GOVERNMENT OF RWANDA

Rwanda Information Technology Authority (RITA)

A Review of the Implementation of the Rwanda ICT4D/NICI-2005 Plan

The Key Achievements, Lessons and the Challenges

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ACRONYMS

AISI	African Information Society Initiative
CSFCs	Critical Success Factors and Conditions
DSS	Decision Support System
ECA	Economic Commission for Africa
FDI	Foreign Direct Investment
GDP	Gross National Product
GNI	Gross National Income
GOR	Government of Rwanda
ICT	Information and Communication Technologies
ICT4D	ICT for Development
IKE	Information and Knowledge Economy
ISP	Internet Service Provider
IT	Information Technology
ITSD	Information Technology Services Division
KHI	Kigali Health Institute
KIE	Kigali Institute of Education
KIST	Kigali Institute of Science and Technology
MIS	Management Information System
NGO	Non Governmental Organization
NICI	National Information and Communications Infrastructure
NITC	National Information Technology Commission
NUR	National University of Rwanda
PAE	Predominantly Agricultural Economy
PECC	Plan Execution and Coordination Committee
PEMU	Plan Execution Monitoring Unit
PIKE	Predominately Information and Knowledge Economy
PSO	Public Sector Organization
R&D	Research and Development
RITA	Rwanda Information Technology Authority
TBM	Time Bound Measurable Target
VfR	Vision for Rwanda
VOIP	Voice Over Internet Protocol
VSAT	Very Small Aperture Terminal

1.0 The Rwandan ICT for Development (ICT4D) Process: The Background

The Rwandan development (ICT4D) or NICI process began in 1998 under the auspices of the African Information Society Initiative (AISI) of the Economic Commission for Africa (ECA). The processed is designed to put in place and implement the necessary policies and plans capable of addressing Rwanda's developmental challenges in the information and technological age to accelerate the country's socio-economic development process and move it towards an information and knowledge based economy and society.

1.1 Phasing the Process

The policy and plan development and implementation process is being carried out in three phases with each phase aimed at specific deliverables.
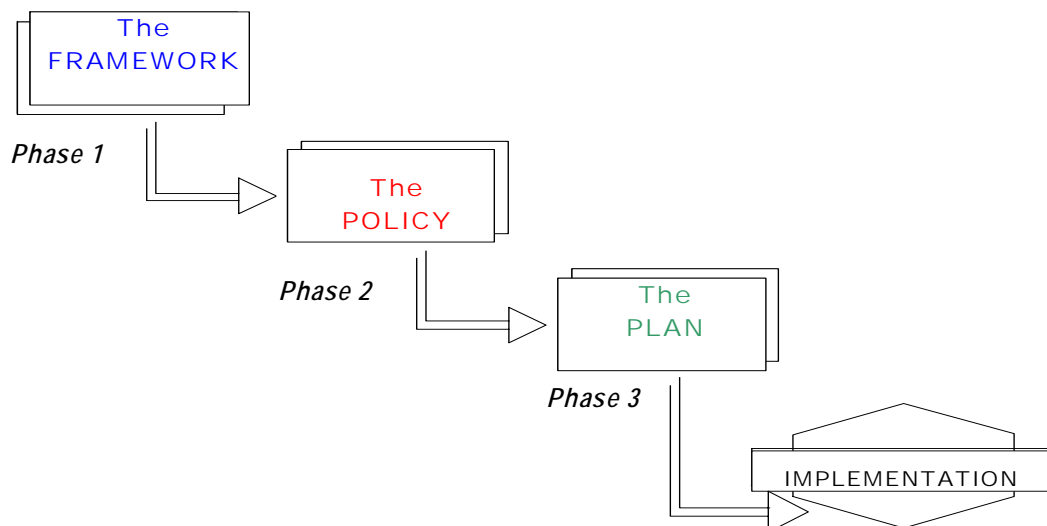
Phase 1—The Framework Document: The first phase concentrated on the development of an *Integrated ICT-led Socio-Economic Development Framework for Rwanda* – which provided the basis for the development of the subsequent *Policy* document and *Plan.* The framework document was completed and made public in 1999.

Phase 2 ---- The Policy Document: This phase of the process concentrated on the development of an *Integrated ICT-led Socio-Economic Development Policy for Rwanda.* The Policy Document which was completed and approved by the Cabinet in 2000 provided details of specific policy commitments of the Government in relation to <u>WHAT</u> need to be done towards the realization of the vision to transform the economy and society through the development, deployment and exploitation of ICTs to support the country's socio-economic development process. .

Phase 3 ---- The Plan: The final phase of the process was devoted to the development of the NICI-2005 Plan (2001 -2005) -- the first of the envisaged five yearly ICT4D plans. This Plan was completed and approved by the Cabinet in 2000. It provided details of <u>HOW</u> the policy commitments of the Government as stated in the Policy document were translated into concrete programmes and initiatives for implementation. The NICI-2005 Plan which is in its final year of implementation was developed within

the framework of the *Vision for Rwanda* (**VfR**) to serve as a cornerstone of the Government's socio-economic development plan and to specifically support the development of the necessary economic base for accelerating Rwanda's development towards an information-rich and knowledge-based economy and society.

On the whole the Rwanda process to-date yielded four outputs: the *Framework* document, the *Policy,* the NICI-2005 *Plan* and *Structures*. The *Policy* was based on the *Framework Document*, while the Plan was developed to implement Government Policy commitments. The *Structures*, including the Rwandan Information Technology Authority (RITA) were set-up to serve as national coordinating structures and bodies to support the development and the implementation of the ICT4D policies and Plans

The Interrelated Entities of the Rwanda Process

The POLICY

The PLAN

The STRUCTURES
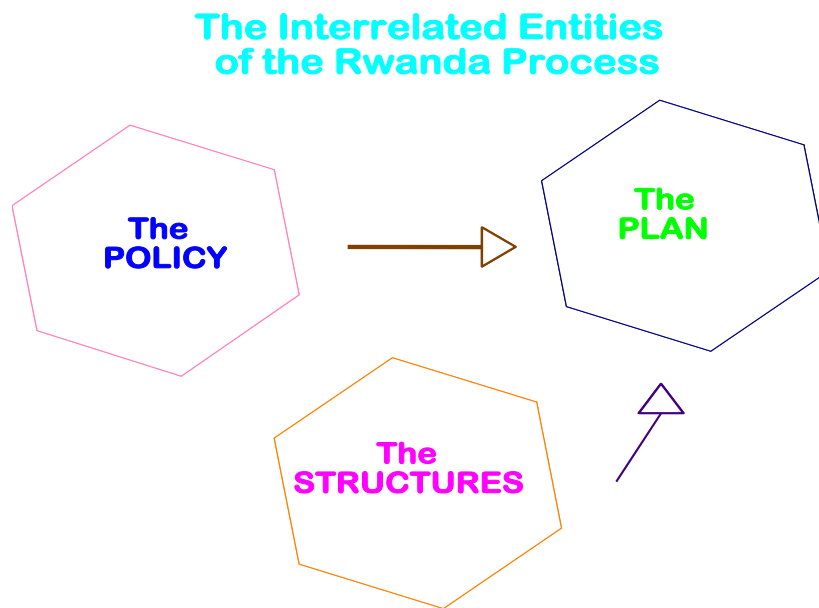
1.2   The ICT4D Policy

The Rwanda Government recognized in the ICT4D policy document the role that ICTs can play in accelerating the socio-economic development of Rwanda towards an information and knowledge-based economy. On the basis of this acknowledgment, the Government made a number of policy commitments aimed at facilitating and accelerating development, deployment and exploitation of ICTs within the economy and the society. The key areas of policy include:

- Policy on creating and facilitating an enabling environment for the development of the national information society and economy;
- Policy on implementing special tax packages, instruments, and incentive programmes to promote the development of the information economy;
- Policy on human resource development and deployment to support the development of the country's information society and economy;
- Policy to facilitate the deployment and exploitation of ICTs in the educational system;
- Policy on the deployment of ICTs to support the operations of the civil and public services;
- Policy on facilitating an investment climate for the mobilization of financial and technological resources;

- Policy to encourage and facilitate physical infrastructure development;
- Policy on the development of standards, best practices and guidelines to guide the deployment, exploitation and development of ICTs;
- Policy on creating the necessary enabling regulatory framework for facilitating the deployment and exploitation and the development of ICT products, services and systems;
- Policy on the enactment of the necessary cyber laws and legislative provisions;
- Policy on setting up of national ICT structures and bodies;
- Policy to facilitate and promote the implementation of national ICT applications;
- Policy to take into account gender sensitivity issues within the context of national information and communication programmes;
- Policy on promoting universal access to information and communication technologies and systems;
- Policy on the development of a local ICT industry;
- Policy initiatives to facilitate the role of the private sector in the development and participation in the information economy;
- Policy on the promotion and supporting of R&D initiatives directed at the development and the exploitation of the opportunities of the information society and economy;
- Policy on involving key national stakeholders and civil society in the process.

1.3 The Vision and the Mission Statements

The details of the Government's policy commitments as contained in the ICT4D Policy document were based on the need to achieve the aspirations of the Vision 2020 aimed at developing Rwanda into a middle income country by 2020. The ICT-led development Vision, aimed at achieving the aspirations of the Vision 2020 is to: *improve the quality of life of the people of Rwanda by enriching their social, economic and cultural well-being through the modernization of the economy and society.* The *main mission, sub-missions* and the corresponding broad *strategies* for achieving the mission are:

Main Mission

To achieve for Rwanda a middle income status by 2020 and transform its society and economy into an information-rich knowledge-based society and economy by modernizing its key sectors using information and communication technologies.

Sub-Missions

- To develop an ICT industry for Rwanda
- To develop a highly competitive value-added services sector with the potential to develop into a business-hub of the region.
- To promote social and cultural interaction and integration at all levels of the Rwandan society.

Strategies for Achieving Stated Missions

- To transform Rwanda into an IT literate nation
- To promote and encourage the deployment and utilization of ICTs within the economy and society.
- To improve the efficiency of the civil and public service
- To improve the information and communications infrastructure of Rwanda.
- To transform the educational system using ICTs with the aim to improving accessibility, quality and relevance to the development needs of Rwanda.

- To improve the human resource development capacity of Rwanda to meet the changing demands of the economy.
- To develop the legal, institutional and regulatory framework and structures required for supporting the deployment and utilization of ICTs within the economy and society.
- To facilitate the process of national reconciliation and reintegration by promoting social and cultural interaction within the society.

1.4 Profile of the NICI/ICT4D Plans

The Governments as part of its policy goal to progressively transform Rwanda from a predominantly agriculture economy (PAE) to a predominately information and knowledge based economy (PIKE) is committed to the implementation of the above *strategies* across the envisaged four NICI/ICT4D Plans over the 20 years life-span of the Vision 2020, The profile of each of these NICI Plans are as follows:

- *The 1st NICI Plan*

Plan Name: NICI -2005 Plan
Plan Time Frame: 2001 to 2005
The Goal: Supporting the development of an economic base and environment for accelerated development and growth
Status: Plan implementation coming to completion. Review of the implementation of the plan is on-going

- *The 2nd NICI Plan*

Plan Name: NICI -2010 Plan
Plan Time Frame: 2006 to 2010
The Goal: Supporting the strengthening of the economic base and improving the economic environment to accelerate development and growth towards achieving PIKE (predominantly information and knowledge-based economy)
Status: The development of the details of the Plan is on-going. It is envisaged that a number of the un-completed programmes and initiatives of the NICI-2005 Plan will be roll-over to the NICI-2010 Plan. The implementation of this plan will start January 2006

- *The 3rd NICI Plan*

Plan Name: NICI -2015 Plan
Plan Time Frame: 2011 to 2015
The Goal: Facilitating the process of sustaining economic development and growth towards PIKE to improve national prosperity and global competitiveness
Status: It is anticipated that the development of this Plan will commerce at the second half of 2010

- *The 4th NICI Plan*

Plan Name: NICI -2020 Plan
Plan Time Frame: 2016 to 2020
The Goal: Consolidating the process towards achieving PIKE and middle income status
Status: It is anticipated that the development of this Plan will commerce at the second half of 2015.

As illustrated below, it is envisaged that 1st and the 2nd NICI Plans -- with the goal to support and strengthened the process of developing an economic base and environment for accelerated economic development and growth are to be based on all the eight *strategies* identified for achieving the stated *mission* of the Vision for Rwanda. The 3rd and the 4th NICI Plans are to be based on only some of the key *strategies*.

TODAY	**Strategy A: Transforming Rwanda into an IT Literate Nation**
	Strategy B: Promoting and Encouraging the Deployment and Utilization ICT within the Economy and Society
	Strategy C: Modernizing and Improving the Efficiency of the Civil and Public Service
	Strategy D: Improving the Information and Communications Infrastructure

PAE

PIKE

Strategy E: Improving the Educational System

Strategy F: Improving the Human Resource Capacity of Rwanda

Strategy G: Developing Legal, Regulatory Framework & Institutions

Strategy H: Facilitating th Process of National Reconciliation and Reintegration

RWANDA ····· **IN YEAR 2020** ····· **RWANDA**

1st Five Year (NICI) Plan	2nd Five Year (NICI) Plan	3rd Five Year (NICI) Plan	4th Five Year (NICI) Plan
2001 NICI-2005	2005 NICI-2010	2010 NICI-2015	2015 NICI-2020 2020

STRATEGY IMPLEMENTATION TIME LINE

- **Policy Commitment to the Exploitation and the Development of ICTs**

The Government mindful of the fact that Rwanda's capability and ability to accelerate its socio economic development process and gain competitive advantage depends very much on the extent to which it can develop, use and sell, ---- information, knowledge and technology in one form of other is committed to pursuing policy goals oriented towards both the exploitation and production of ICTs. Emphasis of the Government's ICT4D Policy is therefore being laid on the exploitation of ICTs to support the delivery of

government services and to support the activities of various sectors of the economy for a number of years and then switching the emphasis to the production, development and delivery of ICT products and services ---- i.e. towards the development and promotion of an ICT industry.

Based on this adopted policy orientation, the Government committed itself to the implementation of the ICT-*2020 Policy Framework* (see below) within the context of the implementation of the broad socio-economic development objectives of the government within the Vision 2020 time-frame.

The ICT-2020 Policy Framework

1. Rwanda is committed to pursuing both ICT *exploitation* and *production* Policy involving:

the exploitation of ICTs to support the delivery of government services and the activities of various sectors of the economy as well as the production, development and delivery of ICT products and services ---- i.e. towards the development and promotion of an ICT industry for Rwanda.

2. The Government is committed to implementing this policy framework over a period of twenty years up to 2020 through the implementation of four five-yearly NICI/ICT4D Plans with the 1st, 2nd and 3rd NICI Plans laying emphasis on the exploitation of ICTs to support the delivery of government services and the activities of various sectors of the economy and the 4th NICI Plan laying emphasis on the production, development and delivery of ICT products and services.

The Government envisages that the implementation of the ICT-2020 policy framework through specific programmes and initiatives of the various NICI/ICT4D plans over the 20 years time span of the Vision 2020, Rwanda will be able to progressively reduce the contribution of the agricultural sector to the economy while at the same time increase the contribution of the services and the industrial sectors to the economy as Rwanda transform its economy from PAE to PIKE as illustrated below.

ECONOMIC DEVELEMENT TIME LINE
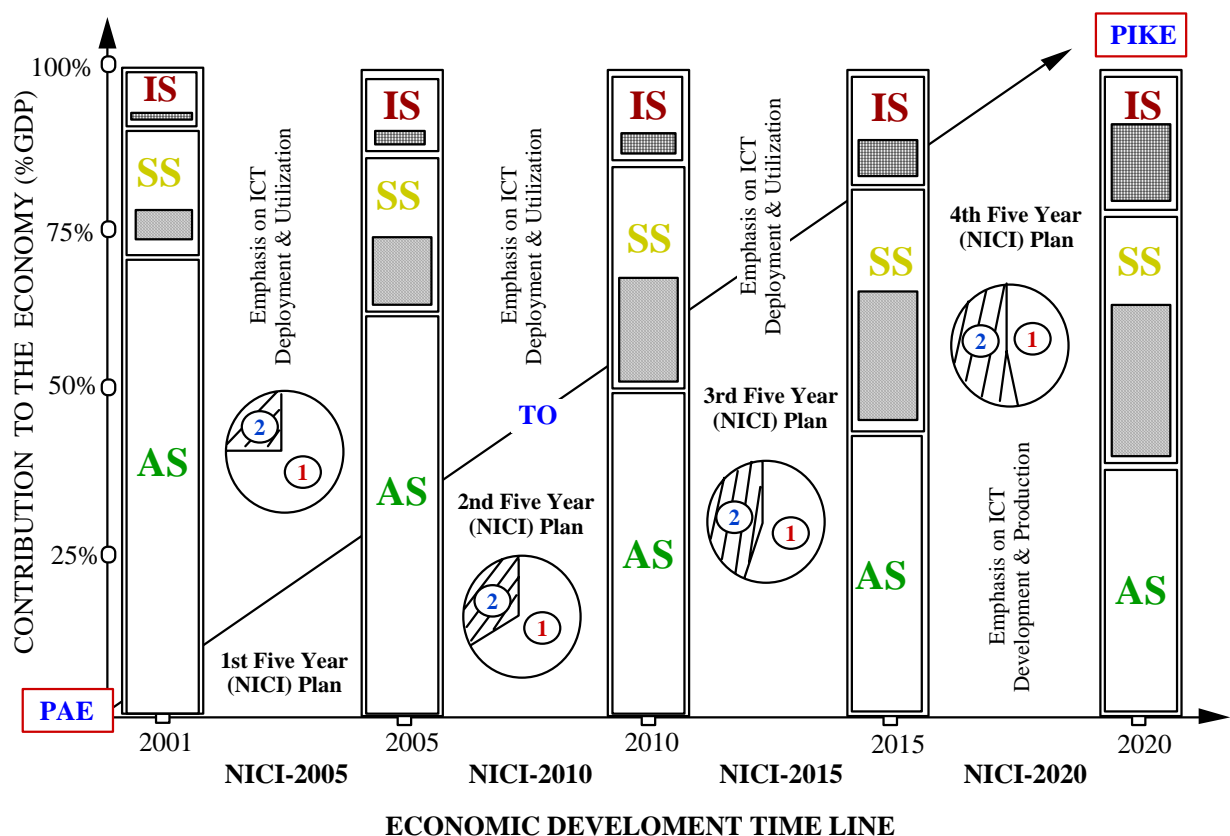
AS = Agriculture Sector
SS = Service Sector
IS = Industrial Sector

= Size of the ICT-Services Sub-Sector
= Size of the ICT-Production Sub-Sector

= Degree of Emphasis on ICT Policy -Orientation 1 & 2
(as per ICT-2020) within a Given NICI Plan

It is expected that as Rwanda move from PAE to assume the status of a PIKE nation, the role of the agriculture sector as a major contributor to the economy will reduce from the current level of close to about 75% to about 60% by 2005, and to close to 50% by 2015 and this is expected to further reduce to less than 40% of the economy by 2020:

On the other hand it is expected that the contribution of the targeted lead sectors --- the service sector and the industrial sector will increase marginally at first and then substantially during the second half of the ICT-2020 policy time frame. By 2020, it is envisaged that the combined contribution of the targeted lead sectors to the economy will be close to 60% or more.

More importantly, it is envisaged that the contribution of the ICT sub-sectors of the service sector and the industrial sector (i.e. the ICT-production sub-sector) will increase dramatically over the implementation period of the 4 NICI plans spanning the ICT-2020 time frame. Specially, the ICT-production sub-sector which in 2000 is estimated to account for about 10% of the economic contribution of the industrial sector is expected to increase to about 80% of the industrial sector's contribution to the economy by 2020. Also the size of the contribution of the ICT services sub-sector of the service sector is expected to increase from about 10% in 2000 to about 75% by 2020.

The rapid expansion of the ICT sub-sectors of the service and the industrial sectors as the targeted lead sectors is crucial for the attainment of the PIKE status by 2020.

 Also as Rwanda move from PAE to PIKE, within the framework of ICT-2020, it is envisaged that the emphasis on the exploitation of ICTs to support the delivery of government services and the activities of various sectors of the economy within the 1st, 2nd and 3rd NICI Plans will result in a widespread deployment, exploitation and utilization of ICTs throughout the economy and society by 2015.

Emphasis could then be shift to the production, development and delivery of ICT products and services --- within the 4th NICI Plan to boast the ICT production sector and the entire ICT industry which will in turn have a spill-over effect on other sectors in particular the other sub-sectors of the industrial sector and the service sector and speed up the process towards achieving a PIKE status by 2020.

- ***The Dual Focus of the Rwandan ICT4/NICI Process***

The Rwandan ICT4D process is strategically focus on both the *development of the local ICT industry* targeted at the export market as well as on *using ICTs as an enabler of Rwanda's broad developmental goals*. In other words Rwanda being an under-developed nation, the dual focus of its ICT4D process is driven by the need to use ICTs as a broad enabler of its socio-economic development process as well as putting in place polices and programmes to develop its ICT sector and industry.
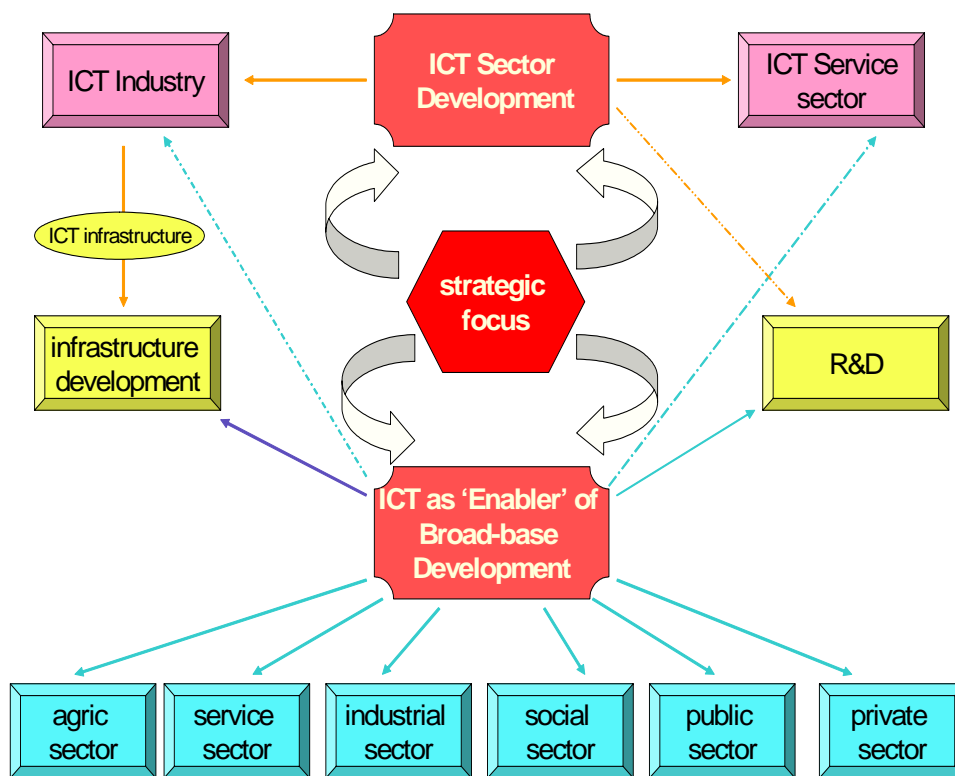
The argument is that, the spill-over or catalytic effect of developing the ICT sector on the economy as a whole will not be enough to accelerate Rwanda's socio-economic development process. It is envisaged that a simultaneous focus on developing the ICT industry while at the same time using ICTs to drive other sectors of the economy can accelerate Rwanda's development faster and spread the social and economic impact of the development, deployment and exploitation of ICTs much faster than a singular focus of the development of the ICT sector.

1.5 Concluding on the Rwandan ICT4D Process

The underlying details of the Rwandan ICT4D) process is summarized below.

The Ultimate Goal	To engineer an ICT-led Socio-economic Development Process with the potential to transform Rwanda into a middle income information-rich, knowledge-based and technology driven economy and society
The Objective	To develop for implementation within a given time frame an ICT4D Policy and corresponding ICT4D/NICI Plans for Rwanda set within the wider socio-economic development framework of Rwanda
The General Question being Addressed	How to address Rwanda's developmental challenges and accelerate the nation's socio-economic development process to improve the socio-economic well-being of the people
The Basic Premise	Rwanda's development process can be accelerated through the development, deployment and exploitation ICTs within the economy and society
The Basic Motivation	Rwanda's accelerated development within the emerging information and digital age will not be possible without an ICT-enabled development agenda
Key Process Outputs	- The Framework - Policy (based on a Framework) - A Number of Rolling (ICT4D/NICI) Plans - Implementation Structures
Key Drivers (Policy + Plans)	- ICT as a Social-Enabler (Education, Health, Poverty-Reduction, Income-Distribution, etc) - ICT as an Enabler of rapid Economic development - ICT as an enabler of Government. Administration and Service Delivery - ICT as an Engine of the Service Sector - ICT as an Enabler of Industrial development - ICT as an enabler of the Agriculture Sector - ICT as a driver of Private Sector Development and - ICT as an agent for wealth creation.

- *The Expectations of the Process*

The expectations of the Rwandan process are that: as part of facilitating the development of the Rwandan information economy society, it will among other things address issues relating to the:

- creation of the necessary enabling environment to facilitate the deployment, utilization and exploitation of ICTs within the economy and society
- development of a local ICT industry to facilitate the production, manufacturing, development, delivering, and distribution of ICT products and services
- development of the national human resource capacity to meet the changing demands of the economy
- development of the national information and communications infrastructure
- development and implementation of e-government and governance, as well as e-commerce strategies and action plans

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- development of the legal, institutional and regulatory framework and structures required for supporting the deployment, utilization and the development of ICTs within the economy and society and the economy
- development and promotion of the necessary standards practices and guidelines to support the deployment and exploitation of ICTs within the society and economy

2.0 Documenting Rwanda's Socio-Economic Status at Start of the Process

The implementation of the NICI-2005 Plan is coming to completion and this document constitutes a review of the implementation of the plan. Both the achievements and the challenges are documented, with specific lessons drawn to guide the development and the implementation of the subsequent plans. To assist in the review process, it is necessary to document the status-quo in terms of the status of key socio-economic and other indicators at the start of the implementation of the NICI-2005 in 2000/2001.

2.1 The Status of Rwanda's Basic Socio-Economic Indicators at the Start of Process - the Implementation of the NICI-2005 Plan

• *Population and Demographic Indicators*

Rwanda's population at the start of the process, was estimated at 7.9 million (2000) with the majority (94%) living in rural areas (this figure at the time compares with 68% for Sub-Saharan Africa as a whole). Rwanda with 6% urban population [compared to Zimbabwe (33%), Uganda (13%), South Africa (50%), Botswana (65%)] is in fact the least urbanized country in Africa. --- It is therefore a predominantly rural-based country with the majority of those living in urban areas based in Kigali (about 5.8% of the total population).

The country's population at the start of the process was and still is relatively young with a high proportion of the population (60%) under the age of 20. Women constitute the majority (about 54%) of the population and its labour force, particularly in agriculture.

Rwanda then and still has the highest population density in Africa. In 1997 this was estimated at 273 people per sq. km. The corresponding figure for some selected Africa countries were: Zimbabwe (29), South Africa (33), Uganda (99) and Burundi (245). The annual population growth for Rwanda in 2000 was estimated at 3.6% this compares to 2.9% for Zimbabwe, 2.3% for South Africa, 2.7% for Uganda and 2.6% for Burundi. The crude birth rate was 43.3 per 1000 people. Rwanda is therefore regarded as having a high population growth rate and a relatively high crude birth rate

• *The Economy*

Rwanda's economy at the start of the process was (and still is) predominantly subsistence agriculture based with about 91.1% of the working population (compare to 70% for Sub-Saharan Africa [SSA]) actively involved in the Agricultural sector. Only 1.7% (7.5% for SSA) of the working population are in the industrial sector with 7.2% (22.5% for SSA) in the services sector of the economy.

The GDP of Rwanda in 1998 was estimated at US$1.9 billion compared to the public debt of US$1.4 billion (75% of GDP). The per capita GDP in 1997 was US$198. In 1998, the percentage contribution of the key sectors of the economy to GDP were: agriculture (45%), industry (19%), commence and services (26%), others (10%). These figures confirm that Rwanda's economy was (and still is) predominantly agriculture-based. Agriculture production is far from being commercialized or industrialized, for example agro-business is not developed in Rwanda.

Rwanda depends on coffee and tea for most of its export earnings. For example, the export earning for 1998 was estimated at (US$64.4 million) of this the highest contributor was coffee (US$25.9 million) followed by tea (US$22.9 million). On the whole in 1998, coffee contributed 49% and tea 44% of the total export earnings.

The country's total export as percentage of GDP is very low. In 1998 the figure was estimated at 5.6% of GDP and most of this is agricultural products (cash crops).

Agricultural Sector

Agricultural production system in Rwanda at the start of the process was (and still is) mainly based on small family farms (subsistence farming) producing mainly for own-consumption (about 80%), thus leaving very little for the market. The majority of the subsistence farmers produce traditional food crops like banana (63%), sweet potatoes (18%), cassava (5%) and others (14%).

Agricultural production in Rwanda is far from being mechanized. For example, number of tractors used per hundred hectares of arable land between 1994 to 1996 was estimated at 1 with the corresponding figures for USA (837), Uganda (9), Tanzania (23), South Africa (87), Kenya (35) and Burundi (2). The hilly nature of the country may be one of the reasons for low level of mechanized agriculture in Rwanda, another reason could also be the small size of the farms with very little commercial farming activity going on.

Irrigated land as a percentage of crop land between 1994 and 1996 was estimated at 0.3% with the corresponding figures for Zimbabwe (4.6%), South Africa (8.1%) and India (32%). Fertilizer consumption in hundreds of grams per hectare of arable land (1994-1997) was estimated at 1 in comparison with Zimbabwe (554), Tanzania (113), Kenya (278), Burundi (61).

The Modern Industrial Sector

At the start of the process, Rwanda's modern industrial sector was under-developed and the situation is not different today. The sector depends largely on external supplies for raw materials. In 1998, for example, industry contributes about 19% of GDP and provides employment to about only 10,000 people. The breakdown of the GDP contribution was: mining (0.1%), manufacturing (12.6%), electricity and water (0.5%) and construction (6.%). Manufacturing value added was estimated in 1998 as low as 13% of GDP.

Rwanda's industry at the start of the process was (and still is the case) handicapped by: the high cost of factors of production and of imported equipment; the shortage of infrastructure and human resources that are qualified and experienced; the absence of information on existing opportunities and potentialities; inadequacy of a national framework and institutional mechanism for promotional activities; lack of a promotional structure and mechanism for exports; and low internal financing capacity and lack of entrepreneurship.

The Cottage Industry

The Rwanda cottage industry at the start of the process was (and still is) made up of three main sub-sectors: (i) production-oriented cottage industry; involve in making finished products from local or imported materials, (ii) art-based cottage industry, involve in making handicrafts and other art and heritage products form mainly local resources and (iii) service-based cottage industry which comprised of all trades dealing in installation, repair and maintenance of household, industrial, commercial, office and agricultural equipment and so on.

The cottage industry sector is one of the greatest sources of employment after agriculture. At the start of the process, the sector provide full-time employment to about 102,000 people and part-time occupation to about 850,000 people. This sector therefore employs much more than the modern industrial sector of the economy at the time. The main problem facing this sector were then identified as: difficulty in getting equipment and raw material supplies; insufficient training and information for artisans, institutional and

bureaucratic constraints, insufficient local expertise and lack of enterprising spirit; lack of financial resources and access to bank credits and problem of selling of products.

Service and Commerce Sector

At the start of the process in 2001, Rwanda's service and commerce sector was the second largest sector of the economy (after the agriculture sectors); contributing (26%) of GDP compared to 45% for agriculture. This situation has not changed very much.

Main activities in the service and commerce sector still (as was the case at the start of the process) include: wholesale and retail trade; hotel and other hospitality services; transport, storage and communications services; financial, banking and insurance services; public administration and NGO services. The sector also involves the activities of informal self-employed operators like the retail traders, repair shop owners, food service providers, furniture makers, metal workers and so on.

2.2 Comparative Analysis of the Key Economic Indicators

We present in Table 1 below a comparative analysis of the key indicators to measure Rwanda's performance in terms of the impact of the implementation of the NICI-2005 Plan on these key indicators.

