



REPUBLIC OF RWANDA

# ANNUAL REPORT

MINISTRY OF TRADE  
AND INDUSTRY  
(MINICOM)

# INTRODUCTORY OVERVIEW



The year 2020/2021 has been a challenging year, in which the world and Rwanda in particular have been facing Covid-19 pandemic. The Ministry of Trade and Industry (MINICOM) in collaboration with other government stakeholders has been in constant engagement with the private sector aimed at finding balanced approaches to deal with the pandemic and provide the necessary support to business in a more unusual, critical and dynamic environment amidst the pandemic.



MINICOM main responsibilities include coordinates national efforts towards realization of a 17% annual export growth and strengthens internal trade through promotion of fair competition, standards and certification service. MINICOM leads efforts towards realization of increased share of industry to GDP (21.7% by 2024) by improving utilization capacity of existing industries and providing hard and soft infrastructure to promote new industries. It also establishes policies and programs aimed at boosting the number of new ventures while increasing survival rates of existing ones by contributing to establishment of new SMEs and 214,000 productive jobs every year and developing a vibrant group of entrepreneurs, SMEs and Cooperatives.



Despite the pandemic, there has been significant recorded achievements including new established businesses in the construction materials, light manufacturing and agroprocessing sectors. There have been also flagship achievements in improving Rwanda's Cross Border Trade between Rwanda and neighboring countries and DRC in particular, which is a good step for increasing intra-Africa trade in line with the aspiration of the AfCFTA which started trading in January 2021.



The reorganization of key value chains will also address the instability of prices on the local market and the protection of consumers; a key duty of the Ministry of Trade and Industry which also leads to export promotion. There has been a big policy reforms for entrepreneurship. Ecosystem and SME development through the newly Entrepreneurship Development Policy launched in November 2020.



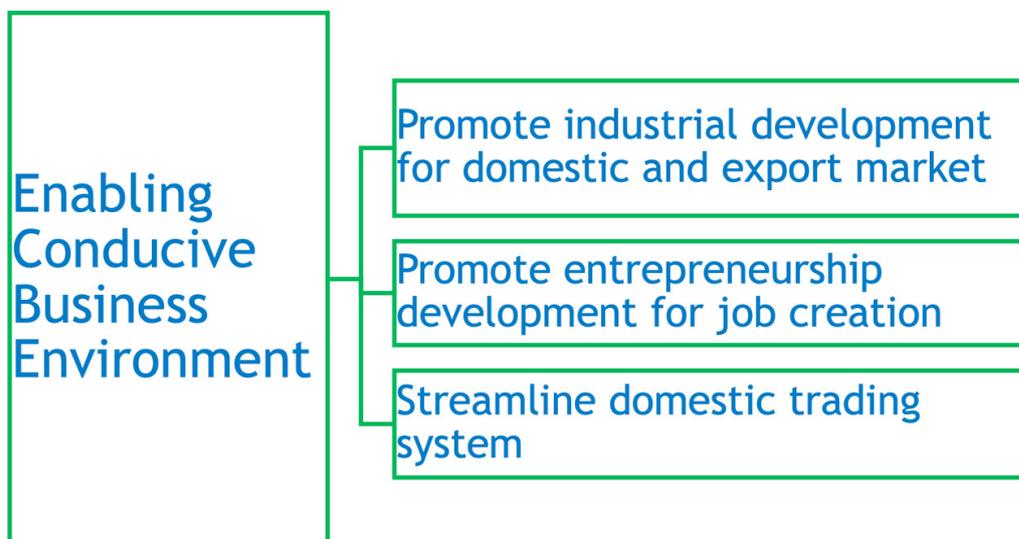
The Government established measures to mitigate the economic impact of COVID-19 embedded in the Economic Recovery Plan (ERP) ranging from the economic recovery fund, fast-tracking new transformative investment projects across construction, manufacturing, IT services, healthcare and agriculture; fiscal and monetary measures; ecommerce adoption by private operators; the "Manufacture and Build to Recover Program" (MBRP); Business Advisory Services; Manufacturing Acceleration focusing on Made in Rwanda products.



It is believed that the achievements recorded in this financial year in addition to recovery strategies that will included an expanded economic recovery fund provide a promising future of business amidst and post covid-19 pandemic.

# ABOUT THE MINISTRY OF TRADE AND INDUSTRY (MINICOM)

## MINICOM's main mandate



## MINICOM's Vision and Mission (in brief)

### Vision

*Achieve and sustain double digit trade and industry growth led by a dynamic and competitive private sector*

### Mission

*Fast-track Rwanda's private sector-led growth by catalyzing foundational investments to strengthen trade and industry activities*

# Strategic Operating Plan

## Trade development and promotion programme

<b>Objectives/ Targets</b>	<ol style="list-style-type: none"> <li>1. Coordinate national efforts towards realization of a 17% annual export growth rate by 2024</li> <li>2. Strengthen internal trade through promotion of fair competition, standards and certification services</li> </ol>		
<b>Sub-programmes</b>	External Trade Promotion	Domestic Trade Promotion	Intellectual Property Rights Promotion
<b>Transformative Interventions</b>	<ul style="list-style-type: none"> <li>• Facilitate exporting firms to address supply side constraints</li> <li>• Operationalise EGF</li> <li>• Develop and operationalise trade logistics capabilities incl. CBT infrastructure</li> <li>• Economic integration (EAC, AfCFTA, COMESA and ECCAS)</li> </ul>	<ul style="list-style-type: none"> <li>• Develop Value Chain and market linkages</li> <li>• Promote EAX</li> <li>• Develop e-commerce</li> <li>• Competition and consumer protection</li> </ul>	<ul style="list-style-type: none"> <li>• Develop and implement IPR Policy</li> <li>• Provide TA for firms and innovators for protectable IPs)</li> </ul>
<b>Execution</b>	MINICOM - Trade and Inv. Department - IDEC technical team and RSB	MINICOM - Trade and Inv. Dept. and RICA	MINICOM - Trade and Inv. Department

## Industry development and promotion programme

<b>Objectives/ Targets</b>	<ol style="list-style-type: none"> <li>1. Lead efforts towards realization of increased share of industry to GDP (21.7% by 2024)             <ul style="list-style-type: none"> <li>• Improving utilization capacity of existing industries</li> <li>• Providing hard and soft infrastructure to promote new industries</li> </ul> </li> </ol>		
<b>Sub-programmes</b>	Domestic industries development	Strategic industries development	Logistics and Infrastructure development
<b>Transformative Interventions</b>	<ul style="list-style-type: none"> <li>• Promote diversification of industries through research and innovation</li> <li>• Increase local content in public and private consumption</li> <li>• Promote green technology</li> </ul>	<ul style="list-style-type: none"> <li>• Establish strategic industries to support domestic market recapturing</li> <li>• Partner with private sector to support ongoing/innovative value-addition programmes</li> <li>• Growth Anchor Firm Initiative</li> <li>• Develop Creative Industries</li> </ul>	<ul style="list-style-type: none"> <li>• Industrial Parks: Expropriate land, develop basic infrastructure, construct AFUs and establish management structures</li> <li>• Develop an industrial R&amp;D centre of excellence through PPP</li> </ul>
<b>Execution</b>	MINICOM I&E Dept. and NIRDA	MINICOM - Industry & Entr. Department	



### Entrepreneurship and SMEs development

<b>Objectives/ Targets</b>	<ol style="list-style-type: none"> <li>Boost number of new ventures while increasing survival rates of existing ones                     <ul style="list-style-type: none"> <li>Contribute to establishment of new SMEs and 214,000 productive jobs every year</li> <li>Develop a vibrant group of entrepreneurs, SMEs and Cooperatives</li> </ul> </li> </ol>	
<b>Sub-programmes</b>	Entrepreneurship, Innovation and Creativity Promotion	SME/Cooperatives competitiveness
<b>Transformative Interventions</b>	<ul style="list-style-type: none"> <li>BDS Modernization</li> <li>Develop and implement Innovation and creativity programs</li> <li>Scale up the innovation matching grant program</li> <li>Enhance the operationalization of Districts ICPCs (hubs for innovation and creativity)</li> </ul>	<ul style="list-style-type: none"> <li>Support the most competitive cooperatives (category A) for vertical integration/Graduation</li> <li>Support SMEs and Cooperatives for compliance to certification</li> </ul>
<b>Execution</b>	MINICOM- Industry and Entrepreneurship Dept.	RCA, RSB and MINICOM I&Ent. Dept

### Human and Institutional Capacity Development Programme

<b>Objectives / Targets</b>	<ul style="list-style-type: none"> <li>Position ourselves as an effective facilitator and convener of private sector led growth in Rwanda                     <ul style="list-style-type: none"> <li>Well trained and empowered staff members to champion sectoral programmes</li> <li>Improve internal systems, procedures, processes and coordination with stakeholders</li> </ul> </li> </ul>
<b>Sub-programmes</b>	Administration and support services
<b>Transformative Interventions</b>	<ul style="list-style-type: none"> <li>Design and implement an executive coaching programme aimed at building leadership, self-driven staff and managerial capacities</li> <li>Provide strategic support and partnership for each MINICOM institution and Agency</li> <li>Develop fit-for-purpose infrastructure to all MINICOM institutions and agencies</li> <li>Strengthen sector and sub-sector coordination activities</li> <li>Operationalise MIS and publish and disseminate sector relevant trends, reports, and statistics</li> <li>Institutionalize a result based performance Management System as an M&amp;E Tool</li> </ul>
<b>Execution</b>	PS's Office, DG Corporate, PME, SPIU,



MINICOM

# Senior Management Team



**HABYARIMANA U. Béata**  
Minister



**NINGABIRE**  
Yves Bernard  
Permanent Secretary



**KABAYIZA Alexis**  
Chief Technical  
Advisor



**KAJANGWE Antoine**  
Director General  
of Trade and  
Investment



# MINICOM

## Senior Management Team cont.



**MUNYURANGABO**  
Jonas  
Director General of  
Planning, Monitoring  
and Evaluation



**MUKESHIMANA**  
Claire  
Director General of  
Corporate Services



**NTAGOZERA Rina**  
Advisor to the  
Minister



**NIWENSHUTI**  
Richard  
SPIU Coordinator

# FOREWORD

COVID-19 pandemic is causing a large-scale loss of life and severe human suffering globally and generated a major economic crisis, with disruptions in production and supply chains across the globe and has increased business uncertainties.

However, it has also come with its imperatives including the new business thinking that called for public and private operators to innovate and cultivate new ways of operating during and beyond the pandemic.

The year 2020/2021 has been a remarkable year, in which the Ministry of Trade and Industry (MINICOM) in collaboration with other government stakeholders has been in constant engagement with the private sector aimed at providing the necessary support in a more unusual, critical and dynamic environment amidst the pandemic.

The pandemic has reemphasized the need for proactiveness, strong leadership and coordinated interventions at government level which have so far been very instrumental in responding to this crisis.

The pandemic has again reminded us on the need to fast-track the promotion of the Made in Rwanda, with increased focus on essential products "Must Have Products" and explore new emerging digital business opportunities through Public Private Partnerships.

Given the impact of COVID-19 on Business and the economy in general, economic recovery strategies have been the central priority of the government and MINICOM in particular.

The Government established measures to mitigate the economic impact of COVID-19 embedded in the Economic Recovery Plan (ERP) ranging from the economic recovery fund, fast-tracking new transformative investment projects across construction, manufacturing, IT services, healthcare and agriculture; fiscal and monetary measures; ecommerce adoption by private operators; the "Manufacture and Build to Recover Program" (MBRP); Business Advisory Services; Manufacturing Acceleration focusing on Made in Rwanda products; etc...



Hon. Minister HABYARIMANA U. Béata

Despite effects by pandemic, the 2020/21 financial year was another important year for MINICOM and its agencies. We have continued to build on our past achievements and have achieved many more great results as detailed in this report.

For me, the biggest highlights were the new established businesses in the construction materials, light manufacturing and agroprocessing sectors. There have been also flagship achievements in improving Rwanda's Cross Border Trade between Rwanda and neighboring countries and DRC in particular, which is a good step for increasing intra-Africa trade in line with the aspiration of the AfCFTA which started trading in January 2021.

The reorganization of key value chains will also address the instability of prices on the local market and the protection of consumers; a key duty of the Ministry of Trade and Industry which also leads to export promotion.

There has been a big policy reforms for entrepreneurship. Ecosystem and SME development through the newly Entrepreneurship Development Policy launched in November 2020.

I am confident that the recorded achievements in this financial year will be truly transformative. It is therefore of utmost importance that we continue to address key constraints now and address them at their source to promote our Rwandan private sector, develop our industries and grow our exports.



