



STRATEGIC PLAN

2020-2025

MARCH 2021

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FOREWORD

It is with much pleasure that Rwanda Standards Board (RSB) presents its Strategic Plan for the period 2020-2025. This document highlights the strategic direction of RSB over the next five years in our effort to effectively discharge its mandate. This Strategic Plan is aligned with the Government of Rwanda's development agenda as set in the National Strategy for Transformation (NST-1).

In its Strategic Plan for the period 2013-2018, RSB realised remarkable achievements which tremendously contributed to supporting trade, industry and consumer protection through standardisation, certification, quality testing and metrology services. This growth is attributable to globalisation, new innovations and technologies which have led to the introduction of new products and services in the market, increase in the bilateral and multilateral trade agreements between Rwanda and other countries that have spurred investments locally.

Effective from 2020, RSB became a service providing organisation offering standards development, training and awareness, metrology, quality testing and certification services. This is due to improvement, in line with international best practices aiming at separating the service provision function and regulatory function. This 2020-2025 Strategic Plan considers various important economic, technological and legal environmental changes. The current Strategic Plan builds on the previous Plan's successes, factoring in the lessons learnt in its design. RSB is committed to delivering on the strategic pillars of 2020-2025 Strategic Plan which are **institutional growth; customer focus; operational efficiency; improved governance and human capital; and having an enabling legal and regulatory framework.**

I take this opportunity to acknowledge the role played by Management under the leadership of the Director General in the development of 2020-2025 Strategic Plan. I also wish to recognize the support from the stakeholders whose contribution made this process a success. I am confident that through the continued support of all stakeholders this Strategic Plan will be fully realised.

Mr. NSENGIYUMVA Paul
Chairperson, Board of Directors

PREFACE

This Strategic Plan provides a roadmap of what Rwanda Standards Board (RSB) will be undertaking within the plan period of 2020 to 2025. The Plan will provide a blueprint for RSB to contribute to the national development with excellent services delivery through standardization, certification, quality testing and metrology services. This Strategic Plan has built on the lessons learnt during implementation of 2013-2018 Strategic Plan. The plan was developed in a participatory approach which entailed consultation with internal and external stakeholders.

The 2020-2025 Strategic Plan identifies the following five strategic pillars that RSB will focus on: institutional growth; customer focus; operational efficiency; governance and human capital; and legal and regulatory framework. There is a need for increasing the scope and scale of services in standards development, conformity assessment and metrology services in order to allow RSB to have more impact on national development. RSB will closely keep updates regarding local, regional and international markets to identify new technologies being developed and respond with relevant solutions. This will enable RSB to adequately respond to the needs of the market and effectively contribute to the Government's development agenda. In order to support the business growth, adequate systems and seamless flow of operational processes will be required as they are key determinants of efficiency and effectiveness of an organization. Technology will be a key pillar for RSB in its determination of improving its processes. Capacity development of the staff is important in ensuring their skill level is in line with the ever-changing market needs. It is very necessary for RSB to enhance its stakeholders' engagement being either at local, regional or international level. To effectively discharge its mandate, RSB is required to undertake some legal and regulatory changes.

RSB Management is in charge of ensuring that this Strategic Plan is implemented effectively. We appreciate the support of all our stakeholders, and we hope our continued collaboration will drive the implementation of this Strategic Plan 2020-2025.

MURENZI Raymond
Director General

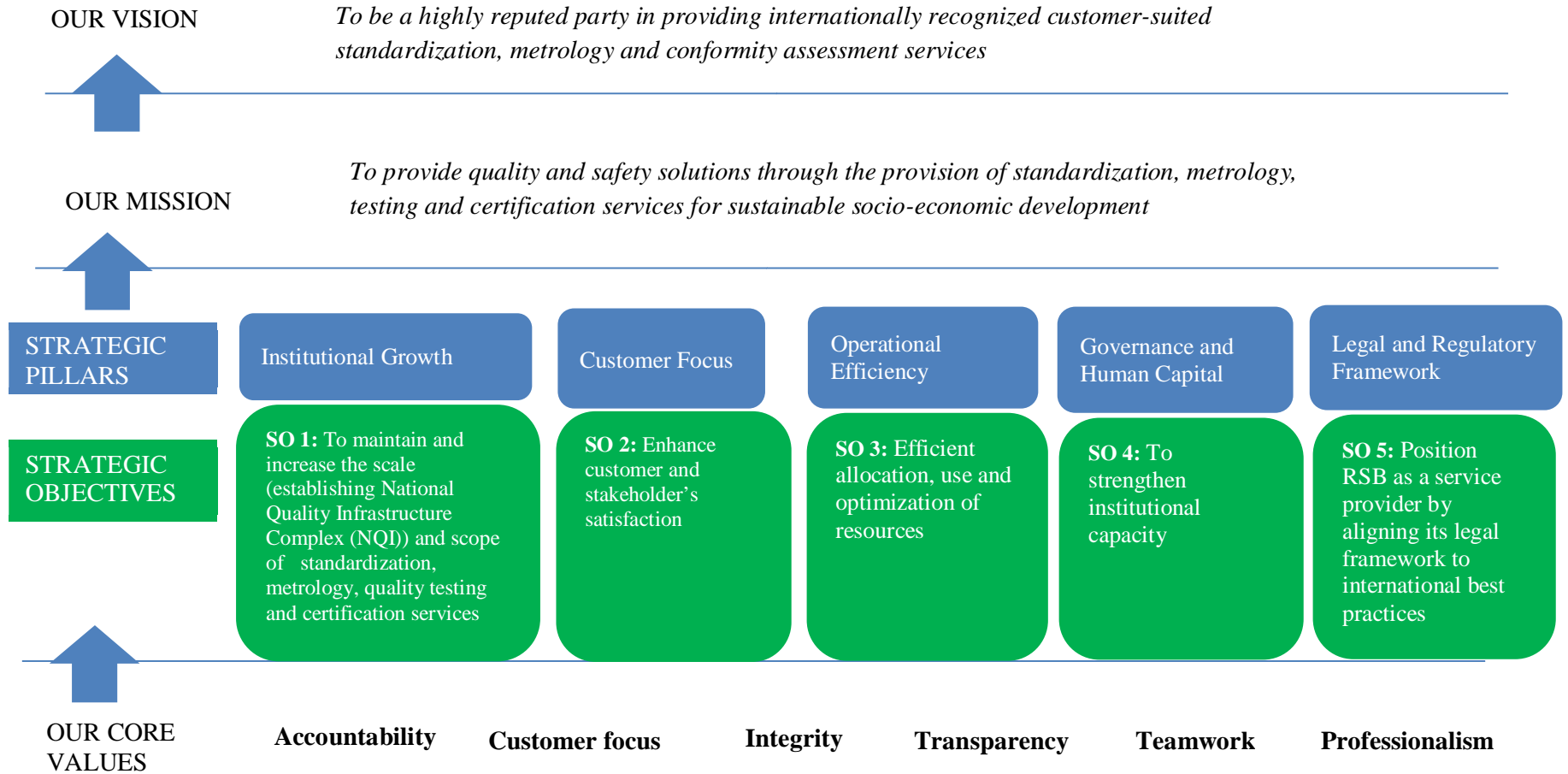
EXECUTIVE SUMMARY

RSB is committed to excellent service provision to all our customers and stakeholders. This Strategic Plan has captured RSB's aspirations and initiatives that will be implemented. Supporting the realisation of the Government's development agenda as set out in the National Strategy for Transformation (NST-1) and other policy documents remain our priority. This will be through effective discharge of RSB's mandate and excellent service delivery in standardization, certification, testing and metrology services.

This Strategic Plan was developed in a participatory approach which entailed consultation with internal and external stakeholders. To inform the development of the strategic plan, various government policy documents were reviewed. In addition, a review of RSB 2013-2018 Strategic Plan was undertaken to determine the level of implementation as well as key lessons learnt during the plan period. An environmental scan was also carried out to identify factors that can have an influence on RSB's operating environment. The analysis identified strengths, weaknesses, opportunities and threats that are expected to have an effect on RSB's operations in the next plan period. Further, a stakeholder analysis was undertaken to identify RSB key stakeholders and their expectations.

The strategic map is presented overleaf.

RSB STRATEGIC MAP



LIST OF ABBREVIATION

7YGP	Seven Year Government Programme
ACE	Agriculture, Chemistry and Environment Standards
AfCFTA	African Continental Free Trade Area
AFRIMET	Intra-Africa Metrology System
AFSEC	African Electrotechnical Standardization Commission
ARSO	African Organization for Standardization
AU	African Union
BTL	Biotechnology Laboratories
CAC	Codex Alimentarius Commission,
CEPGL	Economic Community of the Great Lakes Countries
CML	Chemical Metrology Laboratories
COMESA	Common Market for Eastern and Southern AFRICA
CSD	Corporate Services Division
CTL	Chemical Testing Laboratories
DAkKS	Germany Accreditation Agency
DGO	Director General Office
DQS GmbH	Deutsche Gesellschaft zurZertifizierung von Management systemen Holdings
EAC	East African Community
ECPGL	Economic Community of the Great Lakes Countries
EDPRS	Economic Development and Poverty Reduction Strategy
EMS	Environmental Management System
EnMS	Energy Management System
EU	European Union
EUP	Engineering and Urban Planning
FSMS	Food Safety Management Systems
GVCs	Global Value Chains
HACCP	Hazard Analysis and Critical Control Points
IEC	International Electrotechnical Commission
OIML	International Organization of Legal Metrology
IMEKO	International Measurement Confederation
ISO	International Organization for Standardization
KPIs	Key Performance Indicators
LIMS	Laboratory Information Management System

MICE	Meetings, Incentives, Conference and Events
MINICOM	Ministry of Trade and Industry
MIS	Management Information System
NCD	National Certification Division
NMD	National Metrology Division
NQI	National Quality Infrastructure Complex
NQTL	National Quality Testing Laboratories
NSD	National Standards Division
NSTI	National Strategy for Transformation
OHSMS	Occupational Health and Safety Management System
OIML	International Organization for Legal Metrology
PCU	Products Certification
PM&E	Planning, Monitoring and Evaluation
PPP	Private, Public Partnership
QMS	Quality Management Systems
REMA	Rwanda Environment Management Authority
RFDA	Rwanda Food Drug Authority
RHA	Rwanda Housing Authority
RICA	Rwanda Inspectorate, Competition and Consumer Protection Authority
RMB	Rwanda Mining Board
RSB	Rwanda Standards Board
RURA	Rwanda Utilities and Regulatory Authority
RvA	Dutch Accreditation Council
SCU	Systems Certification Unit
SDGs	Sustainable Development Goals
SERID	Standards Education, Research, Information and Documentation
SPC	Standards Project Committee
SPS	Sanitary and Phytosanitary
TBTs	Technical Barriers to Trade
TC	Technical Committees
TFTA	Tripartite Free Trade Area
WTO	World Trade Organisation

CHAPTER ONE

INTRODUCTION

1.1 BACKGROUND

RSB has developed this 2020-2025 Strategic Plan to effectively align with the Government's agenda and serve the industry development. As a public institution, RSB is expected to contribute to national development through execution of its mandate. Rwanda's vision as outlined in Vision 2050 is to ensure high standards of living for all Rwandans. This is being implemented through the National Strategy for Transformation (NST1 2017-2024) NST1, which is a Seven Year Government Programme (7YGP) that guides the transitioning from Vision 2020 to Vision 2050. RSB seeks to contribute to economic growth through the promotion of trade and competitiveness of products. Standardisation, conformity assessment and metrology services are key in supporting various businesses in the production of safe and quality products. This will help the industry have access to more markets locally, regionally and internationally.

NST1 aims at promoting Rwanda regional integration favourably positioning Rwanda internationally. This is evidenced by membership of Rwanda in regional integration blocks and efforts to form trade agreements that will promote export markets. This requires production of high quality and safe goods; and RSB will consistently assist in supporting various sectors to meet the quality standards.

In a bid to promote effective participation in international trade, Rwanda developed the National Quality Policy in 2010 which was later revised in 2018. The Policy aimed at establishing a quality infrastructure and technical framework that would boost the competitiveness of goods and services made or traded in the country. This was by ensuring that products/services are of high quality and meet expected standards at local, regional and international markets. The implementation of that policy is working towards strengthening National Quality Infrastructure Institutions, including RSB. This has been through demarcation of functions that are regulatory and non-regulatory in nature. RSB needs to promote uptake of standards by private and public institutions and ensure that quality culture is encouraged through partnerships with learning institutions. Also, through programmes targeted at enhancing the capacity of SMEs, it is important to support SMEs with a view to enable them to implement standards requirements.

In 2015, the Government started a campaign aimed at promoting production and consumption of locally made quality products that then led to development of Made-in-Rwanda Policy in 2017. RSB has been issuing Made-in-Rwanda logo as a mark of quality. RSB will improve its capacity in order to offer support in standardisation and conformity assessment services to local companies in areas of focus such as construction materials, light manufacturing and agro-processing, to mention but a few.

1.2 OVERVIEW OF RSB AND ITS MANDATE

The Rwanda Standards Board (RSB) was established by Law N° 50/2013 of 28/06/2013 and accorded the mandate to undertake all activities pertaining to the development of standards, conformity assessment and metrology services in the country, as outlined in Law No 50/2013 of 28/6/2013:

- i. To establish and publish national standards;
- ii. To disseminate information on standards, technical regulations relating to standards and conformity assessment;
- iii. To raise awareness and promote the importance of standards and quality service as tools to improve market access technology transfer and sustainable development;
- iv. To carry out research in the areas of standards and metrology for the setting up of measurement standards and reference materials in the field of chemical metrology;
- v. To participate in monitoring standardization at national, regional and international level;
- vi. To participate in putting in place technical regulations relating to standards;
- vii. To provide products and quality service certifications and monitor conformity for issued certifications;
- viii. To provide legal, scientific and industrial metrology services;
- ix. To represent the country at the regional and international standardisation organizations;
- x. To establish laboratories capable of conducting tests and offering testing services;
- xi. To act as reference laboratory in the quality domain;
- xii. To carry out measurement and comparison of proficiency with same level regional and international institutions;
- xiii. To organize training programs in the area of standardization, metrology and conformity assessment;
- xiv. To advise the Government on defining, devising and implementing the standardization policy; and

- xv. To establish and develop relations and collaboration with other institutions at national, regional and international levels with similar mandate, whether public or private.

1.3 PURPOSE OF THE STRATEGIC PLAN

RSB implemented the 2013-2018 Strategic Plan and the end of the plan's period necessitated the development of a new strategic plan to guide RSB in the next five years. In addition, in 2017 the Government established Rwanda Inspectorate, Competition and Consumer Protection Authority (RICA) which is a body in charge of undertaking market surveillance through inspection of quality and standards conformity of products among other functions. Other regulators such as Rwanda Food Drug Authority (RFDA) whose mandate is to protect public health; Rwanda Utilities Regulatory Authority (RURA) in charge of ICT, radiation protection, energy, water and sanitation and transport; and Rwanda Environment Management Authority (REMA) in charge of national environmental protection and conservation. Development of the strategic plan recognizes the change of RSB to a service providing organisation.

RSB's new Strategic Plan (2020 – 2025) builds on lessons learnt from the implementation of the previous Strategic Plan. In addition, the Strategic Plan is aligned to the aspirations of Rwanda's Vision 2050, National Strategy for Transformation (NSTI 2017-2024), Rwanda Quality Policy, National Industry Policy, Made in Rwanda Policy and other government policies.

This Strategic Plan sets out the strategic direction, objectives and strategies for the next five years which will facilitate use of a proactive approach in the execution of RSB's mandate. The Strategic Plan will also facilitate prioritization and allocation of resources during the plan period. In addition, the Strategic Plan will enable monitoring, evaluation and reporting of RSB performance.

1.4 STRATEGIC PLANNING METHODOLOGY AND ORGANISATION OF THE PLAN

a) Strategic Planning Methodology

RSB utilized a consultative process to come up with this Plan. A baseline study that involved stakeholders was undertaken and provided feedback that was utilized in development of this strategic plan. Management and staff of RSB were involved through interactive discussions. Informant interviews and focus group discussions formed the primary source of information

while the publications and some of RSB's monitoring and evaluation reports, formed part of the secondary data. The detailed methodology is presented in Annex 1.

