



Republic of Rwanda
**Ministry of Trade
and Industry**

PRIVATE SECTOR DEVELOPMENT AND YOUTH EMPLOYMENT SECTOR STRATEGIC PLAN

2024 - 2029



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ACRONYMS

BLJSR	Backward-Looking Joint Sector Review
FLJSR	Forward-Looking Joint Sector Review
JSR	Joint Sector Review
CD	Capacity Development
FAO	Food and Agriculture Organization
FDI	Foreign Direct Investment
FY	Fiscal Year
GDP	Gross Domestic Product
GGCRS	Green Growth and Climate Resilience Strategy
GIZ	Deutsche Gesellschaft für Internationale Zusammenarbeit
GoR	Government of Rwanda
IFC	International Finance Corporation
ILO	International Labour Organization
ITC	International Trade Centre
MICE	Meetings, Incentives, Conferences and Events
MIFOTRA	Ministry of Public Service and Labour
MIGEPROF	Ministry of Gender and Family Promotion
MINAGRI	Ministry of Agriculture and Animal Resources
MINECOFIN	Ministry of Finance and Economic Planning
MINEDUC	Ministry of Education
MINICOM	Ministry of Trade and Industry
MININFRA	Ministry of Infrastructure
MOYA	Ministry of Youth and Arts
MiR	Made in Rwanda

ACRONYMS

MoE	Ministry of Environment
MSMEs	Micro, Small and Medium Enterprises
NAEB	National Agricultural Export Development Board
NDC	Nationally Determined Contributions
NIRDA	National Industrial Research and Development Agency
NISR	National Institute of Statistics of Rwanda
NST-1	National Strategy for Transformation 1
NST-2	National Strategy for Transformation 2
OFID	OPEC Fund for International Development
PPD	Public-Private Dialogue
PPP	Public-Private Partnership
PSDYE	Private Sector development and Youth Employment
RCB	Rwanda Convention Bureau
RDB	Rwanda Development Board
RICA	Rwanda Inspectorate Competition and Consumer Protection Authority
RMB	Rwanda Mines, Petroleum and Gas Board
RSB	Rwanda Standard Board
SDGs	Sustainable Development Goals
SSP	Sector Strategic Plan
SSWG	Sub-Sector Working Group
SWG	Sector Working Group
US \$	United States Dollars
UNCDF	United Nations Capital Development Fund
UNCTAD	United Nations Conference on Trade and Development
UNDP	United Nations Development Programme
UNIDO	United Nations Industrial Development Organization
UNV	United Nations Volunteers

EXECUTIVE SUMMARY

The Private Sector Development and Youth Employment Strategy Sector Strategic Plan (PSDYE-SSP) for 2024-2029 aims to build a competitive, resilient private sector that drives job creation and Rwanda's economic transformation. The strategy's mission is to foster a dynamic, environmentally sustainable private sector that creates meaningful employment opportunities, particularly for youth. This will be achieved by developing competitive value chains, enhancing firm productivity, and promoting innovative export ecosystems.

The PSDYE's strategic objectives are anchored in five key pillars:

- 1. Increasing Firm Productivity and Diversification:** Encouraging business innovation, reducing dependence on traditional sectors, and fostering the growth of new industries.
- 2. Development of Sustainable Value Chains:** Prioritising high-value industries and the adoption of green technologies to enhance environmental efficiency and competitiveness.
- 3. Creating a Conducive Export Ecosystem:** Strengthening logistics, regulatory frameworks, and support systems to facilitate the production and export of high-value goods and services.
- 4. Improving Quality and Safety Standards:** Raising industry standards to ensure long-term growth and sustainability, with a focus on priority and emerging sectors.
- 5. Streamlining Regulation and Access to Information:** Simplifying regulatory frameworks and improving access to information for businesses.

The PSDYE SSP (2024 - 2029) plays a vital role in advancing Rwanda's second National Strategy for Transformation (NST-2) development agenda. Key targets include creating 250,000 productive and decent jobs annually through skills development, workplace learning, and digital job-matching platforms. The strategy aims to achieve an annual industry growth rate of 10% and to double export revenues from \$3.5 billion in 2023 to \$7.3 billion by 2029, reducing import dependency. Furthermore, private sector investment is projected to increase from \$2.2 billion to \$4.6 billion by 2029, with Rwanda positioning itself as a world-class ecotourism destination to increase tourism revenues from 0.62 Billion to 1.1 billion and MICE revenues from 95 Million to 224 Million by 2029.

Aligned with the NST-2 and Vision 2050, the PSDYE SSP (2024-2029) is integral to Rwanda's ambition to become a Middle-Income Country by 2035 and a High-Income Country by 2050.

PSDYE SSP 2018-2024 Achievements

As Rwanda progresses towards its development goals, integrating sectoral priorities within the national framework is essential. This ensures alignment with strategic documents like Rwanda Vision 2050, NST-1, and sector-specific strategies such as the National Export Strategy and National Industrial Policy. Key focus areas include job creation, export revenues, mineral export, manufacturing, tourism, MICE sector, and non-traditional export. Each sector reflects Rwanda's economic dynamism and aligns with NST-1 pillars of industrialisation and enhancing high-value exports. This overview highlights sector achievements, challenges, opportunities, and priorities for sustainable growth, informing the PSDYE SSP for 2024/25 – 2028/29.

The previous PSDYE SSP achieved significant milestones:

- 🏠 **Job Creation:** a total number of 1,374,204 productive and decent jobs were created against the target of 1,500,000 (over 214,000 annually), with an overall achievement of 92%¹. This success was due to various labour market interventions, including entrepreneurship programs and skills development initiatives.
- 🏠 **Export Growth:** Despite challenges like the COVID-19 pandemic, Rwanda saw substantial growth in exports of goods and services. Export revenues from agricultural, animal, and livestock products have surpassed the NST1 target of 11.2%, averaging a growth rate of 12.8% between 2017 and 2024. Starting at US \$515 million in the fiscal year (FY) 2017/18, these revenues climbed to US \$857 million by FY2022/23. Key sectors such as tourism, MICE (Meetings, Incentives, Conferences, and Exhibitions), and mining experienced notable increases. Mineral exports have grown from US \$373.4 million in 2017 to US \$1.1 billion in 2023 against US \$1.5 billion by 2024 with the annual average growth of 25.4% over the NST1 period. Tourism revenues rebounded to US \$445 million in 2022 from US \$164 million in 2021, reaching a total of US \$620 million in 2023. The MICE revenues exceeded US \$95 million in 2023. This marks the highest earnings to date, and represents a growth of over 40% compared to the revenues of US \$64 million in 2022. The export of manufactured goods accounted for 24.3% of average growth over the 7 years of NST1. With annual performance of 6% in 2023, reaching export value of US \$371,324,757.6 in 2023.
- 🏠 **Manufacturing Sector:** The average annual growth of the Manufacturing Sector in Rwanda over the NST1 period was recorded at 10%. However, this was impacted by an anomalous year in FY2020 where growth fell to 2%. Excluding that year, the average was 11% annually. This shows that the Manufacturing sector has continued to grow.
- 🏠 **Industrial development and Made in Rwanda (MiR) Promotion:** this sector has well performed (industrial share of GDP of 22% while the target was 21.7%) in 2023, due to many incentives put in place by the government to support the sector such as “Manufacture and Build to Recover Program” (MBRP) as part of its comprehensive strategy to stimulate economic recovery. The export revenues increased from US \$1,752 million in 2019 to US \$3,538 million in 2023 against the target of US \$3,250 million. Furthermore, Kigali Special Economic Zone (KSEZ) currently has over 100 companies already set up for operations, manufacturing MiR products from locally sourced raw materials.
- 🏠 **Private Investment:** The country attracted considerable foreign direct investment (FDI), facilitated by incentives such as seven-year corporate income tax holidays for large investors, duty-free imports of machinery, and streamlined business registration processes. The FDI has seen an increase of 30% from US \$381.2 million in 2018 to US \$497.6 million in 2022. This was due mainly to key foreign investment registered recently in key sectors such as financial services sector, Accommodation and food services sector, IT and communication sector and others.

¹ NISR, Labour Force Survey Report 2023

- Entrepreneurship and MSMEs Development:** MSMEs represent over 90% of all businesses, employing more than 2.6 million people and contributing 33% to the GDP. Female ownership of individual enterprises has risen significantly, from 38% in 2017 to 50% in 2022. From 2017 to 2024, RDB - SEZ and Export Facilitation Department supported 3500 SMEs in the areas of Stands, access to finance, capacity Building and Local Market Access.
- Market access and Trade Promotion:** In the 7 year NST1, the total Merchandise exports accounted for US \$10.9 billion, with the performance of US \$2.46 billion in 2023. The key destination markets include: Middle East (Dubai), Africa - in particular DRC, Europe and North America. Main Exported goods include: Minerals, Agricultural exports, manufactured goods and Re-exports. For value chain development, horticulture, cassava, maize, milk, rishi potatoes and Rice farmers were linked to the market. In 2023, 250 farmers in horticulture along the value chain were sensitised on how to use of e-commerce; 115 farming contracts were signed and 23,500 million tonnes (MT) of cassava were processed, and at the end of the implementation, 67 Contracts were signed between cooperatives and Cassava processors, 10,288.3 MT were supplied to the processing Plants; 268 farming contracts were signed & 65,000 MT of maize processed, after the implementation 155 Contracts were signed between cooperatives and Maize processors and 85,673 MT supplied to the Maize Milling plants; 100 Contracts signed and 7,000,000 Litres of milk supplied and end results shows that 279 Contracts were signed between cooperatives and Milk processors 34,328,248 litres supplied to the Milk processing Plants.
- Quality Infrastructure development for quality and safety standards and regulations compliance enforcement:** over the last 6 years, at least 4,500 product samples were tested for products Quality testing to support and to ensure quality exports. National quality testing laboratories has been accredited against 27 parameters, 20 local testing laboratories have been designated to support quality testing services delivery countrywide (RSB, 2023). Standardisation mark (S-Mark) certified products have cumulatively increased from 513 in 2018 to 1459 by the end March 2023. Hence, 950 products have valid S-Mark by more than 200 products with Valid MiR Logo. In addition, certified systems have increased from 6 in 2018 to a cumulative of 90 certified systems in 2023. Metrology services in trade transaction, manufacturing industries, mining, medical sector, Construction and land survey, Meteorological, hydrological and air quality monitoring services, Air and road Transport sector and other sectors were improved. Increased awareness on fair competition and consumer rights matters: on average 1058 were trained and inspected annually, with a total of 3,175 traders trained and inspected in 3 years exceeding the target of 2050.

Challenges

Despite progress, the sector faced several challenges:

- Economic Shocks:** The COVID-19 pandemic significantly affected trade, investment, and employment, highlighting the need for resilience in economic planning.
- Skills Mismatch:** There remains a gap between the skills available in the labour market and the needs of the private sector, particularly in high-tech and specialised industries.
- Infrastructure Deficits:** Inadequate infrastructure, particularly in logistics and transportation, continues to hinder the efficiency and competitiveness of Rwandan businesses.

Strategic Objectives for PSDYE SSP 2024/25–2028/29

The new PSDYE SSP is structured around five strategic pillars:

- 1. Enhance the enforcement of quality and safety standards and regulations compliance regulatory Framework and Information Accessibility:** The regulatory framework will be optimised to foster business growth, innovation, and foreign investment, with a strong emphasis on promoting and ensuring quality compliance with the regulations and statutory requirements. The focus is on strengthening inspection, seed production, plant variety registration, quality of meat, animal products, construction materials, institutional and human capacity, Infrastructure, investments in farms for export, Infrastructure for climate-smart agriculture.
- 2. Promoting Competitive Value Chains:** Focused on key sectors such as agro-processing, light manufacturing, and high-value services, with targeted interventions to enhance productivity and market access. This includes improving supply chain efficiency, supporting quality standards compliance, and enhancing linkages between small and large enterprises.
- 3. Increasing Firm-Level Productivity and Diversification:** Supporting innovation, research and development, and capacity building for firms to diversify their products and enter new markets. This pillar emphasises adopting advanced technologies and fostering a culture of continuous improvement.
- 4. Implementing an Ecosystem Approach to Increase Exports:** Developing comprehensive support systems, including export finance, trade facilitation, and infrastructure development to boost exports. The approach involves creating synergies among various stakeholders, including government agencies, private sector entities, and international partners.
- 5. Streamlining Regulation and Access to Information:** Reforming regulatory frameworks to reduce the cost of doing business and improve transparency and accessibility of information for entrepreneurs. This involves digitising government services, reducing bureaucratic red tape, and providing businesses real-time access to critical information and resources.

PSDYE SSP 2024/25–2028/29 Priorities and outcomes

This section summarises the key themes, outcomes, and priority interventions for the Private Sector Development and Youth Employment (PSDYE) Sector Strategic Plan (SSP) for 2024/25–2028/29. This comprehensive plan aims to foster economic growth, enhance competitiveness, and promote inclusive development by addressing critical areas such as job creation, export revenue growth, manufacturing sector expansion, industrial development, investment promotion, entrepreneurship, market access, and quality infrastructure. Additionally, it emphasises cross-cutting themes like environmental sustainability, gender equality, and social inclusion to ensure balanced and equitable progress. The table below presents each theme's associated outcomes and briefly describes the strategic interventions to achieve these goals. A detailed description is provided in Chapter 3.2.

Summary of PSDYE SSP 2024/25 – 2028/29 Priority Outcomes and Interventions

Priorities/Theme	Outcome	Intermediate outcome/Interventions
1. Job Creation and youth employment	Increased Productive and Decent Jobs by 250,000 Annually	Mainstream skills transfer and job creation, leverage IT solutions, scale up workplace learning and TVET, enhance labour market research, and promote digital platforms for job matching in partnership with Employer and firms.
2. Export Revenues from Goods and Services	Increased export revenues from goods and services (from US \$ 3.5 billion in 2023 to US \$ 7.3 billion by 2029)	Increased export revenues from agricultural, animal & livestock product (from US \$857.2 million in 2023 to US \$1.54 billion by 2029)
		Increased value from mining export (from US \$1.1 billion in 2023 to US \$ 2.17 billion by 2029) through: value addition, provision of technology and infrastructure
		Increased Tourism Revenues (from US \$0.62 billion in 2023 to US \$1.1 billion by 2029)
		Increased MICE Revenues (from US \$95 million in 2023 to US \$224 million by 2029)
3. Manufacturing Sector Growth	Increased manufacturing sector value 13% annually	Enhanced Competitiveness and Sustainable Growth in Priority Sub-sectors
		Enhanced Local Production and increased competitiveness of local products
4. Industrial Development and Made in Rwanda Promotion	Promoted industrialization for Cumulative annual growth rate of 10% of the total value added in production and export of medium and high value good and services and decent jobs	Increased access to finance and investment for productive subsector
		Enhanced Innovation and Technology capabilities in priority industries
		Effective Development of Industrial Parks and Key Infrastructure aligned with industry needs
		Increased adoption of green technologies and practices across priority sectors
5. Investment Promotion	Increased value of FDI (from US \$496.4 million in 2022 to US \$600 million in 2029) and Private Investment as share of GDP (from US \$2.2 billion in 2023 to US \$4.6 billion Value of investment projects registered annually)	Conduct targeted investment promotion, offer investment incentives, and facilitate technology transfer and modern production technologies adoption.
6. Entrepreneurship and MSMEs Development	Created a conducive and flourishing environment for entrepreneurs and MSMEs for competitiveness	Sustained conducive ecosystem for entrepreneurship and MSME development
		Aligned MSME and entrepreneurship development with Rwanda's Development Strategies
		Sustained conducive institutional and policy environment for MSME development
		Strengthened institutional capacities and coordination mechanisms for effective performance and accountability among cooperatives

Priorities/Theme	Outcome	Intermediate outcome/Interventions
7. Market Access and Trade	Strengthened trade logistics, operationalization of cross borders markets and petroleum infrastructures	Improved access to Markets and value chain development for micro, small and large enterprises
		Increased access to market and value chains development
		Improved registration, regulation and capacity development of cooperatives
8. Quality and Standards Enforcement	Strengthened national quality infrastructure, accreditation and certification to support local and export markets compliance	Improved Quality Infrastructure development for quality, safety standards and accreditation compliance
		Improved systems certification and standards regulations compliance enforcement
		Strengthened regulatory and institutional framework to ensure fair competition and Consumer Rights Protection in business environment
Cross-Cutting Areas		
9. Gender equality and family promotion	Increased number of decent jobs created for women and youth in private sector	Strengthened women's capacity building and empowerment
		Enhanced framework for Gender Equality Competitiveness in Private Sector
		Harmonised policies, laws and regulations for the Private Sector Development (PSD) to promote Gender Equality in all PSD sector activities
10. Environment and Climate Change	Greened industrial parks and Trade	Greening special economic zones (SEZs) and Industrial Parks through increased adoption of green technologies and practices, circular economy and compliance to environment management regulations
		Develop capacity of both private and public staff in emissions trading system (ETS) and Carbons trading
		Increasing renewable energy in the generation mix, including with private sector investment
		Strengthening Cleaner Production and Climate Innovation Centre (CPCIC), capacity building for the relevant institutions to integrate climate change and green growth elements into the industrial sector.
11. Disability and social inclusion	Empowered women, youth and People with disability to develop their potential, creativity and skills as productive and dynamic members of the PSDYE	Establishment of skills incubation centres (Project development and financial literacy) for the Women, youth and People with disability
		Offer training programs tailored to women to enhance their employability and economic independence
		Put in place innovative schemes facilitating women, youth, and persons with disabilities to access finance

Priorities/Theme	Outcome	Intermediate outcome/Interventions
12. Innovation and Research & Development	Improved conducive environment for research and innovation in the private sector to enhance capacity for the development of new products, technologies, and solutions that drive economic growth and improve quality of life	Promote investment in research and development and innovations unit at firm level
		Stimulate research and development infrastructure sharing partnerships for effectiveness and efficient use of available investment
		Promote establishment of incubators and accelerators for research outputs as a strategy to restructure innovation ecosystem
		Putting in place a special status for industrial development researchers as a strategy to attract and retain high end talents

Implementation Framework

Implementing the PSDYE SSP will involve coordinated efforts from multiple stakeholders, including government ministries, development partners, the private sector, and civil society. The Joint Sector Working Group (JSWG) will oversee the execution and monitoring of the strategy, ensuring alignment with national priorities and effective resource allocation. Two technical workshops: Forward-looking joint sector review and FLJSR, BWLJSR. the FLJSR are organized in the beginning of the year and validated in quarter one. BLJSR are in quarter two, to evaluate previous achievement. Key activities under this framework include regular stakeholder consultations, capacity-building programs, and establishing robust monitoring and evaluation mechanisms to promptly track progress and address emerging challenges.

Cross-Cutting Issues

The PSDYE SSP addresses key cross-cutting areas:

- 🔗 **Gender Equality and Family Promotion:** Ensuring that all programs and interventions promote gender equality and support family well-being. This includes targeted support for women entrepreneurs and promoting gender-sensitive workplace policies.
- 🔗 **Environmental Protection and Climate Change:** Focusing on technology upgrades, innovation, and resource efficiency to mitigate environmental impact and enhance climate resilience. The strategy aligns with national and international commitments, such as the Green Growth and Climate Resilience Strategy (GGCRS) and Rwanda's Nationally Determined Contributions (NDCs) under the Paris Agreement.
- 🔗 **Disability and Social Inclusion:** Ensuring that people with disabilities and other marginalized groups are included in all support programs. This involves providing accessible facilities, offering tailored training and support, and promoting inclusive business practices.

The PSDYE SSP 2024/25–2028/29 is a critical step towards achieving Rwanda's long-term socio-economic goals. By promoting a competitive private sector, enhancing productivity and diversification, and adopting a holistic ecosystem approach, the plan aims to create a dynamic and resilient economy capable of generating sustainable employment and inclusive growth. The successful implementation of this strategy will require sustained commitment and collaboration from all stakeholders to navigate challenges and seize emerging opportunities.

1. INTRODUCTION

1.1. Context

The Government of Rwanda, through the Ministry of Trade and Industry (MINICOM) developed a five -years Private Sector Development and Youth Employment in order to implement its 5 pillars: (i) Enhance the enforcement of quality and safety standards and regulations compliance regulatory Framework and Information Accessibility, (ii) Promoting Competitive Value Chains,(iii) Increasing Firm-Level Productivity and Diversification, (iv) Implementing an Ecosystem Approach to Increase Exports and (v) Streamline regulation and access to information.

The **Private Sector Development and Youth Employment Sector Strategic Plan (PSDYE SSP) 2024-2029** provides a comprehensive framework to foster sustainable economic growth and employment in Rwanda. It builds upon previous achievements and seeks to address emerging challenges by enhancing the competitiveness of the private sector while promoting decent and inclusive employment opportunities, particularly for the youth.

Aligned with **Vision 2050** and the **National Strategy for Transformation (NST2)**, the PSDYE SSP aims to create a dynamic, innovative, and sustainable economy. The private sector remains central to driving Rwanda's transition into a knowledge-based economy, while youth employment initiatives ensure that young people actively contribute to and benefit from economic growth. The strategy focuses on enhancing the productivity of micro, small, and medium enterprises (MSMEs), fostering industrialization, boosting exports and supporting entrepreneurship development, particularly in high-potential sectors such as manufacturing, agriculture, and services.

This strategy comes at a pivotal moment when Rwanda aims to accelerate **job creation** and **industrial development**, address challenges posed by global economic dynamics, and **enhance its competitiveness in regional and international markets**

Private Sector Development and Youth Employment (PSDYE) is a broad sector, ranging from international trade negotiations and investment promotion to local entrepreneurship and skills development. The private Sector Development and Youth Employment (PSDYE) Working Group brings together public institutions, the private sector and development partners who have projects and interventions targeting private sector development and youth employment. The role of this Sector-Working Group is to engage in policy dialogue about the development of the private sector in Rwanda. This dialogue entails the implementation progress of policies, strategies and action plans. The development and the role of the private sector are at the heart of the National Strategy for Transformation (NST-2). Hence, the PSDYE sector working group provides a forum for strategic engagement, planning and review of the growth in the private sector as well as its partnership with the government for economic development.

The implementation and coordination framework for PSDYE strategy is well set up and formerly led by the Joint Sector Working Group (JSWG) as the ultimate organ for overseeing executive and results monitoring through a Forward-Looking Joint Sector Review (FLJSR) and Backward-Looking Joint Sector Review (BLJSR). The Joint Sector Reviews (JSRs) are supported by three Sub-Sector Working Groups (SSWGs) on production capability and technology; distribution, logistics and market access; and youth employment and secretariat. The framework is functional and stakeholder inclusive, and meets biannually to review sector priorities and allocation of resources through its Forward Looking (FL) and Backward Looking (BL) sector reports.

Among others, government institutions that are part of the PSDYE SWG are the Ministry of Trade and Industry (MINICOM), the Ministry of Public Service and Labour (MIFOTRA), Ministry of Youth and Arts (MOYA), Ministry of Gender and Family Promotion (MIGEPROF), Rwanda Development Board (RDB), National Industrial Research and Development Agency (NIRDA), Rwanda Cooperative Agency (RCA), Rwanda Mining Board (RMB), Rwanda Standard Board (RSB) and Rwanda Inspectorate Competition and Consumer Protection Authority (RICA), National Institute of Statistics of Rwanda (NISR), National Agricultural Export Development Board (NAEB). The Ministry of Finance and Economic Planning (MINECOFIN) coordinates planning and budgeting. The list of the Development Partners (DPs) belonging to this sector-working group may vary but as of now the DPs for PSDYE are Germany, the Netherlands, Sweden, African Development Bank, IFC, OFID, FAO, ILO, ITC, UNCDF, UNCTAD, UNDP, UNIDO, UNV and UNWOMEN. Lastly, Private Sector Federation and its Clusters notably: The Association of Manufacturers, the Cluster of Commerce and Service, the specialised Cluster of Young Entrepreneurs, Women and Persons with Disabilities.

The imperative to develop a competitive private sector remains urgent, however, and central to achieving Rwanda’s ambitious development agenda. The Second generation of PSDYE SSP for the period 2024/25–2028/29 is a crucial step in advancing Rwanda’s long-term socio-economic goals outlined in Vision 2050. This plan is designed to drive Rwanda towards achieving upper middle-income status by 2035 and, ultimately, high-income status by 2050. The PSDYE SSP aims to foster sustainable economic development by enhancing the competitiveness of the private sector, promoting industrialisation, and creating employment opportunities for the youth. It aligns with the National Strategy for Transformation (NST-2), which emphasises economic transformation, job creation, and improving the quality of life for Rwandans.

The PSDYE SSP 2024/25–2028/29 builds upon the progress and lessons learned from the previous strategic plan (2018–2024) and incorporates recommendations from its final evaluation. This evaluation highlighted the sector’s contributions to economic growth through increased production jobs and value addition by dynamic and resilient firms. The new PSDYE SSP will continue to focus on promoting competitive value chains, increasing firm-level productivity, enhancing diversification, improving the business environment, and boosting exports. Additionally, it will integrate Rwanda’s commitments under the Nationally Determined Contributions (NDCs) and the revised Green Growth and Climate Resilience Strategy (GGCRS), ensuring that climate resilience and sustainable development principles are central to private sector growth and youth employment initiatives.

The PSDYE SSP is based on extensive stakeholder engagement, including consultations with government ministries, private sector representatives, development partners, civil society organisations, and academia. This inclusive approach ensures that the strategic plan is comprehensive, addresses real issues affecting the sector, and harnesses opportunities for innovation and growth. By aligning with national and international frameworks, the PSDYE SSP 2024/25–2028/29 aims to create a conducive environment for private sector development and youth employment, ultimately contributing to Rwanda’s ambitious vision of economic transformation and high-quality living standards for all its citizens.

1.2. The Methodology

The methodology outlines the process and steps involved in the development of the PSDYE Sector Strategic Plan (SSP) for the period 2024/25–2028/29. The objective of this methodology is to ensure a comprehensive, participatory, and data-driven approach to creating a strategic plan that aligns with Rwanda’s Vision 2050, the National Strategy for Transformation (NST-2), and other national and international frameworks such as the Sustainable Development Goals (SDGs) and Rwanda’s Nationally Determined Contributions (NDCs).

1.2.1. Situational analysis

The strategy was developed through a comprehensive, data-driven approach.

- 🏠 **Situational Analysis:** A desk review of sector performance data and SWOT analysis identified key strengths, weaknesses, opportunities, and threats. Stakeholder input validated these findings.
- 🏠 **Stakeholder Engagement and Coordination:** Stakeholders, including government ministries, development partners, and private sector entities, were identified and engaged through a coordinated framework led by MINICOM. Regular consultations ensured broad participation.
- 🏠 **Priority Formulation:** Clear goals and objectives were set to drive economic growth, job creation, and sustainability. Strategic priorities focused on competitive value chains, productivity, diversification, exports, and improving the business environment.
- 🏠 **Strategic Framework Development:** A vision, mission, and strategic objectives were defined under five pillars: productivity & diversification, sustainable value chains, a conducive exports ecosystem, improved quality and safety standards and regulatory improvements. A logical framework outlined the pathway from activities to impacts.
- 🏠 **Implementation Plan:** Roles and responsibilities were clearly assigned, risks identified, and an M&E framework with SMART indicators established to track progress.
- 🏠 **Costing and Financing:** A detailed costing methodology was used, with potential funding from government, development partners, and private investments identified. Strategies for mobilising resources were also developed.
- 🏠 **Validation and Finalization:** Validation workshops gathered stakeholder feedback, and the finalised SSP was submitted for approval and disseminated for transparency.

Ultimately, the PSDYE SSP 2024-2029 aspires to position Rwanda as a regional hub for **business growth** and **job creation**, contributing to sustainable economic transformation and inclusive prosperity for all citizens

1.2.2. Stakeholder Engagement and Coordination

- 🏠 **Stakeholder Identification and Mapping were used to develop the PSDYE.** The primary stakeholders include the Ministry of Trade and Industry (MINICOM), the Ministry of Finance and Economic Planning (MINECOFIN), the PSDYE Sector Working Group (SWG), and relevant Sub-Sector Working Groups (TWGs). Secondary stakeholders encompass development partners, private sector representatives, civil society organisations, academia, research institutions, and other relevant ministries and agencies.
- 🏠 **Engagement Framework** was applied to ensure effective coordination and comprehensive stakeholder engagement, a Steering Committee led by MINICOM with representation from key stakeholders will oversee the SSP development process. Regular consultations will be conducted with stakeholders through workshops, focus group discussions, and digital platforms to gather inputs and feedback throughout the development process.

1.2.3. Priority Formulation

- 🏠 **Setting Goals and Objectives:** Clear, measurable goals and objectives for the PSDYE sector were defined to contribute to economic growth, job creation, and environmental sustainability. These goals will guide the strategic direction and ensure alignment with national development targets.
- 🏠 **Identification of Strategic Priorities was conducted.** The sector priorities were aligned with Vision 2050, NST-2, and other strategic frameworks such as the GGCRS and NDCs. The focus was on key areas including promoting competitive value chains, increasing firm-level productivity, enhancing diversification, improving the business environment, and boosting exports.

1.2.4. Strategic Framework Development

The vision and mission statements for the PSDYE sector were developed to ensure alignment with national development goals. Strategic objectives and outcomes were defined to be achieved over the SSP period, providing a clear roadmap for the sector's development. Key programmes and sub-programmes were identified and detailed under the four main pillars: promoting competitive value chains, increasing firm-level productivity and enhancing diversification, implementing an ecosystem approach to increasing exports, and streamlining regulation and access to information. A logical framework (log frame) was developed to map out the inputs, activities, outputs, outcomes, and impacts. A hierarchical results chain was created to illustrate the pathway from activities to long-term impacts, ensuring a clear connection between efforts and outcomes.

1.2.5. Implementation Plan

A Responsibility Assignment Matrix (RACI) was used to clearly define the roles and responsibilities of all stakeholders involved in the implementation of the SSP. This will ensure accountability and streamline the implementation process. Potential risks were identified, and mitigation strategies were developed to address these risks throughout the implementation period. This proactive approach will help manage uncertainties and ensure the smooth execution of the plan. A comprehensive M&E framework was developed with SMART (Specific, Measurable, Achievable, Relevant, Time-bound) indicators to track progress. Mechanisms for regular monitoring, reporting, and evaluation of the SSP implementation was established to ensure continuous improvement.

1.2.6. Costing and Financing

A detailed costing methodology for the SSP was developed to ensure alignment with guidelines from MINECOFIN. The costs associated with each programme and sub-programme were estimated to provide a clear financial plan. Potential funding sources were identified, including government budget allocations, development partner contributions, and private sector investments. Resource mobilisation strategies were developed to address financing gaps, ensuring that the necessary funds are available for successful implementation.

1.2.7. Validation and Finalization

Validation workshops with stakeholders were organised to review and finalise the draft SSP. Feedback was incorporated to ensure that the plan meets the needs and expectations of all involved parties. The final SSP was submitted to the PSDYE SWG for approval. Once approved, the plan was disseminated to PSDYE SWG stakeholders and made publicly available to ensure transparency and widespread access. This methodology ensures that the PSDYE SSP 2024/25–2028/29 is developed through a structured, inclusive, and transparent process, leading to a robust plan that supports Rwanda's long-term development goals.

2. PSDYE SECTOR SITUATIONAL ANALYSIS

2.3. Policy Context

2.3.8. National Policies and Strategies

Rwanda's policy landscape is guided by several critical national strategies and frameworks that underpin its socio-economic development. Key among these are Vision 2050, the National Strategy for Transformation (NST2), the Green Growth and Climate Resilience Strategy (GGCRS), and the Nationally Determined Contributions (NDCs).

- 🏠 **Vision 2050** sets ambitious targets for Rwanda, aiming to achieve upper-middle-income status by 2035 and high-income status by 2050. This long-term strategic plan focuses on improving living standards, modernising infrastructure, and ensuring economic prosperity through a private sector-led economy. The PSDYE SSP 2024/25–2028/29 is strategically aligned with Vision 2050 through targeted interventions that promote economic growth, enhance competitiveness, and ensure sustainable development. It is built on five broad priorities: high quality and standards of life; developing modern infrastructure and livelihoods; transformation for prosperity; values for Vision 2050; and international cooperation and positioning.
- 🏠 **The National Strategy for Transformation (NST1) 2017-2024** is pivotal in Rwanda's development agenda, setting the foundation for achieving Vision 2050. It prioritises inclusive economic growth, social transformation, and governance transformation, focusing on the private sector as the primary driver of growth. Major focuses under NST1 relevant to PSDYE include private sector growth, job creation, and infrastructure development.
- 🏠 **Rwanda's Industrial Policy for 2024-2034** is designed to accelerate structural transformation and enhance industrial capabilities, aligning with Vision 2050 and NST1. It focuses on building a competitive, export-oriented, and sustainable industrial sector that generates decent jobs and integrates into global value chains by adopting modern technologies. Key objectives include increasing productivity, boosting investment, enhancing trade participation, and improving workforce skills through training and innovation.
- 🏠 **The National Environment and Climate Change Policy (2019)** aims to ensure Rwanda has a clean and healthy environment that is resilient to climate variability and change. It promotes a green economy, enhances natural ecosystems, strengthens meteorological services, and implements climate adaptation and mitigation measures. This policy is crucial for integrating environmental sustainability into private sector development, promoting green technologies, and ensuring that economic growth aligns with environmental health.
- 🏠 **Rwanda's Green Growth and Climate Resilience Strategy (GGCRS)** aims to guide the nation towards a climate-resilient and carbon-neutral economy by 2050. Its strategic objectives include developing low-carbon energy and transport networks, promoting green industry, sustainable land use, and resilient rural livelihoods. GGCRS principles align seamlessly with Vision 2050 and NST1, emphasising sustainable economic growth and resilience, which are integral to the PSDYE SSP.
- 🏠 **Rwanda's Nationally Determined Contributions (NDCs)** reflect the country's commitment to climate action under the Paris Agreement. The updated NDC aims to reduce greenhouse gas emissions by 38% relative to a business-as-usual baseline by 2030. The PSDYE SSP supports the implementation of these contributions by fostering a green economy and sustainable industrial practices, promoting investment in sustainable infrastructure, and creating jobs in green sectors.

2.3.9. International and Regional Policies/Strategies

- 🏠 **Sustainable Development Goals (SDGs)** adopted by all UN member states in 2015 provide a framework for addressing global challenges and achieving sustainable development by 2030.
- 🏠 African Union Agenda 2063 is a strategic framework for the continent's socio-economic transformation. The plan supports high living standards (Goal 1), well-educated citizens (Goal 2), transformed economies with job creation (Goal 4), modern agriculture (Goal 5), environmentally sustainable economies (Goal 7), full gender equality (Goal 17), and engaged youth (Goal 18).
- 🏠 **Regional Economic Communities:** Rwanda's memberships in regional economic communities like the East African Community (EAC) and the Common Market for Eastern and Southern Africa (COMESA) facilitate regional integration, trade, and investment. Aligning national strategies with these frameworks ensures coherent development, economic transformation, and job creation while promoting sustainability and resilience. Key institutions like MINICOM, MINECOFIN, RDB, and CPCIC are crucial for implementing these strategies and keeping Rwanda on track to achieve its long-term vision.

2.3.10. SDYE Sector Policies

- 🏠 **Youth Employment Promotion Strategy (2023)** aims to tackle the high youth unemployment rate in Rwanda, which increased from 21% in 2017 to 27.6% in 2022. It plans to create over 3.4 million jobs in five years through labour-intensive interventions, skills development programs, and an investment facility for youth enterprises. Key interventions include Labour-Intensive Interventions, Skills Development, Youth Employment Investment Facility, and Mainstreaming Vulnerable Youth. This strategy is crucial for achieving PSDYE's goals of job creation, skill development, and fostering entrepreneurship and innovation. As of 2023, over 600,000 jobs have been created, and youth participation in vocational training programs has increased by 40%.
- 🏠 **Rwanda Downstream Petroleum Policy (November 2020)** provides a framework for managing Rwanda's downstream petroleum subsector, ensuring a reliable, cost-effective, and sustainable supply of petroleum products crucial for economic growth. It aims for a well-managed petroleum sector that contributes to national growth. The policy's focus on infrastructure, regulatory mechanisms, and environmental sustainability aligns with PSDYE's objectives of industrial growth, productivity, and green economy integration, fostering a conducive environment for private sector growth and employment. Since its implementation, the policy has resulted in a 15% reduction in petroleum-related emissions and a 20% increase in sector investments.
- 🏠 **National Export Strategy II (NES II)** aims to boost Rwanda's export performance by addressing challenges and seizing opportunities, building on NES I. It focuses on enhancing key sectors like agriculture, manufacturing, and services, improving access to international markets, and increasing the capacity of Rwandan firms. It addresses cross-cutting issues such as export finance, standards, and transport costs. NES II aligns with national and international goals, emphasising collaboration among stakeholders. It supports PSDYE's job creation objectives, firm productivity, and export growth, contributing to dynamic and resilient firms. Achievements include a 25% increase in export revenues and the successful penetration of 10 new international markets.

Table 1: Implementation of Relevant SDGs for PSDYE 2018-2024

SDG	Goal Description	Implementation Achievements (2018-2024)*
SDG 1: No Poverty	<i>End poverty in all its forms everywhere</i>	<ul style="list-style-type: none"> 🏠 Created approximately 982,880 productive jobs, achieving a 96.2% success rate against the target. 🏠 Launched various entrepreneurship programs.
SDG 5: Gender Equality	<i>Achieve gender equality and empower all women and girls</i>	<ul style="list-style-type: none"> 🏠 Promoted women in leadership roles. 🏠 Implemented training programs for women entrepreneurs.
SDG 8: Decent Work and Economic Growth	<i>Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all</i>	<ul style="list-style-type: none"> 🏠 Substantial growth in exports of goods and services. 🏠 Attracted significant foreign direct investment (FDI).
SDG 9: Industry, Innovation, and Infrastructure	<i>Build resilient infrastructure, promote inclusive and sustainable industrialisation and foster innovation</i>	<ul style="list-style-type: none"> 🏠 Established eco-industrial parks and promoted green technology. 🏠 Developed infrastructure projects in key sectors.
SDG 13: Climate Action	<i>Take urgent action to combat climate change and its impacts</i>	<ul style="list-style-type: none"> 🏠 Integrated climate resilience and low-carbon development into sector strategies. 🏠 Promoted green and circular economy principles.
SDG 17: Partnerships for the Goals	<i>Strengthen the means of implementation and revitalise the global partnership for sustainable development</i>	<ul style="list-style-type: none"> 🏠 Collaborated with various international and regional bodies to align policies. 🏠 Engaged with development partners for resource mobilisation.

*Source: LFS, 2023; NISR annual accounts, 2023; RDB annual report 2023

- Rwanda Trade Policy (2010) establishes a framework for trade development that aligns with national goals like Vision 2020 and millennium development goals (MDGs). It aims to grow sustainable, diversified products and services for local and international trade, creating jobs and improving living standards. Key objectives include increasing productivity, enhancing trade participation, attracting investment, improving human resources, and strengthening science and innovation. This policy supports PSDYE's goals of job creation, firm productivity, and market access, fostering a robust economic base and competitive value chains. The policy has resulted in a 30% increase in trade volume and a significant rise in foreign direct investment by 35% over the past decade.
- Rwanda's Strategic Plan for Agriculture Transformation phase 5 (PSTA 5) will guide Rwanda's priorities in the agricultural sector for the next five years, until 2029. The objective will be to position the agri-food sector as the key driver for achieving food sovereignty by building resilient, inclusive, and sustainable food systems in order to address key challenges including climate change, natural resource degradation, malnutrition and stunting, low yields, food losses and waste, and weak service provision for access to finance, markets and value addition, as well as a lack of investment in research, innovation, and development.

2.3.11. Made in Rwanda (MiR) Initiative

The Made in Rwanda (MIR) initiative underpins Rwanda's economic transformation and industrialisation goals. It focuses on enhancing local production, fostering competitiveness, and increasing export revenues to reduce import dependency and promote domestic industries. MIR aligns with the National Strategy for Transformation (NST1) and Vision 2050 by targeting job creation, export revenues, manufacturing development, and infrastructure quality.

MIR provides a comprehensive framework for the PSDYE SSP. By integrating MIR goals, the PSDYE SSP can target areas driving economic growth, job creation, and firm-level productivity. Key sectors such as manufacturing, SMEs, and export-oriented industries are emphasised, ensuring relevant and impactful interventions.

MIR offers a strategic blueprint for the PSDYE SSP, guiding targeted interventions to propel Rwanda towards becoming an upper-middle-income country by 2035 and a high-income country by 2050. Embedding MIR goals ensures a cohesive approach to private sector development and youth employment, fostering a dynamic and resilient economy.

The table below matches each policy and strategy objective to the corresponding Made in Rwanda (MIR) goals. This illustrates the quality and comprehensiveness of the MIR framework in aligning with national policies and strategies to drive economic growth and development.

2.3.12. Key Institutions Driving the PSDYE Sector

The institutional framework for the PSDYE sector includes multiple key players, each contributing to the sector's development and implementation of strategic initiatives.

The Private Sector Development and Youth Employment (PSDYE) Sector Working Group (SWG) at the Ministry of Trade and Industry (MINICOM) is a forum established for the better implementation of priority interventions under the Private Sector Development and Youth Employment Strategy and the National Strategy for Transformation. It aims to build synergies in policy formulation, implementation and provide a framework for dialogue, ownership and accountability of the development agenda by all stakeholders at sector level. SWG's aim is to align sector interventions with national and international development strategies, mainstream cross-cutting areas, monitor ongoing interventions and suggest corrective measures where pertinent as well as being a forum for setting the strategic agenda for the sector.

For the efficient operation of the PSDYE SWG, a secretariat has been put in place, composed by the three-sub sector working groups (SSWG) namely:

- 1. Production Capability and Technology**
- 2. Distribution Logistics and Market Access,**
- 3. Youth Employment.**
- 4. Entrepreneurship and SMEs development**

The PSDYE sector working group is chaired by the Ministry of Trade and Industry (MINICOM) and co-chaired by the Development Partner operating in Rwanda. Membership is as inclusive as possible, open to all relevant government ministries, agencies and institutions, development partners, the private sector, academia and civil society active in the sector.

The Production Capability and Technology SSWG focuses on firm capability, production cost, raw materials and value addition, standards, backward linkages, R&D and technology acquisition/machineries and access to private equity. This SSWG is chaired by the Director General of the National Industrial Research and Development Agency (NIRDA), co-chaired by Development Partner operating in Rwanda and co-chaired by the Rwanda Association of Manufacturers (RAM) at The Private Sector Federation (PSF).

The Distribution, Logistics and Market Access SSWG focuses on Certification, Cross border markets, one stop border posts, Trucking industry and Air freight, Industrial parks and SEZs, Col—transport facilities, Trade policies/strategies (Tariffs), Trade negotiations and procurement, Regional integration, Non-tariff barriers and trade facilitation, Internal market systems, Exhibitions and branding. The SSWG is chaired by the Head of Export Department at Rwanda Development Board (RDB), co-chaired by Development Partner operating in Rwanda and co-chaired by cluster of Commerce at PSF.

