



Republic of Rwanda
Ministry of Public Service
and Labour

NATIONAL EMPLOYMENT AND SKILLS STRATEGY

(NESS 2024–2029)

Abridged Version

March 2025

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Executive Summary

The National Employment and Skills Strategy (NESS_ 2024–2029) aims to establish a more cohesive and effective framework for skills development and employment promotion that supports the national development goals and labor market needs.

The strategy's mission is to build a dynamic, inclusive and resilient labor market by enhancing employability, promoting entrepreneurship and improving job matching through equipping Rwandans with market relevant skills, supporting business growth and creating sustainable jobs to drive economic transformation.

- (i) Enhancing Skills Development for productive employment through improving quality and market relevance of training programs.
- (ii) Supporting Entrepreneurship and Business Support for productive and decent jobs through enhancing entrepreneurship and business development for inclusive productive and decent employment opportunities.
- (iii) Improving Job Matching through strengthening mechanisms that align labor supply with demand, and promoting career growth for a more productive workforce.

The National Employment and Skills Strategy (NESS) builds upon NSDEPS 2019–2024, aligns with Vision 2050 and NST2, and strengthens coordination among various, government partners, and stakeholders for effective implementation of the strategy. The strategy consists of five key pillars, with targeted outcomes and strategic interventions to deliver outcomes.

The first pillar focuses on skills development, aiming to improve the employability of graduates from Higher Learning Institutions (HLIs) and TVET programs, with targets set at 75% and 85%, respectively. Additionally, the strategy seeks to increase the employability of non-formal training beneficiaries to 85%.

The second pillar prioritizes entrepreneurship and business support, with the goal of creating over 500,000 jobs through MSMEs, particularly targeting NEET youth.

The third pillar consists of interventions that aim to enhance access to employment opportunities and labor market information such as mainstreaming of employment creation into public and private sector investments and flagship projects, employment services.

These interventions will lead to the creation of skilled jobs and sustainable mass employment as follows: **376,900** skilled jobs will be created in high-potential sectors and flagship projects such as Finance, Sports and Creative Industries, ICT, Health, Global Business Services, Manufacturing, Aviation, and MICE, Nyagatare Milk Powder value chain, Bugesera International Airport among others.

297,575 jobs will be created through mainstreaming workplace learning (WPL) in both public and private sector investments and flagship projects (upskilling, rapid response trainings, dual trainings, community-based internship, apprenticeship programs targeting NEET).

Over **165,000** jobs will be created through initiatives implemented in partnership with non-government actors (DPs and NGOs) involved in skills development, workplace learning, access to finance and entrepreneurship development.

Pillar four deals with job creation in pro-employment sectors. **1,078,831** jobs will be created through mainstreaming of job creation in pro-employment sectors, including Agriculture, Environment and Infrastructure.

Pillar five focuses on the effective governance, coordination and institutional arrangements underpinning the effective implementation of NESS, including the strengthening existing coordination structures, establishment of NESS secretariat and the establishment of a centralized digital platform for M&E and reporting for all Stakeholders, including NGOs, SCOs and DPs implementing employment and skills related initiatives.

I. Rationale

The government of Rwanda aims to reduce unemployment to 7% by 2035 and 5% by 2050. During the NST1 period (2017–2024), approximately 1.3 million productive and decent jobs were created, achieving 87% of the target. However, unemployment and underemployment remain significant challenges, particularly among the youth. In 2024, the youth unemployment rate stood at 18.5%, while the overall unemployment rate was 14.9%. Additionally, gender disparities persist, with males facing an unemployment rate of 17.6%, compared to 12.6% for females.

Though the government of Rwanda targets to reduce unemployment to 7% by 2035 and 5% by 2050, significant labor underutilization persists. This is evidenced by: 0.82 million people of working age who are unemployed and actively seeking work; 1.16 million employed individuals working fewer than 35 hours and seeking more work; and 3.29 million individuals of working age who are neither employed nor unemployed, including those in own-use production, education, or family care, and those not actively seeking work. Furthermore, 1.14 million young people aged 16–30 are Not in Employment, Education, or Training (NEET), representing another critical challenge.

To achieve the Vision 2035 target of reducing the unemployment rate to 7%, it is essential to significantly expand the skilled labor force, increase job creation through entrepreneurship and business development and improve employability by enhancing job matching, particularly for youth and women. This will support the NST2 target of creating 1.25 million productive and decent jobs.

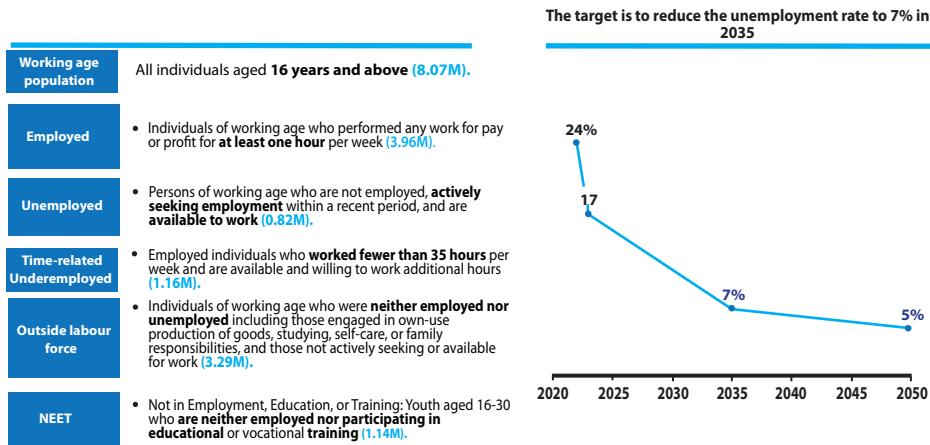
In addition to unemployment and underemployment, particularly among the youth, the labour market in Rwanda presents additional challenges such as: demographic pressure, skills mismatch, informal employment due to dominance of informal sector, jobs instability, poor working conditions and fragmented labour matching services.

Addressing the above labor market challenges requires strategic and targeted interventions aimed at improving job quality, reducing underemployment and tackling unemployment, particularly among NEET (Not in Employment, Education, or Training) youth. These interventions should focus on four key priority areas: High skilled job creation, expansion of small businesses, sustainable mass employment and targeted support for NEET youth.

The figures below present key labour market trends, prevailing critical challenges and an overview of proposed interventions.

