincial groups)

SOURCE OF DRINKING WATER	CoK	SOUTH	WEST	NORTH	EAST	RWANDA
Public tap out of compound	26.5	18.5	31.9	41.8	42.8	32.5
Protected Spring/Well	12.1	46.7	27.3	31.7	17.9	27.6
Pipe - born water in compound	33.8	7.5	9.2	8	6.4	11.5
Unprotected Spring/Well	1.9	16.2	19.4	11.6	6	11.3
River/Lake/Pond/Stream/Surface water	0.8	5.3	5.1	3.4	12.6	6.3
Pipe - born water from neighbour	10.6	1.9	2.6	1.6	3	3.6
Tube Well/Borehole	0.9	2.5	0.7	0.1	8.2	3.1
Mineral water	11	0.9	0.5	0.5	1.8	2.5
Rain water	0.2	0.2	2.5	0.9	0.9	1
Internal pipe - born water	2.1	0.2	0.8	0.3	0.2	0.6
Other	0	0.1	0.1	0.1	0.2	0.1
Tanker Truck	0.1	0	0	0	0	0
Total	100	100	100	100	100	100

Source: computed from RPHC5 data, excel table 69

The approach used by districts to accelerate access to clean drinking water is to promote strong partnerships with organisations specialised in water supply, promote active community participation and make sustainable investment. Different initiatives were reported by all districts.

In the district of Karongi (Western Province), water supply is at 63.7% overall (88.7% in urban areas and 61.1% in rural areas). The district is committed to achieve universal (100%) access to clean water by 2024. To this end, Karongi District has conducted a

Figure 26: Rehabilitation and Extension of Rugobagoba-Tongati -Kizibaziba Water Supply System (68 km) in Karongi District



feasibility study indicating all water supply systems and investments needed; the document currently guides implementation. The district then entered a partnership with Water for People organization. Water for people contributes 40% while District and WASAC contribute 30% each in this endeavour.

In Nyagatare district, Eastern Province, access to clean drinking water is at 78% (90.6% in urban areas and 73.9% in rural areas). In this district, boreholes to avail clean water for people were constructed in all sectors. The district is largely situated in a newly populated area where no water supply systems existed until recently.

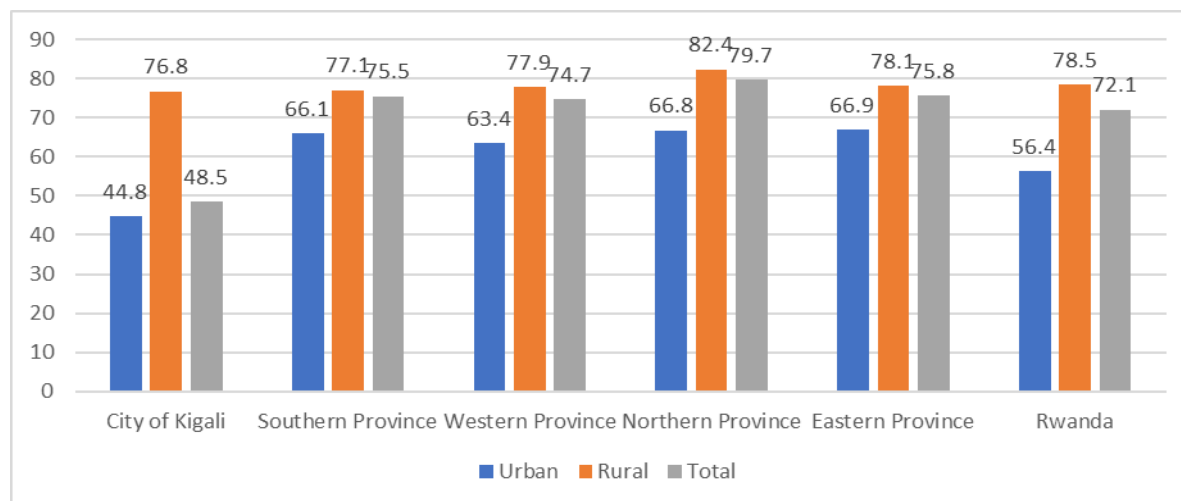
The district of Ngororero (Western Province), reports increased joint interventions in water and Sanitation projects with stakeholders that include WASAC, World Vision, Water for People, IDA Rwanda and Caritas-Nyundo. This is made possible by a strong commitment of leadership and stakeholders to address human security issues and the participation of local communities through *Umuganda* (community works). Access to clean water in Ngororero district is at 68.6 %, with 88.2% in trade centres and 67.6 % in rural areas. The district is mostly rural hilly, with only 4.9% of the population in trade centres and 95.1% in rural areas.

In the district of Rutsiro at the shore of Lake Kivu, councillors indicate that water supply is constrained by the topography of the district, with its hilly terrain, at the top of the Nile/Congo crest. While Rutsiro districts has large reservoirs of clean water sources, water supply systems are costly and difficult to put in place as they have to skip hills resulting in long distances to the point of supply. As a result, few people are served for this reason. According to the RPHC5 (table 68), access to clean drinking water in Rutsiro is at 61.2% with 76.7% in trade/urban centres and only 60.3% in rural areas. Councillors in Rutsiro have indicated that there are several resolutions by the district council and JADF that will increase the % of water distribution to reach the target of 100% by 2024. According to them, currently access to clean drinking water should be at 76%.

3.1.2. Goal 6.2 - Adequate and equitable sanitation and hygiene for all

Sanitation includes among others use of proper toilets, waste disposal and appropriate sewage systems. Sanitation is among the sectors that are recognised as needing more investment in the country (EAS II, Water and Sanitation report, 2018).

Figure 27: Percentage of private households that use unshared improved toilet facility by District (grouped by province) (%)



Source: computed from RPHC5 data, excel table 71

According to the RPHC5 (2022), only 72.1% of the population use unshared improved toilet facilities, with higher percentages in rural areas (76.8%) than in urban areas (44.8%) (figure above). Not shared pit latrines with constructed floor slab (68.8%) and Shared pit latrines with constructed floor slab (19.9%) are the main type of toilet facilities used (table below).

Table 5: Distribution (%) of the private households by type of toilet facility

Type of toilet facility	CoK	South	West	North	East	Rwanda
Not shared Pit Latrine with constructed floor slab	34.8	74.1	72.8	78.2	74.6	68.8
Shared Pit Latrine with constructed floor slab	46.9	15.5	15.8	11.1	17.1	19.9
Not shared Pit Latrine without constructed floor slab	1.4	6.8	6.6	7.3	5.3	5.7
Not shared Flush toilet/WC system	13.2	1.2	1.6	1.2	1	3
Shared Pit Latrine without constructed floor slab	0.6	1.3	1.5	1	0.8	1.1
Others/NS	1.2	0.9	1.3	0.9	1	1.1
Shared Flush toilet/WC system	1.8	0.1	0.4	0.2	0.1	0.4
Total	100	100	100	100	100	100

Source: RPHC5 data, Excel table 70

Local governments are making all that is necessary to sensitise the population on sanitation and construction of public infrastructure. In Rutsiro district, a census of all households in need of proper sanitation was made and the status report is available. The district has earmarked a budget for this and is also advocating with stakeholders for the construction of clean toilets. In the district of Musanze, access to sanitation is constrained by the volcanic soil and lot of caves in the area, which need appropriate engineering for climate friendly sanitation. The district has voted a resolution for the construction of public latrines by the roads and close to the industrial zone, markets and other areas of public gathering. The Council is mobilising private operators to operate public latrines at a fee. Similar initiatives are also taking place in all districts.

3.1.3. Safe treatment of domestic and industrial wastewater flows

Used water treatment is likely the least serviced area of domestic wastes. According to the figures published by the RPHC5 (2022) majority of Rwandan households (44.9%) dump used water in the courtyard, bushes (19%) or cesspool (18.1%). Drainage of used waters through sump (7.7%) or main drainage (5.5%) are rare, and mainly in urban areas. Main drainages are under construction in cities, but mainly towards wetlands and rivers, with no prior treatment in general. However, the City of Kigali has completed a strategic plan for waste water treatment with central collection and treatment plant in Nyabugogo (Giticyinyoni).

Table 6: Distribution (%) of the private households by main mode of sewage disposal by Province and District

Mode of sewage disposal	CoK	South	West	North	East	Rwanda
In the courtyard	17	58.7	42.5	50.9	46.7	44.9
Bush	7.1	13.4	24.9	24.7	22.7	19
Cesspool	51.9	9.8	15.1	10.7	13.2	18.1
Sump	6.9	6.2	9	7.1	8.8	7.7
Main sewer	8.2	7.3	4.9	3.4	4	5.5
Other	0.7	3.4	2.1	2.5	3.7	2.7
Rivulet/Trench/Channels	2.8	0.5	0.6	0.2	0.3	0.8
In the street	0.9	0.5	0.6	0.3	0.6	0.6
Total						

Source: RPHC 5, excel table 73

3.2. SDG 7 – Energy

Similar to water supply, energy production and supply is mainly the responsibility of the Ministry of Infrastructure and is delegated to the Rwanda Energy Group (REG) and its two subsidiaries; The Energy Utility Corporation Limited (EUCL) and The Energy Development Corporation Limited (EDCL) entrusted with energy development and utility service delivery. The results of the RPHC5 show that access to electricity stands at 61% for the whole country (table herewith), while the target for NST1 is 100% coverage by 2024.

