The Republic of Korea's Country Partnership Strategy for Rwanda

The Government of the Republic of Korea

Jan 2022

Table of Contents

I. Overview

Vision 2050 Rwanda's Long-Term National Development Plan (2020-2050)

"The Rwanda We Want: Prosperity and High Quality of Life for All Rwandans"
To reach upper middle-income status in 2035 and high-income status in 2050

Human Development	Competitiveness and Integration	Agriculture for Wealth Creation	Urbanization and Agglomeration	Accountable and Capable State Institutions

NST 1 Rwanda's National Strategy for Transformation (2017-2024)

Economic Transformation	Social Transformation	Transformational Governance
▪ Create 1.5 million decent and productive jobs ▪ Accelerate sustainable urbanization ▪ Establish Rwanda as a globally competitive knowledge-based economy ▪ Promote industrialization with the aim of growing exports by 17% annually ▪ Increase domestic savings to promote investments ▪ Modernise and increase the productivity of agriculture and livestock ▪ Promote sustainable management of the environment and natural resources	▪ Eradicate poverty ▪ Eradicate malnutrition ▪ Enhance the demographic dividend through ensuring access to quality health for all ▪ Enhance the demographic dividend through improved access to quality education ▪ Move towards a modern Rwanda household	▪ Reinforce Rwandan culture and values as a foundation for peace and unity ▪ Ensure safety and security of citizens and property ▪ Strengthen diplomatic and international cooperation ▪ Strengthen justice, law and order ▪ Strengthen capacity, service delivery and accountability of public institutions ▪ Increase citizens' participation and engagement in development

Korea's Assistance Objectives		▪ **(Agriculture)** Foster agriculture as a new growth engine for national development and promote the diversification of the national industrial structure towards the secondary (processing) and tertiary (service) industries, by improving the added value of agriculture ▪ **(Education)** Contribute to the development of Rwanda's industries by fostering workers who are equipped with basic learning competencies and can meet the demands of the labor market ▪ **(ICT)** Improve administrative efficiency through the adoption of e-government, and enhance the usability and acceptability of ICT by strengthening the ICT utilization capacity
Direction of Assistance in Each Priority Area	**Agriculture**	▪ Strategically foster export crops ▪ Improve the agricultural value chain ▪ Enhance efficiency in industries through ICT utilization ▪ Improve marketability by supporting the private sector
	Education	▪ Strengthen the capacity of TVET government agencies ▪ Improve TVET education quality ▪ Resolve the mismatch between the labor demand and supply through expanded industry-academia cooperation
	ICT	▪ Improve the quality of administrative services by strengthening the e-government capacity ▪ Strengthen Rwandans' ICT utilization capacity

□ **(Assistance Goal)** Support the transition to **an upper-middle-income country by 2035, and a high-income country by 2050** through economic growth, prosperity, and improved quality of life for all citizens, as targeted by Rwanda's **Long-Term National Development Plan (Vision 2050)**.

□ **(Priority Areas)** Key considerations include Rwanda's national development plans, Korea's aid capacity and experiences, opportunities and obstacles, size of expected funds, joint cooperation with other donor countries, and linkages among priority areas.

→ **Selection of three priority areas for cooperation**

1) **Agriculture : Need to improve the added value of agriculture, and strengthen industrial competitiveness.**

→ Strategically foster export crops, improve the agricultural value chain, enhance efficiency in industries through ICT utilization, and improve marketability by supporting the private sector.

2) **Education :** Need to foster workers who are equipped with **basic learning competencies and can meet the demands of the labor market**.

→ Improve access to technical and vocational education and training (TVET) and increase its quality while expanding industry-academia cooperation.

3) **ICT :** Need to improve administrative efficiency through **the adoption of e-government** and strengthen ICT utilization capacity.

→ Digitize the government’s public services to expand e-government, and strengthen the capacity of human resources in the ICT field.

II. Analysis

[1] Agriculture

□ Development Needs

○ **(Importance of Agriculture) Agriculture accounts for one-third of GDP and 70 percent of employment.**

– "**Accumulation of wealth through agriculture" is a top-priority national development task articulated** in Rwanda's Long-term National Development Plan (Vision 2050).

