



Implementation Status of the 13th National Leadership Retreat Resolutions

Executive summary

The 13th National Leadership Retreat (NLR) held in March 2016 adopted 14 resolutions to be implemented by different Ministries and Agencies led by the following ministries: MINECOFIN (3), MINIJUST (3), MIFOTRA (1), MINALOC (2), MINAGRI (2) MINEACOM (2) and MIGEPROF (1).

The implementation plan of the resolutions was designed and agreed with different stakeholders to accelerate the achievement of the agreed targets.

By Mid-February 2017, the implementation status of resolutions shows that:

- 10 resolutions were implemented at more than 75% (On track)
- 4 resolutions were implemented at above 50% but less than 75% (On watch)
- No resolution was off track.

Resolutions on track represent 71.4% of the 14 resolutions.

The following is a summary of key achievements realised in the course of implementation of the resolutions:

Resolution one (1): To put more efforts in monitoring implementation of resolutions adopted in the National Leadership Retreat, National Umushyikirano Council and other strategic meetings so that all resolutions from these fora are fully and timely implemented:

- All resolutions (NLR and NUC) were integrated in FY2016/17 Imihigo, budgeted for where necessary;
- All those resolutions were monitored on quarterly basis as part of Imihigo monitoring and reporting.

Resolution Three (3): To streamline evidence gathering procedures on corruption and other crimes for competent authorities to take appropriate administrative measures whenever there is information about corruption and refer cases to courts of law, while encouraging whistle blowers and ensuring their prosecution.

- Whistle-blowers were protected in compliance with the law N0. 35/2012 of 19/09/ 2012. The Law is now under revision to further streamline protection mechanisms of whistle-blowers. The revised draft law is ready for Cabinet consideration.

Resolution four (4): To reduce considerably official missions in foreign countries and retain those that are most important to the Nation; whenever possible, ensure representation by Rwanda's representatives abroad:

- The amount spent on missions abroad in 2015/2016 decreased by 4%, equivalent to FRW 125,080,985, compared to 2014-2015. For the first Quarter and second Quarter of the fiscal year 2016/2017 (July 2016-December 2016) there was a 3% decrease in amounts spent on missions abroad, equivalent to FRW 171,227,518, compared to the same period in FY 2015/2016.
- Specifically, missions to EAC meetings were significantly reduced: 77 meetings (36%) were considered not relevant, 17 (8%) were organized via video conferencing, and 5 (2%) were attended by Embassy representatives.

Resolution (5): To fast-track implementation of programs/projects outlined in the Vision 2020, EDPRS 2 and the 7 Year Government Program so as to respect their timeframe and improve their expected results:

- Major projects and programmes are incorporated in Imihigo for enhanced monitoring on a quarterly basis;
- Catch up plans were developed through EDPRS sector working groups in November 2016 at the request of MINECOFIN;
- Made in Rwanda programme was also prioritized as a key transformational area. Quick win projects were identified through the economic cluster meeting and regular monitoring is undertaken to unblock timely any issues that may rise.

Resolution six (6): To improve service delivery to the citizens in all Public and Private Institutions through online services, namely Rwanda online and increase awareness on the availability and use of online services to citizens:

- 101 out of 134 (75.4%) institutions have completed updating exercise and already uploaded the updated Citizen Charters on their websites and the exercise is still ongoing in other Institutions;
- The overall quality of service delivery stands at 72.93%: Local Administration:74.30%; Justice Sector: 75.75%; Social Sector: 68.20%, and Economic Sector: 73.47% (Rwanda Governance Scorecard report 2016);
- A total of 195 services are offered online: 45 services digitized on Irembo basing on Build, Operate and Transfer [BOT] agreement between GoR and Rwanda Online to deploy 100 services by 2018. 150 existing e-services digitized by different public institutions and several ICT Applications developed by private operators.

- 89% of Administrative Sector offices (*Imirenge*) can access internet: 145 out of 416 (35%) offices are connected with internet and 225 (54%) offices have been locally networked (LAN) and they are going to be connected through the roll out of 4 LTE access network before June 2017;
- Integrated Electronic Case Management System (IECMS) is operational in the following public institutions: Supreme Court, High Court and its Chambers, 12 of Intermediate Courts and 20 Primary Courts out of 60; 31 out of 454 police offices; 5 prisons and the Head Office out of 14 prisons; National Public Prosecution Headquarters, 12 Intermediate Prosecution levels and 20 out of 60 Prosecution offices at Primary Level.

Resolution nine (9) To change Rwandan's mind set in order to promote use of products made in Rwanda and put in place mechanisms to monitor its implementation:

- On 19th April 2016, MINECOFIN issued guidelines on the use of “Public Procurement to support “Buy Made in Rwanda Program” to all public institutions based on provisions on local preference provided for in the existing Public Procurement Law. RPPA has monitored the implementation of these guidelines and reports from institutions indicate good progress in buying “Made in Rwanda”, especially construction materials, chalks in schools, POSITIVO laptops, uniforms, office supplies, etc.
- The Public Procurement Law is currently under revision and the draft indicates an increase in the local preference provision from 10 to 15% for Rwandan products and 6 to 10% for Rwandan companies depending on local ownership shares
- Two Made in Rwanda Exhibitions were organized: the 1st from February 25th to March 2nd 2016 and the second from December 14-20th, 2016.
- 15 Industries with potential to recapture domestic market identified and supported to increase market share.

Resolution 10: To Specifically promote industries that add value to products available in Rwanda: wood products, milk, hides and skins, minerals, textile and shoe making industries

- 15 ICPCs (Integrated Community Processing Centres) against the target of 5 ICPCs supported to acquire Modern equipment;
- 98 carpenters from 12 Districts trained;
- C&H Garment has started producing for the local market (20% of total production) and 500 employees completed training and other 400 are being trained for a period of 6 months in garments;
- 100 leather based products SMEs were trained in upgrading their skills to acquire finished leather;
- Completed Feasibility& engineering studies for the establishment of a common treatment plant, sewer lines and a general layout plan of the tannery park in Bugesera;
- Three companies were supported to get certification in cheese production.

Resolution 11: To initiate a program to facilitate Rwandans to embark on long term saving scheme and enhance capacity of BRD for its increased support to industries:

- The Draft Law establishing the Long-term Savings Scheme and governing its organization was approved by the Cabinet and submitted to Parliament on 30th September 2016. It is being discussed in the Economic Commissions of Parliament;
- USD 3.4 million for implementation of the scheme was mobilized from Access to Finance Rwanda;
- International development finance institutions (DFIs) have been engaged to invest in BRD, both in form of equity and debt financing. The final discussion will be concluded by end of the first half of 2017. The DFIs engaged include: Norwegian Fund (Norfund); Finfund (From Finland), China Africa Fund and Swedish Fund. They are considering putting long-term finance in BRD. BRD received Euro 8.5 million from KfW to finance export companies.

Resolution 12: To put greater efforts in implementing strategies for child rights protection, eliminate malnutrition in children, prevent causes of street children and school dropout, and eradicate human trafficking.

- A joint committee at cell level headed by Coordinator of National Women Council (NWC) and made by the ES of the Cell, Coordinator of National Youth Council (NYC), Coordinator of friends of the family, Faith Based Organization (FBOs) and Civil Society Organization (CSOs) representatives was established with mandate to ensure family cohesion and fight against GBV including teenager pregnancies and child rights protection (street children, school dropout and malnutrition);
- Government signed a contract with Rwanda Bar Association to represent Minors in conflict of law in Police, NPPA and Court: 1049 children were assisted by quarter two of 2016/17. In every Intermediate Court a Chamber of Minors was established;
- To speed up children cases, Friendly Justice Guide was developed, validated and disseminated. The dissemination was done during Legal Aid Week of 09-13/05/2016;
- A coordinated country campaign against school dropout and the operation to bring back children to schools was organized. 102,000 children were brought back to schools. Dropout decreases from: 10.3 to 5.7% in Primary; 14.4 to 6.5% in Lower Secondary; and 5.9% to 2.5% in Upper Secondary;
- 86,325 pupils received milk through one cup of milk per child program as of end of Quarter one while 212,453 under five children with acute and chronic malnutrition were identified and supported by end December 2016 and 1,299,421 litres of milk were purchased and distributed to 484 health centres for the beneficiary children;

- The distribution system of fortified blended foods was designed and approved. The Plant for processing fortified blended foods was established and the distribution of blended fortified foods has started. Quantities distributed by mid-February were 290 tonnes in 492 health centers.

