

DETAILED PROGRESS REPORT OF THE 7YGP (2010-2017) – ECONOMIC CLUSTER

General Achievement Ranking	On Track (100%)	On Watch (>50%)	Off track (<50%)
	72 (72%)	23(23%)	5 (5%)

Table 1: Summary table of 7YGP implementation

Program	On Track (100%)	On Watch (>50%)	Off track (<50%)	Total Interventions
Program 1: Agriculture and Animal Resources	11 61%	6 33%	1 6%	18
Program 2: Trade, Industry and Tourism	16 76%	3 14%	2 10%	21
Program 3: Infrastructure	9 50%	7 39%	2 11%	18
Program 4: Improved Settlement	5 63%	3 38%		8
Program 5: Private Sector Development, Cooperatives and Investment	12 100%			12
Program 6: Forestry, Environment and Natural Resources	12 80%	3 20%		15
Program 7: Information and Communication Technology	7 88%	1 13%		8
GRAND TOTAL	72 72%	23 23%	5 5%	100

No	Interventions	Indicator	Baseline (2010-2011)	Current status	Strategies to achieve the set target by 2017	Remarks/ Challenges	RAG
Program 1: Agriculture and Animal Resources							
1.	To improve agriculture through land consolidation, use of inputs (improved seeds and fertilizers), fighting soil erosion, mechanization and irrigation	Ha of radical terraces established	45,000 ha	103,918 Ha (62.7)	Mobilize other stakeholders in soil conservation activities, Map and determine the coverage and effectiveness of the established soil conservation infrastructures Increase earmarked transfers in radical terracing and joint planning with all stakeholders involved to raise the achievements.		MINAGRI MINIRENA MINALOC
		Ha of progressive terraces established	504,000 ha	913,212ha (86.6 %)	Reinforce farmer's mobilization in soil conservation trough community works and different partners.		
		% of mechanised land	12%	Mechanized operations now at 19.2 % equivalent to (76%)	Privatize existing village mechanization centers and strong private sector involvement; Establishment of centre of excellence for farm mechanization.		
2.	To encourage farmers to grow crops that are more productive and profitable in their regions (comparative advantage)	Ha of land cultivated to appropriate crops in each Province	2010 B season (Season B) Maize: 61,319 Cassava:103,997 Banana: 172,822 ha Beans:142,760 Soya beans:	In 2016 Season B, consolidated land per crop was: Total land for Maize: 60,897 -Kigali city: 2,182 Ha -Southern: 6,262 Ha Western :22,874 Ha -Northern: 7,044 Ha Eastern :22,537 Ha Total for Cassava: 59,213 -Southern :18,273 Ha -Western :30,678 Ha -North:1,082 -Eastern:9,060	A new approach of extension service through TWIGIRE extension model was launched in 2015 A. Increase the number of farmers reached by extensions services, provide incentive to extension's agents and awareness on Twigire-Muhinzi groups Involvement of Local GoVt in farmers mobilization for land consolidation Promote research in cassava		MINAGRI MINALOC MINICOM

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			28473 ha Vegetables and fruits: 50,049 ha Source: MINAGRI Annual report 2010/2011	Irish potatoes: 64,259 ha -Southern :8,117 ha -Western :28,148 Ha -North:27,994 ha Total land for Beans: 339,942 -Kigali city: 5,746 Ha -Southern: 68,009 Ha -Western :70,082 Ha -Northern: 65,737 Ha Eastern :130,368 Ha Total for Soybean: 16,030 -Kigali city: 771 Ha -Southern: 2,820 Ha -Western :3,535 Ha -Eastern :9,445 Ha	diseases control (kabore) and high resistant and yielding varieties. Carry out a study on comparative economic advantages of crop production in Rwanda Implement the results of the study		
3.	To promote research on seeds; establish seed multiplication nurseries and disseminate research findings to the end users so that use of improved seeds increases from 40% to 100%.	% of farmers using improved seeds.	Baseline: 40% of farmers using improved seeds.	41.0% of farmers are using improved seeds for CIP subsidised crops (58.5%)	-Establish a conducive environment for private companies in seeds multiplication -Produce local hybrid and improved seeds -Privatize seed processing plant by January, 2015 -Establish a data base of seed users for smart subsidy management (on going to be completed by season 2017A).		MINAGRI MINALOC
4.	To promote land consolidation so that consolidated land increases from 18% to at least 70% (945,704 ha)	Ha of land consolidated	Baseline: 18% of total land consolidated.	The consolidated land up to the 2016 B was 829,106 Ha (87.6 %) as illustrated below: Maize: 279,267 ha	Mobilize other stakeholders in soil conservation activities, Map and determine the coverage and effectiveness of the established soil conservation		MINAGRI MINALOC

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				Beans: 323,836 ha Irish potatoes: 94,713 ha Wheat: 23,702 ha cassava: 218,183 ha Rice: 22,501 ha Soybeans: 19,251 ha	infrastructures Increase earmarked transfers in radical terracing and joint planning with all stakeholders involved to raise the achievements.		
5.	To promote marshland and hillside irrigation so that the area irrigated increases from 13,000 ha to 100,000 ha	Ha of land irrigated	13,000 Ha 27,796 ha(2014)	In total 44,330 ha (68.2%) Marshland : 35,868 Ha Hillside: 8,462.6Ha			MINAGRI
6.	To promote the use of inorganic fertilizers, especially on radical terraces so that it increases from 14 kg/ha to 45 kg/ha	Quantity of inorganic fertilizers used (kg/ha)	14 kg/ha	30kg/ha (66.6%)	To organize fertilizers use campaign Increased fertilizer subsidy Engage the Private sector in Fertilizer blending, ongoing (four potential investors in the pipeline) Promote balanced fertilizers, strong liming program and blends Promote input for work in public works.		MINAGRI
7.	To increase the quantity and quality of traditional export crops (coffee, tea, pyrethrum) by at least 10% annually, and non-traditional high value export crops by at least 30% each year	quantity and quality for coffee, tea, pyrethrum and other non-traditional high value export crops	Coffee: 19,319 MT	Total production end of 2015/16, - Coffee: 22,184 MT (59%) generated 62 USD millions	Fast-track the implementation of the coffee zoning policy in all districts to increase fully washed coffee from 45% to 59%. Sensitize growers to increase productivity through an increased use of Mineral and organic fertilizer and pesticide application to manage pests and diseases; Improve coffee husbandry practices to benefit 75,000 through FFS by 2017		MINAGRI

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					Mobilize farmers to replace old trees and ensure coffee seedlings are available for expansion v)Implementation of the zoning policy to improve the capacity utilization of CWS		
			Tea: 22,248 MT	Total production of Tea:25,410 MT (59%) generated USD 73 millions	-Implement the tea expansion program on new sites -Mobilize investors for development of new sites Professionalize and increase availability of pluckers -Improving basic infrastructure (feeder roads) -Farmer Field schools targeting small tea growers to improve production practices. -Encourage Tea factories to support cooperative to increase productivity/yields		
			Pyrethrum: 5.6 MT	Pyrethrum exported: 22 MT (202%) generated ; 2 million USD	Promote using seedlings and tissue culture instead of splits by encouraging farmers to prepare nurseries; Rehabilitate and construct drying infrastructure; Expand pyrethrum production in Gishwati Farmer's mobilization to rotate irish potato with pyrethrum.		
			Horticulture :45 USD million	152.5 USD Million (54%)	Increase access to nucleus land and to medium or large serviced plots of land for horticulture investors		

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					<p>Emphasis on Contract farming and models that link exporters to farmers</p> <p>Enhance access to cold chain facilities</p> <p>Train farmers on grafted seedling production</p> <p>Earmark land for horticulture (Gashora land – 250ha – already identified; Kigali marshlands);</p>		
8.	To increase the number of agricultural and livestock extensionists and enhance their extension services	-number of extension personnel providing the proximity farm advisory services	N/A	<ul style="list-style-type: none"> - MINALOC: 30 District agronomists and 30 District Vet Officers, 416 Sector agronomists and 416 Vet technicians. - MINAGRI: More than 300 RAB extension staff is deployed in the field. - Grassroot level: MINAGRI has trained 14,837 Farmer Promoters (Abajyanama b'Ubuhinzi) one in each umudugudu. FFS groups; - 1,300,000 households mobilized through Twigire Muhinzi - 9,355 Demo plots established - 8,382 FFS plots established 	<p>Increase the number of Community Animal Health Workers(CAHWs) to support livestock</p> <p>Organize training and provide equipment's to Farmer Promoters</p> <p>Promote Twigire extension model</p>		MINAGRI MIFOTRA
9.	To put in place improved and sustainable mechanism to bring together crop producers and consumers (<i>post-harvest action</i>) by improving crop marketing in the country and abroad, crop collection centres and outlets in	-number of post-harvest infrastructures available	<ul style="list-style-type: none"> - In 2010, there were 518 crop collection centers - 82 	<p>191 warehouses constructed across the country in all districts, having capacity of 244,545 MT.</p> <p>261 drying grounds were constructed</p> <p>352.9 Km of feeder roads</p>	<p>-Private sector engagement in post-harvest facilities establishment and utilization</p> <p>Train farmers in postharvest handling and storage</p> <p>To mobilize more partners in construction of Feeder roads</p>		MINAGRI MININFRA

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	all Districts		drying grounds - 536 farmers trained in post-harvest management	rehabilitated and 829 km maintained.	In collaboration with districts to sensitize food storage at decentralized level		
10.	To encourage farmers and breeders to form stronger and more effective and profitable cooperatives for their members and for the country in general so they can reach at least 70%	% of crop and livestock farmers operate in strong cooperatives.	N/A	26.0% of smallholder farmers are members of cooperatives that are formally registered under RCA By considering farmers associations and groups that are not necessarily registered, the membership raises to 54% Around 300 women leaders of agricultural cooperatives were trained on leadership skills and on financial schemes and facilities.	Need to Work together: MINAGRI, RCA/MINICOM and districts/ MINALOC to transform existing farmers groups into farmers cooperatives	Synergy and coordination among stakeholders not sufficient	MINAGRI MINICOM
11.	To step up efforts in crop and animal disease prevention and treatment endeavour	Mechanism to prevent crop and animal diseases in place	N/A	(i)Annual vaccination of economically important animal diseases: -390,000 animal vaccinated against Black quarter-anthrax -320000 animal vaccinated against LSD -25000 animal vaccinated against RVF -12,000 against brucellosis (ii)Develop and release resistant and high yielding variety of maize, wheat and rice Plant clinics established in most of districts (iv) Advanced research in resistant	Conduct vaccination campaigns Train farmers in disease control Increase the number of mobile plant clinics across the country Research on resistant varieties and climate change		MINAGRI

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				and high yielding cassava cuttings			
12.	To establish agriculture and livestock development bank by 2016 and improve the loan granting modalities so that loans in agriculture and livestock increase from 4% to 18% of loans granted countrywide.	Agriculture and Livestock development bank operational; % of loan to agriculture and livestock activities.	Baseline: 4% of the total loans granted to agriculture sector.	- Setting up a dedicated agriculture financing department in the BRD, this has been completed and the department is fully operational - Agricultural finance lending (for production and agro processing) was 7.4%	- Reinforce the livestock and crop insurance, Guarantee funds; - Continue to mobilize farmer's cooperatives and private actors to access financing incentives - Need to increase Micro finance loans provided to agricultural sector - Use of warehouse receipt model to facilitate farmers to access loans	- Agriculture bank was not relevant according to the result of the consultation with stakeholders (MINECOFIN, BNR and MINAGRI)	MINALOC MINAGRI BNR
13.	To promote genetic improvement programmes in order to increase animal resources productivity and enhance processing and marketing of animal products at domestic, regional and international level.	Number of cows inseminated (potential 697,500 cows) Number of Milk Collection Centres (MCC) constructed	40 MCCs In 2010, 2 abattoirs existing(i.e. Nyabugogo and Kicukiro) No animal feeds plant	1. End June, 2016: 65,593 (not cumulative) cows inseminated (9.5%) 2. Currently there are 100 Milk Collection Centres(MCCs) 3. There are 7 modern Abattoirs established (i.e. Nyamata, Rubavu, Kabuga, Ruyenzi, Nyamagabe, Nyabugogo and Kicukiro). 4. There are 4 animal feeds plants (Musanze, Rubilizi, Rwamagana and Bugesera,).	Involve of local government and veterinary council in genetic improvement program Increase of the number of service providers through trainings and access to the required materials and equipment's.		MINAGRI
14.	To strengthen GIRINKA Programme so that the number of cows to be distributed increases from 116,261 to 350,000 cows and reinforce the pass on of cow off-springs among communities to reach as many needy people as possible in order to improve their	Number of Cows distributed within GIRINKA program	116261 cows in 2010	247,221 cows distributed (70.6 %) GoR fund:74,841 Partners:70,698 Local initiative:35,304 Pass on gift:66,378	Mobilize stakeholders to support the program Improve the pass on gift to increase the number of cows to be distributed Organize GIRINKA fundraising campaigns Distribute 34,777 cows		MINAGRI PSF NGOs CBOs

