

7TH NATIONAL ASSEMBLY



**Parliamentary Standing Committee on Economics
and Public Administration**

**Report
of the**

THE BENCHMARKING VISIT to RWANDA, KIGALI

From 06 TO 10 FEBRUARY 2023

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LIST OF ABBREVIATIONS

OMAS	OFFICES, MINISTRIES, AGENCIES AND STATE OWNED ENTERPRISES
SME	SMALL AND MEDIUM ENTERPRISE
CBD	CENTRAL BUSINESS DISTRICTS
NDP	NATIONAL DEVELOPMENT PLAN
GRN	GOVERNMENT
NDPS	NATIONAL DEVELOPMENT PLANS
HPP	HARAMBEE PROSPERITY PLAN
RDB	RWANDA DEVELOPMENT BOARD
PSF	PRIVATE SECTOR FEDERATION OF RWANDA
NGO	NON-GOVERNMENTAL ORGANISATION
SNV	NETHERLANDS DEVELOPMENT AGENCY
UNIDO	UNITED NATIONS INDUSTRIAL DEVELOPMENT ORGANIZATION
USAID	UNITED STATES AGENCY FOR INTERNATIONAL DEVELOPMENT
WDA	WORK FORCE DEVELOPMENT AUTHORITY
PSCBS	PUBLIC SECTOR CAPACITY BUILDING SECRETARIAT
MIFOTRA	MINISTRY OF PUBLIC SERVICE AND LABOUR
EAC	EAST AFRICAN COMMUNITY
COMESA	COMMON MARKET FOR EAST AND SOUTHERN AFRICA
GDP	GROSS DOMESTIC PRODUCT
BDF	BUSINESS DEVELOPMENT FUND
LODA	LOCAL ADMINISTRATIVE ENTITIES DEVELOPMENT AGENCIES
ICT	INFORMATION COMMUNICATION TECHNOLOGY AND INNOVATION
SACCO	SAVINGS AND CREDIT COOPERATIVE ORGANISATION
ICPC	INTEGRATED CRAFT PRODUCTION CENTRES
MINICOM	MINISTRY OF TRADE AND INDUSTRY
PASP	AGRIBUSINESS SUPPORT PROJECT

1. EXECUTIVE SUMMARY

The Parliamentary Standing Committee on Economic and Public Administration conducted a training workshop from 29 August to 2 September 2022, the objective of the training was to equip Members of the Standing Committee with adequate information and support to undertake evaluation of the economic and industrial transformation envisaged in the vision 2030 in light of the Committees constitutional mandate and role in poverty alleviation and wealth creation.

Members of the Standing Committee were taken through the vision 2030 and the National Development Plans (NDPs), including the targets and strategies from the different NDPs as well as the Harambee Prosperity Plan (HPP) I and II.

The evidence presented is that Namibia is not doing well in terms of manufacturing. An array of factors hampering industrialization and trade enhancement were identified as follows, outdated laws and regulations; lack of forward and backward linkages between the economic sectors; inadequate coordinated planning and implementation of projects; fragmented business support programmes; inadequate tax and non-tax based investment support; and the country's declining economic competitive ranking.

Namibia's natural resources base is highly relevant for the industrial development agenda but it is clear that there is demand to chart an inclusive growth agenda. For inclusiveness to be operationalized, education and development systems of the country needs substantial overhaul with particular emphasis on vocational and technical training. The disparity between rural and urban schools need urgent resolutions to produce the quality human resource for industrialization and quality of life.

The Informal Sector has made many economies to flourish, hence the need for government to improve and capacitate the Small and Medium Enterprise (SME).

In an effort to support the Executive and the Government of the Republic of Namibia with regards to the agenda of Industrialising Namibia by 2030, the Parliamentary Standing Committee on Economics and Public Administration undertook a benchmarking visit to Kigali, Rwanda from 6 – 10 February 2023.

The purpose of the study visit was to afford Members of the Standing Committee an opportunity to learn how Rwanda has developed and implemented her industrial development programme; to learn best practices and make recommendations to the line Ministries and stakeholders on possible strategies to be implemented to support Namibia's journey to Industrialisation and economic development and also to gain in-depth understanding on how

to effectively support the Executive in terms of implementation of industrial programmes and to ensure that the Executive are kept in check and propose policy change that will assist Namibia to meet its vision of an Industrialised Nation by 2030.

The report highlights the findings of the study visit which specially focused on the regulatory framework for industrial development in Rwanda; the rationale for the selection of the national industrial development model and obstacles to effective implementation; management of risks associated with the national industrial development programme; harnessing capacity for implementation of Rwanda industrial development programme; the Strategic plan for local participation in the industrial development programme; identified champions for the successful implementation of the industrial development agenda; on-site learning tour of the Rwanda Special Economic Zone; achievements and challenges in the implementation of the national industrialisation programme; methods followed for economic growth and poverty alleviation.

Some of the key findings based on the briefing meetings and site visits.

- Rwanda Ministry of Trade and Industry has developed a number of key policies and strategies aimed at improving the business environment and complementing efforts to develop the industrial sector.
- Different Institutions was joined and Rwanda Development Board (RDB) was established in 2008 to providing current and potential exporters with trade and market information as well as provide advice and recommend to the Government of Rwanda practical measures to stimulate export trade.
- The Private Sector Federation of Rwanda (PSF) was established in December 1999 replacing the former Rwanda Chamber of Commerce and Industry aim at strengthening private companies, build human capacity for the private sector, facilitate sustainable funding sources for Rwanda 's private sector, develop a vibrant membership association of private sector players and provide economic dispute arbitration.
- The industrial sector especially SMEs has been supported by international Non-Governmental Organisation (NGOs) including the Netherlands Development Agency (SNV), the United Nations Industrial Development Organization (UNIDO) and the United States Agency for International Development (USAID) which have implemented industry support projects especially in support of rural small scale enterprises.
- Institutions charged with capacity building have been empowered such as the Work Force Development Authority (WDA) and Public Sector Capacity

Building Secretariat (PSCBS) in conjunction with the Ministry of Public Service & Labour (MIFOTRA);

- Land reform policies are being implemented to impact on land availability for industries and agriculture.
- Rwanda has joined both the East African Community (EAC) and the Commonwealth bodies to ensuring more partnerships and wider markets.
- Rwanda has a contract agreement with Arsenal Sporting Club to promote the visit Rwanda brand.

Some of Rwanda's challenges and opportunities.

- Despite the successes, Rwanda's industrial sector still faces several challenges such as the lack of enough raw materials in agro-processing sector due to the lack of bulk importation of Raw materials and weakness in value chain integration.
- Rwanda has opportunities that greater regional integration presents, however the country is faces with challenges of reduced costs in accessing a much larger market because of the country's membership of the EAC and the Common Market for East and Southern Africa (COMESA). The two areas have a combined population of over 450 million and a combined Gross Domestic Product (GDP) of close to \$500 billion.
- Rwandan companies have an opportunity to serve on the two markets, but also face greater competition from businesses in countries with larger and more sophisticated industrial sectors, such as Egypt and Kenya. For that matter, effective policy was required to ensure that Rwandan enterprises can compete regionally and beyond.
- Rwanda's Industrial development is structured upon two economic pillars of domestic production and export competitiveness. The construction of these pillars is built upon the foundation of a strong enabling environment; doing so was essential in addressing Rwanda 's trade deficit, by reducing dependence on imports and significantly boosting export revenues.