Table 7: Access to electricity (RPHC5, table 74)

Province	Urban	Rural	Total
City of Kigali	93.7	58.6	89.7
Northern Province	76.1	49.4	54.1
Eastern Province	74.9	53	57.6
Southern Province	78.5	51.1	55.1
Western Province	79.9	50.1	56.7
Rwanda	84.6	51.3	61

The main source of household energy for lighting is electricity (47%), flashlight (28.4%) and solar power (13.9%) (table below). The prevalence of electricity in energy supply sources is largely due to the government’s effort to the significant increase in capacity of electricity power generation in the country and its dissemination in rural areas.

Table 8: Distribution of private households by main source of energy for lighting

Source of energy for lighting	CoK	South	West	North	East	Rwanda
Electricity from REG	88	35	45.5	39	40.3	47
Flashlight/ phone flashlight	5.5	34.6	26.7	35.3	33.2	28.4
Solar power	1.6	19.9	11.1	15	17.1	13.9
Firewood	0.2	4.7	9.8	5	1.4	4.2
Candles	3.9	2	3.2	3	3.1	2.9
Kerosene/ Paraffin/ Lantern lamp	0.4	1.3	2.1	1.2	2.4	1.6
Generator/ Batteries	0.2	1.8	1	0.9	1.9	1.3
Other	0.1	0.6	0.6	0.4	0.5	0.5
Private Hydro Mini grid	0.1	0.2	0.1	0.1	0.2	0.1
Total	100	100	100	100	100	100

Source: RPHC 5, excel table 75

In the City of Kigali, although the production and management of energy is the responsibility of REG, the City of Kigali allocates a budget to facilitate the population access to electricity. The RPHC5 showed that in 2022 access to electricity in the City of Kigali was at 89.7% from 67.1% ten years before. In other districts rural electricity roll out is ongoing in collaboration between REG and the districts to ensure that the NST1 target of 100% coverage is realised.

Table 9: Percentage of the private households by main source of energy for cooking, Province and District

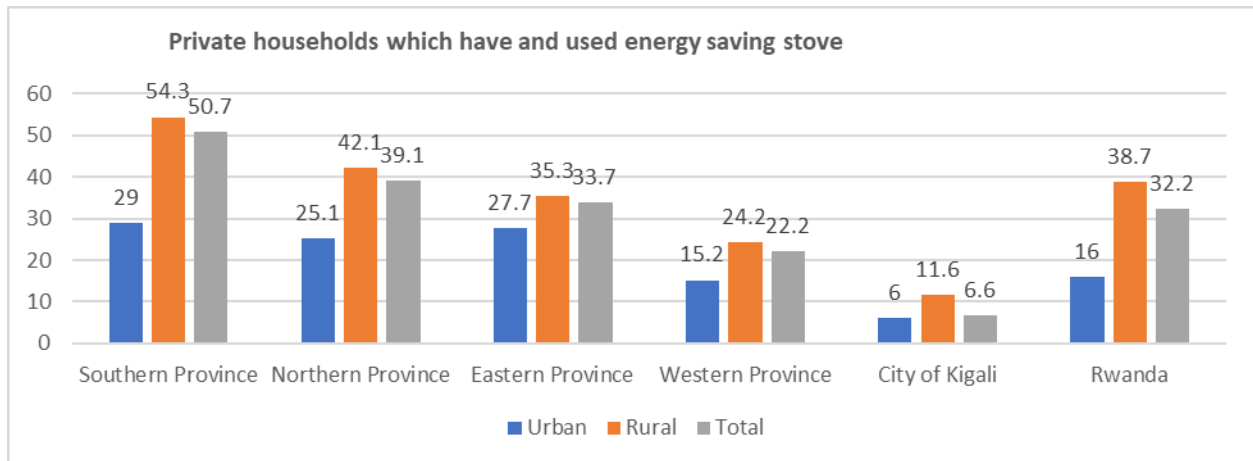
Source of cooking energy	CoK	South	West	North	East	Rwanda
Firewood	19.3	88.5	83.9	88.4	83.8	76.1
Charcoal	57.6	8.8	13.9	8.7	10	17.3
Gas	20	1.3	1.2	1.4	3.2	4.6
Other	0.2	0.3	0.2	0.8	1.5	0.7
Do not cook	2.9	1.1	0.8	0.8	1.6	1.4
Total	100	100	100	100	100	100

Source: RPHC 5, excel table 76

The source of energy for cooking energy in Rwanda remains firewood (76.1%) and charcoal (17.3%) while alternative source of cooking energy such as gas (4.6%) remain difficult to reach for majority of the population.

Districts promote the use of cooking stoves that are meant to save on firewood, charcoals and other cooking materials. The number of households that use energy saving stoves remain however low (32.2%), and they are located mainly in rural areas. Using such stoves usually saves on the quantity of firewood used in cooking.

Table 10:: Percentage of private households, which have and used energy saving stove by District



Source: RPHC 5, excel table 77

3.3. SDG 9 - Industry, Innovation and Infrastructure

The industrial development is burgeoning with the creation of industrial zones and craft centres (*Agakiriro*) in several districts. Industrial zones are meant to attract investors in districts and the City of Kigali for in country production of different materials and products, in the framework of the Made in Rwanda Policy, to curb imports in the trade balance.

The Kigali Special Economic Zone (KSEZ), created recently in a bid to relocate all factories that were located in Gikondo Industrial Zone, a wetland to be protected, is already attracting investors from all over the globe and rapidly developing into a competitive centre in the manufacturing of products for in country use and for export. These include the garments industry to serve the market freed by the ban of second-hand clothes in Rwanda, metal and wood products, etc. The KSEZ host plants like the VW cars assembly plant, and several other global brands. In the chemical industry, the KSEZ is hosting the construction of a pharmaceutical plant to produce mRNA vaccine in Rwanda, in collaboration with Pfizer BionTech.

Figure 28: Partial view of Kigali Special Economic Zone



In other districts, the SEZ in Rwamagana has also developed at the outskirts of Kigali, with all sorts of industries such as steel production, plastic materials, electricity cables, wood industry, animal feeds and feeding, etc., to cite just a few.

Border districts have all created cross border trade centres, meant to ease trade with neighbouring countries, in the framework of implementation of Rwanda Cross Border Trade Strategy. Districts are at the forefront of the implementation both policies, as part of their local economic development targets.

Figure 29: A steel factory in Rwamagana District, Eastern Province



The cross-border markets allow to coordinate trade with neighbouring countries and to curb smuggling. This allows the local population as well as all traders in the country and beyond to have a one stop point were to trade with neighbouring customers across the borders with ease and for the districts to collect taxes on transactions that fall under their fiscal powers, hence increasing local revenues.

Figure 30: Cross-border markets in Rubavu and Rusizi



Cyanika cross border market, in Burera District – bordering Uganda



3.4. SDG 11 - Sustainable cities and communities

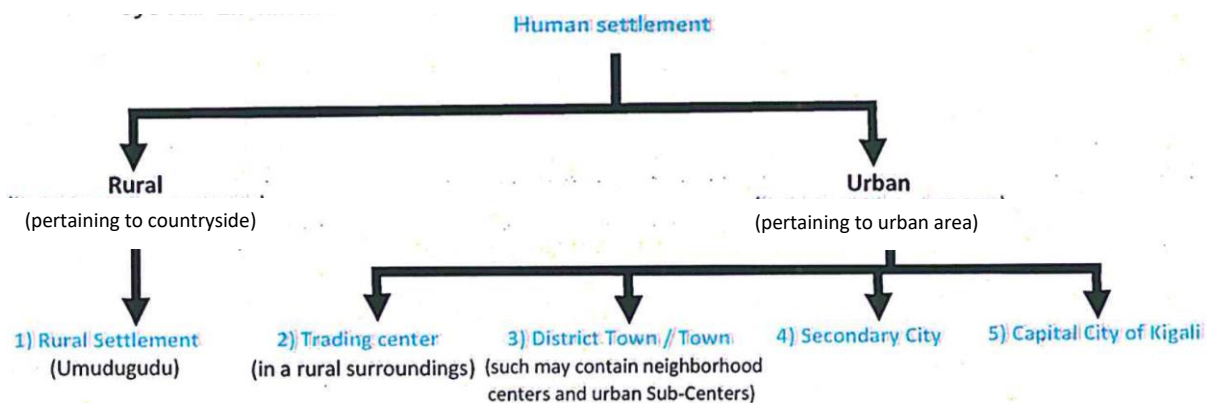
3.4.1. Goal 11.3 - Inclusive and sustainable urbanization and participatory, integrated and sustainable human settlement planning and management

