

**The Republic of Korea's  
Country Partnership Strategy  
for the Republic of Rwanda  
2016-2020**

**The Government of the Republic of Korea**

**March 2017**

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# The Republic of Korea's Country Partnership Strategy for the Republic of Rwanda

## I. Summary

Rwanda Vision 2020 (2000 - 2020)		
Fundamentally transform Rwanda into a middle-income country by the year 2020		
Human resources development and a knowledge-based economy	Productive and market-oriented agriculture	Good governance and a capable state



Economic Development and Poverty Reduction Strategy II (2013 - 2018)		
Accelerating progress to middle-income status and a better quality of life for all Rwandans through sustained growth of 11.5% and accelerated reduction of poverty to less than 30% of the population		
Productivity and youth employment creation	Rural development	Accountable governance



Objectives of the Republic of Korea's Development Cooperation for the Republic of Rwanda
<p>The Korean Government will support the Rwandan Government to realize Rwanda Vision 2020 focusing on the following objectives:</p> <ul style="list-style-type: none"> <li>▪ Human resources developed to meet the demands of labor market</li> <li>▪ Rural household income increased</li> <li>▪ ICT use for accountable governance improved</li> </ul>



<b>Priority Cooperation and Support Plan</b>	<b>Education</b>
	<ul style="list-style-type: none"> <li>▪ Support teacher capacity building for in-service and pre-service teachers in primary, secondary, and TVET schools</li> <li>▪ Support improvement of education policies and institution to meet the demands of the labor market</li> </ul>
	<b>Rural Development</b>
	<ul style="list-style-type: none"> <li>▪ Support improvement of agricultural productivity</li> <li>▪ Support self-reliance capacity of rural communities</li> </ul>
	<b>ICT</b>
	<ul style="list-style-type: none"> <li>▪ Support the use of ICT in the education sector to strengthen capacity building systems</li> <li>▪ Support the use of ICT in the agriculture sector to improve value-added agriculture systems</li> <li>▪ Support the use of ICT to improve accountable governance systems</li> </ul>

1. **(Vision)** The Government of the Republic of Korea will support the Rwandan government's efforts to develop human resources and establish market-oriented agriculture and good governance according to the goals of Rwanda's Vision 2020 (Rwanda National Development Strategy 2000 - 2020) and EDPRS II (Rwanda's Economic Development and Poverty Reduction Strategy II, 2013 - 2018).
2. **(Objectives)** Korea's Country Partnership Strategy 2016 - 2020 for Rwanda will focus on **developing human resources to meet the demands of the labor market, increasing rural household income, and improving the use of ICT for accountable governance**. Korea will consider ICT as a crosscutting sector which will enable development of the priority cooperation areas.
3. **(Priority Cooperation Areas)** The priority cooperation areas reflect Rwanda's development needs identified in the national development strategies, Korea's strengths in development cooperation based on its own development experience, and the Division of Labour in Rwanda. Korea aims to allocate 70% of its bilateral ODA for Rwanda to the following priority cooperation areas during the second CPS period.
  - **Education:** Develop human resources to meet the demands of the labor market
  - **Rural Development:** Increase rural household income
  - **ICT:** Enhance the use of ICT across the sectors focusing on education and agriculture and for accountable governance

## II. Priority Cooperation Areas and Implementation Strategy

### A. Education

#### 1. Needs Assessment

Education is a national priority sector for development in Rwanda. The VISION 2020, Rwandan national development strategy, placed "human resources development and a knowledge-based economy" as one of its four pillars. **In the 2013 annual budget, education took up 16.6% and the government is also practicing universal primary education.**

However, challenges remain for Rwanda to achieve the education goals of VISION 2020. The latest 2015 Human Development Index (HDI) observed that Rwanda holds a low human development level, scoring 0.483 and 163<sup>rd</sup> place out of 188 countries with the mean years of schooling at 3.7. As seen in the mean years of schooling, transition to secondary education remains low; out of the population below age of 25, less than 10% has completed secondary education.

As it has been noted by the UNDP, one of the critical factors for youth unemployment is low productivity due to inadequate education and work experience. Today, **Rwanda faces an insufficient number of qualified teachers, educational equipment, and materials which adversely affect the overall**

**quality of education. Insufficient relevance of education curriculum to labor market demands is another challenge which Rwandan government is placing efforts to resolve.**

In this regard, **the Government of Rwanda is currently implementing the Education Sector Strategic Plan (ESSP 2013-2018) and its three sector strategic goals are as follows:** (1) expand access to education at all levels, (2) improve the quality of education and training, and (3) strengthen the relevance of education and training to the labor market.