2. INTRODUCTION AND BACKGROUND

The Parliamentary Standing Committee on Economics and Public Administration was established in terms of Article 56 of the Namibian Constitution. It is within the mandate of the Standing Committee to perform Parliamentary oversight on the activities and programmes of Offices, Ministries, Agencies and State Owned Enterprises (OMAS) responsible for Finance, National Planning, Industrialization, Trade and SME development, Public Enterprises as well as Works and Transport.

The Committee also has the constitutional mandate to exercise oversight on the work of the Executive with regards to the Planning and Implementation of Vision 2030 and all Government businesses.

Namibia is projected to be an Industrial nation by 2030, however evidence present that Namibia is not doing well in terms of manufacturing. The high unemployment rate among the youth and bad performance of the manufacturing sector is hindering economic development in the country.

The Industrialisation agenda is more critical now with the world transition into 4th revolution. How the Government's 4th revolution is complementing the existing programme to realise Vision 2030 is critical to all government sector and citizens.

The Industrialization agenda under the vision and associated plans are very complex and in an effort to regularly and continuously build capacity for MPs to strengthen Parliamentary Committees for effective oversight, and in an effort to support the Government in its quest to reduce the high unemployment rate, alleviate the poverty rate and Industrialised the country by 2030 for economic growth, the Standing Committee undertook a benchmarking visit to Rwanda from 6 to 10 February 2023.

Rwanda commonly known as the land of thousand hills is a country situated at the East Central Africa bordering Uganda, Tanzania, Burundi and Democratic Republic of Congo. The population of Rwanda is 13 Million made up of social group of Hutus, Tutsi and Twa. Rwanda has a power sharing fundamental principle as provide for in Article 10 of the Rwandan Constitution.

Rwanda is comparatively highly ranked in terms of economic growth and competitiveness, industrial performance and ease of doing business. The country is ranked 6th fastest growing economy in Africa, 2nd for doing business in Africa, strong African hub highly connected to African airlines, 1st in the EAC for network readiness and most improved nation in human development in the world.

During the visit, the delegation paid a courtesy call on the Right Honourable Mukabalisa Donatill, Speaker of the Chambers of Deputies. The Standing Committee interacted with the Standing Committee on Economics and Trade in the Parliament of Rwanda responsible for oversight of the national industrial development programmes where they were briefed on the parliamentary procedures and mandate of the Standing Committee. They were also enlightened on the sources of technical support for Committee's oversight function.

The Committee met with four Ministers and Senior officials of Agencies and Statutory Bodies namely: Minister of Finance, Minister of Public Investment and Privatisation, Minister of Trade & Industry, Minister of Infrastructure on Public Works, Rwanda Development Board (RDB), Business Development Fund (BDF), Local Administrative Entities Development Agencies (LODA). The committee also undertook on-site tour of Rwanda Special Economic Zone, Kigali Genocide Memorial and Museum of Campaign Against Genocide.

3. COMMITTEE MEMBERSHIP

The Parliamentary Standing Committee on Economics and Public Administration has twenty-three (23) Members of Parliament derived from various political parties represented in the National Assembly. However, due to budgetary constraints, only 6 Members undertook the visit namely: Hon. Natague Ithete (Chairperson), Hon. Mathias Mbundu (Deputy Chairperson), Hon. Bertha Dinyando, Hon. Maria Elago, Hon. Nico Smit and Hon. Henny Seibeb. Members were accompanied by Ms Theresia Dimba, Committee Clerk.

4. METHODOLOGY

The delegation had briefing meetings with senior officials of key Ministries mentioned in the report. The briefings concluded with discussion, question and answer sessions.

Members undertook site visits of Kigali Genocide Memorial, Museum of Campaign Against Genocide and the Rwanda Special Economic Zone.

5. PURPOSE OF THE REPORT

The purpose of the report is to inform the National Assembly about the findings of the benchmarking visit by the Committee and also to recommend as well as to discuss, consider and adopt the report.

6. FINDINGS, OBSERVATIONS AND DISCUSSIONS

6.1 COURTESY CALL ON THE SPEAKER OF THE CHAMBER OF DEPUTIES

The delegation paid a courtesy call to the Speaker of the Chambers of Deputies and were welcomed by the Right Honourable Mukabalisa Donatill, Speaker of the Chamber of Deputies together with Hon. Mukabagwiza Edda, Deputy Speaker in charge of parliamentary affairs, Hon. Harerimana Mussa Fazil, Deputy Speaker in charge finance and administration, Hon. Tengera Twikirize Francesca, Member of the Standing Committee on Economy and Trade and Ms Claudette Uwonkunda, Advisor in the Office of the Speaker.

The Honourable Speaker pointed out the strong bilateral relations that exists between Namibia and Rwanda by making reference to the 2019 three-day visit to Namibia by his Excellency Paul Kagame President of Rwanda together with the First Lady, where the two countries expressed their renewed commitment to strengthen bilateral cooperation and increase opportunities for their citizens. She also mentioned the 2021 visit to Rwanda by Madam Monica Geingos, First Lady of the Republic of Namibia, who attended the 20th anniversary of Imbuto Foundation. It is a foundation that primary focuses on providing holistic approach for dignified lives of families, including women deliberately infected with HIV/AIDS during the Genocide against the Tutsi.

In terms of maintaining bilateral relation between the two countries, the Parliamentary Standing Committee on Information Communication Technology and Innovation (ICT) of the National Assembly also undertook a benchmarking visit to Rwanda in September 2022 were they had meetings with different government institutions on free Wi-Fi Motion.

Rwandan Parliament is a Bicameral Parliament. Members were briefed on the current Rwandan Parliament Representation in the Chambers of Deputies and Senate.

In terms of Rwanda ranking as the cleanest City in Africa, Members were informed that Rwanda has a cross-sectoral policy document called the National Environment and Climate Change policy. The aim of the policy is for Rwanda to have a clean and healthy environment resilient to climate variability and change that supports a high quality of life for its society. In implementing this policy, plastic was burned in Rwanda.

6.2 TOUR OF KIGALI GENOCIDE MEMORIAL

The delegation was welcomed and briefed by Mr. Innocent Bill, staff member of the Kigali Genocide memorials. The memorial center was established by a UK based genocide prevention organization called Aegis Trust in partnership with the Kigali City Council and the Rwandan National Commission for the fight against Genocide. The site was inaugurated in 2004 and it is a final resting place for more than 250 000 victims for the Genocide against the Tutsi that occurred on 7 April 1994.

