



Rwanda Standards Board  
ISO 9001 Certified

# ABRIDGED STRATEGIC PLAN 2021 - 2025

---

MARCH 2021



# TABLE OF CONTENTS

<b>FOREWORD .....</b>	<b>V</b>
<b>PREFACE .....</b>	<b>VI</b>
<b>1.0 INTRODUCTION .....</b>	<b>1</b>
1.1 BACKGROUND .....	1
1.2 OVERVIEW OF RSB AND ITS MANDATE .....	1
<b>2.0 INSTITUTIONAL ANALYSIS AND ENVIRONMENT SCANNING .....</b>	<b>3</b>
2.1 ORGANISATION HISTORY .....	3
2.2 ORGANIZATIONAL STRUCTURE .....	4
2.3 REVIEW OF KEY ACHIEVEMENTS AND LESSONS LEARNT FROM 2013-2018 STRATEGIC PLAN .....	5
2.4 SWOT ANALYSIS .....	7
2.5 PESTEL ANALYSIS .....	12
2.6 STAKEHOLDER ANALYSIS .....	16
2.7 BASELINE ANALYSIS OF INSTITUTIONAL, HUMAN AND INFRASTRUCTURE CAPACITY ...	18
2.8 EMERGING ISSUES .....	18
2.9 CONCLUSIONS FROM ENVIRONMENTAL SCAN .....	19
<b>3.0 STRATEGIC FRAMEWORK .....</b>	<b>20</b>
3.1 VISION .....	20
3.2 MISSION .....	20
3.3 CORE VALUES .....	20
3.4 STRATEGIC PILLARS .....	21
3.5 STRATEGIC OBJECTIVES AND STRATEGIES .....	22
3.6 LOGICAL FRAMEWORK/IMPLEMENTATION MATRIX .....	26
3.7 COMMUNICATING THE STRATEGIC PLAN .....	58
3.8 FINANCING THE STRATEGIC PLAN .....	58
<b>4.0 MONITORING, EVALUATION, REPORTING AND RISK MANAGEMENT .....</b>	<b>60</b>
4.1 OBJECTIVES OF MONITORING, EVALUATION AND REPORTING AND RISK MANAGEMENT .....	60
4.2 MONITORING .....	60
4.3 EVALUATION .....	60
4.4 REPORTING .....	60
4.5 RISK ASSESSMENT .....	61



## LIST OF TABLES

Table 1: SWOT Analysis.....	7
Table 2: PESTEL Analysis.....	12
Table 3: Key Stakeholders of RSB .....	16
Table 4: Strategic objectives, specific objectives and strategies .....	22
Table 5: Cost estimates per strategic objective .....	58
Table 6: Risk analysis .....	61



# LIST OF FIGURES

Figure 1: RSB Organizational Structure.....4



## FOREWORD

It is with much pleasure that Rwanda Standards Board (RSB) presents its Strategic Plan for the period 2021-2025. This document highlights the strategic direction of RSB over the next five years in our effort to effectively discharge its mandate. This Strategic Plan is aligned with the Government of Rwanda's development agenda as set in the National Strategy for Transformation (NST-1).

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

Effective from 2020, RSB became a service providing organisation offering standards development, training and awareness, metrology, quality testing and certification services. This is due to improvement, in line with international best practices aiming at separating the service provision function and regulatory function. This 2021-2025 Strategic Plan considers various important economic, technological and legal environmental changes. The current Strategic Plan builds on the previous Plan's successes, factoring in the lessons learnt in its design. RSB is committed to delivering on the strategic pillars of 2021-2025 Strategic Plan which are **institutional growth; customer focus; operational efficiency; improved governance and human capital; and having an enabling legal and regulatory framework.**

I take this opportunity to acknowledge the role played by Management under the leadership of the Director General in the development of 2021-2025 Strategic Plan. I also wish to recognize the support from the stakeholders whose contribution made this process a success. I am confident that through the continued support of all stakeholders this Strategic Plan will be fully realised.

**Mr. NSENGIYUMVA Paul**  
**Chairperson, Board of Directors**



## PREFACE

This Strategic Plan provides a roadmap of what Rwanda Standards Board (RSB) will be undertaking within the plan period of 2021 to 2025. The Plan will provide a blueprint for RSB to contribute to the national development with excellent services delivery through standardization, certification, quality testing and metrology services. This Strategic Plan has built on the lessons learnt during implementation of 2013-2018 Strategic Plan. The plan was developed in a participatory approach which entailed consultation with internal and external stakeholders.

The 2021-2025 Strategic Plan identifies the following five strategic pillars that RSB will focus on: institutional growth; customer focus; operational efficiency; governance and human capital; and legal and regulatory framework. There is a need for increasing the scope and scale of services in standards development, conformity assessment and metrology services in order to allow RSB to have more impact on national development. RSB will closely keep updates regarding local, regional and international markets to identify new technologies being developed and respond with relevant solutions. This will enable RSB to adequately respond to the needs of the market and effectively contribute to the Government's development agenda. In order to support the business growth, adequate systems and seamless flow of operational processes will be required as they are key determinants of efficiency and effectiveness of an organization. Technology will be a key pillar for RSB in its determination of improving its processes. Capacity development of the staff is important in ensuring their skill level is in line with the ever-changing market needs. It is very necessary for RSB to enhance its stakeholders' engagement being either at local, regional or international level. To effectively discharge its mandate, RSB is required to undertake some legal and regulatory changes.

RSB Management is in charge of ensuring that this Strategic Plan is implemented effectively. We appreciate the support of all our stakeholders, and we hope our continued collaboration will drive the implementation of this Strategic Plan 2021-2025.

**MURENZI Raymond**  
**Director General**



## RSB STRATEGIC MAP

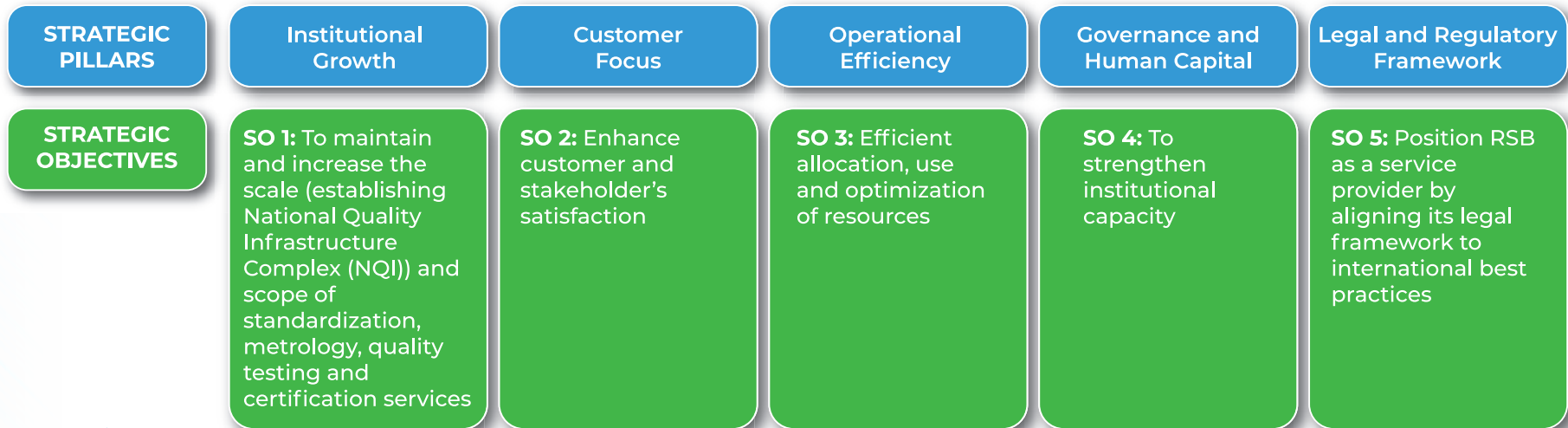
### OUR VISION

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



### OUR MISSION

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



### OUR CORE VALUES

Accountability   Customer Focus   Integrity   Transparency   Teamwork   Professionalism



# 1.0 INTRODUCTION

## 1.1 BACKGROUND

RSB has developed this 2021-2025 Strategic Plan to effectively align with the Government's agenda and serve the industry development. As a public institution, RSB is expected to contribute to national development through execution of its mandate. Rwanda's vision as outlined in Vision 2050 is to ensure high standards of living for all Rwandans. This is being implemented through the National Strategy for Transformation (NST1 2017-2024) NST1, which is a Seven Year Government Programme (7YGP) that guides the transitioning from Vision 2020 to Vision 2050. RSB seeks to contribute to economic growth through the promotion of trade and competitiveness of products. Standardisation, conformity assessment and metrology services are key in supporting various businesses in the production of safe and quality products. This will help the industry have access to more markets locally, regionally and internationally.

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

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

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

## 1.2 OVERVIEW OF RSB AND ITS MANDATE

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

- i. To establish and publish national standards;
- ii. To disseminate information on standards, technical regulations relating to standards and conformity assessment;
- iii. To raise awareness and promote the importance of standards and quality service as tools to improve market access technology transfer and sustainable development;
- iv. To carry out research in the areas of standards and metrology for the setting up of measurement standards and reference materials in the field of chemical metrology;
- v. To participate in monitoring standardization at national, regional and international level;
- vi. To participate in putting in place technical regulations relating to standards;
- vii. To provide products and quality service certifications and monitor conformity for issued



- certifications;
- viii. To provide legal, scientific and industrial metrology services;
  - ix. To represent the country at the regional and international standardisation organizations;
  - x. To establish laboratories capable of conducting tests and offering testing services;
  - xi. To act as reference laboratory in the quality domain;
  - xii. To carry out measurement and comparison of proficiency with same level regional and international institutions;
  - xiii. To organize training programs in the area of standardization, metrology and conformity assessment;
  - xiv. To advise the Government on defining, devising and implementing the standardization policy; and
  - xv. To establish and develop relations and collaboration with other institutions at national, regional and international levels with similar mandate, whether public or private.