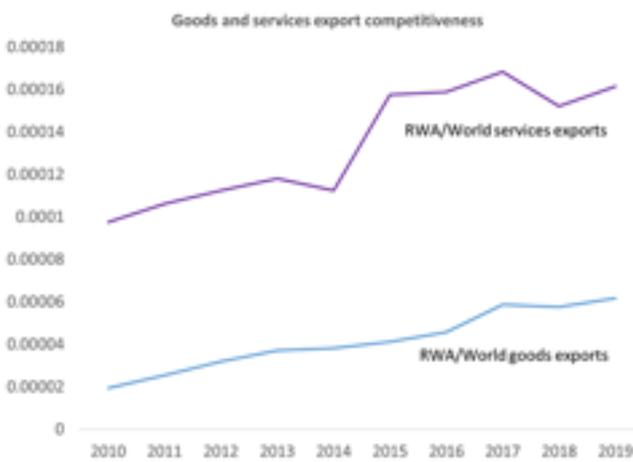
## TRADE AND INVESTMENT PROMOTION

The trade and investment promotion department coordinates national efforts towards realization of a 17% annual export growth and strengthens internal trade through promotion of fair competition, standards and certification service.

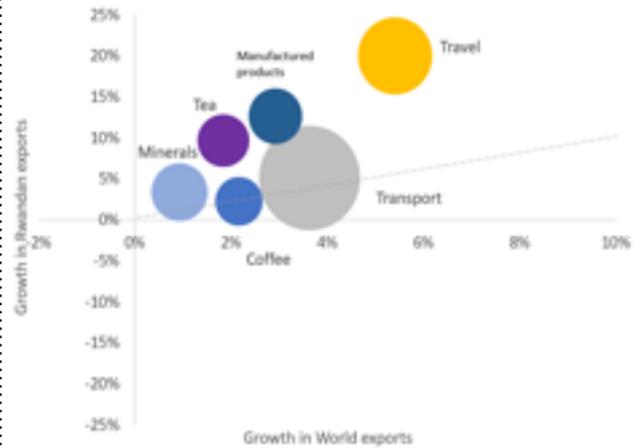
### 1.1 Rwanda's international trade

Export competitiveness has increased across Rwanda's major export sectors

**Figure 1: Rwanda has become more competitive in exports**



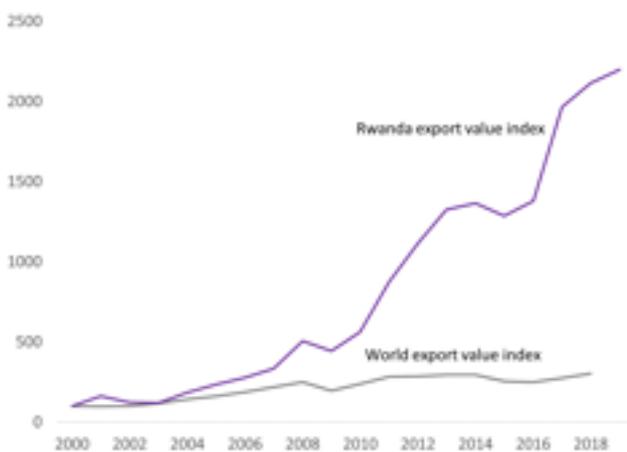
**Figure 2: Exports of Rwanda's major export sectors grew faster than global exports**



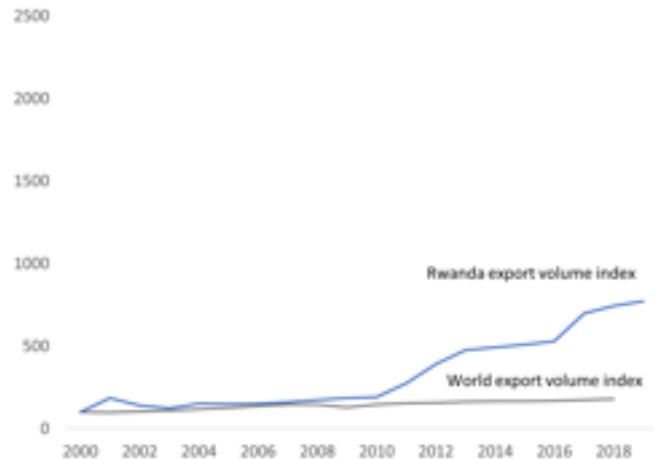
Source: Calculations using MINECOFIN, BNR and UN COMTRADE data for various years

Rwanda's export success over the decade has been significantly price driven

**Figure 3: Export value index: Rwanda vs World (2000=100)**



**Figure 4: Export volume index: Rwanda vs World (2000=100)**



Source: Calculations from World Bank World Development Indicators

## 1.2 Trade Performance, 2019-2020

Generally, Rwanda's economic growth and external sector performance during the year 2020 and the first half of 2021 so far have been negatively impacted by the COVID-19 pandemic. For the year of 2020, Rwanda's total merchandise trade was US\$ 4,825.78 Million compared to US\$ 4,335.34 million in the same period of 2019, an increase of 11.3%.

Merchandise exports accounted for US\$ 1,404.27 million an increase of 13.1% compared to the exports of 2019, and total merchandise imports US\$ 3,421.51 Million up to 10.6% over the same period in 2019. Rwanda ran a merchandise trade deficit of US\$ 2,017.23 million—an increase of 8.9% over the same period in 2019.



Source: BNR, 2020

## 1.3 African Continental Free Trade Area (AfCFTA)

55 out of the 55 AU members have signed the AfCFTA. Legal instruments establishing the AfCFTA was adopted on 21 March 2018 in Kigali by the AU Heads of State. The Agreement formally entered into force in 2019. As of end of June 2021, 37 Members have ratified and deposited their instruments of ratification, Trading started on 1 January 2021 but some pending work including:

- Finalisation of customs documentation instruments,
- Submission of Tariff concessions by Member States
- Negotiations of outstanding rules of origin has been on going and is very intensive to finalise all outstanding work

86% tariff lines with agreed rules of origin and 41 Tariff concessions from Members States where 28 concessions meet 90% of agreed modalities. 33 Schedules of commitments on Trade in Services on Business, financial, communication, transport and tourism services. It aims to bring together all 55-member states of the African Union (AU) covering a market of more than 1.2 billion people, including a growing middle class and a combined gross domestic product (GDP) of \$2.6 trillion.



Picture 1: African Continental Free Trade Area (AfCFTA) meeting, 2018

The goal is the liberalisation of 90% of trade over a phased-down period of 5 years for non-LDCs and 10 years for LDCs, and 97% within 10 years for non-LDCs and 13 years for LDCs years.

#### 1.4 Bilateral Trade and Investment Treaties

Rwanda concluded 14 bilateral investment treaties of which 7 bilateral investment agreements are in force. During the fiscal year 2020/2021, Rwanda signed bilateral investment agreement with the Democratic Republic of Congo (DRC).



**Table1. Stock of BITS Signed**

Treaty Party	Date of Signature	date of Ratification by Rwanda	Date of Entry into Force	Date/year Of potential termination or renegotiation	Duration
Germany	1969	1969	1969	2029	20 years
Belgium-Luxembourg 1985		1985	1985	2021*	Not available
South Africa	2000		Not yet		10 years
Mauritius	2001		Not yet		10 years
United States	2010	2011	2012	2022	10 years
South Korea	2009	2011	2013	2023	10 years
Morocco	2016	2018	2019	2029	10 years
Turkey	2016	2018	Not yet	2028	10 years
UAE	2017	2019	Not yet	2028	10 years
Djibouti	2017	2019	Not yet		10 years
Singapore	2018	2019	2020	2030	10 years
Qatar	2018	2019	2020	2030	10 years
Central Africa Republic	2018		In process		10 years
Democratic Republic of Congo	2021				10 Years

Source: MINICOM, 2021

### Capacity building on Bilateral Investment treaties

A capacity building with emphasis on the BIT legal text, negotiations and various international best practices was conducted by the ministry of Trade and Industry to strengthen the skills of the bilateral investment negotiation committee: Ministry of Foreign Affairs, Rwanda Revenue Authority, Rwanda Development Board, Rwanda Finance Ltd, Private Sector Federation, Ministry of Trade and Industry, National Bank of Rwanda and Ministry of Finance and Economic Planning.

### 1.5 Exporters Access to Finance (EGF)

The Export Growth Fund was established in 2015 to encourage private sector to invest into new projects that recapture domestic market, promote exports, and consists of four core windows:

- ✓ **Investment Catalyst Fund** – to support private sector investment in export-orientated production through a 6.5% subsidy;
- ✓ **Matching Grant Fund** – to support a cost shared solution at 50% of need and entails issuing matching grants to firms that face specific market entry costs (standards, developing an export strategy and promotion activities, and product development among others).
- ✓ **Export Credit Guarantee** – This is a moderate cost solution and entails issuing guarantees to commercial banks as short-term security for pre- and post-shipment finance for exporters.



- ✔ **Industrial start-up Facility:** Encourage private sector to invest into new projects that recapture domestic market and promote exports

As of 30 June 2021, the approvals by Partner Financial Institutions (PFIs) to SMEs are amounting to 9.438 Bn Frw for 27 SMEs with disbursement of 7.179 Bn Frw and outstanding of Frw 4.700 Billion.



Picture 2: Preparation of export of flowers by Bella Flowers supported by EGF

### 1.6 The Kigali Logistics Platform (KLP)

The Kigali Logistics Platform (KLP) was officially launched in 2019, October 21st. in the presence of H.E the President of the Republic of Rwanda, Hon. Minister of Trade and Industry and DP World Chairman and CEO, Sultan Ahmed Bin Sulayem. The KLP is a hinterland facility, which offer all the logistics services that the local and regional shippers desires for efficient shipment of cargo. KLP Phase-1 is operating on 13 hectares but have also Phase II with 26ha, which will be developed after the operationalization of phase I.



Inauguration of Kigali Logistics Platform (KLP), 2019



The KLP Phase-1 have facilities such as the ICD - In-land container terminal, container yard to handle 50,000 TEU annually, Fully equipped with modern cargo handling equipment, Container weighing , Bonded & Non-Bonded warehousing with facility of 30,000 m2 of warehouse space; Racking planned to handle LCL, palletized and bagged cargo, Latest warehouse inventory management systems, Parking Services where 200 trucks can be parked in the parking area; Transport logistics and Distribution center etc.

Ever since its operations of the facility, it has created 667 direct and indirect jobs with 98% local employment. Truck-turnaround time using Kigali Logistics Platform reduced from an average of 10-14 days to just 3 days. This project provides the following benefits to the Rwandan economy:

- ✓ **DP World ensures World Class connectivity:** the logistics hub has two secure trade gateways to eastern Africa through Kenya and Tanzania. With the upcoming Kigali to Dar es Salaam rail link will streamline connectivity and end at Kigali Logistics Platform
- ✓ **Real time tracking and secure cargo:** Port customs use advanced e-tags to seal incoming containers, and allow real time GPS tracking of cargoes on route to Kigali.
- ✓ **More efficient distribution within Rwanda:** the presence of a logistics hub allows the distribution to happen without causing traffic blockages caused by the current systems in practice. Distributors are also able to use the bonded and non-bonded warehousing space, thereby reducing working capital costs and delays and difficulties in accessing wholesale market
- ✓ **Secure and Bonded warehousing in KLP Phase I:**  
The storage space of the bonded warehouse is 30,000m2.It is equipped to handle Full Container Load and Less than Container as well as Palletized and baggage cargo.
- ✓ **A single window operating system:**  
The centralised window operating system has a full reporting module, where customs booking and clearances, collections of taxes and revenues are done.

## 1.7 Cross-Border Market Infrastructures and Capacity Building

The Ministry of Trade and Industry (MINICOM) has been spearheading the construction of Cross Border Markets (CBMs) as one of the critical interventions to enhance Rwanda's cross border trade with neighboring countries. Over the last few years, good progress in the construction of the market infrastructure has been registered with the support of various development partners like TradeMark East Africa (TMEA), the Enhanced Integrated Framework (EIF), the Africa Development Bank (AfDB), the World Bank and local stakeholders especially concerned Districts.

The completed CBMs include Rubavu, Burera, Karongi, Rusizi, Nyamasheke and Rusumo. They have been handed over to the respective districts for operationalization, oversight and management under MoUs with MINICOM. All instruments and arrangements to full operationalize and manage CBMs were handed over to the concerned districts and the CBMs have commenced operations. The CBMs provide an appropriate, efficient and well facilitated business base for the country's cross border trade.

The operationalization of the above markets for the year 2020/2021 has been a bit challenging due to outbreak of covid 2019 pandemic but some achievement has been registered in terms of operationalization/respective occupancy rates as



Picture 4: Rusumo CBM

follows: Rusizi (32%); Rubavu (53.17%); Burera/Cyanika(46%); Nyamasheke 74% ,Karongi (43.7%) and the construction progress of Bugarama is at 84%.

### Capacity building on small cross border traders

- 669 Informal Cross Border traders trained on entrepreneurship, business planning and financial literacy, trading requirements and opportunities for scaling up their businesses
- 315 Border officials trained on ICT tool-online, cross border traders complaints management system, sensitization/awareness on Covid-19 and trade facilitation for border communities
- Informal cross border traders formalized their business during covid-19 by forming clusters/ groupage and cooperatives in Rusizi and Rubavu districts

### Improved Customs and Border agencies

- Launched Joint Border Committees at borders between Rwanda and DRC and capacity building training for JBCs members
- Provision of information to small cross border traders through trade information desk (TIDs) at Rubavu and Rusizi. Provide information on STR, trade issues, support services, conflict resolutions, etc
- Bilateral engagement with Republic Democratic of Congo aimed to promote cross border trade - Actively engaged with DRC on Cross Border Trade specifically to improve conditions for traders and enhance CBT through signing of MoU.

