Republic of Rwanda:
A Model of Reform-Driven, Market-Based, Sustainable Development

Investor Presentation

September 2014
Key Achievements over the last two decades

- Political stability, rule of law and zero tolerance for corruption
- Rapid economic growth and reduction in poverty
- Low level of government debt
- Comprehensive program of investment in energy, agriculture, ICT, tourism
- Economy resilient to external shocks
- Market-friendly policy environment
- Rapid growth built on prudent fiscal and monetary policies and structural reforms
1. Country Overview
Rwanda at a Glance

Rwanda in the heart of Africa

East Africa is one of the fastest growing regions in Africa

Key Facts 2012-2014

<table>
<thead>
<tr>
<th>Capital</th>
<th>Kigali</th>
</tr>
</thead>
<tbody>
<tr>
<td>Population</td>
<td>10.5 million (2012)</td>
</tr>
<tr>
<td>Nominal GDP</td>
<td>RwF 4915 billion (2013, approx. US$ 7.3 billion)</td>
</tr>
<tr>
<td>GDP Growth</td>
<td>4.7% (2013)</td>
</tr>
<tr>
<td>Literacy Rate</td>
<td>71%</td>
</tr>
<tr>
<td>External Debt (% of GDP)</td>
<td>21.5% (End 2013)</td>
</tr>
<tr>
<td>Time to Start a Business</td>
<td>2 days</td>
</tr>
<tr>
<td>Credit Rating</td>
<td>B+(stable), B(positive)</td>
</tr>
<tr>
<td>Currency</td>
<td>Rwandan Franc (682.54 FRW = 1US$ as of End June 2014)</td>
</tr>
</tbody>
</table>

Rating Considerations

<table>
<thead>
<tr>
<th>Foreign Currency</th>
<th>Local Currency</th>
<th>Outlook</th>
</tr>
</thead>
<tbody>
<tr>
<td>B</td>
<td>B</td>
<td>Positive</td>
</tr>
<tr>
<td>B+</td>
<td>B+</td>
<td>Stable</td>
</tr>
</tbody>
</table>

Fitch Ratings

- “Rwanda…almost tripled its per capita GDP in the last decade; and has used donor funds efficiently (as acknowledged by the donors themselves and international financial institutions). Rwanda has also posted strong performance under the IMF’s policy support instrument (PSI) and has reduced poverty rates to 45% in 2010/11, from 57% in 2005/06. A low public debt burden, as a result of debt relief from the HIPC and MDRI programs, also supports the ratings.” (S&P, Rating Report – 2013)

- Fitch’s rating is supported by solid economic policies and a track record of structural reforms, macroeconomic stability and low government debt (27.8% of GDP in 2013). Fitch’s central scenario is that Rwanda will continue to attract significant budget support flows, reflecting its strong track record in poverty reduction and control of corruption.” (Fitch, Rwanda Report - 2014)

Rwanda and the International Community

- Performance of the 1st review under the IMF-supported program remains satisfactory. Structural reforms advanced as planned, and the government is moving ahead with much-needed revenue mobilization efforts.
- Rwanda is also a member of the African Development Bank Group
- Rwanda is one of the most business-friendly countries in Africa
- Ranked 2nd among the Sub-Saharan Africa countries, after Mauritius, and 32nd globally, out of 189 countries included in the World Bank’s Doing Business Report 2014.
- Rwanda is member of EAC, COMESA and Commonwealth.

Source: Fitch and S&P
Rwanda’s Perfect Development Hat Trick

Rwanda’s development hat trick over last 2 decades

- Rapid Economic Growth and Macroeconomic Stability: resilient to shocks
- Government efficiency and control of corruption
- Inclusive development model
  - Important poverty reduction and reduced inequality
  - Increased access to services: Health, Education, Financial inclusion

Sustained economic growth has lifted more than 1 million people out of poverty

GDP Per Capita (US$)

Source: MINECOFIN

Stable inflation %

Source: MINECOFIN
Rwanda’s Perfect Development Hat Trick

- Life expectancy: from 51.2 years in 2002 to 64.5 years in 2012
- Literacy rates (aged 15 to 24): from 48% in 2000 to 84% in 2011
- Financial inclusion: from 48% in 2008 to 72% in 2012 (3rd best in SSA)
- Mobile phones owners: from 6% in 2006 to 65% in 2014
2. The Economy
Nearly Two Decades of Strong Growth
Rwanda Has Been a Leader in Africa’s Economic Renaissance

Since 1995, GDP growth has dipped below 6% in only one year.

