

Output	Indicator	Baseline (2016-17)	2017/18
Outcome 1: Enhanced competitiveness of key priority sectors			
Sector Specific Strategies implemented	Number of Sector Specific Strategies developed	Domestic Market Recapturing Strategy developed (key priority sectors identified: construction materials, light manufacturing and agro-processing) 2 Sector-Specific strategies developed (Textiles & Apparel, and Leather)	1 New Sector-Specific strategy completed: meat
	Number of Sector Specific Action Plans being implemented		2 Sector Specific Action Plans implemented (Textiles&Apparel and Leather)
Outcome 2: Reduced Cost of Production			

Access to Industrial Inputs increased	Number of anchor firms linked to new alternative source of CRM	N/A	CRM assessment conducted
	% of yield productivity increased for key selected agro-based products (rice, maize, wheat and soybeans)	N/A	Rice: 3.36 Maize: 1.94 Wheat: 1.05 Soybeans: 0.64

<p>Number of post-harvest facilities available</p>	<p>Kms of feeder road built or rehabilitated (3,119KM) MT Capacity in warehouses (276MT) Number of farmers benefiting the Market Information Tool (E-soko+) (3,500 farmers) Number of formalised out-grower schemes implemented with GoR support (48 outgrower schemes)</p>	<p>3,619 Kms of feeder road built or rehabilitated; 300 MT Capacity in warehouses; 10,000 farmers benefited Market Information Tool (E-soko+); 12 formalised out-grower schemes implemented with GoR support</p>
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MIR mainstreamed into fiscal policy and CET review	VAT exemption for raw materials and capital goods for the manufacturing sector approved	Regulatory measures for MIR CRMs for key value chains assessed
Number of local packaging producers	Paper bags: 5 producers Woven sacks: 2 producers Corrugated boxes: 3 producers Plastic packaging: 2 producers PET bottles: 3 producers	Technical support provided to existing packaging producers
% of construction works completed for Kigali Logistic Platform (KLP)	KLP phase I construction 20% completed	KLP phase I construction 60% completed
% of construction works completed for Rubavu Bonded warehouses	Feasibility Study available	Construction works 10% completed

	% of construction works completed for Rusizi Bonded warehouses	Feasibility Study available	
Access to Modern Technology increased	RECP unit operational within NIRDA	RECP business plan in place RECP investment guidelines in new industries available	RECP unit structured and staffed
	Number of Industries trained on RECP	105 industries and companies trained on RECP	25 industries and companies trained on RECP
	Amount in savings (Energy, water, materials, chemicals, waste) and reduction of pollution (CO2 emission, wastewater and solid waste)	RECP center established and guidelines produced, economic benefits worth \$2m generated 2009-2015 for private companies 14,697ton CO2eq reduced 131,358 m3 of wastewater reduced 7,256 tons of solid waste reduced	Savings worth \$500,000 generated for private companies 22523.5 tons CO2eq reduced 133,952m3 of wastewater reduced 8,707 tons of solid waste reduced

	Increased levels of productivity in industrial sectors through technology upgrades	None	Technology audit conducted to establish the industrial technology levels in key value chains Action plan finalised for its improvement
Access to Finance Promoted	Access to finance through Export Growth Facility (EGF) increased	9 firms with access to EGF (Investment Catalyst Fund and Matching Grant)	Credit Guarantee Scheme Model developed 8 new firms with access to EGF
	Number of Commercial Banks Mobilized to provide capital Financing to potential enterprises	Commercial banks mobilised to provide capital financing to potential enterprises	Factors affecting access to finance identified
Affordable Utility Tariffs for Industries Enhanced	Percentage of industries that benefit from the new utility tariff structure	New industrial tariff structure implemented on January 1st 2017 (electricity tariff for industries has been reduced from 126 RwF/unit to 98 frw/unit during off-peak time) 51% of industries understand and benefit from the new utility tariff structure	65% of industries understand and benefit from the new utility tariff structure

<p>Access to Affordable, Serviced Land increased</p>	<p>HAs of affordable, serviced land area available in IPs</p>	<p>276HA of serviced land in KSEZ</p>	<p>100HA in Bugesera Industrial Park</p>
	<p>Number of studies for potential District SME parks developed</p>	<p>Kicukiro SME park study developed</p>	
<p>Industrial Skills Development and Labour Productivity enhanced</p>	<p>Hands-on Skills enhanced and improved through Rapid Response Training (RRT)</p>	<p>3126 graduates trained</p>	<p>2000 graduates trained</p>

Number of technical internships provided by the private sector	273 internships in industries between 2015 and 2017	300 technical internships, apprenticeships and industry-attachments
Number of firms benefitting from technical assistance to improve competitiveness	15 anchor firms supported with technical assistance	15 new anchor firms