In Rwanda *human settlements* are classified into urban and rural settlements¹⁰. **Urban human settlements** consist of planned built-up areas and unplanned built-up areas, as well as areas reserved for construction projects, infrastructure, industrial activities, various networks, green spaces, historical sites or urban land reserves. **Rural human settlements** occupy spaces reserved for the construction of residences in rural areas. The Rural Settlement and Design Code provides that every residence in rural areas should be constructed in a **grouped settlement site** “*Umudugudu*”. *Rural settlements* are the smallest in the hierarchy of human settlements in terms of size and population. They have no more than 5,000 inhabitants.¹¹

¹⁰ Article 3 of the Law N°20/2011 of 21/06/2011 governing habitation

¹¹ Rural Settlement Planning and Design Code 2018, p.6

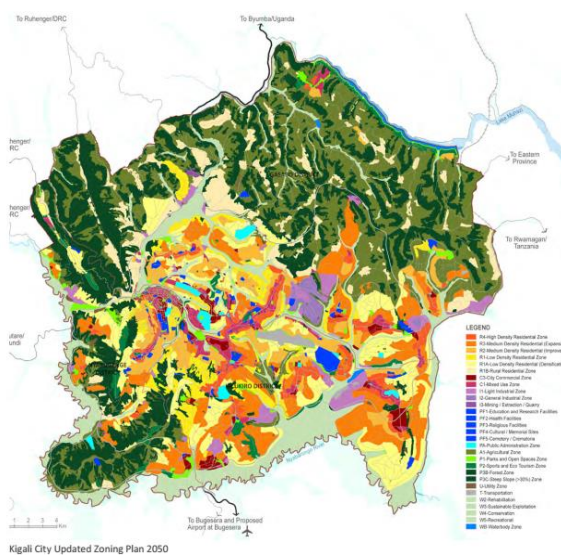
Figure 31: Hierarchy of Human Settlements in Rwanda



Source: Rural Settlement Planning and Design Code 2018, p.6

Rwanda had set an ambitious target to increase the proportion of people living in urban centres to 35% by 2020 from 10% in 2000 (Vision 2020, p.13). In 2010, the urbanisation rate was 14%, while EICV5 (2016/17) reported a rate of urbanisation of 18.4%¹². The initial Vision 2020 target of 35% was shifted to 2024 under NST1. The Rwanda Population and Housing Census 2022 reported a rate of urbanisation of 27.9% (RHHC 5, Table 2).

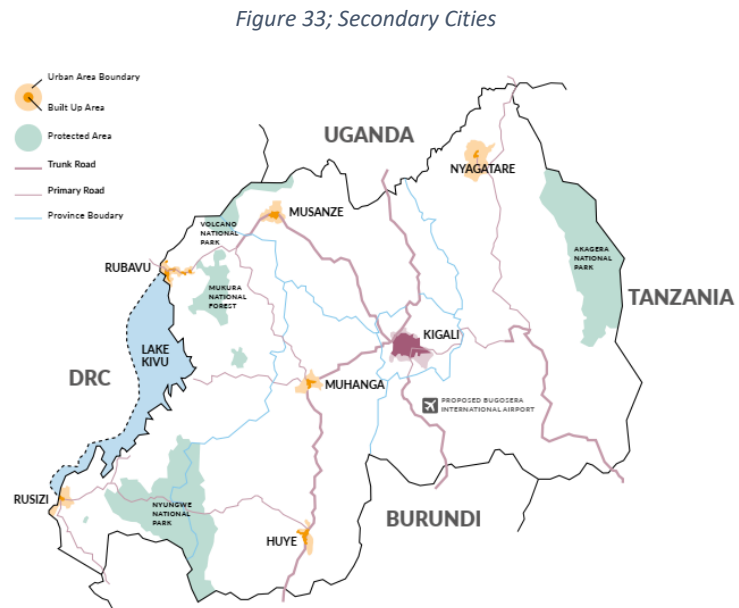
Figure 32: Kigali City Land Use Plan, 2019-2050



To accelerate urbanisation while containing the exodus of the population from rural areas to the City of Kigali, the country has promoted the development of secondary cities that currently comprise the cities of Huye, Muhanga, Musanze, Rusizi, Rubavu, Nyagatare and Kirehe recently added. The strategy is to promote the development of urban infrastructure in these cities as a priority as well as urban businesses and services meant to promote the wellbeing of urban settlers, creating additional centres of development. Besides, the mushrooming growth of the City of Kigali and accompanying urban regulations have resulted in part of Kigali dwellers relocating in districts bordering the City of Kigali, creating additional needs for the development of satellite cities to the capital city, to avoid the creation of new slams in the neighbourhood. Consequently, in addition to the secondary cities listed, the country is also promoting the development of those areas. Satellite urban centres are currently located in the districts of Rwamagana, Bugesera, and Kamonyi.

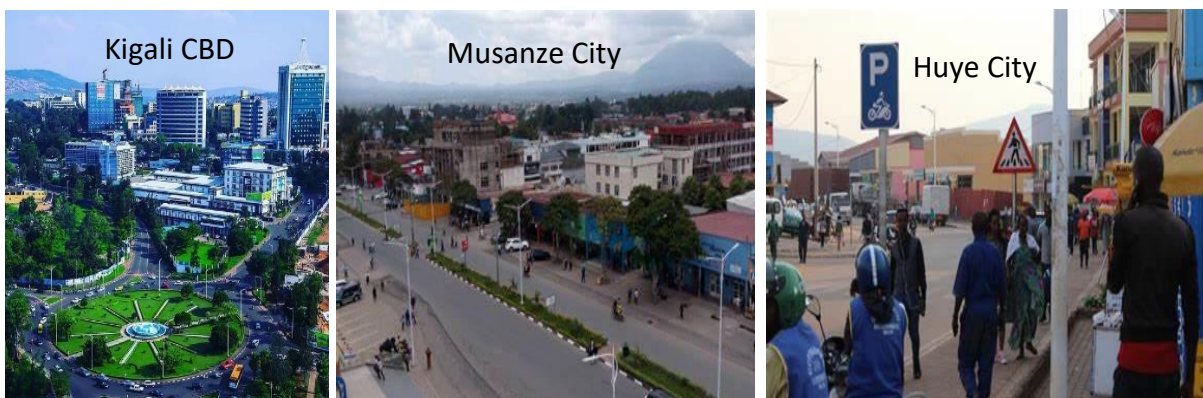
The development of secondary and satellite cities as well as other urban centers rests on proper land use planning, and the development of the required infrastructure.

This responsibility rests with the local governments in collaboration, support and supervision by central government. As part of land use planning in the country, all districts and the City of Kigali have their Land Use Plans (LUP), and specific Urban Master Plans for all urban centers. These are second generation plans (2018), updated to take into account different dynamics that happened since the development of the first Urban Master Plans in 2013.



Beyond urban planning, local governments are directly responsible for ensuring the provision of urban services to the population. This includes transport, leisure, greenspaces, etc. in collaboration with the central governments agencies. Part of the best practices in urbanisation is the cleanliness of the City of Kigali. The urban cleaning services are provided by the City of Kigali as a local government on a daily basis. This practice has also been adopted by other cities in districts.

Figure 34: Kigali CBD main roundabout (left), Musanze (middle) and Huye (right)



3.4.2. Goal 11.2 - Access to safe, affordable, accessible and sustainable transport systems for all

Transport is also an area where local governments in Rwanda are investing resources and capacity, though there are still a lot to do to provide services at international standards. Nevertheless, innovations reported include modern bus parks, whether in the City of Kigali, secondary cities or other urban centers. Buses are free 4G internet connected in Kigali, modern bus shelters for travellers were constructed around main roads in the City, the Gururide bicycle rental scheme for city population in need to move quickly and in respect of

the environment. Roads have been reworked in all cities to provide for pedestrians walkways, and cycling lanes This is work in progress in urbanisation and more innovations in the cooking are yet to be introduced.

Figure 35: Kigali 4G connected buses (left), high-tech bus shelter along main streets (centre), Guraride bike rental (rights)



3.4.3. Goal 11.7 - Universal access to safe and inclusive green public spaces

In this digital era, cities are required to provide dwellers with areas to rest and connect to internet. The City of Kigali has created ‘car free zones’ for this purpose, where people can meet and chat or simply enjoy free internet. Currently there are two carfree zones in Kigali, i.e in the CBD in the back of the City Hall, and in Biryogo, a very populous suburb. In Huye City, the district plans to create a car free zone between Chez-Venant and Motel Gratia. The place is already buzzing with pubs and other urban services in the meantime. Freeing some roads to give room for urban dwellers to socialise is the move to be adopted in all cities in Rwanda, setting a good precedent for cities in the region and beyond.

