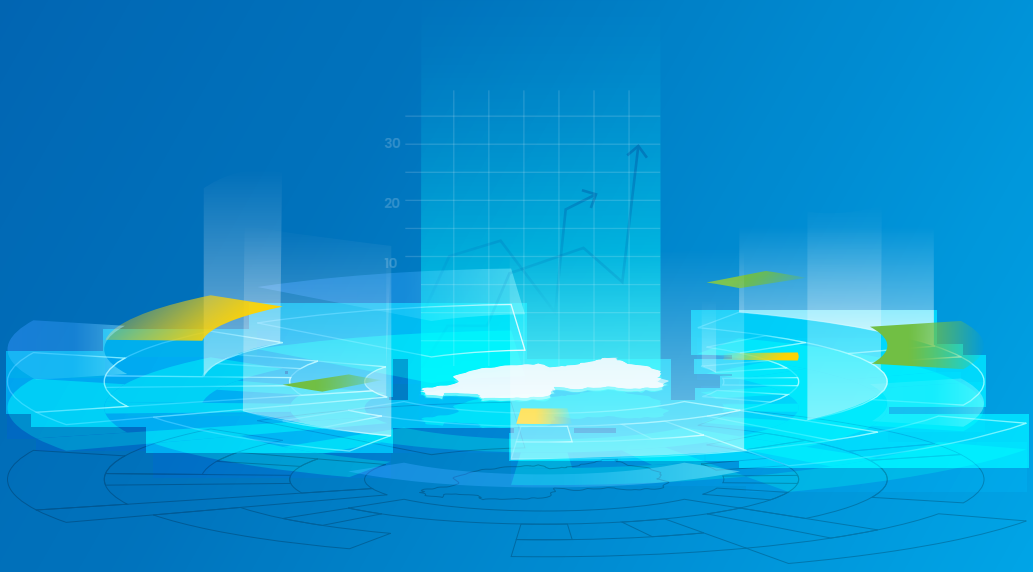
Republic of Rwanda

FIVE YEARS GOVERNMENT PROGRAMME

National Strategy for Transformation (NST2)

2024 - 2029



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National Strategy for Transformation (NST2)

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List of Acronyms

ADR	Alternative Dispute Resolution
AfCFTA	African Continental Free Trade Area
CBT	Climate Budget Tagging
CBHI	Community Based Health Insurance
CCAs	Cross Cutting Areas
CDAT	Commercialization and De-risking for Agriculture Transformation
CENR	Climate change, Environment, and Natural Resources
CHW	Community Health Workers
CoK	City of Kigali
DAP	Digital Ambassador Program
DRR	Disaster Risk Reduction
ECD	Early Childhood Development
FDI	Foreign Direct Investment
GBS	Global Business Services
G&S	Goods and services
GDP	Gross Domestic Product
GGCRS	Rwanda Green Growth and Climate Resilience Strategy
ICT	Information and Communication Technology

IECMS	Integrated Electronic Case Management System
KSEZ	Kigali Special Economic Zone
MICE	Meetings, Incentives, Conferences, and Exhibitions
MSME	Micro, Small, and Medium-sized Enterprises
NDCs	Nationally Determined Contributions
NDSF	National Digital Skills Framework
NST1	National Strategy for Transformation 1
NST2	National Strategy for Transformation 2
PPP	Public Private Partnership
R&D	Research and Development
RUDP	Rwanda Urban Development Project
SACCOs	Savings and Credit Cooperative Organizations or Societies
SEA	Strategic Environmental Assessment
STDs	Sexually Transmitted Diseases
STEM	Science, Technology, Engineering and Mathematics.
Three Ts	Tin, Tantalum and Tungsten
TVET	Technical and Vocational Education and Training
VUP	Vision Umurenge Program
WASH	Water, Sanitation, and Hygiene

Preamble

Rwanda is set to begin the next phase of its development journey through the Second National Strategy for Transformation (NST2) on the backdrop of significant progress made during the past seven years under the National Strategy for Transformation 1 (NST1). Despite global challenges such as the COVID-19 pandemic, climate change related disruptions, and geopolitical tensions affecting supply chains, Rwanda has demonstrated resilience, enabling significant advancements in economic growth, social welfare, and governance.

NST2 is designed to build on these achievements and take the country closer to realizing the Vision 2050 of sustainable economic growth, prosperity and high quality of life for all citizens.

This strategy aims to deliver long-term success and positively impact on the lives of citizens by prioritizing sustainable development and climate resilience, development of domestic manufacturing industries to reduce the trade deficit, creating sustainable and decent jobs, improving the quality and relevance of education, enhancing nutrition and early childhood development to reduce stunting, improving the quality of service delivery while strengthening citizen engagement and participation.

To ensure the successful implementation of the strategy the governance and institutional framework supporting delivery will be streamlined, data and technology will be harnessed and innovation, capacity and skills development will be emphasized.

The success of NST2 depends on the collective commitment and action of all stakeholders – citizens including youth and women, the private sector, faith-based organizations, civil society, academia, media, and development partners among others. Every Rwandan is urged to approach NST2 with determination and solidarity, turning challenges into opportunities and driving the nation towards a prosperous and equitable future.

This document outlines the main objectives of the NST2, organized under the economic, social, and transformational governance pillars. It further elaborates on the key macroeconomic aspects, the financing of the strategy, as well as its implementation plan and monitoring framework.

1.

Introduction

Rwanda's Vision 2050 aspires to elevate the nation to upper-middle-income status by 2035 and high-income status by 2050 through achieving sustainable economic growth and ensuring a high-quality life for all Rwandans. This long-term vision is implemented through a series of medium-term national development strategies, beginning with the National Strategy for Transformation 1 (NST1, 2017-2024), which marked a critical phase in the country's developmental journey and served as the bridge between Vision 2020 and the start of Vision 2050.

As 2024 marks the final year of the NST1, it has laid the foundation for subsequent national transformational strategies aimed at achieving Vision 2050. The evolving global context (characterized by geopolitical shifts, climate-related disasters, external shocks, inflationary pressures and socioeconomic uncertainties) calls for a strategic recalibration to tackle emerging challenges and seize new opportunities. NST2, which spans from 2024 to 2029, is designed to provide the strategic direction for national development with a central focus on improving the lives of Rwandans and ensuring sustainable economic growth and development .

Despite significant diverse challenges mentioned above, Rwanda has demonstrated remarkable resilience and made significant progress under NST1.

1.1. Key achievements during the NST1 period (2017 - 2024)

In the economic transformation pillar, t**he country achieved steady economic growth**, with Gross Domestic Product (GDP) expanding at an average of 7% over the NST1 period and per capita income increasing from $729 to $1,040 in 2023. **Critical infrastructure has been developed** with over 1,600 Km of the national road network and 4,137 km of feeder roads constructed in addition to increasing street lighting from from 664 km to 2,185 km. Access to electricity also surged from 34.4% to 78.9%.

Over 1.3 million decent and productive jobs were created, and **financial inclusion rose** from 89% in 2017 to 96% by 2024. **Tourism revenues nearly doubled**, increasing from $374 million in 2017 to $620 million. The country also successfully implemented several policy measures to recover from

the negative effects of the COVID-19 pandemic including establishing the Economic Recovery Fund and rapidly rolling out vaccination efforts to save lives during the pandemic.

Under the social transformation pillar, **life expectancy rose from 66.6 years to 69.9 years**, reflecting advancements in healthcare and overall well-being. Seven (7) hospitals were constructed (Gatonde, Gatunda, Munini, Nyabikenke, Byumba, Nyarugenge, and IRCAD) adding to the 52 existing hospitals. Kabgayi and Kibogora hospitals were also rehabilitated. A total of 12 new health centers were constructed reinforcing the 495 existing ones. Health posts increased from 473 in 2017 to 1,252 in 2024 enabling **increased access to health care for communities**. Substantial progress was realized in education with the construction of over 27,000 classrooms and the scale-up of Technical and Vocational schools from 200 in 2017 to 396 sectors (out of 416) countrywide. Additionally, a comprehensive school feeding program was established, and significant reforms introduced to enhance teacher welfare and motivation, further **strengthening the foundation for sustained socioeconomic development and transformation**.

In the transformational governance pillar, **Rwanda has ensured continued stability, peace, and security, underpinned by a citizen-centered governance model**, which is the foundation for realizing developmental gains. The country also made **significant improvements in service delivery, particularly through the use of technology**, with the number of services available online expanding from 155 to over 680 **setting the foundations for a digitally transformed economy**.

1.2. Rationale for NST2 prioritization

The NST 2 aims to take the country closer to achieving the Vision 2050 and the intermediate targets of 2035. Notwithstanding the above mentioned achievements, there are a number of emerging issues that require concerted efforts to accelerate progress towards the Vision 2050 these include the following:

- Rwanda has made significant strides in building resilience to climate change and ensuring sustainable development. The country has nevertheless borne the brunt of disasters including landslides, flooding and effects of climate

change like drought, leading to loss of lives, livelihoods and infrastructure among others. **This necessitates scaling up and sustaining interventions geared toward building resilience and sustainable development**.

- Significant gains in employment have been made including increased labor force participation (59.3% in 2023) compared to pre-covid19 levels (53.4% in 2017) and reversal of the negative impact of covid on employment with more people employed in the latter period (3.96 million in 2023 compared to 3.54 million in 2017).

- However, youth unemployment remains relatively high at 20.8% and overall unemployment at 17.2% (2023) while gender disparities in unemployment are still apparent at 20.3% for women while at 14.5% for men. **Vision 2035 targets an unemployment rate of 7% requiring intensification of job creation efforts with a focus on decent and productive jobs for all including youth and women**.

- Exports of goods and services increased over the NST1 period from USD 1.9 billion in 2017 to USD 3.51 billion in 2023. However the current account deficit widened from 9.5% of GDP in 2017 to 11.8% in 2023 driven by higher import demand in line with strong economic growth as well as external and climate-related shocks. **Growing exports remains paramount under NST2 especially in narrowing the trade deficit and increasing the value of exports**.

- Nutrition and early childhood development have been the subject of intense focus and coordination in the NST1, bringing these issues to the forefront of human capital development. **Further progress requires sustaining the momentum and strengthening coordination and interventions to achieve an even faster reduction of stunting from the current rate of 33% towards the 2035 target of 5.5%.** This will contribute to ensuring a productive workforce capable of contributing to the attainment of the long term Vision.

- The consultative process leading up to the elaboration of the NST2 emphasized quality of education as one of the most critical aspects for Rwandans today and in the future in the social transformation pillar. A joint study of the World Bank and the Government of Rwanda conducted in 2024 further highlighted the importance of **prioritizing access to pre-**

primary (35% in 2023), **enhancing foundational learning outcomes** (which currently show low proficiency in key subjects) and i**ncreasing the quality and market relevance of education** (to address low post graduation employment among graduates) for achieving Vision 2050.

- The quality of service delivery has improved with the attainment of 78% (2023) citizen satisfaction mainly through provision of more public services online. To ensure the needs of citizens are addressed and high-quality services rendered in both public and private sectors in line with Rwanda's vision to become a hub for various service**s** including medical, financial, tourism and hospitality, this remains a core priority moving forward. **Quality service delivery is also important to fast-track implementation of developmental programmes and projects with the required speed, scale and quality**.

1.3. NST2 Strategic Orientation

NST2 has been developed through an inclusive and participatory process involving citizens, the private sector, civil society, development partners and relevant institutions among others.

NST2 leverages existing and emerging opportunities, including **a growing youthful population** 56% of whom are of working age of 16–64 years and 65.3% are under 30, the i**ncreased adoption of technology and innovation**, and the **development of high growth potential sectors** such as mining, agro-processing, horticulture, automotives, aviation, sports, creative arts, tourism, and MICE. An **engaged citizenry, grounded in core developmental and cultural values**, also plays a significant role in this strategy.

NST2 is primarily designed to improve incomes and wellbeing of citizens by delivering the following impactful results:

- enhancing **climate resilience and sustainable development**
- developing **domestic manufacturing industries to boost exports** and reduce the trade deficit
- creating **decent and productive jobs**

- improving the q**uality and market relevance of education**
- enhancing **nutrition and early childhood development** to reduce stunting
- improving the q**uality of service delivery and enhancing citizen participation**

Several key enablers will be emphasized to effectively implement these priorities, including enhancing productivity through **technology and digitalization**, leveraging **data and research**, and fostering **capacity development for strengthened implementation** among others.

Rwandan values, culture, home-grown solutions and sustaining peace and security will remain central to delivering the NST2.

2.

Macroeconomic outlook

Despite the global shocks experienced during the NST1 period, Rwanda's economy demonstrated remarkable resilience and recovery, largely due to agile policy interventions, including measures to ease transactions and support businesses and the population. The transition to the NST2 requires renewed efforts to accelerate and sustain progress towards achieving Vision 2050.

Drawing on the sectoral policy interventions detailed in the upcoming sections and the reforms set out in this strategy, the macroeconomic framework for NST2 targets an annual average real GDP growth rate of 9.3% from 2024 to 2029, with per capita income expected to rise to USD 1,369 by 2029 from USD 1,040 in 2023.

Table 1 - GDP Growth

	2023 Actual	2024 Projection	2025 Projection	2026 Projection	2027 Projection	2028 Projection	2029 Projection	NST2 annual average growth
Real GDP	8.2%	7.9%	8.1%	9.0%	9.4%	10.1%	11.5%	9.3%
Agriculture	1.7%	6.8%	6.6%	6.7%	6.3%	6.1%	6.2%	6.5%
Industry	10.2%	9.5%	9.5%	10.1%	10.7%	11.2%	12.7%	10.6%
Services	11.2%	8.3%	8.5%	9.8%	10.5%	11.3%	13.0%	10.2%

Source: MINECOFIN

This growth trajectory further anticipates **productivity improvements across all sectors**, with a **shift towards higher value-added activities**, particularly in agriculture, industry (with emphasis on manufacturing) and the services sector. Achieving this will demand investments, business expansion, empowering youth and women with skills and education, promoting innovation and reinforcing trade links both regionally and globally.

2.1. Factors contributing to growth

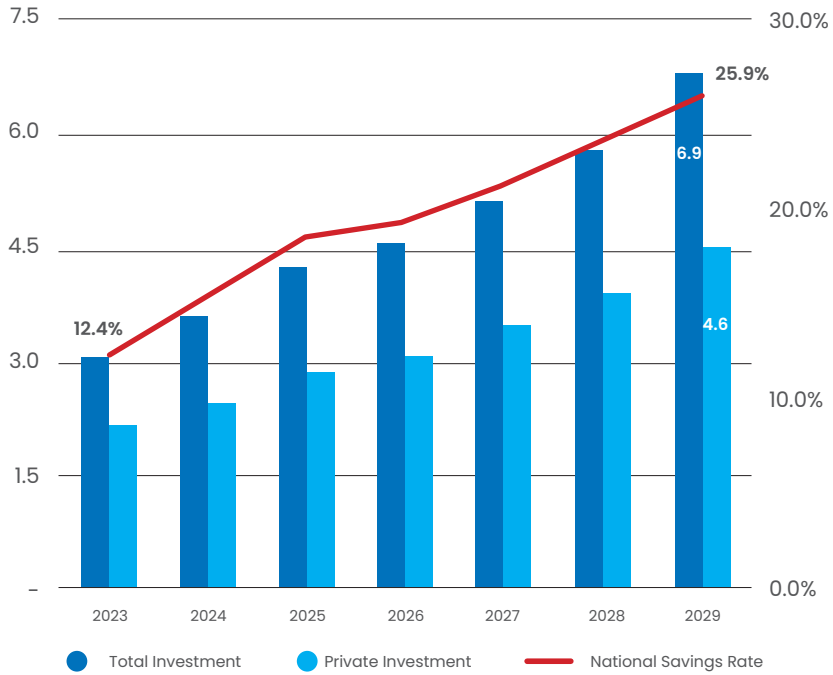
i. **Agriculture output is expected to grow at an annual average rate of over 6% per year**, a substantial improvement compared to past growth trends. Achieving this growth will require improvements in agricultural productivity by optimizing land use, enhancing yields of priority food crops and adopting efficient and climate-resilient farming practices. Additionally, farmers will need greater access to modern agriculture inputs, extension services, financing and markets to scale up their operations.

ii. Increased agricultural productivity and growing demand for consumer goods and services will drive the expansion of the industry sector, creating significant opportunities for domestic manufacturing. As a result, **the industry sector is projected to achieve an average annual growth rate of over 10% during the NST2 period, primarily driven by manufacturing**, which is projected to grow at an average annual rate of 10.4%. This growth is expected to generate jobs, strengthen local supply chains, and support the development of value-adding industries, while also driving innovation and competitiveness across both agriculture and manufacturing. The implementation of the "*Made in Rwanda*" policy and related interventions will be strengthened to ensure production of a high proportion of essential and high-value items locally, grow exports and reduce imports.

iii. Rwanda's services-oriented growth path will continue throughout NST2, driving overall productivity while leveraging technology and innovation to meet the evolving needs of consumers and businesses. **The services sector is projected to grow by an annual average rate of 10.2%**.

iv. **Strong investment will be needed to sustain growth during the NST2 period**, **with total investment expected to reach 32.1% of GDP by 2029, primarily fueled by private investment** rising from 15.9% of GDP (USD 2.2 Billion) in 2023 to 21.5% (USD 4.6 Billion) by 2029. This surge will be supported by efforts to mobilize savings through a business-friendly environment and an efficient, innovative financial sector, which are expected to raise the national savings rate from 12.4% of GDP in 2023 to 25.9% by 2029.

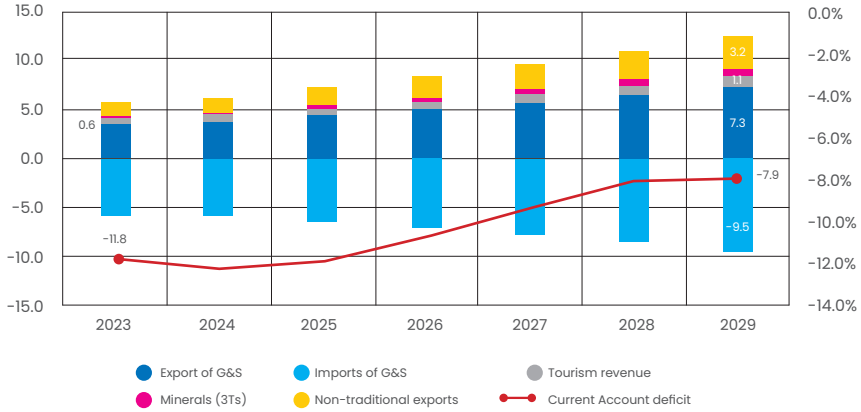
Figure 1 - Projections 2024-2029: Investment (in billion USD) – National Savings (in % of GDP)



Source: MINECOFIN

v. **Exports and imports of goods and services are expected to grow at an average annual rate of 13% and 8.7% respectively during the NST2 period**, with the export-to-import coverage ratio improving from 61% in 2023 to 77% in 2029. As the country strengthens its regional and global trade connections, exports revenues (from goods and services) are anticipated to more than double, rising from USD 3.5 billion in 2023 to USD 7.3 billion in 2029. This increase in export earnings will be essential to meet import needs for investment and intermediate inputs to boost local production. **The growth in export revenues will be driven by diversification, with an emphasis on manufacturing, along with an expected increase of over 80% in tourism and mining revenues.** Consequently, the current account deficit is projected to reduce from 11.8% in 2023 to 7.9% in 2029.

