



Republic of Rwanda

RSB
Rwanda Standards Board
ISO 9001 Certified

Rwanda Standards Board

STRATEGIC PLAN 2026-2030



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List of Acronyms and Abbreviations

A-I-A	: Appropriations in Aid
AfCFTA	: Africa Continental Free Trade Area
AFU	: Administration and Financial Unit
AQP	: African Quality Policy
ARSO	: African Organisation for Standardisation
BCM	: Business Continuity Management
BSC	: Balanced Scorecard
CSR	: Corporate Social Responsibility
DG	: Director General
DMs	: Divisional Managers
EAC	: East African Community
FDA	: Food and Drugs Authority
FSMS	: Food Safety Management Systems
FTA	: Free Trade Area
GDT	: GDT Advisory
HACCP	: Hazard Analysis Critical Control Point
ICT	: Information and Communication Technology
IEC	: International Electrotechnical Commission
ISO	: International Organization for Standardization
ITC	: International Trade Centre
L&G	: Learning & Growth
M&E	: Monitoring & Evaluation
MINAGRI	: Ministry of Agriculture and Animal Resources
MINICOM	: Ministry of Trade and Industry
MIR	: Made in Rwanda
MIS	: Management Information System
MoU	: Memorandum of Understanding
MSMEs	: Micro Small and Medium Enterprises
MTA	: Medium-Term Action
NAEB	: National Agricultural Export Development Board
NCD	: National Certification Division
NIRDA	: National Industrial Research and Development Agency



NIP	: National Industrial Policy
NMD	: National Metrology Services Division
NQI	: National Quality Infrastructure
NQTL	: National Quality Testing Labs Division
NQP	: National Quality Policy
NSD	: National Standards Division
NSP	: National Standardization Plan
NST 2	: Second National Strategy for Transformation
PAQI	: Pan-Africa Quality Infrastructure
PFM	: Public Financial Management
PMU	: Project Management Unit
PSF	: Private Sector Federation
PSDYE	: Private Sector Development and Youth Employment
QA	: Quality Assurance
QI4SD	: Quality Infrastructure for Sustainable Development
QMS	: Quality Management Systems
PSTA 5	: Fifth Strategic Plan for Agriculture Transformation
R&D	: Research & Development
REMA	: Rwanda Environment Management Authority
RICA	: Rwanda Inspectorate, Competition and Consumer Protection Authority
RSB	: Rwanda Standards Board
RURA	: Rwanda Utilities Regulatory Authority
SDGs	: Sustainable Development Goals
SMCA	: Standards, Metrology and Conformity Assessment.
SME	: Small and Medium-sized Enterprises
SOP	: Standard Operating Procedure
SPIU	: Single Project Implementation Unit
SQMT	: Standards, Quality Assurance, Metrology and Testing
TC	: Technical Committee
TMA	: TradeMark Africa
TOR	: Terms of Reference
ToT	: Training of Trainers
UNIDO	: United Nations Development Organization
VIBE	: Value-added Initiative to Boost Employment
WB	: World Bank
WTO	: World Trade Organization.
ZU	: Zamukana Ubuziraneng

Foreword



Mr. NSENGIYUMVA Paul
Chairperson, Board of Directors

A firm foundation for Rwanda's future prosperity and competitiveness is built on an unwavering commitment to quality and standards. On behalf of the Board of Directors, it is with great pride and conviction that I introduce the Rwanda Standards Board (RSB) Strategic Plan for 2026-2030. This plan is more than a document; it is a visionary roadmap that will guide our nation toward a future of enhanced competitiveness, consumer confidence, and sustainable growth.

Our strategy is anchored on four critical pillars that will shape our collective efforts. By enhancing RSB's Institutional Capacity, we are laying the groundwork for a more agile and effective organization. The promotion of Quality and Compliance of Products and Services will be our steadfast assurance to every consumer, both domestic and international.

Our commitment to Facilitating Trade and Industry Competitiveness will unlock new economic opportunities, while the fourth pillar of Strengthening Partnerships and Collaborations will ensure our work resonates far beyond our borders. Together, these pillars form the bedrock of a robust national quality infrastructure that will not only meet the demands of tomorrow but will define our place as a leader in Africa. I am confident that with a shared sense of purpose, we will realize the ambitious goals of this plan and deliver on our promise to the Rwandan people.



Preface

It is with a great sense of honour and responsibility that I present the RSB Strategic Plan 2026-2030. This plan is the culmination of extensive collaboration and a shared vision, and it serves as our definitive roadmap for the coming years. It outlines the tangible steps and strategic objectives we will take to translate our aspirations into measurable results and sustainable impact.

The successful execution of this plan hinges on our commitment to a set of clear strategic objectives. Our focus will be on strengthening governance and leadership to ensure transparency and accountability. We will enhance operational excellence and service delivery by streamlining our processes and embracing innovation. By promoting a culture of quality and standards across all sectors, we will empower businesses and protect consumers. Furthermore, we are committed to driving digital transformation, fostering a high-performing workforce, and ensuring the financial sustainability that will allow us to deliver on our mandate with efficiency and impact. This strategic plan represents a renewed pledge to our stakeholders and the nation. We are ready to embark on this journey and work together to build a future defined by quality, trust, and excellence.



Mr. MURENZI Raymond

Director General



Acknowledgements

The Rwanda Standards Board (RSB) extends its sincere gratitude to all individuals and organizations who contributed to the development and finalization of this Strategic Plan for 2026-2030. Your dedication, expertise, and invaluable insights were instrumental in shaping this forward-looking document.

We express our deepest appreciation to the Ministry of Trade and Industry for providing the strategic direction and guidance in line with the Second National Strategy for Transformation (NST 2). Their leadership has been fundamental in aligning this plan with the broader national development agenda.

Special recognition is given to our funding partners, TradeMark Africa, in collaboration with the International Trade Centre and the Mastercard Foundation, for their generous support through the Value-added Initiative to Boost Employment (VIBE) Programme. This joint effort by TradeMark Africa and ITC has been

essential in making the comprehensive strategic planning process possible, as it focuses on boosting employment and digital opportunities for women entrepreneurs, youth, and SMEs in key sectors, thereby directly contributing to the Private Sector Development and Youth Employment Strategy (PSDYE).

Our thanks are also extended to all the stakeholders who have and continue to interact with the Rwanda Standards Board. Your feedback and engagement are crucial to our mission and success.

Finally, we are grateful to GDT Advisory for their professional and insightful consultancy services throughout the strategic planning process. Your expertise has been invaluable.



1 CHAPTER 1

Introduction

1.1. RSB Strategic Plan (2026–2030)

In a rapidly evolving world characterized by technological advancements, climate change challenges, energy transitions, supply chain disruptions, and an urgent need for sustainability, the Rwanda Standards Board (RSB) is at a crucial juncture. To lead effectively in national and regional development, RSB must adapt and innovate its interventions to enhance the resilience of supply chains, meet evolving customer and stakeholder expectations, and navigate the complexities of manufacturing and global trade—all while aligning with Rwanda's ambitious Vision 2050 and the Second National Strategy for Transformation (NST2). The upcoming RSB Strategic Plan for 2026–2030 builds upon the successes and lessons learned from the 2021–2025 Strategic Plan, charting a bold and transformative path for RSB. The vision is for the national quality infrastructure to evolve beyond mere regulatory compliance, becoming a powerful driving force for industrial development, innovation, trade enhancement, and economic growth. By seizing this opportunity, RSB can strengthen its role in Rwanda's development and propel the nation towards a prosperous and sustainable socio-economic transformation.

This plan aligns strategically with the National Strategy for Transformation (NST2) for 2026–2029, sectoral policies and strategies with the

aim of significantly enhancing productivity through advanced technology, increasing export revenues, and elevating the 'Made in Rwanda' brand to new heights. By prioritizing digital transformation and fostering strong partnerships with the private sector, as well as with development partners and donors, the Rwanda Standards Board (RSB) will empower Micro, Small, and Medium Enterprises (MSMEs) to not only meet international standards but also capture new local and export market opportunities and thrive in a competitive global landscape. Together, we can unlock the full potential of Rwandan industries and drive sustainable economic growth.



By concentrating on these pillars, RSB demonstrates its steadfast commitment to developing a resilient industrial sector, fostering confidence in Rwandan products and services, safeguarding consumers and the environment, and establishing a solid framework for a high-income, knowledge-driven economy, all aligned with the objectives of Vision 2050.

1.2. Context of Strategic Plan (2026-2030)

The context for the Rwanda Standards Board (RSB)'s new strategic plan for 2026–2030 is shaped by national development goals, economic needs, an evolving quality infrastructure, and regional trade integration. Building on the successes and valuable lessons from the 2021–2025 strategic period, this plan aims to propel Rwanda toward becoming a dynamic, knowledge-driven high-income economy. Together, we can harness these foundational elements to foster sustained growth and innovation for the future of our nation.

1.2.1. National development

1) National Strategy for Transformation (NST2) 2024–2029: This strategy serves as the primary framework for all government institutions in Rwanda. The RSB's plan is aligned with the pillars of NST2, which focus on economic transformation, social transformation, and transformative governance. RSB will directly

contribute to the ambitious targets set by NST2, particularly those related to industrial growth and export promotion.

2) Vision 2050: The RSB's strategy is also framed within Rwanda's long-term goal of becoming a high-income country by 2050. The plan will detail how a strong National Quality Infrastructure (NQI) supports the development of high-quality products and services for export markets, which are essential for achieving this long-term vision.

3) Economic recovery and growth: In the aftermath of the COVID-19 pandemic, Rwanda's economy has shown strong growth, particularly in sectors such as manufacturing and construction. The RSB's strategy must maintain this momentum by supporting businesses, enhancing their competitiveness, and addressing challenges such as low uptake of standards, certification and compliance to requirements.

1.2.2. Economy and Market trend

1) Industrialization and export promotion: The government's industrialization agenda, a key focus of the National Strategy for Transformation 2 (NST2), emphasizes the need for standardisation and conformity

National development



Economic and market





assessments to ensure that products meet market requirements. RSB must provide efficient services that support domestic production and enable Rwandan goods to compete effectively in global markets.

2) African Continental Free Trade Area (AfCFTA):

AfCFTA: As a member of the AfCFTA, Rwanda aims to significantly increase its intra-African trade. RSB plays a vital role in this effort by harmonizing standards with both African and international norms, thereby reducing technical trade barriers. The strategic plan details how RSB will assist Rwandan businesses in accessing new continental markets.

3) SMEs empowerment:

The success of the 'Made in Rwanda' campaign heavily relies on the ability of micro, small, and medium enterprises (MSMEs) to produce high-quality products. The Zamukana Ubuziranenge (ZU) program, which offers technical assistance to SMEs, will need to be expanded and integrated into the new strategy to enhance its effectiveness.

1.2.3. Technology and Operations

1) Digital transformation: Rwanda Standards Board (RSB) is currently upgrading its digital systems such as its Laboratory Information Management System (LIMS), MIS and an online certification portal. The upcoming strategic plan is expected to enhance these digital efforts by focusing on integrated systems and a digital-first approach to service delivery and adoption of big data analytics which aims to improve efficiency and enhance the user experience for businesses.

2) Institutional maturity: As RSB transitions from being a standards-setting agency to a service-oriented organization, its new plan will adopt a more advanced, market-oriented strategy. This will involve applying insights gained from the previous plan and implementing a more dynamic monitoring and evaluation framework.

1.2.4. Partnership and collaboration

1) Stakeholder engagement: The development of the new strategy is based on a consultative process that involves public agencies, the private sector, and development partners. The plan will emphasize strengthening partnerships with institutions such as the Rwanda

Operational and technological



Partnership and collaboration



FDA and RICA to ensure regulatory coherence and effectiveness, but also with TMA, WB, UNIDO, and other for financing some of the RSB and NQI efforts for industrial development, trade promotion and consumer protection.

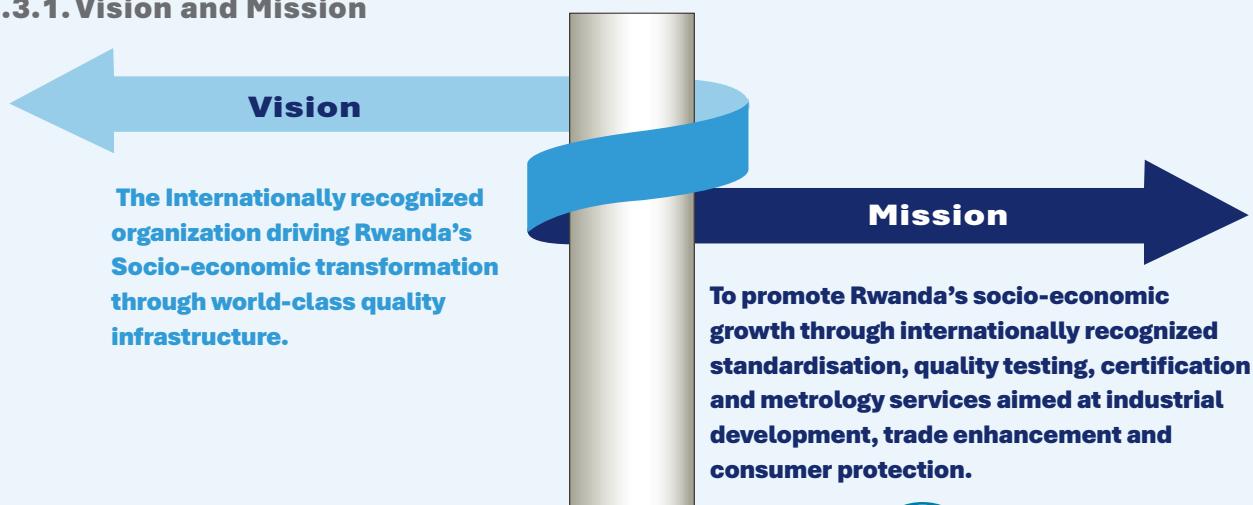
2) Sustainable development:

The plan will also align with the Sustainable Development Goals (SDGs), incorporating considerations for environmental protection and climate change resilience into standards and quality assurance practices.

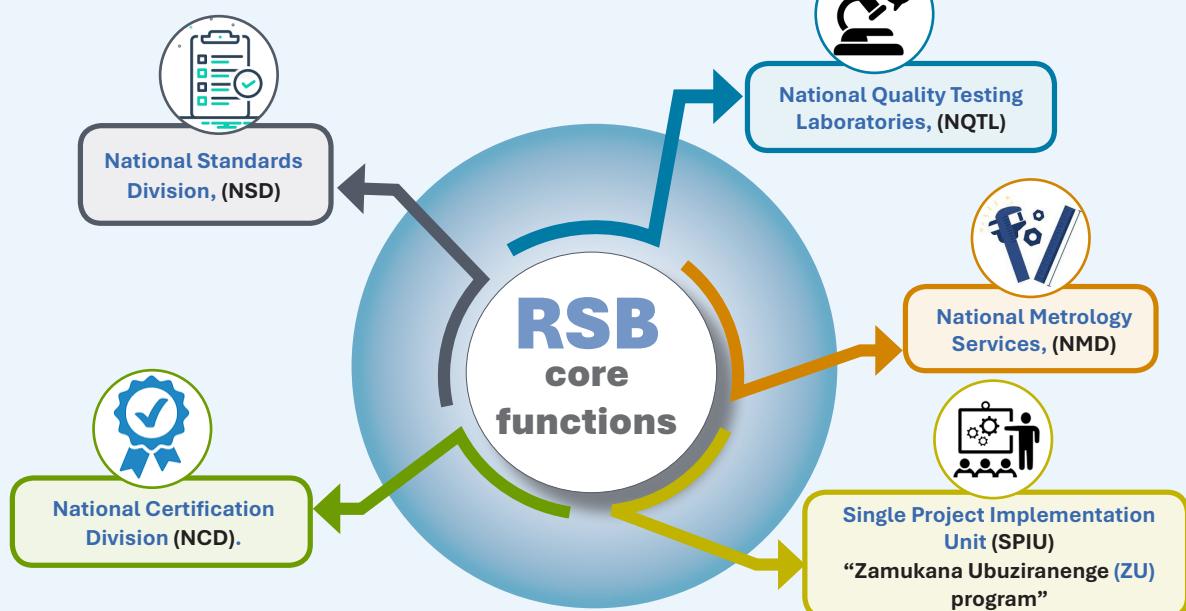
1.3. Overview of RSB and its functions

Rwanda Standards Board (RSB) is a public institution established by Rwanda's Official Gazette N° 30 of 29 July 2013. Its mandate covers standardisation, quality testing, certification, metrology, accreditation, and technical assistance services to enhance industrial development, promote trade, protect consumers, and drive the country's socio-economic transformation. The RSB, affiliated to the Ministry of Trade and Industry (MINICOM), has both a board of directors overseeing the functions of the institution and the leadership managing the daily operations.

1.3.1. Vision and Mission



1.3.2. RSB core functions





National Standards Division (NSD)

Three Units exist: Engineering and Urban Panning Unit (EUP), Agriculture, Chemistry, Environment and Services Unit (ACES) and Standards Publication, Training and Technical Assistance Unit (SPTTA). The key functions of the division include but not limited to

- 1) Develop and publish standards for products and services in priority sectors and value chains through a multi-stakeholder process involving experts from government, academia, and industry.
- 2) Disseminate information on standards, technical regulations, and technical assistance. Raise awareness of the importance of standards and quality services as tools for improving market access, technology transfer, and sustainable development.
- 3) Support institutions in developing technical regulations based on the set national standards.
- 4) Train parties in standardization, conformity assessment, metrology, and accreditation services.

- 5) Monitor the performance of standardization services at national, regional, and international levels.
- 6) Attend and contribute to national, regional, and international forums and initiatives related to standardization, conformity assessment, metrology, and accreditation.
- 7) Establish and maintain collaborations and partnerships with key stakeholders, partners, donors, and other institutions in standardisation era.
- 8) Advise the government on defining, devising, and implementing the quality policy.

National Quality Testing Laboratories (NQTL)

Three main units exist: Material Testing Laboratories Unit (MTLU), Chemical Laboratories Unit (CLU), and Biotechnology Laboratory Unit (BLU).

- 1) The NQTL operates accredited laboratories to international standards (ISO/IEC 17025) to provide reliable test results. The laboratories cover a range of products, including agro-processing, construction materials, light manufacturing – textiles and garments, wood and furniture, cosmetics



on quality, safety, and performances etc for manufacturers, importers, and the regulators.

- 2) NQTL regularly organise and provides the proficiency testing materials in the framework of regional capacity development in the testing laboratories towards laboratory designation.



- 3) Establish and maintain collaborations and partnerships with key stakeholders, partners, donors, and other institutions with interests in quality testing laboratories.
- 4) Disseminate information on testing capability, scope, accreditation, PT schemes, and technical assistance in best laboratory practices.
- 5) Serve as the national reference laboratory and assist in resolving disputes related to quality testing in Rwanda.
- 6) Designate testing laboratories that consistently demonstrate compliance with requirements and monitor their performance.

National Metrology Division (NMD)

Four units exist: Mechanical, Electrical, Chemical and Legal Metrology Units.

- 1) The NMD is responsible for conducting legal, scientific, and industrial metrology services for various stakeholders. Five laboratories are internationally accredited by the German Accreditation Body

(DAkkS): Balance, Mass, Temperature, Volume, and Pressure laboratories, which is crucial for trade, industry, and safety. The accreditation ensures accurate and internationally accepted measurements for mass, volume, and temperature.

- 2) Establish and maintain collaborations and partnerships with key stakeholders, partners, donors, and other institutions at national, regional, and international levels.
- 3) Carry out measurements and intercomparisons, as outlined in the applicable regulations and procedures.

National Certification Division (NCD)

Two units exist: Product Certification Unit and System Certification Unit. The key functions of the division include but not limited to:

- 1) Certify products (S-Mark, MIR Logo), systems (QMS, HACCP, FSMS), and personnel that demonstrate compliance with established requirements.
- 2) Raise awareness of the importance of certification services for improving market access and competitiveness.
- 3) Conduct market surveillance for the granted certification to evaluate the compliance.
- 4) Support the implementation of sector-specific policies, including the Made in Rwanda Policy.
- 5) Conduct research in areas of certification – product, system, and personnel, identify the market needs, and priorities.
- 6) Attend and contribute to national, regional, and international forums and initiatives related to conformity assessment.
- 7) Establish and maintain collaborations and partnerships with key stakeholders, partners, donors, and other institutions who have stake in the areas of certification in Rwanda.



International memberships and affiliations



1.3.3. International memberships and affiliations

The RSB represents Rwanda in regional and international standardization activities. It is an active member of numerous organizations, including:

- 1) International Organization for Standardization (ISO)

- 2) International Electrotechnical Commission (IEC)
- 3) Codex Alimentarius (for food standards)
- 4) African Organization for Standardization (ARSO)
- 5) East African Community (EAC) Standards Technical Management Committee
- 6) World Trade Organization (WTO).