Figure 36: Car free zone in Kigali CBD



Innovation in leisuring in Rwanda urban centers include also the creation of a “carfree day”, taking place every other Sunday. The population is allowed to used main city roads for physical workouts (running, cycling, aerobics, etc.) and at the same time receive medical testing and advises for their health for free from the health services.

Figure 37: Kigali car free day



This is intended to curb stress in cities and educate the population on controlling non-communicable diseases like diabetes, blood pressure, etc.. The carfree day has been adopted by almost all the cities in Rwanda and rural populations are also beginning to join in.

Greening a beautification is one of the main concepts in the development of urban centres in Rwanda. In this regard, Nyandungu, previously a bushy wetland has been developed recently into a well-protected educational and recreational eco-park. It also serves as a blueprint for other wetlands in Kigali and across Rwanda. It features a medicinal garden, a Pope’s Garden, 5 catchment ponds, 3 recreation ponds, an information centre and a restaurant. It also has 10 km of walkways and bicycle lanes. It is home to more than 62 local plant species and more than 100 bird species.

Figure 38: Nyandungu recreational wetland



3.4.4. Goal 11.6 - Reducing adverse environmental impact of municipal and other waste management

In Rwanda, disposal of solid waste is largely dominated by household compost dumping (51.2%) or throwing wastes in household’s fields or bushes (32.4%) especially in rural areas. This is mainly because rural communities live on subsistence agriculture and depend on waste composting for organic manure. In towns, solid waste collection by companies is well organised (52.9% in the City of Kigali) (table below).

Table 11: Distribution of the private households by main mode of waste disposal and district

Mode of waste disposal	CoK	South	West	North	East	Rwanda
Household compost dumping	17.2	53.8	49.3	54.5	67.1	51.2
Thrown in the household's fields or bushes	25.1	37.6	38.8	38.1	23.9	32.4
Waste collection companies	52.9	2.1	2.7	2.6	2.6	10
Public Compost dumping	3.6	4.9	7.1	3.1	4.4	4.7
Other	0.7	1.3	1.4	1.3	1.5	1.3
Burnt	0.2	0.2	0.5	0.4	0.4	0.4
In a River/ Stream/ Drain/ Gutter/ lacs	0.1	0	0.1	0	0	0
Not Stated	0.2	0	0	0	0	0
Total	100	100	100	100	100	100

Source: computed from RPHC5 data, excel table 72

Waste collection is the responsibility of LGs. Each district has a dumping site for solid wastes, where they are gathered, and treated into different materials. In the district of Huye, Green Care Ltd, a waste treatment plant established by youth operates the district's solid waste treatment plan in Sovu Industrial Park. They produce organic manure (GreenCompost) and construction bricks.

Figure 39: Huye district GreenCare Ltd youth run solid waste treatment in Sovu Industrial Park



In the City of Kigali, Ecoplast in Mageragere (Nyarugenge District) treats plastic wastes into different materials. Enviroserve Rwanda, an electronic waste treatment plant established in Bugesera District at the outskirts of the City of Kigali, recycles all sort of electronic wastes from the City of Kigali, from computers, printers, and other electronic wastes that would otherwise be harmful to people and the environment. Rwanda set to collect 10,000 tonnes of e-waste annually.

Figure 40: Enviroserve Rwanda e-waste treatment plant in Bugesera District (left), Ecoplast in Nyarugenge (right)



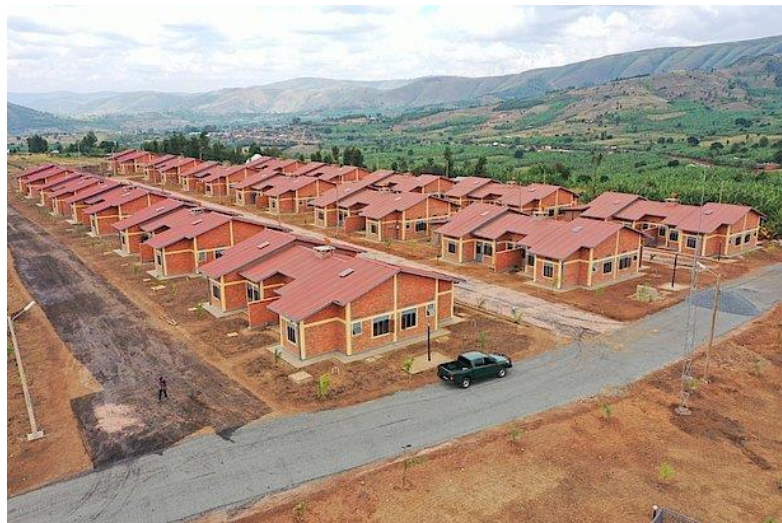
3.4.5. Goal 11.b - Integrated cities and human settlements policies and plans towards inclusion, resource efficiency, mitigation and adaptation to climate change, and resilience to disasters

Rwanda has a mostly hilly landscape and landslides and river flooding are common during the rainy season. This put people at risk of being affected by these natural hazards which happen more frequently as an impact of climate change. This is exacerbated by the fact that scattered settlements are common in the country. Of more recent, over 130 people died of landslides in the North, West and part of South provinces follow heavy rains. On the other side, pockets of slums with fragile houses are still visible in different parts of Kigali. One of the policies to address these settlement issues is to relocate households in high-risk zones in more secure locations. The country has adopted to construct free settlements for poor families without shelter across the country and the local governments are the forefront of this battle with support by the Rwanda Housing Authority (RHA). Across the country modern grouped

settlements with 2-in-one, 4-in-one houses, etc. shelter several families relocated from high-risk houses or zones. They are slowly becoming bourgeoning centres as time passes.

In Kigali, the population relocated from high-risk zones are housed for free in modern buildings in grouped settlements. The typical example is the Karama centre in Nyarugenge districts that hosted people relocated from Kigali wetlands and other risk zones. Karama centre has been renamed by the population as “Norvége” or Norway, referring to how modern the place is for them. It also saw the development of an urban centre in the surrounding with all city services, from petrol stations, supermarkets, hotels, etc. and other population constructing modern houses in the vicinity.

Figure 41: Gishuro model village in Nyagatare district

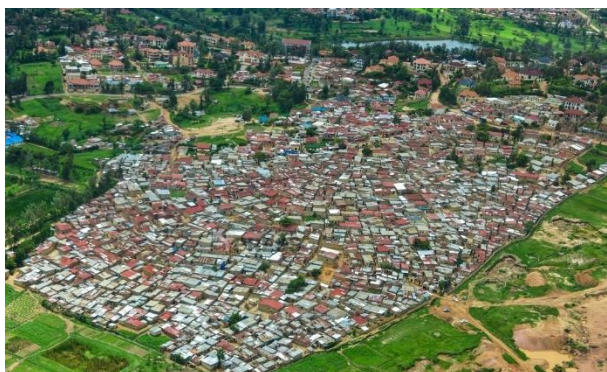


The City of Kigali is also implementing a slum upgrading programs that has the objective to relocated all the population living in insoluble slums in the city into modern urban serviced villages in the city. The pilot phase relocated inhabitant of Kangondo slum in Nyarutarama suburb in Gasabo district to Busanza model village in Kicukiro district. Kangondo areas will be upgraded into a modern city suburb. A department of unplanned settlements upgrading was created in the structure of the City of Kigali to service such slums with better living conditions for populations living currently in different slums in the City.

Figure 42: Karama grouped settlement in Kigali Sector in Nyarugenge



Figure 43: People relocation from Kangondo slum in Nyarutarama (left) were relocated in Busanza (Kicukiro District) (right)



The concept of model village is rapidly evolving, and districts are testing model villages to the level of the first world class housing. In Musanze, the Kinigi Model villages constructed at the foot of Sabyinyo Volcano is one example of this. The Village are equipped with education and health facilities and are the next generation model villages in the development of community settlements in Rwanda.

Figure 44: Kinigi Model Village, Musanze District



The Kinigi Model Village consists of 6 Apartments that accommodate 144 families, Groupe Scolaire Kampanga, an ECD, Kinigi Health Centre and other welfare support facilities such as cowsheds for 102 cows, poultry cages for 8,000 chicken, livestock hall and Agakiriro (craft workshop) among others.



The village also has a water supply system, access roads, electricity, and many trees planted in the entire compound, among others.



The Model village was constructed in Musanze District by Rwanda Defence Force in partnership with other Government Institutions. The facility cost was Frw 27.3 billion (USD 23.7 million) that have been spent on building two model villages and rehabilitating health facilities, schools, maternity blocks, water supply projects, etc.