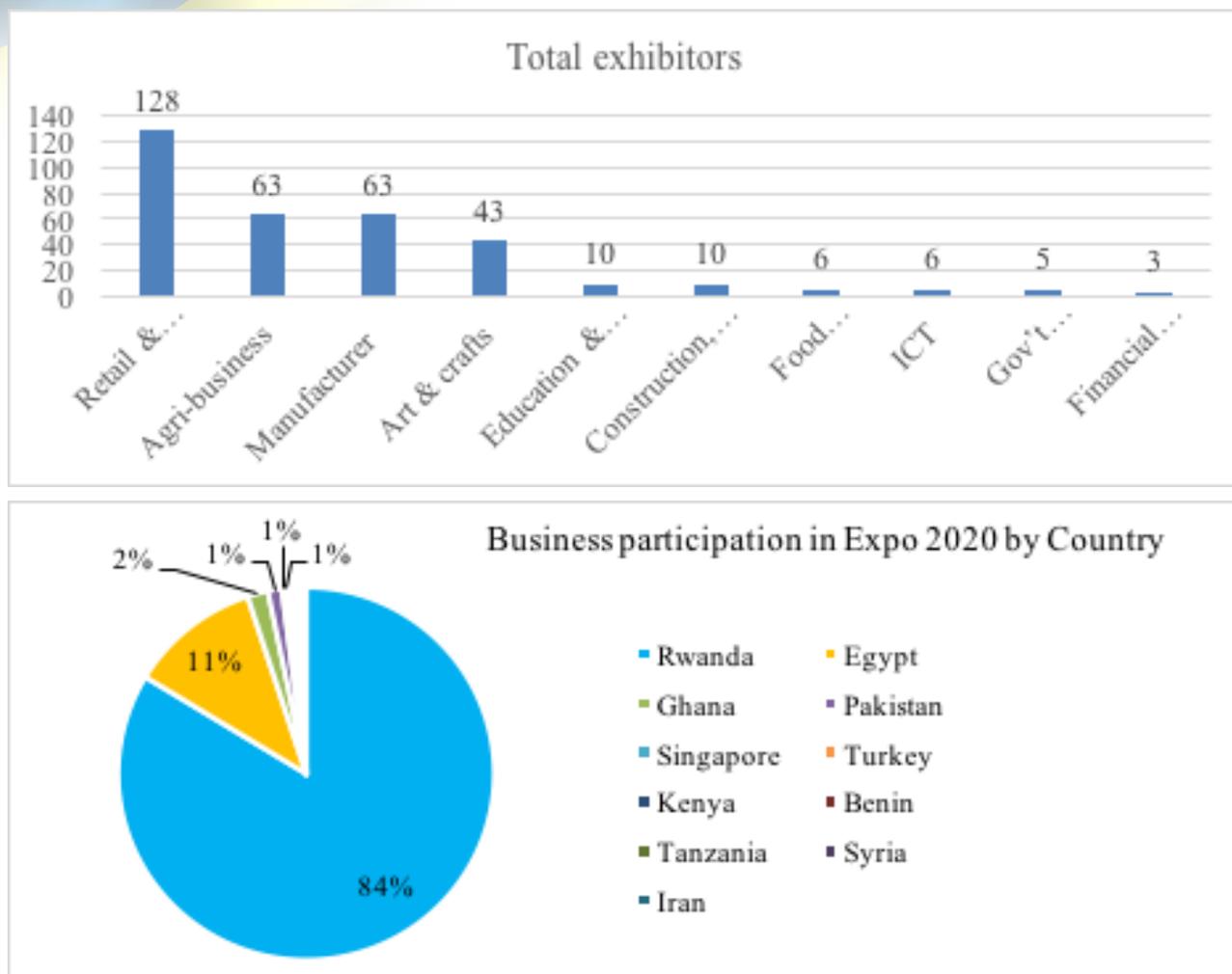
## 1.8 Organization of the Rwanda International Trade Fair (RITF)

The Private Sector Federation in collaboration with the Ministry of Trade and Industry organized the 23RD RITF was organized in the critical period of Covid-19, which caused the decrease in numbers for exhibitors. Despite this, it was a successful event taking into consideration the number of fruitful contacts declared by exhibiting companies, the level of general satisfaction expressed by exhibitors and trade visitors as well as the important role played by a dedicated expo organizing team.

This exhibition held from 11th to 31st December 2020 attracted business operators from Rwanda, Kenya, Tanzania, Egypt, Ghana, Pakistan, Iran, Singapore, Benin, Turkey and Syria totaling 337 Exhibitors (local 282 and foreign 55) with 54,993 visitors:



**Figure 1: Participants to the Rwanda International Trade Fair**



Source: PSF, 2020: exhibitor by sector and by country of origin

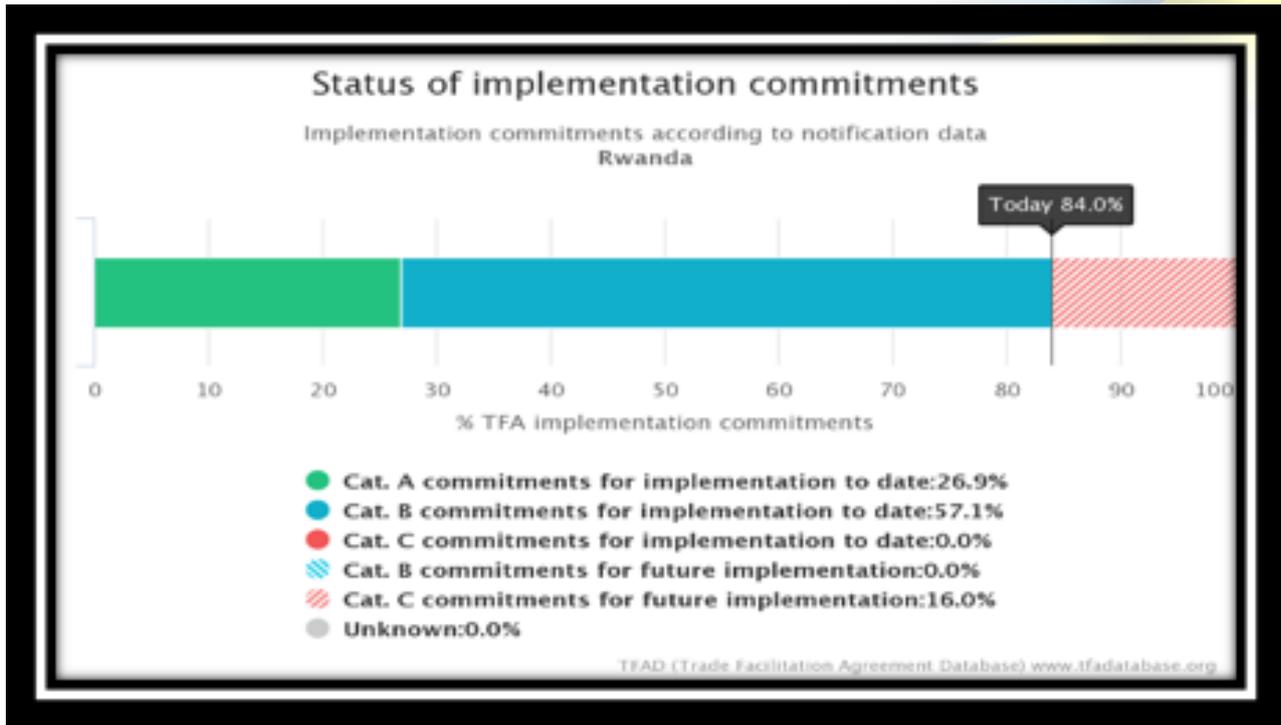
### 1.9 Trade Facilitation and Rwanda Trade Portal

Trade facilitation (TF) aims to reduce the costs and time of import, export and transit of goods. In December 2013, WTO Members concluded the negotiations of the TFA at the ninth Ministerial Conference in Bali and it entered into force on 22 February 2017. Rwanda adhered and identified 18 articles in A measures, 14 articles in B measures and 9 articles under C category measures.

The National Trade Facilitation Committee (NTFC) was established on 30 September 2016 in order to comply with the Trade Facilitation Agreement (TFA).

The committee has made tremendous progress in achieving the pre-set activities under its three working groups. It is made up of B & C measures group, National Monitoring Committee (NMC), Technical Barriers to Trade (TBT) & Sanitary and Phyto-Sanitary Measures (SPS) group and Market Access; Trade in Service and Cross Border Trade Group;

**Figure 2: Status of implementations of trade facilitation commitments**



Among others, the team conducted Sensitization to 131 traders in Kigali and 304 traders including 133 from Cross Border Cooperatives and Seven Joint Border Committees on Trade Facilitation Agreement (TFA), Non-Tariff Barriers (NTBs) and Trade Information Portal (TIP). It was held at the following border posts: Kirehe, Bugesera, Gicumbi, Burera, Rubavu, Rusizi and Nyagatare, enhanced capacity building of 19 NTFC members who completed UNCTAD TFA courses and trained 7 staff from MINICOM, RRA and PSF.

**Non-Tariff Barriers**

4 NTBs were removed in period June 2020-July 2021
Requirement by United Republic of Tanzania to transit trucks carrying chemicals to have export and transport chemical permits
The Rwanda Revenue Authority has denied preferential treatment on silk coat product from Tanzania
Introduction of the new verification/inspection tariff at Nairobi ICD (80 US\$ for 20 feet containers and 120 US\$ for 40 feet containers by Kenya Ports Authority (KPA) due to outsourcing of labor to conduct inspections and verification on behalf of KBS and KRA
The unclear and high fine of Ksh 100,000 charged by Kenya Revue Authority (KRA) to trucks without Electronic Cargo Tracking gadget (GPS) based on provisions 73 (1) and 204 (a) and (b) of the EACMA 2004 revised in 2017

For the period of July 2020 to June 2021, the continuation of activities built on the previous activities that have been implemented by the NTFC members referring to National Trade Facilitation Roadmap 2029-2024, National Strategy for elimination of NTBs 2020-2025 and work plans of the thematic working groups that are spearheaded by the Permanent Secretary of Ministry of Trade and Industry and co-chaired by RRA;

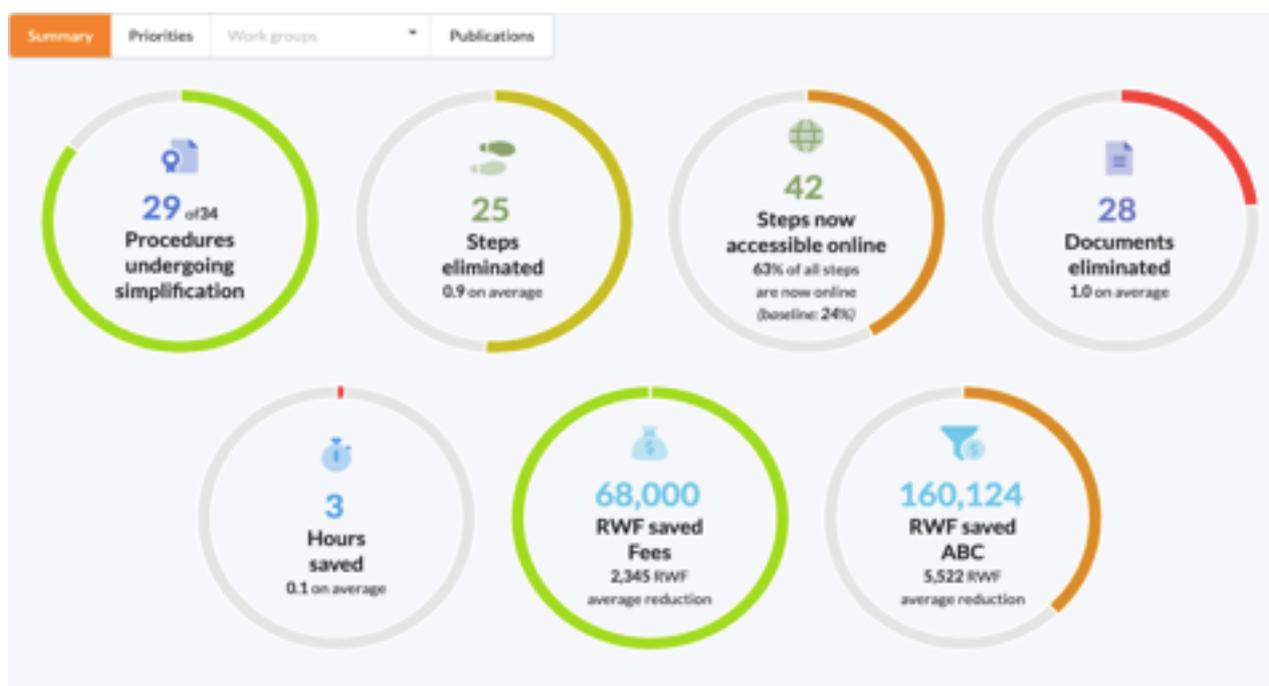
As a responsibility of NTFC, it notified to the WTO the definitive dates for implementation of category B measures and the Proposal for Technical Assistance and Capacity Building (TACB) support required for implementation of category C designations in accordance with Article 16 of the Trade Facilitation Agreement and definitive dates of implementation of B measures are scheduled on 31st March 2021 to give Rwanda ample time for implementation. Furthermore, this positioned Rwanda at 84% of implementation of the TFA.