Figure 1: Institutional overview of the PSDYE sector

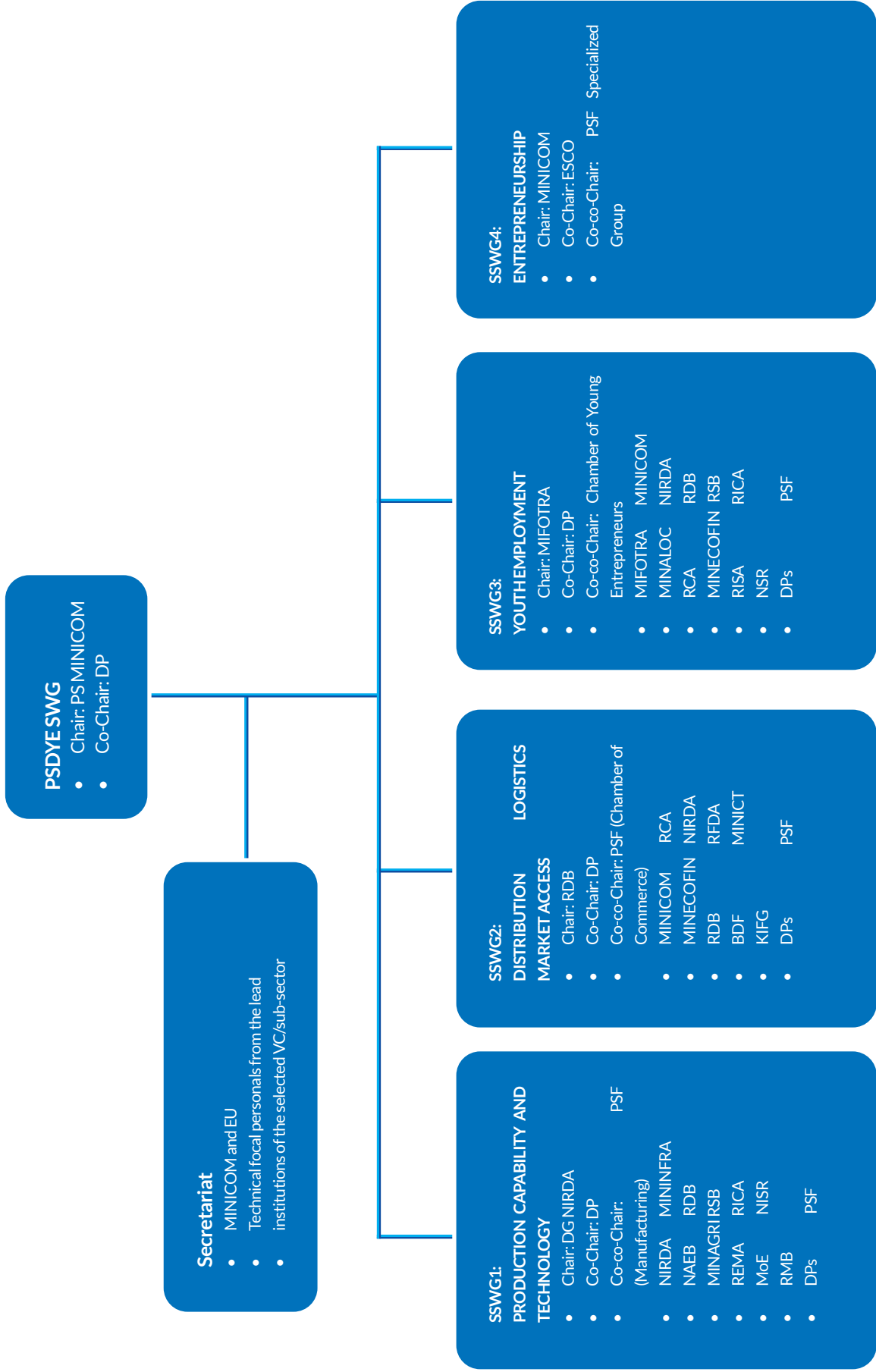


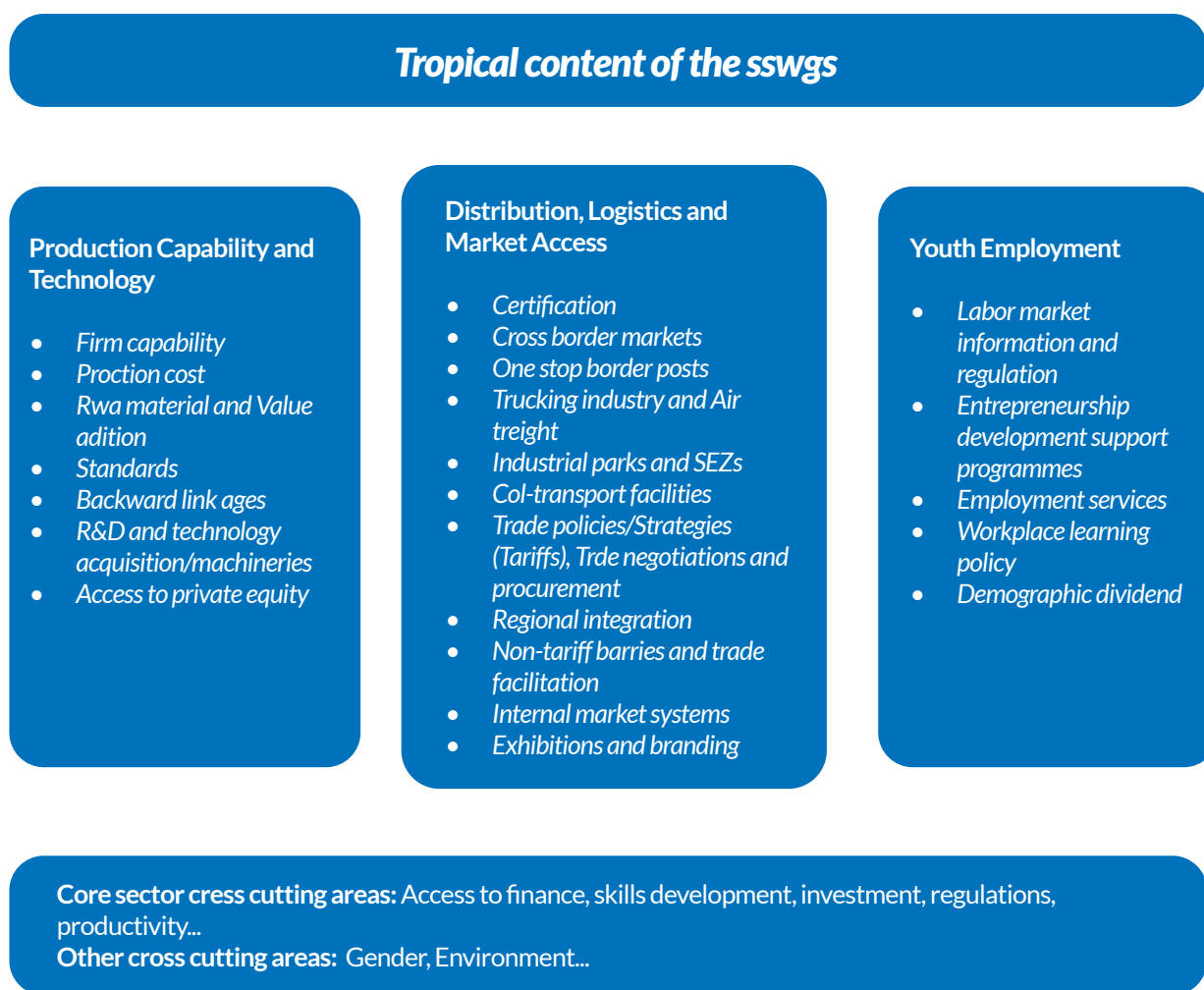
Table 2: Policy, strategy objectives and corresponding MiR goals

Policy/Strategy	Objectives	MiR Goals
Youth Employment Promotion Strategy (2023)	Create 3.4 million jobs through labour-intensive interventions, skills development, and youth enterprise investment facilities.	<ol style="list-style-type: none"> 1. Job Creation & Youth Employment; 2. SME & Entrepreneurship Including Youth
Rwanda Downstream Petroleum Policy (2020)	Ensure reliable, cost-effective, and sustainable petroleum supply; Develop petroleum infrastructure and robust regulatory mechanisms; Commit to environmental protection.	<ol style="list-style-type: none"> 1. Industry and MiR; 2. Investment Promotion; 3. Quality Infrastructure
National Export Strategy II (NES II)	Enhance performance of key export sectors; Improve access to international markets; Increase the capacity of Rwandan firms; Address export finance, standards, and transport costs.	<ol style="list-style-type: none"> 1. Export Revenues; 2. Manufacturing Sector; 3. SME & Entrepreneurship Including Youth; 4. Market Access
Rwanda Trade Policy (2010)	Increase productivity and diversify products; Enhance trade participation; Attract investment; Improve human resources; Strengthen science and innovation.	<ol style="list-style-type: none"> 1. Export Revenues; 2. Manufacturing Sector; 3. Industry and MiR; 4. Investment Promotion; 5. Market Access

The Youth Employment SSWG focuses on Labour market information and regulation, Entrepreneurship development support programmes, Employment services, Workplace learning policy and Demographic dividend. This SSWG is chaired by The Permanent Secretary at the Ministry of Public Services and Labour (MIFOTRA) and co-chaired by the Development Partner operating in Rwanda, and co-chaired by a specialised cluster of Young Entrepreneurs and people with disabilities at the Private Sector Federation.

The Entrepreneurship and SMEs Development Sub-Sector Working Group (SSWG) coordinates and oversees initiatives that promote entrepreneurship and SME growth by developing and aligning policies and strategies with national priorities like NST2 and Vision 2050. It fosters collaboration among government institutions, the private sector, development partners, and civil society while identifying and ensuring synergy in SME support initiatives and avoid support duplication. The SSWG enhances entrepreneurial skills, financial literacy, and business management through incubation, acceleration, and mentorship programs, encouraging technology adoption and innovation. It also facilitates access to finance and markets by linking SMEs with financial institutions and larger enterprises while advocating for inclusive procurement policies. Additionally, it works to improve the business environment by addressing regulatory barriers, promoting formalization, and reducing operational costs. Through monitoring and evaluation, the SSWG tracks performance, identifies challenges, and recommends improvements, ensuring SME programs effectively contribute to job creation, economic empowerment, and sustainable development. Lastly, it mobilizes resources by engaging development partners and private sector actors to secure financial and technical support for SMEs.

Figure 2: Topical content of the Sub-Sector Working Groups



This SSWG is chaired by Ministry of trade and industry-Industry and Entrepreneurship promotion department and co-chaired by the Enterprise Support Organization (ESO) operating in Rwanda, and co-co- chaired by a specialised cluster of Young Entrepreneurs and people with disabilities at the Private Sector Federation

The PSDYE secretariat conducts bi-annual Joint Sector Reviews. The Backwards Looking Joint Sector Reviews (BLJSR) are due in October and November, while the Forward-Looking Joint Sector Reviews (FLJSR) are due in May and June. PSDYE adopts a Sector Wide Approach by taking into consideration the generic terms of reference elaborated by the Ministry of Finance and Economic Planning (MINECOFIN) ahead of the Joint Sector Reviews.

2.4. Sector Status, Achievements and Challenges

The Private Sector Development and Youth Employment (PSDYE) Sector Strategic Plan (SSP) is central to Rwanda's economic transformation agenda. The PSDYE SSP 2018–2024 has been instrumental in promoting competitive value chains, increasing firm-level productivity, enhancing diversification, implementing an ecosystem approach to increasing exports, and streamlining regulation and access to information.

2.4.13. Sector Status key indicators

As Rwanda progresses towards its development goals, integrating sectoral priorities within the national framework is essential. This ensures alignment with strategic documents like Rwanda Vision 2050, NST-1, and sector-specific strategies such as the National Export Strategy and National Industrial Policy. Key focus areas include job creation, export revenues, mineral export, manufacturing, tourism, MICE sector, and non-traditional export. Each sector reflects Rwanda's economic dynamism and aligns with NST-1 pillars of industrialisation and enhancing high-value exports. This overview highlights sector achievements, challenges, opportunities, and priorities for sustainable growth, informing the PSDYE SSP for 2024/25–2028/29.

Economic Growth

Rwanda has maintained a robust economic growth rate, averaging 7.9% since 2010. This growth has been driven by strategic initiatives in private sector development and youth employment, resulting in significant contributions to job creation and economic diversification. The sustained economic growth underscores the effectiveness of Rwanda's strategic planning and policy implementation in fostering a conducive environment for private sector activities.

The comparative Real GDP growth data for Rwanda, Kenya, Tanzania, Ethiopia, and Uganda from 2021 to 2024 highlights Rwanda's strong economic performance relative to its regional peers. In 2021, Rwanda experienced the highest Real GDP growth rate at 10.9%, significantly higher than Kenya's 7.5%, Tanzania's 4.9%, Ethiopia's 5.6%, and Uganda's 5.6%. While growth rates for all countries are projected to stabilise, Rwanda's forecasted growth remains robust, with a forecast of 8.0% in 2024. The figure below provides a detailed comparison:

Figure 3: Real GDP Growth per Major East African Economies

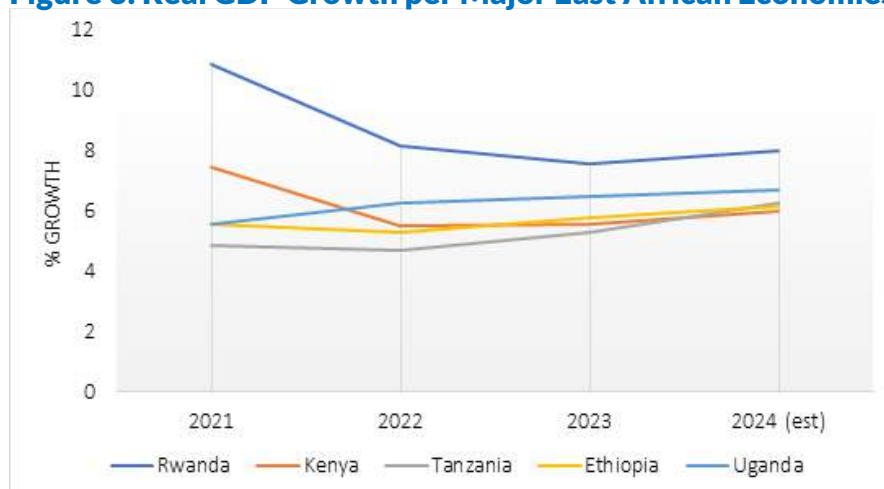


Figure 3: Real GDP Growth per Major East African Economies

Job Creation

Over the last six years, a total of 1,374,204 productive and decent jobs were created, achieving 92% of the target of 1,500,000 jobs. The annual creation of new decent and productive jobs increased from 206,190 in 2018/19 to 235,332 in 2023/24. This remarkable progress indicates substantial efforts in enhancing job opportunities, although challenges remain, particularly in reducing the youth unemployment rate, which is notably high among females and rural youth.

Export Growth

The export sector has seen impressive growth, with the annual export growth rate increasing from 7.4% in 2018/19 to 14% by 2023/24. Total export revenues surged from US \$ 1,752 million to US \$ 3.5 million during the same period. This surge reflects the sector's resilience and the successful implementation of export-oriented policies, which have significantly boosted Rwanda's trade performance and international market presence.

The table below provides a comparative analysis of Rwanda's export performance against major East African economies, highlighting areas of strength and opportunities for improvement in its export sector for the year 2023

Table 3: Export Indicators for Rwanda and Major East African Countries in 2023

Indicator	Rwanda	Kenya	Uganda	Tanzania
Export Growth (annual %)	14.0%	9.5%	7.8%	10.2%
Manufacturing Share of Exports (%)	10%	22%	8%	26%
Services Share of Exports (%)	47%	53%	52%	50%
Industry Share of GDP (%)	22%	19.5%	21%	29%
FDI as Share of GDP (%)	4.3%	6.2%	4.5%	5.3%

Source: Rwanda Statistical Yearbook 2023; Kenya National Bureau of Statistics (KNBS), Uganda Bureau of Statistics (UBOS), The Observatory of Economic Complexity (OEC), Lloyds Bank International Trade Portal

Industrial Development

The industrial sector's contribution to GDP increased from 17.6% in 2018/19 to 22% by 2023/24, reflecting the sector's significant expansion. Manufacturing exports as a share of GDP also grew from 7.6% to 10% in the same period. These gains illustrate the successful implementation of industrial policies and the emphasis on manufacturing as a key component of Rwanda's economic transformation agenda.

Private Investment

Private investment financing has shown improvement despite challenges. FDI as a share of GDP slightly decreased from 4.05% to 3.6%, while private investment as a share of GDP increased from 10.2% to 12.7%. This trend indicates a growing domestic investment climate, with private sector confidence bolstered by supportive policies and an improving business environment. The slight decrease in FDI highlights the need for continuous efforts to attract and retain foreign investment, which remains crucial for sustaining economic growth and development.

Table 4: PSDYES Indicators Status at the end of FY 2023/24

Outcome	Indicator	2018/19 Baseline	2023/ 2024 *
Increased decent and productive job creation	Number of new decent and productive jobs created per year	206,190	235,332
Accelerate growth of export of goods and services	Annual export growth rate and total export revenues	7.40%	14%
		1,752 million	2,726 million
Increase revenues from Tourism	Value of Tourism revenues	425 million	620 million
	Annual MICE revenue	55 million	95 million
Accelerate growth of mining export revenues	Value of mineral exports per annum (in US \$)	308.37 million	1,104.6 million
Accelerated industrialisation for economic transformation	Industry as a share of GDP	17,60%	22%
	Manufacturing exports as a share of GDP	7,60%	10%
Increased private investment financing	FDI as a share of GDP	4,05%	3,60%
	Private investment as share of GDP	10,20%	12,70%

* Latest available 2023 or FY 2023/ 2024 Source: PSDYE BLJSR, 2023; NISR

2.4.14. The Economic Backdrop to PSDYES

Market Access and Trade Promotion

Rwanda has made significant progress in market access and trade promotion, with merchandise exports totalling US \$ 10.9 billion over seven years, targeting markets in the Middle East, Africa, Europe, and North America. Efforts to link farmers to markets have improved value chains and trade opportunities. The “Made in Rwanda” policy boosted exports, averaging a 17% growth rate, and increased quality certifications. Rwanda’s membership in trade agreements like the EAC, AfCFTA, EU’s Everything But Arms, and AGOA has enhanced market access. Investments in infrastructure, including Bugesera International Airport and RwandAir’s fleet, aim to make Rwanda a regional trade hub. The government continues to address challenges like raw material access and high utility costs through incentives and strengthened public-private dialogue platforms.

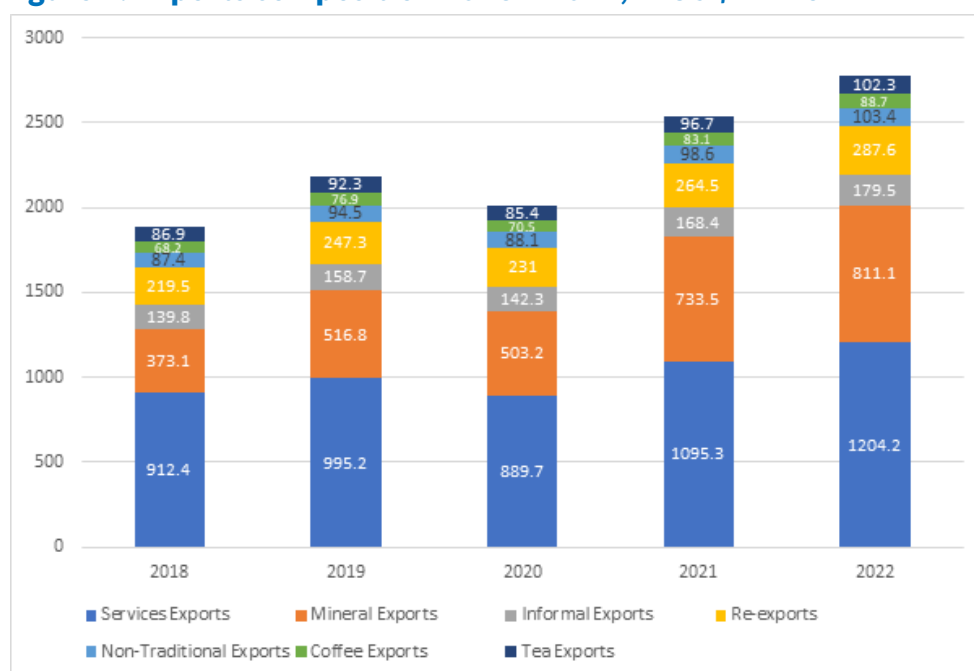
Export of Goods and Services

The export sector has experienced significant growth across multiple segments. The graph below illustrates the composition of Rwanda’s exports from 2018 to 2022, broken down into several categories: mineral exports, informal exports, re-exports, non-traditional exports, coffee exports, tea exports, and services exports.

Agricultural Exports: Revenues grew at an average annual rate of 12.8%, surpassing the NST1 target of 11.2%. Revenues reached US \$ 857 million in FY2022/23, up from US \$ 515 million in FY2017/18. Both coffee and tea exports have exhibited positive growth trends.

Coffee exports increased from US \$ 68.2 million in 2018 to US \$ 88.7 million in 2022, while tea exports rose from US \$ 86.9 million to US \$ 102.3 million over the same period. These increases underscore the importance of these traditional agricultural exports to Rwanda’s economy, supported by initiatives to improve quality and

Figure 4: Exports composition 2018 – 2022, in US \$ million



Source: NAEB, FY2022/2023; BNR, Annual Report 2022-2023; NISR, Rwanda statistical Yearbook, 2023; RMB, Mineral Traceability Report, 2022

expand market access. This impressive growth highlights the sector’s robust performance and potential for further expansion.

Informal exports have experienced steady growth, moving from US \$ 139.8 million in 2018 to US \$ 179.5 million in 2022. This gradual increase indicates ongoing informal trade activities, crucial for the livelihoods of many small traders and farmers in Rwanda. The steady rise also suggests improvements in informal market operations and better integration of informal traders into the broader economy.

Mineral Exports: Rwanda’s mineral export revenues grew from US \$ 373.4 million in 2017 to US \$ 1.1 billion in 2023, highlighting the sector’s importance. This growth was driven by boosted production from mineral value addition where currently four operational facilities are in place dedicated to this purpose: Gasabo Gold Refinery, Luna Tin Smelter, Power X, and the Ngali Mining Ltd facility which specialises in cutting and polishing gemstones. Mechanization of mining operations have also been scaled up where productive mines using modern equipment increased from 25% to 34.99%. Hence, increased mineral recovery rate. Professionalisation of mining operations positively impacted production where 100% of productive mines have mining engineers and geologists who supervise mining activities. The focus on value addition through processing plants has increased revenues and created jobs. Diversification of exports, including tin, tungsten, tantalum, and gold, mitigates market risks. International partnerships have brought expertise and capital investment, enhancing sector productivity.

Tourism: Rwanda’s tourism sector nearly doubled its revenues from US \$ 498 million in 2019 to an estimated US \$ 620 million in 2023, despite COVID-19 challenges. The growth is due to diversified tourism offerings and quality service improvements, particularly in nature-based tourism. Tourist arrivals increased from 512,000 in 2021 to an estimated 1,000,000 in 2023, showcasing effective marketing and development strategies. Investments in infrastructure, such as Kigali International Airport and high-end lodges, have enhanced Rwanda’s appeal. A comparative analysis with Mauritius shows both countries experienced fluctuations in tourist arrivals due to the pandemic but have shown recovery, with Rwanda reaching an estimated 1,000,000 arrivals in 2023.

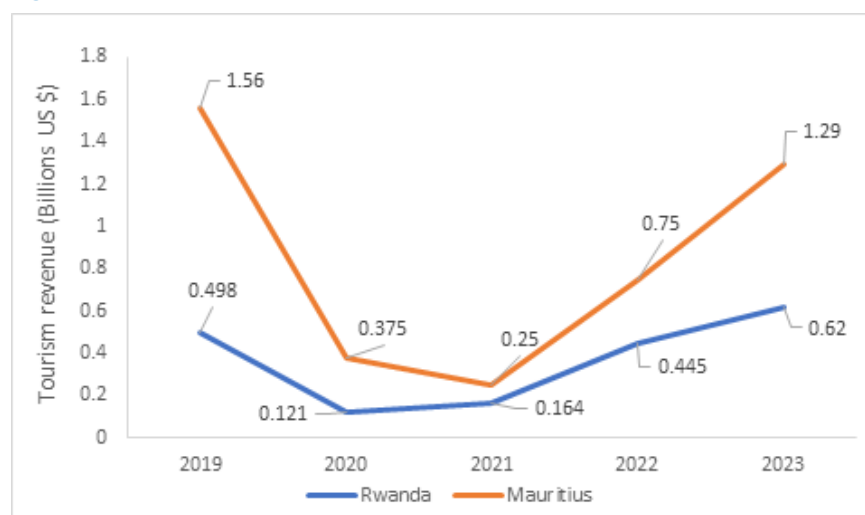
Figure 5: Tourist arrivals, 2019 – 2023



Source: World Bank, NISR, Statistics Mauritius, Tourism Review

Tourism Revenue: Rwanda’s tourism revenue showed resilience, with revenues increasing from US \$ 498 million in 2019 to US \$ 620 million in 2023, despite the pandemic’s disruption. Mauritius, with a more mature tourism sector, saw revenues drop from US \$ 1.56 billion in 2019 to US \$ 375 million in 2020, but rebounded to US \$ 1.29 billion by 2023.

Figure 6: Tourism Revenue, 2019 – 2023 in billion US \$



Source: World Bank, NISR, Statistics Mauritius, Tourism Review

Areas for further improvement in Rwanda’s tourism sector include targeting high-value markets like France, the UK, and Germany with tailored campaigns, expanding accommodation capacity and enhancing infrastructure similar to Mauritius’ well-developed facilities, establishing more direct flights to major source markets for better air connectivity, investing in hospitality training programs to improve service quality and address labour shortages, and further diversifying tourism products to include luxury, eco-tourism, and cultural tourism to attract a broader range of tourists.

MICE Sector: The Meetings, Incentives, Conferences, and Exhibitions (MICE) sector in Rwanda achieved a record revenue of US \$ 95 million in 2023, reflecting its significant potential. Strategic initiatives and investments have made Rwanda a premier destination for international conferences and events. The Kigali Convention Centre has been pivotal in attracting high-profile events. Rwanda’s strategic location, stable political environment, modern infrastructure, and proactive government policies support the MICE sector. Investments in infrastructure,

marketing, and incentives for event organisers have boosted growth. The Rwanda Convention Bureau plays a key role in attracting and supporting international events. Continued innovation and sustainability focus, including digital technologies and sustainable practices, are crucial for future growth, enhancing Rwanda’s attractiveness as a MICE destination and benefiting the local community.

Industrial Development

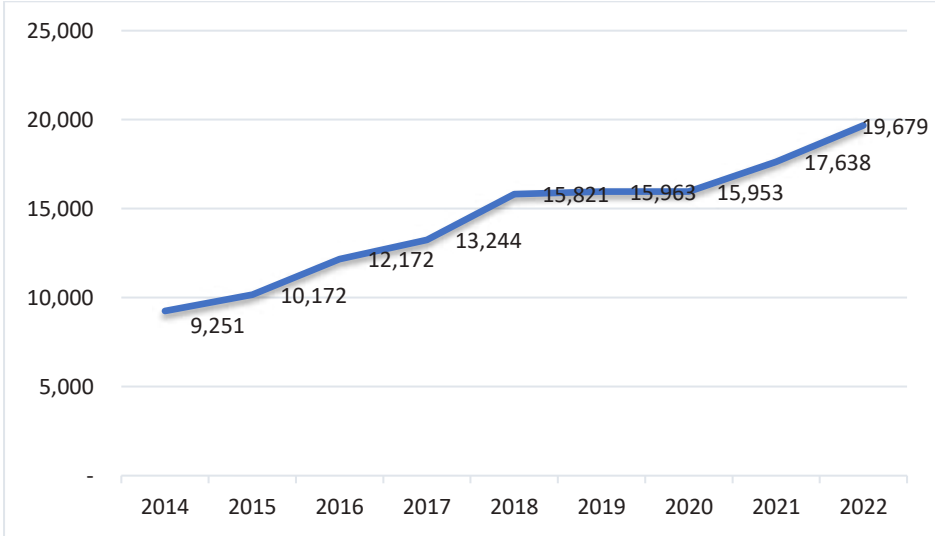
Rwanda’s industrial sector contributes about 22% to GDP, driven by strategic initiatives and policies to enhance industrial capacity, competitiveness, and local manufacturing. The Kigali Special Economic Zone (KSEZ) and other industrial parks offer incentives like tax breaks and simplified regulations, attracting investors. Infrastructure challenges are being addressed through government investments in utilities. The Manufacture and Build to Recover Program (MBRP) supports industrial growth with financial aid, access to raw materials, and modern technology adoption, creating jobs and boosting the economy. The “Made in Rwanda” initiative promotes local goods production and consumption, reduces trade deficits, and improves product quality through certification, investment incentives, market access, and workforce capacity building.

Entrepreneurship and MSMEs Development

Micro, Small, and Medium Enterprises (MSMEs) represent over 90% of all businesses. The sector has received significant support, notably increasing female ownership from 38% in 2017 to 50% in 2022. MSMEs created 942,324 jobs from 2017 to 2021, against a target of 1,071,425. This growth underscores the sector’s critical role in employment generation and economic inclusion.

From 2014 to 2022, the number of business enterprises in Rwanda’s formal sector has shown a significant upward trend. Starting from 9,251 enterprises in 2014, the number grew steadily each year, reaching 19,679 enterprises in 2022. This near doubling of formal sector enterprises over eight years highlights the growth environment fostered by Rwanda’s economic policies and business-friendly initiatives. The substantial increase in formal enterprises indicates an expanding formal economy and a shift from informal to formal business activities.

Figure 5: Number of business enterprises – Formal sector

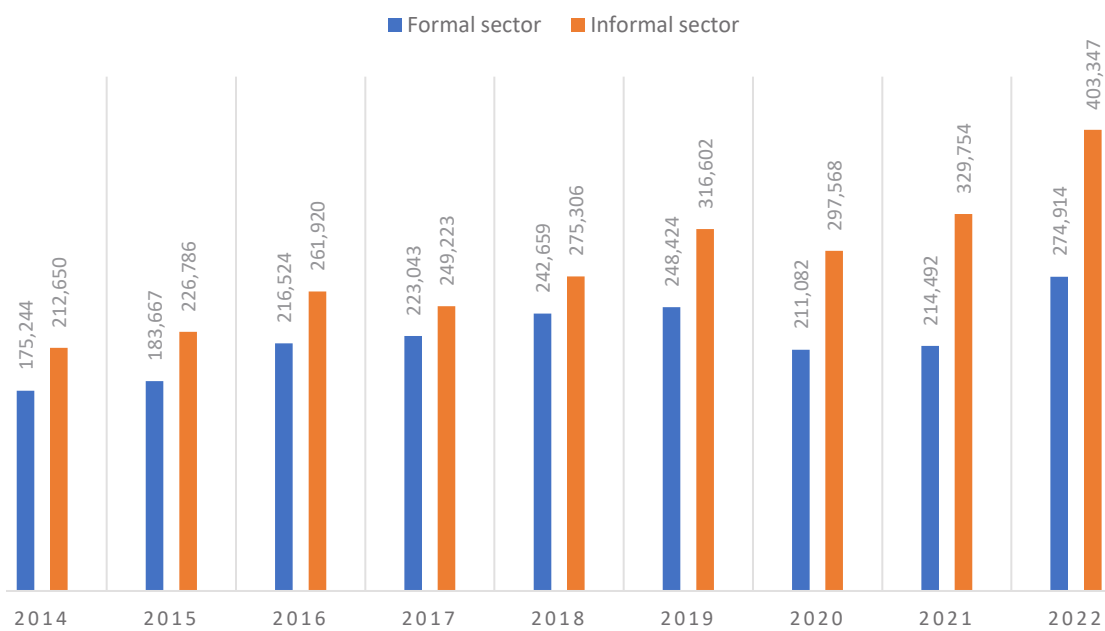


Source: Private sector Rwanda stats - IBES 2022_Tables

The number of employees in formal sector business enterprises has also grown considerably. In 2014, the formal sector employed 175,244 people. By 2022, this number had increased to 274,913.90, reflecting a significant rise in job creation within the formal sector. Despite a dip in employment numbers in 2020 due to the COVID-19 pandemic, the sector rebounded strongly, indicating resilience and recovery.

Conversely, the informal sector has consistently employed a larger number of people compared to the formal sector. In 2014, the informal sector employed 212,650 people, which grew to 403,347.4 by 2022. The steady increase in informal sector employment highlights the sector’s critical role in providing livelihoods, although it underscores the ongoing challenge of transitioning these jobs into the formal economy

Figure 6: Number of employees in business enterprises



Source: Private sector Rwanda stats - IBES 2022 Tables

Quality Infrastructure Development

Rwanda has significantly advanced its quality infrastructure, enhancing economic competitiveness and industrial growth. Over 4,500 product samples are tested annually, ensuring high standards and reducing costs for SMEs. By March 2023, 1,459 products received the S-Mark certification, systems certification, laboratory accreditation, boosting consumer confidence and market access.¹ Extensive metrology services support precision and compliance in various sectors. These initiatives align with the National Strategy for Transformation (NST1), promoting industrialisation and improving the business environment, aiming for middle-income status by 2035 and high-income by 2050.

Environmental Sustainability in Rwanda’s Industrial Sector

Rwanda has a robust policy framework for environmental sustainability, led by the Rwanda Environment Management Authority (REMA) and supported by policies like the Green Growth and Climate Resilience Strategy (GGCRS). The GGCRS was adopted in 2011² and revised in 2021 to align with Vision 2050³. The GGCRS aims at guiding the process of mainstreaming climate resilience and low-carbon development in key sectors of

¹ Rwanda Standards Board

² Republic of Rwanda, 2011. Green Growth and Climate Resilience. National Strategy for Climate Change and low carbon development.

³ Republic of Rwanda, 2021. Revised Green Growth and Climate Resilience Strategy (GGCRS).

the economy. In addition, Rwanda has established its national carbon market framework. This demonstrates the country's commitment as well as facilitates voluntary cooperative approaches and other carbon market mechanisms with each other to achieve emission reduction targets set out in our NDC. In Rwanda's updated NDC, GoR commits to reduce greenhouse gas emissions by 38% through unconditional and conditional measures in agriculture, energy, waste, and industrial processes and product use by 2023⁴. The Cleaner Production and Climate Innovation Center (CPCIC) is a merger of Rwanda Resource Efficient and Cleaner Production Center and the Climate Innovation Centre (CIC). It aims to ensure that the country meets its green growth ambitions and to deliver technical support, policy advice, technology transfer, and training that promote resource efficiency, cleaner production and climate technologies.

Rwanda Green Fund (FONERWA) finances eco-friendly projects, promoting sustainable practices in industries. Investments in renewable energy, such as solar and hydroelectric projects, provide clean power. Community engagement and mandatory Environmental Impact Assessments (EIAs) ensure industrial activities minimise environmental impact.

Promoting Gender Equality

Rwanda has made significant strides in gender equality, particularly in the economic and industrial sectors. The National Gender Policy integrates gender perspectives into economic planning. Programs like the "Women Entrepreneurs Development Program" and "Hanga Umurimo" provide women entrepreneurs training, finance, and mentorship. The Kigali Special Economic Zone (KSEZ) promotes gender equality by ensuring job opportunities for women. Despite high rankings on the Global Gender Gap Index, challenges remain in ensuring equal access to high-level positions and addressing gender-based barriers. The Gender Seal initiative is a corporate certification process that recognizes UNDP Rwanda Country Offices for their efforts and achievements in promoting gender equality and women's empowerment. It is also a tool that supports and empowers managers and staff in identifying and making changes needed to support gender equality at the workplace. The Gender Equality seal certification is led by UNDP Rwanda in collaboration with the Gender Monitoring Office and the Private Sector Federation. Additionally, the Rwanda Standards Board has launched national gender standards that institutions must fulfil to operate their businesses⁵. Currently nineteen (19) companies received awards for excelling in promoting gender equality and creating gender-responsive work environments. Seven of them have attained the gold seal certification, two awarded the silver award, and three, the bronze award. Seven of the nineteen companies have been recognised for adopting the GES processes and procedures⁶. In addition, the SheTrades Hub was established in Rwanda by the Ministry of Trade and Industry (MINICOM) in collaboration with the International Trade Centre's (ITC), and the Private Sector Federation (PSF) Women cluster of Entrepreneurs. The Hub supports Rwandan women entrepreneurs to improve their competitiveness, connect to new markets and internationalise their businesses⁷. Other program such the African Continental Free Trade Area (AfCFTA) Agreement explicitly recognises the importance of gender equality and promoter awareness and opportunities available for women.

These initiatives provide a strong foundation for the Private Sector Development and Youth Employment Sector Strategic Plan (PSDYE SSP) for 2024/25–2028/29. The sector strategic plan aims to increase and diversify production jobs and enhance value addition through dynamic and resilient firms, focusing on competitive value chains, firm-level productivity, export ecosystem enhancement, and streamlined regulation.

⁴ Republic of Rwanda, National Carbon Market Framework, 2023

⁵ UNDP, 2023. <https://www.undp.org/rwanda/blog/gold-gender-equality-seal-awarded-undp-rwanda#:~:text=The%20achievement%20of%20the%20Gold,to%20other%20organizations%20in%20Rwanda>.

⁶ RSB, Updates 2024. [https://www.rsb.gov.rw/updates/news-detail/gender-equality-standards-are-emphasized-as-19-rwandan-companies-get-awarded-gender-seal-certifications#:~:text=The%20Rwanda%20Standards%20Board%20\(RSB,in%20all%20sectors%20across%20Rwanda](https://www.rsb.gov.rw/updates/news-detail/gender-equality-standards-are-emphasized-as-19-rwandan-companies-get-awarded-gender-seal-certifications#:~:text=The%20Rwanda%20Standards%20Board%20(RSB,in%20all%20sectors%20across%20Rwanda).

⁷ MINICOM, Updates 2021. <https://www.minicom.gov.rw/news-detail/shetrades-hub-officially-launched-in-rwanda#:~:text=Updates,SheTrades%20Hub%20officially%20launched%20in%20Rwanda,of%20SheTrades%20Hub%20in%20Rwanda>.

2.4.15. Challenges in PSDYE Sector

High Levels of Cost of Capital. Interest rates across the EAC member states (Kenya, Tanzania, Uganda, Rwanda, Burundi, South Sudan, and the Democratic Republic of Congo) tend to be relatively high compared to developed markets, largely due to higher inflation rates and risk premiums associated with lending in these economies. The cost of borrowing can vary significantly, with central bank rates often above 5-10% and commercial lending rates being higher.

Table 5: Lending interest rates among EAC countries, 2023

Country	Lending Interest Rate (%)
Rwanda	18.0
Kenya	13.0
Tanzania	17.0
Uganda	20.0

Source: World Bank Open Data, 2023

Based on the data from the World Bank⁸, the table below shows the lending interest rates for commercial banks to SMEs in 2023 for the East African Community (EAC) countries.

Low Levels of Skills and Capacity Rwanda struggles with inadequate skills, particularly in green growth sectors. This skills gap deters private sector investments and leads to poorly designed projects. Only 32% of businesses find the workforce adequately skilled, highlighting the need for better skills development.

Limited Financial Products and Access to Finance The financial sector, dominated by commercial banks with high collateral requirements and interest rates, limits access to finance for SMEs and start-ups. Collateral requirements can be up to 120% of the loan amount, and only 13% of SMEs have access to formal financial services.

Infrastructure Gaps Rwanda's infrastructure gaps hinder economic transformation, with high costs for electricity, water, and internet, particularly affecting manufacturing and high-end service sectors. Transportation costs are also significantly higher than the regional average, impacting competitiveness.

Market Inefficiencies Domestic markets suffer from inefficiencies like high spatial price differentials and seasonal supply fluctuations, affecting steady supplies and productivity. Over 90% of businesses report difficulties in obtaining working capital due to these inefficiencies.

Limited Coordination and Policy Implementation Despite a strong national policy framework for green growth, coordination gaps across governance levels hinder effective private-sector finance use. Only 60% of planned green growth initiatives have been implemented due to coordination challenges.

Barriers to Innovation and Entrepreneurship Significant barriers to innovation and entrepreneurship exist, with a need for better coordination between academia and the private sector. While initiatives like Kigali Innovation City show promise, scaling these models is essential. Rwanda ranks low in financial innovation, impacting support for entrepreneurship.

⁸ World Bank Open Data. <https://data.worldbank.org/indicator/FR.INR.LEND?skipRedirection=true&view=map>

2.4.16. Lessons Learned for Design of PSDYE SSP 2024/25-2028/29

The following lessons learned from the previous PSDYE SSP implementation are crucial for informing and improving the new sector strategic plan to ensure greater success and sustainability.

Enhancing Stakeholder Ownership and Internalization A key lesson from the previous PSDYE SSP is the importance of stakeholder ownership and internalisation. Regular workshops, seminars, and forums are essential to engage stakeholders and address sector challenges. Continuous feedback from government agencies, private sector entities, civil society, and development partners ensures a more inclusive approach. Aligning the PSDYE SSP with the strategic plans and annual performance contracts (Imihigo) of implementing institutions is crucial for accountability. Increasing the active participation of the Private Sector Federation (PSF) in implementing and monitoring the PSDYE SSP and supporting capacity-building initiatives for PSF members strengthens collaboration and effectiveness.

Emphasising the Value Chain Approach as a National Program The Value Chain Approach (VCA) should be integrated into the strategic plans of key institutions to enhance value addition across various sectors. Providing targeted training and capacity-building programs on best practices, market analysis, and value-addition techniques will foster a more efficient and competitive value chain system.

Including Environmental Protection and Climate Change Priorities Aligning the PSDYE sector's strategies with environmental protection and climate change priorities is essential for sustainable growth and resilience. Investing in green technologies, such as renewable energy sources and energy-efficient machinery, and encouraging cleaner production techniques are crucial. Reviewing and strengthening environmental policies to promote sustainable practices and enhance compliance mechanisms will ensure adherence to standards. Implementing training programs on sustainable resource use and conducting public awareness campaigns will foster a culture of sustainability. Facilitating access to green financing options, such as grants and low-interest loans, and providing financial incentives for companies committed to sustainability will encourage more businesses to adopt sustainable practices. Finally, fostering partnerships between the government, private sector, NGOs, and international bodies will drive innovation and the implementation of best practices in environmental sustainability.

3. PSDYE SECTOR STRATEGIC FRAMEWORK

3.5. Mission and Objectives of the PSDYE Sector

3.5.17. Mission Statement

To drive Rwanda's economic transformation by fostering a dynamic and environmentally sustainable private sector, creating meaningful employment opportunities for youth through competitive value chains, enhanced firm productivity, and innovative, eco-friendly export ecosystems.

3.5.18. Strategic Objectives

Objective 1: Enhance the enforcement of quality and safety standards and regulations compliance regulatory Framework and Information Accessibility: The regulatory framework will be optimised to foster business growth, innovation, and foreign investment, with a strong emphasis on promoting and ensuring quality compliance of the regulations and statutory requirements. The focus is on strengthening inspection, seed production, plant variety registration, quality of meat, animal products, construction material, institutional and human capacity, Infrastructure, investments in farms for export, Infrastructure for climate-smart agriculture

Objective 2: Develop Competitive and Environmentally Sustainable Value Chains: To achieve this objective, the PSDYE sector will foster the growth of high-value and competitive value chains that leverage Rwanda's unique strengths and resources while prioritising sustainability and competitiveness. Industries will be supported in adopting green technologies and best practices to improve efficiency and environmental performance.

Objective 3: Increase Firm-Level Productivity and Encourage Diversification: The sector aims to support businesses in enhancing productivity through innovation, technology adoption, and skills development, focusing on sustainable practices. Additionally, firms will be encouraged to diversify their products and services to reduce reliance on traditional sectors, increase resilience, and minimise environmental impact.

Objective 4: Create a Conducive Ecosystem for Export Growth: To foster export growth, comprehensive support systems for exporters will be developed, including logistics, market access, and regulatory frameworks, ensuring alignment with environmental standards. Strengthening linkages between local producers and international markets will also be a priority to boost export volumes and value, emphasising eco-friendly and sustainable products.

Objective 5: Enhance Regulatory Framework and Information Accessibility: The regulatory environment will be optimised to foster business growth, innovation, and foreign investment, with a strong emphasis on promoting environmental compliance. Furthermore, access to vital information and services for businesses and entrepreneurs will be improved, ensuring transparency, efficiency, and environmental awareness.

3.6. PSDYE sector Priorities and Innovations

The PSDYE SSP represents a comprehensive, forward-looking plan that integrates economic and environmental goals. It is a blueprint for driving Rwanda's industrial and economic growth while ensuring that it is sustainable and beneficial for future generations.

What sets this strategy apart is its innovative integration of environmental objectives into private-sector development interventions. Recognising the inseparable link between economic growth and environmental sustainability, this strategy introduces pioneering approaches to ensure that private sector growth does not come at the expense of ecological integrity. By embedding green and circular economy principles across all levels of intervention, the strategy aims to enhance Rwanda's economic resilience and environmental stewardship.

Key innovations include the promotion of eco-industrial parks, incentives for green technology adoption, and comprehensive regulatory reforms to foster a business environment conducive to sustainable practices. These initiatives are designed to reduce carbon emissions, minimise waste, and optimise resource use, aligning Rwanda's private sector growth with global environmental standards and national commitments under the Rwanda Green Growth and Climate Resilience Strategy.