1.4. Strategic plan development methodology

The Rwanda Standards Board (RSB) developed its strategic plans through a consultative, evidence-based, and iterative process that aligns its mandate with the national development goals and priorities, global challenges in industrial development, digital transformation, climate change. The methodology incorporated best practices for public sector strategic planning, focusing on stakeholder engagement, environmental analysis, and performance monitoring. This section presents the key stages of RSB's Strategic Plan 2026-2030 development.

1.4.1. Foundational analysis and preparation

- 1) Establish planning context: The initial steps involved meetings with RSB team, defining the purpose and scope of the strategic plan, setting a timeline (2026-3030), forming a diverse planning team, methodologies and administrative arrangements required.
- 2) Align with national, regional and global policies and strategies: The RSB's strategy is aligned with Rwanda's overarching national documents, including Vision

- 2050, the National Strategy for Transformation 2 (NST 2), the quality policy, industrial policy, trade policy, 'Made in Rwanda' policy, export strategy 2, PSTA 5, SDGs, PAQI, CFTA, SQMT Act, etc. This ensures that the RSB's priorities serve the country's broader socio-economic objectives.
- 3) Review the past strategic plan 2021-2025 performance: The process reviewed the performance of the previous strategic plan to identify lessons learned, achievements, and areas needing improvement.

1.4.2. Situational and stakeholder analysis

- 1) Conduct stakeholder analysis: A review undertaken involved internal and external stakeholders to gather information on stakes/ interests and expectations from RSB businesses, RSB influences on stakeholders, and type of engagement required. Feedback on the RSB's current operations and performance were also collected. This can include interviews and focus group discussions.
- 2) Assess the environment: RSB conducted a comprehensive environmental scan to understand internal strengths and weaknesses and external opportunities and threats (SWOT) analysis. This analysis considered factors such as technology, customer needs, and competition. It also looks at external factors such as the

political, economic, social, and technological (PESTEL) landscape.

- 3) Engage stakeholders: RSB used desktop-based, a participatory and consultative approaches. It involved a wide range of stakeholders, such as other regulators, government agencies, private sector entities, and development partners, to gather diverse perspectives and ensure the plan reflects their needs.

1.4.3. Strategy formulation

- 1) Define strategic priorities and objectives: Based on the situational analysis and stakeholder input, the RSB defined its long-term objectives and high-level strategic pillars.
- 2) Develop strategies and initiatives: RSB outlined specific strategies and actionable initiatives to achieve its objectives. These are detailed and translated into concrete actions with clear timelines, resource requirements, and accountability.
- 3) Incorporate risk management: The plan included a framework for managing risks that could affect the execution of the strategy, ensuring the board's objectives are resilient to potential challenges.

1.4.4. Cascading, Implementation and monitoring

- 1) Develop an execution plan: The strategic plan is translated into a Corporate Strategy Implementation Plan (CIP). Responsibilities are clearly



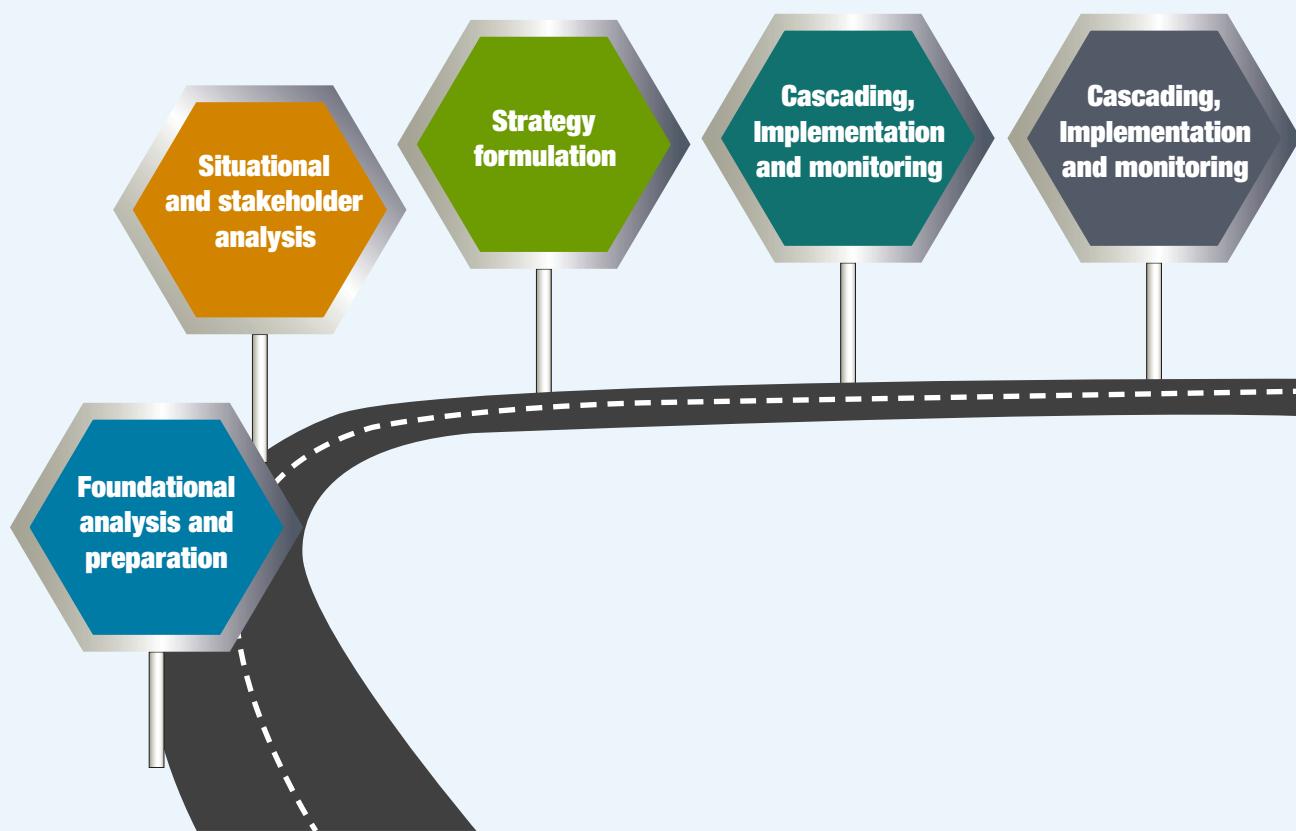
defined to all levels of the agency to ensure alignment and buy-in.

- 2) From the strategic objectives defined in 1.4.3 above, Measures (KPIs), Targets, and Initiatives for realization of the Strategic Objectives were determined.
- 3) Monitor, evaluate, and report: RSB implements systems for ongoing monitoring and evaluation to track performance in real-time and feed the results into the Corporate Implementation Plan and respective Balanced Scorecards. This process allows for regular reviews and adjustments to the plan based on data and changing circumstances. Performance is regularly reported to stakeholders.

1.4.5. Communication and continuous improvement

- 1) Communicate the plan: The strategic plan and its rationale are clearly communicated to all stakeholders, including staff, partners, and the public, using various channels.
- 2) Facilitate continuous learning: By implementing a culture of continuous evaluation and adaptation, RSB will ensure that its strategic planning is an ongoing process rather than a static document. Lessons learned from each cycle are used to inform the development of the next strategic plan.

Strategic plan development methodology





“ By promoting a culture of quality and standards across all sectors, we will empower businesses and protect consumers”.

Director General, RSB





CHAPTER 2

Strategic Direction 2026-2030

2.1. Drivers of change

The key strategic drivers of change for the Rwanda Standards Board (RSB) are based on Rwanda's ambitious national development policies – NST2, and bold vision 2050. These drivers include the country's commitment to fostering private sector growth, its increasing integration into regional and international markets, global technological and environmental changes. As a result, the RSB must continually adapt its strategy, operations, and services to meet these evolving demands.

2.1.1. National policy and economic development

- 1) National Strategy for Transformation (NST2):** As a key contributor to national goals, the Rwanda Standards Board (RSB) must align its strategy with the pillars of economic, social, and governance transformation outlined in the NST2. RSB's role is to ensure that a robust national quality infrastructure supports Rwanda's vision of becoming a high-income, knowledge-based economy by 2050.
- 2) Industry, Trade, MIR Policies and Export strategy II:** To address the trade deficit, boost industrial production, and promote trade

and export requires RSB to expand and refine its NQI services, particularly in certification and quality testing. RSB is the official body responsible for issuing the certification (S-Mark and MIR logo), making it a crucial player in building trust and promoting local production and export.

- 3) Industrialization and private sector growth:** As Rwanda pursues private sector-led growth, the RSB must provide efficient, business-friendly, and cost-effective services. This is especially important for local small and medium-sized enterprises (SMEs) to meet national and international quality standards and compete effectively in the market.

2.1.2. Regional and international integration

- 1) African Continental Free Trade Area (AfCFTA):** AfCFTA seeks to create a single African market, which drives the need for standard harmonization across the continent. For the RSB, this means aligning national standards with continental standards to facilitate intra-African trade and remove technical barriers.

- 2) **Global market access:** To access international markets and compete effectively on the global stage, Rwandan products must meet the requirements of international standards. RSB is driven to support industries in upgrading their processes and products to meet the global demand.
- 3) **Regional economic blocs:** As an active member of the East African Community (EAC), Rwanda follows harmonized standards, certification procedures, and testing within the region. RSB must continue to collaborate with EAC to ensure Rwandan goods and services can access regional markets.
- 4) **International standards alignment:** To maintain international recognition and credibility, the RSB must align its standardization and conformity assessment practices with the global and regional structures, such as the International Organization for Standardization (ISO), African Organisation for Standardisation (ARSO), EAC, and the International Electrotechnical Commission (IEC). This ensures Rwandan products are competitive and trusted globally.
- 5) **International accreditation:** Securing and maintaining international accreditation for its NQI services – testing laboratories, certification schemes, and metrology laboratories are major drivers for RSB as they key for the international markets’ accessibility and competitiveness.

2.1.3. Technological innovation

- 1) **Digital transformation:** The government has prioritized the digital transformation of its economy and public services, creating a structural framework for innovation. RSB must embrace this shift by digitizing and digitalizing its internal processes and service delivery to improve efficiency and accessibility for its clients.
- 2) **Emerging technologies:** The emergence of new technologies and industries requires the RSB to proactively develop standardisation and conformity assessment procedures for areas such as artificial intelligence (AI), the Internet of Things (IoT), and cloud computing, and the rapidly growing ‘biocircular’.
- 3) **Advanced testing and metrology technologies:** Advances in testing and measurement technology require RSB to continuously invest in and upgrade its laboratory infrastructure. For example, investing in a Cobalt 60 calibration system to measure and calibrate ionization chambers and other dosimetry equipment, ensuring the accuracy of radiation doses in medical radiotherapy and other applications, would improve its scope of services in health sector.

2.1.4. Societal change

- 1) **Sustainable Development Goals (SDGs):** As a government agency, RSB must align its strategic plan 2026-2030 and its goals with the UN’s SDGs. This involves developing standards that address key social issues,



such as health, education, clean energy, and promoting green skills.

- 2) **Consumer awareness:** As consumer awareness of product quality and safety increases, so does the demand for transparent and accountable market surveillance. RSB is driven to strengthen its public education efforts to build and maintain consumer trust.
- 3) **Consumer behaviour change:** Consumers demand more personalized products and services and expect high levels of transparency and collaboration from organizations.
- 4) **Building trust:** Growing connectivity and access to information mean that public and civil society actors expect their concerns about security, privacy, and ethics to be heard.

2.1.5. Environmental change

- 1) **Climate change and resilience:** The increase in extreme weather conditions necessitates standardization and conformity assessment interventions that promote climate resilience and risk management across various sectors, including agriculture, mining, transport, and infrastructure. With national

policies focused on green growth and climate resilience—such as the Green Growth and Climate Resilience Strategy (GGCRS) and the National Cooling Strategy—the RSB must expand its standardization and conformity assessment efforts to incorporate sustainable practices.

- 2) **Circular economy:** The shift toward circular economy will require RSB to establish and update its resource efficiency, waste reduction, and sustainable production standards – environmental management.
- 3) **Ecosystem and natural resource protection:** Rwanda's emphasis on managing natural resources and protecting ecosystems creates a demand for standards and certification that promote environmental sustainability and align with green economy principles.
- 4) **Sustainable energy:** The RSB is aware of the energy transition toward renewable sources, including solar systems, biogas, and other low-carbon, environmentally sustainable technologies. As such, the RSB needs to establish relevant standards concerning green technologies.

2.2. Rwanda Standards Board (RSB) Mandate

The Rwanda Standards Board (RSB) is a public institution mandated to the development and publication of national standards, as well as providing testing, certification, and metrology services. Its focus is on fostering industrial development, promoting trade, ensuring consumer protection, and safeguarding environmental health. The core mandates of the RSB are organized into four main divisions:

RSB Mandate

01

National Standards Division

This division is responsible for developing, publishing, and disseminating national standards across various sectors, including food and agriculture, engineering, chemicals and consumer products, environmental protection, and services.

02

National Certification Division

This division certifies products, systems, and personnel, providing certificates as proof of conformity to applicable standards. This certification process delivers several benefits, including ensuring quality and safety.

03

National Quality Testing Laboratories

NQTL establishes and maintains laboratories to test products, ensuring they meet national, regional, and international standards. These laboratories also serve as references for quality compliance and participate in proficiency tests with other institutions.

04

National Metrology Services

NMD offers essential legal, scientific, and industrial metrology services. Its responsibilities include maintaining measurement standards, ensuring the accuracy and reliability of measurements used in trade and industry, and conducting research in the field of metrology.

05

SPIU

Manages and oversees the implementation of both externally and internally funded projects. This structure, which is present in many public institutions across Rwanda, was established to enhance coordination, efficiency, and effectiveness in executing projects funded by development partners. The Zamukana Ubuziranenge (ZU) program offers technical assistance to SMEs towards standards compliance and certification for market access and competitiveness.



2.3. Vision Statement

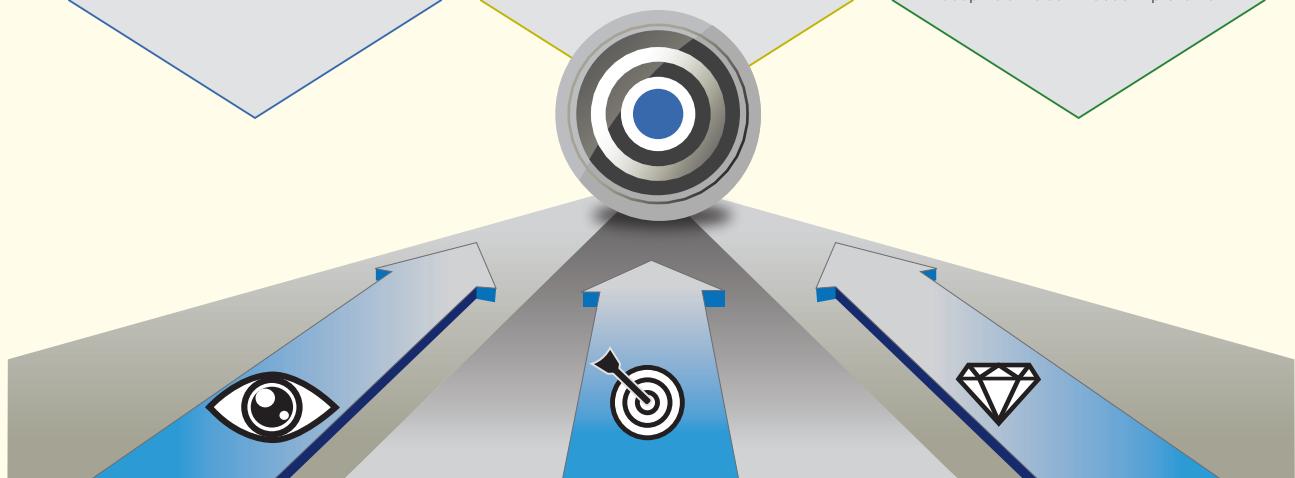
The Internationally recognized organization driving Rwanda's Socio-economic transformation through world-class quality infrastructure.

2.4. Mission Statement

To promote Rwanda's socio-economic growth through internationally recognized standardisation, quality testing, certification and metrology services aimed at industrial development, trade enhancement, and consumer protection.

2.5. Core Values

- 1) **Accountability:** We take responsibility for our actions and deliver on our commitments.
- 2) **Transparency:** We communicate openly and ensure our processes are clear to all stakeholders.
- 3) **Integrity:** We act with honesty, fairness, and strong ethical principles.
- 4) **Customer Focus:** We prioritise our customers' needs and exceed their expectations.
- 5) **Teamwork:** We collaborate and support one another to achieve shared goals.
- 6) **Professionalism:** We uphold high standards and demonstrate excellence in all we do.
- 7) **Innovative:** We embrace new ideas and adapt to drive continuous improvement



2.5. Strategic Pillars

The RSB Strategic Pillars for the Strategic Plan 2026–2030 are based on the Government's aspirations as outlined in NST2, the bold Vision 2050, and analyses conducted using PESTEL, SWOT, stakeholder input, and the current situation. The key pillars for the Strategic Plan 2026-2030 are:





3

CHAPTER 3

Situational and Stakeholder Analysis

3.1. Global Quality Infrastructure Outlook

Rwanda Standards Board (RSB) benchmarks and aligns its set up and operational frameworks with the global quality infrastructure. The configuration of global quality infrastructure (QI) is a complex, dynamic system of interconnected national, regional, and international institutions, policies, and practices. It is built on five key functions —metrology, standardization, accreditation, conformity assessment, and market surveillance—and relies on a system of mutual recognition to facilitate global trade and address global challenges. The current configuration is evolving rapidly, driven by digitalization, the shift toward a more sustainable economy, and complex geopolitical and trade dynamics.

3.1.1. Key components of the global QI and interactions

International level

Rwanda standards Board (RSB) is in line with the international organizations that form the apex of the global QI, establishing the harmonized frameworks and rules that national systems adopt.

- 1) **Standardization:** The International Organization for Standardization

(ISO) and the International Electrotechnical Commission (IEC) develop and publish voluntary international standards that are adopted by national standards bodies worldwide. The International Telecommunication Union (ITU) focuses on standards for information and communication technologies.

- 2) **Metrology:** The International Bureau of Weights and Measures (BIPM) oversees the International System of Units (SI). Through the Mutual Recognition Arrangement (CIPM MRA), national metrology institutes (NMIs) recognize each other's measurement capabilities, ensuring global traceability of measurements.

- 3) **Accreditation:** The International Laboratory Accreditation Cooperation (ILAC) and the International Accreditation Forum (IAF) are global associations that manage mutual recognition arrangements (MRAs). These arrangements grant international equivalence to the certifications, test reports, and inspection results issued by accredited bodies in signatory countries.



- 4) Trade framework:** The World Trade Organization (WTO), through its Agreement on Technical Barriers to Trade (TBT), promotes the use of international standards to prevent technical regulations from creating unnecessary barriers to trade.

Regional level

Rwanda Standards Board (RSB) also recognises the Regional QI organizations that facilitate trade and economic integration within their geographic areas by harmonizing standards and aligning with international frameworks.

- 1) European Union (EU):** The EU QI organizations include the European Committee for Standardization (CEN) and the European Committee for Electrotechnical Standardization (CENELEC).
- 2) Africa:** The African Continental Free Trade Area (AfCFTA) relies on regional quality organizations, such as the African Organization for Standardization (ARSO) and the Pan-African Quality Infrastructure (PAQI) program, to support the industrial development and harmonization of quality standards.
- 3) Other regions:** Organizations such as the Asia Pacific Accreditation Cooperation (APAC) and the Inter-American Metrology System (SIM) coordinate quality infrastructure among their member states.

Country level

Depending on the context of each country, the National Quality Infrastructure (NQI) may be set up differently, however, most of them comprise of public and private organizations, legal frameworks, and technical practices.

- 1) Components of the NQIs:** This includes a National Standards Body (NSB), National Metrology Institute (NMI), a National Accreditation Body (NAB), a National Certification Body (NCB), National Testing Laboratories (NTL) and a National Inspection Body (NIB). In the case of Rwanda, the Standards, Quality Testing, Certification, Metrology and Accreditation are governed by one board, which is the Rwanda Standards Board (RSB), while inspections are managed by RICA and Rwanda FDA.
- 2) Integration of NQI institutions:** The NQI's effectiveness and integration into the global system are assessed by indices such as the Global Quality Infrastructure Index (GQII), which ranks economies based on the performance of their metrology, standardization, and accreditation systems.

3.1.2. Factors driving the Global QI

Rwanda Standards Board (RSB) also understands the global challenges affecting the current global QI Model performance and ongoing efforts to address them.

- 1) Digitalization:** The rise of new technologies such as the artificial

intelligence (AI), the Internet of Things (IoT), big data, and digital twins is pushing QI toward 'SMART' standards—machine-readable, executable, and modular. This allows for faster, data-driven conformity assessments and creates new opportunities for traceability.