Figure 2 - Projections 2029: Imports and Exports (in billion USD) - Current Account deficit (in % of GDP)



Source: MINECOFIN

vi. **The fiscal policy under NST2 will focus on supporting sustained high economic growth while ensuring the sustainability of public finances and debt**. To achieve this, tax collection will be strengthened to increase funding for public investments, with the tax-to-GDP ratio expected to rise from 15.2% in 2023/2024 to 19.4% by 2028/2029 through incremental tax policy reforms and administration measures. Additionally, use of project loans that have already been secured will be accelerated to ensure the implementation of major public infrastructure projects, thereby attracting further investment and creating more employment opportunities. Fiscal consolidation efforts will also be implemented, with expenditures gradually reduced as a share of GDP to keep public debt at a sustainable level.

vii. **Inflation is projected to stay within the medium-term target range of 2% - 8%**, and a suitable foreign exchange-rate policy will be adopted to promote exports and enhance international competitiveness.

viii. **These macroeconomic fundamentals will be realized by continuing to build resilience of the economy, ensuring prudent macroeconomic management**. Success will depend on the effective implementation of priority flagship projects, programs and interventions, all supported by policy reforms, innovations, enhanced coordination, planning and implementation mechanisms.

2.2. NST2 financing

The total NST2 financing over the five-year period (2024/2025 -2028/2029) is estimated at Frw 63,559 billion. Of this, 43% is expected to be mobilized by the private sector for investment through foreign capital inflows and domestic savings. The domestic financial sector is anticipated to provide more than 70% of private sector financing during NST2, underscoring the need to expand financial services to support growth of business, improve access to credit, and meet the evolving needs of underserved segments, including SMEs, youth, and women. Foreign direct investments will account for over 70% of the private foreign capital inflows targeted in NST2.

The remaining 57% of NST2 financing will come from public resources, with tax and non-tax revenues making up about 74% of the total. Foreign financing, which accounts for 17% of public resources, will primarily be sourced through concessional borrowing to ensure sustainable and prudent debt management.

Table 2 - Required financing for NST2 implementation

NST2 Financing *(in billion Frw, otherwise indicated)*	**2024/25** *Projection*	**2025/26** *Projection*	**2026/27** *Projection*	**2027/28** *Projection*	**2028/29** *Projection*	***Total NST2 financing***	***Share of total financing***
NST2 total financing	**9,502**	**10,861**	**12,270**	**14,230**	**16,695**	**63,559**	**100%**
Public resources	**5,542**	**6,208**	**6,940**	**8,037**	**9,435**	**36,161**	**57%**
Private resources	**3,960**	**4,653**	**5,330**	**6,193**	**7,261**	**27,398**	**43%**
1. Public Resources	**5,542**	**6,208**	**6,940**	**8,037**	**9,435**	**36,161**	**57%**
1.1. Total revenue and grants	***4,380***	***5,102***	***5,862***	***6,977***	***8,140***	***30,461***	***48%***
Tax revenue	*3,137*	*3,771*	*4,534*	*5,477*	*6,506*	*23,425*	*37%*

NST2 Financing *(in billion Frw, otherwise indicated)*	**2024/25** *Projection*	**2025/26** *Projection*	**2026/27** *Projection*	**2027/28** *Projection*	**2028/29** *Projection*	***Total NST2 financing***	***Share of total financing***
Non-Tax revenue	*518*	*596*	*685*	*785*	*876*	*3,459*	*5%*
Grants	*725*	*735*	*643*	*716*	*759*	*3,577*	*6%*
1.2. Net Domestic Financing	***-84***	***-162***	***-129***	***23***	***-106***	***-459***	*-1%*
1.3. External financing	***1,246***	***1,268***	***1,207***	***1,036***	***1,400***	***6,158***	*10%*
o/w: Budget loans	726	562	502	309	568	2,667	*4%*
Project Loans	709	1,056	1,201	1,282	1,444	5,691	*9%*
2. Private Resources	**3,960**	**4,653**	**5,330**	**6,193**	**7,261**	**27,398**	**43%**
2.1. Foreign Investment	***1,443***	***1,709***	***1,659***	***1,479***	***1,398***	***7,687***	***12%***
o/w: FDIs	856	1,062	1,185	1,212	1,311	5,627	9%
2.2. Domestic Investments	**2,518**	**2,944**	**3,672**	**4,715**	**5,863**	**19,711**	**31%**

Source: MINECOFIN

2.3. Risks to the NST2 outlook

At both the global and country level, certain risks could impact the expected outcomes of NST2. To address this, the government will continuously monitor and evaluate the likelihood and impact of these risks and implement appropriate prevention and mitigation measures to minimize their effects across various sectors.

Below are key risks identified:

Table 3 - Major risks matrix for NST2

Possible areas of impact		GDP growth	Prices/ Inflation	Local production (Agriculture & industry)	Trade & investment	Tourism	Public finances & debt
Risk category	**Specific risks**						
Macroeconomic risks	◉ External shocks ◉ Subdued global outlook ◉ Reduction in global supply capacity/Supply chains disruptions	X	X	X	X		X
Rising geopolitical tensions: a spillover of Russia-Ukraine war and a broadening of the Middle East conflict could pose a risk on the global economy.	◉ Food and energy supply disruption ◉ Volatile commodity prices/rise in global inflation ◉ Additional disruptions to trade networks	X	X		X		X
Public health emergencies	◉ New or resurgence of pandemic diseases may slow down the economy.	X	X		X	X	X
Climate change and disasters: erratic weather causing drought and floods	◉ Low agriculture production ◉ Food insecurity ◉ Low agricultural exports ◉ Infrastructure damages ◉ Loss of lives	X	X	X	X		X

3.

Economic Transformation Pillar

Economic Transformation under NST2 will be crucial in advancing the Vision 2050 pillars of *Competitiveness and Integration, Agriculture for Wealth Creation* as well as *Urbanization and Agglomeration*.

Headline Indicators for Economic Transformation

- Achieve over 6% annual average GDP growth in the agriculture sector
- Achieve at least 10% annual average GDP growth in the industry sector
- Increase export revenues from USD 3.5 Billion to USD 7.3 Billion
- Increase by 80% tourism and mining revenues
- Increase private investment from 15.9% of GDP (USD 2.2 Billion) to 21.5% (USD 4.6 Billion)
- Ensure universal access to electricity for productive use and roll out connections countrywide in all cells (*Utugali*)
- Ensure universal access to water supply for productive use and scale up access to all villages countrywide
- Double national savings rate from 12.4% to 25.9% of GDP
- Reduce greenhouse gas emissions by 38%
- Create 1.25 million productive and decent jobs

3.1. Climate-resilient, productive, and modernized agri-food systems

Over the next five years, **agriculture will be transformed into a more productive, market-oriented, and sustainable sector, with the aim of achieving an annual average growth rate exceeding 6%**.

The main objectives in this period will be:

- Increasing productivity by 50% on priority food crops to ensure food security, self-sufficiency and export

- Achieving and sustaining seed self-sufficiency through the local production of seed
- Ensuring the sufficiency of animal resources and related products
- Strengthening post-harvest management
- Attracting investment in the agriculture sector (to drive expansion, modernization and innovation)

This transformation will be achieved by increasing the productivity of priority food crops by more than 50% focusing on main food crops such as maize, beans, potatoes, rice, cassava, wheat and bananas. Export crops production will also be scaled up through expanding land under cultivation and rejuvenation of old coffee trees.

In addition to this, the use of modern inputs (fertilizers and improved seeds) will be scaled up and timely supply and availability ensured. The application of fertilizers will be increased from 70 to 94.6 kg per hectare and the development and use of climate-resilient and high yield seed varieties will be scaled up. Furthermore, extension services will be augmented and improved in collaboration with the private sector and use of technology promoted to further enhance productivity across the sector.

New management models, such as Agri-hubs and Food Basket sites, will be adopted to enhance efficiency and maximize returns on agricultural investments. The operationalization of key projects, such as the Gabiro Agri-business Hub and Gako Beef, will be instrumental in achieving these goals. Regenerative conservation agriculture practices will be further promoted to protect land health and maintain land productivity and agro-ecology.

Agriculture resilience to climate change will be enhanced by implementing various irrigation schemes to expand irrigated land from 71,000 ha to over 130,000 ha. Major projects, such as the Commercialization and De-risking for Agriculture Transformation (CDAT) will contribute to achieving these targets. This will be reinforced by increasing the area under radical terraces from 142,000 ha to over 160,000 ha and developing progressive terraces across the country in collaboration with local communities.

In the animal resources subsector, production and productivity will be increased by scaling up key value chains in livestock and aquaculture. This will involve adopting modern livestock farming practices such as zero grazing, increasing access to improved breeds, ensuring adequate water infrastructure and management for livestock. Strategic interventions will also focus on boosting domestic production of animal feeds, and investing in the dairy sector by establishing modern animal hubs and expanding the capacity of milk collection centers.

In order **to reduce post-harvest losses to below 5%, there will be a strong emphasis on improving post-harvest handling (including drying infrastructure), strengthening market linkages and expanding agro-processing capabilities**. These measures will minimize losses and contribute to higher revenues and increased value-added per worker.

Finally, interventions to attract private investment in the sector will be reinforced through de-risking strategies, including strengthening agricultural (crops and livestock) insurance and scaling up tailored financing solutions across production chains. These measures aim to increase credit to the agriculture sector from 6% to 10%, providing the required financial resources for accelerated growth and innovation.

3.2. Industrial development and export promotion

The main objectives in this priority will be:

- Scaling up manufacturing and production of essential and high-value products to satisfy the local market demand and reduce dependence on imports
- Attracting and increasing private investment in manufacturing and construction sub-sectors
- Promotion of exports to regional and international markets

To achieve these targets, **industrial parks in designated areas will be operationalized and expanded** including Kigali Special Economic Zone (KSEZ), Bugesera and Rwamagana Special Economic Zones among others. **The "Made in Rwanda" initiative will be central to this effort focusing on scaling up domestic industrial production of essential and high-value products**

while boosting exports including under the Africa Continental Free Trade Area (AfCFTA). This strategy will be anchored in attracting private investment in priority manufacturing sub-sectors such as agro-processing, horticulture, mineral processing, leather, automotive, creative industries, biomanufacturing, pharmaceuticals, textiles and apparel.

Exporters will be facilitated in accessing international markets, while aggregating exports of SME products to capitalize on economies of scale. The national quality infrastructure framework will be streamlined and the one-stop center strengthened to facilitate investors attain the required domestic and export market standards. Furthermore, an E-commerce Readiness Program will be implemented to help SMEs leverage digital trade platforms for exports. The adoption of modern green and clean technologies in priority industries will be promoted to further develop sustainable industries.

Investments will also support the development of logistics infrastructure crucial for facilitating trade and export growth. Cold chain development will be augmented by investing in required infrastructure such as cold storage facilities and improved transportation networks, while adopting modern technology like temperature-controlled logistics and digital tracking platforms. This includes completing the Kigali Logistics Platform (KLP) and developing the Kigali wholesale market for horticultural products.

Value addition, high-end products, and services will drive rapid growth in export value and progressively reduce the trade deficit. As a result, export levels are projected to reach USD 7.3 billion in 2029 from USD 3.5 billion in 2023 thereby increasing the export-to-import coverage ratio from 61% in 2023 to 77% in 2029. This growth will be driven by an increase in export revenues from non-traditional export products (such as horticulture, fruits and vegetables,) which are projected to increase from USD 1.4 billion in 2023 to USD 3.2 billion in 2029, along with increased mineral exports.

Mining revenues are anticipated to rise from USD 1.1 billion to USD 2.17 billion (including non-traditional minerals) during the same period. The growth in the mining sector will be led by a combination of mineral exploration, professionalization of artisanal miners, adoption of environmentally friendly mining practices as well as enhanced processing and value addition of key minerals. Traditional exports (coffee, tea, pyrethrum,) will also continue to be scaled up with an emphasis on value addition across value chains.

3.3. High-end, eco-friendly, & diversified tourism

The objective is to position Rwanda as a world-class, high-value ecotourism destination to nearly double tourism revenues from USD 620 million to USD 1.1 billion.

New and existing tourism destinations will be developed nationwide to diversify tourist attractions with a strong focus on promoting nature-based tourism. Innovative tourism and conservation financing initiatives such as Green Bonds, investments in conservation, public-private partnerships, and product diversification, will support this and elevate Rwanda into a high-end tourism market.

To further establish Rwanda as a top global destination for Meetings, Incentives, Conferences, and Exhibitions (MICE), the country will attract events aligned with national priorities, including high-level meetings, strategic partnerships, and sports events. Existing and new partnerships will be reinforced, and new collaborations will be fostered. The MICE industry will be enhanced through professionalization programs alongside the introduction of industrial standards and certification to raise the overall quality of services offered.

Sports development will aim to create a vibrant sports industry that complements the tourism sector while promoting grassroot sports participation. The focus will be on advancing the sports industry by proactively developing services and business segments associated with various sports disciplines. This approach will enable Rwanda to derive greater economic benefits from the sector, including job creation and revenue generation, while cultivating a pool of talented, high-performing athletes across multiple disciplines. To support this, sports infrastructure will be expanded nationwide, facilitating community-level sports activities and aiding in identifying and nurturing top talent in partnership with key stakeholders, including the private sector.

3.4. Renewable and clean energy transition and universal access to electricity

The objective is to connect all productive users to electricity and ensure it is

accessible in all cells countrywide for households while increasing the share of renewable energy generation.

The scaling up of access to electricity will focus on connecting productive users (such as industries, commercial facilities, schools, health facilities, agro-processing plants, and other facilities) that contribute to socioeconomic development. The ongoing initiatives to provide households with electricity will continue, with the goal of scaling access up from the current level of 78.9% by ensuring that electricity is accessible in all cells of the country.

Energy generation will be aligned with projected demand and economic forecasts based on the least-cost power development plan.

The energy transition will prioritize increasing the share of renewable and clean energy in the power generation mix from 51% to 60% while scaling up the adoption of clean and efficient biomass cooking technologies for large-scale users (e.g. schools, health facilities, prisons, etc.) and households. Nuclear technology for productive uses in sectors such as health, energy and agriculture among others will be explored and developed. Development and use of cleaner fuels such as methane gas for industrial and home uses will also be promoted.

To ensure long-term energy security, adequate reserves and storage capacity for critical energy products such as oil and gas, will be developed and maintained.

3.5. Increased access to water for socioeconomic development

The objective is to increase water production and ensure it is accessible in all villages nationwide for productive users and households.

This will involve expanding, rehabilitating and maintaining water infrastructure to improve the quality of water services delivered. This will be done in tandem with the scaling up of planned settlements to reach more households in a cost-efficient manner. Daily water production capacity will be more than doubled to meet projected demand through the development and maintenance of water treatment plants. Non-revenue water will be reduced to enhance efficiency in providing water services.

The drive towards universal access to basic water will be accelerated for both productive use centers and households by ensuring water is accessible in all villages across the country. This will help to reduce distance traveled to access water (in rural and urban areas) and to increase the availability of piped water within dwelling units (houses).

3.6. Enhanced transport connectivity for economic growth and trade

The primary objectives are to develop transport infrastructure and services that facilitate economic growth and trade.

Public transport infrastructure and services will be upgraded to support economic development. This will include expanding domestic transport connectivity, extending public transport services to rural areas, improving the efficiency of transport services in urban areas, and ensuring climate resilience for existing and new road infrastructure.

In urban areas, **the focus will be on improving public transport services and promoting green transport (electric-mobility)**. Specifically, dedicated bus lanes will be introduced in the City of Kigali (CoK), and high-capacity road junctions will be constructed while rolling out smart traffic management systems to gradually ease traffic congestion at peak hours. In rural areas, intercity scheduled bus routes will be increased to ease mobility across different areas of the country.

Furthermore, **over 300 kilometers of national roads will be constructed and rehabilitated**. In addition, **over 500 kilometers of feeder roads will be developed** to facilitate local trade and ease access to markets for agricultural products.

The aviation sector will be expanded by scaling up RwandAir's capacity, aiming to double the number of passengers transported by the national carrier, increase the number of destinations, and boost cargo freight capacity and services to facilitate exports. **This will be complemented by the completion and operationalization of the new Bugesera International Airport** and the development of subsidiary airports. The establishment of an Aviation Skills

Academy will support the creation of the necessary skills and local capacity to sustain the growth of the sector.

Maritime transport and trade across Lake Kivu will be improved by constructing and operationalizing strategic ports in Rusizi, Karongi and Rutsiro(Nkora) in partnership with the private sector. Developing and operationalizing One-Stop Border Posts (OSBP) remains a key priority to enhance regional transport connectivity and facilitate trade with neighboring countries.

3.7. Enhanced urbanization and settlements for agglomeration benefits

During the NST2 period, **key objectives will be accelerating urbanization and creating densified, livable, integrated and resilient rural and urban neighborhoods that foster economically and socially thriving communities**.

To achieve this, **the development of detailed physical plans, site servicing and provision of basic infrastructure will be expedited to enhance well-planned urban and rural settlements**. Informal settlements will be upgraded through various approaches including providing basic infrastructure services and rehousing in collaboration with the concerned communities. Households in high-risk zones will be urged to relocate to more resilient sites while those in scattered rural settlements will be mobilized to settle in planned settlements.

Development of affordable housing for rent and/or purchase will be expanded in the CoK, as well as satellite and secondary cities in partnership with the private sector to meet diverse demand across income segments. Public investments will be channeled towards supporting vulnerable households.

Economic activities in CoK, satellite and secondary cities and other urban areas will be enhanced by implementing flagship projects that leverage local economic potentials. This will be complemented by harnessing backward and forward linkages and opportunities linked to major investments in agro-processing, infrastructure, tourism, sports and entertainment, entrepreneurship and innovation hubs, among others.

To foster **inclusive, climate resilient cities and towns, rehabilitation of urban wetlands will be undertaken and green open spaces developed and scaled up**.

3.8. Digital transformation

The key objectives include;

- Accelerating the transformation towards a knowledge-based economy
- Facilitating universal access to smart devices and basic technology
- Enhancing digital service delivery

To achieve these objectives, **digital literacy is planned to increase from 53% to 100%, equipping the Rwandan population with the necessary skills to fully benefit from digital transformation**. To develop skills for the ICT sector and prepare the youth for future jobs, 1 million coders will be trained and 500,000 people will be equipped with advanced ICT skills.

In partnership with the private sector, efforts will focus on ensuring universal smart device ownership and affordable, quality connectivity nationwide to foster the adoption and use of digital technology by all Rwandans, enabled by best-in-class ICT infrastructure capabilities including high-performance computing environments that positions Rwanda as a proof-of-concept hub.

All government services will be fully digitized, and a Single Digital ID will be rolled out nationally to improve the quality and efficiency of public service delivery through a trusted, secure and resilient digital ecosystem. This will involve integrating innovation, digital, and emerging technologies (AI, advanced robotics, etc.) to facilitate data-driven decision-making in key sectors such as education, health, agriculture, industry, government performance management, judiciary, finance, and the private sector among others.

The impact of research and innovation will be strengthened to enhance competitiveness and expand market access. Spending on research and development (R&D) will be progressively increased in partnership with the private sector.