The Foundation of Rwanda’s Robust Growth

- Rwanda has undergone a sustained period of growth supported by various factors, among which:
  - Implementation of structural reforms, which have pushed Rwanda up to the ranks of world’s top performer in the World Bank’s Ease of Doing Business Index in 2010, the first Sub-Saharan Africa country to achieve this distinction
  - Sustained investment by the Government, which is expected to drive output growth in the coming years
  - Sound macroeconomic management and robust fiscal discipline
GDP 2013 - 2014

• Real GDP growth in 2013 has moderated and stood at 4.7%, before bouncing back at 7.4% in Q1 2014.

• The main contributors to Q1 growth were Agriculture with strong performance during season A, and services

Outlook

• Economic activity is expected to pick up by End 2014.

• Stepped up government spending in line with EDPRSII expected to give a boost to aggregate demand.

• Services are expected to continue driving growth.

• Prices will remain stable at single digit level and are expected to not exceed 3% by end 2014.

Inflation 2014

<table>
<thead>
<tr>
<th></th>
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<th></th>
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<tbody>
<tr>
<td>Uganda</td>
<td>5.5</td>
<td>4.0</td>
<td>3.6</td>
<td>8.0</td>
<td>6.7</td>
<td>7.1</td>
<td>4.9</td>
</tr>
<tr>
<td>Kenya</td>
<td>3.2</td>
<td>4.1</td>
<td>4.9</td>
<td>8.3</td>
<td>7.2</td>
<td>6.3</td>
<td>7.4</td>
</tr>
<tr>
<td>Tanzania</td>
<td>12.1</td>
<td>9.8</td>
<td>7.6</td>
<td>6.1</td>
<td>5.6</td>
<td>6.1</td>
<td>6.4</td>
</tr>
<tr>
<td>Rwanda</td>
<td>3.9</td>
<td>3.2</td>
<td>3.7</td>
<td>5.1</td>
<td>3.6</td>
<td>3.5</td>
<td>1.4</td>
</tr>
<tr>
<td>Burundi</td>
<td>11.8</td>
<td>5.9</td>
<td>11.4</td>
<td>12.1</td>
<td>9.0</td>
<td>3.8</td>
<td>3.3</td>
</tr>
</tbody>
</table>

• Overall prices have subsided owing mostly to lower food prices and reduction in imported inflation.

• Core inflation (excluding fresh food and energy) has also been low.

• End June inflation in 2014 was 1.4%. It decelerated further to 0.9% by August 2014.
Strong Export Goods Growth since 2009

- From a contraction in 2009, annual average export goods growth has been 30%. The slowdown in 2013 is mainly due to a slowdown in informal cross border trade, and the decline in coffee and tea prices and in volume for tea.

- Coltan (Rwanda’s most important mineral) grew by 136% in 2013 (exporters were able to respond elastically to a 10% increase in price by more than doubling their volume of exports).

- Minerals in 2013 represent 32% of total goods exports by value, up from 22% in 2009. They contributed 15 percentage points to growth in 2013.

- Rwanda’s exports to EAC continue to increase and main exports are tea, raw hides and skins, coffee, bars and rods of iron, leguminous vegetables and beer.