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	livelihoods						
15.	To enhance national storage system so that the crop storage capacity in national silos increases from 42.000 to 200.000 MT, with silos having at least 100,000 MT every quarter; and farmers' Cooperatives and households to store food to cover needs for at least 3 months	Capacity of strategic crop storage in national silos	42,000 MT in 2010	The country has 255,545 MT storage capacity Kigali Agriculture Park was established in the SEZ with New facilities will include modern storage (metallic silos of 20,000 MT capacity and warehouses of 24,000 MT capacity used to store grains, seeds) - Silos in Nyagatare and Bugesera Districts	Establish a conducive environment for private sector engagement e.g. PASP (IFAD), National Strategic Grain Reserve, Minimex, RGCC aggregation centers		MINAGRI MINALOC MINICOM
16.	To promote fishing, cattle and small stock farming in order to increase livestock production (meat, milk, eggs, hides and skins, fish) Milk : 723,831 MT Meat : 201,033 MT Fish: 112,000 MT Eggs: 14,414 Hides and Skins: 5126.3 MT	Quantity (MT) of livestock products (meat, milk, eggs, hides and skins, fish)	In 2010/11 Milk:401,672 MT Meat:201,033 MT Fish: 16,924 MT Eggs: 3,921 Hides: 5327 MT	Milk: 776,284 MT (107.2%) Meat: 131,366 MT (65.3%) Fish: 28,450 MT (25%) Eggs: 7,347 (51%) Hides and Skins: 5,506MT (107%)	-Develop new forage species, development of new animal feeding technologies from crop residues & improve breeds technologies for the livestock - Rubirizi Hatchery is in the process of privatization and other five laboratories constructed in Ngoma, Nyagatare, Gatsibo, Rubavu and Huye) -Improve in animal disease control as well as providing water for livestock farms in eastern province. Fast-track implementation of the Gako Beef Project. -Develop and support production of fodder – on going. -Promote small ruminants (goats; sheep; rabbits); pigs and poultry – on going. Building on several existing private sector initiatives.	-Fish Feeds imported are not affordable -chicks are expensive on markets -forage planting, harvesting and storage process is not well managed	MINAGRI MINICOM

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					- Put in place a feeds fish lines in the existing feed plants -Multiply improved forage seeds on 450 hectares		
17.	To support livestock farmers in water harvesting (for livestock) and feed conservation	Ha (farms) supplied with water (for livestock)	N/A	5,511 ha of farms in Nyagatare district are connected to potable water for livestock.	Construct new valley dams and maintain existing ones.	-Existing valley dams are not well maintained -Climate change issue	MINAGRI
18.	Ensure food security by eradicating hunger from the country and each Rwandan to have sufficient food with needed nutrients and reserve more for the market - Food insecure population at 14%	Proportion of food insecure households	21% of the population was food insecure	20% of the population is food insecure (CFSVA,2015) To reduce malnutrition, specific programs were implemented : - 84,106 children in 112 schools were served with 2,173,006 liters of milk through one cup per child program -71% equivalent to 1,721,678 households were established kitchen gardens.	Increased agriculture productivity to avail sufficient food to the population Introduce of new bio-fortified beans Increase the number of children benefiting from one cup of milk program Reinforce the kitchen gardens establishment in the households up to 81 % Distribute: - 1,100 goats (Bugesera District) - 1,650 pigs (Nyamasheke and Nyaruguru Districts) - 27,000 chicken (Nyamasheke and Rusizi)		MINAGRI
Program 2: Trade, Industry and Tourism							
19.	To complete the putting in place of KIGALI Special Economic Zone and make it operational.	KIGALI Special Economic Zone operational and all the plots developed.	Construction works for 8 industrial units started,	1. Special economic zone has been established and it's now operational. Special economic zone is organised in 2 phases: 2. Phase I (98 HA occupied by 79 investors): 40 investors have completed construction and	Continuous marketing of the zone to attract more local and foreign invest to invest in the zone and provision of affordable and stable electricity and water to industries	WASAC and REG to construct dedicated lines for both electricity and water to supply strictly the zone	MINICOM RDB MINECOFIN

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				<p>operating, 39 are undergoing construction and 5 investors are still mobilising resources and conducting their feasibility studies</p> <p>3. Phase II (178 ha, occupied by 19 investors): four companies operational, three under construction and twelve companies booked the plots but are yet to start construction infrastructure development is over 85% complete on average in both phase 1 and 2</p>			
20.	Put in place efficient mechanisms to promote cross border trade.	A mechanism to promote all types of trade exchanges put in place	N/A	<p>A number of mechanisms to promote trade are in place. These include</p> <ol style="list-style-type: none"> 1. Establishment of cross border markets. 2. Rusizi 1 CBM: Construction works are ongoing at 90%. 3. Cyanika CBM and Burera District: EIF has approved funds to construct the CBTM infrastructure and Precision Heavy Machinery was selected as the Construction company 4. Akanyaru Haut CBM: Construction works completed at 100% and is now operational. 			MINICOM RDB

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				<p>5. Rubavu CBM: a modern market is completed and MINICOM has secured funds from TMEA to construct another CBM and Trade logistic facilities at petite Barriere border.</p> <p>6. Nyamasheke /Rugari CBM: Local private investors pledged 175 million Frw and the World Bank Great Lakes Trade Facilitation Project have also pledged to finance this CBM.</p> <p>7. Karongi/Rugando CBM: The expropriation was completed and will be financed by Enhanced Integrated Facility (EIF)</p> <p>8. Nemba CBM: Bugesera district is still mobilising local investors</p> <p>9. Fund mobilization for Kagitumba, Rusizi II, Rwempasha and Rusumo Cross Border Markets is ongoing.</p> <p>10. Organisation of trade fairs and missions</p> <ul style="list-style-type: none"> - About 100 Companies were facilitated to attend various regional trade 			

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				<p>fairs to showcase their products in the regional markets such as; Uganda, Tanzania, Addis Ababa etc.</p> <ul style="list-style-type: none"> - 40 Companies facilitated to meet buyers in the region through trade missions in DRC-Goma and Bukavu, as well as Burundi and Uganda - 5 companies were facilitated to attend DRC/Goma trade mission and Kinazi has signed a supply contract (100 tons/month) with a wholesaler in Goma. - 3 companies facilitated to attend Bukavu trade mission. - 4 companies were facilitated to attend the East Africa Manufacturer's summit last months in Kampala - 6 companies sponsored to attend Expo-Milano in Italy - 7 companies were facilitated to attend Origin 			

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				<p>Africa event in Addis Ababa</p> <ul style="list-style-type: none"> - One stop border posts. - Gatuna, Rusumo, Cyanika, Nemba, - Tripartite projects - Studies for the Standard Gauge Railway have started. - Single customs territory has been operationalized - Single tourist visa has been operationalized - Use of National Ids. Student identity cards and voters cards as travel documents across Kenya, Rwanda and Uganda. - Airspace management that intends to reduce air travel costs. - Implementation of EAC customs union and common market protocols. - A commodities exchange market was launched. And is now operational. 			
21.	To help private sector improved quality and standard goods likely to compete on international	Numbers of products certified.	Baseline for 2012/2013 815 National	939 standards developed.			MINICOM RBS RDB

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	market.	The number of standards developed.	Standards have been developed to support SMEs and industry. 660 standards have been harmonised with regional standards. 74 products have been certified to access of international markets. 17 product clusters have been trained on standardisation issues to realise awareness	851 standards harmonized 148 products had been certified. 238 standards reviewed.			
22.	To empower the capital market and other financial institutions providing long term loans to offer more attractive products investors;	Capital and Rwanda Stock Exchange (RSE) Market Laws and regulations in place.	N/A	1. Rwanda stock exchange market is operational with the following companies listed: Bralirwa, Bank of Kigali, Kenya commercial Bank, Nation media group, Uchumi Supermarket from Kenya, Equity group holdings ltd, Crystal Telecom). Efforts to bring more Companies on	Need to reinforce awareness campaigns to promote the Rwanda investments trust product	Indicators on long term loans are missing; however Rwanda Investments trust has been established to facilitate access to long term loans	MINECOFIN BNR

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				<p>board are underway (A case in point here is I & M Bank)</p> <ol style="list-style-type: none"> 2. Rwanda investment Trust Unit has been established and its inaugural Fund was launched on 12th July 2016. Funds for investment are being mobilized. 3. Capital Market Master Plan was drafted. 4. A number of laws to support capital markets have been enacted. 5. A commodities exchange market was launched and is now operational. 6. BRD was restructured and the government shares were privatised to facilitate long term loans. 7. Government established the BDF to facilitate access to credit through guarantee scheme especially to the poor. Its services have since been decentralised to all districts. 			
23.	To build an International Trade Exhibition Centre in a bid to advertise goods made in Rwanda.	International Trade fair Centre constructed.		An international trade fair centre is to be constructed in Kicukiro district. Land has been earmarked for the development of the center. Land has been identified in Gahanga; PSF is ready to start construction, however the feasibility study is not yet available.	Need to finalize the feasibility study and funds mobilization; and to start construction works	Expropriation and plot acquisition processes delayed the project	MINICOM RDB PSF

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24.	To avail an Industrial Master Plan. Industrial production to increase by 12% each year hence contributing to the GDP's industrial share more than 20% from 15%;	-% of Industrial production -% of Industry contribution to GDP	15% share of GDP	<p>The average growth of the Industry production between 2010 -2015 is 10% and the share of the industry to GDP has averaged 14% in the same period.</p> <p>Manufacturing is only 5%. Need to concentrate on manufacturing going forward.</p> <p>Other on-going initiatives to promote the industry sector include;</p> <ol style="list-style-type: none"> 1. Establishment of industry parks: Bugesera Industrial Park, Detailed Engineering studies have been completed; Nyabihu, Rusizi and Huye, whose expropriation have just been completed. 2. Establishment and operationalisation of special economic zone 			MINICOM
25.	To cooperate with the Private Sector in putting in place factories manufacturing imports substitution goods (cooking oil, clothes made out of threads, leather, building materials, chemicals and environment friendly plastic goods) and factories making goods for export, especially crafts;	Number of factories manufacturing imports substitution goods and export goods	N/A	<p>The private sector has been engaged and the following industries have been completed and others are under construction;</p> <ol style="list-style-type: none"> 1. MINICOM has designed a Domestic Market Recapturing Strategy (DMRS) to increase domestic production for local consumption while contributing to structural 	<p>Light manufacturing (USD 124 m): Textile& garments, pharmaceuticals, soaps & detergents, reagents, packaging materials, wooden furniture and insecticides</p> <ul style="list-style-type: none"> o Textile & Apparel - UTEXRWA turnaround plan , C&H garments expansion , Albert Supply garment factory and support to garment SMEs 	Trade deficit is still a big problem	MINICOM

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				<p>transformation of the productive sector and increasing international competitiveness.</p> <p>2. The DMRS has priority sectors which are:</p> <p>Construction materials: cement, steel and iron, aluminium products, paints and varnishes etc.</p> <p>Light manufacturing: textiles and garments, pharmaceuticals, soaps and detergents, reagents etc.</p> <p>Agro processing: sugar, dried fish/aquaculture, edible oils, rice, fertilizer, Maize etc.</p> <p>3. The DMRS is designed to save US\$450 million per annum or 17.8% of the import bill in 5 years.</p> <p>4. Cooking oil- Mount Meru SOYCO has been constructed and operational.</p> <p>5. Trust industries in Bugesera has been constructed, producing soap, toilet papers among others.</p> <p>6. A leather community processing center has been set up in Gatsibo and operational.</p> <p>7. For clothes, a Chinese</p>	<ul style="list-style-type: none"> ○ Construction of two factory units, instead construction to begin with one unit worth 5.1 b Rwf ○ Leather - Kigali Leather Star (tannery), shoe factory, support to shoes making SMEs, etc. ○ Mosquito nets - MINICOM advertised an expression of interest for investors interested in supplying long lasting Mosquitos bed nets and bidders already submitted their proposals ○ Packaging – feasibility study for integrated packaging plant is underway <p>Agro-processing (USD 112m): sugar, fertilizer, edible oil , dried fish, maize & rice</p> <ul style="list-style-type: none"> ○ DSM baby food - firm that produce fortified blended baby foods (soya and maize). operation by September 2016 ○ Mount Meru Soyco – firm that produce edible oil ○ Dairy industry - 		

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				<p>garment factory named C&H Garments is operational and has already started exporting.</p> <p>8. Construction materials: CIMERWA purchased new equipment and extended the plant, planning to produce 600 M.</p> <p>9. East African Granite started to produce granite tiles, Imana Steel (steel bars) and Sahara Electronic (led lights) are in implementation.</p> <p>10. 3 new investment projects in plastic packaging are being implemented: Kigali United Manufacturers Ltd, B.R.A Plastex Manufacturing Rwanda Ltd and Nordic Eco flex APS.</p> <p>11. Animal feeds plant in Rwamagana is under construction and operational.</p>	<p>Mukamira dairy plant, Burera dairy CPC, turnaround plan of Nyanza dairy , Support to Cheese making and other Dairy SMEs</p> <ul style="list-style-type: none"> ○ Sugar - Establishment of a second sugar plant in Nasho & Ndego. Turnaround plan of kabuye Sugar Work ○ Rice - expansion of Rice production 		
26.	To increase the number of tea factories (new tea factories to be built in NYAMASHEKE, NYARUGURU, NYAMAGABE, RUTSIRO and KARONGI)	5 new completed and operational factories	N/A	<p>Four out of five new tea factories are operational.</p> <p>1. Mushubi tea factory (Nyamagabe) has started production</p> <p>2. Muganzakivu (Nyaruguru) is operational and producing</p>			MINICOM MINAGRI

