



Republic of Rwanda  
Ministry of Public Service  
and Labour

# NATIONAL EMPLOYMENT AND SKILLS STRATEGY

**(NESS 2024–2029)**

March 2025

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## Abbreviations and Acronyms

<b>BDAs</b>	—	Business Development Advisors
<b>BPO</b>	—	Business Process Outsourcing
<b>CSO</b>	—	Chief Skills Office
<b>GBS</b>	—	Global Business Services
<b>IBT</b>	—	Industry-Based Training
<b>ICPCs</b>	—	Integrated Craft Production Centers
<b>Kora Platform</b>	—	Job matching portal
<b>LFS</b>	—	Labor force Survey
<b>LMIS</b>	—	Labor Market Information System
<b>MIFOTRA</b>	—	Ministry of Public Service and Labor
<b>MINAGRI</b>	—	Ministry of Agriculture and Animal Resources
<b>MINECOFIN</b>	—	Ministry of Finance and Economic Planning
<b>MINEDUC</b>	—	Ministry of Education
<b>MINICOM</b>	—	Ministry of Trade and Industry
<b>MINICT</b>	—	Ministry of ICT and Innovation
<b>MoE</b>	—	Ministry of Environment
<b>MoYA</b>	—	Ministry of Youth and Arts
<b>MSMEs</b>	—	Micro, Small and Medium-Sized Enterprises
<b>MVT</b>	—	Massive Vocational Training
<b>NEET</b>	—	Not in Education, Employment, or Training
<b>NESS</b>	—	National Employment and Skills Strategy
<b>NISR</b>	—	National Institute of Statistics of Rwanda
<b>NPIP</b>	—	National Professional Internship Program
<b>NQAF</b>	—	National Qualifications Assurance Framework
<b>NSDF</b>	—	National Skills Development Fund
<b>NST 2</b>	—	National Strategy for Transformation 2
<b>PESCs</b>	—	Public Employment Service Centers
<b>PSDYES</b>	—	Private Sector Development and Youth Employment Strategy
<b>PSGYE</b>	—	Priority Skills for Growth and Youth Empowerment Program
<b>RDB</b>	—	Rwanda Development Board
<b>RPL</b>	—	Recognition of Prior Learning
<b>RQF</b>	—	Rwanda Qualifications Framework

**RRT** — **Rapid Response Training**

**RTB** — **Rwanda TVET Board**

**SSCs** — **Sector Skills Councils**

**TVET** — **Technical and Vocational Education and Training**

**WPL** — **Workplace leaning**

**YEGO Centers** — **Youth Empowerment for Global Opportunity (Friendly Centers)**

# Executive Summary

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

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

The NESS strategic objectives are summarized below:

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

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

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

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

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

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

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

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

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

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

# I. STRATEGIC CONTEXT AND RATIONALE

## I.1. Context

Rwanda's population is projected to grow significantly, reaching 17.6 million by 2035 and 22.1 million by 2050. This growth, coupled with an increasing working-age population, offers a substantial opportunity. To harness this "demographic dividend," Rwanda requires a strategic, integrated approach that combines a decline in fertility with essential investments in human capital development, economic reforms and the creation of a healthy, educated and highly skilled workforce.

To achieve the projected 9% annual real GDP growth during the NST2 period (2024–2029), Rwanda plans to enhance productivity across all sectors, focusing on higher value-added activities in agriculture, manufacturing, and services. This will require strategic investments, business growth, human capital development, fostering innovation and strengthening regional and global trade links.

Over the NST2 period, the industry sector in Rwanda is expected to grow by more than 10 % annually with the manufacturing sector leading at a projected 10.4% growth rate. This expansion will contribute to overall industry growth, create jobs, strengthen local supply chains and develop value-added industries, while also boosting innovation and competitiveness in both agriculture and manufacturing.

The "Made in Rwanda" policy and its associated initiatives will be reinforced to promote the domestic production of essential and high-value items, boosting exports and reducing imports.

Rwanda aims for a 13% annual growth in exports and an 8.7% increase in imports during the NST2 period, striving to improve the export-to-import ratio to 77% by 2029. Export revenues are projected to more than double to USD 7.3 billion, driven by diversification in manufacturing, and growth in tourism and mining, which will support both local production and import requirements.

To achieve the NST2 goal of creating 1.25 million productive and decent jobs (250,000 annually), the focus will be on optimizing job creation through major public and private investment projects, promoting entrepreneurship, enhancing access to resources, directing investments towards priority sectors and flagship projects, developing a talent pool for priority sectors, and mainstreaming employment creation into both public and private investments, with an emphasis on high-impact, and labor-intensive projects.

## I.2. Rationale

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

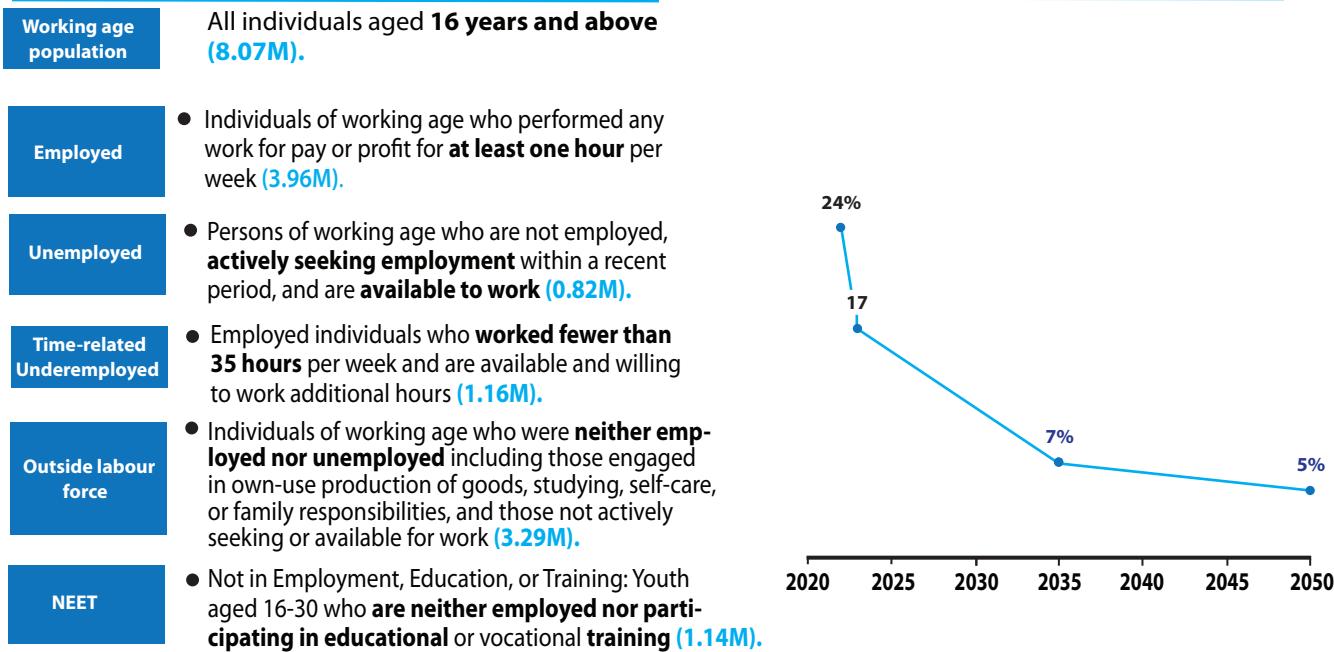
Though the government of Rwanda targets to reduce unemployment to 7% by 2035 and 5% by 2050, significant labor underutilization persists. This is evidenced by: 0.82 million people of working age who are unemployed and actively seeking work; 1.16 million employed individuals working fewer than 35 hours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

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

### Key Labour Market Indicators

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

The target is to reduce the unemployment rate to 7% in 2035



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

Figure 1: Key Labour Market Indicators

The growth of key sectors has been slow due to slow growth of the private sector, reliance on traditional sectors, particularly agriculture sector, high employment in informal sector and high time related underemployment. Over 90% of the workforce is employed in the informal sector while agriculture sector absorbs more than 40% of the labor force, largely comprised of unskilled workers.

From 2019 to 2022, agricultural employment increased, while employment in manufacturing, trade, and transport declined. Time-related underemployment remains high, with 25% of employed individuals working less than 24 hours per week. The slow growth of the private sector, especially SMEs, is primarily due to limited capital, restricted market access, and inadequate infrastructure and insufficient foreign direct investment (FDI) attraction.

High population growth and a youthful population add pressure on the Rwandan labor market. High population growth, with 70% of the population under 30 years, coupled with urban migration due to most opportunities being concentrated in urban areas, poses a significant challenge. In addition, over 211,000 people join the labor market every year, which also adds pressure on the labor market given the available employment opportunities.

The labor market in Rwanda still faces skills gaps and mismatches. The labor market has been characterized by a demand for high-skilled workers and a surplus of low-skilled workers (Skills Demand and Supply Report, 2022), with 80 percent of the labor force having only primary education or less. This was mainly due to high enrollment in business and hospitality programs in TVET schools, as well as education, and law programs in higher education, leading to an oversupply of such skills. In the same vein, enrollment for in-demand skills such as telecom, electronics, manufacturing, and mining remains low, and there is limited career guidance, gaps in soft skills, and limited pathways for professionals to upskill or reskill.

The informal business sector employs the vast majority of the workforce in Rwanda (more than 90% of the workforce), with 25% of employed people working only 24 hours per week. Most of jobs in the informal sector are characterized by irregular, low incomes, a lack of employment benefits, a lack of formal contracts, and poor working conditions with minimal employee protection.

In addition, a significant number of the workforce are employed in unskilled and semi-skilled occupations, and did not complete their primary education. Furthermore, workers in informal jobs often lack opportunities for professional training and development, hindering skill growth and career advancement.

# Key Labour Market Challenges

Labour market in Rwanda faces critical challenges to sustainably reduce unemployment

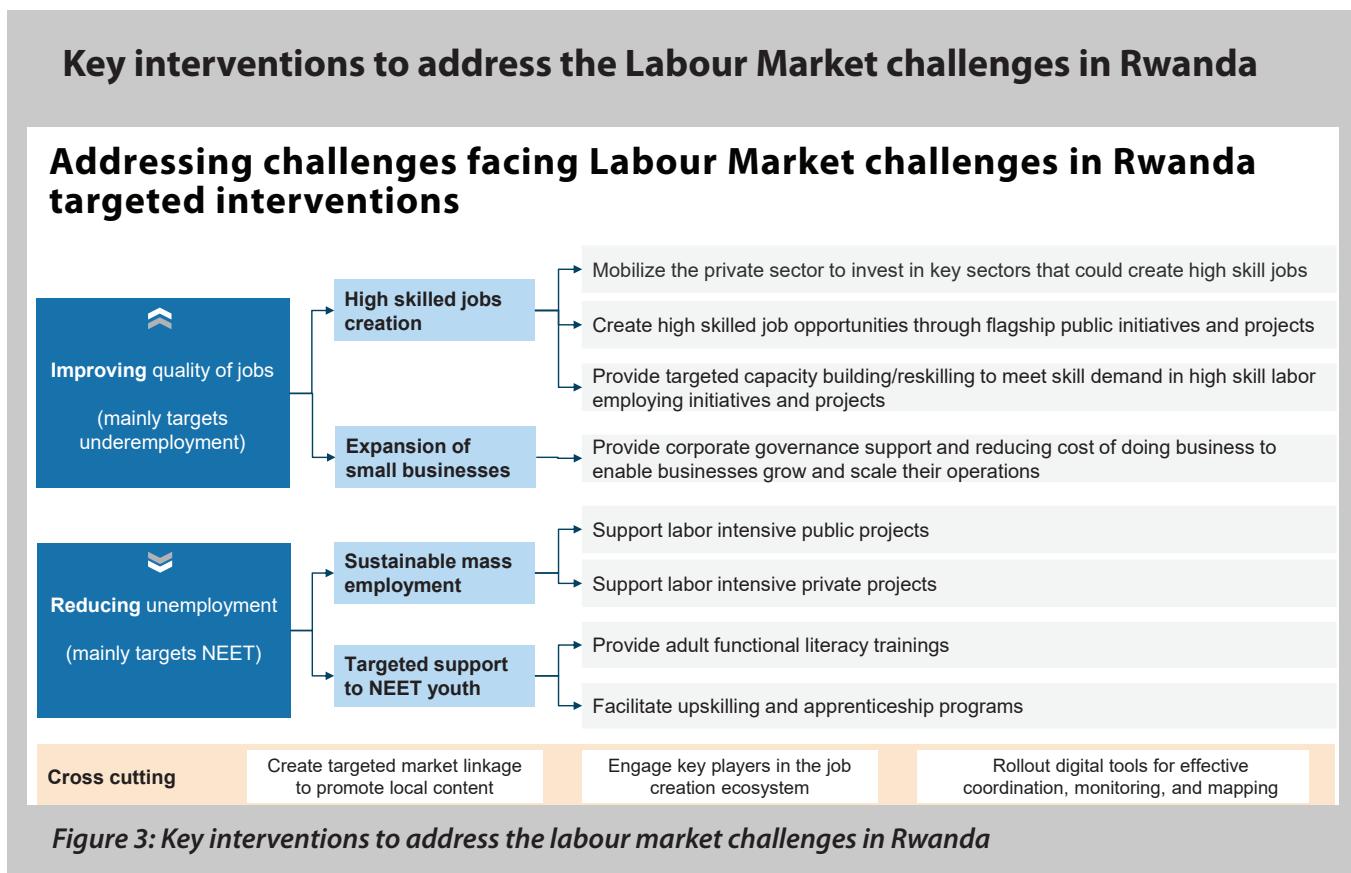
Challenge	Severity	Key root causes
1 <b>Slow growth of key sectors</b>	<ul style="list-style-type: none"> <li>■ -90% of the labor market is employed by the informal sector</li> <li>■ For example from 2019 to 2022, employment in Agriculture increased while manufacturing, trade and transport declines</li>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

Figure 2: Key Labour Market Challenges

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

Moreover, creating market linkages to promote local content, engaging key stakeholders in the job creation ecosystem and rolling out digital tools for effective coordination, monitoring, and mapping will be essential in addressing existing labor market constraints.

The figure below illustrates key interventions aiming at addressing challenges facing the labor market in Rwanda.



## II. POLICY FRAMEWORK FOR THE NESS

The National Employment and Skills Strategy is anchored into a broader policy framework designed to align with national development agenda, sector-based strategies and operational plans at the decentralized or institutional level. This interconnectedness is crucial for effective collaboration between the government, partners, and stakeholders to achieve Rwanda's Vision 2050.

The key policy frameworks that the new skills development and employment promotion strategy will work alongside include:

- **Rwanda's Vision 2050:** Rwanda aspires to become a middle-income country by 2030 and achieving high-income status by 2050. It also envisions to transform Rwandan workforce for higher productivity and reducing unemployment rate to 7 percent by 2035 and 5 percent by 2050.
- **The second generation of National Strategy for Transformation (NST 2)** aims to create 1,250,000 new productive and decent jobs (250,000 new productive and decent jobs annually). This implies enhancing entrepreneurship and improving access to resources, attracting private investment in priority sectors, developing a talent pool for critical sectors, optimizing job creation in major public and private investments projects, and mainstreaming employment creation into both public and private sector investments, with a focus on high-impact, labor-intensive projects.
- **Private Sector Development and Youth Employment (PSDYE) Strategy:** The PSDYE Sector Strategic Plan (2024–2029) focuses on improving the business environment, supporting entrepreneurship, and creating jobs, especially for young people. PSDYE also envisages reducing youth unemployment rate and youth Not in Employment, Education or Training (NEET). It further emphasizes the critical role of the private sector for sustainable job creation and economic growth.
- **Industrial policy (2024):** The industrial policy identified a set of priority sectors that will accelerate industrialization and creation of sustainable jobs, including agro-processing, light manufacturing, tradable services and heavy manufacturing. This will be supported by industrial park development, quality infrastructure development, balancing the twin goals of environmental mitigation, with practicality and competitiveness for industries and supporting key industries to utilize their installed production capacity.
- **Entrepreneurship Development Policy (2020):** The Entrepreneurship Development Policy (EDP) underscores the importance of creating a conducive environment for private sector dynamism, innovation, and risk taking required for a modern, sophisticated, and rapidly growing economy. It also emphasizes the need for the establishment of an integrated approach that create an enabling environment for the success of entrepreneurship, innovation and sustainability among start-ups, SMEs, and large enterprises.

- **The Made in Rwanda policy (MINICOM, 2017):** The policy envisions to boost local production for the domestic market by changing the perception among consumers that imported products are superior in quality or price, improving quality of local products, addressing high costs of production and promoting backward linkages.
- **National Employment Policy (MIFOTRA, 2019):** The Revised National Employment Policy focuses on creating productive jobs, boosting competitiveness and promoting decent work. It also supports skills development, workplace learning, entrepreneurship and financial access for special groups, particularly youth and women.
- **Workplace Learning Policy (MIFOTRA, 2015):** The WPL Policy aims to unleash potential of the workplace in Rwanda through the development of modern apprenticeship programs, increasing internships and attachment opportunities, and aligning skills development with the needs of the labor market.
- **National Labor Mobility Policy (2019):** The National Labor Mobility Policy aims to establish an effective and sustainable national labor mobility management system that ensures effective regulations on labor mobility, and protection of the rights of labor migrants and their families.