- 2) Sustainable development:** The UN's Sustainable Development Goals (SDGs) are driving the integration of environmental and social concerns into QI. This includes creating standards for the circular economy, promoting energy efficiency, and addressing climate change impacts. The QI for Sustainable Development (QI4SD) Index is now used to measure countries' readiness to achieve the SDGs through their QI. RSB may consider exploring the QI4SD in the next strategic plan 2026-2030.
- 3) Shifting trade patterns:** The evolution of global supply chains and the rise of regional trading blocs are creating new complexities for QI. The demand for verifiable product quality has increased, requiring QI bodies to strengthen accountability systems and ensure the international recognition of their services.
- 4) Economic and geopolitical uncertainty:** Trade uncertainty and geopolitical tensions challenge multilateralism and can lead to fragmentation in QI. This emphasizes the need for strong

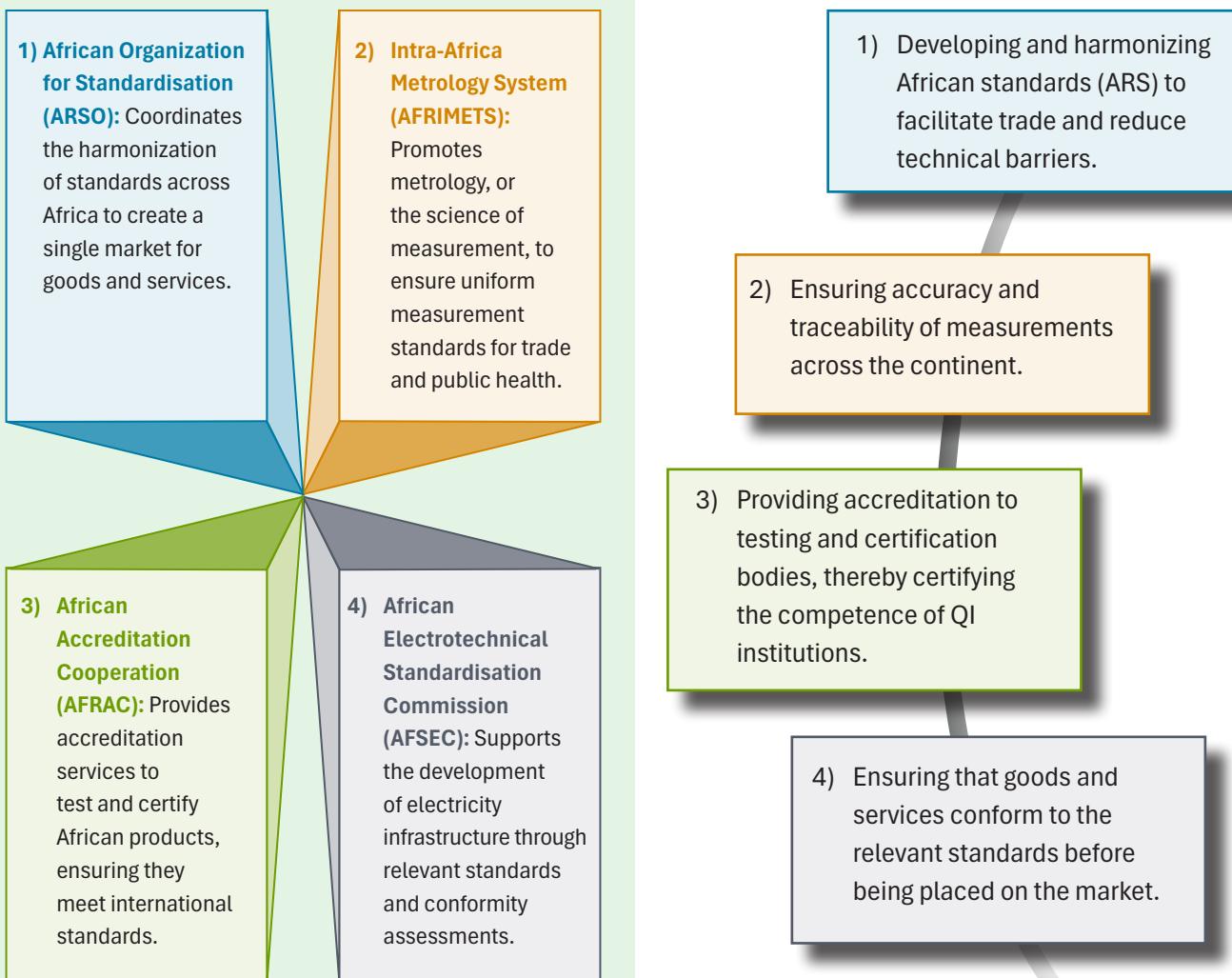
mutual recognition agreements and open, transparent data sharing to maintain trust and prevent new technical barriers to trade.

3.2. African Quality Infrastructure and Policy

3.2.1. Frameworks, functions and pillars

This strategic plan 2026-2030 is aligned with the African Quality Infrastructure (AQI). An analysis of Africa's Quality Infrastructure (QI) reveals a complex landscape with a robust institutional framework at the continental level but persistent capacity and harmonization gaps at the regional and national levels. The success of the African Continental Free Trade Area (AfCFTA) depends heavily on bridging these QI deficiencies to boost intra-African trade and improve the global competitiveness of African goods and services.

The Pan-African Quality Infrastructure (PAQI), officially launched in 2013, serves as the overarching coordinating body for Africa's QI. The policy is meant to be a benchmark for national and regional quality policies (NQPs), which serve as building blocks for the continental framework. Its structure is built on four main pillars:



The Africa Quality Policy (AQP) is the continental framework adopted by the African Union in February 2022 to guide member states in building a robust quality infrastructure (QI). Its purpose is to ensure that products and services produced across Africa meet requisite standards for quality, safety, and environmental protection. The AQP is a key component for realizing the objectives of major continental initiatives, particularly the African Continental Free Trade Area (AfCFTA).

RSB recognises the AQP policy direction, fold into four pillars of quality infrastructure:

3.2.2. Challenges and constraints

The new RSB strategic plan 2026-2030 acknowledges the challenges as highlighted in the African quality Infrastructure and policy framework,

- 1) Lack of harmonization and capacity:** There is a significant disparity in quality infrastructure (QI) capacity across the continent, especially concerning regulatory frameworks and technical infrastructure. According to the 2023 PAQI Index, 39% of AfCFTA states are not fully capable of meeting the required technical barriers.



2) Inadequate physical infrastructure: Poor transportation networks and unreliable energy supplies hinder trade and industrial growth. Upgrading roads, ports, and energy systems is crucial for African economies to achieve their full potential and seize opportunities in regional markets.

3) Financial gaps: The continent faces a substantial annual funding shortfall for infrastructure, which delays both the development and maintenance of essential quality infrastructure systems.

4) Slow implementation of AfCFTA: The success of the African Continental Free Trade Area (AfCFTA) relies on the effective implementation of harmonized quality infrastructure. Delays in standardizing regulations and trade laws are impeding cross-border trade and economic integration.

5) High trade costs: Deficiencies in quality infrastructure led to persistently high trade costs. Research indicates that inadequate infrastructure contributes significantly to transportation costs for exports, particularly for landlocked countries.

3.2.3. Opportunities

- 1) RSB considers exploiting the opportunities as presented in the African QI and Quality policy, specifically:
- 2) AfCFTA: The African Continental Free Trade Area (AfCFTA) serves

as a significant incentive to accelerate the development and harmonization of quality infrastructure across Africa. This initiative creates opportunities to streamline trade, improve market access, and attract investment.

- 3) Digital transformation: The emergence of digital technologies presents a chance to surpass traditional infrastructure models. By leveraging technology, efficiency can be enhanced in areas such as certification, traceability, and information dissemination.
- 4) Strengthened regional economic blocs: Efforts by regional economic communities (RECs) such as EAC, ECOWAS and SADC to enhance their quality infrastructure institutions and align with the Pan-African Quality Infrastructure (PAQI) framework are essential for continental integration.
- 5) Partnerships for capacity building: Establishing strong partnerships with international organizations, such as the Physikalisch-Technische Bundesanstalt (PTB) and the United Nations Industrial Development Organization (UNIDO), is crucial for obtaining funding and technical support.
- 6) Increased export competitiveness: A well-functioning quality infrastructure improves the quality and safety of African products, ultimately enhancing their competitiveness in both intra-African and global markets. This boosts exports and supports economic growth.



3.3. Eastern African Quality Infrastructure and Policy

3.3.1. Organization and arrangements

The new RSB strategic plan 2026-2030 is aligned with the EAC quality infrastructure. The SP recognizes that the East African Quality Infrastructure (QI) is a system of institutions and activities established by the East African Community (EAC) to harmonize standards, testing, metrology, and certification among its member states. Its purpose is to facilitate regional and international trade, protect consumers, and promote industrial development. Key institutions within this framework include the East African Standards Committee (EASC), which consists of the national standards bureaus from each EAC partner state: Rwanda, Burundi, the Democratic Republic of Congo, Kenya, Somalia, South Sudan, Tanzania, and Uganda. The EASC is responsible for coordinating the implementation of standardization, quality assurance, metrology, and testing (SQMT) activities across the region. Additionally, the East African Accreditation Board (EAAB) oversees accreditation activities throughout the region to ensure there is no duplication of efforts and to promote the mutual acceptance of test results, certification, and inspection results from accredited bodies in the partner states. Furthermore, the National Standards Bodies (NSBs) from each member state, such as the Kenya Bureau of Standards (KEBS), Rwanda Standards Board (RSB), and Tanzania Bureau of Standards (TBS), collaborate with the EASC

to implement regional standards effectively.

3.3.2. Main functions and achievements

The new RSB strategic plan 2026-2030 recognises the functions of the different committees and achievements:

- 1) The East African Standards Council (EASC) develops and issues East African Standards (EAS) to replace various national standards, aiming to eliminate technical trade barriers (TBTs). As of July 2022, nearly 1,900 standards have been harmonized.
- 2) This arrangement encourages the mutual recognition of standards and certification marks across the East African Community (EAC). It allows products certified in one country to be accepted in others without the need for repeat testing, thereby reducing costs and delays at borders.
- 3) The harmonization of standards directly lowers non-tariff barriers (NTBs), facilitating the flow of goods and enhancing trade within the EAC.
- 4) Aligning with the World Trade Organization (WTO) TBT Agreement, the EAC's quality infrastructure helps businesses engage more effectively in the global economy.
- 5) Through the Market Access Upgrade Program (MARKUP II), the EAC enhances the capacity of national testing laboratories and other NQI institutions.



RSB has considered the East African Community's (EAC) quality policy and its main pillars are Standardization, Quality Assurance, Metrology, and Quality Testing as given by the SQMT Act of 2006, which provides the legal framework for a harmonized and integrated quality infrastructure across the region. The policy's goal is to create a regional environment that facilitates trade, protects consumers, and promotes industrial development by setting and enforcing common quality standards for goods and services.

The policy is built on the following principles and objectives, as outlined in the SQMT Act:

- 1) Harmonization of standards: The policy mandates the development and adoption of East African Standards (EAS) to replace different national standards and eliminate technical barriers to trade (TBTs). This is done in line with international best practices from organizations such as the World Trade Organization (WTO).
- 2) Consumer protection: A central aim of the policy is to protect the health and safety of consumers and the public, as well as the environment. This is achieved by ensuring that products and processes conform to established standards, which in turn enhances consumer confidence and limits exploitation.
- 3) Facilitating trade: By harmonizing standards and promoting mutual recognition of certification marks, the policy reduces the costs and delays associated with trading goods across borders in the

EAC. It supports regional and international trade by making it easier for businesses to access new markets.

- 4) Industrial development: The policy fosters a conducive environment for industrial growth within the EAC. By enhancing the quality, reliability, and reputation of locally produced goods, it helps businesses become more competitive, both regionally and internationally.
- 5) Capacity building: The policy promotes cooperation and collaboration among partner states in areas such as standardization, accreditation, and conformity assessment. This includes training programs, knowledge sharing, and other initiatives to strengthen national quality infrastructure institutions.

Since the enactment of the SQMT Act, the East African Community (EAC) has been consistently reviewing and updating its procedures to address challenges in implementation. Recently, there has been a strategic move to repeal the 2006 Act, with the goal of creating greater clarity and efficiency in addressing issues related to standardization, accreditation, and metrology. This initiative is aiming at establishing two distinct bills that are presently awaiting approval from the East African Legislative Assembly (EALA). These bills not only aim to streamline processes but also to align our practices more closely with international standards, particularly those outlined in the World Trade Organization's Technical Barriers to Trade (TBT) Agreement.



By pursuing these reforms, we are committed to fostering a more robust and competitive environment for our region, ensuring that we meet global benchmarks and enhance trade effectiveness.

3.3.3. Challenges and constraints

RSB understands the political, regulatory and technical challenges the region faces in standardisation, conformity assessment, metrology and accreditation services. Particularly:

- 1) Harmonizing and implementing standards has been slow, which affects trade within the East African Community (EAC). Some member states have been delaying in adopting standards and essential quality-related legislation.
- 2) Although hundreds of standards have been harmonized, not all member states have adopted every regionally harmonized standard.
- 3) Some national quality infrastructure (QI) institutions, particularly in newer member states, need further development to match the capabilities of those in more established markets, such as Kenya and Tanzania.
- 4) The geo-political situation has worsened the regional integration and participation of member states into the planned activities.

New RSB Strategic Plan 2026-2030 has considered all these dynamics in the EAC region,

3.4. Rwanda Quality Infrastructure (NQI) and Policy

3.4.1. Rwanda National Quality Infrastructure - Legal Framework

Rwanda has made significant investments in developing a comprehensive National Quality Infrastructure (NQI) ecosystem, which is primarily driven by three institutions: the Rwanda Standards Board (RSB), the Rwanda Food and Drugs Authority (Rwanda FDA), and the Rwanda Inspectorate, Competition and Consumer Protection Authority (RICA). All the NQI institutions are established by the organ Law N° 001/2016/OL of 20 April 2016. Article 1 to 11 of this law sets provisions on the establishment, mandate and functions of the institutions. Further, each established NQI institution has its own laws establishing the institution, governance, leadership, management and its mandates. Equally important, EAC has also a regional treaty providing a regulatory framework on NQI institutions in the region. Article 81 of the treaty recognizes the significance of standardization, quality assurance, metrology and testing to promote trade in the EAC. Article 81 also requires that the EAC Member States establish an SQMT policy to facilitate movement of goods and services produced and traded within the region. To fully implement this article 81, (Standards, Quality Assurance, Metrology and Testing) Act of the East African Community was enacted in 2006. The SQMT Act 2006 sets provisions for the establishment

and operationalization of SQMT institutions within EAC Member States. To engineer the NQI process in Rwanda, Rwanda Quality Policy 2018 aligned to the SQMT Act 2006 was established and it provides guidance on matters related to the NQI services including development of standards, performing quality testing, certification, metrology and inspection and accreditation services in Rwanda. However, during implementation, it has been observed that there is mismatching between the regulatory framework set forth as per the organic law and institutional laws defining the mandates of each institution in the NQI.

3.4.2. Rwanda National Quality Infrastructure - Institutional Framework

The RSB, as per the Law N° 50/2013 of 28/06/2013, is responsible for standards development, quality testing, metrology (scientific, industrial, and legal), certification (products, systems, and personnel), as well as accreditation services. The Rwanda FDA, as set forth by the Law N° 003/2018 of 09/02/2018, regulates the manufacture, transportation, and sale of human and animal drugs, processed fortified foods, supplements, and related products. RICA, as given by the Law N° 31/2017 of 25/07/2017, conducts inspections for a wide range of items, including agrochemicals, unprocessed animal and plant products, construction materials, electrical installation goods, electronic items, chemicals not intended for treatment or diagnostics, textiles, plastics and rubber products, leather goods, wood

products, non-medicated cosmetics, paper products, children's toys, arts and crafts materials, domestic appliances, personal hygiene products, agricultural tools, paints, animal feeds, factory machinery, and recreational tools.

The capacity of NQI in Rwanda has been steadily improving. Standardization efforts have been enhanced, evidenced by a significant increase in the number of published standards and ability to participate in international standardization activities. Additionally, the role of metrology has been strengthened, with complete time-frequency, volume, temperature, weights and measures, and chemical metrology and other laboratories. Furthermore, the certification process for products, systems, and personnel has seen remarkable improvements, contributing to the international harmonization and the mutual recognition of conformity assessment procedures. Further, quality testing plays a crucial role, particularly in supporting certification and inspection services.

3.4.3. Challenges in the current NQI in Rwanda

Rwanda has made significant progress in establishing its National Quality Infrastructure (NQI); however, several challenges remain at the technical level, particularly in managing cross-functional operations and overall capacity.

One of the main issues is that there is a notable lack of effective governance and coordination among the National Quality Infrastructure (NQI)



institutions. In the context of industrial development, the components of the NQI are closely interconnected, with standards serving as the foundation for quality testing, certification, inspection, and metrology services. The responsibilities for standards, testing, metrology, certification, and accreditation are managed separately by the Rwanda Standards Board (RSB). Inspections, on the other hand, fall under the jurisdiction of the Rwanda Food and Drugs Authority (Rwanda FDA) and the Rwanda Inspectorate, Competition and Consumer Protection Authority (RICA), each focusing on different scopes of operations. The absence of communication and close collaboration among these NQI agencies, coupled with limited technical synergy, hinders efforts to support industrial development, promote trade, and ensure consumer and environmental protection, ultimately affecting the business community negatively.

In addition, a market-driven National Quality Infrastructure (NQI) facility has not yet been established. Developing the NQI requires financial resources that must be mobilized from the government and its stakeholders. Currently, strategies for gathering these resources for the construction and development of the NQI building have not been fully utilized. A feasibility study for the NQI building has been completed, demonstrating that it will provide an appropriate architectural design, be industry-driven, and have an environmentally friendly configuration. This design aims to address the scientific, technical, and operational challenges identified in

the existing NQI setup. The complex will accommodate NQI institutions and house high-tech, sensitive laboratory equipment to support NQI functions.

Moreover, the NQI lacks the technical expertise needed to support industrial development. For instance, relevant standards in areas such as artificial intelligence, smart manufacturing, renewable energy, new materials, and quantum technology have yet to be developed, and the rate at which existing standards are adopted by industries is still low. Additionally, the metrology services in Rwanda lack certain technological capabilities, including quantum technology and chemical metrology for developing Certified Reference Materials (CRMs). There is also a lack of adequate testing and analysis technologies to meet market demands. These shortcomings in technical capabilities have severely limited the long-term development of Rwanda's strategic emerging industries.

Equally important, the National Quality Infrastructure (NQI) in Rwanda plays a vital role in ensuring industry development, trade promotion, and consumer protection, yet its regulatory and institutional framework requires significant improvement. Currently, the Rwandan Standards Board (RSB) is responsible for establishing standards, conducting quality testing, certification, metrology, and accreditation services. In parallel, regulatory inspections of food, cosmetics and other products and facilities are managed by the Rwanda Food and Drugs Authority



(FDA) and the Rwanda Inspectorate of Competition and Consumer Protection (RICA). However, the implementation of each organization's mandate has proven to be challenging and inefficient. For example, both certification and regulatory functions are critical for fostering industry development and ensuring compliance. Despite being grounded in the same standards, these activities are carried out through different processes, often leading to different outcomes. This overlap is typically seen as a duplication of efforts and responsibilities. Additionally, the Rwanda FDA focuses on inspecting processed foods, while RICA is tasked with the inspection of unprocessed foods. This division creates fragmentation within the value chains, ultimately harming the business environment. To address these pressing issues, it is crucial that the Strategic Plan for 2026-2030 incorporates clear strategic objectives aimed at streamlining processes and strengthening collaboration among these key organizations. A cohesive framework will not only enhance compliance and quality assurance but also bolster the competitiveness of the Rwandan business community.

3.5. Achievements and lessons learnt from Strategic Plan 2021-2025

This section summarises findings from an End-Term Evaluation of the Rwanda Standards Board's Strategic Plan 2021 - 2025. The evaluation intends to contribute to a better understanding of the progress achieved in implementing the last Strategic Plan, determine whether RSB is achieving transformational results, and make recommendations about improvements that will strengthen strategic performance in the next strategic period. This evaluation covers standards, quality testing, certification, metrology and SPIU. The results of this evaluation will feed into the next Strategic Plan 2026-2030, which is under development.