The strategy underscores a commitment to building dynamic, resilient, and innovative firms capable of competing in global markets while upholding environmental sustainability. It aims to transform Rwandan SMEs into champions of green growth, ensuring that economic development is inclusive, equitable, and sustainable. This forward-thinking approach positions Rwanda as a leader in integrating environmental objectives into economic planning, setting a benchmark for other nations striving for sustainable development.

3.7. PSDYE Contribution to NST 2

The PSDYE SSP for the period 2024/25–2028/29 reflects the sector's contributions towards the implementation of the forthcoming second generation of the National Strategy for Transformation (NST-2), the priorities for Vision 2050 and the alignment with other national strategic frameworks such as Rwanda's NDC and the revised GGCRS.

Rwanda aspires to become a Middle-Income Country by 2035 and a High-Income Country by 2050. The country planned to achieve this through a series of seven-year National Strategies for Transformation (NST), underpinned by sectoral strategies focused on meeting the UN's Sustainable Development Goals (SDGs). The NST-1 has laid the important foundation to lift Rwanda from a Low-Income Nation (LIC) status to an Upper Middle-Income Nation Country (MIC) by 2035 with a per capita income of US \$ 4,036 towards a High-Income Nation (HIC) by 2050 with a per capita income of US \$ 12,000⁹ - to 'achieve a high quality of life for all Rwandans'.

The priority interventions of the PSDYE 2024/25–2028/29 will accelerate a private sector-led economic growth and increased productivity, hence contributing to achieve the NST2 targets set in its Economic Transformation Pillar which aims to accelerate inclusive economic growth and development founded on the Private Sector, knowledge and Rwanda's Natural resources.

⁹ NST-1 and Vision 2050

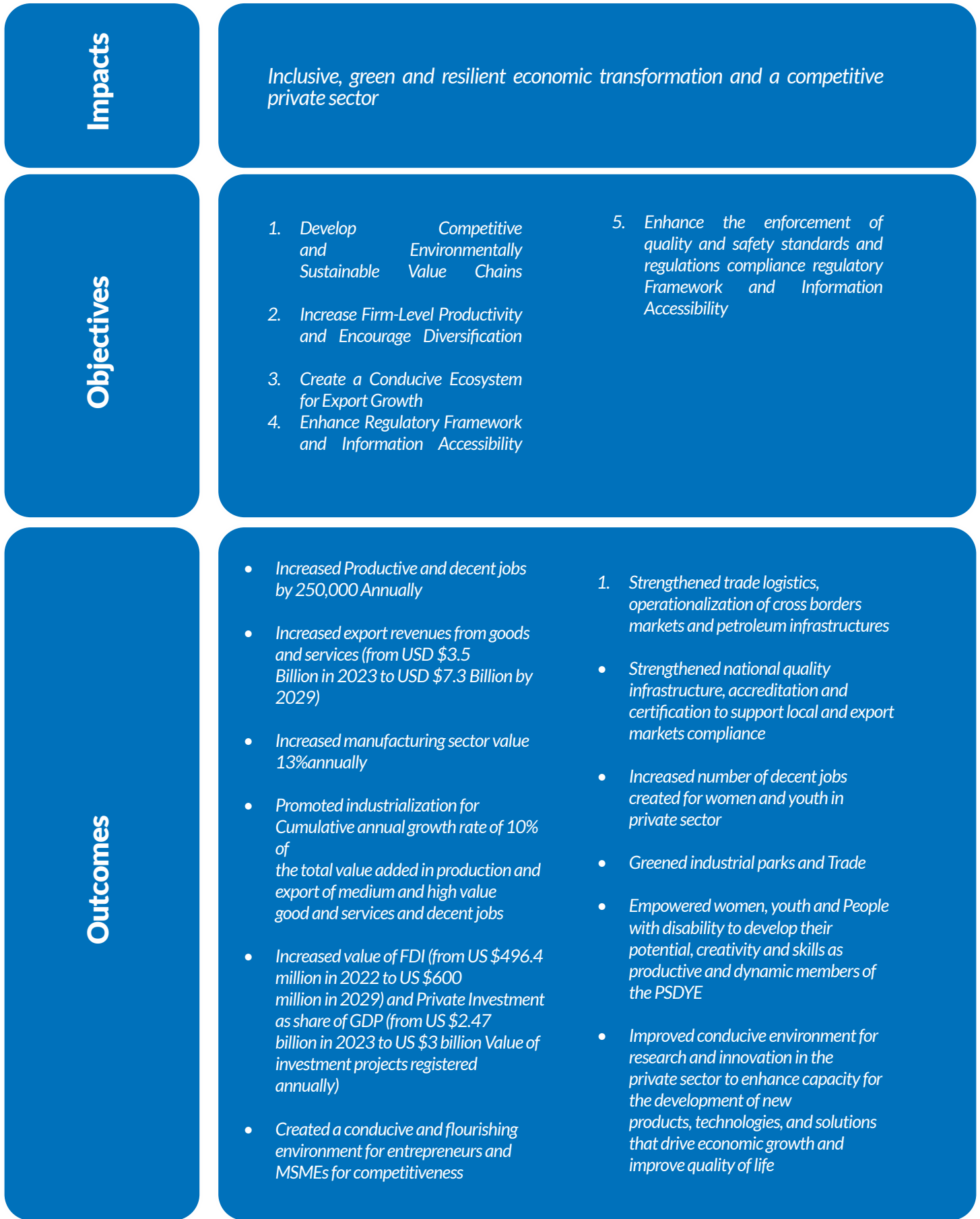
The PSDYE SSP will significantly contribute to the economic transformation pillar of NST2 by:

- ⬢ Increasing the productive and decent jobs by 250,000 annually;
- ⬢ Increasing export revenues from US \$ 3.5 billion to US \$ 7.3 billion (agricultural, animal & livestock product from 857.2 million to US \$ 1.54 billion; Mining US \$ 2.17 billion, Tourism from US \$ 0.620 billion to US \$ 1.1 billion and MICE from US \$ 95 million to US \$ 224 million);
- ⬢ Increasing manufacturing sector value by 13 % annually;
- ⬢ Promoting Industrialization for Cumulative Annual Growth Rate (CAGR) of 10% of the total value -added in the production, in the total value of exports and in the total number of decent jobs respectively;
- ⬢ Increasing value of FDI (from US \$496.4 million in 2022 to US \$600 million in 2029) and Private Investment as share of GDP (from US \$2.2 billion in 2023 to US \$ 4.6 billion Value of investment projects registered annually);
- ⬢ Creating a conducive and flourishing environment for Entrepreneurship and MSMEs for competitiveness (Through different sectors such as access to finance, improved technology, capacity building, investment marketing among others);
- ⬢ Improving access to Markets for micro, small and large enterprises by strengthening trade logistics, operationalization of Cross Borders Markets and petroleum infrastructure;
- ⬢ Improving the quality infrastructure development for quality and safety standards and regulations compliance enforcement.

3.8. Results Chain

This section outlines the PSDYE SSP 2024/25–2028/29 result chain, focusing on strategic goals and innovative interventions designed to integrate environmental objectives into private sector growth. It elaborates on eight outcomes and related outputs and interventions aimed at fostering sustainable private-sector development in Rwanda. Additionally, it also highlights the mainstreaming of cross-cutting areas including gender and family promotion; environment and climate change; disability and social inclusion as well as innovation and research and development (R&D).

Figure 9: PSDYE SSP Results Framework Summary



Intermediate Outcomes

- Increased export revenues from agricultural, animal & livestock products
- Increased the value from mining exports
- Increased Tourism Revenues
- Increased MICE Revenues
- Enhanced Competitiveness and Sustainable Growth in Priority Sub-sectors
- Enhanced Local Production and increased competitiveness of local products
- Increased access to finance and investment
- Enhanced Innovation and Technology capabilities in priority industries
- Effective Development of Industrial Parks and Key Infrastructure aligned with industry needs
- Increased adoption of green technologies and practices across priority sectors
- Sustained conducive ecosystem for entrepreneurship and MSME development
- Aligned MSME and entrepreneurship development with Rwanda's Development Strategies
- Sustained Conducive institutional and policy environment for MSME development
- Strengthened institutional capacities and coordination mechanisms for effective performance and accountability among cooperatives
- Improved access to Markets and value chain development for micro, small and large enterprises
- Improved registration, regulation and capacity development of cooperatives
- Improved Quality Infrastructure development for quality, safety standards and accreditation compliance
- Improved systems certification and standards regulations compliance enforcement
- Strengthened regulatory and institutional framework to ensure fair competition and Consumer Rights Protection in business environment
- Strengthened women's capacity building and empowerment
- Enhanced framework for Gender Equality Competitiveness in Private Sector
- Harmonized policies, laws and regulations for the Private Sector Development to promote Gender Equality in all PSD sector activities

Inputs

Financial resources
Cross-GOR coordination

Human resources in key
implementing stakeholder
institutions

These themes and related outcomes interventions are described in detail as follows:

Theme 1: Job creation and youth employment consisting of one outcome and 14 key priority interventions as follows:

Outcome 1. Increased productive and decent jobs by 250,000 annually

1. Mainstream skills transfer and job creation in flagship projects in public, private sector, and CSOs
2. Strengthen coordination, and M&E mechanisms to track the realization of job creation in both public and private sector
3. Leverage IT solutions to efficiently monitor and track job realization in both public and private sector
4. Scale up work place learning, TVET and HLIs interventions and ensure alignment with the needs of labour market
5. Enhance labour market research and analytics to inform evidence-based workforce development and employment promotion intervention
6. Support professional certification towards TVET trades in priority sectors
7. Enhance digital platforms to match job seekers with employment opportunities
8. Promote access on labour market information, employment service and career guidance
9. Scale up entrepreneurship, access to finance and business advisory services
10. Support Rwandans to benefit from both regional and global employment opportunities through support to recruiting agencies, signing bilateral agreements
11. Develop skills development and access to finance interventions targeting emerging sectors such ICT, sports, arts and entertaining, aviation, biopharma, e-mobility, BPO
12. Scale up targeted skills development, entrepreneurship and access to finance interventions for youth employment
13. Strengthen capacity building and promotion of TVET training programs with a focus on trainers and the development of demand-driven training programmes
14. Explore and promote alternative financing tools to improve credit penetration amongst youth and vulnerable groups.

Theme 2: Export revenues from goods and services

Outcome 2 Increased export revenues from goods and services (from USD \$3.5 billion in 2023 to USD \$7.3 billion by 2029) which consists of 4 intermediates outcomes and 18 priority interventions as follows:

Intermediate Outcome 2.1. Increased export revenues from agricultural, animal & livestock product (from US \$857.2 million in 2023 to US \$1.54 billion by 2029) through

1. Establish and strengthen agriculture export facilities and promote value addition
2. Collaborate with trade associations, export promotion agencies, and diplomatic missions to showcase Rwandan agricultural products and strengthen market linkages.
3. Carry out negotiations with buyers and/or other governments to improve market access and competitiveness

4. Promote cost-effective post-harvest handling and processing facilities, and its operationalization
5. Invest in technology, innovation, and product development to enhance value chains and create differentiated offerings for export markets
6. Intermediate Outcome 2.2. Increased the value from mining export (from US \$1.1 billion in 2023 to US \$1.8 billion in 2029) through: value addition, provision of technology and infrastructure: Increase export through exploration, exploitation and value addition of mineral resources with focus on environment Conduct in depth mineral exploration
7. Conduct promotion of mineral value addition and diversification focusing on strategic minerals (Smelter, Gold refinery, Tantalum refinery, lithium refinery, scale up Gemstones cutting and polishing)
8. Support Mechanization (modern equipment) and professionalization (skills) of mining operations through incentives and capacity development Conduct research and exploration to identify national oil and gas potentials
9. Rehabilitate abandoned mine / quarries sites across the country
10. Intermediate Outcome 2.3. Increased Tourism Revenues (from US \$0.62 billion in 2023 to US \$1.1 billion in 2029, through:
 11. Support Innovative tourism and conservation financing projects (Green Bonds, investment in conservation, public-private partnerships and products diversification)
 12. Position Rwanda as a world-class high-value ecotourism destination through support the development of selected eco-tourism circuits
 13. Map, develop and promote unused touristic areas (historical, religious, recreational,)
 14. Sustain and maintain wildlife resources in a healthy ecosystem that benefits a dynamic and vibrant economy for communities and the country
15. Intermediate Outcome 2.4. Increased MICE Revenues (from US \$95 million in 2023 to US \$224 million by 2029):
 16. Attract private investments for the infrastructure through focused investment attraction programmes
 17. Open up international partnerships for MICE infrastructure development towards sustainable growth of the tourism sector
 18. Engage the private sector to organize side events and develop alternative products to increase spending during key events hosted.

Theme 3: Manufacturing sector growth,

Outcome 3: Increased manufacturing sector value 13% annually consisting of 2 intermediates outcomes and 8 priority interventions as follows:

Intermediate Outcome 3.1. Enhanced Competitiveness and Sustainable Growth in Priority Sub-sectors:

1. Develop and implement tailored sub-sector development strategies for each priority sub-sector through a robust market-sounding approach and engagement with the local and international private sectors. These strategies should utilize a well-structured public-private dialogue to foster collaboration among firms and industry groups.
2. Increase availability & uptake of high-calibre Business Development Services for productive sectors and implement a certification programme for BDS providers accompanied by targeted training programs aligned with current market trends and SME needs.
3. Ensure the availability and development of key enabling services and activities necessary for the development of priority sub-sectors, such as system integration, machine maintenance & spare parts, back-office support, and marketing & distribution, especially through fostering private sector investment and effectiveness in these areas.
4. Intermediate Outcome 3.2. Enhanced Local Production and increased competitiveness of local products:
5. Increase local content in industrial production by strengthening the Supplier Development Programme based on lessons learnt from its implementation to improve the availability and quality of locally produced raw materials, component parts, services, and other intermediate inputs and deepen linkages between large value chain lead firms and local suppliers of these inputs.
6. Develop & implement the Made in Rwanda comprehensive Branding & Communication Strategy to strengthen the Made in Rwanda brand.
7. Develop a supplier linkages programme to help local firms identify and access key inputs that will reduce production cost and promote competitiveness
8. Expand and improve Rwanda's access to foreign markets through stronger participation in multilateral and bilateral trade and customs agreements. This includes advancing WTO membership, EAC Common Market Protocol implementation, Commonwealth, AfCFTA, COMESA, EU EBA/EPA, USA AGOA, and bilateral customs agreements with regional neighbour, as well as maximizing utilization of existing agreements.
9. Strengthen the quality, quantity, and reliability of locally produced raw materials that agro- and mineral downstream processing industries rely on by addressing market, coordination, and regulatory failures to enable private investment and growth in raw material production.

Theme 4: Industrial development and Made in Rwanda Promotion

Outcome 4: Promoted industrialization for Cumulative annual growth rate of 10% of the total value added in production and export of medium and high value good and services and decent jobs with 4 intermediate outcomes and 19 priority interventions as follows:

Intermediate Outcome 4.1 Increased access to finance and investment for productive subsector:

1. Provide condition-based investment incentives (financial and fiscal) where needed to address the needs of each priority sub-sector (particularly in green areas of the economy) and each step of the value chain in these sub-sectors, with due consideration given to cost-effectiveness, effective competition, and international commitments.
2. Support financial institutions, including banks, to establish concessional finance lines or credit guarantee instruments for firms in the priority sub-sectors with tailored technical assistance packages, including instruments to access machinery and means of production
3. Support the development of alternative sources of funding for priority sectors by establishing a platform through KIFC for private equity investors to identify, screen and invest in industrial companies
4. Encourage the creation (or strengthening) of private sector managed investment funds, which would provide finance to industrial firms and SMEs, with a focus on their technology upgrade. The state could play a catalytic role by participating in the capitalization of such funds.
5. Intermediate Outcome 4.2. Enhanced Innovation and Technology capabilities in priority industries:
6. Incentivize R&D and innovation and harmonize R&D funding schemes for priority sub-sectors.
7. Promote technology diffusion and collaboration between sector research institutes, universities, and local and foreign firms, including facilitating the commercialization of research products, with a focus on selected strategic value chains (such as biotechnology) and the green economy.
8. Improve Intellectual Property Rights system to encourage innovation
9. Establish Technology Transfer Offices (TTO) in universities and improve the capacity of existing ones, to effectively diffuse research and facilitate their commercialization, particularly for strategic sub-sectors that will facilitate the transition to a green economy.
10. Intermediate Outcome 4.3. Effective Development of Industrial Parks and Key Infrastructure aligned with industry needs:
11. Develop a comprehensive strategy for the development and management of industrial parks and zones that includes (i) a clear prioritization and sequencing of industrial park development, (ii) a clear framework for the coordination of industrial park development at national and district level, (iii) a clear mandate for the development and management of each action and each industrial park or zone including targeted funding source and operational model (e.g., PPP, private developers, concessions), and (iv) a robust approach for allocating the geographic locations of industrial parks, zones, and clusters according to the availability of raw materials and natural resources, labour, infrastructure, and other pertinent factors.

12. Develop priority industrial parks with due diligence done in conducting feasibility studies, prioritization, investment promotion, linkages with local industries and clear strategy for operation and management and governance framework for the parks.
13. Provide necessary incentives to attract domestic and foreign investments in priority sub-sectors
14. Develop priority infrastructure that have a high impact on the competitiveness of productive sectors, especially the priority subsectors, and expedite their development or upgrading.
15. Facilitate the establishment of new plants for manufacturing pharmaceutical products and medical equipment, electric vehicle assembly, home compostable packaging materials, glass used in construction industry, bottles used by breweries, tannery park, fabrics manufacturing and other materials used in the textile industry.
16. Intermediate Outcome 4.4. Increased adoption of green technologies and practices across priority sectors:
17. Identify green technologies that can be adopted in selected industries and invest in their adoption and development in Rwanda.
18. Incentivize the production of tradable green products and services
19. Encourage circular economy ventures such as: the conversion of food waste into carbon-negative fertilizer, sustainable packaging production, and recycling plants and explore public-private partnerships to scale such solutions.
20. Establishment of waste management infrastructure in industrial parks, zones, and clusters through the facilitation of public- private investment.
21. Promote enterprise compliance to environment management regulations by raising awareness, building capacity, ensuring regulations are clear and reasonable and strengthening enforcement in partnership with private sector associations.
22. Promote the development of sectors with high potential for adopting green practices such as textile and leather industries. These sectors also provide opportunities for strong backward linkage opportunities for cattle farmers, slaughterhouses, tanneries, and providers of packaging, labelling, transport, logistics, and other related services.

Theme 5: Investment promotion consisting of one outcome and 7 priority interventions as follows:

Outcome 5: Increased value of FDI (from US \$496.4 million in 2022 to US \$600 million in 2029) and Private Investment as share of GDP (from US \$2.47 billion in 2023 to US \$3 billion Value of investment projects registered annually) through

1. Conduct targeted investment promotion in key strategic sectors leveraging existing and emerging infrastructural projects that will enhance regional integration and decrease cost of production (Eg. Railways, oil pipelines)
2. Conduct target investment promotion with a focus on priority sectors
3. Offer investment incentives, tax breaks, customs duty exemptions, and financial incentives to domestic and foreign investors in key sectors, industries, and value chains that contribute to the production, processing, and value addition of “Made in Rwanda” products
4. Promote the export of Rwandan-made products to regional and international markets through export promotion initiatives, trade agreements, trade facilitation measures, and export financing schemes to diversify export earnings, generate foreign exchange, and enhance Rwanda’s competitiveness in global trade
5. Facilitate technology transfer, innovation, and adoption of modern production technologies, processes, and equipment among local industries to improve productivity, efficiency, and competitiveness in manufacturing “Made in Rwanda” products.
6. Strengthening Kigali as a preferred financial hub for regional and international funds
7. Positioning Rwanda as a global business services destination in Africa.

Theme 6: Entrepreneurship and MSMEs Development

Outcome 6: Created a conducive and flourishing environment for entrepreneurs and MSMEs for competitiveness consisting of 4 intermediates outcomes and 24 priority interventions as follows:

Intermediate Outcome 6.1. Sustained conducive ecosystem for entrepreneurship and MSME development:

1. Identify and support efficient business support systems (such as Entrepreneurs Support Organisation (ESOs), innovation hubs, virtual communities and business incubation centres) that support technology transfer, business development opportunities, mentorship, networking etc. Sub-interventions could include the creation of an ESO platform and other collaborative
2. Support an enabling financial environment for MSMEs by strengthening alternative and suitable financing channels and products. E.g. grants, seed funding, microloans, venture capital, angel investors, crowdfunding platforms, and government-backed loan schemes to overcome financial barriers and support business start-ups.
3. Establish and Strengthen Value Chain based MSMEs development Schemes
4. Support business processes, including automation and digitalisation
5. Encourage innovation-driven entrepreneurship by supporting research and development (R&D), access to technology infrastructure, digital tools, and innovation ecosystems
6. Support existing digital literacy programs (i.e. Digital Ambassadors Program), training

courses, and workshops to equip entrepreneurs with digital skills, online marketing strategies, e-commerce capabilities, and cybersecurity awareness to harness the opportunities of the digital economy and navigate digital transformation challenges

7. Encourage SMEs operating in related industries or sectors to form geographic or industry-specific clusters to promote collaboration, joint ventures, awareness of international market opportunities, knowledge sharing, resource pooling, and economies of scale, to be complemented with cluster-based support services
8. Intermediate Outcome 6.2. Aligned MSME and entrepreneurship development with Rwanda's Development Strategies: Improve management and governance capacities of enterprises (new and existing) through the provision of business development services geared towards efficient resources management, quality production, products development and/or improvement, and diversification.
9. Continue categorisation of cooperatives to improve the coordination of support (to add in specific examples here of different categories)
10. Promote entrepreneurship among women, youth, minorities, and marginalized groups through targeted support programs, mentorship initiatives, access to finance, and capacity-building interventions to foster economic inclusion, social mobility, and empowerment
11. Link MSMEs with appropriate export support programs (E.g. EGF).
12. Facilitate the coordination between MSME support organizations
13. Intermediate Outcome 6.3. Sustained Conducive institutional and policy environment for MSME development : Make compliance procedures more amenable for MSMEs, and other ease of doing business markers.
14. Improve on coordination of provision Support to ICPCs and artisans entrepreneurship and cooperatives by conducting needs assessments and categorizations by clusters
15. Evidence based approach provision of tax incentives for private sector development
16. Strengthen regulation around intellectual property protection
17. Strengthen government agencies, entrepreneurship development centers, industry associations, and private sector organizations to provide policy advocacy, business support services, and regulatory assistance to entrepreneurs and small and medium-sized enterprises (MSMEs).
18. Identify gaps in sector policy areas where MSME development is not embedded strengthen the embedment of MSME support systems within agricultural transformation policies, specifically agribusiness development
19. Improve the quality, availability, and accessibility of data on MSMEs to facilitate development support, and improve MSME information capacity
20. Intermediates Outcome 6.4. Strengthened institutional capacities and coordination mechanisms for effective performance and accountability among cooperatives: Strengthen capacities of the Rwanda Cooperative Agency (RCA) to enhance the performance, compliance and management of cooperatives.
21. Establish coordination mechanisms and accountability framework of cooperatives 'stakeholders.

22. Enhance research and innovation to improve the performance and sustainable management of cooperatives.
23. Upgrade of Cooperative Management Information System (CMIS) for effective coordination of cooperative performance.
24. Reinforce the compliance of Law governing cooperatives in Rwanda and other regulations

Theme 7: Market Access and Trade

Outcome 7: Strengthened trade logistics, operationalization of cross borders markets and petroleum infrastructures consisting of 3 intermediate outcomes and 10 priority interventions as follows:

Intermediate Outcome 7.1. Improved access to Markets and value chain development for micro, small and large enterprises:

1. Scale up export promotion and market access facilitation programs such as trade fairs, market intelligence, promotional activities
2. Support Micro and small enterprises to access market through creating incentives around procurement and access to marketing platforms (including e-commerce), technical support and access to e-commerce platforms
3. Support MSMEs to access to finance, start-up capital and seed funding through (e.g. SACCOs, BRD, AFR) products to business needs to foster job creation
4. Intermediate Outcome 7.2. Increased access to market and value chains development
5. Support local to access to international markets through enhancing quality and standards of locally made products.
6. Promote trade between Rwanda and other African countries leveraging opportunities offered by the African Continental Free Trade Area (AfCFTA).
7. Construct an International Exhibition center will be constructed in partnership with the private
8. Increase Strategic oil storage facilities
9. Intermediate Outcome 7.3. Improved registration, regulation and capacity development of cooperatives
10. Put in place mechanisms to recognize and increase successful cooperatives in order for them to serve as models for other cooperatives
11. Strengthen capacities of the Rwanda Cooperative Agency (RCA) to promote cooperatives and better monitor their performance
12. Support Cooperatives of special groups on effective management of cooperatives.

Theme 8: Quality and Standards enforcement

Outcome 8: Strengthened national quality infrastructure, accreditation and Certification to support local and export markets compliance consisting of 3 Intermediate outcomes and 15 priority interventions as follows:

Intermediate Outcome 8.1. Improved Quality Infrastructure development for quality, safety standards and accreditation compliance

1. Strengthen national quality infrastructure services through capacity development in standardization, upgrading national quality testing and metrology laboratories and Certification schemes and services to support export of quality products and services, de-centralization of conformity assessment services, and increase scope of accreditations by public investment, public-private partnership, and development partners.
2. Establish and support value chain based technical assistance schemes for MSMEs and large enterprises with potentials for job creation, import substitution or exports in priority value chains to access local, regional and international markets through public investments, public-private partnership and development partners
3. Establish National Quality Infrastructure (NQI) building to host standards, quality testing, metrology, certification and accreditation services to facilitate international recognitions (accreditations) needed to export conformity assessment services and ease private sector's access to those services through public investments
4. Establish and strengthen national accreditation institution to promote quality in conformity assessments and regulatory services through public investments and development partners

Intermediate Outcome 8.2. Improved systems certification and standards regulations compliance enforcement:

1. Enhance inspection and certification processes to ensure that seeds produced meet high-quality standards in terms of genetic purity, germination rates, vigor, and freedom from diseases and pests;
2. Enhance sustainable seed multiplication practices to expand market access for Rwandan seeds for import substitution and export promotion;
3. Develop and enhance priority technical regulations to facilitate effective enforcement of the standards.
4. Invest in Infrastructure for climate-smart agriculture, to help farmers adapt to climate change by conducting quality inspections on agrochemicals used in agriculture.
5. Enforce quality assurance practices to ensure products and services standards compliance.
6. Enhance the public and private partnership through inspection schemes on key priority sector.
7. To promote green economy by enforcing standards to improve the durability and sustainability of the construction sector.
8. Implement Quality Management Systems standards to ensure effective management of inspection activities to build international and regional trust and recognition of National quality inspection services
9. Increase compliance level of Services provision enterprises with applicable standards and regulations through on the strategic inspections to strengthen Services provision enterprises

such as garages, Recreation centers, car wash, weight and measures, Beauty Saloon services, Storage facilities, etc in a safe and environment that protects consumer interests, and contribute to public health, safety, and welfare

10. Intermediate outcome 8.3. Strengthened regulatory and institutional framework to ensure fair competition and Consumer Rights Protection in business environment:
11. Enhance fair competition framework through establishing/revising relevant laws and regulations and develop the capacity of competition authority to enforce regulations.
12. Establish a centralized Digital complaint-handling mechanism, Operationalization of Independent Consumer Protection Officers at the district level and Design and implement a consumer education and awareness program.

Theme 9: Gender equality and family promotion

Outcome 9: Increased number of descent jobs created for women and youth in private sector consisting of 4 outcomes and 19 priority interventions as follows:

Intermediate Outcome 9.1: Strengthened women's capacity building and empowerment

1. Increase women's meaningful participation and representation in leadership and managerial positions in private sector
2. Implement gender-responsive lending programs in private sector that provide women and youth entrepreneurs with access to affordable credit, including microloans, venture capital, and SME financing
3. Establish financial literacy and entrepreneurship training programs tailored to the needs of women and youth, covering topics such as financial management, business planning, and access to capital
4. Offer training and capacity-building initiatives focused on developing business skills, leadership abilities, and technical expertise among women entrepreneurs and business owners
5. Provide mentorship and networking opportunities that connect women entrepreneurs with experienced mentors, industry leaders, and potential partners or investors
6. Promote the adoption of technology and digital tools among women-led businesses through training programs, workshops, and awareness campaigns
7. Support initiatives that bridge the digital gender gap by providing women with access to technology infrastructure, internet connectivity, and digital literacy training
8. Facilitate access to domestic and international markets for women-owned businesses through trade promotion activities, export assistance programs, and market access initiatives
9. Encourage gender-inclusive procurement practices by government agencies and large corporations, ensuring fair and equitable opportunities for women-owned enterprises to compete for contracts and supply chain partnerships
10. Advocate for policies and regulations that promote gender equality and women's economic empowerment in the private sector, including anti-discrimination laws, gender-responsive budgeting, and supportive business environments
11. Strengthen institutional frameworks and support structures, such as women's business associations, Specialized and commerce clusters and entrepreneurship support organizations

- and provide tailored assistance and advocacy for women and youth entrepreneurs
12. Conduct gender-disaggregated data collection on job creation in private sector to better understand the challenges and opportunities facing women and youth in the private sector, informing evidence-based policies and programs
 13. Support research initiatives that examine the impact of gender disparities on business performance, innovation, and economic growth, highlighting the business case for gender equality in private sector
 14. Raise awareness about the importance of gender equality and women's economic empowerment in driving private sector development through public awareness campaigns, media outreach, and community engagement
 15. Promote positive role models and inclusive narratives through awareness to eliminate gender stereotypes and social norms that constrain women's participation in the workforce and entrepreneurship,
 16. Conduct Capacity development /Training on Gender mainstreaming, Gender Equality Seal (GES) and National Determined contribution (NDCs) on environment and Climate Change in the private sector

Intermediate Outcome 9.2: Enhanced framework for Gender Equality Competitiveness in Private Sector

1. Develop a gender mainstreaming strategy of the private sector
2. Identify incentives for private sector championing Gender Equality Seal e.g. Public procurement
3. Continuous monitoring tools with Gender – disaggregated data to ensure balanced economic development
4. Creating a supportive ecosystem to address specific barriers faced by women in business
5. Establish of PSDYE Gender Forum
6. Establish Gender Business registries/databases of MSMEs in the PSD;
7. Development of programmes on SMEs Gender Equality Business Clusters; mapping and promotion.

Intermediate outcome 9.3: Harmonized policies, laws and regulations for the Private Sector Development to promote Gender Equality in all PSD sector activities

1. Preparation of inventory of laws /regulation/policies to be amended to facilitate Gender Equality Promotion
2. Development of a Sector Gender Equality Strategy with specific focus on the identified priority Sub-sector
3. Pre-feasibility assessment studies PSDYE SSWG on gender status and document the gender gap
4. Mainstream Gender into all strategic interventions of the Private Sector Development

Theme 10: Environment and climate change consisting of 1 outcome and 6 priority interventions as follows:

Outcome 10: Greened industrial parks and Trade:

1. Greening SEZs and Industrial Parks
2. Increasing finance for technologies in industries to raise productivity
3. Greening mining sector for sustainability and responsiveness to the green economy
4. Develop capacity of both private and public staff in emissions trading system (ETS) and Carbons trading,
5. Increasing renewable energy in the generation mix, including with private sector investment
6. Strengthening CPCIC-Cleaner Production and Climate Innovation Centre, Capacity building for the relevant institutions to integrate climate change and green growth elements into the industrial sector
7. Expanding sustainable initiatives and climate resilience in regional transport networks, freight, and logistics.

Theme 11: Disability and social inclusion

Outcome 11: Empowered Women, youth and People with disability to develop their potential, creativity and skills as productive and dynamic members of the Private Sector development and youth employment

1. Establishment of skills incubation centres (Project development and financial literacy) for the Women, youth and People with disability
2. Offer training programs tailored to women to enhance their employability and economic independence
3. Put in place innovative schemes facilitating women, youth, and persons with disabilities to access finance

Theme 12: Innovation and Research & Development

Outcome 12: Improved conducive environment for research and innovation in the private sector to enhance capacity for the development of new products, technologies, and solutions that drive economic growth and improve quality of life

4. Promote investment in research and development and innovations unit at firm level
5. Stimulate research and development infrastructure sharing partnerships for effectiveness and efficient use of available investment
6. Promote establishment of incubations and accelerators for research outputs as a strategy to restructure innovation ecosystem
7. Putting in place a special status for industrial development researchers as a strategy to attract and retain high end talents.

3.9. Cross-cutting issues mainstreaming

The PSDYE SSP will mainstream mainly **four cross cutting issues** namely, gender and family promotion, Environment and climate change, social inclusion and disability, as well as innovation and R&D. In addition, other key areas including regional integration and international positioning will also be reflected. Climate targets and the implementation of Rwanda's NDC will be re-embedded across the strategy.

3.9.19. Gender and family promotion

Rwanda has recorded remarkable strides in promoting gender equality and women empowerment across different sectors. The country has experienced a significant progress toward achieving gender equality in the working place. However women's participation in Rwanda's labour market is still low, only 48.8% of women participate in the labour market, while men's participation is 65.6%. Women are mostly engaged as crop farm labourers, domestic cleaners and helpers, stall and market salespersons, and shopkeepers. The overall share of women in specialized managerial positions is 26.1%, Chief executives, senior officials and legislators account 19.3%, Administrative and commercial managers account 32.6%. The unemployment rate is higher among females (23.7%) than among males (17.9%)¹⁰. Furthermore, in Private sector, women occupy only 32% of decision-making positions, and they are also underrepresented in technical fields that pay higher wages¹¹.

A growing number of private businesses are bridging these gaps and improving their operations through their participation in the Gender Equality Seal Program. The program aims to support private sector companies to promote gender equality and accountability through their businesses. Under this strategy, women will be supported and empowered by increasing women's meaningful participation and representation in leadership and managerial positions and involving them in decision-making, planning, facilitating their access to finance to increase female owned businesses and building their capacity to enforce entrepreneurship and business development skills.

PSDYE sector strategy will ensure that gender gaps across sectors are addressed through accelerating effectiveness of gender mainstreaming, gender responsive interventions, and gender accountability in private sector and promote gender equality. The strategy will improve gender equality and equity in various sectors while increasing women's access to finance through business development services.

Gender empowerment will be achieved through various interventions such as preparation of inventory of laws/regulation/policies to be amended to facilitate gender equality, promotion, development of a sector gender equality strategy with specific focus on the identified priority sub-sector and pre-feasibility assessment studies PSDYE SSWG on gender status and document the gender gap; strengthen local women's organizations to set and carry out their own agenda for equality.

¹⁰ NISR (2022). Labour Force Survey.

¹¹ UNDP, Bridging the gender divide: Rwanda's pursuit of inclusion prosperity in the private sector. <https://www.undp.org/rwanda/blog/bridging-gender-divide-rwandas-pursuit-inclusive-prosperity-private-sector>

3.9.20. Environment and Climate change

Rwanda is highly vulnerable to climate change and relies heavily on rain-fed agriculture and hydropower for energy. The country has experienced a temperature increase of 1.4°C since 1970, higher than the global average, and can expect an increase in temperature of up to 2.5°C by the 2050s¹². Rwanda is committed to ensuring its future stability and prosperity through mainstreaming climate change into all sectors of the economy and achieve climate resilience and low carbon development¹³.

The PSDYE is vital to the economic growth of Rwanda and aligns with vision 2050 which targets to achieve a climate resilient and sustainable economy. This will require a strong commitment to green growth, productivity enhancements and green energy production. Industry and manufacturing sectors are expected to increase to 24% of GDP by 2035 and 33% of GDP by 2050¹⁴. This growth is associated with a high amount of greenhouse gas (GHG) emissions. The GHG emissions in the industrial processes and product use (IPPU) sector have gradually increased from 2006-2015 period at an annual growth rate of 8%¹⁵. In the scenario of Business as Usual (BAU) the emissions are projected to increase from 5.3 million tons of CO₂ equivalent (MtCO₂eq) in the base year (2015) to around 12.1 MtCO₂eq in 2030. With domestically supported unconditional mitigation measures, the emission will rise to around 10.2 MtCO₂eq, representing a reduction against BAU of around 16%; while with both unconditional and conditional mitigation measures, emissions are estimated to reach a total of 7.5 MtCO₂eq, equal to a reduction of 38% by 2030 against the same baseline. In this scenario, the 38% emission reduction will include 0.1 MtCO₂eq from IPPU, 2.2 MtCO₂eq from agriculture, 1.5 MtCO₂eq from energy and 0.7 MtCO₂eq from waste¹⁶.

The private sector has also been facing many environmental challenges including, low penetration of green technologies and principles of circular economy in priority sectors; low productivity and limited environmental compliance; limited access to finance and business know-how; limited access to technological information and awareness on clean technologies/climate innovations, systems and practices; limited access to technical facilities and services to design, prototype, test and demonstrate green products; and limited access to information and international networks.

The sector strategic plan's climate action focus has shifted to climate resilience and low carbon development which addresses both adaptation and mitigation, whilst focusing on supporting the sustainable economic growth and

¹² Rwanda Green Fund- FONERWA, <https://unfccc.int/climate-action/momentum-for-change/financing-for-climate-friendly-investment/rwanda-green-fund-fonerwa>

¹³ Republic of Rwanda (2011). *Green Growth and Climate Resilience – National Strategy for Climate Change and Low Carbon Development*. Kigali, October, 2011. <https://cdkn.org/wp-content/uploads/2010/12/Rwanda-Green-Growth-Strategy-FINAL1.pdf>

¹⁴ Republic of Rwanda (2023). *Green Growth and Climate Resilience strategy, Report*

¹⁵ REMA (2018). *Third National Communication Report to the United Nations Framework Convention on Climate Change*.

¹⁶ MoE (2020). *Rwanda's revised Nationally Determined Contributions – NDCs*.

poverty reduction. The PSDYE sector strategic plan has the opportunity through its sub-sector working groups to leapfrog old technologies and destructive development pathways, and build a green and resilient economy.

The key priority interventions that can help in addressing the climate change issue include enhancing agro-ecology, crop variety development, and promoting climate resilience for local and export markets; creating appropriate incentives and regulatory frameworks to attract the private sector to finance green growth; ensuring integrated planning and monitoring for sustainable land management; greening SEZs and industrial parks; increasing finance for technologies in industries to raise productivity; strengthening capacity in the industrial sector, including the Cleaner Production and Climate Innovation Centre (CPCIC); greening the mining sector to ensure sustainability and responsiveness to the green Economy; maintaining up-to-date risk assessment and vulnerability mapping for effective early warning systems; strengthening implementation of Environmental and social Impact Assessments, biodiversity and ecosystem management, pollution and waste management; and mainstreaming environment, weather and climate information as well as climate change considerations into the behaviour of industries and consumers.

These priority actions will ensure the energy security and low carbon energy supply that supports the development of green industry and services and avoids deforestation; sustainable land use and water resource management that results in food security, preservation of biodiversity and ecosystem services; and social protection and disaster risk reduction that reduces vulnerability to climate change impacts. The PSDYE sector strategic plan's climate change mitigation and adaptation measures will help to achieve many positive outcomes include but not limited to the reduced level of consumption of natural resources, reduction of the sector operational costs, reduction of energy consumption and waste generated and decrease of carbon emissions, enhancing mainstream the adoption of more resource-efficient and clean production patterns such as recycling, resource recovery, sound treatment and disposal of wastes, wastewaters and toxic and/or hazardous chemicals, adoption of green technologies investment (renewable energy use, efficient equipment and machinery, process optimization).

3.9.21. Disability and social inclusion

Studies show that persons with disabilities (PWDs) are more likely to experience adverse socio-economic outcomes including less education, less employment and higher poverty rates than persons without disabilities¹⁷.

According to the 2022 census, 3.4% of the Rwandan population aged 5 years and above have a disability. The disability classification comprised the following categories: 1) physically disabled persons; 2) sight-impaired persons; 3) deaf-and-dumb persons or persons with either of these disabilities; 4) mentally disabled persons; and 5) persons with disabilities not specified in the above categories approved by the medical committee. Rwandan policies and legislation highlight a disability rights-based agenda and a supportive policy framework on disability

¹⁷ MINALOC (2021), *National Policy of Persons with Disabilities and Four Years Strategic Plan (2021-2024)*

inclusion in education and employment. However, there are loopholes in mainstreaming disability across different sectors. The lack of accurate and reliable data has permitted the beliefs among some that the needs of PWDs have been and continue to be met to go unchallenged. PWDs experience greater exclusion from education and employment than people without disabilities. For example, among 42% of young people who are unemployed or underemployed in Rwanda, the youth with disabilities occupy a higher rate of unemployment, largely due to illiteracy (34% of PWDs have never attended school compared to only 13% of those without disabilities)¹⁸. They are also less likely to benefit from policies designed to increase youth employment, which are often inaccessible or outright discriminator. Gaps in resourcing and enforcing policy and lack of clarity and understanding on roles and accountability contribute to this exclusion.

With the PSDYE SSP, social inclusion will focus on all vulnerable groups such as PWD, people living with HIV/AIDS, youth and women, and historically marginalized groups. It is important for PWD and social inclusion to be mainstreamed across the sector's work focusing in particular on ensuring access to skills development and training opportunities and a strong commitment to providing disaggregated monitoring information.

Therefore, various interventions and action plans will be implemented including identifying social policy issues equitable public and private sectors in social investment; developing and implementing action plan and M&E framework for the implementation of the PSD Social Development frame work; establishing the Training Centre for skill development and skills incubation centres (Project development and financial literacy) for the Women, youth and PWD; opening accounts of Women, youth and PWD in SACCOs and empowering them to obtain purposive development loan; monitoring the use of purposive development loan got from SACCO; empowering women, youth and PWD by setting and placing them in internships scheme in PSD; putting in place a fund to support women, youth and PWD in internship program with Private Sector.

3.9.22. Innovation and R&D

Rwanda is making strides to become a major innovation hotspot in Africa, and pushing forward to increase the countries R&D. Innovation has also improved significantly. According to the 2022 Global Startup Ecosystem Index, Rwanda ranks eighth among start-up ecosystems across the Middle East and Africa, and fourth in Africa as a whole. The applications for local and international intellectual property increased. From 2018 to 2022, the RDB processed about 60 local patents, 22 industrial designs, 4096 trademarks and 1238 copyrights. In the same period, the processed applications for international intellectual property include 1887 patents, 182 industrial designs and 3869 trademarks. With increased efforts to promote innovation, more individuals and companies such as the Swedish investment fund Norrsken Foundation, the country will increase the number of technology start-ups and entrepreneurs. Furthermore, they will be motivated to seek intellectual property protection through innovation and technology initiatives such as Hanga Pitchfest – a platform to showcase tech entrepreneurs and celebrate innovation – or the Katapult Accelerator Program. Currently, about 15 fintech startups graduated from the Google Fintech Incubation Program, and 6 Rwandan startups were selected for the Google for Startups Black Founders Fund.

Rwanda seeks to enhance regional infrastructure, strengthen coordination at the regional and national levels, and promote research and innovation to build circular economies. Gross domestic expenditure on R&D (GERD) has seen a slight increase from 44 billion RWF in 2015/16 to 70 billion RWF in 2018/19, corresponding to a share of

¹⁸ NISR (2022). Fifth Population and Housing Census. <https://statistics.gov.rw/publication/1989>

GDP of 0.66% to 0.69%, respectively. Furthermore, the General Expenditures on Research and Development as share of GDP reached 0.79% in 2022, the Innovation index was 18.7, and High tech exports accounted 4.78% of manufactured exports, while the R&D Patent application by resident was 14 in 2021. However, Rwanda still ranks much lower in terms of researcher headcounts, with a score of only 152 researchers per 1 million inhabitants. Females accounted for only 35.73% of all the R&D personnel. The R&D expenditure as a share of GDP of about 0.69%, is also considerably lower than the recommended 1%¹⁹. The R&D area faces other many challenges including insufficiency in R&D financing, lack of policies that encourage R&D activities in domestic companies. Meanwhile, higher learning institutions don't have an R&D dedicated budget and mostly rely on foreign funding and donations.