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				<p>since last year 2015.</p> <p>3. Rutsiro Tea Factory. The factory is operational.</p> <p>4. Gatare (Nyamasheke). Expropriation in the new site completed by the new company (Rwanda Mountain Tea) and construction starting in April 2016.</p> <p>5. Karongi tea factory is operational.</p>			
27.	The remaining State-owned factories will be privatized for better management;		N/A	Mulindi and Shagasha tea factories were privatised.			MINICOM MINAGRI RDB PSF
28.	To invest efforts in increasing the number of coffee washing stations and to improve the operations of existing ones (Coffee Washing Stations will increase from 141 to 220) so that the fully washed coffee increases from 30% to 80% of Rwandan coffee;	<p>Number of coffee washing stations</p> <p>Quantity of fully washed coffee (%).</p>	30%	<p>1. Coffee washing stations increased from 141 in 2010 to 271 as at end of 2013</p> <p>2. Fully washed coffee has increased to 50%.</p>	Strengthening the zoning strategy to link coffee farmers to coffee washing stations	The established coffee washing stations are not operating at full capacity	MINICOM MINAGRI NAEB
29.	Put in place a large cassava processing plant, fertilizer plant, a meat processing plant, a cement factory and to increase dairy factories (MUKAMIRA and GICUMBI);	Number of plants established	Cimerwa production Capacity 100,000 tonnes	<p>1. Kinazi Cassava Plant is operational.</p> <p>2. CIMERWA extension completed and is now operational.</p> <p>3. Mukamira dairy is fully</p>		Kinazi Cassava Plant is operating at low capacity with challenges of access to raw materials and working capital	MINICO M MINAGRI

No	Interventions	Indicator	Baseline (2010-2011)	Current status	Strategies to achieve the set target by 2017	Remarks/ Challenges	RAG
				<p>constructed and equipped.</p> <p>4. A new private investment in dairy in Gicumbi (Company called BLESSED Diary) is operational.</p> <p>5. Gako Beef project with meat plant component started.</p>			
30.	To promote small and medium sized agro processing factories across the country as well as put in place model factories;	Number of medium sized factories processing farm crops	N/A	<p>Factories processing farm crops have been established working with private sectors. These include:</p> <ol style="list-style-type: none"> 1. Soyco in Kayonza processing soya for oil 2. Animal feeds plant in Rwamagana processing maize, soya for animal feeds 3. Kinazi cassava plant. 4. AIF for fortified foods 5. Azania group, BAKHRESA, etc. 6. There is a CPC (Community processing Center) Program in MINICOM with the aim of increasing SMEs number and giving value addition to local products. Under this program, 1 Leather CPC is operational in Gatsibo District. Dairy CPC in Burera, Irish Potatoes CPCs in Nyabihu, Banana CPC in Rwamagana and ceramic CPC in Nyanza district have started operating. 		Availability of raw materials is still challenging	MINICOM MINAGRI
31.	To strengthen the pyrethrum processing factory	Strategic Plan and business	N/A	<ol style="list-style-type: none"> 1. SOPYRWA Strategic plan was developed and validated. 			MINICOM MINAGRI

No	Interventions	Indicator	Baseline (2010-2011)	Current status	Strategies to achieve the set target by 2017	Remarks/ Challenges	RAG
		plan for pyrethrum industry		<p>2. The company has been supported with new investments which has enabled it to acquire new equipment's for essential oils</p> <p>3. Through the new investment the company has access to new markets in Europe and USA and is exporting.</p>			MINADEF
32.	To increase the percentage of exports vis a vis the imports, from 27% up to 75%	Percentage of exports vis a vis the imports	N/A	<p>Exports coverage of imports increased significantly from 27.4% in 2010 to 35.7% in 2015, an annual average increase of almost 33.1%.</p> <p>A result from a stronger growth in exports (20% annually) compared to the growth in import (13.3%)</p>			MINICOM MINAGRI
33.	To increase the contribution of the credit to private sector to GDP (30%)	Private sector as % GDP	15.6%	In 2015-16 the credit to private sector as % GDP is at 20.6% (20.7% as of end June 2016)			MINECOFIN BNR
34.	To implement the National Tourism Master Plan.	Tourism sub Master Plan.		<p>1. Tourism Law being implemented (e.g. tourism quality assurance and classification of tourism infrastructure improved) and</p> <p>2. National tourism master plan being implemented (new tourism products developed:</p>			MINICOM RDB

No	Interventions	Indicator	Baseline (2010-2011)	Current status	Strategies to achieve the set target by 2017	Remarks/Challenges	RAG
				<p>Kibeho religious tourism, Buhanga Eco park etc.) and new Eastern subsector master plan developed</p> <p>3. Kivu belt subsector master plan being implemented (Kivu belt project study available, property valuation company hired, and transaction advisory company hired) and</p> <p>4. Heritage corridor sub master plan implemented (Heritage corridor tourism packages available and next step is to restore attractions and install directive and informative signposts to key attractions of the corridor)</p>			
35.	To improve the management of national parks	A mechanism for the proper management of national parks put in place.	N/A	<p>1. Management of national parks improved</p> <p>2. National Parks feasibility studies and Business Plans for Gishwati and Mukura completed</p> <p>3. Next step:</p> <p>4. Establishing the Tourism Company that will be managing on behalf of the GoR the National Parks and other Tourism Assets and Providing infrastructure (</p>			MINICOM RDB

No	Interventions	Indicator	Baseline (2010-2011)	Current status	Strategies to achieve the set target by 2017	Remarks/ Challenges	RAG
				water, access roads and electricity) in the Gishwati and Mukura National Parks			
36.	To promote tourism based on national culture and history and host international conferences	- MICE strategy - Number of cultural village	N/A	<ol style="list-style-type: none"> 1. Rwanda Convention Bureau operationalized. 2. MICE (Meetings, Incentives, Conferences and Exhibitions) strategy implemented 3. Kibeho upgraded for religious tourism. 4. MICE Private Sector Development initiatives: 5. Formed Rwanda Association of Professional Conference organizers (RAPCO) 6. Training: Training workshops with PCO's and Event organizers was held to educate them on planning and hosting MICE events successful. 7. MICE Infrastructure Development: <ul style="list-style-type: none"> - Camp Kigali established as a MICE Venue , and current effort to establishing and operationalize the MICE-Rwanda Convention Bureau as a private entity (a Cabinet Decision) 			MINICOM RDB

No	Interventions	Indicator	Baseline (2010-2011)	Current status	Strategies to achieve the set target by 2017	Remarks/ Challenges	RAG
				- Kigali Cultural Village: a component of the project is being developed by Kigali City for their Agaseke Project; construction of basic infrastructure going on and expected to be completed by the financial year 2016-17			
37.	To increase the number of high and medium standard hotels in a bid to promote tourism and improve their operations;		N/A	<ol style="list-style-type: none"> 1. Construction of Kigali convention centre completed 2. Construction of Marriot Hotel Completed, a 5 star hotel 3. Gorilla hotel-Nyarutarama fully operational 4. Construction of Hilton hotel, a 5 star hotel under negotiation. 5. Sheraton hotel, an international 5 star hotel under negotiation 6. Kivu Marina Bay in Rusizi construction under negotiation 			MINICOM RDB
38.	To double proceeds from the tourism sector.	Increased Tourism revenues	265 Mns USD in 2011-2012 318 Mns USD in 2012-2013	<p>Current performance:</p> <ol style="list-style-type: none"> 1. Tourism Revenues: \$ 293.6 Million in 2013, compared to \$ 281.8 million generated in 2012. Growth is corresponds to an increase of 4%. 2. Tourism revenues: USD \$326.6 			MINICOM RDB

No	Interventions	Indicator	Baseline (2010-2011)	Current status	Strategies to achieve the set target by 2017	Remarks/ Challenges	RAG
				<p>m in 2015, compared to \$304m generated in 2014. Growth is corresponding to an increase of 8%.</p> <p>3. Tourism sector is expected to generate \$860 million in 2017 which means an annual growth equal to 25%.</p> <p>4. Proactive approach to develop and diversify tourism products:</p> <ul style="list-style-type: none"> - Kigali Cultural Village development - Kalisimbi Cable car and Ecotourism Project - Kivu Belt & Heritage Corridor development - Develop Twin Lakes as Tourism Destination - Religious Tourism (Kibeho & Gahini) 			
39.	To sensitise Rwandans on increased participation in tourism activities, their numbers reaching at least 30% of those visiting tourism activities	Rwandans participating in tourism activities (visits) reach 30%	N/A	<ol style="list-style-type: none"> 1. From 2011 to 2015, 39.52% (126.971) of 321.305 tourists that visited the national parks were domestic tourists. 2. Prices for the domestic market were initiated. 3. Joint tourism packages for all key destinations were developed and promoted in 	<ul style="list-style-type: none"> -Creating awareness by hiring a company to sensitize Rwandans to travel -To initiate the domestic tourism campaign -To collaborate with stakeholders mainly tour operators to create package with discount to Rwandans 	<ul style="list-style-type: none"> -Lack of statistical data from some stakeholders of tourism -Some destinations in Rwanda are visited but with 	MINICOM RDB

No	Interventions	Indicator	Baseline (2010-2011)	Current status	Strategies to achieve the set target by 2017	Remarks/ Challenges	RAG
				collaboration with the Private Sector. 4. Domestic tourism campaigns were implemented.	-To support tourism events organized locally -To increase number of Rwandan visitors via marketing, branding and media	no means of get their numbers -Budget constraints to implement the strategies of Domestic tourism -Some local Tour operators selling domestic tourism not registered in RTTA which has negative Impact on domestic tourism development.	
Program 3: Infrastructure							
40.	To rehabilitate and construct new tarmac roads including the following ones: Ngoma-Bugesera-Nyanza, Ntendezi-Karongi-Rubavu and Base-Gicumbi-Nyagatare roads (± 400 km);	Number of km rehabilitated or constructed	A) Ngoma-Bugesera-Nyanza road 130 Km: The road was a normal earth road. There was no study for upgrading to tarmac road.	1. The detailed studies were completed. Review of Economic and Technical Studies is ongoing and consolidated report will be submitted end of August 2016 2. Periodic maintenance of the Ngoma-Bugesera Section is ongoing. 3. Funds mobilization for the Upgrading is still ongoing with different Development Partners (WB, JAICA).	The WB and JICA confirmed that they will conduct their appraisal missions before end Dec 2016. The Financing Agreements will be signed by end June 2017 latest, and then works should start.		MININFRA MINECOFIN
		Number of km rehabilitated	B) Ntendezi-Karongi-	1. Ntendezi- Mwityazo (51Km) completed.			

No	Interventions	Indicator	Baseline (2010-2011)	Current status	Strategies to achieve the set target by 2017	Remarks/ Challenges	RAG
			Rubavu road 187Km (Kivu Belt).	<p>2. Mwityazo-Karongi (66Km): physical progress is at 100%. A technical site visit was conducted on 26th April 2016 and correction of identified defects is underway.</p> <p>3. Karongi-Rubengera (17Km) rehabilitation: physical progress is at 100% and the site visit and meeting for provisional handover was conducted on 28th and 29th June 2016. Correction of identified defects is underway.</p> <p>4. Rubengera - Gisiza (24.5Km): Works started on 25th April 2016 and the physical progress is at 22% including mobilization at 80%, earthworks completed for 11Km, drainage works done at 15% and EMP done at 38%.</p> <p>5. Gisiza-Rubavu (48Km): Works started on 02nd July 2015 and the physical progress is at 32% including site mobilization at 90%, sub-base at 21%, base layer 14%, and asphalt 5% drainage works at 40%, bridge works at 32%.</p>			

No	Interventions	Indicator	Baseline (2010-2011)	Current status	Strategies to achieve the set target by 2017	Remarks/ Challenges	RAG
41.	Rehabilitate tarmac roads including the following: Ngororero-Mukamira road, Kigali-Musanze road, Kigali-Gatuna road, Rusizi-Ntendezi-Nyamagabe-Huye road, Rusumo-Kayonza road, Kayonza-Kagitumba road, Muhanga-Karongi road (± 700 B10Kms).	Number of km rehabilitated	Existing unpaved and paved carriageway.	<p><u>Ngororero- Mukamira road:</u> completed in 2011; contract for routine maintenance is under signatory process.</p> <p><u>Kigali-Musanze road:</u> Completed in 2012; defects correction underway. Final handover is scheduled end September, 2016.</p> <p><u>Kigali-Gatuna road:</u> Completed at 100%</p> <p><u>Crete Congo Nil-Ntendezi 30km:</u> works completed</p> <p><u>Crete Congo Nil-Kitabi (33Km):</u> completed.</p> <p><u>Kitabi-Huye (53Km) rehabilitation and widening:</u> The no-objection for tender documents for works was granted by BADEA and published on 19th April 2016. The bids' opening was done on 12th Aug 2016.</p> <p><i>For the supervision,</i> The no-objection from BADEA was issued on 22nd June 2016. The RFP was sent to shortlisted firms on 27th June 2016.</p>	<p><u>Rusumo-Kayonza-Kagitumba road</u></p> <p>Contract for <u>Supervision</u> is expected to be signed by end Nov 2016.</p> <p><u>Contract for works</u> is expected to be signed by end Oct 2016.</p>		