The site serves as an education center to educate how the Genocide against the Tutsi took place. Entrance is free but visitors are welcomed to make a donation. The donation goes to the up keeping of the memorial, preservation of archives and running of education programmes. The site is divided into four sections namely; Section 1: first Genocide in the 20 century, Section 2: Herero and Nama Genocide of 1904-1905, Section 3: Children's Room, Section 4: Section for Survives.

Members were taken through the four section and also laid a wreath in remembrance for the departed victims. The Centre provides support for survivors in particular orphans and widows.

6.3 TOUR OF THE MUSEUM OF CAMPAIGN AGAINST GENOCIDE

The Campaign Against Genocide Museum is one of the eight (8) museum that is being managed by the Rwanda Culture Heritage Academy (RCHA) and it is situated in the Parliament building. The museum was inaugurated by the President of Rwanda, His Excellency Paul Kagame on 13 December 2017. The aim of the museum is to showcase the History of Rwanda during the campaign against genocide against the Tutsi.

Members were welcomed and briefed by Mr. Nsengiyumva Faustin staff member at the Museum. Members were taken through the different events that occurred that led to the 1994 genocide, the campaign against genocide, the order to stop genocide, how Rwanda was liberated and processes that followed after liberation. The museum consists of two part; internal (exhibition part) and External (Statute part). The museum is situated in the Parliament because it is the place where the 600 Rwanda Patriotic Army soldiers were housed from December 1993 to 1994 as they were preparing for the Formation of the Broad based Transitional Government and the National Transitional Assembly.

6.4 MEETING WITH THE STANDING COMMITTEE ON ECONOMY AND TRADE

The meeting was chaired by Hon. Munyangeyo Theogene, Chairperson of the Standing Committee on Economics and Trade. In his welcoming remarks, the Chairperson welcomed the delegation and gave a brief introduction of the committee's composition, the mandate and highlighted some of the parliamentary procedure in place. Members were informed that a maximum number of 8 Members are permitted to serve in a Standing Committee.

The Chairperson further emphasized the need to maintain the bilateral relations between the two countries and requested that the two Parliament form a parliamentary friendship group to share experiences and best practices, exchange parliamentary staff for training and also to enhance bilateral cooperation.

Hon. Tengera Twikirize Francesca Member of the Standing Committee on Economics and Trade gave a detailed presentation on the duties of the Chamber of Deputies, the organs of the Chamber and the nine (9) permanent Parliamentary Standing Committees of the Chambers of Deputies.

Members were also informed that the Committee in charge of assessment of the Chamber of Deputies activities, Deputies' Conducts, Discipline and Immunity, is made up of a specific number of members composed from all the nine (9) permanent parliamentary standing committees.

6.4.1 DUTIES AND ROLE OF THE STANDING COMMITTEE ON ECONOMIC AND TRADE

According to the Organic Law n° 006/2018.OL of 08/09/2018 determining the functioning of the Chamber of Deputies in the Parliament of Rwanda, Article 56

of the Rwandan Constitution gives the Parliamentary Standing Committee on Economy and Trade the responsible to oversee issues relating to: Privatization; Investment; Industries; Associations and business enterprises such as banks, payment systems, microfinance institutions and cooperatives; Infrastructure, energy; water, transportation of persons and goods, posts and communications; Tourism and hospitality; services; Mines and quarries; Consideration of the annual activity report of the National Bank of Rwanda including its annual financial statement and preparation of draft resolutions for the Plenary Assembly within six (6) months of the tabling of such a report before the Plenary Assembly; follow-up on loan and grant agreements falling within its responsibilities concluded between Rwanda and foreign countries or international organizations and Follow-up on the application of laws relating to its responsibilities.

6.4.2 PARTICIPATION IN CONSIDERING THE STATE BUDGET BY THE COMMITTEE

With regard to the participation of the Committee in the consideration of the State budget, the duty of the Committee is to prepare and gather options from the different Stakeholders. This process is conducted in groups called Economic Cluster that includes the Members of the Standing Committee and relevant Stakeholders. Other Standing Committee also work in their Clusters.

The delegation was informed that from the date of receipt of the Medium Term Budget Framework Paper and the Finance Bill by the Plenary Assembly, each Standing Committee prepares a paper indicating elements that needs to be taken into consideration in the budget allocation of the different institutions that falls within their mandate or scope of responsibilities. The document is submitted to the Speaker of the Chamber of Deputies who in turn submits it to the bureau of the Committee on Budget.

Although each committee works independently in initiating and passing bills, overseeing the Government actions, representing the population and taking part in the considering the State budget is done jointly because their end goal is to promote the well-being of the people of Rwanda that they represent in Parliament.

Members were briefed on the joint sitting between the two chamber and also the parliamentary networks and forums.

6.5 MEETING WITH SENIOR OFFICIALS OF BUSINESS DEVELOPMENT FUND (BDF)

The Institution was established in 2011 as a branch of the Development Bank of Rwanda to support small and medium-sized enterprises in need of finances. BDF is mandated to implement the National Employment Program through SME development.

Their mission is to help small and medium enterprises get funding through various channels at low prices. BDF offer assistance to business to access finances particularly those without sufficient collateral, general fund management, capacity building, Savings and Credit Cooperative Organisation (SACCO) leasing, corporate leasing of business start-ups and business advisory services.

At the inception BDF was centralized and only operated in the headquarters in Kigali, but currently it is decentralized, there is BDF branch in each district of Rwanda.

Members were briefed on the credit guarantee offered to small and medium enterprises to cover clients with insufficient collaterals and the criteria used to offer credits. For example, BDF cover women entrepreneur, youth, persons with disabilities and survivors of Genocide up to 75% and the rest of the entrepreneur up to 50%.

Members were also briefed on the BDF guarantee commission fees; the different refinancing methods that was established to support small and micro business with working and investment capital, for business that was affected by Covid-19. Agri business finance, an investment method available to university graduates to promote agriculture value addition and the Leasing program available to support artisans working within integrated craft production centres (ICPC) through the Ministry of Trade and Industry (MINICOM) under National Employment Program was also explained.

Members were further briefed on Grants that was introduced for Post-Harvest and Agribusiness Support Project (PASP), aimed at strengthening business hubs where agricultural product is assembled and processed and to empower women and the youth, 15 % of the loan is given to them as grant.

6.6 MEETING WITH RWANDA DEVELOPMENT BOARD (RDB)

In 2008, Government of Rwanda merge eight government agencies with some private sector to create Rwanda Development Board. The objective was to

enhance synergies, prevent duplication and enable the pooling of resources. The idea was to create a 'One Stop Center' for all investor needs.

The delegation was welcomed and briefed by Mr Richard Kayibanda, Acting Chief Compliance Officer together with Mr Steven Balinda Strategic Advisor to the CEO on behalf of the CEO who was not present due to prior commitment.

The mandates of RDB includes providing current and potential exporters with trade and market information as well as provide advice and recommendations to the Government on the practical measures to stimulate export trade.

Rwanda Development Board has advisory and hands-on support from global entrepreneurs and experts from Singapore Development Board, World Bank, IFC (International Finance Corporation), etc. and their vision is to transform Rwanda into a dynamic global hub for business, investment & innovation.