The NESS development followed a structured process, as shown in Figure 4 below. On the left, drivers for NESS development are illustrated. The middle section outlines strategic interventions, organized into three pillars: i) Skills Development for productive employment, ii) Entrepreneurship and business support for productive and decent jobs, iii) Job matching for sustainable employment creation. On the right, enablers for effective NESS implementation are presented.

# Framework for National Employment & Skills Strategy

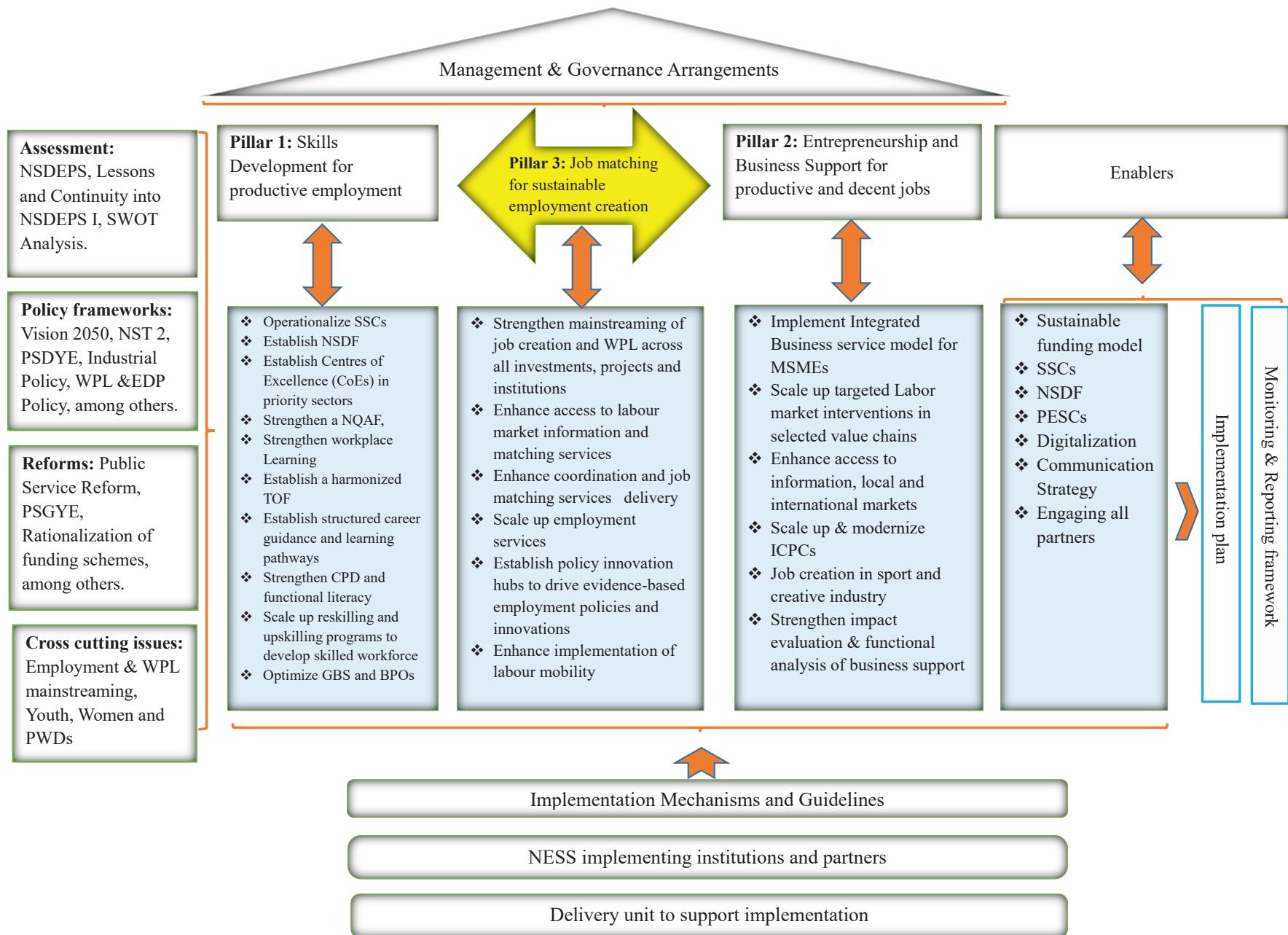


Figure 4: Framework for National Employment & Skills Strategy

## **III. VISION AND MISSION**

### **III.1. Vision of NESS**

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

### **III.2. Mission of NESS**

The National Employment and Skills Strategy (NESS) is designed to foster a dynamic skills and employment ecosystem in Rwanda through improving the quality and market relevance of training programs, supporting business growth and entrepreneurship, and strengthening job matching mechanisms.

### **III.3. Principles underpinning NESS**

The National Employment and Skills Strategy (NESS) capitalizes on existing and emerging opportunities. These resources include a demographic dividend with 56% of the population aged 16–64 years and 65.3% under 30, the increase in technology and innovation, and job creation potentials in key sectors, such as mining, agro-processing, horticulture, automotives, aviation, sports, creative arts, tourism, and MICE.

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

## IV. NESS PILLARS AND INTERVENTIONS

### IV.1. Overview of NESS pillars and overarching Goals

The National Employment and Skills Strategy (NESS\_2024 – 2029) comprises the following key Pillars: Skills Development for Productive Employment, Entrepreneurship and Business Support for Productive and Decent Jobs, and Job Matching for Sustainable Employment Creation. Also, cross cutting pillars namely Employment Mainstreaming into pro-employment sectors and Governance & Coordination arrangements.

#### NESS Overarching Goals and Targets

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

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

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

### Situational Analysis of Skills Development in Rwanda

The Rwandan labour force is characterised by low education attainment. The 5th RPHC indicates that 16.3% of individuals aged 15 years and above have no primary schooling, while 33.9% have some primary education, and 30.1% have completed primary education. Gender disparities exist, with 18.8% of females having no primary schooling compared to 13.5% of males. Lower secondary education attainment stands at 7.6%, with females slightly ahead of males (7.8% vs. 7.4%). Upper secondary education is attained by 8.0% of the population, with more males (8.4%) than females (7.7%) completing this level. Tertiary education levels remain low, with only 0.8% completing short-cycle tertiary, 2.8% obtaining a Bachelor's degree, 0.4% a Master's, and only 0.1% obtaining a Doctorate.

The achievement of Rwanda's economic development aspirations depends on the country's ability to build its human capital. In this regard, investing in the basic education system, to improve access to high quality education remains an urgent priority for the country. The education sector budget accounted for 18 percent of the total national budget in FY 2022/23 and the budget for 2023/24 account for 19.1 percent of the total national budget, reflecting a consistent positive trend in the financing allocated to the sector. A big share of the education sector budget currently goes to lower levels of education. In 2022/23, 47.8 percent of the sector budget was allocated to pre-primary and primary education. The remaining allocation was 31.5 percent for secondary, 17.4 percent for tertiary and 3.3 percent other (MINEDUC Joint Education Sector Review report, 2023).

Access to primary and secondary education has seen a significant improvement. Enrolment at the primary level is almost universal with NER of 98.9 percent in 2020/21, which reflects the GoR sustained effort to make basic education affordable and accessible (MINEDUC 2022). Access to secondary education is improving, with GER at lower secondary level reaching 57 percent in 2020/21, which shows a significant improvement from 44.9 percent in 2017.

The enrolment rate drops as children transition into at upper secondary level. Trend data shows that there has been little change over the past 5 years. The limited expansion of upper secondary education is in part driven by the increased focus towards expending technical and vocational education and training (TVET), with the ESSP 2018–2024 aiming to shift 60 percent of secondary age enrolment to be in the TVET sector. The shift towards multiple exit points after basic education is encouraging in terms of improving the labor market prospects of youth leaving the education system. However, in order to meet the country's ambition of becoming a knowledge economy, more and better investments should be made into secondary education.

Women's participation in TVET remains low, particularly in trades like masonry and plumbing, with cultural norms hindering their engagement. In higher education, however, universities have a more balanced enrolment (55.8% male, 44.2% female) in general education, while polytechnics have a significant male dominance (71.9% male, 28.1% female).

The Skills Development Fund (SDF) has supported over 22,900 youth (38% female) acquire employable skills, with a strong demand for skills upgrading in the informal sector, particularly among women. The SDF targets sectors like manufacturing, energy, ICT, agriculture and construction.

## Overview of challenges facing the Skills Development

Rwanda faces several challenges in skills development, despite progress in TVET and Higher Educational Development. On the supply side, the education system focuses heavily on theoretical learning, with limited practical training and insufficient industry-academia collaboration. This results in skill gaps and a mismatch between the skills produced and market demands. Moreover, barriers such as high enrolment costs, a lack of scholarships, and a shortage of qualified instructors hinder access to tertiary education. Establishments, particularly in sectors like agriculture, energy, and manufacturing struggles in finding skilled workers. Important skills gaps, include technical, vocational, language, interpersonal, and IT skills. Additionally, over 62% of firms do not offer formal training for employees, further exacerbating the problem.

The TVET sector faces financial constraints, with limited infrastructure, human resources, and budgets, despite growing demand. Therefore, TVET institutions admit fewer students than needed, with only 132,727 trainees enrolled, while the Rwanda Polytechnic (RP) admits under 4,000 new students annually. Transition from primary to secondary education remains a challenge, with only 10% to 12% of students completing S6 within 12 years, and therefore the education system suffers significant losses, particularly among male students. This low retention rate emphasizes the need for targeted interventions, especially since female students tend to complete their education at a higher rate than males.

A fragmented quality assurance system in TVET hinders the provision of employable and market relevant skills. The responsibility for quality assurance is divided between NESAs for lower levels (1–5) and HEC for higher levels (6–12), leading to inefficiencies and a lack of harmonization in standards. Furthermore, unaccredited short courses and inconsistent accreditation processes in TVET remains critical challenge.

The youth NEET (Not in Education, Employment, or Training) issue is prevalent, with 32.9% of youth aged 16–30 not participating in education or work, especially in rural areas. The proportion of NEET women is higher than that of men, with young women facing barriers such as delayed entry into the labor market. Contributing factors include a lack of career guidance, skill mismatches with job market demands, limited employment opportunities, and inadequate funding for start-ups. Additionally, many jobs in the informal sector suffer from under-utilization, low wages, poor working conditions, and minimal employee protection, with many individuals working fewer than 35 hours per week despite being available for more.

Therefore, NST2 emphasizes on expanding opportunities for youth, particularly NEET individuals, to drive inclusive growth. Limited skilling opportunities for out-of-school youth, especially those without formal education, need to be addressed through expanded pathway-based programs in the identified priority sectors.

The Employment and Skills Strategy (NESS) envisions to enhance labour market outcomes of beneficiaries of various skills development initiatives through operationalizing the Sector Skills Councils, establishing a National Skills Fund (SDF), scaling up the operations of Skills Development Fund (SDF), enhancing quality assurance, and institutionalizing labour market research.

Career education and guidance are provided through schools, polytechnics, universities, and Public Employment Services Centers (PESCs). Higher education institutions like Rwanda Polytechnic and the University of Rwanda also offer career guidance. While career guidance is mandated in TVET and general education, challenges remain in ensuring dedicated staff in all schools.

**Career guidance gaps:** The absence of a career guidance policy, limited access to resources, and insufficient career advisors hinder career development. NESS highlights commitment to develop a career guidance policy, improve career education, digitalize career pathways, and strengthen career support systems.

## IV.2.1. Pillar I Strategic Objective and Key Targets

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

### Pillar I Key Targets

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

## IV.2.2. Pillar I, Result Areas

### IV.2.2.1. Result Area 1. Improved Quality and Market relevance of TVET and HLIs Training Programs

Targeted skills development initiatives and training programs tailored to industry needs will improve employability for TVET, HLIs, and non-formal beneficiaries through the following Interventions:

#### Key Interventions to achieve Result Area 1 of Pillar I.

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

**Operationalization and strengthening of the Sector Skills Councils** will be achieved through empowering Sector Skills Councils (SSCs) in key industries, including Agriculture, Tourism and Hospitality, Finance, Mining, Manufacturing, Infrastructure, and Digital Inclusion. The operationalization process will also involve establishing a central secretariat and sector-specific secretariats, developing governance and coordination frameworks, enacting legal instruments to define the responsibilities, organization, and functioning of the SSCs, and creating governance and operational manuals.

**The National Skills Development Fund (NSDF) will be established and operationalized.** A basket fund, designed to support skills development initiatives, will be established, with contributions sourced from the government, the private sector, development partners, and philanthropic organizations, to mitigate financial barriers to skills development. Legal frameworks will be developed and enacted to define the fund's organization and operations, while existing funding mechanisms, such as the Skills Development Fund (SDF) and Capacity Building Fund, will be aligned.

The operations of **Skills Development Fund (SDF) will be scaled up** to equip youth with employable skills through its various windows: Window 1 focuses on skills upgrading for SMEs and selected foreign investors; Window 2 targets out-of-school youth; Window 3 covers apprenticeships, internships, the informal sector, and Recognition of Prior Learning (RPL); Window 4 promotes innovative training; and Window 5 supports trainings in the construction sector. The SDF will benefit 100,000 youth and women through short-term training programs, and tailor-made trainings for skills of workers in SMEs (including informal microenterprises, cooperative members, and farmers' groups) to improve quality and productivity.

**A National Quality Assurance Framework (NQAF) will be strengthened** to improve the quality of general education, higher education, TVETs, and professional development training outcomes. This will involve reviewing the existing National Qualification Framework and establishing dedicated delivery organs with the roles and responsibilities of providing Quality Assurance at all levels of education and skills development. It will also include the establishment of coordination frameworks, such as the Rwanda Qualifications Framework Coordination Committee. Ongoing efforts to upskill and reskill adequate and qualified TVET trainers and instructors (e.g., Rwanda TVET Trainers' Institute) will be scaled up, and quality assurance and accreditation systems will be established for training providers outside the National Qualification Framework, alongside the implementation of Continuous Professional Development (CPD) initiatives.

**A harmonized Trades and Occupations framework will be established.** This framework will encompass the development of a standardized system for classifying and recognizing skills and competencies across diverse industries. Strong coordination mechanisms will be established to maintain quality assurance and qualification systems for technical, vocational, and professional training institutes, while a dedicated delivery unit will manage trades operationalization and occupations.

**Centers of Excellence (CoEs) in vocational skills will be established** to enhance the responsiveness of vocational training centers to rapidly changing labor market needs. These CoEs will amplify the functions of vocational training centers, enabling them to respond more effectively to rapidly changing labor market needs. They will also deliver skill development programs in strategically identified trades, ensuring alignment with national and international quality benchmarks. Key components of this initiative include the development and implementation of a sustainable and public–private funding model, and the establishment and operationalization of a specialized CoE for Aviation Skills, among other sector–specific centers.

**Continuous Professional Development (CPD) will be enhanced to improve competitiveness and productivity.** This will include supporting CPD initiatives for public and private sector professionals (such as Impact Evaluation, PMP, PHRi, Data Analytics, ACCA, CPA, CFA, OHS, etc.) and improving proficiency in soft skills, including languages and computer literacy, among graduates and public servants.

**Functional literacy programs will be scaled up** through short courses in basic literacy and numeracy, as well as adapted training programs tailored to different learner profiles, including NEET youth and informal sector workers and adult people (e.g, household employment, driving skills). Additionally, alternative learning pathways will be established, including evening or weekend physical learning spaces in existing schools, youth centers, and other public facilities, online learning for out-of-school and working youth with internet access. blended learning through community–based learning centers and online platforms, and private provider programs.

**Structured career guidance and learning pathways will be established** to improve career tracking and empower individuals to make informed decisions regarding education investments and training choices. This includes developing a National Career Guidance Policy and its implementation plan, along with structured career pathways. Access to career advisory services will be expanded through operationalizing career hubs and training advisors, in collaboration with schools, training providers, and PESCs and YEGO Centers. Additionally, the Young Change-makers holiday volunteering program will be implemented to foster youth personal growth and active community participation.

## **IV.2.2.2. Result Area 2. Enhanced skills for future jobs and foundational skills through reskilling and upskilling.**

### **Key interventions to achieve Result Area 2 of Pillar I.**

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

**Reskilling and upskilling programs will be scaled up to develop a skilled workforce for skilled and future jobs.** This will include reskilling and upskilling the workforce, with a focus on training one million coders and 500,000 in advanced ICT skills. Tailored training programs will target sectors driving future job creation, such as ICT, transportation, advanced manufacturing, automotive and aerospace, energy, and environmental sustainability, covering skills like software development, cybersecurity, IT engineering, AI, big data, blockchain, electrotechnology, renewable energy, fintech, digital marketing, and media. The strategy will also prioritize developing soft skills, including analytical thinking, digital literacy, business intelligence, management, business development, emotional intelligence, and leadership.

**Global Business Services (GBS) and Business Process Outsourcing (BPO) will be optimized for sustainable employment creation.** The talent pool will be developed for critical sectors, including Global Business Services (GBS) companies, Business Process Outsourcing (BPO), financial service centers, health, engineering, IT, and tech-enabled services. Specialized skills, such as technology, communication, and electrical motor maintenance, will further drive the growth of job-rich and productive service sectors.