Key Labour Market Indicators

Rwanda targets to reduce the unemployment rate from 17.2% in 2023 to 7% in 2035



Source: Rwanda Labour Force Survey Annual Report 2023, Vision 2050

Figure 1: Key Labour Market Indicators

Key Labour Market Challenges

Labour market in Rwanda faces critical challenges to sustainably reduce unemployment

Challenge	Severity	Key root causes
1 Slow growth of key sectors	<ul style="list-style-type: none"> -90% of the labor market is employed by the informal sector For example from 2019 to 2022, employment in Agriculture increased while manufacturing, trade and transport declines Agriculture absorbs more than 40% of the labor force (mainly unskilled) 	<ul style="list-style-type: none"> Slow growth of the private sector especially SMEs due to limited capital, access to market and infrastructure. This also includes insufficient attraction on FDI. Dependence on traditional sectors mainly Agriculture that generates limited formal jobs High employment in Informal sector due to limited formal job opportunities High time-related unemployment with 25% of employed people working less than 24 hours per week High population growth with 70% of population under 30 Urban migration due to most opportunities are concentrated in urban areas
2 High demographic pressure	<ul style="list-style-type: none"> 211,000 people join the labor market every year Almost one third of youth are NEET 	<ul style="list-style-type: none"> Sectoral mismatch: High enrolment in business and hospitality programs in TVET schools as well as education, business and law programs in higher education leading to oversupply of such skills while enrolment for in-demand skills such as telecom, electronics, manufacturing and mining remains low Limited access to high quality TVET education Limited career guidance to prepare and match professionals with quality jobs Gaps in soft skills (e.g., critical thinking and problem-solving) Limited pathways for professionals to upskill or reskill (e.g., youth centers, mentorship programs)
3 Skills gaps and mismatches	<ul style="list-style-type: none"> There is a demand for high-skilled workers but a surplus of low-skilled workers (Skills Demand and Supply Report, 2022) 79% of the labor force only has primary education and below 	<ul style="list-style-type: none"> Sectoral mismatch: High enrolment in business and hospitality programs in TVET schools as well as education, business and law programs in higher education leading to oversupply of such skills while enrolment for in-demand skills such as telecom, electronics, manufacturing and mining remains low Limited access to high quality TVET education Limited career guidance to prepare and match professionals with quality jobs Gaps in soft skills (e.g., critical thinking and problem-solving) Limited pathways for professionals to upskill or reskill (e.g., youth centers, mentorship programs)

Figure 2: Key Labour Market Challenges

Key interventions to address the Labour Market challenges in Rwanda

Addressing challenges facing labour market in Rwanda requires strategic and targeted interventions



Figure 3: Key interventions to address the Labour Market Challenges in Rwanda

II. Policy Framework

The National Employment and Skills Strategy is anchored into a broader policy framework designed to align with national development agenda, sector-based strategies and operational plans at the decentralized or institutional level. This interconnectedness is crucial for effective collaboration between the government, partners, and stakeholders to achieve Rwanda's Vision 2050. Among other policy frameworks that the new skills development and employment strategy will work alongside include:

- *Rwanda's Vision 2050*
- *The National Strategy for Transformation (NST 2)*
- *National Employment Policy (MIFOTRA, 2019)*
- *Industrial Policy (2024)*
- *Private Sector Development and Youth Employment (PSDYE) Strategy (2024/25-2028/29)*
- *Entrepreneurship Development Policy (2020)*
- *Workplace Learning Policy (2015)*
- *National Labor Mobility Policy (2019)*

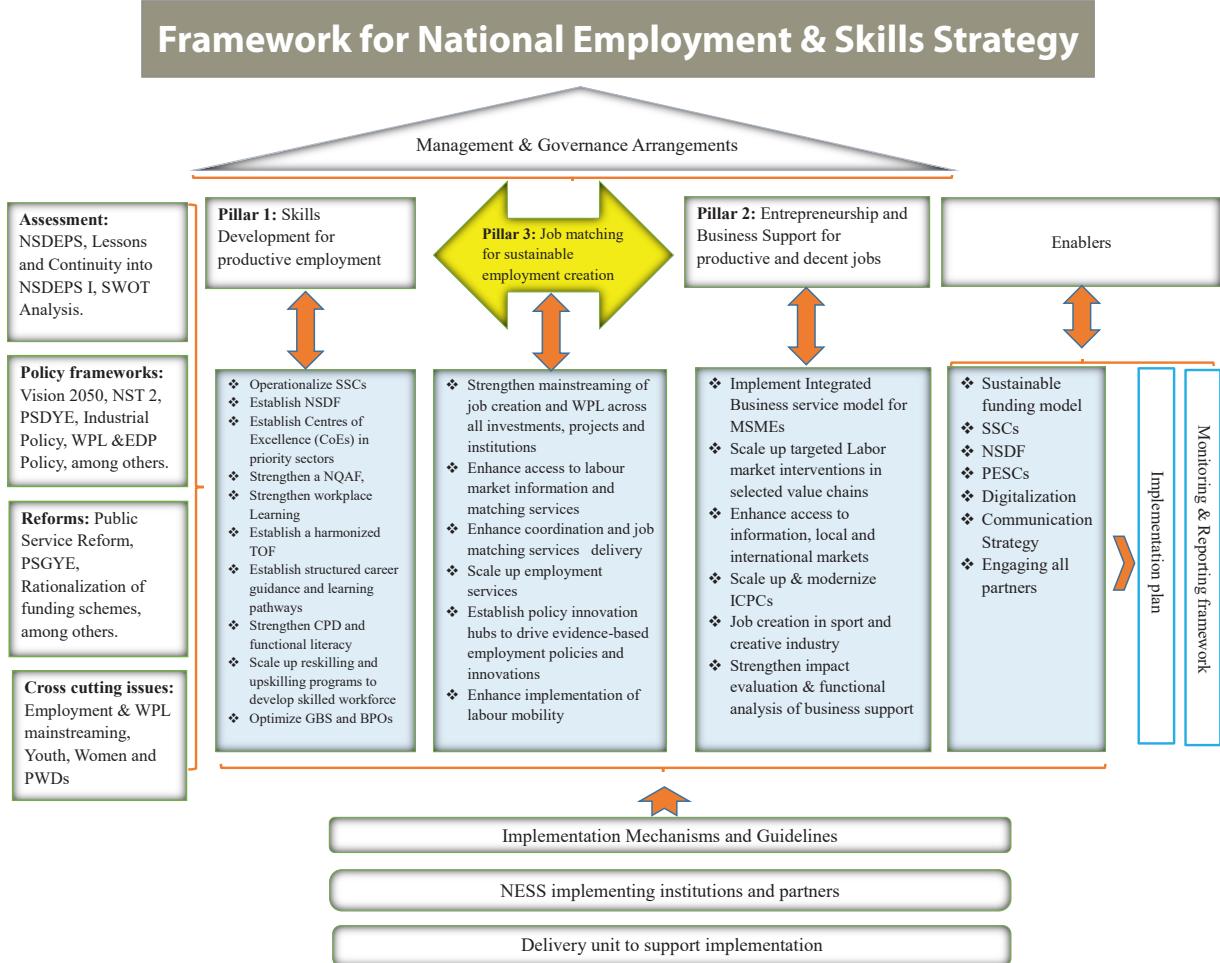


Figure 4: Framework for National Employment & Skills Strategy

III. VISION AND PRINCIPLES FOR NESS

Vision: To create a dynamic, inclusive, and resilient labor market in Rwanda that create productive and decent jobs for sustainable economic growth.