3.5.1. Summary of achievements from the last SP-2021-2025

DIVISION	RSB ACHIEVEMENTS 2021-2025
The National Standards Division (NSD)	<ol style="list-style-type: none"> Published 584 new standards (97% of target) and a total of 4,243 standards. Revised 478, and harmonised 430 regional standards, Participated in 121 regional and 12 international standardisation projects. Established 46 standards in construction under the Enabel project. Trained 226 technical committee members in 3 new schemes Trained 670 stakeholders against a Target of 400 (168%) in 5-day programs. Hosted 10 regional meetings and celebrated World Standards Day.
The National Metrology Division (NMD)	<ol style="list-style-type: none"> Calibrated 30,277 instruments (134% of target) in health, manufacturing, and construction sectors against a Target of 22,544. Verified 252,750 instruments in the strategic period, a 200% increase from the previous Strategic period. Monitored 819 radiation doses Electrical Unit. Maintained accreditation for the labs.
National Certification Division (NCD)	<ol style="list-style-type: none"> Five new schemes for Certification of Persons were introduced against a target of 3 (167%) The Division certified 1285 new products in the 5-year period against the existing 1751 product certificates thus doubling the number against the target. The Division has a total of 2771 certified products enabling Rwanda to trade this number of products freely within EAC. 88 new system certificates were issued against a target of 75 (117%) Over the five-year period products recertified doubled from 500 to 1000. 124 systems were recertified against a target of 100 (124%) 315 products were granted the Made in Rwanda logo against a target of 250 (126%).
National Quality Testing Laboratories (NQTL)	<ol style="list-style-type: none"> Testing Performance <ul style="list-style-type: none"> The division tested 18,006 samples against a target of 14,100 thus achieving 128%. Expanded Testing Capacity <ul style="list-style-type: none"> The labs introduced 91 new parameters to the testing scope thus exceeding the target of 57 parameters (160%). NQTL maintained 23 existing parameters and added 5 more into the maintenance schedule achieving 28 (120%). Accreditation & Quality <ul style="list-style-type: none"> Maintained ISO/IEC 17025:2017 accreditation with Dutch Accreditation Council (RvA) until 2027. Accreditation scope includes 27 parameters (12 microbiological, 11 chemical, 4 materials). Conducted 13 method verifications with uncertainty calculations (84% of target achieved). Proficiency Testing & Comparisons <ul style="list-style-type: none"> National level: Interlaboratory comparisons in potable water, fortified cereal foods, microbiology (E. coli, coliforms, Salmonella). EAC level: Proficiency tests for soap, lotion, and sugar with participation from 15 laboratories.
Single Project Implementation Unit (ZU-Program)	<ol style="list-style-type: none"> Assisted 154 MSMEs through gap assessments; trained 168 and coached 92; recommended 43 MSMEs for certification; designated 2 new laboratories (7 others in progress) Collected 149 samples (mostly water and fuel). Established Rwanda Accreditation Service (RAS) with infrastructure, documentation, and training. Updated GPS coordinates for 121 companies in the Made in Rwanda dashboard.



3.5.2. Lessons learnt from the previous SP 2021-2025

Challenges: 2021-2025	
The National Standards Division (NSD)	<ol style="list-style-type: none">1) Delays in launching RS ISO 37001 training scheme due to postponed implementation training requires proper resource planning to avoid similar issues in future.2) Some awareness activities under Codex Trust Fund 2 were pending as of April 2024 and can be addressed by improving project management.
National Metrology Division (NMD)	<ol style="list-style-type: none">1) Equipment faults and delays in reference material supply affected some calibration activities needs improved operations management.2) Some minor non-conformities raised during audits are still under closure.
National Certification Division (NCD)	<ol style="list-style-type: none">1) Staff turnover and outsourcing issues affected audit capacity thus requiring staff retention strategies.2) Delays in client payments and reluctance from the informal sector to pursue certification requires concerted debt management, awareness creation and marketing campaigns.3) Digitalization gaps in surveillance and new schemes like personnel certification need to be addressed in the current strategic period.
National Quality Testing Laboratories (NQTL)	<ol style="list-style-type: none">1) Equipment Gaps need to be address by proper resource planning and implementation of scheduled repair and maintenance operations.2) Some suspended parameters (e.g., HMF, ochratoxin, polymer tests) remain offline due to lack of funds for equipment replacement. This can be addressed through resource mobilization.3) Wood testing lab and certain advanced tests (antibiotic residues, vitamins) pending full operationalization.4) Limited resources delaying replacement of faulty equipment and purchase of critical tools can be addressed through resource mobilization..
Single Project Implementation Unit (ZU-Program)	<ol style="list-style-type: none">1) 46% of registered companies still lack GPS data - no entries.2) Some designated labs are still addressing non-conformities.3) RAS documentation and training still ongoing; full operationalization expected next fiscal year (2025-2026).



3.6. SDGs and RSB Interventions

SDGs	RSB INTERVENTIONS
SDG 1 End poverty in all its forms everywhere	<p>RSB is aligned with the country's efforts to reduce poverty as guided by the National Strategy for Transformation II (NST2). NST2 outlines ambitious goals for Rwanda's development over a five-year period. The priorities of this strategy are organized into three main pillars: economic transformation, social transformation, and transformational governance.</p> <p>Economic transformation:</p> <ul style="list-style-type: none"> • Increase productive jobs and annual GDP growth. • Enhance climate resilience and focus on green technologies. • Boost exports and raise private investment. • Promote industrialization and increase agricultural output. <p>Social transformation:</p> <ul style="list-style-type: none"> • Improve the quality of education and its relevance to the job market. • Enhance nutrition and early childhood development to reduce stunting. • Improve public service delivery. • Create decent and productive jobs, particularly for women and youth. <p>Transformational governance:</p> <ul style="list-style-type: none"> • Enhance citizen participation and accountability in governance. • Reinforce the rule of law and justice systems. • Focus on data, AI, and cybersecurity to leverage emerging technologies. <p>From the last strategic plan 2021-2025, RSB has been actively contributing to national initiatives aimed at reducing poverty, such as Hanga Umrimo, Nguriza Nshore, and Hinga Weze, among others. This is achieved by establishing relevant standards and providing technical assistance and training through Zamukana Ubuziranenge Program for MSMEs (Micro, Small, and Medium Enterprises) in different sectors- including agro-processing, construction, light manufacturing, hospitality and others. Strategic goal drawn from the NST2 and aligned with policies has been considered in the strategic Plan 2026-2030.</p>
SDG 2 End hunger, achieve food security and improved nutrition and promote sustainable agriculture	<p>RSB Strategic Plan 2026-2030 has considered the Strategic Plan for Agriculture Transformation (PSTA 5) for 2025-2029 which aims to:</p> <ul style="list-style-type: none"> • Strengthen market linkages by connecting farmer organizations to the markets, focusing on post-harvest infrastructure, quality standards, value addition, and trade infrastructure. • Conduct post-harvest training to improve the handling and storage of perishable, nutritious foods and animal products. • Enhance institutional coordination by developing standards and a traceability system, building capacity in food safety awareness along value chains, and creating business support schemes. • Increase investment in local facilities for value addition, while also building capacity and enforcing compliance with food safety and quality standards. • Collaborate with public institutions and private sector providers to enhance food fortification in processing. <p>RSB has been actively involved in the development of nutritious foods in Rwanda to achieve food security, improved nutrition and promote sustainable nutritious food production. It has contributed to the Rwanda National Food and Nutrition Policy, which emphasizes the importance of consuming highly nutritious foods to reduce malnutrition, stunting, and other related health issues in children. RSB has further established several standards for fortified nutritious foods, including Fortified Processed Cereal-Based Foods (FPCBF) designed for older infants and young children aged 6 to 59 months. Additionally, RSB has set standards for fortified maize meals—both refined and whole grain—enriched with Vitamin A, Iron, and Zinc. The board has also introduced standards for iodized salt, Vitamin A-fortified sugar, and fortified vegetable oils. Furthermore, RSB has developed a standard for Ion-Biofortified beans. Rwanda has also set standards for seeds of most staple foods, including cassava. All these standards aim to support the global and country agenda in addressing hunger, enhance food security, and promote the consumption of staple nutritious foods.</p> <p>Currently, the Rwandan markets feature certified products such as Shisha Kibondo from African Improved Foods (AIF), iodized salt, Vitamin A-fortified vegetable oils, fortified flours (including maize and wheat baking flours), biofortified beans, and enriched fortified blended/composite flours (ex. SOSOMA).</p> <p>More concrete actions have been reflected in the new Strategic Plan (SP) for 2026-2030.</p>



SDGs	RSB INTERVENTIONS
SDG 3 Ensure healthy lives and promote well-being for all at all ages	<p>RSB New Strategic Plan 2026-2030 acknowledged the interventions as outlined in the current Health Sector Strategic Plan (HSSP V) and the National Strategy for Transformation (NST2) designed to tackle key healthcare issues. They focus on enhancing the quality of services, boosting investment in human capital, and ensuring the long-term financial sustainability of the healthcare system.</p> <p>Despite the progress, Rwanda still faces significant health challenges:</p> <ul style="list-style-type: none">• High malnutrition and stunting rates: Stunting remains a serious problem, particularly among young children.• Shortage of specialized professionals and health facilities: There is a persistent need for more doctors, particularly specialists, especially in rural areas.• Non-communicable diseases: Conditions like cancer and cardiovascular diseases are a growing concern.• Financial sustainability: The community-based insurance scheme has historically faced financial deficits. <p>From the last Strategic Plan 2021-2025, RSB has played a critical role in promoting good health and well-being. Notably, RSB has established state-of-the-art laboratory equipment for testing medical devices, including mosquito nets, condoms, gloves, masks, and various medical items used in hospitals and clinics. Further, RSB has set up metrology laboratories that calibrate and verify medical equipment and tools, such as cylinders, autoclaves, ovens, mammography, CT scanners etc.</p> <p>To expand its efforts, RSB aims to establish a Health Metrology Centre, which will allow the organization to cover a wider range of services in the new Strategic Plan for 2026-2030.</p>
SDG 4 Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all.	<p>The National Comprehensive School Feeding Policy (2019) highlights the needs for capacity development of food procurers, smallholder farmers, school cooks and storekeepers on issues of food processing, post-harvest loss reduction, supply chain management, food quality and safety, food handling and storage.</p> <p>To enhance the Home-Grown School Feeding program, RSB has been providing awareness campaigns and training school authorities, cooks, and storekeepers on best hygiene and sanitation practices, and proper food handling, storage and preparation techniques. The goal is to prevent food safety incidents and ensure the health and well-being of children.</p> <p>RSB recognizes the need for further efforts, especially in raising awareness among children and the school committees responsible for food purchasing. Additionally, it is essential to integrate and operationalize NQI Modular courses into the school curriculums to promote a quality culture. This initiative have been reflected in the new RSB strategic plan for 2026-2030.</p>
SDG 5 Achieve gender equality and empower all women and girls	<p>National Gender Policy (2021) establishes Priority Area 6: Increase women's meaningful participation and representation in leadership and decision-making positions in public and private sector as well as CSOs at all levels.</p> <p>In collaboration with the Ministry of Gender and Family Promotion, the Private Sector Federation (PSF), and the Gender Monitoring Office (GMO), and with support from UN Women – Rwanda, the Rwanda Standards Board (RSB) has developed the Gender Equality Standard RS 560:2023 and the Gender Equality Seal, a certification program designed for both the public and private sectors. The program is now operational, and many companies have already adopted the programs to support women in the workplace, fostering inclusiveness and enhancing productivity.</p> <p>RSB will continue to conduct awareness campaigns to encourage the private sector to adopt this standard, as it will serve as the foundation for the Gender Seal Certification. These initiatives will be addressed in the upcoming Strategic Plan for 2026-2030.</p>



SDGs	RSB INTERVENTIONS
SDG 6 Ensure availability and sustainable management of water and sanitation for all	<p>The National Water and Sanitation Policy (2023) highlights the roles of RSB in the implementation:</p> <ul style="list-style-type: none"> Develop standards and specifications for acquiring and installation of hydrological stations. Establish a strong framework for water quality regulations and standards enforcement. Ensure industrial waste treatment facilities will be established at industrial premises by the developers/operators of industrial parks. Enforce industrial effluent standards for discharge into a public sewer and the environment. <p>Further, the Rural Drinking Water Quality Management Framework (2019) provides that RSB will:</p> <ul style="list-style-type: none"> Develop potable water quality standards. Perform water testing for compliance to standards. Provide certification to private operators (POs). <p>To respond to the demands and ensure access to safe and clean water for public use in Rwanda, RSB has established water standards: EAS 12: 2018, Potable water — Specifications, EAS 13: 2018, Mineral waters — Specifications; and EAS 153: 2018, Packaged drinking water — Specifications. The agency has provided training to WASAC staff on the above standards, but also on the best laboratory practices to ensure reliable test results.</p> <p>The agency also invested in water testing technologies for quality and safety aspects, but also materials such as plastic pipes and water tanks. The Metrology Division also offers water meters verification for compliance before distribution. In addition, the board has certified bottled drinking water manufacturing industries to guarantee that the public has access to clean and safe water. To ensure sustainable quality management at the water suppliers, RSB carries out market surveillance for all certified water products for compliance to certification requirements.</p> <p>RSB recognizes the needs for safe and clean water for public use in Rwanda and goals on this SDG have been reflected in the next strategic plan 2026-2030.</p>
SDG 7 Ensure access to affordable, reliable, sustainable and modern energy for all	<p>Rwanda is diversifying its energy sources to meet growing demand, reduce reliance on energy imports, and combat climate change, and RSB new strategic plan 2026-2030 has considered these priorities.</p> <ul style="list-style-type: none"> Hydropower: As a primary renewable energy source, hydropower generation is expanding through projects such as the Rusumo Dam, which provides power to Rwanda, Burundi, and Tanzania. Methane Gas: Lake Kivu has significant reserves of methane. Projects such as Kivuwatt and Shema Power Lake Kivu are designed to extract and convert this gas into electricity, contributing a substantial portion to the country's energy supply. Solar Power: Rwanda has abundant solar potential, particularly in its Eastern Province. There is widespread deployment of off-grid solar solutions, alongside utility-scale projects. Notably, a 200 MW solar initiative is planned for 2025, which is expected to enhance solar energy's contribution to the national grid. Waste-to-Energy: The government is also developing waste-to-energy (WtE) projects, aiming to add 15 MW of capacity. The Rwanda Green Fund (FONERWA) is providing financing for these initiatives and other green projects. Clean cooking initiatives: The country aims to significantly reduce reliance on wood and charcoal for cooking by 2030 through promoting and subsidizing clean cooking technologies, including liquefied petroleum gas (LPG), improved biomass stoves, and electric cooking appliances. Supporting policy: The Rwanda Universal Energy Access Program (RUEAP) includes a component to increase access to clean cooking solutions for over 500,000 households through results-based financing. Urban-rural disparity: Access to clean cooking is heavily biased toward urban areas. The transition in rural areas is progressing more slowly due to affordability challenges and entrenched traditions. <p>RSB has made significant contributions to the energy sector by establishing standards for various electrical products, including electrical cables, meters, and circuit breakers. Additionally, the agency has set up calibration and verification laboratories for these meters and similar devices. RSB also tests solar systems and cookstoves to assess their efficiency and compliance with standards. Some products receive certification based on these applicable standards.</p> <p>RSB SP 2026-2030 has considered this SDG towards sustainable energy supply in Rwanda.</p>



SDGs	RSB INTERVENTIONS
SDG 8 Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all	<p>The Entrepreneurship Development Policy (2024) establishes five actionable points that the Rwanda Standards Board (RSB) may consider for its new five-year strategic plan 2026-2030:</p> <p>(a) Facilitate adoption of standards in priority sectors</p> <ul style="list-style-type: none">• Streamlining the standards required for MSMEs to reduce compliance costs• Promoting awareness of relevant standards via the Entrepreneurship Portal• Supporting firms with technical assistance to meet hygiene, quality, and environmental benchmarks <p>(b) Strengthen standards compliance support programs</p> <ul style="list-style-type: none">• Provide tailored support for MSMEs in priority value chains• Develop sector-specific guides and training on standards adoption• Collaborate with NIRDA and MINICOM to integrate standards into broader industrial upgrading. <p>(c) Enhance certification for export promotion</p> <ul style="list-style-type: none">• Accelerating product certification processes• Offering subsidised testing and inspection services• Partnering with NAEB and MINAGRI to support agro-processing and food safety compliance <p>(d) Develop digital tools for standards awareness and access</p> <ul style="list-style-type: none">• Uploading searchable databases of applicable standards by sector.• Providing downloadable compliance checklists and self-assessment tools.• Integrating e-learning modules on standards and certification procedures. <p>(e) Support innovation-friendly regulatory reform</p> <ul style="list-style-type: none">• Align with international treaties and best practices• Encourage innovation and R&D among entrepreneurs• Reduce regulatory bottlenecks for new product development and market entry. <p>RSB has established the Zamukana Ubuziranenge Program, which provides technical support, training, and coaching for young entrepreneurs and their small and medium-sized enterprises (SMEs) until they achieve the desired levels of food safety and quality. Additionally, RSB has created a mechanism to assist operators in the informal sector, such as beauty salons and garages, by providing certification of competencies, including welders, carpenters, car painters, car repairs, etc. These initiatives are all aimed at increasing youth employability. To further support youth businesses, RSB is offering incentives such as reduced NQI service fees and the option to pay in instalments. As a result, hundreds of youth-led businesses have benefitted from the program, with many achieving certifications.</p> <p>Moreover, RSB has adopted 660 regional harmonized standards to facilitate the movement of goods across the region. It has also established 524 national standards for indigenous products to ensure that product owners have better access to markets. RSB has invested in IT solutions, including a Management Information</p>



SDGs	RSB INTERVENTIONS
SDG 9 Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation	<p>Rwanda has aligned its national development goals, such as Vision 2050 and the National Strategy for Transformation (NST1 and NST2), with Sustainable Development Goal 9 (SDG 9). By focusing on building resilient infrastructure, promoting inclusive industrialization, and supporting a strong innovation ecosystem, the country has established itself as a leader in sub-Saharan Africa.</p> <p>In its sustainable industrialisation, Rwanda's efforts are guided by policies that aim to promote the 'Made in Rwanda' brand, diversify its economy, and ensure that industrial growth benefits all citizens, particularly women and youth.</p> <ul style="list-style-type: none"> Value addition: To achieve its goal of becoming a middle-income country, Rwanda is focused on diversifying its export base and adding value to its products, which are currently concentrated in unprocessed commodities. Green industrialisation: The country's Industrial Policy (2024–2034) emphasizes green industrialisation and the circular economy. This includes initiatives aimed at decarbonising sectors such as the tea industry and addressing challenges related to single-use plastics. Support for SMEs: Rwanda plans to enhance the productivity, competitiveness, and export readiness of small and medium-sized enterprises (SMEs), with a particular focus on female entrepreneurs. Economic transformation: Rwanda's human capital is essential for long-term growth. The government plans to enhance and invest in education and skills development to support a diversified economy.

Rwanda is emerging as a regional powerhouse for technology and innovation, cultivating a dynamic ecosystem that nurtures research, skill development, and entrepreneurship.

- Digital Literacy and Skills: The ICT Sector Strategic Plan (2024–2029) targets universal digital literacy, aiming to educate millions in ICT skills and generate 50,000 digital jobs.
- Youth Entrepreneurship: Supports young tech developers in creating innovative solutions to address community challenges.
- Strategic partnerships: Rwanda is forming critical strategic partnerships, such as with Carnegie Mellon University Africa, to elevate its capabilities in developing top-tier ICT professionals and conducting groundbreaking research.
- Technological development: Rwanda is capitalizing on technological advancements in key sectors. Innovative drone technology is revolutionizing medical supply delivery, while farmers can now leverage mobile technology for real-time access to market prices.

RSB has been involved in industrial development through establishing more than 4000 standards for products, processes and services. Today more than 1500 products from hundreds of companies are certified for compliance, giving them opportunity for market access and competitiveness. RSB has heavily invested in testing and metrology laboratories to support industrial development for process optimization. Further, through Zamukana Ubuziranenge Program, RSB has been providing technical assistance to SMEs to reach the desired quality posture. However, the level of standards uptake by industries and the certification level and acceptance are still low.

For the next strategy plan 2026-2030, RSB plans the following:

- Enhance the uptake of standards by industry in the priority sectors and support novel products and emerging technologies for market access.
- Position RSB as a regional center of excellence by achieving international accreditation for key testing and metrology laboratories (e.g., food, textiles, construction materials) by 2028.
- Facilitate technological upgrading by developing and promoting standards for emerging technologies (e.g., additive manufacturing, IoT) relevant to Rwandan industries.
- Increase the number of certified products and improve the level of acceptance in the country and region, through mutual recognition and harmonization of conformity assessment procedures.



SDGs	RSB INTERVENTIONS
SDG 11 Make cities and human settlements inclusive, safe, resilient and sustainable	<p>Rwanda is committed to promoting inclusive, safe, resilient, and sustainable urban development through its National Urbanization Policy and various projects aligned with Sustainable Development Goal 11. The country primarily focuses on balanced urbanization, upgrading informal settlements, and integrating climate-resilient infrastructure.</p> <p>RSB has considered the actions points below as opportunities for its new strategic plan 2026–2030 to increase service delivery for the social and economic transformation.</p> <p>Inclusivity and balanced urbanization</p> <ul style="list-style-type: none">Affordable housing: As rapid urbanisation puts pressure on affordable housing, the government is working with the private sector to develop housing estates, revise standards, and find financing mechanisms to provide affordable options for all income levels. RSB should ensure all the construction materials are up to Rwanda Standards for the safety and wellbeing of people. <p>Safety and resilience</p> <ul style="list-style-type: none">Green and Grey Infrastructure: The RUDP II project combines green infrastructure, such as wetland rehabilitation, with grey infrastructure, like stormwater drainage systems, to effectively manage flood risks and improve urban ecosystems.Climate Resilience: Integrated Climate Action and Low Emission Development Plans have been created for the cities of Kigali, Muhanga, and Rubavu. <p>Sustainability</p> <ul style="list-style-type: none">Eco-friendly Planning: The revised Green Growth and Climate Resilience Strategy promotes low-carbon development. This includes building resource-efficient infrastructure and increasing the use of renewable energy.Waste Management: Municipalities are collaborating with the private sector to enhance solid waste management. Efforts are being made to tackle issues such as open dumping and the lack of waste segregation, particularly in Kigali. Additionally, there are plans to develop sanitary landfills.Sustainable Transport: Urban development policies focus on expanding public transportation and promoting electric vehicles, green transport options to reduce congestion and improve air quality. Projects also aim to enhance pedestrian walkability by establishing car-free zones.Green Spaces: Policies prioritize the creation and provision of universal access to safe and inclusive green and public spaces, particularly for vulnerable groups. For instance, the Kigali Master Plan emphasizes the development of such spaces to support public recreation and social well-being.