The strategic planning process was interrupted by the outbreak of COVID-19 pandemic which necessitated change of the approach. Some of the discussions were held online.

b) Organization of the Strategic Plan

This Strategic Plan is organised in five chapters as follows: Chapter one outlines the strategic planning context, RSB mandate, purpose of the plan and a brief description of the methodology utilised to develop this Strategic Plan. Chapter two presents the organization history, organisation structure and key achievement of RSB. A scan of the internal and external environment, including stakeholder analysis is presented in Chapter three. The strategic framework that outlines the mission, vision and core values of RSB, pillars, strategic objectives and strategies is discussed in Chapter four. In addition, the chapter contains ways in which this Strategic Plan will be communicated to stakeholders and how it will be financed. In order to enhance successful implementation of the Strategic Plan, monitoring, evaluation, reporting and risk management is documented in Chapter five.

CHAPTER TWO

INSTITUTIONAL ANALYSIS

2.1 ORGANISATION HISTORY

The Government of Rwanda established Rwanda Bureau of Standards through Law N° 03/2002 of 19/01/2002 in the year 2002 to undertake standardization and conformity assessment. In 2013, Rwanda Bureau of Standards was changed into Rwanda Standards Board (RSB) for providing a clear demarcation of its responsibilities as a service provider and avoiding overlaps, conflict of interests and promote synergies as they cut across all institutions. RSB became the institution in charge of all activities pertaining to the development of standards, conformity assessment and metrology services in the country. Over the years, RSB has improved the delivery of its services to comply with international standards. This led to recognition by internationally known certification and accreditation bodies. Further, due to proven competence and professionalism in standardization, RSB is an active member of regional and international standardization organizations such as:

- International Organization for Standardization (ISO);
- International Electrotechnical Commission (IEC);
- International Organization of Legal Metrology (OIML);
- Codex Alimentarius;
- African Organization for Standardization (ARSO);
- African Electrotechnical Standardization Commission (AFSEC).
- East African Community (EAC);
- Réseau de Normalisation de francophonie;
- International Measurement Confederation (IMEKO); and
- Intra-Africa Metrology System (AFRIMET).

RSB established a quality management system in accordance with ISO 9001, a laboratories management system complying with ISO/IEC 17025. The established management system was compliant with the applicable statutory, regulatory, contractual and customer requirements. This led to its certification by Deutsche Gesellschaft zurZertifizierung von Management systemen Holdings (DQS GmbH), one of the leading global conformity assessment bodies. Other Management systems established were in line with ISO/IEC 17025 and comply with international requirements in Hazard Analysis and Critical Control Points (HACCP) and Food

Safety Management System (FSMS). These schemes were accredited by Raad Voor Accreditatie (Dutch Accreditation Council, RvA).

2.2 ORGANIZATIONAL STRUCTURE

2.2.1 THE BOARD OF DIRECTORS

The Board is the governing and decision-making organ as specified in Law No. 50/2013. It offers overall leadership and provides policy direction to the Management in RSB. The Board establishes and maintains full and effective control over the strategic, financial and operational matters of RSB.

2.2.2 THE DIRECTOR GENERAL OFFICE

The Director General Office (DGO) has the responsibility of ensuring proper and efficient management of the day-to-day operations of RSB under the policy guideline of the Board and is key in ensuring implementation of the strategic plan. The role of DGO includes establishing institutional strategies and internal controls, advising and representing the Government, and liaising with external stakeholders on policy matters related to standardization, conformity assessment and metrology. In addition, DGO is responsible for RSB Single Project Implementation Unit (SPIU) which was established with the overall objective of creating an effective institutional framework that will guide the process of designing and implementing projects. This helps in fast tracking the institutional targets envisaged in the various sector strategic plans and programs.

2.2.3 DIVISIONS AND UNITS

RSB has four divisions headed by Division Managers. Divisions have units under them headed by Directors. The Heads of the divisions report to the Director General while the Directors report to the Division Managers. The divisions include National Standards Division; National Certification Division; National Quality Testing Laboratories Division and National Metrology Services Division. In addition, Administrative and Finance Unit, headed by a director also reports to the Director General.

The functions of each division are presented in the sections below.

2.2.3.1 National Standards Division (NSD)

The role of National Standards Division (NSD) is to develop and issue standards, undertake training on standards, provide information to the public on conformity assessment activities and

represent Rwanda in standards harmonization activities at regional and international level. The Division has the following units:

- i. Engineering and Urban Planning Standards Unit;
- ii. Agriculture, Chemistry, and Environmental Standards Unit;
- iii. Standards Publication Training and Technical Assistance Unit.

In addition, there is a Standards Project Committee (SPC) whose role is to undertake monitoring of standards development. The Committee comprises internal RSB Technical Division Managers.

2.2.3.2 National Certification Division (NCD)

The National Certification Division (NCD) is responsible for certification of products, services and systems according to established standards. The division issues marks of quality such as Standardization Mark (S-Mark), Quality Management Systems (QMS), Hazard Analysis and Critical Control Points (HACCP), Food Safety Management System (FSMS) and Environmental Management System (EMS), Occupational Health and Safety Management System (OHSMS), Personnel Certification, Energy Management System (EnMS), and the scope is continuously increasing. NCD has the following units:

- i. Products Certification Unit (PCU); and
- ii. Systems Certification Unit (SCU).

2.2.3.3 National Quality Testing Laboratories (NQTL) Division

National Quality Testing Laboratories (NQTL) Division's responsibility is to provide quality testing services for locally made and imported products. NQTL provides services to internal and external customers. Internal customers include other RSB divisions while external customers include regulatory bodies, industrialists, manufacturers and Government agencies and departments in undertaking quality testing of products received from industries and markets. The Division has the following units:

- i. Materials Testing Laboratories;
- ii. Chemical Laboratories; and
- iii. Biotechnology Laboratories.

2.2.3.4 National Metrology Services Division (NMD)

The role of National Metrology Division (NMD) is to provide calibration, verification and prepackaging control services for measuring equipment used in industries and trade transactions, health and other services in daily life. The Division comprises of the following units:

- i. Mechanical Metrology;
- ii. Electrical Metrology;
- iii. Chemical Metrology; and
- iv. Legal Metrology.

2.2.3.5 Administration and Finance Unit

The role of the Unit is to avail resources and render support services to the divisions. The Unit is in charge of administrative and financial functions.

RSB structure was published in the Official Gazette n° Special of 20/08/2020. The RSB organogram is presented in Section 2.2.4

2.2.4 RSB ORGANOGRAM

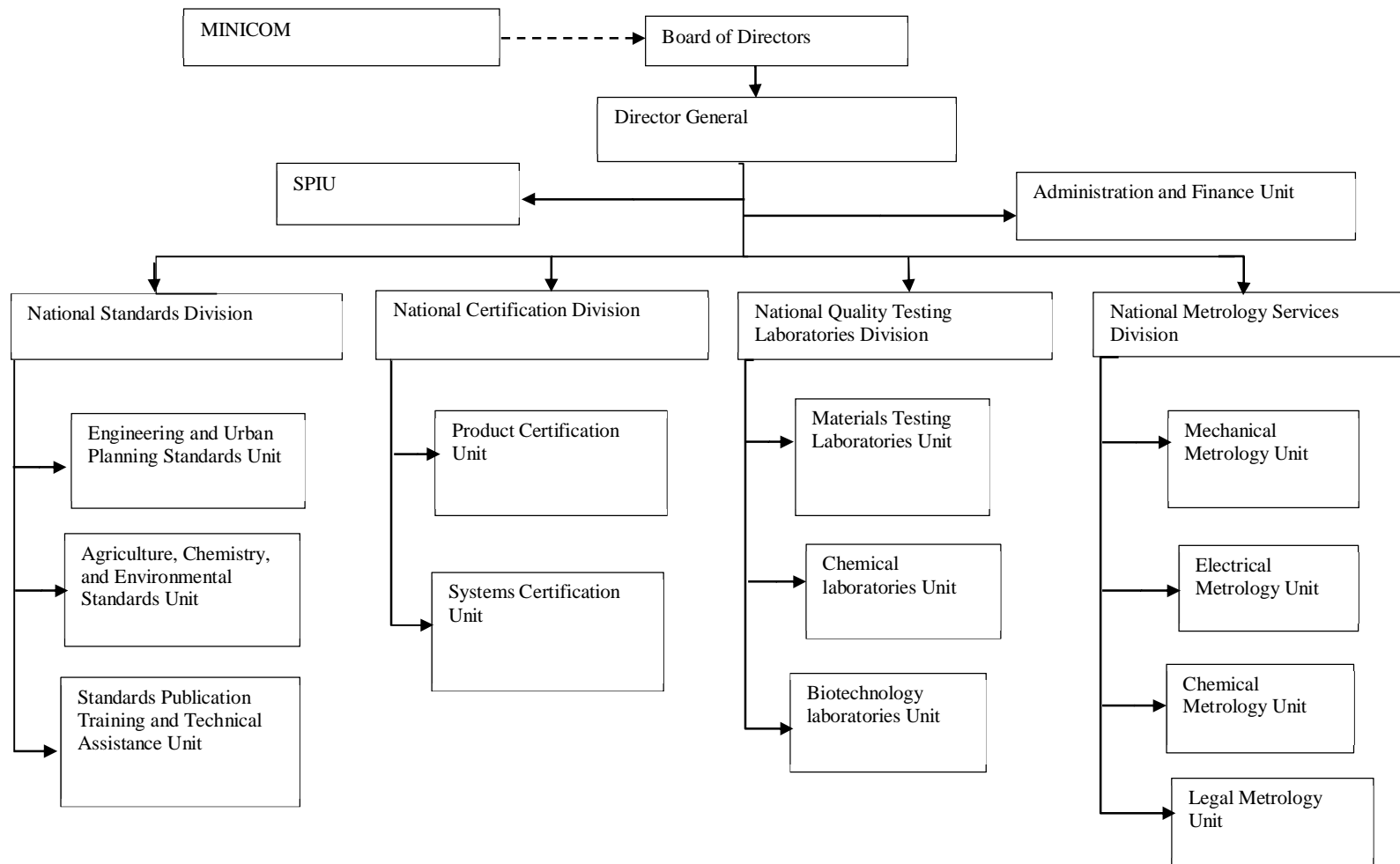


Figure 1: RSB organizational structure

2.3 REVIEW OF KEY ACHIEVEMENTS AND LESSONS LEARNT FROM 2013-2018 STRATEGIC PLAN

2.3.1 Achievements

Over the 2013-2018 plan period, the following key accomplishments were achieved in the areas of standards development, metrology, testing and certification:

- **Standardisation:** The total number of standards developed and published has increased from 1,821 in 2013/14 to more than 2,679 by 2020 in areas of food and agriculture, engineering, service, water and environment, chemistry, chemical and consumer products. Additionally, in order to boost the access of local products into international markets, RSB participated in 29 ISO Technical Committees (TCs) and Sub-committees. To facilitate access to standards, standards catalogue was availed on RSB website. Information access through publication of journals has been promoted whereby institutions and individuals are able to access standards through the library.
- **Metrology:** RSB has continually improved metrology services delivery for trade, industry, health and consumer protection. A key achievement was the accreditation of four metrology laboratories (mass, balance, volume and temperature calibration) by Germany Accreditation Agency (DAkkS) which is one of the world's leading accreditation bodies.
- **Quality Testing:** Total tests undertaken per annum almost doubled from 2,763 in 2013/14 to 4,250 in 2018/19. RSB was accredited on ISO 17025 in 2018 with 6 parameters in Microbiology and 6 parameters in chemical testing. In addition, RSB added 20 parameters (9 in Microbiology and 11 in chemical testing) that are recognised by international laboratories in 2020.
- **Certification:** The total number of certified new products was 469 products between 2013-2018 against a target of 400 while 52 new systems were certified between 2013-2018. The products and systems re-certified during the period were 266 and 8 respectively. Schemes developed during 2013-2018 plan period included HACCP, FSMS, OHSMS. EMS and QMS were also developed. However, the schemes had not been included in the Strategic Plan.

In addition, RSB attained regional recognition of S-mark (EAC) which has facilitated growth in exports. Attainment of accreditation for Hazard Analysis and Critical Control Point (HACCP) based food safety system RS 184:2017 and ISO 22000: 2018 Food Safety Management System in food manufacturing (category c) and farming of plants (category

B1) was a key accomplishment by RSB. This will benefit local producers of agricultural products access local and international markets.

- **Institution capacity:** The institutional capacity has improved during the implementation period through investment in modern equipment in metrology and quality testing for effective service delivery. In addition, staff capacity development through training was achieved through sponsorship of staff for long and short-term trainings. Nine members of staff benefited from long-term training from 2013 to 2019 (6 masters degrees and 3-PhDs).

A detailed review of the implementation of Strategic Plan 2013-2018 is presented in Annex 3.

2.3.2 Lessons Learnt

Key lessons learnt during the 2013 to 2018 plan period include the need for:

- Maintenance and extension of the accreditation scope:** Accreditation by the relevant international organization is important as it will enhance international recognition of RSB as a standardization body. Efforts to ensure that RSB maintains and extends accreditations will be key in the 2020-2025 Strategic Plan as it will contribute to improvement of market access by producers and manufactures at the regional and international level which is in line with the Government agenda;
- Leveraging on technology:** Use of technology is key in improving operational efficiency. RSB has deployed technology in its operations. Investment in systems such as Laboratory Information Management System (LIMS) has improved efficiency and stakeholders can be issued with testing certificates using LIMS e-certificate portal. In addition, clients are able to make application and monitor status of certification application and the certification process through Management Information System (MIS). In the Strategic Plan 2020-2025, there is a need to integrate the systems to ensure that service delivery is improved;
- Continuous capacity development of staff:** During the plan period, RSB facilitated long term and short-term training of staff. This contributed to increasing staff skills level and competence. There is a need to continue building staff capacity to enhance service delivery and to keep pace with the changes in the industry.
- Collaboration and partnerships:** Cooperation with key stakeholders such as Government agencies, RSB customers, Private Sector and Development Partners is very important in execution of the strategic plan. RSB will strengthen collaborations with stakeholders for effective and efficient discharge of its mandate.

CHAPTER THREE

ENVIRONMENTAL SCANNING

RSB recognizes that it operates in a dynamic environment, whose changing factors may influence its operations positively or negatively. To take cognizance of these factors in the 2020 – 2025 Strategic Plan, RSB carried out an environmental scan through the use of PESTEL and SWOT models. The results are presented in Sections 3.1.1 and 3.1.2.

3.1 SWOT ANALYSIS

Analysis of RSB internal and external environment was undertaken to identify factors that may influence the operations of RSB in the plan period. SWOT analysis assesses the status quo as a base to determine planning goals. It involves identifying the internal factors (strengths and weaknesses) and external factors (opportunities and threats) that are favourable or unfavourable to RSB. The results are presented in Table 1.

