

REPUBLIC OF RWANDA



MINISTRY OF FOREIGN AFFAIRS AND COOPERATION

EMBASSIES/HIGH COMMISSIONS PERFORMANCE CONTRACTS ACTION PLANS 2012/ 2013

INTRODUCTION

The performance contract (Imihigo) is an initiative that went into effect in 2006 by the Government of Rwanda as a tool to accelerate implementation of priority programs. In modern Rwanda the Imihigo practice was adopted as a means to accelerate the progress towards economic development and poverty reduction. Imihigo has a strong focus on results which makes it an invaluable tool in the planning, accountability, monitoring and evaluation processes. The Imihigo has its roots in the traditional Rwanda where Rwandan warriors would publicly vow to achieve certain goals and face public humiliation in case of failure.

Imihigo for Rwandan Embassies/High Commissions

Rwandan High Commissions abroad adopted performance contracts during GAKO Government Retreat of 2012. The initial contract lasted for three months. This is therefore, the second time Rwandan High Commissions signed performance contract with His Excellency the President of the Republic of Rwanda. The contractual period runs from July, 2012 to June 2013.

Assessment

The first performance contracts for Rwanda's diplomatic missions were assessed in July 2012, by a technical evaluation team composed of Staff from the Office of the Prime Minister (PRIMATE) and the Ministry of Foreign Affairs and Cooperation (MINAFFET). The general objective is to increase performance through improved coordination.

The assessment was based on the following criteria:

- Rwanda's global positioning;
- Communication and media campaign to promote Rwanda's image abroad;
- Investment promotion;
- Increasing efficiency of foreign mission.

Evaluation process

The evaluation of the present Embassy performance contract will be done by assessing the achievements in all priorities set by each Embassy/High commission.

Abuja High Commission

| Output | Indicator and Baseline | Target | Activities to Deliver | Budget Rwf |
|--|--|--|---|------------|
| Outcome 1: Rwanda's image portrayed as a peaceful country globally | | | | |
| Output 1.1 Ten (10) High Level Institutions of the Federal Republic of Nigeria are expected to be visited by the end of June 2013 where both Nigeria and Rwanda governments will share learn from each other through cooperation | Seven (7) High Institutions of the Federal Government of Nigeria have been visited. | Q1: 2 institution Q2: 3institutions Q3: 4 institutions Q4: 1 institution | 1. Identifying key Federal government of Nigeria institutions 2. Visit identified institutions. | 4 762 310 |
| Output1.2 Three (3) MOU drafted and signed in the area of sport, culture and technology. | Two (2) drafts of MoUs available in (Military cooperation between Rwanda and Nigeria | Q1-Q2: MoUs drafted and submitted Q3-Q4: MoUs Signed | 1. Facilitate the signing of three MoUs between Rwandan and Nigerian governments in the areas of Sports, culture and technology | 3 528 250 |
| Output 1.3 1 Honorary Consulate office established in Lagos | | Q1: Identify Honorary Consular to fill the office in Lagos Q2: To assemble all the necessary logistics for setting up the office Q3-Q4: Operationalizing and issuing of visas facilitating and business | 1. Identifying a suitable honorary consul and his/her office in Lagos | 2 518 123 |

| Output | Indicator and Baseline | Target | Activities to Deliver | Budget Rwf |
|---|---|---|---|------------|
| Outcome 2: Contribute to wealth creation and ensure a Rwanda that is economically integrated on the globe | | | | |
| Output 2.1 Three(3) new Nigerian companies attracted and operate in Rwanda | Four(4) Companies have started correspondences and official procedures with the Government of Rwanda. | Q1-Q2: One Q3-Q4: Two companies | 1. Engage RDB, and MINICOM to facilitate companies' registration. 2. Showcasing Rwanda through promotion of its image and investment opportunities | 5 910 212 |
| Output 2.2 Akabanga, Juices, handcrafts, coffee, tea and milk products introduced in Nigeria | | Q1: Introduce Akabanga and Juices Q2: Introduce handcrafts and baskets Q3: Introduce coffee and Rwanda tea Q4: Introduce milk products | 1. A business delegation from Rwanda to visit The mission together with other stakeholders to introduce at least three Rwandan products on Nigerian market; Akabanga, handcrafts, coffee. Juices and milk products | 2 001 562 |
| Output 2.3 Two(2) film and entertainment firms from Nigeria and consequently organize Joint Music performance in Nigeria and Rwanda | No formal channel of collaboration yet. | Q1-Q2: Formal contacts with top 2 Nigerian film companies Q3-Q4: Formal contacts with music industry leaders in Nigeria and encourage them to partner with Rwandans | 1. Identifying two film and entertainment firms from Nigeria. 2. Identify two music producers to invest in Rwanda to boost Rwandan skills | 4 071 897 |
| Outcome 3: Rwandans mobilized to retain their identity while contributing to national development | | | | |
| Output 3.1 Three (3) fundraising events will be organised | Rwandans living abroad have recently contributed towards one dollar campaign, Bye-Bye Nyakasti among others | Q1: 1 database of Rwandans living in Nigeria and within the jurisdiction will be created Q2: Disseminate information about AgDF Q3: 3 fundraising events will be organized | 1. Create a database of Rwandans living in Germany and within the jurisdiction 2. Disseminate information about Agaciro development fund 3. Mobilize Rwandans living abroad to contribute towards Agaciro development fund. | 5 098 428 |

Berlin Embassy

| Output | Indicator and Baseline | Target | Activities to Deliver | Budget Rwf |
|---|---|---|--|------------|
| Outcome 1: Rwanda's image portrayed as a peaceful country globally | | | | |
| Output 1.1 Ten(10) Meetings with representatives of the Federal Parliament, federal ministries and institutions | Representatives of the Federal Parliament and government are regularly informed about current state of Rwanda | Q1: At least quarterly meetings with representatives of Federal Government. Q2: 3 meetings with Parliamentarians. Q3-Q4: Formal cooperation between Rwandan and German Parliament. | 1. At least quarterly meetings with representatives of Federal Government 2. At least 3 meetings with Parliamentarians | 8 000 000 |
| Output 1.2 Three (3) new MoUs with institutions of higher learning and research in Germany initiated | There are institutions in Germany interested in cooperating with Rwandan Institutions. | Q1-Q2: Make initial formal contacts Q3: 3 visits of heads of academic institutions in Rwanda to Germany to be facilitated. Q4: Signing of MoUs in areas that benefit both institutions | 1. Facilitate visits of heads of academic institutions in Rwanda to Germany 2. Facilitate meetings between heads of academic institutions in Rwanda and Germany | 3 000 000 |
| Output 1.3 Ten (10) events on Rwanda to address different audiences coorganized | Because of the lack of enough and current information, the perception on Africa and Rwanda is still negative, there is need to inform the public. | Q1: 3meeting to be organised Q2: 2 meetings to increase presence of positive stories about Rwanda in German press: Q3: 3 meetings with NGOs and other non-state actors will be organised | 1. Rwanda Embassy in Germany is leveraging the social media to increase its web presence significantly 2. Embassy newsletter to be maintained and list of readers increased | 5 000 000 |

| Output | Indicator and Baseline | Target | Activities to Deliver | Budget Rwf |
|---|---|--|---|------------|
| | | Q4: Organize 2 meetings with the federal government officials | | |
| Output 1.4 Eight (8) Rwanda cultural evenings organized. | Cultural exchanges are an appropriate tool for image building. | Q1: One(1) Rwanda cultural evening organized Q2: Two(2) Rwanda cultural evenings organized Q3: Two(2) Rwanda cultural evenings organized Q4: One(1) Rwanda cultural evening organized | 1. Organize a Rwanda cultural evening with participation of a Rwandan cultural group. | 2 300 000 |
| Outcome 2: Contribute to wealth creation and ensure a Rwanda that is economically integrated on the globe | | | | |
| Output 2.1 Three(3) events to promote investment on Rwanda organized in German, Poland and Czech Republic | The business sector in Germany is still reserved vis-à-vis investment in Africa | Q1: 3 investment promotions in Germany to be carried out Q2: 3 investment promotions in Czech-Republic to be carried out Q3-Q4: 3 out investment promotions in Poland | 1. Organize roadshows 2. Participate in investment conferences | 12 000 000 |
| Output 2.2 One(1)Final draft of the treaty before end of 2012 | Negotiations on investment treaty are ongoing | Q1-Q4: Final draft of the treaty before end of 2012 | 1. Continuous negotiations with Germany authorities until the treaty is signed 2012 2. Follow-up the negotiations of the investment protection treaty between Rwanda and Germany | 2 000 000 |

| Output | Indicator and Baseline | Target | Activities to Deliver | Budget Rwf |
|---|---|--|--|-------------------|
| Output 2.3 Three (3) targeted companies to visit Rwanda to explore concrete investment projects | Very few Germany investors operate in Rwanda. | Q1: three(3)business delegation visit to be organized Q2-Q4: 3 targeted companies to visit Rwanda to explore concrete investment projects | 1. I three(3) business delegations to visit Rwanda 2. (3) targeted companies to visit Rwanda to explore concrete investment projects | 11 000 000 |
| Outcome 3: Rwandans mobilized to retain their identity while contributing to national development | | | | |
| Output 3.1 Four (4)Mobilizing activities of Rwandan diaspora in Germany organized | Huge numbers of Rwandans live and work in Germany | Q1: Support the recreational week for Rwandan children organized by the diaspora. Q2: 2 meetings in Support of Umuganda activities of the diaspora in different regions. Q3: 2meetings in Support of Kinyarwanda teaching activities Q4: 1event in Support of Rwandan youth association | 1. Organize recreational week for Rwandan children organized by the diaspora. 2. Support Umuganda activities of the diaspora in different regions. 3. Support the Kinyarwanda teaching activities | 3 400 000 |
| Output 3.2 Three (3)Agaciro development fundraising events will be organised | Rwandans living abroad have recently contributed towards one dollar campaign, Bye-Bye Nyakasti among others | Q1: 3 database of Rwandans living in Germany and within the jurisdiction created. Q2: Disseminate information about AgDf Q3: 3fundraising events will be organised Q4: Remit funds to BNR | 1. Create a database of Rwandans living in Germany and within the jurisdiction 2. Disseminate information about Agaciro development fund 3. Mobilize Rwandans living abroad to contribute towards Agaciro development fund | 2 3000 000 |

Bujumbura Embassy

| Output | Baseline | Target | Activities to deliver | Budget Frw |
|--|--|---|---|------------|
| Outcome 1: Rwanda's image portrayed as a peaceful country globally | | | | |
| Output 1 The 8 th Joint Permanent Commission Meetings organised by October 2012. | Reports of JPC available. Extradition Treaty signed. Agreement between INSS Burundi and RSSB Rwanda of transferring 4.5 % contribution of pension agreement signed. Final Report will be submitted to Minister of Foreign Affairs. | Q1: one (5) TJPC Meetings to be held Q2-Q4:one(1) Calendar of the subcommittee meetings will be fixed and availed to MINAFFET | 1. To hold JPC Meetings 2. Calendar of the subcommittee meetings will be fixed and availed to MINAFFET by the end of this year. 3. Organise with Burundians the technical sub-Committees meetings: Justice, Social Security issues (Pensions) and Demarcation and Delimitation of Common Border | 2 100 000 |
| Output 1.2 Ten (10) meetings related to the strengthening good relations and cooperation attended. | Various meetings were held between Burundi and Rwanda | Q1-Q4: Respond positively to all official invitations issued by the Government of Burundi | 1. To attend all meetings and receptions | 9 000 000 |
| Outcome 2: Contribute to wealth creation and ensure a Rwanda that is economically integrated on the globe | | | | |
| Output 2.1 Three (3)meetings with Rwandan Business Community in Burundi organised by June, 2013. | There is a large presence Rwandan business commit in Burundi | Q1: 3 Rwandan Products in Burundi will be promoted Q2: Follow up of the EAC common market protocol; Q4: Follow up of the implementation of one stop border post policy | 1. Organise promotional events in Burundi | 2 900 000 |

| Output | Baseline | Target | Activities to deliver | Budget Frw |
|--|---|---|--|------------|
| | | Q4: Sensitization of Burundians and International community living in Burundi to visit Rwanda. | | |
| Outcome 3: Rwandans mobilized to retain their identity while contributing to national development | | | | |
| Output 3.1 Three (3) sensitisation meetings in Burundi on major policies and programs of the Government of Rwanda by Ubudehe, Unity and Reconciliation, Decentralization | Sensitized program is already in progress. | Q1-Q4: Rwandans living in Burundi sensitized on major policies and programs of Rwanda i.e. Ubudehe, Unity and Reconciliation, Decentralization, etc. | <ol style="list-style-type: none"> To identify Rwandans living in Burundi Prepare sensitisation materials Embark on sensitization drive on Ubudehe, Unity and Reconciliation Decentralization | 2 500 000 |
| Output 3.2 19 th Commemoration of 1994 Genocide of Tutsi in Rwanda done in April,2013 | 1994 Tutsi Genocide Commemoration will be done Annual. | <p>Q1-Q2: 2 meetings for Preparations</p> <p>Q3: Mobilisation and invitations sent out</p> <p>Q4: Commemoration activities will be held from April to July 2013.</p> | <ol style="list-style-type: none"> To sensitise diaspora community in all provinces of Burundi To send out invitations to diaspora leadership in provinces Hold commemoration events in provinces and cities. | 2 300 000 |
| Output 3.3 Three(3) meetings between Security Organs of two countries by (Police, Army and Intelligence Services) organized | High level Security Meeting was held between the two countries. | <p>Q1-Q2: 2 Police meeting to be held</p> <p>Q3: five(:5)Army meeting</p> <p>Q4: intelligence services meeting</p> | <ol style="list-style-type: none"> Security will be guaranteed on Rwanda-Burundi borders; | 2 000 000 |