SDGs	RSB INTERVENTIONS
SDG 12 Ensure sustainable consumption and production patterns	<p>Rwanda's approach to sustainable consumption and production (SCP) is grounded in strong green growth policies and a national commitment to environmental protection. This strategy aligns with Sustainable Development Goal 12 and emphasizes the importance of a circular economy, effective waste management, and resource efficiency across all key priority sectors. RSB has aligned its key strategies for sustainable consumption and production:</p> <p>Circular economy</p> <p>Rwanda's transition from a linear economy to a circular economy is outlined in its National Circular Economy Action Plan and Roadmap.</p> <ul style="list-style-type: none"> • Sector-Specific Actions: The plan provides concrete interventions for key sectors, including waste management, water, agriculture, textiles, ICT, and construction. • Focus on Waste: By 2035, the country aims to implement separate waste collection and sorting systems to improve recycling and recovery rates. <p>Waste management</p> <p>Rwanda is widely recognized for its effective waste management initiatives, notably its ban on plastics, which has earned Kigali the reputation of being one of the cleanest cities in Africa.</p> <ul style="list-style-type: none"> • E-Waste Management: The country has established a national e-waste management and recycling facility to effectively handle electronic waste. <p>Green industrialization and energy</p> <p>Rwanda is working to decouple economic growth from environmental degradation by promoting green industries and sustainable energy systems.</p> <ul style="list-style-type: none"> • Green Energy: The country aims for at least 60% of its energy to come from renewable sources, such as hydroelectric power, solar energy, and methane gas, starting from 2025. • Green Industry: The government is supporting the development of green industries and services that utilize low-carbon energy supplies. <p>Sustainable agriculture</p> <p>Embracing sustainable farming practices is essential for enhancing productivity while protecting our environment.</p> <ul style="list-style-type: none"> • Ecosystem-Based Approaches: Initiatives like Farmer Field Schools are revolutionizing agriculture by promoting organic composting, minimum tillage, and mulching. These methods not only improve soil health but also significantly boost crop yields, demonstrating that sustainability and productivity can go hand in hand. • Climate-Smart Practices: Scaling up the use of biopesticides, biofertilizers, and integrated pest management is crucial in reducing our dependence on harmful chemicals. This shift toward environmentally friendly solutions is vital for the health of both farmers and consumers. <p>Sustainable tourism</p> <p>Rwanda is at the forefront of ecotourism, strategically focusing on high-value, low-volume tourism to protect its natural heritage.</p> <ul style="list-style-type: none"> • Conservation-Based Model: By channeling revenue from activities such as gorilla trekking permits back into conservation and community development, we create a win-win situation for both the environment and residents. This model not only preserves biodiversity but also empowers communities. • Green Infrastructure: The establishment of eco-parks, such as Nyandungu Eco Park, and eco-lodges powered by renewable energy underscores our deep commitment to sustainability and sets a standard for responsible tourism. <p>Challenges and the way forward</p> <p>While Rwanda has made notable progress, challenges remain in achieving sustainable consumption and production patterns. Low recycling rates, the need for enhanced household awareness, and the financial demands of green technologies must be addressed.</p> <p>NST 2 has set strategic objectives to address these challenges and new RSB strategic plan 2026-2030 has considered the strategic objectives to respond to the policy actions.</p>



SDGs	RSB INTERVENTIONS
SDG 13 Take urgent action to combat climate change and its impacts	<p>The RSB new strategic plan 2026-2030 is aligned with the National Environment and Climate Change Policy (2019) which provides strategic guidance to tackle the significant challenges that climate change poses to the country's sustainable development. This policy outlines strategies and practices aimed at addressing issues such as air and soil pollution, land degradation, and reliance on fossil fuels.</p> <p>The policy specifies that RSB will support the policy framework in several key areas, including:</p> <ul style="list-style-type: none">• Developing and enforcing public procurement guidelines to promote the use of environmentally friendly and resource-efficient goods and services.• Establishing national air quality standards.• Implementing biosafety regulations.• Creating a profile for all categories of waste in Rwanda.• Developing an integrated waste management strategy. <p>Additionally, the Rwanda Cooling Strategy (2019) encourages the adoption of energy-efficient and climate-friendly cooling solutions to reduce greenhouse gas emissions from cooling systems. The strategy highlights that the RSB will assist in:</p> <ul style="list-style-type: none">• Establishing minimum energy performance requirements for cooling equipment.• Creating an enabling environment and providing staffing for implementation.• Adopting the standards within the National Standards Body.• Verifying compliance and conformity with established standards. <p>Furthermore, the National Sustainable Mobility Policy (2021) aims to transform Rwanda into a carbon-neutral economy by 2050. To expedite the transition from fuel and diesel-dependent vehicles to electric vehicles, the policy includes incentives for both public and private transportation.</p> <p>Currently, RSB has developed several environmental standards that can significantly contribute to environmental protection. The organization has also invested in testing laboratories to analyze industrial and domestic wastewater, effluents, and discharges. Additionally, the laboratory is capable of testing for heavy metals present in wastewater and emissions from cookstoves. Furthermore, RSB has implemented an environmental management system certification for industries that consistently demonstrate compliance with the applicable standard requirements.</p> <p>The new RSB Strategic Plan 2026-2030 has considered potential exploring new certification areas such as biosafety, energy conservation, emissions reduction, and ecological protection. These initiatives can bring positive changes in safeguarding the Rwandan environment and addressing the impacts of climate change.</p>



SDGs	RSB INTERVENTIONS
SDG 14 Conserve and sustainably use the oceans, seas and marine resources for sustainable development.	<p>Rwanda is a landlocked country, meaning it does not have direct access to oceans, seas, or marine resources. Instead, the country's efforts toward Sustainable Development Goal (SDG) 14, 'Life Below Water,' focus on protecting its extensive freshwater resources, including lakes and rivers, from land-based pollution.</p> <p>Freshwater resources and management</p> <p>Rwanda's water resources are divided between two main basins: the Congo Basin and the Nile Basin. The country is home to numerous lakes and rivers, with Lake Kivu being the most notable. Rwanda has developed a strategic framework for the sustainable management of these resources.</p> <p>Integrated water resources management (IWRM)</p> <ul style="list-style-type: none"> • National Strategy: The government has adopted IWRM as its national policy for coordinating the development and management of water resources. • Enabling Environment: A water permit system requires users to obtain a license for water extraction and establishes standards for water quality and pollution control. • Catchment Restoration: Rwanda prioritizes the management of its river basins to protect water resources, control erosion, and mitigate flooding. <p>Sustainable fisheries and aquaculture:</p> <ul style="list-style-type: none"> • Boosting Production: Programs funded by partners such as the African Development Bank promote sustainable aquaculture in lakes like Kivu, Burera, and Ruhondo. • Cage Fish Farming: The introduction of cage aquaculture has significantly increased fish production in recent years. <p>Efforts to reduce water pollution:</p> <ul style="list-style-type: none"> • Since most ocean pollution originates from land, Rwanda's initiatives to protect its freshwater resources contribute significantly to the global Sustainable Development Goal 14. • Protecting Water Quality: National laws and strategies are established to preserve the quality and quantity of water bodies. • Controlling Runoff: Efforts to manage soil erosion, protect riverbanks, and restore wetlands help reduce the sediment and pollutants entering water bodies. • Monitoring and Research: The Rwanda Environment Management Authority (REMA) in collaboration with Rwanda Standards Board (RSB) plan to monitor water quality to ensure the lakes and other water bodies are not compromised by domestic or industrial activities. <p>A new RSB Strategic Plan 2026-2030 has aligned with the policy action.</p>



SDGs	RSB INTERVENTIONS
SDG 15 Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss	<p>Rwanda is committed to protecting and restoring its terrestrial ecosystems, sustainably managing its forests, combating land degradation, and halting the loss of biodiversity. These efforts are crucial, especially considering the country's high population density and it's both industrial and domestic activities that cause pressure on its natural resources.</p> <p>Key Actions and Initiatives for RSB's New Strategic Plan 2026-2030</p> <p>Forest Management:</p> <ul style="list-style-type: none"> Rwanda is committed to restoring 2 million hectares of degraded land by 2030. The National Forest Policy (2018) emphasizes sustainable forest management, afforestation, reforestation, and the involvement of the private sector and local communities. Through the community service initiative known as Umuganda, millions of trees are planted across the country. <p>Combatting Land Degradation and Desertification:</p> <ul style="list-style-type: none"> Rwanda is participating in the Land Degradation Neutrality (LDN) target-setting program. The government is investing in practices that enhance land productivity and reduce erosion, such as terracing and watershed management. Additionally, the country aims to restore ecosystems, including wetlands and riverbanks, which are vital for services like erosion control and flood regulation. <p>Biodiversity Conservation:</p> <ul style="list-style-type: none"> Currently, approximately 9.11% of Rwanda's territory is designated as protected areas, with plans to expand this to 37.7% by 2050. National parks such as Volcanoes National Park, Akagera National Park, Nyungwe Forest National Park, and Gishwati-Mukura National Park play essential roles in wildlife protection and tourism. The Volcanoes National Park expansion project, which aims to increase the park's area by 23%, seeks to enhance the mountain gorilla habitat and support population growth. <p>Exploring relevant certification schemes in this field would add value not only to the country but also to RSB's impact on protecting, restoring, and promoting natural ecosystems in Rwanda.</p>
SDG 17 Strengthen the means of implementation and revitalize the Global Partnership for Sustainable Development	<p>Rwanda's government focuses on strengthening partnerships and implementing strategies to achieve its Sustainable Development Goals (SDGs), which are a key component of its current National Strategy for Transformation (NST2).</p> <ul style="list-style-type: none"> Public-Private Dialogue: The government actively engages the private sector through public-private partnerships (PPPs) and includes them in strategic investment frameworks. Multi-Stakeholder Platforms: The Development Partners Coordination Group serves as a forum for dialogue among the government, development partners, civil society, and the private sector. UN Cooperation: A key component of Rwanda's strategy is its partnership with the United Nations. In 2025, the government signed a new cooperation framework with the UN for the 2025-2029 period, focusing on accelerating sustainable development. Regional Integration: Rwanda's membership in regional economic blocs such as the East African Community (EAC) provides access to larger markets and enhances opportunities for economic growth and regional cooperation. <p>RSB has built and maintained partnerships with key stakeholders, including both government and non-government organizations, to improve the national quality infrastructure system and address various Sustainable Development Goals (SDGs). RSB aims to further strengthen these partnership platforms in the new strategic plan for 2026-2030.</p>



3.7. Strategic Plan alignment with key policies and strategies

This section reviews the relevant policies, acts, strategies relevant to the National Quality Infrastructure (NQI) services – standards development, quality testing, metrology, certification and accreditation for industrial development, market access, trade promotion, environmental protection and consumer safety. The reviews will serve in the formulation of the strategic goals and objectives of this strategic plan 2026 - 2030.

3.7.1. The Pan African Quality Infrastructure Policy (2013)

This Strategic Plan 2026-2030 is aligned with the African Quality Infrastructure Policy (2013), which is a continental framework that brings together several standardizers: the African Organisation for Standardisation (ARSO), the African Accreditation Cooperation (AFRAC), the African Legal Metrology System (AFRIMETS), and the African Electrotechnical Standardisation Commission (AFSEC). This aim is to enhance the competitiveness of products and services in Africa, while supporting the continent's industrialization agenda for sustainable development. Rwanda, a member of AU and ARSO, continues to play a key role in harmonization and adoption of ARSO standards relevant to Rwanda's business. However, the physical participation of Rwanda to represent the country's interests into the international standardization forums has reduced significantly. This gap will be reflected in the new strategic plan 2026-2030 with strategic goals to overcome this gap.

3.7.2. The African Continental Free Trade Area (AfCFTA) Agreement

RSB Strategic Plan 2026-2030 considers the opportunities brought up by this agreement. AfCFTA sets out principles and guidelines to enhance cooperation in quality infrastructure services. This includes the harmonization of standards and technical regulations, conformity assessment procedures, and mutual recognition, all aimed at facilitating the free movement of goods and services across Africa. The agreement

- 1) Advances the alignment of the national standards with international and regional standards (ISO, IEC, ARSO, AFSEC) to facilitate trade and reduce technical barriers.
- 2) Enhances the capabilities of the national body in standards development, conformity assessment, and metrology to meet international benchmarks.
- 3) Advocates for transparency in the development and implementation of standards, technical regulations, and conformity assessment procedures.
- 4) Emphasis on the adherence to WTO TBT Agreement, AfCFTA provisions, and other relevant international frameworks to ensure trade facilitation and dispute avoidance.
- 5) Underlines the needs for strengthening laboratories, accreditation systems, and metrology facilities to support conformity assessment and certification.

- 6) Emphasizes on developing systems to address emergencies (e.g., SPS measures) and manage risks associated with non-compliance or trade disruptions.

To fully understand the dynamics of this process, Rwanda was one of the pilot countries and has continued to engage with businesses to prepare for this opportunity. Further, RSB has already developed and harmonised EAC standards, and has been collaborating with ARSO on standards harmonisation. In this new strategic plan 2026-2030, RSB would need a strategic move to position itself to effectively tap into the opportunities and benefit from this platform.

3.7.3. The EAC SQMT Act (2006)

RSB new strategic plan 2026-2030 is aligned with the SQMT Act which establishes a framework for standardisation, quality assurance, metrology, and testing of products produced or traded within the East African Community (EAC). This act also creates the East African Standards Committee and the East African Accreditation Board to support the regional standardisation agenda. The goals of the act are to promote industrial development, enhance trade among member states, and protect consumers and the environment. Rwanda is aligned with the act and has been actively involved in the harmonisation of the EAC regional standards to eliminate technical barriers to trade and harness the movement of goods within the region. In addition, Rwanda harmonised its conformity assessment procedures (testing, certification and inspections) in

priority sectors and signed mutual recognition of certification schemes to ensure certified products from one country are accepted in other EAC member states without undergoing further destination inspections. Further, Testing participates and organises the EAC proficiency testing program, and Metrology participates in the intercomparison schemes. However, only 660 EAS standards have been harmonised, and this number could be lower than the products manufactured and traded in the region. This could imply that some businesses find it hard to trade due to the lack of harmonised standards in the region. The new strategic plan 2026-2030 will expedite the NQI services and ensuring the regulatory framework is suitably established to support industry for development, trade promotion and consumer protection.

3.7.4. The Vision 2050 and the NST2 2024-2029

RSB new strategic plan 2026-2030 recognises the bold vision 2050 and NST2 which set out ambitious targets to strategically enhance regional and international cooperation, and positioning Rwanda on a global stage by strengthening local manufacturing industries to produce high-quality products and services for export markets and exploring initiatives such as the African Continental Free Trade Area (AfCFTA). The strategic aspects for RSB alignment included:

- 1) Regional Standards Harmonization:** Align Rwanda's standards with EAC, COMESA, and global benchmarks to eliminate technical trade barriers.



- 2) **Robust Conformity Assessment:** Expand accredited scope of testing and certification services for priority export sectors to meet international market requirements.
- 3) **Trade-Facilitating Quality Systems:** Integrate certification into customs and logistics platforms to speed up border clearance for compliant goods.
- 4) **Certified National Branding:** Enhance and promote the '**Made in Rwanda**' mark for certified products to boost visibility and trust in regional and global markets.
- 5) **Mutual Recognition Agreements (MRAs):** Establish MRAs with neighbouring countries to ensure RSB certifications are accepted across borders without retesting.

3.7.5. The National Export Strategy II

The new Strategic Plan 2026-2030 has reviewed and considered the challenges as identified by the National Export Strategy II. The strategy highlights the lack of NQI institutional coordination, overlaps and gaps between standards bodies, trade agencies, and sector ministries that undermine efficient conformity assessment. Further, the document states the delays, high costs, and loss of competitiveness due to technical regulations, standards misalignment, and certification hurdles. Further, section 4.4.3 (Constraints), p.60, highlights challenges of 'non-tariff barriers and high certification costs' that reduce export competitiveness. In addition, the strategy emphasises the limited scope and capacity of

testing laboratories and certification, leading to reliance on foreign certification, which is costly and time-consuming. The lack of alignment with regional and global standards limits market access, especially in EAC, COMESA and EU regions. The document points out the limited awareness of certification requirements and process, high costs of standards, certification and testing services. In addition, the strategy highlights the limited mutual recognition agreements with other international conformity assessment bodies, causing the rejection of the issued certificate of conformity abroad. It is also worth noting that the strategy identifies the needs for sector-specific standards and certification - covering agro-processing - horticulture, manufacturing, and ICT.

Rwanda has recognised the fragmented and uncoordinated NQI institutions and has now embarked on reconfiguring them to provide clear mandates and responsibilities. The government has recently revised the NQI services charges of most NQI institutions to support SME development, adopting standards and certification. Further, RSB has already established horticulture standards for the priority sectors; however, the certification of horticulture operators needs to be reconsidered as a top priority. In addition, RSB has signed mutual recognition with EAC member states; thus, certification provided in Rwanda is accepted in the region. The new strategy plan 2026-2030 has set the strategic objectives to enhance exports and economic development.

3.7.6. The Rwanda Quality Policy (2018)

The RSB strategic Plan 2026-2030 benchmarked the NQI configuration based on the quality policy. The current policy defines the NQI services and operational framework covering standards development, standards harmonisation, adoption of international standards, quality testing, certification, metrology and accreditation and provides a coordination framework for the National Quality Infrastructure (NQI) institutions in Rwanda. The policy also emphasises the global recognition of NQI services through accreditation, laboratory designation and mutual recognition agreements of conformity assessment procedures. The policy further argues for the establishment of mandatory standards in high-risk products and promotes private and public partnerships in standardisation work in Rwanda.

RSB has implemented most of the policy actions. It has established more than 4173 standards, 660 are regionally harmonised standards (EAC) to ease the business flow in the region, 23 companies are certified on ISO 22000, 1332 products are certified on S-Mark, 221 certified alcoholic beverages, and provides certification of personnel. RSB has also been performing internationally accredited quality testing and metrology services in Rwanda to a wide range of clients. Further, RSB is running the laboratory designation program in Rwanda, and 21 laboratories (agrifood and material

testing) were designated. Further, RSB established the forums as given in the policy, though they never materialised.

However, the establishment of the Rwanda Inspectorate, Competition and Consumer Protection Authority (RICA), responsible for the inspections and registrations of non-processed foods and other non-food materials, and the Rwanda FDA, responsible for the inspections and registrations of processed foods and agricultural items, has led to overlapping roles and responsibilities between RSB, RICA and the Rwanda FDA. The business community has raised concerns regarding multiple compliance marks, registration, certification and the associated service charges/fees. Further, the Quality Forums have not materialised, and the Quality fee has never been implemented. Rwanda acknowledges the fragmentation of its National Quality Infrastructure (NQI) regulatory framework and is now working to reconfigure its NQI institutions. This effort aims to clarify mandates and responsibilities and establish an operational coordination mechanism to gradually resolve technical issues related to the execution of standardisation, conformity assessment, metrology, and accreditation mandates to effectively and efficiently enhance industrial development, promote trade, export and protect the public and the environment. The new plan has also considered quality policy actions, going forward.



3.7.7. The Industrial Policy (2024)

The new Strategic Plan 2026-2030 recognises the priority sectors and subsectors with significant export potential as identified by the policy. These include agro-processing, particularly horticulture (green beans, fruits, tomatoes etc), as well as light manufacturing (pharmaceuticals). The policy, intervention 4.1, requests evaluating the current structure, organisation, nature of operations, and coordination mechanisms of NQI components and their relationship with the business community, benchmarking the best NQI configurations and establishing an NQI strategy to 2033. RSB, under the Zamukana Ubuziranenge Program, has been supporting various industries including Agro-processing (dairy, meat, horticulture, cereals and pulses), manufacturing (construction, woods and furniture, textile and garment, chemical and consumer products) and services (beauty salons, garages, etc). However, with limited budget and staff resources as well as weak SMEs' financial capabilities, it is still difficult to meet the standards requirements.