## 2.0 INSTITUTIONAL ANALYSIS AND ENVIRONMENT SCANNING

### 2.1 ORGANISATION HISTORY

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

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

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



## 2.2 ORGANIZATIONAL STRUCTURE

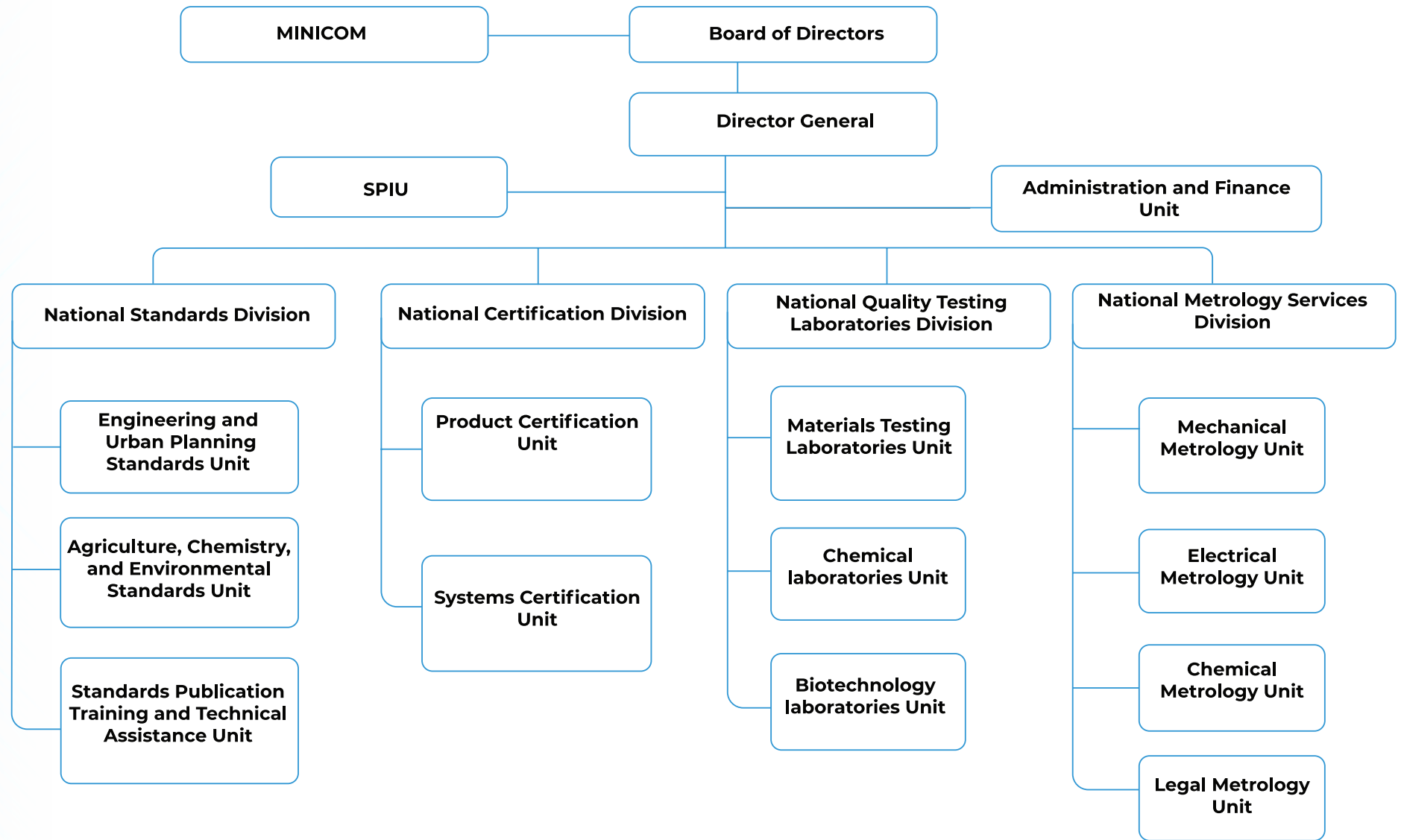


Figure 1: RSB Organizational Structure



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

### 2.3.1 Achievements

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

- **Standardisation:** The total number of standards developed and published has increased from 1,821 in 2013/14 to more than 2,679 by 2020 in areas of food and agriculture, engineering, service, water and environment, chemistry, chemical and consumer products. Additionally, in order to boost the access of local products into international markets, RSB participated in 29 ISO Technical Committees (TCs) and Sub-committees. To facilitate access to standards, standards catalogue was availed on RSB website. Information access through publication of journals has been promoted whereby institutions and individuals are able to access standards through the library.
- **Metrology:** RSB has continually improved metrology services delivery for trade, industry, health and consumer protection. A key achievement was the accreditation of four metrology laboratories (mass, balance, volume and temperature calibration) by Germany Accreditation Agency (DAkkS) which is one of the world's leading accreditation bodies.
- **Quality Testing:** Total tests undertaken per annum almost doubled from 2,763 in 2013/14 to 4,250 in 2018/19. RSB was accredited on ISO 17025 in 2018 with 6 parameters in Microbiology and 6 parameters in chemical testing. In addition, RSB added 20 parameters (9 in Microbiology and 11 in chemical testing) that are recognised by international laboratories in 2020.
- **Certification:** The total number of certified new products was 469 products between 2013-2018 against a target of 400 while 52 new systems were certified between 2013-2018. The products and systems re-certified during the period were 266 and 8 respectively. Schemes developed during 2013-2018 plan period included HACCP, FSMS, OHSMS. EMS and QMS were also developed. However, the schemes had not been included in the Strategic Plan.
- In addition, RSB attained regional recognition of S-mark (EAC) which has facilitated growth in exports. Attainment of accreditation for Hazard Analysis and Critical Control Point (HACCP) based food safety system RS 184:2017 and ISO 22000: 2018 Food Safety Management System in food manufacturing (category c) and farming of plants (category B1) was a key accomplishment by RSB. This will benefit local producers of agricultural products access local and international markets.
- **Institution capacity:** The institutional capacity has improved during the implementation period through investment in modern equipment in metrology and quality testing for effective service delivery. In addition, staff capacity development through training was achieved through sponsorship of staff for long and short-term trainings. Nine members of staff benefited from long-term training from 2013 to 2019 (6 masters degrees and 3-PhDs).

### 2.3.2 Lessons Learnt

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

- i. Maintenance and extension of the accreditation scope:** Accreditation by the relevant international organization is important as it will enhance international recognition of RSB as a standardization body. Efforts to ensure that RSB maintains and extends accreditations will be key in the 2021-2025 Strategic Plan as it will contribute to improvement of market access by producers and manufactures at the regional and international level which is in line with the Government agenda;
- ii. Leveraging on technology:** Use of technology is key in improving operational efficiency. RSB has deployed technology in its operations. Investment in systems such as Laboratory Information Management System (LIMS) has improved efficiency and stakeholders can be issued with testing certificates using LIMS e-certificate portal. In addition, clients are able to make application and monitor status of certification application and the certification process through Management Information System (MIS). In the Strategic Plan 2021-2025,



there is a need to integrate the systems to ensure that service delivery is improved;

- iii. **Continuous capacity development of staff:** During the plan period, RSB facilitated long term and short-term training of staff. This contributed to increasing staff skills level and competence. There is a need to continue building staff capacity to enhance service delivery and to keep pace with the changes in the industry.
- iv. **Collaboration and partnerships:** Cooperation with key stakeholders such as Government agencies, RSB customers, Private Sector and Development Partners is very important in execution of the strategic plan. RSB will strengthen collaborations with stakeholders for effective and efficient discharge of its mandate.



## 2.4 SWOT ANALYSIS

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

Factor	Aspect	Strategic Implication	Strategic Response
<b>1. Strengths</b>	Trusted brand name	<ul style="list-style-type: none"> <li>• Increase in uptake of RSB services and growth of quality culture in Rwanda</li> </ul>	<ul style="list-style-type: none"> <li>• Enhance marketing of services offered to increase the uptake</li> <li>• Promote quality culture in Rwanda</li> </ul>
	Availability of modern laboratory infrastructure	<ul style="list-style-type: none"> <li>• Capacity to undertake quality testing and metrology services</li> </ul>	<ul style="list-style-type: none"> <li>• Improvement of infrastructure</li> <li>• Provision of laboratory consumables</li> <li>• Capacity development of staff</li> <li>• Maintenance of infrastructure</li> </ul>
	Accreditation by international organizations	<ul style="list-style-type: none"> <li>• Recognition locally, regionally and internationally</li> </ul>	<ul style="list-style-type: none"> <li>• Maintenance and extension of the accreditation scope</li> </ul>
	Good relationships with stakeholders	<ul style="list-style-type: none"> <li>• Support during implementation of the strategic plan</li> </ul>	<ul style="list-style-type: none"> <li>• Strengthen stakeholder relations</li> </ul>
	An enabling legislative framework	<ul style="list-style-type: none"> <li>• Statutory recognition of RSB</li> </ul>	<ul style="list-style-type: none"> <li>• Implement RSB's mandate</li> </ul>
	Quasi-monopoly position in service provision	<ul style="list-style-type: none"> <li>• Some of the services can only be accessed at RSB</li> </ul>	<ul style="list-style-type: none"> <li>• Create awareness of RSB services</li> </ul>
	ISO 9001 certified service provider	<ul style="list-style-type: none"> <li>• Recognition as a standardisation body</li> </ul>	<ul style="list-style-type: none"> <li>• Creation of awareness to the industry of services available</li> </ul>
	Custodian of Rwanda Standards and assurance of measurements traceability at the international level	<ul style="list-style-type: none"> <li>• Recognition locally, regionally and internationally</li> </ul>	<ul style="list-style-type: none"> <li>• Strengthen compliance with calibration requirements</li> </ul>
	Member of recognized international standards, metrology and conformity assessment organisations	<ul style="list-style-type: none"> <li>• Recognition locally, regionally and internationally</li> </ul>	<ul style="list-style-type: none"> <li>• Maintenance of the membership</li> </ul>
	Competent human resource	<ul style="list-style-type: none"> <li>• High productivity of staff</li> </ul>	<ul style="list-style-type: none"> <li>• Continuous capacity development of staff</li> </ul>