Table 1: Comparison of Rwanda's Key Demographic and Economic Indicators		
Key Demographic and Economic Indicators	**At Start of the Implementation of the NICI-2005 Plan**	**At Completion (Near Completion) of the NICI-2005 Plan**
Population (Total)	7.9 mill (2000)	8.4 mill (2004)
Gross Domestic Product (GDP)	US$ 1.93 bill	US$ 1.637 billion (2004)
GDP per Capita	US$ 246 (1999)	US$ 228 (2004)
GNI per Capita (US$)	270	220
Average Annual Growth (Agric)	9.5	- 0.5
Average Annual Growth (Industry)	10.1	4.3
Average Annual Growth (Services)	8.4	8.4
High-technology exports (% of manufactured exports)	1	25
Foreign direct investment, net inflows (BoP, current US$)	US$ 1.726 mill (1999)	US$ 472 mill (2004)
Gross Capital Formation (%GDP)	17.2 (1999)	20.2 (2003)
Percent Contribution to GDP (Agric)	45% (1998)	44.2% (2004)
Percent Contribution to GDP (Industry)	19% (1998)	23.4% (2004)
Percent Contribution to GDP (Services)	26% (1998)	32.4 % (2004)

Source: World Development Indicators (2005) and Ministry of Finance and Economic Planning

Taking some few examples, Rwanda's GDP which at the start of the process was US$1.93 billion fell to US$1.637 billion by 2004 representing a percentage reduction of about 15%. The countries GNI per Capita also fell from US$270 at the start of the process to US$220 by the close of the process. Rwanda's high high-tech export as percentage of manufactured exports however improve dramatically from 1% at the start of the process to 25% in 2004/2005. The percent contribution of agriculture to GDP reduced

from 45% (1998) to 44.2% (2004) as indication that the Rwanda economy is modernizing. This is confirmed by the fact that the percent contribution of industry to GDP increase from 19% (1998) to 23.4% (2004) with the contribution of the services sector to GDP improving from 26% (1998) to 32.4% (2004). Also Rwanda's FDI figures improved dramatically from US$1.76 million to US$472 million in 2004.

- ***The Debt Burden***

At the start of the process, Rwanda's public debt which in 1998 stands at about US$1.5 billion (representing 72% of GDP in 1998), was regarded at the time as a major impediment to economic development. In 1998, the Rwandan Government spent only US$0.8 on health and US$4.8 on education per person, while the corresponding figure for debt servicing was US$6.8 per person. This means that in 1998, the amount the Government spent of debt servicing was 21% higher than what was spent on the combine social sector (health and education). In the same year, the external debt outstanding was US$1,213 million, of these. US$1,028 million was owed to multilateral creditors like the World Bank, IMF, AfDB and others.

- ***Social Indicators***

Poverty which was widespread in Rwanda at the start of the process is still the case today. In 1998, for example, about 64% of the population was estimated to live below the poverty line.

Life expectancy in 1998 was estimated at 49 years and infant mortality for the same year at 129 for every 1000 live births. The corresponding figures for Sub-Saharan Africa were: 54 and 91 respectively. However Rwanda's access to basic health care is relatively good. According to the Rwanda Development Indicators (published in 1999), about 87% of the population were within 2 hours of walking distance of a health center in 1996.

- ***The Educational System***

Basic Indicators

Rwanda at the start of the process (and still is the case) had a high illiteracy rate and according to the Socio-demographic survey of 1997, this rate was then estimated at 52% for men and 45% for women. Comparatively the corresponding male illiteracy rate for Uganda was 16%, South Africa,10% and Burundi, 36%, the corresponding rates for women were: for Uganda (31%), South Africa (10%) and Burundi (43%). In 1997, the youth illiteracy rate in Rwanda as percentage of total population in the age group of 15-24 were: 16% (men) and 21% (women).

The gross primary school enrolment rate in 1997/98 according to the Rwanda Development Indicators (1999) was 89% and this compares favourably with the rest of Sub-Saharan Africa. But on the whole, the quality of education in Rwanda is regarded as low, the drop-out rate high (with only 24% of children finishing in 1998 completed the full 6 years of primary school) and only about 46% of the primary school teachers qualified as per 1998 data.

The enrolment in secondary school is very low --- with a rate of 7% in 1998 and only about 31% of the secondary school teachers are qualified as per 1998 figures.

- ***Human Resources***

Rwanda's human resource based at the start of the process was very weak across all the key sectors of the economy. The situation has improved considerably since then.

2.3 Documenting the Status of the Rwanda ICT Sector at the Start of the Process

- *Telecommunication Infrastructure and Services*

Rwanda at the start of the NICI process had two telecommunications service providers: Rwandatel, (99.9 % government-owned at the time) was the national fixed telecommunication service provider and Rwandacell (partly government-owned at the time), the first cellular provider operating a GSM mobile network. Rwandatel also then was the sole Internet Service Provider in Rwanda.

Rwanda which had a total of about 8,000 telephone lines before the 1994 war had most of its telecommunications infrastructure destroyed during war. The infrastructure was rehabilitated and expanded resulting in and the installed capacity by 1998 of about 20,000 lines with 26,000 equipment capacity. By 2000 at the start of the process the telecommunications infrastructure was being digitized and an ambitious rural telecommunication connectivity programme was then underway. New technologies were being deployed including: Network Digitization Systems, Pairgain Technology, Smart Card Payphones, Wireless Local Loop Systems. The deployment of other modern services and new technologies were also planned at the start of the process and these include: ATM, Video Conferencing, ISDN, LEO, and Satellite Broadcasts.

- *ICT Level, Penetration and Utilization*

The perpetration of computers within the private and public sector was fairly high at the start of the implementation of the NICI-2005 Plan in 2001. All the Banks were computerized, most of the large private sector organizations were then using computers to support some of their activities. A number of the NGOs (in particular the international ones) and the International Agencies operating in Rwanda at the time were then reasonably computerized. On the other hand most of the government Ministries and PSOs were not fully computerized at the start of the process. A number of then were partially computerized.

As part of a survey carried out in 1999 by the National Y2K Committee, the total number of PCs in the 43 public service institutions surveyed was estimated at 1,264. This gives an average of about only 29 computers per Government Ministry or PSO. Of the surveyed establishments, the Kigali Institute for Science and Technology (KIST) then had the highest number of 137 PCs, followed by the Ministry of Defense with 130 PCs and then the Ministry of Local Government with 122 machines.

The computer systems in most of the organizations in the civil and public services at the start of the process were not networked. In other words, the vast majority of the Government Ministries and PSOs did not have their corporate/organizational networks at the start of the process. Also there was no inter-networked computer systems linking the Government Ministries and PSOs and as such there was no electronic inter-change of information between the computer systems of the various Ministries and PSOs at the time.

Although the level of penetration of computers within the civil and public service was fairly high at the time of the start of the implementation of the NICI-2005 Plan, the level of utilization of computers to support organizational activities and operations was very low. In most cases computers were being used for basic computing work like word-processing. Not many of these organizations at the start of the process were utilizing their computer systems for implementing high-end value-added applications like: information systems (MIS, DSS), databases, personnel management systems, accounting and budgeting and so on.

In the area of computer related services, there were at the start of the process a number of computer hardware vendors in Rwanda --- most of these were distributors or agents of computer companies operating outside Rwanda. They were mainly involved in the sale of computers assembled outside the

country. In other words no company was assembling computers at the start of the process. KIST at the time has started on a small scale assembling of PCs for use by the institution.

• *The Level of Internet Connectivity and Spread*

Rwandatel the public telecom service provider was the only ISP in Rwanda at the start of the process. At the time, it was operating a 256kpbs gateway link to the Internet and has a POP in Kigali where the majority of its subscribers (most using dial-up access) resides. The use of Internet then was not widespread outside Kigali.

Within the civil and public service not many of the organizations at the start of the implementation of the NICI-2005 Plan were connected to the Internet. Even in the cases of the connected government Ministries, access was mainly by dial-up and in most of these cases only one or two offices were connected to the Internet within the entire organization. In most cases the Internet was then not used to support the organizational activities of these organizations. The main use of the Internet then was mainly for e-mail and occasional Web browsing.

A number of business organizations in the private sector including, the banks were at the start of the process connected to the Internet mainly by dial-up access. A fair number of organizations in the NGO, diplomatic and the international agency communities were then connected to the Internet.

• *The Local ICT production industry*

At the start of the process, most of the ICT equipment used in Rwanda including telecommunication equipment, radio and TV equipment, communication equipment like fax machines as well as computer hardware were imported. There was no local assembling of computers for the domestic market. Some of the ICT vendors provide equipment maintenance and repair services on contract. There was no active local industry for computer system servicing and repair.

Also there was very little local computer software development going on in Rwanda at the start of the implementation of the NICI-2005 Plan. Most of the organizations in the private and public sector were then using mainly off-the-shelf software. Some of the little software development work being done at the time were carried out using mainly expertise from outside the country with very little local input. On the whole, before the development and the implementation of the NICI-2005 Plan, there was no existing specific government policies targeted at the development of ICT sector to encourage the local production and development of ICT goods, tools and services.

• *ICT Human Resource Development*

At the start of the process, Rwanda even by Africa standards was then facing a serious shortage of skilled ICT manpower in all sectors. On the whole there was a serious lack of computer system development, implementation and maintenance skill in Rwanda in 2000/2001 at the start of the implementation of the NICI-2005 Plan. The key areas of hardware, software and computer network systems development, and installation were equally affected.

Before the NICI-2005 Plan, which contain specific programmes and initiatives targeted at the development of ICT skills and manpower, policies in the area of development of local ICT skills forms part of the overall government plan for the development of human resource capacity for the country.

• *Information and Mass Media Sector*

Rwanda at the start of the process had only one national Television network, and one national radio service. These were both run by the government-owned Rwanda Office of Information (ORINFOR).

There was therefore no private TV or radio station in Rwanda at the start of the process. Private radio stations are now license to operate in Rwanda. There are still no private TV stations.

In the area of the print media, there was no daily papers in Rwanda at the start of the process; there were a number of weekly papers in Kinyarwanda, French and English, the three official languages of Rwanda. Some of these papers were privately owned. Currently there are still no daily papers in Rwanda, but a number of the previously weekly papers are now being published a number of the times and week.

3.0 A Review of the Implementation of the NICI-2005 Plan: Documenting Some of the Achievements

The goal of the NICI-2005 Plan as stated in section 1.0 was to support the development of the necessary economic base and environment to facilitate the process of moving Rwanda from a PAE to a PIKE. The Plan was to therefore provide the spring-board from which Rwanda can take-off to achieve the transformation of it's economy to a PIKE by implementing subsequent NICI Plans [NICI-2010, NICI-2015 and NIC-2020 Plans]. Based on its 8 pillars (serving as sub-plans), the NICI-2005 Plan was aimed at supporting the development of the 'take-off base' through:

- the implementation of special ICT promotion packages, policy instrument and incentives;
- the development of the necessary human resources in ICTs and other professional areas;
- the implementation a number of national ICT applications across all sectors,
- the mobilization and the deployment of the necessary financial and technological resources to support the implementation of targeted programmes and initiatives;
- the modernization of the civil and public service, -- one aspect of this being the computerization of their activities and operations;
- the development of standards, best practices and guidelines to guide the deployment, exploitation and development of ICTs in key sectors and
- provision of the necessary legal, regulatory and institutional framework to support ICT development in Rwanda.

We document in this section some of the achievements of the implementation of the Plan in terms of a number of its sub-plans (pillars) including:

- Human Resource Development Sub-Plan
- ICTs in Education Sub-Plan
- Facilitating Government Administration and Service Delivery Sub-Plan
- Developing and Facilitating the Private Sector Sub-Plan
- Deployment and Spread of ICTs in the Community Sub-Plan
- ICT Infrastructure Development
- Legal Regulatory, Institutional Provisions and Standard Sub-Plan

3.1 Documenting Some of the Achievements in the Area of Human Resource Development

The lack of human resources in all the key skill areas, has been identified as one of the development changes facing Rwanda. At the start of the process, for example, a number of the Government Ministries lack the requisite professional and technical personnel to support key operations and activities within these organizations. In the area of ICTs the majority of public organizations as well as those in the private sector, do not at the start of the process have key IT personnel in areas like: networking, systems development and support, programmers, software developers, systems administrators and managers among others.

The implementation of a number of the programmes and initiatives of the *Human Resource Development* sub-plan of the NICI-2005 Plan has to some extent addressed the skill shortage situation in number of areas. For example, as part of the setting up of the Information Technology Services Division (ITSDs) of the Ministries and PSOs, an extensive training programme was implemented to train network

technicians, computer technicians, software and support staff as well as computer system managers and administrators. Also the nation's universities and colleges has since the start of the process introduced new academic and other training programmes in a number of skills and professional areas to produce the requisite number of graduates for the public and the private sector. The NUR, KIST, KIE among others has during the time-frame of the implementation of the NICI-2005 Plan started new programmes which in the next few years will contribute to addressing the human resource shortfall in a number of critical skill areas relevant for supporting the development of the Rwandan information economy and society.

Also the emergence in recent years of skill training and human resource development companies in the private sector in areas like computer training, and in other professional skill areas are contributing to addressing the human resource shortfall in the country. In addition the newly establish Human Resource Development Agency as one of the initiatives of the NICI-2005 Plan has and will continue to contribute to addressing aspects of the human resource shortfall in critical skill areas.

3.2 Documenting Some of the Achievements in the Area of ICTs-in-Education

At the start of the implementation of the NICI-2005 Plan in 2001, only one of the 2300 primary schools of Rwanda (namely the Kigali Academy) has computers, with non of the secondary schools having computers. The implementation of the Plan has given rise to a number of 'computers-in-school' initiatives. Apart from the initiatives of the Ministry of Education, Science and Technology, a number of other initiatives were implemented by NGOs and the private sector including, the ICTs in Schools initiative of WorldLink as well as that of Coca Cola in partnership with the Ministry.

Currently 1138 out of the 2300 primary schools in Rwanda have a PC or a Laptop, with 100 of these schools having about two PCs. Close to 2000 PCs have now been deployed in the secondary schools throughout the country. The Ministry of Education planned to further procure and deploy 4000 computers in 400 schools starting later this year.

In relation to Internet access, while only one school in entire country had Internet access at the start of the process, 40 schools in Kigali city alone now have access to the Internet. A number of urban and rural schools in other regions of the country also have Internet access. It is anticipated that as the roll-out of the communications infrastructure expands into the rural areas, Internet access will be expanded to the rural schools.

In relation to the training and the deployment of computer literate teachers in Rwandan schools a number of initiatives have been implemented by the Ministry of Education and other organizations. Currently about 1000 teachers have been trained in computer literacy and basic computing. Those trained have been deployed in 120 primary schools. In addition to this, over 2000 computer literate teachers has been trained and deployed in the secondary schools throughout the country.

3.3 Documenting Some of the Achievements in the Area of Facilitating Government Administration and Service Delivery through the Deployment and the Utilization of ICTs

- **The Computerization of the Government Ministries and the PSOs**

At the beginning of the process, very few Government Ministries and PSOs have computerised their operations although some of them, at the time have computers in some of their offices, with the majority of these using them for basic applications such as word processing and in some few cases for spreadsheet and dial-up access to the Internet which was then limited to just a fraction of the staff. Not many of these organizations were at the time utilizing their computer systems for high-end value-added applications like: information systems (MIS, DSS), databases, personnel management systems, accounting and

budgeting systems. Most of the Ministries and the PSO do not have corporate networks. There was no inter-networked system linking the government Ministries and the PSOs at the start of the process. The implementation of the programmes and the initiatives of the 'Facilitating Government Administration and Service Delivery Sub-Plan has change all this. We review below some of the achievements in this area.

- **Implementation of Organizational Network**

On the implementation of organizational/corporate networks, the situation now in the Government Ministries and PSOs, after close to 4 years of the implementation of the NICI-2005 Plan, is now very different when compared to what was the case at the start of the process. For example, unlike in 1999/2000, the majority of Government Ministries and PSOs now have in place their corporate networks, with some like the Ministry of Justice having a country-wide area network linking the courts and other judicial agencies.

Government Ministries and PSOs who installed their Corporate Network during the implementation of the NICI-2005 Plan (i.e. since 2001)	**28**
Government Ministries/PSOs who implement their WAN during the implementation of the NICI-2005 Plan (i.e. since 2001)	**7**

- **The Implementation of Sections of the Government-wide Network (Gov-Net) System**

Also while at the start of the process in 1999, when there was no government-wide network inter-linking the Ministries, and the PSOs, a section of a fiber backbone network that could provide the basis for implementing GOV-net --- the proposed government-wide network is now in place with the capacity to inter-link the Cychiru cluster of Government Ministries, the MINIJUST-National Assembly cluster, the PRIMATURE-MINADEF cluster, and part of the city center cluster of Government Ministries and PSOs. Currently seventeen Government Ministries and ten PSOs including one major hospital are now physically connected to the fiber backbone network.

Table 2: Status of Connectivity to the Fiber Backbone Communications Network	
Government Ministries Currently Connected to the Fiber Backbone Network	**PSOs Currently Connected to the Fiber Backbone Network**
Office of the President	Rwanda Information Technology Authority (RITA)
Ministry of agriculture -MINAGRI	King Faycal Hospital
The Senate	National Post Office
Ministry of Justice -MINIJUST	Rwanda National Tender Board (NTB)
Ministry of Health -MINISANTE	Rwanda Revenue Authority (RRA)
Ministry of Foreign Affairs -MINAFFET	The Supreme Court
Ministry of Finance -MINICOFIN	RIAPA
Chamber of Deputies – National Assembly	National Security Service
Primer's Minister office -PRIMATURE	Caisse social du Rwanda
Ministry of Defense -MINADEFF	RIAM-GITARAMA
Ministry of Infrastructure -MININFRA	

Ministry of Interior -MININTER	
Ministry of Public service -MIFOTRA	
Ministry of Local Gvt.-MINALOC	
Ministry of Education -MINEDUC	
Ministry of Gender -MIGESPOC	
Ministry of Lands and Environment - MINITERE	

There are plans to in the very near future connect the remaining Ministries and PSOs to backbone and provide a common shared gateway to the Internet for all these agencies.

- **Improvements in Internet Connectivity and Access**

On Internet access, at the start of the Rwanda ICT4D process in 1999, Rwandatel was then the only ISP in Rwanda, operating a 256kpbs gateway link to the Internet and with a POP in Kigali where the majority of its subscribers (most using dial-up access) resides. At the time, the use of Internet was not widespread outside Kigali. Within the civil and public service not many of the organizations were connected to the Internet. Even in the case of the connected Government Ministries access was by dial-up and in most cases only one or two offices were connected to the Internet. In most cases the Internet was not used to support the organizational activities.

Unlike in 1999/2000 when the vast majority of the Government Ministries and PSOs do not have access to the Internet the implementation of the NICI-2005 Plan has made it possible for almost all the Ministries to have a high speed access to the Internet with access in most cases spread throughout each of the organizations. A number of the Ministries have VSAT links with others having leased line connections. As shown below dial-up access is not a common feature as was the case at the start of the process.

Table 3: The Current Status of Internet Connectivity in the Ministries and PSOs	
Ministries and PSOs with dial-up access to the Internet	**11**
Ministries and PSOs with lease-line access to the Internet	**12**
Ministries and PSOs with VSAT access to the Internet	**1**
Ministries and PSOs with VSAT with Wireless Internet Access	**13**
Number of Ministries and PSOs with .**gov.rw** domain name	**18**
Total Number Ministries/PSOs with Internet Access	**55**
Number of Ministries and PSOs with Web-sites	**24**

Another development is that while Rwandatel was the only ISP in Rwanda with a 256K long-haul link at the start of the process in 1999, not only does Rwandatel now have in excess of 10Mbs long-haul link to the Internet backbone, but also there are now a number of ISPs and Internet Gateway/Bandwidth Service providers including: Artel (512K+ link); and Terracom which planned to have close to 30Mbps long-haul link by the end of 2005 and Mediapost which is providing broadband wireless Internet access services to corporate subscribers in the public and private sectors.

- **The Implementation of Organization-Specific Applications and Information Systems**

As documented in the Framework Document, the vast majority of the Government Ministries and PSO at the start of the ICT4D process did not implement their organization-specific computer-based applications, information and database systems to support its administrative and service delivery activities. The majority were using their computers for standard applications like wordprocessing, spreadsheets etc. Some of the programmes and initiatives of the NICI-2005 Plan were targeted at the development and the deployment of high-end and mission critical application systems for each of Government Ministries and PSOs. Some of the Ministries and PSOs have implemented some of their critical information systems application and back-office systems; and some are in the process of implementing them. The details below provide the list of the Government Ministries who have implemented some of the organisation-specific applications and information systems

Table 4: Ministries and PSOs who have Implemented major Application Systems or the identified back office systems (BOSs) to Support their Operations and Service Deliveries	
Ministry/PSO	**Type of Application**
Ministry of Finance and Economic Planning	Smart-Gov Budget Master System
Rwanda Revenue Authority	Custom Clearance System (ASCUDA)
Rwanda Revenue Authority	Tax Returns and Clearance Information System
The Kigali City Council (PVK)	GEOMAP – Land Information and Administration System
Ministry of Lands	Land Records Information System
Caisse Sociale	National Social Security DataBase System
Office of the President	Messaging and Collaboration System
MIFOTRA	Payroll System for the Civil and Public Service
Ministry of Foreign Affairs and Regional Cooperation	Messaging and Collaboration System
Ministry of Commerce, BNR and SIMTEL	VISA Horizon System
National University of Rwanda	Administrative and Students Records Information System
Chambre of Deputies	Database System
RAMA	RAMA Database System
Ministry of Education, Science, Technology and Research	E-education Application
Ministry of Health	Telemedicine Applications
ORTPN	Online Reservation System
Kigali Institute of Education (KIE)	E-learning Applications

- **The Training of ICT Technical Staff and Personnel**

Extensive training in the area of ICTs has been conducted targeting all level of staff within a number of the Ministries and PSOs. Most Ministries now have in place a skeleton ICT technical staff for their ITSDs. Currently close to 60 technical staff has been trained and deployed in the Ministries with the figure for the PSO being 14 personnel. The technical skill areas include, network administers, systems developers, software support staff, database administrators and training staff.

3.4 Documenting some of the Achievements in the Area of ICT Infrastructure Development and Roll-out

In 2001 at the start of the process, Rwanda's ICT infrastructure was under-developed. The total number of fixed telephone lines was only 22,000 lines. There were only 78,000 mobile subscribers and only 128 rural telephone lines. By 2004, the number of fixed telephone lines increased to 25,000 (an increase of 13%); the number of mobile subscribers increased dramatically to 161, 000 (a percentage jump of 106%) and the number of rural telephone lines also increased dramatically to 565 lines (representing a percentage increase of as high as 341%)

	2001	2004	Percent Change
Fixed Telephone Lines	22,000	25,000	13%
Mobile Subscribers	22,000	25,000	13%
Rural Tel Lines	128	565	341%

A number of infrastructure development and roll-out companies were also licensed during the time-frame of the implementation of the NICI-2005 Plan to provide communication backbone network services including those of data, voice (fixed and mobile) and video services. The key ones are: Terracom Communications Ltd which was licensed to provide telecommunication services including: mobile, fixed phones, VoIP and data services. Aertel Communications Ltd licensed to provide rural as well as urban telecommunications services; Rwandacell for the provision of mobile services among other services. These new entrants onto the Rwanda communication service provision scene are involved in the provision of fixed and mobile services with a nation-wide coverage.

Terracom Communications has to-date deployed a 95km broadband backbone fiber network and plans to roll-out an additional 70km in the next three months. By close of 2005 at the end of the NICI-2005 Plan time-frame, the company planned to roll-out a total of 256km national fiber backbone network connecting Kigali, Butare, Gitarama among others. On future plans Terracom's network will cover the entire country by the project completion date of 2007. The backbone network is currently being used for: data, voice, Internet access. Video on demand services

Aertel Communications, has also so far installed a 240 VSAT network covering 90 districts throughout the country. Most of these are rural districts. Additional 160 VSAT terminals will be deployed by 2006. By the end of the project in 2006, the network will have 400 VSATs with a bandwidth capacity of 9.0MB for data and Internet and 6.0MB for voice services. At the completion of the project Rwanda will have the highest VSAT concentration per square km (VSAT density) in the world.

On other ICT infrastructure networks, the Rwandan Academic and Research Network project is on-going and currently the National University of Rwanda (NUR) in Bature and the Kigali Institute of Science and Technology (KIST) in Kigali are interconnected by a 128Kbps link. They share local traffic through the Rwanda Internet eXchange point (rinex).

Also 39 of the schools are interconnected via a wireless network which is being used for data and Internet traffic including VOIP applications. The Ministry of Education planned to inter-connected about 300 schools in the near future

3.5 Documenting Some of the Achievements in the Area of the Deployment and Spread of ICTs in the Community

- **The Deployment of Cyber Cafes and Telecenters**

Unlike the situation at the start of the process; when Rwanda had only one cyber café in operation, numerous cyber cafes and telecenters can now be found in all cities and towns throughout the country. The majority of these were opened during the time-frame of the NICI-2005 Plan. Currently there are now over 30 reasonably-sized cyber cafes operating in Rwanda. Kigali has 10, Batare 4, Gisenyi 6 with all the other major towns including, Gitarama, Kibuye, Kibungo among others having at least one major cyber café. All hotels and almost all Guest Houses and Inns have in-house cyber cafes to cater for their guests and the public. In addition to the public cyber cafes, all the universities and colleges have cyber café facilities, some of these are opened to the public.

The increased number of cyber cafes operating in Rwanda was largely due the enabling environment created by the policy and plan development and implementation process in terms of infrastructure development, reduction in the price of computer equipments and resources partly due to the removal of taxes and import duties on computer products. Also the explosion of cyber cafes in every town and city since the beginning of the process can be attributed to the public awareness created by the process in terms of seminars, public awareness campaigns and the constant reference being made as to the importance of ICTs for facilitating Rwanda's development in numerous speeches made by the President, his Ministers and other Government officials over the past five years since the start of the process.

Apart from the cyber-cafes as community access points to the Internet, Rwanda also moved from a situation of not having a single tele-center at the start of the process to now having close to 10 telecenters spread all over the country. These centers are used by the public for access to Internet, telephone, fax and secretarial services as well as basic computer training services. Kigali has 5 of those telecenters.

- **Implementation of Telemedicine Initiatives**

Pilot telemedicine projects are on-going in key hospitals in the country since the start of the implementation of the NICI-2005 Plan. Some of the hospitals and health centers taking part in these pilot projects include: King Faisal Hospital (Kigali) CHK (Kigali), the largest hospital in Rwanda; Batare Hospital, and as well as the Central Hospitals in Ruhengeri and Cyangugu.

- **The Creation of Awareness**

Since the start of the Rwandan ICT4D process serious efforts has been put into raising public awareness on the importance of the need to deploy ICTs to facilitate Rwanda's development process. This effort is being led by the President and it has now been acknowledged that public awareness of the ICT4D process and the need to use these technologies to facilitate Rwanda's socio-economic development is very high in the country. Rwanda is now regarded world-wide as a nation serious about the development, deployment and the exploitation of ICTs with its ICT4D Policy and Plan serving as a model for a number of African and other developing countries. It is now acknowledged both within and outside the country that ICTs is high on Rwanda's development agenda.

3.6 Documenting Some of the Achievements in the Area of Developing and Facilitating the Private Sector

- **The ICT Sector and Industry**

The Rwanda ICT sector and industry was under-developed at the start of the implementation of the NICI-2005 Plan in 2001. Most of the computer companies operating in the industry at the time, were only involved in the sale of imported computer hardware and software. No company at the time was involved in the assembly of computers and other equipments and software development activities were non-existent.

Rwanda can now boast of a number of computer assembly companies and a few involve in the development of software and systems for the domestic and the export market. A number of web-based systems development companies have also started operating in Rwanda with some of these involved in the development of web and other Internet applications. Computer training is rapidly becoming a major growth area with a number of locally established companies and foreign companies active in the sector. The provision of telecommunication and other communication services in the area of telephone services (fixed and mobile), Internet services, bandwidth services etc remains the major activity in the Rwanda ICT sector and industry. **Appendix A** provides details of companies currently operating in the Rwanda ICT sector. The vast majority of these commence business during the time-frame of the NICI-2005 Plan

- **ICTs in Agriculture**

A number of initiatives in the area of ICTs-in-agriculture are being implemented. Apart from the use of the technology to train and conduct research in the agriculture colleges and research institutions, the Ministry of Agriculture has computerized its activities and operations including implementing its corporate network system. Also a number of ICTs in agriculture demonstration and pilot projects has been implemented and a number of these are on-going.

On the whole, while very little deployment and the utilization of ICTs in the agriculture sector was evident during the start of the process in 1999, the sector has since then witnessed a lot of awareness creation as to the role of ICTs to support agricultural processes and activities including enhancing productivity, yield, processing, packaging, marketing and the delivery processes. This awareness is beginning to bear fruits as operators in the sector, including, farmers, agriculture service providers and decision makers are either adopting ICTs or exploring ways that these technologies can be used to improve and enhance their operations and activities.

Conclusions

On the whole Rwanda through the implementation of a number of the programmes and the initiatives of the various sub-plans of the NICI-2005 Plan has made some progress in a number of areas including: human resource development, the deployment of ICTs to facilitate Government administration and service delivery; developing the nation's ICT infrastructure, the deployment of ICTs to facilitate teaching and learning in the schools; the deployment and spread of ICTs within the communities and facilitating the development of the private sector in general, and the ICT services sector and industry in particular.

4.0 A Review of Progress Made Towards the Achievement of Specific Policy Commitments

The Policy document on which the NICI-2005 Plan was based, provided details of the various policy commitments of the Government aimed at facilitating progress towards achieving the aspirations of the ICT-led socio-economic development vision, namely: *to improve the quality of life of the people of Rwanda by enriching their social, economic and cultural well-being through the modernization of the economy and society*. As an aspect of reviewing the implementation of the NICI-2005 Plan with particular reference to the extent to which progress has been made on these policy commitments, we review in this section, the performance on each of these policy commitments within the context of the implementation of the sub-plans of the NICI-2005 Plan. For each of the broad policy areas, the stated policy commitments are documented followed by review of progress made as per these policy commitments.

4.1 Creating and Facilitating an Enabling Environment for the Development of the Rwandan Information Society and Economy

The Policy Commitments

The Government recognizes that one of its key roles will be ensuring a favourable enabling political and socio-economic environment for facilitating the process of establishing Rwanda's information society and economy.

The GOR is therefore totally committed to providing and facilitating the necessary enabling political, economic, regulatory, legal and institutional environment to support the process of moving Rwanda from a predominately agricultural economy to an information-rich knowledge-based society and economy.

The Government further acknowledges that: to facilitate the process of promoting the development and exploitation of ICTs in the economy and society, the GOR will need to put in place special policy packages, incentive programmes and policy instruments.

The Government is therefore committed to taking the necessary policy and programmatic initiatives that will include implementing the necessary policy programmes and instruments, tax and other incentive packages targeted at aiding, facilitating and supporting the development of the Rwandan information society and economy.

Achievements/Progress Made as Per the Policy Commitments

The Government through the implementation of a number of specific the programmes and initiatives forming part of some of the sub-plans for the NICI-2005 Plan, specifically those relating to the development of the private sector; ICT infrastructure development and to promoting FDI drive in ICTs has put in place special instruments, incentive packages targeted at accelerating the development of the Rwandan information society and economy. For example, the Government as part of the implementation of the NICI-2005 Plan has drastically removed taxes and import duties on computer equipments and parts and this has contributed to a reduction in the prices of computer products and as such contributed to improving the level of computer penetration within the society and the economy. This effort on the part of the Government has also contributed to encouraging local assembly of computers which in turn contributed to making computers affordable to the public at large. There are now a number of computer assembly facilities in Rwanda as compared to the situation at the start of the implementation of the NICI-2005 Plan.

On the whole some progress has been made as per the policy commitments for facilitating the development of the Rwandan information society and economy through the implementation of a number of special policy packages and incentive programmes and instruments
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4.2 Human Resource Development and Deployment is the Key

The Policy Commitments

The GOR acknowledges that: the extent to which Rwanda will benefit from the advances and the opportunities of the emerging information age will depend on how Rwanda is capable of developing and harnessing its human resources to initiate, support and maintain its socio-economic development towards an information and knowledge economy.

The GOR further acknowledges that the young population of Rwanda can be transformed into an asset by adding value to human resources and provide the environment for utilizing these resources for socio-economic development process ---- and that ICTs could play a major role in this area.

The GOR is therefore fully committed to putting in place and facilitating the implementation of a comprehensive human resource development programme to support the development of the Rwandan information society and economy. The GOR firmly believes that: human resources is the ultimate resource – more so for a nation like Rwanda without key natural resources. The development of people to support the process of moving Rwanda into an information society and economy is therefore top priority of the Government and the crucial role that ICTs can play in this area is fully recognized and promoted by the government.

Achievements/Progress Made as Per the Policy Commitments

The Government as part of the *Human Resource Development* sub plan of the NICI-2005 Plan has put in place number of human resource and skill development programmes and initiatives that has been implemented by various Government Agencies, PSOs, the Universities and Colleges as well as the private sector over the last four years. These efforts have contributed to addressing (to some extent) the serious human resource shortfall which Rwanda experience after the 1994 genocide. Some progress has therefore been made towards the commitment to put in place and facilitate the implementation of a comprehensive human resource development programme to support the development of the Rwandan information society and economy.

4.3 Commitment to the Deployment and Exploitation of ICTs in the Educational System

The Policy Commitments

The GOR acknowledges the key role that ICTs can play in educational delivery and training and the need for ICT training and education in schools, colleges and universities. The Government further acknowledges, the role that ICTs can play in literacy education and need to improve the educational system as a whole.

The GOR as part of its ICT Strategy to speed up the process of the deployment of ICTs in the society and economy; to develop an IT literate nation and to support the development of human resources in ICTs and other key professional skill areas is therefore committed to the rapid deployment, utilization and exploitation of ICTs within the educational system from primary school upwards. The GOR in this respect will be initiating a comprehensive programme for the deployment and exploitation of computers in schools, colleges and universities.