### Simplification and other Trade Facilitation reforms

The working groups have been created to ensure smooth simplification process (1) processed food products and (2) Made in Rwanda Logo. As of June 24, 2021; 29 procedures have undergone simplification, 28 required documents were removed, 25 steps have been eliminated and administrative Burden Cost (ABC) went down by 160,124 RWF.

This is in addition to several regulatory agencies adopting automation of various licenses, permits and certificates, by allowing traders not only to submit applications online but also to obtain authorization documents online as a measure to limit the spread of COVID-19. Phyto-sanitary certificate has been simplified where RICA is now allowing payments by Mobile Money and Payment advice number instead of payment receipt (hard copy)

**Figure 3: Impacts of Rwanda Trade Portal on cost of importing and exporting**



Source: Rwanda Trade Portal, 2021



Source	Acquisition			Behaviour		
	Sessions	% New Sessions	New Users	Bounce Rate	Pages/Session	Avg. Session Duration
	435 % of Total: 12.84% (3,388)	72.41% Avg for View: 73.58% (-1.59%)	315 % of Total: 12.64% (2,493)	66.44% Avg for View: 69.10% (-3.85%)	2.34 Avg for View: 2.07 (12.94%)	00:02:52 Avg for View: 00:02:34 (11.39%)
1. businessprocedures.rdb.rw	81 (18.62%)	71.60%	58 (18.41%)	60.49%	2.57	00:02:39
2. baidu.com	51 (11.72%)	100.00%	51 (16.19%)	100.00%	1.00	00:00:00
3. minicom.gov.rw	41 (9.43%)	75.61%	31 (9.84%)	43.90%	4.22	00:07:35
4. rra.gov.rw	40 (9.20%)	67.50%	27 (8.57%)	57.50%	2.38	00:02:28
5. sw.gov.rw	27 (6.21%)	55.56%	15 (4.76%)	77.78%	2.37	00:04:34
6. rab.gov.rw	25 (5.75%)	80.00%	20 (6.35%)	68.00%	1.64	00:00:48
7. rwandafda.gov.rw	24 (5.52%)	75.00%	18 (5.71%)	66.67%	1.96	00:01:21
8. rdb.rw	19 (4.37%)	57.89%	11 (3.49%)	57.89%	2.68	00:04:41
9. adrwanda.com	16 (3.68%)	56.25%	9 (2.86%)	68.75%	1.50	00:02:13
10. login.tradeportal.org	16 (3.68%)	0.00%	0 (0.00%)	25.00%	4.44	00:12:58

Source: Rwanda Trade Portal, 2021

## 2.1 Domestic Trade

### 2.1.1 Organization of Commodity Value Chains

MINICOM plays a critical role in collaboration with other stakeholders include the Ministry of Agriculture in facilitating agro-processing industries to access raw materials working with farmers and the private sector through improving the framework of contract farming and setting up industrial blocks among others. In the 2020/2021 fiscal year, the Ministry managed to facilitate a number of contract farming as per the chart below:

**Figure 4: Priority Commodity Value Chains under contract farming mechanism**



Source: MINICOM, 2021



### 1.1.2 E-Commerce

Digital trade offered an alternative channel for maintaining business activities, social interactions, and consumptions in times of strict preventive measures such as lockdowns amidst Covid-19 period. This has significantly accelerated adoption of E-commerce and pushed consumers towards online shopping. With the pandemic, entrepreneurs have experienced the importance of a cashless economy, E-commerce, E-Marketing, and the like. Digital solutions allow entrepreneurs to stay in touch with clients and to trade no matter what restrictions the pandemic imposes.

In Rwanda, there has been companies taking up e-commerce operations by establishing or expanding their digital platforms allowing customers to engage entirely online, upsetting long-held assumptions about the need for in-person meetings. E-commerce platform are count to around 62 of which 53 were establish in 2020 following the outbreak of Covid-19 pandemic.

The Ministry of Trade and Industry looks at promoting e-commerce through conducive policy and regulatory framework through an e-commerce policy for Rwanda that will address all aspects hindering e-commerce in Rwanda with more emphasis on existing infrastructure, rules and regulations, cost affordability, awareness, barriers to buy or sell through international e-commerce platforms and organizational structure within implementing and support agencies.

Recently, The African Electronic Trade Group, the A-eTrade Group, which also includes the African e-Commerce Development International, chose Rwanda as the host the continental headquarters. It is believed that the AeTrade Group initiatives fully align with the Rwanda's agenda to become an ICT and logistics hub. Rwanda is committed to facilitate the implementation of the AeTrade Group vision towards productive impact to continental sustainable economic development inspired by the African Union Agenda 2063.

# INDUSTRIAL DEVELOPMENT AND ENTREPRENEURSHIP

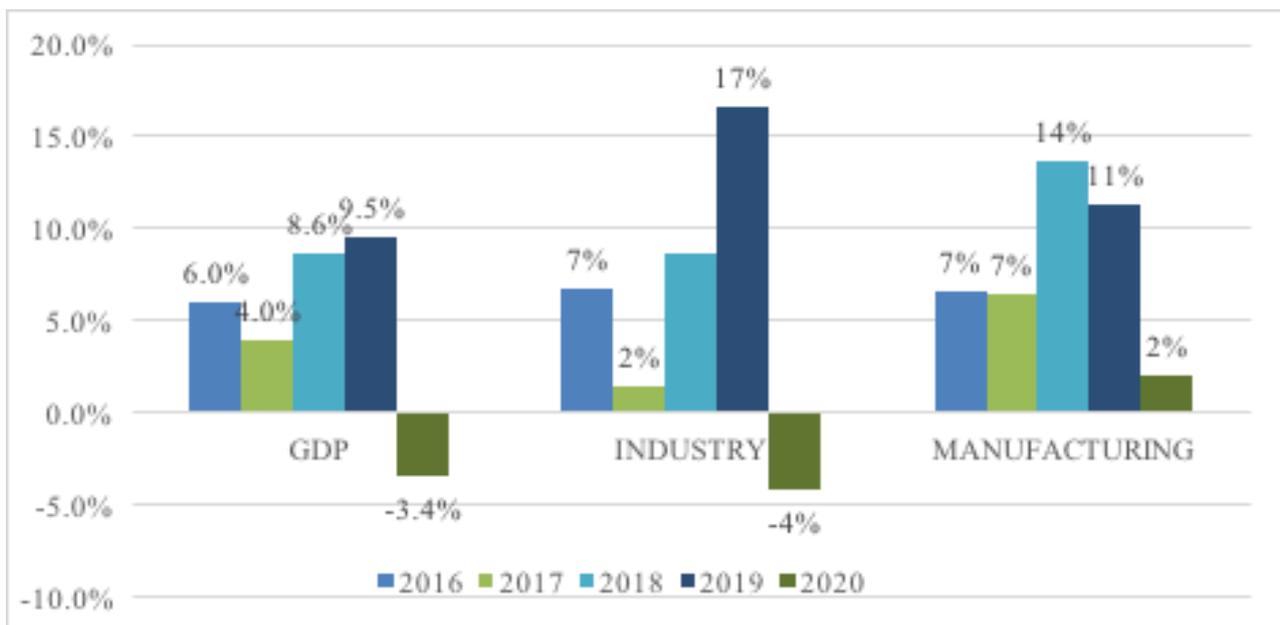
The department of Industry and Entrepreneurship development lead efforts towards realization of increased share of industry to GDP (21.7% by 2024) by improving utilization capacity of existing industries and providing hard and soft infrastructure to promote new industries.

It also establishes policies and programs aimed at boosting the number of new ventures while increasing survival rates of existing ones by contributing to establishment of new SMEs and 214,000 productive jobs every year and developing a vibrant group of entrepreneurs, SMEs and Cooperatives.

## 2.1 Industrial Performance

Generally, Economic activities including industrial activities have been generally disrupted with Covid-19 measures which resulted into an economic recession whereby the global economy declined by 3.5% in 2020. For the case of Rwanda, Covid-19 has already severely impacted the Rwanda economy with a 3.4% drop in economic growth for the year 2020<sup>1</sup>. Industry and services dropped by 4% and 6% respectively. Agriculture remained almost stagnant with a slight increase of 1%.

**Figure 5: Trend in GDP, Industrial and Manufacturing growth from 2016 to 2020**



Source: NISR GDP Account, 2020

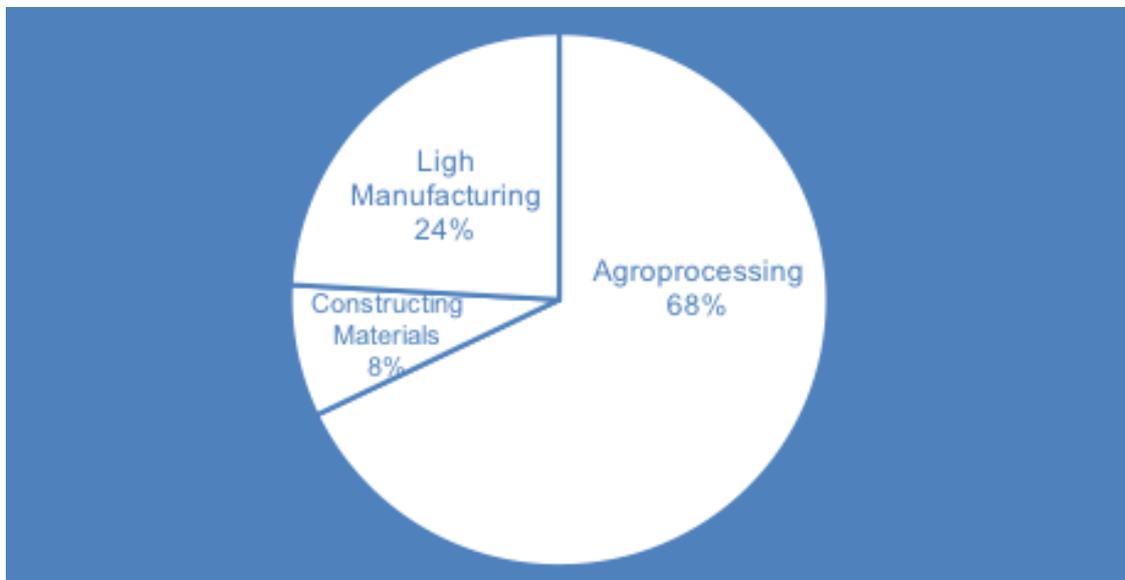
Despite the overall decrease in GDP resulting from decrease in economic activities in industry and services, there has been three sub-sectors that saw growth amidst COVID-29.

These sub-sectors include; Information and communication (+29%), human health and social work activities (+16%), and food processing (+7%) which at the end contributed in growth of total manufacturing sector by 2%.

<sup>1</sup> NISR, GDP National Account, 2020

As of 2021, MINICOM administrative data indicates that in Rwanda, there are 925 industries, among them, 203 are considered large while 722 are Small and Medium Enterprises (SMEs). These industries are distributed in three main sectors of which agroprocessing takes the biggest share of 68% followed by light manufacturing with 24% and construction materials with a share of 8% of the total number of industries established in Rwanda.

**Figure 6: Distribution of industries by sector, 2021**



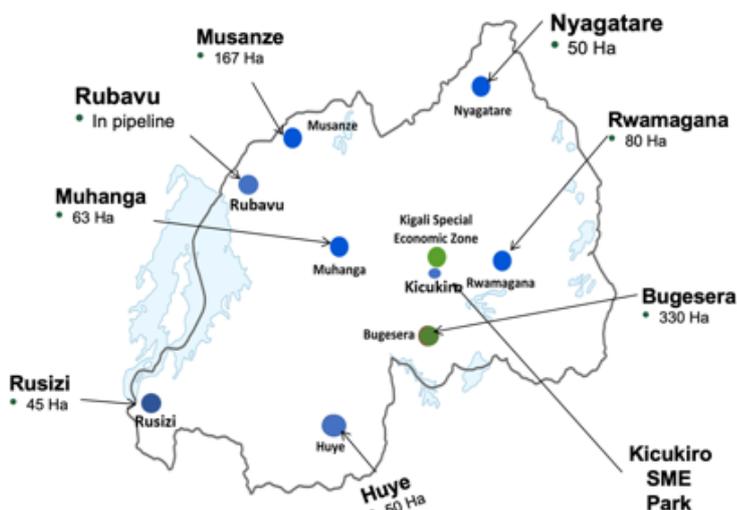
Source: MINICOM Administrative data, 2021

## 2.2 Special Economic Zones

The Ministry of Trade and Industry (MINICOM) has designed a program to develop industrial parks which would attract more investments, increase manufacturing-led production, create off-farm jobs, and increase household income.