Factor	Aspect	Strategic Implication	Strategic Response
<b>2. Weaknesses</b>	Recognized Quality marks	<ul style="list-style-type: none"> <li>• Recognition of products from Rwanda as quality products</li> </ul>	<ul style="list-style-type: none"> <li>• Enhance the adoption of good practices to ensure recognition of the marks of quality in international markets</li> </ul>
	Established RSB-SPIU	<ul style="list-style-type: none"> <li>• Improved coordination and management of projects that support institution operations</li> </ul>	<ul style="list-style-type: none"> <li>• Continue identifying potential stakeholders and searching for funding to support SPIU operations</li> </ul>
	Low operationalization of technology in processes such as purchase of standards, access of library materials, application for testing services and accessing testing results	<ul style="list-style-type: none"> <li>• Delay while accessing services</li> </ul>	<ul style="list-style-type: none"> <li>• Implement systems that boost access of RSB services</li> </ul>
	Underutilization of laboratory equipment	<ul style="list-style-type: none"> <li>• Non optimal use of available equipment</li> </ul>	<ul style="list-style-type: none"> <li>• Develop a procurement plan that ensures there are no stockouts of reagents and consumables</li> <li>• Market laboratory services</li> </ul>
	Insufficient number of staff	<ul style="list-style-type: none"> <li>• Inability to meet demand in some sectors</li> </ul>	<ul style="list-style-type: none"> <li>• Continuous training and development</li> <li>• Hire adequate staff</li> </ul>
	Lack of carrier guidance in standardization and metrology services	<ul style="list-style-type: none"> <li>• Inability to meet training demand</li> </ul>	<ul style="list-style-type: none"> <li>• Outsource trainers to meet the deficit</li> </ul>
	Unsuitable infrastructure that does not match international best practice	<ul style="list-style-type: none"> <li>• Inability to operate at optimum capacity</li> </ul>	<ul style="list-style-type: none"> <li>• Invest in the expansion of infrastructure</li> </ul>
	Limited scope of services delivered not covering customers demand	<ul style="list-style-type: none"> <li>• Inability to meet customer needs</li> </ul>	<ul style="list-style-type: none"> <li>• Increase in the scope of services provided by RSB</li> </ul>



Factor	Aspect	Strategic Implication	Strategic Response
	Low rate of implementation of the signed MoUs	<ul style="list-style-type: none"> <li>• Delay in implementation of MoUs specifics</li> </ul>	<ul style="list-style-type: none"> <li>• Enhance planning, implementation and monitoring of MoUs signed</li> </ul>
	The existing structure does not allow optimization of human resources	<ul style="list-style-type: none"> <li>• Negative effect on staff morale, inadequate optimization of human capital</li> </ul>	<ul style="list-style-type: none"> <li>• Revise the organization structure and undertake workload analysis to establish optimum staffing level</li> </ul>
	Lack of internal integrated processes	<ul style="list-style-type: none"> <li>• Reduced operational efficiency</li> </ul>	<ul style="list-style-type: none"> <li>• Invest in ICT systems that integrate processes</li> </ul>
	Insufficient financial resources	<ul style="list-style-type: none"> <li>• Inability to implement the strategic plan</li> </ul>	<ul style="list-style-type: none"> <li>• Lobby for additional funding from the government</li> <li>• Mobilize resources/technical assistance from development partners</li> </ul>
	Delay in services delivery	<ul style="list-style-type: none"> <li>• Customer dissatisfaction</li> </ul>	<ul style="list-style-type: none"> <li>• Enhance the customer experience</li> </ul>
	Lack of full engagement of stakeholders in related standardization services	<ul style="list-style-type: none"> <li>• Inadequate stakeholder engagement and involvement</li> </ul>	<ul style="list-style-type: none"> <li>• Strengthen stakeholder engagement and involvement</li> </ul>
	Lack of strong cybersecurity features	<ul style="list-style-type: none"> <li>• Potential loss of information</li> </ul>	<ul style="list-style-type: none"> <li>• Invest in cybersecurity</li> </ul>
	Terms of employment (the remuneration terms do not match the private sector)	<ul style="list-style-type: none"> <li>• High staff turnover (7.5% in 2019)</li> </ul>	<ul style="list-style-type: none"> <li>• Good rewards and recognition system</li> </ul>
	Inadequate capacity to ensure regular maintenance of equipment	<ul style="list-style-type: none"> <li>• Delay in maintenance of equipment</li> </ul>	<ul style="list-style-type: none"> <li>• Enhance maintenance capacity</li> </ul>
	Logistical arrangements that make it difficult to visit clients when need be	<ul style="list-style-type: none"> <li>• Delay in provision of service (metrological services)</li> </ul>	<ul style="list-style-type: none"> <li>• Provide effective logistical support</li> </ul>
	Inadequate metrology laboratories and machines	<ul style="list-style-type: none"> <li>• Inability to meet all the market needs</li> </ul>	<ul style="list-style-type: none"> <li>• Establish more metrology laboratories</li> </ul>



Factor	Aspect	Strategic Implication	Strategic Response
<b>3. Opportunities</b>	Positive economic growth of the country	<ul style="list-style-type: none"> <li>• Increase of RSB services uptake</li> </ul>	<ul style="list-style-type: none"> <li>• Build capacity of RSB</li> <li>• Create awareness about RSB services</li> </ul>
	Political-will aimed at promoting industrialization, standardization, investments attraction and ease of doing business	<ul style="list-style-type: none"> <li>• Government support</li> </ul>	<ul style="list-style-type: none"> <li>• Lobby the Government for additional resources to enable RSB to meet the industry demand</li> </ul>
	Vibrant private sector ready to embrace standardization culture	<ul style="list-style-type: none"> <li>• Increased RSB services uptake by the private sector</li> </ul>	<ul style="list-style-type: none"> <li>• Create awareness about RSB services</li> </ul>
	A booming Service sector supporting Rwanda's vision to become: a continental tourism destination, ICT, Finance and youth connect hub	<ul style="list-style-type: none"> <li>• Increased RSB services uptake by the services sector</li> </ul>	<ul style="list-style-type: none"> <li>• Create awareness about RSB services</li> </ul>
	Private Public Partnership (PPP)	<ul style="list-style-type: none"> <li>• Engaging more with partners</li> </ul>	<ul style="list-style-type: none"> <li>• Strengthen partnerships and collaborations</li> </ul>
	Open markets (FTAs and different Economic blocs)	<ul style="list-style-type: none"> <li>• Increase in trade within member countries of economic blocks</li> </ul>	<ul style="list-style-type: none"> <li>• Harmonization of standards</li> <li>• Build the capacity of SMEs to access standardisation services to enhance their competitiveness within the region</li> </ul>
	Decentralization of RSB services to districts level	<ul style="list-style-type: none"> <li>• Increase of services access</li> </ul>	<ul style="list-style-type: none"> <li>• Enhance service provision in other provinces</li> </ul>
	A continual increase in uptake of standardization, metrology and certification services	<ul style="list-style-type: none"> <li>• Increase of services uptake</li> </ul>	<ul style="list-style-type: none"> <li>• Create awareness of the services available</li> <li>• Enhance access to services through technology and establishing branches</li> </ul>
	Leveraging on technology in the provision of services and in research	<ul style="list-style-type: none"> <li>• Increase of operational efficiency</li> </ul>	<ul style="list-style-type: none"> <li>• Automate business processes</li> </ul>
	Newly established regulatory institutions enhancing compliance	<ul style="list-style-type: none"> <li>• Increase in demand for RSB services</li> </ul>	<ul style="list-style-type: none"> <li>• Build the capacity of RSB to service the increased demand</li> </ul>



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

Table 1: SWOT Analysis



## 2.5 PESTEL ANALYSIS

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

Factor	Aspect	Effect/ Implication	Strategic Response
<b>1. Political</b>	<ul style="list-style-type: none"> <li>Integration into Regional, Continental and International economic blocks</li> </ul>	<ul style="list-style-type: none"> <li>Increase in demand for RSB services from companies expanding within the region/continent or all over the world</li> </ul>	<ul style="list-style-type: none"> <li>Enhance RSB capacity to meet increased demand</li> <li>Compliance with new policies and regulations</li> </ul>
	<ul style="list-style-type: none"> <li>Government's development agenda</li> </ul>	<ul style="list-style-type: none"> <li>Growth in key priority sectors that have been identified by the government</li> </ul>	<ul style="list-style-type: none"> <li>Align the strategic plan with the government's development agenda</li> </ul>
	<ul style="list-style-type: none"> <li>Government's goodwill in supporting standards, metrology and conformity assessment</li> </ul>	<ul style="list-style-type: none"> <li>Increase in government support in standards development, metrology and conformity assessment</li> </ul>	<ul style="list-style-type: none"> <li>Lobby the government to increase the capacity of RSB</li> </ul>
	<ul style="list-style-type: none"> <li>Participation in international treaties</li> </ul>	<ul style="list-style-type: none"> <li>Improved terms of trade</li> </ul>	<ul style="list-style-type: none"> <li>Marketing of RSB services and partnering with standardisation institutions in the respective countries</li> </ul>