3.5. SDG 17 – Partnerships

3.5.1. Goal 17.14 - Enhanced policy coherence for sustainable development

Partnerships in the local governments happen through the District Joint Action Development Forum (JADF). Through this forum each district can engage all its development partners. JADF members come from institutions and organisations operating in the district and include public and private operators, local and international NGOs, Faith-based organisations and other development partners.

It serves as a non-hierarchical discussion platform in which every member has equal role to play: representing their constituency, provide open, complete and transparent information about their development activities and results, discuss progress made in the district towards sustainable and inclusive local development, learn and eventually improve. Thus, JADF

meetings are a key platform facilitating the implementation of effective decentralization by providing a forum for service provision and development planning accountability.

JADF builds on the traditional values of solidarity and mutual support towards a common agenda of ensuring the social welfare of people. Traditional practices used to engage people individually in the past are replicated today at institutional level by JADF after combining them with modern participatory concepts, such as: creating a space for inclusive dialogue, synergy and accountability, establishing a shared agenda of development in the district and determining outcomes to be monitored and peer-reviewed (RGB).

Moreover, the Government of Rwanda has established Sector Working Groups for policy dialogue, transparency and accountability. These platforms bring together the Ministries and Central Government Institutions, Development partners and Embassies, Civil Society Organizations and Private Sector Federation chambers, as their interest may dictate. The Sector Working Group is led by a relevant Ministry and co-chaired by a representative of Development Partners. Every Sector Working Group is assigned specific SDGs to monitor and to report on. RALGA represents the interest of Local Governments in various Sector Working Groups.

3.5.2. Goal 17.16 - Enhance the Global Partnership for Sustainable Development

3.5.2.1. Partnerships for Local economic development

Beyond JADF, several other partnerships are built to streamline local development. Most of these are established through the Local Administrative Entities Development Agency (LODA), which mobilises resources to finance local economic development. These include the World Bank (Rwanda Urban Development Project - RUDP), European Union, bilateral organisations such as ENABEL, GIZ, and several others.

3.5.2.2. Partnerships within RALGA

Partnerships are also established through RALGA that support the Association to fulfil its mandate, especially building the capacity of local governments in different areas. Such partnerships include the cooperation with UCLG, CLGF, UN Habitat, UNWomen, ICLEI Local Governments for sustainability in areas of climate action, GIZ German International Technical Cooperation for capacity building, advocacy, gender equality and public finance management, European Union for deepening accountable local governance, VVSG Flemish Municipalities, VNGi Netherlands Municipalities, ENABEL for local economic development; UNWomen for gender equality in local governments and Rhineland Palatinate State for capacity building.

New partnerships under development include the partnerships with the Swedish International Development Agency for gender equality, USAID for capacity building and local economic Development, France Development Agency for capacity building and local economic development and UNDESA/UNPOG/DPIDG for capacity building.

Such partnerships provide local governments with the required support in terms of capacity building of human resources and systems, but also in building local infrastructure and know how in the implementation of the local development agenda, towards the realisation of SDGs.

CHAPTER 4 - CONCLUSION AND NEXT STEPS

4.1. Conclusion

The VSR was a voluntary process by local governments and views expressed reflect the current understanding of LGs on SDG at local level. Consulted managers in districts and the City of Kigali displayed a scattered pattern and low level of awareness on SDGs. However, this does not mean that LGs are not aware of and working towards meeting SDGs at local level. Local Governments awareness and understanding of SDGs is low, largely as a result of frequent staff turnover. Besides, while they concentrate on meeting their responsibilities and targets, they meet the SDGs indicators.

This confirmed the fact that SDGs are integrated in national policies and strategies, and the prime responsibility of LGs in the decentralisation, as a unitary state, is the implementation of national policies and strategies at local level. District councillors, mayors and vice mayors as well as members of JADF indicated that SDGs are fully integrated in their DDSs and all decisions that are taken at local level contribute to the realisation of targets set in these strategic documents. From there, they also inform the NST1, which is fully aligned with SDGs.

However, even in this context, a full localisation and proper and timely contribution to SDGs would be reached by fully informed and participating LGs. This is why raising the awareness of LGs on SDGs and monitoring how they actually contribute to them is paramount. There is need to raise LGs awareness and understanding of SDGs to guide their interventions, with a sense of ownership and to measure their impact.

The implementation of SDGs at local level draws from the powers and responsibilities allocated to LGs in the implementation of national policies and strategies. It hence suffers different bottlenecks in responsibility assignments and sector decentralisation in Rwanda as pointed out by several studies, including the Expenditure Assignment Studies (2015 and 2018) and the assessment of the status of Sector Decentralisation in Rwanda (2020). Fortunately, the Government has owned recommendations in these areas, and is currently working on them. The decentralisation policy was revised in 2021, and new laws governing the districts and the City of Kigali have been enacted among others. A Prime Minister's Order governing sectoral decentralization is under preparation, aiming at deepening decentralization in Rwanda.

Pertaining to the effective localization of the SDGs, much of the aspects that need to be worked on include improving the timely monitoring of LGs inputs in SDGs targets at local level, alongside traditional issues highlighted by LGs among which capacity building and allocation of sufficient financial resources.

The monitoring of LGs inputs would be facilitated by putting in place a transparent and user-friendly platform to collect and analyse data on LGs contribution to SDGs to complement national macro indicators. Such a platform exists in RALGA, and similar mechanisms exist in MINECOFIN, but their access and use by LGs remains weak to some extent for local governments. A situation room is operational, and being digitised to monitor performance

contracts. In parallel with improving awareness, it is necessary to ensure that existing SDG monitoring platforms are revived and adjusted to accommodate LGs and their use promoted. Clear quantification of LGs inputs in meeting SDG targets would stimulate commitment to localise them, informed decision making and accelerated local development, the same way performance contracts have boosted ownership of local plans and a culture of competition in accelerating districts achievements in local service delivery. The situation rooms could for example be improved to serve as instruments for monitoring SDGs at local level.

Together with this, the VSR has established that there aren't mechanisms to coordinate SDGs at local level. This results in lack of ownership, and blind realisation of targets. Yet working towards SDGs promotes innovations in doing things, like this is happening with the City of Kigali in its transformational journey towards becoming an international hub in different areas. Reviving the SDG monitoring platforms should go hand in hand with engineering a coordination system at local level, to consistently keep track and monitor commitments and targets.

Nonetheless, there has been a significant number of achievements on different SDGs on which Rwanda is reporting for the 2023 voluntary review edition. This includes several achievements on SDG 11 – urbanisation and sustainable community settlements, of which the development of model villages, upgrading slums, cities cleanliness, greening and beautification, promoting a connected city, waste treatment, carfree days ad carfree zones, etc. On this particular SDG however, a lot has to be done on wastewater management and sanitation in urban centres.

On SDG 6 and 7 local governments have been instrumental in partnering with the central government to provide local populations with improved access to water and electricity. It is foreseen that; Rwanda shall meet the target of 100% access as per the Agenda 2030.

On SDG 9, achievements are noticeable on industrialisation, through the creation of Industrial Economic Zones. However, their input in local development still requires investments and innovations to enable the country to be competitive in this particular sector. LGs need to be innovative in attracting investors and promoting the production of competitive products on the global market, beyond traditional agro-industries. For SDG 17, one achievement is the JADF, a forum for joint planning and implementation between the district and its partners. The JADF should be empowered and used as a tool to attract investment and innovation, beyond its current role.

4.2. Next steps in the localisation of SDGs

FINDINGS	RECOMMENDATIONS
<ul style="list-style-type: none"> • LGs awareness and understanding on SDGs is low. While they concentrate on meeting their responsibilities and targets, LGs are not informed on the extent at which this contributes to reaching SDGs and how. 	<ol style="list-style-type: none"> 1) Develop innovative mechanisms to raise the awareness of LGs on SDGs for 'informed' inputs in meeting Agenda 2030 targets.
<ul style="list-style-type: none"> • Clear monitoring and quantification of 	<ol style="list-style-type: none"> 2) Ensure that existing SDG monitoring

FINDINGS	RECOMMENDATIONS
<p>LGs inputs in meeting SDG targets would stimulate commitments to localise them, informed decision making and accelerated local development</p>	<p>platforms are revived and/or adjusted to accommodate LGs and promote their use.</p>
<ul style="list-style-type: none"> • There are barely no mechanisms to monitor SDGs at local level. This results in lack of ownership, with risks of forgetting important goals if they do not fall into LGs direct and obvious priorities 	<p>3) Develop an innovative monitoring system at local level, to consistently keep tracking SDG commitments and targets.</p>
<ul style="list-style-type: none"> • There has been a significant number of achievements by LGs on different SDGs on which Rwanda is reporting for the 2023 voluntary review edition, especially SDG 6 (water supply), SDG 7 (energy) and SDG 11 (Urbanisation and community settlements). There is however need for improvements on SDG 6 on sanitation, SDG 9 on industrialisation, and rethinking the role of JADF under SDG 17 	<p>4) Ensure consolidation of the achievements by building the capacities of LGs and enhance their role in policy formulation, data generation for effective multilevel collaboration.</p>