Principles: The effective implementation of NESS will be based on underlying principles, including gender mainstreaming and inclusion, private sector driven approaches, technology adoption and digitalization, effective communication, a unified coordination approach/coordinated government, demand-driven approach informed by labor market information, and effective capacity development.

IV. NESS PILLARS AND INTERVENTIONS

IV.1. Overview of NESS pillars and overarching Goals

The National Employment and Skills Strategy (NESS_2024 – 2029) comprises the following key Pillars: Skills Development for Productive Employment, Entrepreneurship and Business Support for Productive and Decent Jobs, and Job Matching for Sustainable Employment Creation. Also, cross cutting pillars namely Employment Mainstreaming into pro-employment sectors and Governance & Coordination arrangements.

NESS Overarching Goals and Targets

The NESS overarching goals align with NST2 target of creating 1.25 million productive and decent jobs and the aim of PSDYE Strategy to reduce unemployment rate to 12% and youth NEET to 25% by 2029. The ultimate goal is to create more productive and decent jobs for a sustainable economic growth. The following are NESS overall Targets:

- ✓ Increase productive and decent jobs created (annually) to **250,000 jobs**
- ✓ Reduce Youth not in Employment, not in Education or Training (NEET) to **25%**
- ✓ Reduce unemployment rate to **12%**

IV.2. Pillar I: Skills Development for Productive Employment

Pillar I Strategic Objective and Key Targets

Strategic Objective: To improve employability skills of beneficiaries from both formal and informal training programs through a dynamic and responsive skills development ecosystem aligned with the labor market's evolving demands.

Pillar I, Key targets

- o Increase employability for TVET graduates to **85%**
- o Increase employability for HLIs graduates to **75%**
- o Increase employer's satisfaction with TVET graduates to **90%**
- o Increase employer's satisfaction with HLIs graduates to **70%**
- o Increase employability for non-formal training beneficiaries to **85%**

Pillar I, Result Area 1. Improved Quality and Market relevance for TVET and HLIs Training Programs

Key Interventions to achieve Result Area 1 of Pillar I.

- o Operationalize Sector Skills Councils (SSCs)
- o Establish and Operationalize a National Skills Development Fund (NSDF)
- o Scale – up the operations of the Skills Development Fund (SDF)
- o Strengthen National Quality Assurance Framework (NQAF)
- o Establish a harmonized Trades and Occupations Framework (TOF)
- o Establish Centres of Excellence (CoEs) in vocational skills
- o Enhance Continuous Professional Development (CPD) to improve competitiveness and productivity.
- o Enhance functional literacy to boost NEET employability and retention
- o Enhance access to career information, career education and learning pathways

Pillar I, Result Area 2. Enhanced skills for future jobs and foundational skills through reskilling and upskilling.

Key Interventions to achieve Result Area 2 of Pillar I.

- o Scale up reskilling and upskilling programs to develop a skilled workforce for skilled and future jobs
- o Optimize Global Business Services (GBS) and Business Process Outsourcing (BPO) services for sustainable employment creation.

Table 1: Pillar I, Overview of Interventions and Targets

Pillar I: Skills Development for Productive Employment			
Result Area 1: Improved quality and market relevance of TVET and HLLs training programs			
S/N	Strategic Interventions	Overall Target	Responsible (Lead)
1	Revamp and operationalize SSCs	8	MIFOTRA
2	Strengthen National Quality Assurance framework	–	MINEDUC
3	Establish a harmonized Trades and Occupations Framework (TOF)	1	MIFOTRA
4	Establish and Operationalize a National Skills Development Fund (NSDF)	1	MINEDUC
5	Scale up operations of SDF to support workplace learning	100,000 beneficiaries	MINEDUC
6	Establish and operationalize CoEs in Vocational Skills	16	MINEDUC
7	Empower Rwanda TVET Trainers' Institute to scale up efforts to upskill and reskill adequate and quality TVET trainers and instructors	1	MINEDUC
8	Conduct comprehensive value chain analyses for key priority sectors and implement skills focused programs	8	MIFOTRA
9	Implement Alternative Learning pathways to unskilled Youth (Out of school)	1,200,000	MINEDUC
10	Develop and implement a comprehensive capacity-building plans for civil servants to enhance their competencies	50,000	MIFOTRA
11	Develop and implement the National career guidance policy and its implementation plan	1	MIFOTRA
Result Area 2: Enhanced skills for future jobs and foundational skills through reskilling and upskilling.			
12	Train One (1) million coders with the required ICT skills, and 500,000 people in advanced ICT skills	1 Million Coders 500,000 (IT Skills)	MINICT
13	Establish CoE in Aviation Skills	1	RDB

IV.2. Pillar II: Entrepreneurship and Business Support for Productive and Decent Jobs

Pillar II Strategic Objective and Key Targets

Strategic objective: To enhance entrepreneurship and business development for inclusive productive and decent employment opportunities.

Pillar II, Key Targets

- Increase jobs created by MSMEs to **500,000** (productive and decent)
- Increase jobs created in Sport & Creative Industry to **70,000** jobs

Pillar II, Result Area 1. Enhanced entrepreneurship and business development services for MSME growth and employment creation

Key Interventions to achieve Result Area 1 of Pillar II

- Implement an Integrated Business Service model tailored to promote entrepreneurship and growth of MSMEs
- Scale –up targeted active labour market measures for MSMEs in priority value chains
- Enhance access to information and local, regional and international markets
- Strengthen Integrated Craft Production Centres (ICPCs)
- Promote job creation and entrepreneurship in Sports and Creative Industry
- Strengthen functional analysis and impact evaluation of the business support schemes to inform policies and programs to optimize job creation.

Table 2: Pillar II: Overview of Interventions and targets

Pillar II: Entrepreneurship and Business Support for Productive and Decent Jobs			
Result Area 1: Enhanced entrepreneurship and business development services for MSMEs growth			
S/N	Strategic Interventions	Overall Target	Responsible (Lead)
1	Develop a Comprehensive Integrated Service Model that combines flexible and tailored support services for job creation promotion and youth.	1	MIFOTRA
2	Increase business support for Youth, including improved access to affordable financing for their enterprises.	221,500 Youth Supported	MOYA
3	Establish and operationalise Youth Investment Facility (YIF) to support youth start-ups and innovative projects.	4,800 Youth benefit through YIF	MOYA
4	Modernize and scale up ICPCs in different Districts for more employment creation	7	MINICOM
5	Identify and support micro and small enterprises with forward and backward linkages emerging from flagship projects, focusing on sustaining created jobs.	250,000 MSMEs supported	MINICOM
6	Scale up access to finance schemes to promote MSMEs' access to affordable finance.	4,000 MSMEs	MINICOM
7	Implement community-based initiatives to create jobs for youth and address community development challenges.	152,000 Youth	MIFOTRA
8	Mainstream and optimize job creation in sports facilities construction, arts, entertainment and events management.	13,000 jobs created in sports construction facilities	MINISPORT
9	Promote jobs creation through Art and Creative Industry	5,000 jobs created	MOYA
10	Support the implementation of the Village model projects (income and employment – generating project)	4,238 Village model projects	MINALOC
11	Support youth to benefit from business incubators and employability training opportunities	500 Youth	MOYA
12	Supported youth/farmers to shift from subsistence to market-oriented agriculture	220,000 Youth Supported	MINAGRI

IV.3. Pillar III: Job Matching for Sustainable Employment Creation

Strategic Objective and Key Targets

Strategic Objective: To enhance matching of labor supply and demand for career growth and more productive workforce.