**Table 1: Pillar I Overview of Interventions and Targets**

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

## IV.3. Pillar II: Entrepreneurship and Business Support for Productive and Decent Jobs

### Situational Analysis of MSMES in Rwanda

Despite Rwanda's impressive economic growth, significant challenges prevail in employment and job creation, particularly for entrepreneurship, MSMEs and business development. MSMEs make up 99% of businesses in Rwanda, employing over 2.5 million people and contributing 33% to GDP (MINICOM, 2022). MSMEs in Rwanda struggle with limited financing, weak market access, lack of managerial skills, and hardships to comply with legal requirements.

While Rwanda's private sector has grown dynamically since the mid-2010s, most firms remain small, informal, and face low survival rates. Many operate in low-value service sectors with limited access to raw materials, finance, and markets. High operational costs, taxes, interest rates, and utility expenses further hinder business expansion. The high informality rate excludes many MSMEs from benefiting from government programs and the tax base, exposing them to legal risks.

Despite financial sector reforms, credit access remains limited, with MSMEs receiving only 15% of total bank loans, and agriculture, securing only 6% of total lending in 2023. The challenges of financing MSMEs emerge from both the demand side and the supply side: the demand side challenges include i) higher credit risk than larger firms, ii) poor quality of financial statements, iii) high degree of informality in their business operations, iv) lack of hard collaterals required by lenders, and v) limited financial literacy.

On the supply side, key challenges include the low degree of automation of processes in financial institutions' credit decisions and limited compliance with environmental, quality, and health regulations. The informal sector employs over 90 percent of Rwandans, with over 80% of off-farm jobs and 72% of livelihoods tied to smallholder farming, often characterized by low productivity and underemployment. Financial inclusion has improved, with 92% of adults using formal services, but youth (18–30) remain underserved, with only 20% having access to banks.

To address these issues of coordination gaps, informality, job quality, and sustainability, the strategy proposes strategic interventions that fall into five broader areas, including financial support and credit guarantee mechanisms, market expansion and trade linkages, regulatory and policy support, capacity-based graduation, and digital-driven growth.

## IV.3.1. Pillar II Strategic Objective and Key Targets

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

### Pillar II, Key Targets

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

## IV.3.2. Pillar II, Result Areas

### IV.3.2.1. Result Area 1. Enhanced entrepreneurship and business development services for MSMEs growth

To optimize investments in job-rich sectors and implement an integrated business service model for MSME growth and employment creation. The following key interventions will be implemented:

#### Key Interventions to achieve Result Area 1 of Pillar II.

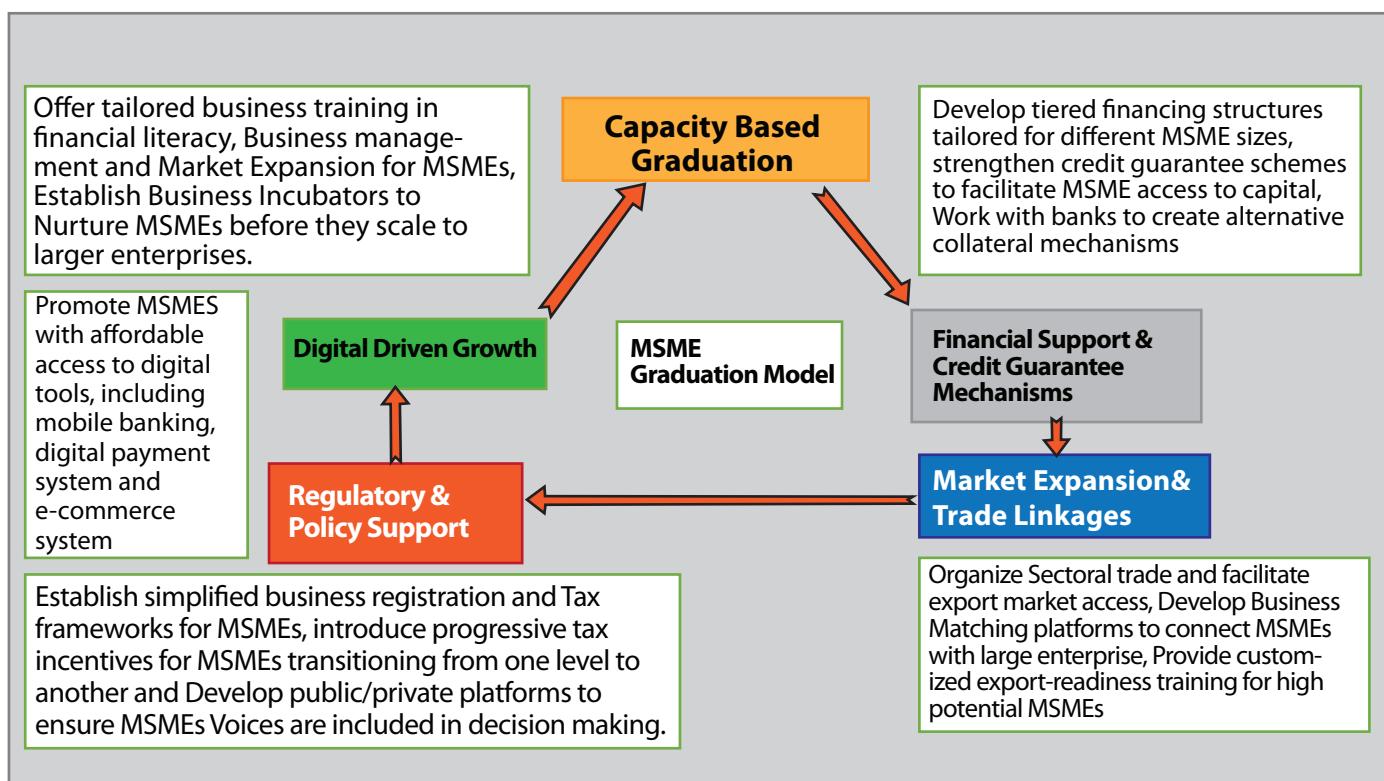
- Implement an Integrated Business Service model tailored to promote entrepreneurship and growth of MSMEs
- Scale-up targeted active labour market measures for MSMEs in priority value chains
- Enhance access to information and local, regional and international markets
- Strengthen Integrated Craft Production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

An **Integrated Business Service model will be established** to enhance MSME growth and expanding access to credit, low-interest loans, and tailored financial products. Existing finance schemes, such as collateral guarantees, leasing programs, and matching grants, will be expanded. A de-risking facility will offer credit guarantees, concessional finance, and grants for infrastructure, market access, and technology. The Kigali International Financial Centre (KIFC) will attract private equity to drive industrial growth. Business competition awards will be streamlined, and a Youth Investment Facility (YIF) will provide grants and low-interest loans to support youth entrepreneurship and access to finance.

**Targeted active labor market measures for MSMEs in priority value chains will be scaled up**, including the establishment of Aguka Fund to support youth start-ups and innovation. Award schemes for youth employment will be streamlined and access to finance for MSMEs will be enhanced. Youth-led companies will be prioritized in public tenders while community-based initiatives and the village model project will promote local youth employment. Youth-run farmer service units and a joint STEM laboratory will be supported to foster technology innovation and create productive jobs.

**The framework for the MSMEs integrated service model:** The proposed framework for the MSMEs integrated service model below provides an overview of proposed interventions to enhance MSMEs growth and sustainability. The proposed intervention areas fall into five broader categories, including financial support and credit guarantee mechanisms, market expansion and trade linkages, regulatory and policy support, capacity-based graduation, and digital-driven growth.

## The framework for the MSMEs Integrated Service Model



*Figure 5: The Framework for the MSMEs Integrated Service Model*

**Business Development Services will be expanded** to offer continuous entrepreneurship education, business advisory, mentorship, coaching, business management assistance, financial literacy, and strengthening innovation hubs and incubation centers to improve efficiency in MSMEs management and sustainability. The District Business Development Service Providers will provide business and entrepreneurship clinics to support entrepreneurs.

**Access to information, local, regional and international markets will be enhanced.** Market linkage services will be provided, and connections with both local and international markets will be established. The 'Made in Rwanda' policy will be strengthened to ensure a high proportion of essential and high-value items are produced locally. Investment incentives, including tax relief, customs duty exemptions, and financial incentives, will be offered to both domestic and foreign investors producing locally, particularly in manufacturing (mineral processing, leather, automotive, biomanufacturing, pharmaceuticals, textiles, and apparel), agro-processing, horticulture, creative industries, and other export-oriented industries.

Supplier linkages between producers, processors, and buyers of key food crops and manufactured products will be strengthened through the enhancement of the Supplier Development Program and the procurement of Made in Rwanda products. In addition, industrial parks will be operationalized and expanded, including the Kigali Special Economic Zone (KSEZ), Bugesera, and Rwanmagana Special Economic Zones, among others, in line with boosting Rwanda's exports, including under the African Continental Free Trade Area (AfCFTA). Furthermore, technology transfer and innovation will be enhanced across local industries. This will involve promoting the adoption of modern technologies, production methods, and equipment to increase productivity, efficiency, and competitiveness.

**Integrated Craft Production Centers (ICPCs)** will be modernized to increase productive and decent jobs. This will involve upgrading the existing ICPCs in districts, establishing and operationalizing a model ICPC at the provincial level to support skills development in TVET sector and technology upgrades, supporting ICPC access to new technology and capital through the Business Development Fund (BDF), among others. Additionally, the management structures and governance of ICPCs will be strengthened to improve efficiency, and capacity-building strategies will be developed and implemented for ICPC operators.

**Job creation and entrepreneurship in the sports and creative industry will be promoted** by supporting youth talent development, entrepreneurship, access finance, and continuous professional development. Young people with exceptional talents will be supported to start businesses in creative arts and sports, focusing on areas such as sports academies, merchandise, and fitness centers. Access to finance will be improved through grants and soft loans to help scale up start-ups in creative industry. Specialized capacity-building programs and certifications will help professionalize the sector, while job creation will be integrated into the construction of sports facilities and the management of arts, entertainment, and events.

**Functional analysis and impact evaluations of business support schemes will be conducted to assess their effectiveness in job creation.** Regular evaluations of MSME support schemes will guide policy decisions to inform the design of tailor-made support for MSEMs and NEET-youth and to optimize the impact of the invested funds to support MSMEs' growth for the creation of productive and decent jobs.

**Table 2: Pillar II: Overview of Interventions and targets**

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

## IV.4. Pillar III: Job Matching for Sustainable Employment Creation

### Job Matching Situational Analysis

One significant achievement was the establishment of a comprehensive Labour Market Information System (LMIS). This portal provides accurate information on labour market trends on supply and demand and is designed to serve a broader audience of decision-makers in both public and private sectors. LMIS requires further upgrading to consider user experience and ensure targeted users are involved in the definition of their needs, and the interfaces are regularly tested with users through user satisfaction surveys.

The NSDEPS supported the development and upgrading KORA Job Portal in collaboration with relevant stakeholders. This platform links job seekers with potential employers. The portal provides information about job opportunities, internships, training programs, information on career guidance, and various active labour market interventions. As articulated in NST2, NESS will support further improvement of labor market information systems to enhance access on employment services for both job seekers and employers. NESS will therefore support further upgrading of Kora Job portal and its integration with other matching platforms such as National Professional Internship Portal and Ingazi to streamline job matching services.

Through Professional Internships program, around 1,500 interns are placed every year and the uptake of interns is expected to increase in the next five years, especially in the private sector. Around 60 percent of beneficiaries of professional internship are employed within 6 months after internship.

To ensure sustainable job creation, the government of Rwanda has made a deliberate decision to mainstream employment creation into both public and private sector investments, with a focus on high-impact, labor-intensive projects. Through this approach, employment is integrated and monitored from the conceptualization of projects to their execution. However, implementation challenges still persist, including delays in reporting and poor coordination among stakeholders due to the lack of a robust management information system.

NESS will therefore support integrating mainstreaming workplace learning and job creation into the LMIS, with a new module for planning, reporting to improve decision-making.

## Key Challenges facing Job Matching in Rwanda

**Barriers to internet access and digital platforms:** Skilled jobs are mainly in urban areas, mainly in Kigali, where the average monthly income is significantly higher than in rural areas. Public Employment Services Centers are limited, with only three centers in Kigali, Musanze, and Huye. Low internet access also hinders rural areas from benefiting from digital services. Also, graduates, particularly from high schools, lack access to digital platforms due to unstable internet or high internet costs.

Although the LMIS provides valuable labor market insights, it requires further upgrades to enhance user experience and demand driven labor market information. Major challenges lie in the need for a more user-centered design processes, ensuring targeted users are actively involved in defining their needs and that interface testing is conducted with these users. Furthermore, mechanisms for measuring user satisfaction and demonstrating the utilization of these surveys for continuous improvement are lacking.

**Job market mismatches and language barriers:** The 2022 Rwanda Integrated Business Survey highlights gaps in graduates' employability skills, particularly in foreign languages (67.4%) and IT skills (45.8%). Annual State of Skills supply and demand report (2024) highlighted a mismatch between supply and demand in some fields with high-demand sectors, including technology and other emerging sectors.

**Employers' preference to hire experienced workers:** Many employers prefer to hire experienced workers rather than fresh graduates due to the perceived cost and time required to train fresh graduates. Employers' preferences and/or attitudes limit opportunities for fresh graduates to apply for jobs in the public sector (except for junior job positions), the Private sector and Civil society organizations.

**Internship challenges:** Though industrial attachments and internships are highly valued, there are still implementation challenges. These include a lack of sustainable funding for students' internships and apprenticeships, insufficient workplace learning (WPL) equipment, low uptake by employers, a lack of appropriate internship orientation, and the absence of insurance for damages caused by interns. Additionally, there is a low capacity of interns to manage equipment, and interns' preference for placement in companies operating in Kigali.

**The small size of the business enterprises and informality:** The National Professional Internship Program (NPIP) reports high uptake of interns in most formal and big enterprises. Small and informal enterprises dominate the business landscape and rarely use professional services or internships. The latter is not widely seen as strategically important in micro and small business entities.

NESS suggests to institutionalize apprenticeships and internships in micro, small and informal businesses and establishment of appropriate funding mechanisms for Work Place leaning through the National Skills Fund to be established.

## IV.4.1. Pillar III Strategic Objective and Key Targets

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

### Pillar III, Key Targets

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

## IV.4.2. Pillar III, Result Areas

### IV.4.2.1. Result Area 1. Improved employability of the labor force through work readiness labor market interventions

Employment opportunities and labor market information will be enhanced by incorporating employment creation into public and private sector investments and flagship projects, while also expanding workplace learning, professional development programs, employment services, and career guidance. This will be implemented through the following interventions:

#### Key Interventions to achieve Result Area 1 of Pillar III

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

***Strengthening mainstreaming of job creation in pro-employment sectors and public/private flagship projects.***

NST2 prioritizes integrating job creation into both public and private sector projects, with a focus on high-impact, labor-intensive initiatives. Employment will be monitored from project inception through execution, while labor market information systems will be improved to better align job opportunities with job seekers, facilitating effective workforce planning and economic growth.

In order to reduce unemployment, especially among NEET-youth, **1,078,831** sustainable mass jobs will be created through employment mainstreaming in labor-intensive programs and pro-employment sectors such as Agriculture, Infrastructure, Environment and climate change, construction & manufacturing, mining, and services, MICE and BPO.

**297,575** jobs will be created through upskilling, rapid response trainings, dual trainings, community-based internship, apprenticeship programs targeting NEET- youth. Apprenticeships, professional internships and industrial attachments will be institutionalized across public and private institutions and apprenticeship will be rolled out in small and medium establishments. In addition, Community-Based Internship (CBI) approach, Alternative Learning Pathways (ALPs) and ongoing interventions such Recognition of Prior Learning (RPL) and Reconversion Program will be scaled up.

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

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

**To enhance job quality and reduce underemployment**, targeted reskilling initiatives will bridge skill gaps within flagship projects. In addition, small enterprises will benefit from corporate governance support and measures to reduce operational costs, fostering business growth and scalability. As a result, an estimated **376,900 skilled jobs** will be created by optimizing private sector investments in key industries and flagship projects such as the Nyagatare Milk Powder value chain, Bugesera International Airport, and the Aviation Skills Academy, among others.

The table below outlines the flagship initiatives expected to create skilled employment opportunities.

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

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

**Over 165,000 jobs will be created through initiatives implemented in partnership with Non-Government actors ( NGOs, CSOs and DPs) involved in skills development, workplace learning, access to finance and entrepreneurship development. In addition, a centralized digital platform will be developed for M&E and reporting for all stakeholders including DPs and NGOs implementing employment and skills related initiatives.**

**Job matching services will be streamlined** to improve access to employment opportunities. Stakeholders will be mapped, and a unified database will be established to support evidence-based policy-making, training programs, and employment interventions while ensuring transparency and efficiency in matching job seekers with opportunities.

A framework will be established to integrate online job portals, including those managed by private employment agencies and platforms for international job postings. Collaborative networks involving private employment services, CSOs, and NGOs will be formed, with regular dialogues to share insights, address challenges, and enhance job matching and employment services.

**Public employment services will be strengthened** by scaling up PESCs and revamping of YEGO centers to improve employability and job access. Existing centers will be upgraded, a unified legal framework for PES implemented, and staff trained to provide integrated support. In Addition, career guidance and labor market access will be improved through revamped YEGO and incubation centers, along with joint career and job fairs to better connect youth with employment opportunities.

