



PAGE 4: B.1) YOUR CASE STORY: TITLE AND DESCRIPTION

**Q1: TITLE OF CASE STORY**

The Rwanda Investment Climate Reform Program helped the Government of Rwanda improve the regulatory environment, build institutions, and reduce the cost of doing business. The program helped create an investment climate attractive to the private sector and distinctive from competing investment destinations in sub-Saharan Africa.

**Q2: CASE STORY ABSTRACT**

The World Bank Group's International Finance Corporation (IFC) supported the Rwandan government's efforts to improve the investment climate through an advisory project focused on facilitating business entry, business operations, taxation, trade logistics, and public-private dialogue. Since its inception, over 17 reforms have been implemented that aim to speed up trade-related procedures and reduce their cost, including a reduction in the number of necessary trade documents and the creation of an automatic system for the cancellation and validation of transit bonds. In Doing Business 2015, Rwanda ranked 46 out 189 economies and has been a top reformer in Sub-Saharan Africa since 2005.

## PUBLIC SECTOR CASE STORY TEMPLATE

### Q3: LONG DESCRIPTION OF THE CASE STORY

In the wake of the 1994 genocide, the Government of Rwanda centered its reconciliation and growth strategy on harnessing private sector investment to improve living conditions. Rwanda's Economic Development and Poverty Reduction Strategy and its vision for 2020 envisaged a per capita GDP rise from \$260 in 2005 to \$900 in 2020.

However, one of the country's major hurdles was overcoming its perception as a high-risk landlocked economy unappealing to potential investors. The country's entrepreneurs have long endured tedious legal and administrative roadblocks making it difficult to register a company, settle a commercial dispute, or engage in cross-border trade. With assistance from the World Bank Group, Rwanda's Ministry of Trade and Industry has been committed to pursuing a reform agenda and removing barriers to entry and growth for private businesses.

Since 2008, the Rwanda Investment Climate Program has helped the government implement over 17 reforms that aim to speed up trade-related procedures and reduce their cost, including: i) reducing the number of necessary trade documents, which has simplified and sped up cross-border trading with Uganda and Burundi; ii) creating a new automatic system for the cancellation and validation of transit bonds, which has freed up a significant portion of traders' working capital; iii) instituting a Risk-Management and Intelligence Unit, and implementing a risk-based inspections and clearance regime; and iv) introducing a prepayment system for cargo clearance.

These reforms have brought tangible benefits. For example, a number of new important laws have been prepared and adopted, including a company law, a secured transactions law, an insolvency law, a labor law, a law establishing the commercial courts, and another establishing the commercial registration agency. It now takes three days to start a business in Rwanda, down from 14 days prior to reform, while the number of procedures has dropped from eight to two. More than 16,000 new jobs and 8,000 new enterprises have been created.

International firms have reevaluated their perception of Rwanda, increasing the total amount of investment in the country since 2008 by 31 percent. In Doing Business 2015, Rwanda ranked 46 out 189 economies and has been a top reformer in Sub-Saharan Africa since 2005.

### Q4: Please add here web links to project/programme materials.

[Video] IFC-World Bank Help Reform Rwanda's Business Environment After Conflict:  
<https://www.youtube.com/watch?v=ZpHbt39n4U4>

[Story] Reforming Business After Conflict: Rwanda's Leap Forward:  
<https://www.wbginvestmentclimate.org/advisory-services/cross-cutting-issues/conflict-affected-countries/rwanda.cfm>

## PAGE 5: C.2) ABOUT THE CASE STORY

### Q5: YOUR CONTACT DETAILS

Name:	Stephanie Liu
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Country:	USA
Email Address:	sliu1@worldbankgroup.org