Factor	Aspect	Strategic Implication	Strategic Response
1. Strengths	Trusted brand name	<ul style="list-style-type: none"> • Increase in uptake of RSB services and growth of quality culture in Rwanda 	<ul style="list-style-type: none"> • Enhance marketing of services offered to increase the uptake • Promote quality culture in Rwanda
	Availability of modern laboratory infrastructure	<ul style="list-style-type: none"> • Capacity to undertake quality testing and metrology services 	<ul style="list-style-type: none"> • Improvement of infrastructure • Provision of laboratory consumables • Capacity development of staff • Maintenance of infrastructure
	Accreditation by international organizations	<ul style="list-style-type: none"> • Recognition locally, regionally and internationally 	<ul style="list-style-type: none"> • Maintenance and extension of the accreditation scope
	Good relationships with stakeholders	<ul style="list-style-type: none"> • Support during implementation of the strategic plan 	<ul style="list-style-type: none"> • Strengthen stakeholder relations
	An enabling legislative framework	<ul style="list-style-type: none"> • Statutory recognition of RSB 	<ul style="list-style-type: none"> • Implement RSB’s mandate
	Quasi-monopoly position in service provision	<ul style="list-style-type: none"> • Some of the services can only be accessed at RSB 	<ul style="list-style-type: none"> • Create awareness of RSB services

Factor	Aspect	Strategic Implication	Strategic Response
	ISO 9001 certified service provider	<ul style="list-style-type: none"> • Recognition as a standardisation body 	<ul style="list-style-type: none"> • Creation of awareness to the industry of services available
	Custodian of Rwanda Standards and assurance of measurements traceability at the international level	<ul style="list-style-type: none"> • Recognition locally, regionally and internationally 	<ul style="list-style-type: none"> • Strengthen compliance with calibration requirements
	Member of recognized international standards, metrology and conformity assessment organisations	<ul style="list-style-type: none"> • Recognition locally, regionally and internationally 	<ul style="list-style-type: none"> • Maintenance of the membership
	Competent human resource	<ul style="list-style-type: none"> • High productivity of staff 	<ul style="list-style-type: none"> • Continuous capacity development of staff
	Recognized Quality marks	<ul style="list-style-type: none"> • Recognition of products from Rwanda as quality products 	<ul style="list-style-type: none"> • Enhance the adoption of good practices to ensure recognition of the marks of quality in international markets
	Established RSB-SPIU	<ul style="list-style-type: none"> • Improved coordination and management of projects that support institution operations 	<ul style="list-style-type: none"> • Continue identifying potential stakeholders and searching for funding to support SPIU operations
2. Weaknesses	Low operationalization of technology in processes such as purchase of standards, access of library materials, application for testing services and accessing testing results	<ul style="list-style-type: none"> • Delay while accessing services 	<ul style="list-style-type: none"> • Implement systems that boost access of RSB services
	Underutilization of laboratory equipment	<ul style="list-style-type: none"> • Non optimal use of available equipment 	<ul style="list-style-type: none"> • Develop a procurement plan that ensures there are no stockouts of reagents and consumables • Market laboratory services
	Insufficient number of staff	<ul style="list-style-type: none"> • Inability to meet demand in some sectors 	<ul style="list-style-type: none"> • Continuous training and development • Hire adequate staff

Factor	Aspect	Strategic Implication	Strategic Response
	Lack of carrier guidance in standardization and metrology services	<ul style="list-style-type: none"> • Inability to meet training demand 	<ul style="list-style-type: none"> • Outsource trainers to meet the deficit
	Unsuitable infrastructure that does not match international best practice	<ul style="list-style-type: none"> • Inability to operate at optimum capacity 	<ul style="list-style-type: none"> • Invest in the expansion of infrastructure
	Limited scope of services delivered not covering customers demand	<ul style="list-style-type: none"> • Inability to meet customer needs 	<ul style="list-style-type: none"> • Increase in the scope of services provided by RSB
	Low rate of implementation of the signed MoUs	<ul style="list-style-type: none"> • Delay in implementation of MoUs specifics 	<ul style="list-style-type: none"> • Enhance planning, implementation and monitoring of MoUs signed
	The existing structure does not allow optimization of human resources	<ul style="list-style-type: none"> • Negative effect on staff morale, inadequate optimization of human capital 	<ul style="list-style-type: none"> • Revise the organization structure and undertake workload analysis to establish optimum staffing level
	Lack of internal integrated processes	<ul style="list-style-type: none"> • Reduced operational efficiency 	<ul style="list-style-type: none"> • Invest in ICT systems that integrate processes
	Insufficient financial resources	<ul style="list-style-type: none"> • Inability to implement the strategic plan 	<ul style="list-style-type: none"> • Lobby for additional funding from the government • Mobilize resources/technical assistance from development partners
	Delay in services delivery	<ul style="list-style-type: none"> • Customer dissatisfaction 	<ul style="list-style-type: none"> • Enhance the customer experience
	Lack of full engagement of stakeholders in related standardization services	<ul style="list-style-type: none"> • Inadequate stakeholder engagement and involvement 	<ul style="list-style-type: none"> • Strengthen stakeholder engagement and involvement
	Lack of strong cybersecurity features	<ul style="list-style-type: none"> • Potential loss of information 	<ul style="list-style-type: none"> • Invest in cybersecurity
	Terms of employment (the remuneration terms do not match the private sector)	<ul style="list-style-type: none"> • High staff turnover (7.5% in 2019) 	<ul style="list-style-type: none"> • Good rewards and recognition system

Factor	Aspect	Strategic Implication	Strategic Response
	Inadequate capacity to ensure regular maintenance of equipment	<ul style="list-style-type: none"> • Delay in maintenance of equipment 	<ul style="list-style-type: none"> • Enhance maintenance capacity
	Logistical arrangements that make it difficult to visit clients when need be	<ul style="list-style-type: none"> • Delay in provision of service (metrological services) 	<ul style="list-style-type: none"> • Provide effective logistical support
	Inadequate metrology laboratories and machines	<ul style="list-style-type: none"> • Inability to meet all the market needs 	<ul style="list-style-type: none"> • Establish more metrology laboratories
3. Opportunities	Positive economic growth of the country	<ul style="list-style-type: none"> • Increase of RSB services uptake 	<ul style="list-style-type: none"> • Build capacity of RSB • Create awareness about RSB services
	Political-will aimed at promoting industrialization, standardization, investments attraction and ease of doing business	<ul style="list-style-type: none"> • Government support 	<ul style="list-style-type: none"> • Lobby the Government for additional resources to enable RSB to meet the industry demand
	Vibrant private sector ready to embrace standardization culture	<ul style="list-style-type: none"> • Increased RSB services uptake by the private sector 	<ul style="list-style-type: none"> • Create awareness about RSB services
	A booming Service sector supporting Rwanda's vision to become: a continental tourism destination, ICT, Finance and youth connect hub	<ul style="list-style-type: none"> • Increased RSB services uptake by the services sector 	<ul style="list-style-type: none"> • Create awareness about RSB services
	Private Public Partnership (PPP)	<ul style="list-style-type: none"> • Engaging more with partners 	<ul style="list-style-type: none"> • Strengthen partnerships and collaborations
	Open markets (FTAs and different Economic blocs)	<ul style="list-style-type: none"> • Increase in trade within member countries of economic blocks 	<ul style="list-style-type: none"> • Harmonization of standards • Build the capacity of SMEs to access standardisation services to enhance their competitiveness within the region
	Decentralization of RSB services to districts level	<ul style="list-style-type: none"> • Increase of services access 	<ul style="list-style-type: none"> • Enhance service provision in other provinces
	A continual increase in uptake of standardization, metrology and certification services	<ul style="list-style-type: none"> • Increase of services uptake 	<ul style="list-style-type: none"> • Create awareness of the services available • Enhance access to services through technology and establishing branches

Factor	Aspect	Strategic Implication	Strategic Response
	Leveraging on technology in the provision of services and in research	<ul style="list-style-type: none"> • Increase of operational efficiency 	<ul style="list-style-type: none"> • Automate business processes
	Newly established regulatory institutions enhancing compliance	<ul style="list-style-type: none"> • Increase in demand for RSB services 	<ul style="list-style-type: none"> • Build the capacity of RSB to service the increased demand
	Partnership with other standardisation bodies	<ul style="list-style-type: none"> • Goodwill from stakeholders 	<ul style="list-style-type: none"> • Leverage on the goodwill to support implementation of RSB mandate
4. Threats	Change of Government policies and regulations	<ul style="list-style-type: none"> • Change of mandate of RSB 	<ul style="list-style-type: none"> • Collaboration with other government institutions
	Lack of special status enabling prompt response to emergency and urgent customer needs	<ul style="list-style-type: none"> • Delay of services provision 	<ul style="list-style-type: none"> • Lobby to be granted special status for: <ul style="list-style-type: none"> ○ Procurement of laboratory reagents and consumables, proficiency tests and measurement intercomparison ○ Undertake maintenance of laboratory equipment as need arises ○ Participation in regional and international standardization, metrology and conformity assessment activities ○ Ensure traceability of national metrology reference standards ○ Maintenance and extension of accreditation scope
	Competition from other institutions providing similar services such as testing	<ul style="list-style-type: none"> • Decrease of the market share business 	<ul style="list-style-type: none"> • Enhanced service delivery • Marketing of services provided
	Global crisis (financial, pandemics etc)	<ul style="list-style-type: none"> • Disruption of business 	Strengthening risk management
	Briefcase certifying bodies	<ul style="list-style-type: none"> • Acquisition of certification from non-existent certifying bodies 	Create awareness

Table 1: SWOT Analysis

3.2 PESTEL ANALYSIS

An analysis of the Political, Economic, Social, Technological, Ecological and Legal (PESTEL) factors was carried out. PESTEL analysis enabled identification of RSB's external (macro environment) forces that would affect its operations as presented in Table 2.

Factor	Aspect	Effect/ Implication	Strategic Response
1. Political	<ul style="list-style-type: none"> Integration into Regional, Continental and International economic blocks 	<ul style="list-style-type: none"> Increase in demand for RSB services from companies expanding within the region/continent or all over the world 	<ul style="list-style-type: none"> Enhance RSB capacity to meet increased demand Compliance with new policies and regulations
	<ul style="list-style-type: none"> Government's development agenda 	<ul style="list-style-type: none"> Growth in key priority sectors that have been identified by the government 	<ul style="list-style-type: none"> Align the strategic plan with the government's development agenda
	<ul style="list-style-type: none"> Government's goodwill in supporting standards, metrology and conformity assessment 	<ul style="list-style-type: none"> Increase in government support in standards development, metrology and conformity assessment 	<ul style="list-style-type: none"> Lobby the government to increase the capacity of RSB
	<ul style="list-style-type: none"> Participation in international treaties 	<ul style="list-style-type: none"> Improved terms of trade 	<ul style="list-style-type: none"> Marketing of RSB services and partnering with standardisation institutions in the respective countries
2. Economic	<ul style="list-style-type: none"> Rwanda's improved ranking each year in Doing Business 	<ul style="list-style-type: none"> Increase in Foreign Direct Investments, all of which need standards, metrology and conformity assessment services 	<ul style="list-style-type: none"> Strengthen the capacity of RSB to meet the increased demand
	<ul style="list-style-type: none"> Growth in GDP 	<ul style="list-style-type: none"> Growth of existing and establishment of new businesses 	<ul style="list-style-type: none"> Expanding the capacity to ensure that the demand is met
	<ul style="list-style-type: none"> International trade 	<ul style="list-style-type: none"> Increase in importation and exportation of products and services 	<ul style="list-style-type: none"> Strengthening the national quality infrastructure
	<ul style="list-style-type: none"> Growth in SMEs 	<ul style="list-style-type: none"> Increase in the number of enterprises requiring RSB services 	<ul style="list-style-type: none"> Enhancing awareness creation of RSB services
	<ul style="list-style-type: none"> Opening of cross border markets 	<ul style="list-style-type: none"> Increase in the flow of exports and imports 	<ul style="list-style-type: none"> Enhancing creation of awareness of marks of quality for traders and consumers

Factor	Aspect	Effect/ Implication	Strategic Response
	<ul style="list-style-type: none"> Pandemics such as COVID-19 	<ul style="list-style-type: none"> Interruption of business activities 	<ul style="list-style-type: none"> Enhancing risk management to incorporate pandemics Use of appropriate technologies in provision of certain services
3. Social	<ul style="list-style-type: none"> Rwanda's commitment to deliver in all Sustainable Development Goals 	<ul style="list-style-type: none"> Increased quality of life for citizens 	<ul style="list-style-type: none"> Enhance awareness creation of the general public and industry to embrace standardisation culture
	<ul style="list-style-type: none"> International linking of trade with social responsibility and fair-trade standards and prerequisites (ISO 26000) 	<ul style="list-style-type: none"> Increase of corporate social investments by institutions 	<ul style="list-style-type: none"> Create awareness to the industry on social responsibility and fair-trade standards and prerequisites (ISO 26000)
	<ul style="list-style-type: none"> Standards, metrology and conformity assessment key part of urbanisation (smart and green cities) 	<ul style="list-style-type: none"> Increased support of the government's initiatives in urbanisation 	<ul style="list-style-type: none"> Increase the uptake of services in the construction sector
	<ul style="list-style-type: none"> Unemployment and underemployment of the youth 	<ul style="list-style-type: none"> Low participation in the government's initiative of employment promotion 	<ul style="list-style-type: none"> Collaboration with relevant agencies in fostering entrepreneurship and support of SMEs
	<ul style="list-style-type: none"> Low understanding of standards by consumers 	<ul style="list-style-type: none"> Low consciousness of quality products 	<ul style="list-style-type: none"> Partner with relevant institutions in creating awareness on available standards
4. Technological	<ul style="list-style-type: none"> Aspiration for Rwanda to be the Regional ICT hub 	<ul style="list-style-type: none"> Growth of the ICT sub-sector 	<ul style="list-style-type: none"> Continuous capacity building of the staff on new technologies
	<ul style="list-style-type: none"> Advancements in Information Technology 	<ul style="list-style-type: none"> Increase of operational efficiency by automation of processes Improved visibility of RSB 	<ul style="list-style-type: none"> Enhance technological innovation to improve operations Leverage social media in outreach and awareness programs
	<ul style="list-style-type: none"> Rapid technological changes 	<ul style="list-style-type: none"> Utilization of new technology in the industry 	<ul style="list-style-type: none"> Continuous capacity building of staff on new technologies

Factor	Aspect	Effect/ Implication	Strategic Response
		<ul style="list-style-type: none"> Increased cost of operation – systems upgrading and/or replacement, and continuous staff capacity building 	<ul style="list-style-type: none"> Acquire scalable systems
	<ul style="list-style-type: none"> Cybersecurity threats 	<ul style="list-style-type: none"> Loss of data/information Loss of funds 	<ul style="list-style-type: none"> Enhance system security Implement business continuity plan
5. Ecological	<ul style="list-style-type: none"> Rwanda’s commitment to protect the environment and conserve energy, a basis for application of relevant environmental and energy management standards (ISO 14001 & ISO 50001) 	<ul style="list-style-type: none"> Standards that mainstream environmental issues 	<ul style="list-style-type: none"> Collaborate with relevant government agencies in the development of standards that protect the environment
	<ul style="list-style-type: none"> Green economy 	<ul style="list-style-type: none"> Shift to a paperless office Shift to environmentally friendly sources of energy 	<ul style="list-style-type: none"> Embrace use of technology for information sharing
6. Legal	<ul style="list-style-type: none"> Rwanda’s strong legal system which underscores accountability and respect of Regional and International Laws 	<ul style="list-style-type: none"> Creation of a favourable environment for the use of standards 	<ul style="list-style-type: none"> Work with regulatory authorities to ensure compliance with standards
	<ul style="list-style-type: none"> Change in the mandate of RSB 	<ul style="list-style-type: none"> Shifting from a regulatory body to a service provider 	<ul style="list-style-type: none"> Strengthen stakeholder engagement regulatory bodies

Table 2: PESTEL Analysis

3.3 STAKEHOLDER ANALYSIS

A stakeholder analysis was undertaken to identify key stakeholders, their roles/functions and expectations from RSB. RSB's key stakeholders listed in Table 3 will play a critical role in facilitating effective implementation of the Strategic Plan.