Pillar III, Key Targets

- Increase employability for Professional Internship beneficiaries (within Six months) to **80%**
- Increase employability for beneficiaries of Workplace Learning (WPL) to **90%**
- Increase employability for beneficiaries of Soft Skills training to **75%**
- Increase the number of jobs created from Labour Intensive Sectors to **1,078,831**
- Increase the number skilled jobs to **376,900**
- Increase the number of jobs created through WPL mainstreaming to **297,575**
- Increase the number of jobs created through initiative with non-government Actors to **165,000**

Pillar III, Result Area 1: Improved employability of the labor force through work readiness labor market interventions

Key Interventions to achieve Result Area 1 of Pillar III

- Mainstream of job creation in pro – employment sectors and public/private flagship projects.
- Mainstream Workplace Learning in both public and private investments and flagship projects.
- Streamline coordination and enhance job matching service delivery
- Strengthen and scale up the employment services
- Enhance access to job market information and matching services
- Establish policy innovation hubs to enhance evidence- based employment policies and initiatives
- Enhance implementation of the labour mobility framework



Strengthening mainstreaming of job creation in pro-employment sectors and public/private flagship project. The integrating job creation into both public and private sector projects will be prioritized, with a focus on high-impact, labor-intensive initiatives.

- **1,078,831** sustainable mass jobs will be created through employment mainstreaming in labor intensive programs and pro- employment sectors such as Agriculture, Infrastructure, Environment and climate change, construction & manufacturing, mining, and services, MICE and BPO.
- **297,575** jobs will be created through upskilling, rapid response trainings, dual trainings, community-based internship, apprenticeship programs targeting NEET – youth.
- **376,900 skilled jobs** will be created by optimizing private sector investments in key industries and flagship projects such as the Nyagatare Milk Powder value chain, Bugesera International Airport, and the Aviation Skills Academy, among others

In addition, over **165,000 jobs** will be created through initiatives implemented in partnership with non-government actors (DPs and NGOs) involved in skills development, workplace learning, access to finance and entrepreneurship development.

Table 3: Key Interventions that will support the creation jobs through Mainstreaming Workplace Learning

S/N	Key Interventions	Number of Beneficiaries	Overall Number of Jobs to be Created (75% of trained)
1	Structured traditional Apprenticeship (STA)	262,080	196,560
2	School Work Transition Program through Dual Training (DTP)	30,000	22,500
3	Community-Based Internship (CBI)	30,072	22,554
4	Executive TVET Program (ETP)	9,000	6,750
5	RRT through BPO companies	15,000	11,250
6	RRT for Investment Facility in job –rich potential Economic sectors	10,000	7,500
7	Young Professional Program	1,950	1,463
8	Professional Internship in all public institutions	12550	9,413
9	Massive Training on Events Management	200	200
The expected number of jobs to be created		396,766	297,575

Table 4: Flagship initiatives expected to create skilled employment opportunities.

Sectors	Estimated Number of Jobs	Responsible Institutions
Financial Services: Serve project, MSMES financing program, FinTech	150,000	MINECOFIN
Sport & Creative Industry: Sports, Content creation, Entertainment Industry	70,000	MoYA, MINISPORT
ICT: Coders Program, Tech Hubs, E-commerce	50,000	MINICT
Manufacturing: Agro-processing, Pharmaceutical, BioNTech, Automotive, Textiles & construction materials	42,000	MINICOM
Global Business Service & BPOs: Firms such as Andela, CCI, TekExpert, T –TEK, etc.	30,000	RDB
Health: Health city, 4x4 (HRH) program	15,000	MoH
Construction & Infrastructure: Affordable housing, KIC, Green City, Commercial and mixed –use complexes	12,000	MININFRA
Aviation: Bugesera Airport, RwandAir, Aviation Skills Academy	5,000	MININFRA
MICE: Tourism, hospitality, meetings, events and related services	2,900	RDB
The overall number of expected jobs to be created	376,900	

Table 5: Pillar III: Overview of Interventions and Targets

Pillar III: Job Matching for Sustainable Employment Creation

Result Area: Improved employability of the labor force through work readiness labor market interventions

S/N	Strategic Interventions	Overall Target	Responsible (Lead)
1	Mainstream employment creation into pro-employment sectors, and public and private sector investments	1.07M	MIFOTRA
2	Empower existing PESCs and establish more employment services centers.	3 (Existing) and 5 (New)	MIFOTRA
3	Revamp operations of YEGO and Incubation centers to offer integrated support services for business development and matching for employment	18	MOYA MINICOM
4	Organize joint career and job fairs to facilitate linkages between job seekers and employers	20	MIFOTRA
5	Map and establish a unified database of Stakeholders in job matching services	1	MIFOTRA
6	Provide soft skills trainings for NEET youth to enhance their critical competencies and employability	500,000	MIFOTRA
7	Upgrade LMIS and Streamline job portals	1	MIFOTRA
8	Establish policy innovation hubs to drive evidence-based employment policies and initiatives	1	MINECOFIN
9	Develop and update the Skills inventory providing information on available skills among Rwandans	1	MIFOTRA
10	Undertake labor market surveys to inform evidence-based decision-making, and review of skills development and employment policies, strategies and programs.	12	MIFOTRA
11	Negotiate labor and skills mobility agreements with countries and/or international companies	15	MIFOTRA
12	Map and mobilize Rwandan Community Abroad members with rare and specialized skills to transfer knowledge to local professionals	130	MINAFFET
13	Disseminate and connect RCA members to job opportunities both within Rwanda and in international labor markets.	50	MINAFFET

V. Cross-Cutting Pillar: Employment mainstreaming into pro-employment sectors

Targeted Youth Employment Interventions

Strategic Objective: To enhance access to employment opportunities focusing on creating sustainable mass employment for youth and providing them with the necessary skills and resources. The focus will be put on promoting the creation of jobs in pro-employment sectors including Agriculture, Infrastructure and Environment.

Key Targets

- Increase jobs created in Agriculture sector to **382,627**
- Increase jobs created in Infrastructure sectors (Energy, Transport, Water and Sanitation and Urbanization & Housing) to **367,438**
- Increase jobs created in Environment sector to **328,766**

Result Area 1: Improved Access to Employment Opportunities for Youth

Key Interventions to achieve Result Area 1

- Conduct sector-specific engagements to identify job opportunities and to match unemployed youth with available job opportunities
- Expand youth engagement in labour intensive programs in pro-employment sectors e.g. agriculture & livestock, roads and water supply systems maintenance and management, maintenance of public buildings in local entities, environment protection and climate change adaptation, among others.
- Incentivize Youth employment programs and innovations
- Enable youth to acquire skills within communities hosting pro-employment projects.

