



<b>SPA-05: Scale up Production of essential and high value products to meet domestic demand and reduce imports</b>	
<b>SO-6: Achieved 10% annual growth in industry sector</b>	
	[SI-1] Promote, operationalize and further develop bankable Industrial Parks (IPs) and Special Economic Zones (SEZs) including Bugesera, Rwamagana, KSEZ among others
	[SI-2] Set up new industries to increase manufacturing by 13% annually
	[SI-3] Strengthen supplier linkages between producers and processors of main food crops and manufactured products (by enhancing the Supplier Development Program and GoR Procurement of Made in Rwanda)
	[SI-4] Scale up sustainable industries and adopt sustainable practices (including energy efficiency, waste management, and water conservation)
	[SI-5] Develop a management model for each Industrial Park
	[SI-6] Establish Technology and Innovation support centers (TIIC) to facilitate the commercialization of research and innovative solutions
<b>SPA-06: Promote exports to regional and international markets</b>	
<b>SO-7: Increased export revenues of goods and services from USD 3.5 Billion to USD 7.3 Billion</b>	
	[SI-1] Establish and operationalize National Quality Infrastructure Institutions' complex (one-stop center) that will support domestic producers/suppliers meet the requirements of anchor investors and export
	[SI-2] Scale up Export promotion activities
	[SI-3] Provide export financing and support services to exporters
	[SI-4] Develop and Implement an E-commerce Readiness Program to support SMEs to utilize digital trade platforms for export
	[SI-5] Expand Kigali Logistic Platform (KLP) to enhance connectivity to regional & global markets to spur growth of the logistics & transport services
	[SI-6] Strengthen cold chain infrastructure and cost-effective post-harvest handling and processing facilities [including completion of Kigali wholesale market to facilitate exports of horticulture products]
	[SI-7] Attract pharmaceutical researchers and manufacturers
	[SI-8] Increase value addition and processing of key minerals
	[SI-9] Conduct mineral exploration
	[SI-10] Professionalize artisanal miners and adopt environmentally friendly mining practices
	[SI-11] Leverage Economic diplomacy to boost exports under AfCFTA and other trade facilitation agreements
	[SI-12] Continue to scale up traditional exports (Coffee, Tea, Pyrethrum and mining)
	[SI-13] Continue to scale up non-traditional exports (Horticulture, agro-processing among others)
	[SI-14] Facilitate exporters to reach global and regional export markets in USA, EU, Middle East, Asia, Africa
	[SI-15] Aggregate exports of SMEs products to take advantage of economies of scale
<b>SPA-07: Attract and increase private investment</b>	
<b>SO-8: Increased value of Private Investment from \$ 2.2 billion to \$4.6 billion</b>	
	[SI-1] Attract private capital and diverse financing products through the Kigali International Financial Center, the capital market, and the financial sector at large
	[SI-2] Attract anchor and large investment in the agriculture and manufacturing sectors through flagship projects [such as HVTIC, Gabiro Phase II, Kigali wholesale market, Kigali logistic platform and Gako]
	[SI-3] Develop private sector real estate projects including the Bugesera airport area, Kigali Health City, Kivu belt development, Kigali Green Complex, Kigali Golf resort and villas, Malls, hospitality school, and
	[SI-4] Increase access to finance for youth, women and MSMEs
<b>[NPA-3] High end, eco-friendly and diversified tourism [4.3]</b>	
<b>NG-5: Increase tourism revenues by almost double from USD 620 Million to USD 1.1 Billion</b>	
<b>SPA-08: Position Rwanda as a world-class, high-value ecotourism destination</b>	
<b>SO-9: Increased tourism revenues from 0.62 Billion to 1.1 billion and MICE revenues from 95 Million to 224 Million</b>	
	[SI-1] Attract large events, exhibitions, and meetings to grow MICE and sport tourism
	[SI-2] Develop a new tourism master plan and work with the private sector to diversify products nationwide to grow leisure and domestic tourism
	[SI-3] Leverage existing and new Visit Rwanda Partnerships (in sport, creative industry, entertainment, for example) to promote tourism, investment, and MICE
	[SI-4] Raise the quality of MICE related services through professionalization programs, standards and certification to increase average spending per visitor
	[SI-5] Develop and diversify tourism attraction (new and existing) with focus on nature based tourism
	[SI-6] Mobilize innovative tourism and conservation financing (green bonds, PPPs etc)
<b>SPA-9: Build a vibrant and professional sports industry</b>	
<b>SO-10: Increased revenues generated from sports</b>	
	[SI-1] Establish a national Talent development program and strengthen the Governance, administration, and management capacity of sports organizations as well as personnel in sports
	[SI-2] Attract private sector investment in sports development
	[SI-3] Promote sports technology, science, and research and establish related academic programs specifically at the tertiary level.