The GoR established the National Research and Innovation Fund (NRIF) as research scheme to provide competitive funding opportunities towards fostering research uptake and to support research activities that address societal and industry needs. However, Public-Private sector collaboration needs to be strengthened in order to take advantage of the country's researcher base in a way that stimulates business R&D investment.

More efforts still need to be put in place to boost the number of qualified female researches in all sectors, to continue increasing the overall GERD to meet the target R&D intensity of the recommended 1% of GDP, and to increase academia-industry collaboration for the uptake and performance of collaborative R&D projects within the business sector. This will be achieved through the following key priority interventions: increase human capital and research outputs; establish special funding schemes attracting women to increase the number of women involved in R&D activities; increase the R&D financing to reach the target GERD of 1% of GDP as recommended by the African Union; sensitize businesses to develop and implement R&D strategy and invest in R&D projects to boost business innovations.

3.9.23. Regional integration and international positioning

Much of Rwanda's trade policy in recent years has focused on expanding market access for Rwandan producers, for which regional integration is an important tool through trade facilitation, regulatory harmonization, cross border infrastructure projects and process and product harmonization across the region to bring down the cost of trade and eliminate non-tariff barriers (NTBs).

Rwanda has access to African and global markets through robust free trade agreements, namely, Common Market for Eastern and Southern Africa (COMESA) with a market of 492M, East African Community (EAC) with a market of over 185M, Tripartite Free Trade Area Agreement (COMESA EAC SADC) with a market of 600M, Continental Free Trade Agreement (CFTA), Cotonou Agreement established with the EU through Everything but Arms (EBA) and conclusion of EPA, World Trade Organization (WTO) Declarations. Rwanda has preferential access to several international markets through the WTO's special and differential treatment provisions. The country has also access to preferential bilateral trade offers with other countries such as China, India, Korea, Japan, and Switzerland.

The EAC is often praised as an internationally good example of the potential benefits of regional integration and international positioning (RIIP), allowing free movement of goods, people and capital for shared prosperity. Through Green Industrialization and Trade consolidates programmes which focus on energy and infrastructure systems and promote green industry and increase connectivity for regional and global trade.

¹⁹ NCST (2021). Rwanda National Research and Experimental Development Survey

4. IMPLEMENTATION OF THE PSDYE SSP

4.10. Background

Private Sector Development and Youth Employment (PSDYE) is a broad sector. There are a range of actors and policies that the PSDYES needs to take into account. The most important stakeholder of course is the private sector itself, being the engine of growth to drive Rwanda towards middle-income status and beyond.

For the PSDYE, institutional coordination and joint implementation are critical to achieve high results. Ensuring broad political and institutional consensus and coordination will therefore be the most crucial success factor for achieving the objectives, outcomes and targets.

At the national level, the PSDYE SWG will be the primary forum for coordination and information sharing and MINICOM as the Chair remains the overall coordinator of the strategy's implementation. SWG meetings are held bi-annually in conjunction with sector JSRs, where stakeholders are updated on progress, priorities are selected for current action plans and stakeholders update each other on new policy and programme developments.

Technical SSWGs are held quarterly where challenges in implementation are discussed and addressed, drawing together the entirety of the stakeholders, including the private sector at a technical level. Additionally, **the Industrial Development and Exports Council (IDEC)**, an intra-GoR forum for coordination on specifically exports and industry, meets on a quarterly basis, and the bi-annual **SME Forums** bring together SMEs in particular clusters to discuss issues specific to the smaller end of the firm size distribution. For trade-in services and general backbone service productivity enhancement, the key technical forum will be **the Professional Services Forum**.

National Employment Programme (NEP) National Steering Committee constituted by lead institutions of NEP Pillars with core responsibilities to provide overall leadership of NEP coordination and address institutional challenges that may arise on the course of implementation by ensuring the NEP is implemented and developing in accordance with National policies and development goals. The forum provides overall guidance and orientation on key priorities of the program; it receives and approves progress reports on a quarterly, and annual basis, and assessments and provides recommendations and feedback for policy and program adjustment towards effective implementations and considers the final NEP implementation plans and budget.



4.11. Roles and responsibilities of various stakeholders and institutional coordination mechanisms

The roles and responsibilities of these institutions are outlined below:

Ministry of Trade and Industry (MINICOM): Leads the development and implementation of policies to enhance industrial growth and trade, promoting competitive value chains, increasing firm-level productivity, and overseeing the regulatory framework.

Affiliated Agencies of MINICOM are as followed:

National Industrial Research and Development Agency (NIRDA)

The National Industrial Research and Development Agency (NIRDA) is a government institution under the Ministry of Trade and Industry (MINICOM) with a mission of enabling a generation of industrial innovators to become competitive through technology monitoring, acquisition, development, commercialization and transfer, Applied Research and Development and Foresight Incubation.

NIRDA is a service institution that supports firm-level competitiveness through the provision of cutting-edge technologies, technical, business management coaching, product development and quality testing to comply with a product and/or system standards to unlock quality compliance and competitiveness.

Rwanda Standard Board (RSB)

In the present environment of increased globalization, empirical evidence suggests that standardization and its conformity assessment companions have a very important role to play in technological progress, health, safety, environmental protection, quality promotion, productivity and trade promotion. It is where originated the initiative of the Rwandan Government to establish Quality Infrastructures in the vision of supporting the achievement of the set strategic development goals and among others the Rwandan Quality Infrastructure. Rwanda Standards Board is a Government institution that was created in 2002 with the overall mission of providing standards based solutions for trade promotion and consumer protection.

- 🏠 RSB Vision: To be a highly reputed party in providing internationally recognized customer-suited standardization, metrology and conformity assessment services.
- 🏠 RSB Mission: To provide quality and affordable standardization, metrology, quality testing and certification services for sustainable socio-economic development.
- 🏠 The following are the core responsibilities of RSB as defined by the GoR:
- 🏠 Establishment and publication national standards;
- 🏠 To provide products and quality service certifications and monitor conformity for issued certifications.
- 🏠 To provide legal, scientific and industrial metrology services.
- 🏠 To drive the effective implementation of the Made in Rwanda Policy and Management of Made in Rwanda Logo,

- ⬢ To carry out research in the areas of standards and metrology for the setting up of measurement standards and reference materials in the field of chemical metrology.
- ⬢ To establish laboratories capable of conducting tests and offering testing services,
- ⬢ Disseminating information on standards, technical regulations relating to standards and conformity assessment.
- ⬢ To raise awareness and promote the importance of standards and quality service as tools to improve market access, technology transfer and sustainable development.
- ⬢ To participate in monitoring standardization at national, regional and international level;
- ⬢ To participate in putting in place technical regulations relating to standards.
- ⬢ To represent the country at the regional and international standardization organizations.
- ⬢ To act as reference laboratory in the quality compliance.
- ⬢ To carry out measurement and comparison of proficiency with same level regional and international institutions.
- ⬢ To organize training programme in standardization, metrology and conformity assessment.
- ⬢ To advise the Government on defining, devising and implementing the standardization policy.
- ⬢ To establish and develop relations and collaboration with other institutions at national, regional and international levels with similar mandate, whether public or private.

Rwanda Cooperative Agency (RCA)

The objective of the RCA is to empower the cooperative movement as a viable engine through which members can create productive jobs, increase income, and maximize the social and financial capitals for socio-economic transformation.”

The main responsibilities of RCA are:

- ⬢ Implement government policy in matters relating to cooperative organizations
- ⬢ Register cooperative organizations and grant them legal personality
- ⬢ Regulate and supervise cooperative organizations including the national cooperative unions, federations and confederation
- ⬢ Set standards and formulate professional ethics for prudent management of cooperative organizations
- ⬢ Promote the cooperative organizations sector
- ⬢ Assist cooperative organizations in their capacity building through training and seminars of its members and managers

- 🏠 Promote business entrepreneurship in the cooperative organizations sector
- 🏠 Encourage the cooperative movement to take advantage of investment opportunities at national, regional and international levels
- 🏠 Carry out research and studies on cooperative organizations and ensure their publication
- 🏠 Advise the government on the elaboration of national policies and strategies in relation with cooperative organizations
- 🏠 Ensure the compliance of laws regulations governing cooperative organizations and other laws that cooperative organizations are requested to conform to
- 🏠 Develop relations and collaboration with other regional or international agencies in charge of cooperative organizations

Rwanda Inspectorate, Competition and Consumer Protection Authority (RICA)

RICA is mandated to carry out inspection of quality and standards conformity and promote healthy competition in the economy by prohibiting unfair business practices as well ensuring consumers protection.

Industrial products and processes inspection unit (IPPU)

The objective of industrial products and processes inspection is to promote industry competitiveness by providing accurate conformity assessment services. With the aim of advising the operators on standards and regulatory requirements compliance the quality of finished products is enhanced thus competitive on both local and international markets. Market Surveillance activities build consumer confidence by identifying, tracking down and/or removing non-conforming goods, either before or after they are placed on the market. The market surveillance activities focus on both imported and locally manufactured products.

Key activities under this unit are:

- 🏠 Planning inspection activity on sector-targeted market surveillance for standards compliance and monitor services and product risk assessment;
- 🏠 Investigation on complaints received relating to substandard, counterfeit products and unfair trade crimes.
- 🏠 Sampling collection for quality control on suspected product gathering and evaluating market intelligence, and advising the industries on strategies to ensure compliance of products in the market;
- 🏠 Developing an awareness on product/service quality issues, consumers' rights and obligations.
- 🏠 Cooperation and collaboration with other government bodies and private sector agencies involved in product/service performance monitoring and trade promotion.

The Import inspection Unit

The Import inspection Unit inspects the compliance of imported goods against regulatory and standards requirements at the borders, inland cargo and airport cargo entry points. Goods found to be non-conforming to the applicable standard(s), specifications and labelling requirements are rejected and re-exported to the country of origin, re-worked where possible or disposed of in accordance with established environmental conditions. Disposal or re-export is done at importer's cost.

Farm product and processes inspection unit

This unit is responsible of the overall coordination of all the functions that the National Plant Protection Organization (NPPO) is supposed to fulfil such as the enforcement of the Rwanda plant health protection law and regulations for phytosanitary measures necessary for trade, Plant pest/disease monitoring, surveillance and diagnosis, conducting Pest Risk Analysis, and conduct inspection and certification.

- Key activities related to inspection of quality and standards conformity for the following trade products:
- Agrochemicals (agro-inputs);
- Unprocessed animal products (meat, fish, honey, and milk),
- Unprocessed plants and plant products (plant and plant products for export),
- Working licenses for Slaughterhouses, Butcheries, Meat stores, Milk Collection Centres (MCC) and Milk Aggregation Points (MAP), Milk kiosks, specialised carriers
- Animal feeds (Selling Points, Stores and Factories).

Registration and Licensing Unit

The Registration and Licensing Unit is responsible for ensuring that all products, transport facilities (carriers) and premises regulated by RICA are registered and all business operators under RICA mandate are licensed. To achieve this mission, the unit develops technical regulation, guidelines and procedures for registration and licensing.

- Key activities under the Registration and Licensing unit include:
- Ensuring that imported or exported products falling within the mission of RICA comply with prescribed quality standards, technical regulations and other laws;
- Ensuring that the production of goods referred to under item 1° of the Article 6 of the Law N° 31/2017 Of 25/07/2017 Establishing Rwanda Inspectorate, Competition and Consumer Protection Authority and determining its mission, organization and functioning meant for public use or consumption is conducted in accordance with regulations in force;

- ⬢ Considering, verifying, registering and issuing licenses related to production, imports, exports and goods in connection with food products, plant pharmaceutical products and agrochemicals, plants, semen, fertilized eggs, seeds, seedlings, cuttings, animal feed, other processed agricultural, animal and forest and other products;
- ⬢ Developing regulations to maintain and verify the hygiene of places of production, trade and transport of products under RICA mandate;
- ⬢ Developing regulations to ensure the safety of goods and Product quality standards for public consumption as described in Article 47 and 48 of Law N°36/2012 Of 21/09/2012 Relating to Competition and Consumer Protection;
- ⬢ To set requirements to designate national, regional and international third-party Conformity Assessment Bodies (CABs) to carry out product testing and ensure compliance with specified safety standards.

Competition & Consumer protections Unit

This Unit has a twofold responsibility which is to ensure protection of consumer rights and promoting competition among businesses. The unit complements other departments in making sure that products and services on markets are safe and at a competitive price. The unit also carries out annual inspections, sensitization campaigns and training to increase compliance with relevant laws.

This unit inspects the compliance of imported goods with minimum requirements of the standards or technical regulations specifically at key strategic borders, inland cargo and Airport cargo entry points. Its main services include;

- ⬢ Inspects imported commercial goods and goods used for public consumption
- ⬢ Inspects goods at designated borders, airports and inland ports
- ⬢ Offers Import permits for agrochemicals, plants/fresh plant products and fresh animal products
- ⬢ Conducts inspection of imported products at designated owners' premises
- ⬢ Sample products based on risk selectivity and submits samples for testing
- ⬢ Communicates to customers on status of test reports
- ⬢ Takes regulatory measures where non-conformities are observed

Rwanda Development Board (RDB)

The Rwanda Development Board (RDB) is a government institution, mandated to accelerate Rwanda's economic development by enabling private sector growth.

Under the supervision of the Office of the President, RDB is governed by the Board of Directors made up of global entrepreneurs and experts.

RDB was established in 2008 out of a merger of 8 government institutions, primarily to create a One Stop Shop for business and investments. Since then, RDB has been built with global expertise and modelled on international best practice.

The key responsibilities of RDB are to facilitate investment promotion and business development, offering business registration and capacity-building services. RDB attracts local and foreign investments and supports SMEs. Currently, RDB's key services are: One Stop Centre services (business and investment registration, visa facilitation, EIA, tax incentives management, etc.), Investment Promotion, Investment Deals Negotiation, Export & SEZ Development, Tourism and Conservation, and Private Sector Skills Development.

Other key responsible institutions for the PSDYE sector working group include:

Ministry of Finance and Economic Planning (MINECOFIN): Provides strategic guidance, ensures alignment with national development goals, manages budget allocation, monitors financial performance, and integrates PSDYE objectives into the broader economic framework.

Cleaner Production and Climate Innovation Centre (CPCIC): Under NIRDA, green technologies and resource-efficient practices among SMEs are promoted, and technical assistance, training, and support for sustainable practices are provided.

Joint Sector Working Group (JSWG): Oversees the implementation and coordination of the PSDYE Sector Strategic Plan, aligning stakeholders with strategic objectives, facilitating resource allocation, and monitoring progress through biannual reviews. Key members include representatives from MINICOM, MINECOFIN, RDB, PSF, development partners, civil society, academia, and research institutions. Sub-Sector Working Groups (SSWGs) provide specialised input and recommendations, ensuring a comprehensive approach to sector development.

Financial institutions and development partners (DPs) have a critical role to play in the PSDYE sector by enabling investors and entrepreneurs to access funding for MSMEs development as well as improving job creation for women and youth. The financial institutions in PSDYE are National Bank of Rwanda (BNR), Micro Finance Institutions (MFIs) /Savings and Credit Cooperative Organisations (SACCOS), BRD and AfDB. Development Partners (DPs) belonging to the SWG are Germany, the Netherlands, Sweden, African Development Bank, IFC, OFID, FAO, ILO, ITC, UNCDF, UNCTAD, UNDP, UNIDO, UNV and UNWOMEN.

Lastly, **the Private Sector Federation (PSF)** and its Clusters notably: the Association of Manufacturers, the Cluster of Commerce and Service, the specialised Cluster of Young Entrepreneurs, Women and Persons with Disabilities, represent the private sector, advocating for policies favouring growth, addressing private sector needs, and promoting entrepreneurship and innovation.

4.12. Implementation plan

The implementation of the PSDYE SSP will take concerted efforts from a very long list of stakeholders.

RDB and MINICOM remain the largest stakeholders in private sector development in Rwanda. MINICOM is the overall policymaker. It will lead the development and implementation of policies to enhance industrial growth and trade, promoting competitive value chains, increasing firm-level productivity, and overseeing the regulatory framework, whereas RDB will undertake the key coordination activities for several priority areas and interventions in the strategy, namely, job creation; increased export revenues from goods and services; manufacturing sector growth; industrial development and MiR Promotion; investment promotion; entrepreneurship and MSMEs Development; Market Access and Trade; and Quality Infrastructure development for quality and safety standards and regulations compliance enforcement. RDB will play a crucial role in facilitating investment growth by attracting local and foreign investments and job creation by supporting SMEs.

Various other GoR institutions are stakeholders on different components of the strategy. The table below shows the themes of PSDYE, outcomes as well as key responsible institutions. A detailed PSDYE implementation plan can be found in Annex 7.7.

Table 6: Key implementing agencies for each PSDYE outcome

Outcome	Implementing agency	Other stakeholders
Theme 1: Job creation and youth employment		
Outcome 1: Increased productive and decent jobs by 250,000 annually		
1.1: Increased Productive and decent jobs by 250,000 annually	MIFOTRA	MINICOM, MINECOFIN, RDB, MINEDUC, HEC, RTB, RP, MOYA, MININFRA, MINAGRI, MoE, RSB
Theme 2: Increased export revenues from goods and services		
Outcome 2: Increased export revenues from goods and services (from \$3.5 in 2023 billion to \$7.3 billion by 2029)		
2.1: Increased export revenues from agricultural, animal & livestock product (from \$857.2 million in 2023 to \$1.54 billion by 2029)	NAEB	MINAGRI, MINICOM, RDB, NIRDA, MoE, RSB, RICA
2.2: Increased the value from mining export (from \$ 1.1 billion in 2023 to \$2.17 billion in 2029) through: value addition, provision of technology and infrastructure	RMB	PSF, MINICOM, RSB, RICA, MININFRA, RDB,
2.3: Increased Tourism Revenues (from \$0.62 billion in 2023 to \$1.1 billion in 2029)	RDB	MINICOM, MINECOFIN, MoEPSF, RCB, RSB,
2.4: Increased MICE Revenues (from \$95 million in 2023 to \$224 million by 2029)	RDB	MINICOM, MINECOFIN, PSF, RCB, RSB
Theme 3: Manufacturing sector growth		
Outcome 3: Increased manufacturing sector value 13% annually		
3.1: Enhanced Competitiveness and Sustainable Growth in Priority Sub-sectors	MINICOM	RSB, RICA, MINECOFIN, NIRDA, PSF, RDB
3.2: Enhanced Local Production and Increased Competitiveness of local products	MINICOM	RSB, RICA, MINECOFIN, PSF

Outcome	Implementing agency	Other stakeholders
Theme 4: Industrial Development and Made in Rwanda Promotion		
Outcome 4: Promoted industrialization for cumulative annual growth rate of 10% of the total value added in production and export of medium and high value good and services and decent jobs		
4.1: Increased access to finance and investment for productive sub-sector	MINICOM	MINECOFIN, BNR, NIRDA, RICA, RCA
4.2: Enhanced Innovation and Technology Capabilities in priority industries	NIRDA	MINICOM, RDB, NCST, RICA, RCA
4.3 Effective Development of Industrial Parks and Key Infrastructure aligned with industry needs	NIRDA	MINICOM, RDB, MINECOFIN, RFDA
4.4: Increased adoption of Green Technologies and Practices across priority sectors	NIRDA	MINICOM, RDB, MINECOFIN, RHA, NIRDA
Theme 5: Investment Promotion		
Outcome 5: Increased value of FDI (from \$496.4 million in 2022 to \$600 million in 2029) and Private Investment as share of GDP (from \$2.2 billion in 2023 to 4.6 billion Value of investment projects registered annually)		
5.1: Increased value of FDI and Private Investment as share of GDP	RDB	BNR, MINECOFIN, MINICOM, MINAFFET, RRA, NIRDA, PSF, RHA, KIFC, MINICT
Theme 6: Entrepreneurship and MSME Development		
Outcome 6: Created a conducive and flourishing environment for entrepreneurs and MSMEs for competitiveness		
6.1 Sustained conducive ecosystem for entrepreneurship and MSME development	MINICOM	RCA, MINICOM, MINECOFIN, RSB, RDB, NIRDA
6.2 Aligned MSME and entrepreneurship development with Rwanda's Development Strategies	MINICOM	RCA, MINICOM, MINECOFIN, RDB, MINALOC, MOYA, NAEB, MIGEPROF, MINAGRI
6.3 Sustained conducive institutional and policy environment for MSME development	MINICOM	RCA, MINICOM, MINECOFIN, BDF, PSF, RSB, RICA, RDB, NIRDA, MOYA, MIFOTRA
6.4. Strengthened institutional Capacities and Coordination Mechanisms for effective performance and accountability among cooperatives	RCA	RCA, MINICOM, MINECOFIN, MIFOTRA, RISA, MOYA, BDF
Theme 7: Market Access and Trade		
Outcome 7: Strengthened trade logistics, operationalization of cross borders markets and petroleum infrastructures		
7.1. Improved Access to Markets and Value Chain Development for Micro, Small and Large Enterprises	RDB	MINICOM, MINECOFIN, BNR
7.2 Increased access to market and value chains development	MINICOM	RDB, RICA, RSB
7.3 Improved registration, regulation and capacity development of cooperatives	RCA	MINICOM, MINECOFIN, RSB, RICA

Outcome	Implementing agency	Other stakeholders
Theme 8: Quality and Standards enforcement		
Outcome 8: Strengthened national quality infrastructure, accreditation and Certification to support local and export markets compliance		
8.1. Improved Quality Infrastructure development for quality, safety standards and accreditation compliance	RSB	MINICOM, RICA, MIFOTRA, MINECOFIN
8.2. Improved systems certification and standards regulations compliance enforcement	RICA	MINICOM, MINECOFIN, RSB
8.3. Strengthened regulatory and institutional framework to ensure fair competition and Consumer Rights Protection in business environment	RICA	MINICOM, RSB, MINECOFIN, RURA, RDB, BNR
Theme 9: Gender equality and family promotion		
Outcome 9: Increased number of decent jobs created for women and youth in private sector		
9.1. Strengthened women's capacity building and empowerment	MIGEPROF	PSF
9.2. Enhanced framework for Gender Equality Competitiveness in Private Sector	MIGEPROF	PSF
9.3. Harmonized policies, laws and regulations for the Private Sector Development (PSD) to promote Gender Equality in all PSD sector activities	MIGEPROF	PSF
Theme 10: Environment and climate change		
Outcome 10: Greened industrial parks and Trade	CPCIC	MINICOM, MoE, REMA, PSF
Theme 11: Disability and social inclusion		
Outcome 11: Empowered Women, youth and People with disability to develop their potential, creativity and skills as productive and dynamic members of the PSDYE	PSF	NCPD, MINALOC
Theme 12: Innovation and Research & Development		
Outcome 12: Improved conducive environment for research and innovation in the private sector to enhance capacity for the development of new products, technologies, and solutions that drive economic growth and improve quality of life	NIRDA	NCST, MINICOM, MINECOFIN

5. PSDYE MONITORING AND EVALUATION FRAMEWORK



Since this is not a new strategy, but a continuation of the PSDYE 2018-2024, many of some indicators such as **productive job creation remains in place**. Other previous outcome indicators were revised and many new indicators were added. There are eight themes, 12 outcomes, 23 Intermediate outcomes and 115 interventions among them 51 was captured in NST2 strategic interventions. MINICOM as the sector Chair will continue to coordinate the production of bi-annual JSRs, highlighting progress, challenges and short- to medium-term priorities for achieving the sector's outcomes.

M&E should be conducted for the purposes of monitoring results and impact not just reporting. The aim is for greater impact, thus the focus on the outcome metrics. The purpose of M&E is not just to prove an update to stakeholders; but is to allow for learning and insight to be captured, and the strategic focus refined throughout the five-year strategy.

Below are the outcome indicators along with responsible institutions for each theme. Annex 7.2 for monitoring and evaluation shows details of the priority outcomes, interventions as well as the indicators based on which the implementation of strategy will be monitored and evaluated. It also contains the data sources and metadata for each indicator.

Table 7: PSDYE indicators and targets for 2024-2029

Expected Outcome/Intermediate Outcome	Indicator to track outcome	Baseline (FY2022/23 unless indicated otherwise)	Target				
			2024/25	2025/26	2026/27	2027/28	2028/29
1. Increased productive and decent jobs by 250,000 Annually	Cumulative number of productive and decent jobs attained	235,332	250,000	250,000	250,000	250,000	250,000
	Unemployment Rate (Total Population)	17%	17%	16%	15%	14%	12%
	Youth neither in employment, nor in education or training (NEET)	33%	32%	30%	28%	26%	25%
2. Increased export revenues from goods and services (from US \$ 3.5 billion to US \$7.3 billion)	Value of export revenues from goods and services (in billion US \$)	3.5	4.3	5	5.7	6.5	7.3
2.1: Increased export revenues from agricultural, animal & livestock product from US \$ 857.2 million to US \$ 1.54 billion	Value of agricultural, animal and livestock export revenues (in million US \$)	857.2	993.7	1,130.3	1,276	1,403.5	1,540
	Annual export Growth rate	14%	14%	14%	14%	14%	14%
	Value of revenues from coffee export (in million US \$)	115.92	121.88	130.35	139.48	149.7	160.19
	Value of revenues from tea export (in million US \$)	107.76	123.91	135.56	147.26	161.03	175.8
	Value of revenues from horticulture export (million US \$)	58.17	64.99	67.87	71.28	74.69	78.1
	Value of revenues from pyrethrum export (million US \$)	5.49	10.19	10.68	11.17	11.66	12.15
	Value of revenues from essential oil export (million US \$)	2.98	6.61	9.63	12.65	15.66	18.68

Expected Outcome/Intermediate Outcome	Indicator to track outcome	Baseline (FY2022/23 unless indicated otherwise)	Target				
			2024/25	2025/26	2026/27	2027/28	2028/29
2.2: Increased the Revenue from mining export (from US \$1.1 billion to US \$2.17billion) through value addition, provision of technology and infrastructure	Contribution of the mining sector to GDP (%)	3%	7%	7.5%	8%	8.5%	10%
	Revenue from mining export in USD Billions	1.1	1.3	1.5	1.7	1.96	2.17
	Value of investment in mining sector with investment certificates (million US \$)	505.3	600	650	750	850	900
	Number of employed people	62,486	65,000	68,000	72,000	74,000	75,000
	Contribution % of mineral value addition in the total value of mineral exports (million US \$)	81.5	85	87	90	92	95
2.3: Increased Tourism Revenues from US \$0.62 billion to US \$1.1 billion	Value of Tourism revenues registered in a year (million US \$)	620	682	744	806	868	1,106
2.4: Increased MICE Revenues from US \$95 million to US \$224 million	Value of MICE revenues registered in a year (million US \$)	95	108	130	156	187	224
3. Increased manufacturing sector value 13% annually		13%	10%	10%	10%	10%	
3.1: Enhanced Competitiveness and Sustainable Growth in Priority Sub-sectors	Rate of growth in priority sub-sectors	1%	0%	3%	3%	2%	
3.2: Enhanced Local Production and increased competitiveness of local products	Average % Value of Manufacturing Sector in Rwanda	11%	11%	12%	12,5%	12,5%	13%
4. Promoted industrialization for Cumulative annual growth rate of 10% of the total value added in production and export of medium and high value good and services and decent jobs	annual growth rate	10%	10%	10%	10%	10%	10%
	Percentage annual growth of industry sector.	9.5%	10%	10.10%	10.70%	11.20%	12.70%
	Annual growth rate of manufacturing sector.	10%	10%	10%	10%	10%	10%
	Industry share of GDP.	22%	22.4%	22.7%	23.1%	23.7%	24%

Expected Outcome/Intermediate Outcome	Indicator to track outcome	Baseline (FY2022/23 unless indicated otherwise)	Target				
			2024/25	2025/26	2026/27	2027/28	2028/29
4.1: Increased access to finance and investment for productive sub-sector	Number of private sector investment funds, which would provide finance to industrial firms and SMEs	2.2	2.6	3.16	3.6	4.12	4.6
	Number of innovators financed to boost their projects.	0	0	3	3	3	3
	Number of windows established on institution website providing financial opportunities to SMEs and Entrepreneurs.	0	0	2	2	0	0
4.2: Enhanced Innovation and Technology capabilities in priority industries	Number of research products commercialized	0	2	2	2	2	2
4.3: Effective Development of Industrial Parks and Key Infrastructure aligned with industry needs	Number of established industrial parks, economic zones, and special economic zones with dedicated infrastructure, utilities, and support services to attract investments, promote clustering, and facilitate the growth of industrial activities	9	0	1	1	1	1
4.4: Increased adoption of green technologies and practices across priority sectors	Number of firms adopted green technologies and/or business models	7	5	5	5	5	5
5. Increased value of FDI (from \$496.4 million to \$600 million) and Private Investment as share of GDP (from \$2.2 billion to US \$4.6 billion Value of investment projects registered annually)	Planned Value of investment projects registered in a year (in billion US \$)	2.2	2.6	3.16	3.6	4.12	4.6
	FDI inflows in a year (in million US \$)	496.4 (2022)	500	525	550	575	600
6. Created a conducive and flourishing environment for entrepreneurs and MSMEs for competitiveness							

Expected Outcome/Intermediate Outcome	Indicator to track outcome	Baseline (FY2022/23 unless indicated otherwise)	Target				
			2024/25	2025/26	2026/27	2027/28	2028/29
6.1: Sustained conducive ecosystem for entrepreneurship and MSME development	Number of SMEs operating in Rwanda (% female owned)	15	20	25	30	35	40
	Number of Companies supported in export coaching	100	130	160	190	220	250
6.2: Aligned MSME and entrepreneurship development with Rwanda's Development Strategies	Export revenues from Non-traditional exports Generated (in million US \$)	371.3	389.8	409.3	429.8	451.3	497.5
	Number of SMEs Supported for competitiveness	124	34	35	38	40	43
	Number of export promotion programs, created for SMEs	2	0	1	1	1	0
	Number of SMEs supported in e-commerce and digital marketing	35	45	55	58	60	60
6.3: Sustained Conducive institutional and policy environment for MSME development	Progress level of establishment of a program for establishment of financing program tailored to SMEs	0	25%	50%	100%	0	0
	Progress level of establishment of mentorship program for SMEs	0	25%	50%	100%	0	0
	Number of schemes for SME growth, including simplified regulatory procedures, tax incentives, and trade facilitation measure	0	11	13	15	17	19
6.4: Strengthened institutional capacities and coordination mechanisms for effective performance and accountability among cooperatives	Number of cooperative staff with required technical skills	65					
	Number of cooperatives trained and audited	348	448	548	659	756	848
	Number of SMEs supported to upgrade their level of competitiveness	350	400	450	500	550	600
	Progress level of the online cooperative platform establishment	0%	3%	6%	9%	12%	15%

Expected Outcome/Intermediate Outcome	Indicator to track outcome	Baseline (FY2022/23 unless indicated otherwise)	Target					
			2024/25	2025/26	2026/27	2027/28	2028/29	
7. Strengthened trade logistics, operationalization of cross borders markets and petroleum infrastructures								
7.1: Improved access to Markets and value chain development for micro, small and large enterprises	Number of new export markets identified and accessed	0	1	0	1	0	1	
	Number of companies supported to access Regional & International market	70	80	90	100	110	120	
	Average percentage of Operationalization of Cross borders markets	65%	75%	81%	87%	92%	93%	
	Progress level for establishment of storages facilities	0%	25%	25%	25%	25%	25%	
7.2: Increased access to market and value chains development	Number of value chains strategies developed	4	0	3	0	1	4	
	Number of companies trading on online platforms	15	20	25	30	35	40	
7.3: Improved registration, regulation and capacity development of cooperatives								
8. Strengthened national quality infrastructure, accreditation and Certification to support local and export markets compliance	Number of made in Rwanda product and/or companies granted certifications to access regional and international markets	212	60	60	60	60	60	
	Progress level of construction of National Quality Infrastructure Institutions' complex (one stop-center)	5%	10%	40%	75%	100%	-	
	Number of MSMEs and products certified per year (% female owned)	152	170	190	200	210	210	

Expected Outcome/Intermediate Outcome	Indicator to track outcome	Baseline (FY2022/23 unless indicated otherwise)	Target				
			2024/25	2025/26	2026/27	2027/28	2028/29
8.1: Improved Quality Infrastructure development for quality and safety	Number of new sectors invested in and equipment supplied to strengthen quality testing capacities	9	1	1	2	1	1
	Progress level of establishment of Rwanda Accreditation Services	20%	25%	50%	75%	100%	-
	Percentage increase of the Scope of laboratories accreditation	8.90%	10%	14%	21%	28%	35%
	Number of personnel certification scheme developed (construction, hospitality, healthcare, trade, Environment etc.)	2	1	0	1	2	0
	Number of made in Rwanda product and/or companies granted certifications to access regional and international markets	212	60	60	60	60	60
	Percentage of staff with required technical and managerial skills with respect to job description	50%	60%	75%	80%	85%	92%
	Number of sectors re-invested in and equipment supplied to upgrade and strengthen calibration and verification capacities	1	0	2	2	1	1

Expected Outcome/Intermediate Outcome	Indicator to track outcome	Baseline (FY2022/23 unless indicated otherwise)	Target				
			2024/25	2025/26	2026/27	2027/28	2028/29
	Progress level of assessment of RSB existing capacity to deliver services and benchmark with developed country in Conformity assessment	0	50%	100%	-	-	-
	Percentage of measuring instruments calibrated and/or verified in trade, mining, energy, transport, hospitality, manufacturing and health facilities	25%	35%	45%	60%	75%	90%
	Number of total MSMEs technical assistance projects implemented	1	1	2	3	0	4
	Number of MSMEs supported to comply with standards requirements per year	60	100	120	150	160	160
	Number of MSMEs and products certified per year	152	170	190	200	210	210
	Average Percentage of measuring instruments calibrated and/or verified in trade, mining, energy, transport, hospitality, manufacturing and health care services	55%	62%	70%	75%	91%	95%
	Number of calibrations and verifications done per year	15,000	17,000	18,500	19,000	20,000	20,100
8.2: Improved systems certification and standards regulations compliance enforcement	Quantity of quality seed certified for commercialization (in million tonnes, MT)	10,796.17	11,000	11,500	12,500	13,000	13,500
	Quantity of quality Seed exported (in MT)	407.5	500.6	700.7	800.9	900	1,000
	Number of technical regulations developed, reviewed and approved	9	3	4	6	3	5

Expected Outcome/Intermediate Outcome	Indicator to track outcome	Baseline (FY2022/23 unless indicated otherwise)	Target				
			2024/25	2025/26	2026/27	2027/28	2028/29
	Progress level in establishment of variety testing centers	0%	10%	25%	60%	80%	100%
	Progress level in establishment of agrochemicals testing centers	0%	10%	25%	60%	80%	100%
	Compliance level of the agrochemicals used in agriculture to mitigate climate change risks	60%	62%	64%	66%	70%	75%
	National pest list annually updated and reported to comply with SPS import conditions	1	1	1	1	1	1
	Number of inspection schemes (seed and meat) operationalized and sustained	2	1	1	1	1	1
	Rate of Compliance of construction materials such as cement, steel bars, roofing sheets, hollow sections, nails, electrical cables, block and bricks, pipes, timbers, lamps and bulbs, paints and vanishes on the market		20%	35%	45%	50%	60%
	Compliance level of Services provision enterprises with applicable standards and regulations		17%	30%	40%	50%	60%
	Compliance rate of imported goods on statutory and regulatory standards and quality requirement	72.6%	73%	75%	77%	79%	81%

Expected Outcome/Intermediate Outcome	Indicator to track outcome	Baseline (FY2022/23 unless indicated otherwise)	Target				
			2024/25	2025/26	2026/27	2027/28	2028/29
8.3. Strengthened regulatory and institutional framework to ensure fair competition and Consumer Rights Protection in business environment.	Progress level on establishing centralized digital consumer complaint-handling tool	0%	20%	50%	100%		
	Number of Independent Consumer Protection Officers established at the district level	0	30	30			
	Number of laws, regulations reviewed/developed	5	1	1	1	1	1
	Progress level of development and operationa lization of anti-trust voluntary compliance programs	50%	100%				
	Level of organization of the annual regional Kigali summer school		1	1	1	1	1
	Number of market inquiries conducted		1	2	4	4	4
8.3. Strengthened regulatory and institutional framework to ensure fair competition and Consumer Rights Protection in business environment.	Progress level on establishing centralized digital consumer complaint-handling tool	0%	20%	50%	100%		
	Number of Independent Consumer Protection Officers established at the district level	0	30	30			
	Number of laws, regulations reviewed/developed	5	1	1	1	1	1
	Progress level of development and operationa lization of anti-trust voluntary compliance programs	50%	100%				
	Level of organization of the annual regional Kigali summer school		1	1	1	1	1
	Number of market inquiries conducted		1	2	4	4	4
9. Increased number of decent jobs created for women and youth in private sector							

Expected Outcome/Intermediate Outcome	Indicator to track outcome	Baseline (FY2022/23 unless indicated otherwise)	Target				
			2024/25	2025/26	2026/27	2027/28	2028/29
9.1: Strengthened women's capacity building and empowerment	Number of women trained for business capability	2246 (2020/21)					
	Number of women's SMEs supported	442					
9.2: Enhanced framework for Gender Equality Competitiveness in Private Sector	TBD	TBD					
9.3: Harmonized policies, laws and regulations for the Private Sector Development to promote Gender Equality in all PSD sector activities	Number of inventory of laws regulation/policies amended						
	Number of Pre-feasibility assessment report on Gender Status and Gender Gap conducted						
10. Greened industrial parks and Trade	Number of SEZs and Industrial Parks greened						
	Amount of finance allocated for access to technology in industry						
	Increased renewable energy in the generation mix	50% (2022)					60%
	Number of institutional Capacity building program carried out to integrate climate change and green growth elements into the industrial sector						
	Sustainable and climate resilience initiatives implemented in regional transport networks, freight and logistics						
11: Empowered Women, youth and People with disability to develop their potential, creativity and skills as productive and dynamic members of the PSDYE	TBD	TBD	TBD				

Expected Outcome/Intermediate Outcome	Indicator to track outcome	Baseline (FY2022/23 unless indicated otherwise)	Target				
			2024/25	2025/26	2026/27	2027/28	2028/29
12: Improved conducive environment for research and innovation in the private sector to enhance capacity for the development of new products, technologies, and solutions that drive economic growth and improve quality of life	General Expenditures on Research and Development as % of GDP	0.79% (2022)		0.8%		1%	
	Innovation index	18.7	18.8	18.9	19	19.2	20
	High tech exports, percent of manufactured exports	4.78 (2022)		4.8%		4.9%	
	Patent application by resident	14 (2021)			14.5		15

6. PSDYE COSTING AND FINANCING PLAN

6.13. Cost structure and costing interventions

The total cost of implementing the Private Sector and Youth Employment Strategic Plan 2024-2029 is estimated at Rwf 182.9 billion over five years. This budget is allocated across key outcomes, including achieving a 10% annual growth in the industry sector (Rwf 101.65 billion), increasing export revenues from USD 3.5 billion to USD 7.3 billion (Rwf 5.57 billion), boosting private investment from USD 2.2 billion to USD 4.6 billion (Rwf 8.88 billion), enhancing tourism revenues from USD 0.62 billion to USD 1.1 billion and MICE revenues from USD 95 million to USD 224 million (Rwf 9.7 billion), strengthening cultural and creative industries (Rwf 3.85 billion), increasing revenues from sports (Rwf 7.65 billion), promoting participation in sports activities to enhance health, wellness, and incomes (Rwf 19.6 billion), and creating 1.25 million productive and decent jobs (Rwf 25.9 billion). Detailed budget allocations for each intervention under these outcomes are provided in Annex 7.1.

6.14. Financing Plan

The financing of the PSD-YE Strategic Plan 2024-2029 will involve coordination with SWG (Sector Working Group) stakeholders and will be mobilized primarily through two main sources: the Medium Term Expenditure Framework (MTEF) and the annual national budget, encompassing recurrent and development allocations from the Ministry of Finance and Economic Planning (MINECOFIN) to the Ministry of Trade and Industry and its affiliated agencies (RCA, NIRDA, RSB, and RICA), as well as MIFOTRA, MOYA, RDB, RMB; and Development Partners, who will support the plan's implementation through budgetary contributions or project-based financing.