3.7.8 The Entrepreneurship Development Policy (2020)

RSB Strategic Plan 2026-2030 also considers the EDP reflections and highlights on the increased number of certified products on the local markets, recognises but also underlines many uncertified industries, limiting accessibility to the markets. On the other hand, however, the policy categorises the adoption of standards and compliance as Lower Impact/Higher Feasibility

(LI/HF), indicating that standards have a relatively lower impact on entrepreneurship but could be implemented rapidly and create positive change to the business community. The policy further suggests a study to determine the priority standards relevant to the MIR products and dissemination model, which could ease standards uptake by MSMEs. The policy also indicates the needs for the organisation to facilitate SMEs to adopt standards in priority sectors, promote awareness and provide technical assistance to SMEs towards certification for market accessibility, and support in establishing friendly regulatory environments in the country.

RSB established the Zamukana Ubuziranenge Program in 2017, through which SMEs are technically supported, trained, and coached until they reach the desired food safety and quality performance, and today, hundreds of SMEs have benefited from the program, and some of them have been certified. Further, RSB has adopted 660 regional harmonised standards to ease the movement of goods in the region. Equally important, RSB has established 524 national standards for indigenous products, and the aim is to ensure they have access to the markets. Through the Rwanda FDA and RICA, standards compliance and enforcement have been executed to reduce substandard products on the markets, ensure fair trade and reduce human safety risks. RSB has also invested in IT solutions, such as MIS, to ease standards accessibility and other conformity assessment services.



The policy, however, indicates that the standards have less impact on entrepreneurship, and this category could hinder the quick update of standards and certification. RBS should engage the policy makers, especially when creating policy actions, to ensure the value and weights of NQI services are well considered in the policy guidance. It would be ideal for RSB to adopt big data analytics to redefine performance standards across various value chains, identify priority sectors and focus on standards in those fields with significant socio-economic impact, allowing for targeted standards development and training services.

3.7.9 Competition and Consumer Protection Policy (2023)

The policy emphasises the growing number of substandard products on Rwandan markets, raising public concern about health and safety. The policy identifies the priority areas and actions for standards development and technical regulations. However, the law establishing RSB and the current quality policy (2018) do not give RSB a mandate to perform inspection/enforcement services, except for metrology services.

3.8. Key stakeholders' identification, analysis & engagement approach

This strategy has identified key RSB stakeholders, interests and engagement approaches. The detailed table is given in the annex.



3.9. External Environment (PESTEL Analysis)

Table 1 presents the external environment of RSB services (PESTEL analysis)

POLITICAL		TECHNOLOGICAL	
Regional integration & international cooperations	Globalisation of the national and regional markets, such as AFCTA – this would require harmonisation of product standards, conformity assessment procedures and accreditation and rules of origin to facilitate trade.	Technological advance for industrial development	The adoption of technological innovations, such as artificial intelligence (AI), IoT, and big data, to streamline manufacturing and other processes to increase precision, safety, efficiency and performance, would need the RSB Strategy for Technological Adaptation – especially in standardisation, certification and metrology services.
New National Strategy for Transformation NST 2 2026-2030	Sets new socio-economic growth aspirations, priority sectors, and targets. RSB alignment would be required in terms of priorities and targets – especially for export markets.	Use of IT tools in RSB services	Implementing LIMS in testing and metrology laboratories, MIS in standards and certification services to enhance service delivery will lead to a huge volume of data. Therefore, RSB is transitioning from activity-based planning to resource-based planning; thus, the use of big data analytics from a wide range of data sources is inevitable.
Government willingness to reconfigure NQI services	The NQI reform and reconfiguration of NQI institutions may affect RSB to deliver to the expected standards, and this will affect the business community.	Rwanda Information sharing policy	Provides a framework for sharing data between agencies/institutions to enhance data-based planning and coordination. This would require RSB to have a Data Management Framework defining the type of information, storage and sharing modalities, and controls, and cloud-based data storage is one example to explore.
Geo-political environment	The geo-political situation is limiting the free movement of goods across the region and affects trade. This would also affect RSB in the regional integration initiatives.	Gov plan for the Data Warehouse & BUS	This is an opportunity for RSB to access other relevant data sources for its function. RSB will also need to have a mechanism in place to share its data through BUS,



ECONOMIC		LEGAL	
Economic growth - NST2	Rwanda continues to improve its business enabling environment, which leads to increased investment, business opportunities, requiring more RSB support services, especially technical assistance to SMEs towards standards compliance and certification for market access.	Changing the NQI institutional laws & configuration	Reconfiguring NQI services for effective and efficient service delivery would require RSB to revise and adjust its technical division setup to best reflect the new changes. RSB should also anticipate that the change may also bring structural changes and resource mobilisation.
Reducing costs of NQI services and enhance coordination framework	Reduced costs of RSB services, will raise the customers requesting RSB services, affecting RSB resources/budget and possibly leading to a need for revising its priorities and service to customer procedures – linked with other NQI institutions.	Changes in the Quality Policy	Changing the quality policy actions, would require RSB aligning its NQI services with the new policy direction.
Increasing cross - border operations	Increased flow of commodities through cross border framework will increase the needs for RSB standardisation and conformity assessment services.		
SOCIAL		ENVIRONMENTAL	
Demographic changes	In 2025, the working age population (>16 years) was around 8.5 million of whom around 4.5 million were employed, 710 thousand were unemployed, and 3.2 million were out of the labour force. This implies that RSB will contribute to the workforce, and will be taken by the younger generation, which counts for > 50% of the population.	Sustainability initiatives	Rwanda is implementing sustainability initiatives aiming to become a carbon-neutral and climate-resilient economy by 2050. These include green finance through the Rwanda Green Fund, national policies against plastic pollution and for reforestation, and the rehabilitation of wetlands for flood control and biodiversity. RSB would need to align with these initiatives to be able to respond to the needs of stakeholders.
Workforce diversity expectations	Equality, Diversity and Inclusion Policy (2018) provides a framework on social inclusion and diversity in the workforce in Rwanda. However, this would require a comprehensive strategy for RSB to embrace social inclusion and a diverse work force.	Compliance with environmental regulations	New environmental regulations will require RSB to collaborate with relevant stakeholders to develop new certification schemes. Key areas of focus will include ecological conservation, energy conservation, biosafety, and emission reduction.



3.10. SWOT Analysis

Table 2 presents the internal and external factors (SWOT Analysis) which may influence RSB operations

S	INTERNAL STRENGTHS	W	INTERNAL WEAKNESSES
1	Availability of regulatory framework: Law establishing RSB, Metrology law, Ministerial orders and Quality Policy (2018) providing guidance for NQI services to support industrial development, trade promotion and consumer and environmental protection.	1	The conflicting/overlapping mandates of RICA, Rwanda FDA, and RSB has affected industries – especially certification offered by RSB and registration offered by Rwanda FDA and charges.
2	Strong institutional governance and management structures to efficiently and effectively provide services to industries in various domains in accountable manners and with the capacity to influence the policy reform for optimal performance of the NQI in Rwanda	2	<ul style="list-style-type: none"> - The lack of governance and coordination of NQI institutions has significantly affected industries. No platform through which NQI technical issues would be addressed. - Lack of budget to renovate/establish NQI infrastructure building to upgrade the capacity of testing and metrology laboratories, and offer more services and cover more sectors – including health metrology centre, exchange and training facilities etc. - Delays in establishing and operationalising joint inspections due to limited RSB capacity.
3	<ul style="list-style-type: none"> - Clear organisation structure with staff profiles, roles and responsibilities in different capacities to respond to the mandates effectively and efficiently. - Skilled and experienced staff to perform the NQI services as required. 	3	<ul style="list-style-type: none"> - Limited budget to recruit more staff as per the current structure has affected the productivity and service delivery. - Inability to retain skilled staff has led to low productivity and affected services delivery
4	SPIU structure was created to host several RSB projects and have skilled and experienced staff in agro-processing, construction, light manufacturing and services to respond to the needs in NQI services.	4	Insufficient budget to hire more staff in SPIU affects RSB operations and technical assistance to industries/ SMEs towards standards compliance and certification for market access and competitiveness.
5	Longtime member of the international standardisation bodies – including EAC, ISO, Codex, ARSO, etc. – which enhance the availability of standards and harmonised conformity assessment tools, and credible metrology services.	5	Limited budget for training and enrolling into memberships- BIMP for metrology, and this affects the global recognition of some metrology services and affects the industries RSB serves.
6	Availability of infrastructure: metrology laboratories fitted with high tech and modern equipment to provide most reliable testing and calibration services as required by the markets.	6	<ul style="list-style-type: none"> - No scientific metrology study conducted due to limited budget – and this has affected the scope of services offered to the public. - The medical metrology centre was not established due to limited budget, and this has affected the health sector. - Limited budget has also affected the capacity of metrology to increase the scope of calibration and verification, - The chemical laboratory not upgraded to produce reference materials for other laboratory performances, health, agriculture, and other sectors with high-tech equipment – 4IR technologies are not yet covered by NMD, - No mobile calibration and calibration rig established and has affected the business community.



7	<p>Availability of accredited testing laboratories: Chemistry, Materials testing and microbiology - fitted with high tech and modern equipment to provide most reliable testing services as required by the markets.</p>	7	<ul style="list-style-type: none"> - Limited budget has affected the process of increasing the scope of testing, which implies industry will rely on external labs - expensive. - Increase the scope of accreditation of testing laboratories to cover more parameters would affect business operators in Rwanda. - Troubleshoot & maintain high-tech testing and metrology equipment, affect the service delivery. - Limited testing of cosmetics, novel foods)
8	<p>Invested in advanced IT facilities – LIMS, MIS, IPPS, I-Solution, MIR Dashboard etc to optimize its internal processes and provide real time feedback to its local or international based customers.</p>	8	<p>Lack of big data analytics for:</p> <ul style="list-style-type: none"> - Resource-based planning for efficiency and performances, - Prioritization in standards, testing, metrology, and certification, - Proper resources allocation for optimal outputs. - Visibility on priority sectors, sub sectors and value chain for optimal industrial support. - Evaluating the trade trends and impact– economic and social.
9	<p>Certification services available: S-Mark, HACCP, FSMS, EMS, QMS, Gender Seal, Competences/ Personnel, etc. Some of certification schemes are internationally accredited/recognized – product and systems certification schemes, which facilitate industries to access the local and export markets.</p>	9	<ul style="list-style-type: none"> - Low acceptance of certification, overlooking the value of S-Mark, HACCP and other certification creates confusion in businesses community. - Lack of GAP/organic certification affects farmers' access to local and foreign markets that require such certification. - Limited scope of certification, with other relevant schemes, has affected some industries – horticulture, biodiversity, e-waste, nuclear waste. - Limited certified courses for the certification staff, limits the expansion of certification scope of operations and effect industries (BRC, FSSC, etc)
10	<p>Availability of more than 4000 standards to serve as basis for product development, testing, inspection, and certification. More than 660 are harmonised standards in the EAC, which facilitate trade among partner states in the region.</p>	10	<ul style="list-style-type: none"> - Limited awareness on standards by stakeholders, industries and farmers affecting implementation and compliance, - Low uptake of standards by the private sector limiting certification and market accessibility, - Standards development process not up to the speed of business development and dynamics, thus affecting trade. - Low attendance in the international standardisation initiatives/projects, affecting Rwanda's position in harmonised standards, and this affect cross border operations. - Standards for e-mobility, AI, IoT, smart grids; not available and online access to standards for regulators. - Standards for environment, climate, biodiversity, e-waste, nuclear waste not available and has affected industries.



11	Trusted by its stakeholders, development partners, industries - who understand the value addition of RSB services to business development, trade promotion, protecting people & environment. This existing trust and business ties can enhance further collaboration in the NQI landscape, promoting industrial growth and enhancing exports.	11	- Limited management of key RSB partnerships and collaborations, with potential to unlock future funding opportunities for RSB business continuity.
12	SPIU	12	Inadequate project pipeline generation
O	EXTERNAL OPPORTUNITIES	[42]	EXTERNAL THREATS
1	Increasing demand of horticulture and animal products for export: avocados, green beans, chili, tomatoes, meat, milk etc through formal and informal business flow.	1	The geo – political tensions between countries in the region could affect the RSB business operations and its industries it intends to support.
2	Technological advancements in health, agriculture, pharmaceutical, mining and construction to optimize processes, is a green posture for RSB to invest in standards, testing, metrology and certification services.	2	Change in regulatory framework - NQI institutional reform could affect RSB operations and industries.
3	Rwanda has good diplomatic and business ties with other African countries as well as regional integration framework such as EAC, cross-border trade, AFCFTA, which will allow standards harmonisation, mutual recognition of conformity assessment procedures, and movement goods.	3	Adoption of 4IR technologies in Rwanda – food production, health sectors, agriculture and pharmaceutical industries – limited information/literature about the new inventions.
4	Gov Vision 2050, and a new national strategy for transformation – NST2, providing the top priorities and targets, new sectoral policies, allowing RSB to refocus and define its priorities.	4	Climate change and consumer's social behaviour variations – creates complex requirements for manufacturing industries and difficult to fulfil the needs.
5	The government policy framework provides guidance on institutional information sharing and sectoral plans to acquire “ Data Warehouse ” connected with BUS, a platform through which all relevant agencies will be plugged to share the information.	5	Global financial crisis and limited financial capacity of SMEs to reach the desired quality performance.
6	Government willingness to strengthen its NQI system, for efficient and effective service delivery, will be an opportunity for RSB to revisit the functions for industrial development, market access and consumer protection.	6	The escalating economic conflicts between developed and developing countries—imposing high tax rates on commodities, restrictive market policies, and visa bans—threaten businesses especially SMES.



3.11. Conversion Strategies

PROPOSED CONVERSION STRATEGIES	
RSB MANAGEMENT	<ol style="list-style-type: none">1) Advocate for a cohesive institutional framework for the coordinated NQI components, which will help to gradually address various challenges, such as fragmented regulatory frameworks, scattered resources, dispersed facilities and fragmented value chains and measures should be implemented to supervise the performance of coordinated NQI services.2) Strengthen Human Resources both in number and competencies to support RSB mission.3) Align the overall RSB Strategy to support all sectors to achieve the NST2 objectives.4) Increase RSB visibility to all stakeholders through concerted communication and stakeholder engagement5) Advocate for a launch of 'Quality Forum' which will be a platform to discuss and address the technical matters related to the NQI services in Rwanda.6) Advocate for the involvement of RSB leadership and its experts in national and international science and technology projects, such as nuclear energy, space exploration, quantum and nanotechnology research.7) Encourage strong industrial technology alliances and motivate large enterprises to actively participate in international standardization, conformity assessment, and metrology exchanges for increasing standards update, acceptance of certification while advancing RSB's global visibility.8) Mobilise resources to ensure a continuous flow of financial support for research, standardization, conformity assessment, and metrology services. These efforts should align with the strategic direction of RSB, cutting-edge technologies, innovations, and top scientific agenda. One approach could be to explore the establishment of a market-oriented and diversified funding mechanism.9) Establish strategic partnerships and engagement framework to support the institution in diversifying funding mechanisms and encouraging businesses, corporate organisations and donors to invest in National Quality Infrastructure (NQI) services for industrial development, trade promotion and consumer protection.10) Mobilise funds – for the construction of a complex national quality infrastructure building with suitable conditions for both quality testing, metrology laboratories and "Smart Exhibition and Exchange Centre". Sending proposals to the donors every beginning of the year along with the feasibility study report could unlock future funding.11) Support exceptional staff to continue their carrier growth in NQI services. This can be achieved by creating NQI Career Growth Framework with incentives, development opportunities, and a strengthening promotional agenda.12) Establish a RSB Export Service Framework defining the services to be exported, the priority countries (especially where Rwanda has competitive advantages as well as strong bilateral cooperations and business ties), and legal aspects to consider in the framework.13) Enhance Big Data Analytics to guide the organization identify priority sectors and establish resource-based planning with measurable and achievable goals to ensure efficiency.14) Establish RSB Data Management Framework defining the type of information, storage, sharing modalities, and controls. This would be in line with the sector and country plan for the Data Warehouse and BUS, as well as the Interagency Data Sharing Policy.
NCD	<ol style="list-style-type: none">1) Increase certified products, systems and personnel, and improve the level of acceptance of certification and include it into the performance indicators and maximize the existing platforms such Quality and Certification Forums.2) Explore new areas, such as intelligent manufacturing, advanced manufacturing, biosafety, energy conservation, emissions reduction, and ecological protection, and take the initiative to explore the applicable certification schemes.3) Establish or operationalise a national certification information-sharing platform (Certification Forums), integrate certification information into sectoral data resources.4) Gradually expands the scope of certification, which in the next 5-10 years, RSB will be able to establish a national certification system with complete categories, diverse, coordinated, and globally recognised schemes.5) Adopt and optimise digital transformation in certification services, promoting big data analytics for efficiency and impact analysis.6) Ensure the continuity of the compliance to policies and procedures, while maintaining the accreditation of operational schemes.



NMD	<ol style="list-style-type: none"> 1) Ensure international recognition by acquiring primary standards, developing metrological capacity, signing the Meter Convention and registering CMCs in the BIPM KCDB 2) Accelerate the quantum metrology services to respond to a new industrial development paradigm – Food, agriculture, health, mining, nuclear energy, space, pharmaceutical sectors heavily adopting 4IR technologies – including the use of nanotechnology in different sectors. 3) Acquire relevant reference materials, devices, and equipment and build suitable infrastructure for the medical calibration centre and operationalise the laboratory. 4) Establish /operationalise Rwanda Metrology Society/Forum to promote and enhance understanding on the role of metrology in Rwanda scientific and technological innovation - would serve as major national strategies for industrial transformation and trade promotion. 5) Establish calibration rig for road tankers and storage tanks as well as the mobile calibration and verification laboratories to easily reach the remote customers. 6) Conduct a study on scientific metrology encompassing the establishment of measurement units and standards, this would require mobilizing funds to support this research. 7) Upgrade chemical metrology laboratories and produce certified reference materials for other testing laboratories in the country. 8) Ensure the continuity of the compliance to policies and procedures, while increasing the scope and maintaining the accreditation status of laboratories.
NSD	<ol style="list-style-type: none"> 1) Develop and adopt standards relevant to the targeted/priority sectors with high economic potentials, and enhance wide understanding of the standards by regulators, industries and consumers. 2) Enhance capacity building of internal and external personnel in NQI modules, including certified courses, and sector specific training which would support RSB to deliver to its mandates and positioning industries to attain the desired quality posture. 3) Establish a mechanism which will support NSD actively participating in the harmonisation meetings – EAC and ARSO and other activities as prepared by international standards organisations. 4) Explore new areas, such as intelligent manufacturing, advanced manufacturing, biosafety, energy conservation, emissions reduction, and ecological protection, and develop standards and training materials to better support individuals and companies in these sectors towards certification. 5) Explore the joint mechanism involving higher education institutions (both public and private), vocational schools (TVETS, RPs), research organizations, and businesses to nurture talent. Integrating NQI education into national educational programs, will be a key to building a skilled and knowledgeable workforce. 6) Establish an internationally recognized 'RSB Exhibition and Exchange Centre' to promote the dissemination of advanced concepts, technical methods and standards related to products, process, testing, calibration, and certification of products or services with high social economic importance. 7) Low standards uptake and coping with the speed of industrial development, NSD needs to re-design its standardisation model that reflects the prioritisation and context using Big Data Analytics. 8) Operationalise Standardisation Forum; where all the technical matters related to standards and technical regulations will be discussed and addressed. 9) Ensure the internal compliance to the policies and procedures and maintain the certification status.



NQTL	<ol style="list-style-type: none">1) Replace aged equipment and develop a robust repair and maintenance program to keep existing equipment test-ready2) Maintain the accreditation and increase the scope of accreditation to cover more parameters and respond to the market demands.3) Where there is lack of capacity in the strategic period, subcontract tests to designated labs4) NQTL deployed LIMS and is widely used in the laboratories. However, NQTL should also embrace the use of big data analytics in quality testing laboratories to define the priorities and optimal resources allocation for machinery, consumables, and accreditation.5) Explore new areas, such as intelligent manufacturing, advanced manufacturing, biosafety, energy conservation, emissions reduction, and ecological protection, and define what tests can be done to support the certification initiatives.6) As custodian of the designation laboratory, NQTL should operationalise the Quality Testing Forum, in which all matters related to quality testing will be discussed and addressed. Advocate for the Centralised National Quality Testing Laboratory, to minimise replication of efforts.
ICT	<ol style="list-style-type: none">1) Embrace the use of big data analytics in its operations, integrating various data sources and leveraging large-scale data flow analysis to determine the top organisational priorities and proper resource allocation, as well as visualising the results/ impact of RSB efforts2) Explore decentralised digital platform to the public to facilitate NQI service delivery.
SPU	<ol style="list-style-type: none">1) Establish a framework for mobilising funds from different partners through a Resource Mobilization Strategy to support ongoing efforts and RSB key mandates and management of partnerships.2) Prepare proposals for funds mobilisation and send them to different partners, embassies and other international development agencies.3) Increase the number of SMEs supported through technical assistance and prepare them towards certification. Enhance awareness of all stakeholders on the programs.4) Establish skills development framework for staff to technically support SMEs towards accreditation.