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ANNEXES

Annex 1: Link between NST1 priority areas and SDGs

NST1 pillar	NST1 Priority	Link with SDGs
Economic Transformation	Create 1,500,000 (214,000 annually) decent and productive jobs	SDG8, SDG1,
	Accelerate sustainable urbanization from 18.4% (2016/17) to 35% by 2024	SDG 11, SDG 8, SDG 7
	Establish Rwanda as a globally competitive knowledge-based economy	SDG 8, SDG4, SDG9
	Promote industrialization and attain a structural shift in the export base to high-value goods and services with the aim of growing exports by 17% annually	SDG 8 , SDG 9
	Increase domestic savings and position Rwanda as a hub for financial services to promote investments.	SDG 8, SDG17
	Modernize and increase the productivity of agriculture and livestock	SDG 2, SDG1
	Promote sustainable management of the environment and natural resources to transition Rwanda towards a Green Economy.	SDG15, SDG8, SDG 12
Social Transformation	Promote resilience to shocks and enhance Graduation from Poverty and extreme Poverty through improving and scaling up core and complementary social protection programs	SDG1, SDG 10, SDG2
	Eradicate Malnutrition through enhanced prevention and management of all forms of malnutrition	SDG2, SDG1
	Enhance the Demographic Dividend through ensuring access to quality health for all. Focus will be on improving health care services at all levels, strengthening financial sustainability of the health sector, and enhancing capacity of health workforce.	SDG3
	Enhance the Demographic Dividend through Improved access to quality education. Focus will be on strategic investments in all levels of education (pre-primary, basic and tertiary), and improved teachers' welfare.	SDG4,
	Move Towards a Modern Rwandan Household through ensuring universal access to affordable and adequate infrastructure and services.	SDG 6, SDG 7, SDG 11
Transformational Governance	Reinforce Rwandan Culture and Values as a Foundation for Peace and Unity	SDG16
	Ensure Safety and Security of Citizens and Property	SDG16
	Strengthen Diplomatic and International Cooperation to Accelerate Rwanda and Africa's Development.	SDG17
	Strengthen Justice, Law and Order	SDG16
	Strengthen Capacity, Service Delivery and Accountability of Public Institutions.	SDG 16
	Increase Citizens' Participation and Engagement in Development	SDG16
Cross-cutting areas	Capacity Development	SDG4, SDG 9
	HIV/AIDS and Non-Communicable Diseases	SDG 3
	Disability and Social Inclusion	SDG1, SDG10, SDG2, SDG 4, SDG 8, SDG 5, SDG 3
	Environment and Climate Change	SDG 13, SDG 15
	Disaster Management	SDG 13
	Regional Integration and International Positioning	SDG 17
	Gender and Family Promotion	SDG 5, SDG 3, SDG8, SDG1, SDDG 10, SDG 2, SDG 4

Source: VNR 2019, p.15

Annex 2: Institutional framework for the coordination of SDGs

Organ	Role	Function
Parliament (Chamber of Deputies and Senate)	Oversight and Accountability	Endorsing plans and budgets, demanding accountability
Cabinet	Strategic Orientation	Approval of financing and implementation plans, strategic guidance
National Leadership Retreat (Umwiherero) & National Dialogue (Umushyikirano)	Strategic Monitoring	Annual Monitoring and Accountability
Development Partners Coordination Group (DPCG) and SDGs taskforce	Technical Advice and Resource Mobilization	Technical Advice and support to implementation
Ministry of Finance and Economic Planning	National Technical Coordination, Coordination, Resource Mobilization and Prioritization	Integrating SDGs in plans and budgets, Monitoring and evaluation of progress,
Ministerial Clusters	Sector Coordination	Addressing Cross Sectoral issues
Sector Working Groups	Technical Consultations	Forum for engaging all stakeholders, monitoring SDGs implementation at sector levels
District Councils, Districts Joint Action Development Forums (JADFs)	Districts coordination	Forum for engaging all stakeholders, monitoring of SDGs implementation at District level
Community Outreach through Umuganda and Districts administrative organs e.g. Sectors, Cells, Villages		Citizen Participation and engagement forums

Source: VNR 2019, p.18

Annex 3: VSR respondents per district

District	Frequency	Percent
Bugesera	5	5.3
Burera	2	2.1
City of Kigali	3	3.2
Gakenke	7	7.4
Gatsibo	6	6.4
Gicumbi	6	6.4
Gisagara	3	3.2
Huye	1	1.1
Kamonyi	2	2.1
Karongi	1	1.1
Kayonza	1	1.1
Kirehe	2	2.1
Muhanga	5	5.3
Ngoma	6	6.4
Ngororero	4	4.3
Nyabihu	1	1.1
Nyagatare	6	6.4
Nyamagabe	8	8.5
Nyamasheke	1	1.1
Nyanza	1	1.1
Nyaruguru	8	8.5
Rubavu	1	1.1
Ruhango	1	1.1
Rulindo	7	7.4
Rusizi	1	1.1
Rutsiro	1	1.1
Rwamagana	4	4.3
Total	94	100

Annex 4: Questionnaire to all 30 districts and CoK (online)

A. GENERAL INFORMATION

Name of the Local Government		
Details of the respondent		
1	Name of respondent	
2	Position	
3	Unit/Office	
4	Phone	
5	Email	
Date of filling out the questionnaire		

B. AWARENESS OF SDGs IN LOCAL GOVERNMENTS

1. How familiar would you say your local government is with the SDGs? (please select only one option)

- Very few individuals in the district/city are truly familiar with the SDGs
- Many have heard about the SDGs but are not aware of the exact link with their work
- Majority of our staff is aware and makes reference to SDGs, but it is not systematic and high on their priorities
- SDGs are well known in our district/city and used as an important reference in our development plan, action plans and/or projects and monitored
- I don't know

2. Where did you (or your colleagues) learn about the SDGs first? (you may choose more than one answer)

- RALGA
- National government agencies / ministries
- International local governments networks (EALGA, UCLG, ASPAC, Citynet, etc.)
- Development partners / donor agencies
- Academic/Research institutes
- CSO/NGOs
- Local media (i.e., internet, TV, social medias, etc.)
- International media (i.e., internet, TV, social medias, etc.)
- Others (please specify:

C. NATIONAL STRATEGIES FOR THE LOCALISATION OF THE SDGs

3. Did the National Government provide clear guidelines on how to localize and implement SDGs in the local governments?

- Yes (go to question no. 3.1) No I don't know

3.1. If YES, what are these guidelines? (choose one or more answers)

- National government instruction(s) to the District/City on SDGs (please indicate)
 Through National Policies/Strategies implemented at local level (please list)
 A circular of MINECOFIN on SDGs mainstreaming in the planning, monitoring and reporting process
 Others (please specify:)

4. Was your local government trained on how to use these guidelines

- Yes (go to question no. 4.1) No I don't know

4.1. If YES, who provided the training? (you may choose more than one answer)

- RALGA
 MINECOFIN
 Development partners / INGOs
 Others (please specify:)

D. SDGs IN PLANNING BETWEEN NATIONAL & LOCAL LEVELS

5. Are SDGs among priorities in the determination of earmarked transfers and development projects during LGs / Central Government (CG) joint planning sessions facilitated by LODA?

- Yes, systematically Rarely No I don't know

6. Has your district been involved in any planning session/consultation on SDGs by Central Government (CG) agencies?

- Yes, systematically Rarely No I don't know

E. SDGs LOCALISATION ENABLING INSTITUTIONAL ENVIRONMENT IN LGs

7. In your view has the decentralization entrusted local governments with the powers competences and resources required to localize SDGs

- Yes No I don't know

8.1. If Yes, in which areas are the LGs strong in the localisation of SDGs?

- Sufficient and capable HR
 Planning, coordination and execution of SDGs
 Budget for selected SDGs

- Infrastructure and equipment
- Other (indicate)

8.2. If No, in which areas are the LGs have challenges in the localisation of SDGs?

- Insufficient and capable HR
- Planning, coordination and execution of SDGs
- Budget for selected SDGs
- Infrastructure and equipment
- Other (indicate)

8. What are the most critical needs for the localisation of SDGs?

- HR expertise
- Planning, coordination and execution of SDGs
- Budget for selected SDGs targets (mention)
- Infrastructure and equipment for selected SDGs targets (mention)
- More decentralisation of responsibilities and powers in (please mention)
- Other(indicate)

9. Is there any inter-districts platform/mechanism to coordinate the localisation and implementation of SDGs and for peer learning?