**Access to demand-driven labor market information** will be enhanced through a real-time skills inventory and regular labor market surveys, and establishment of policy innovation hubs to guide policy and strategy development. The LMIS will be upgraded to reflect user experience, with mechanisms to track user satisfaction and survey utilization for continuous improvement. LMIS will be integrated with existing portals like Graduate Tracking System (GTS), the National Skills Database, and NESS M&E System.

As articulated in NST2, NESS will support further improvement of labor market information systems to enhance access on employment services for both job seekers and employers. NESS will support further upgrading of Kora Job portal and its integration with other matching platforms such as National Professional Internship Portal and Ingazi to streamline job matching services.

**Policy innovations hubs will be established** to drive government policy modernization, advancing public sector innovations and enhancing programs performance, future foresight and evidence-based policy making. They will serve platforms to bring together policy makers, researchers and innovators to collaborate, co-develop, test employment policies as well as replicating best practices driven by evidences.

**Labour mobility framework will be enhanced** to facilitate access to regional and international job markets for Rwandan talents. Legal frameworks and labour mobility agreements will be established, and pre-departure programs will be offered to ensure safe labour mobility. Engagement with the Rwandan Community Abroad (RCA) will foster skills transfer, mentorship, and capacity-building, while the RCA database and portal will connect members to job opportunities and leverage their expertise for Rwanda's labor market.

**Table 5: Pillar III: Overview of Interventions and Targets**

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

## V. CROSS-CUTTING PILLAR: EMPLOYMENT MAINSTREAMING INTO PRO-EMPLOYMENT SECTORS

### V.1. Strategic Objective and Key targets

**Strategic objective:** To enhance access to employment opportunities focusing on creating sustainable mass employment for youth and providing them with the necessary skills and resources.

The focus will be put on mainstreaming jobs creation in pro-employment sectors including Agriculture, Infrastructure and Environment.

#### Key Targets

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

### V.2. Result Areas

#### V.2.1. Result Area 1. Improved Access to Employment Opportunities

Increasing job creation across various sectors, including agriculture, infrastructure and the environment, will be driven by pro-employment interventions targeting youth, women and persons with disabilities (PWDs). This will be achieved through the following interventions:

#### Key Interventions to achieve Result Area 1

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

**Sector-specific engagements will be strengthened** to identify vacant job opportunities and ensure job matching for unemployed youth. Sectoral labor market surveys will assess job opportunities and skills gaps, while job matching efforts, including internships and placements, will be supported and monitored in collaboration with relevant institutions.

**Youth-led companies will be further integrated into publicly funded projects**, expanding their role in maintaining local public buildings, including sector and cell offices, health centers, schools, and police stations. This builds on existing initiatives in feeder road maintenance and district water system management.

**Youth funding schemes and sectoral projects will be optimized to support start-ups.** The government will also promote youth cooperatives, internships, mentorship, capacity building, and soft skills training to enhance employability and job matching.

**Youth employment programs** will be incentivized across key sectors and high-value chains through pro-employment interventions, structured apprenticeships, rapid response training, and community-based approaches in collaboration with private and civil society partners.

**Youth innovations will be supported in value chains through skills training**, resource access, and market linkages to enhance productivity and competitiveness. Focus areas include agriculture, digital services, manufacturing, construction, textiles, and handcrafts. Incentivized short-term vocational training will cover agribusiness, livestock, masonry, carpentry, welding, plumbing, mechanics, tourism, creative arts, and green technology.

## V.3. Employment Mainstreaming in pro-employment sectors

### V.3.1. Mainstreaming Employment in the Environment Sector

The environment sector holds significant potential for job creation while addressing environmental challenges. It offers green job opportunities in renewable energy, sustainable agriculture, waste management, and eco-tourism. Through increased youth participation in environmental protection efforts, such as land restoration, afforestation, agroforestry, irrigation infrastructure, and flood management, Rwanda anticipate reducing youth unemployment and creating more job opportunities for youth. The following interventions outline key initiatives to generate new jobs in the environment sector over the next five years (2024–2029).

**Table 6: Key Initiatives to Create Jobs in Environment Sector**

S/N	Key Interventions	Overall number of Jobs to be created
1	<i>Strengthening climate resilience in rural communities</i>	238,786
2	<i>Ensure a sustainable use of marshlands</i>	23,376
3	<i>Integrated urban catchment initiatives, flood control and afforestation Programs</i>	52,949
4	<i>Building the institutional capacity to advance the national adaptation planning process</i>	13,655
<b>The expected Jobs to be created in the Environment Sector</b>		<b>328,766</b>

### V.3.2. Employment mainstreaming in Agriculture Sector

In Rwanda, the agriculture sector employs 43.5% in market-oriented activities and 42.3% in subsistence farming, including smallholder farmers, agribusiness entrepreneurs and agro-processing workers (LFS, 2023). This sector is supported by value chains such as crop production, livestock, agro-processing, and agricultural marketing. Government initiatives like agribusiness promotion, irrigation expansion, drought mitigation, improved seed multiplication, beekeeping, modern farming technologies, and agri-based selling points are expected to boost productivity and create new job opportunities. The following interventions outline key initiatives to create jobs in agriculture sector over the next five years (2024–2029)

**Table 7: Key Initiatives to Create Jobs in Agriculture Sector**

S/N	Key Interventions	Overall number of jobs to be created
1	<b>Agricultural Productivity and Value Addition</b>	299,805
1.1	<i>Expand of land under crop production, access to quality inputs (seeds, fertilizers, pesticides) and extension services.</i>	240,953
1.2	<i>Irrigation and Integrated Watershed Management</i>	58,852
2	<b>Livestock Productivity and Value Addition</b>	23,719
2.1	<i>Livestock development and value addition to increase employment opportunities.</i>	22,510
2.2	<i>Promote the livestock Intensification program</i>	1,209
3	<b>Agribusiness and Market Linkages in Livestock Farming</b>	59,103
3.1	<i>Promoting Smallholder Agro-export Competitiveness Project (PSAC)</i>	39,402
3.2	<i>Support business development services (BDS) for youth and women-led livestock enterprises.</i>	19,701
<b>The expected Jobs to be created in Agriculture Sector</b>		<b>382,627</b>

### V.3.3. Mainstreaming Employment in the Infrastructures Sectors

The infrastructure sector is vital for job creation and driving economic growth. Investments in key public and private flagship programs and projects, alongside developments in transport, energy, water, housing, and digital infrastructure, create significant employment opportunities, particularly for youth. Engaging youth in expanding road maintenance programs for national and Class One roads, as well as in the renovation and upkeep of government-owned housing and water supply systems, is expected to help reduce unemployment and the NEET (Not in Education, Employment, or Training) rate among youth, while building a more skilled workforce. The following interventions outline potential programs and initiatives that can generate new job opportunities in the infrastructure sector over the next five years (2024–2029).

**Table 8: Key Initiatives to Create Jobs in Infrastructures Sectors**

S/N	Key Interventions	Overall number of jobs to be created
1	<b>Water and Sanitation</b>	
1.1	<i>Strengthening Water Supply and Irrigation Systems</i>	180,219
2	<b>Transport and Logistics</b>	
2.1	<i>Transportation &amp; Logistics infrastructure projects</i>	33,415
3	<b>Urbanization &amp; Settlement</b>	
3.1	<i>Construction, Maintenance and Management of Government Buildings</i>	110,536
3.2	<i>Rehabilitation of Urban wetlands</i>	21,500
4	<b>Energy</b>	
4.1	<i>Energy infrastructure development and access to electricity</i>	21,768
<b>The expected Jobs to be created in the Infrastructure Sector</b>		<b>367,438</b>

# VI. Governance and Coordination Arrangements

The effective governance and coordination arrangements for the National Employment and Skills Strategy (NESS) underpins the effective implementation and sustainability of employment initiatives. It fosters collaboration among Government, the Private Sector, Development Partners, and Civil Society. The NESS promotes a coordinated and inclusive approach to job creation, skills development, clearly defining stakeholders' roles and responsibilities, aligning with national priorities and ensuring synergy across employment programs.

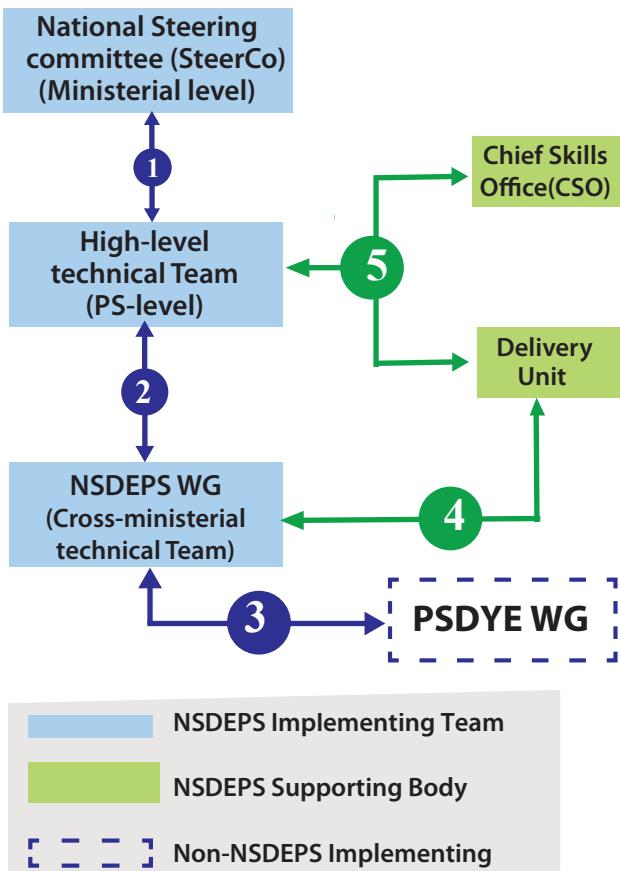
## NSDEPS/NESS Coordination for Situational Analysis

The establishment of robust coordination mechanisms such as Sector Working Groups, Steering Committees, and Technical Committees, has been crucial for the effective implementation of the National Strategy for the Development of Employment and Skills (NSDEPS). These mechanisms have improved coherence, cost-effectiveness, and the efficient monitoring and reporting of NSDEPS progress. They have fostered collaboration among a range of stakeholders, including public institutions, the private sector, and development partners. Furthermore, the management and accountability structures for NSDEPS have enhanced planning, implementation, and monitoring and evaluation efforts.

At the strategic level, the National Steering Committee provides guidance and approves key decisions proposed by the High-Level Technical Team. This team, composed of Permanent Secretaries and Heads of NSDEPS implementing institutions, has been responsible for overseeing the technical aspects of implementation. Their responsibilities include reviewing progress, making operational decisions, addressing critical issues, and submitting recommendations to NESS the National Steering Committee.

A Cross-Institutional Technical Team, comprising focal points from key NSDEPS implementing ministries and agencies, plays a vital role in executing decisions made by both the Ministerial Steering Committee and the High-Level Technical Team. This team also plays a critical role in developing and ensuring the execution of joint action plans, conducting monitoring and evaluation activities, and organizing joint sector reviews and technical review meetings for National Employment and Skills Strategy (NESS).

## The Governance and Management Structure of Concluded NSDEPS



- 1 SteerCo approves **strategic guidance** for High-level technical team.
- 2 High-level technical team provides **guidance and approval** to Cross-Ministerial Technical team.
- 3 Cross-Ministerial Technical team for NSDEPS **ensures coordination** with the PSDYE working group, for strategic coherence.
- 4 Delivery Unit provides **intelligence and recommendations** to the Cross-Ministerial Technical team.
- 5 Chief Skills Office together with Delivery Unit provides **insights** to High Technical Team and SteerCo for decision making

Figure 6: The Governance and Management Structure of Concluded NSDEPS

## Key Challenges in NSDEPS/NESS Governance and Coordination

### Underutilization of Coordination Mechanisms

Existing structures, such as Cluster and Sector Working Groups, are not fully leveraged. Strengthening stakeholder engagement, aligning plans, and enhancing collaboration among subsector working groups can improve implementation effectiveness. A strong coordination framework will be essential for better information sharing, joint planning and monitoring and evaluation.

### Fragmented Stakeholder Coordination

The NSDEPS evaluation revealed weak coordination among development partners, with government agencies, NGOs, and the private sector operating in silos. A unified governance framework is needed to streamline processes, enhance collaboration, and ensure well-defined roles, fostering more effective skills development and job creation efforts.

### Weak Monitoring, Evaluation, and Learning Systems

The absence of real-time data and a dedicated M&E unit hinders impact assessment. Establishing a NESS secretariat and a robust M&E system will enhance evidence-based decision-making, improve resource allocation, and strengthen M&E efforts.

### Limited Funding for NESS Implementation

Budget constraints affect key the implementation of key interventions, including access to finance, internships, apprenticeships, and professional development programs. Addressing these gaps requires strategic resource mobilization, investment in high-employment sectors, and stronger partnerships to support government efforts in skills development and job creation.

## VI.1. Strategic objective and Key Targets

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

### Key Targets

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

## VI.2. Result Areas

### VI.2.1. Result Area 1. Enhanced Governance and institutional coordination for NESS implementation

**Effective governance and a well-coordinated institutional framework** will be enhanced through the establishment of the NESS Secretariat and the development of a comprehensive resource mobilization strategy to expand employment opportunities and support skills development. This will be achieved through the following interventions:

#### Key Interventions to achieve Result Area 1

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

**The coordination and follow-up mechanisms for NESS** will be strengthened to ensure effective alignment of interventions across stakeholders. A National Employment and Skills Secretariat (NESS) will be established to harmonize job creation initiatives and collaborate with JADFs at the District level. Existing coordination structures, including the Cross-Institutional Technical Team and National Steering Committees, will be reinforced to enhance PSDYE and NESS coordination. Regular stakeholder meetings will be held to review progress and address challenges in skills development and employment promotion.

**NESS will leverage Public Private Dialogue (PPD) mechanism** to foster collaboration between the public and private sectors to address labor market challenges and drive the creation of sustainable productive and decent jobs. PPD will serve as a platform for stakeholders to identify issues, provide deliberate solutions to prevailing labor market challenges, and pursue mutually beneficial reforms. PPD will play a vital role in enhancing the business environment, promoting sustainable growth of MSMEs, and addressing shared challenges. These dialogues will enable sectors to align their efforts toward common goals, ensuring that policies are practical, inclusive, and supportive of economic growth.

**A comprehensive resource mobilization strategy** will be developed to leverage financial and non-financial resources for NESS implementation, including the design and execution of projects that consolidate government funding. Additionally, stakeholders in the job creation ecosystem will be mapped to streamline their contributions, maximizing the impact on skills development and employment creation. Efficient resource utilization and impact monitoring will be prioritized, ensuring effective use of financial support, technical assistance, and in-kind contributions.

**A dedicated M&E Unit** will be established to ensure the effective implementation of NESS and facilitate timely, accurate reporting on key performance indicators. This will be achieved through the development and implementation of a harmonized results-based monitoring and evaluation framework to track skills development and employment interventions, support stakeholder mapping and joint planning, and conduct regular monitoring, evaluation, and progress reviews. Additionally, the unit will build stakeholder capacity in M&E practices and oversee the mid-term review and impact evaluation of NESS.

**The M&E system** will be upgraded to enhance data availability and harmonized reporting through a centralized digital platform for all stakeholders, including DPs, NGOs, and CSOs involved in employment and skills development initiatives. A real-time database of job opportunities and required skills in flagship projects will be developed and operationalized. Additionally, a decentralized real-time employment and job creation information system will be established to improve accessibility and decision-making.

## VI.3. Institutional arrangements for NESS

The NESS complements NST 2 and the PSDYE Sector Strategy, leveraging existing platforms for effective implementation. Coordination mechanisms include Cluster and Sector Working Groups to enhance stakeholder engagement, align plans, and strengthen collaboration.

The National Steering Committee will provide strategic guidance, while the High-Level Technical Team oversees NSDEPS implementation. The NESS Secretariat will coordinate job creation initiatives, with the Cross-Institutional Technical Team executing key decisions. The M&E Unit will track progress through a harmonized result-based framework.

Sector Working Group and sub-sector working group will bring together Government and Non-Government actors, including DPs, NGOs, and philanthropic organizations, ensuring stakeholder coordination. Quarterly meetings and a centralized platform will support reporting and information sharing. The section below presents institutions and their responsibilities during NESS implementation.

**MINEDUC:** MINEDUC oversees formal education and trainings. Under NESS, MINEDUC will drive the implementation of the National Quality Assurance Framework, alternative learning pathways, post-formal education initiatives, structured apprenticeships and the establishment of Centers of Excellence (CoEs).

**MINICOM:** MINICOM chairs the Sector Working Group for the Private Sector Development and Youth Employment. Within the NESS/NSDEPS framework, MINICOM will oversee the implementation of Pillar 2 interventions, including facilitating financial support for MSMEs, enhancing entrepreneurship, supporting informal businesses to formalize their operations, mobilizing private investments in high-job-creating sectors, and strengthening Integrated Craft Production Centers (ICPCs) to drive employment creation.