Factor	Aspect	Effect/ Implication	Strategic Response
<b>2. Economic</b>	<ul style="list-style-type: none"> <li>Rwanda's improved ranking each year in Doing Business</li> </ul>	<ul style="list-style-type: none"> <li>Increase in Foreign Direct Investments, all of which need standards, metrology and conformity assessment services</li> </ul>	<ul style="list-style-type: none"> <li>Strengthen the capacity of RSB to meet the increased demand</li> </ul>
	<ul style="list-style-type: none"> <li>Growth in GDP</li> </ul>	<ul style="list-style-type: none"> <li>Growth of existing and establishment of new businesses</li> </ul>	<ul style="list-style-type: none"> <li>Expanding the capacity to ensure that the demand is met</li> </ul>
	<ul style="list-style-type: none"> <li>International trade</li> </ul>	<ul style="list-style-type: none"> <li>Increase in importation and exportation of products and services</li> </ul>	<ul style="list-style-type: none"> <li>Strengthening the national quality infrastructure</li> </ul>
	<ul style="list-style-type: none"> <li>Growth in SMEs</li> </ul>	<ul style="list-style-type: none"> <li>Increase in the number of enterprises requiring RSB services</li> </ul>	<ul style="list-style-type: none"> <li>Enhancing awareness creation of RSB services</li> </ul>
	<ul style="list-style-type: none"> <li>Opening of cross border markets</li> </ul>	<ul style="list-style-type: none"> <li>Increase in the flow of exports and imports</li> </ul>	<ul style="list-style-type: none"> <li>Enhancing creation of awareness of marks of quality for traders and consumers</li> </ul>
	<ul style="list-style-type: none"> <li>Pandemics such as COVID-19</li> </ul>	<ul style="list-style-type: none"> <li>Interruption of business activities</li> </ul>	<ul style="list-style-type: none"> <li>Enhancing risk management to incorporate pandemics</li> <li>Use of appropriate technologies in provision of certain services</li> </ul>
<b>3. Social</b>	<ul style="list-style-type: none"> <li>Rwanda's commitment to deliver in all Sustainable Development Goals</li> </ul>	<ul style="list-style-type: none"> <li>Increased quality of life for citizens</li> </ul>	<ul style="list-style-type: none"> <li>Enhance awareness creation of the general public and industry to embrace standardisation culture</li> </ul>



Factor	Aspect	Effect/ Implication	Strategic Response
	<ul style="list-style-type: none"> <li>International linking of trade with social responsibility and fair-trade standards and prerequisites (ISO 26000)</li> </ul>	<ul style="list-style-type: none"> <li>Increase of corporate social investments by institutions</li> </ul>	<ul style="list-style-type: none"> <li>Create awareness to the industry on social responsibility and fair-trade standards and prerequisites (ISO 26000)</li> </ul>
	<ul style="list-style-type: none"> <li>Standards, metrology and conformity assessment key part of urbanisation (smart and green cities)</li> </ul>	<ul style="list-style-type: none"> <li>Increased support of the government's initiatives in urbanisation</li> </ul>	<ul style="list-style-type: none"> <li>Increase the uptake of services in the construction sector</li> </ul>
	<ul style="list-style-type: none"> <li>Unemployment and underemployment of the youth</li> </ul>	<ul style="list-style-type: none"> <li>Low participation in the government's initiative of employment promotion</li> </ul>	<ul style="list-style-type: none"> <li>Collaboration with relevant agencies in fostering entrepreneurship and support of SMEs</li> </ul>
	<ul style="list-style-type: none"> <li>Low understanding of standards by consumers</li> </ul>	<ul style="list-style-type: none"> <li>Low consciousness of quality products</li> </ul>	<ul style="list-style-type: none"> <li>Partner with relevant institutions in creating awareness on available standards</li> </ul>
<b>4. Technological</b>	<ul style="list-style-type: none"> <li>Aspiration for Rwanda to be the Regional ICT hub</li> </ul>	<ul style="list-style-type: none"> <li>Growth of the ICT sub-sector</li> </ul>	<ul style="list-style-type: none"> <li>Continuous capacity building of the staff on new technologies</li> </ul>
	<ul style="list-style-type: none"> <li>Advancements in Information Technology</li> </ul>	<ul style="list-style-type: none"> <li>Increase of operational efficiency by automation of processes</li> <li>Improved visibility of RSB</li> </ul>	<ul style="list-style-type: none"> <li>Enhance technological innovation to improve operations</li> <li>Leverage social media in outreach and awareness programs</li> </ul>



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

Table 2: PESTEL Analysis



## 2.6 STAKEHOLDER ANALYSIS

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

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



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

Table 3: Key Stakeholders of RSB



## 2.7 BASELINE ANALYSIS OF INSTITUTIONAL, HUMAN AND INFRASTRUCTURE CAPACITY

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

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

## 2.8 EMERGING ISSUES

The World Trade Organization (WTO) agreements have contributed to the promotion of trade through member countries committing to lowering of custom tariff and other tariff barriers<sup>1</sup>. The value of merchandise exports and commercial services grew from USD 17.33 to 19.48 trillion and from USD 5.36 trillion to USD 5.77 trillion respectively from 2017 to 2018<sup>2</sup>. Increased trade and technology have seen a growth in Global Value Chains (GVCs). This involves production crossing at least one border before the final assembly, mostly in technology intensive industries such as automobiles, ICT and machinery<sup>3</sup>. To facilitate countries to effectively participate in GVC, one of the key aspects is harmonisation of standards. Technical Barriers to Trade (TBTs) and Sanitary and Phytosanitary (SPS) measures designed to protect animal and plant life, health and environment regulated by WTO, are regulatory measures extensively used by high income countries. For low income and middle-income countries to participate in GVC, they are required to meet high standards for quality and traceability especially in agriculture<sup>4</sup>.

Africa's economic growth rate in 2019 was 3.5% which was the same as in the year 2018. East Africa was the fastest growing region at 5% followed by North Africa at 4.1%. Rwanda was among the 10 fastest growing economies at 8.6% which was higher than the average regional growth<sup>5</sup>. Rwanda was ranked second after Mauritius in Africa in terms of ease of doing business by the World Bank in 2019<sup>6</sup>.

African Union (AU) member states signed the agreement establishing the African Continental Free Trade Area (AfCFTA) in 2018. AfCFTA is aimed at helping African countries to boost economic and trade growth, transform their economies and achieve Sustainable Development Goals (SDGs) and AU Agenda 2063 that envisions having "The Africa We Want"<sup>7</sup>. Thirty-six countries had ratified the Agreement by February 2020; while fifty-four countries had signed the consolidated texts of the Agreement establishing the AfCFTA<sup>8</sup>. AfCFTA will create a single continent-wide market for goods and services and promote the movement of capital and natural persons<sup>9</sup>. Successful

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

<sup>2</sup> WTO: World Trade Statistical Review (2019)

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

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

<sup>5</sup> Africa Development Bank: African Economic Outlook 2020,

<sup>6</sup> World Bank: Doing Business 2020

<sup>7</sup> African Union, Africa Agenda 2063 (2015)

<sup>8</sup> TRALAC report of February 2020

<sup>9</sup> UNCTAD: Economic Development in Africa Report (2019)



implementation of the Agreement will require standards harmonisation, quality controls, phytosanitary regulations and technical specifications, therefore promoting intra-regional trade<sup>10</sup>. In order to enhance Africa's internal trading capacity, competitiveness of products and services, African Organization for Standardization (ARSO) was established by AU to enable the development of tools for standards development, standards harmonization<sup>11</sup>.

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

Tourism, trade and services development pillar is aimed at enhancing tourism and trade of goods and services within the region and internationally. Standards are important in facilitating cross border Trade, which was identified as a key flagship project. Under EAC Common Market Protocol, partner states committed to liberalizing various sectors. In Rwanda, this requires the development and harmonisation of standards by RSB. The strategy also envisioned the promotion of exports from the region through trade agreements with the European Union (EU), United States of America (USA), China and Gulf Cooperation Council<sup>12</sup>.

Rwanda is a member of WTO and regional economic communities such as the East African Community (EAC), Common Market for Eastern and Southern Africa (COMESA), AfCFTA and Economic Community of the Great Lakes Countries (CEPGL) which have facilitated economic integration. The export market has been growing over the years with construction and services registering the highest growth. The agriculture sector is expected to grow following efforts by the government to enhance sustainable and resilient crop production through investment in irrigation. There are also plans to improve markets and linkages between production and processing, value addition, market infrastructure and exports readiness. Promotion of access to standards and certifications was identified as key in strengthening market access<sup>13</sup>. Tourism has been growing and Meetings, Incentives, Conference and Events (MICE) has grown, making Kigali the second most popular destination in Africa after Cape Town for international meetings and events in 2018<sup>14</sup>.