Outcome 3: Improved quality of locally made products

Quality Infrastructure and Support Upgraded	Number of standards for MIR priority VCs developed	2121 standards developed	100 new standards
	Number of SMEs supported in HACCP/FSMS certification	18 SMEs HACCP certified	23 SMEs supported in HACCP/FSMS certification and 5 certified

Number of SMEs that receive QMS certification	7 certified SMEs on QMS by RSB	QMS certification Project operational
Number of accreditations acquired	Accreditation of HACCP&FSMS certification services for Food Manufacturing scope (category C) is in pipeline	Surveillance assessment for category C conducted
	Metrology Laboratories "Mass, Balances & Temperature" accredited in 2017	Surveillance assessment conducted

		Quality Testing Laboratories submitted Application for accreditation in Food Microbiology (6 parameters) and Food Chemistry (2 parameters) made	
	Number of experts qualified through RSB Graduate Scheme	38 Food Safety Qualified Experts 17 Qualified QMS Experts	RSB Graduate Scheme established
	Number of products complying with standards (by sector: construction materials, Light Manufacturing and Services)	Nil	20 products in construction materials, 15 in light manufacturing and 10 in services comply with standards
Regulation for Consumer Protection Enforced	Number of harmonised standards across the EAC	987 standards harmonised	36 new standards harmonised

	RICA operational	Law establishing RICA approved	RICA structure approved
Outcome 4: Enhanced backward linkages between SMEs and Leading Firms			
Access to Accurate Business Analytics increased	Aggregated enterprise database operational	RRA, RCA and RDB databases operational	
Supplier Development Unit (SDU) established within RDB	SDU operational	Concept note completed	SDU structured
	# of SMEs that access supply contracts via SDU	None	

Cluster Platforms established and operationalized	Number of SME Cluster Platforms established for every cluster	4 cluster platforms established (ICT, leather, dairy, Irish Potato)	4 operational SME cluster platforms (ICT, Leather, Dairy, Irish potatoes)
Outcome 5: Increased positive perceptions of consumers towards Made in Rwanda products			
Sensitization and Communications Campaigns conducted	Number of MIR Exhibitions organised	2 MIR Exhibitions held in Kigali	1 MIR exhibition in Small, district-level
	Number of surveys on MIR impact conducted	1 MIR survey conducted	1 MIR survey meeting in Kigali in December
	Number of media houses whose representatives trained on MIR	None	1 Representative
	Number of MIR TV, Radio Shows and press conferences organised	12 TV shows and 12 radio shows organised	48 TV shows (including produced and broadcasted)

	3 MIR press conferences held	3 MIR press conf
Number of MIR Umuganda organized every year	None	2 MIR Umuganda
Number of Social media campaign sessions organised	MIR hashtags created	MIR social media
Accessibility criterias and use of MIR logo in place	MIR logo in place	MIR logo registered with RDB/IP and criteria to access and use MIR logo developed.

Local preference in Public Procurement enhanced	Share of public tenders in numbers and value where local preference clause is applied	Local preference provision in public procurement law applied on 30% of public tenders Baseline in value to be established	Local preference clause applied on 35% of public tenders (targets on value)
	Share (%) of public procurement paid on time	N/A	<i>Database on the payment of public procurement established</i> <i>PSF inquiry desk set up</i>

Targets/milestones					
2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
3 New Sector-specific Strategies completed: packaging, Cement and Mining and Quarrying (Ceramics, granite & tiles)	2 New Sector-specific Strategies completed: dairy and wooden furnitures	2 New Sector-Specific Strategies completed: fertilizer and pharmaceuticals	2 New Sector-Specific Strategies completed: irish potato and rice	2 New Sector-Specific Strategies completed: Edible Oil and Sugar	2 New Sector-Specific Strategies completed: Soaps & Detergents and Maize
3 Sector Specific Action Plans implemented (textiles&apparel, leather, and meat)	6 Sector Specific Action Plans implemented (textiles&apparel, leather, and meat, packaging, Cement, Mining and Quarrying (Ceramics, granite & tiles)	8 Sector Specific Action Plans implemented (textiles&apparel, leather, and meat, packaging, Cement, Ceramics, granite & tiles, dairy, and wooden furniture)	10 Sector Specific Action Plans implemented (textiles&apparel, leather, and meat, packaging, Cement, Ceramics, granite & tiles, dairy, and wooden furniture, fertilizer and pharmaceuticals)	12 Sector Specific Action Plans implemented (textiles&apparel, leather, and meat, packaging, Cement, Ceramics, granite & tiles, dairy, and wooden furniture, fertilizer, pharmaceuticals, irish potato and rice)	14 Sector Specific Action Plans implemented (textiles&apparel, leather, and meat, packaging, Cement, Ceramics, granite & tiles, dairy, and wooden furniture, fertilizer, pharmaceuticals, irish potato, rice, edible oil and sugar)