Dar Es Salaam High omission

| Output | Baseline | Target | Activities to Deliver | Budget Rwf |
|---|---|---|---|------------|
| Outcome 1: Rwanda's image portrayed as a peaceful country globally | | | | |
| Output 1.1 Letters of Credence to Heads of State of the 4 countries (Zambia, Malawi, Seychelles & Comoros) and the COMESA Secretariat are presented by June 2013. | Letters of Credence not yet presented. | Q1-Q4: Letters of Credence presented to Zambia, Malawi, Seychelles, Comoros and the COMESA Secretariat | 1. Letters of Credence presented to Zambia, Malawi, Seychelles, Comoros and the COMESA Secretariat | 8 000 000 |
| Output 1.2 Four (4) meetings with Tanzanian government, ministries and parliament. | Communication exists but needs to be strengthened | Q1: four (4) Meeting with senior government officials Q2: Meeting with ministries officials Q3-Q4: Meeting with parliamentarians | 1. Develop further and stream-line communication between Embassy and Tanzania Government officials. | 2 900 000 |
| Output 1.3 14 th JPC between Rwanda and Tanzania held in Kigali by June 2013. | Rwanda has signed the 14 th JPC between Rwanda and Tanzania. | Q1: 5 Initial contacts made between both governments Q2-Q3: Facilitate correspondences Q4: one JPC held | 1. Greater cooperation and better relations across Ministries of both governments | 5 456 000 |
| Output 1.4 1 st JPC between Rwanda and Malawi by April 2013 to be held. | No previous JPC between Rwanda and Malawi | Q4: 3 events for Greater cooperation and better relations in more public and private sectors. | 1. Greater cooperation and better 2. Relations in more public and private sectors. | 12 000 000 |

| Output | Baseline | Target | Activities to Deliver | Budget Rwf |
|---|---|---|--|------------|
| Outcome 2: Contribute to wealth creation and ensure a Rwanda that is economically integrated on the globe | | | | |
| Output 2.1 Three(3)Contacts with Multinationals based in Tanzania with view to get them interested in Rwanda established by 3meetings held in Participating in major international investment | Inanition contacts are made. | Q1: 6companies are visited and encouraged to visit Rwanda with view to invest. 5 medium or large companies to Directly Invest in Rwanda. | 1. At least six companies are visited and encouraged to visit Rwanda with view to invest. 2. Preparation and stage up investment promotion Gala night in Dar es Salaam during SABASABA | 12 000 000 |
| Output 2.2 Two(2)events on Reduce None Tariff Barriers along Central Corridor by engaging Tanzania' authorities to speed up the railway and Isaka dry port projects | A number of NTBs exist impacting on trade. | Q2: two (2) meetings on Reduction in NTBs to be registered. | 1. Reduction in NTBs is registered 2. Engage potential investors in our joint projects especially in Railway construction project (Isaka-Kigali), and Hydroelectric power generation at Rusumo. Also engage TPA | 7 528 520 |
| Output 2.3 Two(2) meetings on Promoting private sector engagement | No private sector engagement between two countries. | Q3: two 2 trade fairs –one in Dar and another in Kigali to be staged. | 1. Stage 2 trade fairs –one in Dar and another in Kigali. | 4 000 000 |
| Outcome 3: Rwandans mobilized to retain their identity while contributing to national development | | | | |
| Output 3.1 Three (3)Sensitization meetings in Tanzania, Zambia, and Malawi on major policies & programs of the Government of Rwanda by June 2013. | Preparations are in progress. | Q1-Q4: 1 Report on mobilized Rwandans is available and more Rwandans return home. | 1. Report on mobilized Rwandans is available and more Rwandans return home. | 2 458 231 |

Hague Embassy

| Output | Baseline | Target | Activities to Deliver | Budget Rwf |
|--|--|---|---|------------|
| Outcome 1: Rwanda's image portrayed as a peaceful country globally. | | | | |
| Output:1.1 Strong bilateral relations by: <ul style="list-style-type: none"> - One (1)meeting on Making courtesy call on High-level government officials - One event on Coordinating high level visits to and from Holland | Bilateral relationship exists between Rwanda Netherlands | Q1: One(1)meeting on bilateral extradition treaty between Rwanda and Netherlands Q2: one(1)Visit of Dutch state minister for security and Justice to Rwanda | 1. Making courtesy call on high-level government officials 2. Coordinating high level visits to and from Holland | 3 765 309 |
| Output1.2 Project and reinforce positive image of Rwanda through embassy jurisdiction | Rwanda's image in Netherland is fairly positive | Q3: Embassy leverage social media; Facebook, twitter and LinkedIn to push positive message and traffic about Rwanda on the internet Q4: Embassy to use Interview, Print, TV, publications to project and promote Rwanda's image. | 1. Embassy to use Interview, Print, TV, publications to project and promote Rwanda's image. | 4 295 000 |
| Outcome 2: Contribute to wealth creation and ensure a Rwanda that is economically integrated on the globe | | | | |
| Output 2.1 Two(2)Dutch companies investing in Rwanda | Many Dutch funded programs in Rwanda; (PSI, and PPP). | Q1: two events on Encouraging ORIO to finance Rwandan projects for the first time | 1. Encourage ORIO to finance Rwandan projects for the first time | 2 654 000 |
| Output 2.2 Rwandan products on Dutch market | No known Rwandan products on Dutch market | Q2: In collaboration with NAEB, RDB,PSF, the embassy to identify suitable Rwanda products on the Dutch market | 1. Contacts have been made for possible opening of Bourbon coffee outlet in Amsterdam | 4 108 632 |

| Output | Baseline | Target | Activities to Deliver | Budget Rwf |
|---|---|--|---|-------------------|
| Output2.3 Tourist attraction | Netherland contributed 28% of tourists visited Rwanda in 2010. | Q1-Q4: Promote mountain gorilla through discover Rwanda magazine, and distribution of RDB brochures | 1. Promote mountain gorilla through discover Rwanda magazine, and distribution of RDB brochures | 4 521 995 |
| Outcome 3: Mobilize Rwandans living abroad to retain their identity while contributing to national development | | | | |
| Output 3.1 Two meetings to mobilize and create a large diverse network of committed Rwandans living abroad to contribute towards Agaciro development fund | Rwandans living abroad have recently contributed towards one dollar campaign, Bye-Bye Nyakasti among others | Q1: two(2) database of Rwandans living in Holland and within the jurisdiction to be created Q2: Disseminate information about Agaciro development fund Q3: three fundraising events to be organised | 1. Create a database of Rwandans living in Holland and within the jurisdiction 2. Disseminate information about Agaciro development fund | 3 351 000 |
| Output 3.2 Create an active patriotic Rwandan community in Netherland | 5 Diaspora members from Holland participated in 2010 Umushikirano and 16 were in 2012 one. | Q1-Q2: Embassy to meet a group of young Rwandan professionals in Holland Q3-Q4: To create an online forum to foster exchange ideas on how to contribute to national building | 1. Embassy to meet a group of young Rwandan professionals in Holland 2. Holland To create an online forum to foster exchange ideas on how to contribute to national building | 4 976 541 |

Kampala High Commission

| Output | Baseline | Target | Activates to Deliver | Budget Rwf |
|--|---|--|---|------------|
| Outcome 1: Rwanda's image portrayed as a peaceful country globally. | | | | |
| Output1:1 Two meetings on sustaining the good image and changing perceptions about Rwanda through by Ugandan media and public | Ugandan media have negatively reporting Rwanda | Q1-Q2: Swiftly responding to negative reports in the local media and those quoted locally from International media Encouraging more positive reporting in the Ugandan Media Encouraging more visits to Rwanda by different sectors of society to have a personal experience of developments taking root in Rwanda | 1. Organizing lunch/dinner with selected editors of influential media houses 2. Organizing visits and interviews in Rwanda for the above. | 7 578 911 |
| Outcome 2: Contribute to wealth creation and ensure a Rwanda that is economically integrated on the globe | | | | |
| Output 2.1 Promoting Rwanda as a business destination for Ugandan Entrepreneurs through organizing Trade Exhibitions in both countries | Several Ugandan companies have registered in Rwanda | Q2: 7 Pre-arrange business meetings between Ugandan potential investors and Rwandan Government Q3: Encourage Uganda and Rwandan Investors to participate in the organized Trade exhibitions in both countries Organize Trade Forum in conjunction with our partners. Q4: 1 sensitization meeting | 1. Pre-arrange business meetings between Ugandan potential investors and Rwandan Government officials in charge of Trade and investment, who may be visiting Uganda. 2. Encourage Uganda and Rwandan Investors to participate in the organized Trade exhibitions in both countries 3. Organize Trade Forum in conjunction with our partners. 4. Sensitize the members of the Rwanda Diaspora to invest their proceeds in developmental projects in Rwanda. | 8 900 000 |

| Output | Baseline | Target | Activates to Deliver | Budget Rwf |
|--|--|---|--|-------------------|
| Outcome 3: Rwandans mobilized to retain their identity while contributing to national development | | | | |
| <p>Output 3.1 One meeting on developing a new mobilization strategy which reaches out to all categories of Rwandans in Uganda</p> | <p>Umubano structure and leaders of other associations like Students' chairpersons, Women associations, etc.</p> | <p>Q1:one meeting to generate a List and contact details of all Rwandese expatriate</p> <p>Q2: two meetings on Organizing dinner with a limited number of UMUBANO</p> <p>Q3:Generate a list of all Banyarwanda Students Leaders in the Major Universities</p> <p>Q4:Organize a reception for the Rwandese expatriates, business people & Students Leaders</p> | <ol style="list-style-type: none"> 1. Generate a List and contact details of all Rwandese expatriate and Business men, Students, etc. based in Uganda 2. Organize dinner with a limited number of UMUBANO positive factions to discuss future cooperation. 3. Generate a list of all Banyarwanda Students Leaders in the Major Universities. 4. Organize a reception for the Rwandese expatriates, business people & Students Leaders with a view of explaining and involving them in the mobilization strategy 5. Meeting Students Leaders to brainstorm on how they could continue promoting Rwandese culture and unity amongst themselves. | <p>11 000 000</p> |