## 2.9 CONCLUSIONS FROM ENVIRONMENTAL SCAN

As Rwanda is growing economically, the need to align with international best practices is critical. In 2019, Rwanda was ranked second in Africa by World Bank in terms of ease of doing business. The Government is committed to spurring economic growth of the country. The government's plans and efforts in key sectors such as agriculture, manufacturing, construction and tourism will lead to a significant development in those industries. This will increase local trade and exports and ultimately boost the GDP. Standardisation, certification and conformity assessment will play a key role in ensuring quality assurance during production and processing and value addition.

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

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

<sup>11</sup> <https://www.arso-oran.org/>

<sup>12</sup> East Africa Community, East African Community (EAC) Vision 2050 (2016)

<sup>13</sup> Government of Rwanda: Strategic Plan for Agriculture Transformation 2018-2024

<sup>14</sup> ICCA: ICCA Statistics Report Country and City Rankings (2018)



## 3.0 STRATEGIC FRAMEWORK

### 3.1 VISION

#### VISION

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

### 3.2 MISSION

#### MISSION

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

### 3.3 CORE VALUES

#### Accountability

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

#### Customer Focus

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

#### Integrity

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

#### Transparency

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

#### Teamwork

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

#### Professionalism

We shall maintain a high level of competence



### 3.4 STRATEGIC PILLARS

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

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

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



### 3.5 STRATEGIC OBJECTIVES AND STRATEGIES

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

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



Strategic Pillar	Strategic Objective	Specific Objective	Strategy
		6. Increase the scope of test parameters in quality testing laboratories: Biotechnology, Chemistry and Material testing by 2% annually	Introduce new quality testing parameters in Biotechnology, Chemistry and Material testing laboratories
		7. Maintain the scope of test parameters	Ensure provision of testing laboratory consumables
		8. To increase metrology services by 10% by 2025	i. Enforce metrology law and regulations effectively
			ii. Increase the number of laboratories accredited and increase the scope of accreditation of existing laboratories
			iii. Ensure maintenance of the accreditations
			iv. Establish scientific metrology
			v. Demonstrate international equivalence of calibration, measurement capabilities and submission of technical data to Key Comparison Database (KCDB)
			vi. Increase access to calibration and verification services
		9. To increase the scope of trainings offered to stakeholders by 5 new training schemes by 2025(standards on information security, business continuity, energy and bribery etc.)	i. Strengthen the capacity of training in RSB
			ii. Conduct training needs assessment
		10. To ensure that 15 RSB staff are certified trainers by 2025 in the areas of QMS, EMS and FSMS 17025, 19011	Mobilize resources for registration of RSB trainers
		11. Increase the scope of certification offered to industries by introducing at least 3 new schemes by 2025	i. Identification of potential users of the systems and close collaboration with relevant partners
			ii. Grant 250 new products Made in Rwanda logo



Strategic Pillar	Strategic Objective	Specific Objective	Strategy
<b>2. Customer Focus</b>	<b>SO2:</b> Enhance customer and stakeholder's satisfaction	12. Export RSB services in at least one country	Expand RSB services to the region
		1. To enhance service delivery	i. Competitively charge for RSB services ii. Enhance customer feedback mechanisms
		2. To enhance stakeholder engagement in standardization, metrology, testing and certification	Increase interaction and communication with stakeholders
		3. To enhance awareness of RSB	i. Set up awareness mechanisms to ensure RSB stakeholders and partners are aware, informed, involved and have a positive attitude on RSB services.
			ii. Strengthening Corporate Social Investment (CSI)
<b>3. Operational Efficiency</b>	<b>SO3:</b> Efficient allocation, use and optimization of resources	1. Prioritization of allocation of resources in areas with higher payoffs	Adopt a ranking mechanism during allocation of resources
		2. To utilize resources efficiently and effectively	i. Undertake business process re-engineering review of policies and procedures
			ii. Digitalize RSB business processes (certification, metrology, quality testing, standards, internal operations) to timely respond to customers' requests
		3. Improve collaboration with financing bodies and secure funds for planned projects	Mobilize additional resources
		4. Improve the coordination and management of internal and external funded projects under a single umbrella, Project Implementation Unit (SPIU)	Equip the RSB Single Project Implementation Unit (SPIU) to coordinate and manage both internal and external funded projects



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

Table 4: Strategic objectives, specific objectives and strategies



### 3.6 LOGICAL FRAMEWORK/IMPLEMENTATION MATRIX

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

STRATEGIC PILLAR 1: INSTITUTIONAL GROWTH						Target						Cost Estimates FRW (000)					
SO1: To maintain and increase the scale (establishing National Quality Infrastructure Complex (NQI) <sup>15</sup> ) and scope of standardization, metrology, quality testing and certification services																	
Specific objective	Strategy	Expected outcome	Activities	Output indicator	Baseline	20/21	21/22	22/23	23/24	24/25	Total target	20/21	21/22	22/23	23/24	24/25	TOTAL
Increase the scale of infrastructure for standardization, metrology, quality testing and certification services	Acquire suitable infrastructure to accommodate standardization, training, metrology, quality testing and certification facilities	Growth of business	i. Undertake an assessment of the required NQI capacity	Needs assessment report							1 report	-	20,000	-	-	-	20,000
			ii. Mobilize resources to acquire infrastructure (government and development partners)	Resources mobilized						Frw (Resources mobilized)	-	-	2,000	-	-	-	2,000
			iii. Setup the NQI complex	Infrastructure acquired						1 complex	-	-	-	7,375,000	7,375,000	14,750,000	

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



STRATEGIC PILLAR 1: INSTITUTIONAL GROWTH						Target						Cost Estimates FRW (000)					
SO1: To maintain and increase the scale (establishing National Quality Infrastructure Complex (NQI) <sup>15</sup> ) and scope of standardization, metrology, quality testing and certification services																	
Specific objective	Strategy	Expected outcome	Activities	Output indicator	Baseline	20/21	21/22	22/23	23/24	24/25	Total target	20/21	21/22	22/23	23/24	24/25	TOTAL
Increase the number of new standards and other standards deliverables by 10% each year	Develop standards of Rwanda origin and adopt international standards	Growth in uptake of standards	i. Review the National Standardization Plan every year to identify priority areas and to cater for Stakeholders requests, economic, social, policy and emerging issues	Standards priority needs identified and revised National Standardization Plan	1 per year						5 reviews with priority areas	10,000	10,000	10,000	10,000	10,000	50,000
			ii. Carry out development and adoption of standards as per the revised Plan	Number of new standards developed  Number of sectors standardized	89 new standards  8 sectors						600 standards developed (increase by 10% each year) all priority sectors	20,000	22,500	25,000	27,500	30,000	125,000
	Coach 100 SMEs on the implementation of standards by 2025 to respond to existing policy demands	Increase uptake of standards by SMEs	Identify and coach the 100 SMEs	Number of SMEs coached							100 SMES	30,000	30,000	30,000	30,000	30,000	150,000




STRATEGIC PILLAR 1: INSTITUTIONAL GROWTH						Target						Cost Estimates FRW (000)					
SO1: To maintain and increase the scale (establishing National Quality Infrastructure Complex (NQI) <sup>15</sup> ) and scope of standardization, metrology, quality testing and certification services																	
Specific objective	Strategy	Expected outcome	Activities	Output indicator	Baseline	20/21	21/22	22/23	23/24	24/25	Total target	20/21	21/22	22/23	23/24	24/25	TOTAL
Maintain the collection of Rwanda standards	Update all standards due for review each year	Availability of wide variety of standards	Carry out review of standards as per the revised plan	Timely review of national standards	All standards due for review						All reviewed on due time	10,000	10,000	10,000	10,000	10,000	50,000
Harmonize national standards with EAC and African standards	Harmonize 1,066standards by 2025	Regional integration	Participate in harmonization of standards at EAC and African levels	No of standards harmonized	53						1,066 standards har- monized	20,000	20,000	20,000	20,000	20,000	100,000
Increase the standards uptake rate by 10% each year to meet customer and regulatory needs (baseline 41%)	Coach 100 SMEs/ Cooper- atives and 10 public institu- tions on the implementation of standards by 2025 to respond to existing policy demands	Increased uptake of standards by SMEs	i. Identify, benchmark and coach SMEs/ Cooperatives and public institu- tions	SME/ Coop and public institutions identified and coached							100 SMEs 10 public institu- tions	30,000	30,000	30,000	30,000	30,000	150,000



Strategic Pillar 1: Institutional Growth						Target						Cost Estimates FRW (000)					
SO1: To maintain and increase the scale (establishing National Quality Infrastructure Complex (NQI) <sup>15</sup> ) and scope of standardization, metrology, quality testing and certification services																	
Specific objective	Strategy	Expected outcome	Activities	Output indicator	Baseline	20/21	21/22	22/23	23/24	24/25	Total target	20/21	21/22	22/23	23/24	24/25	TOTAL
				No. of SMEs / Coop and public institutions complying with certification requirements								-	-	-	-	-	-
			ii. Undertake impact assessment of the supported SMEs/ Coop and public institutions	Impact assessment reports					2 impact assessment reports	-	-	5,000	-	5,000	10,000		
	Conduct 150 demand driven trainings to Stakeholders by 2025	Increased uptake of standards	i. Develop and validate training materials	Training materials validated and published						Training materials developed for the 150 trainings	2,000	2,000	2,000	2,000	2,000	10,000	
			ii. Organize trainings to Stakeholders	Number of trainings undertaken					150 trainings and training reports	10,000	10,000	10,000	10,000	10,000	50,000		
					Training report												