No	Interventions	Indicator	Baseline (2010-2011)	Current status	Strategies to achieve the set target by 2017	Remarks/ Challenges	RAG
				<p>Rusumo-Kayonza-Kagitumba road 208: from 2011, RTDA has hired a contractor to ensure periodic maintenance of this 208 Km road until its rehabilitation starts.</p> <p>AfDB Board of Directors approved the project on 22nd June 2016 and loan agreement was signed July 2016.</p> <p>Muhanga-Karongi road: From 2011, RTDA has hired a contractor to ensure periodic maintenance of this road and Technical acceptance has been done for first year periodic maintenance works. Overall study progress is at 90% for rehabilitation works.</p>			
42.	Roads linking various provinces and districts will be constructed or rehabilitated	% of roads linking provinces and Districts in good condition	C) Base-Gicumbi-Nyagatare 51 Km:	<p>This road (124km) has been divided in two lots as follows:</p> <ul style="list-style-type: none"> - Lot1: Base- Gicumbi- Rukomo (51km): Physical works progress is at 11%. Including site installation. The design review is also underway. - Lot 2: Rukomo-Nyagatare (73km): <u>Works:</u> tender document for works is still under review. <u>Supervision:</u> The no-objection on the draft RFP and shortlist was issued on the 22nd Apr 2016; technical and financial proposals 	Ensure procurement activities are completed by end 2016 (Rukomo-Nyagatare).	Compensation process for some People Affected Project (PAP) due to lack of land titles	MININFRA MINECOFIN

No	Interventions	Indicator	Baseline (2010-2011)	Current status	Strategies to achieve the set target by 2017	Remarks/ Challenges	RAG
				were submitted on 28 th June 2016. Evaluation of technical proposals is underway. Base- Butaro -Kidaho (63km): overall progress is at 12% including site mobilization (2.16%).			
43.	In KIGALI City, Government will construct 106 km of tarmac and stone-paved roads and 100 km of such roads in other towns; The maintenance level of constructed or rehabilitated main tarmac or earth roads and bridges will increase from 39% to 100%	Number of km constructed or rehabilitated. The % of maintenance level for main roads and bridges	Paved roads in bad conditions and unpaved road in inadequate conditions.	Kigali city roads 106Km Roads: From 2010 to date 75.84km of paved roads were constructed in the CoK. Construction of 100 Km of tarmac and stone paved roads in secondary cities and other cities ongoing; Rubavu urban roads (15km): 13.8Km have been done from 2010/11 to 2015 (92% Completion) Rusizi urban roads (15Km): 14.06Km have been done from 2010/11 to 2015 (94% completion) Huye urban roads (15Km): Target exceeded (i.e. 18Km against 15Km targeted). The completion rate is at 120%.			MININFRA MINECOFIN MINEAC
44.	Construct the ISAKA-KIGALI railway (494 km);	Number of km constructed Railway completed and operational	Pre-feasibility studies	1. The final contract negotiations took place in Dar Es Salaam on 13th July, 2016. The draft contract was sent to MINIJUST for legal opinion on 20th July 2016.		this is a regional project and beyond government of Rwanda control	MININFRA MINECOFIN MINEAC

No	Interventions	Indicator	Baseline (2010-2011)	Current status	Strategies to achieve the set target by 2017	Remarks/Challenges	RAG
				2. Transaction and advisory services contract has been extended to August 2016 and RFP will be received in December 2016.			
45.	Construct the Bugesera International Airport; extension work for RUBAVU and KAMEMBE airports and renovate the Kigali International Airport; and improvement of the existing Kigali International Airport passenger terminal building and location of RCAA offices at its rooftop.	Completion rate of NBIA, construction, works Airport completed and operational	Detailed studies and EIA report.	<ol style="list-style-type: none"> The expropriation is completed at 99.5% Laying of boundaries for Bugesera International Airport (new airport) was completed. Investor has been identified and negotiations to start the implementation is ongoing 			MININFRA
		Completion rate of KIA, Rubavu and Kamembe renovation and extension works Airports completed and operational	Tender for rehabilitation.	<ol style="list-style-type: none"> Kamembe: Flight was resumed in June 2015 after the completion of runaway resurfacing. Rubavu: Valuation report is available and expropriation is planned to be completed this FY 2016/2017. 			
		Improved passenger terminal building and location of RCAA offices at the rooftop.	Old terminal building.	Project was completed	Project was completed		
46.	To promote water transport especially on Lake Kivu by building modern ports in RUBAVU, KARONGI and RUSIZI	Modern Ports constructed in Rubavu, Karongi and	Inadequate Old docks.	Study was completed and The Tender Document (TD) for works for pilot port in Western Province is available. We are in fund	Mobilize privates (PPP approach) for ports development in different areas.		MININFRA

No	Interventions	Indicator	Baseline (2010-2011)	Current status	Strategies to achieve the set target by 2017	Remarks/ Challenges	RAG
		Rusizi.		mobilisation with Trademark East Africa.			
47.	Increase electricity generation capacity from 85MW to 1000 MW by 2017	Increase electricity generation capacity from 85MW to 1000 MW by 2017 through the construction of the following power plants, among others: <ul style="list-style-type: none"> - Construction of Nyabarongo hydro power plant (28 MW) - Construction of Rusizi III (48 MW) - Construction of micro Hydro power plants in different districts (20 MW). - Construction of Methane gas plants (150 MW). - Construction of 	Number of MW produced.	Nyabarongo: <p>Plant commissioned November, 2014 and fully operational at 28 MW.</p> <ul style="list-style-type: none"> - Rusizi III HPP :145MW <p>Project agreements negotiations are at final stages. Commercial Operation Date expected end 2021</p> <ul style="list-style-type: none"> - Micro HPP <p>40 small sites with detailed studies at various stages of development:</p> <ul style="list-style-type: none"> -In the period July 2011 – June 2014, a total of 14.338MW from 13 micro hydropower plants (Nkora, Cyimbili, Keya, Mazimeru, Musarara, Janja, Mukungwa II, Nyirabuhombohombombo, Nyabahanga, Nshili I, Gashashi, Rukarara II and Giciye I) has been commissioned. -More micro hydropower projects are in pipeline (DC HPP' s Rwaza site (2.6 MW), Amahoro Energy's Nyundo site (4MW), Ngali Energy's sites (12 MW) - Methane: The project has been commissioned and its now operation with 25 MW 	The target of 1000MW was revised to 563 MW in the Energy Sector Strategic Plan approved in March 2015. <p>Exploration studies be expedited to locate the geothermal reservoir along Bugarama and Kinigi areas.</p>	Pilot projects for geothermal power generation failed, exploration studies are still ongoing	MININFRA

No	Interventions	Indicator	Baseline (2010-2011)	Current status	Strategies to achieve the set target by 2017	Remarks/ Challenges	RAG
		geothermal plants (310MW).		<p>- Geothermal energy The geothermal drilling project was temporarily suspended in March 2014 after drilling two unsuccessful wells at Karisimbi prospect. More studies and analyses are underway to determine the way-forward and prove resources in other prospects i.e. Bugarama, Kinigi and Gisenyi).</p> <p>Geothermal Master Plan is available and operational.</p> <p>-Gishoma Peat to Power (15MW): Testing is ongoing generating, currently generating 10MW and it will be fully commissioned when the transmission line and its subsequent substation are completed, targeted to be completed end July. It will follow the cabinet decision of operating as backup.</p> <p>- Giciye I : 4MW completed - Giciye II MHPP: Phase I of 2 MW completed and fully commissioned, and phase II of another 2 MW is ongoing waiting for the delivery of the required generator.</p> <p>Rukarara IV Mushishito (5MW): the construction of the access road is</p>			

No	Interventions	Indicator	Baseline (2010-2011)	Current status	Strategies to achieve the set target by 2017	Remarks/Challenges	RAG
				<p>at 95% completion and the connecting transmission line completed.</p> <p>Rusumo HPP:</p> <ul style="list-style-type: none"> - CP1 (Civil and Hydro Mechanical Work) bid evaluation report completed and submitted to WB for no objection. - CP2 (Electro mechanical works) is being finalised and will available by the end of August 2016 for no objection. - CP1 contract negotiations will be conducted and finalised in September. - Ground breaking will be executed by end of October/early November. <p>Hakan: Amendment of PPA and concession agreement signed in Feb 2016. The project will be delivered in 2020.</p>			
48.	Percentage of Rwandans having access to electricity to increase from 10% to 70% by 2017.	Increased % of Rwandans having access to electricity	Electricity access was at 10.8% as per EICV report	<ul style="list-style-type: none"> - Access by end June 2016 (FY 2015/2016) is 24.3% and 2.6% on-grid and off-grid, respectively. - As per energy sector strategic plan 2013/2018, the target by 2017/18 is 70% i.e. 48% on-grid and 22% off-grid. 	<p>Harmonized awareness campaign for “Dutire Neza Kandi Heza and Amashanyarazi kuri bose” to boost the implementation of Rural Electrification Strategy approved in April 2016 is being conducted countrywide.</p> <p>GoR to provide incentives for private companies to achieve off-grid target of 22%.</p>	Scattered resettlement pattern increases on-grid connection cost making the project difficult to implement at once on a large scale.	MININFRA

No	Interventions	Indicator	Baseline (2010-2011)	Current status	Strategies to achieve the set target by 2017	Remarks/ Challenges	RAG
					Joint efforts of all involved institutions in the implementation of resettlement policy; IDP model village to be implemented countrywide.	Required subsidies for off-grid connection for Ubudehe1 category.	
49.	In rural areas specifically, develop projects to produce energy from solar, wind, biogas and other sources of energy	Increased % of Rwandans having access to energy	The projects for the installation of solar PV panels in health centers and schools were at inception stage	<ol style="list-style-type: none"> 1. A 8.5MW solar project is operational in Rwamagana district. 2. 50 health centers were installed with solar PV panels 3. 300 schools were installed with solar PV panels. 4. 10,200 domestic biogas digesters and 81 institutional biogas plants are currently installed across the country. 5. Private companies like Mobisol, Mesh Power, BBOX, Ignite and others have been facilitated and in some cases given financing and other incentives to help electrify rural communities through solar energy. 	<ol style="list-style-type: none"> 1. Decentralized Biogas and ICS in MINALOC/LODA to expedite the implementation of the program 2. Private companies are being mobilized to invest in off-grid projects to boost rural electrification. 	Need to define the indicator in line with the intervention	MININFRA MINECOFIN MINEDUC MINISANTE MINALOC MININTER
50.	Construction of electricity interconnection lines with neighbouring countries to facilitate exchange of electricity with other countries.	Availability of power through the interconnection lines	1.	<ol style="list-style-type: none"> 1. The 220kV transmission lines Mirama-Birembo (Uganda-Rwanda): The transmission line on the Rwandan side completed waiting from Uganda side to complete their part. 2. Karongi-Rubavu-Goma-Shango-Karongi-Rubavu section is at 100% completion. 	<ul style="list-style-type: none"> ✓ Uganda-Rwanda: Timelines for the upgrade of Kenya-Uganda-Rwanda Transmission lines has been agreed upon and implementation to be completed by December, 2016. ✓ Other projects: MININFRA/REG Ltd to closely follow up all project 	Poor performing contractors have been the main challenge to have these regional TL completed e.g: ISOLUX Ingenieria (Spanish)	MININFRA MINECOFIN

No	Interventions	Indicator	Baseline (2010-2011)	Current status	Strategies to achieve the set target by 2017	Remarks/Challenges	RAG
				<p>-Goma-Shyango section is at 85% completion rate.</p> <p>3. The feasibility studies for 220kV Kigoma – Huye – Ngozi – Gitega (Rwanda- Burundi) transmission line are completed, the financing agreement KfW was signed. The recruitment of the supervision firm is completed.</p> <p>4. The feasibility studies for 220kV Rusumo – Shango (Tanzania – Rwanda) transmission line are completed, and financing commitment has been secured from AfDB. COD: 2019.</p>	implementation activities for timely completion and commissioning of interconnection projects		
51.	<p>As part of environment protection, the number of users of fuel wood, grass and charcoal will decrease with the increase in the use of LPGs, peat, biogas and other substitutes for fuel wood;</p> <p>More efforts will be put in programs for renewable and environment friendly energies, and programs to conserve and save energy using energy saving lighting, and fuel efficient stoves that will help save energy, allowing currently used biomass to decrease from 85% to 55%</p>	% of reduction in biomass use		<p>As part of energy efficiency initiatives,</p> <p>1. The Campaign for Biomass alternatives penetration is ongoing together with ‘Amashanyarazi kori bose & Duture heza kandi neza campaign’. This campaign will see more people in rural areas use improved cook stoves and domestic biogas. It will realize LPG penetration in cities and promote institutional biogas.</p> <p>2. more than 2022 solar water heaters have been installed, and</p> <p>3. Energy saving bulbs have</p>	<p>1. More solar dealers are being engaged in the market to widen the solar equipment supply base.</p> <p>2. Masons are being trained in the construction and rehabilitation of Biogas.</p> <p>3. More energy efficient lamps are being tracked as the technologies continue evolving keep up with more efficient options.</p>	<p>Domestic Biogas Technologies have been failing in rural areas due to lack of enough technical capacities at the cell levels.</p> <p>Lack of enough budget support for both domestic and institutional biogas has also been hampering this target.</p>	MININFRA