3.9. Resilient and broadened financial sector for private sector growth

The driving objectives in this sector include;

- Sustaining the expansion of financial inclusion
- Increasing the financial sector's contribution to economic growth and improving citizen welfare
- Strengthening Rwanda's role and development as an international financial services hub
- Deepening capital markets

Building on the success of achieving near-universal financial inclusion (96%) during the NST1 period, **the financial sector will aim to enhance its contribution to overall growth and the economic well-being of Rwandans**. **This will be achieved by expanding the use of formal financial services, including digital and electronic payment systems, with a particular focus on youth and women**. These initiatives will be supported by improved financial education and literacy alongside the diversification of financial services and products to better meet consumer needs. Moreover, creating a conducive regulatory environment and building financial literacy will encourage savings and investment from a broader segment of the population. Strengthening the capacity of local financial institutions and improving access to digital financial services will play a key role in deepening financial inclusion and ensuring that capital is effectively channeled into productive investments

Considering that **over 70% of private investment is expected to be sourced from the domestic financial sector, the aim during the NST2 period is to significantly boost the national savings rate, increasing it from 12.4% of GDP in 2023 to 25.9% by 2029**. Achieving this target will require expanding traditional financial channels and diversifying and mobilizing alternative funding sources to meet the growing demand for investment.

Beyond increasing annual private sector credit at an average rate of 17% annually, **a concerted effort will be made to attract innovative financing such as blended financing, venture capital, and crowdfunding** among others. These alternative funding options are critical for supporting emerging and high-potential businesses, particularly in sectors that drive economic growth and job creation, such as manufacturing, technology, agriculture and services.

To further strengthen savings, **initiatives will be implemented to enhance the Ejo Heza program** by introducing dual accounts and providing incentives to attract more savers. Additionally, the government will work to increase and

diversify the number of Collective Investment Scheme products available to investors, offering a broader range of investment options to encourage participation in the financial market.

Additionally, **capital markets will be strengthened to improve access to capital for businesses** by establishing robust regulatory and governance frameworks that enhance transparency and investor protection to build market confidence, investing in modern trading and settlement infrastructure to streamline operations and reduce transaction costs. This will be complemented by introducing innovative financial instruments and services and facilitating cross-border investments through regional capital market integration. To expand listings on the capital market, the investment clinic program, which assists companies, particularly SMEs, in becoming 'listing-ready' will also be enhanced.

Supporting **local economic development will also be a priority through the consolidation of Umurenge Savings and Credit Cooperative Organizations (SACCOs) at district and national levels into a cooperative bank**, which can improve access and provide tailored financial services to local communities and small businesses while leveraging the use of technology.

To foster innovation, there will be a focus on promoting the growth of Fintech startups and developing effective market infrastructure that supports investments in digital innovations. In this regard, Rwanda aims to position itself as a leading international financial hub by strengthening its financial systems and attracting high-value investors and financial actors to the financial center.

In pursuit of this goal, **steps will be taken to facilitate the introduction of new and alternative forms of capital, including innovative financial products and services, private banking, and wealth management to broaden the offerings within the financial center**. The National Bank of Rwanda (NBR) is scoping the introduction of a Central Bank Digital Currency (CBDC) to drive innovation, support the shift to a cashless economy, and improve cross-border transaction efficiency.

Ultimately, these measures will help create a more resilient financial ecosystem that can better support the ambitious growth targets set for the NST2 period while fostering long-term sustainable development.

3.10. Building resilience to climate change and sustainable management of the environment and natural resources

The key objectives relate to;

- Disaster risk reduction and management
- Ensuring sustainable management of natural resources
- Mobilizing climate finance and resources to support sustainable development
- Reducing greenhouse gas emissions by 38%

Disaster risk reduction and management will be enhanced across all sectors through several key interventions. These will include strengthening multi-hazard early warning systems, strengthening capacity for rapid response and management of disasters, restoring catchment areas, improving watershed management, and implementing flood control measures in high-risk areas, such as the Northern and Western Provinces in partnership with local communities.

To sustain forest cover, efforts will focus on improving forest management through the use of technology, increasing forest densification with indigenous and climate-resilient tree species, promoting agroforestry and planting fruit trees. Furthermore, access to tree seedlings will be improved at a decentralized level.

The sustainable management of natural resources will be prioritized, focusing on effective land use management and land market development to reduce speculation. To facilitate this, land use master plans for the remaining districts will be completed. In contrast, monitoring and implementing of existing plans will be strengthened by leveraging emerging technologies such as satellite imagery.

At least USD 3 billion in climate and nature finance will be mobilized to support nature conservation and climate mitigation and adaptation initiatives. Financing instruments will be diversified to tap into innovative sources of investments across public and private sectors. A programmatic approach will

be pursued, addressing major issues such as sustainable land management, climate-smart agriculture, and the development of sustainable cities.

The implementation of various interventions mentioned above and across sectors in this strategy, will contribute to the reduction of greenhouse gas emissions by 38% over the next five years in alignment with Rwanda's Nationally Determined Contributions (NDCs), the Paris Agreement and the revised Rwanda Green Growth and Climate Resilience Strategy (GGCRS).

3.11. Creation of productive and decent jobs

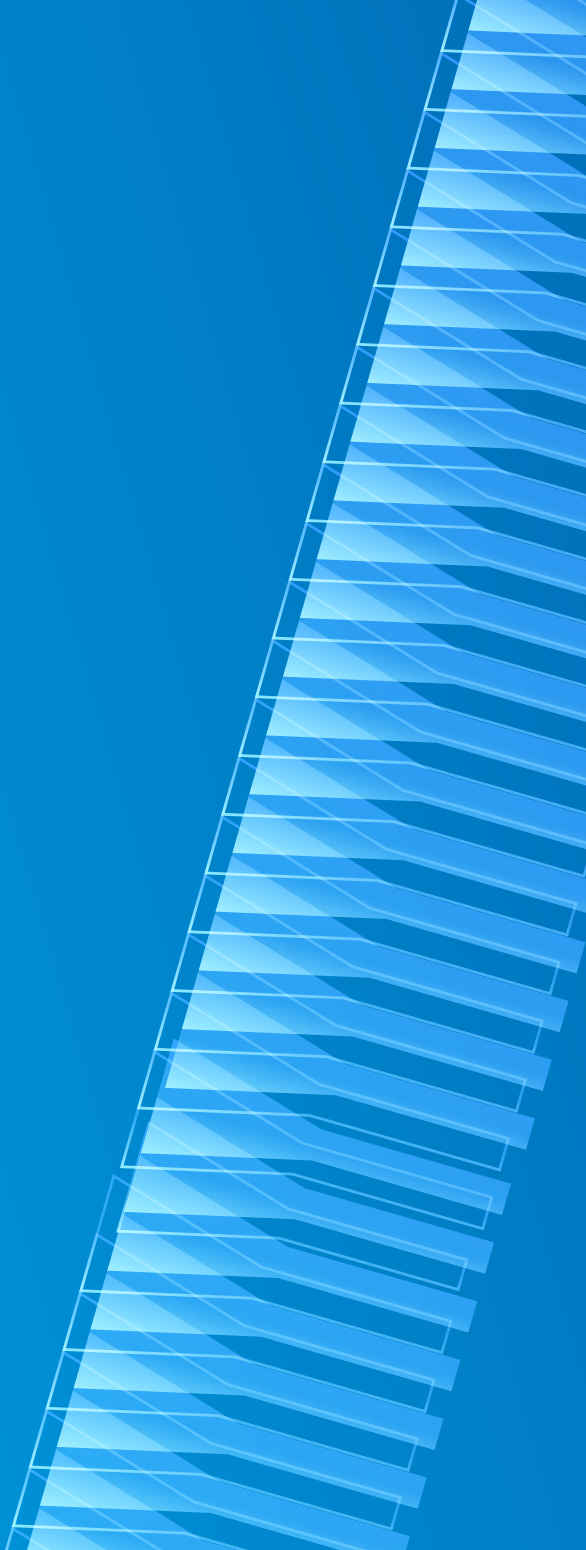
Over the next five years, **the objective is to create 1.25 million Jobs (250,000 annually)**.

This will be achieved by enhancing entrepreneurship and improving access to resources (such as finance, business advisory services, marketing platforms and equipment) for Micro, Small, and Medium-sized Enterprises (MSMEs) with strong job creation potential. **Anchor investments in various sectors will play a crucial role in creating backward and forward linkages to markets that support growth of MSMEs and generate employment**. Key sectors of focus will include manufacturing (including agro-processing), service sector jobs such as global business services (GBS), tech start-ups and the creative industry. Special focus will be placed on employment initiatives for youth and women, leveraging community-based approaches in infrastructure, environmental protection and agricultural extension programs.

To optimize job creation, major public and private investments projects like Bugesera International Airport, the Aviation Skills Academy, Industrial Parks, the Gabiro Agri-hub, the Nyagatare Milk Powder Plant and sport complexes will serve as platforms for employment and skills development. **Synergies between workplace learning, employability skills for youth, and labor market systems will be strengthened through initiatives such as internships, apprenticeships and re-skilling programs**.

In parallel, **a talent pool will be developed for critical sectors** such as Global Business Services (GBS) companies, financial services center, health, engineering, and more. Specialized skills including technology, communication and electrical motor maintenance will further drive the growth of job-rich, productive service sectors.

To ensure sustainable job creation, **deliberate strategies will be undertaken to mainstream employment creation into both public and private sector investments, with a focus on high-impact, labor-intensive projects**. Through this approach, employment will be integrated and monitored from the conceptualization of projects to their execution. Labor market information systems will be improved to match job opportunities with job seekers better, ensuring efficient workforce planning and employment growth.



4.

Social Transformation Pillar

Social Transformation of NST2 aims to contribute to Vision 2050's Human Development pillar. It seeks to ensure that all Rwandans have access to high standards of living and contribute to a productive workforce.

Headline Indicators for Social Transformation

- Improve the quality and market relevance of education
- Reduce the stunting rate for children under the age of five years from 33% to 15%
- Scale up access to sanitation, and hygiene (WASH) for productive uses and households
- Increase graduation out of poverty and enhanced coverage of social safety nets

4.1. Enhanced quality and market relevance of education

The objectives of the education sector in the NST2 include;

- Enhancing quality of education at all levels with a focus on improving learning outcomes at foundational grades
- Scaling up market-relevant education in Basic TVET and higher education
- Increasing functional adult literacy
- Ensuring timely enrolment and progression through education levels
- Strengthening efforts to curb and reduce drop-outs

To achieve the above, t**he education sector will focus on strengthening inclusive access, particularly in pre-primary and improving the quality of education at all levels**.

Pre-primary education will prioritize increasing net enrollment from 35% to 65% by developing infrastructure, increasing the number of trained teachers, and providing essential teaching and learning materials.

In basic education, the emphasis will be on improving quality through providing adequate learning materials, enhanced teacher recruitment, training and management, expanding infrastructure to increase hours of learning, and reducing classroom overcrowding and the distances traveled by students to reach school.

Working in collaboration with communities and stakeholders, **mechanisms will be strengthened to ensure timely enrolment and progression at all levels of education**. Emphasis will be put on lowering primary and secondary dropout rates through enhanced attendance monitoring and tracking, sustaining the school feeding program, community mobilization and addressing the root causes of drop outs.

Additionally, **there will be a strong focus on improving learning outcomes**, especially in mathematics, science, and languages. The **use of ICT across the education sector will be scaled up**.

Technical Secondary Schools (TSS) centers of Excellence will be established in all districts to scale up modern, high-quality training nationwide. The aim is to increase the proportion of learners enrolled in technical and vocational training schools to 60% of the total learners enrolled in upper secondary. **Vocational Training Centers (VTCs) through workplace learning approaches will be scaled up in every cell in the country**.

Technical Vocational Education and Training (TVET) and Higher Learning Institutions (HLIs) will be continuously improved with modern infrastructure, equipment and provisioned with adequate consumables and materials to enhance STEM learning and promote research and innovation aligned to labor market demands.

4.2. Enhanced quality of health, strengthened health systems and reduced stunting

The objectives include;

- Continuously improving the access to and quality of health services
- Expanding the health workforce
- Continuing to expand health infrastructure and equip health facilities

- Strengthening health systems and preparedness for public health emergencies
- Promoting medical tourism and positioning Rwanda as a hub for specialized healthcare services
- Improving child nutrition to reduce stunting from 33% to below 15%

Efforts will be intensified to improve maternal, infant, and child health and consequently reduce mortality in the respective categories.

The number of active registered health workers will be quadrupled to improve the quality of healthcare and strengthen the prevention and treatment of communicable and non-communicable diseases.

Awareness will be raised on positive behavior and lifestyle changes for disease prevention such as good nutrition practices, exercising and avoidance of behaviors that lead to alcoholism, drug abuse and teenage pregnancies, among others. **Mental health professionals and related services will be scaled up and strengthened**.

The quality of Community Based Health Insurance (CBHI) services will be enhanced including review and expansion of the benefit package. Community Health Workers (CHW) will be increased and their capacities will be enhanced with the aim of professionalizing them.

Health systems will be continuously strengthened to better manage public health emergencies. Key initiatives include developing, reinforcing and rolling out robust event monitoring and early warning systems, establishing and improving the quality of emergency health response infrastructure and services as well as strengthening multisectoral collaboration and international partnerships in health security. **There will be a focus on modernizing health infrastructure and fully equipping health facilities to ensure high-quality healthcare**.

Additionally, **Rwanda will be positioned as a medical tourism hub by developing critical investments in health infrastructure and systems in partnership with the private sector**. This includes expanding health facilities and services in the Kigali Health City and other areas of the country to offer specialized health care. Additionally, **efforts will be put into promoting drug discovery research and attracting investment in local manufacturing of pharmaceuticals**.

In order to promote early childhood development, **an integrated and multi-sectoral approach engaging all stakeholders will be implemented focusing on scaling up and improving the quality of Early Childhood Development centers (ECDs) at all levels**. This will include enhanced utilization of antenatal care services, strengthened screening, raising awareness of good feeding practices and provision of nutritious foods and supplements. This will be further complemented by improving the quality of services delivered through nutrition centers in health facilities. **This will contribute to the objective of reducing stunting by more than half from 33% to below 15%**.

4.3. Increased access to Sanitation & Hygiene services for improved wellbeing

Major sanitation projects will be implemented to support the sustainability of cities and urban areas. The Kigali Centralized Sewerage System Project will be completed along with the construction and operationalization of wastewater treatment plants and modern landfills in various districts.

Public sanitation facilities will continue to be scaled up in public and private facilities to cater to the sanitation needs of all individuals with a focus on inclusivity and convenience.

Communities and households will be mobilized to continuously adopt safe and modern hygiene and sanitation practices for disease prevention. Tailor-made sanitation solutions for different households will be promoted in collaboration with the private sector.

4.4. Enhanced graduation from poverty and increased resilience

The major objectives are to increase the capacity of households to sustainably graduate from poverty, reduce vulnerability and significantly contribute to eliminating malnutrition. While updated household-level expenditure data provided by the Integrated Household Living Conditions Survey (EICV7) data is not yet available to establish firm baselines, the aim is to reduce poverty significantly. **This will be supported by interventions and innovations that promote people out of poverty and protect and prevent people from falling into poverty**.

Promoting graduation from poverty will be achieved by creating an enabling environment that empowers households to grow their incomes and build resilience. Multi-sectoral interventions targeting vulnerable and poor populations will enable this, including providing access to technical, vocational and financial skills, productive assets (including toolkits and livestock) and complementary services such as business advisory, coaching and mentorship.

Protecting people who are in poverty without the capacity to graduate and preventing people from falling into poverty will be ensured through increasing coverage and adequacy of social transfers for poor and vulnerable populations. This will be supported through inclusive social security and income support programs, such as Vision Umurenge Program (VUP) and Community Based Health Insurance (CBHI), as well as initiatives that encourage savings (including Ejo Heza) and insurance to protect households from shocks as well as reducing malnutrition through the provision of social transfers to pregnant women and children during the first 1000 days of life.

Civil Society Organizations will be encouraged and required to align their interventions with national Social Protection policies, strategies and guidelines in order to make the most effective use of available funding.

To enhance the tracking of the effectiveness of graduation and social protection interventions, the coordination and monitoring framework will be strengthened among Government Institutions, Development Partners, Civil Society Organizations, the Private Sector and Faith-Based Organizations through joint planning and monitoring efforts.

5.

Transformational Governance Pillar

Transformational Governance of NST2 aims to strengthen the rule of law, good governance, national unity and resilience to enable the achievement of the Vision 2050 goals relating to the Accountable and Capable State Institutions pillar.

Headline Targets for Transformational Governance

- Reduce case backlogs in the justice system by half
- Increase the quality of service delivery to above 90%
- Increase the proportion of the population that is confident in both personal and property safety and security to over 90%

5.1. Enhanced Rule of Law

To ensure universal access to quality justice, **the justice system's capacity will be strengthened, focusing on reducing the case backlogs by half and improving justice service delivery**.

This will be delivered by enhancing the efficiency and effectiveness of existing Alternative Dispute Resolution (ADR) and Criminal Justice policies to increase cases settled through mediation and plea-bargaining. In addition, existing laws and court procedures will be reviewed and updated to increase the uptake of mediation and plea-bargaining including those relating to summary procedures and provisional detention.

The career development policy in the judiciary will be implemented to further strengthen capacity and capabilities of judicial personnel. Improving justice service delivery will also be achieved through the adoption of innovative technologies, enhancing the functioning and use of the Integrated Electronic Case Management System (IECMS), upgrading the Forensic Institute and making its services more accessible to the public.

5.2. Enhanced service delivery, implementation and inclusive citizen participation

The increased level of citizen participation and quality of service delivery is a priority in the reinforcement of citizen-centered governance. This priority will be implemented by enhancing the efficiency and effectiveness of existing citizen participation platforms and strengthening feedback mechanisms to expedite citizens' problem-solving and improve accountability.

Institutional governance for delivery will be strengthened to accelerate and improve the implementation of development projects and programs and to provide quality services. Service delivery in the public and private sector will be reinforced through carrying out regular assessments to identify gaps and recommend strategies for continuous improvement in quality of services.

The level of citizen satisfaction with service delivery is targeted to reach above 90%. This will entail reforming the public service in both central and local governments and strengthening their capacities. In addition, **private service providers will be sensitized to strengthen the quality of services delivered to the community**, such as hospitality, travel and tourism, financial services and others to leverage the vital contributions of the private sector to economic development.

5.3. Enhanced PFM transparency and accountability

The main objective is to enhance transparency, accountability and compliance in Public Financial Management (PFM) by improving compliance with relevant laws and regulations and fighting corruption. Efforts will be made to increase compliance with PFM rules and ensure value-for- money oversight. The expected outcomes will include public entities' ability to adhere to International Public Sector Accounting Standards (IPSAS) and PFM regulations. This will involve phased implementation of accrual standards, risk management improvements, bolstering internal audits, as well as enhancing the monitoring of procurement practices to reduce non-compliance.

A sustainable pipeline of critical PFM skills will be developed to support these objectives. This will be achieved by updating learning and development strategies to prioritize essential PFM competencies and increasing the capacity to implement advanced PFM practices at decentralized levels through professional bodies.

PFM capabilities will also be enhanced by creating sustainable and integrated systems that respond effectively to user needs. This will involve the digital transformation of the Integrated Financial Management Information System (IFMIS) as a decision-making tool using artificial intelligence and big data analytics, expanding the e-procurement (Umucyo) coverage, modernizing revenue collection infrastructure, and digitizing audit processes. Local government revenue management systems will also be enhanced to support better resource mobilization.