	[SI-4] Develop and maintain world-class sports infrastructures to attract international events
	[SI-5] Create, attract and host international sports events
	[SI-6] Develop services and business segments associated with various sports disciplines
<b>SO-11: Increased participation in sports activities boosts Rwandans' health,wellness and incomes</b>	
	[SI-1] Create accessible community sports spaces and related sports facilities;
	[SI-2] Establish and improve youth centers equipped with multi discipline sports facilities at decentralized level
<b>SPA-10 Strengthen and promote the cultural and creative industry Ecosystem</b>	
<b>SO-12: Strengthened cultural and Creative Industries</b>	
	[SI-1] Scale up Arts Rwanda Ubuhanzi and Arts connect
	[SI-2] Attract and host international arts events for skills exchange and knowledge transfer
	[SI-3] Establish a framework to use the existing public and private infrastructures for arts (Arena, KCEV, Kigali Cultural Village/Rebero, stadiums, Petit Stade, etc)
	[SI-4] Develop and establish arts centers/Facility in CoK and secondary cities
	[SI-5] Mobilize and attract the private sector to invest in creative industries as an emerging sector
<b>[NPA-4] Creation of sustainable and decent jobs</b>	

<b>NG-6: To create 1,250,000 jobs</b>
<b>SPA-11: Create sustainable and decent jobs</b>
<b>SO-13: Increased Productive and decent jobs by 1.25 million (250,000 annually)</b>
[SI-1] Implement an integrated business advisory service model tailored to promote entrepreneurship and growth of MSMEs
[SI-2] Optimize employment opportunities and skills development from major investment and flagship projects [in public & private sector such as Nyagatare Milk powder factory, Bugesera International
[SI-3] Improve & Strengthen synergies in workplace learning, employability skills for youth, job-matching services and labour market systems [through internships, apprenticeships, re-skilling and up-skilling
[SI-4] Develop a talent pool for emerging critical sectors of the economy [including Global Business Services companies, financial services center, e-mobility, health, Biotechnology, aviation, ICT, CCI and
[SI-5] Mainstream employment creation in Public and private investments with high impact and labor intensity
[SI-6] Create employment focusing on youth and women through community-based approach in delivery and maintenance of infrastructure, environment protection and agricultural extensions programs and
<b>[Sector 3] Climate, Environment and Natural Resources (CENR)</b>
<b>[NPA-5] Building resilience to climate change and sustainable management of the environment and natural resources [4.10]</b>
<b>NG-7: Increase resilience to climate change, climate-related hazards, and disaster risks</b>
<b>NG-8: Sustainable management of natural resources</b>
<b>NG-9: Mobilize USD 3 billion in climate and nature finance to support sustainable development</b>
<b>NG-10: Reduce greenhouse gas emissions by 38%</b>
<b>SPA-12: Disaster risk reduction and management</b>
<b>SO-14: Increased resilience to climate change and reduced impacts of disasters</b>
[SI-1] Develop a multi-hazards early warning system and strengthen meteorological services to improve disaster preparedness
[SI-2] Establish and operationalize district emergency command posts (from 8 to 28)
[SI-3] Construct flood control measures to decrease flood risk in high-risk areas
[SI-4] Restore catchment areas to decrease soil erosion risk in high-risk areas (217,000 ha)
<b>SPA-13: Sustainable Natural Resources Management</b>
<b>SO-15: Natural resources sustainably managed</b>
[SI-1] Restore and manage degraded critical ecosystems and riparian areas
[SI-2] Improve forest management and promote indigenous species, agroforestry, fruit trees, and urban trees
[SI-3] Increase tree seedling nurseries at cell level (1,800 to 2,000)
[SI-4] Upgrade and operationalize the Forest Monitoring and Evaluation System (FMES) (630,000 ha)
[SI-5] Increase water availability through storage development (the construction of Muvumba Multipurpose Dam and Nvabarao II HPP) and equitable water allocation
<b>SO-16: Enhanced land administration and management</b>
[SI-1] Enhance compliance to land use master plans leveraging technology (from 25% to 60%)
[SI-2] Improve land administration information system (LAIS) leveraging registration of expropriated lands and protected areas (at least 100,000 land parcels)
[SI-3] Develop a land market (establish a regulatory framework and data information platform for land value) to reduce speculations
<b>SPA-14: Innovative Fund Mobilization</b>
<b>SO-17: Mobilized climate and nature finance to increase climate resilience for a sustainable development</b>
[SI-1] Leverage and develop fund mobilization programs/investment plans to attract resources and maximize investment impacts
[SI-2] Diversify climate and nature finance instruments leveraging private capital
<b>SPA-15: Environmental management, low carbon economy and resilience to climate change</b>
<b>SO-18: Enhanced Environmental management, mitigation and adaptation to climate change</b>
[SI-1] Develop a GHG data management system to monitor carbon emissions of high emissions sectors (agriculture, energy, transport, industrial processes, and product use)
[SI-2] Increase the development and monitoring of Strategic Environmental Assessments (SEA) for policies, plans, and programs
[SI-3] Strengthen the monitoring of mining activities to promote sustainable & climate compatible mining (compliance rate increased from 74 to 90%)
[SI-4] Rehabilitate abandoned historical mining and quarry sites
<b>[Sector 4] Financial Sector Development (FSD)</b>
<b>[NPA-6] Resilient and broadened financial sector for private sector growth [4.9]</b>
<b>NG-11: Double savings rate from 12.4% to above 25%</b>
<b>NG-12: Double private investment from USD 2.2 billion to USD 4.6 billion</b>
<b>SPA-16: Strengthen Domestic Savings &amp; Expand Financial Inclusion</b>
<b>Outcome 19: Increased national savings to reduce dependence on external financing</b>
[SI-1] Develop tailored financial products and services for different segments of the population
[SI-2] Strengthen EjoHeza by introducing dual accounts and providing incentives to attract more savers and savings
[SI-3] Diversify and transform Rwanda Pension schemes
[SI-4] Increase and diversify the number of Collective Investment Scheme Products
<b>Outcome 20: Expanded financial inclusion by increasing access to formal financial products and services</b>
[SI-1] Increase usage and access to quality financial services

	[SI-2] Implement the Financial inclusion and Education strategy
	[SI-3] Develop and Implement Rwanda Inclusive Insurance strategy to expand Micro insurance products in the economy
	[SI-4] Support local economic development through operationalization of a cooperative bank
	<b>Outcome 21: Increased adoption of technology-driven financial solutions</b>
	[SI-1] Enhance the interoperability environment of financial services in Rwanda
	[SI-2] Introduce the Central Bank Digital Currency (CBDC)
	[SI-3] Promote the growth of fintech startups
	[SI-4] Develop an effective market infrastructure and promote digital investment innovations
	<b>SPA-17: Position Rwanda as a Leading International Financial Hub while bolstering its Financial systems</b>
	<b>Outcome 22: Robust and well regulated financial system with transparency and fair practices</b>
	[SI-1] Put in place internationally competitive regulatory and operating environment for investors
	[SI-2] Facilitate and Ensure Rwanda's compliance with OECD and FATF guidelines/standards
	[SI-3] Conduct a comprehensive Terrorism Financing (TF) and risk assessment of NGOs
	[SI-4] Review and enact new AML/CFT Law
	<b>Outcome 23: Fostered international partnerships for Knowledge sharing and market access</b>
	[SI-1] Attract and facilitate set up of high value investors and financial actors to the financial Center
	[SI-2] Facilitate set up of new and alternative forms of capital (financial products/services) to the financial Center.