Achievements/Progress Made as Per the Policy Commitments

The Government as part of the *ICTs in Education* sub-plan did put in place and implemented a number of programmes and initiatives aimed at facilitating the rapid deployment and utilization of ICTs in the educational system. As evident from the details presented in section 3.2, progress has been made within the time-frame of the NICI-2005 Plan in the area of the deployment of computers in the schools as well as in the universities and colleges. A number of on-going schoolnet initiatives by the Ministry of Education and other agencies and NGOs has contributed not only to improvements in the computer-to-student ratio in schools but also to the spread of Internet access in to a number of these schools.

At the level of the universities and colleges, the use of computers to support, teaching, learning and research is now a common feature in these institutions. Computer studies and computing is now an integral part of all diploma and degree level programmes in all the nation's institutions of higher learning, both public and private. In a nutshell some progress has been made (within the context of the implementation of NICI-2005 Plan) as per the policy commitment to facilitate the rapid deployment of ICTs within the educational system.

4.4 Commitment to the Deployment of ICTs to Support the Operations of the Civil and Public Services

The Policy Commitments

The GOR acknowledged the crucial role that ICTs can play in the delivery of Government Services; in bringing government closer to the people; and in facilitating the implementing of the Government's decentralization and villagization policy to support the activities of the local administrative units.

The GOR is therefore committed to the deployment, exploitation of ICTs to support the operations and activities of the Civil and Public Services as part its commitment to the modernization of the Civil and Public Services to facilitate administrative cost reduction and the promotion of efficiency in the delivery of government services to the people of Rwanda.

Achievements/Progress Made as Per the Policy Commitments

Some progress has been made within the time-frame of the NICI-2005 Plan in the area of the deployment and the exploitation of ICTs to support the activities and the operations of the civil and public service. The achievements documented in section 3.3 provide an indication of the extent to which progress has been made in this area. Not only has the level of computer penetration in the civil and public service increased, but also most of the Government Ministries and PSOs now have in place their corporate/organizational computer networks, with a number of them linking their networks to the national fiber backbone network under construction.

Major improvements have also been made in the spread of Internet connectivity and access within these organizations. Some progress has also been made in the development of critical application systems to facilitate the operations and the activities of a number of the organizations within the civil and public service.

4.5 Commitment to the Development of the Service Sector into the Business Service Hub of the Region

The Policy Commitments

The GOR fully acknowledged the need for Rwanda to develop a regional competitive advantage in the area of ICT exploitation and production through the development of a competitive ICT industry and service sector.

The GOR believes that ICTs can serve as the engine for developing these targeted lead sectors of the economy into a competitive regional business service hub. The GOR further believes that Rwanda, by extensively deploying ICTs to support the development of its service sector can serve as the 'Dubai' of the region and provide ranges of off-shore, banking and financial services to business community in the region and beyond.

The Government is therefore determined to facilitate the development of the Service Sector of the economy into the Business Service Hub of the Region through the deployment and exploitation of ICTs.

Achievements/Progress Made as Per the Policy Commitments

Not much progress has been made towards the development of the services sector of the economy into the business hub of the region. Although a number of Government policy initiatives has been put in place as part of the implementation of the NICI-2005 Plan aimed at promoting the development of the private sector, the services sector especially the ICT services sector is still under-developed. Although a number of local and foreign ICT start-up companies has commence business in Rwanda since the start of the implementation of the NICI-2005 Plan given the conducive investment climate and environment created by the process, the number still falls far short of the target envisaged in the plan.

Furthermore, although the Rwandan Banking sector has improved during the implementation of the NICI-2005 Plan in terms of the ranges of financial and banking services they now have on offer to the public; including the fact that the Banks have made some progress in the use of ICTs to facilitate their operations and service delivery including some electronic banking services, the critical mass and the volume of business and the activities within the services sector that is required to transform Rwanda into the business service hub of the region is far from being realized.

4.6 Commitments to Facilitating the Private Sector

The Policy Commitments

The GOR recognizes the critical role that the private sector can play as a key partner in the process of moving Rwanda into an information and knowledge economy. The government is therefore committed to promoting and facilitating the role of the private sector in the development and participation in the Rwandan information society and economy.

Apart from its commitment to facilitate the private sector through the creation of the necessary enabling environment and putting in place the necessary policy programmes, and incentive packages, the Government is further committed to the creation of a stable economic and investment climate that will assist both domestic and foreign private sector organizations in the development of: the physical telecommunication and communications infrastructure and other ICT infrastructure; information resources and systems "infostructure" to support the activities of various sectors of the economy as well as in the development of human resources in ICT and other skill areas required by the information economy; and in the mobilization of financial resources and other technological resources to aid the process of developing and exploiting the opportunities of the information economy.

Achievements/Progress Made as Per the Policy Commitments

The Government has as per its policy commitments in this area has put in place a number of programmes and initiatives within the NICI-2005 Plan to facilitate the development of the private sector as well as create the necessary stable economic and investment climate to facilitate both domestic and foreign private sector organizations in the development of: the telecommunication and communications infrastructure and other ICT infrastructure. Some progress has been made since the start of the implementation of the NICI-2005 Plan in the promotion of some of the key sub-sectors of the private sector including the ICT sub-sector in general and in particular in promoting local and foreign investments in the development of the ICT infrastructure including investments in the energy sub-sector which has experience some problems recently.

On the whole the general climate for facilitating the development of the private sector has improved in the last couple of years but the corresponding investment in the sector from both local and foreign sources, still falls far below expectations. There is no doubt that activities in the ICT services sector has picked up during the implementation of the NICI-2005 Plan but more need to be done in terms of policy incentives and targeted programmes and initiatives to promote and accelerate the development of the private sector to ensure its envisaged contribution to the rapid development of the Rwandan information society and economy.

4.7 Commitment to the Development and Liberalization of the Telecommunications, Communications and the Mass Media Sector

The Policy Commitments

The Government is committed to: improving communication facilities and to diversifying the means of access through the utilization of appropriate telecommunications systems. The Government as part of its strategy in this area will be increasing access to telecommunication facilities; facilitating the rehabilitation and strengthening of telecommunication and communication facilities. There are plans to liberalized the telecommunications and communications sector to encourage investment and competition in the sector.

Achievements/Progress Made as Per the Policy Commitments

Rwanda has made major progress in the area of liberalizing its telecommunications, communication and the mass media sector. The Government during the time-frame of the NICI-2005 Plan has put in place and implemented a number of legal and regulatory provisions and legislations that has contributed to liberalizing the telecommunications and communication sector and facilitate the introduction of competition within the sector. The mass media sub-sector has also opened up with the introduction of private FM radio stations as well privately own newspapers and other mass media publications.

Investments in the telecommunication and sector has improved considerably since the start of the implementation of the NICI-2005 Plan as additional operators and providers were licensed to provide services both locally and internationally.

4.8 Commitment to R&D Initiatives to Support the Development and Exploitation of ICTs

The Policy Commitments

To enhance Rwanda's capacity to develop, produce, manufacture and assembly ICT products and services as a step towards developing a local globally competitive ICT service sector and industry, the GOR is committed to promoting and supporting R&D initiatives in Rwandan Research Institutions, Universities and Colleges.

The Government as part of its strategy in this area will be encouraging partnership, collaboration and linkages between local R&D Institutions and foreign Centers of Excellence to speed up the process of knowledge and know-how transfer to Rwandans.

Achievements/Progress Made as Per the Policy Commitments

Not much has been achieved in the area of promoting and supporting R&D initiatives in the research institutions, universities and colleges. Also very little has been done in the areas of promoting and facilitating partnership, collaboration and linkages between local and foreign R&D institutions to speed up the process of knowledge and know-how transfer to Rwandans. Some of the Rwandan institution of higher learning and research has attracted some institutional collaboration with their foreign counterparts but not much progress has been made towards raising the level of R&D work in these institutions as a result of these partnerships and collaborations.

Rwanda still have a long way to go in promoting and facilitating scientific research and R&D work to a level that could have impact on Rwanda's capacity to develop, produce, manufacture and assembly ICT products and services as a step towards developing a local globally competitive ICT service sector and industry.

4.9 Commitment to Facilitating an Investment Climate for the Mobilization of Financial and Technological Resources

The Policy Commitments

Apart from the development and mobilization of human resources, as critical factors for ICT development, deployment and exploitation in the society and economy, the Government is fully committed to facilitating the mobilization of the necessary financial and other technological resources through Foreign Direct Investment (FDI) and Domestic investment to aid the socio-economic development process in Rwanda.

Achievements/Progress Made as Per the Policy Commitments

Not much has been achieved during the time-frame of the NICI-2005 Plan in the area of facilitating the mobilization of both local and foreign direct investment to aid Rwanda's socio-economic development. Some progress has been made in attracting investments into some sectors like agriculture, tourism and to some extent the ICT sub-sector, --- in particular in attracting investments into the development of the telecommunications and communications infrastructure.

Sectors like the manufacturing sub-sector of industry has seen some improvements in FDI but on the whole, a lot more need to be done, to attract the critical mass of investments needed to accelerate the development of the key sectors of the economy, in particular those lead sectors like: the services sector and the industrial sector – which are key to the development of the Rwanda information society and economy.

4.10 Commitment to Physical Infrastructure Development

The Policy Commitments

The GOR acknowledges that the level, scale and speed of the socio-economic development envisaged in the *Vision for Rwanda* cannot take place without the necessary modern physical infrastructure: roads and general utilities; social infrastructure; telecommunications and communication infrastructure.

The GOR is therefore committed to the rapid development, upgrade, improvement and deployment of the necessary infrastructure in all key areas.

Achievements/Progress Made as Per the Policy Commitments

As pointed out earlier, some progress has been made within the time-frame of the NICI-2005 Plan in the area of improving both the physical and the communications infrastructure of Rwanda. The road network for example has improved remarkably, so has the nation's telecommunications network for voice, data and video transmission. The Internet access infrastructure both in terms of spread and bandwidth has also improved since the start of the implementation of the NICI-2005 Plan. The power infrastructure has for some time now been a bottleneck to the development of the ICT sector and the economy as a whole. Efforts are under-way to address the shortfall in the power/energy supply of the country.

4.11 Enabling Legal, Regulatory and Institutional Provision

The Policy Commitments

The GOR acknowledges that: the development and the exploitation of ICTs in the economy and society as well as the development of the information and knowledge economy will need to be supported and facilitated by appropriate legal provisions and legislation; regulatory framework and provisions as well as institutional structures.

The Government is therefore committed to implementing relevant and appropriate sections of the "African Telecommunication Policy and Regulatory Framework Development Programme --prepared by the Africa Ministers of Communication --the African Connection) at African Telecom'98 in Johannesburg, May 1998 in areas like:

- *Separation of Government regulatory and operator duties*
- *Establishment of independent regulatory institutions*
- *Universal service and access to basic and value added telecommunications services*
- *Creation of conditions for an investor friendly telecommunications environment*

- *Development of local communications industry towards competitiveness*
- *Encouragement of private investment in the ICT sector*
- *Establishment of national regulatory institutions*
- *Establishment of a mechanism for co-ordinated spectrum management and frequency planning*

The Government is also committed to the enactment of the necessary laws and legislation in area like: Intellectual Property Law; Telecommunication Law -- to govern and regulate the activities of the telecommunication sector and in passing the necessary legislation to facilitate electronic commerce and other Internet-related activities in the country.

Achievements/Progress Made as Per the Policy Commitments

The Government has over the past five years taken steps to ensure that a favourable enabling political and socio-economic environment exist for the development of the Rwandan information society and economy. A number of legal, regulatory and institutional measures has also been taken by the Government including, the setting up of Rwanda Utility Regulatory Authority (RURA), and the Rwandan Communications Regulatory Agency.

The Government as part of the implementation of the programmes and the initiatives of the Legal Regulatory, Institutional Provisions and Standard sub-plan of NICI-2005 has taken steps in a number of areas including: the separation of Government regulatory and operator duties; the establishment independent regulatory institutions; facilitating universal service and access to basic and value added telecommunications services; the creation of conditions for an investor friendly telecommunications environment; the development of local communications industry towards competitiveness and the and the encouragement of private investment in the ICT sector.

4.12 Commitments to the Setting up of National ICT Structures and Bodies

The Policy Commitments

The GOR is committed to setting up the necessary National ICT Structures and Bodies to coordinate, support and facilitate the implementation of its ICT Policies, Strategies and Plans. A number of these structures and bodies are envisaged. To start with the GOR is setting up: the National Information Technology Commission (NITC), the NITC Working Groups, the National Geographic Data Committee (NGDC) and the Rwanda Information Technology Authority (RITA).

Achievements/Progress Made as Per the Policy Commitments

Some progress has been made as part of the implementation of the NICI-2005 Plan in the area of setting up institutional structures and bodies to coordinate and support the Rwanda ICT4D process. RITA has been set-up and efforts are being made to strengthen its capacity. A number of the Information Technology Services Division (ITSDs) has been set-up in the Ministries and PSOs. Also a number of the PECCs has also been set up. The NITC is yet to be set-up

Concluding

On the whole, progress has been made within the context of the implementation of the NICI-2005 Plan on the various policy commitments targeted at facilitating and making progress towards transforming Rwanda into a middle income information-rich, knowledge-based and technology driven economy and society through the implementation of a number of NICI/ICT4D Plans over the 20 years time-frame of the Vision 2020 of which the NICI-2005 Plan is the first. The ultimate goal is to progressively transform

Rwanda from a predominately agriculture economy to that of a predominately information and knowledge based economy (PIKE) and society. Progress made on some of the policy commitments targeted at achieving this goal provides some indication of some of the achievements of the implementation of the programmes and the initiatives of the NICI-2005 Plan.

5.0 A Review of Rwanda's Performance in Addressing the Critical Success Factors for Moving Rwanda from PAE to PIKE

Although it has been established that Rwanda with the right ICT4D policies and corresponding Plans can addressed its developmental challenges and make progress towards transforming its industrially weak subsistence agricultural-based economy into a predominately information and knowledge-based economy and society without first being fully industrialized, it is has been accepted that this could only be achieved provided some critical success factors and conditions are addressed.

5.1 The Case for Addressing the Critical Success Factors and Conditions

The basic premise is that: the development, deployment and exploitation of ICTs within the Rwandan economy and society can contribute to and accelerate the country's socio-economic development process provided some critical success factors and conditions (CSFCs) are addressed at the: national, organizational levels as well as at the level of individuals in the work place and in the society at large.
In other words, (as illustrated below) ICTs per se cannot have an appreciable impact on the developmental process unless their development, deployment and exploitation within the society and economy are backed by addressing a number of these critical success factors and conditions.

The diagram below provides an illustration of some of the critical success factors in terms of the requisite enabling environment for facilitating the process of moving Rwanda from predominantly agriculture economy (PAE) to a predominately an information and knowledge-based economy (PIKE).

Clear Statement of National Vision
Realistic Missions for Vision Attainment
Stated Stategies for Achieving Missions

**POLICY ACTIONS,
PROGRAMMES &
PACKAGES**
**(Aiding, Influencing and
Supporting the
Development Process
towards PIKE)**

**FACILITATING
FACTORS**
**(Facilitating the
Development Process
towards PIKE)**

**Vision, Missions
& Strategies**

Financial &
Technological
Resources

Socio-Econ.
Dev. Policies
& Priorities

Lead Sector
Policies, &
Goals

Stable Econ.
Liberalization
Environment

Stable Econ.
Investment
Climate

**Socio-Economic Policy
Framework**

Sound Dev.
Plan

Educated &
Informed
Society

Policy Instruments

PIKE

Incentives   Packages

Programmes

Govt. Commitment
& Sound Leadership

Human Resource
Requirements

Lead Sector
Dev. Plan

Modernised &
Efficient
Civil Service

Exploitable
Natural
Resources

**Governance & Socio-Political
Environment**

Good Governance
Prevailing Peace
Political Stability
Security & Safety
Functioning
.. Democracy
& Democratic
Institutions
Regional Peace
... & Stability
Socio-Cultural
Integration
& Reconciliation

**Legal, Regulatory &
Institutional
Environment**

Relevant Legal Provisions
Enabling Regulatory Envinronment
Institutional Structures & Arrangements

**ENABLING ENVIRONMENTAL
FACTORS**
**(Providing an Enabling
Environment)**

- Tax Incentives for Promotion of Growth in Target
  (Lead) Sectors of the Economy
- Private Sector Development Programme and Incentive
  Packages
- Investment Promotion Programmes targeted at ICT
  related Sectors
- ICT Sector Promotion Programmes, Projects, Packages
- Programmes for Supporting the Deployment and
  Exploitation of ICTs in the Economy and Society
- Tax Incentive Programmes to Encourage the -Private
  Sector to Invest in Human Resource Development
- Programmes to Promote and Encourage the Utilization
  of ICTs in the Private Sector
- Special Industrial Package to Promote the Development
  of the local ICT Production Industry
- Civil Service Modernization Programme
- Programmes for Human Resource Development
- Export Processing Zone Initiatives targeted at ICT
  Producers and Service Providers
- Specific Rapid Growth Promotion Incentives for the
  Service and the ICT Sector

We identify and review below Rwanda's performance (within the context of the implementation of the provisions of the ICT4D Policy and the NICI-2005 Plan) on a number of the critical success factors and conditions which need to be addressed within the context of using ICTs to accelerate Rwanda's socio-economic development process. We identify two broad types of critical success factors and conditions: (i) *Process Level Critical Success Factors and Conditions (P-CSFCs)* ---necessary for the success for the ICT4D policy and plan development process and (ii) *Implementation Critical Success Factors and Conditions* (I-CSFCs) --- necessary for the success of the implementation of the policy and plan. The I-CSFCs provides the necessary conducive environment for the effective development, deployment and exploitation of ICTs within the society and economy to have an appreciable impact on Rwanda's socio-

economic development process. The details of each of these two broad types of critical success factors are illustrated in the diagram below.
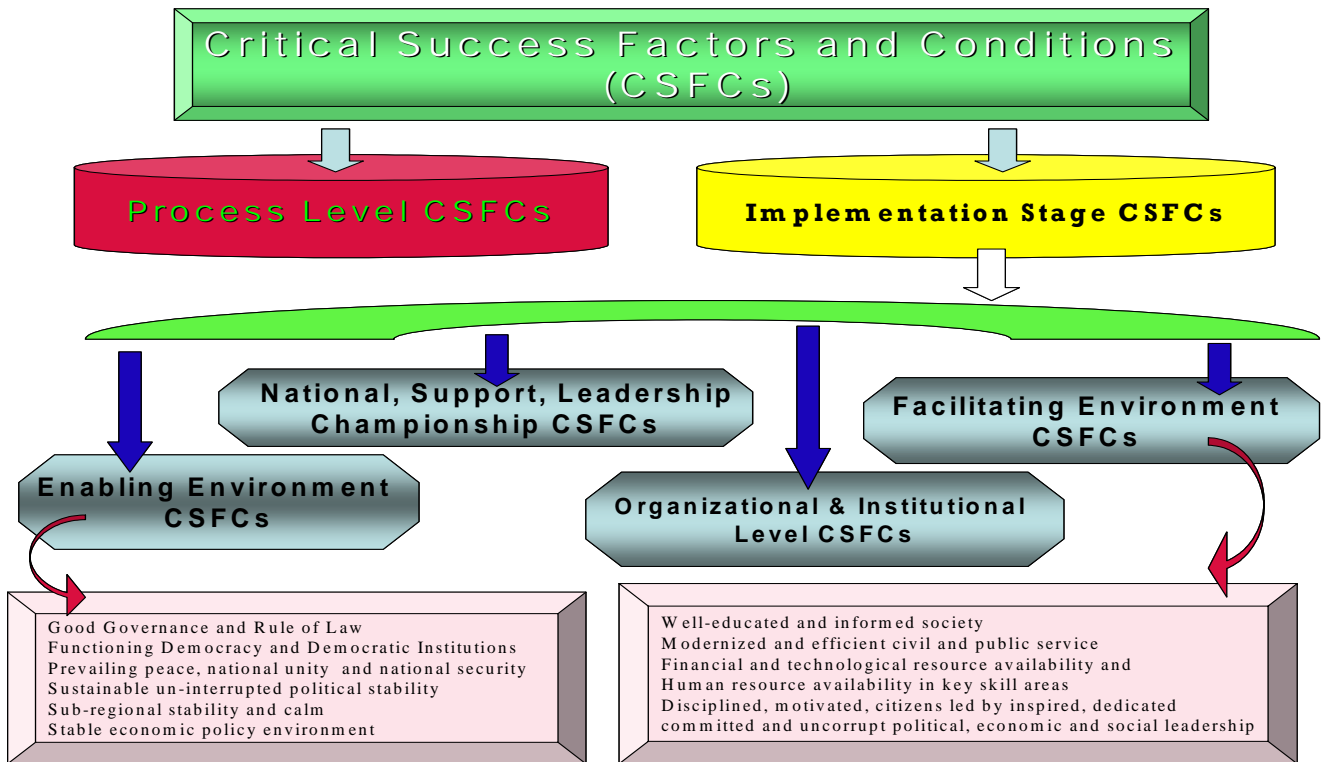
5.2 The Process Level Critical Success Factors and Conditions (P-CSFCs)

The success of Rwanda's ICT4D policy and plan development process will on the whole depend on a number of process level critical success factors and conditions (or pre-requisites). Some of the key ones are:

- Active high profile national ICT champion --- the President
- Top level political and economic leadership, support, commitment and championship of the process
- A clear national ICT4D Vision, Missions and Strategies to guide the formulation and development of the process outputs – the policy and the initiatives and programmes of the corresponding action plans designed to implement the policy
- Government endorsement and commitment to the national ICT4D Vision, Missions and the corresponding Strategies
- The goodwill and support of the people and their endorsement of the need for the ICT4D Vision and stated missions and their realization
- Strategic Government Ministry to facilitate and coordinate the policy and plan development process on behalf of the Government.

- Dedicated policy decision makers, and professionals, cutting across the public and private sector committed to the process
- Adoption of a well-scheduled step-by-step approach with specific milestones and deliverables during the policy and plan development process
- The identification and the setting of realistic objectives and targets that can be achieved within a given time-frame
- A well-researched policy formulation and plan development process that made an effort to learn from experiences of other countries
- Nation-wide policy and plan development consultative exercise involving key stakeholders within the public and private sector to facilitate across the board contributions and inputs into the process and its deliverables
- Rounds of dialog sessions with key stakeholders -- Government, Private Sector & Civil Society
- Logistic support and facilitation for the process and
- Continuous push from the top for action and results.

5.3 The Implementation Critical Success Factors and Conditions (I-CSFCs)

The critical success factors and conditions conducive for supporting the implementation of the relevant ICT4D policies and plans include those relating to providing: (i) *conducive enabling environment for facilitating the implementation of the policy and plan* (ii) *national support, leadership and championship* targeted at facilitating the implementation process (iii) *suitable organizational and institutional level types of critical success factors* to support the implementation of the policy and plan at the organizational and institutional level and (iv) *facilitating environment critical success factors and conditions* to facilitate the policy and plan implementation process. We examine each of these four categories of implementation-related CSFCs below.

Enabling Environmental Critical Success Factors and Conditions

We can distinguish between three types of Enabling Environment CSFCs namely those relating to (i) governance and socio-political enabling environment (ii) socio-economic development framework enabling environment and (iii) legal, regulatory and institutional enabling environment critical success factors and conditions.

Governance and Socio- Political Enabling Environment CSFCs

- Good Governance and Rule of Law
- Functioning Democracy and Democratic Institutions
- Prevailing peace, national unity and national security
- Sustainable un-interrupted Political Stability
- Sub-regional Stability and Peace
- Stable Economic Policy Environment

Socio-Economic Development Framework Enabling Environment CSFCs

- Sound Socio-Economic Development Policy and Priorities Setting Framework
- Stable Economic Liberalization Environment
- Stable Economic Investment Climate

Legal, Regulatory and Institutional Environment Critical Success CSFCs

- Relevant Legal and Legislative Provisions to support the ICT4D policy and plan implementation process

- Enabling Regulatory Environment necessary for implementing specific relevant components of the ICT4D policies and plans
- Institutional Structures and Arrangements to facilitate and support the policy and plan implementation process

National Support, Leadership and Championship Critical Success Factors and Conditions

- Top-level political leadership commitment and championship for the ICT4D policy and plan implementation process
- A core group of dedicated senior level decision makers and professional within the public and private sector committed to providing leadership and championship to facilitate and support the ICT4D policy and plan implementation process within their respective organizations, institutions and business establishments and entities
- Across-the-board stakeholder commitment to the practical realization of the aspirations, the goals and targets of the ICT4D Vision and corresponding missions and strategies

Organizational and Institutional Level Critical Success Factors and Conditions

- Required and necessary changes in relevant organizational and institutional structures, processes, and procedures conducive for the effective implementation of the ICT4D policy and plan initiatives involving the effective deployment and exploitation of ICTs within these organizations
- Changes in unproductive attitudes to work, duty and service that could hinder the effective deployment and exploitation of ICTs to improve organizational efficiency, productivity, activities, operations and service delivery
- Motivated, discipline and adequately renumerated work force committed to work and bringing about the necessary organizational changes conducive for the effective deployment and exploitation of ICTs within their organizations and institutions.

Facilitating Environment Critical Success Factors and Conditions

- Well-educated and informed society
- Modernized and efficient civil and public service
- Financial and technological resource availability
- Human resource availability in key skill areas
- Disciplined, motivated and patriotic citizens led by inspired, dedicated committed and uncorrupt political, economic and social leadership

5.4 A Review of Rwanda's Performance in Addressing the Critical Success Factors and Conditions (CSFCs) for Facilitating the Development of its Information Economy and Society

We present below the Taxonomy of the critical success factors. For each of the identified CSFCs specific observations are made in relation to the extent to which they have been addressed.

The Process Level Critical Success Factors and Conditions	
Critical Success Factors and Conditions (CSFCs)	**Comments**
Active high profile national ICT champion --- the President	There is full commitment to championing the Rwanda ICT4D process at the highest level of Government. H.E President Paul Kagame has personally be championing the process and he is known world-wide as a leader committed to the development, deployment and the utilization of ICTs to facilitate the developmental process of Rwanda. His singular role in starting and championing the Rwanda ICT4D process has been instrumental in the development and the implementation of the policy and the NICI-2005 Plan
Top level political and economic leadership, support, commitment and championship of the process	The political leadership (the executive and legislature) of Rwanda is committed to the ICT4D process. So does key members of the economic leadership of the country. The President and a number of the top political and economic leadership are also in addition championing the process
A clear national ICT4D vision, missions and strategies to guide the formulation and development of the process outputs – the policy and the details of the corresponding plans	The Rwandan ICT4D process is guided by a clearly stated Vision (the Vision for Rwanda) and Missions statements. These were used to provide the basis for the development of the strategies for the realization of the missions. The Vision and Mission Statements and the corresponding broad strategies provided the basis for the development of the Policy and the corresponding the NICI-2005 Plan
Government endorsement and commitment to the national vision, missions and the corresponding strategies designed to contribute to the realization of the Vision and the corresponding Missions	The ICT-led Development Vision and Missions are in line with the overall socio-economic development vision for Rwanda endorsed by the Government. The Government of Rwanda is fully committed to an ICT-driven socio-economic development programme within the framework of its Vision 2020 aimed at achieving for Rwanda a middle income status by 2020 and transform its society and economy into an information-rich knowledge-based society and economy by modernizing its key sectors using information and communication technologies. There is therefore a total endorsement and commitment to the ICT4D process by the Government
The goodwill and support of the people and their endorsement of the need for the Vision and stated missions and their realization	The Rwanda ICT4D policy and plan development and implementation process was a consultative one involving nation-wide stakeholder consultation within the public and private sector, including civil society. There is wide ranging public and stakeholder support for the process and the public has made significant inputs and contributions into the policy formulation process. The ICT4D Vision and missions articulated was based on public inputs, submissions and extensive consultations. On

	the whole the goodwill and support of the people for the process has been demonstrated throughout the extensive nation-wide multi-stakeholder consultative process
Strategic Government Ministry to facilitate and coordinate the policy and plan development process on behalf of the Government.	The Ministry of Infrastructure (and its predecessor Ministry of Public Works, Transport and Communications) served as the strategic Ministry for facilitating and coordinating the development and the implementation of the policy and the plan. RITA which was set-up as part of the process is serving as the national body for coordinating the implementation of the NICI-2005 Plan and other subsequent plans
Dedicated policy and decision makers, and professionals, cutting across the public and private sector committed to the process	There is in Rwanda a critical mass of dedicated policy decision makers and professionals across the public and private sector that are committed to the Rwandan ICT4D process since its inception. The deployment and exploitation of ICTs to facilitate Rwanda's development process has been central to nation's development planning and activities since 1999 and key decision makers within the public and private sector are committed to this process
Adoption of a well-scheduled step-by-step approach with specific milestones and deliverables during the policy and plan development process	The Rwanda ICT4D process was aimed at three broad types of deliverables: *framework document*, *policy document* and the corresponding *plans (with the NICI-2005 Plan being the first of such plans)* The development of all these deliverables were carried out within the context of a well-scheduled step-by-step approach with specific milestones.
The identification and the setting of realistic objectives and targets that can be achieved within a given time-frame	The programmes and initiatives documented in the NICI-2005 Plan were realistic --- with each associated with specific time bound measurable targets to be achieved by an identified implementation agency. The programmes and the initiatives of subsequent NICI plans will also be realistic and aimed at achievable targets
A well-researched policy formulation and plan development process that made an effort to learn from experiences of other countries	The development of the Rwandan ICT4D policy and the NICI-2005 Plan were based on an extensive research work and data gathering exercise as well as on lessons learnt from the experiences of other countries within and outside Africa. Extensive baseline data and information on key aspects of the policy and the plan has been gathered from both primary and secondary sources; individual and stakeholder inputs covering ranges of relevant topics has been solicited and documented; an extensive socio-economic study and analysis has been carried out; details of the landscape of the Rwanda ICT sector as well as the a study of the deployment and exploitation of the ICTs in all the key sectors of the economy has been carried out among others.
Nation-wide stakeholder consultation within the public and private sector to facilitate across the board contribution to the process and its deliverables	The Rwanda ICT4D policy and plan development process was based on an extensive bottom-up nation-wide consultative process involving key stakeholders in all sectors. This national consultative exercise involved: face-to-face meetings, dialogs and public forums across the country. Key stakeholders involved in the process include: Cabinet Ministers, senior civil servants, parliamentarians, traditional rulers, public sector organizations, private sector organizations, various constituencies within the ICT industry and sector, universities and colleges, women's groups, labour unions, political parties, civil society groups, among others.

Rounds of dialog sessions with key stakeholders -- Government, Private Sector & Civil Society	The Rwanda ICT4D process since its inception has involved series of one-to-one dialogs with key stakeholders in government, public sector, private sector and civil society.
Logistic support and facilitation for the process and	Logistics support for the policy and plan development process been provided by the Ministry of Infrastructure (and its predecessor Ministry of Public Works, Transport and Communications) and RITA under a Technical Assistant programme extended to the Government of Rwanda by the ECA under the AISI initiative
Continuous push from the top for action and results.	The Rwandan ICT4D process has benefited from a high level support. Also the process owes some of its success to public support and involvement that resulted from the bottom-up consultative approach adopted throughout the process.

The Implementation Stage Critical Success Factors and Conditions (I-CSFCs)

Enabling Environment Critical Success Factors and Conditions	
Governance and Socio- Political Enabling Environment CSFCs	**Comments**
Good Governance and Rule of Law	The good governance and the rule of law situation in Rwanda are good. This has contributed to providing a stable political environment and climate for the implementation of the ICT4D policy and the NICI-2005 Plan.
Functioning Democracy and Democratic Institutions	Rwanda's democratic system and institutions are young and improving. The ICT4D process has benefited from the country's existing and conducive democratic process
Prevailing peace, national unity and national security	Rwanda has since the 1994 genocide has been a relatively peaceful nation with no major political upheavals that threatened the peace and security of the country. Peace, national unity and security now prevail in the country and this has facilitated the nation's ICT4D process tremendously.
Sustainable un-interrupted political stability	Rwanda after the 1994 war and genocide has been enjoying an un-interrupted political stability for a number of years. This prevailing political stability has no doubt contributed to the implementation of the NICI-2005 Plan. There are signs that the prevailing political stability of the country is a sustainable one.
Sub-regional stability and calm	Sub-regional instability has been a problem area for a number of years. This on-going sub-regional instability does have the potential to negatively impact on Rwanda's socio-economic development efforts including the ICT4D process. Efforts to resolve the underlying issues and problems of the sub-regional instability are bearing some results.
Stable economic policy environment	Rwanda's economic policy environment has for a number of years been a stable one which to some extent is influenced by global factors and requirements set up its major development partners including the World Bank and the IMF. The prevailing stable economic policy environment has to some extent positively impacted on the Rwandan ICT4D process in general and on the

Socio-Economic Development Framework Enabling Environment CSFCs	Comments
	implementation of the NICI-2005 Plan in particular
Sound Socio-Economic Development Policy and Priorities Setting Framework	The development and implementation of the Rwanda's ICT4D policy and the NICI-2005 plan has been set within the wider socio-economic development policy frameworks of the country. These frameworks set out the broader social and economic development objectives and priorities for the country.
Stable (non-erratic) macro-economic Policy Environment	The general global trend is towards economic liberation and Rwanda has been implementing various policy initiatives aimed at the liberalization of its economy. Some of these policy initiatives had positive impact on the economy while others were not so successful.
Stable Economic Investment Climate	Rwanda's has made progress towards ensuring a stable investment promotion and facilitation climate necessary to attract the substantial FDI that will be required for implementing the ICT4D initiatives and programmes by the private sector and in some cases by the public sector. Rwanda has been doing reasonably well in attracting FDI, but more will need to be done to attract substantial investments in the area of ICTs.
Legal, Regulatory and Institutional Environment CSFCs	**Comments**
Relevant Legal and Legislative Provisions to support the ICT4D policy and plan implementation process	Rwandan has implemented some of the legal , and the legislative provisions required for supporting the ICT4D policy implementation process. However a number of these legal, regulatory and legislative provisions identified in the NICI-2005 Plan are still outstanding, For example, parliament will need to pass specific legislative instruments for setting up the relevant institutional structures and arrangements that will be necessary for supporting and facilitating the implementation of the plan. Some specific cyberlaws in areas like intellectual property laws, data protection laws are yet to be enacted to provide the necessary legal and legislative provisions for supporting the development, deployment and exploitation of ICTs within the economy and society.
Enabling Regulatory Environment necessary for implementing specific relevant components of the ICT4D policies and plans	To some extent, a conducive investment friendly, stable and industry responsive regulatory framework and environment critical for the development of the ICT sector and industry do exist in the country. Rwanda has made some advances in putting in place the necessary regulatory framework and agencies --- but there is the need to occasionally examine the provisions of the framework and bring them in line with the rapid changes in the ICT industry and sector.
Institutional Structures and Arrangements to facilitate and support the policy and plan implementation process	The setting up of RITA to coordinate the ICT4D process in Rwanda has provided an essential component of the requisite institutional structures and arrangements to facilitate and support the policy and plan implementation process. However, the proposed National Information Technology Commission (NITC) is yet to be set-up. Also apart from the need to strengthen RITA, the instructional structures proposed for the Government Ministries and the PSOs to support the implementation of the NICI-2005 Plan and subsequent plans are yet to be fully set-up and strengthened.