RDB's vision aims at enabling the private sector to achieve the following two (2) key goals namely: **Job Creation** and **Reduction of account deficit** through enabling more investments and exports regionally and globally and substituting imports with local goods.

The work of RDB focuses on key objectives namely: Accelerate targeted investments, Foster attractive investment environment, Build exemplary RDB organization, Investments, Exports, Tourism, Incentives, Conferences, Events and Exhibitions (MICE), Investor Services and Skills.

Members were informed that with the establishment of RDB; Rwanda's investment levels increased significantly in recent years, the Countries GDP per capita stands at USD 854 GDP in 10 year and growth of USD 11 billion. The Literacy and Unemployment rate stands at 73%/ and 18.1% respectively.

Furthermore, Rwanda is committed to Pan-African integration and plays an active role on key regional and global initiatives. Under President Paul Kagame's Chairmanship of the AU, African countries signed the Continental Free Trade Area Act in 2018.

Rwanda has access to African and global markets through two **Regional agreements** namely: the East African Community (EAC) and the Common Market for Eastern and Southern Africa (COMESA) free trade agreement and also two **Intercontinental agreements namely:** Arms agreement under the (European Union) and Africa Continental Free Trade area agreement (AFCFTA).

Rwanda is uniquely positioned to serve its neighbouring markets with DRC, Uganda, Burundi and Tanzania and is increasingly open and connected to the world with the following ratings: 3rd on visa openness in Africa, 3rd most

accepting country of migrants in the World and in terms of air fly, Rwanda has existing direct connections to Kigali and planned to have more direct connections to Kigali.

6.6.1 BUSINESS DEVELOPMENT REFORM THAT WAS ESTABLISHED IN RWANDA SINCE 2008 TO IMPROVE THE BUSINESS ENVIRONMENT.

- 2007 – Doing Business Steering Committee aimed at improving the business environment and making Rwanda more attractive place to do business. In order to accomplish this goal, RDB developed a Doing Business Action Plan 2020.
- 2008 – Administrative Reforms; Specialized institutions was established to streamline the business environment.
- 2009 – Regulatory reforms; several regulations were passed to improve the business environment.
- 2010 – Automation of services; several businesses were automated to easy doing business.

6.6.2 IMPACT ON BUSINESSES BEFORE AND AFTER THE REFORM.

- Before the reform, company registration cost \$400, took several weeks and involved 14 procedures, currently is free of charge, and takes maximum 6 hours and involves 1 procedure.
- Manual declaration and filing of taxes was done manual and currently filling and payment are done online Includes mobile declaration & payment.
- Before the reform there was no land administration or registration systems/processes no land titles, currently all plots are mapped and digitised. Digital land registration & administration system with land information available online & on mobile.
- Commercial Property transfers took several weeks, currently commercial property transfer is done in one day and with only one procedure.
- Previously there was a 6 % property transfer tax on sale value and currently flat property transfer fee of \$23 is charged.

- There were no regulations on urban planning, land use and building standards and currently there is legal framework such as the land law, Kigali City Master plan and building code.
- There was no specialized courts and manual court processes, currently there is Commercial Courts established and Integrated Electronic Case Management was also established.

6.6.3 SOME OF THE BEST PRACTICES IMPLEMENTED BY RWANDA TO IMPROVE THE BUSINESS ENVIRONMENT TO ATTRACT INVESTORS AND PROMOTE INDUSTRIALISATION

- Legal Reforms such as the new investment code, new company Act etc. was implemented.
- Creation of Rwanda Development Board (one stop center) with all the relevant institutions to facilitate investor needs. The top leadership facilitate the accessing of business licenses.
- The Government has a policy to regulate manufacturing, promote investment and create employment opportunities.
- Rwanda has invested in upgrading the international Airport to unlock the country to connect with other countries globally and benefit from the dynamic of other countries to grow the country's economy. Rwanda has existing direct connections to Kigali and planned to have more direct connections to Kigali.
- Automation of services such as free online services to enhance service delivery
- Rwanda has a Rwandan Investment Promotion and Facilitation Law aimed at attracting investors.

6.6.4 SOME OF THE DIFFERENT TYPES OF INCENTIVES FOR INVESTORS INVESTING IN RWANDA

1. Preferential Corporate Income tax rate of zero per cent (0%)
 2. Preferential Corporate income tax rate of three per cents (3%)
 3. Preferential tax incentives for a philanthropic investor
 4. Preferential corporate income tax rate of fifteen per cent (15%)
 5. Preferential corporate income tax rate for export investments
- Details information: Rwandan Investment Promotion and Facilitation Law N°006/2021 of 05/02/202.

6.6.5 STRATEGIES USED TO REDUCE RWANDA'S UNEMPLOYMENT RATE FROM 24% TO 18% AFTERMATH OF THE COVID-19 PANDEMIC

1. Rwanda put in place an Economic Recovery Fund (ERF Phase I) that was targeted to support the sectors most hit by the pandemic such as Hotels education sector and public transport sector etc.
2. Economic Recovery Fund (ERF Phase II) was launched in early 2022 targeting the Participating Financial Institutions (PFIs) under the investment, working capital, direct lending, liquidity and recovery facility component and risk sharing facility component.
3. Rwanda approved the manufacture and Build to Recover Program (MBRP) to exempt VAT and customs duties to high-impact sectors namely: manufacturing; agro-processing; construction and real estate.
4. Monetary policies: The National Bank of Rwanda (NBR) established key policies to ease pressures on loan repayment and access to liquidity. NBR instructed commercial banks to ease loan repayment conditions to borrowers, introduced an Extended Loan Facility to banks and lowered the Reserve requirement ratio from 5% to 4%.
5. Tax relief: Rwanda Revenue Authority (RRA) extended the deadline for businesses to file and pay income taxes, and relaxed other administrative requirements. Additionally, RRA waived taxes over salaries (PAYE) for a period of six months (April to September 2020) for private school teachers earning up to Rwf150, 000 net salary. This waiver also applied for three months (April-June 2020) for hospitality sector employees earning Rwf150, 000 net salary.

6.7 MEETING WITH THE MINISTER OF PUBLIC INVESTMENTS AND PRIVATISATION

The Ministry was established on 30 July 2022, and the key responsibilities include among others to identifying opportunities for government investment, monitoring performance of the existing government investments in various companies and implementing privatization of public investments where necessary.

The delegation had a meeting with the Minister of Public Investment and Privatisation Hon Eric Rwigamb. In attendance was the advisor to the Minister Mr Mveisha Mueanza Alexis and Ms Suzan Tuguta for Corporate Governance.

Members were briefed on the mandate of the Ministry and were also enlightened on two of the Government shareholding company namely Kamasho investment and Rwandair.

Members were further informed that Rwanda focus is to provide services/products to its citizens. In order to ensure that service/products is available, the Government of Rwanda invests in businesses in partnership with the Private Sector and once the business is stable, the Government walks away and the business is privately owned. Governments aim is to remain as a policy maker, regulator, create a market and not to make money.