DRC - Embassy

| Output | Baseline | Target | Activities to Deliver | Budget Rwf |
|---|---|--|--|------------|
| Outcome 1: Rwanda's image portrayed as a peaceful country globally. | | | | |
| Output 1.1 Two high-level visits between Rwanda and our jurisdiction organised | The President of Rwanda exchanged visits with the President of the Republic of Congo Existence of Cooperation frameworks (JPC) with DRC, Congo and Gabon | Q1: Motivating the visit of the President of Gabon to Rwanda Q2: Follow-up on the implementation of existing JPC agreements Q3: Follow-up from MOFA Rwanda on the opening of the Embassy Bureau in Brazzaville Q4: Follow-up on the requests to present credentials in Chad and Equatorial Guinea | <ol style="list-style-type: none"> 1. Follow-up on the implementation of existing JPC agreements and working towards the signing of Cooperation frameworks with Gabon 2. Follow-up from MOFA Rwanda on the opening of the Embassy Bureau in Brazzaville as requested by Rwanda and agreed by Congo through the Note Verbale Nr.000075 of 19 April 2011. 3. Follow-up on the requests to present credentials in Chad and Equatorial Guinea | 5 456 098 |
| Outcome 2: Contribute to wealth creation and ensure a Rwanda that is economically integrated on the globe | | | | |
| Output 2.1 One event on Putting in place mechanisms aimed at boosting trade between Rwanda and the jurisdiction | Existence of Cooperation frameworks (JPC) with DRC, Congo and Gabon Gabon sent an invitation on 5 June 2012. | Q1: one meeting to follow-up on the implementation of the trade component of the JPCs, proactively identify trade opportunities for Rwandan products and organising and facilitating trade missions for Rwandan businessmen; | <ol style="list-style-type: none"> 1. Reaching out to investment companies and market Rwanda to investors and tourists; 2. Follow-up on the requests by Rwandair to start operations in DRC, Cameroon, CAR and Equatorial Guinea. | 3 104 005 |

| Output | Baseline | Target | Activities to Deliver | Budget Rwf |
|---|--|--|--|------------|
| | | <p>Q2: one meeting to facilitate the trade fair planned for July 2012 in Gabon.</p> <p>Q3: one meeting To facilitate the participation of Rwandan business people to an international trade fair to be held in Pointe Noire, Republic of Congo.</p> <p>Q4: Identifying Honorary Consuls in Goma, Bukavu and Lubumbashi in DRC, Bangui in CAR.</p> | | |
| Outcome 3: Mobilize Rwandans mobilized to retain their identity while contributing to national development. | | | | |
| Output 3.1: two(2)events on Mobilisation of the Diaspora | Provisional list of members of the Diaspora is available, although no structured community were formed yet, There is important Diaspora in Congo Cameroon, CAR and DRC | <p>Q1: Continued updating of the database of Rwandan citizens living in the jurisdiction: their figures and qualifications</p> <p>Q2-Q4: Various Rwandan communities in the jurisdiction will be visited</p> | <ol style="list-style-type: none"> 1. Updating of the database of Rwandan citizens living in the jurisdiction 2. Rwandan communities in the jurisdiction will be visited | 2 345 098 |
| Output 3.2: two events on Mobilisation of refugees to voluntary repatriation in view of the Cessation Clause | Refugees are proactively engaged on voluntary repatriation and there is regular contact with the | Q1-Q4: Meeting refugees in order to sensitize them on voluntary repatriation and facilitate those willing to return or get Rwandan | <ol style="list-style-type: none"> 1. Facilitate those willing to return or get Rwandan passports or One Way Travel Documents allowing them to return home. | 6 645 826 |

| Output | Baseline | Target | Activities to Deliver | Budget Rwf |
|--|---|---|---|------------|
| | Embassy, especially those in Congo (Brazzaville) where there is a big number of refugees. | passports or One Way Travel Documents allowing them to return home. | | |
| <p>Output 3.3 One meeting to mobilize and create a large diverse network of committed Rwandans living abroad to contribute towards Agaciro development fund</p> | Rwandans living abroad have recently contributed towards one dollar campaign, Bye-Bye Nyakasti among others | <p>Q1:one data database of Rwandans living in DRC and within the jurisdiction</p> <p>Q2:one meeting on Disseminate information about Agaciro development fund</p> <p>Q3:Organize at least three fundraising events</p> | <ol style="list-style-type: none"> 1. Create a database of Rwandans living in DRC and within the jurisdiction 2. Disseminate information about Agaciro development fund | 3 351 000 |

London High Commission

| Output | Baseline | Target | Activates to Deliver | Budget Rwf |
|--|--|---|--|------------|
| Outcome 1: Rwanda's image portrayed as a peaceful country globally | | | | |
| Output 1.1 To strengthen bilateral relations and diplomatic activities with the UK Government by initiating meetings with UK senior government officials and friends of Rwanda | UK and Rwanda enjoys cordial bilateral relations | Q1: Work with Government senior officials in the Foreign and DFID on various issues of Governance, security, genocide suspects, indictments, Great lakes, Darfur, development cooperation and other issues of common interest. Q2: Promote the Rwandan peace keeping initiatives and lobby relevant stakeholders to partner with Rwanda and offer technical support. Q3: Closely monitoring the performance of Honorary Consuls. | <ol style="list-style-type: none"> 1. Schedule and attend one to one meetings with key officials with the aim of achieving a common understanding on key bilateral issues. 2. Awareness of Rwanda Peace keeping initiatives in area of jurisdiction and technical support mobilized. 3. Improved performance of Honorary Consuls 4. Active participation in Parliamentary forums i.e APPG, CPA etc 5. Initiating and organizing themed events with Parliamentary groups. 6. Strengthen relationship and participate at the briefing sessions for the volunteers 7. Continue to develop of all Umubano volunteers and keep them engaged. | 11 000 000 |
| Outcome 2: Contribute to wealth creation and ensure a Rwanda that is economically integrated on the globe | | | | |
| Output 2.1 Ensure Rwanda's maximum benefit to membership and contribution to the Commonwealth Association by | Rwanda is a member of commonwealth community | Q1: Actively participate in Commonwealth and other regional meetings (EAC, AU) and closely follow up opportunities and inform relevant authorities. | <ol style="list-style-type: none"> 1. Active participation in Commonwealth, regional meetings (EAC, AU, Commonwealth) and closely following up developments | 7 465 128 |

| Output | Baseline | Target | Activates to Deliver | Budget Rwf |
|--|---|--|--|------------|
| end of June 2013 | | | | |
| Output2.2 Increase the level of UK Investor awareness of Investment opportunities and potential in Rwanda by Organizing investment conferences and Road shows. | There are very few UK investments in Rwanda | Q2: Organize targeted investment promotion information workshops to be held with established trade partners in the UK for high level investors Q3-Q4: Mobilize the Diaspora living in the UK / Ireland to invest in Rwanda and indicate their areas of interest | 2. Two(2) events that outline why Rwanda is the best investment destination in EAC and probably Africa today. To be held in the UK and Ireland 3. Organize Diaspora targeted investment promotion information workshops in UK 4. Six business visits per month to companies and individuals looking to invest in Rwanda. 5. Organizing one to one meetings with potential investors with the aim of promoting FDI | 12 000 000 |
| Outcome 3: Rwandans mobilized to retain their identity while contributing to national development | | | | |
| Output 3.1 Two events in Mobilizing Rwandan Diaspora in London by encouraging them to form diaspora associations | There is a sizeable number of Rwandans living in Rwanda | Q3:one meeting to Reinforce the existing Diaspora Communities to streamline their community activities and ensure coordination among each other for maximum output | 1. Develop a comprehensive database of Diaspora in the UK and enhance communication between them and the High commission 2. Prepare and visit all the opinion leaders in UK | 13 400 000 |

New York Embassy

| Output | Baseline | Target | Activities to Deliver | Budget Rwf |
|--|--|--|---|------------|
| Outcome 1: Rwanda's image portrayed as a peaceful country globally | | | | |
| Output: 1.1 Election of Rwanda to the United Nations Security Council for the period 2013-2014 | Mount an effective campaign that ensures that Rwanda is elected to the Security Council by more than a two-third majority. | Q1-Q2: Rwanda being elected to the Security Council with a substantial majority of votes in the General Assembly (2/3 majority required, 128 states out of 193) | <ol style="list-style-type: none"> 1. Mount an effective campaign until October 2012 2. Preparing the programme of UNGA and of the side meetings on 31/08/2012 | 11 654 000 |
| Output: 1.2 Enhance partnership between the African Union, other regional organizations and the United Nations in the maintenance of international peace and security; | Partnerships between the United Nations and regional organizations, particularly the African Union, are strengthened. | Q3-Q4 : Resolutions of the Security Council, UN Reports, statements by Rwanda | <ol style="list-style-type: none"> 1. Enhance partnership between the African Union, other regional and sub-regional organizations and the United Nations 2. Improve the working methods of the Security Council to ensure its more inclusive and transparent | 9 000 567 |
| Output: 1.3 End sexual violence and impunity; | Ending sexual violence and impunity is set as priority in relevant SC resolutions, particularly in Eastern DRC | Q4: Resolutions of the Security Council, UN Reports, statements by Rwanda Q1-Q4: dvance the role of women in conflict resolution and peace building | <ol style="list-style-type: none"> 1. Ensure effective dissemination of information that is ant-sexual violence practices in the world | 4 786 251 |
| Output: 1.4 Ensure sustainable transitions from peacekeeping to nation building in countries emerging from conflict. | The advisory role of the Peace building Commission is enhanced by the Security Council and clear proposals are made for a smooth | Q4: Resolutions of both the General Assembly and Security Council, UN reports, statements by Rwanda | <ol style="list-style-type: none"> 1. Resolutions of both the General Assembly and Security Council, UN reports, statements by Rwanda | 11 000 621 |

| Output | Baseline | Target | Activities to Deliver | Budget Rwf |
|---|--|--|---|------------|
| | transition from peacekeeping to peace building. | | | |
| Output: 1.5. Enhance Rwanda's participation and contribution in peacekeeping operations | Rwanda participates in UN peacekeeping missions in Darfur, Haiti, Liberia among others | <p>Q1-Q4: Negotiations and coordination between relevant UN entities and Government of Rwanda to ensure maximum possible rates of reimbursement.</p> <p>Q1-Q4: Lobbying senior UN leadership to increase Rwandan presence at decision-making levels in the Department of Peacekeeping Operations</p> | <ol style="list-style-type: none"> 1. Deployment of aviation unit composed of 3× Military Utility Helicopters; 2. Securing one professional post in the Office of Military Affairs; 3. Timely deployment and rotation of troops and police officers in peacekeeping missions | 8 673 902 |

Pretoria High Commission

| Output | Baseline | Target | Activities to Deliver | Budget Rwf |
|---|---|---|--|------------|
| Outcome.1. Rwanda's image portrayed as a peaceful country globally | | | | |
| Output: 1.1 Creating, strengthening and sustaining good relations with public and private institutions in countries under Pretoria High commission by <ul style="list-style-type: none"> - Two (2) meetings to be Organized - Radio and TV talk shows | Bilateral relations between Rwanda and countries under Pretoria jurisdiction already exists | Q1: Network with people in all spheres: politics, business and civil society Q2: 2Road shows and preparation of media outlets Q3: two potential investors to Rwanda to provide after care services will be contacted | 1. Encourage public, private media players to visit and discover Rwanda | 13 764 000 |
| Output 1.2 Implementing cooperation MOUs by keeping track of the MOUs implementation status. | Follow up on existing MOUs in education and general JPC | Q1: Monitor and support Rwandan students in South Africa Q2: Search for more partnerships for opportunities for skilled development and other high standard service Q3: Update the current JPC to incorporate new trends Q4: Identify new areas of cooperation | 1. Update the current JPC to incorporate new trends 2. Identify new areas of cooperation | 6 499 000 |
| Outcome 2: Contribute to wealth creation and ensure a Rwanda that is economically integrated on the globe | | | | |
| Output 2.1 Promoting Trade and Investment in Rwanda by two events on Disseminating | Few south African companies operate on Rwandan market | Q1:2 Investment promotion activities in Rwanda in collaboration with RDB | 1. Carry out business workshops, contracts, and road shows 2. Producing and disseminating business documentations | 11 983 112 |

| Output | Baseline | Target | Activities to Deliver | Budget Rwf |
|--|--|--|--|-------------------|
| information in the media about new investment opportunities in Rwanda | | <p>Q2: 1 Documentation and information sharing on Rwanda business opportunities</p> <p>Q3: 1 meeting to Encourage Rwandans to invest in South Africa</p> | <ol style="list-style-type: none"> 3. Assessing and attracting business people 4. Countries and business profiles and due diligence 5. Business facilitation | |
| Outcome 3: Rwandans mobilized to retain their identity while contributing to national development | | | | |
| <p>Output 3.1 Mobilizing Rwandan Diaspora in south Africa by mobilizing them through associations</p> | <p>There is a large presence of Rwandan Diaspora in South Africa</p> | <p>Q1: 1 database and communication network to be created.</p> <p>Q2: Promoting organized associations based on location and promote the culture of shared vision and solidarity</p> <p>Q3: Promote self-help activities at the community levels</p> <p>Q3: Cooperation with other relevant diaspora support institutions</p> <p>Q4: Promoting Rwandan cultural activities such as language, dance values solidarity and integrity.</p> <p>Q4: Strengthen links with Rwanda through information sharing and seizing opportunities in housing in Rwanda</p> | <ol style="list-style-type: none"> 1. Put up a computerized database with one page individual profile 2. Creating and expanding yahoo group for messages, news exchange by Rwandan Diaspora and the high commission 3. Get together events, formal meeting updates, commemoration and celebration of key national events 4. Think tanks and committees to devise ideas on wealth creation, mutual support, integration with dignity in host country 5. Discourage divisionism, misconduct and hostile activities against Rwandan vision and leadership from host country 6. Rwandans teaching kids Kinyarwanda | <p>16 094 154</p> |