Resolution 13: To complete the construction and operationalization of Rwanda Forensic Laboratory that will carry out DNA tests and related medical tests:

- Construction works and installation of equipment stand at 95%. The full completion is expected by Mid-March 2017.
- 20 officers completed forensic investigation training at NPC Musanze and 5 Police Officers completed DNA analysis training in United Kingdom.

However, the following are identified challenges in the implementation of some of the resolutions:

Resolution two (2): To strengthen measures to recover embezzled public funds and fight any kind of corruption at all levels:

Implementations challenges:

- Automated system to regularly monitor public Fund recovery process is yet to be operational.
- Revision of existing regulatory framework for recovery of embezzled public funds e.g. law on freezing and confiscation of property among others is not yet finalized.
- Mindset of institutions expecting MINIJUST to handle all the recovery of funds

Resolution 7: To speed up implementation of programs aimed at helping farmers to access quality seeds and fertilizers on time; expedite programs to develop and multiply seeds locally and manufacture fertilizers and permanently support farmers in managing water and irrigation schemes to increase productivity.

Resolution 8: To implement agreement between farmers and industrial operators in order to increase supply of raw materials to agro processing industries and enhance their operational capacities.

Challenges:

- Poor agricultural research system
- Shortage of seeds (mainly soya beans) and cassava cuttings;
- Prolonged drought as effect of climate change;
- Fraudulent operations in fertilizers distribution

Resolution 13: To hold accountable people who fail to act or report cases of child abuses, especially leaders and punish parents who do not take care of their own children.

Challenges:

- Slow progress in enacting the legal frameworks (revised draft penal code) to address issues the resolution meant to address.
- Covering up/non-reporting of Gender Based Violence (GBV) cases
- Lack of sufficient punitive measures for leaders and parents who are involved in child abuse or who do not take care of their children

The table below indicates the implementation status by lead Ministry by Mid-February 2017.

Table 1: Distribution of Resolution performance by Lead Ministries

| | Implemented resolutions | On-track | On-watch |
|-----------|-------------------------|----------|----------|
| MINECOFIN | 3 | 3 | 0 |
| MINIJUST | 3 | 2 | 1 |
| MIFOTRA | 1 | 1 | 0 |
| MINALOC | 2 | 1 | 1 |
| MINAGRI | 2 | 0 | 2 |
| MINEACOM | 2 | 2 | 0 |
| MIGEPROF | 1 | 1 | 0 |
| Total | 14 | 10 | 4 |

Detailed implementation status of the 13th National Leadership Retreat Resolutions

| No. | Resolution | Responsible institutions | Output | Targets | Current status |
|-----|--|---|---|---|---|
| 1. | To put more efforts in monitoring implementation of resolutions adopted in the National Leadership Retreat(NLR), National Umushyikirano Council (NUC) and other strategic meetings so that all resolutions from these fora are fully and timely implemented. | MINECOFIN (LEAD) MINALOC | Strategic fora (NLR and NUC) resolutions monitored for timely implementation. | <ul style="list-style-type: none"> Integrate strategic resolutions in Imihigo (including joint Imihigo) for 2016/17. Engage Clusters to unblock delivery challenges identified in regular monitoring reports. | <ul style="list-style-type: none"> Strategic resolutions (NLR and NUC) were integrated in FY2016/17 Imihigo. NLR resolutions were monitored through Q1 and Q2 progress of Imihigo which was reported for FY 2016/17. A presentation of Imihigo Q1 2016/17 preliminary report was made on 21st October 2016 during a meeting of Central and Local Government chaired by Rt. Hon PM. The meeting requested Lead Ministries of Joint Imihigo Clusters to meet regularly with members to fast track delivery. Subsequently, all Joint Imihigo Clusters have met before submitting Q2 reports. |
| 2. | To strengthen measures to recover embezzled public funds and fight any kind of corruption at all levels. | MINIJUST (LEAD) MINALOC OMBUDSMAN OFFICE | Measures to recover embezzled public funds strengthened. | <ul style="list-style-type: none"> Revise and publish regulatory framework for recovery of embezzled public funds (Law No. 42/2014 of 27/01/2015 related to freezing and confiscation of property among others). Put in place automated system to regularly monitor public funds recovery process and establish a database of embezzled public funds. | <ul style="list-style-type: none"> Inventory of individuals who owe money to Government is regularly updated and published at MINIJUST website; Two staff (2) in MINIJUST are in charge of Asset Recovery; Concerned institutions were informed about assets to be recovered and were requested to ensure their recovery; Memorandum of understanding was signed with selected lawyers (professional court bailiffs) to perform asset recovery; The following public institutions were given responsibilities to follow up the repayment of public debt: RDB, RLMA, RPPA, Credit Reference |

| No. | Resolution | Responsible institutions | Output | Targets | Current status |
|-----|---|---|--|---|---|
| | | | | <ul style="list-style-type: none"> Increase in public funds recovered (70% of FRW 2,119,929,777) | <p>Bureau Africa limited (CRBA), BNR, RRA and Rwanda Directorate General of Immigration and Emigration.</p> <ul style="list-style-type: none"> From 2015/16 FY to January 2017, the total public funds recovered amount to FRW 747,291,224 (35.2%) against FRW 2,119,929,777 to be recovered. |
| | | | Corruption at national and local level combated. | <ul style="list-style-type: none"> Anti-corruption disclosure notice developed and disseminated. Establish and operationalize a framework of information sharing of corruption cases. | <ul style="list-style-type: none"> Anti-corruption disclosure notice was developed and disseminated. Information on corruption cases and statistics are shared through the National Advisory Council to fight against corruption and its Technical Committee. From July 2015 to June 2016, RNP investigated and sent to the Public Prosecution Authority 289 corruption cases for further actions. During the same period, NPPA received in total 482 corruption and related crimes including the ones received from RNP. Among them, 295 cases were transferred to other competent authorities for handling, and 47 cases are pending for further investigations. |
| 3. | To streamline evidence gathering procedures on corruption and other crimes for competent authorities to take appropriate administrative measures whenever | MINIJUST (Lead) MIFOTRA MINALOC OMBUDSMAN OFFICE | Special and sophisticated measures to protect witnesses of corruption established. | <ul style="list-style-type: none"> Protection mechanism of whistle-blowers developed. | <ul style="list-style-type: none"> Whistle-blowers are protected in compliance with the law NO. 35/2012 of 19/09/ 2012. This Law is now under revision to further streamline protection mechanisms of whistle-blowers. The revised draft law is ready for Cabinet consideration. RNP contributes in protecting whistle-blowers by reinforcing CPCs and youth through trainings and awareness campaigns; encouraging whistle- |

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|-----|--|--|--|---|---|
| | there is information about corruption and refer cases to courts of law, while encouraging whistle blowers and ensuring their prosecution. | | | | blowers; keeping safe their identities as well as providing them with required facilities. |
| 4. | To reduce considerably official missions in foreign countries and retain those that are most important to the Nation; whenever possible, ensure representation by Rwanda's representative abroad | MIFOTRA (Lead) MINEACOM MINAFFET MINECOFIN | Public servants going on official missions abroad reduced in FY 2016/2017. | <ul style="list-style-type: none"> Plans for Official Mission abroad in 2016-2017 FY are submitted and approved. | <ul style="list-style-type: none"> Public institutions were requested to submit lists of planned international events to be attended by staff for the remaining period of FY 2015/2016 (after the 13th NLR) and the annual plans of the FY 2016/17. The amount spent on missions abroad in 2015/2016 decreased by 4%, equivalent to FRW 125,080,985, compared to 2014-2015. For the first Quarter and second Quarter of the fiscal year 2016/2017 (July 2016-December 2016) there was a 3% decrease in amounts spent on missions abroad, equivalent to FRW 171,227,518, compared to the same period in FY 2015/2016. |
| | | | | <ul style="list-style-type: none"> International Events are represented by Rwandan Embassies. | <ul style="list-style-type: none"> MINAFFET requested all Embassies and High Commissions to submit quarterly reports on the official missions where they represented Ministries and Public Institutions. |
| | | | | <ul style="list-style-type: none"> EAC Meetings held using video conference facility at MINEAC. | <p>During the period from July to December 2016, EAC official missions abroad were reduced as follows:</p> <p>For the 216 EAC meetings that were convened:</p> <ul style="list-style-type: none"> Only 42% (90) were attended; |