Strategy to increase CRM production developed and new sources of CRM identified	10 anchor firms linked to new alternative source of CRM	20 anchor firms linked to new alternative source of CRM	30 anchor firms linked to new alternative source of CRM	40 anchor firms linked to new alternative source of CRM	50 anchor firms linked to new alternative source of CRM
Rice: 3.39 Maize: 2.11 Wheat: 1.17 Soybeans: 0.73	Rice: 3.42 Maize: 2.34 Wheat: 1.29 Soybeans: 0.84	Rice: 3.45 Maize: 2.76 Wheat: 1.44 Soybeans: 0.97	Rice: 3.48 Maize: 2.85 Wheat: 1.60 Soybeans: 1.11	Rice: 3.52 Maize: 2.94 Wheat: 1.77 Soybeans: 1.28	Rice: 3.57 Maize: 3.03 Wheat: 1.97 Soybeans: 1.47

4,119 Kms of feeder road built or rehabilitated; 500 MT Capacity in warehouses; 50,000 farmers benefiting the Market Information Tool (E-soko+); 24 formalised out-grower schemes implemented with GoR support	4,619 Kms of feeder road built or rehabilitated 800 MT Capacity in warehouses; 100,000 farmers benefiting the Market Information Tool (E-soko+); 24 formalised out-grower schemes implemented with GoR support	5,119 Kms of feeder road built or rehabilitated; 1100 MT Capacity in warehouses; 200,000 farmers benefiting the Market Information Tool (E-soko+); 12 formalised out-grower schemes implemented with GoR support	5,619 Kms of feeder road built or rehabilitated; 1500 MT Capacity in warehouses ; 300,000 farmers benefiting the Market Information Tool (E-soko+); 12 formalised out-grower schemes implemented with GoR support	6,119 Kms of of feeder road built or rehabilitated; 2000 MT Capacity in warehouses; 500,000 farmers benefiting the Market Information Tool (E-soko+); 12 formalised out-grower schemes implemented with GoR support	6,619 Kms of of feeder road built or rehabilitated; 2500 MT Capacity in warehouses; 700,000 farmers benefiting the Market Information Tool (E-soko+); 12 formalised out-grower schemes implemented with GoR support
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<p>CET and fiscal measures reviewed for MIR CRMs and recommendations provided</p> <p>Manuel explaining taxation procedures, tariffs and exemptions developed</p>	<p>Revised CET and fiscal measures for MIR CRMs implemented</p> <p>5 awareness workshops organised about taxation procedures, compliance, tariffs and exemptions every year</p>				
<p>1 new packaging investor attracted</p>	<p>Centre of Excellence (CoE) for packaging materials established and linked to 50 SMEs</p>	<p>CoE for packaging materials linked to 100 SMEs</p>	<p>CoE for packaging materials linked to 150 SMEs</p>	<p>CoE for packaging materials linked to 200 SMEs</p>	<p>CoE for packaging materials linked to 250 SMEs</p>
<p>KLP phase I construction 100% completed</p>	<p>KLP phase II construction 40% completed</p>	<p>KLP phase II construction 100% completed</p>	<p>KLP operationalized</p>		
<p>Construction works 50% completed</p>	<p>Construction works 70% completed</p>	<p>Construction works 100% completed</p>	<p>Rubavu Bonded warehouse operationalized</p>		

Private developer found	Construction works 10% completed	Construction works 50% completed	Construction works 70% completed	Construction works 100% completed	Rusizi Bonded warehouse operationalized
RECP unit equipped and staff trained	RECP unit mandate implemented				
30 industries and companies trained on RECP	35 industries and companies trained on RECP	40 industries and companies trained on RECP	45 industries and companies trained on RECP	50 industries and companies trained on RECP	55 industries and companies trained on RECP
Savings worth \$1,000,000 generated for private companies 30350ton CO2eq reduced 136,579m3 of wastewater reduced 10,448tons of solid waste reduced	Savings worth \$1,250,000 generated for private companies 36420ton CO2eq reduced 139,206m3 of wastewater reduced 12,537tons of solid waste reduced	Savings worth \$1,500,000 generated for private companies 38177ton CO2eq reduced 143,833m3 of wastewater reduced 15,044tons of solid waste reduced	Savings worth \$1,500,000 generated for private companies 42432ton CO2eq reduced 147,494m3 of wastewater reduced 18,053tons of solid waste reduced	Savings worth \$1,500,000 generated for private companies 45,358ton CO2eq reduced 147,494m3 of wastewater reduced 24,305tons of solid waste reduced	Savings worth \$1,500,000 generated for private companies 48,910ton CO2eq reduced 158,474m3 of wastewater reduced 27,589 tons of solid waste reduced