Washington Embassy

| Output | Baseline | Target | Activities to Deliver | Budget Rwf |
|---|--|--------------------------|--|------------|
| Outcome 1: Rwanda's image portrayed as a peaceful country globally | | | | |
| Output 1.1 Four (4) meetings to be conducted with key USG departments and the congress | Indicator: Number of key persons to meet with and policy issues tackled in 2012-13 Baseline: 10 meetings | 15 Meetings by June 2013 | Q1: Organize pertinent meetings with Department of State, other USG Departments and the Congress | 5 000 000 |
| Output 1.2 Two consultative meetings with USG agencies (USAID, USTR, MCC...will be held | Indicator: Number of meetings held and resolutions (MOUs,) reached at and sustainable relations with USAID, USTR, MCC Baseline: 6 Meetings | 10 Meetings by June 2013 | Q2-Q4: Plan and organize meetings, seminars, roundtable discussions and workshops with various USG Agencies. | 7 458 123 |
| Output 1.3 Two meetings to increase the scope of the 'Sister Cities' project. | Indicator: Number of MoUs Signed with different cities, Number of proposals submitted to cities Baseline: Oklahoma and Indianapolis already established contacts | 1 Cities by June 2013 | Q1: Identifying the key cities of interest Q2: Organize technical sessions with city administration | 2 000 000 |
| Output 1.4 Two events to Establish partnership with academic institutes, think-tanks and other civil society organizations. | Indicator: Number of academic institutions, think Tanks and civil society Baseline: Collaboration | 5 Institutions | Q1-Q2: Research on viable universities to partner with in areas of ICT, law and business, Engineering and Medicine etc. Negotiate scholarships for Rwandan | 7 456 145 |

| Output | Baseline | Target | Activities to Deliver | Budget Rwf |
|---|---|---|---|-------------------|
| | with 5 institutions | | students. | |
| Output 1.5 Locate ICT skill development organizations | Indicator: Number of organizations and institutions ready for partnerships Baseline: 5 organizations | 5 Proposals submitted to ICT Skill development organizations | Q3-Q4: Assess the type of ICT skills needed, Identify the organizations and initiate communication Negotiate framework for collaboration | 3 000 000 |
| Output 1.6 Proactively engage the media outlets for positive reporting | Indicator: Number of positive articles published on blogs and mainstream media in USA about Rwanda Baseline:(5) blogs publishing positive stories on Rwanda in a sustained manner | 10 Media outlets in partnership to disseminate information about Rwanda | Identify media outlets and provide appropriate positive information Liaise and network with key media outlets. Quarterly press briefing. Create blogs and websites | 6 000 000 |
| Output 1.7 Establish a mechanism to work with Friends of Rwanda and mobilize more | Indicator: List of active FoR sustained and expanded Baseline: 150 friends of Rwanda | Ten(10) key friends of Rwanda by June 2012 | Appoint a focal point in the Embassy. Provide regular information Organize group or individual meetings. Create a coordinated database | 2 456 000 |
| Output 1.8 Two VIP visit from Rwanda to the US will be facilitated | Indicator: Number of visit Baseline: 10 visits | 15 visits facilitated by June 2013 | Q1-Q4: Secure diplomatic clearances Securing necessary appointments Organize logistics | 5 789 000 |

| Output | Baseline | Target | Activities to Deliver | Budget Rwf |
|--|---|---|---|-------------------|
| Output 1.9 One meeting to Facilitate VIP visit from the US to Rwanda | Indicator: Number of visits conducted. Baseline: 5 official visits. | 8 visits facilitated by June 2013 | Q1: Facilitate the visits by collaborating with the both offices in Rwanda and those in the US | 4 236 000 |
| Outcome 2: Contribute to wealth creation and ensure a Rwanda that is economically integrated on the globe | | | | |
| Output 2.1 Four (4) database for investors in various sectors to be built.s | Indicator: Number of companies identified Baseline: 150 companies | 4 companies ready to invest after the prospects | Q1-Q4 Create and develop investor profile Create a database Find companies interested in investing their facility in Rwanda Identify markets for small or large scale exporters from Rwanda for products such as coffee, tea, and pyrethrum... Infrastructure & Energy-25%, ICT-25%, Agribusiness-25%, Trade and other- 25% | 8 075 280 |
| Output 2.2 15 Investment and trade promotion events will be conducted. | Indicator: Number of the events Baseline: ten 10 business events | 15 business events by 2013 | Plan Events Organize and distribute promotion materials Identify media outlets Attend trade shows | 2 000 000 |
| Output 2.3 Two events to Market Rwanda as a premier tourist destination | Indicator: Number of tourists visiting Rwanda. Baseline: 6000 tourists | 20% increase of the Baseline | Q1: Prepare and provide promotional materials such as booklets, fliers, and videos. Q2: Develop an interactive website | 2 563 000 |

| Output | Baseline | Target | Activities to Deliver | Budget Rwf |
|--|---|-------------------------------------|--|------------------|
| | | | <p>with viable information</p> <p>Q3: Organize promotional events at the Embassy twice a year</p> <p>Bourbon Café event each quarter</p> <p>Organize Passport DC</p> | |
| <p>Output 2.4 Attend consultative meetings with Multilateral institutions</p> | <p>Indicators: Number of meetings.</p> <p>Baseline: six (6)meetings</p> | <p>nine(9) meetings</p> | <p>Organize meetings for high level delegation from Rwanda.</p> <p>Organize meetings with technocrats</p> <p>Participate Seminars</p> <p>Attend Work shops</p> | <p>2 564 000</p> |
| <p>Output 2.5 Develop collaboration with the U.S. Chambers' of Commerce</p> | <p>Indicator: Number of meetings with Federal Offices and frameworks with State's Chamber of Commerce</p> <p>Baseline:four(4) consultative meetings</p> | <p>Six(6) Consultative meetings</p> | <p>Plan and organize meetings</p> <p>Create mechanisms of collaboration</p> <p>List key chamber of commerce's in various States and the World Trade Centers</p> <p>Sensitize the US business Community on the existing BIT instruments</p> | <p>3 000 000</p> |
| <p>Output 2.6 Two meetings to Facilitate SME's from Rwanda for further specialized training in the US</p> | <p>Indicator:</p> <p>Baseline:four(4) visits</p> | <p>(6) visits facilitated</p> | <p>Identify trainings and sources of funding.</p> <p>Create mechanisms of collaboration.</p> <p>Identify the enterprise for training.</p> <p>Prepare appropriate briefs pertaining the training</p> | |

| Output | Baseline | Target | Activities to Deliver | Budget Rwf |
|---|---|---|--|-------------------|
| Output 2.7 Involve Friends of Rwanda in all matters concerning trade and investment | Indicator: Reference Key output 4 Baseline: Reference Key output 4 | Follow on the High level annual visits organized according to year of visit for easy monitoring | Identify friends of Rwanda according to their areas of interest. | 4 000 000 |
| 3. Outcome: Strengthen defense cooperation with countries of accreditation | | | | |
| Output 3.1 Four(4) meetings to Negotiate funding to improve Defense Capabilities | Indicator: Increased funding to defense programs. Baseline: Existing funding programs to be pursued. | Four() Projects Increase by 25% the existing funding by June 2013. | Q1-Q4 Hold meetings and courtesy calls with relevant officials Follow up funding procedures. Write proposals | 2 000 000 |
| Output 3.2 Access Defense Articles that may be useful to the RDF | Indicator: 10 visits Baseline: 10 visits carried out in 2010-2011. | Increase the acquisition of vital articles by 20% by June 2013 | Engage all departments concerned with policy and procurement Visit declared excess defense articles Coordinate the procurement of Defense materials and technology | 3 000 000 |
| Output 3.3 Coordinate Training and Education of RDF personnel in US institutions. | Indicator: Increased training and education opportunities for RDF members. Baseline: 26 RDF members trained in the year 2010-2011. | Increase training opportunity by 30% by June 2013. | Q1-Q4 Visit training institutions hosting RDF personnel and meet relevant officials Solicit relevant military courses for the RDF | 3 000 000 |

| Output | Baseline | Target | Activities to Deliver | Budget Rwf |
|---|--|---|--|-------------------|
| Output 3.4 Negotiate further opportunities to support the RDF's capacity in PSO (ACOTA Project) | Indicator: Increase opportunities to support capacity in Peace Support Operations. Baseline: Training of RDF in PSO techniques done throughout the year 2010- 2011. | 4 training sessions | Liaise with the Africa Bureau, Department of State, DOD | 3 000 000 |
| Output 3.5 Enhance Defense relationship between US Forces and the RDF | Indicator: New partnership opportunities for the RDF. Baseline: Existing bilateral programs done during 2010- 2011. | two (2)partnerships to be negotiated for the Rwanda Peace Academy by June 2013. | Plan for RDF personnel visits to US military establishment of interest. Provide country brief on US military officials intending to visit Rwanda | 5 000 000 |
| Outcome 4: Mobilize Rwandans mobilized to retain their identity while contributing to national development | | | | |
| Output 4.1 Four(4)sensitization tours | Indicator: Number of Diaspora Communities visited by Embassy Officials per year Baseline: 5 sensitization meetings | 12 Different Diaspora meetings and 1 Consultative meeting per year to be held | Q2-Q4 Embassy team visit to different Diaspora Communities. Dissemination of fliers and brochures | 6 812 954 |
| Output 4.2 Facilitate Diaspora members to invest in Rwanda. | Indicator: Number of projects initiated by diaspora. Baseline: 3 investing sessions | 4 projects initiated | Collect data on number of Rwandan interested investing in Rwanda. Information on potential business and job opportunities in Rwanda appropriate for diaspora. | 7 000 000 |

| Output | Baseline | Target | Activities to Deliver | Budget Rwf |
|--|---|---|---|------------------|
| <p>Output 4.3 Encourage reconciliation and social cohesion</p> | <p>Indicator: Number of events organized on Unity and Reconciliation</p> <p>Baseline: 8 events</p> | <p>12 events</p> | <p>Reaching out to every Diaspora community</p> <p>Encourage visits between the Diaspora communities</p> <p>Hold Social events amongst communities.</p> <p>Organize come and see program</p> <p>Initiate an online radio</p> | <p>6 459 000</p> |
| <p>Output 4.4 Encourage Rwandan Diaspora visiting Rwanda to provide expertise in their professional field</p> | <p>Indicator: Number of professionals in the Diaspora participating</p> <p>Baseline: 5 Diaspora professionals participating</p> | <p>8 professionals by June 2013</p> | <p>Establish a data base for Rwanda professionals in the US</p> <p>Identify areas that the professionals could be of more help based on their area of expertise</p> <p>Facilitate them to go to Rwanda</p> <p>Collaboration between professionals in the Diaspora and those in Rwanda created</p> | <p>5 000 000</p> |
| <p>Output 4.5 Support the creation of governing structures</p> | <p>Indicator: Number of Structured Diaspora Organizations</p> <p>Baseline: 5 Structured Diaspora Organizations</p> | <p>10 Structured Diaspora Organizations</p> | <p>Collaboration with opinion leaders in different Diaspora Communities</p> <p>Consultation with Diaspora organizations already in place</p> | <p>2 000 000</p> |