### Q6: FUNCTION

Private sector

## PUBLIC SECTOR CASE STORY TEMPLATE

<b>Q7: FUNDING PARTNER</b> Tick the appropriate box(es)	Multilateral organization
<b>Q8: Additional information</b>	<i>Respondent skipped this question</i>
<b>Q9: START DATE OF PROJECT/PROGRAMME</b>	February 2008
<b>Q10: STATUS OF PROJECT/PROGRAMME</b>	Fully implemented
<b>Q11: DURATION OR, IF ON-GOING, EXPECTED DURATION OF PROJECT/PROGRAMME</b>	1-3 years
<b>Q12: COST OF PROJECT/PROGRAMME</b>	Between US\$1 million and US\$5 million
<b>Q13: Additional information</b>	<i>Respondent skipped this question</i>
<b>Q14: TYPE OF FUNDING FOR PROJECT/PROGRAMME</b>	Grant

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<b>Q15: PROJECT/PROGRAMME TYPE</b>	Single country / customs territory
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<b>Q16: SINGLE COUNTRY/CUSTOMS TERRITORY</b>	<i>Respondent skipped this question</i>
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### PAGE 8: C.2) ABOUT THE CASE STORY

<b>Q17: REGION</b> (If the region does not appear in the drop down menu, please enter manually.)	Other (please specify) Sub-Saharan Africa
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### PAGE 9: C.2) ABOUT THE CASE STORY

<b>Q18: MULTI-COUNTRY</b> (Enter all countries or customs territories)	<i>Respondent skipped this question</i>
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# PUBLIC SECTOR CASE STORY TEMPLATE

## PAGE 10: C.4) ABOUT THE CASE STORY

<b>Q19: CASE STORY FOCUS</b> Tick the appropriate box(es)	REDUCING TRADE COSTS FOR MERCHANDISE GOODS , Other border agency reforms, Upgrading network infrastructure (ICT, power, telecoms) , Improving the regulatory environment for services
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## PAGE 11: C.5) ABOUT THE CASE STORY

<b>Q20: HOW SUCCESSFUL WAS THE PROJECT/PROGRAMME</b> Tick the appropriate box(es)	Successful
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## PAGE 12: C.6) ABOUT THE CASE STORY

<b>Q21: WHAT WERE THE OUTPUTS OF THE PROJECT/PROGRAMME</b> Tick the appropriate box(es)	New other border agency procedure, New conformity assessment procedures or processes , Reform of other fees or charges, Other (please specify) New automatic system for the cancellation and validation of transit bonds; prepayment system for cargo clearance
<b>Q22: Additional information(maximum 300 words)</b>	<i>Respondent skipped this question</i>

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PUBLIC SECTOR CASE STORY TEMPLATE

<p><b>Q23: WHAT WERE THE OUTCOMES OF YOUR PROJECT/PROGRAMME</b> Tick the appropriate box(es)</p>	<p>Reduction in other border agency clearance time ,</p> <p>Reduction in cost of other border agency clearance ,</p> <p>Reduction in informal payments ,</p> <p>Reduction in cost of financing of trade finance</p>
<p><b>Q24: Additional information(maximum 300 words)</b></p>	<p><i>Respondent skipped this question</i></p>

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<p><b>Q25: WHAT WERE THE IMPACTS OF THE PROJECT/PROGRAMME</b> Tick the appropriate box(es)</p>	<p>Increase in foreign investment ,</p> <p>Increase in employment ,</p> <p>Increase in women's employment ,</p> <p>Increase in consumer welfare</p>
<p><b>Q26: Additional information(maximum 300 words)</b></p>	<p><i>Respondent skipped this question</i></p>

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<p><b>Q27: LESSONS LEARNT</b> Tick the appropriate box(es)</p>	<p>Importance of good project design ,</p> <p>Importance of alignment with national priorities ,</p> <p>Importance of engagement by private sector ,</p> <p>Importance of agreeing clear project implementation responsibilities ,</p> <p>Importance of agreeing clear project monitoring and evaluation process and procedures</p>
<p><b>Q28: Additional information(maximum 300 words)</b></p>	<p><i>Respondent skipped this question</i></p>
<p><b>Q29: PROJECT OR PROGRAMME MONITORING AND EVALUATION FRAMEWORK</b> Tick the appropriate box(es)</p>	<p>M&amp;E framework used</p>