Additionally, **climate-responsive PFM will be enhanced by integrating sustainability into public investment management and supporting green procurement**. In tandem, PFM staff will be equipped to manage climate-related risks and report on them effectively.

Lastly, generating **high-quality and timely data will support evidence-based decision-making** in planning, budgeting, monitoring and evaluation.

5.4. Enhanced international cooperation

International cooperation and diplomacy will be strengthened to accelerate Rwanda's economic development with a focus on economic diplomacy. This includes securing trade and investment opportunities and boosting tourism by leveraging initiatives such as the African Continental Free Trade Area (AfCFTA) agreement. The Rwandan Community Abroad will be mobilized and engaged to sustain participation in the national development agenda and the quality of services rendered to them will be improved.

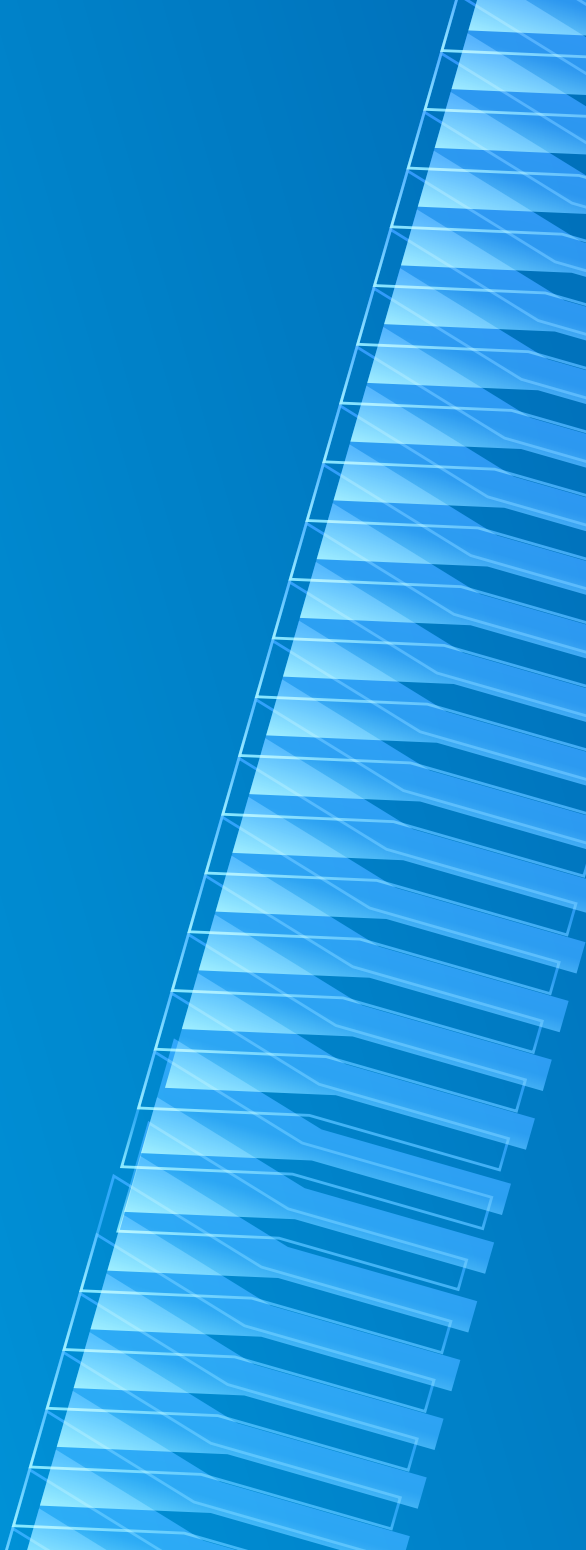
5.5. Strengthened National unity, resilience, culture and values

National unity, resilience and civic engagement will be strengthened by continuing to institutionalize Rwandan culture and values in civic education (Ndi Umunyarwanda, Itorero, etc.) and national development programs.

The prevention and fight against genocide ideology and all forms of discrimination will be reinforced. This will be achieved by enhancing education on the history of the Genocide against the Tutsi using widely accessible platforms including social media as well as raising legal awareness on the crime of genocide ideology and related crimes.

5.6. Sustained peace and security

Crime prevention and response, public order, safety, security, and territorial integrity will be sustained and strengthened by continuing to professionalize and enhance the capacity of security organs while continuously engaging and working with communities to contribute to Rwanda's socio-economic development. Rwanda will also continue contributing to peace and security through bilateral, regional and international cooperation.



6.

Cross-Cutting Areas

To address cross-sectoral challenges in economic, social, governance and environmental dimensions, NST-2 will take into consideration the following Cross-Cutting Areas (CCAs):(i) Environment and Climate Change, (ii) Disability and Social Inclusion, (iii) Disaster risk reduction and Management, (iv) HIV/AIDS and Non-Communicable Diseases(v) Gender and Family Promotion(vi) Regional Integration and International Positioning (vii) Capacity Development. These areas will be mainstreamed, monitored and evaluated across all Sector Strategic Plans and District Development Strategies by the respective CCAs lead institutions.

6.1. Environment and climate change

The government of Rwanda has been active in global action on climate change and safeguarding nature and the environment in support of sustainable economic growth and resilient communities. **Under NST 2, emphasis will be given to greening and climate-proofing key sectoral areas** through conducting Strategic Environmental Assessment (SEA), and Environment and Social Impact Assessment (ESIA) at both policy and implementation levels. The revised National Investment Policy provides a programmatic orientation to green and climate-proof national investment. **Thus, all new national investments programs will be assessed to ascertain the extent to which they integrate green and climate change aspects before they are approved for funding**.

In addition, Sectors and Districts, through SSPs and DDSs, will mainstream Environment Climate Change Cross Cutting Area priority interventions. Key sectors that will be prioritized are Agriculture, Climate change, Environment, and Natural Resources (CENR), Energy, Water and Sanitation (WASH), Transport, Urbanization, Private Sector Development and Youth Employment (Trade & Industry), ICT, Financial, Health, Education, Social Protection and Governance and Decentralization. Successful implementation will be further facilitated by Climate Budget Tagging (CBT) to integrate, monitor and track climate-related expenditures in the national budget.

6.2. Disability and Social Inclusion

In Rwanda, mainstreaming Disability and Social Inclusion is an essential matter of rights. One of the key focus areas will include increasing the level of citizen participation and inclusiveness by **ensuring that persons with Disabilities, their organizations, and other vulnerable groups are capacitated to play an active role in the transformational programs**. Key sectors of focus that will mainstream this cross-cutting area are education, healthcare services, social protection, infrastructure, agriculture, sports, employment, and ICT.

6.3. Disaster risk reduction and management

Mainstreaming disaster management in Rwanda involves integrating Disaster Risk Reduction (DRR) and response efforts across various sectors to effectively mitigate, prepare for, respond to, and recover from disasters. Several sectors play crucial roles in this process, each addressing specific aspects of disaster management. Key development Sectors are highlighted in mainstreaming disaster risk reduction and management, focusing on those with high impact: Environment, Agriculture, Mining and quarrying, Water and Sanitation, Energy, Transport, Housing, Education, Health, Financial and Social Protection. Emphasis will be put on sustaining progress and strengthening gender-responsive capacities for disaster risk reduction and management and enhancing resilience through developing and implementing sector disaster risk mitigation plans, promoting integrated and inclusive approaches focusing on the most vulnerable to risk management such as; joint inspections to ensure compliance, strengthening and implementing community-based disaster resilience measures including putting in place water harvesting and drainage systems and house retrofitting.

6.4. HIV/AIDS & Non-communicable diseases

HIV/AIDS and Non-Communicable Diseases (NCDs) pose significant challenges to public health, requiring multi-sectoral collaboration for their prevention and control. **Under NST2, the focus will be on sustaining progress in combating HIV/AIDS and NCDs**. Targeted awareness campaigns for youth, especially Adolescent Girls and Young Women (AGYW), will be conducted, alongside promoting effective prevention interventions for men, including voluntary Medical Male Circumcision. Comprehensive policies will be developed and implemented in collaboration with multiple stakeholders to address HIV/AIDS, reduce stigma and discrimination, improve the socio-economic status of affected populations, and human rights, reduce inequalities and gender-based violence, and ensure social and legal protection for those living with or affected by HIV/AIDS.

In terms of strengthening and promoting NCDs prevention and Control, the government will promote a whole-of-society, life-course and multisectoral collaboration approach, for a sustainable response. The main strategies and interventions will include regular public awareness on lifestyle practices that prevent NCDs as well as capacity-building initiatives for community health workers and certified public health workers on NCDs prevention and early detection/screening to enable them to drive community NCDs awareness programs.

6.5. Gender and Family Promotion

Rwanda's strong legal framework has facilitated significant progress in narrowing gender gaps and improving social-related indicators. **The focus will be on ensuring equal access, use, and control over productive resources by men and women both in urban and rural areas to support inclusive accelerated economic growth**, developing women's technical skills in male-dominated areas such as infrastructure, industry, mining, Agri-Hub, sports, and creative industry to support their entrepreneurship, employability, business development, and trade opportunities. In addition, efforts will be made to further institutionalize gender equality in all levels of education, including bridging the gender divide in ICT, STEM, and TVET education programs as well

as continuing to increase women's representation and participation at all levels of leadership and decision-making in both public and private sectors.

To ensure prosperous Rwandan families, the emphasis will be on promoting a stable and productive family through implementing targeted poverty alleviation programs for vulnerable households, especially female-headed ones, through VUP, livestock and other assets support, access to low-interest loans, and entrepreneurship skills development. Moreover, the government will continue to strengthen other home-grown initiatives, to promote positive parenting in building resilient and secure families. Gender transformative approaches to enhance the prevention of domestic and gender-based violence, intra-household conflicts, child labor, behaviors that lead to alcoholism, drug abuse, street children and teenage pregnancies, among others, will be enhanced.

6.6. Regional Integration and International Positioning

Rwanda's active engagement in regional integration aligns with the Vision 2050, prioritizing increasing access to global and regional markets, enhancing trade connectivity, and fostering investment. Deepening integration within the East African Community (EAC) and other regional blocs such as COMESA will continue to be a cornerstone for the country's economic and diplomatic efforts. Rwanda will continue to enhance its competitive advantage by focusing on export diversification and participation in global value chains, which are essential for economic resilience and sustainable growth.

This will be done through implementing initiatives such as the African Continental Free Trade Area (AfCFTA), preferential trade agreements, bilateral trade and investment treaties, double taxation agreements among others. This cross-cutting approach will solidify Rwanda's international positioning as a regional hub for investment and a promoter of the free movement of people and goods and secure its role as a land-linked country.

Additionally, **the Government of Rwanda will continue to expand cross-border trade** and eliminate non-tariff barriers including improving trade logistic infrastructure and harmonizing regulatory frameworks across the region. Key strategic interventions will involve advocating for the implementation of joint infrastructure projects critical to regional integration, as well as extending the geographic reach of broadband infrastructure, and enhancing regional transport corridors to reduce trade costs, improve connectivity, and bolster Rwanda's integration into regional and global markets.

6.7. Capacity development

To ensure the availability of capable institutions, systems, and human resources, **NST2 will promote comprehensive initiatives targeting institutions, and people and creating an enabling environment for capacity enhancement and retention**. As such, the following areas for capacity development will be prioritized. (i) establishing efficient systems for tracking equal enrollments and transitions in TVETs and STEM, employability trends among University and HLIs graduates, (ii) increasing professional qualifications (in priority sectors driving innovation and digitally led growth), (iii) enhancing professional internship programs with both private and public institutions, (iv) strengthening staff and knowledge retention, and promotion of succession planning across the public sector.

In addition, more focus will be on promoting youth and women's entrepreneurship, digital and other soft skills development, and access to employment opportunities as well as supporting sector- specific training in critical skills and emerging technologies, such as AI, big data analytics, and green technologies.

7.

NST2 Implementation Arrangements

The National Strategy for Transformation (NST2) implementation framework defines the core structures, institutions, and mechanisms essential for delivering NST-2 priorities effectively. Successful implementation requires enhanced coordination, stakeholder engagement, and integrated planning, supported by systems for real-time performance tracking and data-driven decision-making. A strong oversight and accountability framework ensures progress remains aligned with national priorities. Key institutions such as Parliament and Cabinet provide strategic oversight, while cross-sectoral platforms such as Ministerial Clusters, SWGs, and JADFs facilitate collaboration and stakeholder participation. The private sector and civil society play pivotal roles by driving innovation, mobilizing resources, engaging citizens, and ensuring accountability, thereby enhancing NST-2's impact across all sectors.

7.1. Institutional roles and responsibilities

To further clarify the roles and responsibilities of the various institutions involved in NST-2 implementation, the following table provides a detailed breakdown of the key actors, their functions, and their contributions to achieving the strategy's objectives

Table 4 - Roles and Responsibilities of institutions in NST2

Institution	Roles and responsibilities
Parliament	◉ Provide oversight and ensure accountability ◉ Enact and amend laws including the finance law (national budget) aligned with NST-2 priorities
Cabinet	◉ Provide high-level policy and strategic orientation to guide NST-2 implementation ◉ Provide strategic guidance to prioritization and allocation of resources ◉ Receive strategic level reports on implementation performance and take high level decisions on corrective actions needed

Institution	Roles and responsibilities
Office of the Prime Minister (OPM)	◉ Ensure cross-sectoral alignment of policies with NST-2 priorities ◉ Ensure cross-sectoral coordination for the execution of NST-2 priorities ◉ Monitor performance of government institutions both at central and local levels to ensure delivery of NST2. ◉ Take decisions on unblocking of cross-sectoral implementation challenges
National Leadership Retreat (Umwiherero)	◉ Conduct annual leadership-level reviews of strategic areas of the NST-2. ◉ Address key implementation bottlenecks and recommend actions to fast track delivery
National Umushyikirano Council	◉ Provide accountability to citizens on implementation of NST2 ◉ Engage and sensitize citizens and stakeholders on their role in contributing to the execution of the NST2
Permanent Secretaries (PS) Forum	◉ Monitor and review performance of NST2 at sector and technical level ◉ Identify and unblock implementation challenges at technical level.
Development Partners Coordination Group (DPCG)	◉ Ensure alignment of development partners' funding and resources to NST2 priorities ◉ Discuss progress, challenges and lessons on NST2 performance ◉ Provide advice on strategies, policies and innovations to accelerate implementation of NST2 building on international best practices and experiences as well as discussions at sector working group level

Institution	Roles and responsibilities
Ministerial Clusters	◉ Serve as a Ministerial platform for consultation and engagement on policies and strategies relating to the NST2 ◉ Ensure Ministerial level coordination and follow up of emerging issues pertaining to NST2 implementation in the relevant clusters ◉ Identify areas requiring coordinated action and propose innovative solutions to accelerate implementation
Sector Working Groups (SWGs)	◉ Facilitate policy dialogue, joint planning, resource mobilization, delivery, monitoring, evaluation and lesson learning on Sector Strategic plans (SSPs), priority programmes and projects at SWG level linked to delivery of NST2 ◉ Coordinate partners, the private sector, civil society and other stakeholders in the sector to ensure successful implementation of SSPs aligned to NST2 ◉ Provide input to prioritization and resource allocation at sector level in line with NST2 priorities
City of Kigali and District Councils	◉ Approve the CoK/District Development Strategy (CoK/DDS) aligned to NST2 ◉ Provide oversight for implementation of the CoK/DDS and ensure accountability of the executive ◉ Guide prioritization and resource allocation in line with the CoK/DDS and NST2 priorities

Institution	Roles and responsibilities
Joint Action Development Forum (JADF)	◉ Facilitate dialogue, joint planning, resource mobilization, delivery, monitoring, evaluation and lesson learning on District Development Strategies (DDS), priority programmes and projects at district level linked to delivery of NST2 ◉ Coordinate and mobilize partners in the district including, the private sector, civil society and other stakeholders to ensure successful implementation of DDS aligned to NST2
Ministry of Finance and Economic Planning (MINECOFIN)	◉ Coordinate the elaboration of the NST2 and related strategies in collaboration with OPM, MINALOC, SWGs and districts ◉ Coordinate national planning, investments, monitoring, resource mobilization, prioritization and allocation in line with NST2 priorities ◉ Coordinate development partners and ensure alignment of interventions and resources to NST2 priorities ◉ Establish robust monitoring systems for tracking of progress of the NST2 and related strategies ◉ Coordinate evaluations, research and studies to support lesson learning in the implementation of NST2

Institution	Roles and responsibilities
Ministry of Local Government (MINALOC)	◉ Coordinate the process for elaboration of CoK/ District Development Strategies in collaboration with CoK, Provinces and Districts ◉ Support integration of NST2 priorities into CoK/DDS ◉ Support harmonization of priorities between central and local government in the elaboration of CoK/ DDS ◉ Support prioritization of cross-district interventions in the relevant CoK/DDS ◉ Support strengthening of stakeholder coordination and engagement forums at the district level ◉ Ensure and strengthen citizen engagement in development programmes ◉ Support development and strengthening of robust monitoring and evaluation systems in Districts to support tracking of performance and lesson learning in implementation ◉ Support resource mobilization for local governments aligned to CoK/DDS and NST2 priorities
National Institute of Statistics of Rwanda (NISR)	◉ Ensure quality of indicators in NST2 and related strategies ◉ Develop metadata for NST2 indicators ◉ Collect, analyse, and disseminate timely statistical information data for evidence based decision-making pertaining to NST2 and related strategies

7.2. NST2 implementation enablers

A key takeaway from the implementation of NST1 is that the second generation of the National Strategy for Transformation (NST2) requires enhanced focus on strengthening coordination and implementation to deliver faster and better results by focusing on the following:

i) Optimizing governance structures

To support efficient implementation, institutional frameworks, planning and coordination structures will be optimized and aligned with NST2 priorities. This includes strengthening cross-sectoral coordination, improving project design, and strengthening collaboration and engagement at all levels.

- **Cross-institutional platforms**: mechanisms such as the Ministerial Clusters, Sector Working Groups (SWGs), and Joint Action Development Forum (JADF), will be reviewed and optimized to enhance stakeholder engagement and ensure development goals are met efficiently. Cross-sectoral coordination will ensure that national priorities are addressed holistically, with economic and spatial planning integrated to optimize resource allocation.

- **Private Sector and Civil Society Engagement**: the engagement of the private sector will be scaled up across sectors, most especially in job creation, exports, industry, investment, and tourism among others. The private sector will also be engaged in developing bankable investment projects that support the delivery of NST2 priorities. This will drive innovation, facilitate the mobilization of resources, and foster economic growth. Additionally, the role of civil society as a key implementing partner will be enhanced by promoting accountability, strengthening citizen engagement, and ensuring that development goals align with community needs. This collaboration will help to deliver more inclusive and sustainable NST2 outcomes.

- **Project Execution and Delivery**: The functioning of Single Project Implementation Units (SPIU) across institutions will be streamlined to make them fit-for-purpose for effective and efficient delivery of projects. Engagement will continue with development partners to accelerate

procurement processes and enhance regular joint monitoring and feedback processes to fast-track and unlock financing for major projects and programs. Lastly, the capabilities of implementing agencies and districts will be reinforced to deliver programs, projects and services effectively.

ii) Harnessing data and technology

The systems supporting NST2 implementation will rely on technology, data, and evidence-based decision-making. This will streamline processes, improve resource allocation, and ensure that decisions are based on solid evidence.