– Rwanda's National Strategy for Transformation (NST1) specifies key tasks for economic transformation as follows: ▲ **Create 1.5 million decent and productive jobs**, ▲ **Promote industrialization with the aim of growing exports by 17 percent annually,** ▲ **Modernise and increase the productivity of agriculture and livestock**, and key tasks for social transformation as follows: ▲ Eradicate poverty, ▲ Eradicate malnutrition.

– Agriculture is an important development area that is linked to ▲ food security, ▲ nutrition intake, ▲ exports, and ▲ manufacturing and service industries.

– The Rwandan government looks to solve the aforementioned national development tasks through agricultural development, with the aim of developing livelihood agriculture into **technology-intensive commercial agriculture and the agricultural processing industry** by 2050.

○ **(Cultivation of Strategic Export Crops)** The Rwandan government is **actively fostering agricultural exports as a national development strategy** to overcome the geopolitical limitations of a small landlocked country and its limited domestic market.

- Policy efforts are being made to advance into the Regional Economic Communities and the global market through **Rwanda's export promotion policies and the National Agricultural Export Development Board's Strategic Plan** (NAEB Strategic Plan 2019-2024).
- **Major agricultural exports** include coffee, tea, tomatoes, canned food, honey, and peas, and the Rwandan government is committed to diversifying exports from traditional crops (e.g. coffee, tea) to emerging ones (e.g. horticulture, sericulture, herbs).
- **Rwanda's agricultural exports** rose sharply from USD 212 million in 2014 to USD 356 million in 2017, and an export target is set at USD 1 billion by 2024.

○ **(Enhancement of the Agricultural Value Chain)** The Rwandan government aims to shift from self-sufficient agriculture to **market-oriented high value-added agriculture** under the **Strategic Plan for Agricultural Transformation 4** (2018-2024).

- While Rwanda's agriculture accounts for 70 percent of total employment, it makes up only one-third of GDP, **creating relatively low added value**.
- Therefore, it is an important development task to increase the added value of agriculture by improving the industry's total factor productivity by strengthening the overall agricultural value chain.

○ **(ICT Utilization to Structurally Transform Agriculture) ICT utilization is being actively promoted** for the structural improvement of agricultural productivity and added value.

- The Rwandan government is striving to transform agriculture into a high value-added industry by actively utilizing ICT under the **ICT Strategy for Agriculture** (2016-2020).
- In particular, ICT is the Rwandan government's top priority development goal, as a **cross-cutting issue in development** that can contribute to all development fields including education, agriculture, and industry.

○ **(Improvement of Marketability with Private-sector Linkages) A public-private linked development strategy is being promoted** for the improvement of agricultural marketability, under which the private sector will lead national development, shifting away from the government-led model of the past, while the government establishes a favorable market environment.

- The Rwandan government has pursued a government-led style of agricultural productivity improvement through an **intensive crop program** and an **integrated farmland use program**, while showing **an interest in upgrading the entire agricultural value chain** to respond to the changing market environment.
- Accordingly, the **private sector's leading role is being emphasized** as a way to improve agricultural marketability, through vertical coordination within the agricultural value chain, the achievement of economies of scale, and specialization.

□ Korea's Aid Capacity

○ Korea has experience in **successfully boosting agricultural productivity and farm household income** by establishing stable agricultural production infrastructure, developing and distributing agricultural technology, enhancing the added value of agricultural products, and strengthening communities' self-reliance capacity.

- Korea has **established stable agricultural production infrastructure** through farmland and irrigation development, flood prevention, etc., contributing to **enhancing agricultural productivity** by developing and distributing appropriate farming technologies.
- In addition, Korea **has experience in boosting farm household income** by raising the added value of agriculture through the improvement of distribution systems including agricultural product processing facilities and cooperatives.

○ Based on its experience as a recipient country, Korea has been conducting aid projects in Asia and Africa since the 1980s, strengthening its aid capacity and competitiveness in the agricultural sector.

- With various Korean organizations such as the Korea International Cooperation Agency (KOICA), the Ministry of Agriculture, Food and Rural Affairs, and the Gyeongsangbuk-do Government carrying out agricultural ODA projects, Korea is strengthening cooperation with multilateral cooperation organizations, civil society organizations (CSOs), and social enterprises.

○ In particular, Korea has **experience in successfully adding high added value to agriculture through cutting-edge ICT** such as smart farms and big data, and is expected to contribute to the Rwandan government's agricultural ICT policy efforts.