National Support, Leadership and Championship Requirements	
Top-level political leadership commitment and championship for the ICT4D policy and plan implementation process	There is evidence of top leadership commitment to the Rwanda ICT4D process. Championship of the process by the top leadership will need to be articulated. On the whole there is a demonstrated commitment to the process.
A core group of dedicated senior level decision makers and professional within the public and private sector committed to providing leadership and championship to facilitate and support the ICT4D policy and plan implementation process within their respective organizations, institutions and business establishments and entities	Rwanda to some extent do have a core group of senior and middle level decision makers and professionals that could articulate the ICT4D vision nationally and provide the needed leadership and championship within their organizations and institutions to transform this vision into actions that could move the nation forward. However, the size of this group falls short of the critical mass that is required to move the process forward.
Across-the-board stakeholder commitment to the practical realization of the aspirations, the goals and targets of the ICT4D Vision and corresponding missions and strategies	A key aspect of the national consultative exercise of Rwanda ICT4D process involved identifying and getting a consensus among the key stakeholders on the nation's ICT4D vision, missions and strategies. There is therefore an across-the-board stakeholder commitment to the process in terms of the need for the realization of the aspirations for the nation's ICT4D vision.
	Comments
Changes in relevant organizational and institutional structures. processes, and procedures conducive for the effective deployment and exploitation of ICTs	For the deployment and exploitation of ICTs to make appreciable impact on organizational activities and operations, the processes, and procedures of these organizations in both and public and private sector will need to be looked at to make them conducive for the effective deployment and exploitation of ICTs. The institutional reform of the public sector in Rwanda is on-going. This process is being set within the wider context of carrying out the requisite organizational reforms to support the implementation of e-government in Rwanda
Changes in unproductive attitudes to work, duty and service that could hinder the effective deployment and exploitation of ICTs to improve organizational activities, operations and service/product delivery	Poor and unproductive attitude to work and work ethics are still a major problem in number organizations in both the public and private sector. Attitudinal change will be required across the board if the deployment and exploitation of ICTs within the organizational set-ups of both the public and private sector is to have an appreciable impact on improving organizational efficiency, effectiveness and productivity.
Motivated, discipline and adequately renumerated work force committed to work and bring about the necessary organizational changes conducive for the	Although some efforts has been made in the last couple of years to improve the remuneration package of workers and as well as improve their conditions of work, advancement and promotional prospects in most organizations and establishments in

effective deployment and exploitation of ICTs within their organizations and institutions	both the public and private sector this has not substantially contributed to addressing the problems associated with lack of motivation and initiatives of workers. Additional efforts will need to be directed at turning the Rwanda workforce into a motivated, disciplined and adequately renumerated work force committed to work and bring about the necessary organizational changes conducive for the effective deployment and exploitation of ICTs within their organizations and institutions

Facilitating Environment Critical Success Factors and Conditions	Comments
Well-educated and informed society	A critical pre-condition for the development of Rwanda's information and knowledge-based economy and society is a well-educated and informed society. Rwanda will need to take steps to reverse its high illiteracy rate and providing the conditions to facilitate the development of a well-informed society will be critical for the success of the Rwanda ICT4D process.
Modernized and efficient civil and public service	The Rwanda public service is being reformed and modernized, however the impact of this modernization in terms of improving the efficiency and the productivity of the service is yet to be realized. A modernized and efficient civil and public service will play a crucial role in facilitating the implementation of key components of the ICT4D policy and plans.
Financial and technological resource availability	The implementation of some of the key components of the Rwanda ICT4D policy and the corresponding plans will require substantial financial and technological resources. Although some progress has been made in mobilizing the necessary financial and other technological resources to support the implementation of the programmes and the initiatives of the NICI-2005 Plan, more will need to be done to created the necessary enabling environment to attract resources through FDI and domestic investment
Human resource availability in key skill areas	The human resource situation in Rwanda has improved during the implementation of the NICI-2005 Plan. However Rwanda is lack personnel in critical skill areas necessary for supporting the development of the nation's information society and economy
Disciplined, motivated and patriotic citizens led by inspired, dedicated committed and uncorrupt political, economic and social leadership	Rwandans by and large are patriotic and hardworking people. Motivation can in some cases be a problem at work places. Also petty bribing and corruption at work place can sometime lead to poor service delivery or withholding of service. The greater percentage of the nation's political, and economic leadership are dedicated and committed to the process of the transformation of the country.

6.0 A Review of the Implementation of the Programmes and the Initiatives of the NICI-2005 Plan

In this section we provide a brief review of the implementation of the various components of the NICI-2005 Plan by the designated implementation agencies, which include all the Government Ministries, Public Sector Organizations (PSOs) including the Parliament, the State Enterprises, the Universities, and Colleges among others. Also included as implementation agencies are specific private sector entities, and establishments including the banks, telecommunications and communication service providers among others.

The guiding principle underlying the development and the implementation of the NICI-2005 Plan is the concept of **'decentralization-and-localization'** of the *implementation, monitoring* and *evaluation* of the programmes and initiatives of the Plan. Instead of centralizing the implementation of the Plan, each programme or initiative of the Plan was associated with an implementation agency who takes the responsibility for its implementation monitoring and evaluation. The *Plan Execution Coordinating Committee* (PECC) of the Government Ministries and Public Sector Organizations, are to play a key role in this process.

6.1 The Components of the NICI-2005 Plan

The details of the NICI-2005 Plan were organized in terms of the following levels:

- The 8 Pillars – each representing a Sub-Plan of NICI-2005
- The Government Policy Commitments – relating to Area of Focus of each of the Sub-Plans
- The Sub-Plan Programmes and Initiatives
- The Programme Objectives and Goals
- The Plan-Actions --- relating to the implementation of each of the Programmes of the Sub-Plans
- The Time-Bound Measurable (TBM) Targets – associated with each of the Plan-Actions
- The Plan-Action Implementation Agencies --- corresponding to each of the Plan Actions

The Plan was built on 8 Pillars of the Plan --- each representing a Sub-Plan, as illustrated below:

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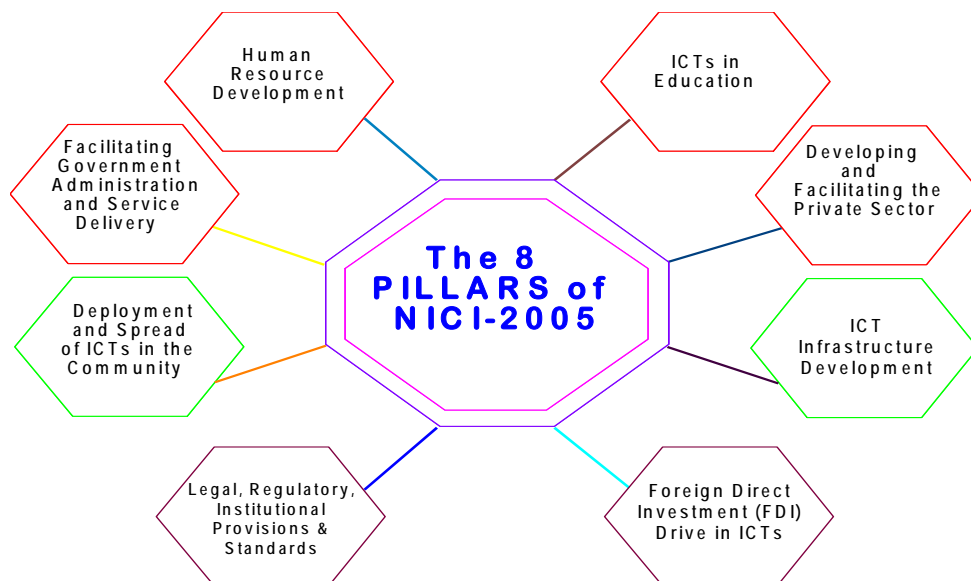
For each of these sub-plans, the relevant Government policy commitments were documented. This was followed by the identification of a number of *programmes* for implementation under the sub-plan. The *objectives and goals* of each of the programmes were documented followed by the identification and description of the specific *plan-specific actions* to be implemented under the programme. Each of these plan-specific actions has associated with it a number of *time-bound measurable (TBM) targets*. To complete the process, corresponding, *implementation agencies* were identified for each of the plan-specific actions

Some of the plan-specific actions have associated with them *plan-action prerequisites and linkages.* The prerequisites defines what need to be done before a specific plan-specific actions can be implemented while the linkages links the plan-specific actions with other actions within the NICI-2005 Plan The illustration below provides a sample layout of the plan for a given programme or initiative.

	Plan-Specific Actions	Time-Bound Measurable Targets	Plan-Action Implementation Agency
G3.1	Government Ministries, PSOs and the National Transitional Assembly to commission an Organization-wide Corporate Network Implementation Report	Each Government Ministry and PSO and the National Transitional Assembly to commission and complete its Organization-wide Corporate Network Implementation Report by 2002	Government Ministries and PSOs in collaboration with the Ministry of Public Service and Labour The National Transitional Assembly
G3.2	Each Government Ministries, PSOs and the National Transitional Assembly to implement a flexible organization-wide corporate network.	Fast-Track Government Ministries and PSOs to implement their corporate network (at least at the organizational headquarters) by 2002 All other Government Ministries and PSOs to implement their corporate network (at least at the organizational headquarters) by 2003	Government Ministries and PSOs The National Transitional Assembly
G3.3	Each Government Ministry or PSO to identify and develop for its specific use relevant computer-based applications, information and database systems to support its administrative and service delivery activities. Key applications include:	Fast-Track Government Ministries and PSOs to implement their mission-critical computer-based applications, information and database systems by 2002. All other Government Ministries and PSOs to implement their mission-critical computer-based applications, information and database systems by 2003.	Government Ministries & PSOs with technical support from RITA
G3.4	Each Government Ministry or PSO to connect their corporate network to GOV-NeT	Fast-track Government Ministries and PSOs to connect their corporate network to GOV-NeT by 2003 All other Government Ministries and PSOs to connect their corporate network to GOV-NeT by 2004	Government Ministries & PSOs with technical support from RITA

In a nutshell; the NICI-2005 Plan (as illustrated below) is a collection of 8 Sub-Plans representing – the 8 Pillars of the Plan. Each of the Sub-Plans constitute a collection of Programmes to which was associate a number of Plan-Actions, with corresponding specific Time-Bound Measurable Targets and Implementation Agencies.

The Structure of the Rwandan Plan
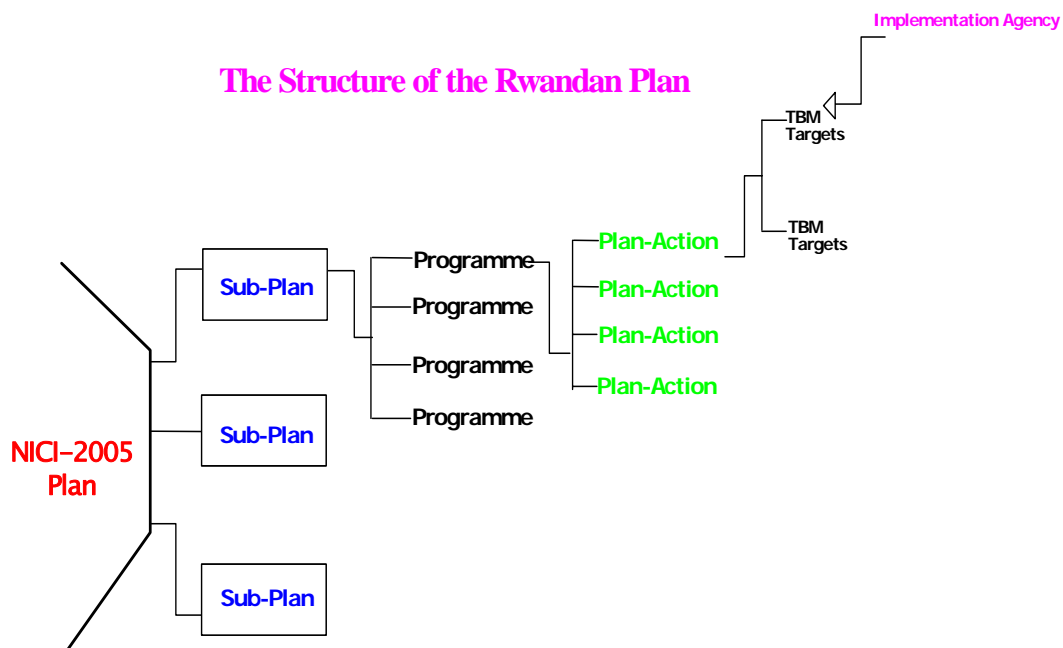
On the whole, the NICI-2005 Plan has a total of 59 programmes and initiatives, these translated into 265 plan-specific actions and 419 time-bound measurable (TBMs) targets. The break down for each of the sub-plans of the Plan is provided in the Table 5 below. Briefly, the sub-plan: *'ICTs-in-Education'* has the largest number of plan-specific actions and corresponding time-bound measurable targets.

Table 5: Components of NICI-2005 Plan: Summary Statistics

Sub-Program	Programmes & Initiatives	Plan-Specific Actions	TBMs
HRD	13	41	71
EDUC	11	52	85
GOV	8	39	55
PRS	9	42	53
CMN	6	34	74
IFR	3	14	23
LRI	4	21	24
FDI	5	22	34
TOTAL	59	265	419

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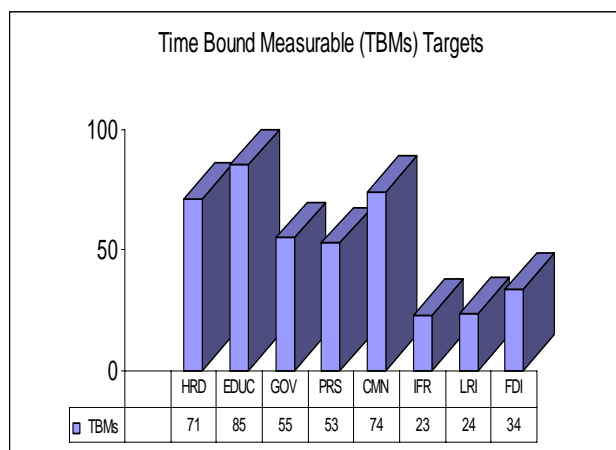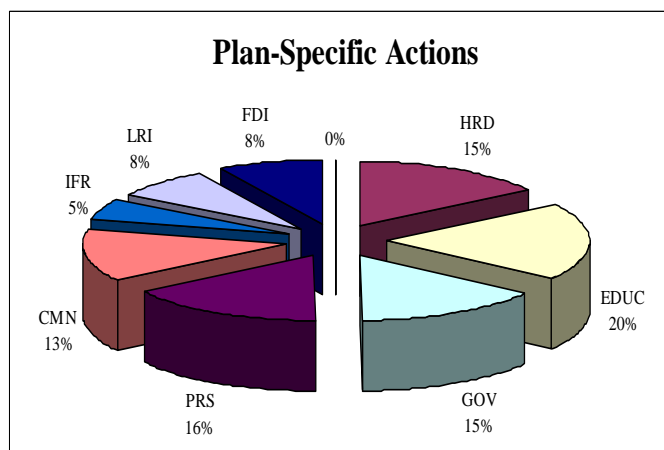
6.2 Summary Review of the Implementation of the NICI-2005 Plan in terms of the Sub-Plans

The level of the implementation of the NICI-2005 Plan varies from one implementation agency to another. Close to 40 implementation agencies were identified within the NICI-2005 Plan and each of these were designated to implement a number of programmes and initiatives. In a number of the cases more than one implementation agency were assigned to implement a particular plan-specific action of a given programme. For example, the majority of the programmes and the initiatives in the *'Facilitating Government Administration and Service Delivery'* sub-plan were designed to be implemented individually by all the Government Ministries and PSOs.

Given that the actual implementation of the NICI-2005 Plan started a bit late, due to logistical and resources constraints, challenges and problems related to the fact that the entire implementation process and modalities are new to the implementation agencies, the performance on the whole has been satisfactory. A high proportion of the programmes and initiatives of each of the sub-plans has been implemented, with a number of them slated as work-in-progress.

Of the 8 sub-plans progress has been made in implementing the key programmes and initiatives of more than half them. In particular key plan-specific actions and the corresponding TBMs of the majority of the programmes and the initiatives of most of the sub-plans have either been completed or are work-in-progress. Sub-plans like: *'ICTs-in-Education', Facilitating Government Administration and Service Delivery'*; *'ICT Infrastructure Development' and the 'Human Resource Development'* have a fair amount of their plan-specific actions implemented or being implemented. **Appendix B** provides details of the implementation status of each of the programmes and initiatives of each of the Sub-plans.

6.3 Summary Review of the Implementation of the NICI-2005 Plan by the Implementation Agencies

Turning now to the performance of each of the implementation agencies in implementing the Plan, we present below an analysis, based on 'time-bound measurable (TBM) targets. (**Appendix C** provides details of the implementation status of the various programmes and initiatives as per each of the designated implementation agencies). For each of the implementation agencies, we compiled, the total number of TMBs corresponding to its assigned plan-specific actions in the Plan. It must be noted that a particular TBM may be assigned in the Plan to more than one implementation agency – which each is to implement (in most cases) individually (see **Appendix B** for the details of the assignments of a number of the TBMs to multiple implementation agencies). So it is possible (as discovered during the review process) that in the case that a given TBM was assigned to two or agencies, some of these agencies implemented and completed their component while others recorded it as work-in-process, with others stating it as 'not-done'

Table 7 below provides a summary statistics of the TMBs as it relates to a number of the implementation agencies involved in the review process. Given that the total number of the TMBs of the entire NICI-2005 Plan was 419, (as indicated in Table 5 above), the total number of 1434 TBMs in Table 7 shows a high degree of multiple counting – an indication of the fact that a high percentage of the TBMs were assigned to a number of implementation agencies. In this respect, using the grand total and the corresponding percentage figures as the basis for the analysis will therefore be misleading. For example, quoting the percentage figures in Table 7, it will be misleading to state that: 26% of the TBMs has been 'completed', 22% are 'work-in-progress', 48% are either 'completed' or are 'work-in-progress'; 48% are 'not-done' and 74% (representing the combination of the 'work-in-progress' and the 'not-done TBMs) are to be roll-over to the NICI-2010 Plan.

Instead, using the details in Table 8, we review the performances of the various implementation agencies as to the level to which they have implemented their assigned components of the NICI-2005 Plan in terms of the TBMs. In terms of 'completed', the percentages varies from as low is 2% to as high as 56% with a median value of 25.5% and an average of 26.%. The corresponding figures for the 'work-in-progress' TBMs are minimum (4%), maximum (63%), median (16%) and average (21%). The details corresponding to the categories are summarized in Table 6 below with the corresponding chart.

Table 6: Implementing the NICI-2005 Plan: Summary Statistics (Percent)					
	Completed (C) [Percent]	Work-in-Progress (WinP) [Percent]	Completed + Work-in-Progress [Percent]	Not-Done (ND) [Percent]	Roll-Over (RO) [Percent]
Minimum	2	4	13	2	44
Maximum	56	63	98	88	98
Median	25.5	16	47.5	52.5	74.5
Average	26	21	47	53	74
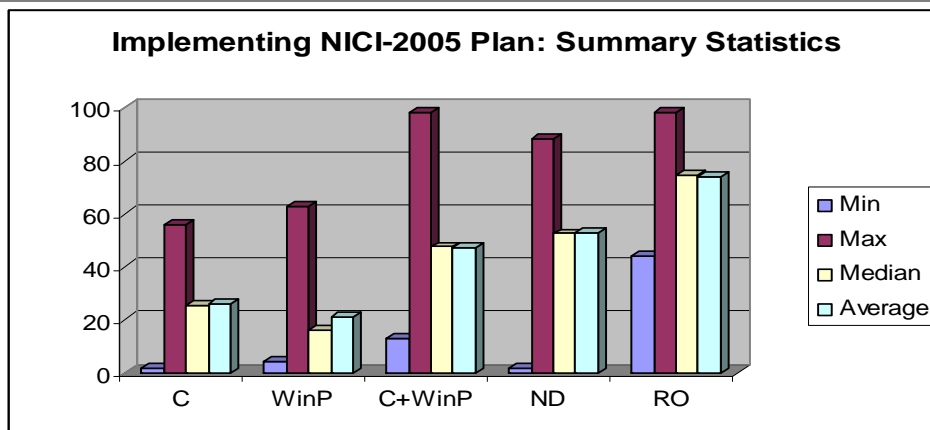
Table 7: The Review of the Implementation of the NICI-2005 Plan: Implementation Agencies

The Implementation Agencies	Total Number	Completed	Wk in Progress	Completed +W-in-P	Not Done	Roll Over
MINISTRY OF TRADE, COMMERCE, INDUSTRY, INVESTMENT PROMOTION, TOURISM AND COOPERATIVES	79	13	22	35	44	66
MINISTRY OF DEFFENCE (MOD)	61	25	11	36	25	36
MINISTRY OF FOREIGN AFFAIRS AND REGIONAL COOPERATION	46	20	4	24	22	26
MINISTRY OF LOCAL GOVERNMENT AND SOCIAL AFFAIRS	59	16	3	19	40	43
MINISTRY OF EDUCATION, SCIENCE, TECHNOLOGY AND SCIENTIFIC RESEARCH	171	36	45	81	90	135
MINISTRY OF INFRASTRUCTURE	76	27	12	39	37	49
MINISTRY OF INTERNAL SECURITY	46	13	5	18	28	33
OFFICE OF THE PRESIDENT	16	9	2	11	5	7
MINISTRY OF FINANCE AND ECONOMIC PLANING	80	32	38	70	10	48
MINISTRY OF GENDER & WOMEN DEVELOPMENT	67	27	5	32	35	40
MINISTRY OF AGRICULTURE, ANIMAL RESOURCES & FORESTRY	51	7	11	18	33	44
MINISTRY OF HEALTH	52	7	8	15	37	45
MINISTRY OF LANDS, HUMAN RESETTLEMENT & ENVIRONMENTAL PROTECTION	50	11	10	21	29	39
OFFICE OF THE PRIME MINISTER	48	17	15	32	16	31

MINISTRY OF PUBLIC SERVICE, SKILLS DEVELOPMENT, VOCATIONAL TRAINING AND LABOUR (MIFOTRA)	70	24	20	44	26	46
MINISTRY OF YOUTH, SPORTS & CULTURE (MIJESPOC)	48	7	2	9	39	41
MINISTRY OF JUSTICE (MINIJUST)	49	18	8	26	23	31
THE RWANDA NATIONAL POLICE FORCE	45	3	7	10	35	42
RWANDA INVESTMENT AND EXPORTATION PROMOTION AGENCY (RIEPA)	73	10	7	17	56	63
OFFICE RWANDAISE DU TOURISME ET DES PARCS NATIONAUX (ORTPN)	43	1	7	8	35	42
NATIONAL POST OFFICE	40	2	3	5	35	38
LA RWANDAISE D'ASSURANCE MALADIE (R.A.M.A)	41	10	10	20	21	31
CAISSE SOCIALE DU RWANDA (C.S.R)	41	14	26	40	1	27
KIGALI INSTITUTE OF SCIENCE AND TECHNOLOGY (KIST)	82	17	39	56	26	65
TOTAL	1434	366	320	686	748	1068
Percent		26%	22%	48%	52%	74%

Table 8: The Review of the Implementation of the NICI-2005 Plan: Implementation Agencies: (Percent Figures)

The Implementation Agencies	Status of the Implementation of Plan-Specific Actions Time-Bound Measurable (TBM) Targets					
	Total Number	Completed	Wk in Progress	Completed +W-in-P	Not Done	Roll Over
		Percent	*Percent*	*Percent*	*Percent*	*Percent*
MINISTRY OF TRADE, COMMERCE, INDUSTRY, INVESTMENT PROMOTION, TOURISM AND COOPERATIVES	79	16	28	44	56	84
MINISTRY OF DEFFENCE (MOD)	61	41	18	59	41	59
MINISTRY OF FOREIGN AFFAIRS AND REGIONAL COOPERATION	46	43	9	52	48	57
MINISTRY OF LOCAL GOVERNMENT AND SOCIAL AFFAIRS	59	27	5	32	68	73
MINISTRY OF EDUCATION, SCIENCE, TECHNOLOGY AND SCIENTIFIC RESEARCH	171	21	26	47	53	79
MINISTRY OF INFRASTRUCTURE	76	36	16	51	49	64
MINISTRY OF INTERNAL SECURITY	46	28	11	39	61	72
OFFICE OF THE PRESIDENT	16	56	13	69	31	44
MINISTRY OF FINANCE AND ECONOMIC PLANING	80	40	48	88	13	60
MINISTRY OF GENDER & WOMEN DEVELOPMENT (MIGEPROF)	67	40	7	48	52	60
MINISTRY OF AGRICULTURE, ANIMAL RESOURCES & FORESTRY	51	14	22	35	65	86
MINISTRY OF HEALTH	52	13	15	29	71	87

MINISTRY OF LANDS, HUMAN RESETTLEMENT & ENVIRONMENTAL PROTECTION	50	22	20	42	58	78
OFFICE OF THE PRIME MINISTER	48	35	31	67	33	65
MINISTRY OF PUBLIC SERVICE, SKILLS DEVELOPMENT, VOCATIONAL TRAINING AND LABOUR (MIFOTRA)	70	34	29	63	37	66
MINISTRY OF YOUTH, SPORTS & CULTURE (MIJESPOC)	48	15	4	19	81	85
MINISTRY OF JUSTICE (MINIJUST)	49	37	16	53	47	63
THE RWANDA NATIONAL POLICE FORCE	45	7	16	22	78	93
RWANDA INVESTMENT AND EXPORTATION PROMOTION AGENCY (RIEPA)	73	14	10	23	77	86
OFFICE RWANDAISE DU TOURISME ET DES PARCS NATIONAUX (ORTPN)	43	2	16	19	81	98
NATIONAL POST OFFICE	40	5	8	13	88	95
LA RWANDAISE D'ASSURANCE MALADIE (R.A.M.A)	41	24	24	49	51	76
CAISSE SOCIALE DU RWANDA (C.S.R)	41	34	63	98	2	66
KIGALI INSTITUTE OF SCIENCE AND TECHNOLOGY (KIST)	82	21	48	68	32	79
TOTAL	1434	366	320	686	748	1068
Percent		26%	22%	48%	52%	74%

6.4 Concluding of the Review of the Implementation of the NICI-2005 Plan

On basis of the above review, it can be concluded that on average, the implementation agencies have either completed or are in the process of implementing (work-in-progress) close to 50% of the TBMs. Given that the actual implementation of the plan did not start in earnest until about the middle of 2002, this performance on the part of the implementation agencies is more than satisfactory.

The majority of the TBMs which are classified as 'work-in-progress' are in an advanced stage with a number of them near completion. It is envisaged that a number of these TBMs will be completed within a year if not earlier.

7.0 Documenting the NICI-2005 Plan Implementation Challenges and the Lessons

The implementation of the NICI-2005 Plan is not without challenges. The key ones that the implementation agencies noted under 4 broad headings includes: resource mobilization challenges; expertise availability challenges, plan implementation support and coordination challenges and other implementation challenges. We consider each of these below.

7.1 Resource Mobilization Challenges

A number of the implementation agencies listed lack of funds, difficulty in mobilizing funds and lack of technical resources for implementing their respective programmes and initiatives as key the resource mobilization challenges that they faced during the implementation of the NICI-2005 Plan. As per the provisions of the Plan, in addition to mobilizing funds and resources to implement its major programmes and initiatives in the Plan, each implementation agency depending on its size, and operations was to set aside (during the time-frame of NICI-2005) 5-10% of its annual budget as IT budget to among other things support the implementation of their programmes including meeting the cost of the procurement of IT products, services and training. The PECC of each implementation agency (at least those in the civil and public sector) was among other things charged with the responsibility for identifying and mobilizing the necessary resources for the implementation of the assigned programmes and initiatives or their respective organizations.

The review process was unable to get data on the extent to which this budgetary requirement provision of the NICI-2005 Plan was implemented by the various implementation agencies. Neither was the process able to obtain information on the extent to which the PECCs were successful in mobilizing the required resources. However what was clear during the review process is that for the majority of the implementation agencies, mobilizing in particular financial resources was a major challenge both in terms of securing the financial resources and in terms of the flow of the resources.

A number of the implementation agencies indicated that the financial resources they managed to mobilize came from both government and donor sources. On the whole the review process was unable to establish for each implementation agency, what percentage of the financial resources mobilized came from government sources and donor sources respectively. It was also not possible to obtain from the donor and bilateral agencies operating in Rwanda the full details of resources made available to the implementation agencies either in the form of grants, loans etc to enable them implement their respective programmes and initiatives. Of the those agencies who responded to the data gathering exercise on the subject by RITA, the sum total of donor funds made available to support the NICI-2005 Plan programmes and initiatives amounted to US$16 million. The details of the various projects supported by the Donor agencies who responded to the survey are provided in **Appendix D**.

It is also worth pointing out that: although the entire NICI-2005 Plan was 'costed' at close to US$500 million ('projected cost') over the five year implementation period, the review process was unable to obtain the necessary financial data from the various implementation agencies to establish how much of this amount was actually mobilized and used to implement the various programmes and initiatives of the plan. It is however worth pointing out that it was neither possible nor realistic at the start of the process to cost into detail the specific programmes and the initiatives of the Plan.

The premise was that a number of the capital intensive and major programmes and initiatives of the Plan will during the actual implementation of the Plan require the development of a project implementation report which among other things will provide detailed cost figures. All that was possible during the development of the Plan was to provide a consolidated 'projected cost' figures for each of the Sub-Plan (see below) within the context of the projected US$500 million.

Table 9: Total Fund Allocation Per Sub-Plan (US$ million)							
Sub-Plan	2001	2002	2003	2004	2005	Total	Percent
HRD	15	45	52.5	22.5	15	150	30%
EDUC	10	30	35	15	10	100	20%
GOV	10	30	35	15	10	100	20%
CMN	7.5	22.5	26.25	11.25	7.5	75	15%
PRS	3.5	10.5	12.25	5.25	3.5	35	7%
FDI	2.5	7.5	8.75	3.75	2.5	25	5%
IFR	1	3	3.5	1.5	1	10	2%
LRI	0.5	1.5	1.75	0.75	0.5	5	1%
TOTAL	50	150	175	75	50	500	
Percent	10%	30%	35%	15%	10%	100%	

Furthermore on the resource mobilization question, it is worth noting that: the proposed Rwandan ICT for Development Fund designed to raise the 'estimated' US$500 million in the five years time-frame of the Plan to support the implementation of the programmes and initiatives of NICI-2005 Plan has not been set up. The premise underlying the proposal to set up this Fund was that although the majority of the funds for implementing the Plan is likely to come from Government sources as part of its expenditure provisions, as well as grants, tax and investment incentives to the Private Sector, the Rwanda Government alone will not be able to entirely fund the implementation of the Plan.

There is therefore the need to raise funding from other external and local sources to supplement Government efforts. Candidate external sources include: the International Development/Donor Agencies (IDAs), NGOs, International ICT-support Foundations, Bilateral Donor Countries, Private Donations among others.