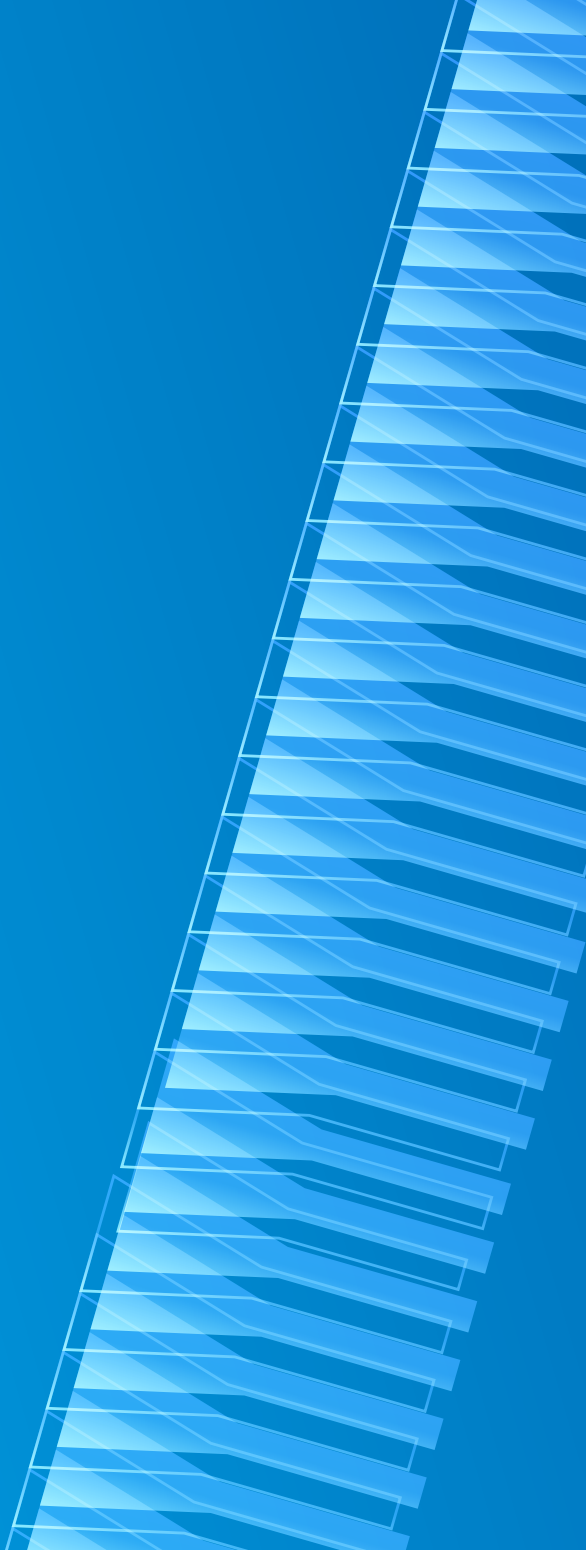
- **Integrated planning**: planning functions will be strengthened across government, particularly for key issues such as job creation, exports and manufacturing, stunting, private sector development, and poverty reduction. Project planning, design, and preparation will enhance the focus on outcomes rather than outputs to accelerate delivery.
- **Economic and spatial planning**: Economic and spatial planning will be further integrated to ensure efficient resource allocation in accordance with designated land uses, maximizing the development impact of projects and programs on citizens.
- **Technology and digitalization**: Digital platforms and tools will streamline service delivery by automating processes, reducing bureaucratic delays, and improving access for citizens. These technologies will enhance communication between government offices and with the public, while increasing operational efficiency and lowering costs.
- **Data and statistics**: Data will be leveraged to drive informed decision-making, optimize resource allocation, and enhance progress tracking. Addressing data gaps will be prioritized including the use of big data analytics to improve the availability and accuracy of statistical information as well as enhancing assessments of development interventions.
- **Strengthening Monitoring, Evaluation, and Learning (MEL)**: the M&E framework will emphasize proactive monitoring to identify and address potential challenges early. The use of digital systems for real-time reporting and analysis will support lesson learning and data-driven decision-making, ensuring the smooth execution of NST2 priorities.

iii) Building innovation and skills

Continuous innovation and skills building are fundamental to the successful implementation of NST2. This requires a focus on innovation, research, and capacity-building to ensure that the workforce is equipped to deliver on NST2 priorities.

- **Innovation, research, and development**: Rwanda's ambition to become a knowledge-based economy will be realized by fostering a culture of innovation and creativity. Strengthening the National Innovation System will lead to the development of new solutions to address socio-economic challenges. Research and development initiatives will directly inform policies and projects, providing tailored solutions to the country's needs.

- **Capacity and skills development**: a continuous skilling and upskilling program will be implemented to strengthen project management, strategic coordination, and data-driven decision-making across all government levels. The national public sector induction program will lay the foundation for new recruits, while targeted skilling initiatives will focus on ensuring ministries and agencies have the capacity to deliver NST2 priorities effectively.



8.

NST2 Monitoring and Evaluation Framework

8.1. NST2 M&E framework

The Monitoring and Evaluation (M&E) framework is designed to support the implementation of NST2 by enabling monitoring of progress, evaluation, and lesson learning during implementation of the NST2. The M&E framework will leverage technology and digital tools and reporting will consider data disaggregation by gender, and other special categories, especially at the SSP and DDS level.

The M&E framework is composed of the following key tools:

i) NST2 Theory of Change (ToC)

To facilitate the tracking and implementation of NST2 priorities, a Theory of Change has been developed across the three NST2 pillars of Economic and Social Transformation as well as Transformational Governance. This framework outlines a hierarchy of results that are logically linked. The highest result level being a goal, followed by priority areas, outcomes and strategic interventions. The NST2 ToC will be implemented by cascading it to the SSP and the DDS levels. At these cascaded levels, a combination of results contributes directly and indirectly to the NST2 goals.

Result statements in the ToC	Definition
Goal	This describes the overall objective or desired result to be achieved
Priority Area	The strategic focus of initiatives that contribute to achievement of a goal
Outcomes	Medium to long-term impact resulting from the implemented interventions. A combination of outcomes contributes to the achievement of the priority area.
Strategic interventions	Major activities that will be carried out to achieve the desired outcomes

ii) SSP Theory of Change

The SSP ToC draws from the high level results outlined in the NST2 ToC. The SSP ToC goes beyond the results mentioned in the NST2 to integrate other priorities at the sector level.

iii) CoK/District Theory of Change

The CoK/DDS ToC draws from the high-level results outlined in the NST2, relevant SSPs ToC and extends to city or district-specific priorities.

Strategic interventions identified in the respective levels of ToCs are further cascaded to relevant institution strategic plans and central and local levels and implemented through the Medium Term Expenditure Framework (MTEF), the annual planning and budgeting process and annual performance contracts *(Imihigo)*.

iv) NST M&E Matrix

The NST2 M&E Matrix shows high-level outcomes, their respective indicators, baselines, targets across the implementation period, institutions responsible for reporting, and means of verification or data sources. This enables the tracking of targets contained in the NST2. The NST2 matrix is embedded within the respective SSPs' M&E matrices for regular monitoring. The NST2 matrix comprises two result-level categories of macroeconomic high-impact outcomes and indicators and other national level results. The NST2 M&E matrix is the basis for annual reporting and tracking of the performance of the NST2 at the national level.

v) SSP M&E Matrix

The SSPs M&E matrix indicates the outcomes, associated indicators, baselines and targets to be tracked in respective SSPs. This matrix includes outcomes, indicators and targets cascaded from the NST2 M&E matrix sector specific ones. The SSP matrix is monitored at the SWG level annually through joint sector reviews and informs reporting on the NST2 M&E matrix for the relevant sectors.

vi) CoK/DDS M&E Matrix

This matrix shows outcomes, associated indicators, baselines, and targets to be tracked in CoK or respective DDSs. It includes outcomes, indicators, and targets cascaded from the NST2 and SSP M&E matrices in addition to those that are district-specific. The matrix is monitored at the CoK/district level annually through JADF and administrative reports submitted to the District Council. The tracking of progress on the CoK/DDS M&E matrix, informs reporting at the level of the respective SSP M&E matrix.

vii) NST2 Metadata of indicators

This is a collection of indicators contained in the NST2 M&E matrix. It elaborates on how each indicator is defined and measured, the data sources, the frequency of collection, and the responsible institutions for reporting. This is developed by NISR working closely with relevant sector working groups and institutions. The metadata is publicly accessible through the NISR website. SWGs will also develop metadata for indicators reflected in their SSP M&E matrix that are not captured in the NST2 matrix.

8.2. NST2 Evaluation

The evaluation of the NST2 will build on assessments and evaluations conducted at the SWG level including performance contract (*Imihigo*) evaluations among others. A mid-term evaluation will be conducted at the national level to assess the status of NST2 implementation, identify progress, challenges, and lessons learned and devise measures to accelerate progress. A final assessment and ex-post evaluation will be conducted to review the outcomes and impact of the NST2 and extract lessons for successor strategies.

9.

Conclusion

The Second National Strategy for Transformation is set to drive significant progress across all economic sectors and improve the livelihoods of Rwandans. Prerequisites for this positive change across the entire country include:

- **Continuing to foster an inclusive development model**. The aim is to ensure all citizens have access to development opportunities and no one is left behind, including people with disabilities, children, youth, and women, among others. In particular efforts will be dedicated to gender equality and empowerment in addition to the development of youth who are at the forefront of Rwanda's development agenda.

- **Continuing to enshrine Rwanda's unique and positive cultural values in the country's development**. Progress realized over the last three decades is the result of homegrown solutions and continuous innovation that build on the country's unique culture and values. This includes strengthening families as a foundation for sustainable development.

- **Ensuring value for money**. The bedrock of Rwanda's development is ensuring increased productivity of every resource invested by eliminating all forms of corruption and enhancing transparency and accountability.

- **Adopting a positive developmental mindset founded on the unity of Rwandans**. Lessons learned have shown that nothing is impossible when Rwandans put their collective minds together; as evidenced by the remarkable progress achieved in the aftermath of the Genocide against the Tutsi.

- **Strengthening mechanisms for implementation and delivery**. The successful delivery of this strategy hinges on efficient and effective implementation. This means enhancing decision-making, strengthening engagement, ownership and collaboration with all stakeholders. 'Business as usual' will not be sufficient to deliver on these ambitions and should not be tolerated.

The success of NST2 depends on the collective commitment and action of all stakeholders – citizens,youth, the private sector, faith-based organizations, civil society, academia, media and development partners. Every Rwandan is urged to approach NST2 with determination and solidarity, transforming challenges into opportunities and propelling the nation towards a prosperous and equitable future.

Annex

Annex 1: NST2 Monitoring and Evaluation Matrix

No	NST2 Outcome	Indicators	Units	Baseline (2023/24)	Mid-term target 26/27	End period target 28/29	Responsibility for reporting	Means of verification and Data Sources
				2023 (baseline)	2026	2029		
1	**Sustainable economic growth and increased per capita incomes**	Annual average Real GDP growth	Percentage	8.2%	8.3%	9.3%	MINECOFIN	GDP Annual National Accounts
		Nominal GDP	In Billion FRW, current prices	16,355	24,068	37,413		
		GDP Per capita	USD	1,040	1,047	1,369		
		Annual average Agriculture GDP growth	Percentage	1.7%	6.7%	6.5%		
		Annual average Industry GDP growth	Percentage	10.2%	9.7%	10.6%		
		Annual average Services GDP growth	Percentage	11.2%	8.9%	10.2%		
2	**Increased national savings for investment**	National Savings	Percentage of GDP	12.4%	19.6%	25.9%	MINECOFIN, Financial Sector	MINECOFIN, reports

No	NST2 Outcome	Indicators	Units	Baseline (2023/24)	Mid-term target	End period target	Responsibility for reporting	Means of verification and Data Sources
					26/27	28/29		
3	**Increased value of private investments**	Private investment in value	In Billion USD	2.2	3.1	4.6	RDB, PSDYE Sector	MINECOFIN reports
4	**Increased value of exports and reduced current account deficit exports**	Exports of goods and services	In million USD	3,509	4,994	7,316	MINICOM, PSDYE	GDP National accounts, NISR
		Current Account Deficit	Percentage of GDP	-11.8%	-10.7%	-7.9%		NBR
5	**Increased Productive and decent jobs by 1.25 million (250,000 annually)**	Number of new decent and productive jobs created	Number (cumulative additional)	1,374,204	750,000	1,250,000	MIFOTRA, RDB, PSDYE Sector	NISR, Labor Force survey
ECONOMIC TRANSFORMATION PILLAR								
6	**Modernized Crop Production and productivity**	Index on Productivity increase for priority food crops	Percentage	-	>10% annually	>10% annually	NISR	SAS

No	NST2 Outcome	Indicators	Units	Baseline (2023/24)	Mid-term target 26/27	End period target 28/29	Responsibility for reporting	Means of verification and Data Sources
		Productivity and production for specific priority food crops	MT/Ha (MT)	Maize: 1.7 (508,492)	Maize: 2.26 (665,701)	Maize: 2.74 (874,337)	NISR	Season Agriculture Survey (SAS)
				Beans: 0.6 (441,406)	Beans: 1.3 (565,009)	Beans: 1.5 (662,115)	NISR	SAS
				Rice: 4.0 (133,628)	Rice: 4.8 (240,073)	Rice: 5.4 (293,178)	NISR	SAS
				Irish Potatoes: 8.2 (781,032)	Irish Potatoes: 11.4 (1,144,425)	Irish Potatoes: 14.7 (1,498,545)	NISR	SAS
				Wheat: 1.2 (16,656)	Wheat: 1.38 (22,169)	Wheat: 1.48 (26,825)	NISR	SAS
				Soybean: 0.4 (29,059)	Soybean: 1.1 (53,019)	Soybean: 1.4 (64,152)	NISR	SAS
				Cassava: 13.5 (1,345,379)	Cassava: 16.5 (1,567,734)	Cassava: 17.9 (1,653,924)	NISR	SAS

No	NST2 Outcome	Indicators	Units	Baseline (2023/24)	Mid-term target	End period target	Responsibility for reporting	Means of verification and Data Sources
					26/27	28/29		
				Cooking banana: 14.2 (1,049,838)	Cooking banana: 17.9 (1,274,919)	Cooking banana: 19.7 (1,424,973)	NISR	SAS
		Area under irrigation	Ha	71,549	99,260	132,171	MINAGRI	MINAGRI Reports
		Area Under terraces	Ha (Radical)	142,318	155,768	167,268	MINAGRI	MINAGRI Reports
			Ha (Progressive)	1,032,282	1,071,282	1,102,282	MINAGRI	MINAGRI Reports
		Quantity of fertilizers applied	Kg per Ha	70	79.6	94.6	MINAGRI	SAS
		Percentage of farmers using improved seeds ◉ Large-scale farmers (LSF) ◉ Small-scale farmers (SSF)	Percentage (LSF)	85.7	94	100	MINAGRI	MINAGRI Reports
			Percentage (SSF)	35.9	47	50	MINAGRI	MINAGRI Reports

No	NST2 Outcome	Indicators	Units	Baseline (2023/24)	Mid-term target	End period target	Responsibility for reporting	Means of verification and Data Sources
					26/27	28/29		
		Coverage of agricultural extension services	Percentage	35	60	69	MINAGRI	MINAGRI Reports
7	**Strengthened Market Linkages and Post-Harvest Infrastructures**	Post-harvest losses on food crops	Percentage	13.8	8.5	4.8	MINAGRI	MINAGRI Reports
8	**Modernized Animal Resources production and productivity**	Production of milk products	MT	1,061,301	1,220,496	1,323,561	MINAGRI	MINAGRI Reports
		Production of Meat products	MT	197,778	227,445	247,223	MINAGRI	MINAGRI Reports
		Production of Fish	MT	46,495	64,500	77,700	MINAGRI	MINAGRI Reports
		Production of Eggs	MT	17,344	19,946	20,813	MINAGRI	MINAGRI Reports
9	**Strengthened Agriculture De-risking for resilience**	Crops insured	Ha	33,269	58,824	75,841	MINAGRI	MINAGRI Reports

No	NST2 Outcome	Indicators	Units	Baseline (2023/24)	Mid-term target	End period target	Responsibility for reporting	Means of verification and Data Sources
					26/27	28/29		
		Livestock insured	Number	Cattle: 48,962	Cattle: 53,462	Cattle: 58,962	MINAGRI	MINAGRI Reports
			Number	Pigs: 7,300	Pigs: 82,300	Pigs: 157,300	MINAGRI	MINAGRI Reports
			Number	Poultry: 274,506	Poultry 364,506	Poultry: 474,506	MINAGRI	MINAGRI Reports
		Credit to Agriculture Sector as a percentage of total loans	Percentage	6	8	10	MINAGRI	BNR/ MINECOFIN
10	**Increased sector contributions to exports**	Export to import ratio	Percentage	61%	70.6%	77%	MINICOM, PSDYE	NISR, National account
		Value of mining exports	USD Billion	1.1	1.6	2,17	RDB, PSDYE Sector	GDP National accounts, NISR
		Value of Tourism revenues	USD Millions	620	908	1,100	RDB, PSDYE Sector	RDB annual reports
		Value of MICE (tourism sub-sector) revenues	USD Millions	95	156	224		

No	NST2 Outcome	Indicators	Units	Baseline (2023/24)	Mid-term target	End period target	Responsibility for reporting	Means of verification and Data Sources
					26/27	28/29		
11	**Increased spatial access to electricity countrywide**	Percentage of cells with access to electricity	Percentage (& number)	91% (1,955 cells)	96% (2,064 cells)	100% (2,148 cells)	MININFRA, Energy Sector	MININFRA Reports
		Percentage of productive use areas with access to electricity	Percentage	86%	94%	100%	MININFRA, Energy Sector	MININFRA Reports
12	**Enhanced share of renewable energy in electricity generation mix**	Percentage share of renewable energy in power generation mix	Percentage	51%	53.8%	60%	MININFRA, Energy Sector	MININFRA Reports
13	**Increased access to drinking water**	Percentage of villages with access to improved drinking water	Percentage	80% (2023)	90%	100%	MININFRA, WATSAN Sector	MININFRA Reports
14	**Improved quality of the road network and trade supporting infrastructure**	Length of unpaved National roads upgraded to paved (Cumulative)	Km	1,729	1,818	1,941	RTDA	MININFRA Reports

No	NST2 Outcome	Indicators	Units	Baseline (2023/24)	Mid-term target	End period target	Responsibility for reporting	Means of verification and Data Sources
					26/27	28/29		
		Length of national paved road rehabilitated	Km	598	647	711	RTDA	MININFRA Reports
		Length of feeder roads rehabilitated (Cumulative)	Km	4,187.5	4,404	4,797	RTDA	MININFRA Reports
15	**Increased access to decent housing and enhanced resilience of communities**	Percentage of rural households living in integrated planned rural settlements	Percentage	65.4%	-	81.1%	MININFRA, Urbanization and Rural Settlement Sector	EICV Survey, NISR
		Percentage of urban population living in unplanned settlements	Percentage	60%	-	52.7%	MININFRA, Urbanization and Rural Settlement Sector, CoK, Districts	EICV Survey, NISR
16	**Increased digital literacy**	Percentage of citizens with basic digital literacy skills (15 years above)	Percentage	53%	80%	100%	MINICT/RISA	NISR reports