<i>To be set once baseline has been established</i>	<i>To be set once baseline has been established</i>	<i>To be set once baseline has been established</i>	<i>To be set once baseline has been established</i>	<i>To be set once baseline has been established</i>	<i>To be set once baseline has been established</i>
16 new firms with access to EGF every year					
2 commercial banks mobilized	4 commercial banks mobilized	6 commercial banks mobilized	8 commercial banks mobilized	10 commercial banks mobilized	11 commercial banks mobilized
75% of industries understand and benefit from the new utility tariff structure	85% of industries understand and benefit from the new utility tariff structure	95% of industries understand and benefit from the new utility tariff structure	100% of industries understand and benefit from the new utility tariff structure		

Industrial park development and management strategy developed 164 HA in Musanze IP and 220HA in Bugesera IP Phase 2 and 3	80HA in Rwamagana Industrial Park	45HA in Rusizi IP	50 HA in Huye IP	44 HA in Nyabihu IP	50 HA in Nyagatare IP
Assessment of potential District SME parks conducted	Feasibility study for 3 District SME parks conducted	Feasibility study for 3 District SME parks conducted	Feasibility study for 3 District SME parks conducted		
2500 graduates trained	3000 graduates trained	3500 graduates trained	4000 graduates trained	4500 graduates trained	5000 graduates trained

350 technical internships, apprenticeships and industry-attachments	400 technical internships, apprenticeships and industry-attachments	450 technical internships, apprenticeships and industry-attachments	500 technical internships, apprenticeships and industry-attachments	550 technical internships, apprenticeships and industry-attachments	600 technical internships, apprenticeships and industry-attachments
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ms supported with technical assistance every year



Is in priority VCs developed every year

50 SMEs supported in HACCP/FSM Certification each year
 10 SMEs certified in HACCP/ FSMS each year

10 SMEs supported in QMS each year and 5 SMEs certified in QMS each year					
Accreditation of Farming of horticulture products scope (Category BI) acquired	1.Accreditation of ISO 9001 acquired 2. Existing accreditation maintained	1.Accreditation of Farming of animal products scope (Category A) acquired 2. Existing accreditation maintained	Existing accreditation maintained	Existing accreditation maintained	Existing accreditation maintained
New accreditation of volume acquired Temperature & balance accreditation scope upgraded	New accreditation of pressure and dimension acquired	Conduct Intercomparison in mass, temperature, volume laboratories and maintain accreditation of 4 laboratories	New accreditation of force lab acquired and Existing accreditation maintained	New accreditation of Dimension AC/DC lab acquired and Existing accreditation maintained	Assessment of chemical metrology and Docimetry Laboratories and Existing accreditation maintained

6 Microbiology and 2 Chemistry parameters accredited	4 additional Microbiology and 8 additional Chemistry parameters accredited	1 additional Microbiology and 4 additional Chemistry parameters accredited	1 additional Microbiology and 4 additional Chemistry parameters accredited	Accreditation of 10 parameters in Microbiology and 6 parameters in Chemistry	Assessment of Pharmaceutical Laboratories for Accreditation
50 Food Safety Experts qualified through graduate placement scheme every year					
10 QMS Experts qualified through graduate placement scheme each year					
25 products in construction materials, 20 in light manufacturing and 15 in services comply with standards	30 products in construction materials, 25 in light manufacturing and 20 in services comply with standards	35 products in construction materials, 30 in light manufacturing and 25 in services comply with standards	40 products in construction materials, 35 in light manufacturing and 30 in services comply with standards	45 products in construction materials, 40 in light manufacturing and 35 in services comply with standards	50 products in construction materials, 40 in light manufacturing and 35 in services comply with standards
40 new standards harmonised every year					

RICA established and staffed	RICA mandate implemented			
New database designed and developed	Full enterprise database operational	Awareness on database raised	Aggregated enterprise database updated	Awareness on the updated database raised
SDU staffed and equiped	SDU mandate implemented			
	Supplier verification programme developed	Supplier verification certification achieved and supply contracts accessed by 30 local enterprises through the SDU every year		

8 operational SME cluster platforms (Honey, Meat, Fish, Wood)	12 operational SME cluster platforms (Horticulture, Spices, Fashion and tailoring, Handcraft)	16 operational SME cluster platforms (Macadamia, Maize, Cassava, Wheat)	20 operational SME cluster platforms (Essential Oil, minerals, Ceramics, Eco-tourism)	Impact assessment on establishment of SMEs cluster platforms conducted	Recommendations from the impact assessment implemented
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ducts from 60% to 100%

in Kigali (December) and 1 exhibition in alternating provinces organised every year
 3 exhibitions organised on district open days

measuring the impact of the MIR campaign and policy conducted during the MIR exhibition
 1 exhibition every year

from each media house (40 today) trained every year

including product adverts, testimonials) and 48 radio shows (including theatres (ikinamico))
 broadcasted every year

ferences organised and conducted every year

s organised every year

campaign organized on the last Friday of every month and MIR dress code encouraged