Table 10: The Projected Contributions to the US $500 Million (ICT4D Fund: Key Sources		
Source	Nominal (US$ million)	Percent
Government of Rwanda (GOR)	228.5	46%
International Donor Agencies (IDAs) (Bilateral and Multilateral)	141.25	28%
Other Foreign Donors (OFDs)	67.8	14%
Local Private Sector (LPS)	37.7	7%
Other Sources	24.8	5%
TOTAL	500	100%

It was envisaged that Government's contribution to the Fund will consist of: (i) annual budgetary allocations for the implementation of various components of the Plan (ii) annual budgetary provisions for tax, investment and other incentive packages, to support the implementation of components of Sub-Plans

like: Human Resource Development; Developing and Facilitating the Private Sector; ICT Infrastructure Development; and FDI Drive in ICTs. It is worth noting that of the total projected US$500 million, about US$75 million was to constitute the GOR's facilitation of the PRS, FDI, IFR and LRI Sub-Plan through, tax, investment and other incentive packages.

A large proportion of the $75 million therefore does not represent expected 'actual cash' contribution of Government but what could be described as 'revenue-forgone' as per tax and investment incentive provisions. Deducting the $75 million from the 'projected' contribution of the GOR of $228.5 million brings down the contribution to $153.5 million, which is reasonably comparable to that of the combined figure of ($209 million) for the IDAs and the OFDs

Commenting now on the actual resources mobilized from Government, Donor and other sources to support the implementation of the NICI-2005 Plan, as pointed out earlier, it was not possible during the review process to obtain the relevant financial data from the respective implementation agencies in both the public and the private sectors. However records from the Ministry of Finance and Economic Planning relating to expenditure on ICT projects and initiatives (the vast majority of which relates to the various initiatives and programmes of the NICI-2005 Plan) by the various Ministries, PSOs including the Prefectures for the year 2004 and 2005 shows that a total of close to 2.4 billion Rwandan Francs (RWF) was spent in 2004 and the corresponding figure for 2005 is close to 1.7 billion Rwandan Francs (RWF) (The details are summarized in **Appendix E**).

These are just an indicative figure of annual expenditure on ICT projects and initiatives within the Government; it excludes the amount spent by the private sector agencies, the NGOs and other non government implementation agencies designated in the Plan. The figure also does not include the 'revenue-forgone' by the Government over the time-frame of the Plan as a result of the various tax and investment incentives that it put in place as per provisions of the Plan in relation to promoting the development of the ICT sector and industry and promoting the development of the Rwandan information society and economy. It also important to note that: the total amount spent in a given year is not necessarily only from Government but also a percentage of the amount comes from donor sources channeled through the Ministry of Finance and Economic Planning.

7.2 Expertise Availability Challenges

Another broad area of the challenges faced by the implementation agencies relates to the lack of expertise and the difficulty in getting or recruiting the right technical and other key personnel to support the implementation of their respective components of the Plan.

The lack of requisite qualified human resources and expertise in key technical and professional areas at the start of the process has been well documented (see section 2.0) . This problem in a way manifested into the lack of adequate and qualified expertise for supporting the implementation of the programmes and the initiatives of the Plan in a number of the implementation agencies especially those in the public sector. Also identified as a key challenge in this area relates to the difficulty some of the agencies faced in understanding some of their assigned plan actions and activities. It is however worth pointing out that for the vast majority of the implementation agencies; the problem is not knowing what to do, but rather how to mobilized the requisite financial and technical resources and expertise to implement their designated plan actions and TBMs.

7.3 Plan Implementation Support and Coordination Challenges

A number of the implementation agencies identified: plan implementation support and coordination as a problem area. Some listed lack of institutional, logistical and technical support from their own organization or RITA, while a number stated lack of coordination from RITA as a key implementation

challenge. On RITA itself, there was the problem of lack of internal capacity and resources to discharge its coordinating role. RITA until recently has since 2002 been operating on a skeleton staff.

There was also that problem of not putting in place and implementing the requisite structures and framework proposed in the Plan for facilitating the monitoring and evaluation (M&E) of the implementation of the programmes, initiatives of the NICI-2005.

To facilitate and co-ordinate the Plan M&E process, an enforceable bottom-up mechanism (detailed below) was proposed (as part of the NICI-2005 Plan) involving the participation of a number of key players including: the *Program Execution and Co-ordination Committees* (PECCs) of the Government Ministries and the PSOs; the *Programme Evaluation and Monitoring Unit* (PEMU) of RITA and the *Plan Review Standing Committee* (PRSC) of the NITC. Also to play a key role in this process is the *Round Table Plan Review Meeting* to be convened annually by the NITC and Chaired by H.E the President – the National ICT Champion.
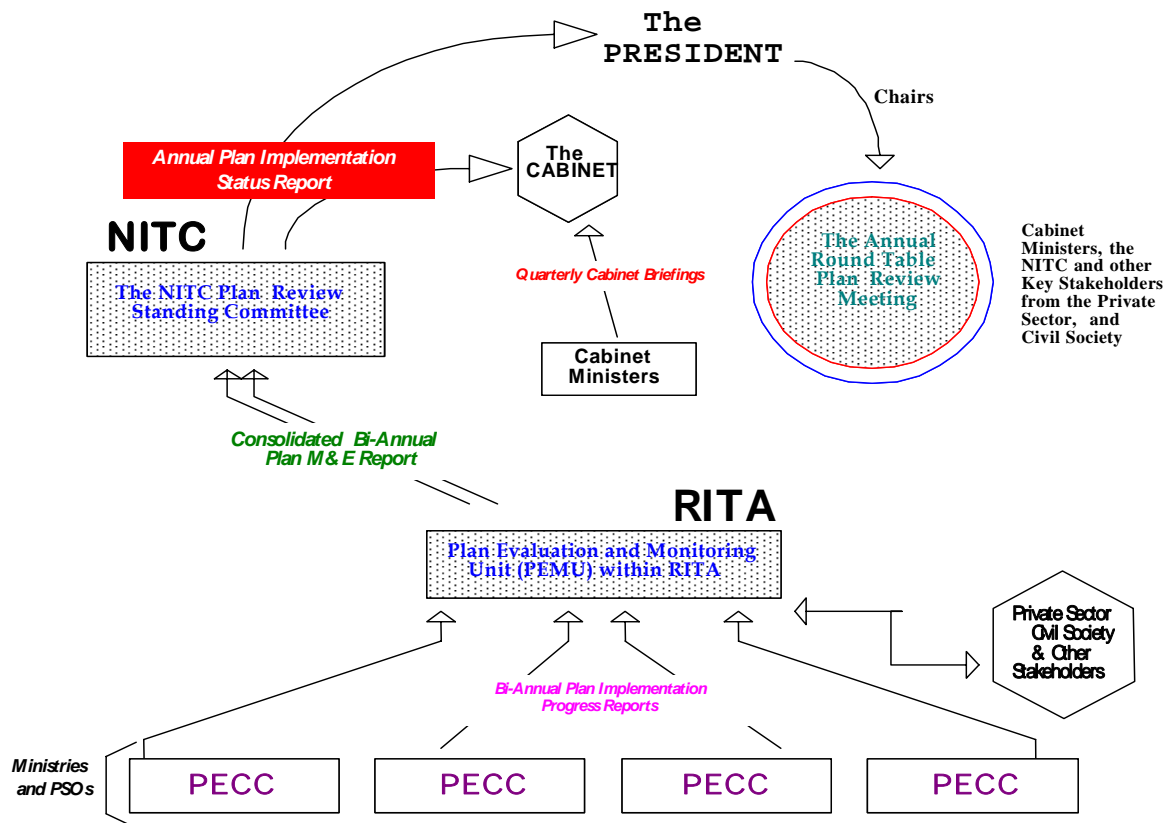
The actual Plan M&E exercise which has not been implemented is to involve three stages with each stage addressing a number of specific objectives.

- *Pre-Implementation M&E Exercise:*

  - To establish that the details and the objectives of the Programmes and the corresponding Plan-Actions are well understood by those assigned within the Plan Implementation Organisations and Agencies to execute them.

- To establish those resource mobilization issues for the implementation of the Programmes and the associated Plan-Actions has been addressed or will be addressed during the implementation of these Programmes and Plan-Actions.
- To address the issue of Programme or Plan-Action Ownership by ensuring that, (where appropriate), an Individual, a Team or a Unit, Division or Directorate has been identified within the Plan Implementation Organization to own a specific Programme or Plan-Action and be responsible for its execution and reporting on its progress and completion to the relevant PECC.

- *During-Implementation M&E Exercise:*

  - To establish that the Programmes and Plan Actions are properly executed as per the programme details, objectives and goals.
  - To identify which indicators (where appropriate) to use to monitor and evaluate the implementation of the Programmes

- *Post-Implementation M&E Exercise*

  - To establish that the Plan-Action Time-Bound Measurable (TBM) Targets are implemented and due dates met
  - To determine what intervention actions to take at the organizational level if specific Plan-Action Time-Bound Measurable Targets were Not Yet Implemented or their due dated are not met and see to it that these actions are taken.
  - To determine appropriate sanctions to impose on the Owners of Programmes or Plan-Actions in event of non-performance or non-delivering on target.

The PECCs which were to be set-up within each of the Government Ministries and PSOs (as per Plan-Action **G1.1**) was to be responsible for the on-going monitoring and evaluation of the implementation of the relevant programmes, initiatives and plan-actions within the Ministries or PSOs. The PECCs were to address the various objectives of the Pre-, During- and Post- Implementation M&E Exercises detailed above. For each Ministry or PSO, the PECC were to undertake the following Plan Monitoring and Evaluation responsibilities:

- Monitor and evaluate the implementation of each of the Programmes and Initiatives and their corresponding Plan-Actions by establishing and ensuring that whether they are properly co-ordinated and executed and that the stated Time-Bound Measurable Targets of the Plan-Actions has been realized;
- Identify Programmes, Initiatives, or Plan Actions that have not been executed by the due date or whose implementation has been delayed as well as establish the reasons for the non-execution or delay in implementation of these Programmes, Initiatives, or Plan Actions
- Identify Plan Actions whose targets have not been realised by the due date and establish the reasons for this;
- Identify problems associated with the implementation of specific Programmes, Initiatives and corresponding Plan-Actions;
- Recommend specific interventions and actions to take to facilitate the implementation of delayed Programmes, Initiatives, or Plan Actions
- Collect and analyse relevant Plan M&E data and information to document the status of the implementation of the Programmes, Initiatives and their associated Plan-Actions
- Prepare and submit to the Plan Evaluation and Monitoring Unit of RITA (RITA-PEMU) *a Bi-Annual Plan Implementation Progress Report* providing details of the Plan M&E exercise within the Ministry or PSO.

RITA-PEMU in collaboration with the PECCs of the Government Ministries and PSOs was to have the responsibility for co-ordinating the monitoring and evaluation of the implementation of the NICI-2005 Plan on a national basis. In addition to the Plan M&E details from the PECCs, RITA-PEMU was to on its own evaluate and monitor the implementation of all other programmes, initiatives and plan-actions being implemented by the private sector, civil society and the academic institutions. RITA-PEMU as part of its responsibility was to:

- Prepare and submit a *Consolidated Bi-Annual Plan Monitoring and Evaluation Report* to the NITC. This Report was to serve as a consolidated Report based on the details of the Bi-Annual Plan Implementation Progress Report (produced by the various PECCs) and the details of other Plan monitoring and evaluation exercises undertaken by the RITA itself. The RITA Consolidated Bi-Annual Plan Monitoring and Evaluation Report will also contained recommendations to the NITC in relation to (i) how some of the documented Plan implementation problems could be tackled or overcome and (ii) what actions the Commission should or could take to sanction non-performing Plan Implementation Agencies.

- Produce a *Quarterly NICI-2005 Plan Status Bulletin* to be used to report on (i) the status of on-going NICI-2005 Programmes and Initiatives in the various implementation Agencies and sectors of the economy (ii) details of Programmes, Initiatives or Plan-Actions started, completed (on target) completed (not on target) or delayed in the various Plan Implementation Agencies since the publication of the last Bulletin and (iii) other specific details relating to the implementation of particular Programmes, Initiatives or Plan-Actions. This Bulletin was to be made available to all Government Agencies, the Private Sector organizations as well as made available to the Media and to the public at large.

- Provide specific Plan M&E details on the status of the implementation of the Plan or a component of it (at Programme, Initiative or Plan-Action level) based on inquires made to it by any interested local or international organization, government or non-governmental.

The NITC (which is yet to be set-up) in its capacity as the highest national authority on all matters relating to the formulation and implementation of National ICT policies and NICI plans, was to be responsible for overseeing the monitoring and evaluation of the implementation of the NICI-2005 Plan on behalf of the Government. To perform this role the NITC Plan *Review Standing Committee* (PRSC) was to be set-up with the following membership:

- Chairman of the NITC (Chairman)
- A Senior Cabinet Minister (Member)
- The ICT Advisor to the President (Member)
- RITA Executive Secretary (Member)
- A Head of a University/College (Member)
- A Representative from the Private Sector
- A Representative from the Labour Union (Civil Society)

The NITC-PRSC was to be responsible for:

- Advising the President, Cabinet and Parliament on an on-going basis on the status of the implementation of the Plan as a whole.
- Preparing and submitting to the President and the Cabinet an *Annual Plan Implementation Status Report* based on the Consolidated Bi-Annual Plan M&E Report it receives from RITA and other Plan implementation status reports or information it might have commissioned or solicited from RITA or other sources.

Also as part of the Plan implementation monitoring and evaluation mechanism and process, each Cabinet Minister was to on a quarterly basis brief Cabinet on the progress of the implementation of the Plan within his/her Ministry and in relevant sectors within the Minister's jurisdiction. This Cabinet Briefing Session which was to be organized on a quarterly basis requires Ministers to table a One-Pager Briefing Document detailing: new information since last briefing; programmes, initiatives and plan actions in progress and their status; problems being encountered; funding successes and problems and other plan implementation matters.

Finally it was proposed as part of plan implementation monitory and evaluation process the need for an *Annual Round Table Plan Review Meeting*, which will be organized by the NITC and Chaired by H.E the President to be attended by be attended by Cabinet Ministers, member of the NITC and other Key Stakeholders form the Private Sector and the Civil Society will review all aspects of the implementation of the Plan to-date and come out with specific recommendation on how to address identified problems as well as to improve all aspects relating to the effective implementation of the Plan.

Concluding

It can be concluded that a number of the challenges faced by the majority of the implementation agencies as they relate to the lack of plan implementation institutional and coordination support can be attributed to the absence of the implementation of the provisions and the mechanisms set out in the plan to facilitate the coordination as well as the plan implementation monitoring and evaluation process as outlined above. The lessons to be drawn from this relates to the need to implement these provisions to facilitate a coordinated implementation of the subsequent NICI Plans.

7.4 Other Plan Implementation Challenges

The other implementation challenges identified by some of the implementation agencies include: the unrealistic targets as per some of the TBMs, the high turnover of key personnel (thus making it difficulty to build on previous experiences and momentum) and the slow start of the implementation process.

Concluding on the implementation challenges, on the whole the implementation agencies faced a number of challenges in implementing their respective programmes and initiatives. A lot still need to be done to overcome a number of the implementation challenges that has been identified during the review process.

8.0 The Evaluation of Progress Made Towards Developing the Rwandan Information and Knowledge Economy (IKE)

As pointed out earlier, the ultimate goal of the Rwandan ICT4D process as per the ICT-led Socio-economic Development vision is to improve the quality of life of the people of Rwanda by enriching their social, economic and cultural well-being through the modernization of the economy and society. The main mission was to achieve for Rwanda a middle income status by Year 2020 and transform its society and economy into an information-rich knowledge-based society and economy by modernizing its key sectors using information and communication technologies. To this end the Government committed itself to developing and implementing ICT4D policies and action plans within the context of the *Vision for Rwanda* to by the year 2020 transform Rwanda's predominantly agricultural economy into:

- A high income economy dominated by trading in ICT products and services
- An economy characterized by a large commercial services sector with a reasonably large and vibrant, ICT services sub- sector and industry
- An economy characterized by a technology-based knowledge-driven industrial sector
- An economy with a globally competitive industrial and services sector which is to a large extent driven by cutting-edge R&D activities
- An economy based on a rich pool of highly skilled human resources in critical skill areas relevant for developing and maintaining a competitive edge on the global market
- An economy in which the majority of the working population are either directly or indirectly involved in information and communications related activities
- An economy with a modern, efficient and competitive agricultural sector
- An economy characterized by a wide-spread deployment and exploitation of ICTs within the society to support the delivery of health, education, government and social services
- An economy characterized by a modern educational system within which ICTs are widely deployed to facilitate the delivery of educational services
- An economy in which a reasonable large proportion of the population have access to information and communications technology products and services
- An economy in which the provision and delivery of goods and services of the key sectors of the economy are to a large extent facilitated by information and communications technologies
- An economy in which the provision and delivery of services by government and its administrative machinery are to a large extent facilitated by information and communications technologies
- An economy based on an advanced and reliable national information and communications infrastructure
- An economy based on a literate society with a high proportion of computer literates.

Based of the premise that each of the above features of the IKE can be regarded as constituting a *sub-goal* to be achieved as a step towards the development of a given nation's information and knowledge-based economy, we review for each of these features progress made by Rwanda as a result of the implementation of the NICI-2005 Plan.

For each of the IKE development sub-goals (representing a feature of an IKE), progress made as per the implementation of the NICI-2005 Plan is documented. The   relevant ICT4D pillars (representing the relevant sub-plans) whose programmes and initiatives are relevant to achieving that sub-goal, are also identified.

Table 11: NICI-2005 Plan Review: Making Progress Towards the Development of the IKE

IKE Features/Sub-Goal	Relevant NICI-2005 Sub-Plan for Achieving the Sub-Goal	Progress Made as per the Implementation of the NICI-2005 Plan
A high income economy dominated by trading in ICT products and services	• Human Resource Development • ICTs in Education • Facilitating Government Administration and Service Delivery • Developing and Facilitating the Private Sector • Deployment and Spread of ICTs in the Community • ICT Infrastructure Development • Legal Regulatory, Institutional Provisions and Standards • Foreign Direct Investment Drive in ICTs	Despite the implementation of the NICI-2005 Plan, Rwanda is yet to make an appreciable progress towards transforming its economy into a high income economy which is dominated by trading in ICT products and services. Given the under-developed nature of the Rwandan services sector at the start of the implementation of the NICI-2005 Plan, it will take Rwanda some years of implementing the right private sector development enabling policies, programmes and initiatives targeted at the development of its services sector and industry to make appreciable progress towards this sub-goal of transforming Rwanda into a high income economy dominated by trading in ICT products and services
An economy characterized by a large commercial services sector with a reasonably large and vibrant ICT services sector and industry	• Human Resource Development • Developing and Facilitating the Private Sector • Deployment and Spread of ICTs in the Community • ICT Infrastructure Development • Legal Regulatory, Institutional Provisions and Standards • Foreign Direct Investment Drive in ICTs	The Rwandan economy is still agricultural based and is a long way from being characterized by a large commercial services sector with a reasonable large and vibrant ICT services sector and industry. Some progress has been made as a result of the implementation of the relevant sub-plans of the NICI-2005 Plan towards the development of the ICT services sector. More efforts will need to be targeted at implementing specific programmes and initiatives that could positively impact on transforming the economy towards the achievement of the stated IKE sub-goal
An economy characterized by a technology-based knowledge-driven industrial sector	• Human Resource Development • ICTs in Education • Developing and Facilitating the Private Sector • ICT Infrastructure Development • Legal Regulatory, Institutional Provisions and Standards • Foreign Direct Investment Drive in ICTs	The composition of Rwanda's industrial sector has not changed that much since the start of the implementation of the NICI-2005 Plan. At the start of the process, Rwanda's modern industrial sector was under-developed and the situation is not different today. The sector is still handicapped by: the high cost of factors of production and of imported equipment; the lack of qualified and experience human resources and low internal financing capacity and lack of entrepreneurship.

		The implementation of the various programmes and initiatives of the relevant sub-plans of the NICI-2005 Plan has made little impact on transforming the economy from being cottage industry dominated into that which is characterized by a technology-based knowledge-driven industrial sector.
An economy with a globally competitive industrial and services sector which are to a large extent driven by cutting-edge R&D encompassing basic and applied industrial and product development.	- Human Resource Development - ICTs in Education - Developing and Facilitating the Private Sector - ICT Infrastructure Development - Legal Regulatory, Institutional Provisions and Standards - Foreign Direct Investment Drive in ICTs	Although some progress has been made in the development of the services sector of the economy and to some extend the industrial sector, the Rwanda economy is far from being characterized by a globally competitive industrial and services sector. The implementation of the various programmes and the initiatives of the relevant sub-plans of the NICI-2005 Plan had very little impact on driving the development of the industrial and the services sector through cutting-edge R&D work.
An economy based on a rich pool of highly skilled human resources in critical skill areas relevant for developing and maintaining a competitive edge on the global market	- Human Resource Development - ICTs in Education - Facilitating Government Administration and Service Delivery - Developing and Facilitating the Private Sector - Deployment and Spread of ICTs in the Community - ICT Infrastructure Development - Legal Regulatory, Institutional Provisions and Standards - Foreign Direct Investment Drive in ICTs	Although some progress has been made during the implementation of the NCI-2005 Plan in the development of the requisite human resources necessary for supporting the development of the Rwandan information and knowledge economy, there is still a major shortfall in key skill areas. Rwanda's human resource base still lacks the highly skilled human resources in critical skill areas relevant for developing and maintaining a competitive edge on the global market. More efforts will need to be directed at developing the requisite skills to support the development of Rwanda's IKE.
An economy in which the majority of the working population are either directly or indirectly involved in information and communications related activities	- Human Resource Development - Facilitating Government Administration and Service Delivery - Developing and Facilitating the Private Sector - Deployment and Spread of ICTs in the Community - ICT Infrastructure Development - Legal Regulatory, Institutional Provisions	The vast majority of Rwanda's working population are not directly or indirectly involved in information and communications related activities. At the start of the implementation of the NICI-2005 Plan close to 90% of the working population were in the agriculture sector, -- a sector with very little involvement in information and communication related activities. The implementation of the NICI-2005 Plan has hardly changed this situation.

	• and Standards • Foreign Direct Investment Drive in ICTs	
An economy with a modern, efficient and competitive agricultural sector	• Developing and Facilitating the Private Sector • ICT Infrastructure Development • Legal Regulatory, Institutional Provisions and Standards	Rwanda's agricultural sector has changed very little during the time-frame of the NICI-2005 Plan. The sector is still largely subsistence agricultural-based, with very little mechanization of its operations and activities. The sector is far from being modern, efficient and competitive.
An economy characterized by a wide-spread deployment and exploitation of ICTs within the society to support the delivery of health, education, government and social services	• Human Resource Development • ICTs in Education • Facilitating Government Administration and Service Delivery • Developing and Facilitating the Private Sector • Deployment and Spread of ICTs in the Community • ICT Infrastructure Development • Legal Regulatory Institutional Provisions and Standards • Foreign Direct Investment Drive in ICTs	Although the implementation of the programmes and the initiatives of NICI-2005 Plan has not resulted into a wide-spread deployment and the exploitation of ICTs within the society, some progress has been made in the use of these technologies to support the delivery of educational services and to a less extent to support the delivery of health and government services. The implementation of a number of the programmes and initiatives of relevant sub-plans of the NICI-2005 Plan has enable Rwanda to make some progress towards the development of its information economy and society through the use of ICTs to facilitate service delivery to the public at large.
An economy characterized by a modern educational system within which ICTs are widely deployed to facilitate the delivery of educational services at all levels of the educational system	• Human Resource Development • ICTs in Education • Developing and Facilitating the Private Sector • Deployment and Spread of ICTs in the Community • ICT Infrastructure Development	Although the deployment of ICTs within the Rwandan educational system is not yet widespread, the implementation of the NICI-2005 Plan has contributed to a major improvement in the situation that prevailed in Rwandan schools and higher institutions of learning at the start of the process. Rwanda has therefore made a major progress towards using ICTs to facilitate the delivery of educational services at all levels of the educational system
An economy in which a reasonable large proportion of the population have access to information and communications	• ICTs in Education • Facilitating Government Administration and Service Delivery • Developing and Facilitating the Private Sector • Deployment and Spread of ICTs in the Community • ICT Infrastructure Development	The development, deployment and exploitation of ICTs in Rwanda within the society and the economy is yet to reach a stage where a reasonable large proportion of its population have access to ICT products and services. The Rwanda economy is still a developing one – dominated by the agriculture sector, with a developing services and industrial sector. Although the implementation of the programmes and the initiatives of a number of the sub-plans of the NICI-2005

technology products and services	• Legal Regulatory Institutional Provisions and Standards • Foreign Direct Investment Drive in ICTs	Plan had some impact the production and the provision of ICT products and services, Rwanda's economy has some way to go to be characterized by predominantly trading in ICT goods and services.
An economy in which the provision and delivery of goods and services of the key sectors of the economy are to a large extent facilitated by information and communications technologies	• Facilitating Government Administration and Service Delivery • Developing and Facilitating the Private Sector • Deployment and Spread of ICTs in the Community • ICT Infrastructure Development • Legal Regulatory Institutional Provisions and Standards • Foreign Direct Investment Drive in ICTs	The Rwanda economy is far from being characterized by one in which the provision and delivery of goods and services of the key sectors of the economy are to a large extent facilitated by information and communications technologies. The economy is still dominated by the agriculture sector which is predominately subsistence agricultural-based with very little use of technologies. The services and the industrial sectors are still developing but has not reached a stage where a reasonable proportion of their activities (production and service provisions) are facilitated by ICTs. The implementation of the NICI-2005 Plan therefore had little impact on the key sectors of the economy in terms of transforming their activities towards those that are supported and facilitated by ICTs.
An economy based on an advanced and reliable national information and communications infrastructure	• Human Resource Development • Developing and Facilitating the Private Sector • ICT Infrastructure Development • Legal Regulatory Institutional Provisions and Standards • Foreign Direct Investment Drive in ICTs	The nation's information and communications infrastructure has improved in the last couple of years during the time-frame of the NICI-2006 Plan. The implementation of number of the programmes and initiatives of some of the sub-plans has contributed the roll-out of the ICT infrastructure in the country. Although some of the infrastructure deployment programmes were targeted at rolling-out advanced and realizable networks, most of Rwanda is yet to be covered. The spread of the infrastructure is yet to reach a greater portion of the country with most of the rural communities still remaining under-served
An economy based on a literate society with a high proportion of computer literates	• Human Resource Development • ICTs in Education • Facilitating Government Administration and Service Delivery • Deployment and Spread of ICTs in the Community • ICT Infrastructure Development • Legal Regulatory Institutional Provisions and Standards	Rwanda's illiteracy rate is still high although improving. The implementation of the NICI-2005 Plan did make some impact on improving the general level of IT awareness and IT literacy in the country. With a larger number of the schools now involved in computers compared to the situation at the start of the process, Rwanda is set to progressively move towards becoming an IT literate nation in the foreseeable future.

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APPENDICES

Appendix A: Profile of the Major Companies Operating in the Rwandan ICT Sector and Industry

Company/ Organization	Rwandatel	MTN Rwandacell	TERRACOM	Artel	E-Tools	E-ICT
Main Activities of the Organization	Fixed line, mobile, Internet	Mobile	Fixed line, mobile, Internet	Fixed line, Mobile	Soft ware Development	ICT Integrator
Year Stated Operations in Rwanda	1993	1998	2004	2002	2002	1996
Ownership Structure of the Organization	State owned company	South African company with Rwandese shareholdings	A wholly Owned Rwandan Company	A wholly Owned Rwandan Company	A subsidiary of foreign Owned Company	A Wholly Owned Rwandan Company/Establi shment
Size of the Organization	Over 200	100-200	20-50	20-50	38645	20-50

Company/ Organization	MFI	AFRITEL	Computer Technology Consultants	Seven Seas Technology	Computer Point
Main Activities of the Organization	Computer Distributor, Software Distributor, Digital Archiving, Management solutions	Computer Manufacturer, Computer Distributor, Software Developer, ICT Training Services	Computer Distributor, Software Developer, ICT Training Services	Computer Distributor	Computer Distributor, Peripheral Distributor, ICT Training, Cyber Café Services
Year Stated Operations in Rwanda	2003	2003	2004	2000	2000
Ownership Structure of the Organization	East African Company	A Wholly Owned Rwandan Company	A wholly Owned Rwandan Company	A Subsidiary of Foreign Owned Company	A Subsidiary of Foreign Owned Company
Size of the Organization	20-50	20-50	20-50	20-50	20-50

Company/ Organization	Entregelle	Computer Plus	Panorama Cybercafe	Computer Bytes	ARCC
Main Activities of the Organization	Computer Distributor Software Developer, Fixed line, Mobile	Computer Manufacturer/Assembler, Software distributor/Retailer, Peripheral Distributor/Retailer	ICT Training Services, Cyber Café Services	Computer Distributor, Peripheral Manufacturer, Peripheral Distributor, ICT Training Services, Cyber Café Services	ICT Training Services
Year Stated Operations in Rwanda	1996	2000	1998	2000	2004
Ownership Structure of the Organization	A Subsidiary/Branch of Foreign Owned Company	A wholly Owned Rwandan Company	A wholly Owned Rwandan Company	A wholly Owned Rwandan Company	A Subsidiary Foreign Owned Company
Size of the Organization	20-50	below 10	below 10	20-50	Below 10

Company/ Organization	BCS	CALL	E- TOOLS	E-ICT	BCS	CALL
Main Activities of the Organization	Software Distributor, Fixed line, Mobile	Computer Distributor, Software Developer, Software Distributor, ICT Training Services	Software Developer	ICT Training Services	Software Distributor, Fixed line, Mobile	Computer Distributor, Software Developer, Software Distributor, ICT Training Services
Year Stated Operations in Rwanda	2004	1995	2002	2002	2004	1995
Ownership Structure of the Organization	A wholly Owned Rwandan Company	A wholly Owned Rwandan Company	A Subsidiary of Foreign Owned Company	A wholly Owned Rwandan Company	A wholly Owned Rwandan Company	A wholly Owned Rwandan Company
Size of the Organization	20-50	20-50	20-50	20-50	20-50	20-50

Appendix B: A Review of the Implementation of the NICI-2005 Plan in terms of the Pillars (Sub-Plans) of the Plan

The Sub-Plan for Human Resource Development

Programme	**HRD -1**: *Initiatives to Examine and Monitor the Human Resource Status of the Country as well as to set-up relevant Human Resource Development Facilitating Structures and Bodies*		
	The Implementation Status of Plan-Specific Actions		
	Plan-Specific Actions	**Plan-Action Implementation Agency**	**Implementation Status**
H1.1	The NITC to commission a Report on the establishment of the *National Human Resource Development Agency* (NHRDA)	NITC	Completed
H1.2	Set-up the National Human Resource Development Agency (NHRDA)	The NITC in collaboration with the Ministry of Public Service and Labour	Completed
H1.3	Conduct a Comprehensive Human Resource Assessment Study to establish on a periodic basis the national human resource inventory (supply) and shortfall (demand) in key skill and professional areas.	The National Human Resource Development Agency (NHRDA)	Not Yet Implemented

Programme	**HRD-2**: *Programme to promote the acquisition of computer equipment by the Civil and Public Service Organizations*		
	The Implementation Status of Plan-Specific Actions		
	Plan-Specific Actions	**Plan-Action Implementation Agency**	**Implementation Status**
H2.1	Implement Tax Policy instruments to facilitate the importation of computers and other ICT equipment at special low import duty rates by the civil and public service	**Ministry and Finance and Economic Planning**	The Government has reduced taxes and other duties on computer products across the board. This is not specifically targeted at the civil and public service

Programme	HRD-3: *Programme to facilitate the private sector to invest in human resource development*		
	The Implementation Status of Plan-Specific Actions		
	Plan-Specific Actions	**Plan-Action Implementation Agency**	**Implementation Status**
H3.1	Implement Special Tax instruments and packages that enables companies to claim expenditure on human resource development as tax allowances or tax rebates	Ministry of Finance and Economic Planning	Not Yet Implemented

Programme	HRD-4: *Initiative to Promote home ownership of computers*		
	The Implementation Status of Plan-Specific Actions		
	Plan-Specific Actions	**Plan-Action Implementation Agency**	**Implementation Status**
H4.1	Implement Tax Policy instruments to make the price of computers affordable to the public at large	Ministry of Finance and Economic Planning	The Government has reduced taxes and other duties on computer products
H4.2	Implement a special tax instrument to reduce or totally eliminate taxes on computers assembled locally to encourage the purchase of these computers to boast the local industry	Ministry of Finance and Economic Planning	The Government has reduced taxes and other duties on computer products. But taxes on computers is not yet zero rated

Programme	HRD-5: *Programme for ICT Skill development and upgrade within the Civil and Public Service*		
	The Implementation Status of Plan-Specific Actions		
	Plan-Specific Actions	**Plan-Action Implementation Agency**	**Implementation Status**
H5.1	Implement a Special Basic Computing and Internet Usage Training Programme for all Ministers and Secretary Generals as well as for Chief Executives and Senior staff of Public Sector Organizations (PSOs)	Ministry of Public Service and Labour in collaboration with the relevant Ministries and PSOs	Completed by some Ministries and PSOs Partially Completed by other Ministries and PSOs
H5.2	Implement a Special Basic Computing and Internet Usage Training in all Ministries and Public Sector Organizations (PSOs) for the User Staff from Directors and down.	Ministry of Public Service and Labour in collaboration with the relevant Ministries and PSOs The National Assembly	Completed by some Ministries and PSOs Partially Completed by other Ministries and PSOs