	[SI-3] Develop Capacity and attract skilled labor both in private and public financial sector institutions
	<b>SPA-18: Expand Financial Access For The Private Sector</b>
	<b>SO-24: Developed, efficient and liquid capital markets</b>
	[SI-1] Improve the Capital Market Regulatory Framework
	[SI-2] Diversify Investment products (corporate bonds, Green bonds, Municipal bonds etc..)
	[SI-3] Broaden and Diversify Investor Base
	[SI-4] Increase Financial Literacy/ Market Education
	[SI-5] Improve Rwanda's financial market rankings in international and regional indices (ABSA, etc.)
	<b>SO-25: Strengthened entrepreneurship and accelerated SMEs growth</b>
	[SI-1] Increase and review government financial interventions under BRD and BDF
	[SI-2] Diversify and Innovate new Loans products tailored to SMES of Youths and Women
	[SI-3] Establish and capitalize the de-risking facility (Credit guarantee facility, Grant facility for infrastructure development and Grant facility for market linkages and technology development)
	[SI-4] Establish Disaster risk fund and implement Rwanda Disaster risk strategy
	<b>[Sector 5] Transport (Infrastructure)</b>
	<b>[NPA-7] Enhanced transport connectivity for economic growth and trade [4.6]</b>
	<b>NG-13: Establish a robust multi-modal transport network to reduce transport cost and promote social economic growth</b>
	<b>SPA-19: Develop transport infrastructure and services to facilitate economic growth and trade</b>
	<b>SO-26: Improved public transport services countrywide and reduced traffic congestion in urban areas</b>
	[SI-1] Scale up dedicated bus lanes in the City of Kigali
	[SI-2] Upgrade congested junctions in urban areas
	[SI-3] Increase inter-city scheduled bus services across the country
	[SI-4] Implement smart traffic management equipped with bus prioritization in urban areas
	[SI-5] Modernize bus stops and terminals
	<b>SO-27: Improved quality of the road Network and trade-supporting infrastructure</b>
	[SI-1] Construct and rehabilitate over 300 km of national roads
	[SI-2] Maintain 1,729 km of the national paved road network to keep acceptable riding quality
	[SI-3] Construct and rehabilitate at least 500 km of feeder roads
	[SI-4] Maintain 4,137 km of feeder roads
	[SI-5] Construct and operationalize One Stop Border Post (OSBP)
	<b>SO-28: Enhanced green and resilient transport system</b>
	[SI-1] Promote and expand electric mobility in public transport
	[SI-2] Collaborate with private sector to develop public charging for electric vehicles
	[SI-3] Promote the development of climate resilient transport infrastructure
	[SI-4] Develop cable car technology in both urban areas
	[SI-5] Promote nature-based solutions to mitigate climate issues
	<b>SO-29: Improved Air Transport Infrastructure and Services</b>
	[SI-1] Complete the construction and start operationalization of Bugesera International Airport
	[SI-2] Rehabilitate Rubavu and Musanze Airports
	[SI-3] Increase RwandAir destinations from 23 to 29
	[SI-4] Double Passenger Numbers transported by RwandAir from 1,021,000 to 2,109,505 passengers
	[SI-5] Construct and operationalize Aviation Skills Academy
	[SI-6] Increase cargo volumes handled in all airports from 8,470 to 32,987 metric tons

<b>SO-30: Improved maritime transport infrastructure and services</b>
[SI-11] Improve and scale up Cargo transport services and capacity on Lake Kivu
[SI-21] Develop Ports along Lake Kivu (Rusizi, Karonqi & Nkora in Rutsiro District)
[SI-31] Install lake Kivu navigation aids
<b>[Sector 6] Energy (Infrastructure)</b>
<b>[NPA-8] Renewable &amp; clean energy transition &amp; universal access to electricity (Sector: Infrastructure - Energy) [4.4]</b>
<b>NG-14: Increase access to electricity countrywide</b>
<b>SPA-20: Scale up electrification to achieve universal access</b>
<b>SO-31: Increased spatial access to electricity countrywide</b>
[SI-11] Increase access to electricity to all cells (193 cells remaining) in the country
[SI-21] Scale up access to electricity (on-grid/ off-grid) to 1590 productive use areas
[SI-31] Increase households' access to electricity at 100%
[SI-41] Construct 382 km of transmission lines
[SI-51] Construct 11 substations
<b>SO-32: Enhanced electricity generation capacity while increasing the share of renewable energy</b>
[SI-11] Increase energy generation capacity to meet demand projection and maintain the spinning reserve (15% reserve margin)
[SI-21] Increase the share of renewable energy in power generation mix from 51% to 60%
[SI-31] Conduct studies for integration of nuclear technology in the power generation mix
<b>NG-15: Enhanced energy security and efficiency</b>
<b>SPA-21: Ensuring energy security on critical energy products</b>
<b>SO-33: Enhanced energy security</b>
[SI-11] Develop adequate strategic reserves and storage infrastructure for gas products
[SI-21] Construct storage infrastructure and ensure adequate reserves for oil products
<b>SPA-22: Scale up the adoption of clean and efficient biomass cooking technologies</b>
<b>SO-34: Increased adoption of clean and efficient biomass cooking technologies</b>
[SI-11] Mobilize households and disseminate clean non-biomass cooking technologies (to increase usage from 4.6% to 39%)
[SI-21] Mobilize households and disseminate efficient biomass cooking technologies (to increase usage from 30.6% to 61%)
[SI-31] Deploy clean and efficient biomass cooking technologies to large-scale biomass users (schools, health facilities, prisons, etc.)