3.12. Resources Analysis

The National Standards Body (NSB) is essential for ensuring quality, safety, and competitiveness in metrology, testing, standardization, training, and certification. While technically strong, the NSB's resource constraints hinder growth and global recognition.

3.12.1. Metrology and Testing Laboratories

The NQTL has 107 laboratory instruments covering over 3,000 parameters, the NSB has significant capacity, yet nearly half are over seven years old, increasing maintenance issues. The RSB holds 25 accredited testing scopes, but only secondary-level metrology standards and no registered Calibration and Measurement Capabilities (CMCs), which limits its international standing. The aging infrastructure further restricts expansion and modern service delivery.

3.12.2 Financial Resources

Persistent financial challenges, including frequent government budget cuts and minimal capital investment, threaten sustainability. The NSB must seek collaborations with funding partners such as Trade Mark Africa, the World Bank, and the African Development Bank to upgrade equipment, modernize facilities, and build capacity.

3.12.3. Human Resources

Staff retention is also an issue, as skilled personnel often leave for higher-paying private sector opportunities, and lengthy hiring processes make retention harder, resulting in knowledge loss and disrupted services.

3.12.4 Interventions

To address these challenges, the NSB should prioritize: a structured program for equipment renewal, development of a modern National Quality Infrastructure center, pursuit of CMC registration, and robust partnerships for funding. Investing in staff development and succession planning, embracing digital transformation, and aligning strategies with national industrial and trade goals will further support the NSB's efficiency and relevance.

With targeted investments and enhanced partnerships, the NSB can become a resilient, internationally recognized institution driving industrial progress, facilitating trade, and supporting national development.

4

CHAPTER 4

Strategic Pillars and Strategic Objectives

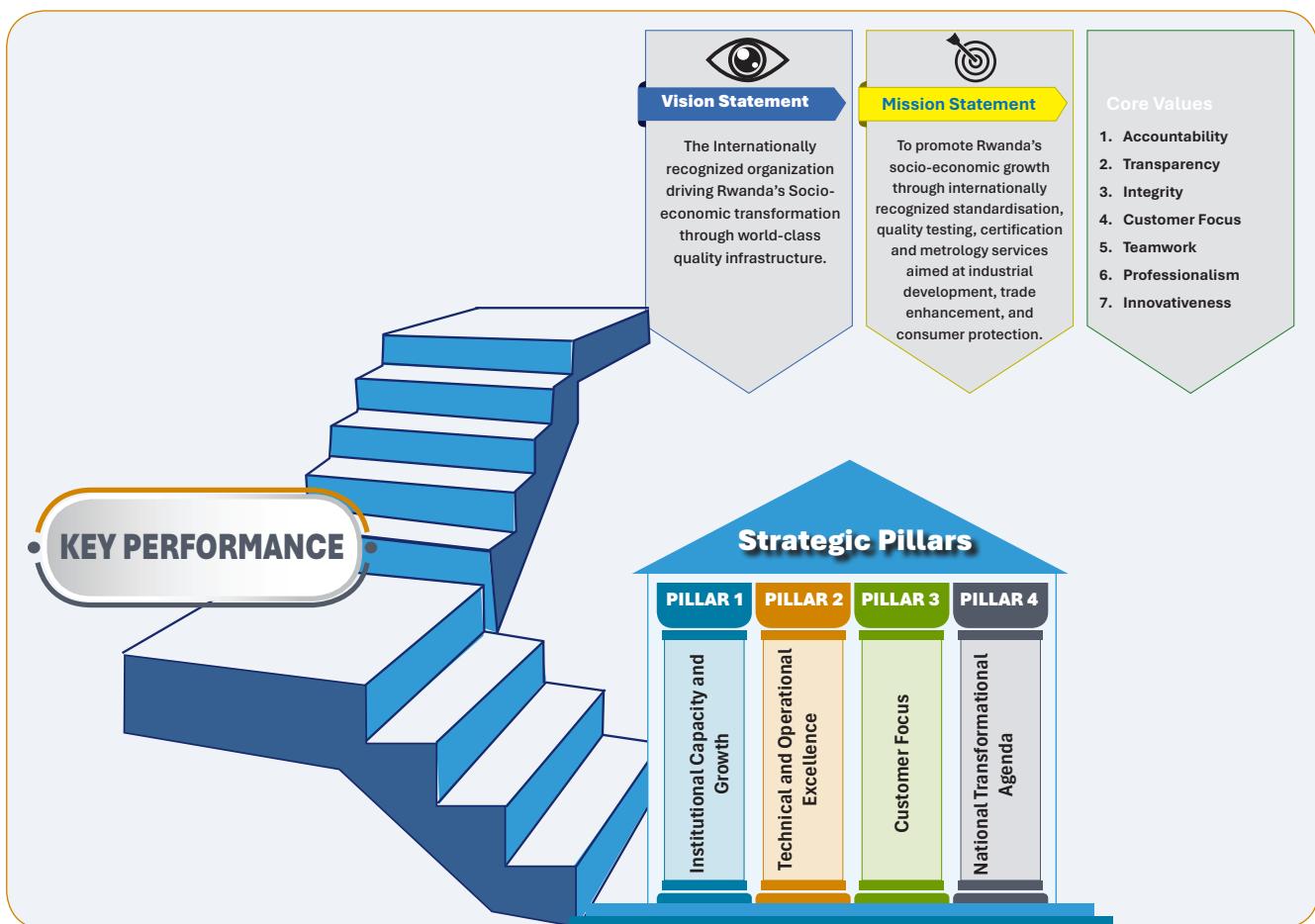
The RSB strategic pillars for 2026-2030 Strategic Period were informed by External Analysis (PESTEL), Internal Analysis (SWOT & Resource Analysis), lessons learnt Terminal Evaluation of the RSB 2021-2025 Strategic Plan, and the extensive literature review carried out. These analyses identified strategic issues that need to be addressed by the current strategic plan.

The revised National Strategy for Transformation II (NST 2), which is the guiding star for the Government of Rwanda to transform the nation as detailed in the

Vision 2050, provides a major strategic direction for formulation of RSB Strategies. This requires therefore that its aspirations be included in form of a Strategic Pillar of this Strategic Plan as RSB is one of the institutions that provide foundational services for national transformation.

4.1. Strategic Pillars

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





4.2. Strategic Objectives

This chapter contains strategic objectives aligned to RSB needs and the Second National Strategy for Transformation (NST 2). For ease of strategy implementation and institutional focus, the strategic objectives, strategic initiatives, and the strategies, and the yearly achievement projections are as indicated in both the Corporate and Divisional Action Plans which will be cascaded annually to units and individuals.

The following are the Corporate Strategic Objectives:

1. **SO1:** To strengthen institutional capacity and capabilities through resource mobilization to enhance infrastructure, technology, and human capital for realization of the set strategic goals.
2. **SO2:** To provide Standardization, Metrology, and Conformity Assessment Services required by stakeholders in compliance with the RSB Service Charter.
3. **SO3:** To enhance customer satisfaction by improving stakeholder communication, service delivery and engagement.
4. **SO4:** To integrate RSB programs with national development priorities aligned to the Second National Strategy for Transformation (NST 2).

RSB will use the Balance Scorecard methodology to cascade Strategic objectives to Division, Units and Individuals as a basis for implementation of the strategic plan.

4.3. Divisional Objectives and Initiatives (Strategic Choices)

The strategic objectives, key result areas, respective key performance indicators and activities will be implemented by cascading

Strategic Objectives into Divisional Objectives using the Balanced Scorecard methodology and the related Action Plans. The projections are informed by realistic achievements, resource mobilization strategy, and institutional capacity.

The following are Divisional Objectives:

4.3.1. National Standards Division

- 1) **NSO1:** To strengthen the capacity and capabilities of the Standards Division through digitalization, enhanced competencies of staff and TC Members.
- 2) **NSO2:** To increase the number of standards deliverables within the set process timelines aligned to the National Standardization Plan (NSP).
- 3) **NSO3:** To Leverage technology to facilitate participation in standardization for all groups of stakeholders, standards users and beneficiaries
- 4) **NSO4:** To integrate RSB programs with national development priorities by developing new standards and adopting harmonized standards for priority sectors in accordance with National Industrial Policy, National Export Strategy, and the Private Sector Development and Youth Employment Strategy.

4.3.2. National Certification Division

- 1) **NCO1:** To strengthen the capacity and capabilities of the Certification Division through digitalization, enhanced competencies of staff and partners.



- 2) **NCO2:** To increase the number of accredited certification scopes and certifications within the set process timelines.
- 3) **NCO3:** To implement a stakeholder engagement framework that increases customer satisfaction and expands service uptake by 40% across priority sectors by 2030.
- 4) **NCO4:** To integrate NCD programs with national development priorities by developing product and system certification schemes that meet the requirements of priority sectors.

4.3.3. National Quality Testing Laboratories Division (NQTL)

- 1) **NQO1:** To strengthen the capacity and capabilities of the NQTL through laboratory upgrading, digitalization, enhanced capacity and improved staff competency.
- 2) **NQO2:** To maintain existing testing scopes and increase the number of accredited scopes, laboratory throughput and improve Compliance to Testing Turnaround Time (TAT).
- 3) **NQO3:** To implement a stakeholder engagement framework that improves customer communication, increases customer satisfaction and expands service access in compliance with the RSB Service Charter by 2030.
- 4) **NQO4:** To integrate NQTL programs with national development priorities by increasing the testing scope coverage of **priority industrial and export products** to 100% by 2030.

4.3.4. National Metrology Services Division (NMD)

- 1) **NMO1:** To strengthen the capacity and capabilities of the NMD through upgrading existing and establishing Metrology laboratories to increase accredited Metrology scopes, digitalization, enhanced capacity and competencies of staff, and licensed Metrology service providers.
- 2) **NMO2.1:** To enhance Traceability of Rwanda's measurement systems to SI by signing the Meter Convention and registering 5 CMCs in the BIPM KCDB by 2030.
- 3) **NMO2.2:** To increase the number of accredited calibration scopes, calibration throughput and improve Compliance to Calibration TAT.
- 4) **NMO3:** To implement a stakeholder engagement framework that improves customer communication, increases customer satisfaction and expands calibration service uptake by **20% and Verification of equipment services by 100% by 2030.**
- 5) **NMO4:** To integrate NMD programs with national development priorities by increasing the calibration scopes coverage of equipment used in **priority industrial and export sectors** to 100% by 2030.

4.3.5. Single Project Implementation Unit (SPIU)

- 1) **SPO1:** To strengthen the capacity and capabilities of RSB through Project Design, Initiation,



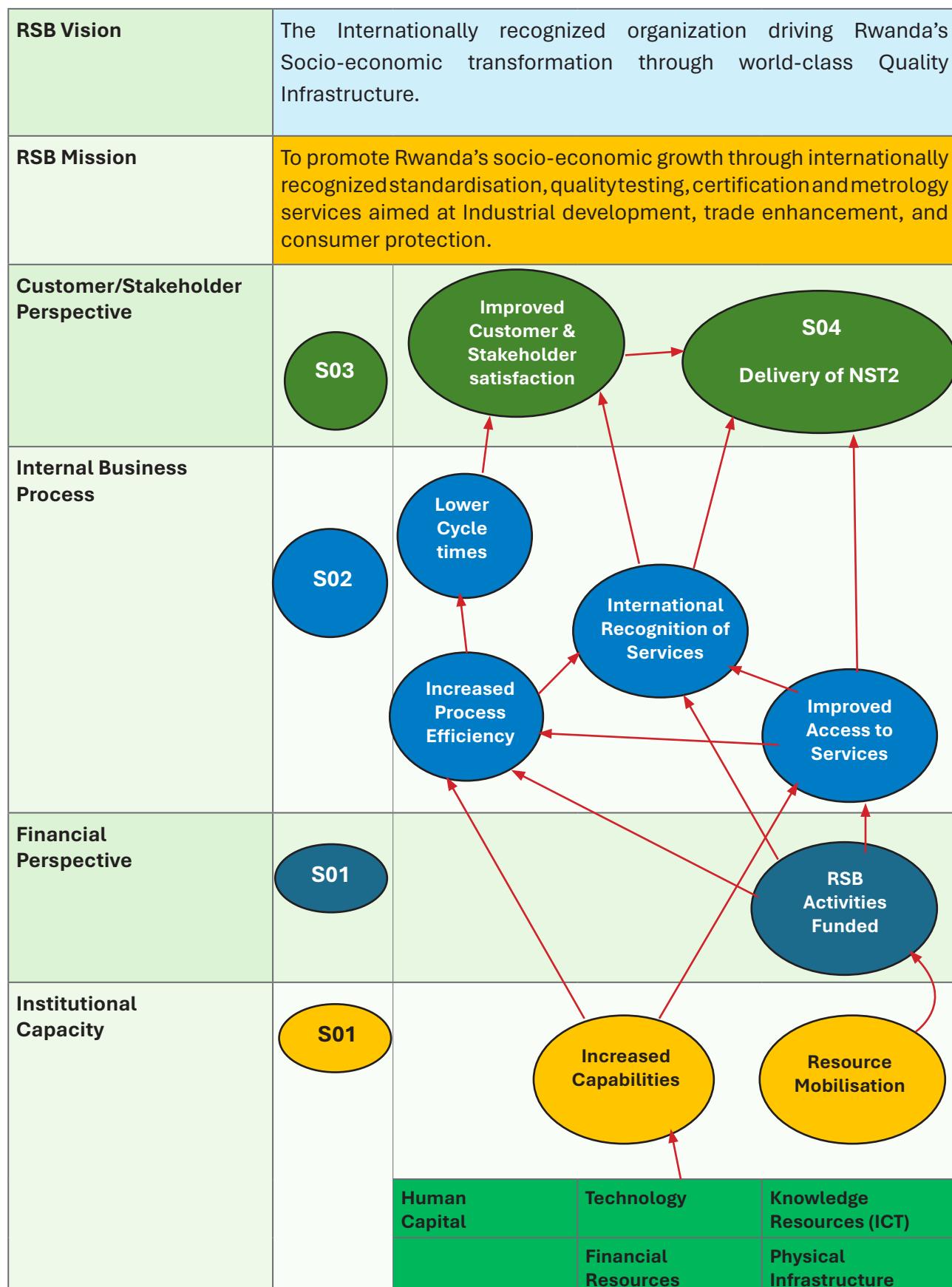
Resource Mobilization and Project Management to ensure off-budget sustainability of RSB.

- 2) **SPO2.1:** To establish strategic partnerships framework for Resource Mobilization, stakeholder and customer communication, engagement, trade promotion and consumer protection.
- 3) **SPO2.2:** To Support the growth of MSMEs through the Zamukana Ubuziranenge Maturity Model and increase the market readiness of MSMEs by 50% by 2030.
- 4) **SPO2.3:** To ensure the timely, cost effective and high-quality completion of all projects that support Standards, Metrology, and Conformity Assessment Services by 2030.
- 5) **SPO3.1:** To increase the market readiness of MSMEs by 50% by 2030 through implementation of the Zamukana Ubuziranenge Maturity Model, with at least 60% of supported MSMEs reaching the highest level.
- 6) **SPO3.2:** To implement a stakeholder engagement framework by 2026 that supports effective project delivery and the Zamukana Ubuziranenge Program, ensuring 75% stakeholder satisfaction and active participation by 2030.
- 7) **SPO4:** To design, initiate, and manage at least 11 strategic projects aligned with NST2 and RSB Strategic Plan by 2030, directly contributing to the achievement of the four RSB strategic objectives.

4.3.6. Administration & Finance Unit (AFU)

- 1) **AFO1.1:** To determine annually and adequately budget for infrastructure, equipment, people and finances necessary for successful implementation of RSB Strategies.
- 2) **AFO1.2:** To mobilize the necessary resources in liaison with SPIU for successful implementation of RSB Strategies by developing a five-year Resource Mobilization Strategy (RMS) by end of January 2026.
- 3) **AFO1.3:** To determine in liaison with Divisions, the Knowledge, Skills and Abilities necessary for delivery of RSB services and carry out recruitment, competency development and staff retention programs that fulfil Divisional requirements.
- 4) **AFO2.1:** To ensure timely provision of supplies and maintenance of equipment for delivery of RSB services.
- 5) **AFO2.2:** To provide adequate logistics for provision of Standards, Metrology and Conformity Assessment Services.
- 6) **AFO2.3:** To ensure timely provision of services by Digitizing and Digitalizing key RSB processes.
- 7) **AFO3:** To establish and implement a Performance Management system based on BSC by Q1 of 2026.
- 8) **AFO4:** To carry out M&E on NST2 projects monthly using BSC Methodology.

The RSB Strategy Map





5

CHAPTER 5

Implementation and Coordination Framework

IMPLEMENTATION FRAMEWORK

5.1. Corporate Implementation Plan (CIP)

The Corporate Implementation Plan outlines the annual deliverables for each strategic pillar and strategic objective for the period 2026-2030. To promote accountability, monitor progress, and motivate both staff and partners, clear and measurable targets are established based on priority activities. Progress will be reviewed quarterly, with comprehensive evaluations done annually to allow for any necessary adjustments. Details of the Corporate Implementation Plan are available in **Annex 1**.

5.2. Divisional Implementation Plans

Divisional Implementation Plans contain the matrices for Divisional Objectives, which collectively contribute to achieving the corporate strategic pillars and objectives. These implementation matrices will be accessible via the RSB MIS platform.

5.3. Annual Workplan and Budget

Projected income and expenditures necessary to operationalize the RSB Strategic Plan for 2026-2030 have been prepared. These financial estimates will be incorporated into the Medium-Term Expenditure Framework and published on the RSB MIS platform.

5.4. Performance Contracting

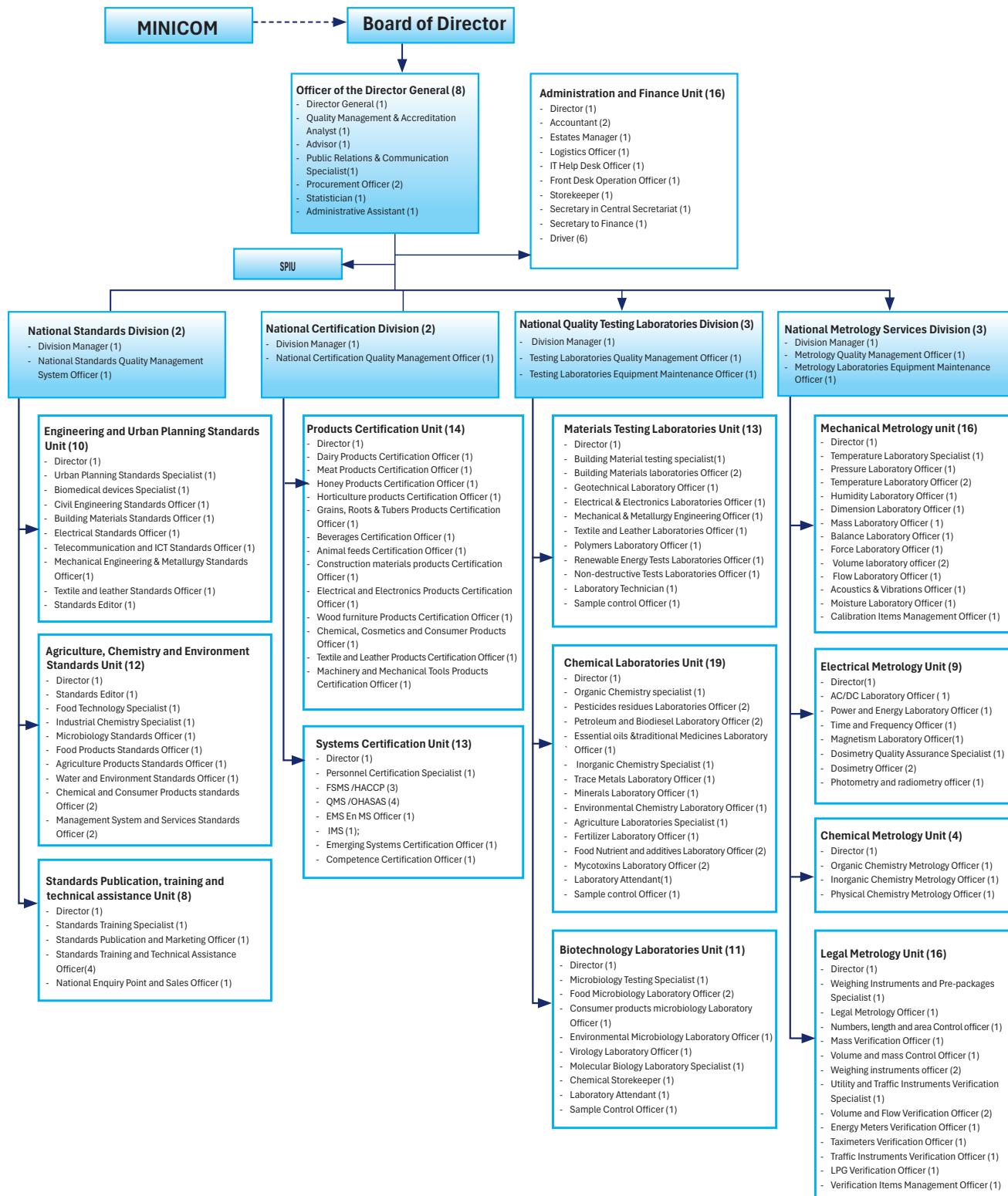
The annual Government of Rwanda Performance Contracts (*Imihigo*) operational indicators will be incorporated into the Annual Workplans of this strategic plan. Any targets in the Performance Contract that were not envisaged by this strategic plan will be incorporated into the Annual Workplans.

