



## PSF ENTERS THE MEDIATION MARKET TO CUT DOWN BUILDUP OF COURT CASES

In an effort to clear the backlog of outstanding commercial court cases, the Rwanda Private Sector Federation (PSF) has begun exploring alternate dispute settlement procedures, through mediation.

According to the PSF Chairperson, Jeanne Francoise Mubiligi, this move is intended to improve business operations throughout the country and to align with the current trends of resolving business disputes in the country.

According to Justice Sector data, the total number of court cases (including business lawsuits) has increased from 2017 from 237 to 2,445 in 2024, and then to 1,271 in the first five months of 2025. According to the data, 2,445 cases have been settled peacefully through the mediation procedure since it began in July 2024.

"Instead of losing corporate relationships because of disputes, mediation is a better way to seek justice and improve them. Mubiligi declared, "We are prepared to collaborate with courts, particularly the judiciary, to advance this idea and practices."



"We need lasting peace and justice in order to have a lasting business community," Mubiligi continued.

During a high-level forum held on May 15, 2025, to help businesses better understand how mediation might be utilized to resolve labor and commercial conflicts, Mubiligi made these statements. The intention is to promote mediation as a means of establishing a more stable and encouraging business climate.



The Supreme Court President, Chief Justice **Domitilla Mukantaganzwa**, formally opened the one-day meeting and emphasized the value of alternative dispute resolution, stating that it is the **“Most effective means of reducing backlogs of court cases. He also pledged to assist the private sector in achieving this objective.”**



## PSF Incredible Women Attend A Transformational Leadership Training

In Rwanda, some women entrepreneurs face societal and internal barriers that limit their confidence in leadership roles. To solve this challenge, from 28th to 30th May 2025, Incredible cohort of women entrepreneurs attended deeper training into what it means to lead with vision, courage, and authenticity.

The training dubbed “Transformational Leadership Master Class Training” equipped them with tools to lead with **vision, clarity, and self-belief**, allowing them to dream big and inspire others.



he team attended various topics including; strategic business leadership, emotional intelligence, and purpose-driven growth.

During the training the energy in the room was electric as these women unlocked new levels of confidence and clarity in their business leadership journey.

TThe Transformational Leadership Training also aimed to equip PSF Specialized Cluster members with the necessary leadership skills to enhance decision-making, inspire innovation, and promote teamwork within their companies.

The training convened 25 participants, including one representative from each province, for a comprehensive three-day session.

This will be followed by a one-month coaching period to support the practical application of the knowledge and skills gained. Participants were granted access to an established virtual platform, enabling them to pursue certification in Transformational Leadership.