Name of stakeholder	Intervention	RSB Expectations	Stakeholders' Expectations
i. Ministry of Trade and Industry (MINICOM)	<ul style="list-style-type: none"> Engage the Ministry for policy development 	<ul style="list-style-type: none"> Provide enabling policy, legal and regulatory framework Provide technical, management and financial support 	<ul style="list-style-type: none"> Implementation of the RSB's mandate and relevant government policy guidelines Information sharing
ii. Regulatory bodies such as Rwanda Inspectorate, Competition and Consumer Protection Authority (RICA), Rwanda Food and Drugs Authority, Rwanda Utilities and Regulatory Authority (RURA), Rwanda Housing Authority (RHA), Rwanda Environment Management Authority (REMA), Rwanda Mining Board (RMB)	<ul style="list-style-type: none"> Engage the regulatory bodies to ensure compliance 	<ul style="list-style-type: none"> Collaboration in delivery of the mandate Accurate and timely information Enforcement of rules and regulations 	<ul style="list-style-type: none"> Collaboration in delivery of the mandate Accurate and timely information
iii. Industry	<ul style="list-style-type: none"> Work with the industry to increase trade and quality products /services 	<ul style="list-style-type: none"> Provide accurate information/feedback Adherence to standards Payment of relevant levies Participate in technical committees 	<ul style="list-style-type: none"> Quality service provision Provide timely information/feedback Capacity building/training Adherence to provisions in the service charter
iv. Consumers	<ul style="list-style-type: none"> Strengthen awareness creation 	<ul style="list-style-type: none"> Understand the relevant standards and marks of quality Know their rights and obligations Feedback on RSB services 	<ul style="list-style-type: none"> Quality products and services in the market Provision of timely and accurate information
v. Regional and international agencies such as EAC, COMESA, CEPGL, AfCFTA and WTO,	<ul style="list-style-type: none"> Strengthen partnerships to promote trade 	<ul style="list-style-type: none"> Development of policies and agreements that promote trade 	<ul style="list-style-type: none"> Delivery of mandate in line with trade agreements and policies developed

Name of stakeholder	Intervention	RSB Expectations	Stakeholders' Expectations
		<ul style="list-style-type: none"> • Collaboration and technical support • Accurate and timely feedback 	<ul style="list-style-type: none"> • Accurate and timely feedback • Harmonised standards and regulations • Collaboration and technical support in the implementation of standards
vi. Development partners	<ul style="list-style-type: none"> • Strengthen partnerships for technical and financial support 	<ul style="list-style-type: none"> • Technical and financial support • Timely and accurate feedback • Sharing of information and knowledge 	<ul style="list-style-type: none"> • Provide information through timely and accurate reports • Adherence to good corporate governance • Transparency and accountability in the use of resources
vii. RSB Board	<ul style="list-style-type: none"> • Strengthen governance 	<ul style="list-style-type: none"> • Strategic leadership and direction • Good governance • Support in resource mobilization 	<ul style="list-style-type: none"> • Timely implementation of approved policies • Effective and efficient services delivery • Achievement of set targets • Continuous performance improvement
viii. RSB staff members	<ul style="list-style-type: none"> • Increase productivity and morale of staff to deliver on the strategic plan 	<ul style="list-style-type: none"> • Commitment and professionalism • Achievement of targets 	<ul style="list-style-type: none"> • Conducive working environment • Competence and skills development • Equal opportunities for career development • Recognition and reward for good performance

Table 3: Key Stakeholders of RSB

3.4 BASELINE ANALYSIS OF INSTITUTIONAL, HUMAN AND INFRASTRUCTURE CAPACITY

A baseline study on stakeholders' uptake and perception of Rwanda Standards Board (RSB) services was undertaken which was one of the inputs in the preparation of this Strategic Plan. The findings from the baseline study indicated that the uptake of RSB services is not high as it stands at 21%. According to sectors patronising RSB services, majority of the client base is from agriculture and agro-processing, manufacturing and tourism and hospitality sub-sectors. This creates a need to increase uptake in sectors with lower uptake which the Government is focusing on such as mining, leather and textile. The findings revealed that potential customers are willing to seek services from RSB. However, access to services through leveraging on technology and decentralising services to other provinces will be critical. The benchmarking results indicate that other similar organisations have regional offices and they have leveraged on technology to increase access to services.

In order to increase the uptake of services, RSB will increase the range of services and enhance the National Quality Infrastructure. The capacity development of staff is important in addressing the changing needs of the customers. In addition, an adequate number of staff to match the increasing demand of services will be a key success factor. The customers showed a high satisfaction level of 77% vis-à-vis RSB services. However, concerns such as delay in service delivery, lack of some services and lack of adequate information were raised. This may require reviewing the business processes in order to increase efficiency. RSB will need to leverage on modern technology to increase efficiency in service provision.

3.5 EMERGING ISSUES

The World Trade Organization (WTO) agreements have contributed to the promotion of trade through member countries committing to lowering of custom tariff and other tariff barriers¹. The value of merchandise exports and commercial services grew from USD 17.33 to 19.48 trillion and from USD 5.36 trillion to USD 5.77 trillion respectively from 2017 to 2018². Increased trade and technology have seen a growth in Global Value Chains (GVCs). This involves production crossing at least one border before the final assembly, mostly in technology intensive industries such as automobiles, ICT and machinery³. To facilitate

¹ WTO, OECD: Facilitating trade through regulatory cooperation: The case of the WTO's TBT/SPS Agreements and Committees (2019)

² WTO: World Trade Statistical Review (2019)

³ UNCTAD: From Development to Differentiation: Just how much has the world changed? (2019)

countries to effectively participate in GVC, one of the key aspects is harmonisation of standards. Technical Barriers to Trade (TBTs) and Sanitary and Phytosanitary (SPS) measures designed to protect animal and plant life, health and environment regulated by WTO, are regulatory measures extensively used by high income countries. For low income and middle-income countries to participate in GVC, they are required to meet high standards for quality and traceability especially in agriculture⁴.

Africa's economic growth rate in 2019 was 3.5% which was the same as in the year 2018. East Africa was the fastest growing region at 5% followed by North Africa at 4.1%. Rwanda was among the 10 fastest growing economies at 8.6% which was higher than the average regional growth⁵. Rwanda was ranked second after Mauritius in Africa in terms of ease of doing business by the World Bank in 2019⁶.

African Union (AU) member states signed the agreement establishing the African Continental Free Trade Area (AfCFTA) in 2018. AfCFTA is aimed at helping African countries to boost economic and trade growth, transform their economies and achieve Sustainable Development Goals (SDGs) and AU Agenda 2063 that envisions having "The Africa We Want"⁷. Thirty-six countries had ratified the Agreement by February 2020; while fifty-four countries had signed the consolidated texts of the Agreement establishing the AfCFTA⁸. AfCFTA will create a single continent-wide market for goods and services and promote the movement of capital and natural persons⁹. Successful implementation of the Agreement will require standards harmonisation, quality controls, phytosanitary regulations and technical specifications, therefore promoting intra-regional trade¹⁰. In order to enhance Africa's internal trading capacity, competitiveness of products and services, African Organization for Standardization (ARSO) was established by AU to enable the development of tools for standards development, standards harmonization¹¹.

⁴ World Bank: Trading for Development in the Age of Global Value Chains (2020)

⁵ Africa Development Bank: African Economic Outlook 2020,

⁶ World Bank: Doing Business 2020

⁷ African Union, Africa Agenda 2063 (2015)

⁸ TRALAC report of February 2020

⁹ UNCTAD: Economic Development in Africa Report (2019)

¹⁰ UN Economic Commission for Africa, TMEA: Creating a Unified Regional Market: Towards the implementation of the African Continental Free Trade Area in East Africa

¹¹ <https://www.arso-oran.org/>

East African Community (EAC) of which Rwanda is a member, is implementing Vision 2050 aimed at making the region upper-middle income within a secure and politically united East Africa based on principles of inclusiveness and accountability. The vision has six pillars: infrastructure development; agriculture, food security and rural development; industrialisation, natural resources and environment management; tourism, trade and services development; and human capital development.

Tourism, trade and services development pillar is aimed at enhancing tourism and trade of goods and services within the region and internationally. Standards are important in facilitating cross border Trade, which was identified as a key flagship project. Under EAC Common Market Protocol, partner states committed to liberalizing various sectors. In Rwanda, this requires the development and harmonisation of standards by RSB. The strategy also envisioned the promotion of exports from the region through trade agreements with the European Union (EU), United States of America (USA), China and Gulf Cooperation Council¹².

Rwanda is a member of WTO and regional economic communities such as the East African Community (EAC), Common Market for Eastern and Southern Africa (COMESA), AfCFTA and Economic Community of the Great Lakes Countries (CEPGL) which have facilitated economic integration. The export market has been growing over the years with construction and services registering the highest growth. The agriculture sector is expected to grow following efforts by the government to enhance sustainable and resilient crop production through investment in irrigation. There are also plans to improve markets and linkages between production and processing, value addition, market infrastructure and exports readiness. Promotion of access to standards and certifications was identified as key in strengthening market access¹³. Tourism has been growing and Meetings, Incentives, Conference and Events (MICE) has grown, making Kigali the second most popular destination in Africa after Cape Town for international meetings and events in 2018¹⁴.

3.6 CONCLUSIONS FROM ENVIRONMENTAL SCAN

As Rwanda is growing economically, the need to align with international best practices is critical. In 2019, Rwanda was ranked second in Africa by World Bank in terms of ease of doing

¹² East Africa Community, East African Community (EAC) Vision 2050 (2016)

¹³ Government of Rwanda: Strategic Plan for Agriculture Transformation 2018-2024

¹⁴ ICCA: ICCA Statistics Report Country and City Rankings (2018)

business. The Government is committed to spurring economic growth of the country. The government's plans and efforts in key sectors such as agriculture, manufacturing, construction and tourism will lead to a significant development in those industries. This will increase local trade and exports and ultimately boost the GDP. Standardisation, certification and conformity assessment will play a key role in ensuring quality assurance during production and processing and value addition.

In order to effectively serve the industry, there is a need for RSB to enhance its quality infrastructure. Leveraging on technology will be critical in service delivery. In addition, there is a need to strengthen human capital for effective delivery of the mandate.

CHAPTER FOUR

STRATEGIC FRAMEWORK

4.1 VISION

- Vision** {
- To be a highly reputed party in providing internationally recognized customer-suited standardization, metrology and conformity assessment services.

4.2 MISSION

- Mission** {
- To provide quality and safety solutions through the provision of standardization, metrology, testing and certification services for sustainable socio-economic development.

4.3 CORE VALUES

Accountability

- We are responsible for the work done, are diligent to duty and we ensure efficient utilization of public resources.

Customer focus

- We seek to continuously improve and provide high quality attention to the needs of both the internal and external stakeholders

Integrity

- We adhere to corporate and moral values and shall uphold honesty and fairness while treating all stakeholders with respect and within the law

Transparency

- We practice impartiality, equity in treatment of customers, fairness and openness while interacting with stakeholders

Teamwork

- RSB Board and staff work together, as one team, towards the realization of the RSB's mandate.

Professionalism

- We shall maintain a high level of competence

4.4 STRATEGIC PILLARS

RSB strategic pillars have been informed by analysis of internal (SWOT) and external (PESTEL) environment of RSB, baseline study findings, lessons learnt from implementation of 2013-2018 Strategic Plan and Government of Rwanda's development agenda. RSB is a service providing institution and the main focus in the plan period is improving service delivery and increasing the uptake of its services.

The key performance areas in which RSB must excel to achieve its mission and vision, and deliver value to customers are the following:

1. Institutional Growth;
2. Customer Focus;
3. Operational Efficiency;
4. Governance and Human Capital; and
5. Legal and Regulatory Framework.

4.5 STRATEGIC OBJECTIVES AND STRATEGIES

For each key performance areas, which requires to be achieved (strategic objective) and the critical initiatives that will assist towards attainment of the objective are detailed in Table 4.

Strategic pillar	Strategic Objective	Specific objective	Strategy
1. Institutional Growth	SO1: To maintain and increase the scale (establishing National Quality Infrastructure Complex (NQI)) and scope of standardization, metrology, quality testing and certification services	1. Increase the scale of infrastructure for standardization, metrology, quality testing and certification services	Acquire suitable infrastructure to accommodate standardization, training, metrology, quality testing and certification facilities
		2. Increase the number of new standards and other standards deliverables by 10% each year	i. Develop and harmonize standards
			ii. Coach 100 SMEs on the implementation of standards by 2025 to respond to existing policy demands
		3. Maintain the collection of Rwanda standards	Update all standards due for review each year
		4. Harmonize national standards with East African Community (EAC) Standards and African standards	Harmonize 1,066 standards by 2025
		5. Increase the standards uptake rate by 10% each year to meet customer and regulatory needs (baseline 41%)	i. Coach 100 SMEs/ Cooperatives and 10 public institutions on the implementation of standards by 2025 to respond to existing policy demands
			ii. Conduct 150 demand driven trainings to Stakeholders by 2025
iii. Raise awareness to stakeholders through organizing 75 awareness events and 5 quality awarding events			
iv. Introduce standards education in Universities and higher learning institution curriculum			
6. Increase the scope of test parameters in quality testing laboratories: Biotechnology, Chemistry and Material testing by 2% annually	Introduce new quality testing parameters in Biotechnology, Chemistry and Material testing laboratories		

Strategic pillar	Strategic Objective	Specific objective	Strategy
		7. Maintain the scope of test parameters	Ensure provision of testing laboratory consumables
		8. To increase metrology services by 10% by 2025	i. Enforce metrology law and regulations effectively
			ii. Increase the number of laboratories accredited and increase the scope of accreditation of existing laboratories
			iii. Ensure maintenance of the accreditations
			iv. Establish scientific metrology
			v. Demonstrate international equivalence of calibration, measurement capabilities and submission of technical data to Key Comparison Database (KCDB)
			vi. Increase access to calibration and verification services
		9. To increase the scope of trainings offered to stakeholders by 5 new training schemes by 2025(standards on information security, business continuity, energy and bribery etc.)	i. Strengthen the capacity of training in RSB
			ii. Conduct training needs assessment
		10. To ensure that 15 RSB staff are certified trainers by 2025 in the areas of QMS, EMS and FSMS 17025, 19011	Mobilize resources for registration of RSB trainers
		11. Increase the scope of certification offered to industries by introducing at least 3 new schemes by 2025	i. Identification of potential users of the systems and close collaboration with relevant partners
			ii. Grant 250 new products Made in Rwanda logo
		12. Export RSB services in at least one country	Expand RSB services to the region

Strategic pillar	Strategic Objective	Specific objective	Strategy
2. Customer Focus	SO2: Enhance customer and stakeholder's satisfaction	1. To enhance service delivery	i. Competitively charge for RSB services ii. Enhance customer feedback mechanisms
		2. To enhance stakeholder engagement in standardization, metrology, testing and certification	Increase interaction and communication with stakeholders
		3. To enhance awareness of RSB	i. Set up awareness mechanisms to ensure RSB stakeholders and partners are aware, informed, involved and have a positive attitude on RSB services.
			ii. Strengthening Corporate Social Investment (CSI)
3.Operational Efficiency	SO3: Efficient allocation, use and optimization of resources	1. Prioritization of allocation of resources in areas with higher payoffs	Adopt a ranking mechanism during allocation of resources
		2. To utilize resources efficiently and effectively	i. Undertake business process re-engineering review of policies and procedures
			ii. Digitalize RSB business processes (certification, metrology, quality testing, standards, internal operations) to timely respond to customers' requests
		3. Improve collaboration with financing bodies and secure funds for planned projects	Mobilize additional resources
4. Improve the coordination and management of internal and external funded projects under a single umbrella, Project Implementation Unit (SPIU)	Equip the RSB Single Project Implementation Unit (SPIU) to coordinate and manage both internal and external funded projects		

Strategic pillar	Strategic Objective	Specific objective	Strategy
4. Governance and Human Capital	SO4: To strengthen institutional capacity	1. Invest in and retain productive and motivated human capital	i. Enhance capacity development of staff and ensure that RSB staff attain international certification and recognition
			ii. Develop and implement a staff retention policy
		2. To strengthen corporate governance	i. Enhance the capacity of Board and senior management
			ii. Strengthen risk management
		3. To enhance participation in regional and international fora and international committees	Increase representation of Rwanda on regional and international platforms on standards, certification and metrology
		5. Legal and Regulatory Framework	SO5: Position RSB as a service provider by aligning its legal framework to international best practices
ii. Enact sector specific laws (standardization, metrology orders and regulation, mandatory certification)			
2. Attain international recognitions and sustain leadership in SQMT Africa through institutional strengthening and alignment	Achieve mutual recognitions of certified products		

Table 4: Strategic objectives, specific objectives and strategies

4.6 LOGICAL FRAMEWORK/IMPLEMENTATION MATRIX

The logical framework/implementation framework with targets, timelines, budgets and responsibility is as presented below.