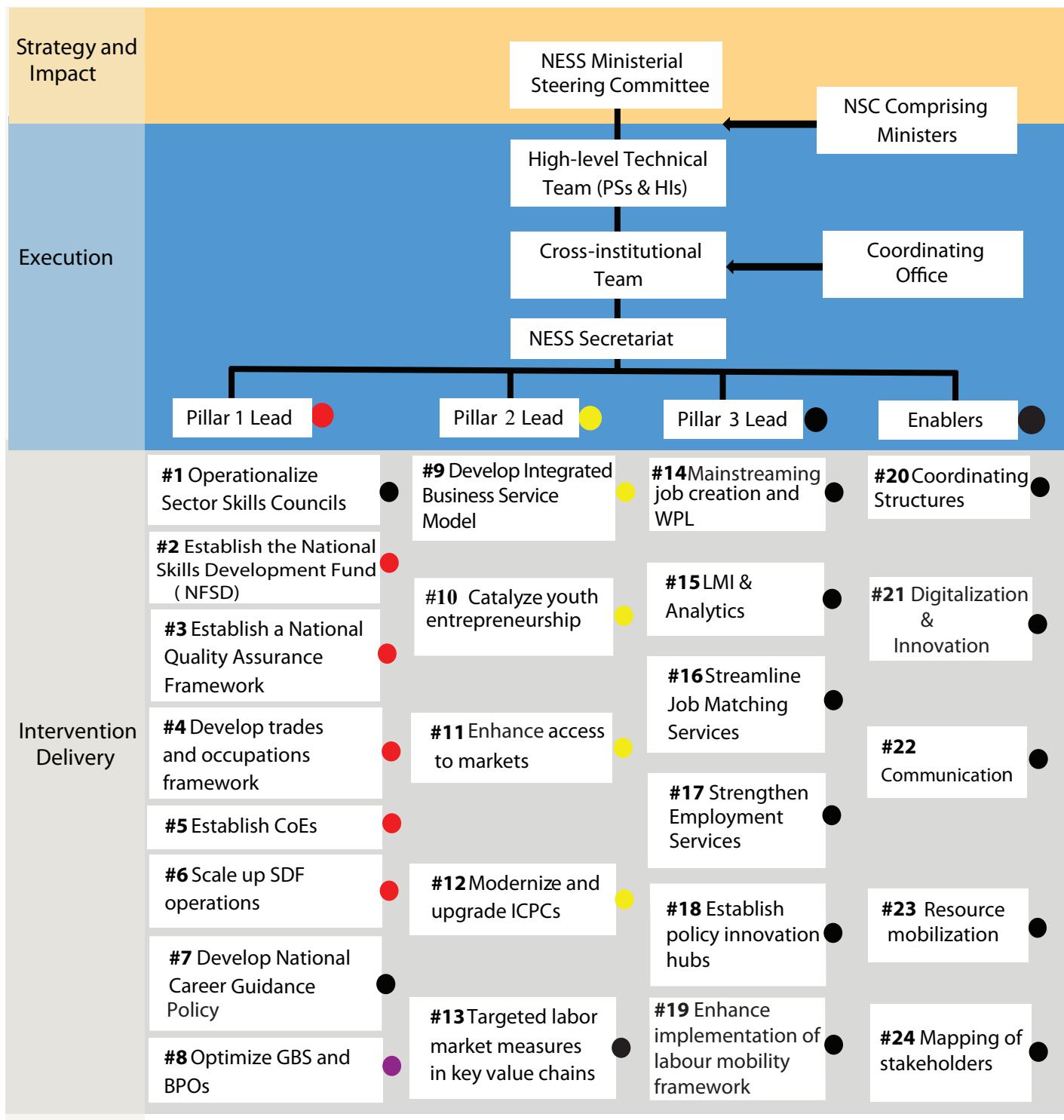
**MIFOTRA:** MIFOTRA drives the implementation of NESS/NSDEPS through a dedicated implementation and M&E Delivery Unit. It will integrate employment creation and workplace learning into action plans across Ministries, Agencies, and Districts, aligning with NST 2, PSDYE, and NESS objectives. MIFOTRA will support the preparation of Ministerial Steering Committee and technical meetings, and joint reviews at the subsector and district levels.

It will ensure the operationalization of labor market information systems and the NESS M&E system, and coordinate the establishment of quality assurance frameworks for training providers, CPD initiatives, Sector Skills Councils, the Trades and Occupational Framework, and workplace learning programs.

**MINECOFIN** will coordinate the mainstreaming of employment into policy frameworks, including macroeconomic and sectoral policies. It will align Ministries, Agencies, and Districts' plans with NST 2 goals for creating productive and decent jobs, monitor key performance indicators, and mainstream employment and workplace learning across all plans. Additionally, MINECOFIN will lead resource mobilization from DPs and global financial institutions.

**MINALOC** will coordinate the implementation of District Development Strategies (DDSs) and ensure their alignment with District Performance Contracts (Imihigo) and NST2, PSDYE, and NSDEPS targets. MINALOC will also support labor-intensive initiatives, integrate employment creation and workplace learning into DDSs, and coordinate joint quarterly reviews with JADF members to track progress. MINALOC will also strengthen PESCs and align employment service delivery with YEGO centers for better youth employment support.

# Overview of NESS Implementation Arrangement



**Ownership of interventions:** MIFOTRA (Black)

MINEDUC (Red)

MINICOM (Yellow)

RDB (Purple)

Figure 7: NESS Implementation Arrangement

**Table 9: NESS Coordination Platforms and Key Responsibilities**

<b>Cluster Working Groups</b>	<ul style="list-style-type: none"> <li>They monitor progress across sectors, provide strategic direction, and guide policy and investment decisions to ensure alignment with NST2 objectives,</li> <li>They oversee the effective implementation of NST2 at the cluster level.</li> </ul>
<ul style="list-style-type: none"> <li><b>PSDYE Sector Working Groups (SWG)</b></li> <li><b>PSDYE Joint Sector Reviews (JSRs)</b></li> <li><b>Youth Employment and Private Sector Sub Sector Working Groups</b></li> </ul>	<ul style="list-style-type: none"> <li>They serve as platforms for dialogue, accountability, and collaboration at the PSDYE sector and sub-sector levels, aligning policies, setting priorities, and monitoring progress through joint reviews.</li> <li>Technical sub-sector Working Groups will meet quarterly to address challenges and enhance collaboration. Representatives from Development Partners, NGOs, CSOs, FBOs, and educational institutions participate in PSDYE Sector Working Groups and Joint Sector Reviews.</li> <li>Youth Employment Sub-Sector Working Groups will convene quarterly as a dedicated NESS platform for key skills and business development players.</li> </ul>
<b>NESS Ministerial National Steering Committee</b>	<ul style="list-style-type: none"> <li>The committee provides strategic guidance and approves key decisions recommended by the High-Level Technical Team. It meets quarterly to review progress, approve plans, and address critical issues.</li> </ul>
<b>High-Level Technical Team</b>	<ul style="list-style-type: none"> <li>The High-Level Technical Team, chaired by the MIFOTRA Permanent Secretary, includes Permanent Secretaries and Heads of NESS institutions.</li> <li>It oversees NSDEPS/NESS implementation, providing guidance and approving deliverables. The team meets quarterly to review progress, make decisions, address issues, and recommend actions to the NSDEPS/NESS National Steering Committee. District Vice Mayors for Economic Development may be invited to these meetings.</li> </ul>
<b>NSDEPS/NESS Technical Team</b>	<ul style="list-style-type: none"> <li>The NESS Technical Team consists of focal points from key implementing institutions. They are responsible for developing and executing joint action plans, conducting assessments and evaluations, organizing meetings, and preparing agenda items for PSDYE Joint Sector Reviews. The team also implements decisions made by the Ministerial Steering Committee and High-Level Technical Team.</li> </ul>
<b>Joint Action Development Forum (JADF)</b>	<ul style="list-style-type: none"> <li>JADF supports the development and implementation of District Development Strategies (DDSs) and Imihigo (performance contracts). It will mainstream employment creation and workplace learning into District and JADF joint plans, aligning with PSDYE, NESS, and DDS objectives.</li> <li>JADF will monitor the implementation of approved action plans and collaborate with NESS coordinating institutions to hold joint</li> </ul>

	quarterly review meetings with JADF members to discuss progress on skills development and employment promotion.
<b>NESS Secretariat</b>	<ul style="list-style-type: none"> <li>The NESS Secretariat will serve as the operational backbone for NESS implementation, ensuring coordination and harmonization of job creation initiatives. It will manage day-to-day operations, support institutions in developing implementation and annual action plans, and track progress.</li> <li>The Secretariat will coordinate NESS Steering Committee meetings, monitor the implementation of recommendations, and organize quarterly review meetings at the district level with JADF members. It will also support the development and operationalization of the NESS M&amp;E System.</li> </ul>
<b>Sector Skills Councils (SSCs)</b>	<ul style="list-style-type: none"> <li>SSCs facilitate dialogue between industry stakeholders, educational institutions, and policymakers to align workforce planning efforts. Their key responsibilities include:</li> <li>SSCs will support the establishment of competency frameworks and advising on aligning education programs with labor market needs.</li> <li>SSCs will support the development of the skilled workforce to enhance employability and career progression.</li> <li>SSCs will promote the workplace as an active learning environment.</li> <li>SSCs will be responsible or coordinating skills needs assessments and capacity-building initiatives.</li> </ul>
<b>Public Private Dialogue (PPD) mechanism</b>	<ul style="list-style-type: none"> <li>Public Private Dialogue (PPD) will serve as a mechanism to foster collaboration between the public and private sectors to address labor market challenges and drive the creation of sustainable productive and decent jobs.</li> <li>PPD will serve as a platform for stakeholders to identify issues, provide deliberate solutions to prevailing labor market challenges, and pursue mutually beneficial reforms.</li> <li>PPD will play a vital role in enhancing the business environment, promoting sustainable growth of MSMEs, and addressing shared challenges</li> <li>PPD will enable sectors to align their efforts toward common goals, ensuring that policies are practical, inclusive, and supportive of economic growth.</li> </ul>

**Table 10: Snapshot of Stakeholders Involved in the NESS Implementation**

Skills Development	Entrepreneurship and Business support	Job Matching
MIFOTRA SSCs MOYA MINEDUC MINALOC MINICT MINAGRI MINISPORT MINAFFET RDB RISA RFL NCST UR RP RTB REB HEC & Private HLIs Professional Bodies i.e. ICPAR, RBA, RIER, RAPEP, ICT Chamber, etc. Districts PSF	MINICOM MOYA MINECOFIN MINISPORT MINALOC MINAGRI MININFRA NCPD RSSB RDB NIRDA RFDA RSB RCA RICA NISR BDF RPPA RRA MOE FONERWA RMF RTDA RHA WASAC Districts PSF	MIFOTRA PESCs MOYA MINAFFET RSSB RFL MINICT RISA HEC CoK RTB RDB RCB DGIE Districts PSF Recruiting Agencies: JobInRwanda, ITM, QSourcing, Right Seat, Sharpens Jobs, etc.
<b>Other Partners</b>		
World Bank AfDB Mastercard Foundation EU SDC GIZ Koblenz JICA Chancen International Bridge 2 Rwanda China Embassy to Rwanda	ILO AfDB UN WOMEN BPN DOT Rwanda Pro-Femmes Twese Hamwe (PFTH) SIDA Care International World Vision Rwanda Plan International DSIK RTI-HA Inkomoko	KOICA IOM ADEF BIWE AFD/Expertise France LuxDev Harambee Youth Employment Accelerator AIESEC International

# APPENDICES

## Annex I: NESS Implementation plan

Goals	Outputs	Key Actions/programs to deliver Output	Proposed Timelines					Budget (RWF)	Responsible
			Yr 1	Yr 2	Yr 3	Yr 4	Yr 5		
<b>NESS Overarching Goals:</b>  1. Increase the number of productive and decent jobs created to 1.25 million (2024–2029).  2. Reduce unemployment rate to 12%  3. Reduce Youth NEET rate to 25%.	Mainstreaming of employment creation and sustainable job creation optimized across public and private sector investments and labor-intensive sectors	Ensure mainstreaming of employment creation into critical sectors and services with high skills job potential including Manufacturing, Creative Industry, GBS, Aviation, Health, FinTech and ICT: Tech Start-ups						2,000,000,000	<b>MIFOTRA, MINICOM, MININFRA, MoE, MINAGRI, RDB</b>
		Ensure mainstreaming of employment creation in pro-employment sectors including agriculture and livestock, infrastructure and environment sectors							
		Conduct stakeholder mapping in job creation ecosystem and streamline mechanisms to optimize employment opportunities							<b>MIFOTRA, MINICOM, MINICT, MININFRA, MoH, RDB, KIFC</b>
		Strengthen synergies and partnerships among relevant stakeholders for workplace learning, employability skills for youth, and labor market systems through initiatives such as internships, apprenticeships and re-skilling & upskilling programs							

S/N	Outcome	Outputs	Key Actions/programs to deliver Output	Proposed Timelines					Budget (RWF)	Responsible						
				Yr1	Yr2	Yr 3	Yr 4	Yr 5								
<b>Pillar 1: Skills development for productive employment</b>																
<b>Outcome 1: Improved quality and market relevance for skills training programs tailored to industry needs</b>																
1	Sector Skills Councils (SSCs) established and operationalized		Revamp and operationalize SSCs for the Agriculture, Tourism and Hospitality, Finance, Mining, Manufacturing, infrastructure, and Digital Inclusion						500,000,000	<b>MIFOTRA, MINAGRI, MINECOFIN, MINICOM, MININFRA, MINICT, RFL</b>						
			Promulgate of legal instruments for determining the responsibilities													
			Establish a Central secretariat for the SSCs and Sector Specific (SSC) secretariats													
			Establish governance and coordination frameworks of SSCs													
			Mobilize resources for operationalizing SSCs													
			Enhance labor market information assessment to avail credible data and information to SSCs on skills demands and employment trends.						150,000,000							
			Carry out periodic assessment on skills demand and supply and developing sector skill plans						150,000,000							
			Dissemination of the assessment reports to SSs and other relevant stakeholders						20,000,000							
			Develop and implement SSCs annual work plans, capacity-building plans, capacity development programs for SSCs staff and their respective members						30,000,000							

S/N	Outcome	Outputs	Key Actions/programs to deliver Output	Proposed Timelines					Budget (RWF)	Responsible
				Yr1	Yr2	Yr 3	Yr 4	Yr 5		
			Conduct skills need assessment for the SSCs						100,000,000	<b>MIFOTRA, SSCs Leads, MINEDUC, RTB, PSF</b>
			Promote and support networking opportunities and platforms for SSCs to exchange knowledge, experiences, and best practices with each other and international counterparts						100,000,000	<b>MIFOTRA, MINEDUC, SSCs Leads, RTB, PSF</b>
			Empower SSCs to assume a formal role of accrediting of training providers, monitoring and evaluating quality of training programs against established quality criteria.							<b>MIFOTRA, MINEDUC, RTB, HEC, NESA</b>
			Undertake accreditation of Training providers & Training programs based on agreed quality criteria							<b>MINEDUC, RTB, RP, HEC</b>
			Ensure certification of short-term courses trainers and assessors							<b>RTB, MINEDUC, MIFOTRA, RP, HEC</b>
			Ensure accreditation process of short-term training providers, monitoring and evaluating the quality of training programs against established occupational standards						80,000,000	<b>MINEDUC, RTB, MIFOTRA, PSF</b>
			Develop occupational maps and progression pathways for priority sectors that can be uploaded on relevant digital platforms for aspiring users						300,000,000	<b>MIFOTRA, MINEDUC, RTB, RP, REB</b>

S/N	Outcome	Outputs	Key Actions/programs to deliver Output	Proposed Timelines					Budget (RWF)	Responsible
				Yr1	Yr2	Yr 3	Yr 4	Yr 5		
2	Operations of the Skills Development Fund (SDF) Scaled- up		Conduct comprehensive value chain analyses for key priority sectors, flagship projects, develop and implement skills development programs tailored to the skills needs of the labor market.						500,000,000	<b>MIFOTRA, RDB, HEC, RP</b>
			Scale up the operations of SDF to increase employability for targeted beneficiaries (NEET-youth)						25,000,000,000	<b>RTB, MINEDUC, MIFOTRA</b>
			Organize short-term training programs for upskilling workers in SMEs to improve productivity and relevance							<b>RTB, MINEDUC, MIFOTRA, MINICOM</b>
			Certify skills acquired through informal and non-formal training (Recognition of Prior Learning, RPL) to help individuals access better-paying employment opportunities.							<b>RTB, MINEDUC, MIFOTRA</b>
			Conduct Rapid Response Training (RRT) for prospective employees of new investors – focusing on specific skill sets needed							<b>RTB, MINEDUC, MIFOTRA</b>
			Conduct work-based trainings including industrial based trainings (IBT), Dual Trainings (DT) and internships						1,500,000,000	<b>RTB, MINEDUC, MIFOTRA</b>
			Scale up and accredit apprenticeship programs leading to certification						60,000,000	<b>RTB, MINEDUC, MIFOTRA</b>
3		National Skills development fund (NSDF) established and operationalized	Develop and enact a legal instrument determining the organization and functioning of the Fund							<b>MIFOTRA, RTB, MINEDUC</b>
			Establish a governance framework including a steering committee or board to oversee the fund's strategic direction, with representatives from government, private sector, and civil society						50,000,000	<b>MINEDUC, HEC, MIFOTRA, RTB</b>
			Develop and adopt guidelines for operationalization in terms of fund allocation, disbursement, monitoring, financial reporting, and decision-making processes						100,000,000	<b>MINEDUC, HEC, RP, MIFOTRA, RTB</b>