Industrial Zones have the potential to address several constraints facing investors and businesses in Rwanda and support the achievement of key goals under NST1 and Vision 2050. In 2011, when it became obvious that KSEZ would soon be fully booked, the GoR began expansion of the SEZ Programme by earmarking land in nine additional locations across Rwanda, bringing the total area to be developed to over 1,000 Ha.

**Figure 7: Earmarked Industrial Zones**



Source: MINICOM administrative data, 2021

Since the roll out of special economic zones program, MINICOM counts around 214 firms so far established in SEZs or Industrial parks. These firms are at different levels of operationalization ranging from land booking to fully operationalization.

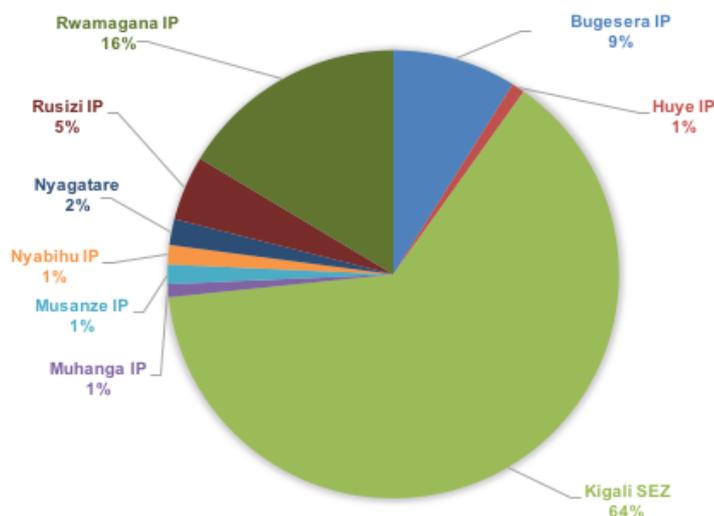
**Table 2: Number of firms so far established in SEZ/IP by location and sector**

LOCATION	SECTOR	NUMBER OF FIRMS
Kigali SEZ		136
	Agroprocessing	13
	Construction Materials	19
	Light Manufacturing	47
	Services	57
Bugesera SEZ		19
	Agroprocessing	4
	Construction Materials	5
	Light Manufacturing	10
Rwamagana SEZ		35
	Agroprocessing	10
	Construction Materials	7
	Light Manufacturing	11
	Services	7
Huye IP		2
	Agroprocessing	2
Muhanga IP		2
	Construction Materials	1
	Light Manufacturing	1
Musanze IP		3
	Construction Materials	2
	Services	1
Nyabihu IP		3
	Agroprocessing	3
Nyagatare IP		4
	Agroprocessing	2
	Construction Materials	2
Rusizi IP		10
	Agroprocessing	2
	Construction Materials	3
	Light Manufacturing	2
	Services	3
<b>GRAND TOTAL</b>		<b>214</b>

Source: MINICOM administrative data, 2021

Kigali Special Economic Zone accounts for the biggest number of firms with a share of 64% of the total firms established in Special Economic Zones and Industrial Parks followed by Rwamagana and Bugesera with 16% and 9% share respectively. Rusizi and Nyagatare accounts for 5% and 2% while the remaining parks account for around 1% each.

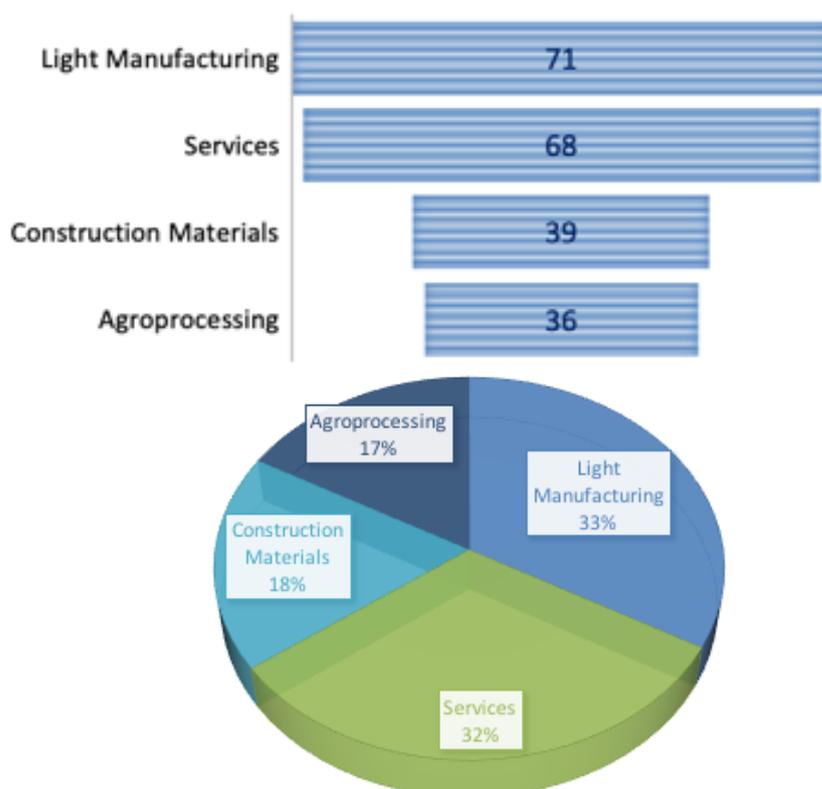
**Figure 8: Distribution of firms by SEZ or Industrial Park**



Source: MINICOM administrative data, 2021

In line with identified priority sectors for industrial development in Rwanda aligned by the 2015 Domestic Market Recapturing Strategy and the Made in Rwanda Policy, firms established in industrial zones are distributed mainly in the manufacturing sector (33% or 71 firms) followed by services (32% or 68 firms). Construction materials and agroprocessing account for 18% or 39 firms and 17% or 36 firms respectively.

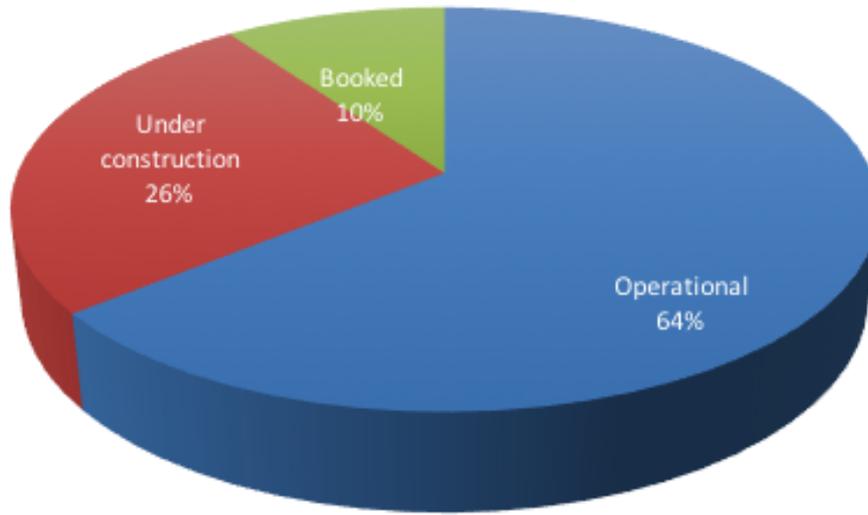
**Figure 9: Distribution of Firms in SEZs by Sector (number of firms and %)**



Source: MINICOM administrative data, 2021

As per the end of 2020/2021 financial year, 64% of all firms established in industrial parks or Special Economic Zones are fully operational, 26% are under construction while 10% have booked land and in the process of starting constructions works.

**Figure 10: Number of Firms in SEZs by Status**



Source: MINICOM administrative data, 2021

### 2.3 Made on Rwanda Program

In collaboration PSF, a number of campaigns aimed at changing the mindset of people towards locally made products and boost value addition along the value chain of production are organized mainly through Made in Rwanda Exhibition.

The campaign is not only targeting consumers but also producers to enhance quality, standards, branding and packaging of locally produced products. The campaign organized every year through, media, conferences, meetings and other public awareness tools.



Press Conference on MIR and RITF Exhibition, 2020

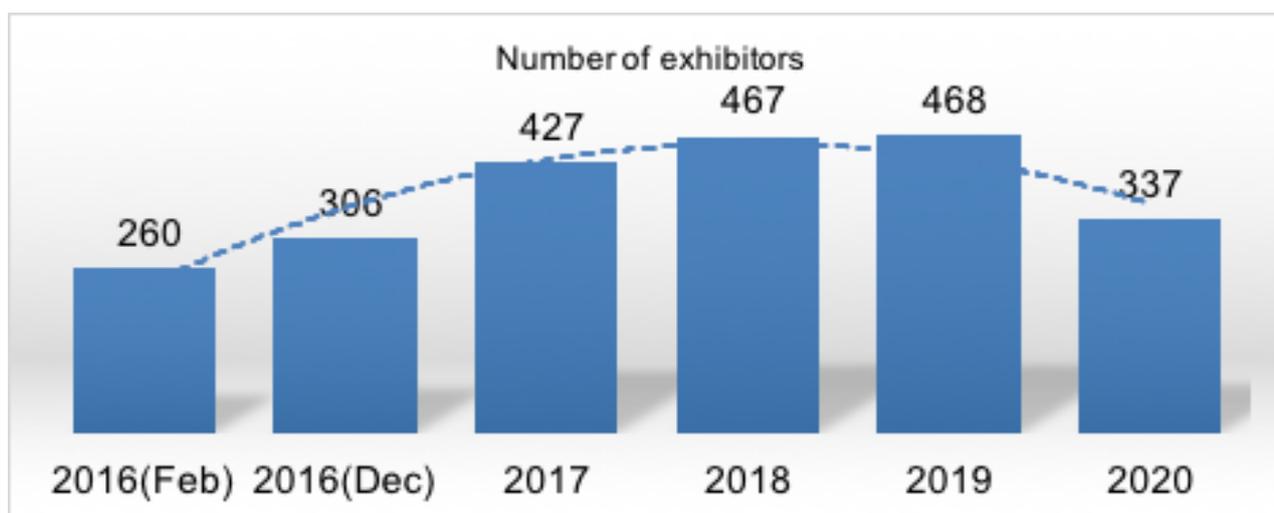


The number of exhibitors has been increasing over time from 270 in 2016 to 426 in 2017 although it saw a slight decline to 380 in 2020 due to effects of covid-19 which resulted into restrictive measures on physical interactions. The Made in Rwanda exhibitions is attended by business operators from various sectors including manufacturing, Agroprocessing, ICT, Construction, Service sector, Textile and Fashion Designers, Art, Craft sector etc...



There has been increased diversification of Made in Rwanda Products both assembled and manufactured in Rwanda ranging from resource based to high tech products.

**Figure 11: Participants to the Made in Rwanda Exhibition**



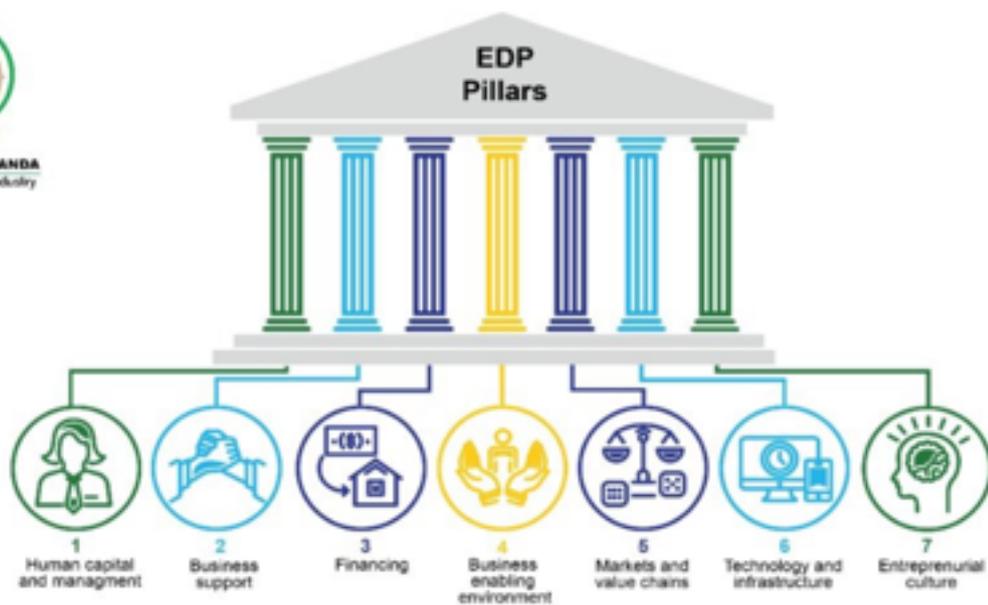
Source: PSF, 2020<sup>2</sup>

<sup>2</sup> Number of exhibitors in 2020 combined both MIR and RITF exhibitors since both were merged



## 2.4 Entrepreneurship Development

Rwanda's Entrepreneurship Development Policy (EDP) approved by Cabinet in April 2020 and officially launched on 30th November 2020 intends to provide an overarching ecosystem to support entrepreneurs with a conducive environment for private sector dynamism, innovation and risk-taking required for a modern, sophisticated, and rapidly growing economy. It builds on the existing policies and reforms undertaken by the Government and holistically seeks to address the gaps within Rwanda's entrepreneurship ecosystems