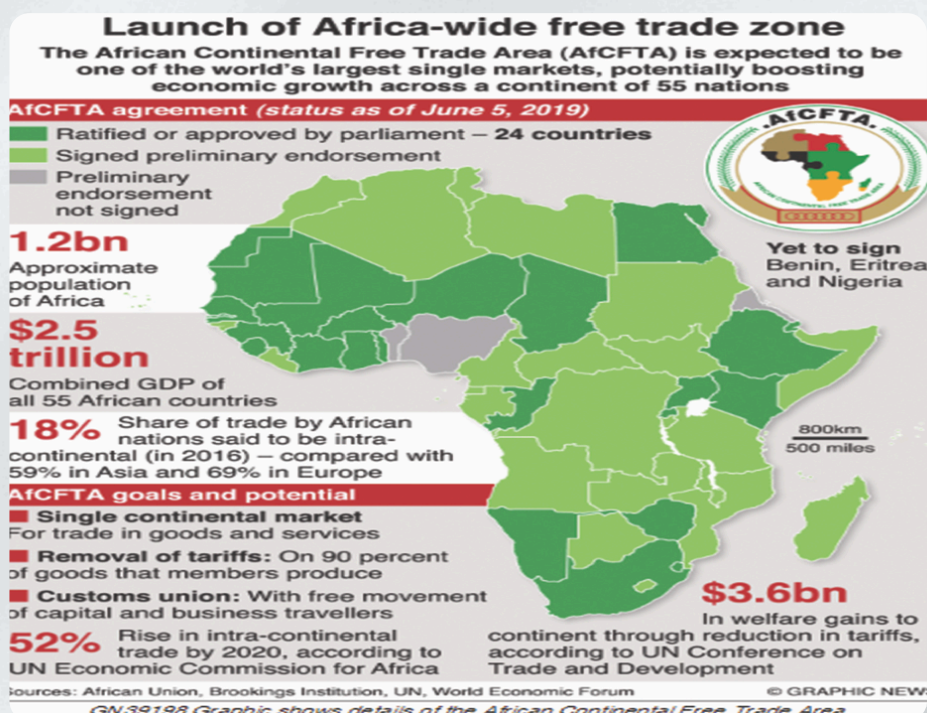


## RWANDA-ZAMBIA: ZAMBIA LEGISLATORS PAY A VISIT TO PSF

On 15<sup>th</sup> May 2025, Members of Parliament of the Republic of Zambia paid a visit to the Private Sector Federation (PSF) to learn about the benefits of implementing the African Continental Free Trade Area (AfCFTA) towards the Rwandan business community.

## What is AfCFTA?

It was created in 2018 by the African Continental Free Trade Agreement, which now has 43 parties and 11 additional signatories. With 1.3 billion people spread across the second-largest continent in the world, it is the largest free-trade area in terms of both population and geographic size, second only to the World Trade Organization. The majority of Africa is included in the African Continental Free Trade Area (AfCFTA).







## RPIA Holds General Assembly

*Kigali, Rwanda – May 15, 2025 –* The Rwanda Poultry Industry Association (RPIA) successfully held its General Assembly at Chez Lando Hotel, Kigali, bringing together poultry farmers, value chain actors, government representatives, and officials from the Private Sector Federation (PSF). The event was convened under the forward-looking theme, **“Building a Strong Poultry Association for Sustainable Growth with Government and Private Sector Support.”**

The assembly also served as a platform to assess progress made by the Association, elect new leadership, and foster stronger partnerships with the government and private sector for the advancement of Rwanda’s poultry industry.

In her keynote address, **Dr. Solange Uwituze**, Deputy Director-General of Rwanda Agriculture and Animal Resources Development Board (RAB), outlined the government’s strategic goal to make chicken meat more accessible and affordable to all Rwandans by 2029. Drawing a parallel to the affordability of beans in local markets, Dr. Uwituze emphasized the need for inclusive poultry consumption models.

She also acknowledged persistent sector challenges such as the high cost of animal feeds and pledged continued government collaboration with stakeholders to overcome these barriers and support inclusive sector growth.





## PSF Leads Drive to Support Legal Compliance and Expand Advocacy Services for Employer Associations and MSMEs

Kigali, Rwanda – June 16, 2025 – The **Private Sector Federation (PSF)** continues to take bold steps in strengthening institutional compliance and advocacy efforts across Rwanda's private sector. In alignment with Ministerial Order No. 02/MIFOTRA/23, PSF has made significant progress in supporting employers' associations to meet legal establishment requirements while also expanding its capacity to serve Micro, Small, and Medium Enterprises (MSMEs) through Supporting Legal Compliance of Employers' Associations.

Under the new regulatory framework, all employer and employee organizations are mandated to harmonize their statutes and register under a recognized umbrella body. In response, PSF has worked closely with its affiliated associations to support this transition.

As of today: **52 associations** have successfully amended their statutes, **10 associations** have had their updated statutes published in the Official Gazette, **16 associations** have submitted their revised statutes to the Ministry of Public Service and Labour for approval, **7 associations** are finalizing internal reviews at PSF before Ministry submission, **19 associations** have amended statutes but await General Assemblies for formal approval and **22 associations** are undergoing restructuring to meet legal definitions of employer organizations.