	Plan-Specific Actions	Plan-Action Implementation Agency	Implementation Status
H5.3	Introduce Special Professional Level ICT Training Programmes to train and upgrade the skill of professional IT staff in all Ministries and Public Sector Organizations including the National Transitional Assembly	Ministry of Public Service and Labour in collaboration with the relevant Ministries and PSOs The National Assembly	Completed by some Ministries and PSOs Partially Completed by other Ministries and PSOs
H5.4	Implement a *'Office Space-for-Service'* Initiative aimed at enabling Government Ministries and PSOs to rent their an utilized office space to private computer service provision companies	The Ministry of Public Works, Transport and Communication in collaboration with other Government Ministries and PSOs & The National Assembly	Not Yet Implemented
H5.5	Government to issue a directive to make IT literacy an essential requirement for all future Government and public sector employment.	Ministry of Public Service and Labour	Not Yet Implemented. But efforts has been made to provide basic computing skills to civil and public servants in a number of Ministries and PSOs

Programme	HRD-6*: Programme to improve the management, policy formulation, planning, execution and monitoring skill within the civil and public service*		
The Implementation Status of Plan-Specific Actions			
	Plan-Specific Actions	Plan-Action Implementation Agency	Implementation Status
H6.1	Institute periodic on-going short-term training programmes, workshops and seminars in management; policy formulation, execution and monitoring for selected number of civil servants from Government Ministries and PSOs	Ministry of Public Service and Labour in collaboration with the various Ministries and PSOs.	Various short term training workshops and seminars has been provided to civil and public servants during the time-frame of the implementation of the Plan

Programme	HRD-7: *Programme to support professional level skill development in targeted lead sectors of the economy --- the Service Sector and the ICT Industry*		
The Implementation Status of Plan-Specific Actions			
	Plan-Specific Actions	Plan-Action Implementation Agency	Implementation Status
H7.1	Train adequate number of Business Professionals, namely: Accountants, Bankers and Financial Service Personnel, Lawyers, Marketing and Sales Personnel and other Professional Corps for	Universities and Colleges Ministry of Education	Implementation On-Going as part of Various Professional Training Programmes in Public and Private Sector Establishment

		Ministry of Public Service and Labour NHRD Private Sector Federation Individual Companies	
the Service Sector		Ministry of Public Service and Labour NHRD Private Sector Federation Individual Companies	
H7.2	Train adequate number of Computer Professionals namely: Computer Scientists, System Developers and Analysts, Network and Telecommunication Engineers and Technicians, Programmers, Software Developers, Web and Content Developers etc	Universities and Colleges Ministry of Education	Implementation On-going as part of New Programmes introduced in the Universities, Colleges and Private ICT Training Institutions
H7.3	Train adequate number of Scientists (Pure Scientists, Computer Scientist, Mathematicians) as well as Engineers and Senior Level Technicians, (Electronic and Electrical Engineers and Technicians, Computer Engineers and Technicians, Mechanical Engineers and Technicians and Telecommunication Engineers and Technicians)	Universities and Colleges Ministry of Education	Implementation On-going as part of New Programmes introduced in the Universities, Colleges and Private ICT Training Institutions

Programme	**HRD-8:** *Programme to improve the ICT human resource development capacity of the National University of Rwanda (NUR), the Kigali Institute of Science Technology and Management (KIST), the Kigali Institute of Education (KIE) and Other Institutions of Higher Learning*		
The Implementation Status of Plan-Specific Actions			
	Plan-Specific Actions	**Plan-Action Implementation Agency**	**Implementation Status**
H8.1	Improve the facilities of NUR, KIST and KIE and make the necessary resources available to them to enable them increase enrollment of students on ICT-related courses and to introduce additional ICT types of programmes at the certificate, diploma and degree levels.	Ministry of Education Public Universities and Colleges	Implementation On-going in the various public Universities and Colleges as part of a general programme to expand capacity and improve enrollment on various courses including those related to ICTs
H8.2	Make the necessary resources available to other private and public Institutions of Higher Learning to enable them increase student enrollment on recognized ICT programmes.	Ministry of Education Private Colleges and Universities	Implementation On-going in the various private Universities and Colleges as part of a general programme to expand capacity and improve enrollment on various courses including those related to ICTs

Programme	HRD-9: *Programme to set up a National HRD Fund to provide grants to selected public and private sector organizations, academic institutions and businesses to participate in national HRD programmes*		
	The Implementation Status of Plan-Specific Actions		
	Plan-Specific Actions	**Plan-Action Implementation Agency**	**Implementation Status**
H9.1	Government to set aside US$**10** million as its direct contribution to HRD Fund for the next five years **Note:** This will constitute the GOR's contribution from the Treasury to the HRD Fund	Ministry of Finance and Economic Planning The Rwandan ICT Fund for Development (*ICTfDev*) Committee	Government has set aside funds for HRD within the various Ministries and PSOs
H9.2	Raise US$**5** million from HRD levy on corporate income	Ministry of Finance and Economic Planning The Rwandan ICT Fund for Development (*ICTfDev)* Committee	Not Yet Implemented
H9.3	Raise US$**90** million from International Donor Agencies (Bilateral and Multilateral)	The Rwandan ICT Fund for Development (*ICTfDev*) Committee NHRDA	Various Donors have contributed to the national HRD programme with various sums of money
H9.4	Raise US$**40** million from Other Foreign Donor Sources (NGOs, Foundations, Company Donations, Private Donations and Grants)	The Rwandan ICT Fund for Development (*ICTfDev*) Committee National Human Resource Development Agency	Some of the Donor agencies have contributed funds and other resources to the implementation of some of the programmes and initiatives of the Plan.
H9.5	Raise US$**5** million from private donations, fund-raising activities, and other sources	The Rwandan ICT Fund for Development (*ICTfDev*) Committee National Human Resource Development Agency	Not Yet Implemented

	Programme	HRD-10: *Special Human Resource and Skill Development and Upgrade Initiatives*	
		The Implementation Status of Plan-Specific Actions	
	Plan-Specific Actions	**Plan-Action Implementation Agency**	**Implementation Status**
H10.1	Set up a National Youth Training (YTS) Scheme	Ministry of Youth, Sports and Culture Ministry of Public Service and Labour NHRDA	Various Youth Training Programmes and Skill Development Initiatives are On-going
H10.2	Set up a National YTS Grant with Funds from the HRD Funds and other sources and Implement the YTS Scheme	The Human Resource Development Agency Ministry of Public Service and Labour Ministry of Youth, Sports and Culture The Private Sector Federation	Although a special; YTS Grant has not been set up various Youth Training Programmes and Skill Development Initiatives are On-going
H10.3	Provide YTS Grants to private and public sector organizations participating in the Scheme to defray part of the cost of providing job or training unemployed youth on the scheme	The Human Resource Development Agency	Some organization and establishments in the public and private sectors are engaging the unemployed as part of their on-going staff recruitment and employment programme
H10.4	Programme to set-up the *Rwanda Worker's College* and associated Regional Training Centers for Human Resource Development and Skill Update.	The NHRDA Ministry of Public Service and Labour, The National Labour Union, and The Private Sector Federation	Not Yet Implemented but RIAM is partially playing this role within the context of training civil and public servants in various skills
H10.5	Government through the National Human Resource Development Agency (NHRDA) to put in place, implement and publicize an *Open-Door-HRD* Policy and Initiative to attract HRD foreign investment and world-class professional training and educational service providers and establishments into Rwanda.	The National Human Resource Development Agency	The Government has in place an open door policy to attract to attract HRD foreign investment and world-class professional training and educational service providers and establishments into Rwanda. But level of investment attracted so far is minimal

	Programme	HRD-11: *An Initiative to set up the National Vocational Training Commission (NVTC)*	
		The Implementation Status of Plan-Specific Actions	
	Plan-Specific Actions	**Plan-Action Implementation Agency**	**Implementation Status**
H11.1	Commission a Report for setting up the National Vocational	Ministry of Public Service and Labour	

	Training Commission (NVTC).	The National Human Resource Development Agency	Not Yet Implemented
H11.2	Programme to set-up the NVTC **Note**: Funds for setting up the NVTC will come from the National HRD Fund	Ministry of Public Service and Labour The National Human Resource Development Agency	Not Yet Implemented but some training targeted at the Youth has been provided during the time-frame of the Plan
H11.3	Set up NVTC Training Centers **Note**: Funds for setting up and the NVTC Training Centers will come from the National HRD Fund	NVTC	Not Yet Implemented but some training targeted at the Youth has been provided during the time-frame of the Plan

Programme	**HRD-12**: *Initiative to formulate guidelines and standards for the provision of ICT education and training services by private and public institutions*

The Implementation Status of Plan-Specific Actions		
Plan-Specific Actions	**Plan-Action Implementation Agency**	**Implementation Status**
H12.1 Ministry of Education to draw up enforceable guidelines for setting up private and public computer training centers, Institutes and Colleges in the country	Ministry of Education	Not Yet Implemented
H12.2 Ministry of Education to develop and implement an Accreditation System for accrediting Computer Training Centers, Institutes and Colleges in the country	Ministry of Education	Not Yet Implemented
H12.3 Ministry of Education in collaboration with the National Council of Computer Education (NCCE) to draw up an updateable list of approved Computer Courses and Programmes to be offered by accredited private and public Computer Training Centers, Institutes and Colleges in the country	Ministry of Education The National Council of Computer Education (NCCE)	Not Yet Implemented
H12.4 The Human Resource Development Agency, in collaboration with the Ministry of Public Service and Labour, the National Labour Union, the National Employers Association, relevant CSOs and other Industry Groupings and Associations, to draw up from time to time, industry manpower requirements in the area of ICT manpower and skills	The National Human Resource Development Agency	Not Yet Implemented

	Programme	HRD-13: Programme to define standards for the certification of ICT professional skills in Rwanda and to Promote Professional Standards in the ICT Profession	
		The Implementation Status of Plan-Specific Actions	
		Plan-Specific Actions	Plan-Action Implementation Agency	Implementation Status
H13.1		Ministry of Education in collaboration with the National Standards Organization and a recognized National ICT Professional Body or Association to draw up guidelines for ICT Professional Skill Certification in Rwanda	Ministry of Education National Standards Organization National ICT Professional Associations	Not Yet Implemented
H13.2		Ministry of Education in collaboration with the National Standards Organization and a recognized National ICT Professional Body or Association to draw up a list of recognized Professional ICT Skills and Qualifications	Ministry of Education National Standards Organization National ICT Professional Associations	Not Yet Implemented
H13.3		Set-up the Institute for Computer Professionals of Rwanda (ICPR) as a chartered professional IT body.	Interested Parties, Organizations and Institutions	Not Yet Implemented
H13.4		Set-up other relevant Professional Chattered Organizations in areas like: Accountancy (*Rwandan Association of Chattered Accountants),* Banking (*Rwandan Institute of Bankers*); Law (*Rwandan Bar Association*); Marketing (*Rwandan Institute of Marketing*), Engineering (*The Rwandan Institution of Engineers*) among others	Interested Parties, Organizations and Institutions	Not Yet Implemented
H13.5		Set-up the *Rwandan Computer Users Association* as an ICT Trade and Industry Association.	Interested Parties, Organizations and Institutions	Not Yet Implemented
H13.6		Set-up relevant Artisan and Trade Associations to set, regulate and enforce Code of Conduct and Standards in the area of Apprenticeship, Training, Certification and Quality Service within the Cottage Industry.	Interested Parties, Organizations and Institutions	Not Yet Implemented

The Sub-Plan for Promoting ICTs in Education

Programme	EDUC-1: *Programme to promote the acquisition of computer equipment by the Educational Institutions*	
The Implementation Status of Plan-Specific Actions		
	Plan-Specific Actions	**Plan-Action Implementation Agency**	**Implementation Status**
E1.1	Implement Tax Policy instruments to facilitate the importation of computers and other ICT equipment at special low import duty rates – targeted at the Universities, Colleges, and the Schools.	Ministry of Finance and Economic Planning	Partly Implemented But computer equipments not yet zero rated
E1.2	Implement a tax policy initiative targeted at Donor Agencies and NGOs implementing education-related projects to import computer equipment and other related products at special low import duty rates.	Ministry of Finance and Economic Planning	Reduction of import duties and taxes on computers is not targeted at specific groups
E1.3	Implement a National *'Computers for Schools'* Scheme to make it obligatory for Government Ministries, Agencies and Public Sector Organizations (PSOs) to donate their used computers to the primary and secondary schools	Ministry of Finance and Economic Planning in collaboration with Ministry of Public Service and Labour	Not Yet Implemented
E1.4	Put in place *'Adopt-and-Sponsor a School'* Initiative to encourage Businesses within the Private Sector; Civil Society Organizations (CSOs); and International and Donor Agencies (IDAs) operating in Rwanda to adopt schools with the aim to provide them with new and used computers and other educational facilities and resources on a periodic and sustained basis.	Ministry of Education with, the Private Sector, CSOs and (IDAs)	Partially Implemented. Some organizations have individually donated computers to schools but not as part of a formalized programme or initiative

Programme	EDUC-2: *Computers in Schools -- "Operation ICT Knowledge for the Youth" Programme*	
The Implementation Status of Plan-Specific Actions		
	Plan-Specific Actions	**Plan-Action Implementation Agency**	**Implementation Status**
E2.1	Ministry of Education to develop a comprehensive *Policy on Computer Education in Schools*	Ministry of Education	Not Yet Implemented. But Ministry in process of launching national Schoolnet initiative
E2.2	Ministry of Education to develop and implement a detailed Plan for the deployment of computers in schools	Ministry of Education	Not Yet Implemented. But Ministry in process of launching national Schoolnet

			initiative
E2.3	Ministry of Education to develop and implement a programme for setting up *Mobile-Computer-Laboratories* (MCLs) for schools	Ministry of Education	Not Yet Implemented. But Ministry in process of launching national Schoolnet initiative
E2.4	Ministry of Education to set-up a *"Computers-in-Schools'* Unit or Secretariat within the Ministry.	Ministry of Education	Completed - Division in place

Programme	**EDUC-3**: *The National SchoolNet Project*		
**The Implementation Status of Plan-Specific Actions**		
	Plan-Specific Actions	**Plan-Action Implementation Agency**	**Implementation Status**
E3.1	Set-up a *National SchoolNet Committee* with membership from the Ministry of Education, Ministry of Youth and Sports, RITA; the Private Sector, National Teachers Organizations, Parents Organizations (e.g. PTAs), the proposed National Council for Computer Education (NCCE) and the proposed Institute for Computer Professionals of Rwanda (ICPR).	Ministry of Education	Not Yet Implemented. But Ministry in process of launching national Schoolnet initiative
E3.2	Ministry of Education to commission the development of the *Rwandan SchoolNet Project* Implementation Report	Ministry of Education and the National SchoolNet Committee	Not Yet Implemented. But Ministry in process of launching national Schoolnet initiative
E3.3	The Ministry of Education to launch the *National SchoolNet Project*	Ministry of Education and the National SchoolNet Committee	Work-in-Progress. Ministry in process of launching national Schoolnet initiative. WorldLinks Pilot Schoolnet initiative and other Computer-in-Schools in progress
E3.4	Implement 1st Phase of the National SchoolNet Project to involve 10 to 15 schools in about 5 rural and urban Prefectures	Ministry of Education and the National SchoolNet Committee	National School net Initiative, yet to be launch but WorldLinks Pilot Schoolnet initiative and other Computer-in-Schools in progress
E3.5	Implement 2nd Phase of the National SchoolNet Project to involve 10 to 15 schools in Prefectures not covered in the 1st Phase of the Project	Ministry of Education and the National SchoolNet Committee	National School net Initiative, yet to be launch but WorldLinks Pilot Schoolnet initiative and other Computer-in-Schools in progress
E3.6	Implement the Final Phase of the National SchoolNet Project to involve all schools (if not the majority of schools) in all Prefectures	Ministry of Education and the National SchoolNet Committee	National School net Initiative, yet to be launch but WorldLinks Pilot Schoolnet initiative and other Computer-in-Schools in progress

	Programme	EDUC-4: *National Public Awareness Programme Targeted at Promoting the 'Vision for Rwanda' (VfR)-- to transform Rwanda into a middle-income, information-rich and knowledge-based society and economy through the implementation of an ICT-led socio-economic development policies and plans*

The Implementation Status of Plan-Specific Actions		
	Plan-Specific Actions	**Plan-Action Implementation Agency**	**Implementation Status**
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E4.1	Launch a National Weekly ICT Public Awareness and Literacy Programme on Radio and TV	Ministry of Education and ORINFOR	Work-in-Progress but Initiative not Launch as a regular weekly programme on TV and Radio
E4.2	Put in place an initiative to use the mass media: radio, TV and the print media to inform and educate the public on the Vision for Rwanda (*VfR*) and the role that the GOR's ICT Policies, Strategies and Plans are going to play towards the realization of this Vision.	GOR Information Service, RITA ORINFOR & the Private Media	Some work being done but not in the format as per this programme
E4.3	RITA in collaboration with the GOR Information Service to organize regular public forums, meetings, seminars and workshops as a public awareness and education exercise on ICTs and the Vision for Rwanda (*VfR*).	GOR Information Service, RITA & ORINFOR	Initiative implemented occasionally but not in organize format as stipulated
E4.4	Special Presidential Initiatives and Actions to Promote and Champion the Vision for Rwanda through the deployment, exploitation the development of ICTs to support Rwandan's rapid socio-economic development in the next 20 years	Office of the President & NITC	The President consistently Champions the ICT4D people as per the Vision
E4.5	Ministers, Senior Government Officials and other personalities, will from 2001 onwards regularly use the media and the opportunities provided by public meetings, press conferences and briefings both at home and abroad to refer to and promote the new *Vision for Rwanda* (*VfR*) and the role that ICTs will be playing as part of Government policy to transform the Rwandan society and economy.	Office of the President NITC & Government Ministries	Initiative Implemented but not as per the stipulated format.
E4.6	The Ministry of Foreign Affairs, through the Diplomatic Missions Abroad to publicize and promote the new *Vision for Rwanda* (*VfR*) and the role that ICTs will be playing as part of Government policy to transform the Rwandan society and economy. **Note:** This Initiative will be codename: the *'Image of Rwanda'*	Ministry of Foreign Affairs and Regional Cooperation	Partially implemented. The Ministry and a number of the Foreign Missions have been promoting the Rwandan ICT4D process. But more effort need to be put into this exercise

	Programme	**EDUC-5:** *An Initiative to Develop a National Computer Curriculum for Primary and Secondary Schools and Coordinate Computer Education in Rwandan Schools*	
		The Implementation Status of Plan-Specific Actions	
	Plan-Specific Actions	**Plan-Action Implementation Agency**	**Implementation Status**
E5.1	Ministry of Education to set-up a *Computer Curriculum Development Team* to develop the National Computer Curriculum for Primary and Secondary Schools	Ministry of Education	Not Yet Implemented
E5.2	The implementation of the Computer Curriculum in Secondary Schools on a phase-by-phase basis	Ministry of Education & The National Council for Computer Education (NCCE)	Not Yet Implemented
E5.3	Ministry of Education to set-up a *Computer Education Examination Board* to administer Computer-based Examinations at the Primary and Secondary Schools	Ministry of Education	Not Yet Implemented
E5.4	The National Information Technology Commission (NITC) in collaboration with the Ministry of Education to set-up a *National Council for Computer Education* (NCCE) to serve as a Permanent Working Group of the NITC to advise on all matters relating to Computer Education in the country	NITC in collaboration with the Ministry of Education	Not Yet Implemented

	Programme	**EDUC-6:** *Programme to Train a Critical Mass of Computer Literacy Teachers (CLTs)*	
		The Implementation Status of Plan-Specific Actions	
	Plan-Specific Actions	**Plan-Action Implementation Agency**	**Implementation Status**
E6.1	The Ministry of Education to commission the development of a project proposal for a Six Month *'Train-the-IT Teachers' (TITT) Certificate Programme in Basic Computing and Computer Studies*	Ministry of Education	This is work in progress. A number of teachers has been trained in computer literacy and deployed in the primary and secondary schools
E6.2	The Ministry of Education to identify Training Institutions to implement the TITT Project.	Ministry of Education	This is work in progress. A number of teachers has been trained in computer literacy and deployed in the primary and secondary schools
E6.3	Ministry of Education to Implement the 'Train-the-Teachers' (TITT) programme on a phase-by-phase basis to train a critical mass of CLTs.	Ministry of Education &	This is work in progress. A number of teachers has been

		Universities and Colleges	trained in computer literacy and deployed in the primary and secondary schools
E6.4	Teacher Training Colleges, Universities and other Colleges providing Teacher Training Education Programmes to make Computer Studies and Basic Computing an integral and a compulsory subject of these Programmes	Ministry of Education & Universities and Colleges	This is work in progress. A number of teachers has been trained in computer literacy and deployed in the primary and secondary schools

Programme	**EDUC-7:** *Programme to Train Military Personnel in ICTs*		
The Implementation Status of Plan-Specific Actions			
	Plan-Specific Actions	**Plan-Action Implementation Agency**	**Implementation Status**
E7.1	Ministry of Defense and National Security to Commission the development of a project proposal for a *6-Month Computer Training Programme* for Serving, Retire and Demobilized Military Personnel	Ministry of Defense and National Security	Work-in-Progress. The Ministry of Defense has implemented a number of ICT training initiatives
E7.2	Ministry of Defense and National Security in collaboration with the Ministry of Education to identify Training Institutions to implement the *'Computer-Skills for the Military'* Certificate Programme	Ministry of Defense and National Security	Work-in-Progress. The Ministry of Defense has implemented a number of ICT training initiatives
E7.3	Ministry of Defense and National Security to implement Computer Training Programme for Military Personnel on a phase-by-phase basis	Ministry of Defense and National Security	Work-in-Progress. The Ministry of Defense has implemented a number of ICT training initiatives

Programme	**EDUC-8:** *National Programme to Speed-up the Deployment, Exploitation and Development of ICTs in Higher Education Institutions*		
The Implementation Status of Plan-Specific Actions			
	Plan-Specific Actions	**Plan-Action Implementation Agency**	**Implementation Status**
E8.1	Implement a programme to set up Computer Science or Computing Departments in Universities and Colleges without these Departments.	Ministry of Education Universities and Colleges	Work-in-Progress A number of institutions have set-up Depts and introduce ICT programmes

E8.2	Implement a Programme to increase the annual intake of Computer Science, Computer Technology, Electronic and Electrical Engineering Students in the Universities and Colleges	Ministry of Education Universities and Colleges	Work-in-Progress Enrolment in designated Depts has increased
E8.3	Universities and Colleges to equip all their Departments with Computer Systems	Ministry of Education Universities and Colleges	Work-in-Progress. Extensive computerization of the universities and colleges has taken place and work is in progress
E8.4	Universities and Colleges in collaboration with the Ministry of Education to in the first instance make computer education and training an integral part of all certificate, diploma and degree level programmes and later on make computer course module a compulsory component of all University and College level courses and programmes	Ministry of Education & Universities and Colleges	Most institutions have made computer education an integral part of all courses
E8.5	Internet Access to be made available to all Staff and Students at the Universities and Colleges	Ministry of Education & Universities and Colleges	Most institutions provide Internet access
E8.6	Improve and upgrade the resources and facilities of the existing Computer Science, Computer Tech./Engineering and related Departments in the Universities and Colleges	Ministry of Education & Universities and Colleges	Work-in-Progress. Improvements and upgrade of Computer Science, Computer Tech./Engineering and related Departments in the Universities and Colleges on-going
E8.7	Set-up and operationalize on a phase-by-phase basis the proposed *Rwandan Academic & Research Network (RARN)* – Linking all Institutions of Higher Education into a Wide Area Network with a Gateway to the Internet.	Universities and Colleges	Work-in-Progress The NUR and the KIST network forms the nucleus of RARN
E8.8	Universities and Colleges to facilitate the setting-up of Campus Companies/Units or Industrial Facilities and Parks to serve as Incubators for ICT-related production and service provision activities.	Universities and Colleges National Research Institutes	Work-in-Progress A number of the Institutions now have one or more campus companies or entities
E8.9	Rwandan Institutions of Higher Learning and the National Research Institutes to implement a programme aimed at promoting academic and research collaboration and twining arrangements with International Centers of Excellence in ICT-related Research, Education or Training	Universities and Colleges National Research Institutes	Work-in-Progress Extensive efforts have been put into external collaborations and twining arrangement by all the institutions
E8.10	Universities, Colleges and National Research Institutes to set-up ICT R&D Units/Centers	Universities and Colleges National Research Institutes	Work-in-Progress on a limited scale

	Programme	EDUC-9: *National Electronic Distance Education and Training (NEDET) Programme*	
		The Implementation Status of Plan-Specific Actions	
	Plan-Specific Actions	**Plan-Action Implementation Agency**	**Implementation Status**
E9.1	The Ministry of Education in Collaboration with the Universities and Colleges to set up an AdHoc Team to prepare a Project Report for the implementation of Electronic Distance Education and Training (EDET) in Higher Educational Institutions	Ministry of Education	Not Yet Implemented. But a number of EDET initiatives on-going
E9.2	Ministry of Education to launch a Programme to implement EDET in the Higher Educational Institutions using the Internet, Educational and Multimedia presentation and delivery technologies.	Ministry of Education & Universities and Colleges	Work-in-Progress. A number of EDET initiatives on-going
E9.3	Universities and Colleges to provide a selection of their courses and programmes to the public by EDET using the Internet, Educational and Multimedia presentation and delivery technologies.	Universities and Colleges	Work-in-Progress. A number of EDET initiatives on-going
E9.4	Ministry of Education to Launch a *'EDE-in-Schools'* Programme to promote the use of the resources of the Internet by schools to avail of relevant educational materials and facilities (e.g. electronic libraries, books, learning and teaching materials) to facilitate and compliment teaching and learning in Rwanda schools.	Ministry of Education	Work-in-Progress. Some form on EDE-in-School initiatives on-going including the World Link school net initiative
E9.5	The Ministry of Education to launch the *National Life-Long Learning Initiative* (NLLI) to promote and facilitate the concept of Life Long Learning in Rwanda. **Note:** This Initiative can be administered through selected Universities, Colleges and other Institutions and Training Organizations or Companies	Ministry of Education Universities and Colleges in collaboration with the National Labour Union and Employers Associations	Not Yet Implemented
E9.6	The Ministry of Public Service and Labour to establish and operationalize a *National In-service Training and Skill Update Initiative* via EDE for the Civil and Public Service.	Ministry of Public Service and Labour in collaboration with the The Rwanda Labour Unions and Associations	Not Yet Implemented
E9.7	Launch a National Programme to encourage Organizations and Companies within the Private Sector to tap into the Global System of online and off-line EDET offerings to facilitate in-company training and skill update on an on-going basis.	The Private Sector Federation The Rwanda Labour Unions and Associations	Not Yet Implemented

Programme	EDUC-10: *Special ICT in Education Programmes and Initiatives*		
The Implementation Status of Plan-Specific Actions			
	Plan-Specific Actions	**Plan-Action Implementation Agency**	**Implementation Status**
E10.1	Programme to encouraged Rwandan schools (secondary, vocational and technical) to engage in educational pairing arrangements with their counterparts in other countries to facilitate, academic exchanges and inter-student sharing of experiences and knowledge using the facilities of the Internet	Ministry of Education	Work-in-Progress
E10.2	***The Rwandan Experimental SMART Schools Initiative (RESSI)*** **Note:** The RESSI schools will be specially equipped and funded to concentrate on a balanced development of students in intellectual, emotional and physical terms, with a view to developing a technologically literate, creative, and critically thinking class of students.	Ministry of Education	Not Yet Implemented
E10.3	Special Initiative to deploy the expertise of ICT-trained serving, retired and demobilized military personnel to serve as a special IT corps for IT penetration in rural area schools.	Ministry of Education & Ministry of Defense and National Security	Not Yet Implemented. But the Ministry of Defense has trained serving, retired and demobilized military personnel in IT

Programme	EDUC-11: *Initiative to set-up the Regional Information Technology Institute (RITI)*		
The Implementation Status of Plan-Specific Actions			
	Plan-Specific Actions	**Plan-Action Implementation Agency**	**Implementation Status**
E11.1	NITC in collaboration with the Ministry of Education to commission a report on the establishment of RITI	The NITC Ministry of Education	Not Yet Implemented in the format suggested. But an equivalent institution with similar functions has been set up with KIST
E11.2	Ministry of Education to facilitate the establishment of RITI	Ministry of Education	Not Yet Implemented in the format suggested. But an equivalent institution with similar functions has been set up with KIST

The Sub- Plan for Facilitating Government Administration and Service Delivery

Programme	GOV-1: *Initiative to set up NICI-2005 Plan Execution and Coordination Structures within Government Ministries, Public Service Organizations and other Organizations and Establishments involve in the implementation of the National Plan*		
	The Implementation Status of Plan-Specific Actions		
	Plan-Specific Actions	**Plan-Action Implementation Agency**	**Implementation Status**
G1.1	All Government Ministries, and Public Service Organizations (PSOs) and other relevant NICI-2005 Plan implementation agencies, establishments and entities to respectively set up a Plan Execution and Coordination Committee (**PECC**)	Relevant Government Ministries, PSOs and other Public and Private Sector Entities	Work-in-Progress Most of the PECCs has been set up
G1.2	All Ministries, PSOs and other NICI-Plan Implementation Entities to submit the list of the PECC members to the NITC and the ICT Advisor to the President	Relevant Government Ministries, PSOs and other Public and Private Sector Entities	Completed by some Ministries and PSOs Partially Completed by other Ministries and PSOs

Programme	GOV-2: *Programme to set up Information Technology Services Division or Directorate (ITSD) in Government Ministries and Public Service Organizations*		
	The Implementation Status of Plan-Specific Actions		
	Plan-Specific Actions	**Plan-Action Implementation Agency**	**Implementation Status**
G2.1	All Government Ministries, Public Service Organizations (PSOs) as well as the National Transitional Assembly to develop their respective *ICT Policy Statement* on the deployment and exploitation of ICTs to support their organizational activities and operations within the	Government Ministries and PSOs The National Assembly	Work-in-Progress. But the majority of the Ministries and PSOs are yet to develop their Policy Statement

	framework of the NICI-2005 Plan.		
G2.2	All Government Ministries, GOR Establishments, Public Service Organizations (PSOs) and the National Transitional Assembly to set-up their Information Technology Services Division or Directorate (ITSD).	Government Ministries and PSOs in collaboration with the Ministry of Public Service and Labour The National Transitional Assembly	Most of the Ministries and PSOs have set up their ITSDs
G2.3	**The Kick-Start-Your-ITSD Programme** **Note:** This Programme is designed to Kick-Start the setting-up the ITSDs in the Government Ministries, PSOs and the National Transitional Assembly. Each of these will be required under the Programme to nominate 4 of their employees to undergo a four to six months *Fast-Track ICT Training Programme* to prepare them to serve as the skeleton staff of the ITSD of their organization.	The Ministry of Public Service and Labour in collaboration with other Government Ministries and PSOs & The National Transitional Assembly	Training programme for the skeleton ITSD completed for most Ministries and PSOs
G2.4	All Government Ministries and PSOs to develop their 5-Year IT Plan within the framework of the NICI-2005 Plan.	Government Ministries and PSOs The National Transitional Assembly	Most Ministry have IT component in their annual Budget
G2.5	All Government Ministries, PSOs and the National Transitional Assembly to develop annual IT Budgets (within the time-frame of NICI-2005) to implement their respective IT Plans.	Government Ministries and PSOs in collaboration with the Ministry of Public Service and Labour National Transitional Assembly	Being Done by all Ministries and PSOs as part of their Annual Budget

Programme	GOV-3: *The Government Computerization Project*		
	The Implementation Status of Plan-Specific Actions		
	Plan-Specific Actions	**Plan-Action Implementation Agency**	**Implementation Status**
G3.1	Government Ministries, PSOs and the National Assembly to commission an Organization-wide Corporate Network Implementation Report	Government Ministries and PSOs in collaboration with the Ministry of Public Service and Labour The National Transitional Assembly	Most Ministries and PSOs have their Organizational LAN in place
G3.2	Each Government Ministries, PSOs and the National Transitional Assembly to implement a flexible organization-wide corporate network.	Government Ministries and PSOs The National Transitional Assembly	Most of the Ministries and PSOs have their Organizational LAN in place
G3.3	Each Government Ministry or PSO to identify and develop for its	Government Ministries & PSOs with technical	Work-in-Progress

	specific use relevant computer-based applications, information and database systems to support its administrative and service delivery activities	support from RITA	But most Ministries are yet to develop their critical applications and information systems
G3.4	Each Government Ministry or PSO to connect their corporate network to GOV-NeT	Government Ministries & PSOs with technical support from RITA	GOV-NeT is not yet in place
G3.5	Each Government Ministry or PSO to spread access to the Internet within their organization	Government Ministries & PSOs with technical support from RITA	Most Ministry and PSOs have Internet Access