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|-----|--|---|--|--|--|
| | | | | | <ul style="list-style-type: none"> - 36% (77) were considered not worthy to be attended; - 12.5% (27) were held in Kigali; - 8% (17) were held via video conferencing and - 2% (5) were attended by the Embassies. |
| 5. | To fast-track implementation of programs/projects outlined in the Vision 2020, EDPRS 2 and the 7 Year Government Program so as to respect their timeframe and improve their expected results | MINECOFIN (Lead) MINEACOM MININFRA MINAGRI MINALOC | Programs/projects outlined in the Vision 2020, EDPRS 2 and the 7 Year Government Program fast-tracked. | <ul style="list-style-type: none"> • Ensure the focus of strategic fora (Clusters, Joint Imihigo working groups) on transformational projects and programmes/plans identified to accelerate progress in areas lagging behind. | <ul style="list-style-type: none"> - Prioritization of all plans is based on the National strategic planning documents (Vision 2020, EDPRS 2, and 7 Year Government Program). - Major projects and programmes are incorporated in Imihigo for enhanced monitoring on a quarterly basis. - Field visits and audits were conducted for low performing projects in collaboration with concerned institutions. - Catch up plans were developed through EDPRS sector working groups in November 2016 at the request of MINECOFIN. - <i>Made in Rwanda</i> programme was also prioritized as a key transformational area. Quick win projects were identified through the Economic Cluster meeting and regular monitoring is undertaken. <p>Status of Key projects:</p> <p>Ngoma-Bugesera-Nyanza road 130 Km: The Project appraisal by World Bank is expected by March 2017 and construction of Ngoma-Ramiro road with funding by JICA is expected to start by May 2017.</p> <p>Rukomo-Nyagatare road (73km): Contract for the consultant to review the studies and prepare tender document was signed on 15th Feb 2017 and the tender</p> |

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|-----|------------|--------------------------|--------|---------|--|
| | | | | | <p>document for works will be launched by mid-April 2017.</p> <p>ISAKA-KIGALI railway (494 km): The contract for Transaction advisory services for PHASE II for DAR ES SALAAM-ISAKA-KIGALI/KEZA-MUSONGATI RAILWAY was signed on 08/08/2016 and the consultant submitted both inception report and route alignment basic design. Mobilization for funds is ongoing. As this is a regional project, its implementation will also depend on the pace of implementation of the Tanzanian side.</p> <p>Key programmes requiring long-term strategic actions to unblock implementation challenges:</p> <p>Economic Programmes:</p> <ul style="list-style-type: none"> ○ Energy Generation and Access: 186 MW against 563 MW targeted by the end of 2017/18 and 26.7% against 70% targeted for 2017/18. ○ Off-farm Job creation (150,000 against 200,000) ○ Export growth: 17% trade deficit against 3% targeted by 2020 ○ Urbanization and settlement (17.3% against 35 in 2020) <p>Social Programmes</p> <ul style="list-style-type: none"> ○ Ensure food security by eradicating hunger 20% food insecure HHs against 14% targeted by 2018. <p>Governance programmes</p> <ul style="list-style-type: none"> ○ Service delivery: 72.93% satisfaction level against 80% targeted by 2018. |

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| | | | | | <ul style="list-style-type: none"> Corruption: 44th world ranking against less 10th globally. |
| 6 | To improve service delivery to the citizens in all Public and Private Institutions through online services, namely Rwanda online and increase awareness on the availability and use of online services to citizens | MINALOC/R DB (Lead) MIFOTRA MYICT MINIJUST | Online services provision increased. | <ul style="list-style-type: none"> All Public Institutions have posted on their website their updated citizen charters. | <ul style="list-style-type: none"> All public institutions were supported to update their service charters Guidelines to update the citizen charters were elaborated and disseminated to all public institutions, Trainings were conducted with 37 appointed focal persons from different Public institutions to explain to help them get familiar with guidelines. 101 out of 134 (75.4%) institutions have completed updating exercise and already uploaded the updated Citizen Charters on their websites and the exercise is still ongoing in other Institutions. Citizen Charters for Local Government institutions were updated with the Support of GIZ and their Service Charters were printed in a format that is displayed at the administrative Offices of Districts, Sectors and Cells. The overall quality of service delivery stands at 72.93%: Local Administration: 74.30%; Justice Sector: 75.75%; Judiciary 75.02%; Social Sector: 68.20%, and Economic Sector: 73.47% (Rwanda Governance Scorecard report 2016). |

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| | | | | <p>Public Services accessed online through IREMBO platform</p> | <ul style="list-style-type: none"> - A total of 195 services are offered online: <ul style="list-style-type: none"> o 45 services are digitized on Irembo basing on Build, Operate and Transfer [BOT] agreement between GoR and Rwanda Online to deploy 100 services by 2018. E.g. application for driving license, personal identification certificates (birth, marriage); transfer of land titles, passport, etc. o Over 150 other existing services are digitized by different public institutions and several ICT applications developed by private operators. - In order to reach out to as many people as possible, 937 agents are deployed by Rwanda Online across the Country to enable access to Irembo Services. |
| | | | | <ul style="list-style-type: none"> • 100% of Public Institutions using efficiently the e-recruitment Module. | <ul style="list-style-type: none"> - The E-recruitment module was successfully tested and rolled out in all public institutions through IPPIS. - Relevant officials from all public institutions were trained: 231 Human Resource Officers/Specialists and 169 Planners from 121 Public Institutions were trained in E-recruitment operationalization. - E-recruitment in public service shall be mandatory soon once a new Presidential Order modifying and complementing Presidential Order N°46/01 of 29/07/2011 governing modalities for the recruitment in public services is promulgated. |
| | | | | <ul style="list-style-type: none"> • Awareness campaigns organized to increase use of | <ul style="list-style-type: none"> - MINALOC in collaboration with MYICT and Districts conducted 9 national level public awareness campaigns in 10 Districts (Nyamasheke, |

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| | | | | online services. | <p>Rusizi, Nyaruguru, Kirehe, Musanze, Gasabo, Kicukiro, Gisagara, Rulindo and Nyamagabe) were conducted.</p> <ul style="list-style-type: none"> - More than 40 public awareness campaigns have been conducted countrywide focusing on Irembo, mobile banking and online tax services, digital literacy, Girls in ICT, TV content and internet use among others. - Group campaigns held through organized workshops, forums, Itorero, private sector-led campaigns on sales and service activations covering all commercial cities in 30 Districts. - A national public awareness campaign on financial inclusion was held at national stadium. |
| | | | | % of Sector (Imirenge) offices with internet connectivity | <ul style="list-style-type: none"> - 89% of Sector offices can access internet: 145 out of 416 (35%) sector offices are connected with internet and other 225 (54%) sectors have been locally networked (LAN) and they are going to be connected through the roll out of 4 LTE access network before June 2017. |