COORDINATION FRAMEWORK

5.5. Institutional Framework – Structure for Strategy Execution

To ensure the successful execution of the strategies laid down in this Strategic Plan, RSB shall review the organizational structure in line with the principles of Applicable Law. RSB shall periodically review and refine its organizational structure to ensure optimal alignment with strategic objectives. This will involve evaluating existing frameworks and implementing restructuring measures where necessary, in accordance with the provisions of existing law. The objective is to enhance operational efficiency and facilitate effective strategy execution.

RWANDA STANDARDS BOARD (RSB) - ORGANIZATIONAL CHART





5.6. Governance and Leadership

In pursuit of the objectives outlined in this Strategic Plan, RSB shall adhere to established governance principles, ensuring transparent, accountable, and ethical stewardship. The RSB Board shall ensure governance structures comply with statutory requirements, and oversight mechanisms will be instituted to guarantee effective decision-making, policy formulation, and adherence to best practices. The RSB Board will oversee the provision of resources and offer critical policy direction necessary for the successful execution of the strategic plan.

The Director General is accountable for driving the overall implementation of the plan and is tasked with reporting progress and outcomes to the Board. Divisional Managers will lead the execution of strategic initiatives within their respective divisions, while Directors will be responsible for operationalizing the strategy at the Unit level. To ensure effective coordination and monitoring, the Strategic Plan Implementation Committee will supervise and track the corporate strategy's implementation across the organization.

5.7. Staff Establishment, Skills Set and Competence Development

To achieve the targets set out in this Strategic Plan, RSB will undertake a comprehensive assessment of its staffing requirements in accordance with Strategic Objective SO1. In the first three months of implementation of this plan, RSB shall determine the competencies required to attain strategic results and develop a comprehensive Skills Matrix for each Division and Unit containing competencies (Knowledge, Skills and Abilities) required for each task. Recruitment and deployment shall be guided by competency gaps identified, merit and alignment with strategic priorities. Further, the institution will invest in practical in-house

capacity development initiatives to enhance staff skills and competencies, ensuring readiness to execute assigned roles and deliver Strategic Results.

5.8. Systems and Procedures

RSB has established and will continuously improve systems and procedures through ISO 9001 QMS to support the implementation of this Strategic Plan. Standard operating procedures will be reviewed and harmonized to promote consistency, efficiency, and compliance in delivery of strategic results. The deployment of technology and automation shall be leveraged to streamline workflows and enhance service delivery.

5.9. Risk Management Framework

RSB has established a comprehensive Risk Management System that aligns with ISO 31000 standards. This system outlines a robust framework, including guiding principles, a governance structure, monitoring and reporting mechanisms, and practical tools for effective risk management. Strategic risks are identified and managed in accordance with this framework.

All inherent and residual risks, as well as mitigation measures, are subject to quarterly review. The policy provides clear guidance to RSB on the systematic management of risks across operations. The corporate risk management framework is accessible via the RSB Management Information System (MIS). A summary of the organization's risks is presented in **Table 3**.



Table 3: RSB High Level Risk Matrix

NO.	RISK CATEGORY	LIKELIHOOD (L/M/H)	SEVERITY (L/M/H)	OVERALL RISK LEVEL (L/M/H)	MITIGATION MEASURES
1	Operational Risk	H	H	H	<ol style="list-style-type: none">1) Enhance Implementation of ISO 9001 and ISO 170252) Maintain certifications and accreditations of RSB3) Develop a robust equipment acquisition, Repair & Maintenance, and Calibration program4) Maintain key competencies through skills upgrades, recruitment and staff retention5) Implement Digital Transformation
2	Financial Risk	M	H	M	<ol style="list-style-type: none">1) Develop and implement a robust Resource Mobilization Strategy2) Align RSB programs to NST2.
3	Reputational Risk	L	H	M	Enhance Stakeholder engagement
4	Legal Risk	L	H	L	Adhere to relevant laws and regulations in carrying out operations.



6

CHAPTER 6

Resource Requirements and Mobilization Strategies

6.1. Financial Requirements

To successfully realize the ambitions of the Strategic Plan, RSB will secure adequate financial resources commensurate with its strategic objectives. An exhaustive financial needs assessment will be conducted to quantify the funding required for both ongoing operations and transformative initiatives envisaged under Strategic Objective **SO4**.

This process will consider projected expenditures across capital investments for NQI building, laboratory upgrading, ICT technology upgrades, capacity building, and risk mitigation measures. RSB relies on Budgetary Allocations from GoR and this strategic plan under Strategic Objective **SO1** is premised on the principle that budget allocations by MINECOFIN will be closely tied to priority sectors of NST 2 ensuring resources are deployed where they deliver optimal value for delivery of Vision 2050. Additionally, multi-year financial planning will be adopted to support sustainability, enabling the organization to anticipate future needs and respond proactively to evolving demands.

6.2. Resource Mobilization Strategies

RSB's approach to resource mobilization is both dynamic and multifaceted, harnessing both GoR allocations based on robust justifications for budgetary allocations and external avenues through partners to ensure sustainable financial flows. The organization will actively pursue strategic partnerships, collaborations, and stakeholder engagements to broaden its funding base. Targeted efforts will be made to attract support from GoR sources, development agencies, private sector investors, and donor communities.

Under Strategic Objective **SO1**, RSB intends to mobilize the necessary resources by leveraging the inherent skills domiciled in SPIU and the Finance Unit to successfully develop a five-year Resource Mobilization Strategy (RMS) by end of January 2026.

Internally, efficiency initiatives will be strengthened to maximize value for money, including the adoption of innovative funding mechanisms and the optimization of processes to increase efficiency in resource utilization as envisaged in Strategic Objective **SO2**. The institution will also prioritize transparency



and accountability in all mobilization efforts, fostering trust and enhancing its reputation among potential funders and partners.

6.3. Resource Management

Effective resource management lies at the heart of RSB's strategy for organizational excellence. Rigorous systems and controls will be instituted to oversee the allocation, utilization, and monitoring of resources at all levels. Integrated management information systems will provide real-time visibility into financial flows, enabling timely and informed decision-making.

The institution will embrace established standards—such as ISO 9001 QMS to ensure the integrity and consistency of resource management practices. Continuous improvement will be fostered through regular audits, performance reviews, and feedback mechanisms. RSB will invest in building staff capacity to manage resources prudently, supporting a culture of stewardship and accountability.

By championing best practices and aligning resource management with strategic priorities, RSB will safeguard its financial health and strengthen its ability to deliver on its mandate.



7

CHAPTER 7

Monitoring, Evaluation And Reporting Framework

7.1. Monitoring Framework

To ensure the successful implementation of the Strategic Plan 2026-2030, RSB will employ the Balanced Scorecard methodology as the principal instrument for monitoring and evaluation.

To ensure that the strategy is cascaded throughout the organization, management will ensure the following:

- 1) Corporate, Divisional, and Unit scorecards will be developed to facilitate alignment with annual *Imihigo* objectives
- 2) Alignment of the Key Performance Indicators (KPIs) at functional level with the strategic pillars and related objectives.
- 3) Continuous monitoring, measurement, analysis, and evaluation of process performance and associated risks will be conducted at the functional level
- 4) In the event of significant changes in the operating environment, particularly those arising from Ministerial or Presidential directives, appropriate measures will be undertaken to adjust activities and ensure the achievement of strategic objectives.

7.2. Performance Standards

The strategic plan will be implemented and tracked through the Balanced Scorecard Methodology. Divisional Managers shall be responsible for reporting on achievement on a quarterly basis through the Balanced Scorecard. The Quality Management & Accreditation Analyst (QMAA) shall oversee the implementation, monitoring, evaluation and reporting the status of the SP to Senior Management. Senior Management is tasked with conducting periodic reviews of the SP status for subsequent submission to the Board of Directors.

7.3. Evaluation Framework (Corporate Balanced Scorecard)

The evaluation of the level and extent to which objectives have been achieved, in relation to the Strategic Objectives, will be conducted both at mid-term and end-term during the strategic period.

7.3.1. Mid-Term Evaluation of the Strategic Plan

The mid-term evaluation of the Strategic Plan is scheduled for the 2027/2028 Financial Year and will be conducted in accordance with the National Monitoring, Evaluation & Learning Guidelines (NMEL).

7.3.2. End-Term Evaluation of the Strategic Plan

The end-term evaluation will be conducted during the 2030/2031 Financial Year. This evaluation will utilize the NMEL guidelines as may be published by MINECOFIN from time to time, as well as the Rwanda norms and standards for Monitoring and Evaluation.

ensure consistent and comprehensive performance tracking.

In instances of non-achievement, the Balanced Scorecard and KPIs monitoring tool will be employed to identify the underlying causes. Appropriate corrective actions will be determined and implemented to prevent recurrence of similar issues and enhance overall plan execution.

The insights and lessons derived from both achievements and challenges will inform ongoing improvement processes. This feedback will be systematically integrated into Strategic Plan management, supporting the continuous refinement of organizational practices and strategies over time.

7.4 Reporting Framework and Feedback Mechanism

Divisional Managers and Directors are required to systematically collect and report data regarding the implementation of Strategic Plan interventions on a quarterly basis. This process will utilize the Balanced Scorecard Methodology, *Imihigo*, and the KPIs monitoring tool to



Annex



ANNEX 1: Corporate Strategy Implementation Matrix (CIP)

PERSPECTIVE	SPECIFIC OBJECTIVE	RESPONSIBILITY	PERFORMANCE INDICATORS	UNIT	TARGET	RESULT 2026
F1	SO1	DG, DIVISIONS	Utilization of Allocated Funds (Recurrent)	RWF	AS PER BUDGET	AS PER BUDGET
F1.1	SO1	DG, DIVISIONS	Operations (Recurrent non-wage)	RWF		
F1.2	SO1	AFU	Salaries for RSB Staff	RWF		
F1.3	SO1	AFU, SPIU	Salaries for SPIU Staff	RWF		
F2	SO1	DG, DIVISIONS	Utilization of Allocated Funds (Capital)	RWF	AS PER BUDGET	AS PER BUDGET
F2.1	SO1	AFU, SPIU, NQTL, NMD	Rehabilitation of Labs	RWF		
F2.2	SO1	AFU, SPIU, NQTL, NMD, NCD	Accreditation	RWF		
F2.3	SO1	AFU, SPIU, NQTL	Reagents	RWF		
F2.4	SO1	AFU, SPIU, NQTL, NMD	Maintenance of Equipment	RWF		
F3	SO1	SPIU	Utilization of External Grant (KOICA, ENABEL, ARSO)	RWF	AS PER BUDGET	AS PER BUDGET
F3.1	SO1	SPIU	KOICA (SISIC)	RWF		
F3.2	SO1	SPIU	ENABEL (Supporting SMEs in Agro-processing)	RWF		
F3.3	SO1	SPIU	ARSO (Supporting SME)	RWF		
F3.4	SO1, SO4	DG, ICT, SPIU	Budget Estimate for Digitalization	RWF		
F3.5	SO1, SO4	DG, AFU, SPIU	Budget Estimate for Competency Development to Increase in Scopes	RWF		
F3.6	SO1, SO4	DG, AFU, SPIU	Budget Estimate for National Metrology Academy & TC Rooms	RWF		



PERSPECTIVE	SPECIFIC OBJECTIVE	RESPONSIBILITY	PERFORMANCE INDICATORS		UNIT	TARGET	RESULT 2026
			FINANCIAL				
F3.7	SO1, SO4	DG, AFU, SPIU	NQI Complex NQTL and Metrology Equipment Budget		RWF		
F3.8	SO1, SO4	DG, AFU, SPIU	NQI Complex Budget		RWF		
F3.9	SO1	DG, AFU, SPIU, QMAA	ILAC/IAF MRA Signatory Roadmap Budget		RWF		
CUSTOMER			CUSTOMER				
C1	SO3	NSD, SPIU	75 awareness events		NO.	75	15
C2	SO3	NQTL	Testing Complaint Resolution Rate	%		93	93
C3	SO3	NQTL	Compliance to Testing Turn Around Time (TAT)	%		84	84
C4	SO3	NMD	Compliance to Calibration Turn Around Time	%		65	50
C5	SO3	AFU, SPIU, DMs	Implementation of Customer & Stakeholder Engagement Plan	%		100	100
IBP			INTERNAL BUSINESS PROCESS				
-	SO1	DG, AFU, SPIU, QMAA	ILAC/IAF Recognition (% Completion VS MRA Signatory Roadmap)	%		100	100
-	SO1	DG, AFU, SPIU	Develop RSB Resource Mobilization Strategy (Percent completed vs Plan)	%		100	100
-	SO1	DG, AFU, ELPS	Establish a strategic partnerships framework for stakeholder communication , engagement and Resource Mobilization (% Completion vs plan)	%		100	100



PERSPECTIVE	SPECIFIC OBJECTIVE	RESPONSIBILITY	PERFORMANCE INDICATORS	UNIT	TARGET	RESULT 2026
						INTERNAL BUSINESS PROCESS
-	SO1	DG, AFU, SPIU	Proportion of project funding from RMS (% RMS funds raised vs Plan)	%	100	
-	SO1	DG, AFU, SPIU	NQI Complex established (Percent completed vs Project Plan)	%	100	10
-	SO1	DG, DIVISIONS	Infrastructure acquired	%	100	0
-	SO4	NSD	New P-Memberships in ISO TC22SC37, TC34SC3, TC34SC8, TC34SC15,	NO.	4	
-	SO4	NSD	New Harmonized, Regional, Continental and International Standards to Support Export Strategy	NO.	851	170
-	SO4	NSD	New standards that Support National Industrial Policy 2024-2034	NO.	708	124
-	SO2	NSD	Annual reviews of National Standardization Plan	NO.	5	1
-	SO1	DG, SPIU	SPIU Fully established at RSB (%) Completion vs Plan)	NO.	100	80
-	SO4	SPIU	Number of Graduate Interns in RSB	NO.	300	60
-	SO4	SPIU	Number of SMEs Trained and/or Coached on Standards and Gender Equality	NO.	80	20
-	SO4	SPIU	Number of SMEs graduated to Certification Stage	NO.	240	60
-	SO4	SPIU	Number of Private Metrology Labs graduated to Licensing Stage	NO.	15	3
-	SO2	NSD	New Training Schemes Introduced	NO.	5	1
-	SO3	SPIU	Number of Public Institutions coached	NO.	90	18
-	SO3	SPIU	Organizations Trained on Standards	NO.	400	80
-	SO1	SPIU	Strengthening Rwanda Industrial Standardization ICT Capacity (SISIC) Project (% Completion vs Plan)	%	100	13
-	SO1	SPIU	Number of Strategic Partnerships	NO.	15	



PERSPECTIVE	SPECIFIC OBJECTIVE	RESPONSIBILITY	PERFORMANCE INDICATORS	UNIT	TARGET	RESULT 2026
INTERNAL BUSINESS PROCESS						
-	SO2	NSD, SPIU	5 quality awarding events	NO.	5	1
-	SO4	NSD, SPIU	Standards education introduced in universities	NO.	3	0
-	SO2	NQTLID	Number of samples Tested	NO.	61,688	12,338
-	SO1	NQTLID	Establish full capacity for Petroleum Product Testing (% completion vs Plan)	%	100	10
-	SO4	NQTLID, SPIU	Establish full capacity for Pesticide Formulation Testing (completion vs Plan)	%	100	10
-	SO1	NQTLID	Establish full capacity for Wood Product Testing (% completion vs Plan)	%	100	10
-	SO1	NQTLID	Establish full capacity for Environmental Testing Laboratory (% completion vs Plan)	%	100	10
-	SO1	NQTLID	Establish full capacity for Molecular Testing Laboratory (% completion vs Plan)	%	100	10
-	SO1	NQTLID	Increase Testing Equipment to meet testing demand (% completion vs Plan)	%	100	10
-	SO4	NQTLID, SPIU	New testing parameters introduced	NO.	97	6
-	SO2	NQTLID	Maintenance of 27 existing parameters	NO.	27	25
-	SO4	NQTLID, SPIU	Accredited scopes for tea quality Vs Total Parameters	%	100	10
-	SO4	NQTLID, SPIU	Accredited scopes for Sugar Vs Total Parameters	%	100	30
-	SO4	NQTLID, SPIU	Accredited scopes for Leather quality Vs Total Parameters	%	100	0
-	SO4	NQTLID, SPIU	Accredited scopes for Garments Vs Total Parameters	%	100	0
-	SO4	NQTLID, SPIU	Establish Capacity for EV Testing (% Completion vs Plan)	%	100	10
-	SO4	NQTLID, SPIU	Accredited scopes for Steel quality Vs Total Parameters	%	100	80



PERSPECTIVE	SPECIFIC OBJECTIVE	RESPONSIBILITY	PERFORMANCE INDICATORS	UNIT	TARGET	RESULT 2026
IBP						
-	SO2	NQTLID	Accredited scopes for testing laboratories	NO.	150	31
-	SO2	NMD	Number of Reference Standards Calibrated	NO.	200	40
-	SO2	NMD	Number of Equipment Calibrated	NO.	56,366	11,273
-	SO2	NMD	Number of Dosimetry Services Provided (QC/QA, Individual Monitoring, Radiation Survey)	NO.	227	46
-	SO4	NMD, SPIU	New accredited measurement scopes (Humidity, DC V, I, Ohm, AC V, I; Temperature Indicators, Onsite calibration of Thermometers, Temperature Chambers, Volume up to 20L)	NO.	10	1
-	SO4	NMD, SPIU	Establish laboratory for Air Quality, Meteorological, Land Survey equipment, SSDL, and Hydrology (% completion vs Project Plan)	%	100	10
-	SO4	NMD, SPIU	Establish Laboratory for Traffic and e-mobility.	%	100	10
-	SO4	NMD, SPIU	Establish Laboratory for Mining	%	100	10
-	SO2	NQTLID	ISO/IEC 17034 accreditation (completion vs Plan)	%	50	15
-	SO2	NQTLID	ISO/IEC 17043 accreditation (completion vs Plan)	%	100	10
-	SO2	NMD	ISO/IEC 17034 accreditation (completion vs Plan)	%	50	15
-	SO2	NMD	ISO/IEC 17043 accreditation (completion vs Plan)	%	100	10
-	SO1	NMD	Establish a Medical Metrology Center (% Completion vs project plan)	%	100	10
-	SO1	NMD, SPIU	Sign the Metre Convention and Register 5 CMCs in the KCDB (% vs Project Plan)	%	100	5
-	SO1	NMD, SPIU	Establish RSB Metrology Academy (% completion vs Plan)	%	100	5
-	SO2	NMD	Number of regulated measuring instruments verified	NO.	252,750	
-	SO2	NMD	Medical Instruments	NO.	10,615	2,123
-	SO2	NMD	Imported Instruments	NO.	73,060	14,612



PERSPECTIVE	SPECIFIC OBJECTIVE	RESPONSIBILITY	PERFORMANCE INDICATORS	UNIT	TARGET	RESULT 2026
			IBP			
-	SO2	NMD	Utility Meters	NO.	18,800	3,760
-	SO2	NMD	Prepackaged Products	NO.	275	55
-	SO2	NMD	LPG Cylinders	NO.	150,000	30,000
-	SO1	NMD	Number of bodies Licensed to carry out Metrology services	NO.	30	15
-	SO1	NMD	Number of regulated measuring instruments verified by Licensed Companies	NO.	317,588	
-	SO2	NSD	New training schemes introduced	NO.	11	2
-	SO2	NSD	Trainings conducted	NO.	206	32
-	SO1	NSD	Certified RSB trainers	NO.	101	14
-	SO4	NCD	New Personnel Certification Schemes introduced	NO.	10	2
-	SO4	NCD	New scopes - Number of Accredited System Certification Schemes	NO.	11	2
-	SO4	SPIU	Initiate and implement RS 600:2025 Project (% implementation vs Project Plan	%	100	20
-	SO2	NCD	New products certified	NO.	1,995	399
-	SO2	NCD	Number of systems certified	NO.	993	149
-	SO2	NCD	Number of Personnel certified	NO.	1,240	248
-	SO2	NCD	Number of products recertified	NO.	2,050	410
-	SO2	NCD	Number of systems recertified	NO.	775	155
-	SO4	NCD, SPIU	Products granted Made in Rwanda logo	NO.	371	56
-	SO2	DMS	Number of RSB services exported	NO.	5	1
-	SO2	DG, SPIU, DMS	Implementation of Digital Transformation Strategy	%	100	0



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