[2] Education

□ Development Needs

○ **(Importance of Education)** Rwanda has selected **health, sound education, and the development of human resources with high-level technical skills** as the key drivers of its economic growth.

– Rwanda's long-term national development plan articulates "human resource development" is the top priority for national development, and to this end, Rwanda is pursuing ▲ **universal access to high-quality education** and ▲ **a transformed workforce for high productivity**.

* In particular, priorities with regard to "the innovation of the workforce for high productivity" are specified as improved productivity through the strengthening of TVET and higher education, the creation of high value-added jobs, and the development of the private sector.

– Cultivation of human resources is needed to achieve key policy tasks (job creation, knowledge-based economy, etc.) under Rwanda's National Strategy for Transformation (NST1, 2017-2024).

– As of 2018, the general public's access to basic education was generally good with **elementary school admission rate at 94.8 percent** and **literacy among the 15-24 age group at 86.5 percent**.

- However, given **a low secondary education completion rate at 36.8 percent**, and a failure to cultivate the workforce to meet industrial demands, both quantitative and qualitative growth is needed in TVET and higher education in order to foster high-quality human resources.
- Therefore, it is necessary to promote cooperation in education with focus on the development of TVET, in consideration of Korea's experience and its achievements in ODA projects for Rwanda.

○ **(Current Policy Issues for TVET)** The Rwandan government has established **Rwanda Polytechnic (RP) in 2017 through restructuring** to serve as the integrated national management and operation system for TVET.

- **In 2020, under the TVET rationalization policy**, **the Human Resources Development Center was abolished,** and **the Rwanda TVET Board (RTB) and National Examination and School Inspection Authority (NESA) were launched** through further restructuring.

※ The RP oversaw secondary and higher education TVET schools prior to the RTB and NESA. Since their launch, however, RTB and NESA have been in charge of managing secondary- and higher-education-level TVET.

- The Rwandan government has set a policy goal for **60 percent of basic education graduates to advance to TVET schools by 2024**, and is working towards specific tasks such as the establishment of new TVET schools, the expansion of existing school curriculums, and the encouragement of further education.
- In addition, efforts are being made to adopt and implement competency-based education and training, and competency-based assessment (CBA) systems at the national level to foster TVET human resources.

※ KOICA assisted in system development, technical support, and capacity-building for pilot operations of CBT/CBA under Rwanda's vocational education and training competency strengthening project (2014-2019, USD 5 million).

- To foster TVET-educated human resources, **education and training curriculums are being improved to reflect the latest trends**, such as the Fourth Industrial Revolution (Internet platforms, Internet of Things (IoT), artificial intelligence (AI), unmanned equipment such as drones).

※ The French government is working to newly establish the Department of Mechatronics at the Integrated Polytechnic Regional College Tumba (IPRC Tumba) by 2022, through an EUR 7.5 million ODA since 2020, to accommodate the Rwandan government's capacity-building needs for the Fourth Industrial Revolution.

- In summary, the development needs for TVET **place the priority on** 1) **expanding and improving access to education** and 2) **improving the quality of education and training.**

○ **(Improvement of Access to TVET)** The Rwandan government is working to develop and conduct detailed task plans, such as the expansion of TVET in existing school curriculums, the construction of new schools, the improvement of awareness towards TVET, the facilitation of private investment, and the expansion of ICT utilization.

* The policy aims that 60 percent of graduates who have completed the nine-year basic education go on to TVET schools by 2024. As of 2020, however, only 31.6 percent went to TVET schools.

- In addition, in response to the steady increase in demand for higher TVET education, **the IPRC needs to expand admission capacity, build educational facilities to accommodate the increase in students, and improve its educational environment**.

* As of 2020, the IPRC's admission capacity was 3,500 against 11,243 applicants, marking an approximate acceptance rate of four to one, while the number of applicants is increasing every year (7,748 in 2018, 8,982 in 2019, and 11,243 in 2020).

- Meanwhile, due to the limited government budget, a TVET Funding Model is being promoted, including **TVET schools' obligatory implementation of profitable projects** and the **collection of contributions from private businesses**.

○ **(Improvement of TVET Quality) Policy efforts are continuing to improve the quality of TVET,** thereby strengthening TVET graduates' competency and resolving the supply-demand gap for the workforce as demanded by industries.