<b>[Sector 7] Urbanization and Rural Settlements (Infrastructure)</b>
<b>[NPA-9] Enhanced urbanization and settlements for agglomeration benefits [4.7]</b>
<b>NG-16. Accelerate sustainable urbanization from 27.9% to 39.2%</b>
<b>SPA-23: Establish initiatives to promote sustainable growth of urban and rural areas</b>
<b>SO-35: Developed, inclusive, climate resilient Cities and Towns</b>
[SI-11] Develop flagship projects in CoK, Satellite and Secondary cities, and district towns, leveraging their local economic potentials (RUDP2, EUID2, KISUP)
[SI-21] Rehabilitate 491ha of urban wetlands in CoK and increase open and green spaces in urban areas
<b>SO-36: Increased access to decent housing and enhanced resilience of communities</b>
[SI-11] Upgrade 1,160 hectares of urban unplanned settlements with adequate infrastructure and services
[SI-21] Facilitate the construction of 1,405 affordable housing units through Rwanda Housing Finance Programme
[SI-31] Relocate 6,089 households from high-risk zones to planned resilient settlements
[SI-41] Fast track development and implementation of detailed physical plans on 8,564 hectares in designated urban and rural settlements
[SI-51] Rehouse 3,436 low-income households currently located in unplanned settlements into improved and densified housing
[SI-61] Support construction of 1,296 affordable Housing units for rent and/or purchase in partnership with private sector
[SI-71] Facilitate 32,000 rural households in scattered settlements to settle to planned resilient settlements
<b>SO-37: Enhanced integration of spatial and investment planning</b>
[SI-11] Implement Spatial Development Framework tools (to ensure spatially coordinated investment planning in line with the NLUDMP)
[SI-21] Scale up decentralization and integration of District Dynamic Map from 8 to 30 districts
[SI-31] Conduct regular implementation audits and inspections (in 30 districts.) of spatial development tools and enforce implementation of recommendations
[SI-41] Enhance service delivery through digital tools (e.g., BPMIS)
[SI-51] Establish City Management Offices in 3 satellite cities and 8 secondary cities
<b>SPA-24: Enhance financial sustainability and space optimization of government buildings</b>
<b>SO-38: Effective and efficient management of government buildings</b>
[SI-11] Acquire 81,500sqm of additional office space to accommodate the renting of government institutions
[SI-21] Ensure Productive use of 1,086 government idle buildings
[SI-31] Conduct regular maintenance of government buildings

[SI-4] Complete removal and burial of Asbestos from 275,509.2 sam on government and private buildings
<b>[Sector 8] ICT</b>
<b>[NPA-10] Digital transformation [4.8]</b>
<b>NG-17: Accelerate the growth of digital economy through universal digital inclusion, greater adoption of digital services, and increased productivity</b>
<b>SPA-25: Foster digital transformation across key economic sectors</b>
<b>SO-39: Increased digital literacy and digital skills development for a globally competitive workforce</b>
[SI-1] Train 1.5 million citizens in basic coding and advanced ICT skills
[SI-2] Ensure universal basic digital literacy
[SI-3] Create 50,000 digital jobs for local and global market competitiveness
[SI-4] Strengthen co-ordination and impact of digital literacy and skills investments (through the Digital Inclusion Council)
<b>SO-40: Strengthened innovation ecosystem for private sector-led growth</b>
[SI-1] Establish an innovation authority to drive technological progress across key economic sectors
[SI-2] Expand and strengthen funding accessibility to support innovative startups
[SI-3] Boost the innovation ecosystem and invest R&D activities
[SI-4] Enhance Rwanda's competitiveness and access to regional and global market (for innovative products, services, and technologies)
<b>SO-41: Enhanced digital service delivery</b>
[SI-1] Completing end-to-end digitalization of government services at 100%
[SI-2] Incentivize private sector to provide their services online
<b>SPA-26: Promote Digital Inclusion through accessible, resilient, and secure ICT Infrastructure</b>
<b>SO-42: Enhanced access to affordable, quality broadband connectivity and world-class infrastructure</b>
[SI-1] Modernize and expand access to communication and internet infrastructure
[SI-2] Develop high-performance computing infrastructure (to support advanced IT and geospatial applications like big data and AI)
[SI-3] Advance national satellite communication and space infrastructure for sovereign capabilities
[SI-4] Improve quality of service and experience through mobile number portability and Converged Network Management System (CNMS)
<b>SO-43: Universal smart device ownership</b>
[SI-1] Establish device financing models for smart devices in partnership with the private sector
[SI-2] Advance transition from USSD to application-based services
<b>SO-44: Enhanced Cybersecurity infrastructure and systems</b>
[SI-1] Integrate online platforms with PKI system in public and private institutions
[SI-2] Upgrade network security infrastructure
[SI-3] Establish comprehensive backup and disaster recovery systems
<b>SPA-27: Enhance digital service delivery through the increased use of data and emerging technology</b>
