

SME POLICY IMPLEMENTATION ANNUAL WORK PLAN: 2010 -11

Outcome of SME Policy: Create a critical mass of viable and dynamic SMEs significantly contributing to the national economic development through job creation and an increase in the tax and export base

Outputs	Indicator	Target	Activities to deliver output	Responsible Institution	Supporting institutions	Budget (RwF)
Output 1 Culture of entrepreneurship enhanced	Introduce a young entrepreneurship course for existing associations of out of school youth interested in starting their own businesses	Q1:300 leaders trained	Organise training of trainers for youth association leaders in the entrepreneurship curricula	RDB	MINIYOUTH/MINICOM/RCA	30,000,000
		Q1-4:1,000 youth trained per year	Expand the programme nationwide: train youth	RDB	MINIYOUTH/MINICOM	300,000,000
		Q1-4:300 projects identified per year for funding through BDF	Work with BDSs to prepare 300 projects for funding through BDF	RDB	MINICOM/RCA	10,000,000
		Q1-4:100 projects graduate out of business plan competition and ready for financing	Organise business plan competition for young dropouts projects	PSF	RDB, MINICOM, RCA, PPPMER	10,000,000
	Establish a national young enterprise scheme with annual competition	Study completed	Conduct a study of best practice for young enterprise scheme in order to develop an implementation programme	RDB	RDB, MINIYOUTH	15,000,000
		100 trainers trained	Provide training of trainers on how to run a young enterprise scheme	RDB	PSF MINIYOUTH	30,000,000
		60 mentors identified	Identify potential young business mentors/entrepreneurs in each district and work out incentives that make participation worthwhile	RDB	MINIYOUTH, PSF	5,000,000
		40 education institutions participate in the competition	Select educational institution participating in the programme and organize the competition	RDB	MINIYOUTH, PSF	30,000,000

	Number of schools using the curriculum	Q1: Inspection of 100 schools and verify the use of curriculum	Conduct field visits to selected schools for piloting the new entrepreneurship curriculum	RDB	MINEDUC	2,000,000
	Existing curriculum reviewed	Q2: Curriculum review completed	Conduct a curriculum review and ensure the new entrepreneurship curriculum will serve the teaching objectives of secondary schools	RDB	MINEDUC	14,500,000
	Number of teachers trained to use curriculum in schools	200 teachers of secondary schools trained to use the new curriculum	Conduct training of teachers from selected schools on how to use the new curriculum	RDB	MINEDUC	10,800,000
	Number of people trained to train youth outside schools	Youth training curriculum developed	Develop a separate curriculum for the youth and young entrepreneurs outside schools	RDB	MINIYOUTH PSF	7,800,000
	Curriculum for the youth outside schools developed and implemented	Q3: 100 secondary schools have incorporated the new curriculum in their programs	Conduct young entrepreneurship training programs			17,400,000
	Number of mentors identified and lectures delivered to schools	30 people complete training of Trainers program	Conduct a training of trainers program			45,000,000

		250 youth participating in young entrepreneurship training programs Q4: 15 mentors identified to promote entrepreneurship culture in schools, universities and youth outside schools	Engage successful local entrepreneurs in motivating youth both in schools and outside through lectures to embrace entrepreneurship development in Rwanda	RDB	MINIYOUTH PSF MINIYOUTH	5,800,000
	1000 TVE graduates participating in Business Plan competition	100 TVET graduates benefiting from Business Plan Competition	Mobilize TVET schools and graduates for the BPC Program 100 TVET graduates obtain loans to start or enhance their business.	PSF	MINEDUC WDA	10,000,000
	Establishment of the PSF Entrepreneurship Center	15 Mini- RIGs have benefited from the services of the Entrepreneurship center and operational	To establish the center at the PSF Headquarters Selection of the Staff to run the Center	PSF	MINICOM	15,000,000
	Establishment of the PSF incubation Center Facility	60 business Start ups have been facilitated to start businesses annually	Designing of the incubation facility complex Construction of the incubation facility at the PSF Ground Equipping the incubation facility with necessary equipments and network	PSF	MINICOM	90,000,000