- Although the Rwandan government is making efforts such as the adoption of the Rwanda TVET qualification standard system in June 2012, **technical support and policy advice are greatly needed to improve the quality of education and training**, as the government is facing difficulties including the lack of a standardized curriculum and an insufficient education evaluation system.

* The Rwandan government has been trying to adopt and implement competency-based education since 2013.

- In addition, in order to provide education and training based on industry demands, the government is exerting efforts such as the adoption of a field-oriented learning policy in 2015 and the establishment of national strategies for skill development and employment promotion by the Rwanda Development Committee in 2020.

- Furthermore, various programs including **mentoring, internships, and career development guidance** are being promoted in close cooperation with the private sector.

□ Korea's Aid Capacity

○ Korea is evaluated to have achieved educational development in a short period of time through **linkages between educational goals and national macroeconomic development plans**, the fostering of quality teachers, and the establishment of educational systems.

○ With the establishment of its several five-year economic development plans, Korea continuously **innovated its education and TVET system** so that the workforce could be nurtured in line with changes in the labor market according to the country's level of economic growth.

- In particular, the country focused on fostering excellent teachers to strengthen teacher capacity, as a result of which Korea's teacher training and recruitment systems, including the welfare system for teachers, are able to maintain high competitiveness.
- In addition, with the experience of establishing an excellent TVET system by developing and introducing the National Competency Standards (NCS) at a national level, Korea can share development experiences with Rwanda to strengthen the latter's competence.

○ As **an ICT powerhouse leading the Fourth Industrial Revolution** in the field of semiconductors, batteries, smartphones, digital contents, and drones, Korea has a comparative advantage in training experts in the ICT sector, which the Rwandan government has designated as a key area.

- It is expected that Korea will secure the effectiveness and competitiveness of its ODA projects by combining Korea's comparative advantages in education and ICT in order to strategically support Rwanda's vocational training and technical education concerning ICT.

[3] ICT

□ Development Needs

○ **(Importance of ICT)** In order to evolve into an ICT hub in Africa in lockstep with its transition to a knowledge-based economy, Rwanda is **promoting the digitization of not only across government administration but also across all industries**.

- Rwanda's long-term national development plan **emphasizes ICT as a key engine of economic growth under the theme of ▲ human resources development, ▲ competitiveness enhancement promotion and regional integration**.
- Under Rwanda's National Strategy for Transformation (NST1, 2017-2024), ICT was selected as a priority area with the development of sub-strategies, the Smart Rwanda Master Plan and the Mid-Term ICT Sector Strategic Plan (ISSP, 2018-2024).
- The Rwandan government has **selected ICT as a key area for economic recovery after COVID-19**, making an all-round investment in ▲ expanding ICT infrastructure, ▲ fostering the ICT industry, ▲ enhancing ICT education capacity, and ▲ introducing ICT services into multiple fields (agriculture, health, finance, etc.).
- Rwanda's ICT sector grew by about nine percent in 2019 with investments in the sector continuing to increase, reaching USD 82 million in 2018 (growth of about 150 percent compared to USD 32.4 million in 2017).

- In addition, demand for ICT service adoption is expected to increase, as evident in the Rwanda Governance Scorecard (RGS) published in 2020 by the Rwanda Governance Committee, **selecting service delivery through ICT as a key performance indicator**.
- In particular, Rwanda established the **National Digital Talent Policy** in 2016.
- To this end, assistance is needed with a focus on 1) **the digitization of government public services and the expansion of e-government, 2) the strengthening of human resource capacity in the ICT field**.

○ **(Digitization of Government Public Services and the Expansion of e-Government)** The Rwandan government is working to **improve openness, transparency, and accountability in the public sector using ICT**, while also seeking to **strengthen the efficiency and quality of administrative services**.

- Efforts are being made to provide all government services online (IREMBO, EBM, etc.) and build a framework for innovation and improved efficiency in the public sector.

※ KOICA is assisting in improving the efficiency, transparency, and accountability of Rwanda's tax administration through the adoption of electronic taxation, with the project to establish an advanced electronic receipt issuance system and integrated taxation portal in Rwanda (2018-2022, USD 6.1 million).

- Various needs can be identified, such as the land management system for smart city construction, the immigration system for streamlined immigration management, Legacy Data computerization, and the integrated government electronic system.

○ **(Strengthening of Human Resources in the ICT Sector)** The Rwandan government is seeking to **train experts who can contribute to the development of the ICT sector** and **improve the ICT literacy of the general public**.