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| | | | | <p>% of operationalization of Integrated Electronic Case Management System (IECMS)</p> <p>Q1:5%</p> <p>Q2:10%</p> | <p>From 19th September 2016, IECMS is operational in the following public institutions:</p> <ul style="list-style-type: none"> - Supreme Court, High Court and its Chambers, 12 of Intermediate Courts and 20 Primary Courts out of 60 - 31 out of 454 police offices - 5 prisons and the Head Office out of 14 prisons - National Public Prosecution Headquarters, 12 Intermediate Prosecution levels, and 20 out of 60 Prosecution offices at Primary Level. - Civil Litigation Department of MINIJUST and 30 MAJ Offices in Districts. <p>1,464 (48%) out of 3040 users countrywide have been trained and the operationalization of IECMS is estimated at 48%.</p> |
| | | | | <p>% of complaint addressed through IECMS</p> <p>Q1: System developed</p> <p>Q2: System operationalized and 100% of complaints addressed online in the project zone.</p> | <ul style="list-style-type: none"> - IECMS has been fully developed and deployed. The system is hosted in AOS (Africa Olleh Services Ltd.) and is being polished continuously. - All complaints are filed online in the catchment areas of the system as mentioned above. |
| 7. | To speed up implementation of programs aimed at helping farmers to access quality seeds and fertilizers on time; | <p>MINAGRI (Lead)</p> <p>MINALOC</p> <p>MINEACOM</p> | Availability and access of inputs for food and export crops increased. | <p>Fertilizers</p> <ul style="list-style-type: none"> - 4,700 MT for coffee - 6,700 MT for Tea - 38,758 MT for food crops | <p>Fertilizers applied in season 17A:</p> <ul style="list-style-type: none"> - Coffee: 4,916 MT distributed - Tea: 3,392MT distributed and 3,271 MT were ordered and to be applied in March 2017. - Food crop: 16,217 MT |

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| | expedite programs to develop and multiply seeds locally and manufacture fertilizers and permanently support farmers in managing water and irrigation schemes to increase productivity. | MININFRA RDB | | Improved seeds distributed <ul style="list-style-type: none"> - Cassava: 200 Million cuttings - Maize: 3,100 MT - Soybean: 1,0000 MT | Improved seeds distributed season 17A: <ul style="list-style-type: none"> - Cassava cuttings: 62,343,500 cuttings from existing multipliers were distributed in season 2017A and 10,000,000 cuttings is being planted in new mother gardens in Season 2017B. - Maize: 1,928 MT [Hybrid: 1,746 MT, Maize OPVs: 182MT] - Soybean: 84.5 MT - The drought hampered farming activities. As MINAGRI addresses the issue of climate change, distribution of seeds will continue during 2017 B with target of 1,800 metric tons: 1,000MT maize, 500 MT soybean and 300MT wheat. |
| | | | Local seed production plans implemented. | <ul style="list-style-type: none"> - Hybrid maize: 1,000 MT - Soybean: 500 MT - Cassava: 200 Millions of cuttings - Irish potatoes: 9,500 MT | <ul style="list-style-type: none"> (i) Hybrid maize: 39 ha planted and expected production of basic seed 78 MT (Season 2017A). (ii) OPV maize: 1200 ha planted and expected production of seed 3000 MT (Season 2017A). (iii) Soybean: In season 17A, seed multipliers planted 300 ha planted and 300 MT of seeds will be produced. Cassava cuttings 2017A: <ul style="list-style-type: none"> (iv) 62,343,500 cuttings produced from existing mother gardens and planted in 17A (v) New 10,000,000 cuttings were imported and planted on 1,000 ha mother gardens in Oct-Dec 2016 (South: 290 ha; East: 405 ha; West: 183 ha |

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| | | | | | <p>and North: 122 ha) Cassava cuttings 2017B: (vi) 81,286,320 cassava cuttings expected to be produced in season 2017B and will be planted on about 8,000ha (vii) Additional planned import of 11,000,000 cuttings to be planted on 1,100ha of cassava mother gardens in Feb-March 17 (South: 700ha; East: 300ha; West:100 ha). (viii) Irish potato seeds: 1,303MT (Season 17A). In the 2017B, MINAGRI will continue to produce seeds to achieve the target of 6,000 Metric tons (which is 5% from Informal seed system). Major challenges encountered:</p> <ul style="list-style-type: none"> ○ Availability of inputs e.g. cassava cuttings, ○ Persistent Crop diseases e.g. cassava brown streak disease (CBSD) ○ Distribution of improved seeds ○ Climate change (Prolonged drought) |
| | | | Local fertilizer blending plants established. | One (1) new blending plant established | <ul style="list-style-type: none"> - Mobilization of private companies to invest in fertilizers blending plant in Rwanda. Agreement between Government of Rwanda and Moroccan investors was signed. From 2018A, blends from Morocco shall be used while investors will be constructing a local fertilizer blender. - Currently Moroccan investors are carrying out a feasibility study. Construction are planned to start in March-April and end in December 2017. The factory will start with a scalable capacity of 40,000 MT per year. |

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|-----|------------|--------------------------|---|--|---|
| | | | Irrigation schemes and terraces valorised. | Terraces : 3,000 ha | <p>An assessment of terraces has been conducted by MINAGRI in November 2015, with the purpose of identifying unexploited and exploited terraces.</p> <p>The following are key findings:</p> <ul style="list-style-type: none"> - Radical terraces: 55,489 ha (91.5%) valorised, while 4,234ha (7%) were not valorised. - Progressive terraces: 200,875ha (96.5%) valorised, while 7.224ha (3.5%) were not valorised. <p>The assessment proposed the quick interventions to be undertaken for optimal profit of terraced land: (i) application of 26,421 MT of lime and (ii) 44,240 MT of compost. Currently the surface areas under irrigation and terraces valorised are:</p> <ul style="list-style-type: none"> • 1,977 ha of radical terraces out of the 3000 ha targeted • 1,500 ha of hillsides irrigated area against 3,371ha targeted • 4,709 ha under marshland irrigation, against 3,000ha targeted. <p>The valorisation process of irrigation and terraces schemes will continue in the season 2017B.</p> |
| | | | Irrigation schemes maintained and managed profitably. | <ul style="list-style-type: none"> - Hillside: 6 sites (50%) - Marshland: 26 sites (16%) - Setting a OMM (Operation, Management and Maintenance) Unit | <p>Farm managers recruited:</p> <p>Hillside: 4 sites (achievement of 70%)</p> <ul style="list-style-type: none"> • Currently 4 sites (Nasho, Matimba, Musheru and Kagitumba) are having professional farm managers (CDI, Garden Fresh & HoReCo). |

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| | | | | | <p>Preparations for CDI to manage a part of the Kagitumba Irrigation Scheme are ongoing.</p> <p>Marshland: 34 marshlands managed by service providers (achieved above 100%)</p> <ul style="list-style-type: none"> • 3 Companies (COCA-LTD, INADES FORMATION RWANDA (IFR) and STAR CONSTRUCTION AND CONSULTANCY LTD) were recruited for operation and management of 11 pilot marshland irrigation schemes. • Another contract for operation and management of 23 more marshland irrigation schemes has been signed between RAB and HoReCo (Horticulture in Reality Cooperative) for Young Rwandans trained in Israel. <p>Operation Management Unit (MMO)</p> <p>The Structure of the unit was designed and is proposed to be placed under RAB.</p> |
| 8 | To implement agreement between farmers and industrial operators in order to increase supply of raw materials to agro processing industries and enhance their operational capacities. | MINAGRI (Lead) MINEACOM MINALOC RDB | Operation Capacity of Agro processing Industries increased through access to raw materials. (Soya, Cassava, Maize, Pyrethrum). | MT of raw materials supplied to agro-processing industries: <ul style="list-style-type: none"> - Soybean Processors: 22,000MT - Maize Processors: 75,000 MT - Pyrethrum Processors: 1,104 MT of dried pyrethrum flowers - Cassava Processors: Supply to Kinazi Q2: 20,000 Ha planted ready to supply to the plant | Raw materials supplied to agro-processing industries: <ul style="list-style-type: none"> -Soya grain planted: 11,173 ha planted and expected production in 2017 A is estimated at 13,407 MT representing 60.9 %. -Maize: In 17A: 294,027 ha planted and expected production to be supplied to the local market is 117,276 MT. -1,150 MT of Pyrethrum supplied to SOPYRWA. -Ha of Cassava planted: 42,031 ha planted. |