Outputs	Indicator	Target	Activities to deliver output	Responsible Institution	Supporting institutions	Budget (RwF)
Output 2a Quality Business Development Services provided to SMEs	Number of operational BDS centers	Q1 6 Public BDS centers are operational	Roll out 6 District based Public Business Development Services Centers .	RDB	MINICOM PSF PPPMER II	331,605,813 -
	Number of Business Advisors trained	Q2: 30 public BDS centers and the Masaka Business Incubation Center are operational	Ensure that remaining private BDS centers are operational	RDB	MINICOM PSF PPPMER II	2,000,000 -
	BDS long term business plan developed	12 centers of excellence are operational	Build capacity of identified BDS consultants			35,000,000
	Number of supported SMEs		Establish 12 Centers of Excellence offering full scale BDS and organize sensitization campaign for the BDS Centers of Excellence	RDB PSF	PSF PPPMER II	- 12,000,000
	Number of new businesses created		Introduce a BDS staff reward system for BDS Centers who have outdone others in performance and reward the best performers			2,000,000
			Operationalize 8 remaining DBS centers in respective districts	PSF	MINICOM	20,000,000
		30 private BDS centers are operational	Equip the remaining BDS centers with appropriate equipment and awareness tools			
			Train identified 8 BDS consultants			

		Q1: 1500 SMEs are supported through BDS centers and incubation centers	Identify SMEs to be trained through BDS Centers Organize the training in every District	RDB PSF	-	93,000,000
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		Q3: 100 BDS Advisors trained and certified	Provide BDS to SMEs and monitor progress of companies.	RDB PSF	MINICOM	155,000,000
			Train BDS staff: fill up internal capacity building gaps (this capacity includes exposure visits, training on management, training of trainers)	RDB PSF	MINICOM PPPMER II	30,000,000
			Identify potential business advisors in each district	RDB	PPPMER PSF	36,900,000
			Train a critical mass of Business Advisors	RDB	MINICOM PSF PPPMER II	32,390,000
	Rwandan BDS Gateway website is operational	200 entrepreneurs trained in ICT literacy	Roll out full ICT literacy training through BDS Centers	RDB	PSF	50,000,000
			Develop and maintain Rwandan BDS Gateway website	RDB	MINICOM PSF	15,000,000
			Develop a focused promotional package streamlined as appropriate for different audiences to develop awareness on BDS	RDB	MINICOM PSF	10,000,000

Output 2b SMEs facilitated to access local,	Number of supported SMEs.	Q1: 20 SMEs facilitated to access markets	Produce trade promotional materials (Export Catalogue, Export Guide, etc)	RDB	PPPMER MINICOM PSF, RCA	47,523,612
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regional and international markets & market information	% increase of supported companies' domestic trade	Q2: Trade promotional material produced	Conduct market research on targeted areas	RDB	MINICOM PSF, RCA	15,000,000
			Disseminate market information to SMEs	RDB	MINICOM PSF, RCA	5,000,000
	% increase of supported companies' exports	30 SMEs facilitated to access markets	Conduct export management coaching sessions for selected enterprises	RDB	PPPMER MINICOM PSF, RCA	35,000,000
		Q3-Q4: 60 selected SMEs are supported; <ul style="list-style-type: none"> local sales of 5 enterprises are increased by 25 %; (domestic trade) cross border exports of 5 enterprises are increased by 15 %; (regional trade) exports of 10 high value export enterprises are increased by 20%; (international trade) 	Support identified enterprises in developing and implementing marketing strategies	RDB	PPPMER MINICOM PSF, RCA	100,000,000
			Organise targeted trade missions and participate in trade fairs	RDB	PPPMER MINICOM PSF, RCA, MINEAC	100,000,000
Output 2c Innovation and technological capacity of SMEs promoted	Campaign carried out	Q1: -	Identify research institution partners with the skills to introduce new technologies and pilot SMEs that are willing to collaborate with these institutions	RDB	PPPMER MINICOM PSF	NA
	Number of companies registered for the reward	Q2: SMEs registered to be assessed for reward Q3: 3 companies rewarded due to their technological innovations	Organize a sensitization campaign on the importance of technological innovations Organize a forum to reward best innovators of the year			35,000,000
	Number of SMEs facilitated incorporating new technologies	10 companies access new technologies.	Support access to technology and coaching in product development and technology transfer for targeted sectors: leather, cheese, fruits and vegetables,			50,000,000

	Existing ICT training curriculum	30 loans per year facilitated for SMEs incorporating new technologies Tailored ICT training curriculum for 50 SMEs in each district per year	banana Work through the SME fund and the private sector to assist SMEs to implement the use of new technologies Design curriculum for use in BDS centers and ICT vans			11,500,000 11,500,000
Output 3 Financial mechanisms for SMEs to access business financing established	Fund management company operational Fund consolidated Number of SME projects funded through SME Development Fund	Q1: BDF organisational structure and governance updated, validated and staffed to take over BRD SME guarantee fund, BNR funds and other available funds.	Finalise governance structures of the Fund Management Company Appoint the board members Establish the administrative, management, operational system and strategic plan with M&E mechanism in place and recruit and train required staff Prepare a viable business plan, Establish a clearly articulated fund raising strategy Build capacity for the new recruited staff members	BDF BDF BDF BDF	RDB BRD MINECOFIN, BRD	178,500,000 10,000,000
		Q1: Fund consolidated and operational	Prepare taking over funds from BNR Put in place harmonized funds management policies Establish management policies, processes, procedures and MIS systems Organise for BDF, RDB and MINICOM a	BDF	PPPMER BNR, MINICOM, RDB	43,560,000