- According to the **National Digital Talent Policy** (2016), fostering experts with ICT capacity and improving digital literacy at all levels of the Rwandan society are essential factors for the transformation to a knowledge-based economy.

※ The Nyabihu Vocational Technical Training School and the Rwanda Coding Academy are being operated as educational institutions to train ICT experts. The academy is planned to expand to a total of five schools to foster software engineers.

- However, with the digital literacy rate standing at only 20.4 percent as of 2020, **the improvement of digital literacy** has emerged as a significant challenge for ICT growth in the future.

- To improve the public understanding and uptake of e-government administrative services, both digital literacy and ICT utilization capacity need to be strengthened.

※ The Rwandan government has been operating a digital ambassador program with donor organizations since 2017 (a total of 23,377 beneficiaries as of 2019) to strengthen the general public's capacity to utilize ICT, and improve digital literacy.

□ Korea's Aid Capacity

○ **Korea's ICT sector has developed to the world's highest level**, reaching prominence in the global market across key industries that will lead the Fourth Industrial Revolution (semiconductors, smartphones, etc.).

- Korea ranked first in the world with a 90.49 score in the 2021 Bloomberg Innovation Index (the top position for six consecutive years from 2014 to 2019).

○ **Through the Digital New Deal, the Korean government is planning to invest a total of KRW 58.2 trillion by 2025** to accelerate the digital transformation of the economy and society.

- Korea is striving to become a leading nation through ▲ the strengthening of data, network, and artificial intelligence ecosystems, ▲ the nurturing of non-face-to-face businesses, and ▲ the digitization of education and social overhead capital (SOC).

○ Under the Digital New Deal ODA, Korea is supporting **recipient countries** to achieve the Sustainable Development Goals (SDGs) **through digital transformation**.

- The Korean government approved the **Science Technology/ICT ODA Activation Strategy** through the Strategic Meeting for Development Grant Assistance (2021) and **selected Rwanda as the pilot country for the implementation of the strategy**.

※ The Korean government is implementing three strategies: ▲ Establishment of an effective scientific technology/ICT ODA promotion system, ▲ promotion of shared growth by supporting sustainable development, and ▲ leadership on scientific technology and ICT ODA agendas in the international community.

- In particular, it is supporting Rwanda's sustainable development through ▲ the strengthening of digital public services, ▲ the expansion of ICT convergence in major fields, ▲ the digitization of economic and social infrastructure, and ▲ the improvement of digital access for underserved groups.

- Having established **the Promotion Strategy for Digital ODA Project (2021-2025)**, KOICA is pushing forward with its strategy in three directions, ▲ the expansion of digital mainstreaming, ▲ the promotion of digital key projects, and ▲ the establishment of the ecosystem and implementation foundation, selecting Rwanda as a priority country.

- Korea is strengthening cooperation with recipient countries in areas such as ▲ digital government, ▲ digital access, ▲ digital economy, and ▲ digital safety.

○ With the establishment of the e-government governance system, Korea is **leading in creating new convergence industries utilizing ICT in almost every field**.

- In the 2020 UN e-government evaluation of 193 countries, Korea ranked first in the online participation index and second in the e-government development index.

○ Korea has **built a foundation for ICT development based on a high level of data accessibility**.

- As of 2019, Korea's high-speed Internet penetration rate is 82 percent (first place), with the country taking first place in Internet speed, the average download speed using high-speed Internet, and mobile data usage.

III. Proposed Assistance

[1] Agriculture

□ Basic Direction

○ **(High Value Addition to Agriculture)** Assist in **raising the added value of agriculture in order to foster it as a new growth engine for national development** and diversify the structure of national industries towards secondary (processing) and tertiary (service) industries.

※ **Related SDG Targets**
- (SDG 1.4.1) Number of population with access to basic services
- (SDG 2.3.1) Volume of production per labor unit (by classes of farming/pastoral/forestry enterprise size)
- (SDG 2.3.2) Average income of small-scale food producers (by sex and region)

□ Korea's Contributions and Implementation Plan

○ **(Strategic Cultivation of Export Crops) Strategically support** the Rwandan government's **export crop cultivation policy**.

– **(Support for Systems and Policies)** Support the establishment of systems and policies to ensure the systematization of ▲ **food safety inspection,** ▲ **export licensing and permission procedures, and** ▲ **integrated management of export-related information** (export items, quantity, amount, etc.).