No	Interventions	Indicator	Baseline (2010-2011)	Current status	Strategies to achieve the set target by 2017	Remarks/ Challenges	RAG
				<p>been installed along the main roads under street lighting projects. This has contributed to energy saving and hence environmental protection.</p> <p>4. The Design and Tender Document for 46 Hospitals and 35 Health Centers was completed.</p> <p>5. Set up an EE interim taskforce to follow-up and coordinate implementation of all Energy Efficiency programme activities on-going,</p> <p>6. Establish a coordination and monitoring taskforce and framework for EE Unit at Energy Development Corporation Ltd</p> <p>7. 800,000 economic lamps (CFLs) have been distributed to households.</p>			
52.	<p>In order to increase available oil products and reduce their cost, a bio-fuel producing factory will be built and the project to convert methane gas into petroleum will be initiated; Oil depots will increase in number and capacity so that Rwanda's oil storage lasts at least 4 months in case oil products are in shortage;</p>	Bio-fuel producing factory.		<p>The oil reserve storage capacity increased to 74 Million CM³ through supporting private sector in project development.</p>	<p>The 4 Months storage capacity target was revised during the energy policy to Two months for government and one Month for private (i.e. 3 Months in total). Thus 4 Months is no longer the target.</p>		MINICOM MININFRA

No	Interventions	Indicator	Baseline (2010-2011)	Current status	Strategies to achieve the set target by 2017	Remarks/ Challenges	RAG
53.	To increase the capacity of institutions, such as NIRDA (former IRST), doing research on oil and bio-fuel, and to encourage the Private Sector to invest money in research findings.	Research findings on bio-fuel		<ol style="list-style-type: none"> 1. The capacity of IRST was enhanced. A research study on bio fuels is ongoing and so far has yielded stimulating results. 2. After the research is finalised, the technology will be given to the private sector to manage more investments. 3. In addition, Rwanda biodiesel company Ltd, a joint public private company has been registered. Government is to bring in private investors after the research is complete. 			MINEDUC MINICOM PSF
54.	In regard to water and sanitation, the number of Rwandans using clean water will be 100%, while the number of those with proper sanitation infrastructure will increase from 45% to 100% by 2017	<p>The % of Rwandans using clean water</p> <p>The % of Rwandans with access to proper sanitation infrastructure</p>		Access to clean water is at 84.8% while access to improved sanitation is at 83.4 % (See EICV4 results)	<p>Clustering of service areas and setting up an enhanced O&M framework as well as construction of new water supply systems</p> <p>Mapping of un-served areas and identify the options to extend water supply services to these areas in the most efficient manner</p> <p>With regard to Sanitation demand generation for individual sanitation services will be enhanced through Awareness rising, Marketing of technical options and Enforcement of the regulation</p>	<p>Scattered settlement patterns that could hinder the 100% achievement by 2017/18</p> <p>Roles and responsibilities of different actors in sanitation sub sector have not been clear</p>	MININFRA MINISANTE
55.	To properly manage public property in general	Periodic reports of the		Database and Valuation of all Government Land and Properties	Putting in place ministerial order for implementation of the	Poor compliance to some of the	MININFRA

No	Interventions	Indicator	Baseline (2010-2011)	Current status	Strategies to achieve the set target by 2017	Remarks/ Challenges	RAG
		status of Government property.		<p>established in January 2015</p> <p>The database provides the following key information:</p> <ol style="list-style-type: none"> 1. Geographical location/identification of the property by coordinates 2. Information on the property use 3. Information on physical status of the property 4. Deed plan for the property 5. Value of the property 6. Asset registry software (Database) to adequately manage the identified Government land and properties. <p>National Database of Government movable property established within the financial year 2014/2015. RHA compiled data from all Government institutions to constitute the National Database of Government movable property.</p> <p>Target movable properties include, mainly, office equipment, tools and furniture.</p> <p>Strategy for Management of Government Building and Office Equipment adopted in September</p>	<p>adopted Strategy for Management of Government Building and Office Equipment</p> <p>Keeping updated inventories of Government fixed and movable properties for proper and efficient management.</p>	provisions of the adopted strategy by Government Institutions.	

No	Interventions	Indicator	Baseline (2010-2011)	Current status	Strategies to achieve the set target by 2017	Remarks/ Challenges	RAG
				2015. The strategy was elaborated as a guiding tool for proper and efficient management of Government Properties.			
56.	To enhance the National Meteorology Centre by providing the center with competent staff and modern equipment with latest technology to help Rwandans in their various daily activities especially those involved in agricultural activities	A structure streamlined with the mandate. Daily accurate information on the weather		Rwanda Meteorology Agency (RMA) has been transferred from MININFRA to MINIRENA to strengthen weather and climate change monitoring and coordination. RMA has acquired a new radar system that help to detect weather hazards and help boost the safety of the aviation industry. (Maranyundo weather Radar) By June 2016; RMA disseminated 65% warning over occurred events country wide, Weather forecast in disseminated on 13 radio stations and live weather presentation is broadcasted on 5 TVs and social medias.			MINIRENA
57.	To enhance capacities in various sectors (including water, Sanitation, transport, energy and urban planning, etc.)	Number of people trained in those identified sectors		52,146 people were trained and 24,020 are on training. The key areas people were trained in are: ✓ Railway Project Management & Construction; bridge and roads construction; Comprehensive Transport Planning; Road Pavement Design; Mobile Weighbridge			MININFRA MINEDUC MINECOFIN

No	Interventions	Indicator	Baseline (2010-2011)	Current status	Strategies to achieve the set target by 2017	Remarks/ Challenges	RAG
				<p>installation, operation and maintenance;</p> <ul style="list-style-type: none"> ✓ Air Traffic Management; Aeronautical Engineering; Airports certification and infrastructure standards, industry surveillance and inspection; Mechanical and Aerospace Engineering; cadet pilots and aircraft technicians; Approach Radar Control; Air Ground Lighting. ✓ Power system Engineering; Transmission optimization; Geothermal and methane; oil and gas; energy policy and shift; Renewable Energy. ✓ Zoning and layout plans design; Permitting process and inspection; GIS Introduction; Architecture; ✓ Water treatment plant optimization and Energy Consumption efficiency; Water transport distribution; Comprehensive Engineering on Water Supply Systems; Fecal Sludge Management; Water Sewerage And Sanitation; Water Loss Reduction, Sustainable urban water management & decentralized waste water treatment systems and Total Quality Management. 			

No	Interventions	Indicator	Baseline (2010-2011)	Current status	Strategies to achieve the set target by 2017	Remarks/ Challenges	RAG
Program 4: Improved Settlement							
58.	To avail construction master plans for all areas of the Country and all buildings to adhere to construction regulations	Elaborated local –urban development construction master plans for districts and all areas of the country available and buildings adhered to regulations.	Detailed Engineering Design and Implementati on studies for 5320 plots of MUSANZE, RUSIZI and KARONGI Districts completed. -Technical elaboration studies for Local Urban Development Plans for all 30 districts fully and already completed at 100%. -Detailed Engineering Design and Implementati on studies for the remaining 27 districts completed by end 2012-2013 FY.	<ol style="list-style-type: none"> –All (30) Districts have Local Urban Development Plans (both Conceptual and Detailed (for priority sites) currently available and already approved by respective District councils. - Lakeshore Land Use Master plans for Muhazi, Sake, Ruhondo and Burera Mugesera, Rumira, Mirayi lakes and Iwawa Island developed - Local Urban Master Plans for twelve (12) emerging Market Towns (Kabarondo, Byangabo, Ngarama, Mahoko, Kiramuruzi, Rukira, Videwo&Karubamba, Rukara, Rukomo, Ruhuha, Gasarenda, Mimuri, Kinazi available while for Bugarama, Gitwe, Kinazi and Munini in final completion stages; Local Urban Master Plans for Border Posts of Gatuna, Rusumo, Kigutumba (Matimba) and Bweyeye available; - New Urban Settlement Sites in District Cities/Towns serviced with at least 5km of basic graded roads in 27 Districts. 	<p>Develop a mobilization and communication strategy on opportunities for investments in urban areas to facilitate master plan implementation;</p> <p>- Improve the Inter-sectoral Coordination mechanisms to facilitate the integrated planning and local urban development management</p> <p>Invest in infrastructure development in potential urban areas to stimulate private sector development and businesses</p> <p>Enhance the sites and servicing (Plot servicing) activities to equip new development areas and avoid new informal settlements</p> <p>Support the Urban upgrading of existing neighborhoods in COK and Secondary cities</p>	<ul style="list-style-type: none"> - Level of implementation especially for Lakeshore Land still low; - Abuse and non-compliance to master plans during implementation leading to informal settlements; - Low Public Awareness levels about existing master plans 	MININFRA MINALOC

No	Interventions	Indicator	Baseline (2010-2011)	Current status	Strategies to achieve the set target by 2017	Remarks/ Challenges	RAG
				<ul style="list-style-type: none"> 6. Infrastructure development project for Secondary Cities ongoing (RUDP) 7. - Urban Street Addressing for the City of Kigali completed and that of Musanze, Huye and Nyagatare ongoing. 8. – Revision of the existing master plans for 6 secondary cities ongoing. 9. - Master plan implementation audit ongoing in Districts. 			
59.	To plan, in constructing public buildings, easy access for the handicapped and the elderly; All public and frequently visited buildings to be constructed in a way that eases access for persons with disabilities	All public buildings to comply with regulations.	All <u>new</u> buildings have facilities for People with Disabilities- this is done through one stop center.	<ul style="list-style-type: none"> 1. Guidelines and instructions that advocate incorporation of facilities for People with disabilities in all buildings and in all public areas as well as multi-storey homes have been disseminated to all contractors and individuals. 2. Provision of facilities for easy access for the disabled and elderly are ongoing through upgrading activities in some old public buildings (e.g Health Centres; MININFRA; ...) 3. All new public buildings are compliant with the directives 4. Screening of non-compliant applications for building permits applied everywhere 	- Requirements for public buildings are part of the Draft Ministerial Order Determining Urban Planning and Building Regulations - Staffing, equipping and training of District One Stop Centres personnel and set staff retention strategies to address turn over issues	<ul style="list-style-type: none"> - Some old buildings cannot be upgraded with accessibility facilities because of the architectural nature; - Limited resources to reach all sites for enforcement; - Intruders in the engineering profession sabotaging the enforcement 	MININFRA
60.	To implement the national housing policy both in rural and urban areas	National housing policy adhered to	Master plans for all the districts have been	<ul style="list-style-type: none"> 1. A new revised National Housing Policy is in place and under implementation. 2. A National Urbanization Policy 	<ul style="list-style-type: none"> 1. Mobilize large scale private investment in affordable housing 2. Establish funding options and 	<ul style="list-style-type: none"> - Building materials costs still expensive; - Insufficient 	MINALOC MININFRA

No	Interventions	Indicator	Baseline (2010-2011)	Current status	Strategies to achieve the set target by 2017	Remarks/ Challenges	RAG
			developed. Detailed implementation studies are being conducted.	in place and under implementation. 3. 2-Laws, 13 Implementing Orders and 2 Codes in place and under implementation 4. District One Stop Centres to support implementation and management of National Housing Policy established; 5. Informal Settlement Upgrading with basic infrastructure services in specific areas of Karongi and Rusizi Cities completed and planned for part of Nyarugenge, Musanze and Huye; 6. Six(6) Secondary Cities (Nyagatare; Muhanga; Huye; Musanze; Rusizi and Rubavu) to support urbanisation agenda designated and infrastructure development ongoing;	mechanisms to support the mortgage finance industry 3. Establish Housing and urban development revolving fund 4. Promote resource efficient and climate resilient green building and construction technology 5. Commission a study on new technologies that can provide low-cost, better quality and sustainable construction materials 6. Promote high density residential developments (e.g 4 in 1 or 8 in 1 houses)	financial options (including limited mortgages) to support low income earners; - High Cost of land acquisition (expropriation) - Private Sector not willing to invest in low cost housing.	
61.	To continue promoting grouped settlement in rural areas (imidugudu) such that it increases from 51.6% to 70% of Rwandan inhabitants while people in urban areas will be at 30% by 2017	70 % of households living in grouped settlements	54.5% of Rwandans live in rural settlement as per 30th August 2014 data.	1. 55.8% of the population live in grouped settlement (EICV 4) 2. 5 IDP Model Villages (1/Province) constructed 3. 84 IDP Model Villages with Layout Plans and serviced with basic infrastructures 4. 4 Green Model Villages in Gicumbi (Rubaya); Ngoma(Rukumberi);	Grouped settlements: 1. -Develop and implement a mobilization strategy to relocate people from scattered settlements and high-risk zones; 2. -Develop an unconventional approach to fast track fast and smooth resettlement of households still living in the	- Continued growth of settlements in scattered and high-risk zones - Insufficient infrastructure to attract people into grouped settlements;	MINALOC MININFRA