- Yes No I don't know

9.1. If Yes, in where the SDGs platform/mechanism located?

- A platform/mechanism exists and is very active in RALGA
- A platform/mechanism exists and is very active in MINECOFIN
- A platform/mechanism exists in RALGA but is not very active / dormant
- A platform/mechanism exists in MINECOFIN but is not very active / dormant

F. LOCAL ACTIONS TO LOCALIZE THE SDGs;

10. Has your District/City adopted a formal commitment (such as a council resolution, strategic commitment, etc.) for the localisation, implementation and monitoring of SDGs by the district/City?

- Yes No I don't know

10.1. If YES, what are those commitments? (you may choose more than one answer)

- District/City Council resolution
- Implementation of National Government instruction(s) by the District/City
- SDGs mainstreamed in the DDS 2018/2024

- SDGs indicators are part of annual Imihigo Performance plans / reports
- Others (please specify:

11. Has your local government adopted/undertaken any action for the localisation, implementation and monitoring of the SDGs as a result of commitments made by the district/City? (you may choose more than one answer)

- Yes
- No
- I don't know

11.1. If YES, what are those actions? (you may choose more than one answer)

- The district has identified SDG priorities.
- The DDS is aligned to selected priority SDGs
- SDGs are always considered at planning stages
- The district mobilizes donor financial support to implement priority SDGs
- The district developed indicators and monitors progress on specific SDGs
- Others (please specify:

12. What activities or programs does your local government conduct to create local ownership of SDGs and not leave any one behind? (more than one answer)

- Promoting peer learning among district departments
- Exchanging good practices and information with other districts / Partners
- Conducting awareness and/or communication campaigns
- Promoting ownership and co-responsibility among SDGs local stakeholders
- Promoting participation of local communities
- Promoting involvement of PWDs, Youth, Women, and vulnerable groups
- Others (please specify)

13. What are the benefits for your district from working towards the achievement of the SDGs? (you may choose more than one answer)

- Solving problems in your district context
- Diversification of sources of funding for local development
- Interlinkages with various stakeholders (public, private, NGOs and CSOs)
- Creation of more opportunities for local socio-economic development
- Understanding better long-term local development perspectives
- Gain more knowledge and capability for sustainable development
- Others (please specify)

14. State any SDGs implementation success story in your District/City

RELATED SDG	PROGRAMS, OR ACTIVITIES	SUCCESS STORY
SDG1 - NO POVERTY		
SDG2 - ZERO HUNGER		
SDG3 - GOOD HEALTH AND WELLBEING		
SDG 4 - QUALITY EDUCATION		
SDG 5 - GENDER EQUALITY AND WOMEN'S EMPOWERMENT		
SDG 6 - WATER AND SANITATION		
SDG 7 – ENERGY		
SDG 8 - DECENT WORK AND ECONOMIC GROWTH		
SDG 9 - INDUSTRY, INNOVATION AND INFRASTRUCTURE		
SDG 9 - INDUSTRY, INNOVATION AND INFRASTRUCTURE		
SDG 10 - REDUCED INEQUALITIES		
SDG 11 - SUSTAINABLE CITIES AND COMMUNITIES		
SDG 12 - REponsible CONSUMPTION AND PRODUCTION		
SDG 13 - CLIMATE ACTION		
SDG 14 - LIFE BELOW WATER		
SDG 15 - LIFE ON LAND		
SDG 16 - PEACE, JUSTICE AND STRONG INSTITUTIONS		
SDG 17 - PARTNERSHIPS		

G. COORDINATION OF SDGs LOCAL IMPLEMENTATION

15. Who in your district/city is in charge of SDGs coordination? *(Please select only one option)*

- One specific department (e.g. planning, budget, ES, Executive Committee, District Council, etc.)
- Several or all departments deal with SDGs
- An interdepartmental team
- A nominated coordinator
- A higher decision making organ (e.g. executive committee, district council, executive secretariat, etc.)
- No one

H. MONITORING AND REPORTING ACHIEVEMENTS ON SDGs

16. Are there specific tools to monitor and measure achievements on SDGs in your District?

- Yes (*go to question no. 16.1*) No I don't know

16.1. If YES, what are those tools? (you may choose more than one answer)

- District/City M&E system has an SDGs monitoring interface
 Common platform for all districts to monitor localized SDGs
 Others (please specify)

17. Did your District/City contribute to the SDGs National Voluntary Review (VNR) in 2019?

- No participation
 Invited to some meetings with some space to contribute to the VNR process
 Filled a questionnaire for the VNR team
 Had an interview/meeting with the VNR team
 Participated in the VNR preparation process
 Submitted activity/performance reports for review
 I don't know
 Other participation (please indicate)

18. Did your District/City contribute to the ongoing SDGs National Voluntary Review (VNR) in 2023?

- No participation
 Invited to some meetings with some space to contribute to the VNR process
 Filled a questionnaire for the VNR team
 Had an interview/meeting with the VNR team
 Participated in the preparation of the VNR process
 The district/City was contact but we are still to know how we will contribute
 Submitted activity/performance reports for review
 I don't know
 Other participation (please indicate)

I. FUTURE IMPLICATIONS

19. What are the necessary adjustments to ensure a successful localization of SDGs in your district/city? (you may choose more than one answer)

- Revision of the local development plans
 Building capacities for effective and responsive leadership at subnational level
 Promoting multi-stakeholder mechanisms
 Promoting the exchange of best practices
 Promoting bottom-up approaches

- Promoting citizen participation
- Applying for grants from development partners
- Aligning local and national plans with the SDGs
- Increasing local taxes
- Others (please specify)

20. What are the necessary supports needed to achieve SDGs in your district/city?

(you may choose more than one answer)

- Capacity building
- Financial support (government)
- Financial support (partners/donors)
- Methodologies and tools for localizing SDGs
- Access to SDG-related information and data
- Mobilization of stakeholders
- Awareness-raising and communication strategies
- Others (please specify)

Thank you very much for your contribution and input to this important process of measuring SDGs implementation at local level in Rwanda. This information will go a long way in informing this process going forward.

Annex 5: Key Informants Interviews (KIIs)

1. Central government institutions

a) MINECOFIN (SDGs taskforce + Planning & FD Departments)

1. How are districts engaged during planning on SDGs?
2. What are the most immediate specific priority SDGs for local governments?
3. Are there guidelines for local governments to localise / mainstream SDGs in their plans, implementation, monitoring and reporting?

2. Decentralisation and local governance

a) MINALOC (DG for LG Planning, Monitoring and Evaluation)

- 1) What arrangements/mechanisms are in place to facilitate/streamline localisation of SDGs?
- 2) Have districts been trained on SDGs localisation, and if yet how is this monitored?

b) LODA (Division Manager for LG Development Planning)

- 1) How are districts engaged during sectors prioritisation in the planning, implementation and reporting on SDGs?
- 2) What are the most immediate specific priority SDGs for local governments in development projects?
- 3) Are there sector specific guidelines for local governments to localise / mainstream SDGs in their plans, implementation, monitoring and reporting? If yes, how are these integrated in the CG&LGs planning process?

Annex 6: Focus Groups Discussions (FGDs)

a) Executive Committee (Mayor, VMs, ES)

- 1) Does the district have specific priorities on any of the 17 SDGs and targets?
- 2) What are local arrangements for domesticating and implementing SDGs?
- 3) Has there been any mobilisation to raise awareness of citizens, staff and other stakeholders on mainstreaming SDGs in the district plans?
- 4) Does the district have any specific policies on any SDGs areas (DC resolution, strategies, etc.)?
- 5) Are there any particular achievements that can be showcased by the district on SDG 6 (clean water and sanitation), SDG 7 (affordable and clean energy), SDG 9 (industry, innovation and infrastructure), SDG 11 (sustainable cities and communities), and SDG 17 (partnerships for the Goals)?
- 6) Do/Did you experience any challenges implementing the SDGs above? If yes which are they and how do/did you address them?

b) District Council commission (head of commissions)/Bureau

- 1) How good are DC members aware of and monitor the implementation of SDGs in the district/city?

- 2) Has the district council taken any resolution on the localisation and implementation of SDGs? If yes which ones?
- 3) Has the council taken any particular decisions to streamline the implementation of SDG 6 (clean water and sanitation), SDG 7 (affordable and clean energy), SDG 9 (industry, innovation and infrastructure), SDG 11 (sustainable cities and communities), and SDG 17 (partnerships for the Goals)? If yes, which are they and how do/did they contribute to standalone realisations?

c) JADF Members

- 1) Are you aware of the SDGs and their targets as a specific group? How?
- 2) How are you engaged with districts in the planning and budgeting process, including implementation of SDGs?
- 3) How do you request accountability and get feedback on matters related to specific SDGs (Poverty, Zero-Hunger, Education, Living no one behind, etc.)?
- 4) How do you support/promote/advocate for citizen participation in local processes relates to different SDG targets?

Annex 7: DOs / Account on Best Practices / Success stories

The overall aim of this tool is to document “best practice / success story” on field, i.e. a detailed account of an experience that demonstrates how local governments have advanced the localization of SDGs. The best practice/success story may refer explicitly or implicitly to SDGs.