7. ANNEXES

7.15. Sector situational analysis

Area of interventions/ Themes	Key Achievements 2017-2024	Gaps/ Challenges	Major cause of challenge	Evidence based situation analysis	Emerging Opportunities
1. Job Creation and youth employment	<p>Over the last 6 years of the implementation of NST1, a total number of 1,374,204 productive and decent jobs were created against the target of 1,500,000 (over 214,000 annually), with an overall achievement of 92%. (LFS 2023).</p> <p>Youth unemployment comprising over 60% of the total working age population (15-64), the youth are a critical cohort in Rwanda's growing labor force. As of today, there are over 5 million people in Rwanda aged between 15-35 years old (Africa Youth Employment Clock, 2024). Of the mere 42.2% of youth currently employed, around half can be categorized as being moderately or extremely poor. By 2030, it is expected that around 400,000 youth will be entering the NEETs (not in Education, Employment or Training) group. In other words, Rwanda's youth are growing at a pace faster than the labor market can absorb into employment.</p>	<p>Economic shocks and pandemics such as covid 19</p> <p>Skills mismatch and low skilled labor leading to low productivity and not aligned to the labour market demand and future of work</p> <p>Most of the businesses and companies are constrained to access loans to expand and scale up their operations, (IBES 2021)</p> <p>High level of informal jobs (93.2%) and subsistence agriculture due to a lack of skills, capital, and opportunities (LFS, 2023)</p>	<ol style="list-style-type: none"> 1.High level of new labor entrants in labor market not absorbed by the current economic opportunities on labor market due to economic shocks 2.Inadequate skills development mechanism translated into skills deficit. 3.High rate of unskilled of labour force and limited employable skills and low rate of self employment 	<p>As of the LFS 2023 annual survey results, the working age population (16 years and above) was 8,071,962 of which 4,783,668 persons (59.3 percent) were in the labour force, while 3,288,293 (40.7 percent) persons were outside the labour force.</p> <p>For those in the labour force, 3,958,817 persons were employed, while 824,851 persons were unemployed. Among those outside the labour force,</p>	<p>Ongoing National Youth Strategy for Mainstreaming employment creation through developmental projects and community based approach programs (environment, manufacturing, agriculture, infrastructures ...)</p>

Area of interventions/ Themes	Key Achievements 2017-2024	Gaps/ Challenges	Major cause of challenge	Evidence based situation analysis	Emerging Opportunities
	<p>The pressure to create jobs is particularly prominent in rural areas, home to 73% of the youth (FINSCOPE, 2020). About 60% of jobs held by young people are jobs typically defined as low productivity, including subsistence agriculture, retail, and construction (World Bank Article, 2022). Moreover, underemployment affects young women more than men. In the Industry and Services sectors, young women are considerably underemployed compared to young men, with just 21.52% of jobs going to young people in the industry sector held by young women and just 40.59% in the services sector (AYEC, 2024). Women are also overrepresented in agriculture, a sector with declining job opportunities.</p>	<p>High rate of Youth neither in employment, nor in education or training (NEET:33%)</p>	<p>4.1. Limited incentives provided to informal and microbusinesses(95%) to grow and formalise which inhibis job creation (Establishment census,2020)</p> <p>4.2. Limited friendly financial products and low access to capital</p> <p>5.Insufficient collaterals is cited as the main barrier to the access to finance with 15% of formal businesses and 97.7% of informal businesses. (IBES, 2021)</p>	<p>1,390,525 persons were engaged wholly or mostly in subsistence foodstuff production Youth unemployment has rapidly risen since 2018, from 18.7% to 26.5% in 2021 and 29.7% in 2022. and decline to 22% in 2023</p>	

Area of interventions/ Themes	Key Achievements 2017-2024	Gaps/ Challenges	Major cause of challenge	Evidence based situation analysis	Emerging Opportunities
2. Export revenues from goods and Services	<p>Export of Agricultural commodities</p> <p>Export revenues from agricultural, animal, and livestock products have surpassed the NST1 target of 11.2%, averaging a growth rate of 12.8% between 2017 and 2024. Starting at US \$ 515 million in FY2017/18, these revenues climbed to US \$ 857 million by FY2022/23.</p>	<p>Coffee</p> <p>-Coffee export revenues exceeded the NST1 annual average growth target range of 11.2% to 13%. The issue lies in the disparity between the significant increase in coffee export revenues from US \$ 69.3 million to US \$ 115.9 million between FY2017/18 and FY2022/23, despite a slight decrease in exported volumes from 20,353 MT to 20,064 MT during the same timeframe (Monetary Policy & Financial Stability Statement March2024)</p>	<p>The major cause were;</p> <p>Coffee</p> <p>-Roasted coffee, comprising less than 1% of total coffee exports, consequently exerts a detrimental impact on the average prices offered in the international market. Value addition is sustained until the attainment of green coffee beans.</p> <p>- Inefficient logistics, transportation bottlenecks, and limited infrastructure that atimes result in delays and increased costs throughout the supply chain, affecting the competitiveness of exported coffee.</p>	<p>Monetary policy & financial stability statement March2024, showing Rwanda's real GDP growth for export crops and agricultural export revenues generated</p> <p>Disruption of International flower trade due to Russian-Ukraine war (Annual report NAEB, FY2022/23, and National Bank of Rwanda-Annual Report 2022-2023)</p>	<p>Implementation of African Continental Free Trade Area</p> <p>Various agricultural financing mechanisms are available, including grants such as the ERF, Export Growth Fund, Hatana, CDAT, and other agriculture financing options</p> <p>Import substitution policy, and strengthening of re-export that's highly demanded on regional market</p> <p>Willingness of the private sector to invest and engage in the agricultural export sector</p>

Area of interventions/ Themes	Key Achievements 2017-2024	Gaps/ Challenges	Major cause of challenge	Evidence based situation analysis	Emerging Opportunities
		<p>Tea</p> <p>-Tea export revenues are below the NST1 annual average growth target, currently at 4.4%. Revenue generated from tea rose from US \$ 88 million in FY2017/18 to US \$ 107.7 million. The primary issue observed is the average prices, which are increasing at a declining rate of -2.2% (NAEB annual report, 2022/23)</p> <p>Horticulture commodities including flowers</p> <p>Horticulture export annual</p>	<p>Difficulties in accessing key export markets due to trade barriers, tariffs, or regulations and intense competition from other coffee-producing countries with lower production costs</p> <p>-Limited investment in modern farming techniques, processing technologies, quality equipments and other sustainable practices which hinders productivity and limit the ability to capture higher value in the export market</p>	<p>Church, R.A. Understanding and Improving the Price-Quality Relationship in Rwanda's Coffee Sector (2020)</p> <p>AGRI LOGIC. Value Chain Analysis for the Coffee Sector in Rwanda.</p> <p>World trade report 2023, on logistics and transportation bottleneck</p> <p>NAEB annual report FY2022/23, showing achievements and challenges faced</p>	<p>Rwanda Fertile soils and favourable climate for growth of all export crops including essential oils and pyrethrum</p>

Area of interventions/ Themes	Key Achievements 2017-2024	Gaps/ Challenges	Major cause of challenge	Evidence based situation analysis	Emerging Opportunities
		<p>revenues surpassed the set average NST1 targets of 11.2% to 21.2%, with export revenues climbing from US \$ 23.4 million to US \$ 58.1 million. The main challenge identified is that over 62% of these exports are directed to regional markets through cross-border trade, where prices average at US \$ 0.6 per kilogram, significantly lower than the average prices in international markets, which stand at US \$ 5 per kilogram (NAEB statistical report, FY2022/23)</p>	<p>Tea value additions that's still low affecting average prices offered on international markets negatively.</p> <ul style="list-style-type: none"> -Rwanda's tea exports are comprised of 70% sold through the Mombasa auction, averaging \$2.6 per kilogram, while the remaining 30% is sold through direct sales, yielding better average prices of \$3 per kilogram. This has affected revenues generated from tea sale -Adverse weather conditions, such as droughts, floods, or pests impacting tea yields, quality, and production consistency, impacting export revenues 		

Area of interventions/ Themes	Key Achievements 2017-2024	Gaps/ Challenges	Major cause of challenge	Evidence based situation analysis	Emerging Opportunities
		<p>Other emerging commodities</p> <p>-Other emerging agricultural commodities exceeded the annual average revenue growth of 11.2% to 15%. Over 90% of these commodities are exported to the DRC at relatively low average prices (NAEB statistical report, FY2022/23)</p> <p>Pyrethrum and Essential Oils</p> <p>Pyrethrum and essential oils during the seven year program of NST1 grew at an average of 59%. This was mainly caused by growing exports of essential oils. However, exported quantities & offered prices on international markets are still low</p>	<p>Disruptions in the supply chain, such as transportation issues, and logistical problems that delay shipments and impact export revenues</p> <p>Horticulture commodities including flowers</p> <p>-Disruption of flower International markets due to the outbreak of the Ukraine and Russia war, these being the major market of our top buying country of Netherlands.</p> <p>-The number of exporting companies in the summer flower sector that has decreased from seven to four, primarily because of the high production costs incurred, mainly attributed to the dependence on imported inputs</p>		

Area of interventions/ Themes	Key Achievements 2017-2024	Gaps/ Challenges	Major cause of challenge	Evidence based situation analysis	Emerging Opportunities
			<ul style="list-style-type: none"> -Issues related to product quality, compliance with international standards, or inconsistency in supply that affect the marketability of horticulture exports, leading to less revenues attained. -Inadequate packaging materials or improper handling practices that atimes lead to easy crushing, and contamination, reducing product quality and marketability. -Inadequate horticulture infrastructures in place, congestion, and delays in transit that affect product quality and shelf life, hence impacting negatively revenues. 		

Area of interventions/ Themes	Key Achievements 2017-2024	Gaps/ Challenges	Major cause of challenge	Evidence based situation analysis	Emerging Opportunities
			<p>Other emerging commodities</p> <ul style="list-style-type: none"> -Limited access to international markets due to trade barriers, tariffs, and import restrictions imposed that hinders growth of emerging commodities exports and limit revenue potential -Failure of complying with regulatory requirements or quality standards that have led to loss of market credibility. -Fluctuations in local, regional, and global commodity prices that have impacted the revenues of other emerging commodities exports -Limited coordination and value addition (below 5%) of emerging commodities sector 		

Area of interventions/ Themes	Key Achievements 2017-2024	Gaps/ Challenges	Major cause of challenge	Evidence based situation analysis	Emerging Opportunities
			<p>Pyrethrum and Essential Oils</p> <ul style="list-style-type: none"> -Consistently meeting the quality standards set by the FDA for pyrethrum and essential oils poses an ongoing challenge. -There is a significant challenge of fluctuating prices and market distortions affecting pyrethrum products and essential oils. -There's limited adequate post-harvest facilities for pyrethrum, its products, and essential oils 		

Area of interventions/ Themes	Key Achievements 2017-2024	Gaps/ Challenges	Major cause of challenge	Evidence based situation analysis	Emerging Opportunities
	<p>Mineral export Mineral exports have grown from \$ 373.4 million (2017) to \$ 1.1billion in 2023 against US \$ 1.5 billion by 2024 with the annual average growth of 25.4% over the NST1period;(BNR, Annual Report; 2023). *This growth was due to the introduction of New Mineral export commodities (Gemstones, Lithium and Gold) were introduced other than 3Ts (Tin, Tantalum, Tungsten) and the completion of mineral exploration on new 18 potential sites (RMB, Mineral exploration Reports).</p>	<ol style="list-style-type: none"> 1. Mineral Export performance remains constrained by prices volatility on international mineral markets; 2. Out of 52 potential targeted areas, mineral exploration works were conducted on only 18 sites due to the limited GoR budget; 3. Limited financial and technical capacity of private operators to carry out mineral exploration; 4. Limited production due to predominance of small scale operations with use of rudimentary tools; 5. Loss of Minerals due limited modern technology to identify new minerals in the sites under exploitation; 6. Limited access to the on grid electricity 	<ol style="list-style-type: none"> 1.1 Most of the exported minerals are in raw form due to limited number of smelters; 1.2. Prices taker due exporting the unprocessed minerals 2. Mineral exploration is backbone for the development of the mining sector and core mandate of RMB. But, due to limited envelope, over the last 3 FYs (2020-21, 2021-22 and 2022-23) there was no budget allocated to mineral exploration; 3. Limited financing mechanism dedicated to Mineral sector, hence dependance on informal pre-financing from external investors 4 & 5. Low skills in the use of modern technology in mining sector 	<p>Price change for one ton of cassiterite in January-October 2022 decreased from US \$ 45,000 and US \$ 22,000. (RMB Mineral Treceability Report, 2022); In prefinancing model, the receivables balances for traders from January to October, 2022 were \$ 55,498,263.97.While as, if mineral traders get financing from financial institutions the receivable balance in January would be \$65,306,159.</p>	<p>*Interested investors to Improve technology in manufacturing of mining equipment through AFCFTA (eg REMCO signed agreement with RMB to manufacture mining equipment) *Establishment of mining and mineral trading credit line in BRD through RSSB *Doing Business program under RDB in collaboration with EDCL on connection of mining sites *Emerging of new industries to enhance local manufacturing e.g. mining equipment, local provision of mining services etc, Implementation of African Continental Free Trade Area</p>

Area of interventions/ Themes	Key Achievements 2017-2024	Gaps/ Challenges	Major cause of challenge	Evidence based situation analysis	Emerging Opportunities
				<p>This implies that the pre-financing model leads to a loss of \$9,807,895 (15%) and the Government lost mineral tax of 4% of US \$9,807,895 which is US \$392,315.79 for Cassiterite.</p> <p>1. If we take the period of January- October 2022 which had a high price volatility ranging between US \$45,000 and US \$22,000 per Ton of Cassiterite.</p> <p>2. Under this period, the Average treatment charges to</p>	<p>* Establishment of mining and mineral trading credit line in BRD through RSSB</p> <p>* Emerging of new industries to enhance local manufacturing e.g. mining equipment, local provision of mining services etc, Implementation of African Continental Free Trade Area</p> <p>*Establishment of mining and mineral trading credit line in BRD through RSSB</p>

Area of interventions/ Themes	Key Achievements 2017-2024	Gaps/ Challenges	Major cause of challenge	Evidence based situation analysis	Emerging Opportunities
				<p>mineral traders for Cassiterite is US \$1,672/ ton that is charged on a volume with average grade 60%Sn. In the pre-financing model, traders receive 90% on sales for pre-payment after a deduction of treatment charges, ITRI/ ITSCI equivalent to \$260/container, 12% of gross value on 30days delays, impurity charges of \$2000/container. If for example we compute 210.7 tons of Cassiterite sold in January,</p>	

Area of interventions/ Themes	Key Achievements 2017-2024	Gaps/ Challenges	Major cause of challenge	Evidence based situation analysis	Emerging Opportunities
				<p>2022 with the prices of London metal exchange (LME) of \$43,000/T and deduct the above mentioned charges; the receivable balance of traders in January was \$4,442,547. With this, the receivables balances from January to October, 2022 were \$ 55,498,263.97. While as, if mineral traders get financing from financial institutions the receivable balance in January would be \$5,140,590; in this case mineral traders would pay ITRI/ITSCI equivalent to \$260/container, \$800/T for treatment charges, impurity charges of \$2000 and transportation of</p>	

Area of interventions/ Themes	Key Achievements 2017-2024	Gaps/ Challenges	Major cause of challenge	Evidence based situation analysis	Emerging Opportunities
				<p>\$5000/container and bank charges of 8% leading to a balance of \$5,140,590 and a total of \$65,306,159 from January to October 2022. This implies that the financing model leads to a loss of \$698,043 on traders to brokers/ middlemen in January and summing January to October will lead to losses totaling \$9,807,895 and the Government will lose 4% of \$9,807,895 which is \$392,315.79 for Cassiterite</p>	

Area of interventions/ Themes	Key Achievements 2017-2024	Gaps/ Challenges	Major cause of challenge	Evidence based situation analysis	Emerging Opportunities
	<p>Tourism revenue Tourism sector have seen positive trend in the last 7 years reaching a total of US \$620 million in 2023. Source: RDB Annual Report.</p>	<p>*Travel restrictions and lockdown due to Covid 19 pandemic has had a negative impact on tourism globally and in Rwanda in particular.</p>	<p>Covid-19 economic shock has largely affected trade, investment, tourism and MICE</p>	<p>Hosting 104 events these events were attended by more than 35,000 delegates, representing a significant increase from the previous year International Telecommunication Union (ITU), Commonwealth Heads of Government Meeting (CHOGM), *1st Africa Protected Areas Congress - (APAC), * Africa Green Revolution Forum (AGRF), Mobile World Congress Africa (MWC) Basketball Africa League, * 73rd FIFA Congress Meeting</p>	<p>Diversification of tourism products including adventure tourism, agro-tourism, religious tourism, community-based tourism and sport related products. *Development of the audiovisual sector in Rwanda *Expansion of the Protected Areas *Initiation of the Conservation Foundation *Secure an anchor investment for sustainable conservation financing</p>
				<p>* Africa Health Agenda International Conference (AHAIC), *19th Seminar of ILO.</p>	

Area of interventions/ Themes	Key Achievements 2017-2024	Gaps/ Challenges	Major cause of challenge	Evidence based situation analysis	Emerging Opportunities
	<p>MICE Sector With revenues exceeding US \$ 95 million in 2023, this marks the highest earnings to date, surpassing all previous years. This represents a growth of over 40% compared</p>	<p>Limited infrastructure to accommodate large-scale events poses significant challenges, such as venue capacity limitations. This undermines the country's capacity to attract and host major conferences and exhibitions. For instance, Rwanda's inability to host the Intra African TradeFair (IATF) compelled organizers to select alternative host countries.</p>	<p>*Limited allocation of sufficient funding to develop and promote the MICE sector affects its activities Building the necessary infrastructure to support large scale conferences and exhibitions requires significant investment and time. Rwanda still faces challenges in rapidly expanding its infrastructure to meet the demands of the MICE industry. *Developing a skilled workforce capable of delivering high-quality services in event management, hospitality, and related fields needs funds and takes time</p>	<p>1. Developing a skilled workforce capable of delivering high-quality services in event management, hospitality, and related fields needs funds and takes time. Rwanda needs to invest in training and capacity building to enhance its human capital in the MICE sector. 2. Bids lost due to capacity & lack of infrastructure. 3. Mobile World Congress that has been hosted in Rwanda for the past 3years has resorted to destinations bidding to host</p>	<p>1. Attract private investments for the infrastructure. 2. Open up international partnerships for the growth of the infrastructure. 3. Increase funding for the bureau to achieve its major objective 4. new stadium which can attract more sports events and even bigger entertainment events. 5. With the Bureau focusing on exhibitions, there is an opportunity for Rwandan businesses to showcase their products and attract new markets.</p>

Area of interventions/ Themes	Key Achievements 2017-2024	Gaps/ Challenges	Major cause of challenge	Evidence based situation analysis	Emerging Opportunities
		<p>IATF require 20,000 Sqm of exhibition space. Similarly, 4 events have overwhelmed the capacity of venues like the Kigali Convention Centre (KCC), it's difficult to accommodate gatherings of up to 5000 participants.</p> <p>*The Bureau's activities, such as marketing and event attraction, are hampered by resource constraints. Insufficient visibility in international markets and competition from other destinations present obstacles to attracting MICE events. Rwanda still encounters challenges of skilled workforce capable of delivering high-quality services in the events industry.</p>	<p>Rwanda needs to invest in training and capacity building to enhance its human capital in the MICE sector. 4. limited private sector ability to sponsor events especially for sports, events, creative arts events and even conferences. This means GoR still has to make significant investments in events</p>	<p>their event due to capacity – KCC can't match its growth over the years. 4. Limited funding – the bureau is given 40% of the requested/required budget which affects the activities of the Bureau</p>	

Area of interventions/ Themes	Key Achievements 2017-2024	Gaps/ Challenges	Major cause of challenge	Evidence based situation analysis	Emerging Opportunities
		<p>4. The impact of COVID-19 on generated revenues and future projections has been significant. Additionally, the shift towards virtual events and meetings has introduced uncertainty regarding future attendance and revenue streams. This underscores the need for destinations to cultivate innovative and creative experiences. To achieve this, destinations must invest in enhanced marketing and branding strategies, necessitating sufficient funding.</p>			

Area of interventions/ Themes	Key Achievements 2017-2024	Gaps/ Challenges	Major cause of challenge	Evidence based situation analysis	Emerging Opportunities
	<p>Non traditional export The export of manufactured goods accounted for 24.3% of average growth over the 7years of NST1. The detailed annual performance are as follows : 150,3% in 2017, -23.2% in 2018, -20.5% in 2019, -25.9% in 2020, 56.7% in 2021, 26.7 in 2022 and 6% in 2023. Values corresponsing to % are as fallows: \$ 388,577,248 in 2017, \$ 298,611,090 in 2018, \$ 237,458,346 in 2019, \$ 176,026,314 in 2020, \$ 275,794, 596 in 2021, \$ 349,675,058 in 2022 and \$ 371,324,757.6</p>	<p>Although the over all average performance is positive, they were shorfalls in the year of 2018, 2019 and 2020. *In 2018, the shaortfall of exports -20.5% was caused by Rwanda's suspension from AGOA (Garment and Leather products). This negatively effected Rwand's exports to the US market. in 2019, the shortfalls of -20.5% was caused by regional security streats while the shortfall in 2020 of was caused by covid 19 pandemic. *Internal challenge was Budget limitations that hindered our scope of export export support activities. All these exports are for goods only</p>	<p>The the main cause of the Rwanda's suspension from the AGOA, was due to the Rwand's decision of imposing taxes on the imported second hand clothes. Reginal theats that cause political instabilities and effects trade flows Outbreak of Covid -19 Pandemic.</p>	<p>*The Rwand's Suspension from AGOA is still ongoing *The Regional threats still on going *Rwanda is recovering from Covid-19 pandemic effects/Impacts.</p>	<p>*Opening up new markets in Eupe and Middle East *Market divesification- Harnesing opportunities offered by preferential arrangement such as AfCFTA. COMESA, EAC, ETC *Increase the Export base through inceasing investment of exported oriented products</p>

Area of interventions/ Themes	Key Achievements 2017-2024	Gaps/ Challenges	Major cause of challenge	Evidence based situation analysis	Emerging Opportunities
3. Manufacturing Sector	<p>Manufacturing Sector</p> <p>The average annual growth of the Manufacturing Sector in Rwanda over the NST 1 period was recorded at 10%. However, this was impacted by an anomalous year in 2020 FY where growth fell to 2%. Excluding that year, the average was 11% annually. This shows that the Manufacture sector has continued to grow(NISR 2023, National Accounts)</p>	<p>*The manufacturing sector still has untapped growth potential, as its contribution to GDP remains below 10 per cent and its contribution to employment is quite low.</p> <p>*Within the manufacturing sector, the main areas of industrial activity are resource-based manufacturing industries, including food and beverages.</p> <p>*These two sectors represent about 50 per cent of total industrial output in the country. In 2022, only 4.8 per cent of the employed population was engaged in manufacturing, declining from 6.4 per cent in 2019.</p>	<p>Numerous challenges have been identified in the upcoming Industrial Policy these include:</p> <ul style="list-style-type: none"> - High Energy costs: The cost of energy averaged 24 cent per kWh, which is double the rate of neighbouring Kenya - Transport and logistics costs - While Rwanda has made progress in upgrading its road systems and providing infrastructure for trade such as cold storage and inland container terminals - high costs of transport, particularly to ports in Kenya and Tanzania still remain, as well as issues around sufficient utilisation of airfreight cargo space 		

Area of interventions/ Themes	Key Achievements 2017-2024	Gaps/ Challenges	Major cause of challenge	Evidence based situation analysis	Emerging Opportunities
		<p>Manufacturing in Rwanda generates employment for women, as women represent 45 per cent of total employment in the sector.</p>	<p>-High costs of imported raw materials and capital inputs - As most of these products are imported, high costs impacted by issues such as trade facilitation and transport costs are imposed on manufacturers operating in Rwanda</p> <p>- Trade bureacracy challenges in transit countries - these include multiple and inconsistent weighbridges and fines, inappropriate fees and delays</p> <p>- Water access - The expansion of the Industrial sector will demand more water as a adirect input into products or for the operation of infrasturcutre such as for cleaning purposes, however this can strain available supplies of suitable water</p>	<p>Draft Industrial Policy's Situational Analysis as prepared by TBI (2023)</p>	<ul style="list-style-type: none"> • Strategic location in the centre of East Africa which allows for it to reach various markets continentally • Rwanda has increasing access to foreign markets which can help it achieve scale in its industrial production, especially with the rise of the AfCFTA and regional integration • Rwanda is increasing using public and private investment, in knowledge-based sectors which can help higher value manufacturing to take off, this is aided by Rwanda offering a stable and predictable investment environment with clear regulations, incentives and access to finance programs • Rwanda is a growing consumer market with an expanding middle-class and young population

Area of interventions/ Themes	Key Achievements 2017-2024	Gaps/ Challenges	Major cause of challenge	Evidence based situation analysis	Emerging Opportunities
			<ul style="list-style-type: none"> - Access to Industrial Parks - Signifiacnt challenge due to shortages of available plots and land in parks and the insufficient development of infrastructure in some of the newer parks - Low levels of production capacity utilisation. - Other issues include - shortage of skilled labour, difficulty in adopting international quality standards, lack of compeititve technologies, lack of packaging availability and lack of access to suitable financial products. 		<ul style="list-style-type: none"> • Rwanda has multiple credible anchor investment projects from which other projects and activities can be attracted including at some of the completed industrial zones. • Rwanda's efforts in setting itself up as a logistics hub for Africa, mean that Rwandan products will have increasing ability to reach further markets by utilizing RwandAir's expanding network

Area of interventions/ Themes	Key Achievements 2017-2024	Gaps/ Challenges	Major cause of challenge	Evidence based situation analysis	Emerging Opportunities
4. Industrial development and Made in Rwanda Promotion	<p>This sector has well performed (industrial share of GDP of 22% while the target was 21.7%) * Kigali Special Economic Zone (KSEZ) currently has over 100 companies already set up for operations, manufacturing made in Rwanda products from locally sourced raw materials. KSEZ was developed into two phase by Prime Economic Zone Ltd (PEZ). Phase one contains 94 Plots, and Phase two contains 64 plots including one plot that will serve as ICT park. All plots can accommodate industries and warehouses. Currently Asphaltic Roads, Electricity, fire safety, sewage, fiber optic and infrastructure were developed. KSEZ contains construction, manufacturing, agro-processing, textile and Clothing and Leather and import distribution Industries* In other industrial Parks, the basic</p>	<p>the major challenge is the limited budget: (REQUIRED BUDGET: FRW 236,100,000,000, ALLOCATED BUDGET (during 12 years): FRW 27,724,800,000: Allocation vs required is at 11.7%. * Lack of fund for land expropriation* Low compliance with international standard, many Rwandan products exported have not the price competitiveness advantage on the regional and international market</p>	<p>*The low compliance with international standards was due to lack of modern technology, low knowledge on the implementation of standards . The low compliance with international standards. *Transportation costs remain a challenge for exporters despite many interventions put in place to support the private sector in general. There is still issue related to the High cost of doing Business, transport cost, high cost of energy and electricity</p>	<p>PSDYE JSR Reports , RDB Reports</p>	<p>Increase quantities of Substandards seeds, low level of agriculture commodity* Continue to improve infrastructure to facilitate the development of the manufacturing sector. Such as Industrial parks and special economic zones (SEZs)* Continue to provide incentives to enterprises by reducing taxes on Imported Raw materials. * Implementation of Industrial policy * PPPs in development of industrial Parks and ICPCs *To increase the number of exporters accessing the EGF (Export Growth Facilities) through awareness raising , Strengthen EGF</p>

Area of interventions/ Themes	Key Achievements 2017-2024	Gaps/ Challenges	Major cause of challenge	Evidence based situation analysis	Emerging Opportunities
	<p>infrastructure(marram and asphaltic roads, water and electricty) are lacking these are • Musanze , 167 ha, expropriation and engineering design completed, and 5 companies are in operation; *Bugesera, 330 ha, 74% of phase 1 Construction, completed, and 21 Industries are in operation; *Rwamagana , 80 ha, Construction started , ring road completed, and 35 industries are in operation; *Rubavu , 50 ha, Land earmarked but , to be expropriated; • Muhanga , 63 ha, Engineering design completed, and 5 industries are in operation• Rusizi , 45 ha, expropriation and engineering design completed, and 5 companies are in operation; • Nyagatare , 63 ha, Engineering design completed, and 4 industries are in operationThis sector has well performed (industrial share of GDP of 22% while the target was 21.7%) due to many incentives put in place by the government to support the sector such as</p>	<p>*Made in Rwanda products still face the challenges: 1) of complying with many standards of different countries which discourage some exporters; and 2) the economic inflation challenge* Lack of packagng materials suchbottles in galces*Lack of investment in leather value chain, * Low Skilled Labor</p>			

Area of interventions/ Themes	Key Achievements 2017-2024	Gaps/ Challenges	Major cause of challenge	Evidence based situation analysis	Emerging Opportunities
	<p>16,318,128,109 for 40 projects.*Promotion of Made in Rwanda program to increase domestic production and export. This involved certification and accreditation to support export and enhancement of product quality where;*700 new products were certified in 2019, *1037 new products were certified in 2021, * 231 products were re-certified from 2019 to 2021 and *-223 products with Made in Rwanda Logo by June 2021;* The export revenues was changed from US \$1,752 million; and US \$2,538 million, respectively from 2018/2019; 2022/2023 while the 2022/2023 target was US \$ 3,250 million. (PSDYE JSR Reports , RDB Reports)*Made in Rwanda portal created to gather market information of loacal made products</p>				

Area of interventions/ Themes	Key Achievements 2017-2024	Gaps/ Challenges	Major cause of challenge	Evidence based situation analysis	Emerging Opportunities
5. Investment Promotion	<p>The Foreign Direct Investment (FDI) have seen an increase of 30% from US \$ 381.2 million in 2018 to US \$ 497.6 million in 2022. Source: FPC report 2023.</p> <p>This was due mainly to key foreign investment registered recently in key sectors such as Financial services sector, Accomodation and food services sector, IT and communication sector and others</p>	<p>Investment promotion faces various challenges which are mainly due to:</p> <ul style="list-style-type: none"> * high cost for investment and production. * Access to finance. *Skills and knowledge gap. *lack of land data bank for investment projects 	<ul style="list-style-type: none"> * High cost of transport (cargo, cold rooms, electricity, water (utilities) *High interest rates by money lenders. *Accessible incentives - the existing incentives don't favor most of the investors especially small and medium investors. *Lack of enough skills upgrading programs. *Lack of enough availability of industrial inputs such as Agricultural inputs. 	<p>Existing business players a report lack or difficulty to access low cost funds. Some investment projects are operating below capacity.</p>	<p>Strengthening Kigali as a preferred financial hub for regional and international funds.</p> <ul style="list-style-type: none"> - Positioning Rwanda as a global business services destination in Africa. - Address high cost by tackling the logistics issue, especially accessibility to the sea.
6. Entrepreneurship and MSMEs Development	<p>MSMEs represent over 90% of all businesses, employing more than 2.6 million people and contributing 33% to the GDP</p> <p>*Female ownership of individual enterprises has risen significantly, from 38% in 2017 to 50% in 2022.</p>	<p>* The average annual achievement for jobs created were 188,464 while the annual target in NST1 for Jobs to be created is 214,000, so far the gap is 25,536 jobs. The main challenges includes SMEs high attrition rate.</p>	<ul style="list-style-type: none"> *Administrative system and procedures affecting MSMEs * Unfavorable Business environment; *Limited access to Capital and financial services; 	<ul style="list-style-type: none"> • Firm sustainability is a crucial concern for Rwandan businesses. A report from the World Bank, in 2016, titled "Which firms grow? Evidence from a matched firm database in Rwanda." found that 35% 	<p>there is an opportunity to link entrepreneurs to SMEs, SMES to Industries</p> <p>*High degree of overlap and duplication of services provided due to missing universal agreement on the definitions of each stage</p>

Area of interventions/ Themes	Key Achievements 2017-2024	Gaps/ Challenges	Major cause of challenge	Evidence based situation analysis	Emerging Opportunities
	<p>*Recommendations put forward from different studies and research such as EDP (MINICOM 2020), State of skills (RDB 2022) and Employment impact assessment of WPL (MIFOTRA 2022), ought to be reviewed and analysed periodically to assess impact and relevance.</p> <p>Over the last 5 years, from 2017-2021, 942, 324 Jobs have been created compared to the target of 1,071,425 targeted jobs.</p> <p>Reference : Foward looking Sector review report 2022/2023- MINICOM Website.</p> <p>From 2017 - 2024, RDB - SEZ and Export Facilitaiton Department supported 3500 SMEs in the areas of Stands, access to ffinance , capacity Building and Local Market Access.</p>	<p>*High rate of informal business enterprises accounting for 92.1% of total business enterprise</p> <p>* Lack of effective intervantion that enhance the business environment; difficulties to access to capital, market and standards</p> <p>*There is a lack of access to financing for SMEs to start or expand their industrial revenues</p> <p>*Lack of business support in other sectors of the business such as: Infrastructure, Construction and real estate, Financial services, Local manufacturing, Logistics, and transportation, Mining, Urbanization, Aviation and Energy;</p>	<p>* Low skills to start business;</p> <p>*Limited technical assistance ;</p> <p>*Taxation systems and regulations;</p> <p>*Lack of effective intervantion that enhance the business environment; difficulties to access to capital, market and standards,</p> <p>*There is a lack of access to financing for SMEs to expand their industrial revenues</p> <p>*Lack of business support in other sectors of the business such as: Infrastructure, Construction and real estate, Financial services, Local manufacturing, Logistics, and transportation, Mining, Urbanization, Aviation and Energy;</p>	<p>firms survive 3 years, but 70% of them never grow beyond self-employment. This study was referenced in the PSDYE Strategy 2018-2024.</p> <ul style="list-style-type: none"> This recommendation acknowledges the issues highlighted in the Entrepreneurship Development Policy, specifically with reference to the identified Pillars 1-4 and respective policy actions <p>*The Currentent estimated SMEs Attrition rate is 1-5 years : SEE the report: Studay on SMEs attrition in Rwanda 2019 report.</p>	<p>of start-up development</p> <ul style="list-style-type: none"> * Lack of programs for later growth stages, hindering businesses with growth potential *High degree of dependency of ESOs on international donors causing them to focus more on the donor's rather than the entrepreneurs' needs *Disjointed network of ESOs also due to donor-specific indicators of success not focusing on collaboration and sustainability of the ecosystem

Area of interventions/ Themes	Key Achievements 2017-2024	Gaps/ Challenges	Major cause of challenge	Evidence based situation analysis	Emerging Opportunities
7. Market access and Trade Promotion	<p>Market access In the 7 year NST1, the total Merchandise exports accounted for 10.9 billion in US \$.</p> <p>The performance details are : \$ 1.03b in 2017, \$ 1.12b in 2018, \$ 1.24b in 2019, \$1.40b in 2020, \$ 1.53bin 2021, \$ 2.11b in 2022 and 2.46b in 2023.</p> <p>The key destination markets include: Middle East (Dubai), Afrca - in particular DRC, Europe and North America. Main Exported goods includes : Minerals , Agricultural exports , Manufactured goods and Re-exports</p> <p>Value chain development The following details shows how horticulture, cassava, maize, milk, rishi potatoes and Rice farmers were linked to the market comparing the base line of a year 2021/2022 with its annual implementation status.</p> <ul style="list-style-type: none"> Initially 189 farmers in horticulture were sensitized on how to use e-commerce by the end 250 farmers in horticulture along the value chain were sensitized on how to use of e-commerce 	<p>*The NTSI is 17% annual increase, but some years fell short of achieving annual target.</p> <p>The challenges ware Rwanda’s Suspension from AGOA, Covid 19 pandemic, Rwanda’s suspension from AGOA & the regional security issues.</p> <ul style="list-style-type: none"> Rwanda is landlocked country therefore transportation costs for imports and exports are among the highest in the world, because Rwanda lacks a link to regional railway networks, inadequate air transport infrastructure, water and pipeline transport, and low capital and maintenance 	<p>The main causes include , Regional and International political issues , Market uncertainties such as covid-19 pandemic, Rwanda being a land linked country causing logistic challenges (High cost of Transport both Air and road) as well as high cost of production.</p> <ul style="list-style-type: none"> Limited compliance with standards Limited MSME access to GOR procurements Rwanda being a land locked country Limited postharvest Infrastructure Limited standardised storage facilities for perishable products Misplacement High operation costs Lack of national guidelines for end users Poor information sharing Inadequate and inaccessibility product data such as agri-data 	<p>*Region and international political issues are persisting up-to-date. Currently, Manufacturing sector is revering from the impact of covid -19 Pandemic.</p> <p>Regional transport initiatives such as rawayi projects are being negotiated.</p> <p>*case of horticulture handling facilities, cereales handling facilities, Lack of seeds for most of the horticulture products - Low level of Seeds production,</p>	<p>New emerging markets such AfCFTA, Protocol with China on fresh produce and Export Support Programs</p> <ul style="list-style-type: none"> expansion of irrigation and mechanization, and increased production and processing of value-added agriculture goods (e.g., dairy, maize and horticulture). Rwanda also aims to move from subsistence crops to export-oriented commercial farming. Strengthen knowledge and application of agriculture-related food safety health standards, such as aflatoxin, through the Rwanda Inspection and Competition Authority

Area of interventions/ Themes	Key Achievements 2017-2024	Gaps/ Challenges	Major cause of challenge	Evidence based situation analysis	Emerging Opportunities
	<ul style="list-style-type: none"> • 115 farming contracts were signed & 23,500 MT of cassava processed and at end of the implementation 67 Contracts were signed between cooperatives and Cassava processors 10,288.3 MT were supplied to the processing Plants (KCP, Akanoze, KIAI) • 268 farming contracts were signed & 65,000 MT of maize processed, after the implementation 155 Contracts were signed between cooperatives and Maize processors and 85,673 MT supplied to the Maize Milling plants • 100 Contracts signed and 7,000,000 Litres of milk supplied and end results shows that 279 Contracts were signed between cooperatives and Milk processors 34,328,248 litres supplied to the Milk processing Plants (MINICOM,2023) 	<p>imports/exports, compared with 12 and 36 percent for Kenya and Uganda, respectively.</p> <ul style="list-style-type: none"> • Weak postharvest crop management and storage generate high levels of losses; 15 percent of the smallholder produce is lost due to poor storage, and also impacts the safety and quality of produce. Storage facilities are very limited. The facilities that exist are either inaccessible to farmers or are of poor quality, often lacking drying infrastructure and this negatively impacts larger-scale agribusiness need. 			<ul style="list-style-type: none"> • Improve cooperative management and other aggregation measures to link smallholders into value chains to enhance opportunities that increase productivity • Strengthen the role and responsibilities of trade representatives in Rwandan embassies to support facilitation of export-market linkages and provide information on investment opportunities.

Area of interventions/ Themes	Key Achievements 2017-2024	Gaps/ Challenges	Major cause of challenge	Evidence based situation analysis	Emerging Opportunities
		<ul style="list-style-type: none"> • Small irrigation schemes to support greater yield and inconsistency of supply for greater value-added. • The lack of access to and unreliability of electricity is a major constraint to private investment in the agriculture sector, in particular in the processing segment. • Rural transportation challenges hinder access to market. 	<ul style="list-style-type: none"> *• High cost of investment in trucks acquisition • Inconsistency in production and volumes of produce • Inexistent aggregation mode • Limited information on financial products *Poor Quality of locally produced packaging materials 		
8. Quality and Standards enforcement	<ul style="list-style-type: none"> • Products Quality testing to support exports: on average at least 4,500 products samples were tested to ensure quality and over the last 6 years, at least 28Bn have been in-house saved because SMEs did not send their products abroad for testing services. Again National quality testing laboratories has been accredited against 27 parameters, 	<ul style="list-style-type: none"> • Lack of high tech quality testing equipment and metrology equipment to support trade, health and environment protection, transport sectors and Security organs, In Health sector, In transport sector, Trade transaction, Petroleum sector, Mining 			

Area of interventions/ Themes	Key Achievements 2017-2024	Gaps/ Challenges	Major cause of challenge	Evidence based situation analysis	Emerging Opportunities
	<p>20 local testing laboratories have been designated to support quality testing services delivery countrywide (RSB , 2023)</p> <ul style="list-style-type: none"> • Standardization mark: S-Mark certified products have cumulatively increased as follows: 2017-2018 (513); 2018-2019 (667), 2019-2020 (821),2020/2021 (1004), 2021/2022(1144), 2022/2023 (1345) and 2023/2024 (1459) Quarter 3 (end March 2023) with has reached and currently 950 products have valid S-Mark by More than 200 products with Valid Made in Rwanda Logo • For systems certification certified systems have increased as follows: 2017/2028 (6); 2018/2019 (13); 2019/2020 (6); 2021-2022 (24); 2022/2023 (32) and 2023/2024(9) by Quarter 3 (end March 2023) making a cumulative of 90 certified systems) • Accreditation by Dutch Accreditation Council (RvA) (since 2017) of Systems certification against ISO IEC 17021-1: 2015 for the scope of Food Safety Management 	<ul style="list-style-type: none"> • Extension of Accredited to other certification scheme could not be done as planned (ISO 9001 QMS), Extension of food safety management systems for category A (animal farming, and E, Catering, • Road tankers, underground and upward storages tankers are not being calibrated or verified due lack of infrastructure (equipment, capacity of staff) • Bulk flow meters being used portable water distribution and trade are not being calibrated and verified due to lack of infrastructure (equipment, capacity of staff) 			

Area of interventions/ Themes	Key Achievements 2017-2024	Gaps/ Challenges	Major cause of challenge	Evidence based situation analysis	Emerging Opportunities
	<p>Systems based on ISO 22000 FSMS and RS 184 HACCP for food chain categories C-Manufacturing and B1-Plant farming</p> <ul style="list-style-type: none"> • Export of certification services started in 2023 to Uganda (1 certified company) and Nigeria (1 certified company, Milestones achieved in certification lead to: Increased access to Market for locally produced products to regional (e.g EAC, COMESA, ECOWAS, etc), and international market • Metrology services in trade transaction: a) 72921 equipment/ instruments being used in trade transactions to ensure fair trade of commodities in market and utilities have been verified, 162 pre-packaged products in market controlled. • Metrology services in manufacturing industries: 2670 equipment/ instruments have been calibrated to support industries products and system certification, reduce the waste through accurate measurements and end products compliance to standards 	<ul style="list-style-type: none"> • 90 % of calibration offering in testing laboratories are not internationally accredited due to lack of budget for upgrading and building competence of staff. • Lack of infrastructure to calibrate many measurement equipment such as Band width/internet bytes' counters, Airtime counters for telephone communication; • No quality testing capacity in Virology, molecular Biology, antibiotic residues, geotechnical, polymers, composites testing. NDT testing (weld inspection), Renewable energies and electrical vehicle testing 			

Area of interventions/ Themes	Key Achievements 2017-2024	Gaps/ Challenges	Major cause of challenge	Evidence based situation analysis	Emerging Opportunities
	<ul style="list-style-type: none"> • Metrology services in medical sector:1046 medical equipment calibrated in referral, teaching, districts hospitals and health centers to support their qualification and accreditation, 47 radiology machines have been tested/ qualify control and quality assurance of dose and image to ensure accurate radiology diagnostics in hospitals and clinics; 733 workers exposed to ionizing radiation in working environment are being monitored in medical, security and construction to ensure their safety; 29 radiology infrastructure/rooms ionizing radiation leakage tested and validated for the safety of workers and surroundings. • Metrology services Construction and land survey:269 equipment are being calibrated in the construction sector mainly of quality control laboratories of construction site; • Metrology services in Tourism and Hospitality: 890 equipment are being calibrated to support their food safety management system certification; 	<ul style="list-style-type: none"> • Accreditation need to expand in: Food contaminant: pesticides residues in Fruits and vegetables, honey and ochratoxin in coffee which is in high demand for export facilitation: • Non Destructive Test certification of RSB technical inspection to support certification of person's ex-welders • No incinerators are in place for handling toxic/ pollutant waste that need immediate treatment by incineration • Becoming an accredited Proficiency Testing provider in region • Old and Outdated laboratory equipment which lead to many interrupts of services and breakdown. 			

Area of interventions/ Themes	Key Achievements 2017-2024	Gaps/ Challenges	Major cause of challenge	Evidence based situation analysis	Emerging Opportunities
	<ul style="list-style-type: none"> • Metrology services in Conformity assessment services/Quality testing laboratories.806 laboratories equipment/instruments are being calibrated in public quality testing laboratories (RSB, NEAB, NFI, RAB, IRPCs and UR, RTDA) and private testing laboratories in universities and companies to support their management system compliance, designation, and international accreditation • Accreditation need to expand in: Food contaminant: pesticides residues in Fruits and vegetables, honey and ochratoxin in coffee which is in high demand for export facilitation: 2. Non Destructive Test certification • International recognition against ISO/ IEC 17025 in 29 parameters equivalent to lest 10% of the total number of parameters (325) to be accredited in • 806 laboratories equipment/ instruments are being calibrated in public quality testing laboratories (RSB, NEAB, NFI, RAB, IRPCs and UR, RTDA) and private testing laboratories in universities and companies to support their management system compliance, designation, and international accreditation 	<ul style="list-style-type: none"> • Lack of capacity for calibration of modern equipment being used in pharmaceutical products manufacturing industries. • 99,99 % of equipment/ instruments being used in clinical services are not being calibrated due to lack of infrastructure/ equipment and competency of staff: • No Secondary Standards Dosimetry Laboratory (SSDL) to remove the cost of calibration of RSB, RURA and RAEB dosimetry and nuclear science research equipment in external competent SSDL. • 411 equipment being used in construction for dimensional measurements, land survey and 			

Area of interventions/ Themes	Key Achievements 2017-2024	Gaps/ Challenges	Major cause of challenge	Evidence based situation analysis	Emerging Opportunities
	<ul style="list-style-type: none"> • 18,444 out of 16,100 phytosanitary certificates were issued on agricultural produce and 1,291 out of 1,250 Veterinary Certificates were issued on animal products for compliance of the standards and regulations. This contributed on export growth and Facilitated compliance to international market-driven standards, statutory and regulatory requirements: • 184,737 out of 179,864 import consignments were inspected for compliance of the standards and regulations which contributed to the enhancement of the quality and safety products traded on Rwandan market (108,831 consignments were normally released, 8,584 goods were released under seal for inspection on arrival; 70 consignments were rejected; 12,112 consignments were normally released at borders by RRA staff on behalf of RICA; 1,389 consignments released under seal by RRA staff at border for aflatoxin testing; 2,747 consignments were released in outside inspection while 68 Consignments were warned...) 	<p>vibration are not being calibrated due to lack of infrastructure and competencies of staff.</p> <ul style="list-style-type: none"> • calibration services offering in tourism and hospitality is not accredited due to lack of budget (competency of staff, equipment, and accreditation fees) • 317 equipment being used meteorological, hydrological and air quality monitoring instruments for weather, water and air quality monitoring sensor are not being calibrated due to lack of budget for upgrading existing calibration center for wind, sun, cloud, level and speed of water and air pollution 			

Area of interventions/ Themes	Key Achievements 2017-2024	Gaps/ Challenges	Major cause of challenge	Evidence based situation analysis	Emerging Opportunities
	<ul style="list-style-type: none"> • Samples 1,534 collected out of 1,150 targeted, (sample for cement, steel bars, electrical cables, honey, etc) 73 failed to pass from import inspection unit, (106 samples were tested and passed 44.9%, 61 failed 24.3%, 6 were pending 2.54% etc during that time). • 114 out 110 Manufacturing industries targeted were inspected to enforce standards and regulations • 1,418 against 950 targeted business operators were licensed such as seed multipliers, butchery operators, electrical and electronics business • Increased awareness on fair competition and consumer rights matters: Following to the inspections conducted country wide, the findings show that out of 3,050 planned to be trained and inspected, 3,175 traders were trained and inspected in 3 years. • Average 1058 out 1016 traders were trained and inspected for compliance of the competition and consumer protection law 	<p>calibration to ensure accurate date and information in weather broadcasting, disaster management and environment protection.</p> <ul style="list-style-type: none"> • 114 Road safety enforcement equipment/ instruments are not being calibrated or verified due to lack of infrastructure (equipment, capacity of staff). • 91 equipment in air transport due to limited capacity in term of infrastructure and competencies of staff. • 73 equipment for mines purity testing and evaluation are not being calibrated due to limited capacity in chemical metrology in terms of infrastructure and competencies of staff. 			