No	Interventions	Indicator	Baseline (2010-2011)	Current status	Strategies to achieve the set target by 2017	Remarks/ Challenges	RAG
				<p>Huye(Taba); and Muhanga (Muyebe I & II) and Bugesera (Rweru)</p> <p>5. 62families relocated families from Bugesera Airport area A (Musovu).</p> <p>6. Rweru Project: 10 blocks of 4 in 1 and 32 blocks of 2 in 1 have been successfully completed in Bugesera District. Schools, Multi-purpose Hall, Health posts, Cowshed, water tanks were also constructed at 100 %,</p> <p>7. Scaling up of Rweru Model IDP approach in all Districts ongoing;</p> <p>8. Layout plans for all imidugudu sites in 10Districts completed;</p>	<p>scattered areas and high-risk zones.</p> <p>3. -Develop catalytic and transformative Infrastructure in planned settlement sites;</p> <p>4. -Local Governments to fast track the usage of VUP funds to upgrade grouped settlements by availing basic infrastructure;</p> <p>5. -Scale up IDP model villages and encourage District Development Partners to invest in them;</p> <p>Urban settlements:</p> <p>6. Increase efforts in creating urban pull factors</p> <p>7. -Implement the Kigali City Master Plan and Develop the 6 Secondary Cities: Musanze, Rubavu, Rusizi, Huye, Muhanga and Nyagatare through improvement of infrastrcture and socio-economic investments to attract private sector and businesses,</p> <p>8. -Put in place a sustainable plan to build affordable high-rise apartment blocks for the purposes of rational land utilization</p> <p>9. -Developing a national spatial development framework to identify and support various</p>	- Mindset about living in grouped settlements;	

No	Interventions	Indicator	Baseline (2010-2011)	Current status	Strategies to achieve the set target by 2017	Remarks/ Challenges	RAG
		30 % of households living in towns by 2017		19% of the Rwandan Population is living in urban areas. Upgrading Informal settlements and plot servicing to facilitate and accelerate urban process ongoing	potential emerging urban centres - Promoting joint sectoral efforts to enhance the establishment of urban pull factors; - Strengthening the different initiatives/activities (Affordable housing, IDP models, upgrading of informal settlement , plot servicing) to match with EDPRS 2and Vision 2020 targets	- Insufficient urban pull factors (especially jobs and socio-economic services) to ensure the massive urban migration; - Mindset about urban livelihood; - Lack of local sensitisation and mobilisation campaigns on urban living	
62.	To facilitate acquisition of affordable materials and equipment which are environment friendly	A recommended list of affordable building materials, which are environment friendly. A clear facilitation policy in acquisition of those materials	An inventory of building materials for 5 Districts has been done. Buildings are constructed using compressed bricks and hydra form machines.	1. - An inventory and mapping of local building materials for all Districts has been done. 2. - Standards on quality of Building Materials established in collaboration with RBS through Rwanda Building Code 3. - Promotion of modern kilns introduced and their operationalisation is under privatisation; 4. - Brick-testing Laboratory established (Ruliba) 5. - Investors in local construction materials production mobilised (e.g Strawtech; JSI International;	1. Mobilise more investors in production of standardised local building materials 2. Sensitising the construction sector in using local building materials for mindset change about local materials	- Lack of ownership and management of the Kilns and Brick and tile-making machines by Districts led to production failure; - Current volume (quantities) of existing raw materials not known	MININFRA MINICOM MINIRENA

No	Interventions	Indicator	Baseline (2010-2011)	Current status	Strategies to achieve the set target by 2017	Remarks/ Challenges	RAG
				<p>Horizon and Private Burnt Brick Makers)</p> <p>6. - 416 brick and tile making machines to facility in production of stabilised earth blocks and cement roof tiles purchased and distributed in all sectors.</p> <p>7. 5 Hydraform machines donated to IPRCs to facilitate capacity building and project execution</p> <p>8. CIMERWA production capacity increased.</p>			
63.	To mobilize investors to build affordable houses	<p>Number of housing cooperatives for civil servants, and investors mobilised</p> <p>Affordable houses constructed</p>	<p>Civil servants and other private cooperatives are encouraged to establish housing cooperatives. Currently 10 cooperatives have been established.</p> <p>Affordable Housing <u>Market Study</u> for demand and supply for Kigali City</p>	<p>1. Infrastructure support to investors in Affordable housing in place</p> <p>2. 130 Housing Cooperatives mobilised</p> <p>3. 22 international investors mobilised for construction of Affordable housing.</p> <p>4. Creation of Real Estate Investment Trust ongoing</p> <p>5. 561Units under construction in Batsinda II;</p> <p>6. 56Units under construction in Kabuga;</p> <p>7. Projects in pipeline are: 2000Units (Rugarama) and 4000 (Ndera and Busanza);</p> <p>8. 3Ha of Land per Secondary City acquired;</p> <p>9. - Affordable Housing Market Study for demand and supply</p>	To partner with Private sector and other estate developers to implement the affordable housing programs by signing with MOU's	<p>- Absence of Sovereign guarantee to motivate investors;</p> <p>- Investor's perception targeting high profits without considering purchasing of off-takers;</p> <p>- Lack of investors willing to invest in rental housing</p>	MINICOM MININFRA RDB

No	Interventions	Indicator	Baseline (2010-2011)	Current status	Strategies to achieve the set target by 2017	Remarks/Challenges	RAG
			<p>completed</p> <p><u>Kamonyi Pilot Project</u> is producing low cost building materials</p> <p>Nationwide affordable housing market survey to be conducted for the 4 provinces</p> <p><u>Negotiation</u> with investors in affordable housing ongoing</p>	for Kigali City completed and Similar Study to be rolled out in at least one District per Province;			
64.	To invest more energy in availing basic infrastructure facilities for rural grouped settlement sites (imidugudu)	Availability of Imidugudu sites with basic infrastructure		<ol style="list-style-type: none"> 1. Some of the organized Imidugudu have been supplied in electricity. 2. The national housing policy and urban/rural settlement policy in the offing will cater for this component. Currently, the total number of people living in rural areas and urban (scattered and grouped) has increased to 20%. In this category : 3. 65 IDP Model Villages serviced with basic infrastructures 	Enhance coordination with REG, WASAC and other private investors to implement and expand the IDP village upgrading	<ul style="list-style-type: none"> - Limited private sector investment in rural areas - Gaps in planning & legal tools to guide rural settlement development ; - Conflicting regulations 	MININFRA MINALOC

No	Interventions	Indicator	Baseline (2010-2011)	Current status	Strategies to achieve the set target by 2017	Remarks/ Challenges	RAG
				<p>using VUP approaches</p> <p>4. At least two Planned Imidugudu (Grouped Settlements) per district have Biogas</p> <p>5. All Imidugudu in Eastern Province have access to electricity.</p>		currently guiding rural settlement (for example land law and settlement law);	
65.	To phase out grass thatched houses as well as other houses that are below the housing standards	List and number of houses phased out		Grass thatched houses were completely phased out.			MINALOC
Program 5: Private Sector Development, Cooperatives and Investment							
66.	To mobilise Rwandan private operators in joining others both inside and outside the country to exchange information and to devise strategies enabling Rwandan Private Sector to take part in programmes promoting environment, research and technology towards improved production	Number of private operators		<p>1. Government has established an agency (NIRDA) to coordinate research and technology acquisition by the private sector.</p> <p>2. Public private dialogue, a platform where issues of private sector growth are discussed has been established and is fully functioning. A Public Private Partnership Policy and law are in place.</p> <p>3. Private sector federation has strengthened the professional associations, and these have acquired the mutual recognition agreements with their EAC</p>			MINICOM MINIRENA PSF

No	Interventions	Indicator	Baseline (2010-2011)	Current status	Strategies to achieve the set target by 2017	Remarks/ Challenges	RAG
				<p>counterparts.</p> <p>4. Rwanda-Uganda business forum done and will always be held every year, 4 editions have been done.</p>			
67.	To put in place a permanent monitoring system to show how new employment through the private sector is increasing in the country so as to lower Unemployment rate to less than 5%.	A permanent employment monitoring system, rate of Unemployment	N/A	<ol style="list-style-type: none"> 1. Government has established a labour Market information system (LMIS) that tracks employment creation in the country. 2. Government has consolidated different job creation initiatives into a national employment program (NEP) 3. The NEP Robust electronic M&E System is developed to track the creation of off farm jobs and was integrated in the LMIS 4. National institute of statistics has started implementing the labour force survey. 	Carry out Mid-term review of entrepreneurship, access to finance and business development interventions		MIFOTRA WDA RDB
68.	To put in place a reliable mechanism to exchange information on internal trade by reforming the price communication system on farm produce and other goods through the “e-soko”	Mechanism of information exchange put in place.	N/A	E-soko system is operational and Awareness campaigns on use of Farmer cooperatives sensitized on use of commodity exchange are ongoing.			MINICOM MINAGRI

No	Interventions	Indicator	Baseline (2010-2011)	Current status	Strategies to achieve the set target by 2017	Remarks/ Challenges	RAG
69.	To pursue strategies to facilitate trade and investment, for Rwanda to be among the top 30 countries in the world and top three (3) in Africa in Doing Business ranking	Rwanda to be among the top 30 countries in the world and top three (3) in Africa	N/A	1. 62 nd Doing Business ranking (Globally) and 2nd ranking (African) and 6 reforms out of 10 areas of business regulatory environment implemented.			MINICOM RDB
70.	Increase strategies to enable local banks to improve customer care services and the payment systems for local and international payments according to the International standards. Increase private sector borrowing Increase Housing Finance	Increased Number of ATM machines, Cards and POS and Machine-readable cheques. -Domestic credit increased from 13 % -17% of GDP, -BDF loans increased -Land registered electronically. Increased Commercial lending for housing.	256 ATMs 440S	1. Strategies enabling local banks to provide better service to customers - 361 ATMS and 1,339 Points of Sale devices as of today). 2. The percentage of Credit to private Sector as a share of GDP has reached as 20.2% of GDP as of Dec-2015 from 13.2% as of 2011.			MINECOFIN BNR RDB
71.	To build capacities of microfinance institutions (Microfinance, UMURENGE SACCO, Umwalimu SACCO, COOJAD etc.) For rural Investment promotion	Increased Numbers of loans granted, Increased capacity to	All 416 SACCOs have got loan granting License	1. All 416 SACCOs have got loan granting Licenses 2. The government took a decision to consolidate all Imirenge SACCOs into a cooperative			MINECOFIN MINICOM

No	Interventions	Indicator	Baseline (2010-2011)	Current status	Strategies to achieve the set target by 2017	Remarks/ Challenges	RAG
	and development.	analyse projects, Clean audit reports	Board of Directors and Employees of the 416 SACCOs trained on the Management of SACCOs. Business Planning, Accounting, Internal Control, SACCO Audit, Saving mobilization and Organization management of SACCOs, how to analyze Projects that request for financing.	Bank. The process of strengthening and consolidation of Umurenge SACCOs is ongoing and currently Automation of SACCOs is currently underway. 3. -In terms of human capacity, training of SACCO management on the new policies is ongoing			
72.	To put in place mechanisms to facilitate investors in securing loans especially those in the small and medium enterprises and encouraging them to explore virgin sectors while making innovations in income generating activities	Increased Number of Loans acquired.		1. BDF was established and it is in the process of decentralising all its services. BDF has taken overall the BDCs across the country. 2. BDF expanded services to all districts in 2015/16 through Kora Wigire Centers to facilitate access to finance			MINICOM RDB BNR
73.	To ensure that, at least 80% of	% of the	72% of the	1. According to the 2016			MINECOFIN

No	Interventions	Indicator	Baseline (2010-2011)	Current status	Strategies to achieve the set target by 2017	Remarks/ Challenges	RAG
	the population have access to financial services. Ensure private sector credit reaches 27% of GDP.	population Benefiting from services of financial institutions. -% of Loans to private operators/ private sector as per GDP.	population are included in the financial services as compared to 48% in 2008. -% of Loans to private operators/ Sector was 13.4% as of GDP (2011).	<p>Finscope Survey, 89% of the Population have access to Financial Services as compared to 72% in 2012. Currently the exclusion rate is 11%.</p> <p>2. The percentage of credit to private sector as a share of GDP has reached 20.2% of GDP) as of 2015 from 13.4% in 2011.</p> <p>3. Laws and regulations for private pension schemes in place by 2015 (A pension No 05/2015 of 30th March, 2015 governing the organization of pension scheme was gazetted on OG 20/18/05/2015)</p>			MINICOM BNR
74.	To operationalize the Kigali International Arbitration Centre	Kigali International Arbitration Centre operational		KIAC is operational.			MINICOM MINIJUST
75.	To continue educating members of farmers' associations to operate through cooperatives and for those financially able, to join trade and investment companies; 3,500 cooperatives will be supervised and supported in order for them to invest, at least, 15 Billion Rwanda Francs in lucrative business.	Number of cooperatives	1200 farmers' coops supervised and 7.7 bn invested by farmers (in financial coops and in other coops) at the end of 2011-2012 2012.	2146 farmers 'cooperatives were formed and have invested Rwf 12 027 247 436 (Cumulative for two successive years).			MINICOM