STRATEGIC PILLAR 1: INSTITUTIONAL GROWTH						Target					Total target	Cost Estimates FRW (000)					TOTAL	
Specific objective	Strategy	Expected outcome	Activities	Output indicator	Baseline	20/21	21/22	22/23	23/24	24/25		20/21	21/22	22/23	23/24	24/25		
Increase the scale of infrastructure for standardization, metrology, quality testing and certification services	Acquire suitable infrastructure to accommodate standardization, training, metrology, quality testing and certification facilities	Growth of business	i. Undertake an assessment of the required NQI capacity	Needs assessment report							1 report	-	20,000	-	-	-	20,000	
			ii. Mobilize resources to acquire infrastructure (government and development partners)	Resources mobilized								Frw (Resources mobilized)	-	-	2,000	-	-	2,000
			iii. Setup the NQI complex	Infrastructure acquired								I complex	-	-	-	7,375,000	7,375,000	14,750,000
Increase the number of new standards and other standards deliverables by 10% each year	Develop standards of Rwanda origin and adopt international standards	Growth in uptake of standards	i. Review the National Standardization Plan every year to identify priority areas and to cater for Stakeholders requests, economic, social, policy	Standards priority needs identified and revised National Standardization Plan	1 per year						5 reviews with priority areas	10,000	10,000	10,000	10,000	10,000	50,000	

¹⁵Training center, assessment information center, Rwanda Accreditation Office (RAO), metrology laboratories, testing laboratories, certification and administration offices

STRATEGIC PILLAR 1: INSTITUTIONAL GROWTH											Total target	Cost Estimates FRW (000)					TOTAL
SO1: To maintain and increase the scale (establishing National Quality Infrastructure Complex (NQI)¹⁵) and scope of standardization, metrology, quality testing and certification services						Target						20/21	21/22	22/23	23/24	24/25	
Specific objective	Strategy	Expected outcome	Activities	Output indicator	Baseline	20/21	21/22	22/23	23/24	24/25		20/21	21/22	22/23	23/24	24/25	
			and emerging issues														
			ii. Carry out development and adoption of standards as per the revised Plan	Number of new standards developed Number of sectors standardized	89 new standards 8 sectors						600	20,000	22,500	25,000	27,500	30,000	125,000
	Coach 100 SMEs on the implementation of standards by 2025 to respond to existing policy demands	Increase uptake of standards by SMEs	Identify and coach the 100 SMEs	Number of SMEs coached							100 SMEs	30,000	30,000	30,000	30,000	30,000	150,000
Maintain the collection of Rwanda standards	Update all standards due for review each year	Availability of wide variety of standards	Carry out review of standards as per the revised plan	Timely review of national standards	All standards due for review						All reviewed on due time	10,000	10,000	10,000	10,000	10,000	50,000
Harmonize national standards with EAC and African standards	Harmonize 1,066 standards by 2025	Regional integration	Participate in harmonization of standards at EAC and African levels	No of standards harmonized	53						1,066 standards harmonized	20,000	20,000	20,000	20,000	20,000	100,000

STRATEGIC PILLAR 1: INSTITUTIONAL GROWTH					Target					Total target	Cost Estimates FRW (000)					TOTAL		
SO1: To maintain and increase the scale (establishing National Quality Infrastructure Complex (NQI)¹⁵) and scope of standardization, metrology, quality testing and certification services																		
Specific objective	Strategy	Expected outcome	Activities	Output indicator	Baseline	20/21	21/22	22/23	23/24	24/25		20/21	21/22	22/23	23/24	24/25		
Increase the standards uptake rate by 10% each year to meet customer and regulatory needs (baseline 41%)	Coach 100 SMEs/ Cooperatives and 10 public institutions on the implementation of standards by 2025 to respond to existing policy demands	Increased uptake of standards by SMEs	i. Identify, benchmark and coach SMEs/ Cooperatives and public institutions	SME/ Coop and public institutions identified and coached							100 SMEs 10 public institutions	30,000	30,000	30,000	30,000	30,000	150,000	
				No. of SMEs / Coop and public institutions complying with certification requirements									-	-	-	-	-	-
			ii. Undertake impact assessment of the supported SMEs/ Coop and public institutions	Impact assessment reports									2 impact assessment reports	-	-	5,000	-	5,000
	Conduct 150 demand driven trainings to Stakeholders by 2025	Increased uptake of standards	i. Develop and validate training materials	Training materials validated and published								Training materials developed for the 150 trainings	2,000	2,000	2,000	2,000	2,000	10,000
				ii. Organize trainings to Stakeholders	Number of trainings undertaken								150 trainings and training reports	10,000	10,000	10,000	10,000	10,000
	Raise awareness to stakeholder s through	Increased awareness on standards	Organize standards awareness events	Reports Number of awareness and quality								75 awareness events and 5 quality awarding events	7,500	7,500	7,500	7,500	7,500	37,500

STRATEGIC PILLAR 1: INSTITUTIONAL GROWTH											Total target	Cost Estimates FRW (000)					TOTAL
SO1: To maintain and increase the scale (establishing National Quality Infrastructure Complex (NQI)¹⁵) and scope of standardization, metrology, quality testing and certification services						Target						20/21	21/22	22/23	23/24	24/25	
Specific objective	Strategy	Expected outcome	Activities	Output indicator	Baseline	20/21	21/22	22/23	23/24	24/25		20/21	21/22	22/23	23/24	24/25	
	organising 75 awareness events and 5 quality awarding events			awarding events													
	Introduce standards education in Universities and higher learning institution curriculum	Increased uptake of standardisation culture	Mobilize funds to design collaboration mechanism and development of curriculum Initiate the collaboration framework for Development of teaching materials	Reviewed curriculum	Primary and Secondary curricula						Number of areas that have included standards in the curriculum	2,000	2,000	2,000	2,000	2,000	10,000
Increase the scope of test parameters in quality testing laboratories: Biotechnology, Chemistry and Material testing by 2% annually	Introduce more testing parameters in Biotechnology, Chemistry and Material testing laboratories	Increased no. of parameters	Introduce new quality testing parameters in Biotechnology, Chemistry and Material testing laboratories	New Biotechnology, Chemistry and Material testing laboratories parameters in place	23 parameters						57 parameters	120,000	120,000	120,000	120,000	120,000	600,000

STRATEGIC PILLAR 1: INSTITUTIONAL GROWTH						Target					Total target	Cost Estimates FRW (000)					TOTAL	
SO1: To maintain and increase the scale (establishing National Quality Infrastructure Complex (NQI)¹⁵) and scope of standardization, metrology, quality testing and certification services						20/21	21/22	22/23	23/24	24/25		20/21	21/22	22/23	23/24	24/25		
Specific objective	Strategy	Expected outcome	Activities	Output indicator	Baseline													
Maintain the scope of test parameters	Ensure provision of testing laboratory consumables	Increased scale of testing	Test samples on existing parameters	Number of tests parameters-maintained Number of tests undertaken	23 parameters						23 parameters	150,000	150,000	150,000	150,000	150,000	750,000	
To increase metrology services by 10% by 2025 (baseline 42%)	Enforce metrology law and regulations effectively	Increased business growth in metrology	i. Develop an enforcement plan	Approved enforcement plan							1 enforcement plan	1,000	-	-	-	-	1,000	
			ii. Undertake monitoring of compliance with metrology law and regulation	Level of compliance with metrology law								100% Level of compliance	30,000	30,000	30,000	30,000	30,000	150,000
	Increase the number of laboratories accredited and increase the scope of accreditation of existing laboratories	Increased business growth in metrology	i. Assess the market needs for calibration and verification services	Market needs report								2 Market needs reports	10,000	-	10,000	-	-	20,000
			ii. Undertake accreditation of laboratories	10 accredited laboratories (4 existing and 6 new) on ISO/IEC 17025	4 (mass, volume, balance and temperature)							6-new (pressure, dimensions, force, AC/DC, T&F, Chemical metrology) 4-existing laboratories (mass, volume,	10,000	10,000	10,000	10,000	10,000	40,000

STRATEGIC PILLAR 1: INSTITUTIONAL GROWTH						Target					Total target	Cost Estimates FRW (000)					
SO1: To maintain and increase the scale (establishing National Quality Infrastructure Complex (NQI)¹⁵) and scope of standardization, metrology, quality testing and certification services																	
Specific objective	Strategy	Expected outcome	Activities	Output indicator	Baseline	Target					Total target	Cost Estimates FRW (000)					TOTAL
						20/21	21/22	22/23	23/24	24/25		20/21	21/22	22/23	23/24	24/25	
											balance and temperature)						
			iii. Increase the scope of calibration (construction, telecommunications, energy, environment protection etc)	New scope in place in 4 sectors	9 sectors						4 additional sectors (construction, telecommunications, energy, environment protection and monitoring)	80,000	80,000	80,000	80,000	80,000	400,000
			iv. Introduce new scope of accreditation of ISO/IEC 17043 (conformity assessment-general requirements for proficiency testing) and ISO 17034 (general requirements for the competence of reference material producers)	Accreditation certificate of chemical metrology laboratories							2 accreditation certificates	-	-	-	10,000	10,000	20,000

STRATEGIC PILLAR 1: INSTITUTIONAL GROWTH										Total target	Cost Estimates FRW (000)					TOTAL		
SO1: To maintain and increase the scale (establishing National Quality Infrastructure Complex (NQI)¹⁵) and scope of standardization, metrology, quality testing and certification services					Target						20/21	21/22	22/23	23/24	24/25			
Specific objective	Strategy	Expected outcome	Activities	Output indicator	Baseline	20/21	21/22	22/23	23/24	24/25		20/21	21/22	22/23	23/24	24/25		
	Ensure maintenance of the accreditations	Increased scale of accreditations	Meeting requirements to ensure maintenance of accreditations	Accreditations maintained							100%	5,000	5,000	5,000	5,000	5,000	25,000	
	Establish scientific metrology	Growth in scientific metrology	i. Develop guidelines and appoint research team	Approved guidelines Approved concept note/proposal Research team in place							1 guideline 1 research team	2,000	-	-	-	-	2,000	
			ii. Participation in international metrology research activities such as chemical, biology and dosimetry	Number of research participated in								Research activities participated in	10,000	10,000	10,000	10,000	10,000	50,000
			iii. Operationalize scientific metrology	Scientific metrology in operation (2 measurands mass and temperature)								2 measurands mass and temperature	10,000	10,000	10,000	10,000	10,000	50,000
	Demonstrate international equivalence of calibration,	Increased recognition of RSB in metrology	i. Associate to BIPM	Application and acceptance							Declaration of BIPM	80,000	80,000	80,000	80,000	80,000	400,000	
			ii. Upgrade corresponding membership of OIML to full member	Application and acceptance								Declaration of OIML	-	-	-	-	10,000	10,000

STRATEGIC PILLAR 1: INSTITUTIONAL GROWTH						Target					Total target	Cost Estimates FRW (000)						
SO1: To maintain and increase the scale (establishing National Quality Infrastructure Complex (NQI)¹⁵) and scope of standardization, metrology, quality testing and certification services																		
Specific objective	Strategy	Expected outcome	Activities	Output indicator	Baseline	20/21	21/22	22/23	23/24	24/25		20/21	21/22	22/23	23/24	24/25	TOTAL	
	measurement capabilities and submission of technical data to Key Comparison Database (KCDB)		iii. Upload of technical data to KCDB periodically and get full membership of BIPM	Periodic upload of KCDB report Membership of BIPM							Number of times technical data has been uploaded	-	-	-	-	20,000	20,000	
	Increase access to calibration and verification services	Growth in metrology services	i. Establish mobile calibration and verification laboratories	Number of established mobile laboratory							Energy meters' verification laboratory Water meters verification laboratory	-	-	-	-	50,00000	50,000	
ii. Establish the calibration ridge for road tankers and storage tanks			Calibration ridge for road tankers and storage tanks in place								1 Calibration ridge	-	-	50,000	-	-	-	50,000
iii. Establish medical calibration center			Number of medical calibration centers									-	50,000	-	-	-	-	50,000
iv. Upgrade chemical metrology laboratories and be a center for the production of certified reference materials			Upgraded chemical metrology laboratory Center for production of reference material in place									Center for production certified reference material established for PH, Conductivity, density	-	30,000	-	-	-	-

STRATEGIC PILLAR 1: INSTITUTIONAL GROWTH						Target					Total target	Cost Estimates FRW (000)					TOTAL
SO1: To maintain and increase the scale (establishing National Quality Infrastructure Complex (NQI)¹⁵) and scope of standardization, metrology, quality testing and certification services						20/21	21/22	22/23	23/24	24/25		20/21	21/22	22/23	23/24	24/25	
Specific objective	Strategy	Expected outcome	Activities	Output indicator	Baseline												
To increase the scope of trainings offered to stakeholders by 5 new training schemes by 2025 (standards on information security, business continuity, energy and bribery, etc) Schemes existing ¹⁶	Strengthen the capacity of training in RSB	Growth in number of trainings offered	Identify key expertise required for undertaking trainings	List of expertise required							1 list of required expertise	2,000	-	-	-	-	2,000
	Conduct training needs assessment	Growth in number of trainings offered	i. Conduct survey on customers to identify the needs	Training needs assessment report	1						1 report	4,000	-	-	-	-	4,000
			ii. Identify and develop the 5 new training schemes	No. of trainings undertaken under the 5 new areas	11						16	4,000	4,000	4,000	4,000	4,000	20,000
			iii. Capacity development of trainers	Number of trainers trained								-	2,000	2,000	2,000	2,000	8,000
			iv. Undertake training in 5 new training schemes	Number of trainings undertaken under the 5 new areas	23 trainings							5 new training schemes	5,000	7,500	10,000	12,500	15,000
To ensure that 15 RSB staff are certified	Mobilise resources for	Certification of RSB staff	i. Revise the selection guidelines	Approved guidelines						1 approved guideline	500	-	-	-	-	500	

¹⁶EMS, QMS, FSMS, OHSMS, HACCP, internal audit 17025, 19011, OIML standards, product standards, code of practice

STRATEGIC PILLAR 1: INSTITUTIONAL GROWTH											Total target	Cost Estimates FRW (000)					TOTAL
SO1: To maintain and increase the scale (establishing National Quality Infrastructure Complex (NQI)¹⁵) and scope of standardization, metrology, quality testing and certification services						Target											
Specific objective	Strategy	Expected outcome	Activities	Output indicator	Baseline	20/21	21/22	22/23	23/24	24/25		20/21	21/22	22/23	23/24	24/25	
trainers by 2025 in the areas of QMS, EMS and FSMS17025, 19011	registration of RSB trainers		ii. Selection of trainees	Number of trainees selected							15 staff	500	-	-	-	-	500
			iii. Avail resources and train the staff	Number of staff trained								RWF	-	5,000	5,000	5,000	5,000
Increase the scope of certification offered to industries by introducing at least 3 new schemes by 2025	Identification of potential users of the systems and close collaboration with relevant partners	Increased products and systems certified	i. Introduce new at least 3 certification schemes (ISO 27001, ISO 50001, Personnel certification, ISO 22301 business continuity, mass certification, GFGP, Eco-labeling, Saloons and garages, gender equality seal)	New schemes introduced							3 new schemes	5,000	5,000	5,000	-	-	15,000
			ii. Certify products and systems under newly developed schemes	No. of products and systems certified									500 products and 75 systems	5,000	5,000	5,000	5,000

STRATEGIC PILLAR 1: INSTITUTIONAL GROWTH											Total target	Cost Estimates FRW (000)					TOTAL
SO1: To maintain and increase the scale (establishing National Quality Infrastructure Complex (NQI)¹⁵) and scope of standardization, metrology, quality testing and certification services						Target						20/21	21/22	22/23	23/24	24/25	
Specific objective	Strategy	Expected outcome	Activities	Output indicator	Baseline	20/21	21/22	22/23	23/24	24/25		20/21	21/22	22/23	23/24	24/25	
			iii. Extension of scope of certification (at least 1 new scheme and extension to 1 category) such as (QMS, FSMS/HACCP Category A, E, D and G)	No. of products and services certified in certification services (QMS, FSMS/HACCP Category A, E, D and G)							1 new scheme and extension to 1 category) such as (QMS, FSMS/HACCP Category A, E, D and G)	-	5,000	-	-	-	5,000
			iv. Certify 500 new products and 75 systems by 2025	Number of products and systems certified							500 new products and 75 systems	5,000	75,000	10,000	12,500	15,000	117,500
			v. Re-certification of products and systems	Number of recertified products and systems	266 and 8 recertified products and systems						500 products and 100 recertifications	5,000	5,000	5,000	5,000	5,000	25,000
	Grant 250 new products Made in Rwanda logo	Increased market access at regional and international level	i. Identify potential clients	Number of potential clients							300 Number of potential clients	2,000	2,000	2,000	2,000	2,000	10,000
			ii. Create awareness on Made in Rwanda logo	Number of products with Made in Rwanda logo	131 products								250 new products Made in Rwanda logo	5,000	5,000	5,000	5,000
Export RSB services in at	Expand RSB	Business growth	i. Identify the country	Country identified							1 country	-	2,000	-	-	-	2,000