Area of interventions/ Themes	Key Achievements 2017-2024	Gaps/ Challenges	Major cause of challenge	Evidence based situation analysis	Emerging Opportunities
	Improved compliance with fair competition and consumer protection law, Legislative instruments related to competition developed (pending validation)	<ul style="list-style-type: none"> • Band width/internet bytes' counters are not being calibrated due to lack of infrastructure and competencies of staff. • Extension of Accredited to other certification scheme could not be done as planned (ISO 9001 QMS) Extension of food safety management systems for category A, and E, • Limited inspection capabilities 			
9. Gender equality and family promotion	Number of Women owned business supported increased at 36% through BDF, fund received from MINICOM * Policies, laws and regulations for the Private Sector Development are not gender sensitive to promote Gender Equality in all PSD sector activities; No data on Gender Equality Competitiveness in Private Sector	Low capacity to comply with BDF funds requirements			

Area of interventions/ Themes	Key Achievements 2017-2024	Gaps/ Challenges	Major cause of challenge	Evidence based situation analysis	Emerging Opportunities
10. Environment Climate Change	<p>CPCIC in place, GGCRS and NDCs developed; Awareness in climate change and environmental management tools has increased. 290 organizations were trained on resource efficient and cleaner production (RECP) protocols which resulted in environmental benefits such as annual reduction of CO2 emission from 30kToe in 2013-2017 to 3.5kToe in 2018-2021 from 42 industries assessed.</p>	<p>High emission of CO2, High quantity of GHG Limited knowledge in green industrialization and Trade</p>	<p>Lack of knowledge in Green finance; Lack of updated data for climate change monitoring</p>	<p>CPCIC-Cleaner Production Climate Innovation in Place In the scenario of Business as Usual (BAU) the emission is projected to increase from 5.3 MtCO2eq in the base year (2015) to around 12.1 MtCO2eq in 2030. With domestically supported unconditional mitigation measures, the emission will rise to around 10.2 MtCO2eq, representing a reduction against BAU of around 16%; while with both unconditional and conditional mitigation measures, emissions are estimated to reach a total of 7.5 MtCO2eq, equal to a reduction of 38% by 2030 against the same baseline.</p>	<p>Mainstreaming best practices in climate change and environmental management; Promote a green economy that is resource efficient, low-carbon and climate resilient; Promote the circular economy to advance sustainable consumption and production patterns; Promote green technologies and procurement; Promote green mobility.</p>

Area of interventions/ Themes	Key Achievements 2017-2024	Gaps/ Challenges	Major cause of challenge	Evidence based situation analysis	Emerging Opportunities
11. Innovation and R&D	<p>Gross domestic expenditure on R&D (GERD) has seen a slight increase from 44 billion RWF in 2015/16 to 70 billion RWF in 2018/19, corresponding to a share of GDP of 0.66% to 0.69%, respectively.</p>	<p>Rwanda still ranks much lower in terms of researcher headcounts, with a score of only 152 researchers per 1 million inhabitants; The 0.69% R&D expenditure as a share of GDP is still lower than the recommended 1%. Females accounted for only 35.73% of all the R&D personnel.</p>	<p>Insufficiency in R&D financing Lack of policies that encourage R&D activities in domestic companies</p>	<p>The GoR established the National Research and Innovation Fund (NRIF) as research schemes to provide competitive funding opportunities towards fostering research uptake and to support research activities that address societal and industry needs. However, Public-Private sector collaboration needs to be strengthened in order to take advantage of the country's researcher base in a way that stimulates business R&D investment According to the survey conducted by the NCST, higher learning institutions don't have an R&D dedicated budget and mostly rely on foreign funding and donations (NCST, Rwanda National Research and Experimental Development Survey, 2021).</p>	<p>More efforts still need to be put in place to boost the number of qualified female researches in all sectors; There is a need to continue increasing the overall GERD to meet the target R&D intensity of the recommended 1% of GDP; There is also a need to increase academia-industry collaboration for the uptake and performance of collaborative R&D projects within the business sector.”</p>

7.16. Responsibility Assignment Matrix

Theme 1: Job creation and youth employment

Priority Area	STAKEHOLDERS INVOLVEMENT			
	Responsible	Accountable	Consulted	Informed
Outcome: 1: Increased Productive and decent jobs by 250,000 Annually				
Mainstream skills transfer and job creation in flagship projects in public, private sector, and JAF	MIFOTRA	MIFOTRA	MINECOFIN, PSDYE Members, MINAGRI, MoE, MININFRA, Districts, DPs	MINECOFIN, PSDYE Members, MINAGRI, MoE, MININFRA, Districts, DPs
Strengthen coordination, and M&E mechanisms to track the realization of job creation in both public and private sector.	MIFOTRA	MIFOTRA	MINECOFIN, PSDYE	MINECOFIN, PSDYE
Enhance labour market research and analytics to inform evidence-based workforce development and employment promotion intervention	MIFOTRA	MIFOTRA	MINEDUC, RDB, RTP, and RP	MINEDUC, RDB, RTP, and RP
Scale up work place learning, TVET and HLIs interventions and ensure alignment with the needs of labour market	MIFOTRA	MINEDUC, RTP, RP	MINECOFIN, PSDYE Members, MINAGRI, MoE, MININFRA, Districts, DPs	MINECOFIN, PSDYE Members, MINAGRI, MoE, MININFRA, Districts, DPs
Support professional certification towards TVET trades in priority sectors	MIFOTRA	MIFOTRA, HEC, RTB, RP	RSB	
Strengthen capacity building and promotion of TVET training programs with a focus on trainers and the development of demand-driven training programmes	MIFOTRA	RTB, RP, RDB	RTB, RP, RDB, MINEDUC	RTB, RP, RDB
Enhance digital platforms to match job seekers with employment opportunities	MIFOTRA	MIFOTRA	HEC, RTB, RP, HLIs,	HEC, RTB, RP, HLIs,
Promote access on labour market information, employment service and career guidance	MIFOTRA	MIFOTRA	MOYA	MOYA

Theme 2: Increased export revenues from goods and services

Priority Area	STAKEHOLDERS INVOLVEMENT			
	Responsible	Accountable	Consulted	Informed
Outcome 2: Increased export revenues from goods and services (from \$2.726 (2023) billion to \$5.249 billion by 2029)	NAEB			
Intermediate Outcome 2.1 Increased export revenues from agricultural, animal & livestock product from US \$ 857.2 million to US \$ 1.54 billion				
INT 1: Establish and strengthen agriculture export facilities and promote value addition	NAEB	NAEB & MINICOM	PSF, RDB,	
INT 1: Establish and strengthen agriculture export facilities and promote value addition	NAEB		NAEB, RDB, MINAFFET & MINICOM	
INT 2: Collaborate with trade associations, export promotion agencies, and diplomatic missions to showcase Rwandan agricultural products and strengthen market linkages	NAEB,	NAEB, MINICOM		
INT 3: Carry out negotiations with buyers and/or other governments to improve market access and competitiveness	NAEB	NAEB & MINICOM		
INT 4: Promote cost-effective post-harvest handling and processing facilities, and its operationalization	NAEB	NAEB & MINICOM		
INT 5: Invest in technology, innovation, and product development to enhance value chains and create differentiated offerings for export markets	NAEB	NIRDA, NAEB & MINICOM		
Intermediate Outcome 2.2 Increased the value from mining export from \$1.1 Billion to \$1.8 Bn through: value addition, provision of technology and infrastructure	RMB	OTP, RMB		
INT1: Increase export through exploration, exploitation and value addition of mineral resources with focus on environment	RMB	OTP, RMB MINECOFIN and OTB	RDB, MINICOM and MINECOFIN	MOE, REMA and DISTRICTS
INT2: Conduct in depth mineral exploration	RMB	RMB, MINECOFIN and OTB	RDB	MOE

Theme 2: Increased export revenues from goods and services

Priority Area	STAKEHOLDERS INVOLVEMENT			
Intervention/ Activities	Responsible	Accountable	Consulted	Informed
INT3: Conduct promotion of mineral value addition and diversification focusing on strategic minerals (Smelter, Gold refinery, Tantalum refinery, lithium refinery, scale up Gemstones cutting and polishing)	RMB	RMB, MINECOFIN and OTB	PSF, MINICOM	RDB, MINECOFIN
INT4: Support Mechanization (modern equipment) and professionalization (skills) of mining operations through incentives and capacity development	RMB	RMB, MINECOFIN and OTB	PSF	RDB
INT5: Conduct research and exploration to identify national oil and gas potentials	RMB	MINECOFIN, DPs	RDB	MOE
INT6: Rehabilitate abandoned mine / quarries sites across the country	RMB	RMB	MOE and MINEMA	DPs
Intermediate Outcome 2.3 Increased tourism revenues from \$0.62 to \$1.1B	RDB			
INT1: Support Innovative tourism and conservation financing projects (Green Bonds, investment in conservation, public-private partnerships and products diversification)	RDB	MINECOFIN	BNR	DISTRICTS
INT2: Position Rwanda as a world-class high-value ecotourism destination through support the development of selected eco-tourism circuits	RDB	PSF	MINAFFET	DISTRICTS
INT3: Map, develop and promote unused touristic areas (historical, religious, recreational,)	RDB	MINUBUMWE	DISTRICTS	PSF
INT4: Sustain and maintain wildlife resources in a healthy ecosystem that benefits a dynamic and vibrant economy for communities and the country	RDB	DISTRICTS	PSF	
INT6: Open up international partnerships for MICE infrastructure development towards sustainable growth of the tourism sector	RDB	MINECOFIN, RCB	PSF	MINAFFET

Theme 2: Increased export revenues from goods and services

Priority Area	STAKEHOLDERS INVOLVEMENT			
	Responsible	Accountable	Consulted	Informed
INT7: Engage the private sector to organize side events and develop alternative products to increase spending during key events hosted	RDB	PSF	RDB,RCB	POLICE
Intermediate Outcome 2.4 Increased MICE revenues from \$95 million to \$224 million	RDB	RCB	RCB	
INT6: Open up international partnerships for MICE infrastructure development towards sustainable growth of the tourism sector	RDB	MINECOFIN, RCB	PSF	MINAFFET
INT7: Engage the private sector to organize side events and develop alternative products to increase spending during key events hosted	RDB	PSF	RDB,RCB	POLICE
Intermediate Outcome 2.5 Increased Industrialization leading to increased value of non-traditional exports				
INT1: An E Commerce platform for Rwandan products and services developed				
INT2: Put in place the industries in packaging, glasses packaging, Soaps, Fabrics				
INT3: Continue to improve infrastructure to facilitate the development of the manufacturing sector.				
INT4: Continue to provide incentives to enterprises to improve their production capacity				
INT5: Build capacity of SMEs and Industries to access funds from the Global Green environment facility				
INT6: Promote the export of Rwandan-made products to regional and international markets through export promotion initiatives, trade agreements, trade facilitation measures, and export financing schemes to diversify export earnings, generate foreign exchange, and enhance Rwanda's competitiveness in global trade				

Theme 3: Manufacturing Sector Growth

Priority Area	STAKEHOLDERS INVOLVEMENT			
Intervention/ Activities	Responsible	Accountable	Consulted	Informed
Outcome 3: Increased manufacturing sector value 13% annually				
Intermediate Outcome 3.1: Enhanced Competitiveness and Sustainable Growth in Priority Sub-sectors				
Develop and implement tailored sub-sector development strategies for each priority sub-sector through a robust market-sounding approach and engagement with the local and international private sectors. These strategies should utilize a well-structured public-private dialogue to foster collaboration among firms and industry groups.	MINICOM	MINICOM	MINICOM, PSD Members, MINECOFIN, DPs,	MINICOM, PSD Members, MINECOFIN, DPs,
Increase availability & uptake of high-calibre Business Development Services for productive sectors and implement a certification programme for BDS providers accompanied by targeted training programs aligned with current market trends and SME needs.	MINICOM	MINICOM, RCA, PSF, RDB	MINICOM, RSB, RICA, MINECOFIN, RDB, PSD Members	MININFRA, RHA, MoE, PSD Members
Ensure the availability and development of key enabling services and activities necessary for the development of priority sub-sectors, such as system integration, machine maintenance & spare parts, back-office support, and marketing & distribution, especially through fostering private sector investment and effectiveness in these areas.	MINICOM	MINICOM	MINECOFIN, PSD Members, PSF, MINICOM,	MINECOFIN, PSD Members, PSF, MINICOM,
Intermediate Outcome 3.2 Enhanced Local Production and increased competitiveness of local products	MINICOM			
Increase local content in industrial production by strengthening the Supplier Development Programme based on lessons learnt from its implementation to improve the availability and quality of locally produced raw materials, component parts, services, and other intermediate inputs and deepen linkages between large value chain lead firms and local suppliers of these inputs.	MINICOM	MINICOM	MINICOM, NIRDA, MINECOFIN, RSB, PSD Members, PSF, MOYA	MINICOM, NIRDA, MINECOFIN, RSB, PSD Members, PSF, MOYA

Priority Area	STAKEHOLDERS INVOLVEMENT			
	Intervention/ Activities	Responsible	Accountable	Consulted
Develop & implement the Made in Rwanda comprehensive Branding & Communication Strategy to strengthen the Made in Rwanda brand.	MINICOM	MINICOM	MINICOM, RDB, RICA, MOYA, PSD Members, RSB,	MINICOM, RDB, RICA, MOYA, PSD Members, RSB,
Develop a supplier linkages programme to help local firms identify and access key inputs that will reduce production cost and promote competitiveness	MINICOM	MINICOM	MINICOM, RDB, RICA, MOYA, PSD Members, RSB,	MINICOM, RDB, RICA, MOYA, PSD Members, RSB,
Expand and improve Rwanda's access to foreign markets through stronger participation in multilateral and bilateral trade and customs agreements. This includes advancing WTO membership, EAC Common Market Protocol implementation, Commonwealth, AfCFTA, COMESA, EU EBA/EPA, USA AGOA, and bilateral customs agreements with regional neighbour, as well as maximizing utilization of existing agreements.	MINICOM	MINICOM	MINICOM, RDB, RICA, MOYA, PSD Members, RSB, MINAFFET	MINICOM, RDB, RICA, MOYA, PSD Members, RSB,
Strengthen the quality, quantity, and reliability of locally produced raw materials that agro- and mineral downstream processing industries rely on by addressing market, coordination, and regulatory failures to enable private investment and growth in raw material production.	MINICOM	RICA, RSB	MINICOM, RDB, RICA, MOYA, PSD Members, RSB,	MINICOM, RDB, RICA, MOYA, PSD Members, RSB,

Theme 4: Industrial Development and Made in Rwanda Promotion

Priority Area	STAKEHOLDERS INVOLVEMENT			
Intervention/ Activities	Responsible	Accountable	Consulted	Informed
Outcome 4: Promoted industrialization for cumulative annual growth rate of 10% of the total value added in production and export of medium and high value good and services and decent jobs				
Intermediate Outcome 4.1: Increased access to finance and investment for productive sub-sectors	MINICOM			
Provide condition-based investment incentives (financial and fiscal) where needed to address the needs of each priority sub-sector (particularly in green areas of the economy) and each step of the value chain in these sub-sectors, with due consideration given to cost-effectiveness, effective competition, and international commitments.	MINICOM	MINICOM	MINICOM, RSB, RICA, NIRDA, PSD Members, MINECOFIN	MINICOM, RSB, RICA, NIRDA, PSD Members, MINECOFIN
Support financial institutions, including banks, to establish concessional finance lines or credit guarantee instruments for firms in the priority sub-sectors with tailored technical assistance packages, including instruments to access machinery and means of production	MINICOM	MIECOFIN	MINICOM, RSB, RICA, NIRDA, PSD Members, MINECOFIN	MINICOM, RSB, RICA, NIRDA, PSD Members, MINECOFIN
Support the development of alternative sources of funding for priority sectors by establishing a platform through KIFC for private equity investors to identify, screen and invest in industrial companies	MINICOM	MINICOM	MINICOM, RSB, RICA, NIRDA, PSD Members, MINECOFIN	MINICOM, RSB, RICA, NIRDA, PSD Members, MINECOFIN
Encourage the creation (or strengthening) of private sector managed investment funds, which would provide finance to industrial firms and SMEs, with a focus on their technology upgrade. The state could play a catalytic role by participating in the capitalization of such funds.	MINICOM	MINICOM	MINICOM, RSB, RICA, NIRDA, PSD Members, MINECOFIN, PSF, BANKS	MINICOM, RSB, RICA, NIRDA, PSD Members, MINECOFIN, PSF, BANKS

Theme 4: Industrial Development and Made in Rwanda Promotion

Priority Area	STAKEHOLDERS INVOLVEMENT			
	Responsible	Accountable	Consulted	Informed
Intermediate Outcome 4.2: Enhanced Innovation and Technology capabilities in priority industries	MINICOM	NIRDA		
Incentivize R&D and innovation and harmonize R&D funding schemes for priority sub-sectors.	MINICOM	NIRDA	MINICOM, MINECOFIN, RSB, RCA, PSD Members, RDB, NIRDA	MINICOM, MINECOFIN, RSB, RCA, PSD Members, RDB, NIRDA
Promote technology diffusion and collaboration between sector research institutes, universities, and local and foreign firms, including facilitating the commercialization of research products, with a focus on selected strategic value chains (such as biotechnology) and the green economy.	MINICOM	NIRDA	MINICOM, MINECOFIN, RSB, RCA, PSD Members, RDB, NIRDA	MINICOM, MINECOFIN, RSB, RCA, PSD Members, RDB, NIRDA
Improve Intellectual Property Rights system to encourage innovation	MINICOM	RDB		MINICOM, MINECOFIN, RSB, RCA, PSD Members, RDB
Establish Technology Transfer Offices (TTO) in universities and improve the capacity of existing ones, to effectively diffuse research and facilitate their commercialization, particularly for strategic sub-sectors that will facilitate the transition to a green economy.	MINICOM	NIRDA		MOE, MINICOM, MINECOFIN, RSB, RCA, PSD Members, RDB, NIRDA
Intermediate Outcome 4.3 Effective Development of Industrial Parks and Key Infrastructure aligned with industry needs	MINICOM			

Theme 4: Industrial Development and Made in Rwanda Promotion

Priority Area	STAKEHOLDERS INVOLVEMENT			
	Intervention/ Activities	Responsible	Accountable	Consulted
Develop a comprehensive strategy for the development and management of industrial parks and zones that includes (i) a clear prioritization and sequencing of industrial park development, (ii) a clear framework for the coordination of industrial park development at national and district level, (iii) a clear mandate for the development and management of each action and each industrial park or zone including targeted funding source and operational model (e.g., PPP, private developers, concessions), and (iv) a robust approach for allocating the geographic locations of industrial parks, zones, and clusters according to the availability of raw materials and natural resources, labour, infrastructure, and other pertinent factors.	MINICOM	MINICOM	RDB, MINIFRA, MINAFFET, RHA, MINECOFIN, MOYA, PSD Members	RDB, MINAFFET, MINECOFIN, PSD Members, MOYA
Develop priority industrial parks with due diligence done in conducting feasibility studies, prioritization, investment promotion, linkages with local industries and clear strategy for operation and management and governance framework for the parks.	MINICOM	MINICOM	RDB, MINECOFIN, MININFRA, PSD Members, RHA, MIFOTRA, NIRDA, RSB	RDB, MINECOFIN, MININFRA, PSD Members, RHA
Provide necessary incentives to attract domestic and foreign investments in priority sub-sectors	MINICOM	MINICOM	RDB, MINECOFIN, MINAFFET, MININFRA, RSB, PSD Members	RDB, MINECOFIN, MINAFFET, MININFRA, RSB, PSD Members
Develop priority infrastructure that have a high impact on the competitiveness of productive sectors, especially the priority subsectors, and expedite their development or upgrading.	MINICOM	MINICOM	RDB, MINECOFIN, MININFRA, PSD Members, RHA, NIRDA, RSB, MINICOM	RDB, MINECOFIN, PSD Members, RHA, NIRDA, RSB

Priority Area	STAKEHOLDERS INVOLVEMENT			
	Intervention/ Activities	Responsible	Accountable	Consulted
Facilitate the establishment of new plants for manufacturing pharmaceutical products and medical equipment, electric vehicle assembly, home compostable packaging materials, glass used in construction industry, bottles used by breweries, tannery park, fabrics manufacturing and other materials used in the textile industry.	MINICOM	MINICOM RDB	MININFRA, RDB, MINECOFIN, PSF, NIRDA, RSB, MINICOM, MOE	MININFRA, RDB, MINECOFIN, PSD Members, NIRDA, RSB, MINICOM
Intermediate Outcome 4.4 Increased adoption of green technologies and practices in private sector	MINICOM			
Identify green technologies that can be adopted in selected industries and invest in their adoption and development in Rwanda.	MINICOM	MoE	RDB, MINECOFIN, PSD Members, RHA, NIRDA, RSB, MINICOM, MOYA	RDB, MINECOFIN, PSD Members, RHA, NIRDA, RSB, MINICOM, MOYA
Incentivize the production of tradable green products and services	MINICOM,	MINICOM, MINECOFIN	RDB, MINECOFIN, PSD Members, RHA, NIRDA, RSB, MINICOM, MOYA	RDB, MINECOFIN, PSD Members, RHA, NIRDA, RSB, MINICOM, MOYA
Encourage circular economy ventures such as: the conversion of food waste into carbon-negative fertilizer, sustainable packaging production, and recycling plants and explore public-private partnerships to scale such solutions.	MINICOM	NIRDA MINICOM	RDB, MINECOFIN, PSD Members, RHA, NIRDA, RSB, MINICOM, MOYA, MoE, NIRDA	RDB, MINECOFIN, PSD Members, RHA, NIRDA, RSB, MINICOM, MOYA, MoE, NIRDA
Establishment of waste management infrastructure in industrial parks, zones, and clusters through the facilitation of public- private investment.	MINICOM	MINICOM	RDB, MINECOFIN, PSD Members, RHA, NIRDA, RSB, MINICOM, MOYA, MoE, NIRDA	RDB, MINECOFIN, PSD Members, RHA, NIRDA, RSB, MINICOM, MOYA, MoE, NIRDA

Priority Area	STAKEHOLDERS INVOLVEMENT			
Intervention/ Activities	Responsible	Accountable	Consulted	Informed
Promote enterprise compliance to environment management regulations by raising awareness, building capacity, ensuring regulations are clear and reasonable and strengthening enforcement in partnership with private sector associations.	MINICOM	MINICOM	RDB, MINECOFIN, PSD Members, RHA,NIRDA, RSB, MINICOM, MOYA, MoE, NIRDA	RDB, MINECOFIN, PSD Members, RHA,NIRDA, RSB, MINICOM, MOYA, MoE, NIRDA
Promote the development of sectors with high potential for adopting green practices such as textile and leather industries. These sectors also provide opportunities for strong backward linkage opportunities for cattle farmers, slaughterhouses, tanneries, and providers of packaging, labelling, transport, logistics, and other related services.	MINICOM	MINICOM	RDB, MINECOFIN, PSD Members, RHA,NIRDA, RSB, MINICOM, MOYA, MoE, NIRDA	RDB, MINECOFIN, PSD Members, RHA,NIRDA, RSB, MINICOM, MOYA, MoE, NIRDA

Theme 5: Investment Promotion

Priority Area	STAKEHOLDERS INVOLVEMENT			
Intervention/ Activities	Responsible	Accountable	Consulted	Informed
Outcome 5: Increased value of FDI (from \$496.4 million in 2022 to \$600 million in 2029) and Private Investment as share of GDP (from \$2.47 billion in 2023 to 3 billion Value of investment projects registered annually)	RDB			
Intermediate Outcome 5.1 Increased value of FDI and Private investment as share of GDP	RDB			
INT1: Conduct targeted investment promotion in key strategic sectors leveraging existing and emerging infrastructural projects that will enhance regional integration and decrease cost of production (Eg. Railways, oil pipelines)	RDB,	MINAFET	PSF, MININFRA, RDB, MINECOFIN, PSD Members, RHA,NIRDA, RSB, MINICOM	MINECOFIN MININFRA, RDB, PSD Members, RHA,NIRDA, RSB, MINICOM

Theme 5: Investment Promotion

Priority Area	STAKEHOLDERS INVOLVEMENT			
	Responsible	Accountable	Consulted	Informed
INT2: Conduct target investment promotion with a focus on priority sectors	RDB	MINAFFET	PSF	MINECOFIN
INT3: Offer investment incentives, tax breaks, customs duty exemptions, and financial incentives to domestic and foreign investors in key sectors, industries, and value chains that contribute to the production, processing, and value addition of "Made in Rwanda" products	RDB	RRA, MINICOM	RDB, MINECOFIN, PSD Members, RHA, NIRDA, RSB, MINICOM	PSF, RDB, MINECOFIN, PSD Members, RHA, NIRDA, RSB, MINICOM
INT4: Promote the export of Rwandan-made products to regional and international markets through export promotion initiatives, trade agreements, trade facilitation measures, and export financing schemes to diversify export earnings, generate foreign exchange, and enhance Rwanda's competitiveness in global trade	RDB	MINICOM	RDB, MINECOFIN, PSD Members, RHA, NIRDA, RSB, MINICOM, MOYA	RDB, MINECOFIN, PSD Members, RHA, NIRDA, RSB, MINICOM, MOYA
INT 5: Facilitate technology transfer, innovation, and adoption of modern production technologies, processes, and equipment among local industries to improve productivity, efficiency, and competitiveness in manufacturing "Made in Rwanda" products.	RDB	NIRDA, MINICOM	PSF, RDB, MINECOFIN, PSD Members, RHA, NIRDA, RSB, MINICOM, MOYA	MINICT, RDB, MINECOFIN, PSD Members, RHA, NIRDA, RSB, MINICOM, MOYA
INT6: Strengthening Kigali as a preferred financial hub for regional and international funds	RDB	MINECOFIN, KIFC	BNR	RDB
INTE7: Positioning Rwanda as a global business services destination in Africa.	RDB	RDB	PSF	RURA

Theme 6: Entrepreneurship and MSME Development

Priority Area	STAKEHOLDERS INVOLVEMENT			
Intervention/ Activities	Responsible	Accountable	Consulted	Informed
<i>Outcome 6: Created a conducive and flourishing environment for entrepreneurs and MSMEs for competitiveness</i>				
<i>Intermediate Outcome 6.1 Strengthened institutional capacities and coordination mechanisms for effective performance and accountability among cooperatives</i>	RCA	MINICOM, BDF		
INT1: Strengthen capacities of the Rwanda Cooperative Agency (RCA) to enhance the performance, compliance and management of cooperatives.	RCA	MINICOM, MINECOFIN, MIFOTRA, RCA		
INT2: Establish coordination mechanisms and accountability framework of cooperatives 'stakeholders.	RCA	MINICOM, MINECOFIN, DPs, Districts		
INT3: Enhance research and innovation to improve the performance and sustainable management of cooperatives.	RCA	MINICOM MINECOFIN, DPs, Districts	NISR	Districts
INT4: Upgrade of Cooperative Management Information System (CMIS) for effective coordination of cooperative performance.	RCA	MINICOM MINECOFIN, DPs, RISA		District
INT5: Reinforce the compliance of Law governing cooperatives in Rwanda and other regulations	RCA	MINICOM MINECOFIN DPs, RLRC	MINIJUST	District

Theme 6: Entrepreneurship and MSME Development

Priority Area	STAKEHOLDERS INVOLVEMENT			
	Responsible	Accountable	Consulted	Informed
Intermediate Outcome 6.2 A conducive ecosystem for entrepreneurship and MSME development and sustainability is strengthened.	RCA	MINICOM		
INT1: Identify and support efficient business support systems (such as Entrepreneurs Support Organisation (ESOs), innovation hubs, virtual communities and business incubation centres) that support technology transfer, business development opportunities, mentorship, networking etc. Sub-interventions could include the creation of an ESO platform and other collaborative	RCA	MINECOFIN, MINICOM, RDB, RSB, NIRDA	PSF	MINALOC, RCA
INT2: Support an enabling financial environment for MSMEs by strengthening alternative and suitable financing channels and products. E.g. grants, seed funding, microloans, venture capital, angel investors, crowdfunding platforms, and government-backed loan schemes to overcome financial barriers and support business start-ups.	RCA	MINECOFIN MINICOM, RDB, RSB, NIRDA	PSF, BDF	MINALOC
INT2: Support an enabling financial environment for MSMEs by strengthening alternative and suitable financing channels and products. E.g. grants, seed funding, microloans, venture capital, angel investors, crowdfunding platforms, and government-backed loan schemes to overcome financial barriers and support business start-ups.	RCA	MINECOFIN MINICOM, RDB, RSB, NIRDA	PSF, BDF	MINALOC
INT3: Establish and Strengthen Value Chain based MSMEs development Schemes	RCA	MINECOFIN MINICOM, RDB, RSB, NIRDA	PSF, MINAGRI, RCA	MINALOC
INT4: Support business processes, including automation and digitalisation	RCA	MINECOFIN MINICOM, RDB, RSB, NIRDA	PSF	MINALOC

Theme 6: Entrepreneurship and MSME Development

Priority Area	STAKEHOLDERS INVOLVEMENT			
	Responsible	Accountable	Consulted	Informed
INT5: Encourage innovation-driven entrepreneurship by supporting research and development (R&D), access to technology infrastructure, digital tools, and innovation ecosystems	RCA	MINECOFIN, MINICOM, RDB, NISR, NIRDA	PSF	MINALOC
INT5: Support existing digital literacy programs (i.e. Digital Ambassadors Program), training courses, and workshops to equip entrepreneurs with digital skills, online marketing strategies, e-commerce capabilities, and cybersecurity awareness to harness the opportunities of the digital economy and navigate digital transformation challenges	RCA	MINECOFIN, MINICOM, RDB, NISR, RISA, RCA	PSF	MINALOC
INT6: Encourage SMEs operating in related industries or sectors to form geographic or industry-specific clusters to promote collaboration, joint ventures, awareness of international market opportunities, knowledge sharing, resource pooling, and economies of scale, to be complemented with cluster-based support services	RCA	MINECOFIN, MINICOM, RDB, NIRDA	PSF	MINALOC

Theme 6: Entrepreneurship and MSME Development

Priority Area	STAKEHOLDERS INVOLVEMENT			
	Responsible	Accountable	Consulted	Informed
<i>Intermediate Outcome 6.3 MSME and entrepreneurship development is aligned with Rwanda's Development Strategies.</i>				
INT1: Improve management and governance capacities of enterprises and cooperatives (new and existing) through the provision of business development services geared towards efficient resources management, quality production, products development and/or improvement, and diversification.	RCA	MINECOFIN MINICOM, RDB, RCA, DPs	PSF	MINALOC

Priority Area	STAKEHOLDERS INVOLVEMENT			
Intervention/ Activities	Responsible	Accountable	Consulted	Informed
INT2: Continue categorisation of cooperatives to improve the coordination of support (to add in specific examples here of different categories).	RCA	MINECOFIN, MINICOM, RCA, MINALOC	PSF	MINALOC
INT3: Promote entrepreneurship among women, youth, minorities, and marginalized groups through targeted support programs, mentorship initiatives, access to finance, and capacity-building interventions to foster economic inclusion, social mobility, and empowerment	RCA	MINECOFIN, MINICOM MOYA, MIGEPROF	PSF	MINALOC
INT4: Link MSMEs with appropriate export support programs (E.g. EGF).	RCA	MINECOFIN, MINICOM, MINAGRI, NAEB, RDB	PSF, RRA	MINALOC
INT5: Facilitate the coordination between MSME support organizations.	RCA	MINECOFIN, MINICOM, RDB, DPs	PSF	MINALOC
Intermediate Outcome 6.4 Conducive institutional and policy environment for MSME development and sustainability is established	RCA			
INT1: Make compliance procedures more amenable for MSMEs, and other ease of doing business markers.	RCA	MINECOFIN, MINICOM, RDB, NIRDA, RSB, RICA	PSF	MINALOC
INT2: Improve on coordination of provision Support to ICPCs and artisans entrepreneurship and cooperatives by conducting needs assessments and categorizations by clusters	RCA	MINECOFIN, MINICOM, RDB, MINALOC, RCA, BDF	PSF, DPs	
INT3: Evidence based approach provision of tax incentives for private sector development	RCA	MINECOFIN, MINICOM, RDB, PSF	MINALOC	
INT4: Strengthen regulation around intellectual property protection	RCA	MINECOFIN, MINICOM, RDB	PSF	MINALOC
INT5: Strengthen government agencies, entrepreneurship development centers, industry associations, and private sector organizations to provide policy advocacy, business support services, and regulatory assistance to entrepreneurs and small and medium-sized enterprises (MSMEs).	RCA	MINECOFIN, MINICOM, RDB, MIFOTRA	PSF	MINALOC

Theme 6: Entrepreneurship and MSME Development

Priority Area	STAKEHOLDERS INVOLVEMENT			
	Responsible	Accountable	Consulted	Informed
INT6: Identify gaps in sector policy areas where MSME development is not embedded strengthen the embedment of MSME support systems within agricultural transformation policies, specifically agribusiness development	RCA	MINECOFIN, MINICOM, RDB, MINAGRI, DPs	PSF	MINALOC
INT7: Improve the quality, availability, and accessibility of data on MSMEs to facilitate development support, and improve MSME information capacity	RCA	MINECOFIN, MINICOM, RDB, DPs	PSF	MINALOC
INT8: Improve the quality, availability, and accessibility of data on MSMEs to facilitate development support, and improve MSME information capacity	RCA	MINECOFIN MINICOM, RDB, NIRDA, RSB, RICA	PSF	MINALOC

Theme 7: Market Access and Trade

Priority Area	STAKEHOLDERS INVOLVEMENT			
	Responsible	Accountable	Consulted	Informed
Outcome 7: Strengthened trade logistics, operationalization of cross borders markets and petroleum infrastructures				
Intermediate Outcome 7.1 Improved access to Markets and value chain development for micro, small and large enterprises				
INT1: Scale up export promotion and market access facilitation programs such as trade fairs, market intelligence, promotional activities, technical support and access to e-commerce platforms	MINICOM			
INT2: Support Micro and small enterprises to access market through creating incentives around procurement and access to marketing platforms (including e-commerce).	MINICOM			
INT3: Support MSMEs to Access to access finance, start-up capital and seed funding through (e.g. SACCOs, BRD, AFR) products to business needs to foster job creation	MINICOM			
Intermediate Outcome 7.2 Increase access to Markets and value chains development	MINICOM			
INT: Support local to access to international markets through enhancing quality and standards of locally made products.	MINICOM			
INT: Promote trade between Rwanda and other African countries leveraging opportunities offered by the African Continental Free Trade Area (AfCFTA).	MINICOM			
INT: Construct an International Exhibition center will be constructed in partnership with the private	MINICOM			
INT: Increase Strategic oil and gas storage facilities to oil and gas trade	MINICOM			
Intermediate Outcome 7.3 Improved registration, regulation and capacity development of cooperatives				

Theme 7: Market Access and Trade

Priority Area	STAKEHOLDERS INVOLVEMENT			
	Responsible	Accountable	Consulted	Informed
INT: Put in place mechanisms to recognize and increase successful cooperatives in order for them to serve as models for other cooperatives	MINICOM			
INT: Strengthen capacities of the Rwanda Cooperative Agency (RCA) to promote cooperatives and better monitor their performance	MINICOM			
INT: Support Cooperatives of special groups on effective management of cooperatives	MINICOM			
Intermediate Outcome 8.1. Improved Quality Infrastructure development for quality, safety standards and accreditation compliance	RSB	RSB, MINICOM, MINECOFIN, MIFOTRA, DPs		
INT1: Strengthen national quality infrastructure services through capacity development in standardization, upgrading national quality testing and metrology laboratories and Certification schemes and services to support export of quality products and services, de-centralization of conformity assessment services, and increase scope of accreditations by public investment, public – private partnership, and development partners.	RSB	MINICOM, MINECOFIN, MIFOTRA, DPs	MINECOFIN, PSF	RURA, REMA, RICA, RwandaFDA
INT2: Establish National Quality Infrastructure (NQI) building to host standards, quality testing, metrology, certification and accreditation services to facilitate international recognitions (accreditations) needed to export conformity assessment services and ease private sector's access to those services through public investments	RSB	MINECOFIN, MINICOM, RHA and DPs	CoK, PSF	RDB, RICA, RwandaFDA, REMA, RURA
INT3: Establish and strengthen national accreditation institution to promote quality in conformity assessments and regulatory services through public investments and development partners	RSB	MINECOFIN, MIFOTRA, MINICOM, DPs	CoK, PSF, RLRC	RDB, RICA, RwandaFDA, REMA, RURA

Priority Area	STAKEHOLDERS INVOLVEMENT			
Intervention/ Activities	Responsible	Accountable	Consulted	Informed
INT4: Establish and support value chain based technical assistance schemes for MSMEs and large enterprises with potentials for job creation, import substitution or exports in priority value chains to access local, regional and international markets through public investments, public-private partnership and development partners	RSB	MINICOM, MIFOTRA, MINECOFIN, DPs	MIFOTRA, PSF, NISR and RDB	RICA, RwandaFDA, and REMA

Theme 8: Quality and Standards enforcement

Priority Area	STAKEHOLDERS INVOLVEMENT			
Intervention/ Activities	Responsible	Accountable	Consulted	Informed
Outcome 8: Strengthened national quality infrastructure, accreditation and Certification to support local and export markets compliance				
Intermediate Outcome 8.1. Improved Quality Infrastructure development for quality, safety standards and accreditation compliance	RSB	RSB, MINICOM, MINECOFIN, MIFOTRA, DPs		
INT1: Strengthen national quality infrastructure services through capacity development in standardization, upgrading national quality testing and metrology laboratories and Certification schemes and services to support export of quality products and services, de-centralization of conformity assessment services, and increase scope of accreditations by public investment, public – private partnership, and development partners.	RSB	MINICOM, MINECOFIN, MIFOTRA, DPs	MINECOFIN, PSF	RURA, REMA, RICA, Rwanda FDA
INT2: Establish National Quality Infrastructure (NQI) building to host standards, quality testing, metrology, certification and accreditation services to facilitate international recognitions (accreditations) needed to export conformity assessment services and ease private sector’s access to those services through public investments	RSB	MINECOFIN, MINICOM, RHA and DPs	CoK, PSF	RDB, RICA, Rwanda FDA, REMA, RURA

Theme 8: Quality and Standards enforcement

Priority Area	STAKEHOLDERS INVOLVEMENT			
	Responsible	Accountable	Consulted	Informed
INT3: Establish and strengthen national accreditation institution to promote quality in conformity assessments and regulatory services through public investments and development partners	RSB	MINECOFIN, MIFOTRA, MINICOM, DPs	CoK, PSF, RLRC	RDB, RICA, Rwanda FDA, REMA, RURA
INT4: Establish and support value chain based technical assistance schemes for MSMEs and large enterprises with potentials for job creation, import substitution or exports in priority value chains to access local, regional and international markets through public investments, public-private partnership and development partners	RSB	MINICOM, MIFOTRA, MINECOFIN, DPs	MIFOTRA, PSF, NISR and RDB	RICA, Rwanda FDA, and REMA
Intermediate Outcome 8.2. Improved systems certification and standards regulations compliance enforcement	RICA	MINICOM, RICA	MINICOM, MINAGRI, MINECOFIN	MINICOM, MINECOFIN
INT 1: Enhance inspection and certification processes to ensure that seeds produced meet high-quality standards in terms of genetic purity, germination rates, vigour, and freedom from diseases and pests.	RICA	MINICOM, RICA	MINICOM, MINAGRI, RAB	MINICOM, MINECOFIN
INT 2: Enhance sustainable seed multiplication practices to expand market access for Rwandan seeds for import substitution and export promotion	RICA	RICA, MINICOM, RAB	MINICOM, MINECOFIN, RAB, NAEB	MINICOM, MINECOFIN
INT 3: Develop and enhance priority technical regulations to facilitate effective enforcement of the standards.	RICA	MINICOM, RICA, MINIJUST, RAB	MINICOM	MINICOM, MINECOFIN
INT 4: Invest in Infrastructure for climate-smart agriculture, to help farmers adapt to climate change by conducting quality inspections on agrochemicals used in agriculture	RICA	MINICOM, RICA	MINICOM	MINICOM, MINECOFIN
INT 5: Enforce quality assurance practices to ensure products and services standards compliance	RICA	MINICOM, RICA	MINICOM	MINICOM, MINECOFIN
INT 6: Enhance the public and private partnership through inspection schemes on key priority sector.	RICA	MINICOM, RICA	MINICOM, MINALOC	MINICOM, MINECOFIN

Priority Area	STAKEHOLDERS INVOLVEMENT			
	Responsible	Accountable	Consulted	Informed
INT 7: To promote green economy by enforcing standards to improve the durability and sustainability of the construction sector.	RICA	MINICOM, RICA	MINICOM, MINALOC, MINAGRI	MINICOM, MINECOFIN
INT 8: Increase compliance level of Services provision enterprises with applicable standards and regulations through on the strategic inspections to strengthen Services provision enterprises	RICA	MINICOM, RICA	MINICOM, MINALOC	MINICOM, MINECOFIN
INT 9: Reduce the level of non-compliance to statutory and regulatory requirements of imported commodities through implementation of risk-based inspection schemes to ensure consumer safety, prevent dumping and integrity of the environment	RICA	MINICOM, RICA	MINICOM	MINICOM, MINECOFIN
Intermediate outcome 8.3. Strengthened regulatory and institutional framework to ensure fair competition and Consumer Rights Protection in business environment	RICA	MINICOM, RICA		
INT 10: Enhance fair competition framework through establishing/ revising relevant laws and regulations and develop the capacity of competition authority to enforce regulations.	RICA	MINICOM, RICA	MINICOM, RURA, BNR	MINICOM, MINECOFIN
INT 11: Establish a centralized Digital complaint-handling mechanism, Operationalization of Independent Consumer Protection Officers at the district level and Design and implement a consumer education and awareness program.	RICA	MINICOM, RICA	MINICOM, RURA, BNR, ADECOR	MINICOM, MINECOFIN

7.17. Planning, Monitoring and Evaluation Matrix

THEME 1: Job creation and youth employment

SSP Outcome/ intermediate outcome	Indicator	Units	Baseline (indicate year)	Target					Responsible	Data Sources	Means of verification
				2024/25	2025/26	2026/27	2027/28	2028/29			
1. Increased productive and decent jobs by 250,000 annually	Cumulative number of productive and decent jobs attained	Number	235,332	250,000	250,000	250,000	250,000	250,000	MIFOTRA	NISR	LFS Annual Report
	Unemployment Rate (Total Population)	Percent	17%	17%	16%	15%	14%	12%	MIFOTRA	NISR	LFS Annual Report
	Youth neither in employment, nor in education or training (NEET)	Percent	33%	32%	30%	28%	26%	25%	MIFOTRA	NISR	LFS Annual Report

THEME 2: Increased export revenues from goods and services

SSP Outcome/ intermediate outcome	Indicator	Units	Baseline (indicate year)	Target					Responsible	Data Sources	Means of verification
				2024/25	2025/26	2026/27	2027/28	2028/29			
2. Increased export revenues from goods and services (from US \$2.726 billion to US \$4.640 billion)	Value of export revenues from goods and services	Billion USD \$	3.5	3.108	3.543	4.039	4.604	7.3	MINICOM	NISR	GDP, National Account 2023

SSP Outcome/ intermediate outcome	Indicator	Units	Baseline (indicate year)	Target					Responsible	Data Sources	Means of verification
				2024/25	2025/26	2026/27	2027/28	2028/29			
2.1: Increased export revenues from agricultural, animal & livestock product from US \$ 857.2 million to US \$ 1.54 billion	Value of agricultural, animal and livestock export revenues	Million US \$	857.2					1,540	MINICOM	NISR	GDP, National Account 2023
	Annual export Growth rate	Percent	14%	14%	14%	14%	14%	14%	MINICOM	NISR	GDP, National Account 2023
	Value of revenues from coffee export	Million US \$	115.92	121.88	130.35	139.48	149.7	160.19	NAEB	NISR/BN/ NAEB	BNR report, NISR Year Book, NAEB annual reports
	Value of revenues from tea export	Million US \$	107.76	123.91	135.56	147.26	161.03	175.8	NAEB	NISR/BN/ NAEB	BNR report, NISR Year Book, NAEB annual reports
	Value of revenues from horticulture export	Million US \$	58.17	64.99	67.87	71.28	74.69	78.1	NAEB	NISR/ BNR/ NAEB	BNR report, NISR Year Book, NAEB annual reports
	Value of revenues from pyrethrum export	Million US \$	5.49	10.19	10.68	11.17	11.66	12.15	NAEB	NISR/ BNR/ NAEB	BNR report, NISR Year Book, NAEB annual reports
	Value of revenues from essential oil export	Million US \$	2.98	6.61	9.63	12.65	15.66	18.68	NAEB	NISR/ BNR/ NAEB	BNR report, NISR Year Book, NAEB annual reports