– **(Support for Capacity Building) Strengthen the capacity of all actors participating in the value chain of export crops (Rwandan government, agricultural organizations, export companies, etc.),** with a focus on ensuring that export crops produced in Rwanda meet export quality standards.

- **(Establishment of Export Infrastructure)** Establish export infrastructure for ▲ post-harvest handling, ▲ transportation, ▲ processing, and ▲ storage to ensure that agricultural products are safely exported to neighboring countries and global markets through inland, sea, and air transportation.

○ **(Improvement of the Agricultural Value Chain) Strengthen the overall agricultural value chain** to boost total factor productivity and the added value of agriculture.

- **(Support for Economies of Scale and Specialization)** Facilitate economies of scale and specialization throughout the value chain by **scaling up** from a focus on small farm households **to cooperatives and agricultural enterprises**.
- **(Strengthening of Financial Accessibility)** Strengthen financial accessibility including the provision of ▲ microfinancing, ▲ digital financial services, ▲ agricultural insurance, and ▲ contract farming, to ensure a smooth financing for farmers and reduce agricultural risks.
- (**Improvement of Agriculture Distribution)** Streamline the distribution process, which is the latter part of the agricultural value chain, including ▲ post-harvest management, ▲ transportation, and ▲ sales, with the aim to increase farmers' income and the added value of agriculture.

○ **(Strengthening of Industry Efficiency by Utilizing ICT) Support the improvement of overall agricultural efficiency by utilizing ICT** in the agricultural industry.

- **(Integrated Information Management)** Develop and operate the ICT system that can manage and analyze various market information in the agricultural sector.

- **(Mitigation of Information Asymmetry)** Support market participants' access to a variety of market information through ICT utilization, including ▲ agricultural production output and ▲ purchase prices, thereby improving the efficiency of the market and resource allocation.

- **(Support for the Establishment and Implementation of Government Policies)** Develop a government-customized ICT system that enables the Rwandan government to formulate and implement agricultural policies based on market data.

○ **(Improvement of Marketability Through Private Sector Support)** Support the private sector's leadership in improving agricultural marketability by ▲ **creating a favorable market environment and** ▲ **strengthening the private sector's capacity.**

- **(Fostering of the Agricultural Processing Sector)** Strategically foster the agricultural processing sector through the improvement of the corporate environment and direct support for companies.

- **(Support for Industry Standardization)** Support the development, establishment, and monitoring of industry standards in order to allow high-quality products that meet international standards to be produced and processed.

- **(Strengthening of Small Businesses' Capacity)** Strengthen the competitiveness of small enterprises in the agricultural sector by improving the corporate environment and providing direct support.

[2] Education

□ Basic Direction

○ **(Strengthening of Technical-Vocational Education Capacity)** Contribute to Rwanda's industry development by **fostering workers who are equipped with basic learning competencies and can meet the demands of the labor market.**

※ **Related SDG Targets**
- (SDG 4.3.1) Number of youth and adults who had participated in formal and non-formal education and training in the previous 12 months
- (SDG 4.4.1) Proportion (number) of youth and adults with information and communications technology (ICT) skills, by type of skill
- (SDG 4.c.1) Proportion of teachers who have TVET qualifications

□ Korea's Contributions and Implementation Plan

○ **(Improvement of Access to TVET)** Strengthen the capacity of TVET-related government agencies to improve the accessibility of high-quality TVET education in line with rapidly-changing industrial demands.

- **(Strengthening of Curriculum Development Capacity)** Support **Rwanda's TVET curriculum in providing quality education that meets labor market demands**, including ▲ the establishment of the national curriculum development system and ▲ the introduction of a job competency standard system in the curriculum.

- **(Strengthening of Education and Evaluation Capacity)** Comprehensively strengthen the government's capacity for implementing TVET education and managing its quality, including

▲ the management of incoming students, ▲ the establishment of educational procedures and methods, ▲ quality evaluation and supervision, and ▲ best practice selection and knowledge dissemination.

- **(Strengthening of Government Agency Personnel Capacity) Reinforce the expertise of government agency personnel in the field of TVET** with regard to ▲ the development of the educational curriculum, ▲ the establishment of education and evaluation procedures, and ▲ monitoring and evaluation.