As part of its broader goal to improve service delivery and advocacy for MSMEs, PSF organized **three regional Advocacy Forums** in Musanze, Rwamagana, and Kigali held from 23<sup>rd</sup> May to June 5<sup>th</sup> June 2025. These forums offered informal sector workers and MSME owners a space to voice their concerns, share solutions, and contribute to shaping a more enabling business environment. The forums were held from



## RWANDA'S CROSS-BORDER MARKETS: CONSULTATIVE MEETINGS HIGHLIGHT URGENT NEEDS AND OPPORTUNITIES

Kigali, Rwanda – May 10, 2025 – The Private Sector Federation (PSF), in collaboration with key local stakeholders, conducted consultative meetings on **7th and 9th May 2025 in Rubavu and Rusizi Districts** to assess the current state and challenges facing Rwanda's Cross-Border Markets (CBMs). The discussions brought together cross-border traders, cooperatives, local government officials, and representatives of the private sector, with 30 active participants in Rubavu and a broad group of stakeholders in Rusizi.

The consultations revealed critical barriers limiting the effectiveness and sustainability of CBMs in both districts **Rubavu CBM**.

While, the market infrastructure exists, large areas remain underutilized. Traders proposed leasing these idle spaces to reduce overcrowding and stimulate business.

A lack of parking near warehouses is causing operational inefficiencies and traffic congestion, traders operate without a formal market structure, Inconsistent enforcement of Electronic Billing Machine (EBM), Informal traders often bypass tax systems, putting compliant businesses at a disadvantage, and continued closure of key market point was cited as a major hindrance to regional trade.



To address the challenges raised, participants recommended the following actions, establishment of Infrastructure Investment to Prioritize the **construction of a formal market at Rusizi 2** and expand **parking facilities at Rubavu CBM** to enhance accessibility and reduce congestion.

They also suggested Policy Harmonization to standardize **EBM enforcement** and **permit systems** across districts to ensure fair competition and a level playing field for all traders.

**CBM Optimization:** Reopen **Rusizi 1 CBM** and fully utilize existing infrastructure in Rubavu to promote inclusive, formalized, and sustainable regional trade.





## Our May 2025 Golden Circle Members (GC) Welcome to the PSF Golden Circle!



The Private Sector Federation (PSF) warmly welcomes our new Golden Circle members — your commitment to excellence, leadership, and national development is truly inspiring. Together, we will drive Rwanda's private sector to greater heights.

Our May 2025 Golden Circle members include:

1. **Mota-Engil Engenharia e Construção África**, is a platinum categorized GC member, and the leading engineering Group, with a unique international positioning, focused on a greener growth model for each business, starting a new cycle of sustainable development.
2. **BK CAPITAL LTD** is a silver categorized GC member, and an investment bank, the largest stockbroker that also offers investment management, administration and advisory services and Corporate Finance services.
3. **FUNKS LIMITED**, specializes in construction of world – class sports infrastructure, engineering works including construction of buildings, roads and bridges. It is dedicated to creating cutting – edge facilities that empower athletes and inspire communities. FUNKS LIMITED Joins as a silver member of the PSF GC member.
4. **The Pinnacle Kigali** is a luxury Hotel, with state-of-the-art accommodation, sport facilities and exquisite restaurants, bars and Lounges. Pinnacle Kigali joins PSF GC in the silver category.

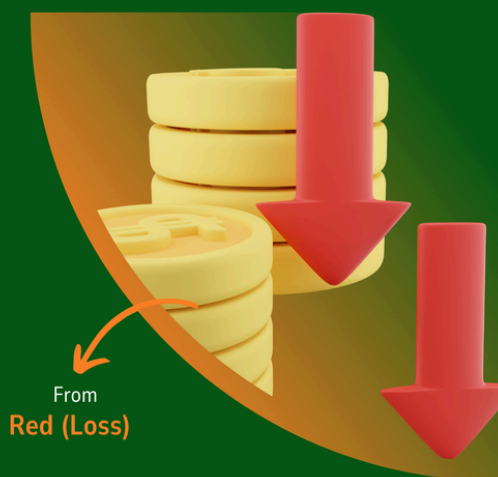


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