Exports by Destination (2013 % of total)

- EAC, 75.8%
- America, 1.1%
- Asia, 3.0%
- Europe, 1.1%
- Oceania, 0.5%
- Other Africa countries, 18.5%

Composition of Export Goods (2013, % of Total fob)

- Coffee, 7.8%
- Teas, 7.9%
- Cassiterite, 8.7%
- Other ordinary products, 11.7%
- Coltan, 19.1%
- Pyrethrum, 1%
- Hides and skins, 2.3%
- Wolfram, 4.3%
- Reexports, 19.2%
- Adjustments, 2.9%

Source: National Institute of Statistics of Rwanda
Imports Support Growth but a Slowdown in 2013

- Currently the main origins of imports are Uganda, China, Kenya, and Europe.

- In 2013, imports slightly increased in volume terms (4.3%) and in value (cif) terms (2.2%), consistent with a slow down in the growth of economic activity.

- Rwanda’s imports to EAC represents 23% of total imports and main imports are cement, refined and non-refined palm oil and other cooking oils, sugar cane, animals, chemical fertilizers and clothing.

**Import growth (cif, y-on-y)**

- 2008: 54.2%
- 2009: 9.7%
- 2010: 11.4%
- 2011: 36.1%
- 2012: 16.4%
- 2013: 2.2%

**Composition of Imports (2013, % of Total cif value)**

- Capital goods: 27%
- Intermediary goods: 28%
- Energy products: 17%
- Consumer goods: 28%

Increased Imports Driving Balance of Payments

Estimates for the overall balance of payments in 2013 show:

- Surplus of US$228.5 million at end 2013, compared to a deficit of US$212.4 million at the end of 2012 (the deficit in 2012 was the first in nine years resulting from donor disbursement delays in 2012)
- This was as a result of the recovery in the Financial Account (including $400 million sovereign bond proceeds)

At the end of 2013, Rwanda recorded a capital and financial account surplus of US$773.2 million

In 2012, following a strong increase in demand for foreign exchange for investment, official reserves declined to US$843.5 million. This was due to high imports driven by dynamic financing activities, mainly in the mortgage industry and the services sector. Reserves increased in 2013 to US$901 million due to the sovereign bond proceeds and resumption of donor funds.

Tourism receipts have experienced very strong growth in recent years, growing by 46% between 2010 and end 2013. Remittances recorded a 76% increase in the same period.
Medium-term Fiscal Policy

• The fiscal consolidation policy over the medium-term aims at reducing the fiscal deficit through;
  - increasing financing via growth in domestic revenue and;
  - public expenditure prioritization while providing adequate resources to the productive and social sectors in line with the objectives of EDPRS II.

• Total revenues are projected to increase from 16.9% of GDP in 2013/2014 to 17.2% in 2013/2014 and to 19.2% in 2016/17 driven by:
  - the improved performance of the Rwanda Revenue Authority (Tax administration measures)
  - increased direct taxes and tax on goods and services (robust private sector activity)

• In the fiscal year 2013/2014:
  - total revenue amounted to RwF 862.1 billion (exceeding the RwF 736.4 billion in 2012/2013 by RwF 125.6 billion);
  - this was enabled by the reasonable performance of the economy and several ongoing reform measures implemented;

• Total grant receipts amounts to RwF 474.3 billion in the fiscal year 2013/2014 of which RwF171 billion as budgetary grants.

• Total expenditure is expected to reduce over the medium term as a percentage of GDP.
Domestic Revenue Collection (Multiplied 10-fold in a decade) (RWF Billions)

Domestic revenue collection in FY2013/14 reached 16.9% of GDP from 16.0% of GDP in FY2012/13 on account of improved revenue administration resulting in the fiscal deficit of 4.3% of GDP lower than 5.3% of GDP projected in the revised budget.