○ **(Improvement of TVET quality) Strengthen the capacity of educational institutions and personnel** to improve the quality of TVET education.

- **(Reinforcement of Educational Institutions' Capacity)** Strengthen the capacity of educational institutions encompassing hardware (infrastructure, equipment, etc.) and software (securing of human resources, management of institutional operation, etc.).

- **(Strengthening of Teacher Capacity) Provide various support to strengthen the capacity of teachers in the field**, including ▲ the establishment of the system to enhance TVET teachers' capacity, ▲ the provision of field training for TVET teachers, ▲ the issuance of national certificates for those who have completed field training, and ▲ the strengthening of TVET instruction quality.

- **(Fostering of Experts in the ICT field)** Promote development cooperation for fostering experts in the ICT field, including ▲ the strengthening of teachers' ICT utilization capacity, ▲ the establishment of ICT-related TVET educational institutions, and ▲ the development of ICT-related TVET curriculums.

○ **(Expansion of Industry-Academia Cooperation) Support the expansion of industry-academia cooperation** to resolve the labor demand-supply gap and foster human resources for Rwanda's industrial development.

- **(Analysis of Industries and the Labor Market)** Support close consultation between the public and private sector and their joint analysis on industries and the labor market with regard to ▲ labor demand and supply imbalances, ▲ competitiveness of industries, and ▲ growth potential.
- **(Private Sector's Engagement in Curriculums)** Promote the private sector to take part in school curriculums to minimize the gap between the academic curriculum and industrial settings.
- **(Support for TVET Graduates' Employment and Entrepreneurship)** Through strengthened partnerships with the private sector, support TVET graduates to land a job or start a business by providing ▲ mentoring, ▲ internship opportunities, and ▲ career development consultation.

[3] ICT

□ Basic Direction

○ **(Transformation to an ICT-based Knowledge Economy) Promote administrative efficiency through the adoption of e-government** and **enhance ICT utilization and uptake through improved ICT utilization capacity,** thereby supporting Rwanda's transformation to an ICT-based knowledge economy.

※ **Related SDG Targets**

- (SDG 16.6) Develop effective, accountable, and transparent institutions at all levels
- (SDG 16.6.2) Proportion of population satisfied with their last experience of public services

□ Korea's Contributions and Implementation Plan

○ **(Digitization of Government Public Services and the Expansion of E-Government)** Improve **openness, transparency, and accountability** of the public sector by utilizing ICT, and **upgrade public service quality** through the digitization of government administrative services and the expansion of e-government.

- **(Strengthening of E-Government Policy Capacity)** Establish policy and systemic frameworks for the development and implementation of e-government, including ▲ the analysis of each government department's system, ▲ status check on system implementation, and ▲ the identification of setbacks in policies and systems.
- **(Establishment and Operation of the ICT System)** Support the establishment and operation of an ICT system that fulfills each ministry's needs under the Rwandan government's e-government policy.
- **(Support for the Internalization of E-Government)** Support the Rwandan government and public agency personnel to proactively internalize changes in accordance with the introduction of e-government.
- **(Enhancement of E-Government Utilization) Provide infrastructure and technical support for increased utilization and sustainability of the e-government system,** such as ▲ the strengthening of the e-government system's operation and maintenance capacity and ▲ the promotion of compatibility and linkage with other ICT systems.

○ **(Strengthening of Human Capacity in the ICT Sector) Strengthen the ICT utilization capacity and digital literacy of Rwandans** with the aim to improve their access to e-government administrative services and promote digitization in society as a whole.

- **(Support for Systems and Policies)** Support the establishment of government systems and policies for Rwandans' ICT utilization capacity with regard to aspects such as ▲ digital literacy, ▲ the fostering of teachers in digital education, and ▲ the digital transformation of society.

- **(Digital Literacy Education)** Provide various forms of digital literacy education for the general public, including ▲ the training and operation of digital ambassadors and ▲ the operation of digital awareness improvement programs.

- **(Improvement of Digital Accessibility)** Establish a digital environment to improve digital accessibility for Rwandans, including ▲ the support for digital equipment, ▲ the expansion of Internet access, and ▲ the improvement of digital awareness.

- **(Support for Start-ups in the ICT Sector)** Increase opportunities for Rwandans to utilize ICT by promoting various ICT solutions development through direct support and the improvement of the business environment for start-ups in the ICT sector.