Awareness campaign on the access and use of MIR Logo conducted

Local preference clause applied on 40% of public tenders (targets on value)	Local preference clause applied on 45% of public tenders (targets on value)	Local preference clause applied on 50% of public tenders (targets on value)	Local preference clause applied on 55% of public tenders (targets on value)	Local preference clause applied on 60% of public tenders (targets on value)	Local preference clause applied on 65% of public tenders (targets on value)
<i>To be set once baseline has been established</i>	<i>To be set once baseline has been established</i> <i>e-payment system fully operationalized</i>	<i>To be set once baseline has been established</i>	<i>To be set once baseline has been established</i>	<i>To be set once baseline has been established</i>	<i>To be set once baseline has been established</i>

Activities	Stakeholders	Approved budget (2017/18)
1. Identify and engage key stakeholders in respective sectors for development of sector-specific strategies 2. Produce and validate sector-specific strategies	MINICOM	Nil
1. Mobilize funds to implement the sector specific action plans 2. Implement the sector specific action plans 3. Conduct M&E for the implementation of sector specific action plans	MINICOM, MINAGRI, MINICOFIN, MINIRENA, PSF, RSB, NIRDA, RDB,	Nil

<ol style="list-style-type: none"> 1. Identify CRMs for Rwandan economy 2. Set up a framework to identify the availability of CRMs 3. Develop strategies to increase the CRM production 4. Strengthen the contracting mechanism between suppliers of CRMs and industries 5. Link anchor firms to the new alternative sources of CRM 	<p>MINAGRI, MINICOM</p>	<p>Nil</p>
<ol style="list-style-type: none"> 1. Avail quality seeds and fertilizers 2. Strengthen agricultural extension services 3. Create awareness on the use of agricultural inputs 	<p>MINAGRI, MINICOM</p>	<p>0</p>

<ol style="list-style-type: none">1. Invest in proper post-harvest infrastructures2. Create awareness and training on proper post-harvest handling and storage	MINAGRI, MINICOM	TBD
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<ol style="list-style-type: none"> 1. Country report/Position on EAC CET produced (Cost to be covered by EAC under TMEA Support). 2. Participate in re-negotiation of EAC CET 3. Conduct review of existing taxes and the implementation thereof 4. Develop a manual explaining taxation procedures, tariffs and exemptions 5. Organise awareness workshops about taxation procedures, compliance, tariffs and exemptions 6. Address recommendations from tax review 	<p>MINECOFIN, MINICOM, RRA, MINAFFET</p>	<p style="text-align: center;">4,000,000</p>
<ol style="list-style-type: none"> 1. Attract investors in packaging industry 2. Establish the CoE for packaging materials 3. Link SMEs to CoE 	<p>NIRDA, MINICOM, PSF, RDB, RSB</p>	<p style="text-align: center;">Nil</p>
<ol style="list-style-type: none"> 1. Develop KLP 2. Operationalize KLP 	<p>MINICOM, MININFRA, PSF AND RDB</p>	<p style="text-align: center;">Nil</p>
<ol style="list-style-type: none"> 1. Develop Rubavu Bonded warehouse 2. Operationalize Bonded warehouse 	<p>MINICOM, MININFRA, PSF AND RDB</p>	<p style="text-align: center;">Nil</p>

<ol style="list-style-type: none"> 1. Find private developer for Rusizi Bonded warehouse 2. Develop Rusizi Bonded warehouse 	<p>MINICOM, MININFRA, PSF AND RDB</p>	<p>Nil</p>
<ol style="list-style-type: none"> 1. Establish the RECP unit within NIRDA 2. Staff and train RECP unit 3. Develop a resource mobilization mechanism 4. Implement RECP unit mandate 	<p>MINICOM, NIRDA,PSF</p>	<p>Nil</p>
<ol style="list-style-type: none"> 1. Raise awareness on RECP services 2. Train industries and companies on RECP 3. Monitor and evaluate trained companies 	<p>RECP, RDB,PSF,R SB,REMA,N IRDA, MINICOM</p>	<p>14,793,951</p>
<ol style="list-style-type: none"> 1. Raise awareness on RECP services 2. Link companies with RECP 3. Institutionlise RECP as business support centre 4. Conduct impact assessment of RECP interventions 	<p>RECP, RDB,PSF,R SB,REMA,N IRDA, MINICOM</p>	<p>23,456,073</p>

<ol style="list-style-type: none"> 1. Carry out Technology audit. 2. Develop and implement action plan on the basis of technology audit 3. Support companies to upgrade technology 4. Disseminate locally-relevant technology enhancements through demonstrations 5. Monitor and evaluate technology upgrades 	<p>NIRDA, MINICOM, PSF</p>	<p>Nil</p>
<ol style="list-style-type: none"> 1. Conduct assessment on possible increased capacity of EGF 2. Conduct awareness campaign about EGF 3. Mobilize more funds for EGF 4. Conduct a feasibility study on the establishment of the Credit Guarantee Scheme 5. Implement recommendations from the study 	<p>BRD, MINICOM, MINECOFIN, RDB</p>	<p>1,500,000,000</p>
<ol style="list-style-type: none"> 1. Assess factors affecting access to finance and develop strategies to address them 2. Mobilise commercial banks to provide financing to potential enterprises 3. Implement strategies to address identified factors affecting access to finance 	<p>MINECOFIN, MINICOM, BRD, BNR</p>	<p>Nil</p>
<ol style="list-style-type: none"> 1. Conduct an assessment on the new utility tariff structure 2. Provide recommendations for the implementation of the new utility tariff structure 3. Implement the recommendations 4. Sensitize industries on the implementation of the new electricity tariff structure 5. Monitor and evaluate the new utility tariff structure 	<p>RURA, MININFRA, MINICOM, PSF</p>	<p>Nil</p>