The Committee learned that Rwandan Government has a big stake of share in Rwandair and is investing in upgrading the airport with the objective of unlocking the country to connect with other countries globally and benefit from the dynamic of other countries to grow the country's economy.

In terms of communication, Rwanda entered into a partnership with Korea and have invested into a data centre with 5g broadband to foster communication with other countries globally.

Furthermore, Government of Rwanda established 40 factories to create market for buyers to have access to farms and also to be able to access the American markets. Currently Rwanda Government has shares in 150 companies.

6.8 MEETING WITH MINISTER OF INFRASTRUCTURE ON PUBLIC WORKS

The Ministry is responsible for policies on infrastructure and development throughout the country. The delegation was welcomed by Hon. Patricie Uwase Minister of State in the Ministry of Infrastructure. Members were briefed on the Vision, Mission, Infrastructure Sector Institutional arrangement, Long and Medium term Planning tools for Sustainable Infrastructure Development at central and decentralized levels, existing tools that guide Infrastructure Planning and Development, Key Infrastructure Sector Achievements in implementing the National Strategy for Transformation (NST1) and the Initiatives in Place to Plan and Implement Infrastructure projects and services in Rwanda.

6.8.1 LONG AND MEDIUM TERM PLANNING TOOLS AT CENTRAL AND DECENTRALIZED LEVEL

- Vision 2050 – Rwanda vision 2050 articulates the long term strategic direction for the Rwanda they want and the enabling pathways to achieve this ambition.
- National Strategy for Transformation (NSTI) 2017 – 2024, it's a 7-year Government National Strategy for Transformation programme.
- Sector Strategic Plan (SSP) it's a plan for the National Strategy for Transformation 2017-2024.
- District Development Strategies (DDS) it's a district Development Strategies for 2017 – 2024.

6.8.2 EXISTING TOOLS THAT GUIDE INFRASTRUCTURE PLANNING AND DEVELOPMENT IN RWANDA

- National Transport Policy and Strategy which was adopted in 2020.
- Energy Policy adopted in March 2015.
- National Water Supply Policy and its Implementation Strategy adopted in December, 2016.
- National Sanitation Policy and its Implementation strategy adopted in December, 2016.
- National Housing Policy adopted in March 2015.
- National Urbanization Policy adopted in December 2015

6.8.3 INITIATIVES IN PLACE TO PLAN AND IMPLEMENT INFRASTRUCTURE PROJECTS AND SERVICES

- To enhance planned construction and adherence to the Master Plans' requirements; quarterly Master Implementation Audit are undertaken.
- Under the long-term Planning; for example, mapping of areas that need electricity (NEP) has been done at village Level. The mapping of the areas guides the planning processes and acts as a resource mobilization tool.
- Spatial Development Framework (SDF) was developed to enhance prioritization of Infrastructure Projects during planning process.
- With Regard to international connectivity, using air transport; there is an ongoing construction of a new Kigali International Airport.

- Development of Kigali City and Secondary Cities through Implementation of Rwanda Urban Development Project to develop roads, drainages and environmental management interventions.
- Implementation of affordable housing programme to avail decent homes to citizens especially in urban areas.
- Implementation of electric mobility is underway to ensure green transportation and environment sustainability.
- Road Asset Management to ensure sustainable road network to detect roads in poor conditions for quick intervention.
- Road maintenance fund was established to ensure road maintenance is given specific attention.
- Rwanda energy group and water and Sanitation Corporation have branches country wide that not only ensure proper service delivery but also monitor projects' implementation.
- Water and sanitation Engineers have been placed at District levels to follow up the Implementation of water supply and sanitation projects.
- District One stop centers are in all Districts to facilitate quick issuance of construction permits to communities.
- Roads sustainability has been given much attention and the Local community associations (LCAs) was put in place to undertake routine maintenance of the roads.
- Youth Engineers have been involved in the maintenance of district roads.
- Sustainability of water supply Infrastructure has been also prioritized where the water user committees and private operators undertake water supply systems maintenance.

6.9 MEETING WITH THE MINISTER OF TRADE AND INDUSTRY

The Ministry's mandate is to promote industrial development for domestic and export markets, promote entrepreneurship development for job creation and streamlining domestic trading system.

The meeting was attended by the Minister of Trade and Industry Hon. Ngabitsinte Jean Chrysostome and other Senior Officials of the Ministry.

The Ministry's presentation covered the overall performance of Rwanda's industrial sector, current challenges faced by Rwanda's Industrial sector, key Strategic Initiatives for development of Rwanda's Industrial sector, Made in Rwanda brand, Special Economic Zones and Industrial Parks and future orientations of Rwanda's Industrial Sector.

6.9.1 INDUSTRIAL POLICIES AND STRATEGIC

- Made in Rwanda Policy (national quality policy, domestic market recapturing strategy and National Industrial Research and Development Agency (NIRDA Strategy)
- SME development policy (Rwanda Cooperative Policy and Entrepreneurship Development Policy)
- Special Economic Zone Policy (Industrial Parks (IPs), Special Economic Zones (SEZs) and Export Processing Zones (EPZs)

6.9.2 INVESTMENT POLICIES AND STRATEGIES

The three type of investment policy are: Investment code, Bilateral Investment treaties (BITs) and sectoral incentives. These investment policies are put in place to attract investor. There are investment packages for priority sectors, common external Tariff, VAT exemptions on machineries and raw materials, Special Economic Zones-Incentives and Manufacture and build to recover program (MBRP).

6.9.3 OVERALL PERFORMANCE OF RWANDA'S INDUSTRIAL SECTOR

In 2021, industrial activities contributed FRw 2,226 billion to the Rwandan economy, with the manufacturing sector making up the majority.

In line with NST-1 targets of creating decent and productive jobs, the industrial sector created a total of 52,831 jobs in 2020, with 88% of jobs occupied by youth.

6.9.4 KEY STRATEGIC INITIATIVES FOR DEVELOPMENT OF RWANDA'S INDUSTRIAL SECTOR

The industrial sector is a key highlight in Vision 2050 and NST-1

Vision 2050 Pillar: Competitiveness & Integration

Indicators: Diversified economy built upon future industries (Agro-processing, manufacturing and construction)

Competitive manufacturing anchored to Regional logistics hub (Made in Rwanda brand, regional trading hub and gateway to East & Central Africa).

Strengthening export competitiveness and trade connectivity (Membership in regional blocs, regional agreements and regional infrastructure.)

National Strategy Transformation 1 (NST-1) Pillar: Sustainable Urbanization Acceleration

Strategic Interventions: Promote and develop local construction materials in collaboration with the private sector, in line with the 'Made in Rwanda' policy

Pillar: Industrialisation & High Value Export

- Establish and expand industries working with the private sector.
- Identify and develop priority value chains.
- Reduce the cost of doing business and facilitate trade.
- Upscale mining.
- Prioritise increased value addition for mineral & quarry products.
- Grow of agricultural exports.