Ethiopia Embassy

| Output | Baseline | Target | Activates to deliver | Budget Rwf |
|--|--|---|--|------------|
| Outcome 1: Rwanda's image portrayed as a peaceful country globally. | | | | |
| Output 1.1: Formalize bilateral cooperation between Rwanda and Ethiopia in the sectors of: Agriculture, Trade and Capacity building in the Police Services. | Sector MoUs signed and action plan for Cooperation areas in the 3 sectors development. | Q1-Q4 2 activities in each of the 3 sectors will be implemented. | 1. 2 activities in each of the 3 sectors will be implemented. | 3 578 911 |
| Outcome 2: Contribute to wealth creation and ensure a Rwanda that is economically integrated on the globe | | | | |
| Output 2.1 Promote Rwanda's Trade and Investment in Israel | Business roundtable between Rwanda and Israel convened | Q1-Q2: Key investment projects, trade between Rwanda and Israel promoted. Q3-Q4: Rwanda and Israel business people connected. | 1. Key investment projects, trade between Rwanda and Israel promoted. 2. Rwanda and Israel business people connected. | 2 900 000 |
| Outcome 3: Rwandans mobilized to retain their identity while contributing to national development | | | | |
| Output 3.1 Initiate Itorero | Teaching and promoting Rwanda Culture | Q1-Q4: All members of the Rwandan community living in Ethiopia initiated into Itorero | 1. All members of the Rwandan community living in Ethiopia initiated into Itorero | 4 542 673 |
| Output 3.2 Mobilize Rwandans living in parts of Eastern and North African through Diaspora structures and celebration of national key events | Hold a convention of the Rwandan Community living in parts of Eastern and North Africa | Q1-Q4: Visible positive and proactive engagement of Rwandan community living in parts of Eastern and North Africa to promote the image of their country. | 2. Visible positive and proactive engagement of Rwandan community living in parts of Eastern and North Africa to promote the image of their country. | 12 200 000 |

Beijing Embassy

| Output | Baseline | Target | Activities to Deliver | Budget Rwf |
|--|--|---|--|------------|
| Outcome 1: Rwanda's image portrayed as a peaceful country globally. | | | | |
| Output 1.1 Two interviews and special reports on Rwanda published in major local media. | Contacts with media already established | Q1-Q4: Four (4) effective media covering on Rwandese progress on economic, political and social performance | 1. Hold various interviews with both local and international media houses | 9 000 000 |
| Output 1.2 Embassy participates in major meetings to project a good image of Rwanda | Embassy normally participates in international meetings. | Q1: Organization of National day and Golden Jubilee of national Independence Q2-Q4: Officials embassies to participate in at least four international conferences. | 1. Participate in the 9th SOM and 5th Ministerial Conference of the FOCAC 2. Keep contact and active role in INBAR activities and contribution to the preparation of upcoming Ministerial conference in November 2012 | 7 946 621 |
| Output 1.3 Regular and effective consultation with Chinese counterparts for negotiation of new agreements, and follow-up of existing ones. | Progress report available; Principle of regular meetings agreed upon by both sides. Joint Committee to meet in October 2012 in Kigali and to propose a Five Years Plan for China-Rwanda Cooperation | Q1: 200mRMB mobilized for new cooperation projects. Q2-Q4: Current on-going projects well implemented in line with schedule : Musanze Vocational School; Masaka Hospital Road; Government Offices Building; Masaka Hospital (Completion phase); Rubona Agriculture Demonstration Center (management phase) | 1. Working towards implementing a five year plan for China-Rwanda cooperation | 17 000 000 |

| Output | Baseline | Target | Activities to Deliver | Budget Rwf |
|---|---|---|--|-------------------|
| | | <p>Q3: A five year plan for China-Rwanda cooperation is adopted and projects agreed upon start to be implemented.</p> | | |
| <p>Outcome 2: Contribute to wealth creation and ensure a Rwanda that is economically integrated on the globe</p> | | | | |
| <p>Output 2.1: Mobilization of investors in real estate, ICT, and mining.</p> | <p>Various Chinese companies are operating in Rwanda.</p> | <p>Q1: 50m\$ FDI mobilized</p> <p>Q2-Q4: Organize road shows</p> <p>Q1: Follow-up the negotiation with Exim Banks for loans applied by GoR</p> | <ol style="list-style-type: none"> 1. Organize tourism road shows 2. Investment seminars organized 3. To attend key annual trade and investment fairs organized in China mainly: 4. Canton Fair in Guangzhou, 5. China International Fair for Investment Trade (CIFIT) in Xiamen, 6. The 3rd African Commodity Fair YIWU, 7. China Hi-Tech Fair in Shenzhen, 8. The 3rd China Overseas 9. Investment Fair in Beijing 10. China (Shenzhen) Int'l Cultural Industries Fair | <p>13 000 000</p> |

Brussels Embassy

| Output | Baseline | Target | Activities to deliver | Budget Rwf |
|---|--|---|--|------------|
| Outcome 1: Rwanda's image portrayed as a peaceful country globally. | | | | |
| Output1.1 Expand and strengthen bilateral and multilateral relations by providing appropriate information about Rwanda to the international community and Rwandans living in Europe | Rwanda and Belgium have got bilateral relations | Q1: Consolidate the relationship of trust between Rwanda and Belgium. Q2: Increase and update the Database and strengthen the network within the Belgian, European and International institutions below | <ol style="list-style-type: none"> 1. Provide appropriate information about Rwanda 2. (Politics, economy, governance, general situation in Rwanda, etc. 3. 2 or 3 working meetings and facilitate 1-2 official and/or working visits in Rwanda by both high level Belgian and EU Delegations in Rwanda. | 7 456 098 |
| Output 1.2 Engaging the media External Opinion Formers and Think-Tanks on pertinent issues and dealing Consistently with Negative Criticism | There exists un friendly think tank groups, opinion leaders and media houses to Rwanda | Q1:1 Database to be built Q2: Consolidation of the relationship between the Embassy, the media, the opinion formers and the think-tanks; Q3: Strengthen the relationship with the media Q4: Improve the Embassy website (design, content, visibility). | <ol style="list-style-type: none"> 1. Update constantly the Press contact listing that is already done; 2. Meet over 4-5 journalists, provide them appropriate information and prepare them to a journey in Rwanda; 3. Elaboration of a comprehensive communication strategy for the Embassy | 5 456 000 |
| Outcome 2: Contribute to wealth creation and ensure a Rwanda that is economically integrated on the globe | | | | |
| Output 2.1 Reaching out to private and public investment | | Q1: To attract and encourage investors to the Rwandan market. | <ol style="list-style-type: none"> 1. Do the follow-up of the lunch-conferences in Antwerp and Brussels (CBL-ACP) with potential investors; | 7 104 005 |

| Output | Baseline | Target | Activities to deliver | Budget Rwf |
|--|--|---|---|------------------|
| <p>companies and market Rwanda to investors through:</p> <ul style="list-style-type: none"> – One(1)0 business mission to Rwanda organised – Providing complete information about investment opportunities in Rwanda | | <p>Q2: To stimulate investment initiatives from the Rwandan Community Abroad and/or from other people. Which other people</p> | <ol style="list-style-type: none"> 2. Do the follow-up of the meetings with FIT, AWEX and Cercle de Lorraine; 3. Invite key investors to the annual Liberation Day at the Embassy | |
| <p>Outcome 3: Rwandans mobilized to retain their identity while contributing to national development</p> | | | | |
| <p>Output 3.1 Meeting with Rwandan Community Abroad, Friends of Rwanda and other strategic groups and showcase Rwanda success stories</p> | <p>Belgium has got huge number of Rwandan Diaspora</p> | <p>Q1: Pursue the consolidation of the youth involvement;</p> <p>Q2: Consolidate the involvement of the Rwandan Community Abroad in general;</p> <p>Q3: Stimulate new friendships and consolidate the ones already established;</p> <p>Q4: To keep the Rwandans well informed, motivated, proactive and positive about Rwanda</p> | <ol style="list-style-type: none"> 1. Increase the involvement of the Rwandan youth in general national building activities 2. Invite the “Isonga team” in order to involve them and organize a second edition of Itorero ry’Urubiruko in Belgium and other activities; 3. Organize meetings about different themes that concern Rwandan Community Abroad issues | <p>6 345 098</p> |

Senegal Embassy

| Output | Baseline | Target | Activities to Deliver | Budget Rwf |
|---|---|--|--|------------|
| Outcome 1: Rwanda's image portrayed as a peaceful country globally | | | | |
| Output 1.1 Expand and strengthen bilateral | Organizing the JPC (Permanent Joint Commission) between the Republic of Rwanda and Senegal by June 2013 | <p>Q2: The main target is to promote the bilateral relationship and networking between the two Countries in all aspects.</p> <p>Q3: To create a friendship group of the members of the Parliament from the two Countries which can help both Countries learn from each other, share information and experience</p> <p>Q4: To officially present Rwanda in order to strengthen the bilateral and multilateral relationship between those Countries and Rwanda.</p> | <ol style="list-style-type: none"> 1. The organization and implantation of the JPC is scheduled for this second semester. 2. Making contacts with the new legislative and executive authorities, organizing regular work sessions for the promotion and strengthening of the bilateral relationship between our two countries and lobbying for the upcoming entry of Rwanda in the UN non-permanent Security Council 3. On hold because we are still waiting for the agreement and credential letters from MINAFFET, we will resume this activity as soon as we get the required documents. | 24 000 000 |
| Output 1.2 Engaging the media External Opinion Formers and Think Tanks on pertinent issues and Dealing Consistently with Negative Criticism | <p>Press conferences with the journalists Conference on Rwanda with the Academicians</p> <p>Organizing a press coverage on Rwanda by RTS (the National Radio and Television Station in Senegal)</p> | <p>Q3: To tell them the truth about Rwanda in order to fight against the liars and publications of the opposition and the negativities' who do not want the world to know and appreciate the effort of the Government of Rwanda.</p> <p>Q2: Telling the Academicians who are the tomorrow's</p> | <ol style="list-style-type: none"> 1. We will keep meeting journalists and tell them about Rwanda's position in all sectors and will keep using them as a tool in our fight against negationists liars and all the ill intended people. 2. Meetings and conferences with academicians will continue to happen on a regular basis. 3. We are organizing various press coverage by national and | 7 000 000 |

| Output | Baseline | Target | Activities to Deliver | Budget Rwf |
|--|--|---|---|-------------------|
| | | <p>generation the truth.</p> <p>Q3: The press can reach the diversity of the people and it is commonly manipulated by the opposition and negativist therefore we have to work with them and also the truth in order to fight against the destitution of the baseless and false news</p> | <p>international media based in Senegal</p> | |
| <p>Output 1.3 Reaching out to private and public investment companies and market Rwanda to investors and tourists</p> | <p>Establishing the Business Council between Rwanda and Senegal by</p> <p>Connecting the Rwandan Investors and the Senegalese Investors</p> <p>Meeting with the investors in other Countries where the Credential Letters will be presented</p> <p>Emphasizing and organizing the Rwanda Discovery Day</p> | <p>Q1: In order to contribute to the development of our Country, we will bring together the Investors of the two Countries in order for each part to help another locate where to invest in the two Countries</p> <p>Q2: We will be the mediator of the Senegalese Investors who want to invest in Rwanda by connecting them to institutions in the Country which can orient them and also connecting and orienting the Rwandans who want to do their investments here in Senegal.</p> <p>Q3: We plan to meet different investors from all the countries under our jurisdiction.</p> | <ol style="list-style-type: none"> 1. In order to contribute to the development of our Country, we will bring together the Investors of the two Countries in order for each part to help another locate where to invest in the two Countries. 2. We will be the mediator of the Senegalese Investors who want to invest in Rwanda by connecting them to institutions in the C which can orient them and also connecting and orienting the Rwandans who want to do their investments here in Senegal. 3. We plan to meet different investors from all the countries under our jurisdiction. 4. To bring together all the Investor in the Countries under our Jurisdiction to sensitize them about Rwanda, the Areas of investment, the facilities given to | <p>18 300 000</p> |