STRATEGIC PILLAR 1: INSTITUTIONAL GROWTH						Target						Cost Estimates FRW (000)					
SO1: To maintain and increase the scale (establishing National Quality Infrastructure Complex (NQI) <sup>15)</sup> and scope of standardization, metrology, quality testing and certification services																	
Specific objective	Strategy	Expected outcome	Activities	Output indicator	Baseline	20/21	21/22	22/23	23/24	24/25	Total target	20/21	21/22	22/23	23/24	24/25	TOTAL
	Raise awareness to stakeholders through organising 75 awareness events and 5 quality awarding events	Increased awareness on standards	Organize standards awareness events	Reports Number of awareness and quality awarding events							75 awareness events and 5 quality awarding events	7,500	7,500	7,500	7,500	7,500	37,500
	Introduce standards education in Universities and higher learning institution curriculum	Increased uptake of standardisation culture	Mobilize funds to design collaboration mechanism and development of curriculum  Initiate the collaboration framework for Development of teaching materials	Reviewed curriculum	Primary and Secondary curricula						Number of areas that have included standards in the curriculum	2,000	2,000	2,000	2,000	2,000	10,000
Increase the scope of test parameters in quality testing laboratories: Biotechnology, Chemistry and Material testing by 2% annually	Introduce more testing parameters in Biotechnology, Chemistry and Material testing laboratories	Increased no. of parameters	Introduce new quality testing parameters in Biotechnology, Chemistry and Material testing laboratories	New Biotechnology, Chemistry and Material testing laboratories parameters in place	23 parameters						57 parameters	120,000	120,000	120,000	120,000	120,000	600,000



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




STRATEGIC PILLAR 1: INSTITUTIONAL GROWTH						Target						Cost Estimates FRW (000)					
SO1: To maintain and increase the scale (establishing National Quality Infrastructure Complex (NQI) <sup>15</sup> ) and scope of standardization, metrology, quality testing and certification services																	
Specific objective	Strategy	Expected outcome	Activities	Output indicator	Baseline	20/21	21/22	22/23	23/24	24/25	Total target	20/21	21/22	22/23	23/24	24/25	TOTAL
			ii. Undertake accreditation of laboratories		4 (mass, volume, balance and temperature)						6-new (pressure, dimensions, force, AC/DC, T&F, Chemical metrology) 4-existing laboratories (mass, volume, balance and temperature)	10,000	10,000	10,000	10,000	10,000	40,000
			iii. Increase the scope of calibration (construction, telecommunications, energy, environment protection etc)	New scope in place in 4 sectors	9 sectors						4 additional sectors (construction, telecommunications, energy, environment protection and monitoring)	80,000	80,000	80,000	80,000	80,000	400,000



STRATEGIC PILLAR 1: INSTITUTIONAL GROWTH						Target						Cost Estimates FRW (000)					
SO1: To maintain and increase the scale (establishing National Quality Infrastructure Complex (NQI) <sup>15</sup> ) and scope of standardization, metrology, quality testing and certification services																	
Specific objective	Strategy	Expected outcome	Activities	Output indicator	Baseline	20/21	21/22	22/23	23/24	24/25	Total target	20/21	21/22	22/23	23/24	24/25	TOTAL
			iv. Introduce new scope of accreditation of ISO/IEC 17043 (conformity assessment general requirements for proficiency testing) and ISO 17034 (general requirements for the competence of reference material producers)	Accreditation certificate of chemical metrology laboratories							2 accreditation certificates	-	-	-	10,000	10,000	20,000
	Ensure maintenance of the accreditations	Increased scale of accreditations	Meeting requirements to ensure maintenance of accreditations	Accreditations maintained							100%	5,000	5,000	5,000	5,000	5,000	25,000




STRATEGIC PILLAR 1: INSTITUTIONAL GROWTH						Target						Cost Estimates FRW (000)					
SO1: To maintain and increase the scale (establishing National Quality Infrastructure Complex (NQI) <sup>15)</sup> and scope of standardization, metrology, quality testing and certification services																	
Specific objective	Strategy	Expected outcome	Activities	Output indicator	Baseline	20/21	21/22	22/23	23/24	24/25	Total target	20/21	21/22	22/23	23/24	24/25	TOTAL
	Establish scientific metrology	Growth in scientific metrology	i. Develop guidelines and appoint research team	Approved guidelines Approved concept note/proposal Research team in place							1 guideline  1 research team	2,000	-	-	-	-	2,000
			ii. Participation in international metrology research activities such as chemical, biology and dosimetry	Number of research participated in							Research activities participated in	10,000	10,000	10,000	10,000	10,000	50,000
			iii.Operationalize scientific metrology	Scientific metrology in operation (2 measurands mass and temperature)							2 measurands mass and temperature	10,000	10,000	10,000	10,000	10,000	50,000



STRATEGIC PILLAR 1: INSTITUTIONAL GROWTH						Target						Cost Estimates FRW (000)					
SO1: To maintain and increase the scale (establishing National Quality Infrastructure Complex (NQI) <sup>15</sup> ) and scope of standardization, metrology, quality testing and certification services																	
Specific objective	Strategy	Expected outcome	Activities	Output indicator	Baseline	20/21	21/22	22/23	23/24	24/25	Total target	20/21	21/22	22/23	23/24	24/25	TOTAL
	Demonstrate international equivalence of calibration, measurement capabilities and submission of technical data to Key Comparison Database (KCDB)	Increased recognition of RSB in metrology	i. Associate to BIPM	Application and acceptance							Declaration of BIPM	80,000	80,000	80,000	80,000	80,000	400,000
			ii. Upgrade corresponding membership of OIML to full member	Application and acceptance						Declaration of OIML	-	-	-	-	10,000	10,000	
			iii. Upload of technical data to KCDB periodically and get full membership of BIPM	Periodic upload of KCDB report Membership of BIPM						Number of times technical data has been uploaded	-	-	-	-	20,000	20,000	
	Increase access to calibration and verification services	Growth in metrology services	i. Establish mobile calibration and verification laboratories	Number of established mobile laboratory						Energy meters' verification laboratory  Water meters verification laboratory	-	-	-	-	50,00000	50,000	
			ii. Establish the calibration ridge for road tankers and storage tanks	Calibration ridge for road tankers and storage tanks in place						1 Calibration ridge	-	-	50,000	-	-	50,000	



STRATEGIC PILLAR 1: INSTITUTIONAL GROWTH						Target						Cost Estimates FRW (000)					
SO1: To maintain and increase the scale (establishing National Quality Infrastructure Complex (NQI)) <sup>15)</sup> and scope of standardization, metrology, quality testing and certification services																	
Specific objective	Strategy	Expected outcome	Activities	Output indicator	Baseline	20/21	21/22	22/23	23/24	24/25	Total target	20/21	21/22	22/23	23/24	24/25	TOTAL
			iii. Establish medical calibration center	Number of medical calibration centers								-	50,000	-	-	-	50,000
			iv. Upgrade chemical metrology laboratories and be a center for the production of certified reference materials	Upgraded chemical metrology laboratory  Center for production of reference material in place						Center for production certified reference material established for PH, Conductivity, density	-	30,000	-	-	-	30,000	
To increase the scope of trainings offered to stakeholders by 5 new training schemes by 2025 (standards on information security, business continuity, energy and bribery, etc)  ]Schemes existing <sup>16)</sup>	Strengthen the capacity of training in RSB	Growth in number of trainings offered	Identify key expertise required for undertaking trainings	List of expertise required							1 list of required expertise	2,000	-	-	-	-	2,000


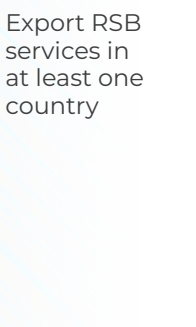


STRATEGIC PILLAR 1: INSTITUTIONAL GROWTH						Target						Cost Estimates FRW (000)					
SO1: To maintain and increase the scale (establishing National Quality Infrastructure Complex (NQI) <sup>15</sup> ) and scope of standardization, metrology, quality testing and certification services																	
Specific objective	Strategy	Expected outcome	Activities	Output indicator	Baseline	20/21	21/22	22/23	23/24	24/25	Total target	20/21	21/22	22/23	23/24	24/25	TOTAL
	Conduct training needs assessment	Growth in number of trainings offered	i. Conduct survey on customers to identify the needs	Training needs assessment report	1						1 report	4,000	-	-	-	-	4,000
			ii. Identify and develop the 5 new training schemes	No. of trainings undertaken under the 5 new areas	11						16	4,000	4,000	4,000	4,000	4,000	20,000
			iii. Capacity development of trainers	Number of trainers trained							Number of trainers trained	-	2,000	2,000	2,000	2,000	8,000
			iv. Undertake training in 5 new training schemes	Number of trainings undertaken under the 5 new areas	23 trainings						5 new training schemes	5,000	7,500	10,000	12,500	15,000	50,000
To ensure that 15 RSB staff are certified trainers by 2025 in the areas of QMS, EMS and FSMS17025, 19011	Mobilise resources for registration of RSB trainers	Certification of RSB staff	i. Revise the selection guidelines	Approved guidelines							1 approved guideline	500	-	-	-	-	500
			ii. Selection of trainees	Number of trainees selected							15 staff	500	-	-	-	-	500
			iii. Avail resources and train the staff	Number of staff trained							RWF	-	5,000	5,000	5,000	5,000	20,000