No	NST2 Outcome	Indicators	Units	Baseline (2023/24)	Mid-term target	End period target	Responsibility for reporting	Means of verification and Data Sources
					26/27	28/29		
17	**Enhanced Environmental management, mitigation and adaptation to climate change**	National GHG emissions	MtCO2e	6.75 (2020)	-	7.5 (With Interven-tions)	MoE	MoE, NISR reports
18	**Increased resilience to climate change and reduced impacts of disasters**	Percentage of households in high-risk areas protected from flood- related hazards	Percentage	9%	20%	40%	RWB	RWB Annual report
19	**Mobilized climate and nature finance**	Increased climate and nature finance (cumulative)	USD Billion	4.8	6.8	7.8	MoE, MINECOFIN	MoE, MINECOFIN, RGF reports
				SOCIAL TRANSFORMATION PILLAR				
20	**Increased enrollment in pre-primary education**	Net enrolment rate in pre-primary	Percentage	39%	54.6%	65%	MINEDUC	EMIS report

No	NST2 Outcome	Indicators	Units	Baseline (2023/24)	Mid-term target	End period target	Responsibility for reporting	Means of verification and Data Sources
					26/27	28/29		
21	**Improved timely enrollment, efficiency, equity and learning outcomes in primary education**	Dropout rate in Primary	Rate	5.5%	4.5%	< 3.9%	MINEDUC	EMIS Report
		Pupil Trained Teacher ratio in Primary	Ratio	62:1	53:1	49:1	MINEDUC	EMIS Reports
		% learners at or above basic proficiency in Kinyarwanda/English/ numeracy in P3.	Percentage	Kinyarwanda: 69% English: 37.52% Numeracy: 55.6%	2025/26 79% 50% 65%	2027/28 98% 60% 70%	MINEDUC	LARS Report
22	**Increased net enrolment and quality in basic secondary education Reduced repetition Rate in primary and secondary**	Percentage of learners at or above basic proficiency in Mathematics, science and English in S3	Percentage	Math: 63.8% English: 47.2% Science: 65.6%	2025/26 68% 49.5% 70%	2027/28 72% 75% 75%	MINEDUC	LARS Report
		Dropout rate in secondary	Percentage	7.5%	6.1%	< 5.1%	MINEDUC	EMIS Reports

No	NST2 Outcome	Indicators	Units	Baseline (2023/24)	Mid-term target	End period target	Responsibility for reporting	Means of verification and Data Sources
					26/27	28/29		
23	**Enhanced access to quality education in basic Technical and Vocational Education and Training (TVET)**	Percentage of students enrolled in TVET as proportion of total students enrolled in upper secondary	Percentage	43%	55%	60%	NESA	EMIS Reports
		Number of TSS Centers of Excellence established	Number	1	9	30	MINEDUC	EMIS Reports
24	**Reduced prevalence of stunting among under five years children**	Prevalence of stunting among children under five years	Percentage	33%	22.2%	<15%	MoH, Health Sector	DHS
25	**Reduced maternal and child mortality**	Maternal mortality ratio	Per 100,000 live births	105	78	60	MoH, Health Sector	HMIS/MoH
		Under 5 mortality ratio.	Per 1,000 live births	45	31.8	20	MoH, Health Sector	HMIS/MoH
26	**Increased Human Resources for quality Health**	Ratio of active licensed Doctors to population	Ratio per 100,000 of population	15.2	25.8	32	MoH, Health Sector	MoH reports

No	NST2 Outcome	Indicators	Units	Baseline (2023/24)	Mid-term target	End period target	Responsibility for reporting	Means of verification and Data Sources
					26/27	28/29		
		Ratio of active licensed Nurses to population	Ratio per 100,000 of population	97.4	135	171	MoH, Health Sector	MoH reports
		Ratio of active licensed Midwives to population	Ratio per 100,000 of population	58.1	137.7	185	MoH, Health Sector	MoH reports
27	**Increased access to sanitation services**	Percentage of households with access to improved sanitation facilities	Percentage	92.%	97%	100%	MININFRA, WATSAN Sector	MININFRA Reports
		Percentage of population with basic sanitation services	Percentage	72.10%	75%	77%	MININFRA, WATSAN Sector	MININFRA Reports
28	**Enhanced empowerment of households' to sustainably graduate out of poverty**	Percentage of graduation participants graduated out of poverty	Percentage	-	70%	70%	MINALOC, Social Protection Sector	Social Registry, MINALOC

No	NST2 Outcome	Indicators	Units	Baseline (2023/24)	Mid-term target	End period target	Responsibility for reporting	Means of verification and Data Sources
					26/27	28/29		
29	**Increased access to social security and income support programmes, particularly among vulnerable people**	Proportion of poor and vulnerable population covered by Social Protection systems	Percentage	11%	16%	20%	MINALOC LODA RDRC MINIBUMWE NCPD	EICV
				TRANSFORMATIONAL GOVERNANCE PILLAR				
30	**Reduced case backlogs**	Percentage of case backlogs	Percentage	62%	47%	30%	MINIJUST	MINIJUST Reports
31	**Enhanced digital service delivery and implementation of Single Digital ID**	Percentage of government services fully digitized (end to end)	Percentage	11%	50%	100%	MINICT	IREMBO

No	NST2 Outcome	Indicators	Units	Baseline (2023/24)	Mid-term target	End period target	Responsibility for reporting	Means of verification and Data Sources
					26/27	28/29		
		Percentage of citizens owning a single digital identification	Percentage	0%	50%	100%	MINICT/NIDA	NIDA Reports
32	**Quality and inclusive services are delivered and sustained**	Level of quality service delivery	Percentage	78.28	82.5	>90	MINALOC, RGB	RGS, CRC
33	**Enhanced transparency and accountability and compliance of PFM laws**	Percentage of public entities with an unqualified audit opinion for financial statements, compliance with laws and regulations and value for money	Percentage	57%	70%	80%	MINECOFIN, OAG	Annual Audit Report
34	**Strengthened National unity and community resilience**	Level of shared sense of national identity	Percentage	92%	93.5%	95%	MINUBUMWE	National Unity Barometer
35	**Increased confidence in peace, personal and property security**	Percentage of citizens with confidence in both personal and property safety and security	Percentage	93.63%	95.73%	97.2%	MININTER	RGS reports

Annex 2: NST2 Priorities and Theory of Change

Pillar | Sector | NST2 Priority Area (NPA)| Goal | Sector Priority Area | Outcome | Strategic Interventions (SI)	Responsible Institutions
PILLAR 1: ECONOMIC TRANSFORMATION PILLAR	
1.1 Agriculture [Sector 1]	
1.1.1 Climate-resilient, productive and modernized agri-food systems [4.1]	
Goal 1: Increase Annual Agricultural Growth by over 6%	
PA-01: Increase productivity of priority crops by 50%	
Outcome 1: Modernized Crop Production and Productivity	
Increase area under irrigation (71,549 Ha to 132,171 Ha)	Lead: **MINAGRI**, RAB
Increase area of land under radical (142,318 ha to 167,268 ha) and progressive terraces (1,032,282 Ha to 1,102,282 Ha)	
Increase quantity of mineral fertilizers used by farmers from 70.3kg/Ha to 94.6kg/Ha	
Increase quantity of improved seeds used by both large- and small-scale farmers (LSF: from 85.7 to 100% and SSF: from 35.9% to 50%)	
Increase local production of certified improved seeds	
Increase the percentage of farmers reached by extension services (from 35% to 69%) in partnership with the Private sector	
Promote and operationalize Agri-Hubs and Food Basket Sites	
Increase the land under conservation agriculture	
PA-02: Achieve and sustain self-sufficiency in animal resources	
Outcome 2: Modernized Animal Resources Production and Productivity	

Pillar | Sector | NST2 Priority Area (NPA)| Goal | Sector Priority Area | Outcome | Strategic Interventions (SI)	Responsible Institutions
Promote modern Animal Hubs	Lead: **MINAGRI,** RAB
Increase access to water resources for livestock (Valley dams and Boreholes)	
Improve Animal genetics (Liquid Nitrogen plants, Animal breeding centres, Insemination of cows and pigs)	
Increase local production of animal feeds	
Increase veterinary clinics to reach all districts and provide proximity veterinary services at sector level	
Increase fish production from 46,495 MT to 77,700 MT	
PA-03: Strengthen post-harvest handling and management and reduce post-harvest losses to below 5%	
Outcome 3: Strengthened Market Linkages and Post-Harvest Infrastructures	
Establish new drying infrastructure [Mobile dryers for Cereals, Drying shelters (Maize and Beans), Drying of grounds (Rice and Wheat), and Collection centres]	Lead: **MINAGRI**, RAB, MININFRA
Expand national storage capacity of food crops and equip them with modern preservation technologies	
Increase feeder roads linking factories/processing plants/markets	
Establish and upgrade agriculture export facilities (cold rooms)	
Increase the number of Milk Collection Centers and Milk Collection Points	
PA-04: Attract investment in the agriculture sector and increase credit to agriculture sector from 6% to 10%	
Outcome 4: Strengthened agriculture de-risking for resilience	
Increase tailored financial products for the agriculture sector (credit guarantee, grant facility etc)	Lead: **MINAGRI,** MINECOFIN, Financial Institutions
Scale up insurance coverage on crops and livestock (crops, cattle, Pig and Poultry)	

Pillar | Sector | NST2 Priority Area (NPA)| Goal | Sector Priority Area | Outcome | Strategic Interventions (SI)	Responsible Institutions
Outcome 5: Boosting agriculture exports	
Increase the area under export crops production and increase value addition	Lead: **MINAGRI**, NAEB, RAB
Rejuvenate aging coffee trees and increase area under cultivation	
1.2 PSDYE (Trade and Industry) [Sector 2]	
1.2.1 Industrial development and Export Promotion [4.2)	
Goal 2: Achieve 10% annual growth in the industry sector	
Goal 3: Double Exports from USD 3.5 to USD 7.3 bln	
Goal 4: Increase Private Investments from USD 2.2 – 4.6 bln	
PA-05: Scale up Production of essential and high value products to meet domestic demand and reduce imports	
Outcome 1: Achieved 10% annual growth in industry sector	
Promote, operationalize and further develop bankable Industrial Parks (IPs) and Special Economic Zones (SEZs) including Bugesera, Rwamagana, KSEZ among others	Lead: **MINICOM**, MININFRA, MINAGRI, RDB
Set up new industries to increase manufacturing by 13% annually	
Strengthen supplier linkages between producers and processors of main food crops and manufactured products (by enhancing the Supplier Development Program and GoR Procurement of Made in Rwanda products)	
Scale up sustainable industries and adopt sustainable practices (including energy efficiency, waste management, and water conservation)	
Develop a management model for each Industrial Park	
Establish Technology and Innovation support centers (TISC) to facilitate the commercialization of research and innovative solutions	

Pillar | Sector | NST2 Priority Area (NPA)| Goal | Sector Priority Area | Outcome | Strategic Interventions (SI)	Responsible Institutions
PA-06: Promote exports to regional and international markets	
Outcome 2: Increased export revenues of goods and services from USD 3.5 Billion to USD 7.3 Billion	
Establish and operationalize National Quality Infrastructure Institutions' complex (one-stop center) that will support domestic producers/suppliers meet the requirements of anchor investors and export markets.	Lead: **MINICOM**, RDB, MINAFFET, MININFRA, MINAGRI, RMB, Private Sector, Financial Institutions
Scale up Export promotion activities	
Provide export financing and support services to exporters	
Develop and Implement an E-commerce Readiness Program to support SMEs to utilize digital trade platforms for export	
Expand Kigali Logistic Platform (KLP) to enhance connectivity to regional & global markets to spur growth of the logistics & transport services	
Strengthen cold chain infrastructure and cost-effective post-harvest handling and processing facilities [including completion of Kigali wholesale market to facilitate exports of horticulture products]	
Attract pharmaceutical researchers and manufacturers	
Increase value addition and processing of key minerals	
Conduct mineral exploration	
Professionalize artisanal miners and adopt environmentally friendly mining practices	
Leverage Economic diplomacy to boost exports under AfCFTA and other trade facilitation agreements	
Continue to scale up traditional exports (Coffee, Tea, Pyrethrum and mining)	
Continue to scale up non-traditional exports (Horticulture, agro-processing among others)	
Facilitate exporters to reach global and regional export markets in USA, EU, Middle East, Asia, Africa	
Aggregate exports of SMEs products to take advantage of economies of scale	

Pillar | Sector | NST2 Priority Area (NPA)| Goal | Sector Priority Area | Outcome | Strategic Interventions (SI)	Responsible Institutions
PA-07: Attract and increase private investment	
Outcome 3: Increased value of Private Investment from $ 2.2 billion to $4.6 billion	
Attract private capital and diverse financing products through the Kigali International Financial Center, the capital market, and the financial sector at large	Lead: **MINICOM**, RDB, MININFRA, MINAGRI, MINECOFIN, Private Sector, Financial Institutions
Attract anchor and large investment in the agriculture and manufacturing sectors through flagship projects [such as HVTC, Gabiro Phase II, Kigali wholesale market, Kigali logistic platform and Gako Beef among others.	
Develop private sector real estate projects including the Bugesera airport area, Kigali Health City, Kivu belt development, Kigali Green Complex, Kigali Golf resort and villas, Malls, hospitality school, and Kigali Innovation City	
Increase access to finance for Youth, Women and MSMEs	
1.2.2 High end, eco-friendly and diversified tourism [4.3]	
Goal 5: Increase tourism revenues by almost double from USD 620 Million to USD 1.1 Billion	
PA-08: Position Rwanda as a world-class, high-value ecotourism destination	
Outcome 4: Increased tourism revenues from 0.62 billion to 1.1 billion and MICE revenues from 95 Million to 224 Million	
Attract large events, exhibitions, and meetings to grow MICE and sport tourism	Lead: **RDB**, MINICOM, Private Sector, MINISPORTS
Develop a new tourism master plan and work with the private sector to diversify products nationwide to grow leisure and domestic tourism	
Leverage existing and new Visit Rwanda Partnerships (in sport, creative industry, entertainment, for example) to promote tourism, investment, and MICE	

Pillar | Sector | NST2 Priority Area (NPA)| Goal | Sector Priority Area | Outcome | Strategic Interventions (SI)	Responsible Institutions
Raise the quality of MICE related services through professionalization programs, standards and certification to increase average spending per visitor	
Develop and diversify tourism attraction (new and existing) with focus on nature based tourism	
Mobilize innovative tourism and conservation financing (green bonds, PPPs etc)	
PA-9. Strengthen and promote the cultural and creative industry Ecosystem	
Outcome 1: Strengthened cultural and Creative Industries towards Job creation and income generations	
Scale up Arts Rwanda Ubuhanzi and Arts connect	Lead: **MoYA**, RDB, Private Sector
Attract and host international arts events for skills exchange and knowledge transfer	
Establish a framework to use the existing public and private infrastructures for arts (Arena, KCEV, Kigali Cultural Village/Rebero, stadiums, Petit Stade, etc)	
Develop and establish arts centers/Facility in CoK and secondary cities	
Mobilize and attract the private sector to invest in creative industries as an emerging sector	
PA-10: Build a vibrant and professional sports industry	
Outcome 5: Increased revenues generated from sports	
Establish a national Talent development program and strengthen the Governance, administration, and management capacity of sports organizations as well as personnel in sports	Lead: **RDB,** MINISPORTS, Sports Federations, Private Sector
Attract private sector investment in sports development	
Promote sports technology, science, and research and establish related academic programs specifically at the tertiary level.	
Develop and maintain world-class sports infrastructures to attract international events	
Create, attract and host international sports events	

Pillar | Sector | NST2 Priority Area (NPA)| Goal | Sector Priority Area | Outcome | Strategic Interventions (SI)	Responsible Institutions
Develop services and business segments associated with various sports disciplines	
Outcome 6: Increased participation in sports activities boosts Rwandans' health, wellness and incomes	
Create accessible community sports spaces and related sports facilities;	Lead: **MINISPORTS**, MINALOC, MINEDUC, MoYA
Establish and improve youth centers equipped with multi discipline sports facilities at decentralized level	
1.2.3 Creation of sustainable and decent jobs	
Goal 6: To create 1,250,000 jobs	
PA-11: Create sustainable and decent jobs	
Outcome 5: Increased Productive and decent jobs by 1.25 million (250,000 annually)	
Implement an integrated business advisory service model tailored to promote entrepreneurship and growth of MSMEs	Lead: **MIFOTRA**, RDB, MINALOC, MINEDUC, MoYA, MININFRA, MoE, MINAGRI, MINICT, MINECOFIN, MoYA, Private Sector, CSOs
Mainstream employment creation in Public and private investments with high impact and labor intensity	
Create employment focusing on youth and women through community-based approach in delivery and maintenance of infrastructure, environment protection and agricultural extensions programs and projects	
Optimize employment opportunities and skills development from major investment and flagship projects [in public & private sector such as Nyagatare Milk powder factory, Bugesera International Airport, Aviation Skills Academy, Gabiro agri-hub, and sports complexes, etc.,]	
Improve & Strengthen synergies in workplace learning, employability skills for youth, job-matching services and labour market systems [through internships, apprenticeships, re-skilling and up-skilling among others]	
Develop a talent pool for emerging critical sectors of the economy [including Global Business Services companies, financial services center, e-mobility, health, Biotechnology, aviation, ICT, CCI and engineering]	
Mobilize and facilitate private sector to develop and optimize cultural and creative industries for job creation	

Pillar | Sector | NST2 Priority Area (NPA)| Goal | Sector Priority Area | Outcome | Strategic Interventions (SI)	Responsible Institutions
1.3 Climate, Environment and Natural Resources (CENR) [Sector 3]	
1.3.1 Building resilience to climate change and sustainable management of the environment and natural resources [4.10]	
Goal 7: Increase resilience to climate change, climate-related hazards, and disaster risks	
Goal 8: Sustainable management of natural resources	
Goal 9: Mobilize USD 3 billion in climate and nature finance to support sustainable development	
Goal 10: Reduce greenhouse gas emissions by 38%	
PA-12: Disaster risk reduction and management	
Outcome 1: Increased resilience to climate change and reduced impacts of disasters	
Develop a multi-hazards early warning system and strengthen meteorological services to improve disaster preparedness	Lead: **MINEMA,** MoE, RWB
Strengthen capacity for rapid response and management of disasters (including district emergency command posts)	
Develop flood control measures in high flood risk areas	
Restore catchment areas to decrease soil erosion risk in high-risk areas	
PA-13: Sustainable Natural Resources Management	
Outcome 2: Natural resources sustainably managed	
Restore and manage degraded critical ecosystems and riparian areas	Lead: **MoE,** REMA, RFA, RWB, CSOs, Private sector
Improve forest management and promote indigenous species, agroforestry, fruit trees, and urban trees	
Increase tree seedling nurseries at cell level	
Upgrade and operationalize the Forest Monitoring and Evaluation System (FMES)	