Table 6: Key projects that will support the Creation of mass employment in pro-employment sectors (Agriculture, infrastructure and environment)

S/N	Sector for mainstreaming	Key Interventions	Overall estimated jobs
1	Agriculture and Livestock	<ul style="list-style-type: none"> • Enhance Agricultural & livestock Productivity and Value Addition • Expand land under crop production, access to quality inputs (seeds, fertilizers, pesticides) and extension services. • Irrigation and Integrated Watershed Management • Promote Agribusiness and Market Linkages in Livestock Farming • Support business development services (BDS) for youth and women-led livestock enterprises 	382,627
2	Infrastructure sectors (Energy, Transport, Water and Sanitation, Urbanization & Housing)	<ul style="list-style-type: none"> • Enhance Transport, Energy and Logistics Infrastructure • Transportation and roads construction • Construction of energy infrastructures • Water Supply and Irrigation Systems • Rehabilitation of Urban wetlands • Upgrading of Urban Settlement & Housing • Urban beautification 	367,438
3	Environment, Climate resilience and Natural resources	<ul style="list-style-type: none"> • Strengthening climate resilience in rural communities • Ensure a sustainable Use of marshlands • Integrated Urban Catchment Initiatives, flood control and afforestation Programs • Building the Institutional Capacity to advance the National Adaptation Planning Process 	328,766
Expected jobs to be created			1,078,831

VI. Governance and Coordination Arrangements

Strategic objective and Key Targets

Strategic objective: To strengthen governance and coordination of skills development and employment promotion systems.

Key Targets

- Operationalize a NESS Secretariat and a dedicated M&E Unit
- Operationalize a real time database for employment and job creation information
- Develop NESS resource mobilization and communication strategies

NESS Governance Result Area 1. Enhanced governance and coordination arrangements for the effective implementation of the NESS

Key Interventions to achieve Result Area 1

- Strengthen coordination and follow up mechanisms for NESS
- Leverage Public Private Dialogue (PPD) mechanism to foster collaboration between the public and private sectors
- Leverage financial and non-financial resources for NESS implementation
- Establish a dedicated M&E Unit to ensure effective implementation of NESS
- Upgrade the M&E System for NESS

NESS Implementation/Institutional arrangements

The coordination and follow-up mechanisms for NESS will be strengthened to ensure effective alignment of interventions across stakeholders. A National Employment and Skills Secretariat (NESS) will be established to harmonize job creation initiatives and collaborate with JADFs at the District level. Existing coordination structures, including the Cross-Institutional Technical Team and National Steering Committees, will be reinforced to enhance PSDYE and NESS coordination.