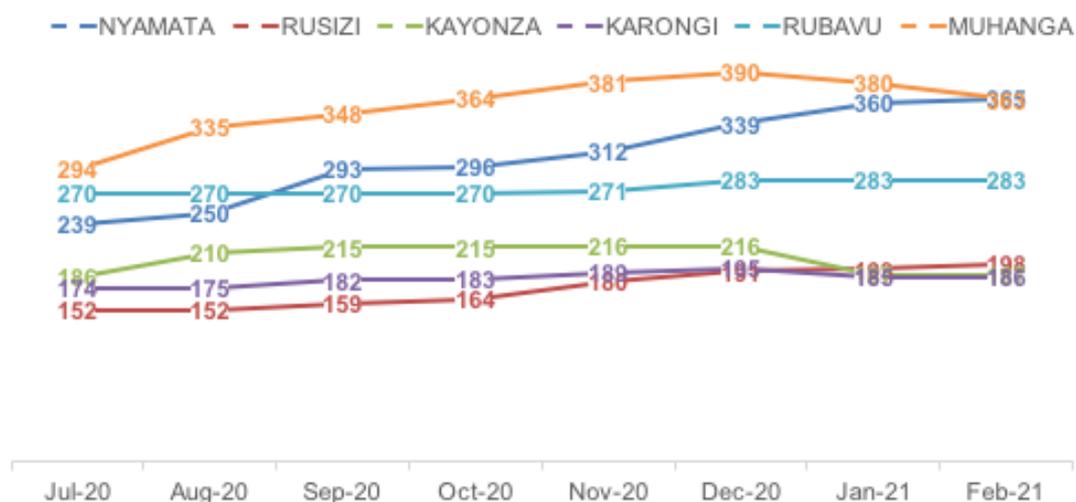
Source: MINICOM, 2020

## 2.5 Integrated Craft Production Centers-ICPCS (AGAKIRO)

The establishment of Agakiro (former Agakinjiro model) in each District is one of the strategies recommended by the National Leadership Retreat held in Gako in March 2012 in order to contribute to creation of off-farm jobs. It was agreed that at least one ICPC to be established in every District.

ICPCs are standardized business centers to accommodate local artisans. Once established in the center, Cooperatives and SMEs are supported to access new technologies through the equipment leasing facility and skills through Rwanda TVET Board. Out of 30 Districts, 24 have established ICPCs of which six of them namely Rubavu, Nyamata, Rusizi, Kayonza, Muhanga and Karongi have been piloted to establish a professional management model under the GIZ support that will be rolled out to other ICPCs. Other Six ICPCs including; Nyarugenge, Gicumbi, Musanze, Rulindo, Nyanza na Nyaruguru are also planning to establish the similar management models.

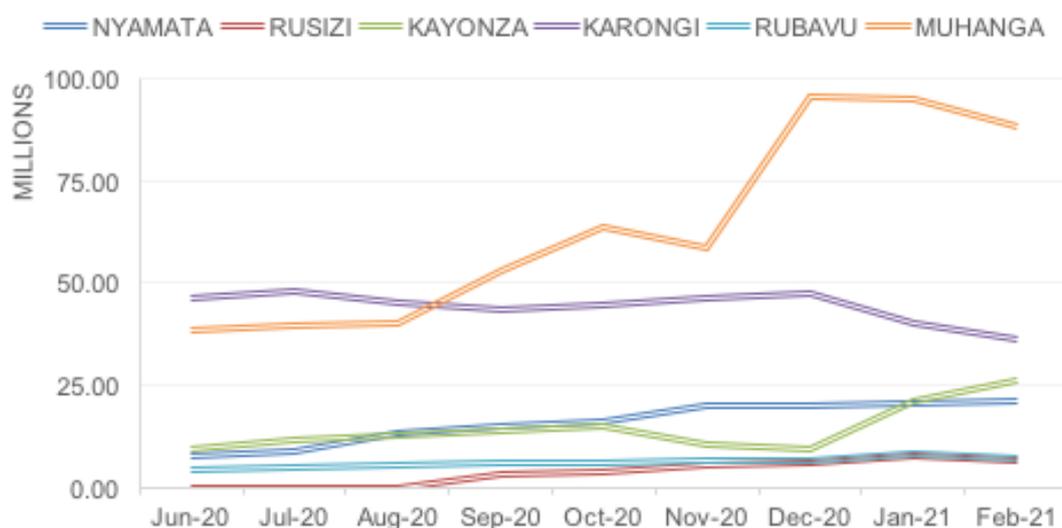
**Figure 12: Number of operators in 6 selected ICPCs**



Source: ICPC data, 2021

With GIZ support in establishing organizational and institutional framework and smooth operationalization of the piloted ICPCs to gradually acquire financial autonomy through effective management for their sustainability, also ensuring profitability, competitiveness and sustainable growth of ICPC Members, selected ICPCs obtained a unique and standardized management model, including standard tools (Business Plan, Internal Rules, etc.) to roll out for all ICPCs countrywide

**Figure 13: ICPC turnover in FRW**



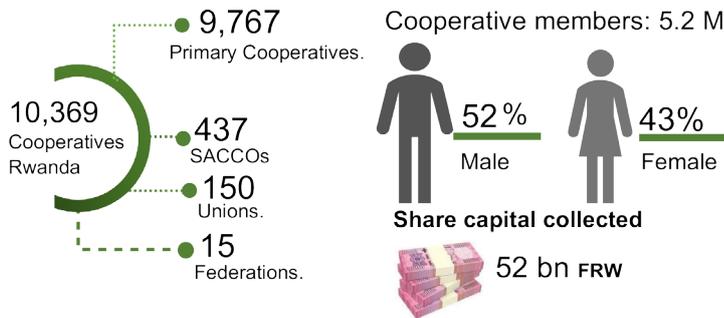
Source: ICPC data, 2021



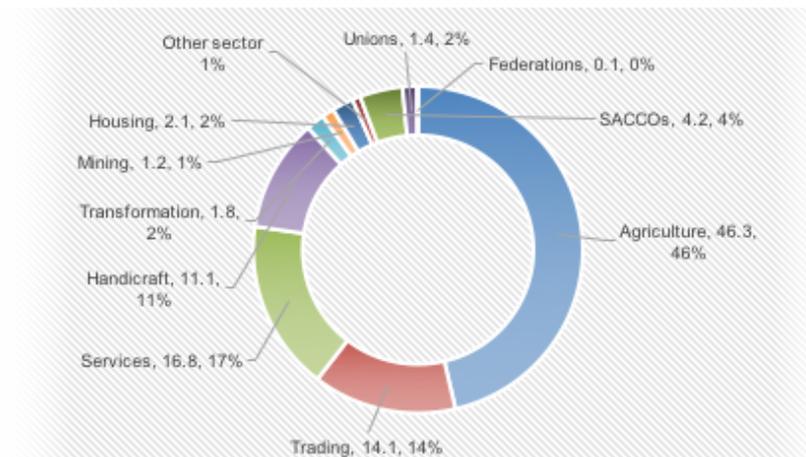
## COOPERATIVES MOVEMENT

Cooperative organizations play important roles in reducing poverty and in social economic transformation of Rwandan citizens. The cooperatives are the key driving force in attaining Rwanda's sustainable and inclusive economic development.

**Figure 14: Overview on statistics of cooperatives in Rwanda**



**Figure 15: Distribution of cooperatives by Sector**



Source: RCA, 2021

### 3.1 Agriculture Sector

46.3% of the coops with 1.1 M members improved agriculture cooperatives with mechanization techniques and increased transformation and exports.

Farmers supply milk to Milk Collection Centers and then possessed /transformed into other products.





### 3.2 Service Cooperatives

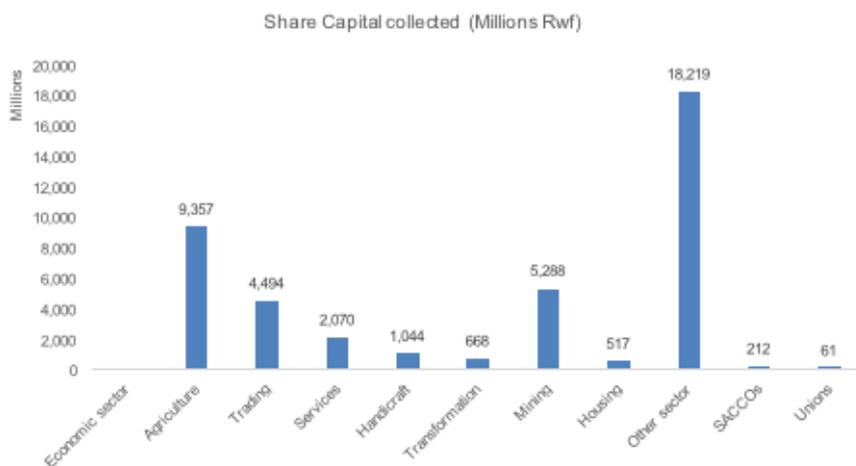
16.8% of the coops with 261,503 members. Organized and improved Transport sector-most of the members are youth.



### 3.3 Handcraft Cooperatives



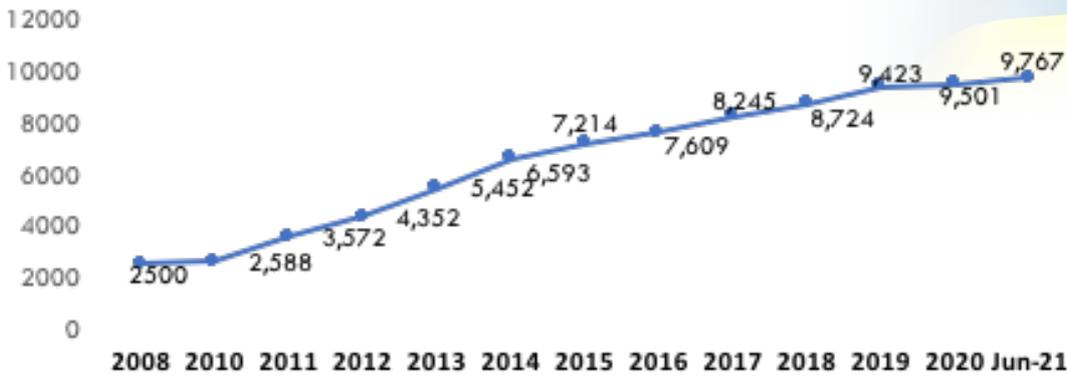
Figure: 16: Cooperative share capital by sector



Source: RCA, 2021



**Figure 17: Evolution of registered primary cooperatives**



Source: RCA, 2021

### 3.4 Cooperatives promote Gender and youth involvement in leadership

Out of 6,485 leaders of the cooperatives, men cover 62% while women cover 38%. Youth representation in cooperative leadership is at 15%.

### 3.5 Cooperatives Promote Financial Inclusion in Rwanda

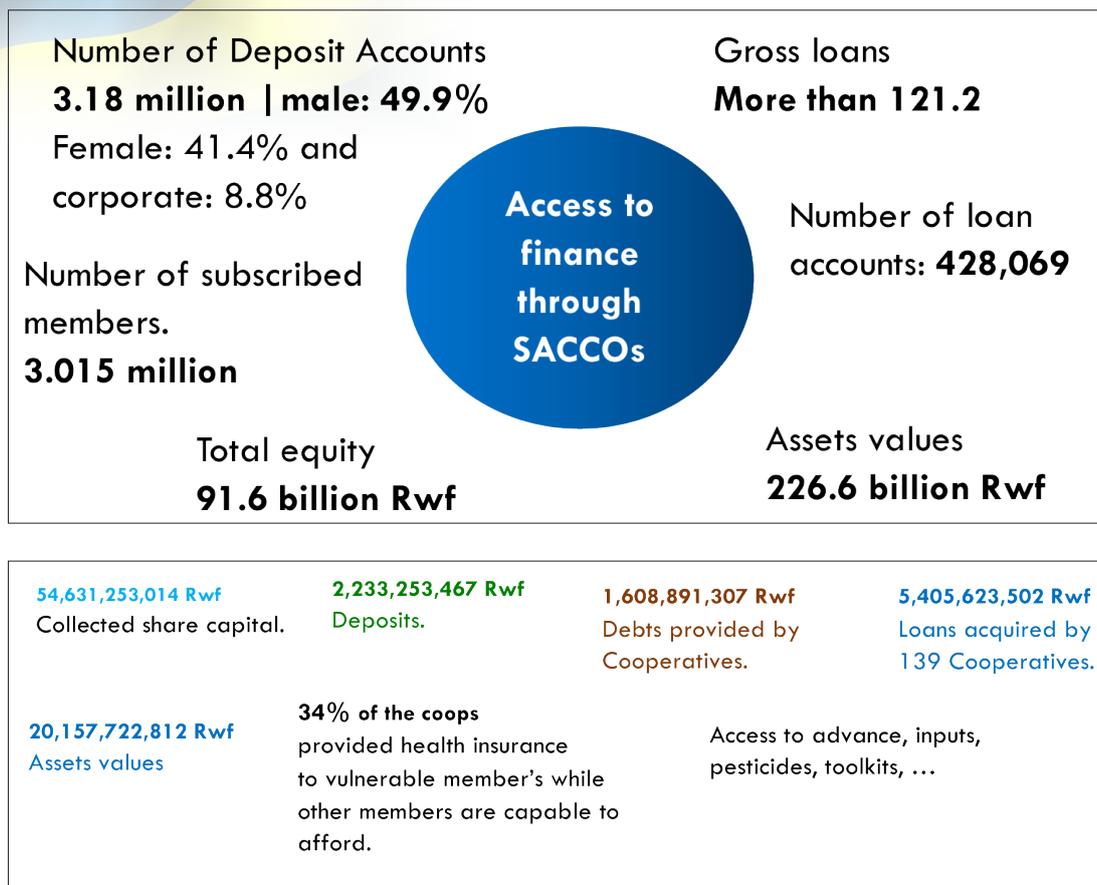
Umurenge SACCOs have positive impact to financial inclusion in Rwanda. The access to financial service has increased since 2010, trend of account holders increased, which implies population, will keep on increasing in usage of formal financial services and deposits and outstanding loan which implies positive impact of U-SACCO. Umurenge SACCOs have enlarged the accessibility, usage and quality financial service.