Fiscal Performance in FY2013/14

- Tax collections have consistently surpassed the target in recent years, reflecting an improving level of efficiency in revenue collections;
- MINECOFIN is in the process of further improving tax revenue collection and strengthening compliance and broadening further the tax base;
- A number of strategies have been adopted to improve revenue collection and management and to diversify the revenue base, including an electronic sales register for VAT payments and e-filing and e-payments systems;
- As a result of these measures, tax revenue is expected to increase further to approximately 15.8% of GDP in the fiscal year 2014/2015, compared to 14.9% of GDP for the fiscal year 2013/2014.
- Medium-term target: 17.7% of GDP by 2016/17

Source: MINECOFIN, National Institution of Statistics,
Stable Monetary Policy

- In June 2014, BNR adopted an accommodative monetary policy stance by cutting its policy rate to 6.5% from 7% amid a relatively stable macroeconomic environment. Since then, the monetary policy stance has remained accommodative as most market interest rates have also been trending downward.

- Broad money supply recorded an annual increase of 27.5% by the end June 2014 against 9.2% recorded in June last year. This was mainly attributable to:
  - Net Domestic Assets (NDA) of the banking system increased by 73.1% which in turn offset the 1.4% decline in Net Foreign Assets.
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- Liquidity conditions have been improving in 2014. When comparing June 2013 to June 2014, the total most liquidity assets, such as T-bills, repos, excess reserves and banks cash in vault, increased from US$ 361 million to US$ 435 million. This was the result of accommodative monetary policy and liquidity injection from fiscal operations, especially towards the end of fiscal year 2013/2014, with an increase in Government net liquidity injection of Rwf 142.3 billion between December 2013 and June 2014.

- There has been an increase of 7.3% in the outstanding credit to the private sector in 2014 compared to 5% recorded in the first half of 2013.

- Over the last 8 years, the Rwandan franc has depreciated against major currencies:
  - The Rwandan franc nominally depreciated by: 1.9% against the US dollar; 1.0% against the Euro; and 5.3% against the Pound Sterling during the first half of 2014.

- The NBR remains committed to keeping the exchange rate fundamentally market driven, depending on the demand and supply of foreign exchange in the domestic market.

- The main objective in the medium term is to maintain low level of inflation (below 5%) whilst providing adequate credit to the private sector to promote the required growth.
With low inflationary pressures, accommodative monetary stance since 2013.

Average RWF/US$ Exchange Rate

Source: MINECOFIN.

Note: Annual Average Inflation.
Source: MINECOFIN.

Global food and fuel price increase caused temporary spike, now under control

- Consumer price inflation remained moderate in 2013. Headline Inflation stood at 3.7 percent by end December 2013, down from 5.7 percent in January 2013, due to:
  - improved domestic food production
  - a stable exchange rate which limited the pass-through of imported inflation to domestic market and
  - good coordination and management of fiscal and monetary policies
- In the EAC countries, after having undergone a declining trend from December 2012 through June 2013, inflation started increasing in Uganda (from 3.4 percent in June 2013 to 6.7 percent in December 2013) and in Kenya (from 4.9 percent in June 2013 to 7.2 percent in December 2013). However, a decrease has been observed in Tanzania (from 7.6 percent in June 2013 to 5.6 percent in December 2013) and in Burundi (from 11.4 percent in June 2013 to 9.0 percent in December 2013).
- Inflation at the end of December 2013 was 3.7% versus a period average for 2013 of 4.2%
- According to NBR statistics, inflation is expected to remain at moderate levels (below 3.0% by the end of 2014).
- BNR revised downwards its policy rate (Key Repo Rate) from 7.5 percent to 7 percent in June 2013 and at 6.5% in June 2014.
The banking sector is continuing to grow and has been largely insulated from emerging market disorder in 2013.

**Banking Sector Overview**
- In terms of total assets, the sector recorded an amount of US$2.59 billion end June 2014 compared to US$2.15 billion end June 2013. This was mainly attributed to an increase of 7.2% in credit to the private sector.
- Significant progress has been made in improving the percentage of the population included in the formal financial system. The percentage of Rwandan adults who are formally served increased from 21% in 2008 to 47% in June 2013 (Finscope report 2012).
- 19% sector growth rate in the past two years has been driven by:
  - GoR enforcement of international banking standards
  - Implementation of the “Financial Sector Development Program” (increased the minimum capital requirement to Rwf 5 billion, approximately US$8 million).
- Policy, strategy and incentives in place to develop capital markets.