<b>SO-45: Implementation of Single Digital ID</b>
[SI-1] Integrate government agencies' backend systems
[SI-2] Implement the SDID and promote its adoption through high-impact use cases
<b>SO-46: Increased adoption of data for decision making and improved operation efficiency</b>
[SI-1] Strengthen data governance across institutions for decision and policy making
[SI-2] Promote standardized data models, data portals and Digital Public Infrastructure accessible by citizens and businesses
<b>SO-47: Foster usage of emerging technology to advance Smart Cities</b>
[SI-1] Increase Rwanda's capabilities to rapidly test and adopt AI and other emerging technology solutions across various sectors
[SI-2] Implement schemes that prioritize smart cities and efficient services, utilities, and sustainable urbanization
<b>Pillar 2: Social Transformation Pillar</b>
<b>[Sector 9] Education</b>
<b>[NPA-11] Improve the quality and market relevance of education [5.1]</b>
<b>NG-18: Increase net enrollment in pre-primary education from 39% in 2023 to 65% in 2029</b>
<b>NG-19: Improve learning outcomes and efficiency in basic education.</b>
<b>NG-20: Scale up access to market -relevant Education in Basic TVET and Higher Education</b>
<b>NG-21: Enhance ICT integration in education</b>
<b>SPA-28: Ensure timely access to quality education in basic education</b>
<b>SO-48: Increased net enrollment in pre-primary from 39% to 65%</b>
[SI-1] Avail 11,340 new, resilient, and inclusive classrooms (to reach the Classroom Pupil Ratio of 30:1 (773, 099 learners) from 63:1 in 2023 (540,998) and 15,184 teachers will be recruited)
[SI-2] Mobilize parental and community support for increasing pre-primary enrolment
[SI-3] Recruit 5,542 trained pre-primary teachers and ensure Continuous Professional Development of 6,382 existing teachers (to reach the pupil trained teacher ratio of 45:1 from 113:1)
[SI-4] Facilitate 4,625 out of 37,000 Early Childhood Development centres to meet pre-primary standards (416,284) learners will be enrolled and 9,251 teachers will be recruited)

	[SI-5] Provide age-appropriate teaching and Learning materials for 4,338 pre-primary schools (with a focus on play based materials)
<b>SO-49: Improved timely enrollment, efficiency, equity and learning outcomes in primary education</b>	
	[SI-1] Avail 27,045 inclusive classrooms and other school infrastructure for primary education (to phase out double shifts and reduce overcrowding to reach classroom-pupil ratio of 46:1 from 62:1)
	[SI-2] Sustain the school feeding program in primary education for 3,180,117 learners
	[SI-3] Establish 5 model special schools for children with Autism and other severe intellectual challenges
	[SI-4] Construct additional 20 resources rooms and assessment centres in the remaining 20 districts to enhance inclusive education
	[SI-5] Recruit 19,864 teachers from teacher training institutions and provide training to 21,664 untrained in-service teachers.
	[SI-6] Provide English training to 95% of all primary teachers.
	[SI-7] Improve Foundational Literacy and Numeracy skills with a focus on Foundational grades
	[SI-8] Reduce dropout rate from 5.5% to 3.9% by enhancing school and community collaboration
	[SI-9] Provide 5,964,647 textbooks to reach 1:1 textbook pupil ratio in primary
	[SI-10] Reduce repetition rate from 30.2% to 15% by continuously implementing remedial learning education strategies
	[SI-11] Expand functional adult literacy programs to train 601,656 learners out of the 2,920,660 non-literate adults
<b>SO-50: Increased net enrolment and quality in basic secondary education</b>	
	[SI-1] Sustain the school feeding program in secondary education for 796,789 learners
	[SI-2] Enhance socio-emotional learning skills for secondary learners by establishing career guidance and counseling corners (in 1,977 schools)
	[SI-3] Reduce dropout rate from 7.5% to 4% by operationalizing attendance tracking and early warning and response mechanisms (mechanisms involve parents, local leaders, learners, teachers and school lea
	[SI-4] Reduce Repetition rate from 13.5% to 7.5%
	[SI-5] Provide relevant STEM related infrastructure and teaching and learning materials
<b>SPA-29: Scale up access to market -relevant Education in Basic TVET and Higher Education</b>	
<b>SO-51: Enhanced access to quality education in Basic TVET (from 43% to 60%)</b>	
	[SI-1] Establish 29 TSS centers of excellence in all districts.
	[SI-2] Sustain the school feeding program in TVET schools for 264,353 learners.
	[SI-3] Enhance socio-emotional learning skills for TVET learners by establishing career guidance and counseling corners (in 606 TVET schools)
	[SI-4] Scale up Vocational Training Center to 2,044 cell level (through workplace learning approaches)
	[SI-5] Enhance basic TVET Teacher Capacities for 4,185 in-service Teaching Staff
<b>SO-52: Enhanced quality of higher learning education</b>	
	[SI-1] Construct 2 classroom blocks and 2 student Hostels in Rukara and Busoga campuses (Increase accommodation capacity of 6,000 students).
	[SI-2] Review 88 programs and develop 14 new programs in alignment with the Labor Market Needs
	[SI-3] Collaborate with the private sector to produce 7 new product- oriented transformative and innovative research projects.