Overview of NESS Implementation Arrangement

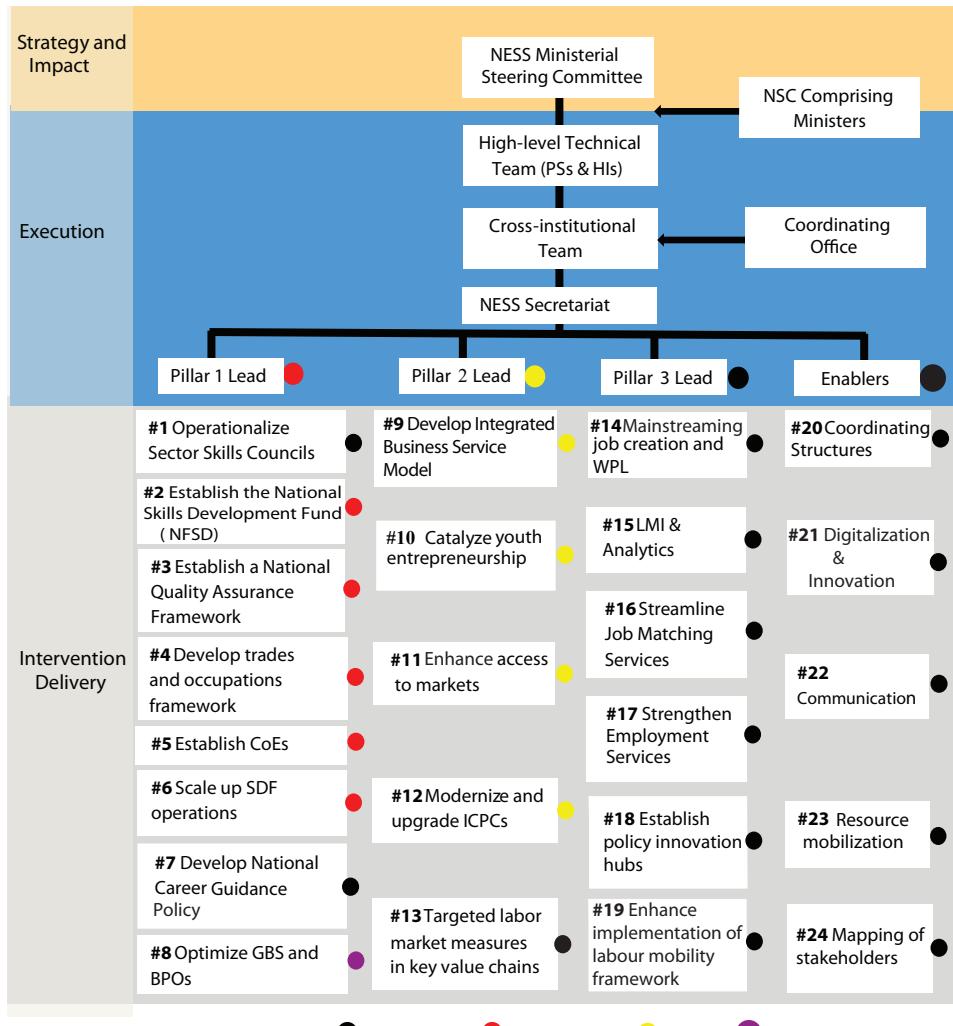


Figure 7: NESS Implementation Arrangement

ANNEX

Annex: NESS Results Monitoring Matrix

SN	Pillar	Outcome	Output	Indicator	Unit of Measurement	Baseline	Annual Targets					Total Target	Means of Verification	Responsible
							Year 24-25	Year 25-26	Year 26-27	Year 27-28	Year 28-29			
Overall outcome: Increased productive and decent jobs														
1		Outcome indicator 1: # of jobs created and sustained		Number	235,332	250,000	250,000	250,000	250,000	250,000	1.25M	Annual Report	MIFOTRA, MINICOM	
2		Outcome indicator 2: # of Youth Not in Education, Employment, or Training (NEET) reduced		%	33%	32%	30%	28%	26%	25%	25%	LFS Report	MIFOTRA, MOYA	
3		Outcome indicator 3: Unemployment rate (% out of the labor force population)		%	17%	17%	16%	15%	14%	12%	12%	LFS Report	MIFOTRA, NISR	
Pillar 1: Skills development for productive employment														
		Overall Pillar Outcome: Improved employability of beneficiaries from both formal and informal training programs												
1		Outcome indicator 1: % of TVET graduates employed within six months of graduation		%	60%	60%	62%	64%	68%	70%	70%	Tracer surveys report	RTB, MIFOTRA, MINICOM, PSF	
2		Outcome indicator 2: % of HLI graduates employed after one year of graduation		%	46%	50%	56%	65%	70%	75%	75%	Tracer surveys report	MIFOTRA, MINEDUC, HEC	
3		Outcome indicator 3: % of employers satisfied with TVET graduates and % for HLI graduates		%	TVET: 70% HLI: 58%	TVET: 75% HLI: 60%	TVET: 78% HLI: 63%	TVET: 82% HLI: 66%	TVET: 85% HLI: 69%	TVET: 90% HLI: 70%	TVET: 90% HLI: 70%	Tracer surveys report	RTB, HEC, MIFOTRA, PSF	
4		Outcome indicator 4: % of beneficiaries of non-formal trainings employed within six months after completing training		%	NA	%	70%	75%	80%	85%	85%	Annual report	MIFOTRA	

SN	Pillar	Outcome	Output	Indicator	Unit of Measurement	Baseline	Annual Targets					Total Target	Means of Verification	Responsible
							Year 24-25	Year 25-26	Year 26-27	Year 27-28	Year 28-29			
Enhanced skills development systems for productive employment														
1		Established and operationalized Sector Skills Councils (SSCs)	# of SSCs established and operationalized	Number	6 SSCs Established	3 Operationalized	5 Operationalized	6 Operationalized	8 Operationalized	8 Operationalized	8	Annual report	MIFOTRA	
2		National Quality Assurance Framework (NQAF) reviewed, and strengthened	National Quality Assurance Framework (NQAF) strengthened	Number	Assessment report submitted	QA Authority established with roles & responsibilities, guidelines, guidelines finalized	Legal framework in place, Accreditation guidelines & quality criteria finalized	NQAF Pilot completed, QA Counsellors in place	NQAF operationalized	NQAF operationalized	Annual reports	MINEDUC		
3		National Skills Development Fund (NSDF) Established.	National Skills Development Fund	Qualitative	SDF Fund	NFSD Pilot completed	Wider implementation plan developed and system set up	NFSD operationalized		NSDF Fund	Progress quarter and annual reports	MINEDUC, MIFOTRA, RTB		
4		National Quality Assurance Framework (NQAF) strengthened	Trades & occupations framework	Qualitative	Situational assessment report approved	Moderating Council established, R&R defined	Comprehensive Skills Mapping completed	Standardized Classification System developed, Pilot done	TOMA operationalized	NQAF	Progress quarter and annual reports	MINEDUC, MIFOTRA		
5		TVET Centers of Excellence (CoEs) and VTCs	# of CoEs established and operationalized (Cumulative)	Number	-	-	2	6	12	16	16 CoEs	EMIS Report	RTB, MINEDUC, RDB, MIFOTRA	

SN	Pillar	Outcome	Output	Indicator	Unit of Measurement	Baseline	Annual Targets					Total Target	Means of Verification	Responsible
							Year 24-25	Year 25-26	Year 26-27	Year 27-28	Year 28-29			
6		Established and operationalized	#of VTCs established	Number	104	50	480	1,110	1,562	2,044	2,044	RTB Report	RTB, MINEDUC	
7		Work place learning for youth institutionalized across sectors and flagship projects	# of short-term TVET trainings providers authorized	Number	0	20	20	20	20	20	100	Quarter and Annual reports	RTB, MIFOTRA	
8			# of youth benefiting from workplace learning initiatives: (a) Internship, (b) Dual training, (c) IBT, (d) Industrial Attachments (e) Recognition of Prior Learning (RPL) (f) MVT	Number (Total)		20,000	20,000	20,000	20,000	20,000	100,000	Quarter report Annual reports Tracer survey reports	RTB, MIFOTRA	
				Number (Dual Training)		1,000	2,000	3,000	3,000	2,000	11,000		RP, RTB	
				Number (IBT)	NA	3,000	4,000	5,000	4,000	4,000	20,000		RTB, MIFOTRA	
				Industrial attachment (IA)	NA	2,000	3,000	3,500	4,500	5,000	18,000		RTB, MIFOTRA	
				Number (RPL)	5,310		2,000	3,500	4,500	5,000	15,000		RTB, MIFOTRA	
				Number (MVT)	N/A	N/A	10,000	7,000	12,000	11,000	40,000		RTB, MIFOTRA	
9		Skills for future jobs and upskilling in foundational skills enhanced	# of people trained in coding and advanced ICT skills	Number	NA	100,000 Coders and 50,000 in ICT advanced skills	300,000 Coders and 200,000	600,000 Coders and 300,000	800,000 Coders and 400,000	1 Million Coders and 500,000 People with advanced ICT skills	1 million Coders and 500,000 People in advanced ICT skills	Annual report	MINICT, MINEDUC, MIFOTRA, MOYA	
10			# of people trained in soft skills (Cumulative)	Number	NA	40,000	70,000	110,000	160,000	200,000	200,000	Report	MIFOTRA, MINEDUC, NISR, MOYA, MINALOC	

N	Pillar	Outcome	Output	Indicator	Unit of Measurement	Baseline	Annual Targets					Total Target	Means of Verification	Responsible
							Year 24-25	Year 25-26	Year 26-27	Year 27-28	Year 28-29			
11	11	Continuous professional development Strengthened		# people trained through continuous Professional Development (CPD) short courses including PMP, PHRi, Data Analytics, ACCA, CPA, CFA, OHS, Impact Evaluation, etc.)	Number	NA	50	150	200	300	300	1,000	Annual reports Tracer survey reports	MIFOTRA, MINECOFIN
				# people (in public and/or private sector service) trained soft skills (languages, computer literacy, etc.) (Cumulative)	Number	NA	5,000	12,000	25,000	32,000	50,000	50,000	Annual report	MIFOTRA, MINICT, MINEDUC, PSF
				# of nationals benefiting from skills transfer by employed foreign experts in growth sectors	Number		1,500	2,000	2,500	3,000	4,500	4,500	Annual reports	MIFOTRA, RTB
				# of people pursuing continuous professional development in STEM related to aviation, e-mobility, Biotechnology, AI and high-tech education and training fields	Number			50	150	250	300	750	Annual reports Tracer survey reports	MINEDUC, MIFOTRA, HEC, MINICT