**Key Players**
- The banking sector is comprised of:
  - 10 commercial banks, 4 primary microfinance banks, 1 development bank, 1 cooperative bank (all supervised under the Banking Law).
  - 496 microfinance institutions.
- The three largest local banks are:
  - Banque de Kigali
  - Banque Populaire du Rwanda (65% cooperative members, 35% Rabobank)
  - I&M Bank (with 80% shares of I&M and 20% GoR).
- Ecobank and Access Bank are among the large international banks with a presence in Rwanda.

### Banking Sector: key soundness indicators, in percent

<table>
<thead>
<tr>
<th>Indicator</th>
<th>2013 (June)</th>
<th>2013 (September)</th>
<th>2013 (December)</th>
<th>2014 (March)</th>
<th>2014 (June)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Solvency ratio (total capital)</td>
<td>23.1</td>
<td>22.9</td>
<td>23.1</td>
<td>22.6</td>
<td>23.6</td>
</tr>
<tr>
<td>NPLs / Gross Loans</td>
<td>6.9</td>
<td>7.2</td>
<td>6.9</td>
<td>6.7</td>
<td>6.6</td>
</tr>
<tr>
<td>NPLS net/Gross loans</td>
<td>3.2</td>
<td>6.5</td>
<td>6</td>
<td>5.7</td>
<td>5.5</td>
</tr>
<tr>
<td>Provisions / NPLs</td>
<td>54.8</td>
<td>50.3</td>
<td>53.3</td>
<td>56.4</td>
<td>50</td>
</tr>
<tr>
<td>Earning Assets / Total Assets</td>
<td>80.8</td>
<td>79.1</td>
<td>78.6</td>
<td>82.1</td>
<td>80.7</td>
</tr>
<tr>
<td>Large Exposures / Gross Loans</td>
<td>8</td>
<td>9.9</td>
<td>11.6</td>
<td>15.1</td>
<td>15.9</td>
</tr>
<tr>
<td>Return on Average Assets</td>
<td>2.1</td>
<td>1.7</td>
<td>1.5</td>
<td>2.3</td>
<td>2.1</td>
</tr>
<tr>
<td>Return on Average Equity</td>
<td>9.9</td>
<td>8.3</td>
<td>7.4</td>
<td>11.9</td>
<td>12.2</td>
</tr>
<tr>
<td>Cost of deposits</td>
<td>3.5</td>
<td>3.8</td>
<td>3.8</td>
<td>4.1</td>
<td>3.3</td>
</tr>
<tr>
<td>Liquid assets/total deposits</td>
<td>46.2</td>
<td>48.8</td>
<td>49.4</td>
<td>46.3</td>
<td>51.4</td>
</tr>
<tr>
<td>FOREX exposure/core capital</td>
<td>-3.1</td>
<td>-3</td>
<td>-2.2</td>
<td>-12.6</td>
<td>-1.7</td>
</tr>
</tbody>
</table>

Source: BNR
3. Debt Management and Funding
After reaching the completion point of HIPC debt relief in 2006, Rwanda’s debt weight became lower than other countries considered in this figure. 

Source: International Monetary Fund, World Economic Outlook Database, April 2014

Rwanda’s total public and publicly guaranteed debt is estimated at US$2.068 billion, representing 27.8 % of GDP, as of End December 2014.

Most Foreign Debt is Concessional, Resulting in Low Interest Payment.