IV. Performance Monitoring Guidelines

Recipient Country's Development Goal (Vision 2050, Rwanda's Long-Term National Development Plan 2020-2050)

: "The Rwanda We Want: Prosperity and High Quality of Life for All Rwandans"

To reach upper middle-income status in 2035, and high-income status in 2050

CPS Goal

1. Agriculture: To foster agriculture as a new growth engine for national development by increasing the added value of agriculture, and promote the diversification of the national industrial structure towards the secondary (processing) and tertiary (services) industries by improving the added value of agriculture
2. Education: To contribute to Rwanda's industry development by fostering workers who are equipped with basic learning competencies and can meet the demands of the labor market
3. ICT: To improve administrative efficiency through the adoption of e-government, and enhance the usability and acceptability of ICT by strengthening the ICT utilization capacity

Priority Areas	Goal(s)	Limitation(s)	Outcome(s)	Performance Indicator(s)
Agriculture	• To improve marketability by strategically fostering export crops, improving the agricultural value chain, and enhancing efficiency in industries through ICT utilization - (SDG 1.4.1) Number of population with access to basic services - (SDG 2.3.1) Volume of production per labor unit (by classes of farming/pastoral/forestry enterprise size) - (SDG 2.3.2) Average income of small-scale food producers (by sex and region)	- Lack of agricultural research - Lack of agricultural technology guidance/dissemination - Lack of agricultural infrastructure - Lack of agricultural industrialization - Lack of export capacity - Lack of organization and capacity among farmers - Poor finance accessibility - Inefficiency of distribution structure - Lack of ICT utilization	- Establishment of the export management system and infrastructure - Fostering of farmers' cooperatives and strengthening of their capacity - Strengthening of farmers' financial access - Improvement and streamlining of agricultural distribution - Establishment and operation of the ICT system in the agricultural sector - Strengthening of the industry standardization system and implementation	- Improved rural poverty indices - Increased income per farm household - Increased agricultural production - Increased export volume - Increased income for export companies - Enhanced industrial competitiveness of agro-processed products

			capacity - Strengthening of small businesses' capacity	
Education	• To strengthen the capacity of TVET-related government agencies, improve TVET quality, and enhance vocational skills capacity through expanded industry-academia cooperation - (SDG 4.3.1) Number of youth and adults who had participated in formal and non-formal education and training in the previous 12 months - (SDG 4.4.1) Proportion (number) of youth and adults with information and communications technology (ICT) skills, by type of skill - (SDG 4.c.1) Proportion of teachers who have TVET qualifications	- Lack of educational infrastructure - Insufficient teacher capacity - Insufficient policies for curriculum development - Insufficient systems for education evaluation and quality management - Low secondary education completion rate - Lack of industry-academia cooperation - Insufficient government capacity to establish policies and systems	- Strengthening of curriculum development capacity - Strengthening of education and evaluation capacity - Strengthening of government agencies' personnel capacity - Strengthening of TVET institutions' capacity - Strengthening of TVET teachers' capacity - Establishment of the ICT human resource development system - Implementation of public-private joint analysis of industries and the labor market - Promotion of the private sector's engagement in school curriculums - Support for TVET graduates' employment and entrepreneurship	- Increased satisfaction with TVET - Increased rate of TVET graduates' employment or entrepreneurship - Increased number of teachers completing local training courses - Increased cases of industry-academia cooperation - Improved competency standards for students
ICT	• To transition to an ICT-based knowledge economy through the strengthening of e-government capacity and Rwandans' ICT utilization capabilities	- Lack of ICT infrastructure - Low ICT literacy rate - Low uptake of e-government services	- Strengthening of e-government policy capacity - Establishment and operation of ICT systems - Support for the	- Improved ICT utilization in administrative services and improved satisfaction with said

	- (SDG 16.6) Develop effective, accountable, and transparent institutions at all levels - (SDG 16.6.2) Proportion of population satisfied with their last experience of public services	- Lack of capacity to implement e-government - Low efficiency of administrative services - Lack of ICT experts	internalization of e-government - Enhancement of e-government utilization - Support for systems and policies to improve digital literacy - Provision of education for digital literacy skills - Improvement of digital accessibility - Support for ICT start-ups	services - Improved digital literacy - Expanded digital education human resources for digital education - Increased number of ICT start-ups - Increased number of ICT system development