	GOV-4: *GOV-NeT- The Government Intranet Project*		
Programme			
The Implementation Status of Plan-Specific Actions			
	Plan-Specific Actions	**Plan-Action Implementation Agency**	**Implementation Status**
G4.1	**Commission a Project Report for the Implementation of GOV-NeT** **Note**: GOV-NeT is to serve as the Government Wide-Area Network linking all Government Ministries and PSOs as well as providing a common gateway to the Internet. It is proposed that GOV-NeT also serve as the Government-wide Intranet and that it should in the future be linked to the proposed *Rwanda Academic Research Network* (RARN)	Ministry of Public Service and Labour	GOV-NeT Project Report not commissioned. But the Rwandan E-Government Implementation Strategy addressed aspects of this Report.
G4.2	Implement the Nodes of GOV-NeT	Government Ministries and PSOs in collaboration with Ministry of Public Service and Labour with technical support from RITA	Not Yet Implemented. But most Ministries and PSOs have their organizational network in place and some are already connected to the national fiber optic backbone
G4.3	Implement the GOV-NeT common Internet Gateway	Ministry of Public Service and Labour with technical support from RITA	Most Ministries and PSOs have their organizational network in place and some are already connected to the national fiber optic backbone
G4.4	Implement Suitable Application Systems to facilitate information access, interchange and exchange over GOV-NeT within the civil and public service.	Ministry of Public Service and Labour with technical support from RITA	Not Yet Implemented

Programme	GOV-5: *The GOR Web-Presence Development Project*		
	The Implementation Status of Plan-Specific Actions		
	Plan-Specific Actions	**Plan-Action Implementation Agency**	**Implementation Status**
G5.1	The Office of the President to develop the GOR Official Web-site to host all GOR official documents and information.	The Government Web Master within the Office of the President	Completed
G5.2	Each Government Ministry and Public Service Organization to Develop their respective Web-site	Government Ministries and Public Sector Organizations	Most of the Ministries have developed their Websites
G5.3	Each Government Ministry and Public Service Organization Web-site to be linked to the GOR Official Web site	Government Ministries and Public Sector Organizations	Most of the Ministries and PSOs with Web site are yet to link to a GOR site

Programme	GOV-6: *National Geographic Information System (GIS) Applications Project*		
	The Implementation Status of Plan-Specific Actions		
	Plan-Specific Actions	**Plan-Action Implementation Agency**	**Implementation Status**
G6.1	The NITC to set-up the *National Geographic Data Committee* (NGDC) as one of its permanent Working Groups to oversee and advise on the implementation of GIS to support Government administration and service delivery in relevant Ministries.	NITC	Not Yet Implemented
G6.2	Relevant Ministries and Public Sector Organizations to implement suitable GIS applications under the auspices of the National GIS Project to support their respective administrative and service delivery services	Relevant Project Implementation Government Ministries with technical support from RITA	Work-in-Progress Some of the relevant Ministries are implementing some GIS applications

Programme	GOV-7: *Special Government ICT Initiatives*		
	The Implementation Status of Plan-Specific Actions		
	Plan-Specific Actions	**Plan-Action Implementation Agency**	**Implementation Status**

G7.1	**The Local Government Computer Bureau (LGCB) Initiative** **Note**: This Initiative is designed to facilitate the setting up of a *Local Government Computer Bureau* (LGCB) to provide computing services (on contract basis) to Local Government Administrations in all Prefectures.	Ministry of Local Government and Social Affairs	Not Yet Implemented
G7.2	**Roads Records Information System (RORIS)** **Note**: RORIS is to be developed, maintained and supported by the ITSD of the Ministry of Transport Public Works and Communications. RORIS will link to the Ministry's Geographic Information System (GIS) to be developed and will serve as a national database system on the road network system in Rwanda. Details of the status of each section of the road network (urban, rural, feeder roads) will be held in RORIS and this information will be updateable.	Ministry of Transport Public Works and Communications	Not Yet Implemented
G7.3	**Military Personnel Information System (MIPIS)** **Note**: MIPIS is to be developed, maintained and supported by the ITSD of the Ministry of Defense and National Security to serve as a centralized personnel database system on military personnel including serving, retired and demobilized military personnel. Access to MIPIS will be confidential to the Ministry of Defense and National Security and it will provide details relating to various units of the Armed Forces to facilitate administration and rapid resource (personnel, equipment and other resources) mobilization deployment, allocation and reallocation.	Ministry of Defense and National Security	Not Yet Implemented
G7.4	**The National Identity (ID) Card System Computerization Project** **Note**: This objective of this Project is to Computerize the National Identity Card (ID) Provision and Administration System. The system is to be implemented by the ITSD of the Ministry of Local Government and Social Affairs. **Note**: This Project forms part of the *Rwandan Electronic Government and Governance Initiative* (REGGI)	Ministry of Local Government and Social Affairs	Work in Progress. The National Computerized ID project is being initiated
G7.5	**The National Driving License and Vehicle Licensing and Registration Computerization Project** **Note:** This project is to computerize the Driving License, Vehicle Licensing and Registration system of Rwanda. The project will also target the administrative and operational activities associated these Licensing and Registration processes.	Ministry of Transport, Public Works and Communications in collaboration of other relevant Government Agencies	Not Yet Implemented
G7.6	**Initiative to Computerize Key Operations and Support Services of the National Police Force** **Note:** This initiative is designed to facilitate the process of identifying and computerizing key Operations and Support Services of the National Police Force.	Ministry of Internal Affairs The Rwandan National Police Service	Work in Progress. Key operations of the National Police Force have been computerized. The project is on-

			going
G7.7	**Programme to Computerize Key Operations and Support Services of the Rwandan Criminal Justice System** **Note:** This Programme is designed to facilitate the process of identifying and computerizing key Operations and Support Services of the Rwandan Criminal Justice System	Ministry of Justice and Institutional Relations	Work in progress. Some aspects of the Criminal Justice System has been computerized

Programme		**GOV-8: _The Smart Government Initiative (SGI)_**	
	The Implementation Status of Plan-Specific Actions		
	Plan-Specific Actions	**Plan-Action Implementation Agency**	**Implementation Status**
G8.1	The NITC to set-up the _Smart Government Initiative (SGI) Committee_ as one of its permanent Working Groups to oversee and advice on the implementation of the SGI.	NITC	Not Yet Implemented
G8.2	**Government Electronic Procurement and Settlement System (GEPSS) Project** **Note:** The GEPSS Project is designed to set-up a centralized electronic system to facilitate the tendering, procurement and the settlement of goods and services online to eliminate the need for duplicate systems operating in various Government Ministries and Agencies. GEPSS will serve as a Government- wide integrated system to facilitate the implementation of a fully electronic procurement system which will enable informed, and transparent procurement decision making guided by uniform terms and conditions. The GEPSS once set up will, in the future play a key role in the development of business-_to-government_ (B2G) e-commerce in Rwanda.	The Relevant Government Ministry or Agency in collaboration with the Smart Government Initiative (SGI) Committee	Not Yet Implemented
G8.3	**The Public Information Kiosks (PIKs) Initiative** **Note:** This SGI initiative is designed to set-up public electronic information access kiosks to serve as public access points for information on ranges of subjects of public interest. The PIKs will be equipped with electronic information access equipment and facilities like: TVs as well as computers and touchscreens connected to Government electronic information sources, databases and the Internet. The user-interface of these access equipment like the computers and the touchscreens will be designed to be simple, and easy to use with graphical user interfaces in French, English	The Relevant Government Ministry or Agency in collaboration with the Smart Government Initiative (SGI) Committee	Not Yet Implemented

	and Kinyarwanda. The user-friendly graphical user interface will be design to integrate suitable images and symbols to enable those that cannot read nor write to avail of the service offered. The system on the whole will facilitate interactive dialog through the clicks of a mouse, and touchscreens		
G8.4	**The Smart Government Initiative (SGI) – Private Sector Partnership Programme** **Note**: This Programme will be aimed at involving the private sector in the provision and delivery of Government services to government institutions and to the public at large. The objective is not to privatize the provision of the relevant Government Services but to cut down on government expenditure in the provision and delivery of these services by partnering with private sector organizations and businesses. The partnered private sector organizations and business will be responsible for meeting the investment and operational cost for the development, provision and delivery of the services and recover their cost over time by way of charging users of the service a 'service fee'.	The Relevant Government Ministry or Agency in collaboration with the Smart Government Initiative (SGI) Committee	Not Yet Implemented

The Sub-Plan for Developing and Facilitating the Private Sector through ICTs

Programme	**PSR-1:** *Programme to facilitate a stable policy implementation environment and to provide incentive packages to support the rapid deployment, and exploitation of ICTs in key sectors of the economy*	
	The Implementation Status of Plan-Specific Actions	
	Plan-Specific Actions	**Plan-Action Implementation Agency**	**Implementation Status**
P2.1	Implement special tax policy instruments and budgetary provisions targeted at making the importation of computer equipment in component form cheaper than the importation of assembled computers and related equipment.	Ministry of Finance and Economic Planning	Partly implemented But computer equipment and components are not yet zero tax rated
P2.2	Implement a special tax instrument to reduce or totally eliminate taxes on locally assembled computers to encourage the purchase of these computers to boast the local computer assembly industry	Ministry of Finance and Economic Planning	Some taxes has been reduced on imported computers and components
P2.3	Put in place a government policy directive to encourage educational institutions, the civil and public services to purchase locally assembled computers and other peripheral equipment and devices to promote the development of the local computer industry	Ministry of Finance and Economic Planning	Initiative Yet to be Implemented
P2.4	Put in place a government policy directive to encourage the educational institutions, the civil and public services to contract reputable local companies (especially SMEs in the cottage industry) to carry out the repair, servicing and maintenance of their computer equipment and other peripheral devices	Ministry of Finance and Economic Planning	Initiative Yet to be Implemented
P2.5	Develop and implement a project to establish a *National Computer Hardware Assembly Facility* with private sector involvement	Ministry of Commerce, Industry and Tourism The Private Sector	Initiative Yet to be Implemented
P2.6	Develop and provide a 6-month computer hardware vocational course in the repair and servicing of computers targeted at school leavers to generate manpower for the local computer repair and servicing industry. **Note**: The proposed National Vocational Training Commission (NVTC) will play a key role in this initiative. Some of the NVTC Training Centers will be targeted to provide this Certificate Programme in collaboration with other Institutions like the NUR and KIST.	The National Vocational Training Commission (NVTC) NUR KIST	Initiative Yet to be Implemented

Programme	PSR-3: *Programme to promote the development of Software Technology Parks (STPs)*		
	The Implementation Status of Plan-Specific Actions		
	Plan-Specific Actions	**Plan-Action Implementation Agency**	**Implementation Status**
P3.1	Develop and implement a Comprehensive Government policy guidelines and provisions to guide and facilitate the setting up of private STPs and public (government-sponsored) STPs in the country.	Ministry and Commerce and Industry and Tourism Ministry and Commerce and Industry and Tourism Private sector and public institutions interested in setting up STPs	Not Yet Implemented
P3.2	Develop and implement specific incentive programmes and packages (tax holidays, investment incentives, grants, loans etc) targeted at encouraging and facilitating local companies to set up of STPs within or outside the Export Processing and Free Zones (EPfZs)	Ministry of Finance and Economic Planning	Initiative Yet to be Implemented
P3.3	Implement a National Project to set-up pilot public STPs in public institutions like NUR, KIST and in specially established Technology, Research and Development Parks	Ministry and Commerce and Industry and Tourism NUR, KIST	Initiative Yet to be Implemented
P3.4	Develop and implement specific incentive programmes (tax holidays, investment incentives, grants, loans etc) to attract World-class Software Houses to set-up private STPs either as sole ventures or as joint ventures with local software development companies	Ministry of Finance and Economic Planning	Initiative Yet to be Implemented
P3.5	Develop and implement initiatives to adopt and enforce ISO standards and quality levels in the Software Development Industry.	Ministry of Commerce, Industry and Tourism National Standard Organization, RITA	Initiative Yet to be Implemented

Programme	PSR-4: *Programme to develop and implement guidelines and internationally-accepted standards for the provision of ICT services by the private sector*		
	The Implementation Status of Plan-Specific Actions		
	Plan-Specific Actions	**Plan-Action Implementation Agency**	**Implementation Status**
P4.1	*Set-up an NITC Working Group (WG) with Private Sector involvement on:* Developing a World-Class ICT Service Sector in Rwanda	NITC	Not Yet Set-Up
P4.2	The NITC-WG on *'Developing a World-Class ICT Service Sector in Rwanda'* in collaboration with the National Standards Organization to formulate guidelines and standards for the provision of quality ICT services by the private sector.	The NITC Working Group on Developing a World-Class ICT Service Sector	Initiative Yet to be Implemented

		The National Standards Organization	
P4.3	Put in place mechanisms and procedures for implementing the guidelines and standards for the provision of quality ICT services by the private sector.	The NITC Working Group on Developing a World-Class ICT Service Sector The National Standards Organization	Initiative Yet to be Implemented

Programme	**PSR-5:** *Electronic Commerce (e-commerce) and Electronic Trade (e-trade) Initiative*		
The Implementation Status of Plan-Specific Actions			
	Plan-Specific Actions	**Plan-Action Implementation Agency**	**Implementation Status**
P5.1	Prepare a report on developing and facilitating B2C, B2B and B2G e-commerce and e-trade in Rwanda	Ministry of Commerce, Industry and Tourism	Report not yet Prepared
P5.2	Implement a Pilot *Business-to-Government* (B2G) e-commerce in the area of procurement of goods and services to involve a number of Government Ministries, PSOs and selected Suppliers and Service Providers	Ministry of Commerce, Industry and Tourism Participating Relevant Government Ministries, PSOs and Private Sector Organizations	Initiative Yet to be Implemented
P5.3	Set-up *E-commerce Resource Service Centers* (ERSCs) and *Electronic-Trade Point Centers* (ETPCs) in a number of key Prefectures	Ministry of Commerce, Industry and Tourism	Initiative Yet to be Implemented
P5.4	Programme to enact relevant cyberlaws and other legal and legislative provisions to support the development of e-commerce and e-trade in Rwanda	Ministry of Justice and Institutional Relations The National Assembly Ministry of Commerce, Industry and Tourism	Yet to be Done

Programme	**PRS-6:** *The Electronic Banking Initiative*		
The Implementation Status of Plan-Specific Actions			
	Plan-Specific Actions	**Plan-Action Implementation Agency**	**Implementation Status**
P6.1	Implement a Programme to put in place the necessary banking and financial regulations and procedures to facilitate online banking and financial service provision in Rwanda and the Sub-region	The National Bank of Rwanda Ministry of Finance and Economic Planning Ministry of Commerce, Industry and Tourism	Local Banks implementing initiatives targeted at promoting online banking

	Plan-Specific Actions	Plan-Action Implementation Agency	Implementation Status
P6.2	Implement an Initiative to promote and encourage Rwandan Commercial Banks and Financial Institutions to provide their services online to the public. **Note**: This Initiative is to speed-up the process of introducing online banking and Internet Banking into Rwanda. Banks and other Financial Institutions will by this Initiative be required to provide at least some of their services to the public online using either their propriety online system or the Internet or both	The National Bank of Rwanda Ministry of Finance and Economic Planning Ministry of Commerce, Industry and Tourism The Commercial Banks and Financial Institutions	Local Banks implementing initiatives targeted at promoting online banking and services
P6.3	Implement a Programme aimed at facilitating and promoting Rwanda as the regional hub for online and Internet banking services as well as for the provision of online financial services	Ministry of Commerce, Industry and Tourism	A number of initiatives have been put in place to promote Rwanda's Banking sector. But efforts need to be directed at promoting Rwanda as the regional hub for online and Internet banking services as well as for the provision of online financial services
P6.4	Implement a Programme to facilitate electronic (online) inter-bank transaction within the Commercial Banking System and between the Central Bank of Rwanda and the Commercial Banks	The National Bank of Rwanda The Commercial Banks and Financial Institutions	Some work has been done to facilitate electronic (online) inter-bank transaction in Rwanda

Programme	**PRS-7:** *Special Initiatives to facilitate the rapid development of an Export-Oriented Software Services and Product Development Industry*		
	The Implementation Status of Plan-Specific Actions		
	Plan-Specific Actions	**Plan-Action Implementation Agency**	**Implementation Status**
P7.1	Implement a Programme to set-up a Software Certification Agency (SCA) to monitor and enforce quality assurance in the software industry.	Ministry of Commerce Industry and Tourism The National Standards Organization The Private Sector Federation	Agency not yet set-up
P7.2	*Ministry of Education to implement an initiative aimed at encouraging the Universities and Colleges to develop and offer special degree programmes targeted at producing Software Development oriented Applied Mathematics Graduates*	Ministry of Education Universities and Colleges	Aspects of programme being implemented as part of regular University programmes in Maths
	Implement a Programme to enact enforceable copyright and Intellectual	Ministry of Justice and Institutional	

	Plan-Specific Actions	Plan-Action Implementation Agency	Implementation Status
P7.3	Property Rights laws directed at encouraging the inflow of Software Development related foreign direct investments (FDIs) by International Software Houses and Computer Companies into Rwanda.	Relations & The National Assembly	Programme yet to be Implemented
P7.4	Implement an Initiative aim at attracting at least 5 Fortune 500 companies to out-source computer services and software development in Rwanda by 2005	RIPA	Initiative yet to be Implemented. Some ICT companies did set up in Rwanda in the last four year, but are small sized establishments and start-ups
P7.5	Programme to encourage the Local Banks to extend working capital to Software Development companies, STPs and other top-end computer service providers	The Commercial Banks Operating in Rwanda	Programme yet to be Implemented
P7.6	**The Young IT Entrepreneurs (YITE) Business Support Scheme** **Note:** This initiative is designed to provide a number of business support services and facilities to Young Business Entrepreneurs planning to set-up Information Technology start-up companies and businesses. The scheme will provide qualified young entrepreneurs soft-business start-up loans guaranteed by the Government. The local Commercial Banks and Micro-Finance Agencies will be encouraged to provide the loan.	Ministry of Commerce, Industry and Commerce The Commercial Banks Operating in Rwanda Micro-Finance Agencies	Initiative yet to be Implemented
P7.7	Initiative to encourage Export-oriented Software Development Companies and STPs to spend at least 20-25% of their total budget on training and software productivity and quality tools.	Ministry of Finance and Economic Planning	Initiative yet to be Implemented
P7.8	Programme to allow STPs and other companies involve in developing software for the Export market to utilize part of their export earnings for re-investment to improve their regional and global competitiveness.	Ministry of Finance and Economic Planning	Initiative yet to be Implemented

Programme	**PRS-8**: *Business and Career Development Support Services Initiative*		
	The Implementation Status of Plan-Specific Actions		
	Plan-Specific Actions	**Plan-Action Implementation Agency**	**Implementation Status**
	Set-up Career and Business Development Advisory Centers (CABDACs) **Note:** CABDAC is to be set up in all Prefectures to serve as a Business Development Center to assist entrepreneurs and those planning to set up their own	Ministry of Commerce, Industry and Tourism in Collaboration with the	Not yet Set-up

P8.1	business with information and contacts. CABDAC could also administer micro-finance projects design for generating local employment and supporting start-up businesses in the ICT sector and other sectors of the economy	Private Sector	
P8.2	An Initiative to develop and in put in place an *ICT Policy Advisory and Facilitation Team* within the Private Sector Federation This Initiative to develop an in-house *ICT Policy Team* within the Private Sector Federation is aimed at providing the Federation the necessary capacity to facilitate the role of the private sector in the development and participation in the Rwandan information society	The Private Sector Federation	Initiative Not Yet Implemented
P8.3	The Private Sector Federation to Organize regular ICT Briefing Sessions and Meetings for its members on developments within the local ICT industry, and the possible impact of policies and plans within the sector	The Private Sector Federation	Work-in-Progress

Programme	**PSR-9**: *Programme to facilitate the involvement of the Military in Commerce*		
	The Implementation Status of Plan-Specific Actions		
	Plan-Specific Actions	**Plan-Action Implementation Agency**	**Implementation Status**
P9.1	Commission a Report on the establishment of a *Foundation for Military Engagement in Commerce* (FMEC) to serve as a National Agency for promoting and facilitating the involvement of serving, retired and demobilize military personnel as well as military establishments, organizations and associations in commercial ventures	Ministry of Defense and National Security	Report not Commissioned
P9.2	Implement an initiative to set-up Army Business Co-operatives (ABCs) and Army Business Entities (ABEs) to engage in business and commercial activities in all sectors of the economy. **Note:** The ABCs and ABEs will operate under the auspices of FMEC and will be involve in the agriculture sector (ABCs and ABEs in Agriculture); the ICT industry (ABCs and ABEs in the ICT industry); cottage industry (ABCs and ABEs in the cottage industry); and in the service sector (ABCs and ABEs in the service sector including the ICT service sector).	Ministry of Defense and National Security Interested Military Personnel with assistance from FMEC	Initiative Not Yet Implemented in the format suggested
P9.3	Set-up a *'Military Fund for Entrepreneurship'* (MFE) under the auspices of FMEC to serve as a Special Fund to provide seed money, grants, start-up capital, and loans to ABC, ABEs and other qualified military personnel and organizations to facilitate their	Ministry of Defense and National Security and FMEC	Initiative Not Yet Implemented

	involvement in commercial ventures	FMEC	
P9.4	FMEC to develop on a pilot basis a number of ICT-related businesses ventures to kick-start the setting up of ABCs and ABEs in ICTs. **Note:** Candidate areas to begin with include: operating local commercial radio stations, assembling of computers and other ICT equipment and devices for the local and regional market; provision of ranges of ICT services targeted at the service sector and the cottage industry; providing human resource development and training services in ICT, management and other related areas etc	FMEC	Initiative Not Yet Implemented

The Sub-Plan for the Deployment and Spread of ICTs in the Community

Programme	CMN-1: *The National Multi-Purpose Community Telecenter (MCT) Project*		
	The Implementation Status of Plan-Specific Actions		
	Plan-Specific Actions	**Plan-Action Implementation Agency**	**Implementation Status**
C1.1	Commission the development of a *National Multipurpose Community Telecenter (MCT) Project Report* detailing the project plan and other implementation and funding issues	Ministry of Local Government, and Social Affairs in collaboration with other Project Implementation Ministries	Work-in-Progress. Although some pilot MCT has been set up, the MCT Project report not yet commissioned
C1.2	The Ministry of Local Government and Social Affairs to set up Multipurpose Community Telecenters in selected Communes throughout the Country	Ministry of Local Government, and Social Affairs	Initiative Not Yet Implemented
C1.3	The Ministry of Lands, Human Resettlements and Environmental Protection to set up MCTs in a selected number of existing and new Villages to be set-up under the Villagization Programme	Ministry of Lands, Human Resettlements and Environmental Protection	Initiative Not Yet Implemented
C1.4	The Ministry of Gender and Women in Development to set up MCTs in Women Centers throughout the country	Ministry of Gender and Women in Development	Work-n-Progress. A number of MCTs targeted at Women Centers has been set up

Programme	CMN-2: *The National Telemedicine Project*		
	The Implementation Status of Plan-Specific Actions		
	Plan-Specific Actions	**Plan-Action Implementation Agency**	**Implementation Status**
C2.1	The Ministry of Health to commission the development of a *National Telemedicine Project Implementation Plan* for Rwanda	Ministry of Health	The Report is not Commissioned. But Some Telemedicine Initiatives are on-going under the auspices of the Ministry of Health
C2.2	The Ministry of Health to facilitate the implementation of Telemedicine systems in a selected number of Regional Hospitals and Community-based Health Centers	Ministry of Health	Work-in-Progress
C2.3	Medical and Nursing Training Institutions to pilot Continuing Medical Education (CME) using the resources of Telemedicine systems	Ministry of Health	Work-in-Progress

Programme	CMN-3: *Special Initiatives to facilitate the rapid deployment and exploitation of ICTs within the Community*		
	The Implementation Status of Plan-Specific Actions		
	Plan-Specific Actions	**Plan-Action Implementation Agency**	**Implementation Status**
C3.1	**Initiative to set-up 'Public Data Processing Centers' (PDPCs)** **Note**: The PDPCs will be set-up to provide computing services to SMEs, the self-employed local business people and individuals without there own computer systems. They will also serve as Business Service Centers to provide, secretarial; offices address services and computer services to the business community especially those operating in the service sector.	Ministry of Commerce, Industry and Tourism The Private Sector	Initiative Not Yet Implemented
C3.2	**Special Schemes to Promote PC Penetration into the Community** **Note:** These schemes will be targeted at implementing a number of special initiatives by Government, the Private Sector and other stakeholders to facilitate among other things: the lowering of the cost of PCs; the promotion of easy-installment payment schemes, the provision of bank loans to qualified individuals, and organization for the purchase of PCs; computer donations by computer companies and other businesses to schools, hospitals community-based organizations; bulk donations of used and new computers by Donor Agencies and International organizations; the arrangement large-volume bargain	Ministry of Finance and Economic Planning The Private Sector The Local Commercial Banks	Initiative Not Yet Implemented Apart from partial reduction in taxes, the bulk of this initiative is yet to be implemented

	price imports of PCs; multi-lateral funding arrangements etc.	International Donor Agencies (IDAs)	
C3.3	**National Electronic Libraries and Archive (NELA) Project** Note: The NELA Project is made up of a two initiatives namely: *the Rwandan Electronic Library Initiative* (RELI) and the *National Electronic Archive Project* (NEAP). Both Initiatives will be implemented under the auspices of the National Library Board.	The National Library Board in Collaboration with the Ministry of Education and the NITC	Initiative Not Yet Implemented
C3.4	**Programme to set-up Community Electronic Information Kiosks (CEIKs)** **Note:** The CEIKs are to be set-up by the Government Information Service to serve as a one-stop shop for online access to information on local and central government services and community-based information and announcements. This community-based online information centers will provide a single point of contact for people for information on government services as well as serve as an electronic information center for community announcements, local electronic bulletin board and provide an avenue for local businesses to advertise their services and products as well as provide an avenue for local community based organizations and schools to announce their activities and inform the public. **Note**: This Programme forms part of the ***Rwandan Electronic Government and Governance Initiative*** (REGGI)	RITA in collaboration with relevant Government Agencies	Initiative Not Yet Implemented
C3.5	**The 'Pay-Your-Bills Online' System (PYBOS)** **Note**: This initiative is aimed at setting up a *National Electronic Payment System* to serve as an online facility to enable people to pay their utility bills online. This system is to be set-up by the National Utilities, in partnership with the private sector to provide a 'one-stop-point' for the payment of bills like: electricity bills, telephone bills, water bills, etc. This online system is to be linked directly to the computer system of the National Utilities to facilitate online transaction and updating of customer accounts. PYBOS counters kiosks or ATMs are to be set-up at public places like Post Offices, Libraries, Telecenters, Public Information Kiosks (PIKs) etc.	The National Utilities	Initiative Not Yet Implemented
C3.6	**The 'Pay Your Tax Online' System (PYTOS)** **Note**: The *'Pay Your Tax Online'* system is to be set-up by the Rwanda Revenue Authority to facilitate online payment of taxes and the completion of tax returns by individuals (income tax, property tax, road tax etc), institutions and corporate entities (corporation, VAT and other business-related taxes). Like the *'Pay-Your-Bills Online'* System (PYBOS), public access to the PYTOS which is to be linked to the Rwanda Revenue Authority database system will be via counters, kiosks or ATMs installed at public places like Post Offices, Libraries, Telecenters, Public Information Kiosks (PIKs), Hotels, and Banks etc.	Rwanda Revenue Authority	Some form of Online Services is being provided by the RRA but envisaged systems yet to be developed

Programme	CMN-4: *Computer-based Information System Implementation Initiatives Targeted at the Delivery of Community-based Government Services: Phase 1 Projects*		
The Implementation Status of Plan-Specific Actions			
	Plan-Specific Actions	**Plan-Action Implementation Agency**	**Implementation Status**
C4.1	**Criminal Justice Information and System (CRIJIS)** **Note**: CRIJIS is to be developed, maintained and supported by the ITSD of the Ministry of Justice and Institutional Relations. It is to serve as a comprehensive computer-based information and database system on all aspects relating to the administration, operations and the activities of the Criminal Justice and Legal System of Rwanda **Note**: This Project forms part of the *Rwandan Electronic Government and Governance Initiative* (REGGI)	Ministry of Justice and Institutional Relations	System not Yet Developed
C4.1	**Parliamentary Database and Information System (PADIS)** **Note**: PADIS is to be developed, maintained and supported by the ITSD of the National Transitional Assembly. It is to be a publicly accessible computerized database and information system on key aspects of the Rwanda National Assembly including: details and profile of Parliamentarians, the Officers of the Assembly, the Committees of Parliament and their membership, laws enacted by Parliament, the on-going deliberations of Parliament among others. PADIS will form one of the key components of the *Rwandan Electronic Government and Governance Initiative* (REGGI). PADIS will eventually be accessible on the Internet, via GOV-NeT, Telecenters and other public access points and centers.	The National Assembly	Some aspects of the Paliament have been computerized. Rudiments of PADIS is in place but the system is yet to be fully developed as envisaged in the programme
	Cabinet Decision Information System (CADIS) **Note**: CADIS will be developed, maintained and supported by the ITSD of the Office of the		

C4.3	President and will service as a database and information system on all aspects of Cabinet Decisions. Key information and details to be held in CADIS in relation to each Cabinet decision will include: background to Cabinet Decisions; documentation relating to Cabinet Decisions; when information relating to Cabinet Decisions were first tabled and by which Ministry or Agency; when the decision was actually taken and how long it took from the date it was tabled at Cabinet; the exact contents of the Cabinet Decisions; who it to act on the Decision; when is the Decision to be effective and its confidentiality status and so on. CADIS will also hold information relating to the monitoring of the implementation of Cabinet Decisions; for example information on: the Decision implementation agencies; required implementation resources; triggering mechanisms, when and who to check on the status of the implementation of the Cabinet Decision and when will the outcome of the implementation of the Decision be reported back to Cabinet in cases where this a requirement. This Project forms part of the ***Rwandan Electronic Government and Governance Initiative*** (REGGI)	The Office of the President	Work-in-Progress. The operations of the Cabinet have been computerized. Rudiments of CADIS is in place but the system is yet to be fully developed as envisaged in the programme
C4.4	**Social Services Information System (SOSIS)** **Note**: SOSIS is to be developed, maintained and supported by the ITSD of the Ministry of Local Government and Social Affairs. It will serve as a computerized database and information system with a number of components --- some of which will be publicly accessible at the community level. SOSIS will host all relevant social welfare system administration information as they relates to: (i) the social welfare services (e.g. type [education, poverty alleviation, orphan-support, emergency relief, accommodation etc], kind, scope, coverage, cost, duration etc) and (ii) recipients-related information (e.g. type and profile of recipient; qualification and entitlements; gender; age of recipient, as well as the coverage, type, quantity, and the amount of benefits or services received or to be received by the recipient and for how long etc). SOSIS will also serve as the National Database on key Social Indicators.	Ministry of Local Government and Social Affairs	System not Yet Developed
C4.5	**The Rwandan Tax Administration and Information System (R-TAIS)** **Note**: R-TAIS is to be developed, maintained and supported by the ITSD of the Rwanda Revenue Authority. The system is to serve as a comprehensive integrated computerized database and information system with specific components to support and facilitate the administration of the tax system and also for interfacing with taxpayers (at the community-level) to facilitate the process of meeting their tax obligations to the State.	The Rwanda Revenue Authority	System not Yet

	Key components of R-TAIS is to include*: Tax Administration System* (TAS), *Income Tax Information System* (ITIS), *Custom and Excise Information System* (CEIS); *Corporate Tax Information System* (CTIS) among others. R-TAIS is to have an online interface to facilitate online transaction and information request as well as for the completion of tax returns.		Developed
C4.6	**Tourism Promotion Information System (TPIS)** Note: TPIS is to be developed, maintained and supported by the ITSD of the ORTPN. The system is to provide public access to tourism information including details of tourist spots; game parks; hotels and lodges in various parts of the country; health information; travel information (air, road and lake) and other information that will be required to promote and facilitate tourism in Rwanda. TPIS is to be accessed online at the Airports, Hotels, Tourist Centers etc throughout the country. The information on TPIS will also be available the Web via the Virtual Tourism Promotion and Facilitation Web-Site to be set-up by ORTPN (as per **F4.6**)	ORTPN	System not Yet Developed
C4.7	**The National Health Information System (NAHIS)** **Note:** NAHIS is to be developed and maintained and supported by the ITSD of the Ministry of Health to serve as a national database system holding information on Health Care Delivery and Administration, Epidemics, Hygiene, HIV/AIDS prevention and other key health indicators and parameters. The NAHIS will have the following integrated components: (i*) Health System Administration Information* to be accessed only by the Ministry of Health (ii) the *Hospital Information System* to be access by the Ministry of Health, the Hospitals and the Community Health Centers (iii) the *National Drug Database* to be accessed by the Ministry of Health, the Hospitals and the Community Health Centers and (iv) *Public Access Health Information System* which the public can access for relevant information of the Health Delivery System.	Ministry of Health	System not Yet Developed
	National Nutritional Surveillance Information System (NANSIS) **Note:** NANSIS is to be developed, maintained and supported by the ITSD of the Ministry of		System not Yet Developed