Through the ESSP, **Rwanda has made significant efforts to improve quality and learning outcomes across primary and secondary education. It is also working towards developing qualified, suitably-skilled, and motivated teachers and trainers to meet the demands of expanding education access, and increasing equitable access to market-driven TVET programs.** In particular, to foster a competent workforce that a knowledge-based society needs, **the Government of Rwanda has initiated a “competency-based curriculum” that is to start from 2016, and carried out nationwide in-service teacher trainings with the new curriculum.**

## **2. Implementation Strategy**

Korea’s support strategy for Rwanda will be based on Rwanda’s VISION 2020, EDPRS II, and ESSP with a particular focus on **capacity building of teachers, education policy, and institution enhancement program.** Korea’s past 60 years of experience in education system development aligned and harmonized with its national economic development plans will be shared in this implementation process.

Korea’s CPS will support:

### **a. Teacher Capacity Building Program**

- Korea will take an integrated approach towards teacher capacity building for in-service and pre-service teachers in primary, secondary, and TVET schools
- To develop qualified TVET trainers and build sustainable teaching capacity, Korea will support the establishment and management of the Rwanda TVET Trainer Institute (RTTI).
- Korea will support Rwanda’s teacher training and license systems in areas where Rwandan government has identified its needs through technical assistance.

### **b. Education Policy and Institution Enhancement Program**

- Korea will support the Rwandan government’s efforts to enhance education policies and institutions to meet labor market demands through technical assistance for government officials and organizations in the education sector.

- To support the training of transferable skills required in the labor market in the 21st century's knowledge-based society, Korea will provide policy consultations on using ICT in education based on Korea's experience and capacities related to the informatization of education.
- Korea will also provide comprehensive assistance to the University of Rwanda to help build its capacity to research and to educate professionals needed by the labor market.

## B. Rural Development

### 1. Needs Assessment

**Agriculture takes up 32% of the GDP and holds approximately 80% of employment in Rwanda.** Despite its large proportion of the economy, this sector is mainly based on subsistence farming and the sectoral growth rate hardly reaches the Rwandan government's target. To achieve the goals in the Pillar of "productive and market-oriented agriculture" in Vision 2020 and the outcomes in the thematic area of rural development in EDPRS II, the Rwandan Government selected agriculture as one of the core sectors in the country.

**The government's implementation plan, Strategic Plan for the Transformation of Agriculture (PSTA III, 2013-2017), is in its third round with two sector primary goals: (1) transform Rwandan agriculture from a subsistence sector to a market-oriented, value-creating one, and (2) let the sector grow as rapidly as possible, both in relation to production and commercialization, in order to increase rural income and to reduce poverty.**

However, **insufficient agricultural infrastructure, inputs (seeds, fertilizers, pesticides, and etc.), equipment and materials, and agricultural technologies are hindering Rwanda's effort to further improve agricultural productivity, promote commercialization, and move beyond subsistence farming.** In addition, the effects of climate change, soil degradation, contamination of irrigation, and destruction of forest and swamps due to large-scale logging are causing problems for the agriculture sector.

In this respect, the PSTA III has selected the "Agriculture and Animal Resource Intensification" as one of its strategic programs covering the **strategic areas including "marshland and hillside development," "irrigation and water management," "soil conservation and land husbandry," "quality inputs distribution," "livestock development," and "feeder road development."**

In the short term, the focus will be on increasing food production to ensure reduction of rural poverty and malnutrition. In the long run, Rwandan agriculture will be transformed into a more knowledge-intensive and market-oriented one that can produce value-added products in a more sustainable manner.

## **2. Implementation Strategy**

Korea's support in Rwanda will continue to be based on Rwanda's VISION 2020, EDPRS II, and **PSTA III** with a focus on **agriculture productivity and the ownership of rural communities**. Korea's own experience in agriculture productivity intensification and community-based rural development, which raised rural household income levels by establishing agriculture production infrastructures, added more value to agricultural products; and encouraging communities' capacity for self-reliance will be shared in this implementation process.