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| | | | | Q3: 20 MT/day Q4: 30 MT/day | -The expected production (in Season 2017A) to be supplied to Kinazi processors is 33,624 MT during that season. |
| | | | Maximized capacity utilization of tea processing factories from 65% to 85% and Coffee Washing Stations (CWS) to 90%; Percentage of fully washed coffee increased. | Capacity utilization of tea processing factories: 85% MT produced - Tea: 27,500 MT - Coffee: 22,650 MT - Fully washed coffee is now at 60% | Capacity utilization of tea processing factories: 73% MT of coffee & Tea produced - Tea: 10,946 MT (July 2016 to date) - Coffee: 13,227 MT (July 2016 to date) - Fully washed coffee is now at 54% |
| | | | Improved linkages in supply systems of milk to processing plants. | <ul style="list-style-type: none"> 61,810,000 liters of milk supplied to Rwandan Milk Processors (Inyange, Mukamira, Nyanza, Rusizi) 100 MCC fully operational as hub. | The total liters of milk supplied to Rwandan milk processors: 27,765,180 representing 45% of total capacity. Milk was supplied to milk processors as follows: <ol style="list-style-type: none"> Inyange: 19,200,000 litres. Blessed Dairy Gicumbi: 1,200,000 litres Crystal Industries in Bugesera: 1,920,000 litres Burera Dairy: 1,200,000 litres Nyanza dairy: 1,200,000 litres Hadji: 2,400,000 litres for the Congo market Eight (8) small plants that make yogurt: 4,800,000 litres Ten (10) small cheese processing plants: 6,720,000 litres |

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| | | | | | <p>Total amount of milk processed is 38,640,000 litres against 41,206,000 litres targeted for 8 months. The reasons for not achieving the target are:</p> <ul style="list-style-type: none"> • Mukamira dairy with a capacity of 40,000 litres per day is not yet operational; • Nyanza milk processing plant rehabilitation works to increase its capacity up to 20,000 litres per day are still ongoing; • Rusizi dairy is not yet operational and its expected capacity is 10,000 litres per day • Drought. <p>Operationalization of MCCs</p> <p>In collaboration with MININFRA, MCCs were connected to water and electricity, and 48 MCCs are currently fully operational and the target will be achieved in this financial year.</p> |
| 9 | To change Rwandan's mind set in order to promote use of products made in Rwanda and put in place mechanisms to monitor its implementation | MINEACOM (Lead) MINALOC RDB MINAFFET | Made in Rwanda campaign organized. | <ul style="list-style-type: none"> • Local sourcing policy developed and Ministerial instructions issued to all procuring entities. | <ul style="list-style-type: none"> • On 19th April 2016, MINECOFIN issued guidelines on the use of “Public Procurement to support ‘Buy Made in Rwanda program”” based on provisions provided for in the existing Public Procurement Law. • RPPA has monitored the implementation of these guidelines and reports from institutions indicate good progress in buying “Made in Rwanda” especially construction materials, chalks in schools, positive laptops, uniforms, office supplies, etc. • The Public Procurement Law is currently under revision and the revised draft law, which |

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| | | | | | <p>is ready for cabinet consideration indicates an increase in the local preference provision from 10 to 15% for Rwandan products and 6 to 10% for Rwandan companies depending on local ownership shares.</p> <ul style="list-style-type: none"> VAT Law N° 37/2012 of 09/11/2012 establishing the value added on the exemption on raw materials and equipment to facilitate local industries to improve their competitiveness has been implemented. |
| | | | | <ul style="list-style-type: none"> One (1) Made in Rwanda exhibition organized (by December 2016). | Two Made in Rwanda Exhibitions were organized: the 1 st from February 25 th to March 2 nd 2016 and the second from December 14-20 th , 2016. |
| | | | | <ul style="list-style-type: none"> Web-based, print media, social media, radio and television mindset change campaign organized. | <ul style="list-style-type: none"> The awareness campaign started. A number of billboards have been posted on roads and “Made in Rwanda” is published in various local and international media houses. Made in Rwanda exhibition has been tweeted on tweeter’s handle: @RwandaTrade with Hashtag #MadeinRwanda Ministry of Trade and Industry officials have regular TV and radio talk shows on weekly basis. MINEACOM is in process to hire a media and a creative house to run Made in Rwanda campaign for a year. |
| | | | | <ul style="list-style-type: none"> 15 Industries with potential to recapture domestic market identified and supported to | <p>15 companies were supported as follows:</p> <ol style="list-style-type: none"> Kinazi Cassava Plant (KCP) <p>700 ha were cultivated by private farmers in 2015 to</p> |

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| | | | | increase market share. | <p>multiply clean planting materials which can be cultivated at 7000 ha. The price for one clean planting material was determined (10Rwf/unit).</p> <p>A revolving fund of Frw 200M was released by MINEACOM in October 2015 and Frw110M in May 2016 to support KCP.</p> <p>2. SOPYRWA</p> <p>Seeds to cultivate 300 ha were prepared.</p> <p>The contract with the supplier of a modern green house to produce pyrethrum plantlets was signed, and a fund to support a marketing expert to market pyrethrum in USA & Europe was provided by MINEACOM.</p> <p>3. KSW</p> <p>Land reclamation in Nyabarongo swamp: so far 585 ha were completed with the target of 5,200 ha. A technical assistance to improve production is being provided by a professional firm from Poland.</p> <p>4. C &H Garments</p> <p>To increase the size of the factory, C&H will get in March 2017 one of the big five factories being constructed in SEZ, with capacity to accommodate 1,500 workers. The construction of this factory for is at 70%.</p> <p>5. MINIMEX</p> <p>To prevent unfair competition, the inspection of</p> |

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| | | | | | <p>substandard maize mills is being done by RSB.</p> <p>To ensure sustainable supply of raw material, farmers are being sensitized on the use of warehouse receipt system. So far 102 cooperatives have registered in East Africa Commodity Exchange.</p> <p>A technical assistance to improve production is being provided by a professional firm from Poland.</p> <p>6. Mount Meru Soyco</p> <p>Through sensitization of farmers the Government facilitated Mount Meru Soyco to sign 159 raw material supply agreements with individual farmers, group of farmers and farmers' cooperatives.</p> <p>A technical assistance to improve production is being provided by a professional firm from Poland.</p> <p>7. CIMERWA</p> <p>A permission to use a packaging with a plastic layer inside the cement bags was given by REMA. This will reduce the packaging cost.</p> <p>A technical assistance to improve production is being provided by a professional firm from Poland.</p> <p>8. Enterprise Urwibutso</p> <p>Enterprise Urwibutso is being supported by NIRDA to improve the quality of grape wine to be competitive at the market. A technical assistance to improve production is being provided by a professional firm from Poland.</p> <p>9. Inyange Industries</p> <p>Inyange was supported to access new markets (school feeding & Himo) and also benefited from Turnaround</p> |

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| | | | | | <p>through manufacturing growth Program.</p> <p>10. PAFI</p> <p>The VAT exemption on animal feed was approved. The regulations on animal feeds standards were developed. MINAGRI is sensitizing farmers to use the animal feeds that fulfil the requirements.</p> <p>11. SteelRwa</p> <p>SteelRwa was supported to access sufficient power supply which facilitated the factory to install a new processing line which will use a continuous process replacing manual process. The new line will facilitate SteelRwa to optimize its production. A technical assistance to improve production is being provided by a professional firm from Poland.</p> <p>12. Kigali Cement</p> <p>The factory was supported by RSB to stabilize the quality of the cement.</p> <p>13. Sosoma Industries</p> <p>The company has been identified by MINEACOM as a company with potential to recapture domestic market and has worked closely with Ministry of Health, Partners in Health, World Food Program, Caritas, Imbuto Foundation, Care International, Compassion International and other organizations to design three new nutritional products (Corn-Soya Blended Fortified food, Maize-Soya Blended Non Fortified food, and SOSOMA 2 Fortified meant particularly for children, women, and sick people. All SOSOMA products have been certified by RSB as well as HACCP (Hazard Analysis and Critical Control Point) with the support of</p> |