SN	Pillar	Outcome	Output	Indicator	Unit of Measurement	Baseline	Annual Targets					Total Target	Means of Verification	Responsible
							Year 24-25	Year 25-26	Year 26-27	Year 27-28	Year 28-29			
15			Alternative Learning (targeted learning) pathways and functional literacy through short courses implemented	# people trained through alternative pathways to learning (APL) including youth NEET and informal sector workers	Number	NA	150,000	200,000	300,000	300,000	250,000	1,200,000	Annual report	MINEDUC, RTB, MIFOTRA, MOYA, MINALOC
16				# Youth participating in Community holiday Volunteering programs/Young change maker (Cumulative)	Number		44,511	55,000	70,000	80,000	148,370	148,370	Report	MINEDUC, MOYA, MIFOTRA
17			Value chains analysis and targeted capacity building programs conducted for targeted flagship projects	# of value chains analysis for targeted flagship projects conducted	Number	2	1	2	1	2	2	8	Progress quarter and annual reports	MIFOTRA, MINEDUC, HEC, RDB
18			Value chains analysis and targeted capacity building programs conducted for targeted flagship projects	# of beneficiaries of capacity building programs for flagship projects	Number		200	300	200	400	400	1,500	Annual report	MIFOTRA, MINEDUC, RDB
19			A structured Career guidance and learning pathways established	# of sectors with developed and validated occupational mapping and career progression pathways reports	Number	NA	1	2	2	2	2	9	Occupational Maps reports	MIFOTRA, SSCs

SN	Pillar	Outcome	Output	Indicator	Unit of Measurement	Baseline	Annual Targets					Total Target	Means of Verification	Responsible
							Year 24-25	Year 25-26	Year 26-27	Year 27-28	Year 28-29			
20				# career hubs established to deliver on employment promotion and careers advice, especially for youth	Number	0	21	5	6	6	12	30	Report	MIFOTRA, MOYA, MINALOC
				National career guidance policy and its implementation plan developed	NA			1				1	Policy	MIFOTRA, MINEDUC
22			Global business services optimized for sustainable employment creation	Talent pool developed for critical sectors of the economy (Number)	Number	Skills Database		1				1	Database	MIFOTRA, MINEDUC, RDB, MINICT, HEC

SN	Pillar	Outcome	Output	Indicator	Unit of Measurement	Baseline	Annual Targets					Total Target	Means of Verification	Responsible							
							Year 24-25	Year 25-26	Year 26-27	Year 27-28	Year 28-29										
Pillar 2: Entrepreneurship and business support for productive and decent jobs																					
Overall Pillar 2 Outcome: Enhanced entrepreneurship and business development support for productive and decent jobs																					
1		Outcome indicator 1: # of jobs created by supported MSMEs			Number	235,332 (2023)	50,000	100,000	150,000	100,000	100,000	500,000	MSEMEs Survey	MINICOM							
2		# of jobs created through arts and talents start-ups			Number	NA	1,000	1,500	2,500	2,500	2,500	10,000	Annual report	MOYA, MIFOTRA, MINICOM							
3		# jobs created in sport related businesses			N/A	500	1,000	2,000	2,000	3,000	3,500	13,000	Annual report	MINISPORT, MIFOTRA							
Improved entrepreneurship and growth of MSMEs through Integrated business development services and access to finance																					
1		An integrated service model to support youth employment and entrepreneurship implemented	# of youth benefiting from business incubators and employability training opportunities	Number	NA	100	100	100	100	100	100	500	Annual report	MoYA, MIFOTRA, BDF							
2			# of MSMEs de-risked to access capital (through guarantees schemes, leasing & micro leasing products)	Number	3,000	2,500	3,000	3,500	4,000	4,000	4,000	4,000	Annual report	MINICOM, MOYA, MIFOTRA							
3		Youth investment facility established	# Youth supported to access guarantee and Grants	Number	NA	200	200	200	200	200	200	1,000	Annual report	MOYA, MINICOM, BDF							
4			# of youth business start-ups benefiting from Youth investment and employment facility	Number	NA	300	500	500	1,000	1,500	1,500	3,800	Annual report	MOYA, MINICOM, MIFOTRA, BDF							

SN	Pillar	Outcome	Output	Indicator	Unit of Measurement	Baseline	Annual Targets					Total Target	Means of Verification	Responsible
							Year 24-25	Year 25-26	Year 26-27	Year 27-28	Year 28-29			
5		Youth employment through community-based approaches increased		# of youth employed through community-based approach in Agriculture	Number	NA	400	1,000	1,000	1,000	600	4,000	Annual report	MOYA, MIFOTRA-CSO, MINICOM, MINECOFIN, MIGEPROF, BDF
6				# of youth employed through community-based approach in Road maintenance	Number	NA	5,400	8,000	8,000	7,000	3,600	32,000		
7				# of youth employed through community-based approach in Water Management	Number	-	10,000	4,000	4,000			18,000		
8				# of youth employed through community-based approach in Environment	Number	-	12,000		10,000	10,000		32,000		
9				# of youth employed through community-based approach in public building maintenance works	Number	-	-	10,000	10,000	10,000		30,000		
10			Supported youth/farmers to shift from subsistence to market-oriented agriculture	# of youth/farmers employed in agriculture supported		NA	30,000	40,000	50,000	50,000	50,000	220,000	Annual report	MINAGRI, MOYA, MIFOTRA, RAB, BDF

SN	Pillar	Outcome	Output	Indicator	Unit of Measurement	Baseline	Annual Targets					Total Target	Means of Verification	Responsible
							Year 24-25	Year 25-26	Year 26-27	Year 27-28	Year 28-29			
11			Made In Rwanda product Quality and Access to information and markets for MSMEs enhanced	# of Made in Rwanda product and/or companies facilitated to get certification to access local, regional, and international markets	Number	212	60	60	60	60	300		RSB, MINICOM	
12				# of personnel certification schemes developed (construction, hospitality, healthcare, trade, Environment etc.)	Number	2		1	1	2		4		RSB, MINICOM
13			Integrated Craft Production Centers (ICPCs) modernized	Number of ICPCs modernized	Number	N/A		1	2	2	2	7	Annual report	MINICOM
14			Impact evaluation and functional analysis of the business support schemes is enhanced	# of Impact evaluations conducted on MSMEs support initiatives	Reports		1		1		1	3	Annual report	MIFOTRA, MOYA
15				# of staff capacitated in NSDEPS coordinating institutions (involved in planning, monitoring of employment initiatives)	Number	NA		25	50		55	130	Annual report	MIFOTRA, MINICOM