STRATEGIC PILLAR 1: INSTITUTIONAL GROWTH						Target						Cost Estimates FRW (000)					
SO1: To maintain and increase the scale (establishing National Quality Infrastructure Complex (NQI)) <sup>15)</sup> and scope of standardization, metrology, quality testing and certification services																	
Specific objective	Strategy	Expected outcome	Activities	Output indicator	Baseline	20/21	21/22	22/23	23/24	24/25	Total target	20/21	21/22	22/23	23/24	24/25	TOTAL
Increase the scope of certification offered to industries by introducing at least 3 new schemes by 2025	Identification of potential users of the systems and close collaboration with relevant partners	Increased products and systems certified	i. Introduce new at least 3 certification schemes (ISO 27001, ISO 50001, Personnel certification, ISO 22301 business continuity, mass certification, GFGP, Eco-labeling, Saloons and garages, gender equality seal)	New schemes introduced							3 new schemes	5,000	5,000	5,000	-	-	15,000
			ii. Certify products and systems under newly developed schemes	No. of products and systems certified							500 products and 75 systems	5,000	5,000	5,000	5,000	5,000	25,000
			iii. Extension of scope of certification (at least 1 new scheme and extension to 1 category) such as (QMS, FSMS/HACCP Category A, E, D and G)	No. of products and services certified in certification services (QMS, FSMS/HACCP Category A, E, D and G)							1 new scheme and extension to 1 category) such as (QMS, FSMS/HACCP Category A, E, D and G)	-	5,000	-	-	-	5,000



STRATEGIC PILLAR 1: INSTITUTIONAL GROWTH						Target						Cost Estimates FRW (000)					
SO1: To maintain and increase the scale (establishing National Quality Infrastructure Complex (NQI) <sup>15</sup> ) and scope of standardization, metrology, quality testing and certification services																	
Specific objective	Strategy	Expected outcome	Activities	Output indicator	Baseline	20/21	21/22	22/23	23/24	24/25	Total target	20/21	21/22	22/23	23/24	24/25	TOTAL
			iv. Certify 500 new products and 75 systems by 2025	Number of products and systems certified							500 new products and 75 systems	5,000	75,000	10,000	12,500	15,000	117,500
			v. Re-certification of products and systems	Number of recertified products and systems	266 and 8 recertified products and systems						500 products and 100 recertifications	5,000	5,000	5,000	5,000	5,000	25,000
	Grant 250 new products Made in Rwanda logo	Increased market access at regional and international level	i. Identify potential clients	Number of potential clients							300 Number of potential clients	2,000	2,000	2,000	2,000	2,000	10,000
			ii. Create awareness on Made in Rwanda logo	Number of products with Made in Rwanda logo	131 products							250 new products Made in Rwanda logo	5,000	5,000	5,000	5,000	5,000
	Expand RSB services to the region	Business growth	i. Identify the country	Country identified							1 country	-	2,000	-	-	-	2,000
			ii. Undertake compliance audit to establish country specific requirements for operation	Compliance report							1 Compliance report	-	5,000	-	-	-	5,000



**STRATEGIC PILLAR 1: INSTITUTIONAL GROWTH**

**SO1:** To maintain and increase the scale (establishing National Quality Infrastructure Complex (NQI))<sup>15)</sup> and scope of standardization, metrology, quality testing and certification services

Specific objective	Strategy	Expected outcome	Activities	Output indicator	Baseline	20/21	21/22	22/23	23/24	24/25	Total target	20/21	21/22	22/23	23/24	24/25	TOTAL
			iii. Offer the services	The number of customers served							The number of customers served	-	20,000	22,500	25,000	27,500	95,000
Pillar 1 Sub - Totals												692,500	886,500	784,000	8,107,000	13,152,000	23,622,000



STRATEGIC PILLAR 2: CUSTOMER FOCUS						Target					Total target	Cost Estimates FRW (000)					Total cost
SO2: Enhance customer and stakeholder’s satisfaction												20/21	21/22	22/23	23/24	24/25	
Specific objective	Strategy	Expected outcome	Activities	Output indicator	Baseline	20/21	21/22	22/23	23/24	24/25		20/21	21/22	22/23	23/24	24/25	
To enhance service delivery	Competitively charge for RSB services	Increased customer satisfaction	i. Undertake a pricing analysis and review for all RSB services	Pricing analysis report Revised prices							1 Pricing analysis report  1 list of revised prices	10,000	-	-	-	-	10,000
		Rise in value for money for customers															
			ii. Communicate price changes to stakeholders	Awareness of price changes by stakeholders							2 Fora with stakeholders	5,000	-	-	-	-	5,000
	Enhance customer feedback mechanisms	Increased customer satisfaction	i. Assess the weaknesses of the current customer feedback mechanism	Weaknesses of the current customer feedback mechanisms							1 report on weakness of the feedback mechanism	5,000	-	-	-	-	5,000
ii. Revise the current customer feedback mechanism			Revised customer feedback mechanism  Time taken to resolve a query/ complaint							1 report  Reduced time in solving a query/ complaint	10,000	2,000	2,000	2,000	2,000	18,000	



STRATEGIC PILLAR 2: CUSTOMER FOCUS						Target					Total target	Cost Estimates FRW (000)					Total cost
SO2: Enhance customer and stakeholder’s satisfaction												20/21	21/22	22/23	23/24	24/25	
Specific objective	Strategy	Expected outcome	Activities	Output indicator	Baseline	20/21	21/22	22/23	23/24	24/25		20/21	21/22	22/23	23/24	24/25	
To enhance stakeholder engagement in standardisation, metrology, testing and certification	Increase interaction and communication with stakeholders	Increased engagement with stakeholders	i. Develop stakeholders' engagement and communication strategy	Stakeholders' engagement policy in place							1 Stakeholders' engagement policy	2,000	-	-	-	-	
			ii. Map potential stakeholders to be engaged in RSB Standards Committees, Quality Council and quality related fora and monitor their effective participation	Stakeholder mapping report Level of participation in quality fora							5 stakeholder mapping report	2,000	-	-	-	-	



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



STRATEGIC PILLAR 2: CUSTOMER FOCUS						Target					Total target	Cost Estimates FRW (000)					Total cost
SO2: Enhance customer and stakeholder’s satisfaction																	
Specific objective	Strategy	Expected outcome	Activities	Output indicator	Baseline	20/21	21/22	22/23	23/24	24/25		20/21	21/22	22/23	23/24	24/25	
			vi. Engage stakeholders in metrology in development and validation of metrology regulations, identifying calibration/ verification capabilities, disseminate information on the use of accurate measuring instruments	Participation of stakeholders in validation of metrology regulations							Number of stakeholders engaged	3,000	3,000	3,000	3,000	3,000	15,000



STRATEGIC PILLAR 2: CUSTOMER FOCUS						Target					Total target	Cost Estimates FRW (000)					Total cost
SO2: Enhance customer and stakeholder’s satisfaction												20/21	21/22	22/23	23/24	24/25	
Specific objective	Strategy	Expected outcome	Activities	Output indicator	Baseline												
			vii. Involve stakeholders to implement applicable law and regulations (licensed companies providing installation, repair and maintenance services of measuring instruments, manufacturers, installers and importers	Involvement of stakeholders in imple-mentation of applicable law and regulations							Number of stakeholders engaged	3,000	3,000	3,000	3,000	3,000	15,000
			viii. Engaging the Certification Forums and Cooperatives Unions in Certification Services	Number of certification fora held							Number of certification fora held	3,000	3,000	3,000	3,000	3,000	15,000



## STRATEGIC PILLAR 2: CUSTOMER FOCUS

## SO2: Enhance customer and stakeholder's satisfaction

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



STRATEGIC PILLAR 3: OPERATIONAL EFFICIENCY						Target					Total target	Cost Estimates FRW (000)					
Strategic Objective SO3: Efficient allocation, use and optimization of resources												20/21	21/22	22/23	23/24	24/25	20/21
Specific objective	Strategy	Expected outcome	Activities	Output indicator	Baseline	20/21	21/22	22/23	23/24	24/25		20/21	21/22	22/23	23/24	24/25	Total cost
Prioritisation of allocation of resources in areas with higher payoffs	Adopt a ranking mechanism during allocation of resources	Effective allocation of resources	i. Develop a ranking mechanism for allocation of resources and rank activities/operations according to priority	Ranking mechanism in place Ranking of activities/ operations							1 ranking mechanism for allocation of resources	-	-	-	-	-	-
			ii. Allocate resources based on the matrix	Level of implementation of the ranking mechanism established							100%	-	-	-	-	-	-
To utilise resources efficiently and effectively	Undertake business process re-engineering review of policies and procedures	Increased efficiency and pro-ductivity	i. Undertake business process mapping and analysis	Business process map and gaps							1 report Business process map and gaps	3,000	-	-	-	-	3,000
			ii. Revise business process to address gaps identified (offer remote services, auditing, trainings, designation, etc)	Revised business processes							100% business process review	5,000	-	-	-	-	5,000



STRATEGIC PILLAR 3: OPERATIONAL EFFICIENCY						Target					Total target	Cost Estimates FRW (000)					
Strategic Objective SO3: Efficient allocation, use and optimization of resources																	
Specific objective	Strategy	Expected outcome	Activities	Output indicator	Baseline	20/21	21/22	22/23	23/24	24/25		20/21	21/22	22/23	23/24	24/25	Total cost
	Digitalize RSB business processes (certification, metrology, Quality testing, standards, internal operations) to timely respond to customers' requests	Increased efficiency	i. Undertake ICT needs assessment in the reviewed operational processes	ICT needs assessment report							1 report ICT needs assessment report	3,000	-	-	-	-	3,000
			ii. Acquire and install relevant ICT systems (Laboratory information management system, application and access of standards, access of information-National Enquiry Point)	Percentage of identified systems installed						100% installation of systems planned	-	50,000	50,000	-	-	100,000	
			iii. Sensitize the customers on how to use the new systems	Percentage of customers accessing the digital services						100% use of systems by customers	-	-	3,000	-	-	3,000	
			iv. Modernize metrology infrastructure to respond to the international requirements	Modern infrastructure						Modern infrastructure	-	10,000	-	-	-	10,000	
			v. Increasing the capacity of Track and Trace system to fight against counterfeit products	Increased capacity of Track and Trace system						100% operationalisation of traceability of marks issued	-	10,000	10,000	-	-	20,000	