The Debt Sustainability Analysis published by MINECOFIN (“DSA”) indicated that:

- Rwanda has a low risk of debt distress and
- may use non-concessional borrowing without unduly affecting debt sustainability
- The country institutional and policy assessment showed a consistent score for Rwanda of strong (CPIA score of 3.9)

Note: Domestic debt :34% of Local Currency debt is held by the NBR and the remainder is held by the domestic banking sector (as of Dec 2013). Debt stock consists of 55.9 % of concessional loans
Rwanda Debut Eurobond

- On April 25th 2013, Rwanda priced its debut $400mn RegS/144A, 10 years maturity,
- The country was marketed through a very successful five days roadshow in US, London, Munich, Singapore, Hong Kong and Nairobi;
- Initial price guidance was announced at “low 7s,”
- The transaction was finally priced at 6.875% yield and the deal carried a coupon (6.625%) lower than many other African sovereigns;
- Book closed at over $3.5bn+ with 250 orders;

Use of proceeds

- $150mn to finance the completion of the Kigali Convention Centre
- $200mn to repay expensive loans
- $50mn to finance the Nyabarongo hydro project.
<table>
<thead>
<tr>
<th></th>
<th>Feb-14</th>
<th>May-14</th>
<th>Aug-14</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Issuer</strong></td>
<td>Government of Rwanda</td>
<td>IFC</td>
<td>Government of Rwanda</td>
</tr>
<tr>
<td><strong>Rating</strong></td>
<td>B (Stable )</td>
<td>AAA</td>
<td>B (positive)</td>
</tr>
<tr>
<td><strong>Coupon</strong></td>
<td></td>
<td>12.25%</td>
<td>11.88%</td>
</tr>
<tr>
<td><strong>Tenor</strong></td>
<td>3 Years</td>
<td>5 Years</td>
<td>5 Years</td>
</tr>
<tr>
<td><strong>Size ( Rwf billion)</strong></td>
<td>12.5</td>
<td>15</td>
<td>15</td>
</tr>
<tr>
<td><strong>Maturity Date</strong></td>
<td>Feb-17</td>
<td>May-19</td>
<td>Aug-19</td>
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<tr>
<td><strong>Use of Proceeds</strong></td>
<td>Infrastructure projects</td>
<td>Infrastructure projects</td>
<td>Infrastructure projects</td>
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<tr>
<td><strong>Governing law</strong></td>
<td>Rwandan Law</td>
<td>Rwandan Law</td>
<td>Rwandan Law</td>
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<tr>
<td><strong>Listing</strong></td>
<td>RSE</td>
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<td>RSE</td>
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<tr>
<td><strong>Minimum Denomination</strong></td>
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<td>100,000</td>
<td>100,000</td>
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<tr>
<td><strong>Price</strong></td>
<td>99.627</td>
<td>100</td>
<td>99.536</td>
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<td><strong>Book runner</strong></td>
<td>BNR</td>
<td>BNR</td>
<td>BNR</td>
</tr>
<tr>
<td><strong>Subscription level</strong></td>
<td>140</td>
<td>199</td>
<td>232</td>
</tr>
<tr>
<td><strong>Number of applications</strong></td>
<td>56</td>
<td>52</td>
<td>91</td>
</tr>
</tbody>
</table>
4. Business Environment
Rwanda has a rank of **32nd** out of 189 economies worldwide. Rwanda’s ranking has improved rapidly over time.

<table>
<thead>
<tr>
<th>Year</th>
<th>Rank</th>
</tr>
</thead>
<tbody>
<tr>
<td>2008</td>
<td>150</td>
</tr>
<tr>
<td>2009</td>
<td>139</td>
</tr>
<tr>
<td>2010</td>
<td>67</td>
</tr>
<tr>
<td>2011</td>
<td>58</td>
</tr>
<tr>
<td>2012</td>
<td>48</td>
</tr>
<tr>
<td>2013</td>
<td>54</td>
</tr>
<tr>
<td>2014</td>
<td>32</td>
</tr>
</tbody>
</table>

- Rwanda was ranked:
  - top performer in the Doing Business 2010 report and among the ten most improved economies in 2011
  - **2nd easiest place to do business in Sub-Saharan Africa in 2014** report, following Mauritius
  - 9th globally in starting a business and is the **best global performing economy by regulatory reform pace over last 8 years** (2014 report)
  - the most competitive place to do business in East Africa and 3rd in Sub-Saharan Africa in the 2013-2014 Global Competitiveness Report