6.9.5 SEVERAL MINISTERIAL PROGRAMMES AND INTERVENTIONS TO IMPROVE CAPACITY UTILISATION OF INDUSTRIES AND TO PROVIDE NECESSARY INFRASTRUCTURE

1. Domestic Industries Development programme

- Promote diversification of industries through research and innovation.
- Increase local content in public and private consumption.
- Promote green technology.

2. Strategic Industries development programme

- Establish strategic industries to support domestic market recapturing.
- Partner with private sector to support ongoing/innovative value-addition programmes.
- Growth anchor firm initiative.
- Develop creative industries.

3. Logistics and Infrastructure Development

- Industrial parks: expropriate land, develop basic infrastructure and establish management structures.

- Develop an industrial Research and Development (R&D) center of excellence through Private Public Partnership (PPP)

6.9.6 SOME OF THE CHALLENGES FACE BY THE RWANDAN INDUSTRIAL SECTOR

lack of access to finance and forex, low mindset towards Made in Rwanda products, lack of bulk importation of raw materials, gaps in orientation and requirements for new industrial establishments, incentives not aligned to the firm performance, high cost of utilities (transport, electricity, water), strategy for industrial parks development and management, dumping affecting the sustainability of local industries and poor marketing and advertisement to ensure that distribution channels reach different parts of the country.

6.10 MEETING WITH MINISTER OF FINANCE AND ECONOMIC PLANNING

The Ministry of Finance and Economic Planning (MINECOFIN) was established in February 1999. Two Ministry was combined to form Ministry of Finance and Economic Planning, Ministry of Finance and Ministry of Planning. The Ministry is run by three Minister Hon. Uzziel Ndagijimana, Minister of Finance and Economic Planning, Hon. Uwera Claudine, Minister of State in Charge of Economic Planning and Hon. Richard Tusabe, Minister of State in charge of National Treasury. The delegation was welcomed and briefed by Hon. Uwera Claudine together with Senior Officials from the Ministry.

The Ministry mission is to raise sustainable growth, economic opportunities, and living standards of all Rwandans.

Members were briefed on the following: Rwanda Development Planning journey, National Development Strategic Planning Framework, Key Initiatives to support Industrial development, Trade development and SMEs development, Key achievements, Key drivers of achievements and areas of focus to fast track delivery of National Strategies.

6.10.1 RWANDA DEVELOPMENT PLANNING JOURNEY

During the 1994 Genocide against Tutsi More than 1,000,000 million lives was lost in the genocide. There was about 3 million refugees who flee mainly to the

neighbouring countries. At that time Rwandan economy shrank by 50%, Gross Domestic Product (GDP) per capita fell to 146\$, poverty rate was 78%. A complete start over was required and key targets were set as follows:

(2000 –2006) Key targets were: To recovery from post conflict situation, Private sector led growth, diversifying the economy by promoting services industry and Improve local trade infrastructure.

(2008-2012) Key targets were: To develop SMEs policy and cooperative development schemes, implement quality standards for export across all export product and poverty reduced by 10.9% points (56.9% to 46%)

(2013 – 2018) Key targets were: To Increase industry as % of GDP from 16.1% to 17.6%, rapid growth of exports by 28%, reduce trade deficit from 10.6% to 9.4% and increased private sector investment as % GDP from 8.1% to 15.4%.

National Strategy for Transformation (NST1) (2017 – 2024) Key targets: Increase industry as % of GDP from 16.5% to 21.7%, growth of exports by 17% annually, construct new modern cross border markets to facilitate cross border trade and Increased private sector investment as % GDP from 8.1% to 15.4%.

Vision 2050 (2020– 2050) Key targets: Competitive manufacturing anchored to a regional logistics hub, diversified economy built upon future industries, increase industry as % of GDP from 19% to 33% and GDP per capita of USD \$12,476 by 2050.

6.10.2 NATIONAL DEVELOPMENT STRATEGIC PLANNING FRAMEWORK

From the SDGs, AU Agenda 2063, East African Community (EAC) Vision 2050 documents; Rwanda developed the Rwandan Vision 2050 and National Strategy for Transformation 1 (2017 – 2024).

From the National Strategy for Transformation 1 (2017 – 2024); Rwanda developed the Sector Strategic Plans (SSPs) covering specific areas e.g. health, education) and District Development Strategies (DDS) considering District/CoK specificities).

From the Sector Strategic Plans (SSPs) and District Development Strategies (DDS) Rwanda developed the Medium Term Expenditure Framework (MTEF), Annual action plans, budgets and Monitoring and Evaluation (M&E).

6.10.3 KEY INITIATIVES TO SUPPORT INDUSTRIAL DEVELOPMENT

- 1) **Enhanced regulatory framework for industrial development:** Development of Industrial policy and SEZ policy.
- 2) **Industrial Parks across the country and provision of basic infrastructures:** establishment of Kigali Special Economic Zone (KSEZ), Relocation of former Gikondo Industrial Park to KSEZ and established 9 District Industrial Parks: (Bugesera, Rwamagana, Muhanga, Nyagatare, Musanze, Huye, Nyabihu, Rusizi, and Kicukiro).
- 3) **Rwanda Facilitated to boost local production by lowering import duties:** they implemented for example: 0% for raw materials, 10% for intermediate products and 25% for finished products.
- 4) **Made in Rwanda brand Promotion:** Made in Rwanda Policy, build leather and garment industry, discouraged the imports of 2nd hand clothes and shoes, they supported the standardization and certification of locally produced goods.
- 5) **Manufacture and Build to Recover Program aimed** at fast tracking the private sector investments in manufacturing and construction and boost economic recovery efforts with specific incentives.

6.10.4 KEY INITIATIVES TO SUPPORT TRADE DEVELOPMENT

- 1) **Enhancing regulatory framework for trade development:** Development of trade policy and national export strategy.
- 2) **Develop Rwanda integrated trade logistics program:** establishment of Kigali logistics platform, construction of bonded warehouses (Rusizi and Rubavu), Construction of cross border Markets (Rusizi, Bugarama, Nyamasheke, Karongi, Rubavu, Burera, Kagitumba, Rusumo and Akanyaru and Exploitation given foreign lands (Mombasa & Dar salaam off docks, Djibouti, Isaka, etc).
- 3) **Establishment of financing facilities to support trade and exports:** Export Growth Fund (EGF), Horticulture Exports Credit Guarantee and Economic Recovery Fund to support businesses negatively impacted by Covid19.
- 4) **Expanding Markets through Integration into Regional Economic Communities:** Common Market for East and Southern Africa (2004), East African Community (2009), Economic Community for Central African States (2016) and African Continental Free Trade Area (2018).