STRATEGIC PILLAR 1: INSTITUTIONAL GROWTH						Target					Total target	Cost Estimates FRW (000)					
SO1: To maintain and increase the scale (establishing National Quality Infrastructure Complex (NQI)¹⁵) and scope of standardization, metrology, quality testing and certification services																	
Specific objective	Strategy	Expected outcome	Activities	Output indicator	Baseline	20/21	21/22	22/23	23/24	24/25		20/21	21/22	22/23	23/24	24/25	TOTAL
least one country	services to the region		ii. Undertake compliance audit to establish country specific requirements for operation	Compliance report							1 Compliance report	-	5,000	-	-	-	5,000
			iii. Offer the services	The number of customers served								The number of customers served	-	20,000	22,500	25,000	27,500
Pillar 1 Sub-Totals												692,500	886,500	784,000	8,107,000	13,152,000	23,622,000

STRATEGIC PILLAR 2: CUSTOMER FOCUS						Target					Total target	Cost Estimates FRW (000)					Total cost	
SO2: Enhance customer and stakeholder's satisfaction																		
Specific objective	Strategy	Expected outcome	Activities	Output indicator	Baseline	20/21	21/22	22/23	23/24	24/25		20/21	21/22	22/23	23/24	24/25		
To enhance service delivery	Competitively charge for RSB services	Increased customer satisfaction Rise in value for money for customers	i. Undertake a pricing analysis and review for all RSB services	Pricing analysis report Revised prices							1 Pricing analysis report 1 list of revised prices	10,000	-	-	-	-	10,000	
			ii. Communicate price changes to stakeholders	Awareness of price changes by stakeholders								2 Fora with stakeholders	5,000	-	-	-	-	5,000
	Enhance customer feedback mechanisms	Increased customer satisfaction	i. Assess the weaknesses of the current customer feedback mechanism	Weaknesses of the current customer feedback mechanisms								1 report on weakness of the feedback mechanism	5,000	-	-	-	-	5,000
			ii. Revise the current customer feedback mechanism	Revised customer feedback mechanism Time taken to resolve a query/complaint								1 report Reduced time in solving a query/complaint	10,000	2,000	2,000	2,000	2,000	18,000
To enhance stakeholder engagement in standardisation, metrology, testing and certification	Increase interaction and communication with stakeholders	Increased engagement with stakeholders	i. Develop stakeholders' engagement and communication strategy	Stakeholders' engagement policy in place							1 Stakeholders' engagement policy	2,000	-	-	-	-	2,000	
			ii. Map potential stakeholders to be engaged in RSB Standards Committees, Quality Council and quality related fora and monitor their	Stakeholder mapping report Level of participation in quality fora								5 stakeholder mapping report	2,000	-	-	-	-	2,000

STRATEGIC PILLAR 2: CUSTOMER FOCUS						Target					Total target	Cost Estimates FRW (000)					Total cost
SO2: Enhance customer and stakeholder's satisfaction																	
Specific objective	Strategy	Expected outcome	Activities	Output indicator	Baseline	20/21	21/22	22/23	23/24	24/25		20/21	21/22	22/23	23/24	24/25	
			effective participation														
			iii. Provide Stakeholders with information on new work items, new fields of activities and ongoing projects on a regular basis to achieve open and transparent standards development process	Level of communication with stakeholders	Fora with stakeholders						Fora with stakeholders	-	-	-	-	-	-
			iv. Engage Stakeholders to hold the Co secretariat by 2025	Number of stakeholders engaged							Number of stakeholders engaged	5,000	5,000	5,000	5,000	5,000	25,000
			v. Award stakeholders who showed excellence in participation in standardization activities every two years	Number of stakeholders awarded							Awards given every 2 years	-	5,000	-	5,000	-	10,000

STRATEGIC PILLAR 2: CUSTOMER FOCUS						Target					Total target					Cost Estimates FRW (000)					Total cost
SO2: Enhance customer and stakeholder's satisfaction																					
Specific objective	Strategy	Expected outcome	Activities	Output indicator	Baseline	Target					Total target					Cost Estimates FRW (000)					Total cost
						20/21	21/22	22/23	23/24	24/25	20/21	21/22	22/23	23/24	24/25	20/21	21/22	22/23	23/24	24/25	
			vi. Engage stakeholders in metrology in development and validation of metrology regulations, identifying calibration/verification capabilities, disseminate information on the use of accurate measuring instruments	Participation of stakeholders in validation of metrology regulations							Number of stakeholders engaged	3,000	3,000	3,000	3,000	3,000	15,000				
			vii. Involve stakeholders to implement applicable law and regulations (licensed companies providing installation, repair and maintenance services of measuring instruments, manufacturers, installers and importers)	Involvement of stakeholders in implementation of applicable law and regulations							Number of stakeholders engaged	3,000	3,000	3,000	3,000	3,000	15,000				
			viii. Engaging the Certification Forums and Cooperatives Unions in Certification Services	Number of certification fora held							Number of certification fora held	3,000	3,000	3,000	3,000	3,000	15,000				

STRATEGIC PILLAR 2: CUSTOMER FOCUS						Target					Total target	Cost Estimates FRW (000)					Total cost
SO2: Enhance customer and stakeholder's satisfaction																	
Specific objective	Strategy	Expected outcome	Activities	Output indicator	Baseline	20/21	21/22	22/23	23/24	24/25		20/21	21/22	22/23	23/24	24/25	
To enhance awareness of RSB	Set up awareness mechanisms to ensure RSB stakeholders and partners are aware, informed, involved and have a positive attitude on RSB services.	Increased awareness about RSB	i. Carryout “value of standardisation” campaigns	Awareness campaign undertaken Level of awareness of RSB by the public and stakeholders	Potential customers 90% General public 70% Uptake of RSB services 21%						Potential customers 95% General public 80% Uptake of RSB services 50%	-	10,000	10,000	-	-	20,000
	ii. Strengthening Corporate Social Investment (CSI)	Increased awareness of RSB	ii. Revise and implement the Corporate Social Investment (CSI) policy	Revised Corporate Social Investment (CSI) policy No. of CSI programmes							1 CSI policy 5 CSR activities	20,000	20,000	20,000	20,000	20,000	100,000
Theme 2 Sub totals												68,000	51,000	46,000	41,000	36,000	242,000

STRATEGIC PILLAR 3: OPERATIONAL EFFICIENCY					Target					Total target	Cost Estimates FRW (000)					Total cost	
Strategic Objective SO3: Efficient allocation, use and optimization of resources					Baseline	20/21	21/22	22/23	23/24		24/25	20/21	21/22	22/23	23/24		24/25
Specific objective	Strategy	Expected outcome	Activities	Output indicator	Baseline	20/21	21/22	22/23	23/24	24/25		20/21	21/22	22/23	23/24	24/25	
Prioritisation of allocation of resources in areas with higher payoffs	Adopt a ranking mechanism during allocation of resources	Effective allocation of resources	i. Develop a ranking mechanism for allocation of resources and rank activities/operations according to priority	Ranking mechanism in place Ranking of activities/operations							1 ranking mechanism for allocation of resources	-	-	-	-	-	
			ii. Allocate resources based on the matrix	Level of implementation of the ranking mechanism established								100%	-	-	-	-	-
To utilise resources efficiently and effectively	Undertake business process re-engineering review of policies and procedures	Increased efficiency and productivity	i. Undertake business process mapping and analysis	Business process map and gaps							1 report Business process map and gaps	3,000	-	-	-	-	3,000
			ii. Revise business process to address gaps identified (offer remote services, auditing, trainings, designation, etc)	Revised business processes								100% business process review	5,000	-	-	-	-
Digitalize RSB RSB business processes (certification, metrology, Quality testing, standards, internal operations) to timely respond to customers' requests	Digitalize RSB RSB business processes (certification, metrology, Quality testing, standards, internal operations) to timely respond to customers' requests	Increased efficiency	i. Undertake ICT needs assessment in the reviewed operational processes	ICT needs assessment report							1 report ICT needs assessment report	3,000	-	-	-	-	3,000
			ii. Acquire and install relevant ICT systems (Laboratory information management system, application and access of standards, access of	Percentage of identified systems installed								100% installation of systems planned	-	50,000	50,000	-	-

STRATEGIC PILLAR 3: OPERATIONAL EFFICIENCY					Target					Total target	Cost Estimates FRW (000)					Total cost	
Strategic Objective SO3: Efficient allocation, use and optimization of resources					Baseline	20/21	21/22	22/23	23/24		24/25	20/21	21/22	22/23	23/24		24/25
Specific objective	Strategy	Expected outcome	Activities	Output indicator	Baseline	20/21	21/22	22/23	23/24	24/25		20/21	21/22	22/23	23/24	24/25	
			information-National Enquiry Point)														
			iii. Sensitize the customers on how to use the new systems	Percentage of customers accessing the digital services							100% use of systems by customers	-	-	3,000	-	-	3,000
			iv. Modernize metrology infrastructure to respond to the international requirements	Modern infrastructure							Modern infrastructure	-	10,000	-	-	-	10,000
			v. Increasing the capacity of Track and Trace system to fight against counterfeit products	Increased capacity of Track and Trace system							100% operationalisation of traceability of marks issued	-	10,000	10,000	-	-	20,000
Improve collaboration with financing bodies and secure funds for planned projects	Mobilize additional resources	Availability of funds for planned projects	Develop project proposals based on organization templates and submit them for funding	The number of proposals submitted Resources mobilized							Resource to fund all planned projects	2,000	2,000	2,000	2,000	2,000	10,000
Improve the coordination and Management of internal and external funded projects under a single umbrella, Project	Equip the RSB Single Project Implementation Unit (SPIU) to coordinate and manage both internal and external funded projects	Seamless coordination of internally and externally funded projects	i. Recruit skilled project personnel including SPIU Coordinator; Program Managers,	Personnel in place							Personnel working in SPIU	2,000					2,000
			ii. Establish procedure manuals guiding in SPIU working framework;	Procedure manuals in place								1 procedure manual	-	-	-	-	-

STRATEGIC PILLAR 3: OPERATIONAL EFFICIENCY					Target					Total target	Cost Estimates FRW (000)					Total cost	
Strategic Objective SO3: Efficient allocation, use and optimization of resources																	
Specific objective	Strategy	Expected outcome	Activities	Output indicator	Baseline	20/21	21/22	22/23	23/24	24/25		20/21	21/22	22/23	23/24	24/25	
Implementation Unit (SPIU)			iii. Training staff in project management, project financing depending on the funder, procurement, project reporting and appraisal	Number of staff trained							Training reports	-	3,000	-	3,000	-	6,000
			iv. Acquire IT facilities for project staff	IT equipment acquired							All SPIU staff equipped with relevant IT equipment	-	3,000	-	-	-	3,000
			v. Establish and implement a strong project M&E framework and reporting mechanism	Project M&E framework and reporting mechanism in place							M&E reports	-	3,000	-	-	-	3,000
Theme 3 Sub totals												15,000	81,000	65,000	5,000	2,000	168,000

STRATEGIC PILLAR 4: GOVERNANCE AND HUMAN CAPITAL						Target						Cost Estimates FRW (000)						
Strategic Objective SO4: To strengthen institutional capacity																		
Specific objective	Strategy	Expected outcome	Activities	Output indicator	Baseline	20/21	21/22	22/23	23/24	24/25	Total targets	20/21	21/22	22/23	23/24	24/25	Total cost	
Invest in and retain productive and motivated human capital	Enhance capacity development of staff and ensure that RSB staff attain international certification and recognition	Skilled and productive staff	i. Build the capacity of local staff through formal trainings (PhD, Masters, and Short courses)	No of staff trained	9 staff (6-masters and 3-PhDs)						10-masters and 3-PhDs	100,000	100,000	100,000	100,000	100,000	500,000	
			ii. Build local capacity in technical expertise not available in RSB e.g auditors, technical experts, analysts, ISO experts	Availability of technical experts when required	Technical experts						10 Technical experts (auditors, technical experts, analysts, ISO experts)	20,000	20,000	20,000	20,000	20,000	100,000	
			iii. Establish career growth model in standardization, metrology, testing and certification services	Career guideline in place							1 Career guideline	10,000	-	-	-	-	-	10,000
			iv. Support registration of staff in professional associations and international organization	Number of staff registered with professional associations							Number of staff registered	-	5,000	-	-	-	-	5,000

STRATEGIC PILLAR 4: GOVERNANCE AND HUMAN CAPITAL						Target					Total targets	Cost Estimates FRW (000)					Total cost
Strategic Objective SO4: To strengthen institutional capacity						20/21	21/22	22/23	23/24	24/25		20/21	21/22	22/23	23/24	24/25	
Specific objective	Strategy	Expected outcome	Activities	Output indicator	Baseline												
			certification e.g auditors														
			V. Facilitate Industrial attachment of auditors	Auditors under internship program							Number of auditors under internship program	-	5,000	-	-	-	5,000
	Develop and implement a staff retention policy	Reduced staff turnover	Design and implement staff incentives scheme for staff	Incentive scheme in place							1 staff retention policy	20,000	20,000	20,000	20,000	20,000	100,000
To strengthen corporate governance	Enhance the capacity of Board and senior management	Enhanced capacity, productivity and governance	i. Undertake capacity assessment for Board members and management	Capacity needs assessment report							3 Capacity needs assessment reports	2,000	-	2,000	-	2,000	6,000
			ii. Undertake capacity development for Board members and management	Number of trainings held on corporate governance Number of Board members and management staff trained							6 trainings	10,000	-	10,000	-	10,000	30,000

STRATEGIC PILLAR 4: GOVERNANCE AND HUMAN CAPITAL						Target					Cost Estimates FRW (000)							
Strategic Objective SO4: To strengthen institutional capacity																		
Specific objective	Strategy	Expected outcome	Activities	Output indicator	Baseline	20/21	21/22	22/23	23/24	24/25	Total targets	20/21	21/22	22/23	23/24	24/25	Total cost	
	Strengthen risk management	Enhanced business continuity and reputation	i. Develop an Enterprise Risk Management (ERM) framework	ERM framework in place							1 ERM framework	1,000	-	-	-	-	1,000	
			ii. Sensitize staff on ERM framework and internal controls	Percentage of staff sensitized								100%	1,000	1,000	-	-	-	2,000
			iii. Implement the Enterprise Risk Management Framework	Level of implementation of the framework								100%	0	2,000	2,000	2,000	2,000	8,000
			iv. Develop and implement a business continuity and recovery plan	Level of implementation of business continuity and disaster recovery plan								1 Business continuity and recovery plan	2,000	2,000	2,000	2,000	2,000	10,000
To enhance participation in regional and international fora and international committees	Increase representation of Rwanda on regional and international platforms on standards, certification and metrology	Enhanced representation of Rwanda in regional and international fora	i. Map local, regional and international fora to be participated in	List of local, regional and international fora and required resources							5 list of local, regional and international fora	1,000	1,000	1,000	1,000	1,000	5,000	
			ii. Participate in local, regional and international fora and international committees	Number of fora attended Level of contributions at the fora and committees attended								Number of fora attended	30,000	-	-	-	-	30,000
			iii. Host at least eight (8) regional and international	Number of meetings hosted regional and								8 meetings	20,000	20,000	20,000	20,000	20,000	100,000

STRATEGIC PILLAR 4: GOVERNANCE AND HUMAN CAPITAL						Target						Cost Estimates FRW (000)					
Strategic Objective SO4: To strengthen institutional capacity																	
Specific objective	Strategy	Expected outcome	Activities	Output indicator	Baseline	20/21	21/22	22/23	23/24	24/25	Total targets	20/21	21/22	22/23	23/24	24/25	Total cost
			meetings each year (7 regional and 1 international meeting)	international level													
			iv. Occupy 3 leadership positions at African or international level by 2025	Number of leadership positions held at African or international level							3 leadership positions	10,000	10,000	-	-	-	20,000
Theme 4 Sub total												227,000	186,000	177,000	165,000	177,000	932,000