Pillar | Sector | NST2 Priority Area (NPA)| Goal | Sector Priority Area | Outcome | Strategic Interventions (SI)	Responsible Institutions
Increase water availability through storage development (the construction of Muvumba Multipurpose Dam and Nyabarongo II HPP) and equitable water allocation	
Outcome 3: Enhanced land administration and management	
Enhance compliance to land use master plans leveraging technology	Lead: **MoE**, NLA, Private Sector, CSOs
Improve land administration information system (LAIS) leveraging registration of expropriated lands and protected areas (at least 100,000 land parcels)	
Develop a land market (establish a regulatory framework and data information platform for land value) to reduce speculations	
PA-14: Innovative Fund Mobilization	
Outcome 4: Mobilized climate and nature finance to increase climate resilience for a sustainable development	
Develop and leverage fund mobilization programs/investment plans to attract resources and maximize investment impacts	Lead: **MoE**, MINECOFIN, Rwanda Green Fund, KIFC
Diversify climate and nature finance instruments leveraging private capital	
PA-15: Environmental management, low carbon economy and resilience to climate change	
Outcome 5: Enhanced Environmental management, mitigation and adaptation to climate change	
Develop a GHG data management system to monitor carbon emissions of high emissions sectors (agriculture, energy, transport, industrial processes, and product use)	Lead: **MoE**, REMA, RMB, Private Sector
Increase the development and monitoring of Strategic Environmental Assessments (SEA) for policies, plans, and programs	
Strengthen the monitoring of mining activities to promote sustainable & climate compatible mining (compliance rate)	
Rehabilitate abandoned historical mining and quarry sites	

Pillar | Sector | NST2 Priority Area (NPA)| Goal | Sector Priority Area | Outcome | Strategic Interventions (SI)	Responsible Institutions
1.4 Financial Sector Development (FSD) [Sector 4]	
1.4.1 Resilient and broadened financial sector for private sector growth [4.9]	
Goal 11: Increase savings rate from 12.4% to above 25.9%	
Goal 12: Double private investment from USD 2.2 billion to USD 4.6 billion	
PA-16: Strengthen Domestic Savings & Expand Financial Inclusion	
Outcome 1: Increased national savings to reduce dependence on external financing	
Develop tailored financial products and services for different segments of the population	Lead: **MINECOFIN**, Financial Institutions, RSSB
Strengthen Ejo Heza by introducing dual accounts and providing incentives to attract more savers and savings	
Diversify and transform Rwanda Pension schemes	
Increase and diversify the number of Collective Investment Scheme Products	
Outcome 2: Expanded financial inclusion by increasing access to formal financial products and services	
Increase usage and access to quality Financial services	Lead: **MINECOFIN**, RSSB, BNR, Financial Institutions
Implement the Financial inclusion and Education strategy	
Develop and Implement Rwanda Inclusive Insurance strategy to expand Micro insurance products in the economy	
Support local economic development through operationalization of a cooperative bank	
Outcome 3: Increased adoption of technology-driven financial solutions	
Enhance the interoperability environment of financial services in Rwanda	Lead: **MINECOFIN**, RSSB, BNR, Financial institutions
Introduce the Central Bank Digital Currency (CBDC)	
Promote the growth of fintech startups and digital innovation financial solutions	

Pillar | Sector | NST2 Priority Area (NPA)| Goal | Sector Priority Area | Outcome | Strategic Interventions (SI)	Responsible Institutions
PA-17: Position Rwanda as a Leading International Financial Hub while bolstering its Financial systems	
Outcome 1: Robust and well regulated financial system with transparency and fair practices	
Put in place internationally competitive regulatory and operating environment for investors	Lead: **MINECOFIN**, KIFC, BNR, Financial institutions
Facilitate and Ensure Rwanda's compliance with international guidelines/standards	
Outcome 2: Fostered international partnerships for Knowledge sharing and market access	
Attract and facilitate set up of high value investors and financial actors to the financial Center	Lead: **MINECOFIN**, KIFC, RDB BNR, CMA, RSE, Financial Institutions
Develop new and alternative forms of capital (financial products/services) to the financial Center.	
Develop Capacity and attract skilled labor both in private and public financial sector institutions	
PA-18: Expand Financial Access For The Private Sector	
Outcome 1: Developed, efficient and liquid capital markets	
Improve the Capital Market Regulatory Framework	Lead: **MINECOFIN**, RDB, KIFC, CMA, Financial Institutions, Private Sector, RSE
Diversify Investment products (corporate bonds, Green bonds,Municipal bonds etc.,)	
Broaden and Diversify Investor Base	
Increase Financial Literacy/ Market Education	
Improve Rwanda's financial market rankings in international and regional indices (ABSA, etc.)	
Outcome 2: Strengthened entrepreneurship and accelerated SMEs growth	
Increase and review government financial interventions under BRD and BDF	Lead: **MINICOM**, BRD, BDF, Financial Institutions, Private Sector
Diversify and Innovate new Loans products tailored to SMES of Youths and Women	
Establish and capitalize the de-risking facility (Credit guarantee facility, Grant facility for infrastructure development and Grant facility for market linkages and technology development)	

Pillar | Sector | NST2 Priority Area (NPA)| Goal | Sector Priority Area | Outcome | Strategic Interventions (SI)	Responsible Institutions
1.5 Transport (Infrastructure) [Sector 5]	
1.5.1 Enhanced transport connectivity for economic growth and trade [4.6]	
Goal 13: Establish a robust multi-modal transport network to reduce transport cost and promote social economic growth	
PA-19: Develop transport infrastructure and services to facilitate economic growth and trade	
Outcome 1: Improved public transport services countrywide and reduced traffic congestion in urban areas	
Scale up dedicated bus lanes in the City of Kigali and modernize bus stops and terminals	Lead: **MININFRA**, CoK, RURA, Private Sector
Construct and upgrade high-capacity road junctions in urban areas	
Increase intercity scheduled bus services across the country	
Implement smart traffic management equipped with bus prioritization in urban areas	
Increase intercity scheduled bus services across the country to ease mobility	
Outcome 2: Improved quality of the road Network and trade-supporting infrastructure	
Construct and rehabilitate over 300 km of national roads	Lead: **MININFRA**, RTDA, RMF, Districts
Maintain the national paved road network to keep acceptable riding quality	
Construct and rehabilitate at least 500 km of feeder roads	
Outcome 3: Enhanced green and resilient transport system	
Promote and expand electric mobility in public transport	Lead: **MININFRA**, RDB, MoE, REMA, Rwanda Green Fund, Private sector
Promote the development of climate resilient transport infrastructure (including public charging systems for electric vehicles)	
Develop cable car technology in both urban areas	

Pillar | Sector | NST2 Priority Area (NPA)| Goal | Sector Priority Area | Outcome | Strategic Interventions (SI)	Responsible Institutions
Promote nature-based solutions to mitigate climate issues	
Outcome 4: Improved Air Transport Infrastructure and Services	
Complete the construction and start operationalization of Bugesera International Airport	Lead: **MININFRA**, ATL, RwandAir, RCA, RAC, Private Sector
Rehabilitate Rubavu and Musanze Airports	
Increase RwandAir number of destinations and boost cargo freight capacity and services	
Double Passenger Numbers transported by RwandAir	
Construct and operationalize Aviation Skills Academy	
Increase cargo volumes handled in all airports	
Outcome 5: Improved maritime transport infrastructure and services	
Improve and scale up Cargo transport services and capacity on Lake Kivu	Lead: **MININFRA**, RTDA, Private Sector, Districts
Develop and operationalize Ports along Lake Kivu (Rusizi, Karongi & Nkora in Rutsiro District)	
Construct and operationalize One Stop Border Post (OSBP)	
1.6 Energy (Infrastructure) [Sector 6]	
1.6.1 Renewable & clean energy transition & universal access to electricity (Sector: Infrastructure - Energy) [4.4]	
Goal 14: Increase access to electricity countrywide	
PA-20: Scale up electrification to achieve universal access	
Outcome 1: Increased spatial access to electricity countrywide	
Scale up access to electricity (on-grid/ off-grid) to productive users (industries, health facilities, schools, agro-processing plans among others)	Lead: **MININFRA**, REG, Private Sector, Districts
Roll out access to electricity in all cells of the country to facilitate household connections	

Pillar | Sector | NST2 Priority Area (NPA)| Goal | Sector Priority Area | Outcome | Strategic Interventions (SI)	Responsible Institutions
Outcome 2: Enhanced electricity generation capacity while increasing the share of renewable energy	
Increase energy generation capacity to meet demand projection and maintain the spinning reserve	Lead: **MININFRA**, REG, RAEB, Private Sector, MoH, MINAGRI
Increase the share of renewable energy in power generation mix	
Develop and explore nuclear technology for productive uses in sectors such as health, energy and agriculture	
Goal 15: Enhanced energy security and efficiency	
PA-21: Ensuring energy security on critical energy products	
Outcome 1: Enhanced energy security	
Develop adequate strategic reserves and storage infrastructure for Oil and gas products	Lead: **MININFRA**, MINICOM
Construct storage infrastructure and ensure adequate reserves for oil products	
PA-22: Scale up the adoption of clean and efficient biomass cooking technologies	
Outcome 1: Increased adoption of clean and efficient biomass cooking technologies	
Scale up adoption of clean and efficient biomass cooking technologies for large scale users (schools, health facilities, prisons, etc.)	Lead: **MININFRA**, MINALOC, MoE, District, CSOs, Rwanda Green Fund
Mobilize households and disseminate efficient biomass cooking technologies	
1.7 Urbanization and Rural Settlements (Infrastructure) [Sector 7]	
1.7.1 Enhanced urbanization and settlements for agglomeration benefits [4.7]	
Goal 16. Accelerate sustainable urbanization from 27.9% to 39.2%	
PA-23: Establish initiatives to promote sustainable growth of urban and rural areas	
Outcome 1: Developed, inclusive, climate resilient Cities and Towns	

Pillar | Sector | NST2 Priority Area (NPA)| Goal | Sector Priority Area | Outcome | Strategic Interventions (SI)	Responsible Institutions
Implement flagship projects in CoK, Satellite and Secondary cities, and district towns, leveraging their local economic potentials)	Lead: **MININFRA**, RTDA, RHA, CoK, MoE, REMA, NLA REG, WASAC, Districts
Develop detailed physical plans, site servicing to enhance well planned urban and rural settlements	
Rehabilitate and scale up urban wetlands in CoK and increase open and green spaces in urban areas	
Outcome 2: Increased access to decent housing and enhanced resilience of communities	
Upgrade urban unplanned settlements with adequate infrastructure and services	Lead: **MININFRA**, RHA, MoE, REMA, MINALOC, Private Sector, CoK, Districts
Relocate households from high-risk zones to planned resilient settlements	
Rehouse low-income households currently located in unplanned settlements into improved and densified housing	
Develop affordable Housing units for both rent and/or purchase in partnership with private sector	
Mobilize rural households in scattered settlements to settle to planned resilient settlements	
Outcome 3: Enhanced integration of spatial and investment planning	
Implement Spatial Development Framework tools (to ensure spatially coordinated investment planning in line with the NLUDMP)	Lead: **MINICT**, MoE, NLA, RSA, MINALOC, RISA
Conduct regular implementation audits and inspections (in 30 districts,) of spatial development tools and enforce implementation of recommendations	
Enhance service delivery through digital tools (e.g., BPMIS)	
1.8 ICT [Sector 8]	
1.8.1 Digital transformation [4.8]	
Goal 17: Accelerate the growth of digital economy through universal digital inclusion, greater adoption of digital services, and increased productivity	
PA-24: Foster digital transformation across key economic sectors	

Pillar | Sector | NST2 Priority Area (NPA)| Goal | Sector Priority Area | Outcome | Strategic Interventions (SI)	Responsible Institutions
Outcome 1: Increased digital literacy and digital skills development for a globally competitive workforce	
Train 1.5 million citizens in basic coding and advanced ICT skills	Lead: **MINICT**, RISA, MINEDUC, Private Sector
Ensure universal basic digital literacy	
Create digital jobs for local and global market competitiveness	
Strengthen coordination and impact of digital literacy and skills investments (through the Digital Inclusion Council)	
Outcome 2: Strengthened innovation ecosystem for private sector-led growth	
Expand and strengthen funding accessibility to support innovative startups	Lead: **MINICT**, MINICOM, RDB, RISA, Private Sector
Boost the innovation ecosystem and invest R&D activities	
Enhance Rwanda's competitiveness and access to regional and global market (for innovative products, services, and technologies)	
Establish an innovation institutional framework to drive technological progress across key economic sectors	
Outcome 3: Enhanced digital service delivery	
Completing end-to-end digitalization of government services at 100%	Lead: **MINICT**, MINALOC, RISA, Private sector
Incentivize private sector to provide their services online	
PA-25: Promote Digital Inclusion through accessible, resilient, and secure ICT Infrastructure	
Outcome 1: Enhanced access to affordable, quality broadband connectivity and world-class infrastructure	
Modernize and expand access to communication and internet infrastructure	Lead: **MINICT**, RISA, RURA, RSA, Private Sector

Pillar | Sector | NST2 Priority Area (NPA)| Goal | Sector Priority Area | Outcome | Strategic Interventions (SI)	Responsible Institutions
Develop high-performance computing infrastructure to support advanced IT and geospatial applications like big data and AI	
Advance national satellite communication and space infrastructure for sovereign capabilities	
Improve quality of service and experience through mobile number portability and Converged Network Management System (CNMS)	
Outcome 2: Universal smart device ownership	
Establish device financing models for smart devices in partnership with the private sector	Lead: **MINICT**, MINICOM, RISA, Private sector
Advance transition from USSD to application-based services	
Outcome 3: Enhanced Cybersecurity infrastructure and systems	
Integrate online platforms with PKI system in public and private institutions	Lead: **MINICT,** RISA, BNR, Private Sector
Upgrade network security infrastructure	
Establish comprehensive backup and disaster recovery systems	
PA-26: Enhance digital service delivery through the increased use of data and emerging technology	
Outcome 1: Implementation of Single Digital ID	
Integrate government agencies' backend systems	Lead: **MINICT**, RISA, NIDA, MINALOC
Implement the SDID and promote its adoption through high-impact use cases	
Outcome 2: Increased adoption of data for decision making and improved operational efficiency	
Strengthen data governance across institutions for decision and policy making	Lead:**MINICT**, MINALOC, RISA, NISR
Promote standardized data models, data portals and Digital Public Infrastructure accessible by citizens and businesses	

Pillar | Sector | NST2 Priority Area (NPA)| Goal | Sector Priority Area | Outcome | Strategic Interventions (SI)	Responsible Institutions
Outcome 3: Foster usage of emerging technology to advance Smart Cities	
Increase Rwanda's capabilities to rapidly test and adopt AI and other emerging technology solutions across various sectors	Lead:**MINICT,** MINALOC, RISA, RHA, CoK, Districts
Implement schemes that prioritize smart cities and efficient services, utilities, and sustainable urbanization	
PILLAR 2: SOCIAL TRANSFORMATION PILLAR	
2.1 Education [Sector 9]	
2.1.1 Improve the quality and market relevance of education [5.1]	
Goal 18: Increase net enrollment in pre-primary education from 35% in 2023 to 65% in 2029	
Goal 19: Improve learning outcomes and efficiency in basic education.	
Goal 20: Scale up access to market -relevant Education in Basic TVET and Higher Education	
Goal 21: Enhance ICT integration in education	
PA-27: Ensure timely access to quality education in basic education	
Outcome 1: Increased net enrollment in pre-primary from 35% to 65%	
Establish resilient and inclusive classrooms	Lead: **MINEDUC**, REB, MIGEPROF, NCDA, Districts,
Mobilize parental and community support for increasing pre-primary enrollment	
Recruit trained pre-primary teachers and ensure Continuous Professional Development for new and existing teachers	
Facilitate Early Childhood Development centres to meet pre-primary standards by enrolling learners and recruiting teachers	
Provide age-appropriate teaching and Learning materials for pre-primary schools	

Pillar | Sector | NST2 Priority Area (NPA)| Goal | Sector Priority Area | Outcome | Strategic Interventions (SI)	Responsible Institutions
Outcome 2: Improved timely enrolment and learning outcomes, and equitable access in primary education	
Establish inclusive classrooms and other school infrastructure to eliminate double shifts and reduce overcrowding	Lead: **MINEDUC**, MINALOC, MIGEPROF, REB, NESA, Private Sector, CSOs, Districts
Sustain the school feeding program	
Establish model special schools for children with Autism and other severe intellectual challenges	
Recruit teachers from teacher training institutions and provide training to untrained in-service teachers.	
Provide English training to primary teachers.	
Improve Foundational Literacy and Numeracy skills with a focus on Foundational grades	
Reduce school dropout rate through enhancing school and community collaboration	
Ensure the availability of adequate learning materials including textbooks	
Reduce repetition rate by continuously implementing remedial learning education strategies	
Expand functional adult literacy programs	
Outcome 3: Increased net enrolment and quality in secondary education	
Sustain the school feeding program	Lead: **MINEDUC**, MINALOC, REB, RTB, NESA, Districts
Establish career guidance and counseling corners-	
Reduce school dropout rate through attendance tracking, early warning and response mechanisms	
Reduce the repetition rate in secondary education by continuously implementing remedial learning education strategies	
Enhance STEM education with related infrastructure, teaching and learning materials	

Pillar | Sector | NST2 Priority Area (NPA)| Goal | Sector Priority Area | Outcome | Strategic Interventions (SI)	Responsible Institutions
PA-28: Scale up access to market -relevant Education in Basic TVET and Higher Education	
Outcome 1: Enhanced access to quality education in Basic TVET (from 43% to 60%)	
Establish Technical Secondary Schools (TSS) centers of excellence in all districts.	Lead: **MINEDUC**, REB, RTB, Private Sector, Districts
Sustain the school feeding program in TVET schools	
Establish career guidance and counseling corners in TVET institutions	
Improve TVET with modern infrastructure, equipment, consumables and materials to enhance STEM	
Promote research and innovation aligned to labor market demands	
Scale up Vocational Training Center to cell level (through workplace learning approaches)	
Strengthen the capacities of in-service TVET teachers	
Outcome 2: Enhanced quality of higher learning education	
Upgrade HLIs with modern STEM infrastructure, materials, equipment and consumables	Lead: **MINEDUC**, MIFOTRA, REB, NCST, RTB, Private Sector, Districts
Align academic programs with labor market needs	
Collaborate with the private sector in research projects to produce oriented transformative and innovative products.	
PA-29: Enhance ICT integration in education at all levels of General Basic Education and TVET	
Outcome 1: Increased use of ICT in Teaching and Learning at all levels of education	
Provide ICT infrastructure and equipment in schools	Lead: **MINEDUC**, REB, MINICT, RISA
Develop accessible and interactive digital content and train teachers in the use of e-learning platform	
Strengthen education data management systems for evidence-based decision making	

Pillar | Sector | NST2 Priority Area (NPA)| Goal | Sector Priority Area | Outcome | Strategic Interventions (SI)	Responsible Institutions
2.2 Health [Sector 10]	
2.2.1 Enhanced quality of health, strengthened health systems, and reduced stunting (Health Sector - including nutrition [5.2]	
Goal 22: Reduce Maternal Mortality Ratio from 105 per 100,000 live births in 2023 to 60 per 100,000 live births by 2029	
Goal 23: Reduce Under-five mortality rate from 39.4 per 1,000 live births in 2023 to 30 per 1,000 live births by 2029	
Goal 24: Reduce the prevalence of stunting among under five children from 33% in 2024 to below 15 % in 2029	
Goal 25: Quadruple skilled health workforce	
PA-30: Continuously Improving the Access to and Quality of Health Services through Primary Health Care	
Outcome 1: Attained universal health coverage of essential health services	
Improve coverage and quality of Antenatal care	Lead: **MoH**, RBC, MIGEPROF, Districts
Implement nationwide rollout of maternal health bundles to timely identify and properly manage postpartum hemorrhage (PPH)	
Implement appropriate task shifting and capacity building to enhance the quality of maternal, newborn and child health service provided	
Conduct targeted and customized HIV Prevention awareness campaigns among Youth and Key Populations	
Strengthen community-based mental health services and post-rehabilitation programs	
Raise awareness and educate the public using innovative and targeted strategies on major Non-Communicable Diseases (NCD) risk factors	