			<p>study tour where SMEs Funds working can serve as role model</p> <p>Bring together all the funds under one roof</p> <p>Draw harmonized participation agreement with Banks and MFIs</p> <p>Launch BDF and sign MoU with BNR, BRD and participating agreements with at least three Banks and three MFIs</p> <p>Market available funds to potential users and end-users through workshops</p> <p>Conduct a study tour to learn about SME development in other countries</p>	BDF	BNR, RDB, BANKS, MFIs	
		Q2 Resources mobilisation from within	Negotiate additional resources with MINECOFIN, MIFOTRA, MIGEPROF and MINICYOUTH to replenish the funds	BDF	MINECOFIN MIFOTRA MINICYOUTH MIGEPROF	NA
		Q2 Mobilize resources from other partners	<p>Negotiate the allocation of existing resources scattered around (RIF, HIF, PPPMER, etc.)</p> <p>Negotiate Capacity Building Funds with development partners</p> <p>Savings mobilisation through SACCOs</p>	<p>BDF</p> <p>BDF</p> <p>RCA</p>	BNR MINICOFIN PPPMER MINAGRI World Bank BRD Development Partners RDB	NA

		Q2-Q4 SMEs have access to financial resources	Provide credit lines, guarantee facilities, and capacity building facilities to SMEs	BDF	Banks MFIs, BDS Providers.	NA
		Q3-Q4 180 SMEs access services through BDF	Inform Banks, MFIs, BDS Providers of the opportunity to enhance their lending mechanisms to SMEs	BDF	RDB, PSF	NA
		Q3 70% of registered SMEs are aware of the funding facility	Sensitisation campaign on SME funding opportunities through TV and Radio, Road Shows and Workshops	BDF	MINECOFIN, MINICOM, BNR, FSDS	30,000,000
		Q4 60 Agri-based SMEs (2 per District) to use 'Access to finance' package	Analyse the consolidation and operationalization of the existing government agricultural financing facilities;	BDF	MINICOM, BNR, FSDS/MINECOFIN	10,000,000
Output 4 Fiscal and regulatory framework for SMEs growth simplified	Number of new registered SMEs	Q2 30 SMEs become regulatory compliant	Conduct an analysis of existing and upcoming regulations that impact SMEs and harmonize the needs of SMEs with EAC regulations while working with stakeholders to make them SME friendly	RRA	RDB, PSF	
		Viable registered SMEs increased by 2,500	Establish a coordination framework that will assist SMEs better address environmental and standards issues	RDB	REMA, RBS PSF	
	Introduce new accounting software in Kinyarwanda	Q3 Sensitization programs rolled out in 30 districts, reaching at least 200 SMEs per District	Sensitize on the no retroactive payment system and registration reward scheme;	RRA	RDB, PSF	5,800,000
		Q4 50% of registered SMEs utilizing financial tools	Create finance tools to support SMEs that are viable but facing regulatory compliance issues	RRA	RDB, RDF, PSF	11,600,000
Output 5 An appropriate supportive institutional framework for	SME census and publish findings	Q2-4:the profile of Rwanda SME established	Conduct the SME census	MINICOM	RDB, Statistics, MINECOFIN, PSF	150,000,000; available 65,000,000 from MINICOM
	SME	Q1	RDB Business Incubation and BDS	RDB	MINICOM,	NA

SMEs developed	implementation agencies put into operation the action plan	An appropriate institutional framework for SME development is put in place within RDB; Q2: RDB business incubation center fully equipped	Division strengthened to manage day to day implementation of the SME Policy implementation plan Acquisition of the remaining fruit processing equipment Put in place a monitoring and evaluation mechanism to be carried out within the RDB - led PPD framework.		PPMER	80,000,000
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BUDGET AND SOURCE OF BUDGET

INSTITUTION	BUDGET REQUIRED (RWF)	BUDGET AVAILABLE(RWF)	BUDGET GAP(RWF)
RDB	1,077,819,425	864,129,425	213,690,000
PSF	309,000,000	102,000,000	207,000,000
BDF	282,060,000	188,500,000	93,560,000
OTHERS (PPPMER, RRA)	226,250,000 available from PPPMER and to be allocated between RDB, BDF		-
TOTAL	1,723,179,425	1,208,929,425	514,250,000