- Examples of significant transformational changes in 2013 include:
  - The Rwanda Natural Resources Authority implemented a systematic **land registration program**, and now 90% of properties in the country are registered
  - The implementation of an **electronic single-window system** in January 2013 at the Rusumo border post with Tanzania (the post used to access the port of Dar es Salaam). Connected to such institutions as the Rwanda Bureau of Standards and the Rwanda Development Board, the system allows traders to receive verifications and approvals electronically.
Rwanda ranks amongst the top 40 economies in Doing Business

1. Singapore  
2. Hong Kong SAR, China  
3. New Zealand  
4. United States  
5. Denmark  
6. Malaysia  
8. Georgia  
9. Norway  
10. United Kingdom  
11. Australia  
12. Finland  
13. Iceland  
14. Sweden  
15. Ireland  
16. Taiwan, China  
17. Lithuania  
18. Thailand  
19. Canada  
20. Mauritius  
21. Germany  
22. Estonia  
23. United Arab Emirates  
24. Latvia  
25. Macedonia, FYR  
26. Saudi Arabia  
27. Japan  
28. Netherlands  
29. Switzerland  
30. Austria  
31. Portugal  
32. Rwanda

In Africa, only Mauritius ranks better. In 2014 DB report Rwanda has overtaken South Africa.
5. The Road to Middle Income Status
## EDPRS 2 Paving Road to Middle Income Status

<table>
<thead>
<tr>
<th>OBJECTIVES</th>
<th>CURRENT STATUS</th>
<th>EDPRS 2 TARGETS BY 2017/18</th>
<th>VISION 2020 TARGETS</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Rapid economic growth to Middle Income status</strong></td>
<td>▪ GDP per capita of $693</td>
<td>▪ GDP per capita of $1000</td>
<td>▪ GDP per capita of $1240</td>
</tr>
<tr>
<td></td>
<td>▪ Avg. GDP growth of 7%</td>
<td>▪ Avg GDP growth of 10.2%</td>
<td>▪ Avg. GDP growth of 11.5%</td>
</tr>
<tr>
<td><strong>Increased Poverty reduction</strong></td>
<td>▪ Poverty reduced by 12 pp over 2006-2011</td>
<td>▪ poverty reduced under 30%</td>
<td>▪ Poverty reduced to 20%</td>
</tr>
<tr>
<td></td>
<td>▪ Extreme reduced by 13 pp</td>
<td>▪ Extreme poverty under 10%</td>
<td>▪ Extreme poverty eliminated</td>
</tr>
<tr>
<td><strong>More off-farm jobs, more urbanised</strong></td>
<td>▪ 1.8 mln new off-farm jobs</td>
<td>▪ 200,000 new off farm jobs p.a</td>
<td>▪ 1.8 mln new off-farm jobs</td>
</tr>
<tr>
<td></td>
<td>▪ 35% of population urban</td>
<td></td>
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</tr>
<tr>
<td></td>
<td>▪ Exports cover. of Imports 75%</td>
<td>▪ Exports cover. of Imports 75%</td>
<td>▪ Private sector engagement</td>
</tr>
<tr>
<td><strong>Private Sector as engine of growth</strong></td>
<td>▪ Private investment at 9.4% of GDP</td>
<td>▪ Private sector investment to reach 15.4% of GDP</td>
<td>▪ Innovative resource mobilisation for Private Investment</td>
</tr>
</tbody>
</table>
Next big Step: Accelerating Economic Transformation

Economic Transformation is already happening: more services in structure of GDP

2001
- Services 37%
- Agriculture 45%
- Industry 13%
- Adjustments 7%

2013
- Services 44%
- Agriculture 33%
- Industry 16%
- Adjustments 6%

Private Sector in the driving seat for growth

Taking the economy to another level: accelerating economic transformation

- Increased share of private sector investment for exports
- Increased urbanization – promotion of secondary cities
- Job creation in off-farm sectors
- Green economy approach

Economic self reliance boosting exports

External Balance on Goods and Services (% of GDP)

- Exports of goods and services
- Imports of goods and services
- Balance of goods and services