### **a. Agricultural Intensification Program**

- Korea will continue to support the efforts of the Government of Rwanda to increase agricultural productivity through agricultural production development, improving value-added agricultural products, and enhancing and introducing adequate agricultural technologies. The priority beneficiaries will be the poorest people in class I and II of the Ubudehe categorization, marginalized groups, and disabled people.
- For agricultural production infrastructures, focus will be on irrigation facilities to prevent floods and droughts, and marshland and hillside development to prevent soil erosion.
- In regard to adding value to agricultural products, focus will be on feeder roads in rural areas for improved market access and post-harvest processing facilities and storage. Adequate agricultural technologies along with improved seeds, agricultural inputs, and livestock development will be considered.

### **b. Rural Development Program**

- The Korean government will enhance self-reliance capacities of rural communities, especially training and promotion of the principles of "diligence, self-help, and cooperation" in rural communities.
- Korea will reflect upon the lessons learned from the "Saemaul Undong" and the country context of Rwanda. The Rwandan "Home-grown Solutions" such as Umuganda, Ubudehe, Gacaca, and VUP will be integrated to promote farmers' associations and to improve sustainability through rural development.

## C. ICT

### 1. Needs Assessment

**ICT has been regarded as a crosscutting issue to accelerate the achievement of goals of Vision 2020 and EDPRS II.** Rwanda selected ICT as one of its core sectors and established the Smart Rwanda Master Plan (SRMP 2015~2020) in which ICT would be utilized as a key enabler of the seven pillar sectors, including education and agriculture, with three overarching goals: **(1) achieve economic transformation, (2) create jobs and increase productivity, and (3) ensure accountable governance.**

**The ICT sector in Rwanda continues to grow, contributing to approximately 4% of the national GDP in 2014.** This sector shows significant growth together with a high level of cellphone subscriptions, 8.7 million subscriptions out of 11.4 million population in 2015. However, Rwanda **still lacks the governance capacity to utilize ICT and become an enabler to induce the transformation of economic structure, job creation, and increase in productivity.**

The ICT Development Index, which evaluates the degree of ICT-readiness in sectors, observed Rwanda in 148<sup>th</sup> place out of 166 countries. **Low electrification rate, cyber security system availability, and limited e-government system need to be improved for continuous growth of the ICT sector.** Similar results are shown in the 2014 UN E-government Development Index, 125<sup>th</sup> place among 193 countries, identifying the low level of ICT utilization in governance and administrative process as main reasons.

### 2. Implementation Strategy

Korea's development cooperation in Rwanda will be based on the Smart Rwanda Master Plan (SRMP 2015 - 2020) to support the goals of VISION 2020 and EDPRS II. ICT will be utilized to enhance accountable governance, and capacity building systems, agricultural value-addition systems, and governance systems will be ameliorated. To maximize effectiveness and synergic effects between the three priority cooperation sectors, Korea will use **ICT as a key crosscutting enabler which enhances governance in education and agriculture.** Korea's experience in developing its own ICT sector and advanced e-governance system, and implementing ICT-based development cooperation projects in Rwanda will be noted.

Korea's CPS will support:

#### a. ICT in Education Program

- Korea will support the use of ICT in capacity building systems in the education sector. With Korea's experience and capacities, policy consultations on ICT integration in education will be technically assisted to improve access to ICT in education and increase the relevance to the labor market.



## b. ICT in Agriculture Program

- Effective use of ICT in agriculture will be supported in order to improve agricultural value-addition systems with focus on reducing the information gap between urban and rural areas and developing effective solutions on using ICT in agriculture.

## c. ICT in Governance Program

- ICT will be further utilized in various sectors that need accountable governance systems.
- Korea will support sectors other than priority sectors upon the request of the Government of Rwanda and/or based on the excellence of the results.
- Capacity building systems of civil service will be assisted to enhance accountable governance in various sectors.