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| | | | | | <p>RSB.</p> <p>14. East Africa Granites Industries</p> <p>EAGI was supported through export promotion program to access market in Uganda & Burundi. A technical assistance to improve production is being provided by a professional firm from Poland.</p> <p>15. Mukamira Dairy</p> <p>Construction was completed, equipment was installed, water and power are provided. Government shares were privatized to CVL for operationalization. CVL is ready to start the production in May 2017.</p> |
| | | | | <ul style="list-style-type: none"> An impact evaluation on Made in Rwanda exhibition done. | <p>The evaluation was carried out during the Made in Rwanda Expo and surveyed 159 companies and 149 consumers on their perceptions of the impact of Made in Rwanda. The results from the report indicate that</p> <ol style="list-style-type: none"> 89% of consumers noted they had been influenced by the MiR Campaign. 60% of them noted a preference for purchasing locally made products. 45% of companies noted a 5 to 20% increase in sales as a result of the campaign. Access to raw materials was highlighted as the major constraint of companies. Capacity utilization of the companies surveyed was low as the average was 45%. Consumers would like to see more frequent Expos |

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| | | | | | <p>in both Kigali and at the provincial level.</p> <p>7. The report noted that more needs to be done to facilitate access to raw materials for domestic producers and to help industrialists improve the quality of their produce</p> <p>8. 33% of the surveyed customers said they would prefer to buy locally produced products but prefer imports due to quality and durability.</p> <p>9. A symposium on Made in Rwanda impact and challenges was organized on 19th December 2016 during the made in Rwanda expo. The report will be combined with the results of the survey.</p> |
| 10 | To Specifically promote industries that add value to products available in Rwanda: wood products, milk, hides and skins, minerals, textile and shoe making industries | MINEACOM (Lead) MIFOTRA MINALOC WDA | Operational ICPCs supported to access technical skills and technologies for quality production. | <ul style="list-style-type: none"> 5 ICPCs supported to acquire Modern equipment. | <p>1. Rubavu ICPC Occupied by more than 500 artisans from 3 trades: carpentry, tailoring and welding has been granted a leasing facility worth RWF 54M: The lease contract with the supplier has been signed. According to the contract, he was supposed to supply equipment by end of December 2016 and finalize installations by early January 2017. However, the contractor requested BDF to extend the contract due to shipping delays. The contract was extended to end January 2017 and machines will be distributed by end February.</p> <p>2. Rusizi ICPC occupied by 350 artisans from 2 trades: carpentry and welding has been granted a facility worth RWF43M: The lease contract with beneficiaries has been signed and the contract with the supplier signed as well. According to the contract, he was supposed to supply equipment by end December 2016 and finalize installations by early January 2017, though</p> |

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| | | | | | <p>he requested BDF to extend the contract for one more month due to shipping delays. The contract was extended to end January 2017. One (1) more cooperative of carpenters applied for machines, the procurement process was launched in the week of 16/01/2017</p> <p>3. Karongi ICPC occupied by 300 artisans from 4 trades: Carpentry, leather processing, tailoring and welding: Two (2) cooperatives of carpenters applied for the leasing facility (machines worth RWF 12M and 17M respectively). An expert hired by BDF to approve the machines specifications completed the task. 2 more cooperatives applied for the facility, one in leather processing and another in tailoring. The procurement process for both was launched.</p> <p>4. Nyabihu ICPC occupied by 100 artisans from 2 trades: carpentry and welding: One (1) cooperative of carpenters has applied for machines worth Frw 27M. The machines technical specifications have been approved and the procurement is ongoing.</p> <p>5. Gakenke ICPC occupied by more than 100 artisans from 3 trades: carpentry, tailoring and welding: One (1) cooperative of carpenters has applied for the facility. Machines technical specifications have been approved and the procurement process was launched.</p> <p>6. Ngororero ICPC occupied by 80 artisans from 3 trades: carpentry, weaving and welding: One (1) cooperative of carpenters has applied for machines worth Frw 18M. Machines technical specifications have been approved and the procurement process is ongoing.</p> <p>7. Gasabo ICPC acquired a wood drying machine</p> |

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| | | | | | <p>worth RWF 100,000,000 through BDF-leasing framework; unfortunately, the contract has been cancelled because the drier did not match required technical specifications. New tendering process is underway.</p> <p>8. Kirehe ICPC occupied by 221 artisans from 3 trades: carpentry, biogas conception and welding): One (1) cooperative of carpenters has applied machine and the procurement process has started.</p> <p>9. Kayonza ICPC occupied by more than 150 artisans from 4 trades: carpentry, tailors, leather processing and welding): Four (4) cooperatives of carpenters, shoes makers, welders and tailors have applied for machines and the procurement is ongoing.</p> <p>10. Rwamagana ICPC occupied by 160 artisans from 2 trades: carpentry and welding: Two (2) cooperatives of carpenters and welders have applied for machines, the procurement process was launched.</p> <p>11. Ruhango ICPC occupied by 80 artisans from 2 trades: carpentry and welding): One (1) cooperative of carpenters has applied for machines, the procurement process was launched.</p> <p>12. Gisagara ICPC occupied by 200 artisans from 2 trades: carpentry and welding): Three (3) cooperatives have applied for machines; the procurement process was launched in the week of 16/01/2017.</p> <p>13. Nyamasheke ICPC occupied by 70 artisans from 2 trades: carpentry and welding): One (1) cooperative has applied for machines, the procurement process was launched in the week of 16/01/2017</p> |

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| | | | | | <p>14. Rutsiro ICPC occupied by 66 artisans from 3 trades: carpentry, leather processing and welding): 2 cooperatives (welders and carpenters) have applied for machines; the procurement process will be launched by the week of 16/01/2017. Tailors joined the center in January.</p> <p>15. Nyamagabe ICPC occupied by 90 artisans from 2 trades: carpentry and welding): One (1) cooperative has applied for machines; the procurement process was launched in the week of 16/01/2017.</p> |
| | | MINEACOM (Lead) BDF NIRDA | Wood Community Processing Centre operationalized. | <ul style="list-style-type: none"> • 400 wood CPC beneficiaries trained. • Gisozi Wood CPC provided with Modern equipment by June 2017. | <ul style="list-style-type: none"> • 55 carpenters from 12 Districts (Rusizi 5, Rubavu 5, Bugesera 5, Karongi 5, Ruhango 5, Nyabihu 3, Ngororero 3, Bugesera/Rweru 5, Rwamagana 5, Gakenke 5, Nyamasheke 5 and Kirehe 4) received 3 weeks' trainings to improve their technical skills in carpentry in IPRC South. • 13 wood processors from Gasabo are being trained on job for 6 months at Gisozi ICPC. • 30 more carpenters have started a one-month training in IPRC South ending in February 2017. 345 wood workers are to be trained by the end of FY 2016/17 as per WDA target. • Technical specification for the wood dryer and other equipment for the Modern Wood Training Centre were developed and their approval by ADARWA and APARWA still pending. However, the tender for the Modern Wood Training Centre equipment was advertised twice without getting a potential bidder. The activity is still ongoing. |

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| | | MINEACOM (Lead) PSF/APT RFDA | Textile, Apparel and Leather Sector developed. | <ul style="list-style-type: none"> Designing a business plan for the Model Garment Factory. | <ul style="list-style-type: none"> The business plan has been developed by BDF and submitted to Kigali Garment Center Ltd for implementation. Currently, 397 shareholders (tailors) have been identified and have already pledged 2346 shares valued at Frw 46,692,000 and the mobilization is still ongoing. This factory will start operations by 2017 with 860 industrial sewing machines with the capacity of producing different types of garments (trousers, dresses, underwear, Sweaters, uniforms, suits, etc.) for both men and women. <p>Major issues facing CPCs include production below capacities and inadequate supporting infrastructure. E.g.: electricity, water.</p> |
| | | | | <ul style="list-style-type: none"> Support C&H Garment's program of 'training of trainers. | 500 employees completed training and other 400 are being trained for a period of 6 months which started in August 2016. |
| | | | | <ul style="list-style-type: none"> 3 New Garment factories established (Model Garment factory-Albert supply, C&H expansion and ATP Company). | <p>1. C&H Expansion</p> <p>C&H expanded from 1,200 to 2,400 Sqm operating spaces in March 2016 and the target is to attain 8,500 Sqm by end of December 2017. Construction works for the expansion are at 70%. The works are expected to be completed by March 2017.</p> <p>C&H has started producing for the local market (20% of total production) and the expected volume for local market is Frw 896.7 million in 2016 and will reach Frw 1.2 billion by 2018.</p> |