STRATEGIC PILLAR 5: LEGAL AND REGULATORY FRAMEWORK					Baseline	Target					Total Target	Cost Estimates FRW (000)					Total cost
Strategic Objective SO5: Position RSB as a service provider by aligning its legal framework to international best practices						20/21	21/22	22/23	23/24	24/25		20/21	21/22	22/23	23/24	24/25	
Specific objective	Strategy	Expected outcome	Activities	Output indicator													
To have a facilitative legal and regulatory framework	Review RSB law to respond to current and future markets demand and align the legal and regulatory framework of RSB with regional and international standardization best practices	Facilitative legal and regulatory framework	i. Review quality policy to reflect national quality infrastructure requirements;	Revised quality policy	1						1 Revised quality policy	5,000	-	-	-	5,000	
			ii. Consolidate proposed amendments to the legal framework	Proposed amendments to the legal framework							1 Proposed amendment	1,000	-	-	-	1,000	
			iii. Follow through for enactment of amendments to the legal framework	Reviewed legal framework							1 Reviewed legal framework	-	1,000	-	-	-	1,000
			iv. Establish law and regulation governing RSB services export	Law and regulation governing RSB services export in place							1 law and regulation governing RSB services export in place	2,000	2,000	-	-	-	4,000
	Enact sector specific laws (standardization, metrology orders and regulation, mandatory certification)	Increased conformity with international standards	i. Develop sector specific laws	Sector specific requirements in place							Sector specific requirements in place (for relevant sectors)	2,000	-	-	-	2,000	
			ii. Build capacity of the industry on sector specific requirements	Number of stakeholders trained							Number of stakeholders trained	1,000	1,000	-	-	-	2,000

STRATEGIC PILLAR 5: LEGAL AND REGULATORY FRAMEWORK					Target					Cost Estimates FRW (000)					Total cost		
Strategic Objective SO5: Position RSB as a service provider by aligning its legal framework to international best practices					Baseline	20/21	21/22	22/23	23/24	24/25	Total Target	20/21	21/22	22/23	23/24	24/25	
			iii. Implement the sector specific requirements	Level of compliance with the sector specific requirements						100% level of compliance with the sector specific requirements	-	-	-	-	-	-	
Attain international recognitions and sustain leadership in SQMT Africa through institutional strengthening and alignment	Achieve mutual recognitions of certified products	Increased recognition regionally and internationally	i. Identify National Standards Bodies (NSBs) to have mutual recognition agreement with	National Standards Bodies (NSBs) identified						5 National Standards Bodies (NSBs) identified	2,000	-	-	-	-	2,000	
			ii. Enter into mutual recognition agreements	Mutual agreements signed and implemented						5 Mutual agreements signed and implemented	-	-	-	-	-	-	
Theme 5 Sub totals											13,000	4,000	-	-	-	17,000	

4.7 COMMUNICATING THE STRATEGIC PLAN

RSB will engage internal and external stakeholders to ensure that the strategic direction in the next five years is effectively communicated. This will ensure that effective, trusted and collaborative relationship with stakeholders is maintained.

RSB vision, mission and core values will be communicated to external and internal stakeholders. Signage with mission, vision and core values will be displayed at the entrance of RSB offices. In addition, pamphlets and journals published by RSB will also contain the mission, vision and core values. The strategic pillars, objectives and expected outcomes will be communicated to stakeholders such as MINICOM, regulatory bodies and the industry. This will be through workshops. The Strategic Plan will be cascaded to members of RSB staff at the divisions level through their workplans. This will be undertaken through trainings/workshops with heads of divisions.

4.8 FINANCING THE STRATEGIC PLAN

RSB will require approximately Frw. 33,976,799,000 (including staff costs) to implement the planned activities in the 2020-2025 Strategic Plan as presented in Table 5. The required financial resources for the implementation of this Plan will be drawn from the Government of Rwanda. Thus, there is a need for RSB to lobby the Government for allocation of the required finances.

Resources from the Government will be complimented through support from development partners. RSB will seek technical and financial support from development partners. RSB will undertake the following activities:

- i. Mapping potential donors (see Annex 4).
- ii. Undertaking continuous networking with the donors.
- iii. Developing funding proposals for support in the implementation of some activities in the Strategic Plan.
- iv. Sharing with donors past results and reports aligned to their thematic and focus areas.
- v. Undertaking training of staff on resource mobilization.

RSB will put in place measures to ensure prudent management of available resources such as streamlining business processes and adopting ICT in the various processes.

The financing per objective is presented in Table 5.

Strategic pillars	Strategic Objective	2020/21	2021/22	2022/23	2023/24	2024/25	Total costs
		Cost Estimates FRW (000)					
1. Institutional Growth	SO1: To maintain and increase the scale (establishing National Quality Infrastructure Complex (NQI)) and scope of standardization, metrology, quality testing and certification services	692,500	886,500	784,000	8,107,000 ¹⁷	13,152,000	23,622,000
2. Customer focus	SO2: Enhance customer and stakeholder's satisfaction	68,000	51,000	46,000	41,000	36,000	242,000
3. Operational efficiency	SO3: Efficient allocation, use and optimization of resources	15,000	81,000	65,000	5,000	2,000	168,000
4. Governance and human capital	SO4: To strengthen institutional capacity	227,000	186,000	177,000	165,000	177,000	932,000
5. Legal and regulatory framework	SO5: Position RSB as a service provider by aligning its legal framework to international best practices	13,000	4,000				17,000
Staffing Costs		1,628,013	1,709,414	1,794,884	1,884,628	1,978,860	8,995,799
Total cost		2,643,513	2,917,914	2,866,884	10,202,628	15,345,860	33,976,799

Table 5: Cost estimates per strategic objective

¹⁷ Cost of construction of modern quality infrastructure building was 14, 750,000,000 FRW (estimates from 2013-2018 strategic plan)

CHAPTER FIVE

MONITORING, EVALUATION, REPORTING AND RISK MANAGEMENT

5.1 OBJECTIVES OF MONITORING, EVALUATION AND REPORTING (M, E&R) AND RISK MANAGEMENT

To be able to attain the desired outcome from the identified strategies, the Strategic Plan must be fully implemented. Successful implementation of the plan requires clarifying decision rights, improving information flow, establishing the right motivators (incentives and sanctions) and structuring the RSB to suit the strategies put in place. Further, there is a need for an adequate M, E &R framework to be put in place.

Monitoring the implementation of the Strategic Plan will involve tracking activities/actions to assess progress. Progress will be measured against specific targets included in the key performance indicators. This will ensure that any short-falls or deviations are noted and early corrective action is instituted.

5.2 MONITORING

Monitoring of the Strategic Plan will be undertaken at the division level on a monthly basis. In addition, institutional monitoring will be undertaken at the Director General's office level and a consolidated monthly report will be developed. Further, there will be quarterly and semi-annual monitoring reports developed at the Director General's office level. The Strategic Plan will be operationalised through divisional action plans and will be cascaded to individual workplans with targets linked to the performance contract.

5.3 EVALUATION

Evaluation of the Strategic Plan will be undertaken annually. These annual progress reports will be prepared every fiscal year. These reports will highlight key achievements against set targets, constraining factors; lessons learnt and provide recommendations on areas that require improvements to ensure seamless implementation of the Strategic Plan.

A midterm review of the Strategic Plan will also be carried out informed by the prevailing operational environment. This will be prepared mid of the plan period (financial year 2022) and

will provide feedback on progress made on the implementation of planned activities. Relevant amendments to the strategies, activities and targets will be made where necessary.

End term evaluation of the Strategic Plan will be undertaken to assess the achievement of the Strategic Plan and inform the next planning period. This will be prepared at the end of the plan period (Financial Year 2025) to review the success rate in the implementation of the plan. This report will highlight key milestones, challenges, lessons learnt and make recommendations to inform the formulation of the next strategic plan.

5.4 REPORTING

The Board of Directors, as the custodian of the Strategic Plan, will review progress on the implementation of the Strategic Plan's key activities. The Monitoring, Evaluation and Reporting (M, E & R) Committee formed will be holding monthly meetings to review the status of the Strategic Plan implementation as it relates to the respective divisions. The Committee will be reporting quarterly to the RSB Board of Directors on the progress of the Strategic Plan implementation. Quarterly reports will be prepared detailing information on set targets, performance indicators and implementation status for the quarter. Reporting will be undertaken using the template given by the MINICOM.

5.5 RISK ASSESSMENT

Implementation of this Plan is prone to risks that will need to be addressed for the Plan’s successful implementation. The risks have been aligned to the strategic objectives as presented in Table 5.

Strategic Objective	Possible Risks	Risk Drivers	Risk effect	Risk rating	Mitigation Action
SO1: To maintain and increase the scale (establishing National Quality Infrastructure Complex (NQI)) and scope of standardization, metrology, quality testing and certification services	Inadequate financial resources to enhance NQI	Inadequate budgetary allocation	Delay in completion of projects	Low	Negotiate for increased budgetary allocation Work with development partners for support
	Lack of adequate capacity to increase the scope of standardization, metrology, quality testing and certification services	Low adoption of technology Inadequate access to services by customers	Inability to meet the industry’s demand	Medium	Strengthen the capacity of RSB to provide standardization, metrology, quality testing and certification services
SO2: Enhance customer and stakeholder’s satisfaction	Resistance from the stakeholders against the review of pricing of RSB services	Pricing	Inability to provide services	Medium	Engage stakeholders in competitive pricing proposals of services
	Inadequate communication to the stakeholders	Communication of expectations of stakeholders by RSB	Reputation of RSB	Medium	Strengthen stakeholder engagement and communication
	Inadequate funding to enable regional expansion	Inadequate resources	Delay in provision of services	Medium	Lobby the government through MINICOM to ensure that funds for regional expansion are availed
SO3: Efficient allocation, use and optimization of resources	Inadequate ICT systems and equipment to enhance service delivery	None availability required systems	Delay in provision of services	Medium	Deployment of emerging technologies to enhance service delivery
	Cyber Security	Business disruption and loss of critical data	Loss or misuse of data	Medium	Invest in strong system security and data privacy measures

Strategic Objective	Possible Risks	Risk Drivers	Risk effect	Risk rating	Mitigation Action
	Inadequate capacity to optimize existing and new resources	Delay in procurement (acquisition of reagents and consumables) Low uptake of services	Inability to optimally utilize resources Inadequate access to services	Medium	Enhance procurement planning to ensure timely acquisition of lab reagents Enhance marketing of services Establish laboratories and calibration centers in other provinces
SO4: To strengthen institutional capacity	Inadequate human capital- (number of staff and technical skill level)	Shortage of some key expertise Possibility of loss of experienced staff	Inadequate staffing levels. Poor service delivery of the mandate.	High	Strengthen the capacity of staff, provide incentives and a good working environment
	Inadequate measures to operate during business disruption	Inadequate risk management measures	Effect on business continuity	Low	Strengthening risk management
SO5: Position RSB as a service provider by aligning its legal framework to international best practices	Inadequate legal framework to meet the market demand	Delay in the provision of the regulatory framework	Failure to fully execute RSB mandate	Medium	Enhance engagement of the relevant stakeholders', e.g. MINICOM, industry and development partners

Table 6: Risk analysis

Annexes

Annex 1: Strategic Planning Methodology

To enhance ownership and facilitate effective and efficient implementation of the Strategic Plan, a participatory strategic planning process was applied. Development of the Strategic Plan entailed the following activities.

- **Literature review/desk research**- Various documents were reviewed including the baseline survey report on the uptake of RSB services, Government documents and key policies, RSB internal documents among others.
- **Discussions/Interviews**- these were held to capture the views of RSB on its past performance and RSB strategic direction during the plan period. Additionally, the discussions/interviews elicited information on who key stakeholders of RSB are and their expectations. Interviews were held with the following
 - Director General
 - National Standards division
 - National Certification division
 - National Quality Testing Laboratories division
 - National Metrology Services division
 - Planning Monitoring and Evaluation division
 - Head of Corporate Services division
 - Public Relations and Communications Officer
- **Preparation of the draft Strategic Plan.** The following was undertaken:
 - Review of the implementation status of 2013-2018 Strategic Plan
 - Review of the mission, vision and core values of RSB
 - Situational analysis of the RSB (past performance, PESTEL and SWOT analysis)
 - Identifying thematic areas and setting of objectives
 - Developing strategies to achieve the objectives
 - Planning for implementing and executing the strategy
 - Planning for monitoring and evaluation of performance

- **Workshops/meetings**

Workshops/meetings were held on and offline to obtain feedback on the draft Strategic Plan. This entailed discussion of the contents of the Strategic Plan. The workshops were held with the following:

- Management
 - RSB Board and management.
- **Preparation of the final Strategic Plan.**
- The feedback received during the workshops and meetings was incorporated to develop a final Strategic Plan.

Annex 2: Members of the Strategic Planning Team

Name	Position	Division
Murenzi Raymond	Director General	
Mukeshyiramy Athanasie	Ag. Division Manager	National Standards Division
Bajeneza Jean Pierre	Ag. Division Manager	National Certification Division
Mbabazi Alphonse	Ag. Division Manager	National Quality Testing Laboratories Division
Zimulinda Philibert	Division Manager	National Metrology Services Division
Habimana Emmanuel	Director of Planning Monitoring and Evaluation	Corporate Services Division
Kwizera Simeon	Ag. Public Relations and Communications Specialist	Office of Director General

Annex 3: Implementation of 2013-2018 Strategic Plan

Strategic Objectives	Specific objective	Milestone 2013-2018	Targets 2013-2018	Achievement	Score (estimates)	Lesson learnt
SO1: Institutional Growth by Increasing the Range of Priority Standards, Conformity Assessment and Metrology Services	Specific objective 1.1: Develop, harmonize and maintain demand-driven standards and other normative documents	Develop 750 standards and harmonise metrology regulations in line with national policies (EDPRS 2, PSDS, NIC3 &4, NES, SMEs Strategy etc)	Develop each year 150 priority standards that respond to national policies and strategies (750 in 5 years)	858 no of standards developed	100%	Need for survey in specific sectors to understand specific uptake in individual sectors and respond to emerging needs
			Survey of existing products on the market to identify locally needed standards	Survey undertaken and a standards policy was developed	100%	
			Survey of awareness/training needs of customers	Survey undertaken	100%	
			Improve standards production by adopting project-based approach to standardisation and training of Technical Committee members	50 Technical Committee members were trained	100%	
			Produce easily marketable standards packages for three priority sectors each year	Developed marketable standards on cereal and cereal products, milk and milk products, alcoholic beverages, non-alcoholic beverages, meat and meat products, tubers, maize	67%	
		Participate in ISO, IEC, ARSO, AFSEC, EASC, COMESA, and CODEX standardisation activities under approved plans	Take part in 57 identified international standards setting activities	29 have been identified and participated in	51%	

Strategic Objectives	Specific objective	Milestone 2013-2018	Targets 2013-2018	Achievement	Score (estimates)	Lesson learnt	
	1.2: Provide timely and quality testing services	Increase the testing scope by establishing four new Testing Laboratories	Biotechnology Polymerase Chain Reaction (PCR) for the analysis of Genetically Modified Organism (GMO), food quality and safety	Not procured	0%	The activities were not achieved due to lack of funds therefore there is need to provide the required resources	
			Environmental Chemistry and Microbiology Environmental solid and liquid waste discharge analysis Laboratory (bio-oxygen demand) set up	The project on waste management was developed and approved by Public Investment Committee. Project has not been funded. RSB is negotiating funding from FONERWA	20%		
			Establishment of Primary and Secondary Batteries Laboratory Primary (non-rechargeable) batteries/cells for powering household appliances (e.g. Cameras, torches etc) and Secondary batteries e.g. Mobile phone batteries	Undertaken	100%		Preventive maintenance should be observed to ensure continuity in provision of services
			Establishment of Textiles Laboratory	Established and functioning	100%		
		Upgrade 8 Testing Laboratories (108 new parameters added)	Parameters 108	Testing parameters increased from 180 in 2013/14 to 368 in 2018/19	100%	Ensuring availability of laboratory consumables, a timely manner	
			Non-destructive Testing Laboratory Acquire three XRF (Bench & Portable) for material composition tests	X-Ray Fluorescence Equipment acquired and are functional	100%		
			Packaging Materials Testing Laboratory Weathering-Bandol wheel	Weathering-Bandol wheel equipment acquired	100%		