<p>1. Develop industrial and parks development and management strategy</p> <p>1. Mobilise private developers/operators for industrial parks</p> <p>1. Develop infrastructure in Bugesera Industrial Park Phase 1 (100HA)</p> <p>2. Develop infrastructure in Musanze IP (120HA) and in Bugesera Phase 2 and 3 (220HA)</p> <p>3. Develop infrastructure in Rwamagana IP (80HA)</p> <p>4. Develop infrastructure in Rusizi IP (45HA)</p> <p>5. Develop infrastructure in Huye IP (50HA)</p>	<p>MINICOM, MININFRA, MINECOFIN, RDB, PSF</p>	<p>3,700,000,000</p>
<p>1. Conduct assessment of potential District SME parks</p> <p>2. Conduct feasibility studies for District SME parks</p> <p>3. Develop District SME parks Development and management strategies</p>	<p>MINALOC - LODA, MINICOM, PSF</p>	<p>nil</p>
<p>1. Assess the needs for skills development and labour productivity in each value chain</p> <p>2. Include skills development in sector specific action plans</p> <p>3. Negotiate PPPs with investors for the establishment of professional training centres in key value chains</p> <p>4. Develop curricula, procure equipment and operationalise training for key value chains</p>	<p>WDA, PSF, CESB</p>	<p>1,700,000,000</p>

<ol style="list-style-type: none"> 1. Identify and engage private companies to host interns 2. Sign MoUs with interested companies 3. Place interns 4. Monitor and evaluate the impact of the internships 	<p>WDA, MIFOTRA, CESB, PSF, MINEDUC</p>	<p>30,000,000</p>
<ol style="list-style-type: none"> 1. Select 15 new anchor firms for domestic market recapturing to benefit from technical assistance 2. Hire a professional firm to provide technical assistance 3. Monitor the impact of the technical assistance on the selected firms 	<p>MINICOM, RDB, PSF, RSB, NIRDA, BRD</p>	<p>Nil</p>
<ol style="list-style-type: none"> 1. Conduct 2 need assessment of priority standards each year 2. Upgrade quality infrastructure and technology for MIR priority VCs (Procure Quality testing equipment) 3. Develop standards for MIR priority VCs 	<p>RSB, MINICOM, MINECOFIN</p>	<p>Nil</p>
<ol style="list-style-type: none"> 1. Develop and implement SMEs maturity model 2. Develop clear criteria for selecting SMEs 3. Train SMEs on the applicable standards 4. Assign SMEs with selected graduates and respective supervisors 5. Certify SMEs on HACCP/FSMS 6. Clearly monitor and evaluate success of program 	<p>RSB, MINICOM, RAB, PSF</p>	<p>Nil</p>

<ol style="list-style-type: none"> 1. Operationalize the project 2. Select SMEs 3. Assign SMEs with selected graduates and respective supervisors 4. Deliver training 5. Certify SMEs on QMS 6. Clearly monitor & evaluate the success of the program 	RSB, MINICOM, PSF, RDB, BRD	Nil
<ol style="list-style-type: none"> 1. Prepare for accreditation 2. Submit Application 3. Conduct accreditation assessments 4. Conduct surveillance Assessment (Maintenance of Accreditation) 5. Renew accreditation contract 	RSB, MINICOM, MINECOFIN, RDB, RPPA	Nil
<ol style="list-style-type: none"> 1. Prepare for accreditation 2. Submit Application 3. Conduct accreditation assessments 4. Conduct surveillance Assessment (Maintenance of Accreditation) 5. Renew accreditation contract 	RSB, MINICOM, MINECOFIN, RDB, RPPA	Nil