S/N	Outcome	Outputs	Key Actions/programs to deliver Output	Proposed Timelines					Budget (RWF)	Responsible
				Yr 1	Yr 2	Yr 3	Yr 4	Yr 5		
4	National Quality Assurance Framework (NQAF) strengthened		Harmonize the existing funding schemes, including but not limited to Skill Development Fund (SDF) and Capacity Building Fund.							MINEDUC, MIFOTRA, RTB
			Develop and implement resource mobilization strategies for NSDF							MINEDUC, RTB, MIFOTRA
			Mobilize funding for continuous learning in STEM and high-tech fields, advanced manufacturing, biotechnology, AI, FinTech, Aerospace and space technology.							MINEDUC, RDB, MIFOTRA, RTB, HEC, RP
			Review and adopt Rwanda's National Qualification Framework to reflect a harmonized agency vested with the roles and responsibilities of providing Quality Assurance at all levels of Education and skills development.						300,000,000	MINEDUC, HEC, MIFOTRA, NESA, RTB, UR, RP, REB
			Empower Rwanda TVET Trainers' Institute to scale up efforts to upskill and reskill adequate and quality TVET trainers and instructors						300,000,000	MINEDUC, RP, RTTI, RTB, HEC, MIFOTRA
			Establish a dedicated unit in charge of National quality assurance framework implementation							MINEDUC, RTB, RP, MIFOTRA
			Establish and strengthen quality assurance systems and practices for accreditation of training providers outside the National Qualification Framework and implementation of Continuous Professional Development (CPD) initiatives.						200,000,000	MINEDUC, RTB, RP, HEC

S/N	Outcome	Outputs	Key Actions/programs to deliver Output	Proposed Timelines					Budget (RWF)	Responsible
				Yr1	Yr2	Yr 3	Yr 4	Yr 5		
5		A harmonized National Trades and Occupations Framework established	Conduct regular assessments of the current systems & processes to inform the improvement of trades and occupations.						200,000,000	MINEDUC, MIFOTRA, RTB
			Establish a coordination body to maintain quality assurance and qualification systems for technical, vocational and professional training institutes.							MINEDUC, MIFOTRA, RTB, HEC
			Establish a dedicated unit in charge of operationalizing trades and occupations framework						250,000,000	MINEDUC, MIFOTRA, RTB, RP, HEC
			Conduct comprehensive skills mapping to identify and map the core skills and competencies required for various trades and occupations across different sectors in collaboration with industry stakeholders, employers, and training providers.							MINEDUC, MIFOTRA, RTB, RP, HEC
			Develop a Standardized Classification System with a clear and consistent taxonomy for classifying trades and occupations.						300,000,000	MINEDUC, MIFOTRA, RTB, RP, HEC
6		TVET Centers of Excellence (CoEs) in vocational skills established	Conduct feasibility studies for the establishment of the CoEs.							MINEDUC, RTB, MINECOFIN
			Develop and implement a model that combines public and private funding for the sustainability of the CoEs							MINEDUC, RTB, MIFOTRA
			Establish the TVET Centre of Excellences (CoEs) in the identified locations						45,000,000,000	MINEDUC, RTB, MINICT, MINICOM, PSF

			Develop a framework model for facilitating TVET schools in the vicinity of CoEs to benefit from high-end workshops, experienced trainers and instructors, labs, and R&D services, among others						500,000,000	<b>MINEDUC,</b> RTB, MINECOFIN, RDB, PSF
			Establish and operationalize CoE in Aviation Skills						26,000,000,000	<b>RDB,</b> MIFOTRA, MINEDUC, MININFRA, RTB
7		Skills for future jobs and upskilling in foundational skills enhanced	Train One (1) million coders with the required ICT skills, and 500,000 people in advanced ICT skills						2,000,000,000	<b>MINICT,</b> MIFOTRA, MOYA
			Support upskilling and reskilling initiatives in critical sectors such as ICT, transportation, advanced manufacturing, automotive and aerospace, energy, and environmental sustainability, covering skills such as software development, cybersecurity, IT engineering, AI, big data, blockchain, electrotechnology, renewable energy, fintech, digital marketing, and media						8,000,000,000	<b>MIFOTRA,</b> MINEDUC, MINICT, MINECOFIN, RFL, HEC, PSF
			Conduct assessment of rare and critical skills and develop a Priority Skills Program aligned with NST 2 and NESS objectives to address strategic workforce gaps						7,000,000,000	<b>MIFOTRA,</b> MINEDUC, HEC, RTB, RP
			Develop among graduates, foundational and soft skills like analytical thinking, digital literacy, business intelligence, management, business development, emotional intelligence and leadership						500,000,000	<b>MIFOTRA,</b> MINEDUC, MINICT, RDB, HLIs

S/N	Outcome	Outputs	Key Actions/programs to deliver Output	Proposed Timelines					Budget (RWF)	Responsible
				Yr1	Yr2	Yr 3	Yr 4	Yr 5		
8		Continuous professional development enhanced to improve competitiveness and productivity	Develop and implement a comprehensive capacity-building plan for civil servants to enhance their competencies and ensure efficient public service delivery						300,000,000	<b>MIFOTRA, MINALOC, PSF</b>
			Improve proficiency in soft skills including languages and computer literacy among graduates and public servants						250,000,000	<b>MIFOTRA, MINEDUC, MINALOC, PSF</b>
			Enhance life skills among Rwandans such as problem-solving, critical thinking and real-life scenarios to ensure ethical and professional application of acquired skills in various personal and workplace contexts.						400,000,000	<b>MIFOTRA, MINEDUC, MOYA, MINALOC, RTB</b>
			Develop and implement programs that facilitate skills transfer (by foreign experts and Diaspora Community members) to local staff, local institutions and industries in priority sectors.						400,000,000	<b>MIFOTRA, MINEDUC, MINAFFET, RTB, RP, DGIE</b>
9		Alternative Learning (targeted learning) pathways and functional literacy short courses implemented	Implement alternative pathways to learning (APL) to different learner profiles including youth NEET and informal sector workers to boost their employability and retention.						500,000,000	<b>MIFOTRA, MINALOC, RTB, MINEDUC, PSF</b>
			Promote peer learning, coaching and mentorship programs from skilled individuals in relevant fields						500,000,000	<b>MIFOTRA, MOYA, MINEDUC, MINALOC, RTB, PSF</b>
			Train NEET individuals in functional literacy courses (reading, writing, numeracy) to improve their employability and readiness for further training						9,000,000,000	<b>RTB, MIFOTRA, MINEDUC, MINALOC, PSF</b>

S/N	Outcome	Outputs	Key Actions/programs to deliver Output	Proposed Timelines					Budget (RWF)	Responsible
				Yr1	Yr2	Yr 3	Yr 4	Yr 5		
10	A structured Career guidance and learning pathways established		Develop and implement the National career guidance policy and its implementation plan						400,000,000	<b>MIFOTRA, MINEDUC, HEC, RTB, SSCs</b>
			Strengthen career support systems and establish career hubs providing access to career information, counselling sessions and information about different professions						150,000,000	<b>MINEDUC, RTB, MIFOTRA, MINALOC</b>
			Decentralize career guidance tools and educate parents on their contribution to their children's career development						300,000,000	<b>MIFOTRA, MINEDUC, MINALOC, MOYA</b>
			Develop and disseminate visual career pathways and occupational maps that will be uploaded on relevant digital platforms						1,000,000,000	<b>MIFOTRA, MINEDUC, MINALOC, MOYA</b>
			Develop and operationalize structured career guidance and learning pathways							<b>MINEDUC, MIFOTRA, MINICT, RTB, SSCs</b>
			Optimize using data and information from Sector Skills Councils on learning and career pathways to support and guide stakeholders involved in career guidance							<b>MIFOTRA, MINEDUC, SSCs</b>
			Improve access to career guidance and advisory services in collaboration with schools, training providers, and Public Employment Service Centers (PESCs).						1,600,000,000	<b>MIFOTRA, MINEDUC, MINALOC, MOYA</b>
			Design package for career counselling, coaching, mentorship and job shadowing and hand-holding interventions to help fresh graduates and workers navigate and grow in their careers							<b>MIFOTRA, MINEDUC, MINALOC, MOYA</b>

S/N	Outcome	Outputs	Key Actions/programs to deliver Output	Proposed Timelines					Budget (RWF)	Responsible
				Yr1	Yr2	Yr 3	Yr 4	Yr 5		
11		Global business services & BPOs optimized for sustainable employment creation	Develop and implement Young Change-makers/holiday volunteering programs						20,000,000,000	MOYA, MINEDUC, MIFOTRA, MINALOC, MINICT
			Develop talent pool for critical sectors such as Global Business Services (GBS) companies, Business Process Outsourcing (BPO), Financial services center, Health, Engineering, IT and tech enabled services						500,000,000	MIFOTRA, MINEDUC, MINICT, MINECOFIN, MININFRA, MoH, RTB, RFL, SSCs
			Promote and facilitate high skilled job creation initiatives through Business Process Outsourcing (BPO) investments.							RDB, MIFOTRA, MINEDUC, MININFRA, RTB, MINECOFIN
			Conduct trainings for specialized skills including Technology, communication and automotive to drive growth of job-rich, productive service sectors.						3,000,000,000	MIFOTRA, MINICT, MINICOM, PSF
			Strengthen partnerships with multinational firms for outsourcing contracts.						900,000,000	RDB, MINICT, MINEDUC, MIFOTRA, MINECOFIN

S/N	Outcome	Outputs	Key Actions/programs to deliver Output	Proposed Timelines					Budget (RWF)	Responsible					
				Yr1	Yr2	Yr 3	Yr 4	Yr 5							
<b>Pillar 2: Entrepreneurship and business support for productive and decent jobs</b>															
	<b>Outcome: Enhanced entrepreneurship and business development services for MSMEs growth</b>														
1	Integrated business service model is implemented to promote entrepreneurship and growth of MSMEs	Develop a Comprehensive Integrated Service Model that combines flexible and tailored support services for job creation promotion and youth.							30,000,000,000	MIFOTRA, MINICOM, MOYA, MINALOC, BDF					
			Expand Business Development Services to help reduce informal businesses and create sustainable jobs.							MINICOM, MIFOTRA, MOYA, MINEDUC, MINECOFIN, RDB, BDF, PSF					
			Harmonize and rationalize Business awards competition and schemes implemented by different institutions i.e. create a centralized Fund (Aguka Fund) and integrated platform for awards and hackathons products							MIFOTRA, MOYA, MINICOM, BDF, PSF					
		Lower collateral requirements for youth and SMEs under Aguka Fund								MOYA, MINICOM, BDF					
			Provide business and entrepreneurship clinics to support entrepreneurs through District's Business Development Service Providers						200,000,000	MINALOC, MINICOM, MIFOTRA					
		Strengthen and expand Innovation Hubs, incubation centers through partnerships to support more start-ups (including tech start-ups).							30,000,000,000	MINICT, MINICOM, MIFOTRA, MOYA, PSF					

S/N	Outcome	Outputs	Key Actions/programs to deliver Output	Proposed Timelines					Budget (RWF)	Responsible
				Yr1	Yr2	Yr 3	Yr 4	Yr 5		
			Create a more supportive environment for youth and vulnerable groups in business, including improved access to affordable financing for their enterprises i.e. streamline loan conditions to benefit these small businesses							MINICOM, MIFOTRA, MOYA, MNECOFIN, RSB
			Expand existing financing schemes, such as collateral guarantees, leasing programs, and matching grants to benefit more beneficiaries						500,000,000	MINICOM, MIFOTRA, MINECOFIN, BDF
			Review, simplify and improve regulations to reduce burdens on micro and small businesses by review tax procedures, procurement and charges to support business growth.							MINICOM, MINECOFIN, MIFOTRA, RDB, RRA, RPPA, PSF
			Put in place incentive measures encouraging businesses to formalize, create stable jobs and provide a conducive working environment for employees.							MINICOM, MINECOFIN, MINALOC, MIFOTRA, RDB, PSF
			Nurture the entrepreneurship culture through implementing programs that offer continuous entrepreneurship education, mentorship, coaching, business planning assistance						1,500,000,000	MINICOM, MIFOTRA, MINECOFIN, MINALOC, MOYA
			Scale up dedicated career guidance centers that offer personalized advice, career planning, and counselling services on jobs.						700,000,000	MINICOM, MIFOTRA, MINECOFIN, MINALOC, MOYA, MINICT

S/N	Outcome	Outputs	Key Actions/programs to deliver Output	Proposed Timelines					Budget (RWF)	Responsible
				Yr1	Yr2	Yr 3	Yr 4	Yr 5		
2		Access to information and markets for MSMEs enhanced	Improve access to local, regional, and international markets for SMEs producing goods under the "Made in Rwanda" policy.						4,000,000,000	MINICOM, MIFOTRA, MINALOC, RDB, BDF
			Develop digital platforms to provide online access to entrepreneurship resources for youth						300,000,000	MINICOM, MIFOTRA, MINALOC, BDF
			Improve information sharing and collaboration among business support networks, PSF clusters, and associations to better support businesses and create jobs						50,000,000	MINICOM, MIFOTRA, MINALOC, BDF
			Provide business advice and training to MSMEs owners on essential and relevant courses to improve their efficiency and sustainability.						700,000,000	MINICOM, MIFOTRA, MINALOC, BDF
			Develop and implement a program on preferential access by SMEs to government procurement contracts.							MINICOM, MININFRA, MOYA, MIFOTRA, MINALOC
3		Strengthened Integrated Craft Production Centers (ICPCs) for more employment creation	Establish and operationalize a model ICPC at the provincial level to catalyze and scale up technology, skills upgrade to other ICPCs						15,000,000,000	MINICOM, MIFOTRA, MINECOFIN, MINALOC, RDB
			Modernize and upgrade existing and scale up ICPCs in different Districts for employment creation						50,000,000,000	MINICOM, MIFOTRA, MINECOFIN, MINALOC, NIRIDA, RDB

S/N	Outcome	Outputs	Key Actions/programs to deliver Output	Proposed Timelines					Budget (RWF)	Responsible
				Yr1	Yr2	Yr 3	Yr 4	Yr 5		
3			Facilitate ICPCs in acquiring technological equipment through the acquisition and/or equipment leasing system of BDF							MINICOM, MIFOTRA, MINALOC, NIRDA, BDF
			Strengthen the governance and management structures of ICPCs for improved efficiency.							MINICOM, MIFOTRA, MINECOFIN, MINALOC, RDB
			Develop and implement capacity development programs for ICPCs operators						1,000,000,000	MINICOM, MIFOTRA, MINALOC, NIRDA, BDF
4		Targeted active labor market measures for MSMEs in priority value chains implemented	Establish and operationalize Youth Investment Facility (YIF) to support youth start-ups and innovative projects and scale up awarding schemes targeting to create employment for youths (including Business Projects Competition Awards offering a combination of capital awards and business incubation).						13,770,000,000	MOYA, MINECOFIN, MIFOTRA, MINICOM, RDB, BDF
			Establish de-risking facility that offer credit guarantees, concessional finance, and grants for infrastructure, market access, and technology.						1,000,000,000	MINICOM, MINECOFIN, MIFOTRA, RDB, BDF
			Identify and support micro and small enterprises with forward and backward linkages to promote local content in priority value chains and creating sustainable jobs						1,300,000,000	MINICOM, MoYA, MIFOTRA, RPPA, PSF

S/N	Outcome	Outputs	Key Actions/programs to deliver Output	Proposed Timelines					Budget (RWF)	Responsible
				Yr1	Yr2	Yr 3	Yr 4	Yr 5		
			Integrate youth led companies in small publicly funded projects and programs to empower young people to take an active role in driving economic development							MOYA, MINECOFIN, MINICOM, MIFOTRA, RCA, RPPA
			Implement community-based initiatives that engage youth, provide support, and address local employment challenges. This will include Promoting and scaling up community-based procurement for Youth Employment and Entrepreneurship in road maintenance, water management, and other public infrastructure works						1,200,000,000	MIFOTRA, MOYA, MINAGRI, MoE, MoH, RPPA, BDF
			Support and scale up the village model income and employment-generating project at the community level						3,000,000,000	MINALOC, MIFOTRA, MINECOFIN, MOYA, MINAGRI
			Establish and support farmer service units run/operated by youth-owned companies and/or cooperatives at the sector level. These would include, among others, transportation of agricultural inputs and produce and renting post-harvest handling facilities						1,500,000,000	MINAGRI, MINALOC, MOYA
			Establish a joint STEM laboratory to foster Medium and High Technology creation while also translating innovations into investment opportunities that create more productive jobs.							MINICOM, MIFOTRA, MINEDUC, NIRDA, RSB, NCST, RTB, PSF
			Promote and incentivize industry development including light manufacturing in rural areas for massive & sustainable employment opportunities.						350,000,000	MINICOM, MINALOC, MINAGRI, RDB