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| | | | | | <p>2. Albert Supply Ltd</p> <p>This company has booked 1.67 ha in KSEZ for a garment manufacturing factory. The ground breaking for the construction of the factory started in September 2016 after signing the land sub-lease agreement.</p> <p>3. International Textile Factory Ltd</p> <p>INTEXFA Ltd is a company intending to produce clothing by starting with 300 sewing machines. A detailed business plan is being drafted and negotiations to establish the factory in KSEZ have started.</p> <p>4. Trade Links Ventures Ltd: Trade Links Ventures Ltd is a garment company based in Mauritius which specialized in the production of jeans. This company is planning to set up a production unit in Rwanda with 300 workers, with installed production capacity of 30,000 clothing items per month in the first phase.</p> <p>5. HEMA Garment LTD</p> <p>This company is planning to set up a garment factory in Musanze District. The serving machines have been purchased and are on their way from China. The factory is expected to start in 2017.</p> <p>In addition to the above mentioned companies, other garment SMEs such as Promota creations, AZ Media Plus, Rwanda Clothing Home Ltd and Glo creations are tapping into the emerging opportunities of phasing out the second hand clothes and producing clothing items (Uniform, T-Shirts, fashion item etc.) by orders received from different institutions.</p> |

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| | | MINEACOM (Lead) COMESA | | <ul style="list-style-type: none"> One investor identified to establish a new shoe factory. | <p>RWANTAN Ltd plans to invest in shoe manufacturing (at least 3,000 unit pairs per day). The needed machines have been ordered and MoU between GoR and RWANTAN Ltd related to land lease agreement was signed on 6/09/2016.</p> <p>Kigali Leather Ltd is ready to upgrade its capacity from processing wet blue to processing finished leather, manufacturing leather shoes and other leather goods from December 2016. It is expected to produce between 1000-2000 pair of shoes per day and it expects to employ between 200 and 300 new workers. The needed new machinery has been ordered and negotiations between GoR and the company concerning the proposed partnership is ongoing.</p> |
| | | | | <ul style="list-style-type: none"> 100 leather based products SMEs trained to upgrade skills and to acquire finished leather. | <ul style="list-style-type: none"> 100 leather based products SMEs were trained in upgrading their skills to acquire finished leather. 100 leather value chain players were trained on standards, regulations and good practices related to hides & skins, leather and leather products production, handling, processing and trading. COMESA LLPI has agreed to train 100 leather based SMEs in leather technology in two batches of 50 SMEs; the first intake in February 2017 and the second in May 2017. Needed curricula were submitted to WDA for review and comments. They are still pending for approval. |
| | | | | <p>Bugesera Tannery Park</p> <ul style="list-style-type: none"> Detailed feasibility and engineering studies completed; construction | <ul style="list-style-type: none"> COMESA-LLPI developed both feasibility & engineering studies for the establishment of a common treatment plant, sewer lines and a general layout plan of the tannery park in Bugesera. The |

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| | | | | <p>works started.</p> <ul style="list-style-type: none"> At least one MoU concluded with a private investor to establish a tannery factory. | <p>validation meeting was done and COMESA/LLPI is incorporating the comments and inputs provided.</p> <ul style="list-style-type: none"> Construction works will be commenced upon completion of the detailed feasibility and engineering studies and availability of budget after 2016/17 FY budget revision. Also, ToRs for a consultant firm to both conduct detailed feasibility and engineering studies and supervise the construction works for Bugesera Tannery Park was drafted and submitted for approval. The tender process is ongoing. Negotiations are ongoing between GoR and the following companies: RWANTAN Ltd, PLURIPPELL GROUP S.R.L and SMEs in leather Sector to establish tanneries in Bugesera Industrial Park upon completion of construction of basic infrastructures (road, electricity, water and common effluent treatment plant (CETP) within Bugesera Tannery Park. |
| | | MINIRENA (Lead) MINEACOM Phoenix Metals RMA FECOMIRWA | Karuruma Smelting plant operationalized | <ul style="list-style-type: none"> 50% of Cassiterite mined in Rwanda smelted (Q2 2016/17) | <ul style="list-style-type: none"> Smelting tests were done by Phoenix Metals with 23 tonnes of Cassiterite smelted locally for testing the technology. Phoenix metals has given MINIRENA a road map (6 months period) to determine if the plant will be operational (technology and project profitability). |

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| | | MINIRENA (Lead) Phoenix Metals RMA FECOMIRWA | Gemstones cut and processed in Rwanda | <ul style="list-style-type: none"> Gemstones deposits identified, mapped and quality gemstones defined (Q2 2016/17) | <ul style="list-style-type: none"> Recruitment process for a Gemmologist expert has been finalized and the expert will start his job in March 2017. Final report of the feasibility study on development of gemstone business in the Western Province available. |
| | | MINEACOM (Lead) MINAGRI RDB | Mukamira Dairy operationalized. | <ul style="list-style-type: none"> A private investor selected and MoU signed to manage Mukamira Dairy and the milk logistics in Gishwati catchment managed by the investor. | <ul style="list-style-type: none"> GoR shares in Mukamira Dairy Ltd were awarded to CVL. CVL is ready to start the production in May 2017. |
| | | MINEACOM (Lead) RSB MINAGRI | Market access improved through product diversification | <ul style="list-style-type: none"> 4 cheese companies supported to get certification. A powder Milk Processing Plant started. | <ul style="list-style-type: none"> Three companies were supported to get certification in cheese: <ul style="list-style-type: none"> La Reine: Already applied for certification. RSB conducted audit and requested the company to handle the identified non-conformities: Installing their own testing capacities for quality control and construction of hygiene facilities of employees. Burera Dairy Ltd: Inspections have been conducted and recommendations to have qualified staff provided. In addition, samples were taken and tested by RSB laboratories. The feedback was provided to them. Blessed Dairies Ltd: Sensitized by RSB for application of Mozzarella cheese certificate. |

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| 11 | To initiate a program to facilitate Rwandans to embark on long term saving scheme and enhance capacity of BRD for its increased support to industries. | MINECOFIN (Lead) BRD MINEACOM MINALOC | An inclusive long term saving scheme for all Rwandans launched and operationalized. | <ul style="list-style-type: none"> Establish project management unit for long term saving scheme (informal sector pension scheme) Draft regulations, guidelines and rules governing Information Sector Pension Scheme (ISPS) subscribers, administrator, fund managers, facilitators and payment service providers Establish IT platform/system to facilitate the enrolment application, payment gateways, monitoring and MIS for the scheme and pilot the features of the scheme Conduct awareness campaigns on the ISPS | <ul style="list-style-type: none"> The Draft Law establishing the Long-term Savings Scheme and governing its organization was approved by the Cabinet and was submitted to Parliament. It is being discussed in the relevant commissions of Parliament. USD 3.4 million for implementation of the scheme was mobilized from Access to Finance Rwanda. The structure and terms of reference for recruitment of the project team and acquisition of IT system has been developed and the recruitment process is underway. Budget estimates for the project team, capital investment and other operations costs have been developed. |
| | | | Mobilizing long term affordable financing dedicated to boost development of industries (recapturing domestic markets and increasing | <ul style="list-style-type: none"> Engage relevant Development Financial Institutions (DFIs) to mobilize long term affordable funds Finalize recruitment of BRD's key experts who will provide technical assistance to industrial development | <ul style="list-style-type: none"> International development finance institutions (DFIs) have been engaged to invest in BRD, both in form of equity as well as debt financing. The final discussion will be concluded by end of the first half of 2017. <p>The DFIs engaged include: <i>Norwegian Fund (Norfund)</i>; <i>Finfund (From Finland)</i> and <i>China Africa Fund, Swedish Fund</i>. They are considering putting</p> |