No	Interventions	Indicator	Baseline (2010-2011)	Current status	Strategies to achieve the set target by 2017	Remarks/ Challenges	RAG
76.	To promote the programme of uniting cooperatives into unions and federations by their sectors of operations and inviting them to make their products and services competitive both at the National and international markets.	Number of cooperative unions/ federations	115 unions , 12 Federations and one APEX body formed at the end of 2011-2012	130 unions, 14 federations and one Confederation formed (cumulative: target reached)			MINICOM PSF
77.	To put in place a permanent programme to supervise cooperatives operations and audit system as well as train and provide internship for their various staff	-Number of cooperatives inspected and audited	39 cooperatives audited Prosecution done in 23 cooperatives 1507 cooperatives inspected.	1. In 2015-2016 cumulatively 592 SACCOs were inspected. Among them, 132 SACCOs with serious management issues were inspected more than once 2. - 51 SACCOs, in total were audited			MINICOM RCA
Program 6: Forestry, Environment and Natural Resources							
78.	To implement the National and Districts land use master plans so as to rationally manage and use urban and rural land for its increased productivity	Number of Districts implementing land use Master plans	National Land Use Master Plan developed and Approved	1. National land use planning portal launched Nov 2014 (www.rwandalanduse.rnra.rw) 2. Kigali City Master approved and available online (www.masterplan.kigalicity.gov.rw) 3. 30 District Land Use Plans approved. 4. LAIS2 is operational in all districts 5. 372 out of 416 (89.4%) Sector Land Managers were recruited and trained and arrangements have been put in place to	(i) To Review the National Land Use Development Master Plan to accommodate new emerging development activities. (ii) MINIRENA/RHA and MININFRA/RHA to develop a clear guideline on the monitoring framework for land use management (showing who is in charge of what, daily management and enforcement of master plans as well as the sanctions for violations).		MINIRENA RNRA

No	Interventions	Indicator	Baseline (2010-2011)	Current status	Strategies to achieve the set target by 2017	Remarks/ Challenges	RAG
				<p>cover all sector land services at 100%.</p> <p>6. The Rwanda online platform is also being used for land transfers.</p> <p>7. The target of constructing 5 District Land Bureaus was achieved by 90% and the Offices constructed are: Nyamasheke, Rulindo, Ngororero, Bugesera and Gatsibo.</p> <p>8. In line with Number of people accessing land information through a mobile application, a memorandum of understanding on use of mobile application was signed between RNRA and MTN operators working on integration and coding between different entities, at the moment it can be accessible via *651# followed by UPI codes.</p> <p>9. A technical team composed of Members from MINIRENA, RNRA, RHA and RDB to monitor LAND compliance and implementation of land use plans has been established.</p>			
79.	To keep fighting erosion on steep slopes to the rate of 100%			1. Out of the targeted 165,596 ha of Radical terraces by 2017; 92,882 Ha have been achieved.	-MINIRENA and MINAGRI and District to fast track ongoing projects such as LAFREC and FONERWA supported projects in		MINAGRI MINIRENA District

No	Interventions	Indicator	Baseline (2010-2011)	Current status	Strategies to achieve the set target by 2017	Remarks/ Challenges	RAG
				2. Out of the targeted 1,054,661 ha of Progressive terraces by 2017; 901,752 Ha have been made.	districts -Establish a land protection suitability map, Establish guidelines and standards (by June, 2016) -Research for development to support effective soil protection (Development of proper land husbandry) -Update a monitoring and Information system for effective use of terraces		
80.	To expedite the actions of land registration and issuance of land titles in order to enable investments in land resources; these actions should be completed by June 2012	Completion of land registration and issuance of titles	50% of National Land demarcated and Registered (5,2 Million)	11.3 Million Have Parcels registered and 8,604,407 leases printed and 7,164,230 titles collected by owners. An interface linking existing Land Administration System and the mortgage registration system was created to provide access of all banks to the Land Administration and Information System (LAIS).	1. Land week and community sensitisation. 2. Massive awareness over media.		MINIRENA RNRA
81.	To re-afforest all suitable areas to the extent that within three years, at least 30% of the national land will be covered with forests.	% change of the national land covered with forests	24.98%	29.8% of forest coverage	To reach 30% of forest coverage by 2017; The sector will; 1. Initiate more Nursery preparations 2. Create new forest plantations and maintain young plantations.		MINIRENA
82.	To plant trees alongside roads and on the boundaries of lakeshores wherever possible	Ha of road sides, river banks and lakeshores protected with	22,733.19 Ha of public land, private land, empty roadsides,	1. 684813, 84 Ha of covered by planted trees. 2. 4,912ha of bamboo created and roadmap of bamboo planting is being implemented.			MINIRENA

No	Interventions	Indicator	Baseline (2010-2011)	Current status	Strategies to achieve the set target by 2017	Remarks/ Challenges	RAG
		trees	riverside & lakeshores will be planted.	<ol style="list-style-type: none"> 3. Ensure maintenance and continuous plantation of bamboo trees 4. Rwandan forests are on 704, 997 hectares. 459,755 are planted forests while 245242 ha is natural. 5. 2,550ha of natural forest rehabilitated 			
83.	To protect and maintain all natural and planted forests owned by Government as well as those owned by individuals so that planted trees grow to the rate of 80 %	% of planted trees that grow well	50 additional operators identified among them 1 long term investor to be supported	<ol style="list-style-type: none"> 1. Forest Productivity Measurement methodology in place 2. A Forest monitoring Information System (FMIS) has been designed and is under testing to monitor forest sector performance. 3. Updated 15 District Forest Master Plans (Nyarugenge, Gasabo, Gatsibo, Kayonza, Nyagatare, Rwamagana, Musanze, Burera, Karongi, Ngororero, Nyabihu, Nyamasheke, Rubavu, Rusizi, Muhanga, Gicumbi and Kicukiro) 4. Survival rate is at 90% 5. Long term contracts signed 	<ol style="list-style-type: none"> 1. Target to increasing afforestation and re-forestation whereby the focus will be put on urban forests. 2. 3. Agro-forestry will be increased from 126,561 ha to 172,761 ha and create new forest plantations and maintain young plantations by increasing them from 702,830 ha to 710, 987 ha. 4. 		MINIRENA

No	Interventions	Indicator	Baseline (2010-2011)	Current status	Strategies to achieve the set target by 2017	Remarks/ Challenges	RAG
				with private forestry operators			
84.	To promote technology and investment in forest processing industries	Number of forestry processing companies operational	1 Tree Biotechnology company (Investor invited) and operating with a modernized technology	<ol style="list-style-type: none"> 1. An electrical pole plant for local and export has been launched in April 2012 in Nyungwe Buffer Zone under NFC Management agreement 2. A timber selling point (AGAKIRO) has been established in every district to improve wood value chain and accessibility. 3. A bamboo training centre of Masaka is upgraded to increase bamboo processing plant 4. Two pilot kilns are under construction in Rutsiro District. 5. In this framework the Multi-sector Investment Group (MIG) signed a co-management agreement for a forest covering 142 ha. 6. In August 2015, a forty-year co-management agreement between the Government and Rwanda Mountain Tea Ltd. for 323 hectares of wood fuel plantations in Gishwati area to supply Rutsiro tea factory was approved by the cabinet. In addition, the Nyungwe Buffer Zone that is managed by New Forest Company, the 			MINIRENA MINICOM

No	Interventions	Indicator	Baseline (2010-2011)	Current status	Strategies to achieve the set target by 2017	Remarks/ Challenges	RAG
				tendering processes of Gishwati buffer zone have been initiated.			
85.	To avail to communities various species of plant seedlings appropriate to each region	Number of plant seedlings distributed to communities	21,460,000 seedlings produced	<ol style="list-style-type: none"> 1. The Tree Seed Center is hosted by the Ministry of Natural Resources since 2014, a number of meetings were held with researchers to look for innovative ways of strengthening the Tree Seed Center to make sure that appropriate forest seeds are improved to match with forest plantations 2. 29,943,533 seedlings were produced and distributed to the community 3. 10,000 tons per year are being produced, though not enough due to increased demand of seeds from private operators. 	Many drives will be increased and launched to avail enough and quality seed varieties that will also need private sector engagement.		MINIRENA
86.	To increase capacities in coping up with climate change, create awareness among Rwandans on the causes and impact of climate change and implement the national strategy on climate change and low carbon development projects	Number of climate change and low carbon development projects implemented	Draft National Green Growth and Climate Resiliency Strategy	<ol style="list-style-type: none"> 1. National Green Growth and Climate Resiliency Strategy approved by the Cabinet. 2. Mainstreaming of the Green Economy into the EDPRSII 3. Costing Green Growth of the Energy, Agriculture and Water sectors is underway to inform implementation requirements 4. Natural Capital Accounting and Natural Wealth Accounting framework for Rwanda is being developed with WB support for 			MINIRENA

No	Interventions	Indicator	Baseline (2010-2011)	Current status	Strategies to achieve the set target by 2017	Remarks/ Challenges	RAG
				<p>incorporation in national economic planning policy.</p> <p>5. Green Economy Indicators are under review to ensure appropriate monitoring and evaluation of the desired results and impact.</p> <p>6. Green Fund has mobilised about US \$100 million for climate resilience initiatives. To date, the fund has approved 33 projects. These are Government institutions at national level (9 projects), Districts (8), the private sector (9) and NGOs (4) and NGOs with Districts (3). These projects are also developing communities and supporting Rwandans as they work to improve their livelihoods.</p> <p>7. 8 green model villages with 500 HHs have been completed (Gashaki, Rubaya, Muyebe I and II, Rusizi, Kabyaza, Rugarama (Burera) Rweru (Bugesera)</p> <p>8. The construction of rain water harvesting tanks in some of these houses of 300 cubic meter is at 100%.</p> <p>9. The progress in construction of collective biogas for more than 50 Greenhouses is estimated at 90%.</p>			

No	Interventions	Indicator	Baseline (2010-2011)	Current status	Strategies to achieve the set target by 2017	Remarks/ Challenges	RAG
				10. 4 pilot projects on mushroom and bee keeping, poultry and Fishing initiated in Nyabihu District.			
87.	To establish an environment protection fund	Environment protection fund in place and operational	N/A	<ol style="list-style-type: none"> 1. In 2012, the Fund for Environment and Climate Change (FONERWA) was approved by Parliament and was launched officially on 9th October 2014. 2. Over the last three years, Rwanda's Green Fund has mobilised about US \$100 million for climate resilience initiatives. To date, the fund has approved 33 investments that help Rwanda reduce its carbon footprint and adapt to a warmer planet. These projects are also developing communities and supporting Rwandans as they work to improve their livelihoods. 			MINIRENA
88.	To work out strategic Plan for the rehabilitation of critically degraded ecosystems and watersheds	Strategic plan in place	Identification of all key players	<ol style="list-style-type: none"> 1. The Payment for Ecosystem Services (PES) guidelines were produced 2. The National Biodiversity Strategy and Action Plan available 3. A forest landscape restoration program was prepared. The Landscape Approach for Forest restoration and Conservation worth 9, 5 M USD has been signed and 			MINIRENA

No	Interventions	Indicator	Baseline (2010-2011)	Current status	Strategies to achieve the set target by 2017	Remarks/ Challenges	RAG
				implementation has started.			
89.	To integrate environment protection programmes in all institutional development programmes	Number of institutions with environment protection programmes	Guidelines for environment and climate change management in all sectors have been elaborated and disseminated	<ol style="list-style-type: none"> 1. The Environmental mainstreaming guidelines and checklists for use in different sector have been prepared and shared 2. 150 Sector Ministries Planners, Provincial and District Officers trained on check list and guidelines for environment & CC as well as Strategic Environmental Assessment (SEA) 3. All Sectors (15) have complied and integrated environment and climate change in their plans and programs. 4. 17 Higher Learning Institutions trained on EESD (Environmental Education for Sustainable development) and environmental clubs from those HLIs have developed action plans and are implementing them. 5. 27 staff from REB and WDA were trained on ESSD integration in curriculum and TVET courses and 30 districts mainstreamed environmental issues in their performance contracts. 6. 37 IPRCs (HLIs) trained and 68 TVETs Instructors and 	Environment and climate change mainstreaming is a continuous process and 100 % of sectors and districts will reflect environmental sustainability principles in their plans and to achieve this, the following will be done; (i) Conducting trainings on SEA, (ii) Develop checklist and guidelines for ECC mainstreaming into planning documents (iii) Asses the level of mainstreaming of ECC into sector's planning doc by 2017(iv) and (v) Assess the Districts Performance Contracts.		MINIRENA

No	Interventions	Indicator	Baseline (2010-2011)	Current status	Strategies to achieve the set target by 2017	Remarks/Challenges	RAG
				Lecturers from Southern, Western, Northern, Eastern Provinces and City of Kigali trained.			
90.	To build capacities of the National Mining and Geological Authority to ensure value addition of mine and quarry products	- Capacity building and Institutional frameworks in place	3 RNRA staff and 2 District Operators trained intensively in seismic data capture and interpretation	<ol style="list-style-type: none"> 1. Through the SCBI, At least 25/80 staff that had been trained in different areas abroad to study mining related courses at bachelors, masters and PhD levels and in different countries like Australia, S.A, USA, France, Rwanda among others are on board helping the mandate of the institution accordingly. 2. I don't know any of PhD candidate who was trained under the scheme. <ol style="list-style-type: none"> 1. Out of Seven experts, three experts remained in mining and are now on transferring the skills and knowledge to the YP as well as the line staff in the institution at the sometime delivering of the goals of the institution. 2. One Expert In stratigraphy resigned and soon to start the recruitment process for another one. 3. Safety standards and Inspection counterpart available 4. Gemologist Expert also to be 	<ol style="list-style-type: none"> (i)To put in place an efficient geological survey and mining department. (ii)Number of model mining companies using appropriate technologies to ensure industry standard recovery rates. 		MINIRENA