**Figure 18: Trend of deposits in Umurenge SACCOs (in billion Rwf)**



Source: RCA, 2021

**Figure 19: Status of access to finance through cooperative**



Source: RCA, 2021

**Employment creation:** Among 828 sampled cooperatives, there are 2,764 permanent employees. Thus, each cooperative has at least 4 permanent employees. Members of the cooperatives get their daily livings from Cooperatives. Thus, cooperatives create employment for both members and technical staff. Cooperatives provides also large number of casual works especially in agriculture sector

### 3.7 Access to Finance trough Cooperatives

Access to finance is the ability of individuals or enterprises to obtain financial services, including credit, deposit, payment, insurance and other risk.

## INDUSTRIAL RESEARCH AND DEVELOPMENT

National industrial research and development agency was established to drive industrial competitiveness by enabling a generation of industrial innovators to become competitive through technology monitoring, acquisition, development and transfer and applied research.

Through its services, it aspires to:

- i. Improve the competitiveness of existing industries in order to increase their export potential or their potential to undertake import substitution.
- ii. (ii) Identify new sub-sectors or value chains where investment by the private sector would likely lead to export growth or import substitution.

These objectives are fully in line with government's industrial policy objectives of increased domestic production for local consumption and improved export competitiveness. They are also fully in line with government's trade policy objectives of:

- Increased productivity, competitiveness and diversified sustainable productive capacities for trading nationally, sub-regionally, regionally and internationally;
- Increasing investment, including foreign direct investment, into production of competitive goods and services for the export market; and
- Strengthened science, technology and innovation policies, strategies and institutions including intellectual property laws, in support of industrial development and creative knowledge-based industries.

Through its applied research and development program, NIRDA established a life science laboratory with innovative technology ready to provide:

- i. quality testing services to industries mainly in the food, pharmaceuticals and animal feeds,
- ii. (ii) Support industries through products development for competitive market requirement compliance.
- iii. (iii) Provide incubation on talented ideas for industrial product, software development with focus on energetics, mechatronics and industrial software.

**Table 3: Applied research and development achievements**

No	Description	Indicators	Achievements
01	Life science products developed	Number of industries supported	5
		Number of products developed	16
02	Life Science quality products test conducted	Number of products tested	5
		Number of parameters tested	25
03	STEMproducts incubated	Number of STEM products prototyped	5
		Number of talented innovators graduated from incubation	17



Young innovators who participated in the competition of Innovate for Industry and later incubated to improve their projects during the graduation on June 18. *Photos: Crush Bahar*

#### 4.1 Technology acquisition transfer and commercialization achievement

Through the support for industrial competitiveness, NIRDA applies open calls program, to provide disruptive technologies, technical and business management coaching to industries for competitiveness.

The industries are scrutinized from many applications to address the value chain identified gaps from the technology audits. The following are the illustrative statistical tables for the program:

**Table 4: Technology acquisition transfer and commercialization achievement**

No	Technology audit	Application	Industries supported	
			Technology	Training
<b>Completed open calls</b>				
01	Banana wine	61	6	32
02	Garment	75	6	25
03	Wood	95	6	28
04	Fruits and Vegetables	91	6	17
05	Cow in the Car	72	5	18
<b>On-going open calls</b>				
06	Poultry	97		
07	Piggery	87		
08	Animal feeds	64		
09	Clay	52		
10	Stones	61		
<b>Open calls in the pipeline</b>				
11	Bamboo			
12	Agri-by product			
13	Pharmaceuticals			
14	Leather			

Source: NIRDA, 2021

#### 4.2 Open calls application by gender

Year	Value Chain supported	Female	Male	Total
2018/2019	Banana wine	17	44	61
	Garment	42	33	75
2019/2020	Fruits and Vegetables	29	62	91
	Wood	18	77	95
	Cow in the Car	22	50	72
2020/2021	Poultry	36	61	97
	Piggery	20	67	87
	Animal feeding	10	54	64
	Stone	9	52	61
	Clay	9	43	52
	<b>Total</b>	<b>212</b>	<b>543</b>	<b>755</b>
	<b>%</b>	<b>28%</b>	<b>72%</b>	<b>100%</b>

Source: NIRDA, 2021

### 4.3 Application to the open calls by geographical location

Value chain	EAST	KIGALI	NORTH	SOUTH	WEST	TOTAL
Banana wine	22	8	9	14	8	61
Garment	6	45	9	5	10	75
Fruits and Vegetables	15	24	23	22	7	91
Wood	34	22	21	14	4	95
Cow in the Car	17	30	12	10	3	72
Poultry	23	16	36	16	6	97
Piggery	20	19	22	13	13	87
Animal feeding	19	8	12	17	8	64
Stone	11	11	21	14	4	61
Clay	12	18	9	9	4	52
Total	179	201	174	134	67	755
<b>Percentage</b>	<b>24%</b>	<b>27%</b>	<b>23%</b>	<b>18%</b>	<b>9%</b>	<b>100</b>

Source: NIRDA, 2021

Figure 20: Cleaner Production and Climate Initiative Centre



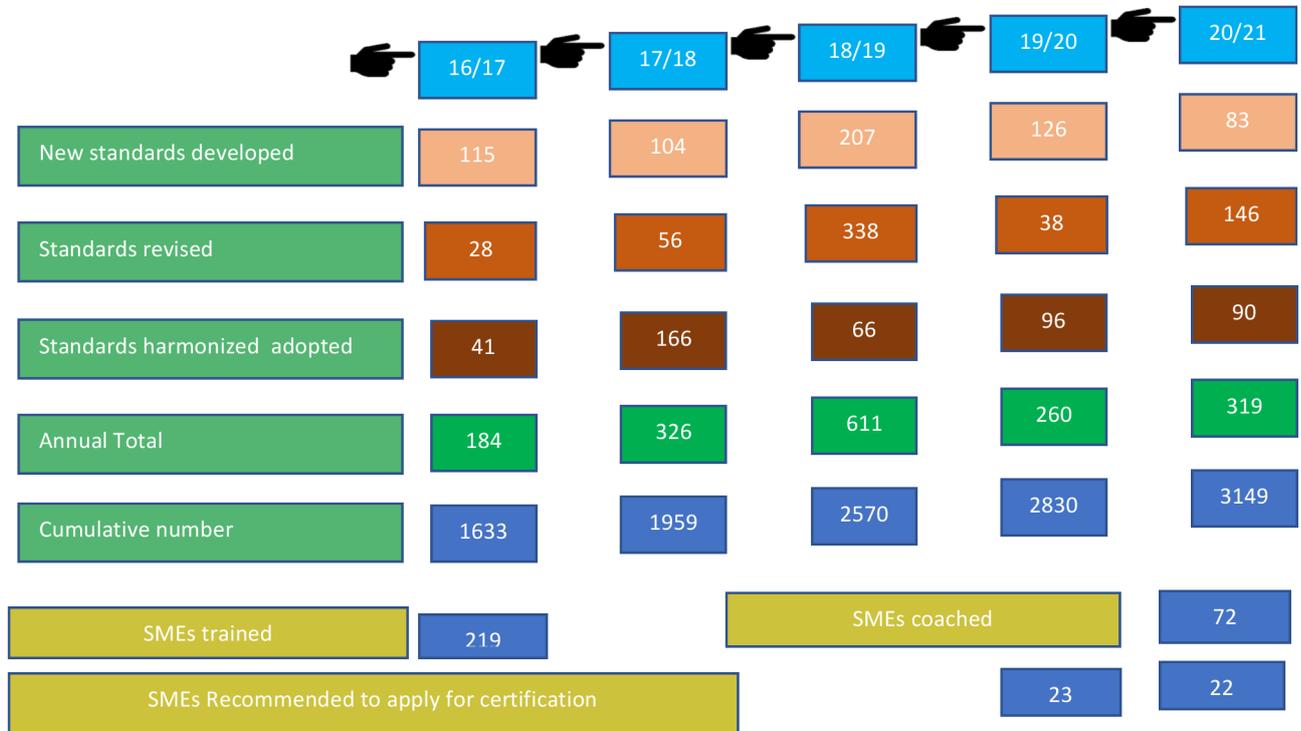
The center registered a tremendous achievement on saving economies from waste recycling and gas emission reduction as follows:

Services	Achievements
Awareness raising	644 persons, 134 industries, 13 districts, 5 academia institutions, 29 public institutions were sensitized on environmentally sound and cleaner production system;
Training	<ul style="list-style-type: none"> <li>• 46 Local experts trained on cleaner production;</li> <li>• 115 Industries were trained;</li> <li>• 21 public institutions were trained;</li> </ul>
Assessments	<ul style="list-style-type: none"> <li>• 92 Industries assessed on RECP;</li> <li>• 2 Public institutions assessed.</li> </ul>
Results Monitoring	<ul style="list-style-type: none"> <li>* Economic benefits: Total Financial Savings USD 6,579,962 against Total Investments USD 5,185,805 from 2013-2019;</li> <li>Environmental Benefits: Total Reduction in Carbon Dioxide (ton CO<sub>2</sub>-eq/yr):30,402.6; Total energy reduction: 41,053,247 MJ; Total solid waste reduction: 22,390.20 tons; Total wastewater reduction: 241,952 m<sup>3</sup></li> <li>* Total Reduction in Water Use (m<sup>3</sup>/yr) :153,175; Total material reduction: 929,405 tons</li> </ul>