| Output | Baseline | Target | Activities to Deliver | Budget Rwf |
|---|---|--|---|-------------------|
| | | <p>Q4:To bring together all the Investors in the Countries under our Jurisdiction to investor in Rwanda</p> | <p>investors in Rwanda and generally to motivate them to invest in Rwanda.</p> | |
| <p>Output 1.4 Meetings with Diaspora, FoR and other strategic groups and showcase Rwanda success stories</p> | <p>Visiting the association of Rwandans</p> <p>Establishing the framework of</p> <p>Rwandan Diaspora Meeting with the Rwandan refugees</p> <p>Meeting with the Rwandan students in Senegal in order to sensitize them to be the exemplary citizens and patriots in order to focus on their personal development and the development of the Country by encouraging them to form associations and also invest in their country.</p> | <p>Q1: Visit all the Rwandan associations working in Senegal and in other Countries under our jurisdiction and also analyze their frame of working</p> <p>Q2: Make the Diaspora in Senegal and other Countries under our area of jurisdiction active patriots and contribute to the development of their Country and the policies of the Government in all aspects.</p> <p>Q3: Contact the Rwandan refugees in these Countries and encourage them to voluntary repatriate; change their ideology towards their Country to those who have the biased information.</p> <p>Q4: Collaborate with Rwandan students to sensitize them on the Political and Social - Economic Policies of the Country, Unity and Reconciliation and their role in the development of the Country.</p> | <ol style="list-style-type: none"> 1. In order to engage the Diaspora will visit all the Rwandan associations working in Senegal and in other Countries under our jurisdiction and also analyze their frame of working. 2. Making the Diaspora in Senegal and other Countries under our area of jurisdiction active patriots and contribute to the development of their Country and the policies of the Government in all aspects. 3. We will contact the Rwandan refugees in this Countries encourage them to voluntary repatriate; change their Ideology towards their Country to those who have the biased information. 4. To collaborate with the Rwandan students as they are the hope and future of the Country to sensitize on the Political and Social - Economic Policies of the Country, Unity and Reconciliation and their role in the development of the Country. | <p>17 000 000</p> |

Geneva Embassy

| Output | Baseline | Target | Budget Rwf |
|---|--|---|------------|
| Out come 1: Rwanda's image portrayed as a peaceful country globally. | | | |
| Output 1.1 Good relations between Rwanda and Switzerland are strengthened through Cooperation between the two countries | Q1-Q2: Relations are already good and Negotiation to sign an MoU is underway. | 1. MoU on Switzerland and Rwanda Cooperation. 2. A meeting or visit on bilateral relations between Rwanda and Switzerland. | 13 000 652 |
| Output 1.2 Partnership between Local Government of Switzerland and Local Government of Rwanda is materialarized. | Q1. Nyanza District of Rwanda is beginning the partnership with The City of Sion Swiss. Q2: Bugesera District of Rwanda is beginning the partnership with Bulle City of Swiss. | 1. MOU, visits, exchange and activities between the 2 entities. | 8 142 986 |
| Output 1.3 Three(3)Partnership between Public or Private institutions of Rwanda and Switzerland is materialized. | Q3: Negotiation of cooperation between KIST and the School of Engineering of Sion is on-going. Negotiation of Geneva University and one of our Public High learning Institute has started. Q4: The negotiation for affiliation between Les Roches International School of Management Hotel of Switzerland to Rwanda Hotel Management School is at the beginning. WDA to provide a Business Plan to start discussions | 1. Three (3)Visits done and /or MoUs signed. 2. Negotiations are concluded and MoU signed between Les Roches International School of Management Hotel of Switzerland and the WDA on the partnership. | 9 001 231 |
| Output1.4 Campaigning in Geneva and in Bern for the Candidature of Rwanda to the UN Security Council by October. | Campaigning in progress | 1. Rwanda is Member of UN Security Council | 5 123 265 |

| Output | Baseline | Target | Budget Rwf |
|--|--|--|------------|
| Output 1.5 Media, external opinion formers, think tank and Academia are engaged on pertinent issues of Rwanda through conferences and Articles | Preparation of articles and conferences continuously | <ol style="list-style-type: none"> 1. six 6 articles are published in local and international media 2. Three 3 Conferences have taken place at International School, Universities, UN or Public or private International Institution or organization. | 15 997 000 |
| Output 1.6 Good relationship with all international Organization. Rwanda marks its visibility in the International Organisations | Q1: Many organizations have esteem on Rwanda due to its sound policies and achievements. They have high expectation from the contribution of Rwanda which delivering well. | <ol style="list-style-type: none"> 1. Participation of Rwanda is active 2. Statements by Rwanda are delivered in main regular Conference held in Geneve | 11 001 954 |
| Outcome 2: Contribute to wealth creation and ensure a Rwanda that is economically integrated on the globe | | | |
| Output 2.1 Foreign Direct Investment and Tourism are promoted through Conferences on investment promotion. | Q1-Q4: Contacts with investors & supporters are continuous MINICOM to submit a project or projects to WTO/EIF worth +/- 3 millions USD MYICT to conclude a deal with ITU worth +/- 800 thousands USD. | <ol style="list-style-type: none"> 1. Three (3) projects are financed in the Geneva and Swiss arena. 2. Rwandans living in Switzerland have increased their investments in Rwanda. 3. A Conference on investment promotion in Rwanda is organized in October 2012 in Switzerland | 5 605 000 |
| Outcome 3: Rwandans mobilized to retain their identity while contributing to national development | | | |
| Output 1: Sensitization/interactive dialogue/meetings/ gatherings are organized by July, December 2012 and march, may 2013 | Q1-Q4: One(1) meeting a term. Continuous activity | <ol style="list-style-type: none"> 1. four (4) interactive dialogues/ meetings/ gatherings with Rwandans living in Switzerland are organized (July, December 2012 and March, May 2013) | 7 000 452 |

New Deli High Commission

| Output | Baseline | Target and Activity to deliver | Budget Rwf |
|--|--|--|------------|
| Outcome 1: Rwanda's image portrayed as a peaceful country globally | | | |
| Output1.1 Improved economic, political, social ties with India, Bangladesh and Sri Lanka by working to expand scope of bilateral cooperation and initiating new sector MoUs in Defense, HR, Aviation, Railways, Mining and Petroleum | Rwanda enjoys cordial bilateral relations with India, Bangladesh and Sri Lanka | 1. Q1-Q4: The Joint Commission held and work plans jointly developed. 2. Q1: Engaging the Indian side to ensure the First Joint Commission session takes place by September 2012 3. Q3: Ensure the working groups stipulated in different MoUs meet and discuss their plans of action and road maps on implementing the MoU 4. Q4: Work to expand scope of bilateral cooperation by initiating new sector MoUs in Defense, HR, Aviation, Railways, Mining and Petroleum | 17 02 098 |
| Output 1.2 The US\$120 million Irrigation project Starts. TC Commercialization programme MoU signed and work plan agreed upon. | A number of ongoing development projects facilitated by India exist | 1. Q1-Q2: Work on the Entrepreneurship development Institute starts. 2. Q2: Decision on the IT Academy grant determined 3. Q3: The Regional Vocational Training Center project starts. 4. Q4: The US\$120 million Irrigation project Starts. | |

| Output | Baseline | Target and Activity to deliver | Budget Rwf |
|--|--|---|-------------------|
| <p>Output 1.3 Establish strong ties with at least four State Governments in India: Punjab, Tamil nadu, Maharashtra and Andhra Pradesh</p> | <p>No Honorary consular office in Maharashtra and Andhra Pradesh Punjab and Tamil.</p> | <ol style="list-style-type: none"> 1. Q1-Q4one(1) MoU with commercial institutions in each state 2. Q4: At least one visit in each State by May 2013. 3. Q4:At least one Honorary Consul approved and functional by May 2013 | <p>17 098 201</p> |
| <p>Outcome 2: Contribute to wealth creation and ensure a Rwanda that is economically integrated on the globe</p> | | | |
| <p>Output 2.1 Promote direct investment in Rwanda from the sectors in which the Indian, Bangladesh and Sri Lankan economies have a comparative advantage, like:</p> <ul style="list-style-type: none"> – Pharmaceutical, agro processing (including tea) – ICT software development – essential oils, garments, mineral processing and beneficiation, energy, tourism (infrastructure and services sector development) – cottage industries; ceramics | <p>There are various Indian companies in Rwanda</p> | <ol style="list-style-type: none"> 1. Q1-Q2: Investment promotion seminars/ workshops conducted and the number of participants per session maximized. 2. Q3: Organize reciprocal mission commitments (inward business mission to Rwanda). 3. Q3: New project proposals presented and new companies formed. 4. Q4:Organize at least one targeted investment seminar/workshop in two selected cities in India and at least one in Sri Lanka and one in Bangladesh in collaboration with local business Chambers and Associations. 5. Q4:Nurture existing relationships to ensure they continue to generate business/investment movement to Rwanda 6. Q4: The investment Road-show | <p>21 000 018</p> |

| Output | Baseline | Target and Activity to deliver | Budget Rwf |
|--|---|---|------------|
| | | conducted and investment opportunities in Rwanda presented. | |
| Output 2.2 Engage in concerted follow-up on projects currently under negotiation to ensure their implementation. | There are several ongoing Projects | Q1-Q4: three(3) of these projects launch operations by end of May 2013 Q1-Q4: Focus on implementation of: <ol style="list-style-type: none"> 1. Nyagatare Rice project, 2. Eye Hospital Project, 3. Irrigation project, 4. IT Academy, 5. Entrepreneurship Development Institute 6. Regional Vocational Training Centre 7. Jain University Rwanda Campus | 19 008 276 |
| Output 2.3 Engage the Honorary Consuls in investment promotion activities and support their initiatives | | <ol style="list-style-type: none"> 1. Q1-Q4: Support at least one investment promotional activity by the two Honorary Consuls in India and the Hon. Consul in Sri Lanka 2. Q1-Q4:Investment promotion activity organized and the 3. number of participants and responses maximized | 13 990 071 |
| Outcome 3: Mobilize Rwandans to retain their identity and contribute to national development | | | |
| Output 3.1 One (1) database of all Rwandan students/ Diaspora in India and issue consular cards to facilitate easy of service provision. | Rwandan Diaspora community in India is primarily made of students | <ol style="list-style-type: none"> 1. Q1-Q4:Data base managed at least 80% of students issued with Consular Cards | 9 872 102 |

| Output | Baseline | Target and Activity to deliver | Budget Rwf |
|---|--|---|-------------------|
| <p>Output 3.2 Formalize the Indo-Rwanda Friendship Association structure and expand its network across India</p> | <p>Diaspora structures have not been set up in India until now</p> | <ol style="list-style-type: none"> 1. Q1-Q4: Work with Students and friends of Rwanda in India to initiate setting up of chapters of the association based on concentration of Rwandan Diaspora in different states on India. 2. Q1-Q4: Visit at least three high concentration student centers and work with them on organizational and leadership issues but also understand the issues they face and update them on national development programs 3. Q4: At least four chapters in place by May 2013 | <p>12 001 653</p> |

Nairobi High Commission

| Output | Baseline | Target | Activities to Deliver | Budget Rwf |
|---|---|--|--|------------|
| Outcome 1: Rwanda's image portrayed as a peaceful country globally | | | | |
| Output 1.1 Position Rwanda as the preferred partner for Kenya in the region by focusing on post elections power shift | Rwanda and Kenya enjoy cordial relation | <p>Q1:Use diplomatic instruments to deepen and widen ties for the peace and stability of Rwanda</p> <p>Q2:Analyzing, strategizing and engaging different political actors in specific moments</p> <p>Q3:Continuous assessment of the evolving environment in Kenya and advising on/or taking appropriate action</p> | <ol style="list-style-type: none"> 1. Use diplomatic instruments to deepen and widen ties for the peace and stability of Rwanda 2. Engaging different political actors in specific moments | 12 002 453 |
| Outcome 2: Contribute to wealth creation and ensure a Rwanda that is economically integrated on the globe | | | | |
| Output 2.1 Position Rwanda as preferred investment and tourism destination by take advantage of high numbers of tourists visiting Kenya and use various methods to attract them to Rwanda | Several Kenyan companies are operating in Rwanda | <p>Q1:Focused Output would create upscale investments by capitalizing on opportunities created by existing investors to benefit the people of Rwanda</p> <p>Q2: efforts to sell Rwanda to increase the number of tourists and their stay in Rwanda</p> | <ol style="list-style-type: none"> 1. Source for demand driven, fast track applications of supply driven investors in the prioritized sectors in Rwanda | 9 569 987 |
| Output 2.2 Promote trade by influencing the reduction of non-tariff barriers and trade imbalance | Several (7)non-tariff barriers still exists in East Africa Region | Q1-Q4: Two kenyans stakeholders to be constantly targeted | <ol style="list-style-type: none"> 1. Promoting e-trade 2. Exploring new markets 3. Increasing the investment bill | 5 675 009 |