S/N	Outcome	Outputs	Key Actions/programs to deliver Output	Proposed Timelines					Budget (RWF)	Responsible
				Yr1	Yr2	Yr 3	Yr 4	Yr 5		
5		Job creation and entrepreneurship promoted in Sport and creative industry	Support art and talent development through skills development promotion of cultural centers and public theatres						3,000,000,000	MINISPORT, MoYA, MIFOTRA, MINALOC, CoK
			Provide support to youth with outstanding talents to start their business enterprises with a focus on promoting creative and performance arts						3,000,000,000	MoYA, MINISPORT, MIFOTRA, MINALOC, RTB
			Conduct sports skills audits and profiling to identify existing and missing competencies							MINISPORT, MIFOTRA, MoYA, MINALOC
			Promote entrepreneurship in sports-related businesses (sports academies, merchandise, fitness centers, etc.)							MINISPORT, MINICOM, MOYA
			Facilitate access to finance for actors in arts and creative industry by providing grants, soft loans to scale up start-ups and employment opportunities							MINICOM, MINISPORT, MOYA, BDF
			Facilitate professionalization in sports and creative industry through specialized capacity building and certification programs						500,000,000	MINISPORT, MIFOTRA
6		Impact evaluation and functional analysis of the business	Mainstream and optimize job creation in sports facilities construction, arts, entertainment and events management.							MINISPORT, MIFOTRA, MINECOFIN, MINALOC, Districts
			Conduct regular evaluations of MSME support initiatives and use the results to inform strategic decisions and policy formulation.						500,000,000	MINISPORT, MIFOTRA, MINECOFIN, MINALOC, Districts

S/N	Outcome	Outputs	Key Actions/programs to deliver Output	Proposed Timelines					Budget (RWF)	Responsible
				Yr1	Yr2	Yr 3	Yr 4	Yr 5		
		support schemes is enhanced	Conduct periodic surveys to gather data for evidence-based policy recommendations to improve the business environment for job creation						500,000,000	MINICOM, MIFOTRA, Employment task-force, MINECOFIN
			Strengthen the capacity of individuals and organizations involved in planning and managing job promotion initiatives						500,000,000	MIFOTRA, MINICOM, PSC, PSF
			Establish comprehensive database (decentralized to the District BDEUs) for business support and access to market information						500,000,000	MIFOTRA, MINICOM, RISA
<b>Pillar 3: Job matching for sustainable employment creation</b>										
1		Mainstreaming of job creation into pro-employment sectors and public & private flagship projects strengthened	Design and implement employment support measures to improve employability, access to finance and labor market readiness programs for casual laborers in public labor-intensive projects						50,000,000	MIFOTRA, MINICOM, MINALOC, MOYA
			Mainstream employment creation into pro-employment sectors (Agriculture, Environment, infrastructure) and high skilled job sectors (ICT, GBS, Creative Industry, Aviation, Manufacturing, Health, FinTech, etc.)						2,500,000,000	MIFOTRA, MINICOM, MINAGRI, MINALOC, MoE, RDB
			Optimize employment opportunities and skills development from major investment and flagship projects in public & private sector such as Nyagatare Milk powder processing plant, Bugesera International Airport, Aviation Skills Academy, Gabiro agri-hub, sports and health hubs, and Muvumba Multipurpose Dam, Clay Eco Industrial Park in Rwanamagana to host investments in clay cluster, ICPCs among others						400,000,000	MINICOM, MIFOTRA, MINECOFIN, MINAGRI, MININFRA, MoE, MINISPORT, MoH, MINALOC

S/N	Outcome	Outputs	Key Actions/programs to deliver Output	Proposed Timelines					Budget (RWF)	Responsible
				Yr1	Yr2	Yr 3	Yr 4	Yr 5		
2	Workplace Learning for youth institutionalized for enhanced employability readiness		Review mainstreaming of employment and WPL into institutional strategic plans and align them with NST2 and NESS							MIFOTRA, MINECOFIN, MINALOC
			Mobilize the private sector to invest in key sectors that are high skill jobs rich e.g. textile, apparel, automotive, creative industry, GBS, etc.							RDB, MINICOM, MIFOTRA
			Develop and integrate employment and WPL mainstreaming tools into existing M&E system							MIFOTRA, MINEDUC, MINECOFIN, MINALOC,
			Scale up the implementation of workplace learning initiatives in collaboration with private companies, Small and Medium-sized Enterprises (SMEs), Universities and TVET institutions						400,000,000	MINEDUC, MINICOM, MIFOTRA, RTB, PSF
			Develop and implement a workplace learning incentive mechanism for supporting and encouraging the participation of employers in the training of youth							MINEDUC, MIFOTRA, MOYA, MINALOC, RTB, PSF
			Ensure accreditation process of short-term training providers, monitoring and evaluating the quality of training programs against established occupational standards						80,000,000	MINEDUC, MIFOTRA, RTB, PSF
			Attract, accredit and support Micro, Small and Medium-sized Enterprises (MSMEs) involved in-apprenticeship programs to enhance industrial practical skills						600,000,000	MINEDUC, MINICOM, MIFOTRA, RTB, PSF
			Institutionalize apprenticeships, professional internships and industrial attachments across public, private sector and non-government actors						30,000,000,000	MIFOTRA, MINEDUC, RTB, NIRDA, PSF

S/N	Outcome	Outputs	Key Actions/programs to deliver Output	Proposed Timelines					Budget (RWF)	Responsible
				Yr1	Yr2	Yr 3	Yr 4	Yr 5		
			Strengthen internship management system to integrate apprenticeship, Industrial attachments, young professionals, performance monitoring and feedback.							MIFOTRA, RTB, PSF
			Enhance performance monitoring and feedback mechanism to improve the quality of workplace learning.							MIFOTRA, MINICOM, MINEDUC, RTB, PSF
			Mainstream workplace learning through establishing partnerships with key sectors, government institutions and private companies implementing flagship projects and professional bodies						700,000,000	MIFOTRA, MINEDUC, MINALOC, HLIs, RTB
			Scale up and sustain the Community-Based Internship (CBI) approach to enhance the employability of fresh graduates.						800,000,000	MIFOTRA, MINEDUC, MINALOC, HLIs, RTB
			Map and profile unemployed youth in NEET in order to provide qualitative data and information required for understanding the underlying causes, aspirations and propose specific programs and recommendations to address them.						200,000,000	MIFOTRA, MINICOM, MINALOC, Districts
			Enhance Recognition of Prior Learning (RPL) program for workers to formalize competencies.						600,000,000	MINEDUC, MIFOTRA, RTB, HEC
			Provide adapted trainings to different learner profiles including youth NEET and informal sector workers.						4,000,000,000	MINEDUC, MIFOTRA, MINALOC, MOYA, RTB

S/N	Outcome	Outputs	Key Actions/programs to deliver Output	Proposed Timelines					Budget (RWF)	Responsible
				Yr1	Yr2	Yr 3	Yr 4	Yr 5		
3		Employment service centers strengthened and scaled up	Strengthen “reconversion” initiatives, which will involve retraining or reskilling individuals, especially workers whose skills have become obsolete or mismatched with the current job market demands including those in NEET category.						200,000,000	MINEDUC, MIFOTRA, MINALOC MINICOM, RTB, BDF
			Empower existing PESCs and establish more employment services centers. This will include upgrading existing employment services centers, implementing harmonized legal and policy frameworks for PES, capacitating staff of public employment services centers, providing integrated support to job seekers to enhance employable skills and readiness for job placements.						7,000,000,000	MIFOTRA, MOYA, MINICT, MINALOC
			Revamp YEGO and Incubation centers to provide career support and information, and facilitate pathways to employment and job matching						2,000,000,000	MOYA, MIFOTRA, MINALOC, Districts
			Organize joint career and job fairs to facilitate linkages between job seekers and employers						1,000,000,000	MIFOTRA, MINALOC, PSF, HLIs
			Strengthen communication mechanisms to improve awareness of the public employment services through outreach activities including mobile services/outreaches							MIFOTRA, MINALOC, PSF, HLIs
4		Access to Job market information and matching	Upgrade job portals through the establishment of a streamlined portal that integrate existing systems (KORA Job Portal, Ingazi, and Professional Internship Portal).						4,000,000,000	MIFOTRA, MINEDUC, MINICT, MoYA

S/N	Outcome	Outputs	Key Actions/programs to deliver Output	Proposed Timelines					Budget (RWF)	Responsible
				Yr1	Yr2	Yr 3	Yr 4	Yr 5		
		services enhanced	Engage targeted users to define their needs, user experience and testing LIMS interfaces							<b>MIFOTRA, RISA</b>
			Incorporate Labor Market Information and Advisory Services (LMIAS) into Integrated Job Portal							<b>MIFOTRA, MINICT, NISR, RISA</b>
			Integrate LMIS with Existing LMI Portals such as GTS, National Skill Database, NESS M&E System							<b>MIFOTRA, MINEDUC, MINICT, HEC, RISA</b>
			Establish Mechanisms for measuring user satisfaction and demonstrating the level of utilization of satisfaction surveys							<b>MIFOTRA, RISA</b>
			Conduct periodic skills inventory to add value to information services by providing comprehensive, real-time information on available skills and labor market trends						200,000,000	<b>MIFOTRA, MINEDUC, MINICT, HEC, RISA</b>
			Conduct regular labor market analysis to inform strategic decision-making, policy formulation, and review.						300,000,000	<b>MIFOTRA, MINICOM, SSCS, NISR</b>
			Conduct graduates' tracer studies/surveys to assess labor market absorption and their employability satisfaction						800,000,000	<b>MIFOTRA, MINEDUC, RTB</b>
			Strengthen capacities of members of the Labor Market Information Analysis (LMIA) technical working group.						40,000,000	<b>MIFOTRA, MINEDUC, LMIA TWG, NISR</b>
			Establish policy innovation hubs for knowledge transfer, facilitating PPPs and enabling rapid testing and scaling of transformative initiatives						100,000,000	<b>MINECOFIN, MINICT, MIFOTRA, RDB</b>

S/N	Outcome	Outputs	Key Actions/programs to deliver Output	Proposed Timelines					Budget (RWF)	Responsible
				Yr1	Yr2	Yr 3	Yr 4	Yr 5		
5		Coordination and job matching service delivery improved	Promote collaborative networks engaging private employment/job Matching services providers, CSOs and NGOs to regularly share insights and discuss challenges							<b>MIFOTRA, MINICOM, MINEDUC, MINALOC, RGB</b>
			Undertake the mapping of all job matching services providers and establish a unified database of all stakeholders							<b>MIFOTRA, MINALOC, MINEDUC, MINICOM, NISR</b>
			Implement targeted labor market and job readiness interventions such as job and career fairs/events, job placements, employment clinics, outreaches and awareness campaigns						50,000,000	<b>MIFOTRA, MOYA, MINALOC, PESCs, HLIs</b>
			Strengthen professional forums for HR whose members will serve as champions of matching services in public, private, and civil society organizations.							<b>MIFOTRA, MINALOC, PSC, PSF</b>
6		Implementation of labour mobility framework strengthened to unleash employment opportunities for Rwandans	Identify and mobilize Rwandans in Community Abroad (RCA) with rare and specialized skills to transfer knowledge to local professionals							<b>MINAFFET, MINEDUC, MIFOTRA, DGIE</b>
			Disseminate employment opportunities on the labor market to Rwandans in Community Abroad (RCA)							<b>MIFOTRA, MINAFFET, DGIE</b>
			Negotiate labor and skills mobility agreements with countries that need labor or possess skills critical to Rwanda's priority sectors.							<b>MIFOTRA, MINAFFET, DGIE</b>
			Promote and sustain transnational recruitment and matching services. This will enhance the Labor Mobility Implementation Framework, including support in standards mapping and skills matching.						500,000,000	<b>MIFOTRA, MINAFFET, DGIE</b>

S/N	Outcome	Outputs	Key Actions/programs to deliver Output	Proposed Timelines					Budget (RWF)	Responsible					
				Yr1	Yr2	Yr 3	Yr 4	Yr 5							
<b>Effective governance and coordination arrangements</b>															
<b>Outcome: Effective governance and institutional coordination</b>															
1		Stakeholders' engagement and coordination improved	Establish and operationalize a National Employment and Skills Secretariat (NESS Secretariat)						100,000,000	<b>MIFOTRA, MINICOM, MINECOFIN</b>					
			Conduct stakeholder mapping in job creation ecosystem and streamline mechanisms to optimize employment opportunities							<b>MIFOTRA, MINICOM, MINECOFIN</b>					
			Strengthen Cross-Institutional Technical, High-Level and National Steering Committees to enhance PSDYE and NESS coordination							<b>MIFOTRA, MINICOM, MOYA</b>					
			Organize regular coordination sessions with all stakeholders from Government, DPs, CSOs and NGOs						300,000,000	<b>MIFOTRA, MINICOM, MOYA, RDB</b>					
			Develop and implement communication strategy for effective implementation of NESS							<b>MIFOTRA, MINICOM, MOYA, RDB</b>					
			Establish and operationalize a dedicated M&E Unit						350,000,000	<b>MIFOTRA, MINICOM, MINECOFIN</b>					
2		NESS resource mobilization strategy developed	Develop and implement a comprehensive resource mobilization Strategy for NESS							<b>MIFOTRA, MINICOM, MINEDUC, MOYA, RDB</b>					
			Design and implement specific (centralized) projects that consolidate and align Government and Development partners' funding in transparent and efficient mechanism for NESS implementation						20,000,000,000	<b>MIFOTRA, MINICOM, MINEDUC, RTB</b>					
			Rationalize existing financial supports for skills and employment initiatives to optimize their impact						600,000,000	<b>MINICOM, MIFOTRA, MOYA, RDB</b>					

S/N	Outcome	Outputs	Key Actions/programs to deliver Output	Proposed Timelines					Budget (RWF)	Responsible
				Yr1	Yr2	Yr 3	Yr 4	Yr 5		
3		M&E, reporting on NESS KPIs improved	Optimize the use and impact of non-financial resources such as technical assistance, in-kind contributions e.g. equipment, volunteering, etc.							MIFOTRA, MINICOM, MINEDUC, MOYA, MINALOC
			Mobilize alternative funding sources for capacity development programs such as, internships and apprenticeships							MIFOTRA, MINICOM, MINEDUC, MOYA, MINALOC
			Institutionalize Community-Based Approaches that provide tailored solutions to community needs, capitalizing on local resources and knowledge							MIFOTRA, MINICOM, MOYA, MINALOC
3		M&E, reporting on NESS KPIs improved	Develop and implement a harmonized result monitoring framework to track the progress of employment promotion interventions.						500,000,000	MIFOTRA, MINICOM, MOYA, RDB
			Support joint planning with all stakeholders, monitoring, evaluation, and regular reviews to track progress.							MIFOTRA, MINICOM, MOYA, RDB
			Develop and implement comprehensive M&E plans, data collection, and analysis tools							MIFOTRA, MINICOM, MINEDUC
			Ensure timely and accurate reporting on key performance indicators							MIFOTRA, Employment task-force, MINICOM
			Strengthen capacities of BDEUs staff at District and Sector level to effectively monitor and report on employment and WPL mainstreaming						3,000,000,000	MINICOM, MIFOTRA, MINALOC, RDB
			Build capacities of relevant stakeholders on M&E practices						400,000,000	MIFOTRA, MINECOFIN, MINICOM

S/N	Outcome	Outputs	Key Actions/programs to deliver Output	Proposed Timelines					Budget (RWF)	Responsible
				Yr1	Yr2	Yr 3	Yr 4	Yr 5		
			Conduct the mid-term review and impact evaluation of NESS						400,000,000	<b>MIFOTRA, MINICOM, MINEDUC</b>
4		NESS M&E System developed and operationalized	Develop a centralized digital platform for M&E and reporting for all Stakeholders including DPs, NGOs and CSOs implementing employment and skills related initiatives						150,000,000	<b>MIFOTRA, MINICOM, MOYA, RDB</b>
			Develop and operationalize real time dashboard to monitor job creation progress at all levels including in flagship projects						400,000,000	<b>MIFOTRA, MINICOM, MOYA, RDB</b>
			Develop a decentralized and real time employment and job creation information system						1,000,000,000	<b>MIFOTRA, MINALOC, MINICT</b>
		<b>Estimated Budget for NESS implementation</b>							<b>357,560,000,000 FRW</b>	

## Annex II: NESS Results Monitoring Matrix

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

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

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

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

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

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

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

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

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

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

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

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

SN	Pillar	Outcome	Output	Indicator	Unit of Measurement	Baseline	Annual Targets					Total Target	Means of Verification	Responsible
							Year 24-25	Year 25-26	Year 26-27	Year 27-28	Year 28-29			
15				# of Skilled Rwandans in Diaspora Community mobilized to participate in skills development programs for local professional	Number	N/A	20	20	20	30	40	130	Framework report	<b>MIFOTRA, MINAFFET, DGIE, MoH</b>
16				# of agreements negotiated and signed with other countries or companies	Number	NA		3	5	4	4	15	Annual Report	<b>MINAFFET, MIFOTRA</b>
<b>Targeted employment mainstreaming in pro-employment sectors</b>														
		<b>Outcome: Enhanced job creation in pro-employment sectors including Environment, Agriculture and Infrastructure sectors</b>												
1		# of expected jobs to be created in pro-employment sectors			Number		182,394	217,765	235,650	217,457	225,565	1,078,831	Report	<b>MIFOTRA, MININFRA, MINAGRI, MoE, MINALOC, MINECOFIN</b>
			# of jobs created in Environment sector	Number	NA	40,260	49,500	84,270	92,101	62,635	328,766	Projects Report	<b>MoE</b>	
			# of jobs created in Agriculture sector	Number	NA	78,577	78,606	71,369	80,725	73,350	382,627	Projects Report	<b>MINAGRI</b>	
			# of jobs created in Infrastructure sectors	Number	NA	63,557	73,159	88,200	75,782	66,740	367,438	Projects Report	<b>MININFRA</b>	