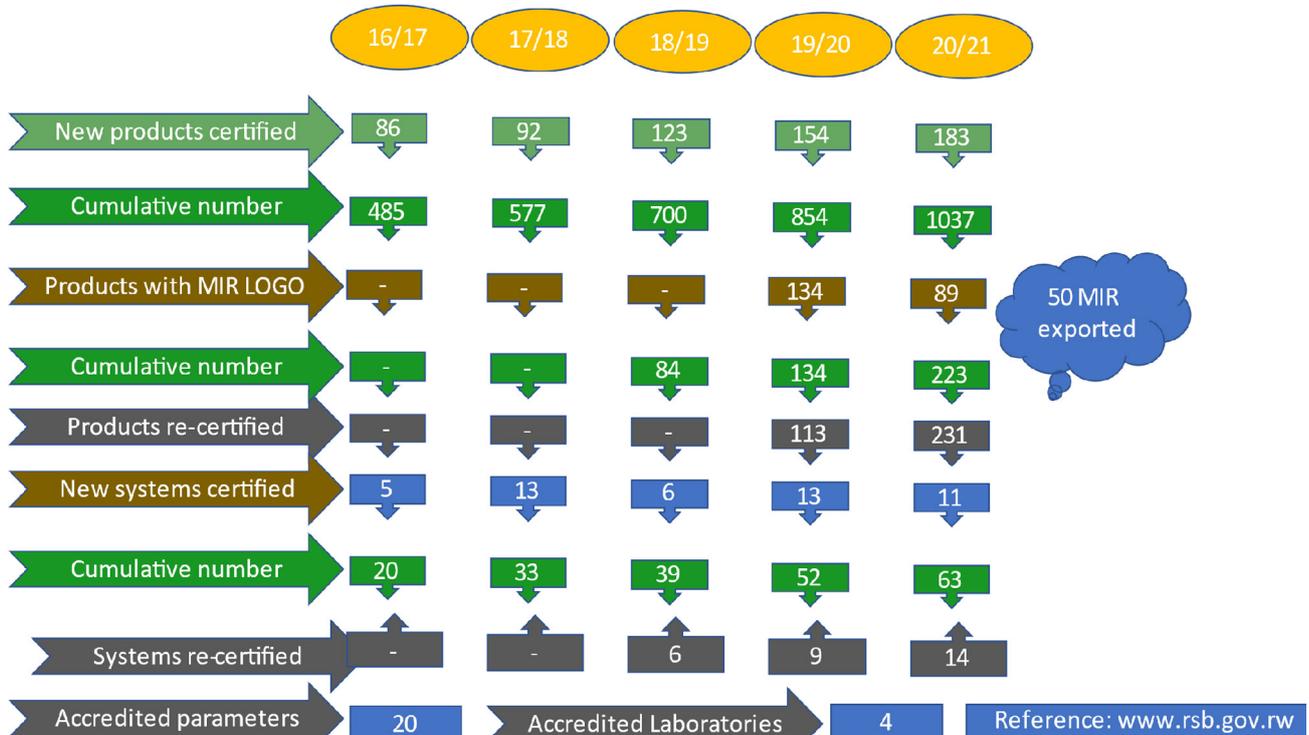
Source: NIRDA, 2021

## STANDARDS PROMOTION

Figure 21: Standards development to support manufactures



### Certification and Accreditation to support export & ensure Product Quality



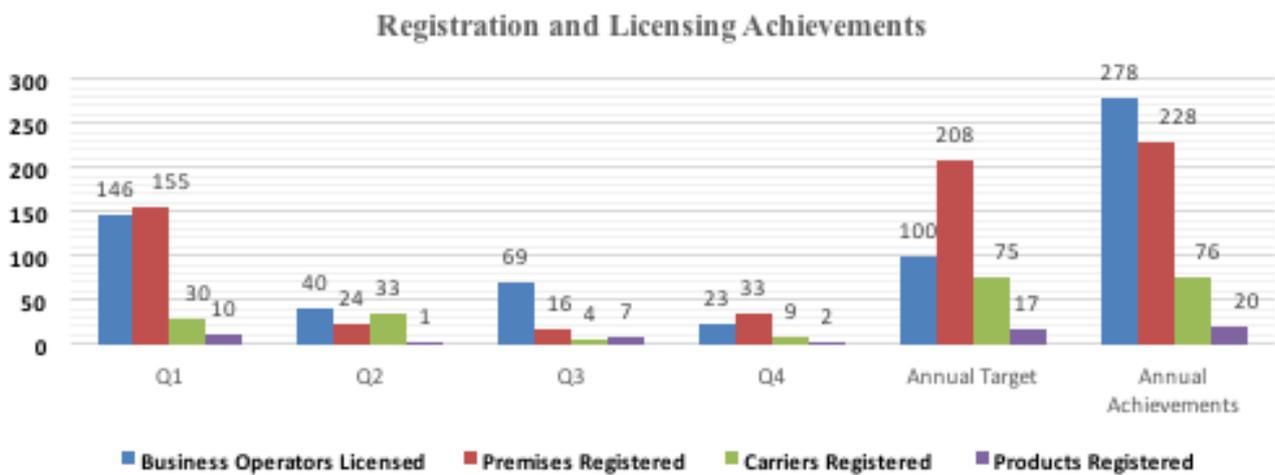


## STANDARDS COMPLIANCE

The Rwanda Inspectorate, Competition and Consumer Protection Authority (RICA) is a national regulatory body established by the Law n°31/2017 of 25/to enforce standards and regulations in quality domain as well as enforce the Competition and Consumer Protection law as elaborated in its Article 6, detailing the responsibilities of RICA.

The below summary report provides a description on RICA's performance on its core mandate under the fiscal year of 2020/2021 as well as, challenges, lessons learnt and recommendations to inform the way forward.

**Figure 22: Licensing of the Business Operators**



Source: RICA, 2021

The above graph shows the annual achievement of the Registration and Licensing Unit whereby, 278 business operators (out of 100 targeted) were licensed, 228 premises (out of 208 targeted), 76 carriers (out of 75 targeted) and 20 products (out of 17 targeted) were registered.

The achievement is attributed to the fact that, strict measures were taken in order to ensure businesses operations under RICA mandate operate only when certified or licensed. For example, strong collaboration between RICA and District Agronomists which enforced the acquiring of RICA licenses and/or registration certificates as a pre-requisite for operating in the District where established as required by law. Significant increase of the same was realized among agro-dealers as required by Agrochemical law, N° 30/2012 of 01/08/23012.



## 6.1 Export and imports consignments inspected

### 6.1.1 Export Control on exit points

Five thousand seven hundred and fifty Agricultural export consignments (5,750) were inspected and SPS Certificates were issued (5,329 Phytosanitary Certificates and 421 Veterinary Certificates). These activities are essential in enabling exporters to obtain export permits to the regional and international markets.

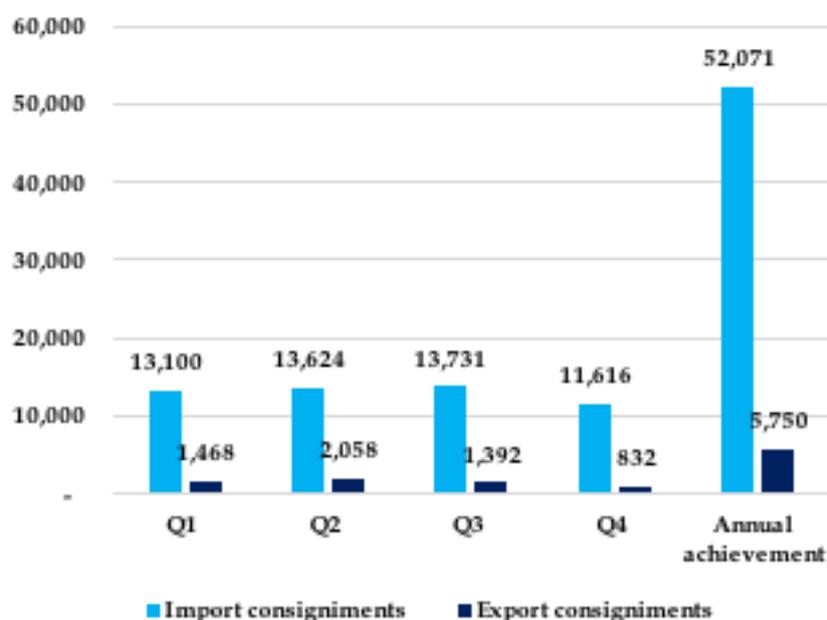
Moreover, these activities are supplement also with various standards enforcement inspection carried across the country in collaboration with key stakeholders and partners such as AGRA-Rwanda and RDDP to monitor farmers and livestock activities. Lastly, RICA is in a process of engaging Enable to in order to also address the meat value chain.

### 6.1.2 Import Control on entry points

Fifty-two thousand and seventy-one consignments (52,071) were inspected for quality control before being traded to local markets. Importers are requested to apply for import permits before importing their consignments in the country and nine thousand seven hundred sixty-one import permits applications (9,761) were processed.

Among those import permits processed, eight thousand six hundred fifty-two applications (8,652) were approved, eight hundred and eight applications (808) were rejected and three hundred and one applications (301) still pending).

**Figure 23: Export and Imports consignments inspected**



**Export and Imports consignments inspection lead to:**

- **Trade facilitation and as well as smooth flow of trade;**
- **Reduced foreign substandard products on local market where local market should not be a dumping place; and**
- **Improved fair competition;**

Source: RICA, 2021

Nonetheless, Covid-19 outbreak affected trade flow on export and import in comparison to the previous years. In addition, quarter four (4) was heavily affected taking a down turn on both export and imports.



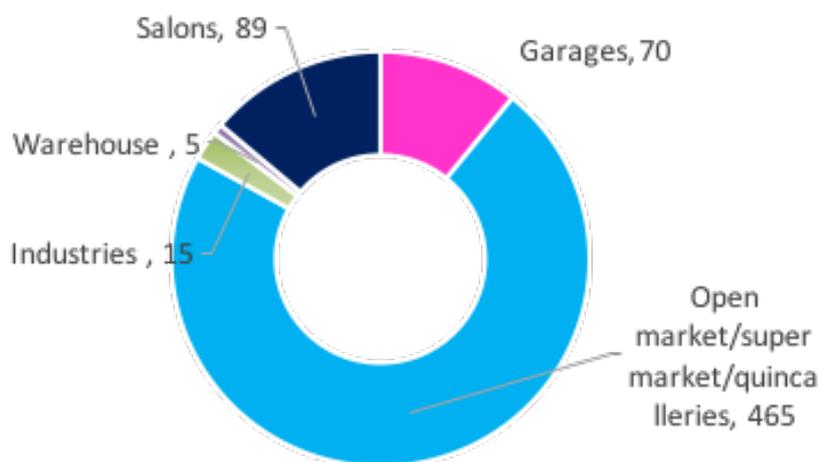
**Inspection conducted on farm products and processes:** A number of inspection activities were carried and the total annual of 1786 farms and or businesses were inspected as follows:

- ✔ **1200 farms** (958 seed production farms with 4164.63 ha, 7 Rabbit farmers, 57 Poultry farms, 178 horticultural farms for export)
- ✔ **586 businesses and or premises** (187 agrochemical premises, 36 butcheries, 2 slaughterhouses, 91 Milk kiosks, 86 Milk collection centers (MCCs), 153 animal feed retailers & wholesalers and factories, 28 Warehouse of grains and 3 Warehouse for dried Chill).

### Inspections of Business Outlets

Six hundred and fourth-four (644) Business Outlets were inspected across the country and included 70 Garages, 465 Open market/supermarket/quincalleries, 15 Industries, 5 Warehouse and 89 Salons were visited. The below graph shows the operations conducted by the Market Surveillance team for standard compliance and quality assurance of products on local market.

**Figure 24: Business Outlets inspection in 2020/2021**



Source: RICA, 2021

### Products & Sample Testing

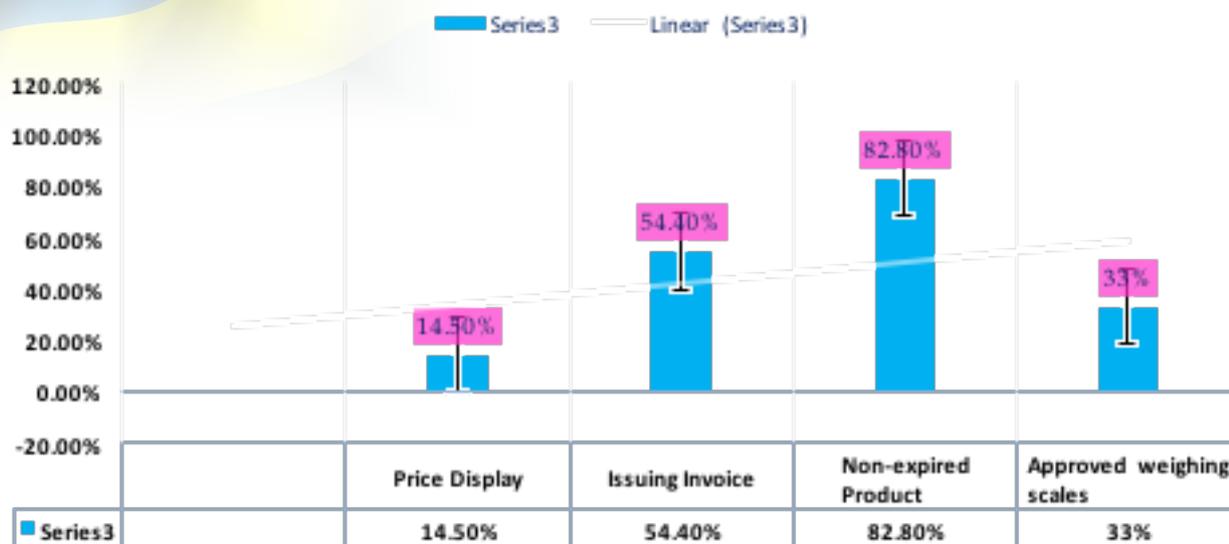
The annual target for samples to be tested to national laboratories was 50 but by the end of year, 522 samples were collected and submitted for testing. They including 264 samples from the Import Inspection Unit, 258 samples from the Farm Product and Processes Inspection Unit (28 samples were maize grains, 168 samples were for animal feed, 48 samples were for fertilizers and 14 samples were for pesticide) and 12 samples from the Market Surveillance Unit (2 samples of rice were tested and passed and 10 samples of rice were tested and failed).

The testing activity assure the quality verification of products on the market and as well as protecting the end consumer and RICA is supported by stakeholders such as RSB, RAB, NAEB on the testing side.

### Competition and Consumer Protection

Against a target of fifty (50) businesses, over four hundred and forty-six (446) traders were inspected and trained in the whole country. Eight four (84) traders were from City of Kigali; sixty-eight (68) traders were from Eastern Province, ninety-nine (99) traders were from Northern Province, ninety-six (96) traders in Western province and ninety-nine (99) traders were from Southern province.

**Figure 24: General Compliance Level Countrywide**



Source: RICA, 2021

As seen from above, generally most traders sell non-expired products (82.8%) and Eastern Province figure were at 91%. However, few traders display prices on products with those in Eastern province arguing that they were not aware of the obligation to display prices as well as issuing invoices. Nonetheless, traders show some level of commitment to comply with the law.

RICA developed operational procedures and forms in compliance to the QMS and various accreditations for its services. In turn, one hundred and one (121) QMS documents were developed (including 3 Quality policies, 1 ISO/IEC Quality Manual, 1 Inspection Manual, 24 Operational procedures and 92 Operational forms).





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