SSP Outcome/ intermediate outcome	Indicator	Units	Baseline (indicate year)	Target					Responsible	Data Sources	Means of verification
				2024/25	2025/26	2026/27	2027/28	2028/29			
2.2: Increased the value from mining export (from US \$1.1 billion to US \$1.8 billion) through value addition, provision of technology and infrastructure	Contribution of the mining sector to GDP	Percent	3%	7%	7.5%	8%	8.5%	10%	RMB	NISR	NISR report
	Value of investment in mining sector with investment certificates	Million US \$	505.3	600	650	750	850	900	RMB	BNR	BNR report
	Number of employed people	Number	62,486	65,000	68,000	72,000	74,000	75,000	RMB	MIFOTRA	NISR report
	Contribution % of mineral value addition in the total value of mineral exports	Million US \$	81.5	85	87	90	92	95	RMB	RMB report	
2.3: Increased Tourism Revenues from US \$0.62 billion to US \$1.1 billion	Value of Tourism revenues registered in a year	Million US \$	620 (2023)	682	744	806	868	1,106	RDB	RDB, NISR	RDB Annual Reports
2.4: Increased MICE Revenues from US \$95 million to US \$224 million	Value of MICE revenues registered in a year	Million US \$	95 (2023)	108	130	156	187	224	RDB	RDB,RCB	RDB Annual report

THEME 3: Manufacturing sector growth

SSP Outcome/ intermediate outcome	Indicator	Units	Baseline (indicate year)	Target					Responsible	Data Sources	Means of verification
				2024/25	2025/26	2026/27	2027/28	2028/29			
3. Increased manufacturing sector value 13% annually		Percent	13%	10%	10%	10%	10%		MINICOM	NISR	GDP, National Account
3.1: Enhanced Competitiveness and Sustainable Growth in Priority Sub-sectors	Rate of growth in priority sub-sectors	Percent	1%	0%	3%	3%	2%		MINICOM	NISR	Annual report
3.2: Enhanced Local Production and increased competitiveness of local products	Average % Value of Manufacturing Sector in Rwanda	Percent	11%	11%	12%	12,5%	12,5%	13%	MINICOM	NISR	GDP, National Account

THEME 4: Industrial Development and Made in Rwanda Promotion

SSP Outcome/ intermediate outcome	Indicator	Units	Baseline (indicate year)	Target					Responsible	Data Sources	Means of verification
				2024/25	2025/26	2026/27	2027/28	2028/29			
4. Promoted industrialization for Cumulative annual growth rate of 10% of the total value added in production and export of medium and high value good and services and decent jobs	Industry as share of GDP	Percent	22% (2023)	22.4	22.7	23.1	23.7	24			
	Percentage annual growth of industry sector.	Percent	9.5%	10%	10.10%	10.70%	11.20%	12.70%			
	Annual growth rate of manufacturing sector.	Percent	10%	10%	10%	10%	10%	10%			
	Industry share of GDP.	Percent	22%	22.4%	22.7%	23.1%	23.7%	24%			

SSP Outcome/ intermediate outcome	Indicator	Units	Baseline (indicate year)	Target					Responsible	Data Sources	Means of verification
				2024/25	2025/26	2026/27	2027/28	2028/29			
4.1: Increased access to finance and investment for productive sub-sector	Number of private sector investment funds, which would provide finance to industrial firms and SMEs	Number	1	0	1	0	2	3	MINICOM	NISR	Annual report
4.2: Enhanced Innovation and Technology capabilities in priority industries	Number of research products commercialized	Number	0	2	2	2	2	2	MINICOM	NISR	Annual report
4.3: Effective Development of Industrial Parks and Key Infrastructure aligned with industry needs	Number of established industrial parks, economic zones, and special economic zones with dedicated infrastructure, utilities, and support services to attract investments, promote clustering, and facilitate the growth of industrial activities	Number	9	0	1	1	1	1	MINICOM	NISR	Annual report
4.4: Increased adoption of green technologies and practices across priority sectors	Number of firms adopted green technologies and/or business models	Number	7	5	5	5	5	5	MINICOM	NISR	Annual report

THEME 5: Investment Promotion

SSP Outcome/ intermediate outcome	Indicator	Units	Baseline (indicate year)	Target					Responsible	Data Sources	Means of verification
				2024/25	2025/26	2026/27	2027/28	2028/29			
5. Increased value of FDI (from \$496.4 million to \$600 million) and Private Investment as share of GDP (from \$2.47 billion to US \$3 billion Value of investment projects registered annually)	Planned Value of investment projects registered in a year	Billion US \$	2.47	3	3	3	3	3	RDB	RDB	RDB Annual report
	FDI inflows in a year	Million US \$	496.4 (2022)	500	525	550	575	600	RDB	BNR	FPC survey report

THEME 6: Entrepreneurship and MSME Development

SSP Outcome/ intermediate outcome	Indicator	Units	Baseline (indicate year)	Target					Responsible	Data Sources	Means of verification
				2024/25	2025/26	2026/27	2027/28	2028/29			
6. Created a conducive and flourishing environment for entrepreneurs and MSMEs for competitiveness											
6.1: Sustained conducive ecosystem for entrepreneurship and MSME development	Number of SMEs operating in Rwanda (% female owned)	Number	15 (2023)	20	25	30	35	40	RDB	RDB	REPORTS / SAP

SSP Outcome/ intermediate outcome	Indicator	Units	Baseline (indicate year)	Target					Responsible	Data Sources	Means of verification
				2024/25	2025/26	2026/27	2027/28	2028/29			
	Number of Companies supported in export coaching	Number	100 (2023)	130	160	190	220	250	RDB	RDB	REPORTS / SAP
6.2: Aligned MSME and entrepreneurship development with Rwanda's Development Strategies	Export revenues from Non traditional exports Generated	Million US \$	371.3 (2023)	389.8	409.3	429.8	451.3	497.5	RDB	RRA, BNR, NISR	Trade Statistics REports
	Number of SMEs Supported for competitiveness	Number	124	34	35	38	40	43	RDB		
	Number of SMEs supported in e-commerce and digital marketing	Number	35	45	55	58	60	60	RDB	RDB	
6.3: Sustained Conducive institutional and policy environment for MSME development	Progress level of establishment of a program for establishment of financing program tailored to SMEs	Percent	0	25%	50%	100%	0	0	RDB, MINICOM	RDB	
	Progress level of establishment of mentorship program for SMEs	Percent	0	25%	50%	100%	0	0	RDB, MINICOM	RDB	
	Number of schemes for SME growth, including simplified regulatory procedures, tax incentives, and trade facilitation measure	Number	0	11	13	15	17	19	RDB, MINICOM	RDB	

SSP Outcome/ intermediate outcome	Indicator	Units	Baseline (indicate year)	Target					Responsible	Data Sources	Means of verification
				2024/25	2025/26	2026/27	2027/28	2028/29			
6.4: Strengthened institutional capacities and coordination mechanisms for effective performance and accountability among cooperatives	Number of cooperative staff with required technical skills	Number	65						MINICOM	MIFOTRA, RCA	Annual Report
	Number of cooperatives trained and audited	Number	348	448	548	659	756	848	RCA	RCA	Annual report
	Number of SMEs supported to upgrade their level of competitiveness	Number	350 (2023)	400	450	500	550	600	RCA	RCA	Annual report
	Progress level of the online cooperative platform establishment	Percent	0%	3%	6%	9%	12%	15%	RCA	RCA	Annual report

THEME 7: Market Access and Trade

SSP Outcome/ intermediate outcome	Indicator	Units	Baseline (indicate year)	Target					Responsible	Data Sources	Means of verification
				2024/25	2025/26	2026/27	2027/28	2028/29			
7. Strengthened trade logistics, operationalization of cross borders markets and petroleum infrastructures											

SSP Outcome/ intermediate outcome	Indicator	Units	Baseline (indicate year)	Target					Responsible	Data Sources	Means of verification
				2024/25	2025/26	2026/27	2027/28	2028/29			
7.1: Improved access to Markets and value chain development for micro, small and large enterprises	Number of new export markets identified and accessed	Number	0	1	0	1	0	1	MINICOM		
	Number of companies supported to access Regional & International market	Number	70 (2023)	80	90	100	110	120	RDB	RDB	Reports/ SAP
	Average percentage of Operationalization of Cross borders markets	Percent	65%	75%	81%	87%	92%	93%	MINICOM		
	Progress level for establishment of storages facilities	Percent	0%	25%	25%	25%	25%	25%	MINICOM		
7.3: Improved registration, regulation and capacity development of cooperatives											

THEME 8: Quality and Standards enforcement

SSP Outcome/ intermediate outcome	Indicator	Units	Baseline (indicate year)	Target					Responsible	Data Sources	Means of verification
				2024/25	2025/26	2026/27	2027/28	2028/29			
8. Strengthened national quality infrastructure, accreditation and Certification to support local and export markets compliance	Number of made in Rwanda product and/or companies granted certifications to access regional and international markets	Number	212	60	60	60	60	60	RICA	Annual reports	M&E reports
	Progress level of construction of National Quality Infrastructure Institutions' complex (one stop-center)	Percent	5%	10%	40%	75%	100%	-	RSB	RSB	Annual Report
	Number of MSMEs and products certified per year (% female owned)	Number	152	170	190	200	210	210	RSB	RSB	Annual Report
8.1: Improved Quality Infrastructure development for quality and safety	Number of new sectors invested in and equipment supplied to strengthen quality testing capacities	Number	9	1	1	2	1	1	RSB	RSB	Annual Report
	Progress level of establishment of Rwanda Accreditation Services	Percent	20%	25%	50%	75%	100%	-	RSB	RSB	Annual Report
	Percentage increase of the Scope of laboratories accreditation	Percent	8.90%	10%	14%	21%	28%	35%	RSB	RSB	Annual Report

SSP Outcome/ intermediate outcome	Indicator	Units	Baseline (indicate year)	Target					Responsible	Data Sources	Means of verification
				2024/25	2025/26	2026/27	2027/28	2028/29			
	Number of personnel certification scheme developed (construction, hospitality, healthcare, trade, Environment etc.)	Number	2	1	0	1	2	0	RSB	RSB	Annual Report
	Number of made in Rwanda product and/or companies granted certifications to access regional and international markets	Number	212	60	60	60	60	60	RSB	RSB	Annual Report
	Percentage of staff with required technical and managerial skills with respect to job description	Percent	50%	60%	75%	80%	85%	92%	RSB	RSB	Annual Report
	Number of sectors re-invested in and equipment supplied to upgrade and strengthen calibration and verification y capacities	Number	1	0	2	2	1	1	RSB	RSB	Annual Report

SSP Outcome/ intermediate outcome	Indicator	Units	Baseline (indicate year)	Target					Responsible	Data Sources	Means of verification
				2024/25	2025/26	2026/27	2027/28	2028/29			
	Progress level of assessment of RSB existing capacity to deliver services and benchmark with developed country in Conformity assessment	Percent	0	50%	100%	-	-	-	RSB	RSB	Annual Report
	Percentage of measuring instruments calibrated and/or verified in trade, mining, energy, transport, hospitality, manufacturing and health facilities	Percent	25%	35%	45%	60%	75%	90%	RSB	RSB	Annual Report
	Number of total MSMEs technical assistance projects implemented	Number	1	1	2	3	0	4	RSB	RSB	Annual Report
	Number of MSMEs supported to comply with standards requirements per year	Number	60	100	120	150	160	160	RSB	RSB	Annual Report
	Number of MSMEs and products certified per year	Number	152	170	190	200	210	210	RSB	RSB	Annual Report
	Number of quality tests conducted per year	Number	5,200	5,800	6,000	6,100	6,300	6,500	RSB	RSB	Annual Report

THEME 8: Quality and Standards enforcement

SSP Outcome/ intermediate outcome	Indicator	Units	Baseline (indicate year)	Target					Responsible	Data Sources	Means of verification
				2024/25	2025/26	2026/27	2027/28	2028/29			
	Average Percentage of measuring instruments calibrated and/or verified in trade, mining, energy, transport, hospitality, manufacturing and health care services	Percent	55%	62%	70%	75%	91%	95%	RSB	RSB	Annual Report
	Number of calibrations and verifications done per year	Number	15,000	17,000	18,500	19,000	20,000	20,100	RSB	RSB	Annual Report
8.2: Improved systems certification and standards regulations compliance enforcement	Quantity of quality seed certified for commercialization (in million tonnes, MT)	Million Tonnes	10,796.17	11,000	11,500	12,500	13,000	13,500	RICA	Annual reports	M&E reports
	Quantity of quality Seed exported (in MT)	Million Tonnes	407.5	500.6	700.7	800.9	900	1,000	RICA	Annual reports	M&E reports
	Number of technical regulations developed, reviewed and approved	Number	9	3	4	6	3	5	RICA	Annual reports	M&E reports
	Progress level in establishment of variety testing centers	Percent	0%	10%	25%	60%	80%	100%	RICA	Annual reports	M&E reports

SSP Outcome/ intermediate outcome	Indicator	Units	Baseline (indicate year)	Target					Responsible	Data Sources	Means of verification
				2024/25	2025/26	2026/27	2027/28	2028/29			
	Progress level in establishment of agrochemicals testing centers	Percent	0%	10%	25%	60%	80%	100%	RICA	Annual reports	M&E reports
	Compliance level of the agrochemicals used in agriculture to mitigate climate change risks	Percent	60%	62%	64%	66%	70%	75%	RICA	Annual reports	M&E reports
	National pest list annually updated and reported to comply with SPS import conditions	Number	1	1	1	1	1	1	RICA	Annual reports	M&E reports
	Number of inspection schemes (seed and meat) operationalized and sustained	Number	2	1	1	1	1	1	RICA	Annual reports	M&E reports
	Rate of Compliance of construction materials such as cement, steel bars, roofing sheets, hollow sections, nails, electrical cables, block and bricks, pipes, timbers, lamps and bulbs, paints and vanishes on the market	Percent		20%	35%	45%	50%	60%	RICA	Annual reports	M&E reports

SSP Outcome/ intermediate outcome	Indicator	Units	Baseline (indicate year)	Target					Responsible	Data Sources	Means of verification
				2024/25	2025/26	2026/27	2027/28	2028/29			
	Compliance level of Services provision enterprises with applicable standards and regulations	Percent		17%	30%	40%	50%	60%	RICA	Annual reports	M&E reports
	Progress level on the enforcement of quality assurance practices to ensure products and services standards compliance.		Nul	TBD	TBD	TBD	TBD	TBD	RICA	Annual reports	M&E reports
	Compliance rate of imported goods on statutory and regulatory standards and quality requirement	Percent	72.6%	73%	75%	77%	79%	81%	RICA	Annual reports	M&E reports

SSP Outcome/ intermediate outcome	Indicator	Units	Baseline (indicate year)	Target					Responsible	Data Sources	Means of verification	
				2024/25	2025/26	2026/27	2027/28	2028/29				
8.3. Strengthened regulatory and institutional framework to ensure fair competition and Consumer Rights Protection in business environment.	Progress level on establishing centralized digital consumer complaint-handling tool	Percent	0%	20%	50%	100%			RICA	Annual reports	M&E reports	
	Number of Independent Consumer Protection Officers established at the district level	Number	0	30	30				RICA	Annual reports	M&E reports	
	Number of laws, regulations reviewed/developed	Number	5	1	1	1	1	1	RICA	Annual reports	M&E reports	
	Progress level of development and operationalization of anti-trust voluntary compliance programs	Percent	50%	100%					RICA	Annual reports	M&E reports	
	Level of organization of the annual regional Kigali summer school				1	1	1	1	1	RICA	Annual reports	M&E reports
	Number of market inquiries conducted	Number			1	2	4	4	4	RICA	Annual reports	M&E reports

THEME 9: Gender equality and family promotion

SSP Outcome/ intermediate outcome	Indicator	Units	Baseline (indicate year)	Target					Responsible	Data Sources	Means of verification
				2024/25	2025/26	2026/27	2027/28	2028/29			
9. Increased number of decent jobs created for women and youth in private sector											
9.1: Strengthened women's capacity building and empowerment	Number of women trained for business capability	Number	2246 (2020/21)						MIGEPROF		
	Number of women's SMEs supported	Number	442 (2022/23)						MIGEPROF		
9.2: Enhanced framework for Gender Equality Competitiveness in Private Sector	TBD		TBD								
9.3: Harmonized policies, laws and regulations for the Private Sector Development to promote Gender Equality in all PSD sector activities	Number of inventory of laws regulation/ policies amended	Number							MIGEPROF		
	Number of Pre-feasibility assessment report on Gender Status and Gender Gap conducted	Number							MIGEPROF		

THEME 10: Environment and climate change

SSP Outcome/ intermediate outcome	Indicator	Units	Baseline (indicate year)	Target					Responsible	Data Sources	Means of verification
				2024/25	2025/26	2026/27	2027/28	2028/29			
10. Greened industrial parks and Trade	Number of SEZs and Industrial Parks greened	Number							CPCIC		
	Amount of finance allocated for access to technology in industry								CPCIC		
	Increased renewable energy in the generation mix	Percent	50% (2022)					60% (2030)	CPCIC		
	Number of institutional Capacity building program carried out to integrate climate change and green growth elements into the industrial sector								CPCIC		
	Sustainable and climate resilience initiatives implemented in regional transport networks, freight and logistics								CPCIC		

THEME 11: Disability and social inclusion

SSP Outcome/ intermediate outcome	Indicator	Units	Baseline (indicate year)	Target					Responsible	Data Sources	Means of verification
				2024/25	2025/26	2026/27	2027/28	2028/29			
11: Empowered Women, youth and People with disability to develop their potential, creativity and skills as productive and dynamic members of the Private Sector development and youth employment	TDB		TBD	TBD							

THEME 12: Innovation and Research & Development

SSP Outcome/ intermediate outcome	Indicator	Units	Baseline (indicate year)	Target					Responsible	Data Sources	Means of verification
				2024/25	2025/26	2026/27	2027/28	2028/29			
12: Improved conducive environment for research and innovation in the private sector to enhance capacity for the development of new products, technologies, and solutions that drive economic growth and improve quality of life	General Expenditures on Research and Development as % of GDP	Percent	0.79% (2022)		0.8		1		NIRDA		
	Innovation index	Number	18.7	18.8	18.9	19	19.2	20	NIRDA		
	High tech exports, percent of manufactured exports	Percent	4.78 (2022)		4.8		4.9		NIRDA		
	Patent application by resident	Number	14 (2021)			14.5		15	NIRDA		

7.18. Logical Framework

Results	Results chain (@): Main expected results	Indicators (@): (at least one indicator per expected result)	Baselines (values and years)	Targets (values and years)	Sources of data	Assumptions
Impact	Reduced unemployment (% female / youth) Increased exports Reduced imports Reduced emissions	1 Unemployment Rate (Total Pop) attained (% female / youth)	1 17% 2 3 4	1.1 unemployment rate reduced to 12% by 28/29 2 3 4	1 NIR yearbook 2 3 4	Not applicable
Outcome 1	Increased Productive and decent jobs by 250,000 Annually	1. Cumulative number of productive and decent jobs 2. Youth neither in employment, nor in education or training (NEET) (%female)	1.1 0 1.2 33%	1.1 1 million jobs over 4 years 1.2 NEET rates reduced to 25 % by 28/29	1.1 NISR year book 1.2 NISR year book	Labour force skills are aligned to industry needs Effective job search and information available to job seekers
Outcome 2	Increased export revenues from agricultural, animal & livestock product from US \$ 857.2 million to US \$ 1.54 billion	1. \$ Value of agricultural, animal and livestock export revenues	2.1 \$857.2 M	2.1 \$1540 M by 28/29	2.1 BNR	Non agricultural exports continue to grow
Outcome 3	Increase the value from mining export through: value addition, provision of technology and infrastructure	1. Contribution of the mining sector to GDP (%) 2. Number of employed people	3.1 3% 3.2 62,486	3.1 10% by 28/2 3.2 375,000	3.1 NSR report 3.2 NSR Report	Non mining sector exports continue to grow
Outcome 4	Increased Tourism Revenues from US \$ 0.620 billion to US \$ 1.1 billion	1. Value of Tourism revenue registered in a year (\$M)	4.1 620	4.1 1,106 by 28/29	RDB annual reports	Non tourism exports continue to grow

Results	Results chain (@): Main expected results	Indicators (@): (at least one indicator per expected result)	Baselines (values and years)	Targets (values and years)	Sources of data	Assumptions
Outcome 5	Increased MICE Revenues from US \$ 95 million to US \$ 224 million	1. Value of MICE revenue registered in a year (\$M)	5.1 95	5.1 224 by 28/29	RDB Annual report	Non MICE exports continue to grow
Outcome 6	Enhanced Competitiveness and Sustainable Growth in Priority Sub-sectors	6.1.1 % rate of growth in target sectors	6.1	6.1		Continued export market growth
Outcome 7	Enhanced Local Production and increased competitiveness of local products	1.Average % Value of Manufacturing Sector in Rwanda, Calendar Years, NISR National Accounts, Constant Price Growth Rate 2. % reduction in the importation of raw materials and inputs for industrial production	7.1 11 7.2	7.1 13 by 2028/29	GDP, National Account	Manufacturing market prices remain stable
Outcome 8	Increased access to finance and investment for productive sub-sectors	1 Number of private sector investment funds, which would provide finance to industrial firms and SMEs	8.1 1	8.1 3 by 2028/29	NISR annual report	Firms are developing bankable investment projects
Outcome 9	Enhanced Innovation and Technology capabilities in priority industries	1.% increase in R&D investment 2. Number of research products commercialized	9.1 9.2	9.1 9.2	NISR annual report	Continued sector market growth
Outcome 10	Effective Development of Industrial Parks and Key Infrastructure aligned with industry needs	1.Number of established industrial parks, economic zones, and special economic zones with dedicated infrastructure, utilities, and support services to attract investments, promote clustering, and facilitate the growth of industrial activities.	10.1 4	10.5 5 parks operational by 2028/29	NISR reports	Continued growth in target sectors Export market competitiveness

Results	Results chain (@): Main expected results	Indicators (@): (at least one indicator per expected result)	Baselines (values and years)	Targets (values and years)	Sources of data	Assumptions
Outcome 11	increased adoption of green technologies and practices across priority sectors	11.1.1 Number of firms adopting green technologies and business models (% female owned firms)	11.1	11.1		Adoption at scale
Outcome 12	Increased value of FDI and Private investment as share of GDP (\$B)	1.Planned Value of investment projects registered in a year 2.FDI inflows in a year (\$M)	12.1 2.47 12.2 496	12.1 3 by 28/29 12.2 600	RDB annual reports	FDI is competitive in regional and international markets FDI investments in value addition FDI investments in value addition
Outcome 13	Strengthened institutional capacities and coordination mechanisms for effective performance and accountability among cooperatives	1.Number of staff with technical skills 2. Cooperatives trained and audited	13.1 65 13.2 348	13.1 100 by 2028/29 13.2 848 by 2028/29	RCA Annual report RCA Annual report	Coopeative can increase productivity and competitiveness
Outcome 14	A conducive ecosystem for entrepreneurship and MSME development and sustainability is strengthened.	1.Number of SMEs operating in Rwanda (% female owned)	14.1	14.1 x by 2028/29		Entrepreneurial skills are established Viable opportunities for entrepreneurship
Outcome 15	Improved access to Markets and value chain development for micro, small and large enterprises	1. Number of new export markets accessed	15.10	16.2 3 new markets by 2028/29	Minicom reporting	Export markets continue to grow
Outcome 16	Strengthened national quality infrastructure, accreditation and certification to support local and export markets compliance	1.Number of made in Rwanda product and/or companies granted certifications to access regional and international markets 2. Number of MSMEs and products certified per year (% female owned)	16.1 212 16.2 60 p.a	16.1 A further 300 products / companies certified by 2028/29 16.2 160 p.a. by 2028/29	RSB annual report RSB annual report	Continued growth in Rwanda and regional markets Certified products are produced competitively

Results	Results chain (@): Main expected results	Indicators (@): (at least one indicator per expected result)	Baselines (values and years)	Targets (values and years)	Sources of data	Assumptions
Outcome 17	Improved Quality Infrastructure development for quality and safety standards and regulations compliance enforcement	1.Quantity of quality seed certified for commercialization (MT) 2.Quantity of quality Seed exported per annum (MT) 3. Compliance level of the agrochemicals used in agriculture to mitigate climate change risks (%) 4.Rate of Compliance of construction materials such as cement, steel bars, roofing sheets, hollow sections, nails, electrical cables, block and bricks, pipes, timbers, lamps and bulbs, paints and vanishes on the market (%) 5.Compliance level of Services provision enterprises with applicable standards and regulations	17.1 40,796 17.2 407.5 17.3 60% 17.4 20% 17.5 15%	17.1 Additional 60,000 MT certified by 2028/29 17.2 1000 MT p.a. by 2028/29 17.3 75% by 2028/29 17.4 60% by 2028/29 17.5 60% by 2028/29	RICA annual reports RICA annual reports RICA annual reports RICA annual reports RICA annual reports	
Outcome 18	Strengthened regulatory and institutional framework to ensure fair competition and Consumer Rights Protection in business environment.	1. Number of market inquiries concluded	18.1 0	18.1 4 p.a. by 2028/29	RICA annual reports	Effective enforcement
Output 1 Related to Outcome 1	Scaled up work-place learning, TVET and HLIs interventions and ensure alignment with the needs of labour market	1.1.1 Percentage increase in number of WIL placements (% female) 1.1.2 Percentage of Tvet colleges upgrading curricula in line with labour market lead	1.1.1 0 1.1.2 0	1.1.1 25% increase by 2028/29 1.1.2 25% increase by 2028/29	1.1.1 TVET college reporting 1.1.2 TVET college reporting 1.1.3	Appropriate qualificatin frameworks are in place
Output 2 Related to Outcome 1	Enhanced labour market research and analytics to inform evidence-based workforce development and employment promotion intervention	1.2.1 Percentage of employers reporting scarce skills	1.2.1	1.2.1 50 per cent by 2028/29	1.2.1 Labour market reporting data	Employers comply with reporting requirements

Results	Results chain (@): Main expected results	Indicators (@): (at least one indicator per expected result)	Baselines (values and years)	Targets (values and years)	Sources of data	Assumptions
Output 1 Related to Outcome 2	Improved export infrastructure to enhance value addition for agricultural products.	2.1.1 No of export infrastructure projects implemented	2.1.1. 77	2.1.1 28 additional projects by 28/29	2.1.1 NIR	
Output 2 Related to outcome 2	Quantity collaborations established with trade associations, export agencies, and diplomatic missions to boost visibility and market linkages for Rwandan agricultural products.	2.2.1 Number of collaborations established	2.2.1 1	2.1.1 Additional 5 agreements by 2028/29	2.2.1. NISR/NAEB/BNR	
Output 3 Related to outcome 2	Cost-effective post-harvest handling and processing facilities advanced and operationalized	2.3.1 Number of facilities established	2.3.10	2.3.10	2.3.1 20 by 2028/29	
Output 4 Related to outcome 2	Successful negotiations with buyers and/or other governments to improve market access and competitiveness	2.4.1 Number of successful negotiations	2.4.1 5	2.4.1 5 additional successful negotiations by 2028/29	2.4.1 NAEB, MINICOM, RDB reporting	
Output 5 Related to outcome 2	Increased investment in technology, innovation, and product development to enhance value chains	2.5.1 Value of investment per annum (\$M)	2.5.1 573	2.5.1 1,000	2.4.1 NISR/BNR/NAEB	
Output 1 Related to outcome 3	Increased investment in mining sector with investment certificates (in million US \$)	3.1.1 Value of investment	3.1.1 505.3	3.1.1 900 by 2028/29	i. BNR reports	

Results	Results chain (@): Main expected results	Indicators (@): (at least one indicator per expected result)	Baselines (values and years)	Targets (values and years)	Sources of data	Assumptions
Output 2 Related to outcome 3	Increased contribution of mineral value addition in the total value of mineral exports (in million \$)	3.2.1 Value of Contribution	3.2.1 81	3.2.1 95	3.2.1 RMB report	
Output 1 Related to outcome 4	Increased access to Innovative tourism and conservation financing projects (Green Bonds, investment in conservation, public-private partnerships and products diversification)	4.1.1 Value of financing	4.1.1	4.1.1	4.1.1	
Output 2 Related to outcome 4	Rwanda positioned as a world-class high-value ecotourism destination through support to the development of selected eco-tourism circuits	4.2.1 Number of operational eco-tourism circuits	4.2.1	4.2.1	4.2.1	
Output 3 Related to Outcome 4	Improved sustainability and maintenance of wildlife resource	4.3.1 Value of investment in wildlife sustainability	4.3.1	4.3.1	4.3.1	
Output 4 Related to Outcome 4	unused touristic areas (historical, religious, recreational,) are mapped, developed and promoted	4.4.1 Number of unused sites that are mapped, developed and promoted	4.4.1	4.4.1	4.4.1	
Output 1 Related to outcome 5	New international partnerships for MICE infrastructure development	5.1.1 Number of new partnerships created	5.1.1	5.1.1	5.5.1\$	
Output 1 Related to outcome 6	Strengthened BDS service provision	6.1.1 % of BDS provider with strengthened service offerings	6.1.1 3%	6.1.1 30%	RDB annual report	BDS services can be delivered in a commercially viable form

Results	Results chain (@): Main expected results	Indicators (@): (at least one indicator per expected result)	Baselines (values and years)	Targets (values and years)	Sources of data	Assumptions
Output 2 Related to outcome 6	Transformation strategies developed for priority sector	6.1.1 Number of strategies developed and published	6.2.1 1	6.2.1.18 additional strategies by 2028/29	6.1.1 Strategy documents issued by relevant Ministries	Resources available for effective strategy implementation
Output 3 Related to outcome 6	Initiatives or campaigns implemented to enhance brand visibility and foster positive perception among target audiences	6.3.1 Number of initiatives / campaigns implemented	6.3.1 70	6.3.1 170 additional initiatives by 2028/29	6.3.1 NISR annual report	Consumers respond to brand visibility
Output 4 Related to outcome 6	Strengthened export infrastructure to enhance value addition	6.4.1 Number of export infrastructure projects implemented to enhance value addition for agricultural products.	6.4.1 77	6.4.1 105	NISR annual report	
Output 5 Related to outcome 6	Successful negotiations with buyers and/or other governments to improve market access and competitiveness	6.5.1 Number of successful negotiations with buyers and/or other governments to improve market access and competitiveness	6.5.1 3	6.5.1 5	NISR reports	
Output 6 Related to outcome 6	Improved post-harvest handling and processing facilities	6.6.1 Quantity of cost-effective post-harvest handling and processing facilities advanced and operationalized	6.6.1 0	6.6.1 20 by 2028/29	NISR reports	
Output 7 Related to outcome 6	Increased investment in technology, innovation, and product development to enhance value chains	6.7.1 Level of investment in technology, innovation, and product development to enhance value chains and create unique offerings for export markets increased (\$M)	6.7.1 573	6.7.1 5000	NISR reports	
Output 1 Related to outcome 7	Strengthened capacity of local suppliers	7.1.1 Number of suppliers supported by the supplier development programme	7.1.1	7.1.1		
Output 2 Related to outcome 7	Strengthened linkages between local supplier and domestic producers	7.2.1 Number of linkages created between local suppliers and producers	7.2.1	7.2.1		

Results	Results chain (@): Main expected results	Indicators (@): (at least one indicator per expected result)	Baselines (values and years)	Targets (values and years)	Sources of data	Assumptions
Output 1 Related to outcome 8	Investment incentive structure created	8.1.1 Sector focused investment incentive structure operational	8.1.10	8.1.1 Investment structure operationalised by 25/26	MINICOM Reporting	Potential for competitive and scalable investment
Output 2 Related to outcome 8	Financial institutions, including banks, supported to establish concessional finance lines or credit guarantee instruments for firms in the priority sub- sectors	8.2.1 Number of TA and concessional financing initiatives for financial institutions 8.2.2 Number of initiatives accessible by women	8.2.1 8.2.2	8.2.1 8.2.2	MINICOM reporting	Pipeline of investible projects
Output 3 Related to outcome 8	Firms in priority sectors are accessing alternative sources of funding through a KIFC platform for private equity investors to identify, screen and invest in industrial companies	8.3.1 Number of investment deals initiated through the KIFC platform (%women owned / managed)	8.3.10	8.3.1 25 by 2028/29	MINICOM reporting	Pipeline of investible projects
Output 4 Related to outcome 8	Increased number of private sector managed investment funds providing finance to industrial firms and SMEs	8.4.1 Number of investment fund supported	8.4.10	8.4.1 7 fund supported by 2028/29	MINICOM Reporting	Pipeline of investible projects
Output 1 Related to outcome 9	Incentive structure created for R&D and innovation, and R&D funding schemes for priority subsectors.	9.1.1 Incentive structure operational	9.1.10	9.1.1 Incentive structure operation by 2025/26		
Output 2 Related to outcome 9	Promote technology diffusion and collaboration between sector research institutes, universities, and local and foreign firms	9.2.1 Number of collaborative initiatives	9.2.10	9.2.1 25 by 2028/29		

Results	Results chain (@): Main expected results	Indicators (@): (at least one indicator per expected result)	Baselines (values and years)	Targets (values and years)	Sources of data	Assumptions
Output 3 Related to outcome 9	Improve Intellectual Property Rights system to encourage innovation	9.3.1 IPR system strengthened	9.3.10	9.3.1 Strengthened IPR system		
Output 4 Related to outcome 9	Technology Transfer Offices (TTO) established in universities and improve the capacity of existing ones, to effectively diffuse research and facilitate their commercialisation	9.4.1 Number of TTO strengthened or established	9.4.10	9.4.1 6 TTOs strengthened or established by 2028/29		
Output 1 Related to outcome 10	Develop a comprehensive and sequenced strategy for the development and management of industrial parks and zone	10.1 Strategy developed	10.1.10	10.1.1 Strategy available by 2025/26		
Output 2 Related to outcome 10	Incentives in place to attract domestic and foreign investments in parks for priority subsectors	10.2.1 Incentive structure in place	10.2.10	10.2.1 Revised incentives for investors in parks is in place by 2025/26		
Output 3 Related to outcome 10	Priority infrastructure is developed with high impact on the competitiveness of productive sectors, especially the priority subsectors, and expedite their development or upgrading.	10.3.1 Priority infrastructure developed according to plan	10.3.10	10.3.1 Planned infrastructure completed by 2028/29		

Results	Results chain (@): Main expected results	Indicators (@): (at least one indicator per expected result)	Baselines (values and years)	Targets (values and years)	Sources of data	Assumptions
Output 4 Related to outcome 10	Establishment of new plants for manufacturing pharmaceutical products and medical equipment, electric vehicle assembly, home compostable packaging materials, glass used in construction industry, bottles used by breweries, tannery park, fabrics manufacturing and other materials used in the textile industry.	10.4.1 Number of pharma, electrical, home compostable, bottles, tanneries, fabric, glass plants established 10.4.2	10.4.1 (1, 1, 0,0,0,0,0),	10.4.1 (
Output 1 Related to outcome 11	Green technologies identified that can be adopted in selected industries and invest in their adoption and development in Rwanda.	11.1.1 Number of green technologies identified	11.1.1 0	11.1.1 20 by 2028/29		
Output 2 Related to outcome 11	Specific incentive structure established for the production of tradable green products and services	11.2.1 Incentive structure established	11.2.1 0	11.2.1 Incentive structure established by 2025/26		
Output 3 Related to outcome 11	Circular economy ventures encouraged such as: the conversion of food waste into carbon-negative fertiliser, sustainable packaging production, and recycling plants and explore public-private partnerships to scale such solutions.	11.3.1 Number of circular economy ventures encouraged	11.3.1 0	11.3.1 20 by 2028/29		

Results	Results chain (@): Main expected results	Indicators (@): (at least one indicator per expected result)	Baselines (values and years)	Targets (values and years)	Sources of data	Assumptions
Output 4 Related to outcome 11	Establishment of waste management infrastructure in industrial parks, zones, and clusters through the facilitation of public- private investment.	11.4.1 Number of parks with operational waste management infrastructure	11.4.1	11.4.1		
Output 5 Related to outcome 11	Enterprises are complying with environment management regulations	11.5.1 Number of enterprises supported to comply with environmental management regulation	11.5.1	11.5.1		
Output 6 Related to outcome 11	Certification programme operational from reputable green building and sustainability certification (e.g. LEED or BREEAM)	11.6.1 Number of firms with green building and sustainability certification	11.6.1	11.6.1		
Output 1 Related to outcome 12	Targeted investment promotion campaigns implemented in key strategic sectors	12.1.1 Number of targeted campaigns	12.1.1	12.1.1		
Output 1 Related to outcome 13	Enhanced capacity of cooperative technical staff	13.1 Number of technical staff trained	13.1.1 65	13.1.1		
Output 2 Related to outcome 13	Enhanced cooperative management systems	13.2.1 Number of cooperatives supported	13.2.1 348	13.2.1 848		
Output 1 Related to outcome 14	Increased competitiveness in SMEs	14.1.1 Number of SMEs supported to upgrade their level of competitiveness (disaggregated by gender)	14.1 350	14.1.1 600 by 2028/29		SMEs adopt support recommendations
Output 2 Related to outcome 14	Increased use of e-commerce platform by SMEs	14.2.1 Number of companies trading on online platforms (disaggregated by gender)	14.2 15	14.2.1 40 by 2028/29		

Results	Results chain (@): Main expected results	Indicators (@): (at least one indicator per expected result)	Baselines (values and years)	Targets (values and years)	Sources of data	Assumptions
Output 3 Related to outcome 14	Increased participation by SMEs in export markets	14.3.1.Number of companies supported in export coaching (disaggregated by gender)	14.3.100	14.3.1.250 by 2028/29		
Output 4 Related to outcome 14	Increased access to finance for SMEs	14.4.1Value of SME financing available (% available for women)	14.4.1	14.4.1		
Output 5 Related to outcome 14	Entrepreneurship skills enhanced	14.5.1% of SMEs receiving mentorship support	14.5.1	14.5.1		Entrepreneurs adopt support recomme ndations
Output 6 Related to outcome 14	Simplified business enabling environment for SMEs	14.6.1 Number of schemes for SME growth, including simplified regulatory procedures, tax incentives, and trade facilitation measure	14.6.1	14.6.1		Effective enforcement
Output 1 Related to outcome 15	Storage facilities established to enable market acce	15.1.1 Progress level for establishment of storage facilities (%)	15.1.1.0%	15.1.1.25%		
Output 2 Related to outcome 15	Improved utilisation of foreign trade infrastructure and resources	Number of initiatives to exploit foreign land (Djibuti, ISAKA, Mombasa, Cote d'ivoire, Naivasha etc	15.2.10	16.4.3 initiatives by 2028/29		
Output 3 Related to outcome 15	Increased operatio nalisation of cross border markets	5. Average percentage of operatio nalization of cross boarders markets	15.5.1.65	15.5.1.93 by 2028/29		
Output 4 Relted to outcome 15	New cross border markets operationalised	Progress level of establishment of new cross borders market in Rutsiro District	15.4.1.0%	15.4.1.100% by 2026/27		

Results	Results chain (@): Main expected results	Indicators (@): (at least one indicator per expected result)	Baselines (values and years)	Targets (values and years)	Sources of data	Assumptions
Output 1 Related to outcome 16	Strengthened national certification services,	16.1.1 Number of RBS staff trained in standardization and enforcement 16.1.2 Number of national quality testing and metrology laboratories upgrade 16.1.3 Conformity assessment services are decentralised 16.1.4 Number of additional sectors included in accreditation system	16.1.1 16.1.2 16.1.3 16.1.4	16.1.1 16.1.2 16.1.3 16.1.4		Effective enforcement Firms have implementation capacity
Output 1 Related to outcome 17	Quality Management Systems (QMS) aligned with ISO 17020 standards to ensure effective management of inspection activities and continuous improvement for RICA	17.1.1 Number of staff trained 17.1.2 Number of awareness campaigns on quality and safety standards 17.1.3 New quality and safety regulatory framework in place	17.1.1 17.1.2 17.1.3	17.1.1 17.1.2 17.1.3 Strengthened regulatory framework operational by 2025/26		Effective enforcement Firms have implementation capacity
Output 1 Related to outcome 18	Strengthened regulations to ensure fair competition and Consumer Rights Protection in business environment.	18.1.1 New regulatory framework operationalised	18.1.10	18.1.1 Regulatory framework operational by 2025/26		Effective enforcement Firms have implementation capacity

7.19. Risk assessment

Category	Risks	Likelihood (High/Medium/Low)	Impact (High/Medium/Low)	Mitigating measures
Structural	Risk 1: Deteriorating macroeconomic situation	Medium	High	PDYE strategy focus on high potential export sectors, improving competitiveness and productivity will lead to improved trade and fiscal balance
Political	Risk 2: Low buy-in by the political class and vested interest groups	Low	Medium	PSDYE strategy directly aligns with NST2 goals Strong implementation arrangements facilitate dialogue and coordination between key Government MDAs Strong emphasis on bottom up approaches to raising awareness of key strategic priorities including green transition, anti-competitive behaviour and catalysing advocacy by private sector and consumer groups
	Risk 3: Limited capacity and potential resistance to change in middle management or operative staff may complicate implementation	High	High	Support communication and visibility of PSDYE reforms. Support coalition building around the reform. Provision for technical assistance and training to ensure smooth implementation of new processes and use of systems. Provision for the design streamlined processes and procedures that support smooth and agile implementation of priority interventions.