	[SI-4] Increase the number of PhD programs from 39 programs to 64 PhD programs in Public Higher Learning Institutions
	[SI-5] Increase the % of academic staff with PhD qualification from 25% to 32% in Higher Learning Institutions
<b>SPA-30: Enhance ICT integration in education at all levels of General Basic Education and TVET</b>	
<b>SO-54: Increased use of ICT in Teaching and Learning at all levels of education</b>	
	[SI-1] Provide ICT infrastructure and equipment in schools (to increase the % of schools using ICT in teaching and learning from 41.1% 65% (Smart classrooms, computers labs, internet connectivity, Electrici
	[SI-2] Develop accessible and interactive digital content and train teachers in the use of e-learning platform
	[SI-3] Strengthen education data management systems for evidence-based decision making
<b>[Sector 10] Health</b>	
<b>[NPA-12] Enhanced quality of health, strengthened health systems, and reduced stunting (Health Sector - including nutrition [5.2])</b>	
NG-22: Reduce Maternal Mortality Ratio from 105 per 100,000 live births in 2023 to 60 per 100,000 live births by 2029	
NG-23: Reduce Under-five mortality rate from 39.4 per 1,000 live births in 2023 to 30 per 1,000 live births by 2029	
NG-24: Reduce the prevalence of stunting among under five children from 33% in 2024 to below 15 % in 2029	
NG-25: Quadruple skilled health workforce	
<b>SPA-31: Continuously Improving the Access to and Quality of Health Services through Primary Health Care</b>	
<b>SO-54: Attained universal health coverage of essential health services</b>	
	[SI-1] Improve coverage and quality of Antenatal care (by introducing Calcium and multiple micronutrient supplementation, and intravenous iron treatment for anemic women)
	[SI-2] Implement nationwide rollout of maternal health bundles (including calibrated obstetric drapes, heat-stable uterotonics, and tranexamic acid) to timely identify and properly manage postpartum hemorrh
	[SI-3] Introduce and strengthen antibiotics post-delivery and strict infection prevention and control (to curb the rising number of post-caesarean infections)
	[SI-4] Implement appropriate task shifting and capacity building to enhance the quality of maternal, newborn and child health service provided
	[SI-5] Strengthen the use of postpartum family planning and introduction of new contraceptives
	[SI-6] Conduct targeted and customized HIV Prevention awareness campaigns among Youth and Key Populations
	[SI-7] Integrate surveillance of vectors and cases, while monitoring the effects of climate change regarding mosquito breeding
	[SI-8] Conduct community early detection of TB cases using digital tools and new technologies to reach high-risk population
	[SI-9] Strengthen community-based mental health services and post-rehabilitation programs
	[SI-10] Raise awareness and educate the public using innovative and targeted strategies on major Non-Communicable Diseases (NCD) risk factors
	[SI-11] Review/Expand benefit package under CBHI and other insurance schemes (to include high-impact/ high-cost health interventions/services)
	[SI-12] Increase access to adolescent and youth-focused sexual and reproductive health services to reduce teenage pregnancies
<b>SPA-32: Improving Child Nutrition</b>	



<b>SO-65: Effective and efficient disaster risk management and resilience to shocks</b>
[SI-11] Ensure all households affected by shocks receive support via asset insurance, cash and in-kind support
[SI-21] Scale-up climate-smart public works projects to reach 750,000 households
<b>[Sector 12] Water and Sanitation (Infrastructure)</b>
<b>[NPA-14] Increased access to Water for socioeconomic development [4.5]</b>
<b>NG-27: Universal access to improved water services</b>
<b>SPA-40: Scale up drinking water access to all villages countrywide</b>
<b>SO-66: Increased access to drinking water</b>
[SI-11] Scale up access to drinking water in 2,966 remaining villages
[SI-21] Increase daily water production capacity from 329,652 m3/day to 688,686m3/day
[SI-31] Construct, upgrade and rehabilitate the Water Supply Systems (4,637Km)
[SI-41] Rehabilitate 432 Non-functional Water Supply systems
[SI-51] Scale up the access to basic water for productive use centers including 546 schools and 482 health facilities
<b>[NPA-15] Increased access to Sanitation &amp; Hygiene (WASH) services for improved wellbeing [5.3]</b>
<b>NG-28: Universal access to improved sanitation facilities</b>
<b>SPA-41: To increase access to Sanitation, and Hygiene (WASH) services for improved wellbeing</b>
<b>SO-67: Increased access to sanitation services</b>
[SI-11] Sensitize all households to build their own sanitation and hygiene facilities
[SI-21] Promote hygiene in households, schools, health facilities and public places
[SI-31] Scale up public sanitation facilities in public and private facilities
[SI-41] Construct 3 centralized sewerage systems including Kigali Centralized sewerage system
[SI-51] Construct 5 fecal sludge treatment plants
[SI-61] Construct the solid waste management facilities for proper collection and disposal (5 modern landfills including Nduba landfill)
<b>Pillar 3: Transformational Governance Pillar</b>
<b>[Sector 13] Governance and Decentralization</b>
<b>[NPA-16] Enhance citizen-centered local development and effective service delivery [6.2]</b>
<b>NG-29: Increase quality of service delivery to above 90%</b>
<b>SPA-42: Strengthen institutional frameworks, collaboration, and coordination for inclusive, climate-resilient, and gender-transformative Local Economic Development (LED)</b>
<b>SO-68: Resilient and inclusive local economies are developed and sustained</b>
[SI-11] Facilitate Districts and City of Kigali to update, publish and utilize local economic potentiality maps and investment profiles to accelerate resilient and inclusive LED
[SI-21] Enable Districts and the City of Kigali to allocate resources to priority and flagship green and gender-inclusive LED projects and activities by building capacity of local economic actors (Cooperatives, SACCOs, etc.)