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| | | | exports) | | <p>long term finance in BRD.</p> <ul style="list-style-type: none"> BRD received Euro 8.5 million from KfW to finance exporting companies. With regard to hiring technical experts: BRD has identified potential industries especially in the construction sector: Glass manufacturing, ceramic and porcelain tiles to be analyzed by those experts. Feasibility studies are being conducted while experts will be engaged according to specific industries and specific need. |
| 12. | To put greater efforts in implementing strategies for child rights protection, eliminate malnutrition in children, prevent causes of street children and school dropout, and eradicate human trafficking. | MIGEPROF (Lead) MINALOC MINAGRI MINISANTE MINEDUC MINIJUST/RNP | Child right protection strategies implementation enhanced. | <ul style="list-style-type: none"> Put in place a coordination mechanism of all development partners and stakeholders for efficiency and effectiveness of interventions related to gender equality, family promotion and child rights protection. | <ul style="list-style-type: none"> To ensure effective implementation of the national commitments on child protection, gender equality, family promotion and women empowerment, National Working Groups (NWG) were established. They are supported by two (2) Technical Working Groups (TWGs) namely Child, Family Protection and Promotion Working Group and Gender Equality and Women Economic Empowerment Technical Working Group. Reports on child rights protection and cases of street children were collected from 6 districts namely Kamonyi, Nyarugenge, Ngoma, Rutsiro, Rulindo and Muhanga. Reports from other districts are being prepared before the final compilation and feedback. From 15th October to 25th November 2016, “<i>Twubake Umuryango ubereye Umwana campaign</i>” was organized by MIGEPROF and stakeholders |

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| | | | | <ul style="list-style-type: none"> • Establish a joint team to monitor and investigate for child rights protection, malnutrition status in children, cases of street children and school dropout, and human trafficking and provide feedback. • Represent in courts proceedings needy minors in conflict with the laws, • Establish court of youth and child in Rwandan judicial system. | <ul style="list-style-type: none"> - A joint committee at cell level headed by Coordinator of NWC and made by the ES of the Cell, Coordinator of NYC, coordinator of friends of the family, FBOs and CSOs representatives was established with mandate to ensure family cohesion and fight against GBV including teenager pregnancies and child rights protection (street children, school dropout and malnutrition). - Monitoring of the functioning of the committees was incorporated in 2016-17 Districts Imihigo. - Government signed a contract with Rwanda Bar Association to represent Minors in conflict of law in Police, NPPA and Court 1049 children were assisted by quarter two. And in every Intermediate Court, Chamber of Minors was established. - To speed up children cases, Friendly Justice Guide was developed, validated and disseminated. The dissemination was done during Legal Aid Week of 09-13/05/2016 and broadcasted on Isango Star Radio. |
| | | | Street children and school dropout causes prevented. | <ul style="list-style-type: none"> • Conduct mapping of street children. • Conduct a study on causes, consequences and remedial | <ul style="list-style-type: none"> - An extraordinary Cabinet Meeting of 09th December 2016 approved the National Policy against Delinquency and its implementation plan 2016/17 to 2020/21. - Following the study on the situation of street children conducted in 2012, the compiled report for dialogue meetings on the prevention and positive parenting conducted with parents having children on streets in Bugesera, Gasabo, Kicukiro and Nyarugenge is available. - The Study on root causes, mapping of street |

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| | | | | <p>measures of street children, and design a re- integration framework.</p> <ul style="list-style-type: none"> • Conduct study on causes of school dropout. | <p>children and remedial measures will be conducted by NCC and the bid opening is planned for 19th March 2017.</p> <ul style="list-style-type: none"> - Due to reintegration process done in Q1&Q2 the number children GITAGATA and other Private/ CSOs institutions reduced from 1,674 to 1,281 representing a reduction equivalent to 24% - The final inception report and methodology for the Dropout and Repetition Study was done. Data collection is under process. - A coordinated country campaign against dropout and the operation to bring back children to schools was organized. Some 102,000 children were brought back to schools. Dropout decreases from: 10.3 to 5.7% in Primary; 14.4 to 6.5% in Lower Secondary; and 5.9% to 2.5% in Upper Secondary. |
| | | | Malnutrition eliminated. | <ul style="list-style-type: none"> • Provide milk to 85,282 pupils. • 1,978,930 (Q1-Q3) households (of which 40% are women headed households) with kitchen garden • The distribution system of fortified blended foods to targeted beneficiaries (children under 2 years old, lactating and pregnant mothers in UBUDEHE category 1) (Q4 2015/16) • The distribution system of fortified blended food to | <ul style="list-style-type: none"> - 86,325 pupils received milk through one cup of milk per child program as of end of Quarter one while 212,453 under five children with acute and chronic malnutrition were identified and supported by end December 2016 and 1,299,421 litres of milk were purchased and distributed to 484 health centres for the beneficiary children. - The distribution system of fortified blended foods was designed and approved. The Plant for processing fortified blended foods was established. - Quantities distributed by mid-February were 290 tonnes in 492 health centers. |

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| | | | | targeted beneficiaries is implemented and monitored (Q2-Q3). | |
| | | | Human trafficking eradicated. | <ul style="list-style-type: none"> Sensitization campaigns on human trafficking conducted twice per Quarter. 100% of human trafficking cases investigated. | <ul style="list-style-type: none"> Rwanda National Police has organized and conducted awareness campaign against human trafficking crimes countrywide, mainly in secondary schools and in the most affected Districts using Police Mobile Stations. From July to December, RNP conducted 82 awareness campaigns countrywide. The awareness campaign was also done through different radios and TV like Flash FM, Royal TV, Contact FM/TV, Amazing Grace Radio. From February to October 2016, a total number of 35 Trafficking in Human Beings (THB) cases have been recorded involving 69 victims where 54 were female while 15 were male. From July to December 2016, RNP investigated 31 new cases of Human Trafficking. |
| 13 | To hold accountable people who fail to act or report cases of child abuses, especially leaders and punish parents who do not take care of their own children | MINALOC (Lead) MINIJUST/RNP MIGEPROF | Legal framework for holding accountable leaders who fail to report child rights abuse put in place. | Legal framework elaborated and disseminated (includes review of deficiency/weakness in evidence collection that disadvantage victims as discussed at the retreat). | <ul style="list-style-type: none"> The law on child rights and protection has been reviewed and brought together article 215 of the Penal Code of 2012 that punishes any person including leaders or parents who become aware of an offence committed against a child and do not report them to authorities or security organs and the article 227 which punishes a parent or a guardian who neglects a child without reasonable cause to the extent that the health, security and the living conditions are seriously jeopardized or a child under care indulges in vagrancy. |

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| | | | | | <ul style="list-style-type: none"> - The law No32/2016 of 28th August 2016 governing persons and family was passed and its article 203 stipulates the obligation to cater for and educate children. - Dialogues have been conducted with parents especially those having children in streets living in Bugesera, Gasabo, Kicukiro and Nyarugenge and talked about positive parenting, keeping children in schools, preventing and reintegrating street children and respecting child rights. |
| | | | Legal framework for holding accountable parents who do not take care of their children established. | Legal framework elaborated and disseminated. | <ul style="list-style-type: none"> - An assessment to identify laws punishing parents for not taking care of their own children was conducted. - A Ministerial Order (No 001/2016 of 08/01/2016) providing sanctions against parents who do not send their children to school and the ministerial instructions no 02 of 10/05/2016 on the prevention of child labour were issued and clarify correctional measures to parents and/or leaders who do not take care of children are in place. The revised draft penal code has provisions on heavy punishments of parents who do not take care of their children. |
| | | | | 100% of people with no action on child abuse held accountable. | <ul style="list-style-type: none"> - 1,818 cases of child abuse, neglect, abandonment and exploitation were investigated. - 116 persons were punished due to engagement of Children in Child Labour. - 7,169 Children were withdrawn from Child Labour |
| 14. | To complete the construction and | MINIJUST | Rwanda Forensic Laboratory | <ul style="list-style-type: none"> • All required equipment availed | <ul style="list-style-type: none"> - Currently, construction works are estimated at 98% and equipment installation is evaluated at |

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| | operationalization of Rwanda Forensic Laboratory that will carry out DNA tests and related medical tests. | | refurbishment and construction works completed and fully equipped. | <p>and installed (Q1)</p> <ul style="list-style-type: none"> • Training and induction on installed equipment accomplished (Q2) • Handover of the laboratory to RNP by KFS (Q2) | <p>95%. The entire exercise of construction and installation of equipped is expected to be completed by 15March 2017</p> <p>- 20 officers completed forensic investigation training at NPC Musanze and 5 Police Officers completed DNA analysis training in United Kingdom.</p> |