6.10.5 KEY INITIATIVES TO SUPPORT SMES DEVELOPMENT

- 1) **Enhancing regulatory framework for SMEs development:** Development of Rwanda Small and Medium Enterprises Policy (SMEs) and Development of Cooperative Law and Policy.
- 2) **Development of Kicukiro SMEs Park:** *Develop Community Processing Centers (CPCs) such as Rwamagana Banana wine CPC, Rutsiro Honey CPC, Burera Dairy CPC, Nyabihu Irish potatoes CPC, Nyanza Ceramics CPC and Integrated Craft Production Centers (ICPCs) such as Gakenke and Karongi.*
- 3) **Establishment of financing facilities to support SMEs:** Business Development Fund (Micro leasing, startup capital, guarantee provision, etc.), Technology acquisition in priority value chains (Poultry, Piggery, Animal Feeds, Clay & Stone, Woods, etc.) and establishment of Economic Recovery Fund.
- 4) **Other services to SMEs:** Business Development Advisory Services to SMEs and Facilitation of SMEs through U-SACCO automation.

6.10.6 AREAS OF FOCUS TO ENHANCE INDUSTRIALISATION AND TRADE IN RWANDA

- Promotion 'Made in Rwanda' to increase domestic production: unlocking new opportunities for domestic industries and ensure developed infrastructures for industrial park.
- Mobilization of resources to support the private sector: Medium, Small and Micro businesses.
- Development of hard infrastructures for trade competitiveness such as roads, markets, logistics platforms to reduce the cost of doing business.
- Continuation of the implementation of the Economic Recovery Plan and related measures: support to recover businesses through Economic Recovery fund (Phase 1 and 2) (Manufacture and Build to Recover Program).
- Skills development with focus on technical skills required by industries.
- Supporting innovation and adoption of new technology.
- Continuing to ease the environment for doing business.

6.10.7 AREAS OF FOCUS ON THE SHORT TERM GOALS FOR THE DEVELOPMENT OF THE INDUSTRIAL SECTOR IN RWANDA

Environmental friendly packaging materials, high value added products, glass manufacturing plant, secondary sugar factory, integrated steel industry, mineral processing, SEZ/Industrial Parks Development & Management, vehicle industry & e-Mobility, IT & Machinery Equipment and Pharmaceutical Industry.

6.11 ON-SITE LEARNING TOUR OF RWANDA SPECIAL ECONOMIC ZONES (RSEZ)

The Government of Rwanda introduced a designated industrial parks, aimed at streamlining manufacturing sector operations, facilitate growth and addressing existing constraints in the manufacturing Industry.

Rwanda's industrial parks programme began in 2009, and has since experienced multiple developments, and currently there are a total of 10 industrial parks available in Rwanda.

The Government adopts a range of PPP models in the development and management of these parks to promote private sector participation in growing the sector. The Build, Own, Operate and Transfer (BOOT) model remains to be the Government of Rwanda's preferred model in the development and management of the industrial parks.

Rwanda Special Economic Zones (RSEZ) is an establishment of a designated, serviced land provided for industrial development, along with reliable, quality infrastructure, competitive fiscal and non-fiscal regulations and streamlined administration procedure.

The reason why the SEZ was established is to address the issues of unavailability of industrial & commercial land, inconsistent availability and cost of energy, limited transport linkages, limited Market access, Bureaucracy and skills gap among labour force.

The expected outcome is that SEZ will attract higher number of Investments, increase manufacturing led production, create off-farm jobs and increase household income for the citizens.

Members undertook site visit of Rwanda Special Economic Zone. The Economic Zone is managed by the Rwanda Development Board and consist of two Phases, Phase I covers 98 hectares of land services with roads, electricity, water and

firefighting systems, sewage and fiber optic cables to ease operations of investors. Phase 1 consist of 97 plots which is fully occupied and phase 2 has 178 hectares of land, some plots are occupied and others are still under constructions.

The delegation visited the Pink Mango C&D product group. The factory has a 5 years' contract agreement with RDB to create employment, transfer skills and increase revenue through export. A total number of 4000 employees are employed at the factor and 80 % are women. Furthermore, the factory offers training to other factories employees outside the country. Pink Mango factor intent to export their products all over the world and mainly produce uniform for Rwanda Police, Correctional Services and Medical services.

6.12 MEETING WITH SENIOR OFFICIALS OF LOCAL ADMINISTRATIVE ENTITIES DEVELOPMENT AGENCY (LODA)

Local Administrative Entities Development Agency (LODA) is a Government Fund under the supervision of the Ministry of Local Government (MINALOC). It was established by law n°62/2013 of 27/08/2013.

The institution has the mandate to implement the local economic community development polices and strategies and also the social protection and poverty reduction programs. The Institution further monitors and evaluates the implementation processes of the development programs in Local Governments with the view of contributing to the capacity building of the population and decentralized entities as well as reducing extreme poverty in the country.

The organizational structure consists of a General Directorate and three divisions, namely: Community Development Strategy & Coordination Division, Local Government Strategic Planning Division, and Corporate Services Division.

In her presentation Ms Claudine Marie Solange Nyinawagaga General Directorate for LODA highlighted the Institutions interventions with regards to their mandate as follows:

1. Local Development Planning and Budgeting

- Resource Mobilization
- Planning, Monitoring and Evaluation
- Involve citizen in planning, budgeting and monitoring at local level

2. Local Economic Development

- Create conducive environment for local economic development
- Provide basic infrastructure for service delivery

3. Social protection

- Protect the extremely poor and vulnerable for a dignified standard of living
- Protect the extremely poor and vulnerable against life-cycle and livelihood risks.

6.12.1 MULTI-SECTORAL SUPPORT APPROACH (MSAP) - APPROACH TO ACCELERATE POVERTY ALLEVIATION

- Accelerate the eradication of extreme poverty
- Foster graduation
- Building synergy among all stakeholders (Public, CSOs, FBOs and Private Sector)
- Offer a holistic package

6.12.2 AREAS OF FOCUS FOR MULTI-SECTORAL SUPPORT APPROACH (MSAP)

- Improved livelihoods
- Increased agriculture productivity for the extreme poverty
- Improved social protection
- Strengthen behavior changes and social empowerment
- Improved health and nutrition services for all HH in extreme poverty
- Increased access to essential services (decent shelter, water, sanitation and financial inclusion)
- Increase support for pre-primary, primary and secondary education for all school age.

Member were informed that Rwanda uses a targeted community approach system to select vulnerable people that qualifies to receive social grants and that the community are allowed to submit a complaint in cases where a person who does not qualify to receive grant is receiving grant. Member were also informed that only vulnerable citizen without any form of income receive grants once they reach 60 years.

With regards to the street kids' issue, the issues are dealt with according to Rwanda's National early childhood development programme.

6.13 COURTESY CALL ON THE NAMIBIAN AMBASSADOR TO TANZANIA

The delegation paid a courtesy call on the Namibian Ambassador to Tanzania, Ambassador Lebbius Tobias who was present in Rwanda at the time of the benchmarking visit by the Committee to brief him on the purpose of the visit to Rwanda. In his remarks the Ambassador applauded Rwanda's achievement thus far in terms of advance technology, cleanliness, safety and security etc. and urged Members to work together for the benefits of the citizens despite the political affiliation. Members were further informed about the performance of the agricultural sector in Tanzania that contribute to the food security and create employment in the country and that the majority of the farmers are youthful graduate from the Universities.