[SI-31] Strengthen Bilateral, Regional and Multilateral Cooperation to enhance Rwanda's socio-economic transformation by forging and formalizing high-impact partnerships
[SI-41] Scale up mobilization of Rwandan Community abroad to participate in the national development agenda, and improve the quality of services rendered to them
<b>SPA-43: Strengthen local government institutional, organizational, and human resource capacities for effective coordination and collaboration and implementation of citizen-centered service delivery</b>
<b>SO-69: Quality and inclusive services are delivered and sustained</b>
[SI-11] Reform the public service in both central and local government, and strengthen their capacities
[SI-21] Upgrade and develop citizen complaint management systems, and coordinate the operationalization of citizen complaint handling mechanisms
[SI-31] Enhance effectiveness and alignment of human capital development projects and programs with locally identified priorities by establishing a comprehensive multi-sectoral coordination framework
[SI-41] Strengthen local government capacity by creating an enabling environment and infrastructure such as office space, furniture, ICT equipment, and internet connectivity
[SI-51] Mainstream and operationalize sectoral decentralization processes to enhance quality of service delivery
[SI-61] Reinforce regular monitoring of service delivery through conducting service delivery assessments, governance and home-grown solutions (HGS) research
<b>SPA-44: Enhance effectiveness of existing citizen participation spaces and mechanisms to strengthen transparency and accountability for better service delivery and national transformation</b>
<b>SO-70: Citizens empowered to effectively participate in governance and socioeconomic development processes</b>
[SI-11] Enhance the efficiency and effectiveness of existing citizen participation platforms, review & implement effective feedback mechanisms to support problem-solving and improve citizen-led accountability
[SI-21] Reinforce collaboration and coordination frameworks (Clusters, Joint Action Development Forum, Sector Working Groups, Citizen Assemblies, etc.) for more effective decision-making, planning, and implementation
[SI-31] Strengthen national unity, resilience, and community-based healing by institutionalizing Rwandan culture and values into civic education (Ndi Umunyarwanda, Itorero, etc.) and national development processes
[SI-41] Develop and sustain effective participation of Media, CSOs, and FBOs in local governance, transparency and accountability
[SI-51] Develop and sustain professional, independent, and profitable media by
[SI-5.11] Develop and sustain professional, independent, and profitable media by Review the media policy, media related laws and the code of ethics to reflect the current and emerging realities in the media
[SI-5.21] Revisit capacity building interventions for more practical and market related skills (modules, methods, staff, training environment, etc.)
[SI-5.31] Establish a professional and viable self-regulatory body and promoting gender equality and inclusiveness in the media

<b>[Sector 14] Justice Reconciliation, Law and Order (JRLO)</b>
<b>[NPA-17] Enhanced rule of law to promote accountable governance and a culture of peace for poverty reduction [6.1]</b>
<b>NG-30: Enhanced Rule of Law</b>
<b>SPA-45: Improve Justice Service Delivery and Reduce Case Backlogs</b>
<b>SO-71: Reduced case backlogs from 62% to 30%</b>
[SI-1] Implement Alternative Dispute Resolution (ADR) and Criminal Justice Policies (to increase cases settled through mediation and plea-bargaining from 10% to 30% of all cases)
[SI-2] Implement Judicial Career Development Policy to increase processed cases from 60% to 80%
[SI-3] Expand Legal aid provision to vulnerable people through semestrial legal aid week (8 Legal Aid Weeks)
<b>SO-72: Improved justice service delivery from 81.8% to 90%</b>
[SI-1] Upgrade the Forensic Institute to increase cases timely handled from 95.5% to 98%
[SI-2] Leverage innovative technologies to improve justice service delivery (from 81.8% to 90%)
<b>[NPA-18] Strengthen Accountability [6.3]</b>
<b>NG-31: Enhance Transparency and accountability and compliance of national laws</b>
<b>SPA-46: Strengthen transparency and accountability</b>
<b>SO-73: Reduced corruption in all its forms</b>
[SI-1] Conduct anti-corruption and anti-iniustice dialogues, trainings and awareness campaigns among various categories of Rwandans (to increase level of citizen satisfaction with fighting corruption and iniustice)
[SI-2] Conduct corruption risk assessment, legal and compliance analysis (to raise level of citizen satisfaction with performance of institutions in fighting corruption from 72.70% to 77%)
[SI-3] Monitor the implementation of Anti-corruption Policy and strategies (to raise level of citizen satisfaction with government commitment to fight corruption from 70.20% to 75.20%)
[SI-4] Conduct Annual Corruption Barometer
<b>[NPA-19] National Unity, Resilience, culture and values [6.4]</b>
<b>NG-32: United, resilient and actively engaged Rwandan Nation</b>
<b>SPA-47: To promote and uphold Rwandan identity and social healing</b>
<b>SO-74: Strengthened National unity and community resilience</b>
[SI-1] Promote Ndi Umunyarwanda values in different groups in Rwanda and Rwandan community abroad:
[SI-2] Coordinate social healing and social reintegration programs at community level (establish guidelines and structures)
[SI-3] Conduct 5 studies on National unity, genocide and community resilience
<b>SPA-48: Prevention and fight against genocide ideology</b>
<b>SO-75: Combatted genocide ideology and revisionism</b>
[SI-1] Enhance regional and international cooperation in genocide ideology prevention and prosecution
[SI-2] Strengthen legal awareness on denial and revisionism of the Genocide against the Tutsi
[SI-3] Develop and maintain Genocide memorial sites (equipping them with educational materials and enhancing preservation using technology)
[SI-4] Organize annual Commemorations of Genocide against the Tutsi
[SI-5] Collect and preserve archives on Rwandan History
<b>[NPA-20] Sustained Peace and Security [6.6]</b>
<b>NG-33: Preserving Peace, safety and security</b>
<b>SPA-49: To sustain Peace and Security</b>
<b>SO-76: Increased confidence in peace, personal and property security</b>
[SI-1] Strengthen capacity and capabilities of security organs to preserve territorial integrity and protect people and their property
[SI-2] Strengthen crime prevention and public order through community policing
[SI-3] Continue Contributing to peace and security through bilateral, regional and international Cooperation
[SI-4] Ensure effective correction, rehabilitation and reintegration services
<b>[Sector 15] Sports and Culture</b>
<b>[NPA-21] National Unity, Resilience, culture and values [6.4]</b>
<b>NG-34: Reinforce the preservation and promotion of Kinyarwanda, cultural values, norms and Rwandan heritage</b>
<b>SPA-50: Preserve and promote Rwandan Culture, values, norms and Rwandan Heritage</b>
<b>SO-77: Rwandan cultural values and norms embedded in daily lives of Rwandans</b>
[SI-1] Reinforce the use of Kinyarwanda in the service delivery of different institutions (Disseminate guidelines and monitoring its implementation)
[SI-2] Conduct mobilization campaigns on correct use of Kinyarwanda and on cultural values among specific groups (Artists, Journalists, Parents, institutions, students, etc.)