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

### Annex III: Stakeholders mapping and their areas of interventions

S/N	Partner Organization	Program/Project Name	Duration	Key Areas of intervention
1	World Bank through MINEDUC	Priority Skills for Growth and Youth Empowerment (PSGYE) Program	2024–2029	<ul style="list-style-type: none"> <li>• Increase opportunities for Youth in NEET to acquire market-demanded skills, ensuring they are equipped for employment and entrepreneurship.</li> <li>• Enhance the quality and market relevance of targeted TVET and degree programs, ensuring they align with the evolving needs of the workforce.</li> <li>• Establish and operationalize Sector Skills Councils to align industry needs with skills development programs, promoting sector-specific growth.</li> <li>• Upgrade Labor Market Information Systems (LMIS) to improve data collection, analysis, and alignment of skills training with labor market demands.</li> <li>• Strengthen the capacity of Public Sector Governance (PSG) implementing institutions to effectively deliver and monitor initiatives</li> </ul> <p><b># of Expected Jobs to be created: 58,800</b></p>
2	European Union (EU) through RTB	Ubukerugendo Imbere Project	2021–2025	<ul style="list-style-type: none"> <li>• Enhance market-oriented skills for youth in Rwanda's tourism and hospitality sector through providing industry-specific training, industrial exposure to TVET teachers and capacitating business development advisors (BDAs).</li> <li>• Support IBT and RPL programs for youth to offer formal training and recognize prior learnings.</li> </ul> <p><b># of Expected jobs to be created: 700</b></p>
3	AFD/Expertise France through RP	AFTER 2 Project	2023–2028	<ul style="list-style-type: none"> <li>• Strengthen career guidance and industry liaison services at two Integrated Polytechnic Regional Colleges (IPRCs) and two Technical Secondary Schools (TSS)</li> <li>• Support dual training program in Mechatronics.</li> </ul>

S/N	Partner Organization	Program/Project Name	Duration	Key Areas of intervention
4	Swiss Agency for Development and Cooperation (SDC)	Project to Support the National System of Dual TVET in Rwanda	2024–2027	<p><b>The Estimated number of Jobs to be created: 100% of 4 trainees</b></p> <ul style="list-style-type: none"> <li>• Develop dual-training-optimized materials, provide dual training programs in full qualifications (L3–L5) and strengthen private sector partnerships.</li> <li>• Develop relevant teaching and learning resources: review of adapted curricula and digitizing training TVET manuals</li> <li>• Build capacities of in-company instructors and TVET trainers on adapted curricula and dual-training-optimized materials.</li> </ul> <p><b># of Expected Jobs to be created: 1,802</b></p>
5	GIZ	Skills Development for Economic Transformation (SD4T)	2023–2026	<ul style="list-style-type: none"> <li>• Support operationalization of PESCs</li> <li>• Equip TVET graduates with market relevant skills through improved quality of TVET measures in light manufacturing, development of new curricula and training of TVET teachers.</li> <li>• Support workplace learning for TVET graduates.</li> <li>• Support operationalization of Integrated Crafts Production Centers (ICPCs).</li> <li>• Enhance women economic participation, through access to finance, entrepreneurship, matching services and awarding women-specific scholarships in STEM.</li> <li>• Foster inclusive private sector development through support to micro and small businesses</li> </ul> <p><b># of Expected Jobs to be created: 1,500</b></p>
6	Chamber of Skilled Crafts (CSC) Koblenz	TVET Partnership project between Associations and Schools in East Africa	2020–2026	<ul style="list-style-type: none"> <li>• Empower youth, particularly female) through company-based trainings, apprenticeship, Recognition of Prior Learning (RPL) and/or school-based trainings.</li> <li>• Organize training of trainers for TVET school and in-company trainers to meet industry quality standards.</li> <li>• Facilitate exchange of TVET best practices across the region.</li> </ul> <p><b># of Expected Jobs to be created: 100</b></p>

S/N	Partner Organization	Program/Project Name	Duration	Key Areas of intervention
7	DoT Rwanda	Digital Skills for Employability	2024 –2028	<ul style="list-style-type: none"> <li>Support job placements through job fairs and connecting job seekers with potential employers.</li> <li>Support workplace learning through internships and apprenticeships.</li> <li>Provide trainings in digital skills, entrepreneurship/business development tailored to meet industry needs and labor market demands.</li> <li>Provide seed funding and business development support to selected businesses.</li> </ul> <p><b># of Expected Jobs to be created: 10,885</b></p>
8	KOICA	Development of Sustainable Digital Systems for Skills Development and Employment Promotion	2024– 2029	<ul style="list-style-type: none"> <li>Improve ICT solutions that coordinate and links skills development to employment promotion</li> <li>Support skills demand analysis and High Learning Education and TVET graduates tracer surveys</li> <li>Upgrade Labor Market Information Systems (LMIS) to improve data collection, analysis, and alignment of skills training with labor market demand.</li> <li>Provide multilateral and bilateral trainings to government public servants to enhance professionalism</li> <li>Support high quality and relevant TVET CBT/CBA to produce competent graduates that meet labor market demands</li> <li>Support ICT innovation enhancements</li> </ul> <p><b># of Expected jobs to be created: 6,400</b></p>
9	JICA			<ul style="list-style-type: none"> <li>Provide multilateral and bilateral trainings to government public servants to enhance professionalism</li> </ul>
10	BIWE International (Bildungswerk der Baden-Württembergischen Wirtschaft e.V)	Youth skilling and employment Initiative	2024–2025	<ul style="list-style-type: none"> <li>Enhance workplace Learning through training of young people in sales and customer care, welding and plumbing.</li> </ul> <p><b># of Expected Jobs to be created: 796</b></p>
		Partner Rwanda II	2024–2027	<ul style="list-style-type: none"> <li>Provide training to youth in E-Mobility and energy efficiency.</li> </ul>

S/N	Partner Organization	Program/Project Name	Duration	Key Areas of intervention
11	PRO-FEMMES TWESE HAMWE	Value Addition for Dignified Employment for Youth and Women (VADE) Project	2024–2028	<ul style="list-style-type: none"> <li>Provide capacity building for Youth and Women in financial management, market linkages and compliance with quality standards.</li> <li>Support employment for Youth and Women in access to finance, facilitating their ability to secure funding for business development and expansion.</li> </ul> <p><b># of Expected Jobs to be created are 20,000</b></p>
		TUINUWE BIASHARA MUPAKANI (Empowering Women Informal Cross Border Traders)	2019–2027	<ul style="list-style-type: none"> <li>Provide training on financial literacy and business development to women in cooperatives involved in small cross-border trading</li> <li>Capacity building in cooperative management and value addition skills</li> <li>Support women MSMEs in cross-border trade with start-up capital</li> <li>Support cooperatives in value addition including agro-processing and light manufacturing.</li> </ul> <p><b># of Expected Jobs to created: 5,850</b></p>
12	DSIK	Dual Apprenticeship System/BMZ funded project	2017–Present	<ul style="list-style-type: none"> <li>Provide training to MSMEs through coaching, access to finance and access to markets</li> <li>Support dual training in microfinance</li> </ul> <p><b># of Expected Jobs to be created: 3,570</b></p>
13	ILO	Boosting Decent Jobs and Enhancing Skills for the Youth in Rwanda's Digital Economy	2024–2028	<ul style="list-style-type: none"> <li>Support job creation and entrepreneurship opportunities in the digital economy, fostering innovation and business growth.</li> <li>Provide digital skills training of young men and women, equipping them with the necessary competencies for the digital workforce.</li> <li>Facilitate young people's transition to decent work in the digital economy, ensuring sustainable and quality employment.</li> </ul> <p><b># of expected jobs to be created: 5,248</b></p>
14	CARE International Rwanda	SERVE – Supporting and Enhancing Resilient and Viable	2023–2027	<ul style="list-style-type: none"> <li>Enhance agricultural enterprise and financial inclusion interventions targeting Youth and Women across various agricultural value chains.</li> </ul>

S/N	Partner Organization	Program/Project Name	Duration	Key Areas of intervention
		Employment Opportunities Project		<ul style="list-style-type: none"> <li>Support Youth Led agricultural MSMEs for sustainable growth</li> </ul> <p><b># of Expected Jobs to be created: 26,100</b></p>
15	LuxDev	RWA030 – ISHEMA	2024–2030	<ul style="list-style-type: none"> <li>Support in establishment of Vocational Excellence Centers to enhance opportunities for Women and Youth to access high-quality Technical and Vocational Education and Training (TVET) programs in agriculture sector.</li> <li>Facilitate the integration of trained women and youth into the agricultural labor market</li> </ul> <p><b># of Expected Jobs to be created: 6,200</b></p>
16	Inkomoko Rwanda	Livelihood project	2024–2025	<ul style="list-style-type: none"> <li>Provide capacity building in access to market and finance, entrepreneurship and consulting services.</li> <li>Support entrepreneurs with advice on how to grow businesses and create jobs.</li> </ul> <p><b># of Expected Jobs to be created: 8,000</b></p>
17	Chancen International	Income Share Agreement (ISA) or Study Now and Pay Later	2018–Renewable every Year	<ul style="list-style-type: none"> <li>Support in access to finance for student's education, training and upskilling program.</li> </ul>
18	IOM	Diaspora Engagement & Labor Migration Analysis	3 Years Project under formulation phase	<ul style="list-style-type: none"> <li>Support labor migration processes through facilitating smoother migration processes and ensuring the recognition of skills in both origin and destination countries.</li> <li>Facilitate labor migration-related knowledge and data management, improving the collection and utilization of data for informed decision-making.</li> <li>Provide pre-departure orientation and training, equipping migrant workers with the necessary skills and knowledge before they depart for work abroad.</li> <li>Support negotiation for bilateral and multilateral labor agreements.</li> </ul>

S/N	Partner Organization	Program/Project Name	Duration	Key Areas of intervention
				<ul style="list-style-type: none"> <li>Ensure protection of migrant workers and ethical recruitment, promoting fair treatment, safety, and rights for migrant workers throughout the migration process.</li> <li>Facilitate Migrant deployment and placement abroad, assisting in the efficient and organized placement of migrant workers in appropriate employment opportunities.</li> </ul> <p><b># of Expected Jobs to be created: 10,160</b></p>
19	Africa Development and Education Foundation (ADEF)	Education Program	Continuous Initiatives	<ul style="list-style-type: none"> <li>Establish TVET schools that offer trainings in various trades: carpentry, Welding, Tailoring, Masonry, Hospitality and Tourism.</li> <li>Support in provision of toolkits to graduates of TVET programs.</li> </ul> <p><b># of Expected Jobs to be created: 350/Annum</b></p>
20	Bridge 2 Rwanda	Career Services, Placement and Internships		<ul style="list-style-type: none"> <li>Equip brightest high school students and graduates with needed skills to compete and win scholarships.</li> <li>Connect University graduates and young Professionals with employment opportunities, career training and entrepreneurial ventures.</li> </ul>
21	Embassy of China/ MOFCOM	Trainings of public servants abroad	2018 and Continuous	<ul style="list-style-type: none"> <li>Provide fully funded Scholarship opportunities for Rwandan professionals to pursue higher education in China.</li> <li>Trainings of Public Servants abroad</li> </ul>
22	African Development Bank (AfDB)	Centre of Excellence in Aviation Skills (CoEAS)	2024–2028	<ul style="list-style-type: none"> <li>Support the construction of the Centre of Excellence in Aviation Skills.</li> <li>Support accreditation and equipment of the CoEAS.</li> <li>Support operationalization of the CoEAS.</li> <li>Support capacity building in aviation Skills.</li> </ul>
		FAPA Program	2023–2028	<ul style="list-style-type: none"> <li>Support professionalization of Business Development Advisors (BDAs) in Districts</li> <li>Provide tailor-made SMEs capacity development programs and modules in line with domestic and global supply chains (priority</li> </ul>

S/N	Partner Organization	Program/Project Name	Duration	Key Areas of intervention
				<p>sectors include silk, textiles, processed fruits and vegetables, dairy products horticulture, and leather) to diversify and create exports.</p> <p><b># of Expected Jobs to be created: 500</b></p>
23	MasterCard Foundation	Young Africa Works Strategy	2018–2024	<ul style="list-style-type: none"> <li>Provides technical assistance on skills development, access to finance, entrepreneurship and jobs matching.</li> <li>Focuses on Education, skill development, and the digital economy. Support to micro, small, and medium-sized enterprises (MSMEs) and entrepreneurship ecosystem, primarily in the agricultural and tourism and hospitality sectors.</li> <li>Equip young people with industry relevant education and key skills for the 21<sup>st</sup> century workforce.</li> </ul>
24	Swedish Embassy/Sida	ReGenerate Rwanda	2022–2027	<ul style="list-style-type: none"> <li>Enhance trade opportunities for Youth and Women.</li> <li>Improve skills for youth and women.</li> <li>Increase access to finance for businesses development.</li> </ul> <p><b># of Expected Jobs to be created: 30,000</b></p>
		Reducing vulnerability to climate change through enhanced Community-based biodiversity conservation in Eastern Province of Rwanda (COMBIO)	2021–2027	<ul style="list-style-type: none"> <li>Environment protection</li> <li>Enhance Green business development in landscape restoration and biodiversity conservation.</li> </ul> <p><b># of Expected Jobs to be created: 11,886</b></p>
25	World Vision Rwanda	Buliza Youth Empowerment Project	2017– 2025	<ul style="list-style-type: none"> <li>Support TVETs graduates with entrepreneurship and business Skills to start businesses in alignment with their specific areas of training and expertise.</li> <li>Equip Youth with financial literacy and seed funding</li> <li>Build the capacity on business development for Youth through cash transfer for self-employment and enterprise support.</li> <li>Provide mentorship for Youth beneficiaries in cooperative formation and management,</li> <li>Support with networking opportunities for young entrepreneurs to meet potential partners, customers and investors.</li> </ul>

S/N	Partner Organization	Program/Project Name	Duration	Key Areas of intervention
				<p><b># of Expected Jobs to be created: 1,100</b></p> <ul style="list-style-type: none"> <li>Provide capacity building on entrepreneurship development and vocational training.</li> </ul> <p><b># of Expected Jobs to be created: 6,000</b></p> <ul style="list-style-type: none"> <li>Support in access to finance of the most vulnerable refugee households.</li> <li>Provide capacity building in financial literacy and saving group model to promote the financial services.</li> <li>Mobilize Micro Finance Institutions to develop digital packages responding to refugees and host populations needs.</li> </ul> <p><b># of Expected Jobs to be created: 5,000</b></p> <ul style="list-style-type: none"> <li>Support with landscape restoration activities (agroforestry, afforestation and reforestation)</li> <li>Enhance Supportive measures for households that include the provision of fruit trees</li> </ul> <p><b># of Expected Jobs to be created: 32,374</b></p> <ul style="list-style-type: none"> <li>Provide training and education to smallholder farmers to help them improve their farming methods and manage natural resources</li> <li>Provide families with the opportunity to improve the nutrition and shelter for their children</li> <li>Provide families with the opportunity to improve the healthcare and education for their children.</li> </ul> <p><b># of Expected Jobs to be created: 97,203</b></p>
26	BPN (Business Professionals Network)	BPN Program	2024–2028	<ul style="list-style-type: none"> <li>Supports companies and their employees to develop and strengthen their products and services, and take up a sustainable leading position on the market.</li> <li>Provide capacity building in access to finance, coaching and networking to business owners.</li> </ul>

S/N	Partner Organization	Program/Project Name	Duration	Key Areas of intervention
				<ul style="list-style-type: none"> <li>Equip Small and Medium-sized businesses in Rwanda with business principles and provide assistance to enable them to professionally lead, manage and grow their company sustainably.</li> </ul> <p><b># of Expected Jobs to be created: 19,000</b></p>
27	AIESEC International	The National Exchange and Career Development (NECD)	2025-2029	<ul style="list-style-type: none"> <li>Launching project-based programs and global exchanges for hands-on work experiences.</li> <li>Co-developing career-boosting programs with universities to empower more youth with market ready skills.</li> <li>Hosting targeted sessions that build essential soft skills like communication, problem-solving, emotional intelligence, and teamwork.</li> <li>Collaborating with industry leaders to create pathways like shadowing, internships, and apprenticeships that bridge the employment gap.</li> <li>Organizing career fairs, employer forums, and networking events to connect youth directly with employers.</li> <li>Hosting thematic matchmaking sessions to align youth competencies with market needs.</li> </ul>
28	Harambee Youth Employment Accelerator	"Get to Work" Training program	2023-Onward	<ul style="list-style-type: none"> <li>Provide work readiness, employment capacitation and soft skills trainings for youth</li> <li>Offer Pathways to Employment through guiding young people through the process, facilitating seamless transitions into meaningful employment opportunities across companies</li> <li>Support job placements for youth into GBS companies such as Tek Expert, CCI Global and Deriv, among others.</li> </ul> <p><b># of Expected Jobs to be created: 3,000</b></p>
<b>Expected jobs to be created from initiatives with Non-Government actors</b>			<b>165,000 Jobs</b>	



Republic of Rwanda

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