Pillar | Sector | NST2 Priority Area (NPA)| Goal | Sector Priority Area | Outcome | Strategic Interventions (SI)	Responsible Institutions
Review/Expand benefit package under CBHI and other insurance schemes to include high-impact/ high-cost health interventions/services	
Increase access to adolescent and youth-focused sexual and reproductive health services to reduce teenage pregnancies	
PA-31: Improving Child Nutrition	
Outcome 2: Reduced stunting in under five children	
Reinforce a multisectoral approach to eliminate all forms of malnutrition	Lead: **MoH**, MINALOC, RBC,MIGEPROF, NCDA, MINEDUC, MINAGRI, MINALOC, Districts
Enhance community-based screening of nutritional status and raise awareness on good feeding practices	
Revamp nutritional centers at health centers and improve coordination with community health services	
Ensure availability of nutrition commodities	
Scale up and improve standardized Early Childhood Development (ECD) Facilities across the country	
PA-32: Strengthening Health Systems and Preparedness for Public Health Emergencies	
Outcome 3: Population protected from any public health threats	
Develop, reinforce, and roll out robust event monitoring and early warning systems	Lead: **MoH**, RBC, MINICT, RNP, RIB, MINEMA, MINALOC, Districts
Establish National One Health Emergency Operation Center	
Strengthen Antimicrobial resistance (AMR) surveillance through the establishment of a Centre of Excellence for AMR surveillance, training, and research	
Operationalize the Centre of Excellence for Isolation centers in order to conduct countrywide training and simulation exercises	
Expand multi-pathogen, clinical metagenomics, and sequencing capacities	
Strengthen multisectoral collaboration and international partnership in health security	

Pillar | Sector | NST2 Priority Area (NPA)| Goal | Sector Priority Area | Outcome | Strategic Interventions (SI)	Responsible Institutions
PA-33: Expanding the Health Workforce	
Outcome 4: A robust health workforce that is well-trained, adequately supported, and optimally deployed to meet the population's health needs	
Design and implement a robust career guidance and strategic recruitment guideline	Lead: **MoH**, RBC, MIFOTRA/ CSO, MINEDUC/HEC, Universities, Districts, Private Sector
Active support to eligible trainees across priority cadres, including scholarship support	
Expand the number of level 2 teaching hospitals	
Increase motivation & incentives, continuous professional development, skills developmentand in-service training	
Recruit, train, and deploy certified professional community health cadres at community level	
PA-34: Continuing to Expand Health Infrastructure and Equip Health Facilities	
Outcome 5: Maximized readiness and operationalization of health facilities through modernized health infrastructure	
Rehabilitate and renovate the existing health facilities (health Posts,health centers, district hospitals, teaching hospitals, and specialized hospital)	Lead: **MoH**, RBC, RHA, HEC
Implement strategic acquisitions of medical equipment	
Establish partnerships with academic institutions to improve biomedical engineering and health-infrastructure programs to prioritize medical device manufacturing	
Develop and implement rigorous accreditation processes and standards for health facilities to ensure high-quality health care services	
PA-35: Promoting Medical Tourism and Positioning Rwanda as a Hub for Specialized Healthcare Services	
Outcome 6: A high-tech and innovative health city – "Kigali Health City" established and Specialized Healthcare Services Expanded	

Pillar | Sector | NST2 Priority Area (NPA)| Goal | Sector Priority Area | Outcome | Strategic Interventions (SI)	Responsible Institutions
Develop Kigali Health City (a zone reserved for high-tech healthcare provision and a green, clean, and healthy environment for professionals, patients, caregivers, and others who need health-related services)	Lead: **MoH**, RDB, RHA, MINAFFET, Private Sector, Districts
Create enabling environment that incentivizes private sector players to invest in health	
Create an enabling environment for health facilities to specialize the healthcare suitable for medical tourism	
Outcome 7: Promoted Drug discovery Research and attracted investment in local manufacturing pharmaceuticals	
Create an enabling environment by putting in place adequate legal framework facilitating investment in local manufacturing pharmaceuticals.	Lead: **MoH,** RBC, RDB, MINIJUST, FDA
Create clinical trial sites for drugs in Rwanda	
2.3 Social Protection [Sector 11]	
2.3.1 Enhanced graduation from poverty and increased resilience	
Goal 26: Reduced poverty and improved standards of living	
PA-36: Promote graduation by creating an enabling environment for income opportunities	
Outcome 1: Enhanced households' empowerment to sustainably graduate out of poverty	
Target graduation participants through social registry and provide full package	Lead: **MINALOC**, LODA, Districts, Private Sector, CSOs,
Provide coaching, referrals and behaviour change support through para-social workers to empower graduation participants	
Improve stakeholder coordination to stimulate contributions from CSOs and the private sector on graduation	

Pillar | Sector | NST2 Priority Area (NPA)| Goal | Sector Priority Area | Outcome | Strategic Interventions (SI)	Responsible Institutions
PA-37: Protect those in poverty by ensuring access to essential services, through social security and income support	
Outcome 1: Increased access to social security and income support programmes, particularly among vulnerable people	
Increase coverage of comprehensive safety nets and lifecycle approach	Lead : **MINALOC,** RSSB, Districts, Private Sector
Increase coverage of mandatory social security and insurance schemes in the formal sector	
Ensure full coverage of CBHI through mobilisation and complementary support to eligible beneficiaries	
Increase coverage of individuals enrolled and saving with Ejo Heza	
Outcome 2: Reduced Malnutrition	
Scale-up coverage of NSDS (cash transfers, behaviour change)	Lead : **MINALOC**, MIGEPROF, LODA, NCDA, MoH, Districts
Provide nutrition commodities to eligible population	
Outcome 3: Increased access of vulnerable groups to high quality social care services	
Increase access of vulnerable groups to psychosocial support, reintegration packages, community-based rehabilitation and livelihood support	Lead: **MINALOC**, LODA, NCPD, Districts
Provide training and capacity building for front-line workers to improve the quality and delivery of services	
PA-38: Prevent people from falling into poverty by providing income security and insurance mechanisms to safeguard individuals and families from shocks	
Outcome 1: Effective and efficient disaster risk management and resilience to shocks	
Ensure all households affected by shocks receive support via asset insurance, cash and in-kind support	Lead: **MINALOC**, LODA, MINEMA, Districts
Scale-up climate-smart public works projects to households	

Pillar | Sector | NST2 Priority Area (NPA)| Goal | Sector Priority Area | Outcome | Strategic Interventions (SI)	Responsible Institutions
2.4 Water and Sanitation (Infrastructure) [Sector 12]	
2.4.1 Increased access to Water for socioeconomic development [4.5]	
Goal 28: Universal access to improved water services	
PA-39: Scale up drinking water access to all villages countrywide	
Outcome 1: Increased access to drinking water	
Scale up access to drinking water in all villages	Lead: **MININFRA**, WASAC, Districts, Private Sector, CSOs
Scale up the access to basic water for productive use centers	
Increase by doubling the daily water production capacity to meet projected demand	
Construct, upgrade and rehabilitate the Water infrastructure	
Rehabilitate Non-functional Water Supply systems to reduce on the non-revenue water bill	
2.4.2 Increased access to Sanitation & Hygiene (WASH) services for improved wellbeing [5.3]	
Goal 29: Universal access to improved sanitation facilities	
PA-40: Increase access to Sanitation, and Hygiene (WASH) services for improved wellbeing	
Outcome 1: Increased access to sanitation services	
Sensitize all households to develop their own sanitation, hygiene facilities and develop sanitation practices for disease prevention	Lead: **MININFRA**, WASAC, Private Sector, MINALOC, CSOs, Districts
Scale up public and private facilities to cater for sanitation needs	
Construct centralized sewerage systems including Kigali Centralized sewerage system	
Construct faecal sludge treatment plants	
Construct the solid waste management facilities for proper collection and disposal modern landfills including Nduba landfill	

Pillar | Sector | NST2 Priority Area (NPA)| Goal | Sector Priority Area | Outcome | Strategic Interventions (SI)	Responsible Institutions
Develop and promote tailor-made sanitation solutions for different households in partnership with private sector	
PILLAR 3: TRANSFORMATIONAL GOVERNANCE PILLAR	
3.1 Governance and Decentralization [Sector 13]	
3.1.1 Enhance citizen-centered local development and effective service delivery [6.2]	
Goal 30: Increase quality of service delivery to above 90%	
PA-41: Strengthen institutional frameworks, collaboration, and coordination for inclusive, climate-resilient, and gender-transformative Local Economic Development (LED)	
Outcome 1: Resilient and inclusive local economies are developed and sustained	
Facilitate Districts and City of Kigali to update, publish and utilize local economic potentiality maps and investment profiles to accelerate resilient and inclusive LED	Lead: **MINALOC**, LODA, MINAFFET, RCA, Financial Institutions, CoK, Districts
Enable Districts and the City of Kigali to allocate resources to priority and flagship green and gender-inclusive LED projects/activities through capacity building for local economic actors (Cooperatives, SACCOs etc.)	
Strengthen Bilateral, Regional and Multilateral Cooperation to enhance Rwanda's socio-economic transformation by establishing and formalizing high-impact partnerships	
Scale up mobilization of the Rwandan Community Abroad to actively participate in the national development agenda, and improve the quality of services provided to them	
PA-42: Strengthen local government institutional, organizational, and human resource capacities for effective coordination and collaboration and implementation of citizen-centered service delivery	
Outcome 1: Quality and inclusive services are delivered and sustained	
Reform both central and local government and strengthen capacities in public service	Lead: **MINALOC**, LODA, MIFOTRA, Districts

Pillar | Sector | NST2 Priority Area (NPA)| Goal | Sector Priority Area | Outcome | Strategic Interventions (SI)	Responsible Institutions
Upgrade citizen complaint management systems, and coordinate the operationalization of effective citizen complaint handling mechanisms	
Establish a comprehensive multi-sectoral coordination framework to align human capital development projects and programs with local priorities	
Mainstream and operationalize sectoral decentralization processes to enhance quality of service delivery	
Sensitize private service providers to strengthen the quality of services delivered to the community	
Reinforce monitoring of service delivery (public and private) through regular assessments and research on governance and home-grown solutions (HGS)	
PA-43 Enhance effectiveness of existing citizen participation spaces and mechanisms to strengthen transparency and accountability for better service delivery and national transformation	
Outcome 2: Empowered citizens to effectively participate in governance and socioeconomic development processes	
Enhance the efficiency and effectiveness of existing citizen participation platforms and strengthening of effective feedback mechanisms to expedite citizens' problem-solving and improve accountability	Lead: **MINALOC,** MIFOTRA, RGB,LODA, CSOs, MINUBUMWE
Reinforce collaboration and coordination frameworks (Clusters, Joint Action Development Forum, Sector Working Groups, Citizen Assemblies, etc.) for more effective decision-making, planning, and implementation of development program	
Strengthen national unity, resilience, and community-based healing by institutionalizing Rwandan culture and values in civic education (Ndi Umunyarwanda, Itorero, etc.) and national development programs.	
Develop and sustain effective participation of Media, CSOs, and FBOs in local governance, transparency and accountability	
Revisit Media capacity building interventions to focus on practical and market-relevant skills	

Pillar | Sector | NST2 Priority Area (NPA)| Goal | Sector Priority Area | Outcome | Strategic Interventions (SI)	Responsible Institutions
3.2 Justice Reconciliation, Law and Order (JRLO) [Sector 14]	
3.2.1 Enhanced Rule of Law	
Goal 31: Enhanced Universal access to quality justice	
PA-44: Improve justice service delivery and reduce case backlogs	
Outcome 1: Reduced case backlogs by half	
Implement Alternative Dispute Resolution (ADR) and Criminal Justice Policies to increase cases settled through mediation and plea-bargaining of all cases	Lead: **MINIJUST,** RLRC, RNP
Review Court procedures and laws	
Implement career development policy in the Judiciary	
Expand Legal aid provision to vulnerable people through semestrial legal aid week	
Outcome 2: Improved justice service delivery	
Upgrade the Forensic Institute to increase cases timely handled and make it accessible to the public	Lead: **MINIJUST,** Forensic Institute, RNP
Leverage innovative technologies such as IECMS to improve justice service delivery	
3.2.2 Strengthen Accountability [6.3]	
Goal 32: Enhance Transparency and accountability and compliance of national laws	
PA-45: Strengthen transparency and accountability	
Outcome 1: Reduced corruption and injustice in all its forms	
Conduct anti-corruption and anti-injustice dialogues, trainings and awareness campaigns among various categories of Rwandans	Lead: **MINIJUST**, Ombudsman, MINALOC, RGB, Districts, CSOs

Pillar | Sector | NST2 Priority Area (NPA)| Goal | Sector Priority Area | Outcome | Strategic Interventions (SI)	Responsible Institutions
Conduct corruption risk assessment, legal and compliance analysis to raise the level of citizen satisfaction with performance of institutions in fighting corruption	
Monitor the implementation of Anti-corruption Policy and strategies to raise the level of citizen satisfaction with government commitment to fight corruption	
Conduct Annual Corruption Barometer	
3.2.3 National Unity, Resilience, culture and values [6.4]	
Goal 33: United, resilient and actively engaged Rwandan Nation	
PA-46: To promote and uphold Rwandan identity and social healing	
Outcome 1: Strengthened National unity and community resilience	
Promote Ndi Umunyarwanda values in different groups in Rwanda and Rwandan community abroad;	Lead: **MINIBUMWE**, MINALOC, MINAFFET, RCA, Districts
Coordinate social healing and social reintegration programs at community level by establishing guidelines and structures)	
PA-47: Prevention and fight against genocide ideology	
Outcome 1: Combated genocide ideology and revisionism	
Enhance regional and international cooperation in genocide ideology prevention and prosecution	Lead: **MINIBUMWE**, MINIJUST, MINALOC, Districts
Strengthen legal and social media awareness on denial and revisionism of the Genocide against the Tutsi	
Develop and maintain Genocide memorial sites (equipping them with educational materials and enhancing preservation using technology)	
Organize annual Commemorations of Genocide against the Tutsi	
Collect and preserve archives on Rwandan History	

Pillar | Sector | NST2 Priority Area (NPA)| Goal | Sector Priority Area | Outcome | Strategic Interventions (SI)	Responsible Institutions
3.2.4 Sustained Peace and Security [6.6]	
Goal 34: Preserving Peace, safety and security	
PA-48: To sustain Peace and Security	
Outcome 1: Increased confidence in peace, personal safety and property security	
Strengthen capacity and capabilities of security organs to preserve territorial integrity and protect people and their property	Lead: **MININTER**, MINAFFET, RNP, RIB, MINALOC, RCS
Improve crime prevention and public order through community policing initiatives	
Continue contributing to peace and security through strengthened bilateral, regional and international Cooperation	
Ensure effective correctional, rehabilitation and reintegration services	
3.3 Sports and Culture [Sector 15]	
3.3.1 Fostering National Unity, Resilience, culture and values [6.4]	
Goal 35: Reinforce the preservation and promotion of Kinyarwanda, cultural values, norms and Rwandan heritage	
PA-49. Preserve and promote Rwandan Culture, values, norms and Rwandan Heritage	
Outcome 1: Rwandan cultural values and norms embedded into daily life	
Conduct mobilization campaigns to promote the proper use of Ikinyarwanda and cultural values among specific groups (Artists, Journalists, Parents, institutions, students, etc.,)	Lead: **MoYA**, MINUBUMWE, MINALOC, RCA
Operationalize Itorero program at different levels (village level, schools, institutions and Rwandan Community Abroad)	
Develop infrastructure to promote culture	

Pillar | Sector | NST2 Priority Area (NPA)| Goal | Sector Priority Area | Outcome | Strategic Interventions (SI)	Responsible Institutions
Outcome 2: Rwandan cultural heritage promoted	
Digitize Rwandan cultural heritage through digital mapping of heritage sites, virtual visit of campaign against Genocide	
Develop and adopt Legal frameworks governing Archives services and book management	
3.4 Public Finance Management (PFM) [Sector 16]	
3.4.1 Strengthen Accountability [6.3]	
Goal 36: Enhance Transparency, accountability and compliance with national laws	
PA-50: Increase compliance with PFM rules and improve oversight of value-for-money	
Outcome 1: Public entities are increasingly able to comply with international accrual standards and with PFM laws and regulations	
Phase in IPSAS accrual standards implementation	Lead: **MINECOFIN,** RPPA,OAG
Improve risk management and strengthen the quality of internal audit function	
Improve the monitoring and inspection of procurement entities to minimize non-compliance in procuring entities	
Outcome 2: Increased value for money of public spending	
Widen audit coverage and increase the capacity of the Supreme Audit for specialized audits	Lead: **MINECOFIN**, OAG
Increase Supreme Audit Institute (SAI) public engagement and support to Parliament to scrutinize audit findings	
PA-51: Strengthen and sustain critical capabilities for effective PFM	
Outcome 1: PFM systems are sustainable, well-integrated and more responsive to user needs and decision making	

Pillar | Sector | NST2 Priority Area (NPA)| Goal | Sector Priority Area | Outcome | Strategic Interventions (SI)	Responsible Institutions
Enhance IFMIS sustainability and utility as a decision-making tool	Lead: **MINECOFIN**, RPPA, RRA, OAG, MINICT, RISA, Districts
Increase Umucyo (e-Procurement) coverage, security and user experience	
Finalize and deploy Internal Audit Management Software (IAMS)	
Digitize Supreme Audit Institute's audit processes	
Modernize digital infrastructure for revenue collection	
Strengthen local government systems and frameworks for resource mobilization	
Outcome 2: The PFM sector is underpinned by a more sustainable pipeline of critical skills	
Refocus Learning and development Strategy to provide required PFM skillsets with more emphasis on PFM upstream skills	Lead: **MINECOFIN,** MINALOC, Districts, professional bodies
Enhance the delivery of PFM skills through professional bodies	
Increase subnational capacity to implement PFM practices	
PA-52: Enhance Climate Responsive PFM	
Outcome 1: Strengthened Climate Responsive PFM	
Strengthen the framework and implementation support for "green public procurement"	Lead: **MINECOFIN**, RPPA
Enhance climate responsive budgeting as a tool for external oversight and internal decision-making	
Integrate sustainability more fully in the public investment management process	
Develop and build capacity of PFM staff on climate risk reporting	

Pillar | Sector | NST2 Priority Area (NPA)| Goal | Sector Priority Area | Outcome | Strategic Interventions (SI)	Responsible Institutions
Goal 37: Deliver evidence for informed decision making and transparency	
PA-53: Enhance the efficiency, transparency, and accountability for informed decision-making	
Outcome 1: Availed timely, quality, and relevant official statistics for effective PFM	
Generate and disseminate high-quality data that supports evidence-based planning, budgeting, monitoring, and evaluation	Lead: **MINECOFIN**, NISR, MIFOTRA, MINICT, RISA
Provide capacity building and technical support across MDAs, Researchers and public for statistical literacy and informed decision making	
Enhance the adherence to international statistical and reporting standards to promote Rwanda's credibility in PFM	

Republic of Rwanda