<ol style="list-style-type: none"> 1. Prepare for accreditation 2. Submit Application 3. Conduct accreditation assessments 4. Conduct surveillance Assessment (Maintenance of Accreditation) 5. Renew accreditation contract 	RSB, MINICOM, MINECOFIN, RDB, RPPA	Nil
<ol style="list-style-type: none"> 1. Establish the scheme 2. Develop training materials for graduates 3. Recruit graduates and their respective supervisors 4. Attach graduates and their respective supervisors to SMEs. 5. Deliver training 6. Assess and qualify the graduates 	RSB, WDA, CESB, UR- Rwanda Food Science & Technology Society- (RFST)	Nil
<ol style="list-style-type: none"> 1. Conduct awareness about standards 2. Categorise SMEs according to standard compliance levels 3. Conduct sector specific training 4. Conduct S-Mark Certification Audits 	RSB, PSF, MINICOM, RDB, BRD	Nil
<ol style="list-style-type: none"> 1. Identify a list of standards that could be harmonized across the EAC 2. Negotiate standards for harmonization across the EAC 3. Implement the harmonized standards in Rwanda and encourage the implementation in the EAC 	RSB, MINAFFET	3,500,000.00

<ol style="list-style-type: none"> 1. Design the structure of RICA 2. Establish and staff RICA 3. Establish enforcing regulations/orders 4. RICA implements its mandate 	<p>MINICOM, MIFOTRA, MINAGRI, RSB</p>	<p>150,000,000</p>
<ol style="list-style-type: none"> 1. Design and develop new aggregate database that links RDB, RCA & RRA databases 2. Operationalize aggregate enterprise database 	<p>RDB, RRA, RISA, RSB, RCA</p>	<p>Nil</p>
<ol style="list-style-type: none"> 1. SDU TORs designed 2. Approve SDU structure 3. Equip SDU and train staff 4. SDU to implement mandate 	<p>RDB, MIFOTRA, MINECOFI N, MINICOM</p>	<p>Nil</p>
<ol style="list-style-type: none"> 1. Map the sources of raw materials for leading firms 2. Identify high potential local suppliers (large and SMEs) 3. Develop the criteria for the Supplier verification scheme (selection criteria) 4. Proactively engage investors to contract local suppliers 5. Support the development of small suppliers to meet investor requirements and to diversify their products on demand 	<p>RDB, PSF, RSB, MINICOM</p>	<p>Nil</p>

<ol style="list-style-type: none"> 1. Organize SME clusters 2. Establish platforms 3. Organise SME Forums 4. Review business models to increase competitiveness 5. Conduct the impact assessment on the establishment of SMEs cluster platforms 6. Implement the recommendations from the assessment 	MINICOM, PSF	2,500,000
1. Organize Made in Rwanda exhibitions	PSF and MINICOM, MINALOC, districts and provinces	107,000,000
<ol style="list-style-type: none"> 1. Prepare the MIR survey measuring the impact of the MIR campaign 2. Conduct the MIR survey at the MIR exhibition in Kigali 	MINICOM	Nil
<ol style="list-style-type: none"> 1. Develop training materials 2. Organise trainings for media houses 	MINICOM and RMC	Nil
<ol style="list-style-type: none"> 1. Supervise production and broadcast of TV and Radio shows 2. Edit the script before recording 3. Organise presenters and engage public figures 	MINICOM, RSB, MINIYOUTH, PSF	40,000,000

<ol style="list-style-type: none"> 1. Organise press conferences 2. Prepare press package 		
<ol style="list-style-type: none"> 1. Prepare the MIR brief for local government 2. Coordinate MIR Umuganda 	MINICOM and MINALOC	Nil
<ol style="list-style-type: none"> 1. Encourage all GoR Agencies to put in place internal policy with regard to MIR dress code on the last Friday of every month in order to support Rwanda fashion industry 2. Organise and conduct social media sessions on the last Friday of every month 	MINICOM, PMO, MINITECH, PSF, RSB	Nil
<ol style="list-style-type: none"> 1. Establish a quality committee that will certify products with the MIR logo (RSB, MINICOM, PSF, BRD, RDB, RRA, RPPA) 2. Register MIR logo 3. Conduct an assessment to determine % of value addition for local companies 4. Develop Criteria for access, ensuring alignment with EAC and S-mark 5. Conduct awareness campaign on access and use of MIR logo 	RDB, RSB, MINICOM	Nil

<ol style="list-style-type: none"> 1. Establish the baseline for the share of public tenders in terms of value 2. Conduct sensitization workshops with procuring entities and suppliers 3. Monitor regularly the application of the regulation and its impact 4. Update the list of MIR products available for public procurement 	RPPA, PSF and MINICOM	Nil
<ol style="list-style-type: none"> 1. Establish a database on the payment of public procurement 2. Set up an inquiry desk for private sector within PSF 3. Set up an e-payment system 4. Minimise delays within government procuring entities 	PMO, MINECOFIN, MINICOM, PSF, RISA, RURA	Nil

Re		
2017/18	2018-19	2019/2020
100,000,000	300,000,000	200,000,000
TBD	TBD	TBD

0	300,000,000	10,000,000
5,069,309,853	5,221,389,149	5,378,030,823

TBD	TBD	TBD
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4,000,000	50,000,000	20,000,000
0	0	52,500,000
0	5,000,000,000	0
0	2,000,000,000	0