[SI-3] Operationalize Itorero program at different levels (village level, schools, institutions and Rwandan Community Abroad)
[SI-4] Develop infrastructures in cultural promotion (National Ubutore Centre phase 3, Provincial level centers and National Heroes Mausoleum phase 2)
[SI-5] Conduct 7 researches on Kinyarwanda, culture and values
<b>SO-78: Rwandan cultural heritage promoted</b>

	[SI-11] Develop Cultural heritage sites (National Liberation Museum completed Phase 3, Gikoba open air museum phase 1 & Kings Palace Museum Phase 2)
	[SI-21] Digitize Rwandan cultural heritage (digital mapping of 30 heritage sites, a virtual visit of campaign against Genocide)
	[SI-31] Develop and adopt Legal frameworks governing Archives services and book management
<b>SPA-51: Strengthen and promote the cultural and creative industry Ecosystem</b>	
<b>SO-79: Strengthened cultural and Creative Industries towards Job creation and income generations</b>	
	[SI-11] Scale up Arts Rwanda Ubuhanzi and Arts connect
	[SI-21] Attract and host international arts events for skills exchange and knowledge transfer
	[SI-31] Establish a framework to use the existing public and private infrastructures for arts (Arena, KCEV, Kigali Cultural Village/Rebero, stadiums, Petit Stade, etc)
	[SI-31] Develop and establish arts centers/Facility in CoK and secondary cities
	[SI-51] Mobilize and attract the private sector to invest in creative industries as an emerging sector with potential to generate income and job creation
<b>[Sector 16] Public Finance Management (PFM)</b>	
<b>[NPA-22] Strengthen Accountability [6.3]</b>	
<b>NG-35: Enhance Transparency and accountability and compliance of national laws</b>	
<b>SPA-52: Increase compliance with PFM rules and oversight of value-for-money</b>	
<b>SO-80: Public entities are increasingly able to comply with international accrual standards and with PFM laws and regulations</b>	
	[SI-11] Phase in IPSAS accrual standards (with TA support for policy design, implementation and training)
	[SI-21] Improve risk management and strengthen the quality of internal audit function
	[SI-31] Improve the monitoring and inspection of procurement entities (to minimize non-compliance in procuring entities)
<b>SO-81: Increased value for money of public spending</b>	
	[SI-11] Widen audit coverage and increase Supreme Audit Institute (SAI) capacity for performance and other specialized audits
	[SI-21] Increase Supreme Audit Institute (SAI) public engagement and support for Parliament to scrutinize audit findings
<b>SPA-53: Strengthen and sustain critical capabilities for effective PFM</b>	
<b>SO-82: PFM systems are sustainable, well-integrated and more responsive to user needs and decision making</b>	
	[SI-11] Enhance IFMIS sustainability and utility as a decision-making tool
	[SI-21] Increase Umucvo (e-Procurement) coverage, security and user experience
	[SI-21] Finalize and deploy Internal Audit Management Software (IAMS)
	[SI-41] Digitize Supreme Audit Institute's audit processes
	[SI-5] Modernize RRA ICT infrastructure for enhanced revenue collections
	[SI-6] Strengthen local government systems and frameworks for resource mobilization
<b>SO-83: The PFM sector is underpinned by a more sustainable pipeline of critical skills</b>	
	[SI-11] Refocus Learning & Development Strategy to provide required PFM skillsets with more emphasis on PFM upstream skills
	[SI-21] Enhance the delivery of PFM skills through professional bodies
	[SI-31] Increase subnational capacity to implement more complex PFM practices
<b>SPA-54: Enhance Climate Responsive PFM</b>	
<b>SO-84: Strengthened Climate Responsive PFM</b>	
	[SI-11] Strengthen the framework and implementation support for "green public procurement"
	[SI-21] Enhance climate responsive budgeting as a tool for external oversight and internal decision-making
	[SI-31] Integrate sustainability more fully in the public investment management process
	[SI-31] Capacity Building of PFM staff on climate risk reporting
<b>NG-36: Deliver evidence for informed decision making and transparency</b>	
<b>SPA-55: Enhance the efficiency, transparency, and accountability for informed decision-making</b>	
<b>SO-85: Availed timely, quality, and relevant official statistics for effective PFM</b>	
	[SI-11] Generate and disseminate high-quality data that supports evidence-based planning, budgeting, monitoring, and evaluation
	[SI-21] Provide capacity building and technical support across MDAs, Researchers, public for statistical literacy and use in informed decisions
	[SI-31] Enhance the adherence to international statistical and reporting standards to enhance Rwanda's credibility in PFM