Members were requested to encourage the Minister of Agriculture to work on developing the agriculture sectors in Namibia, and also to encourage the Minister of finance to allocate enough funding to the Ministry of Agriculture to develop the sector. The Ambassador further requested Members to encourage business owners and SME in Namibia to look outside the country for business opportunities and investment, stating that there is some place in Tanzania that needs services but services is not available.

The Ambassador informed the Members regarding the visit by the Zambezi business community who traveled to Tanzania for a business forum and promised to engage all the 14 regions in Namibia to encourage them to look for business opportunities outside the country with especial reference to Tanzania.

6.14 KEY LESSONS DRAWN FROM RWANDA'S BENCHMARKING VISIT

- Rwanda has a cross-sectoral policy document called the National Environment and Climate Change policy. The purpose of the policy is for Rwanda to have a clean and healthy environment resilient to climate variability and change that supports a high quality of life for its society. In implementing this policy, plastic was banned in Rwanda.
- Voluntary cleaning of the city by the Citizens every Tuesday it is cascaded to all the districts of Rwanda
- Community work every last Saturday of the month from 09:00 - 12:00 dedicated to clean the country.
- They do not own share on the car company but only facilitate to get investment.

- Strong Political will and visionary leadership is key to champion economic reforms and drive accountability for implementation.
- Strong governance and coordination structures to ensure implementation of results oriented institutional framework performance contracts and accountability.
- Bold start: Implementing bold decisions that address unique socio-economic context.
- Moving from Policy & Planning to action: not to wait for all conditions to be ready, improve as you go. Waiting is far too costly.
- Private sector is the engine for growth: Governments should provide an enabling environment for the private sector to take its central role in driving successful economic transformation.

7. CONCLUSION

In conclusion, inclusive development such as investing in youth and women empowerment in all sectors of the society is key for the development of the country. In the case of Rwanda, the country campaigns for women and youth empowerment in all sector of their economy, during the visit, the Committee observed that the majority of the senior position is occupied by youthful women and men. Some of the key factors that was highlighted as the engine for economic growth in the country is the private sector there is a need to enable the environments for private sector to take its role of driving economic transformation by engaging them in all sector of economic development, developing of the manufacturing industries to create job opportunities, create revenue and reduce the cost of transport for business and individuals and investing in the development ICT infrastructure to enhance service delivery.

Furthermore, investing in air transport to unlock the country to connect with other countries globally and benefit from the dynamic of other countries to grow the country's economy. Finally, in order to promote investment in the country it imperative that the country has a sustained economic growth, robust governance; investor friendly climate; easy access to the markets, safety environment for businesses/investor, modern infrastructure, business friendly regulations & Institutions and excellent labour market. Overall sustainability is key on all sectors of development.

8. RECOMMENDATIONS

- 8.1 Ministry of Industrialisation and Trade and Ministry of Finance and Public Enterprises must study observations and findings of the report and apply the best practices of the Rwandan economy to the Namibian economy.
- 8.2 The Ministry of Industrialisation and Trade must create a centralized one-stop center institution with all relevant stakeholders for all investors' needs to enhance service delivery and attract investors.
- 8.3 Ministry of Industrialisation and Trade must review regulations related to industrialisation and introduce regulatory reforms to improve the business environment.
- 8.4 Ministry of Works and Transport and Namibia Airports Company must continue the upgrading of the airports to meet international standards and the establishment of air transport agreements with other countries.
- 8.5 The Cabinet of Namibia in conjunction with the Office of the President, Ministry of Finance and Public Enterprises and Ministry of Works and Transport must consider the reintroduction of Air Namibia to unlock the country to connect with other countries globally; and benefit from the dynamic of other countries to grow the country's economy.
- 8.6 Agriculture is one of the sector that provide food security, create employment and increase revenue for a country, the Committee therefore recommends that the Ministry of Finance and Public Enterprises allocate enough funding to the Ministry of Agriculture, Water and Land Reform to develop the sector.
- 8.7 Reinforcement of yearly performance agreement contract for Minister on the yearly targeted project as per the National Budget allocation to facilitate follow-up on implementation and performance and to strengthen monitoring and evaluation of projects in line with Ministry mandates for better governance, accountability and coordination and to ensure that implementation is results oriented.
- 8.8 Ministry of Industrialisation and Trade must create an enabling environment for the private sector to be involved in all sectors of economic development because they play an important role in economic growth.

- 8.9 Ministry of Industrialisation and Trade, Ministry of Justice and the Law Reform and Development Commission must review or amend outdated laws and regulations adopted during the colonial time; and align it to the current situation to improve the lives of the citizens.
- 8.10 Ministry of Information and Communication Technology in collaboration with Ministry of Industrialisation and Trade and Ministry of Finance and Public Enterprises must invest in ICT infrastructure development at every sector of economic development, such as automation of services to easy way of doing business to attract investors and promote economic growth.
- 8.11 Ministry of Industrialisation and Trade, Ministry of Finance and Public Enterprises together with Namibia Investment Promotion Development Board (NIPDB) in collaboration with Ministry of International Relations and Cooperation must create an enabling environment for business opportunities between Namibia and Rwanda.
- 8.12 Cabinet of Namibia must consider Public Private Partnership investment in the establishment of a Special Economic Zone Park equipped with infrastructure such as manufacturing, markets, logistics platforms, water and electricity etcetera for industrial purposes with the following objectives: to reduce the cost of doing business, attract investors, create job opportunities, invest less on import, promote export; and create revenue for economic growth of the country.
- 8.13 National Assembly must consider the establishment of the Parliamentary Standing Committee on Education to be a stand-alone committee away from the Parliamentary Standing Committee on Human Resource and Community Development for better coordination and monitoring of the Education Sector.
- 8.14 That National Assembly establish a parliamentary friendship group between Parliament of Rwanda and Parliament of Namibia to enhance bilateral cooperation, share experiences and best practices and exchange parliamentary staff for training.

9. SIGNATURES



Hon. Natangue Ithete (Chairperson)

Hon. Mathias Mbundu (Deputy Chairperson)

Hon. Modestus Amutse

Hon. Dr. Tobie Aupindi

Hon. Apius !Auchab

Hon. Bertha Dinyando

Hon. Elifas Dingara

Hon. Maria Elago

Hon. Reginald Diergaardt

Hon. Hamunyera Hambyuka

Hon. Gotthard Kasuto

Hon. Maria Kamutali

Hon. Johanna Kandjimi

Hon. Joseph Kauandenge

Hon. Sebastiaan Karupu

Hon. Patience Masua

Hon. Hilaria Mukapuli

Hon. Jan Mukwiilongo

Hon. Fenni Nanyeni

Hon. Henny H. Seibeb

Hon. Nico Smit

Hon. McHenry Venaani

Date: 13/09/2023



Pydo

M Elago
Reginald Diergaardt



MS Kamutali

JKandjimi



Henny H. Seibeb