0	0	0
69,297,456	207,892,368	173,243,640
46,822,420	93,644,839	117,056,049
125,770,000	251,540,000	314,425,000

200,000,000	TBD	TBD
3,000,000,000	3,000,000,000	3,000,000,000
0	220,000,000	20,000,000
10,000,000	10,000,000	10,000,000

12,000,000,000	80,000,000,000	16,000,000,000
0	200,000,000	300,000,000
1,700,000,000	1,700,000,000	1,700,000,000

180,000,000	210,000,000	240,000,000
150,000,000	150,000,000	150,000,000
511,929,080	511,929,080	511,929,080
335,000,000	416,528,998	416,528,998

0	75,000,000	75,000,000
45,595,200	45,595,200	45,595,200
32,695,002	32,695,002	32,695,002

0	102,666,667	154,000,000
0	63,475,172	63,475,172
180,000,000	240,000,000	300,000,000
32,500,000.00	40,000,000	40,000,000

150,000,000	5,470,000,000	4,000,000,000
-	150,000,000	150,000,000
-	130,000,000	120,000,000
-	-	50,000,000

120,000,000	120,000,000	120,000,000
800,000,000	800,000,000	800,000,000
5,000,000	5,000,000	5,000,000
2,000,000	2,000,000	2,000,000
48,000,000	48,000,000	48,000,000

7,000,000	7,000,000	7,000,000
4,000,000	4,000,000	4,000,000
0	0	0
0	0	0

16,000,000	16,000,000	16,000,000
0	0	60,000,000.00

Required Budget			
2020/21	2021/22	2022/23	2023/24
200,000,000	200,000,000	200,000,000	200,000,000
TBD	TBD	TBD	TBD

20,000,000	30,000,000	40,000,000	50,000,000
5,539,371,748	5,705,552,901	5,876,719,488	6,053,021,072

TBD	TBD	TBD	TBD
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20,000,000	20,000,000	20,000,000	20,000,000
20,000,000	20,000,000	20,000,000	20,000,000
0	0	0	0
0	0	0	0

1,000,000,000	0	0	0
138,594,912	103,946,184	69,297,456	34,649,628
117,056,049	93,644,839	93,644,839	93,644,839
314,425,000	251,540,000	251,540,000	251,540,000

TBD	TBD	TBD	TBD
3,000,000,000	3,000,000,000	3,000,000,000	3,000,000,000
20,000,000	20,000,000	20,000,000	20,000,000
10,000,000	10,000,000	10,000,000	10,000,000

9,000,000,000	10,000,000,000	5,280,000,000	6,000,000,000
300,000,000	300,000,000	300,000,000	300,000,000
1,700,000,000	1,700,000,000	1,700,000,000	1,700,000,000

270,000,000	300,000,000	330,000,000	360,000,000
150,000,000	150,000,000	150,000,000	150,000,000
511,929,080	511,929,080	511,929,080	511,929,080
416,528,998	416,528,998	416,528,998	416,528,998

75,000,000	75,000,000	75,000,000	75,000,000
45,595,200	5,595,200	15,595,890	15,595,890
60,000,000	32,965,002	48,567,360	58,457,834

64,166,667	64,166,667	128,323,354	128,323,354
63,475,172	63,475,172	63,475,172	63,475,172
360,000,000	420,000,000	480,000,000	540,000,000
40,000,000	40,000,000	40,000,000.00	40,000,000

4,000,000,000	4,000,000,000	4,000,000,000	4,000,000,000
75,000,000	75,000,000	75,000,000	75,000,000
120,000,000	120,000,000	120,000,000	120,000,000
175,000,000	175,000,000	175,000,000	175,000,000

120,000,000	120,000,000	100,000,000	50,000,000
800,000,000	800,000,000	800,000,000	800,000,000
5,000,000	5,000,000	5,000,000	5,000,000
2,000,000	2,000,000	2,000,000	2,000,000
48,000,000	48,000,000	48,000,000	48,000,000

7,000,000	7,000,000	7,000,000	7,000,000
4,000,000	4,000,000	4,000,000	4,000,000
0	0	0	0
0	0	0	0

16,000,000	16,000,000	16,000,000	16,000,000
0	0	0	0

**Required Budget (7
Years)**

1,400,000,000

TBD

450,000,000

38,843,395,034

TBD

154,000,000

132,500,000

5,000,000,000

2,000,000,000

1,000,000,000

796,921,643

655,513,874

1,760,780,000

TBD

21,000,000,000

320,000,000

70,000,000

138,280,000,000

1,700,000,000

11,900,000,000

1,920,000,000

1,050,000,000

3,583,503,560

2,834,173,988

450,000,000

219,167,780

298,075,202

641,646,709

380,851,032

2,520,000,000

272,500,000

25,620,000,000

600,000,000

730,000,000

750,000,000

750,000,000

5,600,000,000

35,000,000

14,000,000

385,000,000

28,000,000
0
0

112,000,000

60,000,000