Category	Risks	Likelihood (High/Medium/Low)	Impact (High/Medium/Low)	Mitigating measures
Financial	Risk 4: Cost of green compliance reduces willingness to implement transition and environmental standards in key VCs	Medium	High	The PSDYE incorporates financial and technical support component for capacity building to implement transition and green standards in key Value Chains
	Risk 5: Lack of investor interest due to external factors e.g. transport and logistics costs	Medium	High	The PDYE Strategy prioritises the creation of serviced industrial land, investment incentives and reduced transport and logistics costs to create a positive environment for investors
	Risk 6: Poor enforcement of legislation and regulation	Medium	Medium	The PSDYE Strategy makes provision for building the capacity of key institutions for effective enforcement of legislation, regulations and standards
	Risk 7: The needs of women and individuals/communities living in vulnerable situations not sufficiently considered.	Medium	Medium	Governance structures will promote inclusion and a gender perspective to ensure the needs of women and communities living in vulnerable situations are taken into account PSDYE interventions promote inclusion, gender equality and prevents further segregation of segments of the population, especially for women poorer groups
	Risk 8: The perceptions of financial institutions towards SME financing and risk do not change, thus excluding SMEs from accessing commercial finance	High	High	The PSDYE stimulates competition and provides alternatives through NBFIs. Involve banks in the discussions and awareness on green economy and de-risking SME investment projects

7.20. Complete PSDYE Implementation Plan

Theme 1: Job creation and youth employment

Priority Area	TIMEFRAME					STAKEHOLDERS INVOLVEMENT			
	2024/25	2025/26	2026/27	2027/28	2028/29	Responsible	Accountable	Consulted	Informed
Outcome: 1: Increased Productive and decent jobs by 250,000 Annually									
INT 1: Mainstream skills transfer and job creation in flagship projects in public, private sector, and JAF						MIFOTRA	MIFOTRA	MINECOFIN, PSDYE Members, MINAGRI, MoE, MININFRA, Districts, DPs	MINECOFIN, PSDYE Members MINAGRI, MoE, MININFRA, Districts, DPs
INT 2: Strengthen coordination, and M&E mechanisms to track the realization of job creation in both public and private sector.						MIFOTRA	MIFOTRA	MINECOFIN, PSDYE Members	MINECOFIN, PSDYE Members, DPs
INT 3: Leverage IT solutions to efficiently monitor and track job realization in both public and private sector						MINICT	MIFOTRA	MINECOFIN, PSDYE Members	MINECFIN, PSDYE Members, Districts, DPs
INT 4: Scale up work place learning, TVET and HLIs interventions and ensure alignment with the needs of labour market						MINEDUC	MINEDUC, RTP, RP	MINECOFIN, PSDYE Members MINAGRI, MoE, MININFRA, Districts, DPs	MINECOFIN, PSDYE Members MINAGRI, MoE, MININFRA, Districts, DPs
INT 5: Enhance labour market research and analytics to inform evidence-based workforce development and employment promotion intervention						MIFOTRA	MIFOTRA	MINEDUC, RDB, RTP, and RP	MINEDUC, RDB, RTP, and RP
INT 6: Support professional certification towards TVET trades in priority sectors						RSB	MIFOTRA, HEC, RTB, RP		

Theme 1: Job creation and youth employment

Priority Area	TIMEFRAME					STAKEHOLDERS INVOLVEMENT			
Outcomes/ intermediate outcomes/interventions	2024/25	2025/26	2026/27	2027/28	2028/29	Responsible	Accountable	Consulted	Informed
INT 7: Enhance digital platforms to match job seekers with employment opportunities						MIFOTRA	MIFOTRA	HEC, RTB, RP, HLIIs,	HEC, RTB, RP, HLIIs,
INT 8: Promote access on labour market information, employment service and career guidance						MIFOTRA	MIFOTRA	MOYA	MOYA
INT 9: Scale up entrepreneurship, access to finance and business advisory services						MINICOM	BDF, MINECOFIN	PSDYE Members MINAGRI, MoE, MININFRA, Districts, DPs	PSDYE Members MINAGRI, MoE, MININFRA, Districts, DPs
INT 10: Support Rwandans to benefit from both regional and global employment opportunities through support to recruiting agencies, signing bilateral agreements						RDB	RDB, MINAFFET, MOYA		
INT 11: Develop skills development and access to finance interventions targeting emerging sectors such ICT, sports, arts and entertaining, aviation, biopharma, e-mobility, BPO						RDB	RDB, MINICT, MOYA, MINISPORT	RDB, MINICT, MOYA, MINISPORT, MoH, PSF	RDB, MINICT, MOYA, MINISPORT, MoH, PSF
INT 12: Scale up targeted skills development, entrepreneurship and access to finance interventions for youth employment						MINICOM	MINICOM, RDB	MINICOM, RDB, PSF	MINICOM, RDB, PSF
INT 13: Strengthen capacity building and promotion of TVET training programs with a focus on trainers and the development of demand-driven training programmes						MINEDUC	RTB, RP, RDB	RTB, RP, RDB	RTB, RP, RDB
INT 14: Explore and promote alternative financing tools to improve credit penetration amongst youth and vulnerable groups						MOYA	MINICOM, MINECOFIN, BNR, MOYA	MINICOM, MOYA	MINICOM, MOYA

Theme 2: Increased export revenues from goods and services

Priority Area	TIMEFRAME					STAKEHOLDERS INVOLVEMENT			
	2024/25	2025/26	2026/27	2027/28	2028/29	Responsible	Accountable	Consulted	Informed
Outcome 2. Increased export revenues from goods and services (from USD \$3.5 Billion in 2023 to US \$7.3 Billion by 2029)									
Intermediate outcome 2.1: Increased export revenues from agricultural, animal & livestock product from US \$ 857.2 million to US \$ 1.54 billion									
INT 1: Establish and strengthen agriculture export facilities and promote value addition						NAEB & MINICOM	NAEB		
INT 2: Collaborate with trade associations, export promotion agencies, and diplomatic missions to showcase Rwandan agricultural products and strengthen market linkages						NAEB, RDB, MINAFFET & MINICOM	NAEB		
INT 3: Carry out negotiations with buyers and/or other governments to improve market access and competitiveness						NAEB, MINICOM & RDB	NAEB		
INT 4: Promote cost-effective post-harvest handling and processing facilities, and its operationalization						NAEB & MINICOM	NAEB		
INT 5: Invest in technology, innovation, and product development to enhance value chains and create differentiated offerings for export markets						NIRDA, NAEB & MINICOM	NAEB		
Intermediate Outcome 2.2: Increase the value from mining export through: value addition, provision of technology and infrastructure									
INT 6: Increase export through exploration, exploitation and value addition of mineral resources with focus on environment						RMB	MINECOFIN and DPs	RDB, MINICOM and MINECOFIN	MOE, REMA and DISTRICTS
INT 7: Conduct in depth mineral exploration						RMB	RMB	RDB	MOE

Priority Area	TIMEFRAME					STAKEHOLDERS INVOLVEMENT			
	2024/25	2025/26	2026/27	2027/28	2028/29	Responsible	Accountable	Consulted	Informed
INT 8: Conduct promotion of mineral value addition and diversification focusing on strategic minerals (Smelter, Gold refinery, Tantalum refinery, lithium refinery, scale up Gemstones cutting and polishing)						RMB	RMB	PSF, MINICOM	RDB, MINECOFIN
INT 9: Support Mechanization (modern equipment) and professionalization (skills) of mining operations through incentives and capacity development						RMB	RMB	PSF	RDB
INT 10: Conduct research and exploration to identify national oil and gas potentials						RMB	MINECOFIN and DPs	RDB	MOE
INT 11: Rehabilitate abandoned mine / quarries sites across the country						RMB	RMB	MOE and MINEMA	DPs
Intermediate Outcome 2.3: Increase tourism revenues from US \$0.62 billion to \$1.1 billion									
INT 12: Support Innovative tourism and conservation financing projects (Green Bonds, investment in conservation, public-private partnerships and products diversification)						RDB	MINECOFIN	BNR	DISTRICTS
INT 13: Position Rwanda as a world-class high-value ecotourism destination through support the development of selected eco-tourism circuits						RDB	PSF	MINAFFET	DISTRICTS
INT 14: Map, develop and promote unused touristic areas (historical, religious, recreational,)						RDB	MINUBUMWE	DISTRICTS	PSF
INT 15: Sustain and maintain wildlife resources in a healthy ecosystem that benefits a dynamic and vibrant economy for communities and the country						RDB	DISTRICTS	PSF	
Intermediate Outcome 2.4: Increase MICE revenues from US \$95 million to US \$224 million									
INT 16: Attract private investments for the infrastructure through focused investment attraction programmes						RDB	MINECOFIN	PSF	

Theme 2: Increased export revenues from goods and services

Priority Area	TIMEFRAME					STAKEHOLDERS INVOLVEMENT			
	2024/25	2025/26	2026/27	2027/28	2028/29	Responsible	Accountable	Consulted	Informed
INT 17: Open up international partnerships for MICE infrastructure development towards sustainable growth of the tourism sector						RDB	MINECOFIN	PSF	MINAFFET
INT 18: Engage the private sector to organize side events and develop alternative products to increase spending during key events hosted						RDB	PSF	RDB	POLICE

Theme 3: Manufacturing Sector Growth

Priority Area	TIMEFRAME					STAKEHOLDERS INVOLVEMENT			
	2024/25	2025/26	2026/27	2027/28	2028/29	Responsible	Accountable	Consulted	Informed
Outcome 3: Increased manufacturing sector value 13% annually									
Intermediate Outcome 3.1: Enhanced Competitiveness and Sustainable Growth in Priority Sub-sectors									
INT 1: Develop and implement tailored sub-sector development strategies for each priority sub-sector through a robust market-sounding approach and engagement with the local and international private sectors. These strategies should utilize a well-structured public-private dialogue to foster collaboration among firms and industry groups.						MINICOM	MINICOM	MINICOM, PSD Members, MINECOFIN, DPs,	MINICOM, PSD Members, MINECOFIN, DPs,
INT 2: Increase availability & uptake of high-calibre Business Development Services for productive sectors and implement a certification programme for BDS providers accompanied by targeted training programs aligned with current market trends and SME needs.						RSB, RICA	RSB, RICA	MINICOM, RSB, RICA, MINECOFIN, RDB, PSD Members	MININFRA, RHA, MoE, PSD Members

Priority Area	TIMEFRAME					STAKEHOLDERS INVOLVEMENT			
	2024/25	2025/26	2026/27	2027/28	2028/29	Responsible	Accountable	Consulted	Informed
INT 3: Ensure the availability and development of key enabling services and activities necessary for the development of priority sub-sectors, such as system integration, machine maintenance & spare parts, back-office support, and marketing & distribution, especially through fostering private sector investment and effectiveness in these areas.						MINICOM	MINICOM	MINECOFIN, PSD Members, PSF, MINICOM,	MINECOFIN, PSD Members, PSF, MINICOM,
Intermediate outcome 3 2: Enhanced Local Production and increased competitiveness of local products									
INT 4: Increase local content in industrial production by strengthening the Supplier Development Programme based on lessons learnt from its implementation to improve the availability and quality of locally produced raw materials, component parts, services, and other intermediate inputs and deepen linkages between large value chain lead firms and local suppliers of these inputs.									
INT 5: Develop & implement the Made in Rwanda comprehensive Branding & Communication Strategy to strengthen the Made in Rwanda brand.									
INT 6: Develop a supplier linkages programme to help local firms identify and access key inputs that will reduce production cost and promote competitiveness									
INT 7: Expand and improve Rwanda's access to foreign markets through stronger participation in multilateral and bilateral trade and customs agreements. This includes advancing WTO membership, EAC Common Market Protocol implementation, Commonwealth, AfCFTA, COMESA, EU EBA/EPA, USA AGOA, and bilateral customs agreements with regional neighbour, as well as maximizing utilization of existing agreements.									
INT 8: Strengthen the quality, quantity, and reliability of locally produced raw materials that agro- and mineral downstream processing industries rely on by addressing market, coordination, and regulatory failures to enable private investment and growth in raw material production.									

Theme 4: Industrial Development and Made in Rwanda Promotion

Priority Area	TIMEFRAME					STAKEHOLDERS INVOLVEMENT			
	2024/25	2025/26	2026/27	2027/28	2028/29	Responsible	Accountable	Consulted	Informed
Outcome 4. Promoted industrialization for Cumulative annual growth rate of 10% of the total value added in production and export of medium and high value good and services and decent jobs									
Intermediate Outcome 4 1: Increased access to finance and investment for productive sub-sectors									
INT 1: Provide condition-based investment incentives (financial and fiscal) where needed to address the needs of each priority sub-sector (particularly in green areas of the economy) and each step of the value chain in these sub-sectors, with due consideration given to cost-effectiveness, effective competition, and international commitments.						MINICOM	MINICOM	MINICOM, RSB, RICA, NIRDA, PSD Members, MINECOFIN	MINICOM, RSB, RICA, NIRDA, PSD Members, MINECOFIN
INT 2: Support financial institutions, including banks, to establish concessional finance lines or credit guarantee instruments for firms in the priority sub-sectors with tailored technical assistance packages, including instruments to access machinery and means of production						MINECOFIN	MINECOFIN	MINICOM, RSB, RICA, NIRDA, PSD Members, MINECOFIN	MINICOM, RSB, RICA, NIRDA, PSD Members, MINECOFIN
INT 3: Support the development of alternative sources of funding for priority sectors by establishing a platform through KIFC for private equity investors to identify, screen and invest in industrial companies						MINICOM	MINICOM	MINICOM, RSB, RICA, NIRDA, PSD Members, MINECOFIN	MINICOM, RSB, RICA, NIRDA, PSD Members, MINECOFIN
INT 4: Encourage the creation (or strengthening) of private sector managed investment funds, which would provide finance to industrial firms and SMEs, with a focus on their technology upgrade. The state could play a catalytic role by participating in the capitalization of such funds.						MINICOM	MINICOM	MINICOM, RSB, RICA, NIRDA, PSD Members, MINECOFIN, PSF, BANKS	MINICOM, RSB, RICA, NIRDA, PSD Members, MINECOFIN, PSF, BANKS

Theme 4: Industrial Development and Made in Rwanda Promotion

Priority Area	TIMEFRAME					STAKEHOLDERS INVOLVEMENT			
	2024/25	2025/26	2026/27	2027/28	2028/29	Responsible	Accountable	Consulted	Informed
Intermediate Outcome 4.2: Enhanced Innovation and Technology capabilities in priority industries									
INT 5: Incentivize R&D and innovation and harmonize R&D funding schemes for priority sub-sectors.						NIRDA	NIRDA	MINICOM, MINECOFIN, RSB, RCA, PSD Members, RDB, NIRDA	MINICOM, MINECOFIN, RSB, RCA, PSD Members, RDB, NIRDA
INT 6: Promote technology diffusion and collaboration between sector research institutes, universities, and local and foreign firms, including facilitating the commercialization of research products, with a focus on selected strategic value chains (such as biotechnology) and the green economy.						NIRDA	NIRDA	MINICOM, MINECOFIN, RSB, RCA, PSD Members, RDB, NIRDA	MINICOM, MINECOFIN, RSB, RCA, PSD Members, RDB, NIRDA
INT 7: Improve Intellectual Property Rights system to encourage innovation						RDB	RDB		MINICOM, MINECOFIN, RSB, RCA, PSD Members, RDB,
INT 8: Establish Technology Transfer Offices (TTO) in universities and improve the capacity of existing ones, to effectively diffuse research and facilitate their commercialization, particularly for strategic sub-sectors that will facilitate the transition to a green economy.						NIRDA	NIRDA		MOE, MINICOM, MINECOFIN, RSB, RCA, PSD Members, RDB, NIRDA

Theme 4: Industrial Development and Made in Rwanda Promotion

Priority Area	TIMEFRAME					STAKEHOLDERS INVOLVEMENT			
Outcomes/ intermediate outcomes/interventions	2024/25	2025/26	2026/27	2027/28	2028/29	Responsible	Accountable	Consulted	Informed
Intermediate Outcome 4.3: Effective Development of Industrial Parks and Key Infrastructure aligned with industry needs									
INT 9: Develop a comprehensive strategy for the development and management of industrial parks and zones that includes (i) a clear prioritization and sequencing of industrial park development, (ii) a clear framework for the coordination of industrial park development at national and district level, (iii) a clear mandate for the development and management of each action and each industrial park or zone including targeted funding source and operational model (e.g., PPP, private developers, concessions), and (iv) a robust approach for allocating the geographic locations of industrial parks, zones, and clusters according to the availability of raw materials and natural resources, labour, infrastructure, and other pertinent factors.						MINICOM	MINICOM	RDB, MINIFRA, MINAFFET, RHA, MINECOFIN, MOYA, PSD Members	RDB, MINAFFET, MINECOFIN, PSD Members, MOYA
INT 10: Develop priority industrial parks with due diligence done in conducting feasibility studies, prioritization, investment promotion, linkages with local industries and clear strategy for operation and management and governance framework for the parks.						MINICOM	MINICOM	RDB, MINECOFIN, MININFRA, PSD Members, RHA, MIFOTRA, NIRDA, RSB	RDB, MINECOFIN, MININFRA, PSD Members, RHA
INT 11: Provide necessary incentives to attract domestic and foreign investments in priority sub-sectors						MINICOM	MINICOM	RDB, MINECOFIN, MINAFFET, MININFRA, RSB, PSD Members	RDB, MINECOFIN, MINAFFET, MININFRA, RSB, PSD Members

Theme 4: Industrial Development and Made in Rwanda Promotion

Priority Area	TIMEFRAME					STAKEHOLDERS INVOLVEMENT			
	2024/25	2025/26	2026/27	2027/28	2028/29	Responsible	Accountable	Consulted	Informed
INT 12: Develop priority infrastructure that have a high impact on the competitiveness of productive sectors, especially the priority subsectors, and expedite their development or upgrading.						MINICOM	MINICOM	RDB, MINECOFIN, MININFRA, PSD Members, RHA, NIRDA, RSB, MINICOM	RDB, MINECOFIN, PSD Members, RHA, NIRDA, RSB
INT 13: Facilitate the establishment of new plants for manufacturing pharmaceutical products and medical equipment, electric vehicle assembly, home compostable packaging materials, glass used in construction industry, bottles used by breweries, tannery park, fabrics manufacturing and other materials used in the textile industry.						RFDA	RFDA	MININFRA, RDB, MINECOFIN, PSD Members, RHA, NIRDA, RSB, MINICOM	MININFRA, RDB, MINECOFIN, PSD Members, RHA, NIRDA, RSB, MINICOM
Outcome 4: increased adoption of green technologies and practices across priority sectors									
INT 14: Identify green technologies that can be adopted in selected industries and invest in their adoption and development in Rwanda.						MoE	MoE	RDB, MINECOFIN, PSD Members, RHA, NIRDA, RSB, MINICOM, MOYA	RDB, MINECOFIN, PSD Members, RHA, NIRDA, RSB, MINICOM, MOYA
INT 15: Incentivize the production of tradable green products and services						MINICOM, MINECOFIN	MINICOM, MINECOFIN	RDB, MINECOFIN, PSD Members, RHA, NIRDA, RSB, MINICOM, MOYA	RDB, MINECOFIN, PSD Members, RHA, NIRDA, RSB, MINICOM, MOYA

Theme 4: Industrial Development and Made in Rwanda Promotion

Priority Area	TIMEFRAME					STAKEHOLDERS INVOLVEMENT			
Outcomes/ intermediate outcomes/interventions	2024/25	2025/26	2026/27	2027/28	2028/29	Responsible	Accountable	Consulted	Informed
INT 16: Encourage circular economy ventures such as: the conversion of food waste into carbon-negative fertilizer, sustainable packaging production, and recycling plants and explore public-private partnerships to scale such solutions.						MoE	MoE	RDB, MINECOFIN, PSD Members, RHA,NIRDA, RSB, MINICOM, MOYA, MoE, NIRDA	RDB, MINECOFIN, PSD Members, RHA,NIRDA, RSB, MINICOM, MOYA, MoE, NIRDA
INT 17: Establishment of waste management infrastructure in industrial parks, zones, and clusters through the facilitation of public- private investment.						MoE	MoE	RDB, MINECOFIN, PSD Members, RHA,NIRDA, RSB, MINICOM, MOYA, MoE, NIRDA	RDB, MINECOFIN, PSD Members, RHA,NIRDA, RSB, MINICOM, MOYA, MoE, NIRDA
INT 18: Promote enterprise compliance to environment management regulations by raising awareness, building capacity, ensuring regulations are clear and reasonable and strengthening enforcement in partnership with private sector associations.						MoE	MoE	RDB, MINECOFIN, PSD Members, RHA,NIRDA, RSB, MINICOM, MOYA, MoE, NIRDA	RDB, MINECOFIN, PSD Members, RHA,NIRDA, RSB, MINICOM, MOYA, MoE, NIRDA

Theme 4: Industrial Development and Made in Rwanda Promotion

Priority Area	TIMEFRAME					STAKEHOLDERS INVOLVEMENT			
	2024/25	2025/26	2026/27	2027/28	2028/29	Responsible	Accountable	Consulted	Informed
<p>INT 19: Promote the development of sectors with high potential for adopting green practices such as textile and leather industries. These sectors also provide opportunities for strong backward linkage opportunities for cattle farmers, slaughterhouses, tanneries, and providers of packaging, labelling, transport, logistics, and other related services.</p>						MINICOM	MINICOM	RDB, MINECOFIN, PSD Members, RHA,NIRDA, RSB, MINICOM, MOYA, MoE, NIRDA	RDB, MINECOFIN, PSD Members, RHA,NIRDA, RSB, MINICOM, MOYA, MoE, NIRDA

Theme 5: Investment Promotion

Priority Area	TIMEFRAME					STAKEHOLDERS INVOLVEMENT			
	2024/25	2025/26	2026/27	2027/28	2028/29	Responsible	Accountable	Consulted	Informed
<p>Outcome 5: Increased value of FDI (from US \$496.4 million in 2022 to US \$600 million in 2029) and Private Investment as share of GDP (from US \$2.47 billion in 2023 to US \$3 billion Value of investment projects registered annually)</p>									
<p>INT 1: Conduct targeted investment promotion in key strategic sectors leveraging existing and emerging infrastructural projects that will enhance regional integration and decrease cost of production (Eg. Railways, oil pipelines)</p>						RDB, MININFRA	MINAFET	PSF, MININFRA, RDB, MINECOFIN, PSD Members, RHA,NIRDA, RSB, MINICOM	MINECOFIN, MININFRA, RDB, PSD Members, RHA,NIRDA, RSB, MINICOM

Theme 5: Investment Promotion

Priority Area	TIMEFRAME					STAKEHOLDERS INVOLVEMENT			
	2024/25	2025/26	2026/27	2027/28	2028/29	Responsible	Accountable	Consulted	Informed
INT 2: Conduct target investment promotion with a focus on priority sectors						RDB	MINAFFET	PSF	MINECOFIN
INT 3: Offer investment incentives, tax breaks, customs duty exemptions, and financial incentives to domestic and foreign investors in key sectors, industries, and value chains that contribute to the production, processing, and value addition of "Made in Rwanda" products						MINECOFIN, MINICOM	RRA, MINICOM	RDB, MINECOFIN, PSD Members, RHA, NIRDA, RSB, MINICOM	PSF, RDB, MINECOFIN, PSD Members, RHA, NIRDA, RSB, MINICOM
INT 4: Promote the export of Rwandan-made products to regional and international markets through export promotion initiatives, trade agreements, trade facilitation measures, and export financing schemes to diversify export earnings, generate foreign exchange, and enhance Rwanda's competitiveness in global trade						MINICOM	MINICOM	RDB, MINECOFIN, PSD Members, RHA, NIRDA, RSB, MINICOM, MOYA	RDB, MINECOFIN, PSD Members, RHA, NIRDA, RSB, MINICOM, MOYA
INT 5: Facilitate technology transfer, innovation, and adoption of modern production technologies, processes, and equipment among local industries to improve productivity, efficiency, and competitiveness in manufacturing "Made in Rwanda" products.						NIRDA, RDB	NIRDA, MINICOM	PSF, RDB, MINECOFIN, PSD Members, RHA, NIRDA, RSB, MINICOM, MOYA	MINICT, RDB, MINECOFIN, PSD Members, RHA, NIRDA, RSB, MINICOM, MOYA
INT 6: Strengthening Kigali as a preferred financial hub for regional and international funds						KIFC	MINECOFIN	BNR	RDB
INT 7: Positioning Rwanda as a global business services destination in Africa.						MINICT	RDB	PSF	RURA

Theme 6: Entrepreneurship and MSME Development

Priority Area	TIMEFRAME					STAKEHOLDERS INVOLVEMENT			
Outcomes/ intermediate outcomes/interventions	2024/25	2025/26	2026/27	2027/28	2028/29	Responsible	Accountable	Consulted	Informed
Outcome 6. Created a conducive and flourishing environment for entrepreneurs and MSMEs for competitiveness									
Intermediate Outcome 6.1 Sustained conducive ecosystem for entrepreneurship and MSME development									
INT1. Identify and support efficient business support systems (such as Entrepreneurs Support Organisation (ESOs), innovation hubs, virtual communities and business incubation centres) that support technology transfer, business development opportunities, mentorship, networking etc. Sub-interventions could include the creation of an ESO platform and other collaborative						MINICOM	MINECOFIN MINICOM, RDB, RSB, NIRDA	PSF	MINALOC, RCA
INT2: Support an enabling financial environment for MSMEs by strengthening alternative and suitable financing channels and products. E.g. grants, seed funding, microloans, venture capital, angel investors, crowd funding platforms, and government-backed loan schemes to overcome financial barriers and support business start-ups.						MINICOM	MINECOFIN MINICOM, RDB, RSB, NIRDA,	PSF, BDF	MINALOC
INT 3: Establish and Strengthen Value Chain based MSMEs development Schemes						MINICOM	MINECOFIN MINICOM, RDB, RSB, NIRDA,	PSF, MINAGRI, RCA	MINALOC
INT 4: Support business processes, including automation and digitalisation						MINICOM	MINECOFIN MINICOM, RDB, RISA, NIRDA	PSF	MINALOC
INT 5: Encourage innovation-driven entrepreneurship by supporting research and development (R&D), access to technology infrastructure, digital tools, and innovation ecosystems						MINICOM	MINECOFIN MINICOM, RDB, NISR, NIRDA	PSF	MINALOC

Priority Area	TIMEFRAME					STAKEHOLDERS INVOLVEMENT			
	2024/25	2025/26	2026/27	2027/28	2028/29	Responsible	Accountable	Consulted	Informed
INT 6: Support existing digital literacy programs (i.e. Digital Ambassadors Program), training courses, and workshops to equip entrepreneurs with digital skills, online marketing strategies, e-commerce capabilities, and cyber security awareness to harness the opportunities of the digital economy and navigate digital transformation challenges						MINICOM	MINECOFIN MINICOM, RDB, NISR, RISA, RCA	PSF	MINALOC
INT 7: Encourage SMEs operating in related industries or sectors to form geographic or industry-specific clusters to promote collaboration, joint ventures, awareness of international market opportunities, knowledge sharing, resource pooling, and economies of scale, to be complemented with cluster-based support services						MINICOM	MINECOFIN MINICOM, RDB, NIRDA	PSF	MINALOC
<i>Intermediate Outcome 6.2 Aligned MSME and entrepreneurship development with Rwanda's Development Strategies</i>									
INT 8: Improve management and governance capacities of enterprises and cooperatives (new and existing) through the provision of business development services geared towards efficient resources management, quality production, products development and/or improvement, and diversification.						MINICOM	MINECOFIN MINICOM, RDB, RCA, DPs	PSF	MINALOC
INT 9: Continue categorisation of cooperatives to improve the coordination of support (to add in specific examples here of different categories)						MINICOM	MINECOFIN MINICOM, RCA, MINALOC	PSF	MINALOC
INT 10: Promote entrepreneurship among women, youth, minorities, and marginalized groups through targeted support programs, mentorship initiatives, access to finance, and capacity-building interventions to foster economic inclusion, social mobility, and empowerment						MINICOM	MINECOFIN MINICOM MOYA, MIGEPROF	PSF	MINALOC
INT 11: Link MSMEs with appropriate export support programs (E.g. EGF).						MINICOM	MINECOFIN MINICOM, MINAGRI, NAEB, RDB	PSF, RRA	MINALOC

Priority Area	TIMEFRAME					STAKEHOLDERS INVOLVEMENT			
	2024/25	2025/26	2026/27	2027/28	2028/29	Responsible	Accountable	Consulted	Informed
INT 12: Facilitate the coordination between MSME support organizations.							MINECOFIN MINICOM, RDB, DPs	PSF	MINALOC
<i>Intermediate Outcome 6.3 Sustained conducive institutional and policy environment for MSME development</i>									
INT 13: Make compliance procedures more amenable for MSMEs, and other ease of doing business markers.						MINICOM	MINECOFIN MINICOM, RDB, NIRDA, RSB, RICA	PSF	MINALOC
INT 14: Improve on coordination of provision Support to ICPCs and artisans entrepreneurship and cooperatives by conducting needs assessments and categorizations by clusters						MINICOM	MINECOFIN MINICOM, RDB, MINALOC, RCA, BDF	PSF, DPs	
IN 15: Evidence based approach provision of tax incentives for private sector development						MINICOM	MINECOFIN MINICOM, RDB,	PSF	MINALOC
INT 16: Strengthen regulation around intellectual property protection						MINICOM	MINECOFIN MINICOM, RDB,		
INT 17: Strengthen government agencies, entrepreneurship development centers, industry associations, and private sector organizations to provide policy advocacy, business support services, and regulatory assistance to entrepreneurs and small and medium-sized enterprises (MSMEs).						MINICOM	MINECOFIN MINICOM, RDB, MIFOTRA	PSF	MINALOC
INT 18: Identify gaps in sector policy areas where MSME development is not embedded strengthen the embedment of MSME support systems within agricultural transformation policies, specifically agribusiness development						MINICOM	MINECOFIN MINICOM, RDB, MINAGRI, DPs	PSF	MINALOC
INT 19: Improve the quality, availability, and accessibility of data on MSMEs to facilitate development support, and improve MSME information capacity						MINICOM	MINECOFIN MINICOM, RDB, DPs	PSF	MINALOC

Priority Area	TIMEFRAME					STAKEHOLDERS INVOLVEMENT			
	2024/25	2025/26	2026/27	2027/28	2028/29	Responsible	Accountable	Consulted	Informed
Intermediate Outcome 6.4: Strengthened institutional capacities and coordination mechanisms for effective performance and accountability among cooperatives									
INT 20: Strengthen capacities of the Rwanda Cooperative Agency (RCA) to enhance the performance, compliance and management of cooperatives.						MINICOM	MINICOM, MINECOFIN, MIFOTRA RCA		
INT 21: Establish coordination mechanisms and accountability framework of cooperatives 'stakeholders.						RCA	MINICOM, MINECOFIN, DPs, Districts		
INT 22: Enhance research and innovation to improve the performance and sustainable management of cooperatives.						RCA	MINICOM MINECOFIN, DPs, Districts	NISR	Districts
INT 23: Upgrade of Cooperative Management Information System (CMIS) for effective coordination of cooperative performance.						RCA	MINICOM MINECOFIN, DPs, RISA		District
INT 24: Reinforce the compliance of Law governing cooperatives in Rwanda and other regulations						RCA	MINICOM MINECOFIN, DPs, RLRC	MINIJUST	District

Theme 7: Market Access and Trade

Priority Area	TIMEFRAME					STAKEHOLDERS INVOLVEMENT			
	2024/25	2025/26	2026/27	2027/28	2028/29	Responsible	Accountable	Consulted	Informed
Outcome 7. Strengthened trade logistics, operationalization of cross borders markets and petroleum infrastructures									
Intermediate Outcome 7 1: Improved access to Markets and value chain development for micro, small and large enterprises									

Priority Area	TIMEFRAME					STAKEHOLDERS INVOLVEMENT			
	2024/25	2025/26	2026/27	2027/28	2028/29	Responsible	Accountable	Consulted	Informed
INT 1: Scale up export promotion and market access facilitation programs such as trade fairs, market intelligence, promotional activities, technical support and access to e-commerce platforms						MINICOM			
INT 2: Support Micro and small enterprises to access market through creating incentives around procurement and access to marketing platforms (including e-commerce).						MINICOM			
INT 3: Support MSMEs to Access to access finance, start-up capital and seed funding through (e.g. SACCOs,BRD, AFR) products to business needs to foster job creation						MINICOM			
Intermediate Outcome 7.2: Increased access to Markets and value chains development						MINICOM			
INT 4: Support local to access to international markets through enhancing quality and standards of locally made products.						MINICOM			
INT 5: Promote trade between Rwanda and other African countries leveraging opportunities offered by the African Continental Free Trade Area (AFCFTA).						MINICOM			
INT 6: Construct an International Exhibition center will be constructed in partnership with the private						MINICOM			
INT 7: Increase Strategic oil and gas storage facilities to oil and gas trade						MINICOM			
Intermediate Outcome 7 3: Improved registration,regulation nd capacity development of cooperatives									
INT 8: Put in place mechanisms to recognize and increase successful cooperatives in order for them to serve as models for other cooperatives						MINICOM			

Priority Area	TIMEFRAME					STAKEHOLDERS INVOLVEMENT			
	2024/25	2025/26	2026/27	2027/28	2028/29	Responsible	Accountable	Consulted	Informed
INT 9: Strengthen capacities of the Rwanda Cooperative Agency (RCA) to promote cooperatives and better monitor their performance						MINICOM			
INT 10: Support Cooperatives of special groups on effective management of cooperatives						MINICOM			

Theme 8: Quality and Standards Enforcement

Priority Area	TIMEFRAME					STAKEHOLDERS INVOLVEMENT			
	2024/25	2025/26	2026/27	2027/28	2028/29	Responsible	Accountable	Consulted	Informed
Outcome 8: Strengthened national quality infrastructure, accreditation and Certification to support local and export markets compliance									
Intermediate Outcome 8.1: Improved Quality Infrastructure development for quality, safety standards and accreditation compliance									
INT 1: Strengthen national quality infrastructure services through capacity development in standardization, upgrading national quality testing and metrology laboratories and Certification schemes and services to support export of quality products and services, de-centralization of conformity assessment services, and increase scope of accreditations by public investment, public –private partnership, and development partners.						RSB	MINICOM, MINECOFIN, MIFOTRA DPs	MINECOFIN, PSF	RURA, REMA, RICA, Rwanda FDA
INT 2: Establish and support value chain based technical assistance schemes for MSMEs and large enterprises with potentials for job creation, import substitution or exports in priority value chains to access local, regional and international markets through public investments, public-private partnership and development partners						RSB	MINICOM, MIFOTRA, MINECOFIN, and DPs	MIFOTRA, PSF,NISR and RDB	RICA, Rwanda FDA, and REMA

Theme 8: Quality and Standards Enforcement

Priority Area	TIMEFRAME					STAKEHOLDERS INVOLVEMENT			
	2024/25	2025/26	2026/27	2027/28	2028/29	Responsible	Accountable	Consulted	Informed
INT 3: Establish National Quality Infrastructure (NQI) building to host standards, quality testing, metrology, certification and accreditation services to facilitate international recognitions (accreditations) needed to export conformity assessment services and ease private sector's access to those services through public investments						RSB	MINECOFIN, MINICOM, RHA and DPs	CoK, PSF	RDB, RICA, Rwanda FDA, REMA, RURA
INT 4: Establish and strengthen national accreditation institution to promote quality in conformity assessments and regulatory services through public investments and development partners						RSB	MINECOFIN, MIFOTRA, MINICOM, and DPs	CoK, PSF, RLRC	RDB, RICA, Rwanda FDA, REMA, RURA
<i>Intermediate Outcome 8.2: Improved systems certification and standards regulations compliance enforcement</i>						RICA	MINICOM, RICA	MINICOM, MINAGRI, MINECOFIN	MINICOM, MINE COFIN
INT 5: Enhance inspection and certification processes to ensure that seeds produced meet high-quality standards in terms of genetic purity, germination rates, vigour, and freedom from diseases and pests.						RICA	RICA, MINICOM, RAB	MINICOM, MINECOFIN, RAB, NAEB	MINICOM, MINE COFIN
INT 6: Enhance sustainable seed multiplication practices to expand market access for Rwandan seeds for import substitution and export promotion						RICA	MINICOM, RICA, MINI JUST, RAB	MINICOM	MINICOM, MINE COFIN
INT 7: Develop and enhance priority technical regulations to facilitate effective enforcement of the standards						RICA	MINICOM, RICA	MINICOM	MINICOM, MINE COFIN
INT 8: Invest in Infrastructure for climate-smart agriculture, to help farmers adapt to climate change by conducting quality inspections on agrochemicals used in agriculture						RICA	MINICOM, RICA	MINICOM	MINICOM, MINE COFIN
INT 9: Enforce quality assurance practices to ensure products and services standards compliance						RICA	MINICOM, RICA	MINICOM, MINALOC	MINICOM, MINECOFIN
INT 10: Enhance the public and private partnership through inspection schemes on key priority sector.						RICA	MINICOM, RICA	MINICOM, MINALOC, MINAGRI	MINICOM, MINE COFIN

Theme 8: Quality and Standards Enforcement

Priority Area	TIMEFRAME					STAKEHOLDERS INVOLVEMENT			
	2024/25	2025/26	2026/27	2027/28	2028/29	Responsible	Accountable	Consulted	Informed
INT 11: Promote green economy by enforcing standards to improve the durability and sustainability of the construction sector.						RICA	MINICOM, RICA	MINICOM	MINICOM, MINE COFIN
INT 12: Implement Quality Management Systems standards to ensure effective management of inspection activities to build international and regional trust and recognition of National quality inspection services						RICA	MINICOM, RICA	MINICOM, MINALOC	MINICOM, MINE COFIN
INT 13: Increase compliance level of Services provision enterprises with applicable standards and regulations through on the strategic inspections to strengthen Services provision enterprises						RICA	MINICOM, RICA	MINICOM, MINALOC	MINICOM, MINE COFIN
Intermediate Outcome 8.3: Strengthened regulatory and institutional framework to ensure fair competition and Consumer Rights Protection in business environment									
INT 14: Enhance fair competition framework through establishing/revising relevant laws and regulations and develop the capacity of competition authority to enforce regulations.						RICA	MINICOM, RICA	MINICOM, RURA, BNR	MINICOM, MINE COFIN
INT 15: Establish a centralized Digital complaint-handling mechanism, Operationalization of Independent Consumer Protection Officers at the district level and Design and implement a consumer education and awareness program.						RICA	MINICOM, RICA	MINICOM, RURA, BNR, ADECOR	MINICOM, MINE COFIN

Theme 9: Gender equality and family promotion

Priority Area	TIMEFRAME					STAKEHOLDERS INVOLVEMENT			
	2024/25	2025/26	2026/27	2027/28	2028/29	Responsible	Accountable	Consulted	Informed
Outcome 9: Increased number of decent jobs created for women and youth in private sector									
Intermediate Outcome 9.1: Strengthened women's capacity building and empowerment						MIGEPROF			

Theme 9: Gender equality and family promotion

Priority Area	TIMEFRAME					STAKEHOLDERS INVOLVEMENT			
Outcomes/ intermediate outcomes/interventions	2024/25	2025/26	2026/27	2027/28	2028/29	Responsible	Accountable	Consulted	Informed
INT 1: Increase women's meaningful participation and representation in leadership and managerial positions in private sector						MIGEPROF			
INT 2: Implement gender-responsive lending programs in private sector that provide women and youth entrepreneurs with access to affordable credit, including microloans, venture capital, and SME financing						MIGEPROF			
INT 3: Establish financial literacy and entrepreneurship training programs tailored to the needs of women and youth, covering topics such as financial management, business planning, and access to capital						MIGEPROF			
INT 4: Offer training and capacity-building initiatives focused on developing business skills, leadership abilities, and technical expertise among women entrepreneurs and business owners						MIGEPROF			
INT 5: Provide mentorship and networking opportunities that connect women entrepreneurs with experienced mentors, industry leaders, and potential partners or investors						MIGEPROF			
INT 6: Promote the adoption of technology and digital tools among women-led businesses through training programs, workshops, and awareness campaigns						MIGEPROF			
INT 7: Support initiatives that bridge the digital gender gap by providing women with access to technology infrastructure, internet connectivity, and digital literacy training						MIGEPROF			
INT 8: Facilitate access to domestic and international markets for women-owned businesses through trade promotion activities, export assistance programs, and market access initiatives						MIGEPROF			
INT 9: Encourage gender-inclusive procurement practices by government agencies and large corporations, ensuring fair and equitable opportunities for women-owned enterprises to compete for contracts and supply chain partnerships						MIGEPROF			

Theme 9: Gender equality and family promotion

Priority Area	TIMEFRAME					STAKEHOLDERS INVOLVEMENT			
Outcomes/ intermediate outcomes/interventions	2024/25	2025/26	2026/27	2027/28	2028/29	Responsible	Accountable	Consulted	Informed
INT 10: Advocate for policies and regulations that promote gender equality and women's economic empowerment in the private sector, including anti-discrimination laws, gender-responsive budgeting, and supportive business environments						MIGEPROF			
INT 11: Strengthen institutional frameworks and support structures, such as women's business associations, Specialized and commerce clusters and entrepreneurship support organizations and provide tailored assistance and advocacy for women and youth entrepreneurs						MIGEPROF			
INT 12: Conduct gender-disaggregated data collection on job creation in private sector to better understand the challenges and opportunities facing women and youth in the private sector, informing evidence-based policies and programs						MIGEPROF			
INT 13: Support research initiatives that examine the impact of gender disparities on business performance, innovation, and economic growth, highlighting the business case for gender equality in private sector						MIGEPROF			
INT 14: Raise awareness about the importance of gender equality and women's economic empowerment in driving private sector development through public awareness campaigns, media outreach, and community engagement						MIGEPROF			
INT 15: Promote positive role models and inclusive narratives through awareness to eliminate gender stereotypes and social norms that constrain women's participation in the workforce and entrepreneurship						MIGEPROF			
INT 16: Conduct Capacity development /Training on Gender mainstreaming, Gender Equality Seal (GES) and National Determined contribution (NDCs) on environment and Climate Change in the private sector						MIGEPROF			

Theme 9: Gender equality and family promotion

Priority Area	TIMEFRAME					STAKEHOLDERS INVOLVEMENT			
	2024/25	2025/26	2026/27	2027/28	2028/29	Responsible	Accountable	Consulted	Informed
Intermediate Outcome 9.2: Enhanced framework for Gender Equality Competitiveness in Private Sector						MIGEPROF			
INT 17: Develop a gender mainstreaming strategy of the private sector						MIGEPROF			
INT 18: Identify incentives for private sector championing Gender Equality Seal e.g. Public procurement						MIGEPROF			
INT 19: Continuous monitoring tools with Gender – disaggregated data to ensure balanced economic development						MIGEPROF			
INT 20: Creating a supportive ecosystem to address specific barriers faced by women in business						MIGEPROF			
INT 21: Establish of PSDYE Gender Forum						MIGEPROF			
INT 22: Establish Gender Business registries/databases of MSMEs in the PSD						MIGEPROF			
INT 23: Development of programmes on SMEs Gender Equality Business Clusters; mapping and promotion						MIGEPROF			
Intermediate Outcome 9.3: Harmonized policies, laws and regulations for the Private Sector Development (PSD) to promote Gender Equality in all PSD sector activities						MIGEPROF			
INT 24: Preparation of inventory of laws /regulation/policies to be amended to facilitate Gender Equality Promotion						MIGEPROF			
INT 25: Development of a Sector Gender Equality Strategy with specific focus on the identified priority Sub-sector						MIGEPROF			
INT 26: Pre-feasibility assessment studies PSDYE SSWG on gender status and document the gender gap						MIGEPROF			
INT 27: Mainstream Gender into all strategic interventions of the Private Sector Development						MIGEPROF			

Theme 10. Environment and Climate Change

Priority Area	TIMEFRAME					STAKEHOLDERS INVOLVEMENT			
	2024/25	2025/26	2026/27	2027/28	2028/29	Responsible	Accountable	Consulted	Informed
Outcome 10: Greened industrial parks and Trade									
INT 1: Greening special economic zones (SEZs) and Industrial Parks through increased adoption of green technologies and practices, circular economy and compliance to environment management regulations						CPCIC			
INT 2: Increasing finance for technologies in industries to raise productivity						CPCIC			
INT 3: Greening mining sector for sustainability and responsiveness to the green economy						CPCIC			
INT 4: Develop capacity of both private and public staff in emissions trading system (ETS) and carbon trading						CPCIC			
INT 5: Increasing renewable energy in the generation mix, including with private sector investment						CPCIC			
INT 6: Strengthening CPCIC-Cleaner Production and Climate Innovation Centre, Capacity building for the relevant institutions to integrate climate change and green growth elements into the industrial sector						CPCIC			
INT 7: Expanding sustainable initiatives and climate resilience in regional transport networks, freight, and logistics.						CPCIC			

Theme 11. Disability and social inclusion

Priority Area	TIMEFRAME					STAKEHOLDERS INVOLVEMENT			
	2024/25	2025/26	2026/27	2027/28	2028/29	Responsible	Accountable	Consulted	Informed
Outcomes/ intermediate outcomes/interventions									
<i>Outcome 11: Empowered Women, youth and People with disability to develop their potential, creativity and skills as productive and dynamic members of the Private Sector development and youth employment</i>									
INT 1: Establishment of skills incubation centres (Project development and financial literacy) for the Women, youth and People with disability						PSF	MINALOC, NCPD		
INT 2: Offer training programs tailored to women to enhance their employability and economic independence						PSF	MINALOC, NCPD		
INT 3: Put in place innovative schemes facilitating women, youth, and persons with disabilities to access finance						PSF	MINALOC, NCPD		

THEME 12: Innovation and Research & Development

Priority Area	TIMEFRAME					STAKEHOLDERS INVOLVEMENT			
	2024/25	2025/26	2026/27	2027/28	2028/29	Responsible	Accountable	Consulted	Informed
Outcomes/ intermediate outcomes/interventions									
<i>Outcome 12: Improved conducive environment for research and innovation in the private sector to enhance capacity for the development of new products, technologies, and solutions that drive economic growth and improve quality of life</i>									
INT 1: Promote investment in research and development and innovations unit at firm level						NIRDA			
INT 2: Stimulate research and development infrastructure sharing partnerships for effectiveness and efficient use of available investment						NIRDA			
INT 3: Promote establishment of incubations and accelerators for research outputs as a strategy to restructure innovation ecosystem						NIRDA			
INT 4: Putting in place a special status for industrial development researchers as a strategy to attract and retain high end talents						NIRDA			



Republic of Rwanda

Ministry of Trade and Industry