Criteria for the selection of a Best Practice / Success Stories

1. Transversality (the experience covers one or several SDGs)
2. Multi-stakeholder participation
3. Innovation
4. Measurable outcomes
5. Replicability
6. Focus on vulnerable or structurally discriminated social groups (leave no one behind) such as women, youth, people with disabilities, elderly, children, etc.

TEMPLATE OF DO / ACCOUNT ON THE BEST PRACTICE / SUCCESS STORIES

Best Practice / Success story title:	
District/City:	
Location (sector/cell/village) if applicable:	
Beneficiaries:	
Implementation period (from – to/ongoing):	
RELEVANCE TO SELECTION CRITERIA (tick the most relevant)	
1. Transversality (the experience covers one or several SDGs)	
2. Multi-stakeholder participation	
3. Innovation	
4. Measurable outcomes	
5. Replicability	
6. Focus on vulnerable or structurally discriminated social groups (leave no one behind)	
CASE DESCRIPTION (1-2 pages in total)	
Please describe the experience making sure the text answers as many of the following questions as possible:	
1. What was the Objective of this practice (strategy, plan, project...)?	

2. What are the Challenges and opportunities to which the experience responded?	
3. What strategy(ies) did the experience follow, or what mechanisms did it use?	
4. What role did the local government(s) have in this experience?	
5. What other institutions and actors were involved? Please indicate budget and financial mechanisms if pertinent.	
6. What outputs and outcomes/impact were achieved, from those expected? (with figures where possible)	
7. What are the main lessons learnt of the experience, both positive and negative?	
References (publications or websites)	
Image Please provide at least one image related to the experience with a <i>caption</i> , <i>source</i> , and the right to publish it.	

Annex 8: Scale for measuring acceptability of each reported good practice

SCALE	SCORE	CRITERIA						TOTAL SCORE
		Transversality	Multi-stakeholder participation	Innovation	Measurable outcomes	Replicability	Focus on vulnerable or structurally discriminated social groups (leave no one behind)	
Fully meets criteria	4	4	4	4	4	4	4	24
Almost fully meets criteria	3							0
Averagely meets criteria	2							0
Well Below criteria	1							0
Does not meet criteria	0							0
TOTAL SCORE	10	4	4	4	4	4	4	24
Max (Scoring 4 for all criteria)	24							
Good Practice score	100%							

Note: Only reported good practices scoring at 80% on this scale will be retained to showcase best practices in the localisation of SDGs, based on the documentation and accounts provided on each.

Annex 9: Links between NST1 priority areas and SDGs

NST1 pillar	NST1 Priority	Linkage with SDGs
Economic Transformation Pillar	Create 1,500,000 (214,000 annually) decent and productive jobs	SDG8, SDG1,
	Accelerate sustainable urbanization from 18.4% (2016/17) to 35% by 2024	SDG 11, SDG 8, SDG 7
	Establish Rwanda as a globally competitive knowledge-based economy	SDG 8, SDG4, SDG9
	Promote industrialization and attain a structural shift in the export base to high-value goods and services with the aim of growing exports by 17% annually	SDG 8 , SDG 9
	Increase domestic savings and position Rwanda as a hub for financial services to promote investments.	SDG 8, SDG17
	Modernize and increase the productivity of agriculture and livestock	SDG 2, SDG1
	Promote sustainable management of the environment and natural resources to transition Rwanda towards a Green Economy.	SDG15, SDG8, SDG 12
Social Transformation Pillar	Promote resilience to shocks and enhance Graduation from Poverty and extreme Poverty through improving and scaling up core and complementary social protection programs	SDG1, SDG 10, SDG2
	Eradicate Malnutrition through enhanced prevention and management of all forms of malnutrition	SDG2, SDG1
	Enhance the Demographic Dividend through ensuring access to quality health for all. Focus will be on improving health care services at all levels, strengthening financial sustainability of the health sector, and enhancing capacity of health workforce.	SDG3
	Enhance the Demographic Dividend through Improved access to quality education. Focus will be on strategic investments in all levels of education (pre-primary, basic and tertiary), and improved teachers' welfare.	SDG4,
	Move Towards a Modern Rwandan Household through ensuring universal access to affordable and adequate infrastructure and services.	SDG 6, SDG 7, SDG 11
Transformational Governance Pillar	Reinforce Rwandan Culture and Values as a Foundation for Peace and Unity	SDG16
	Ensure Safety and Security of Citizens and Property	SDG16
	Strengthen Diplomatic and International Cooperation to Accelerate Rwanda and Africa's Development.	SDG17
	Strengthen Justice, Law and Order	SDG16

NST1 pillar	NST1 Priority	Linkage with SDGs
	Strengthen Capacity, Service Delivery and Accountability of Public Institutions.	SDG 16
	Increase Citizens' Participation and Engagement in Development	SDG16
Cross-cutting areas	Capacity Development	SDG4, SDG 9
	HIV/AIDS and Non-Communicable Diseases	SDG 3
	Disability and Social Inclusion	SDG1, SDG10, SDG2, SDG 4, SDG 8, SDG 5, SDG 3
	Environment and Climate Change	Goal 13, SDG 15
	Disaster Management	Goal 13
	Regional Integration and International Positioning	SDG 17
	Gender and Family Promotion	Goal 5, SDG 3, SDG8, SDG1, SDDG 10, SDG 2, SDG 4

Source: VNR 2019, p.15

Annex 10: Districts of Rwanda

<ul style="list-style-type: none"> • City of Kigali : <ol style="list-style-type: none"> 1. <i>Gasabo</i> 2. <i>Kicukiro</i> 3. <i>Nyarugenge</i> 	<ul style="list-style-type: none"> • Southern Province : <ol style="list-style-type: none"> 1. <i>Gisagara</i> 2. <i>Huye</i> 3. <i>Kamonyi</i> 4. <i>Muhanga</i> 5. <i>Nyamagabe</i> 6. <i>Nyanza,</i> 7. <i>Nyaruguru</i> 8. <i>Ruhango</i>
<ul style="list-style-type: none"> • Western Province : <ol style="list-style-type: none"> 1. <i>Karongi</i> 2. <i>Ngororero</i> 3. <i>Nyabihu</i> 4. <i>Nyamasheke</i> 5. <i>Rubavu</i> 6. <i>Rusizi</i> 7. <i>Rutsiro</i> 	<ul style="list-style-type: none"> • Eastern Province: <ol style="list-style-type: none"> 1. <i>Bugesera</i> 2. <i>Gatsibo</i> 3. <i>Kayonza</i> 4. <i>Kirehe</i> 5. <i>Ngoma</i> 6. <i>Nyagatare</i> 7. <i>Rwamagana</i>
<ul style="list-style-type: none"> • Northern Province <ol style="list-style-type: none"> 1. <i>Burera</i> 2. <i>Gakenke</i> 3. <i>Gicumbi</i> 4. <i>Musanze</i> 5. <i>Rulindo</i> 	

Annex 11: People met in districts and CoK

Name	Function	District
1. Constantin Nshimukiza	Councillor (good governance)	Rutsiro
2. Clementine Mushimiyimana	Councillor (social affairs)	Rutsiro
3. Louise Nyiraneza Marie	Coucillor (Economic Commission)	Rutsiro
4. Venant Dr Iyakaremye	Councillor, Chairperson Economic Commission	Rutsiro
5. Michel Ndayambaje	Chairman	Musanze
6. Denise Nyiramugisha	Good governance commission	Musanze
7. Adele Mukanyemazi	Secretary, Good Governance commission	Musanze
8. Gasana Vedaste	Member, Head economic commission	Musanze
9. Safari Jumapiri	Member	Musanze
10. Ramuli Janvier	Mayor	Musanze
11. Kamanzi Axelle	VM Social Affairs	Musanze
12. Kanayoge Alex	District Executive Secretary	Musanze
13. Alphonse Ntawumenyumunsi	Corporate Services Division Manager	Musanze
14. Emmanuel Usengimana	Councillor, Chair, Economic Commission	Muhanga
15. Chantal Muhayimana Marie	Councillor	Muhanga
16. Marcelline Mukasekuru	Councillor	Muhanga
17. Terimbere Innocent	Chairperson JADF	Muhanga
18. Albertine Pastor Nyiraneza	Vice President JADF	Muhanga
19. Iphigénie Nyaratunga	JADF Officer	Muhanga
20. Ndateba Valens	PR	Muhanga
21. Bernard Imanishimwe	Director of Planning	Karongi
22. Pierre Munyensanga Jean	Director of Planning and M&E	Huye
23. Imfurayabo Fabrice	Director of Planning	Huye
24. Dieu Musoni Jean de	Division Manager /Planning	City of Kigali
25. Icyishaka Paul	Statistician	City of Kigali