No	Interventions	Indicator	Baseline (2010-2011)	Current status	Strategies to achieve the set target by 2017	Remarks/ Challenges	RAG
				<p>Hired waiting for a non-objection letter from SCBI</p> <p>5. The structure of the Geology and Mines Department within RNRA has been strengthened with the creation of one new division and two new units(Mining Cadaster and lincensing unit and Business support services unit)</p> <p>6. A Mining School wasopened three years ago at IPRC Kicukiro and now counts 178 students (Advanced diplome level).</p> <p>7. Another school of Geology and Mining opened at the UR, college of science and technology one year ago. (Bachelor's/Undergraduate degree level) With over 100 students in the first year.</p> <p>8.</p> <p>9. 327 small scale miners were trained in resource evaluation, Mining Techniques and in management of mines</p>			
91.	To strengthen research aiming at mapping out the country's potential minerals such as gold, nickel, copper, platinum, tin, wolfram, Colombo tantalite etc. and increase the mining products at least threefold and add value to exported minerals	- Final report on potential minerals	Sediment, soil and rock sampling has been completed. Pitting in high potential areas will be	<p>Government funded works:</p> <p>1. Mineral exploration in seven 4 mineral Prospective Target Areas (PTAs): Nyagatare, Kirehe, Nyabisindu, Nyanza completed and exploration in 3 PTAs: Rulindo,</p>	<p>(i) Approved exploration reports for the identification of existence of potential exploration sites for drilling</p> <p>(ii) Final report of the feasibility study on development of gemstone business in the country to be available.</p>		MINIRENA GMD

No	Interventions	Indicator	Baseline (2010-2011)	Current status	Strategies to achieve the set target by 2017	Remarks/ Challenges	RAG
	to ensure that the sector is among the first two exports earners in the country		done when the analysis of the samples in completed. The final report is expected in February 2013.	<p>Bugesera and Mwogo ongoing with further exploration works in delineated potential areas with PTAs. 15 minerals are being explored for, they include tin, tungsten, tantalum-niobium, gold, nickel, copper, REE...etc.</p> <p>2.Works are undergoing to update the mineral inventory of Rwanda and the National mineral map</p> <p>3.A National mining cadaster system has been developed and is connected to all Districts</p> <p>4. Data are being collected in order to produce an update on the national estimated mineral resources and reserves</p> <p>Privately funded works:</p> <p>The current situation is that the total number of licenses are equal to 586 of which 130 licenses are for exploitation and 406 are for mineral exploration license that conduct mineral research works with a focus on tin, tungsten, tantalum, gold and gemstones.</p> <p>And 50 Quarry licenses have been issued</p>	(iii) Promoting efficient processing to improve recovery rate of mineral ore and efficient mining techniques through model mine concept, (iv) Putting in place a Mining District, (a section of a country usually designated by name, having described or understood boundaries within which minerals are found and worked under rules and regulations prescribed by the miners therein) (v) Continuing the tendering processes of the former government mining concessions.		

No	Interventions	Indicator	Baseline (2010-2011)	Current status	Strategies to achieve the set target by 2017	Remarks/Challenges	RAG
				3 projects on marble, sand and clay were designed and submitted to RDB for investor's attraction.			
		- Quantity (MT) of minerals produced	7,200 tons/ Annually 96 Million USD	Total annual export earnings (Cassiterite, Coltan, Wolfram and others) of mineral concentrates per year is at \$ 275 M USD - Six former government concessions were awarded to private companies and agreements were signed using the new model mining contract - The tendering and negotiation process for 2 former government concessions (Bisesero and Gatumba) is completed. The former concession were divided into 24 blocks for optimal exploitation and efficient management Former NRD Concession also tendered and the Negotiation process already complete	To put in place a mining guarantee fund		
		- Strategy for value addition available	Smelter closed	The smelting activities were launched in January 2015 by a test phase (90t of cassiterite/day), and the process of obtaining a Conflict-Free Smelter certificate is ongoing. . MININFRA and MINIRENA have	(i) Provide Reliable Energy (ii) Support Phoenix Metals to get the Conflict Free Smelter (CFS) certificate. (iii) Karuruma Tin Smelter to be operational by 2017.		

No	Interventions	Indicator	Baseline (2010-2011)	Current status	Strategies to achieve the set target by 2017	Remarks/ Challenges	RAG
				<p>addressed the issue of energy supply to Karuruma Tin Smelter by providing a dedicated power line to the plant.</p> <p>A separate line for the smelter already offered and a backup Generator given to the smelter by the REG (0.7Mw Capacity)</p>			
92.	To complete the initiated study on oil	Feasibility study report availed	The experts to support in negotiations in place.	<ol style="list-style-type: none"> 1. Airborne gravity and magnetic survey data already processed and interpreted; 2. 2D survey completed with a total number of 11 lines, processed and interpreted; 3. A petroleum policy has been approved by the cabinet; 4. A draft petroleum law has been approved by cabinet; 5. An upstream Petroleum Sharing Agreement has been drafted; 6. The final draft of the contract for oil and gas exploration services for 2D seismic acquisition and processing in lake kivu in final stages 7. Ministerial order related to the petroleum exploration and production drafted <p>(A Draft Order of the Minister establishing a reference map which gives the geological details of the geographical areas of Rwanda and their</p>	The oil project has been funded for 2016/17.		MINIRENA MININFRA GMD

No	Interventions	Indicator	Baseline (2010-2011)	Current status	Strategies to achieve the set target by 2017	Remarks/Challenges	RAG
				<p>blocks;</p> <p>A Draft Order of the Minister determining modalities and requirements for the application for exploration license;</p> <p>A Draft Order of the Minister determining the requirements for renewing the exploration license;</p> <p>A draft Order of the Minister determining the nature, condition and management of such guarantee;</p> <p>A Draft Order of the Minister determining modalities and the content of an application for production license;</p> <p>A Draft Order of the Minister determining the content of the decommissioning plan;</p> <p>A Draft Order of the Minister determining the disbursement, amount, use and management of such funds)</p>			
Program 7: Information and Communication Technology							
93.	Disseminate information and communication technologies to be used by at least 40% of Rwandans	% of Rwandans with access and use of ICT	6% of access to the internet	1. Currently, the mobile cellular subscriptions by June 2016 reached 79% while the internet subscriptions have	-Roll-out the National ICT awareness Programme -Roll-out of Irembo Centres -Establish National PKI	Need to stimulate demand to increase 4G LTE	MYICT

No	Interventions	Indicator	Baseline (2010-2011)	Current status	Strategies to achieve the set target by 2017	Remarks/ Challenges	RAG
			31.7% of mobile penetration	reached 33%. 2. 487 buses connected with 4G LTE are operational and accessed by Citizens.	Certification Authority Systems (Supporting e-Government services) -Roll-out of the 4G LTE -Roll-out of the SMART device Penetration Program (Viziyo Program)	users	
94.	To complete laying the <i>fibre optic cables</i> across the country	Laying the <i>fibre optic cables</i> completed Number of institutions connected to Fiber		1. All central Government institutions, provinces, and districts are connected to the National Fiber Optic Backbone. Currently, 579 Government and private sector institutions are connected to the National Backbone network. 2. The second phase, which consists of deploying the 4G last mile network kicked off in June 2013. The 4G network has been officially launched in November 2014. Rollout of 4GLTE completed in 26 Districts' main Cities. The 4G service is provisioned by Olleh Rwanda Networks, a merger of the former BSC and Korea Telecom (Rwanda has 49% of shares and Korea Telecom has 51%). 3. The last mile network targeting locations for Schools, Health Centers and Government offices. Special packages for public sector especially for education has			MYICT

No	Interventions	Indicator	Baseline (2010-2011)	Current status	Strategies to achieve the set target by 2017	Remarks/ Challenges	RAG
				<p>been developed</p> <p>4. International Internet Bandwidth increased from 3,332 Mbps in 2010 to 12,664 Mbps.</p> <p>5. One Network Area between Uganda, Kenya and Rwanda increased volume of calls by 400%.</p> <p>6. In addition to the above, the cabinet approved the National Broadband policy in September 2013, which will pave the way to new broadband interventions across the country, both on the supply and demand side.</p>			
95.	To use the Kigali Metropolitan Network in data transmission (KMN)	Number of institutions connected to KMN		The project is fully completed and merged with the laying of fibre optic			MYICT
96.	To put in place a National Data Centre (NDC) to enable Government institutions to store their data	Data Center completed and operational	Data center	The project is fully completed. The National Data Center is operational and support hosting requirements of the Government. Currently there 218 subscribers using NDC cloud services, hosting and colocation		Need to expedite Disaster recovery center	MYICT
97.	To encourage companies specialized in telecommunication to invest in Rwanda	New telecom operators and their investment share	2 Telecom operators (MTN and Tigo)	<p>1. Two new telecom operators have been licensed and are operational now: Airtel and Liquid Telecom.</p> <p>2. Nine (9) ISPs licensed</p>	Attract investors to set up Skills Academy in the Kigali Innovation City	Shortage of skilled ICT professionals	MYICT

No	Interventions	Indicator	Baseline (2010-2011)	Current status	Strategies to achieve the set target by 2017	Remarks/ Challenges	RAG
				<ol style="list-style-type: none"> 3. Olleh Rwanda Networks (ORN) registered in Rwanda and is deployed in place a 4G LTE wholesale network that would cover the whole country. 4. Eight (8) 4G LTE Operators Licensed 5. Total of USD 647 Million private investments registered since 2011 6. 5,052 Job created 7. The following are investments in pipeline once metalized will help to achieve the desired growth with the ICT industry: 8. Kigali Innovation City: Total investment estimated at \$2 billion, 9. Rwanda Innovation Fund: Structuring and establishing a US\$100 million private equity capital investment vehicle. First closing to be achieved by September 2016. 10. Ericsson: Commitment to an initial investment of \$55 million to become an anchor technology partner in Rwanda's "Smart Rwanda Master Plan 			

No	Interventions	Indicator	Baseline (2010-2011)	Current status	Strategies to achieve the set target by 2017	Remarks/ Challenges	RAG
98.	To complete activities of the KALISIMBI Project and to ensure its rational and productive use	Kalisimbi project completed and operational	N/A	<ol style="list-style-type: none"> 1. The deployment of the ICT Infrastructure in Kalisimbi is completed. A fiber optic cable was deployed and is operational. 2. This infrastructure is supporting the development of new several projects such as the CNS-ATM, Climate change observatory center and the cable car. 3. The CNS-ATM project is ongoing. The Construction of Aerial Control Center and installation of radar equipment have been completed at Kigali International Airport. 4. COMESA office was established in Kigali and a deputy coordinator appointed. Negotiations are still ongoing with COMESA member countries for the establishment of CNS-ATM for the region (COMESA region). 	<p>Need to expedite implementation of Cable Car</p> <p>Engage COMESA Countries to adopt CNS/ATM</p>	<p>Access to Kalisimbi Summit</p> <p>Lack of Commitment from COMESA Countries to implement CNS/ATM</p>	MININFRA
99.	To continue support to ongoing projects as part of information and communication technology development and complete them for their effective productivity	Report on ICT projects status	Data not available	<ol style="list-style-type: none"> 1. A survey was conducted to identify non completed and non-closed/finished ICT projects. The survey showed 77 projects in NIC1 &2, all of them are completed 2. Different ICT clusters were established to speed up all ICT projects: in health, community 			MYICT

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				<p>development, agriculture, finance and governance.</p> <p>3. Rwanda Online project is under implementation for the computerization of 100 Government to citizen services, so far 10 services are online.</p> <p>4. Through the Smart Rwanda Master Plan, the new 5 year ICT strategic plan Project, based on a comprehensive and thorough analysis, identification and prioritization of key areas of investment in ICT considering strategic impact, outcomes and required resources as well as in depth identification of critical success factors for the investment will be implemented.</p> <p>5. Based on ICT Maturity model quick-diagnosis of the national ICT maturity level in the areas of infrastructure, capability, governance, and service was conducted utilizing a composite framework of three different frameworks: the Network Readiness Index Framework from WEF, Korea's National ICT Maturity Model, and e-Gov. Maturity Model from Gartner. Each framework</p>			

No	Interventions	Indicator	Baseline (2010-2011)	Current status	Strategies to achieve the set target by 2017	Remarks/ Challenges	RAG
				<p>was selected for a specific area and the results reflected into the SRMP's quick diagnosis framework.</p> <p>6. ICT expenditure review and optimisation is ongoing and it will provide baseline data for SMART dashboard, ICT Economic model and cost benefit analysis.</p>			
100.	To increase the number of Rwandan specialists in information and communication technology for Rwanda to produce both, in soft and hardware industry	<p>Number of ICT graduates produced yearly</p> <p>Number of ICT certified professional</p> <p>Number of ICT business in soft and hardware</p>		<p>Number of ICT students enrolling yearly in Higher Learning Institutions (HLIs): Artisan: 618, Bachelors: 4,085; Masters: 522; PhD: 28.</p> <p>Professional: 424, Specialized: 1,664; Technician: 17,093; Expert: 41; Associate: 984</p> <p>Entirely under the development of skills in ICT Sector: 25,459 people were trained. By June 2016 7,601 males (53%) against 6,732 females (47%) have completed the training while 6,272 males (56%) and 4,854 females (44%) were undertraining.</p> <p>Establishment of CMU Campus in Rwanda</p>		Funding for phase II of CMU	MINEDUC MYICT