SN	Pillar	Outcome	Output	Indicator	Unit of Measurement	Baseline	Annual Targets					Total Target	Means of Verification	Responsible			
							Year 24-25	Year 25-26	Year 26-27	Year 27-28	Year 28-29						
Pillar 3: Job matching for sustainable employment creation																	
		Overall Pillar 3 Outcome: Improved employability skills for beneficiaries of work readiness interventions															
1		Outcome indicator 1: % TVET and HLIs graduates employed within 6 months after completing professional internship	%	60%	62%	65%	66%	70%	80%	80%	Annual Report	MINEDUC, RTB, MIFOTRA, PSF					
2		Outcome indicator 2: % of WPL beneficiaries employed within 6 months after completing the WPL	%	80%	80%	82%	85%	88%	90%	90%	Annual Report	MIFOTRA, RTB, PSF					
3		Outcome indicator 3: % of beneficiaries of Soft Skills trainings employed within 6 months after completing the training	%	NA	65%	68%	70%	72%	75%	75%	Annual Report	MIFOTRA, MINEDUC, RTB, PSF					
4		Outcome indicator 4: # of skilled jobs created in critical sectors and services including Manufacturing, Creative Industry, GBS, Aviation, Health, FinTech and ICT: Tech Start-ups (Cumulative)	Number	NA	100,000	150,000	200,000	300,000	376,900	376,900	Annual Report	MIFOTRA, MINECOFIN					
Enhanced matching of labor supply and demand for career growth and more productive workforce																	
1		Employability level for job seekers and Youth NEET improved through soft skills trainings	% of graduates using job-matching platforms	Percent	50%	50%	60%	70%	80%	80%	80%	Survey Report	MIFOTRA, MOYA, MINALOC				
2			# of job seekers successfully matched/linked with employers (by ESCs)	Number	NA	5,000	6,000	7,000	7,000	8,000	33,000	ESCs Reports	MIFOTRA, MOYA, Districts/ESCs				

SN	Pillar	Outcome	Output	Indicator	Unit of Measurement	Baseline	Annual Targets					Total Target	Means of Verification	Responsible
							Year 24-25	Year 25-26	Year 26-27	Year 27-28	Year 28-29			
3		and matching services	Youth NEET Profiling (Report)	Reports			Approved report		Approved report			2 Profiling Reports	Annual report	MIFOTRA, NISR, MOYA, MINALOC
4		Workplace Learning strengthened for employability readiness	# of interns placed (Through Professional Internship Program (NPI))	3,000 (annually)	4,000	7,000	6,000	6,000	4,000	4,000	31,000	Number (Professional Internship (NPI) System	MIFOTRA, MOYA, RDB, MINALOC	
5			# graduates placed for apprenticeship through Community-Based Internship (CBI) Approach	Number	100	300	400	500	400	400	2,000	NPI System	MIFOTRA, MOYA, MINALOC	
6		Labor market information and analysis strengthened	Labor Market Information System (LMIS) upgraded (%)	Percent		60%	80%	100%			100%	LMIS System	MIFOTRA	
7			# of Labor market analytical reports (in priority sectors) produced	Number	8		3	3	3	3	12	Annual Reports	MIFOTRA	
8			Periodic skills Inventory to provide real-time information on Rwandan available skills	Number	Skills Database		1		1		2		MIFOTRA, MINEDUC, HEC	
9			State of Skills supply and Demand report produced	Number		1		1		1	3	Report	MIFOTRA	

SN	Pillar	Outcome	Output	Indicator	Unit of Measurement	Baseline	Annual Targets					Total Target	Means of Verification	Responsible
							Year 24-25	Year 25-26	Year 26-27	Year 27-28	Year 28-29			
10				A unified database of stakeholders implementing matching interventions	Number	Kora Portal		1				1	Database	MIFOTRA
11			Employment service centers strengthened and scaled up	# of existing Public Employment Service Centers revamped and # of new PESCs established	Number	3		1 Existing PESC revamped	2 Existing PESCs revamped	2 New PESCs established	1 New PESCs established and operationalized	3 PESCs (Existing) 5 (New)	Report	MIFOTRA, MOYA, MINALOC
12				An MIS for Public Employment Service Centers (PESCs) is developed	Percent				1			1	Annual Report	MIFOTRA, MINALOC
13			Implementation of labor mobility framework strengthened to unleash employment opportunities for Rwandans	# of Skilled Rwandans in Community Aboard (RCA) matched with employment opportunities in Rwanda	Number	N/A	10	10	10	10	10	50	Framework report	MIFOTRA, MINAFFET, DGIE, MoH
14				# of interns placed abroad through labor mobility framework	Number	NA	400	500	600	800	1,000	3,300	Report	MIFOTRA, MINAFFET, MINEDUC

SN	Pillar	Outcome	Output	Indicator	Unit of Measurement	Baseline	Annual Targets					Total Target	Means of Verification	Responsible	
							Year 24-25	Year 25-26	Year 26-27	Year 27-28	Year 28-29				
15				# of Skilled Rwandans in Diaspora Community mobilized to participate in skills development programs for local professional	Number	N/A	20	20	20	30	40	130	Framework report	MIFOTRA, MINAFFET, DGIE, MoH	
16				# of agreements negotiated and signed with other countries or companies	Number	NA		3	5	4	4	15	Annual Report	MINAFFET, MIFOTRA	
Targeted employment mainstreaming in pro-employment sectors															
		Outcome: Enhanced job creation in pro-employment sectors including Environment, Agriculture and Infrastructure sectors													
1		# of expected jobs to be created in pro-employment sectors			Number		182,394	217,765	235,650	217,457	225,565	1,078,831	Report	MIFOTRA, MININFRA, MINAGRI, MoE, MINALOC, MINECOFIN	
			# of jobs created in Environment sector	Number	NA	40,260	49,500	84270	92,101	62,635	328,766	Projects Report	MoE		
			# of jobs created in Agriculture sector	Number	NA	78,577	78,606	71,369	80,725	73,350	382,627	Projects Report	MINAGRI		
			# of jobs created in Infrastructure sectors	Number	NA	63,557	73,159	88,200	75,782	66,740	367,438	Projects Report	MININFRA		

SN	Pillar	Outcome	Output	Indicator	Unit of Measurement	Baseline	Annual Targets					Total Target	Means of Verification	Responsible							
							Year 24-25	Year 25-26	Year 26-27	Year 27-28	Year 28-29										
Effective governance and coordination arrangements																					
Overall Outcome: Effective governance and institutional coordination																					
1		NEP/NESS Secretariat established and operationalized		NEP/NSDEPS SC	NA	Established and operationalized NESS secretariat					NESS secretariat operational	Reports	MIFOTRA, MINECOFIN								
Governance and management NSDEPS strengthened for improved results																					
1		NESS resource mobilization strategy developed	NESS resource mobilization strategy	Qualitative		NESS resource mobilization strategy developed	NESS resource mobilization strategy finalized				NESS resource mobilization strategy	Annual reports	MIFOTRA								
2		A dedicated M&E Unit established and operationalized	M&E Unit established and operationalized	Qualitative		Operationalized dedicated M&E unit					Operationalized M&E unit	CSO annual reports	MIFOTRA								
3		NESS M&E System upgraded	Real time dashboard for employment and job creation information	Qualitative		Dashboard developed					Real time Dashboard operational	CSO annual reports	MIFOTRA								
4			NESS M&E System upgraded	Qualitative		Upgrade NESS M&E System	Upgrade NESS M&E System				Upgraded M&E System	CSO annual reports	MIFOTRA								



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