## III. Country Partnership Strategy (CPS) Evaluation Framework

Rwanda Vision 2020: Fundamentally transform Rwanda into a middle-income country by the year 2020				
CPS Objective:				
<ul style="list-style-type: none"> <li>▪ Human resources developed to meet the demands of the labor market</li> <li>▪ Rural household income increased</li> <li>▪ Improved ICT use for accountable governance</li> </ul>				
Priority Areas	Objectives	Challenges	Performance by Priority Areas	Evaluation Index
Education	Develop in-service and pre-service teachers in primary, secondary, and TVET schools	<ul style="list-style-type: none"> <li>• Shortage of teacher training institutions</li> <li>• Inadequate quality of training programs</li> </ul>	<ul style="list-style-type: none"> <li>• Teacher trainings implemented</li> <li>• Teacher education system, teacher license, and certification systems improved</li> </ul>	<p><b>CPS Conformity</b> (whether a project has been appropriately identified and developed in accordance to CPS goals)</p> <p><b>Project Implementation Status</b> (whether projects aligned with CPS have been implemented)</p>
	Enhance education policies and institutions to meet labor market demands	Lesser capabilities of education-related organizations and public officials	<ul style="list-style-type: none"> <li>• Capacities of public officials and organizations in the education sector strengthened</li> <li>• Policies and institutions on ICT in education enhanced</li> <li>• Higher education systems improved</li> </ul>	
Rural Development	Increase agricultural productivity	<ul style="list-style-type: none"> <li>• Poor production and processing facilities</li> <li>• Insufficient marketing structure for agriculture products</li> <li>• Lack of agricultural technologies</li> </ul>	<ul style="list-style-type: none"> <li>• Agriculture production infrastructures improved</li> <li>• Advanced agricultural and livestock techniques supplied</li> <li>• Living condition in rural areas improved</li> <li>• Rural household income increased</li> </ul>	

	Strengthen self-reliance capacity of rural communities	Lack of ownership mindset in rural communities	<ul style="list-style-type: none"> <li>• The spread of the “Saemaul Undong” spirit and mindset</li> <li>• Farmers organizations established and capacity built</li> </ul>
ICT	Increase ICT utilization in education with a view to strengthening capacity building systems	Weak ICT awareness and utilization skills in the government and among public officials or other relevant personnel	<ul style="list-style-type: none"> <li>• A system to develop advanced ICT professionals established</li> <li>• A system on ICT integration in education improved</li> </ul>
	Increase ICT utilization in agriculture with a view to strengthening agricultural value-addition systems		<ul style="list-style-type: none"> <li>• ICT solutions to improve agricultural value-addition developed</li> </ul>
	Increase ICT utilization in governance with a view to strengthening accountable governance systems		<ul style="list-style-type: none"> <li>• A system for capacity building of civil service enhanced</li> </ul>

#### IV. Mid-Term Allocation Plan

Korea aims to allocate 70% of Korea’s ODA to **priority areas** of bilateral cooperation. Nevertheless, some flexibility will be made in order to respond to urgent humanitarian demands and socioeconomic changes in Rwanda.

Also, resource allocation will be adjusted based on program mission, policy dialogue, interim monitoring, delays in projects, and other possible changes in circumstances.

Budget allocation may also be adjusted during project planning stages and is subject to parliamentary decision.

#### V. Partnership Plan

##### 1. Basic Guidelines

All goals of the Republic of Korea’s development cooperation in Rwanda will be aligned with the Sustainable Development Goals (SDGs).

Support for the ICT sector will be innovatively connected to support for the education and agriculture sectors to maximize synergy effects and effectiveness.

Target goals and strategies of projects will be linked to improve performance and sustainability of projects. Moreover, target goals and strategies of the World Friends Korea Volunteers Program and the Overseas Training Program will be aligned with those of other projects.

## **2. Partnership between donors**

The Government of Korea will actively participate in the policy dialogues of the Development Partners Coordination Group (DPCG) and Sectoral Working Groups (SWGs) in which development partners' support are harmonized and aligned, the implementation of EDPRS is monitored and assisted, macroeconomic situation and national budget execution are informed and discussed, and ideas and opinions among donors are shared.

KOICA has implemented the "Capacity Building for Technical Vocational Skills Development System in Rwanda" (2014 - 2017/USD 5 mil) as a pilot program-based approach (PBA) to development cooperation, having co-managed it through the Technical Assistance Pool Fund Steering Committee.

## **3. Public-Private Partnership**

The Government of Korea will cooperate with multilateral organizations and NGOs that are specialized in the priority sectors to create synergy effects.

The Government of Korea will make efforts to promote Public Private Partnerships (PPP) in its development cooperation projects to improve project performance and to support private sector development in Rwanda, which is identified as one of the priorities of Vision 2020 and EDPRS II.