STRATEGIC PILLAR 3: OPERATIONAL EFFICIENCY						Target					Total target	Cost Estimates FRW (000)					
Strategic Objective SO3: Efficient allocation, use and optimization of resources																	
Specific objective	Strategy	Expected outcome	Activities	Output indicator	Baseline	20/21	21/22	22/23	23/24	24/25		20/21	21/22	22/23	23/24	24/25	Total cost
Improve collaboration with financing bodies and secure funds for planned projects	Mobilize additional resources	Availability of funds for planned projects	Develop project proposals based on organization templates and submit them for funding	The number of proposals submitted  Resources mobilized							Resource to fund all planned projects	2,000	2,000	2,000	2,000	2,000	10,000
Improve the coordination and Management of internal and external funded projects under a single umbrella, Project Implementation Unit (SPIU)	Equip the RSB Single Project Implementation Unit (SPIU) to coordinate and manage both internal and external funded projects	Seamless coordination of internally and externally funded projects	i. Recruit skilled project personnel including SPIU Coordinator; Program Managers,	Personnel in place							Personnel working in SPIU	2,000					2,000
			ii. Establish procedure manuals guiding in SPIU working framework;	Procedure manuals in place							1 procedure manual	-	-	-	-	-	-



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



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



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



STRATEGIC PILLAR 4: GOVERNANCE AND HUMAN CAPITAL						Target						Cost Estimates FRW (000)					
Strategic Objective SO4: To strengthen institutional capacity																	
Specific objective	Strategy	Expected outcome	Activities	Output indicator	Baseline	20/21	21/22	22/23	23/24	24/25	Total targets	20/21	21/22	22/23	23/24	24/25	Total cost
			ii. Undertake capacity development for Board members and management	Number of trainings held on corporate governance  Number of Board members and management staff trained							6 trainings	10,000	-	10,000	-	10,000	30,000
	Strengthen risk management	Enhanced business continuity and reputation	i. Develop an Enterprise Risk Management (ERM) framework	ERM framework in place							1 ERM framework	1,000	-	-	-	-	1,000
			ii. Sensitize staff on ERM framework and internal controls	Percentage of staff sensitized							100%	1,000	1,000	-	-	-	2,000
			iii. Implement the Enterprise Risk Management Framework	Level of implementation of the framework							100%	0	2,000	2,000	2,000	2,000	8,000



STRATEGIC PILLAR 4: GOVERNANCE AND HUMAN CAPITAL						Target						Cost Estimates FRW (000)					
Strategic Objective SO4: To strengthen institutional capacity																	
Specific objective	Strategy	Expected outcome	Activities	Output indicator	Baseline	20/21	21/22	22/23	23/24	24/25	Total targets	20/21	21/22	22/23	23/24	24/25	Total cost
			iv. Develop and implement a business continuity and recovery plan	Level of implementation of business continuity and disaster recovery plan							1 Business continuity and recovery plan	2,000	2,000	2,000	2,000	2,000	10,000
To enhance participation in regional and international fora and international committees	Increase representation of Rwanda on regional and international platforms on standards, certification and metrology	Enhanced representation of Rwanda in regional and international fora	i. Map local, regional and international fora to be participated in	List of local, regional and international for a and required resources							5 list of local, regional and international fora	1,000	1,000	1,000	1,000	1,000	5,000
			ii. Participate in local, regional and international for a and international committees	Number of fora attended  Level of contributions at the fora and committees attended							Number of fora attended	30,000	-	-	-	-	30,000




STRATEGIC PILLAR 4: GOVERNANCE AND HUMAN CAPITAL																	
Strategic Objective SO4: To strengthen institutional capacity						Target						Cost Estimates FRW (000)					
Specific objective	Strategy	Expected outcome	Activities	Output indicator	Baseline	20/21	21/22	22/23	23/24	24/25	Total targets	20/21	21/22	22/23	23/24	24/25	Total cost
			iii. Host at least eight (8) regional and international meetings each year (7 regional and 1 international meeting)	Number of meetings hosted regional and international level							8 meetings	20,000	20,000	20,000	20,000	20,000	100,000
			iv. Occupy 3 leadership positions at African or international level by 2025	Number of leadership positions held at African or international level							3 leadership positions	10,000	10,000	-	-	-	20,000
<b>Theme 4 Sub total</b>												<b>227,000</b>	<b>186,000</b>	<b>177,000</b>	<b>165,000</b>	<b>177,000</b>	<b>932,000</b>



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



STRATEGIC PILLAR 5: LEGAL AND REGULATORY FRAMEWORK					Target						Cost Estimates FRW (000)						
Strategic Objective SO5: Position RSB as a service provider by aligning its legal framework to international best practices																	
Specific objective	Strategy	Expected outcome	Activities	Output indicator	Baseline	20/21	21/22	22/23	23/24	24/25	Total Target	20/21	21/22	22/23	23/24	24/25	Total cost
	Enact sector specific laws (standardization, metrology orders and regulation, mandatory certification)	Increased conformity with international standards	i. Develop sector specific laws	Sector specific requirements in place							Sector specific requirements in place (for relevant sectors)	2,000	-	-	-	-	2,000
			ii. Build capacity of the industry on sector specific requirements	Number of stakeholders trained							Number of stakeholders trained	1,000	1,000	-	-	-	2,000
			iii. Implement the sector specific requirements	Level of compliance with the sector specific requirements							100% level of compliance with the sector specific requirements	-	-	-	-	-	-
Attain international recognitions and sustain leadership in SQMT Africa through institutional strengthening and alignment	Achieve mutual recognitions of certified products	Increased recognition regionally and internationally	i. Identify National Standards Bodies (NSBs) to have mutual recognition agreement with	National Standards Bodies (NSBs) identified							5 National Standards Bodies (NSBs) identified	2,000	-	-	-	-	2,000
			ii. Enter into mutual recognition agreements	Mutual agreements signed and implemented							5 Mutual agreements signed and implemented	-	-	-	-	-	-
Theme 5 Sub totals												13,000	4,000	-	-	-	17,000



### 3.7 COMMUNICATING THE STRATEGIC PLAN

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

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

### 3.8 FINANCING THE STRATEGIC PLAN

RSB will require approximately Frw. 33,976,799,000 (including staff costs) to implement the planned activities in the 2021-2025 Strategic Plan as presented in Table 5. The required financial resources for the implementation of this Plan will be drawn from the Government of Rwanda. Thus, there is a need for RSB to lobby the Government for allocation of the required finances.

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

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

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

The financing per objective is presented in Table 5.

Strategic pillars	Strategic Objective	2020/21	2021/22	2022/23	2023/24	2024/25	Total costs
		Cost Estimates FRW (000)					
<b>1. Institutional Growth</b>	SO1: To maintain and increase the scale (establishing National Quality Infrastructure Complex (NQI)) and scope of standardization, metrology, quality testing and certification services	692,500	886,500	784,000	8,107,000 <sup>17</sup>	13,152,000	23,622,000

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



Strategic pillars	Strategic Objective	2020/21	2021/22	2022/23	2023/24	2024/25	Total costs
		Cost Estimates FRW (000)					
<b>2. Customer focus</b>	SO2: Enhance customer and stakeholder's satisfaction	68,000	51,000	46,000	41,000	36,000	242,000
<b>3. Operational efficiency</b>	SO3: Efficient allocation, use and optimization of resources	15,000	81,000	65,000	5,000	2,000	168,000
<b>4. Governance and human capital</b>	SO4: To strengthen institutional capacity	227,000	186,000	177,000	165,000	177,000	932,000
<b>5. Legal and regulatory framework</b>	SO5: Position RSB as a service provider by aligning its legal framework to international best practices	13,000	4,000				17,000
<b>Staffing Costs</b>		<b>1,628,013</b>	<b>1,709,414</b>	<b>1,794,884</b>	<b>1,884,628</b>	<b>1,978,860</b>	<b>8,995,799</b>
<b>Total cost</b>		<b>2,643,513</b>	<b>2,917,914</b>	<b>2,866,884</b>	<b>10,202,628</b>	<b>15,345,860</b>	<b>33,976,799</b>

Table 5: Cost estimates per strategic objective



## 4.0 MONITORING, EVALUATION, REPORTING AND RISK MANAGEMENT

### 4.1 OBJECTIVES OF MONITORING, EVALUATION AND REPORTING AND RISK MANAGEMENT

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

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

### 4.2 MONITORING

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

### 4.3 EVALUATION

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

A midterm review of the Strategic Plan will also be carried out informed by the prevailing operational environment. This will be prepared mid of the plan period (financial year 2022) and will provide feedback on progress made on the implementation of planned activities. Relevant amendments to the strategies, activities and targets will be made where necessary.

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

### 4.4 REPORTING

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



## 4.5 RISK ASSESSMENT

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

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



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

Table 6: Risk analysis





---

## CONTACT US

---



@rwandastandards



Rwanda Standards Board



info@rsb.gov.rw



www.rsb.gov.rw



+250 788 303 492, 3250

---