Ottawa- Rwanda High Commission

| Output | Baseline | Target | Activities to Deliver | Budget Rwf |
|---|---|--|---|------------|
| Outcome 1: Rwanda's image portrayed as a peaceful country globally. | | | | |
| Output 1.1 Two(2) Official visits by Rwandan leaders from various institutions (high learning institutions, parliament, government, | Preparations are in progress | Q1: List of cooperating institutions is made by August 2012. Q2: MoUs are prepared and signed Q3-Q4: Cooperation programs are initiated | 1. List of cooperating institutions is made by August 2012. 2. Three(3)MoUs are prepared and signed 3. Cooperation programs are initiated | 4 008 235 |
| Output 1.2 Members of Rwandan Parliament connected to Canadian Parliament | Contacts are being made | Q1: one (1) report of the meeting with outcome is prepared and shared by September 2012. | 1. Rwanda-Canadian parliament meeting | 6 205 008 |
| Output 1.3 The forum of friends of Rwanda in Canada is organized and formalized through invitations Documentation gathered | Invitations and documentation gathered. | Q1: one(1) list of Friends of Rwanda is made Q2-Q4: Friends of Rwanda are connected and become more ambassadors for Rwanda in their area of work. | 1. A list of Friends of Rwanda is made | 2 000 000 |
| Output 1.4 2 New bilateral proposals on cooperation with Cuba are drafted and sent to Rwandan Institutions concerned | Bilateral relations already exist | Q1: One (1)Visit to Cuba Q4: JPC meeting is planned for 2013 | | 7 998 274 |

| Output | Baseline | Target | Activities to Deliver | Budget Rwf |
|---|--|---|---|-------------------|
| Output 1.5 A proposal of Agreement between Haiti and Rwanda on diplomatic relations is sent through Government of Haiti | A request of establishment of diplomatic relations has been sent to the Government of Haiti in 2010 | Q1: Draft agreement is done and sent | 1. Draft agreement is sent | 3 456 789 |
| Output 1.6 A proposal of Agreement between Dominican Republic and Rwanda on diplomatic relations is sent through Government of Dominican Republic | A request of establishment of diplomatic relations has been sent to the Government of Dominican Republic in 2010 | Q2: Draft agreement is done and sent | 1. Agreement is done | 12 456 897 |
| Outcome 2: Contribute to wealth creation and ensure a Rwanda that is economically integrated on the globe | | | | |
| Output 2.1 The Rwanda Canada chamber of commerce is launched by June 2012 | A structure Board Members an action plan of the chamber are underway | Q1: A meeting with board members held | 1. Holding a meeting with the board | 5 654 897 |
| Output 2.2 Follow up on the trade agreement talks between Rwanda and Canada is done | Proposals from both parties of the trade agreement available | Q2: A draft agreement finished | 1. Drafting the agreement | 13 321 569 |
| Output 2.3 Three (3) Honorary Consuls offices are established in Toronto, Edmonton and Montreal | Three(3) Honorary Consuls are appointed by the Rwandan Cabinet, | Q3: Honorary Consuls' Offices in Toronto and Edmonton are approved by Canadian institutions and Honorary Consuls' work gets started in the two towns by July 2012. The | 1. Honorary Consuls' Offices in Toronto and Edmonton are approved by Canadian institutions and Honorary Consuls' work gets started in the | 12 456 000 |

| Output | Baseline | Target | Activities to Deliver | Budget Rwf |
|--|---|--|---|------------|
| Outcome 3: Rwandans mobilized to retain their identity while contributing to national development | | | | |
| Output 3.1 Organize ITORERO for Rwandan Youth in Edmonton by August 2012 | Plans have been submitted Venue has been approved and booked | Q1: Bring together Rwandan Canadian youth (around 150) from Edmonton, Calgary, Victoria, Vancouver, Winnipeg, Saskatoon and Regina. | 1. Bring together Rwandan Canadian youth (around 150) from Edmonton, Calgary, Victoria, Vancouver, Winnipeg, Saskatoon and Regina | 10 645 932 |

Paris Embassy

| Output | Baseline | Target | Activities to deliver | Budget Rwf |
|---|---|--|---|------------|
| Outcome 1: Rwanda's image portrayed as a peaceful country globally. | | | | |
| Output 1.1 Reinforcing Bilateral ties at political and economic level through <ul style="list-style-type: none"> – one(1)mutual visit reports – one(1)informal visit reports – one(1)peer discussion reports | France-Rwanda relationship has been place for a long period of time | Q1: Close collaboration on sensitive issues Q2: Working on exchange projects Q3: Technical cooperation Close follow up of pending judiciary files: Extraditions, judgements of genocide suspects in France and other countries under the jurisdiction, and French and Spanish arrest warrants. | 1. Mutual visit reports 2. Informal visit reports 3. Peers discussion reports | 18 775 002 |
| Output 1.2 Improve communication strategy by Networking with top and reliable Journalists | Continuous | Q1: Promote image of Rwanda by actively mentioning Rwanda key achievements Engage specialized press and French writers and leaders of Opinion | 1. Networking with top and reliable Journalists | 3 456 789 |
| Outcome 2: Contribute to wealth creation and ensure a Rwanda that is economically integrated on the globe | | | | |
| Output 2.1 One event to strengthen and attract more business to Rwanda | Continuous | Q1: Sustain active participation in major annual promotion events (fairs) in target sectors. | | 6 741 852 |

| Output | Baseline | Target | Activities to deliver | Budget Rwf |
|--|---|--|---|-------------------|
| | | <p>Q2: Spotting key potential investors and engage them on individual basis (France, Italy, Spain and Monaco).</p> <p>Q3: Engaging more influential people within existing business entities such as Chamber of Commerce and Industry, CIAN, Medef (France), Italian Chamber of Commerce and companies (Milan, Roma), World Tourism Organization (Spain)</p> | | |
| Outcome 3: Rwandans mobilized to retain their identity while contributing to national development | | | | |
| <p>Engage the Diaspora and friends of Rwanda, successful professionals and especially the youth by</p> <p>*cultural and business activities</p> <p>*Encouraging the creation of a dynamic platform of exchange for the youth</p> | <p>Diaspora structures already in place</p> | <p>Q1: Cultural and business activities involving the diaspora such as fundraising, sport initiatives, cultural exchange</p> <p>Q2: Organize regional structures of Diaspora</p> <p>Q3: Reports and documentation through multimedia channels</p> <p>Q4: Encourage the creation of a dynamic platform of exchange for the youth, professionals and the women</p> | <ol style="list-style-type: none"> 1. Cultural and business activities involving the diaspora such as fundraising, sport initiatives, cultural exchange 2. Organize regional structures of Diaspora 3. Reports and documentation through multimedia channels | <p>10 234 841</p> |

Seoul Embassy

| Output | Baseline | Target | Activities to deliver | Budget Rwf |
|---|--|--|---|------------|
| Outcome 1: Rwanda's image portrayed as a peaceful country globally. | | | | |
| Output1.1 Bilateral relations between Rwanda and South Korea are maintained and strengthened through; <ul style="list-style-type: none"> – Engaging KOICA to increase its development assistance to Rwanda especially in ICT, ENERGY, HEALTH and EDUCATION – Pursuing of FTA agreement with Korea – Honoring invitations from Korea to attend Korea-Africa economic conference | Rwanda has a cordial relationship with Korea | Q1: Engage with opposition and ruling parties especially given that presidential elections are due in December,2012 whichever party wins the election relations with Rwanda should not be affected Q2: Human resource development Korea Africa Industrial Cooperation Forum 16 Oct. 2012 Q2: Korea-Africa Forum 17 Oct. 2012 Q3: Joint energy development Sharing Koreas development experience Electricity infrastructure construction assistance | 1. Honoring invitations to attending 3 important conferences in October 2012 in Seoul and Korea- Africa Economic Conference 15 Oct. 2012 2. Rwanda fully participates in the conferences and forums slated for October 2012 3. Solicit Koreas support for Rwanda's bid for security council rotating seat 2012-2014 | 8 367 689 |
| Outcome 2: Contribute to wealth creation and ensure a Rwanda that is economically integrated on the globe | | | | |
| Output 2.1 Negotiations with TYM Korea on setting up a Assembly plant in Rwanda are concluded by august2012. | TYM products are on Rwandan market | Q1: Assisit in making sure that an assembly plant is set up and operational in Kigali free economic zone by September 2012 | 1. Ensure contractual negotiations are concluded between TYM and MINAGRI for the setting up assembly plant in august 2012 | 2 982 301 |

| | | | | |
|---|---|--|--|-----------|
| Output 2.2 Connect Korean companies with Rwanda Private Sector Federation | KOIMA, KOTRA AND KITA are fully engaged with PSF and RDB | Q2: all the visits to Rwanda are done and MOUs signed by end of 2012 | 1. Facilitate the signing of MOUs between PSF and Korean companies | 2 654 891 |
| Output 2.3 Follow up on companies that were visited by HE during his recent visit in Korea | Hyundai donated 02 state of the art mobile clinics, currently being used by kanombe military hospital | Q1-Q2: Encourage Samsung to open mobile application Centre in Kigali, and serve the great lakes Q3-Q4: To entice Hyundai, Daewoo and Doosan to set up base in Rwanda to serve the great lakes | 1. To carry out all the necessary negotiations with targeted companies | 5 789 908 |
| Output 2.4 A strategic partnership is established with Korea Internet and Security Agency (KISA) to support RDB and other key Government institutions in building cyber-security capability | Rwanda cyber security center is under construction | Q1-Q2: Rwanda National Infrastructure development implemented Q3-Q4: Ensure that all ICT related projects are finalized and operational | 1. Facilitating a meeting between Korea Internet and Security Agency and RDB | 3 746 012 |
| Outcome 3: Rwandans mobilized to retain their identity while contributing to national development | | | | |
| Output 3.1 Increasing the number of Rwandans studying in Korea through lobbying KOICA | Rwandan Diaspora in Korea is composed of mainly students | Q1-Q4: At least Garner for 150 more scholarships for Rwanda especially in Science, Engineering and ICT areas | 1. Engage KOICA to arrange for exchange programs between Korean Universities, vocational institutions and Rwandan Universities | 2 895 000 |