Strategic Objectives	Specific objective	Milestone 2013-2018	Targets 2013-2018	Achievement	Score (estimates)	Lesson learnt
			Ecotoxicity Specific migration	Ecotoxicity and specific migration parameters are tested		
			Inorganic Chemistry Laboratory: <ul style="list-style-type: none"> ▪ ICP-MS or ICP-AES or ICP-OES for detection of trace metals in metals in food and beverages Ionising Radiation Laboratory <ul style="list-style-type: none"> ▪ Gamma Spectroscopy for radiation contamination in Foods ▪ Upgrade of Destructive Testing Laboratory UTM by adding Hydrostatic Pressure and Impact Tester 	Inductive Coupled Plasma Mass Spectrometer (ICP-MS) equipment were acquired Ionising Radiation Laboratory acquired Gamma Spectroscopy and Universal Testing Machine (UTM) equipment acquired	100%	
			Steel Analysis laboratory (Spark Emission Spectroscopy-SES) set up	Steel Analysis laboratory acquired	100%	
			Organic Chemistry Laboratory Upgrade of Petroleum Laboratory to test gases (e.g. LPG) and heavy fuels. Bitumen and Soil Testing Laboratory established	Petroleum Laboratory was upgraded and it testing heavy fuels. Testing gases (e.g. LPG) is not being undertaken	50%	There are no complaints related to the use of heavy fuel
			LC-MS and GC-MS/ECD for upgrade of Agro-chemicals Analysis Laboratory and other food quality tests.	Liquid Chromatography-Mass Spectrometer and Gas Chromatography were acquired	100%	Ensuring availability of laboratory consumables, a timely manner

Strategic Objectives	Specific objective	Milestone 2013-2018	Targets 2013-2018	Achievement	Score (estimates)	Lesson learnt
		Establish Laboratory Waste Management System	Design the system	A feasibility study was undertaken	20%	The activities were not achieved due to lack of funds therefore there is need to provide the required resources
			Procure and commission of the system	Not been undertaken	0%	
	Specific objective 1.3: Increase of certification by introducing new schemes (HACCP, OHSAS, personnel) that improve market access	Certify 400 priority Products	Certify 400 priority Products	469 products were certified between 2013-2019	100%	Economic boom leading to more economic activities Even though product certification was achieved, there is need to classify products based on sectors, subsectors, categories and classes
			77 systems to be certified	52 systems were certified between 2013-2019	68%	Companies lack capacity to close non conformities raised by RSB system auditors therefore companies require more training in system development management
			Develop HACCP and FSMS scheme	The schemes are in place	100%	Due to these schemes, major hotels are procuring (fresh foods) products locally. Therefore, efforts should be put to enable local producers sell their produce

Strategic Objectives	Specific objective	Milestone 2013-2018	Targets 2013-2018	Achievement	Score (estimates)	Lesson learnt
	1.4: Upgrade metrology laboratories for accurate and traceable measurements in trade and health services	Establish six new Metrology Laboratories	Establish a Calibration ridge for road tankers	Project was developed, submitted to PIC and approved Feasibility study has not been undertaken due to lack of successful bidder	5%	
			Harmonize regional metrology laws and regulations	Metrology law was developed and approved by the Cabinet (August 2019) 9 Ministerial orders were developed to implement the Metrology law, they are waiting for approval		
			Time and Frequency Laboratory Acoustics and Vibrations Laboratory	The 2 were established	100%	
			Dosimetry Laboratory	Dosimetry lab established	100%	
			▪Chemical Metrology	Chemical Metrology and	50%	
			▪Density and Viscosity	Density and Viscosity labs established		
			▪Workshop for laboratory equipment spare parts production	Workshop for laboratory equipment spare parts production not undertaken	0%	
		Upgrade seven existing Metrology Laboratories	Balance Laboratory Balance Calibration	Balance Laboratory established	100%	

Strategic Objectives	Specific objective	Milestone 2013-2018	Targets 2013-2018	Achievement	Score (estimates)	Lesson learnt
			Force Laboratory Transducers <ul style="list-style-type: none"> ▪ Force (transducers up to 3000 kN) Force transducers from 500 kN up to 3 MN	Purchase of transducers from 100Kn to 3MN	100%	Compression machines used in roads, bridges and high towers were not calibrated due to lack of appropriate force transducers. The service is now available
			Volume Laboratory <ul style="list-style-type: none"> ▪ Reference Standards (F1 set) and equipment for calibration of small volume units from 100 µl to 1 liter Multichannel pipettes calibrator	<ul style="list-style-type: none"> ▪F1 set was purchased to calibrate small volume reference standards with capacity from 100 µl to 1liter ▪Multichannel pipettes calibrator was acquired 	100%	The multichannel pipettes calibrator has enhanced timely delivery of services
			Temperature Laboratory Moisture & Humidity Meters Calibrator	Moisture & Humidity Meters Calibrator acquired	100%	Moisture meter in tea companies was acquired and they can calibrated. This is useful especially before export of tea increasing competitiveness of Rwanda tea in international market
			Mass Laboratory Add 60 weights of 500 kg each (30,000 kg)	10,000 kg were added to the calibration range of mass laboratory	30%	Verified Gross Mass (VGM) is limited to 30 tonnes, leaving other customers with more than 30 tonnes unserved
			Electricity Laboratory Power and Energy-new equipment (AC/DC bridge)	Alternative Current/Direct Current bridge not procured	0%	

Strategic Objectives	Specific objective	Milestone 2013-2018	Targets 2013-2018	Achievement	Score (estimates)	Lesson learnt
			Pressure Laboratory ▪ Vacuum pump and pressure transducers Blood pressure calibrator	Vacuum pump and pressure transducers Blood pressure calibrator equipment acquired	100%	
SO2: Enhance Customer Focus through Increased Adoption of Standards	Specific objective 2.1: Promote Standardization culture and raise awareness of RSB activities	Introduce standardization principles in primary and secondary schools	Prepare curriculum in collaboration with Rwanda Education Board (REB).	Curriculum for primary and secondary developed and incorporated in national education curriculum	100%	
			Develop training manuals	8 Training manuals developed	100%	
			Create a pool of competent trainers including TC members	6 pools of competent trainers	100%	
			Train 750 teachers on SQAM programmes to annually	125 teachers in secondary schools were trained on SQAM programmes	17%	
			Introduce quality culture awards	Quality culture awards were introduced 19 students have been awarded with quality awards through competitive essay writing	100%	
		Train stakeholders on standards requirements and develop training manuals	▪ Create and operate e-mail database for RSB stakeholders for widespread awareness of RSB activities Training manuals for stakeholders	128 trainings undertaken between 2013 and 2019.	100%	
			▪ Annual survey to inform standards development and their impact	No annual surveys are undertaken	100%	Standards development is undertaken upon request
	Identify standard requirements for	Harmonise the interpretation of the 18		100%		

Strategic Objectives	Specific objective	Milestone 2013-2018	Targets 2013-2018	Achievement	Score (estimates)	Lesson learnt
	Specific Objective 2.2: Improve access to standards	EAC Commodity Exchange	Rwandan priority products exports and disseminate them to the relevant exporters	RSB participated in 29 international standards projects		
		Establish and maintain data base:	<ul style="list-style-type: none"> ▪ National and international regulations on Rwandan exports; ▪ Reference Materials in the Management Information System (MIS) and gazetted 1280 standards; 	<ul style="list-style-type: none"> ▪ Database of standards is available ▪ Standards Journals are published on RSB's website • <ul style="list-style-type: none"> ▪ MIS software upgraded 	100%	
			<ul style="list-style-type: none"> ▪ Scientific Journals and other Standards Databases 	<ul style="list-style-type: none"> ▪ Quarterly journals are published 	100%	
			Create a Web-based communication system between National Enquiry Points for TBT and SPS and focal points for CODEX, IPPC and OIE	Web based communication system in place RSB website	80%	
			<ul style="list-style-type: none"> ▪ Enhance awareness of standards and their benefits by implementing the Communication Strategy Develop an online Standards Information System (a software with three platforms: online sales, information dissemination, e-Library, online public comment on draft standards)	Standard e-comment and online public comment system in place Online sale of standards is ongoing e-library is ongoing	75%	

Strategic Objectives	Specific objective	Milestone 2013-2018	Targets 2013-2018	Achievement	Score (estimates)	Lesson learnt
SO3: Improve Reliability and Efficiency of Internal Processes for enhanced Service Delivery and Customer Satisfaction	Specific Objective 3.1: Upgrade data management, information exchange and equipment maintenance mechanisms for timely service delivery	Upgrade Laboratory Information Management Systems	<ul style="list-style-type: none"> ▪Configure in LIMS user requirements Integrate NQTL processes and M&E systems in LIMS Integrate NQTL processes and M&E systems in LIMS 	Ongoing-stakeholders have been given testing certificates using LIMS e-certificate portal	80%	
			Create the external LIMS interfaces to MIS software to enable an online reporting system, feedback and complaint handling introduction in LIMS	LIMS and MIS have been integrated	75%	
			Have permanent contracts with equipment maintenance, reagent and accessories firms/suppliers for efficient service delivery	<ul style="list-style-type: none"> ▪Permanent contracts with reagent and accessories firms/suppliers secured ▪Due to lack successful bidders, permanent contracts with equipment maintenance firms have not been secured 	50%	
		Offer demand driven Certification services on electronic platform	Impact assessment on systems certification and product certification	S-Mark Certification application is available on line	100%	
	Specific Objective 3.2: Gain accreditation and Certification for international recognition	RSB certification to ISO 9001	Develop and implement Standard Operating Manuals and other relevant documentation, carry out internal and external assessment and final certification to ISO 9001	ISO 9001 certified	100%	

Strategic Objectives	Specific objective	Milestone 2013-2018	Targets 2013-2018	Achievement	Score (estimates)	Lesson learnt
		45 Testing Parameters accredited (Registration for PTs with FAPAS and LGC, Acquisition of certified reference materials, Review of documents)	10 parameters in Microbiology and Food Testing Laboratories	RSB accredited on 20 testing parameters	44%	
	▪15 parameters in Material Testing Laboratories					
	20 parameters in different functional laboratories					
	Accreditation of the Certification Body and Mutual Recognition Agreements	Accreditation of the Certification Body and Mutual Recognition Agreements	▪To sign Mutual Recognition Agreement with five NSBs	3 Mutual Recognition Agreement with NSBs signed (Turkish, Tanzania, Burundi, Uganda, Mauritius, Kenya, Congo-ongoing)	100%	Access of markets by producers
			▪ Prepare documentation for accreditation of Systems Certification Scheme to ISO/IEC 17021	Documentation was undertaken	100%	
			▪ Carry out pre-assessment for accreditation of the Systems certification services	Pre-assessment was undertaken	100%	

Strategic Objectives	Specific objective	Milestone 2013-2018	Targets 2013-2018	Achievement	Score (estimates)	Lesson learnt
		Attain ISO/IEC 17021 accreditation for the following schemes	<ul style="list-style-type: none"> ▪ HACCP ▪ ISO 22000 -FSMS Attain certification of ▪ ISO 9001-QMS ▪ ISO 14001-EMS <p>Attain ISO/IEC 17065 for S-Mark</p>	<p>RSB certification services accredited on Food Safety Management System (FSMS) and Hazard Analysis Critical Control Point (HACCP) by RVA</p> <p>On C-food processing and B1-plant food chain</p> <p>Documentation for ISO/IEC 17065 has been undertaken but S-Mark has not been attained</p>	70%	
		Two Metrology Laboratories accredited	<ul style="list-style-type: none"> ▪Mass Laboratory accredited Temperature Laboratory accredited 	3 labs were accredited (mass, temperature and balance)	100%	
			<ul style="list-style-type: none"> ▪Volume Laboratory ▪Pressure Laboratory ▪ 	volume and pressure laboratories have not been accredited. Pre-assessment has been undertaken	30%	
		Establish and operationalize IT Platform for all Metrology Services	Set up LMIS	Ongoing-NMD services are being incorporated into Laboratory Information Management Systems (LIMS)	50%	
			Data base creation and maintenance	Database is in place	100%	
			Link LMIS to other applicable software	LIMS not integrated to other applicable software	0%	

Strategic Objectives	Specific objective	Milestone 2013-2018	Targets 2013-2018	Achievement	Score (estimates)	Lesson learnt
		Improve partnership with international Standardisation Organisations to maximise participation in international standards setting and use	Set up and operationalize a desk for ISO, OIML, IMEKO, AFRIMETS, EAMET & COMESAMEL	Desk for ISO, OIML, IMEKO, AFRIMETS, EAMET & COMESAMEL not established	0%	
			<ul style="list-style-type: none"> ▪ Establish desks for CODEX, EAC and COMESA 	<p>Funding agreement between FAO and the Ministry of Finance to support RSB put in place and operationalise a National CODEX committee signed however the action plan has not been implemented</p> <p>A desk of CODEX, EAC and COMESA has not been established</p>	10%	
SO4: Develop Human Resource Capacity and Strengthen the National Quality Infrastructure	Specific Objective 4.1 Strengthen RSB Human Resource and Quality Infrastructure	Progressive increase of the number of employees from 108 to 224	<ul style="list-style-type: none"> ▪ Recruit 32 employees (total 140 employees) ▪ Recruit 34 employees (total 174 employees) ▪ Recruit 27 employees (total 201 employees) ▪ Recruit 24 employees (total 224 employees) 	<ul style="list-style-type: none"> ▪ Current staff establishment is 164 ▪ Due to the policy change, where the regulatory function was transferred to RFDA and RICA and RSB remained with service delivery functions the proposed progress recruitment of RSB staff from 108 to 224 was no longer necessary. 	100%	<ul style="list-style-type: none"> ▪
		Organise training to enable staff deliver RSB mandate (2 staff by division each year-10 staff per year, giving a total of 50)	<ul style="list-style-type: none"> ▪ Strengthening the skills of RSB Staff through training, attachment to acquire knowledge required to achieve strategic objectives 1 to 3 (growth, customer focus and productivity) 	During the 5 years of implementation of the Strategic Plan (2013-2019), 9 staff have attended long-term training (6-masters and 3-PhDs)	18%	

Strategic Objectives	Specific objective	Milestone 2013-2018	Targets 2013-2018	Achievement	Score (estimates)	Lesson learnt
			Training in long-term courses (Two/Division/year)			
			▪ Registration of RSB Auditors by International recognised bodies (at least two per year)	Auditors have not been registered with International bodied	0%	
	Specific Objective 4.2: Create an appropriate National Quality Infrastructure working environment	Develop projects to support Human Resource and NQI development	Develop an Annual Business and Action Plans to operationalize the Strategic Plan	NQI project developed and accepted by Public Investment Committee (PIC)	100%	
Conduct feasibility study, environment need assessment for NQI Design NQI structure			Not achieved, expression of interest has been done to conduct feasibility study and develop architectural design of NQI Pending for funding	20%		
Start construction works			Pending for funding	0%		
Average score					67%	

Annex 4: Donor Mapping

	Development agency	Funding priority
i.	TradeMark East Africa	Market access, trade environment, business competitiveness, sustainable and inclusive trade
ii.	World Bank	Improved human capital; improved conditions for private sector development; expanded access to infrastructure and the digital economy; increased agricultural productivity and commercialization; and intensified urban agglomeration
iii.	African Development Bank (AfDB)	Regional Integration, Structural Transformation, Industrialization
iv.	United States Agency for International Development (USAID)	Economic growth and trade;
v.	Norwegian Aid	Macroeconomics and public administration
vi.	Department for International Development (DFID)	Trade Advocacy Fund (TAF), Emerging Africa Infrastructure Fund
vii.	European Union (EU) Agency	Agriculture and food security, accountable governance
viii.	Danish International Development Agency (DANIDA)	Inclusive, sustainable growth and development in the developing countries, focusing on energy, water, agriculture, food and other areas where Denmark has special knowledge
ix.	The Australian Agency for International Development	Infrastructure, trade facilitation and international competitiveness, aid for trade
x.	German International Zusammenarbeit (GIZ)	sustainable infrastructure social development security, reconstruction and peace governance and democracy economic development and employment
xi.	Department for International Development Cooperation (FINNIDA)	Promotion of free trade and expansion of business into international markets