Singapore High Commission

| Output | Baseline | Targets | Activities to deliver | Budget Rwf |
|---|---|---|---|------------|
| Outcome 1: Rwanda's image portrayed as a peaceful country globally | | | | |
| Output 1.1 Promote the image of Rwanda through Mobilizing government bodies, diplomatic corps and partners of Rwanda. Mobilizing the Rwandan community in Singapore and Malaysia to perform the Rwandese cultural dances. | Mobilise government bodies, diplomatic corps and partners of Rwanda. Mobilise the Rwandan community in Singapore and Malaysia to perform the Rwandese cultural dances. | Q1: Organize the Liberation day to showcase the achievements and cultural performance. | More Singaporeans and the international community are informed about the progress of our country and appreciate the beauty of the Rwandese Culture. | 12 456 000 |
| Output 1.2 Develop a network of opinion leaders from different institutions | | Q1-Q4: Participate in the regular meetings organized by the government bodies of Singapore. | Singaporeans and International Community are continuously informed on the progress of our country. | 12 000 000 |
| Output 1.3 The diplomatic corps is informed on the socio-economic development of our country | Presentation of a documentary on the achievements of Rwanda, cultural dances and arts. | Q1-Q2: Organise a Rwanda day for the spouse of the Ambassadors and women Ambassadors for the diplomatic corps. | Respect the diplomatic practice and exchange views with new members of the diplomatic corps. | 3 569 896 |
| Output 1.4 Commemoration of the 1994 Genocide against the Tutsi by April | Screening of a documentary on the Genocide's Legacy | Q4: Organization of the 19 th Commemoration of the Genocide against the Tutsi | Members of government institutions, diplomatic corps and opinion leaders learn the genocide's legacy and the progress of Rwandan living in harmony. | 9 785 236 |
| Output 1.5 Request of the Honorary Council by the Singapore Business Federation. | | Q1-Q2: Follow up the request of the candidature of the Honorary Council, Mr Sheikh Babu proposed by the Singapore Business Federation. | Our Ministry of Foreign Affairs will examine the candidature. | 2 789 000 |

| Outcome 2: Contribute to wealth creation and ensure a Rwanda that is economically integrated on the globe | | | | |
|--|---|---|--|------------|
| Output 2.1 Strengthen institutional building | Learn best practices of Singaporean institutions to improve policies of Rwandan institutions. | Q1-Q2: Organise working visits for Senior officials of the institutions of Rwanda such as Directorate of Immigration Authority, Work development Agency, Public commission, Ministry of Local government and others. | Areas of interest have been identified by the requesting agencies. Others are to be identified in the near future. | 12 000 000 |
| Output 2.2 Strengthen Skills Development. | Learn best practices. | Q3-Q4: Mobilise the Rwandan participants to attend training courses offered by the Ministry of Foreign Affairs through the Singapore Cooperation Program. | A number of participants to be increased and implement the skills acquired. | 7 569 459 |
| Output 2.3 Contribute to wealth creation and ensure a Rwanda that is economically integrated on the globe Mobilise investment promotion. | Continue engaging the Singapore Business Federation (SBF) and International Enterprise (IE) | Q4: Organise regular consultative meetings with Singapore Business Federation and International Enterprise to support Singaporeans Companies to visit Rwanda. | A number of companies to explore opportunities in Rwanda are increased. A plan of action will be developed for trade missions to be organized jointly. | 11 789 000 |
| Output 2.4 Follow up requests of investors who visited Rwanda keen to start business in Rwanda. | Share update information with RDB and other institutions. | Q4; Provide regular information to the Private Sector interested to explore opportunities in Rwanda | Some companies register their business. Facilitate the Rwanda's companies to partner with Singaporeans. Mobilise the Private Sector to attend the Africa- Singapore to be held in August 2012. | 3 456 789 |
| Output 2.5 One event to Promote trade. | Identify potential buyers | Q3: Develop partnership between the companies interested in buying Rwandan products such coffee and crafts. | A number of products are sold in the market of Singapore. | 6 789 563 |

| | | | | |
|--|--|--|---|----------|
| Output 2.6 One (1)event to promote tourism | Identify an agency to promote Rwanda as a tourist destination. | Q1-Q2: Develop packages for tourists interested to visit Rwanda. | An increase in the visits of tourists. | |
| Outcome 3: Rwandans mobilized to retain their identity while contributing to national development | | | | |
| Output 3.1 One event to ensure the Rwandan Community promote the image of their country. | Information sharing | Q3: Support their activities in their respective institutions of schooling. | Schools are informed on the socio-economic progress. The members of the faculty and their colleagues appreciate Rwanda Culture and arts. Organise regular meetings. | 9 789 00 |

Stockholm Embassy

| Output | Baseline | Target | Activities to deliver | Budget Frw |
|---|----------------------|--|---|------------|
| Outcome 1: Rwanda's image portrayed as a peaceful country globally. | | | | |
| Output 1.1 One event to Brief politicians on new developments about Rwanda Strategic meetings with politicians | Contacts established | Q1: Initiating regular meetings with politicians to brief them on Rwanda Q2: two Meetings with influential politicians from different parties and briefing them regularly on positive developments in Rwanda. | Strengthening contacts with MFA and other Government agencies | 4 358 986 |
| Output 1.2 One meeting to facilitate signing of MOU between Universities from Nordic Countries and the Government of Rwanda | Contacts established | Q3: Negotiating for a memorandum of understanding between Universities from Nordic Countries and the Government of Rwanda | <ul style="list-style-type: none"> Identifying institutions of Higher Learning that can enroll Rwandans in their programs especially in energy, hydrology, ICTs, Agriculture and environmental studies | 2 000 000 |
| Output 1.3 Actively participate in Africa Group, EAC (SWEACC and AFBUS meetings | Lobbying being made | Q4: Playing leadership roles in Africa Group, EAC (SWEACC and AFBUS) | <ul style="list-style-type: none"> Active participation and leadership roles through Regional groupings to enhance the image of Rwanda | 3 789 564 |
| Output 1.4 Two meetings and seminars that offer opportunities to speak on Rwanda | Contacts established | Q1: Participating in meetings and seminars that offer opportunities to speak on Rwanda; Q2: Organizing international conferences on commemoration of the Genocide against the Tutsis | Two(2) conferences and seminars to project the good image of Rwanda and fighting Genocide denial and revisionism to be organised | 5 189 456 |
| Output 1.5: Promoting positive articles in papers and other media | Contacts established | Q3: Getting positive articles in papers and other media outlets (TV, news papers and internet) | <ul style="list-style-type: none"> One meeting to Interest and encouraging Swedish journalists and other people | 8 723 111 |

| Output | Baseline | Target | Activities to deliver | Budget Frw |
|--|----------------------|---|--|------------|
| outlets | | | to travel to Rwanda and write on their experiences Promoting positive articles in papers and other media outlets | |
| Output 1.6: 10 multiple daily updates of news on Rwanda tweeter and Facebook will be posted | Contacts established | Q1-Q4: Posting multiple daily updates of curated news on Rwanda and live tweeting important events in/on Rwanda | To use social media especially tweeter to post positive news, information and facts on Rwanda to populate the internet search with positive news, information and facts on Rwanda | 2 789 456 |
| Outcome 2: Contribute to wealth creation and ensure a Rwanda that is economically integrated on the globe | | | | |
| Output 2.1: One meeting to Identify innovative companies in priority sectors and recommending them to Rwanda Paying visits to well established companies and lobbying for their investments in Rwanda | Contacts established | Q1-Q4: three seminars will be attended to make contacts with companies active in priority sectors, identifying innovation and making recommendations to Rwandan counterparts. | <ul style="list-style-type: none"> Promotion of trade and investment in Rwanda's ICT, Energy and agriculture sectors by distributing investment material to potential investors | 8 100 398 |
| Output 2.2: One (1)event to Attracti tourists and representatives of key entities from Nordic Countries to travel to Rwanda | Continuous | Q1-Q4 3: one event for Organising road shows and promoting Rwanda to potential investors Q1-Q4: Facilitation of trips aimed at nurturing economic partnerships Encouraging business persons, tourists and representatives of key entities from Nordic Countries to travel to Rwanda and create productive partnerships | <ul style="list-style-type: none"> Participation in road shows and providing public lectures on Rwanda's economic climate | 6 911 000 |

| Output | Baseline | Target | Activities to deliver | Budget Frw |
|--|---|--|---|------------|
| Outcome 3: Rwandans mobilized to retain their identity while contributing to national development | | | | |
| Output 3.1 Meeting Rwandan community in at least one of the countries of accreditation. | Seek opportunities to sensitize the Rwandan community in the Nordic Countries on Rwandan national programs. | Q1: one national meeting of the Rwandan community in at least one of the countries of accreditation Q1-Q4: Regularly transmit to the Rwandan Community in the Nordic Countries information about key programs and developments in Rwanda. | <ul style="list-style-type: none"> A better informed and more organized Rwandan communities in the Nordics | 3 900 276 |
| Output 3.2 Two meetings To actively participate and support in the operation of Rwanda cultural troupe in Sweden | Continue supporting the Rwandan cultural troupe. | Q3: Improve the quality of the Rwandan cultural troupe in Sweden. | Upheld the Rwandan Culture by starting Kinyarwanda classes and improving the quality of the cultural troupe in Sweden | 3 893 555 |

Tokyo Embassy

| Output | Baseline | Target | Activities to deliver | Budget Frw |
|--|--|--|--|------------|
| Outcome 1: Rwanda's image portrayed as a peaceful country globally | | | | |
| Output 1.1 One (1)delegation from Japan, Thailand and Philippines to Rwanda | The Minister has not made an official visit to Japan. There has never been a visit of a Senior Japanese Official (Ministerial level or above) in recent years. This is the same with Thailand, Philippines, New Zealand and Australia. | Q1-Q4: one (1)High level visit from Japan,Thailand and Philippines to Rwanda | 1. Organize an exchange of high level visits | 6 789 456 |
| Output 1.2 Two (2) new projects accepted and started | Currently there are only 2 significant projects ongoing from direct Japan's financing (Rusumo bridge and EWSA Electricity grid rehabilitation) and one project finance with counter-part fund (KIST Library). | Q1: Follow on Rusumo bridge and EWASA Electricity grid rehabilitation Q2: Follow up on KIST Library project | 1. Negotiate new projects for Rwanda | 4 489 000 |
| Output 1.3 Two (2)projects are negotiated in TICAD frame work conference | TICAD V is planned to take place on June 1-3, 2013 | Q4: Rwanda actively act in TICAD and Rwanda succesfully the new projects | 1. Organize a successful participation of a Rwanda High level delegation to TICAD V in June 2013 | 3 789 423 |
| Outcome 2: Contribute to wealth creation and ensure a Rwanda that is economically integrated on the globe | | | | |
| Output 2.1: Exports products to Japan increased by at least 15%: | Current imports of coffee is about 16 containers per year; | Q1-Q2:10containers of coffee are exported to Japan Q3: 8containers of coffee are | 1. Imports will be increased by at least 15% | 4 785 123 |

| Output | Baseline | Target | Activities to deliver | Budget Frw |
|---|--|---|---|------------------|
| <ul style="list-style-type: none"> – Coffee exports increase from 16 to 18 containers – 575 Peace baskets exports increased from 500 pieces | <p>About 500 peace baskets are imported into Japan per year</p> <p>There is very little quantity of tea imported into Japan</p> <p>There is very little quantity of minerals imported into Japan</p> <p>There are probably little or no exports from Ro 18wanda to Philippines, New Zealand, Thailand and Australia.</p> | <p>exported to Japan</p> <p>Q1-Q4:575Pieces of Peace Basket are exported to Japan</p> | | |
| <p>Output2.2: Two meetings to increase investment by at least 15%</p> | <p>Current there are very little Japanese investments in Rwanda (Magerwa, Organic Solutions); Investment from Australia is limited to Rice production (ICM company); No investments from New Zealand, Philippines and Thailand.</p> | <p>Q1-Q4:Investments increased by at least 15%</p> | <p>1. Increase the volume of investments in Rwanda.</p> | <p>3 456 785</p> |
| <p>Output 2.3: Number of tourists increased by at least 10%</p> | <p>The number of tourists from Japan is about 1200 per year. We are still trying to gather the statistics on tourists from other countries.</p> | <p>Q1-Q4:1320 tourists are attracted</p> | <p>1. Number of tourists increased by at least 10%</p> | <p>5 745 123</p> |

| Output | Baseline | Target | Activities to deliver | Budget Frw |
|---|--|---|---|------------|
| Outcome 3: Rwandans mobilized to retain their identity while contributing to national development | | | | |
| Output3.1: 1 Comprehensive diaspora databank developed and regular information about Rwanda sent to members of Diaspora | Currently the Embassy has contacts for a small proportion of Rwandans living in Australia, New Zealand and actually non in the Philippines and Thailand. | Q1-Q4: Keeping the Rwandan Diaspora fully informed of developments in Rwanda and encouraging them to give their contribution | 1. Disseminating regular information about Rwanda to members of Diaspora. | 4 321 856 |

CONCLUSION

The Imihigo of diplomatic missions helps the Government to assess implementation progress in the priority sectors and targets identified in their performance contracts. Through Imihigo, the government will identify major challenges that impede effective implementation of targets and devise solutions to eradicate or mitigate the effects of problem in time. Finally, Imihigo promotes competitiveness, accountability, transparency, expedition of implementation among Rwandan diplomatic missions. It also promotes oriented management.

Given such an invaluable role of Imihigo and the results of the recent evaluation, there is confidence that Rwandan Diplomatic Missions will succeed in delivering on the targets they set in 2012-2013 Imihigo.