C4.8	Health to serve as a comprehensive information system to support nutritional surveillance and monitoring activities in the country. NAHIS will host both nutritional surveillance administrative information as well statistical details relating to nutritional surveys and impact studies.	Ministry of Health	
C4.9	**National Food Security and Early Warning Information System (FEWIS)** **Note:** FEWIS is to be developed, maintained and supported by the ITSD of the Ministry of Agriculture, Animal Resources and Forestry to facilitate and support National Food Security and Early Warning activities of the Ministry.	Ministry of Agriculture, Animal Resources and Forestry	System not Yet Developed
C4.10	**The Environmental Monitoring Information System (EMIS)** **Note:** EMIS is to be developed, maintained and supported by the ITSD of the Ministry of Lands, Human Resettlement and Environmental Protection. EMIS is be use to support environmental impact assessment activities of the Ministry; as well as environmental protection public awareness and education programmes.	Ministry of Lands, Human Resettlement and Environmental Protection	System not Yet Developed

Programme	**CMN-5:** *Computer-based Information System Implementation Initiatives Targeted at the Delivery of Community-based Government Services: Phase 2 Projects*		
The Implementation Status of Plan-Specific Actions			
	Plan-Specific Actions	**Plan-Action Implementation Agency**	**Implementation Status**
C5.1	**Rural Development Information System (RUDIS)** **Note**: RUDIS is to be developed maintained and supported by the ITSD of the Ministry of Local Government and Social Affairs. It is to be an integrated rural development information system to serve as a comprehensive dynamic database and information system on all aspects of rural development. Information in RUDIS will contain updateable details on rural communities including: a definition of what constituents a rural community in a given Prefecture, their number in a given commune or Prefecture, as well as the status and profile of these rural communities in terms of: population and the population distribution; amenities and social infrastructure (the type, number and the state of hospitals, community centers, schools, etc in the community); the physical and communications infrastructure	Ministry of Local Government and Social Affairs	System not Yet Developed

	(roads, water, electricity, telephone, radio service etc) among others.		
C5.2	**Communal Information System (COMIS)** **Note**: COMIS is to be developed, maintained and supported by the ITSD of the Ministry Local Ministry of Local Government and Social Affairs. COMIS will complement RUDIS and will be used to support all aspects of district level administration. It will hold administrative information on a sector-by-sector basis within a given commune. It will also hold publicly accessible information on government services and other information require bringing government closer to the people. **Note**: This Project forms part of the ***Rwandan Electronic Government and Governance Initiative*** (REGGI)	Ministry of Local Government and Social Affairs	System not Yet Developed
C5.3	**The Rwanda Agricultural Information System (RAGRIS)** **Note**: RAGRIS is to be developed, maintained and supported by the ITSD of the Ministry of Agriculture, Animal Resources and Forestry. It will be the main source of online information on all aspects of Agriculture in Rwanda. RAGRIS will be organized into a number of components, some of which will be publicly accessible via the Telecenters; GOV-NeT nodes, the Internet and other public electronic information access points and centers. Some of the components of RAGRIS are: *RAGRIS-Admin*: This will concentrate on information and details relating the Ministry of Agriculture, Animal Resources and Forestry, its Institutions and Divisions including the Agricultural Colleges, Research Institutions and other Structures and Bodies concern with Agriculture in Rwanda. *RAGRIS-Stats*: This will be a publicly accessible component of RAGRIS and will be devoted to serving as an electronic database and information system on statistical details relating to Agriculture in Rwanda. The agricultural statistical information and data to be hosted on RAGRIS-Stats will go beyond the statistical information on Agriculture normally produced by the Government Statistical Service. *RAGRIS-Info*: This will be one of the publicly accessible components of RAGRIS. It will host current information on agricultural inputs and their cost, weather and climatic information to advise farmers; Government agricultural services and incentives; local agricultural input prices and prices of commodities, etc.	Ministry of Agriculture, Animal Resources and Forestry	System not Yet Developed
C5.4	**Land Records Information System (LARIS)** **Note**: LARIS is to be developed, maintained and supported by the ITSD of the Ministry of Lands, Resettlement and Environmental Protection. It is to be use by the Departments and Agencies responsible for land administration and allocation and for the registration of Lands and Titled Deeds. LARIS will serve as a computerized database information system and an electronic archive of all	Ministry of Lands, Human Resettlement and Environmental Protection	System not Yet Developed

	details relating to land administration, allocation, registration and utilization in Rwanda. .		
C5.5	**National Education and Training Opportunities Database System (NETODS)** Note: NETODS is to be developed, maintained and supported by the proposed *National Vocational Training Commission* (NVTC). It is to serve as a publicly accessible source for information on vocational and other educational training opportunities at the NVTC Training Centers, Universities and Colleges throughout the country	The National Vocational Training Commission (NVTC)	System not Yet Developed
C5.6	**Disaster Preparedness Information System (DIPIS)** **Note**: DIPIS is to be developed, maintained and supported by the ITSD of the Ministry of Lands, Human Resettlement and Environmental Protection to support and facilitate disaster preparedness activities and operations in the country	Ministry of Lands, Human Resettlement & Environmental Protection	System not Yet Developed

Programme	**CMN-6**: *Special Programmes and Initiatives to facilitate the active involvement of women in ICTs*		
	The Implementation Status of Plan-Specific Actions		
	Plan-Specific Actions	**Plan-Action Implementation Agency**	**Implementation Status**
C6.1	Initiatives to increase the enrolment of women in ICT related educational and training programme in the Universities and Colleges	Ministry of Education Ministry of Gender and Women in Development Universities and Colleges	Work-in-Progress Some elements of this programme is being implemented
C6.2	Initiatives to increase the representation of women in the ICT-related professions	Ministry of Public Service and Labour & The Private Sector Private Sector Federation	Work-in-Progress Some elements of this programme is being implemented
C6.3	Programme to facilitate the active involvement of women in the ICT service sector and Industry	Ministry of Gender and Women in Development	Work-in-Progress
C6.4	Initiatives to increase the number of women in management positions in the ICT Service sector and Industry	Ministry of Gender and Women in Development	Work-in-Progress
C6.5	Initiatives to encourage girls to undertake science and technology education and training programmes	Ministry of Education Universities and Colleges Ministry of Gender and Women in Development	Work-in-Progress Some specific initiatives in the Universities Colleges are being implemented

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The Sub-Plan for ICT Infrastructure Development

Programme	**IFR-1:** *Initiatives to liberalize the communication sector and for facilitate universal access to ICT infrastructure and services*		
	The Implementation Status of Plan-Specific Actions		
	Plan-Specific Actions	**Plan-Action Implementation Agency**	**Implementation Status**
I1.1	Implement plan to liberalize the communications sector	Ministry of Transport, Public Works and Communications	The communalizations sector has to a large extent been liberalized
I1.2	Develop and implement a programme to facilitate universal access to basic and value added communications services	Ministry of Transport, Public Works and Communications	Work-in-Progress. A number of on-going initiatives are targeted at implementing this programme
I1.3	*Develop and enforce universal access and rural connectivity obligations within communication service operator licenses.*	Ministry of Transport, Public Works and Communications	Work-in-Progress. Key aspects of this programme has been implemented
I1.4	Develop and implement programme to diversify and improve the quality of information, and access	Ministry of Transport, Public Works and Communications	Work-in-Progress

Programme	**IFR-2:** *Initiatives to expand, rehabilitate and upgrade of the existing ICT infrastructure*		
	The Implementation Status of Plan-Specific Actions		
	Plan-Specific Actions	**Plan-Action Implementation Agency**	**Implementation Status**
I2.1	Implement programme of National Road Network, expansion, rehabilitation and upgrade	Ministry of Transport Public Works and Communications	A number on road expansion, rehabilitation and upgrade initiatives has been implemented and a number of these are on-going
I2.2	Implement programme to privatize Road maintenance and set-up a Road maintenance fund.	Ministry of Transport Public Works and Communications	. The Road Maintenance Fund has been set up

I2.3	Develop and implement a comprehensive urban and rural electrification programme	Ministry of Energy, Water and Natural Resources Electrogaz	Work-in-Progress. Major rural electrification programme on-going
I2.4	Implement programme for the rehabilitation and expansion and upgrade of the national telecommunication infrastructure	Ministry of Transport Public Works and Communications Rwandatel and other Telecom and Communication Service Operators and Providers	A number on on-going public and private sector initiatives are targeted at implementing this programme
I2.5	Develop and implement a comprehensive programme for rural roll-out of telecommunication and communication infrastructure and services	Ministry of Transport Public Works and Communications Rwandatel and other Telecom Service Operators Rwandatel and other Telecom and Communication Service Operators and Providers	A number on on-going public and private sector initiatives are targeted at implementing this programme
I2.6	Implement telecommunication infrastructure digitization programme	Rwandatel and other Telecom and Communication Service Operators and Providers	Extensive digitization programme has been implemented
I2.7	Implement programme to improve the Internet delivery infrastructure, the national Internet backbone and point of present throughout the country	Rwandatel, Rwandacell and Other Telecom Service Operators, Bandwidth Providers and ISPs	. The nation's Internet delivery infrastructure has undergone major improvement and expansion
I2.8	Government to formulate and implement a special initiative aimed at spreading Internet Access by promoting and facilitating the development of a competitive and vibrant ISP environment in Rwanda	Ministry of Public Works, Transport and Communication	Work-in-Progress . A number on on-going initiatives are targeted at implementing this programmme. Rwanda now have a competitive and vibrant ISP sector

Programme	IFR-3: Fast Track National Communications Infrastructure Development Initiative		
	The Implementation Status of Plan-Specific Actions		
	Plan-Specific Actions	**Plan-Action Implementation Agency**	**Implementation Status**
I3.1	**The Rapid National Broadband Backbone Development Facilitation Initiative** **Note**: This initiative is to promote the rapid development of an advanced broadband communication backbone infrastructure for Rwanda through private investment. The Initiative is designed to be the most competitive in the region for attracting world-class communication backbone technology into the country. It will serve as one of the initiatives designed to promote hassle-free communication backbone development to accelerate the	Ministry of Public Works, Transport and Communications The Rwandan Investment	A number on on-going public and private sector initiatives are targeted at implementing this programmme. The national broadband backbone has undergone major

	process of building and expanding the communication backbone of Rwanda.	Promotion Authority (RIPA)	expansion and upgrade
I3.2	Develop and implement an ICT infrastructure development initiative specifically directed at promoting and encouraging both domestic and foreign investment into the development of high-speed broadband communication infrastructure to specifically support offshore software development activities and ICT out-sourcing services in Rwanda. **Note**: This will be a special rapid infrastructure development initiative aimed at promoting a fast track, method to encourage both local and foreign companies to invest in high-speed broadband communication infrastructure development with minimum bureaucracy and regulation	RIPA Ministry of Finance and Economic Planning	Efforts have been directed at promoting and encouraging both domestic and foreign investment into the development of high-speed broadband communication infrastructure. But offshore software development activities and ICT out-sourcing services are yet to take-off in Rwanda

The Sub-Plan for Legal, Regulatory and Institutional Provisions and Standards

Programme	LRI-1: *Initiatives to facilitate the necessary regulatory enabling environment for the promotion and development of the information and knowledge economy*		
	The Implementation Status of Plan-Specific Actions		
	Plan-Specific Actions	**Plan-Action Implementation Agency**	**Implementation Status**
L1.1	Implement a programme to separate government regulatory and operator duties	Ministry of Transport Public Works and Communications	Programme Implemented
L1.2	Implement a programme for the establishment of an independent National Communications Regulatory Authority	Ministry of Transport Public Works and Communications	Programme Implemented
L1.3	Implement a programme for the establishment of a mechanism for co-ordinated spectrum management and frequency planning	Ministry of Transport Public Works and Communications	Work-in-Progress

Programme	LRI-2: *Initiatives to facilitate an enabling legal and legislative environment for the development of the development and exploitation of ICTs in Rwanda*		
	The Implementation Status of Plan-Specific Actions		
	Plan-Specific Actions	**Plan-Action Implementation Agency**	**Implementation Status**
L2.1	Enact the Telecommunication Law	Ministry of Transport, Public Works and Communications Ministry of Justice and Institutional Relations The National Assembly	Programme Implemented
L2.2	Put in place a programme to develop and enact laws and legislation relating communication sector liberalization	Ministry of Transport, Public Works and Communications Ministry of Justice and Institutional Relations The National Transitional Assembly	Work-in-Progress. Some laws and legislations targeted at liberalizing the communications sector has been passed
	Implement a programme to enact the necessary cyberlaws to support e-	Ministry of Justice and Institutional Relations	Relevant Laws not Yet Enacted

L2.3	commerce and other Internet related activities **Note**: Some of the Cyberlaws to enact include: (i) Legislation for the Prevention of computer crimes (ii) Laws relating to Security including Digital Signatures, Cryptography and Encryption etc (iii) Copyright and Intellectual Property Right Laws (iv) Electronic Government Legislation (v) Laws relating to Privacy of data, etc. and (vi) Freedom of Access to Information Laws	The National Assembly	

Programme	**LR1-3:** *Initiatives to put in place the necessary institutional framework, structures and bodies for supporting the implementation of National ICT policies, strategies and plans*		
**The Implementation Status of Plan-Specific Actions**		
	Plan-Specific Actions	**Plan-Action Implementation Agency**	**Implementation Status**
L3.1	Implement the programme to set up the National Information Technology Committee (NITC) and its Working Groups	**GOR**	Not Yet Implemented
L3.2	Appoint an ICT Advisor to the President	**GOR**	Done
L3.3	**An Initiative to Implement Project-RITA** **Note:** This Initiative is designed to initially regard the setting up of RITA as a Project for the next 3 years (2001 to 2003) to provide it with at least a skeleton staff, accommodation and an operating budget. RITA will thereafter be expanded into a fully operational organization with the requisite additional staff and resources	GOR	Initiative Completed
L3.4	Implement a programme to expand and fully operationalize the activities and the operations of RITA	**GOR**	RITA is fully operational. Efforts being directed strengthening its capacity
L3.5	Implement the programme to set up Information Technology Divisions or Directorate (ITSDs) in Government Ministries and Public Service Organizations	Relevant Ministries and Public Sector Organizations in collaboration with the Ministry of Public Service and Labour	A number of the Ministries have set up their ITSDs with skeleton staff

		Plan-Specific Actions	Plan-Action Implementation Agency	Implementation Status

Programme — *LRI-4:* Initiatives to facilitate standards, best practices and guidelines for ICT deployment and exploitation in the society and economy.

		The Implementation Status of Plan-Specific Actions		
		Plan-Specific Actions	**Plan-Action Implementation Agency**	**Implementation Status**
L4.1		Commission and develop a programme to define standards to guide the importation of ICT products	Ministry of Commerce, Industries and Tourism; & The National Standards Organization	Not Yet Implemented
L4.2		Put in place and enforce standards for the importation of ICT products	Ministry of Commerce, Industries and Tourism	Not Yet Implemented
L4.3		Commission a programme to formulate Guidelines and Standards for the provision of ICT training services by private computer training centers	Ministry of Education and RITA	Not Yet Implemented
L4.4		Put in place and enforce standards for the provision of ICT training services by private computer training centers	Ministry of Education and RITA	Not Yet Implemented
L4.5		Commission an initiative to define standards and best practices to guide the activities of companies and organization operating within the ICT production sector	Ministry of Commerce, Industries and Tourism & The National Standards Organization	Not Yet Implemented
L4.6		Put in place and enforce standards and best practices to guide the activities of companies and organization operating within the ICT production sector	Ministry of Commerce, Industries and Tourism	Not Yet Implemented
L4.7		Commission and develop a programme to define standards for the certification of ICT professional skills in Rwanda	Ministry of Education National Council for Computer Education (NCCE)	Not Yet Implemented
L4.8		Put in place and enforce standards for the certification of ICT professional skills in Rwanda	Ministry of Education National Council for Computer Education (NCCE)	Not Yet Implemented
L4.9		Set-up a Unit within RITA to monitor and ensure compliance with Standards, Best Practices and Guidelines	RITA	Not Yet Implemented

The Sub-Plan for Foreign Direct Investment (FDI) Drive in ICTs

Programme	FDI-1: *The Foreign Direct Investment (FDI) Promotion Study Initiative*		
The Implementation Status of Plan-Specific Actions			
	Plan-Specific Actions	**Plan-Action Implementation Agency**	**Implementation Status**
F1.1	**FDI Study-1**: Commission a Study to evaluate Rwanda's capacity and potential to attract FDI in ICTs and other key areas.	RIPA	Work-in-Progress. TOR Prepared but Study Yet to Commerce
F1.2	*FDI Study-2*: Commission a Report to draw on the findings of **FDI Study-1** to make specific recommendations as to how best Rwanda can tackle and overcome the identified barriers to attracting FDI and specifically promote Rwanda as a regional destination for ICT Foreign Direct Investment	RIPA	Work-in-Progress. TOR Prepared but Study Yet to Commerce
F1.3	Implement the Recommendations of **FDI Study-2**	RIPA in collaboration with relevant Public and Private Sector Agencies	Not Yet Implemented

Programme	FDI-2: *Export Processing and Free Zone (EPfZ) Initiatives targeted at both domestic and foreign ICT producers and service providers*		
The Implementation Status of Plan-Specific Actions			
	Plan-Specific Actions	**Plan-Action Implementation Agency**	**Implementation Status**
F2.1	Develop a comprehensive fast-track programme for the creation of location-independent Export Processing and Free Zones (EPfZs) through-out the country targeted at the development, production, distribution and provision of ICT products, goods and services mainly for the export market	Ministry of Commerce Industry and Tourism & Rwanda Investment Promotion Authority (RIPA)	Work-in-Progress. Some steps taken but set-up EpfZs as per this initiative are yet to be set-up
F2.2	Develop and implement specific incentive programmes (tax holidays, investment incentives, grants, loans etc) targeted at encouraging the participation of local businesses and institutions in the EPfZs	Ministry of Finance and Economic Planning	Initiative Yet to be Implemented. But there are other similar initiatives being

			implemented
F2.3	Develop and implement specially-targeted incentive packages (grants to SMEs) to promote the development of ICT products within the EPfZs for the export market	Ministry of Finance and Economic Planning	Initiative Yet to be Implemented. But there are other similar initiatives being implemented
F2.4	Develop and implement specific incentive programmes (tax holidays, investment incentives, grants, loans etc) to attract World-Class ICT companies to operate in the EPfZs	Ministry of Finance and Economic Planning Ministry of Commerce Industry and Tourism & RIPA	Initiative Yet to be Implemented
F2.5	Mount a national publicity drive and public awareness campaign to promote and sell the Rwandan *'EPfZ for ICTs'* Programme locally and in the sub-region through the electronic and print media and trade magazines.	Ministry of Commerce Industry and Tourism & The Rwanda Investment Promotion Authority (RIPA)	Initiative Yet to be Implemented
F2.6	Promote and market the Rwandan *'EPfZ for ICTs'* Programme internationally on the Web, at Trade Fairs, Foreign Mission and in the international mass media	Ministry of Commerce Industry and Tourism & The Rwanda Investment Promotion Authority (RIPA)	Initiative Yet to be Implemented

Programme	FDI-3: *Initiative to Promote Rwanda as a Competitive Destination for FDI in ICTs*		
	The Implementation Status of Plan-Specific Actions		
	Plan-Specific Actions	**Plan-Action Implementation Agency**	**Implementation Status**
F3.1	RIPA in collaboration with Ministry of Foreign Affairs to launch and implement an Initiative to promote software development and other Export Processing and Free Zones (EPfZs) opportunities in Rwanda via the Rwanda Foreign and Trade Missions	RIPA & Ministry of Foreign Affairs and Regional Cooperation	Initiative Yet to be Implemented
F3.2	Implement a Programme to set up a special Trade Fair Promotion Division within RIPA with special responsibilities for promoting investment opportunities and the EPfZ for ICTs initiative at international trade fairs and other trade and investment promotion meetings in the region and internationally	RIPA Private Sector Federation	Initiative Yet to be Implemented
F3.3	Launch an initiative aimed at positioning and promoting Rwanda as a regional hub for ICT-enabled Services	RIPA	Work-in-Progress. A number of on-going initiatives are aimed at promoting Rwanda as a regional ICT services hub

	Programme	FDI-4: *Initiatives to attract foreign and domestic investment to facilitate rapid infrastructure development and expansion*	
		The Implementation Status of Plan-Specific Actions	
	Plan-Specific Actions	**Plan-Action Implementation Agency**	**Implementation Status**
F4.1	Develop and implement a comprehensive programme to promote domestic investment and attract foreign capital, and joint ventures to support the rapid development of the ICT infrastructure	Rwandan Investment Promotion Authority (RIPA)	Work-in-Progress Some initiatives are being implemented
F4.2	Put in place a programme to facilitate the process of rapid acquisition of licenses and authorizations to install and operate communication equipment and systems as well as for providing communication-related services	Ministry of Transport, Public Works and Communications in collaboration with RIPA	Work-in-Progress
F4.3	Put in place and implement a programme to facilitate conditions for an investor friendly telecommunications environment	RIPA Ministry of Transport, Public Works and Communications	Work-in-Progress
F4.4	Develop and implement a programme to facilitate the development of local communications industry towards competitiveness	Ministry of Transport, Public Works and Communications & RIPA	Work-in-Progress

	Programme	FDI-5: *Special Foreign Direct Investment (FDI) and Export Promotion Initiatives*	
		The Implementation Status of Plan-Specific Actions	
	Plan-Specific Actions	**Plan-Action Implementation Agency**	**Implementation Status**
F5.1	**Set-up the *One-Stop Investment Facilitation Center*** **Note:** This Center is to be set-up at RIPA Headquarters in Kigali to provide Investment Gateway services and other facilitation services to potential investors. The Center, which will eventually be linked to GOV-NeT, will among other things serve as a one-stop shop for information on investment opportunities in Rwanda and for access to the various investments related services provided by Government Ministries and PSOs.	RIPA	Completed
	Set-up a *Virtual One-Stop Investment Promotion and Facilitation Site* **Note:** This Virtual One-Stop Investment Web-site is to be developed, hosted and maintained by the ITSD of RIPA. It will provide the same services as the Physical One-Stop Investment Facilitation Center. It will serve an Investment Promotion Site as well as provide investment		Initiative Yet to be Implemented

F5.2	gateway services and facilitation services to potential investors online. It will be possible for investors to access information on investment opportunities in Rwanda on this Web-site and make inquires for additional information and facilitation services via the site. This Virtual One-Stop Site is likely to serve as the first port of call for most potential foreign investors.	RIPA	
F5.3	**Set-up a the *Rwandan Export Promotion Agency (REPA)*** **Note:** RIPA now serves as both the Investment Promotion and Export Promotion Agency. The possibility of creating a separate Export Promotion Agency at a later date is to be considered. This separation will enable RIPA to focus more on Investment Promotion and Facilitation.	Ministry of Commerce, Industry and Tourism	Completed
F5.4	**Set-up *One-Stop Export Promotion and Facilitation Centers*** **Note:** A number of these Centers will be at locations throughout the country to vigorously promote the need to produce for export and to serve as *Rapid Response Facilitation Centers* for assisting local exporters. These Centers will be set-up at all the major Export Processing and Free Zones (EPfZs) as well as at each of the major regional capitals.	RIPA in collaboration with the Ministry of Commerce, Industry and Tourism	Completed
F5.5	Set-up the *Virtual Trade Fair Site* to promote Rwandan Products and Services on the Internet. **Note**: The *Virtual Trade Fair Site* is to be developed, hosted and maintained by the ITSD of RIPA. It will serve as an online facility for promoting Rwandan goods and services on the Internet. Local Rwandan companies including SMEs from all sectors of the economy will be able to either link their Web-sites to the *Virtual Trade Fair Site* or host a store-front at the site to promote their goods and services. In addition to promoting Rwandan goods and services, the site will also provide e-commerce (business-to-consumer, business-to-business, and business-to-government) and e-trade facilitation services to Rwandan companies planning to do business on the Internet.	RIPA Ministry of Commerce, Industry and Tourism, Private Sector Federation	Initiative Yet to be Implemented
F5.6	**Set-up and *Virtual Tourism Promotion and Facilitation Site*** **Note:** The Virtual Tourism Promotion and Facilitation Web-Site will be developed, hosted and maintained by the ITSD of ORTPN. This site (just like the TPIS as per **C4.6**) will provide online access to tourism information including details of tourist spots; game parks; hotels and lodges in various parts of the country; health information; travel information (air, road and lake) and other information that will be required to promote and facilitate tourism in Rwanda. The site will provide links to all Rwandan Hotel Web-sites as well as sites of other Tourist Facilitation Agencies. The site will also provide advance reservation and booking facilities for hotels, national park tours, car rental etc. It will also provide one-line facilities for making tourist visa applications to be forwarded to the Rwandan Immigration Service for processing.	ORTPN	Initiative Yet to be Implemented

Ministry of Trade, Commerce, Industry, Investment Promotion, Tourism and Cooperatives

		Due Date	Completed	Wk in Progress	Not Completed	Roll Over
H5.1	**Implement a Special Basic Computing and Internet Usage Training Programme for all Ministers and Secretary Generals as well as for Chief Executives and Senior staff of Public Sector Organizations (PSOs)**					
All Ministers and Secretary Generals, as well as Chief Executives and Senior staff of (PSOs) should be trained in the use of Computers and the Internet by 2001		2001	green			
H5.2	**Implement a Special Basic Computing and Internet Usage Training in all Ministries and Public Sector Organizations (PSOs) for the User Staff from Directors and down**					
About 40% of the staff of each Ministry and PSO (including the National Transitional Assembly) should be trained in basic computing and Internet usage by 2002		2002	green			
About 80% - 100% of the staff of each Ministry and PSO should be trained in basic computing and Internet usage by 2004		2004			blue	red
H5.3	**Introduce Special Professional Level ICT Training Programmes to train and upgrade the skill of professional IT staff in all Ministries/PSOs including the National Assembly**					
Each Ministry and PSO depending on size and its operations should train/recruit a skeleton computer professional staff in the relevant key skill areas by 2002		2002	green			
Each Ministry and PSO should by 2004 train/recruit all the required professional computer staff (Programmers, Systems Developers, Network Managers, Computer Engineers/Technicians etc)		2004		yellow		red
H5.4	**Implement a *'Office Space-for-Service'* Initiative aimed at enabling Govt Ministries and PSOs to rent their an utilized office space to private computer service provision companies**					
Implement the *'Office Space-for-Service'* initiative starting from 2002.		2002			blue	red
H6.1	**Institute periodic on-going/short-term training programmes, workshops and seminars in management; policy formulation, execution and monitoring for selected number of civil servants from Government Ministries and PSOs**					
Short Term Target: Train 50% of suitably identified civil/public servants in each Ministry/PSO by 2002		2002	green			
Long term Target: Train all suitably identified civil and public servants in each Ministry or PSO by 2004		2004		yellow		red

Code	Description	Year					
G1.1	**All Government Ministries, and Public Service Organizations (PSOs) and other relevant NICI-2005 Plan implementation agencies, establishments and entities to respectively set up a Plan Execution and Coordination Committee (PECC)**						
	All Government Ministries, PSOs and other identified NICI-2005 Implementation Agencies, Establishments and Entities to set up their respective PECC by early 2001	2001	🟩				
G1.2	**All Ministries, PSOs and other NICI-Plan Implementation Entities to submit the list of the PECC members to the NITC and the ICT Advisor to the President**						
	List of members of PECCs to be submitted to the NITC and the ICT Advisor to the President by mid 2001	2001	🟩				
G2.1	**All Govt Ministries, PSOs as well as the National Assembly to develop their respective *ICT Policy Statement* on the deployment and exploitation of ICTs to support their organizational activities and operations within the framework of the NICI-2005 Plan.**						
	Each Government Ministry and PSO to formulate and make public their respective *ICT Policy Statement* by early 2001.	2001				🟦	🟥
	Each Government Ministry and PSO to make available a copy of its *ICT Policy Statement* to NITC and the ICT Advisor to President by mid. 2001	2001				🟦	🟥
G2.2	**All Govt Ministries, and PSOs and the National Assembly to set-up their Information Technology Services Division or Directorate (ITSD)**						
	Fast Track Government Ministries and PSOs to set up their ITSD by 2001	2001				🟦	🟥
	All other Government Ministries and PSOs to set-up their ITSD by 2002	2002				🟦	🟥
G2.3	**The Kick-Start-Your-ITSD Programme**						
	Each Government Ministry (including the Office of the President and the Office of the Prime Minister), PSO and the National Transitional Assembly to set-up their respective skeleton ITSD by 2001 using the team trained under *A Fast-Track ICT Training Programme*	2001	🟩				
G2.5	**All Government Ministries, PSOs and the National Assembly to develop annual IT Budgets (within the time-frame of NICI-2005) to implement their respective IT Plans.**						
	All Govt Ministries (including Office of the President and Office of the Prime Minister) the PSOs and the National Assembly depending on their size, and operations to set aside (during the time-frame of NICI-2005) 5-10% of its annual budget as IT Budget to cover the purchase of IT products, services and training	2001-2005	🟩				
G2.6	**Programme for Organizational Process Re-engineering of Government Ministries and PSOs to facilitate Administrative Efficiency and Improved Service Delivery.**						
	All Government Ministries and PSOs to by 2001 investigate the need to undertake a process re-engineering task before embarking on computerization.	2001				🟦	🟥
G3.1	**Government Ministries, PSOs and the National Transitional Assembly to commission an Organization-wide Corporate Network Implementation Report**						

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Item	Year				
Each Government Ministry and PSO and the National Transitional Assembly to commission and complete its Organization-wide Corporate Network Implementation Report by 2002.	2002			🟦	🟥
G3.2 **Each Government Ministries, PSOs and the National Transitional Assembly to implement a flexible organization-wide corporate network.**					
Fast-Track Government Ministries and PSOs to implement their corporate network (at least at the organizational headquarters) by 2002.	2002		🟨		🟥
All other Government Ministries and PSOs to implement their corporate network (at least at the organizational headquarters) by 2003.	2003		🟨		🟥
G3.3 **Each Govt Ministry or PSO to identify and develop for its specific user relevant computer-based applications, information and database systems to support its administrative and service delivery activities.**					
Fast-Track Government Ministries and PSOs to implement their mission- critical computer-based applications, information and database systems by 2002.	2002			🟦	🟥
All other Government Ministries and PSOs to implement their mission- critical computer-based applications, information and database systems by 2003.	2003			🟦	🟥
Fast-Track Government Ministries and PSOs to implement their non-critical computer-based applications, information and database systems by 2003.	2003			🟦	🟥
All other Government Ministries and PSOs to implement their non-critical computer-based applications, information and database systems by 2004.	2004			🟦	🟥
G3.4 **Each Government Ministry or PSO to connect their corporate network to GOV-NeT**					
Fast-track Government Ministries and PSOs to connect their corporate network to GOV-NeT by 2003.	2003			🟦	🟥
All other Government Ministries and PSOs to connect their corporate network to GOV-NeT by 2004	2004			🟦	🟥
G3.5 **Each Government Ministry or PSO to spread access to the Internet within their organization**					
All Government Ministries and PSOs to spread access to the Internet within their respective establishments by 2003	2003	🟩			
G4.2 **Implement the Nodes of GOV-Net**					
Implement the core system of GOV-NeT by 2002	2002			🟦	🟥
Corporate Networks (nodes) of Fast track Ministries to be connected to GOV-NeT by 2003	2003			🟦	🟥
Corporate Network of other Ministries to be connect to GOV-NeT by 2004	2004			🟦	🟥
G5.2 **Each Government Ministry and Public Service Organization to Develop their respective Web-site**					
Each Government Ministry and Public Service Organization to develop its Web-site by 2002.	2002			🟦	🟥

Code	Description	Year					
G5.3	**Each Government Ministry and Public Service Organization Web-site to be linked to the GOR Official Web site**						
	Each Government Ministry and PSO Web-site to be linked to the GOR Official Web site by 2002.	2002				blue	red
G6.2	**Other relevant Ministries and Public Sector Organizations to implement suitable GIS applications under the auspices of the National GIS Project to support their respective administrative and service delivery services**						
	Relevant Ministries to implement their component of the National GIS Project and implement 50% of their relevant GIS applications by 2003	2003			yellow		red
	Relevant Ministries to implement 100% of their GIS applications by 2005	2005			yellow		red
	Relevant Ministries to implement their component of the National GIS Project and implement 50% of their relevant GIS applications by 2003	2003			yellow		red
	Relevant Ministries to implement 100% of their GIS applications by 2005	2005			yellow		red
G8.2	**Government Electronic Procurement and Settlement System (GEPSS) Project**						
	Commission and complete the GEPSS Project Implementation Report by 2002	2002				blue	red
	Implement a fully operational Government Electronic Procurement and Settlement System (GEPSS) by 2004	2004				blue	red
G8.3	**The Public Information Kiosks (PIKs) Initiative**						
	Commission and complete the PIK Initiative Implementation Report by 2002	2002				blue	red
	Begin the implementation of the PIK Initiative by 2004	2004				blue	red
G8.4	**The Smart Government Initiative (SGI) – Private Sector Partnership Programme**						
	Commission and complete the *SGI-Private Sector Partnership* Report by 2002	2002				blue	red
	Begin pilot implementation of the *SGI-Private Sector Partnership* Programme by 2004	2004				blue	red
P2.5	**Develop and implement a project to establish a *National Computer Hardware Assembly Facility* with private sector involvement**						
	Establish a National Computer Hardware Assembly Facility by 2002	2002	green				
P3.1	**Develop and implement a Comprehensive Government policy guidelines and provisions to guide and facilitate the setting up of private STPs and public (government-sponsored) STPs in the country.**						
	Commission and complete Government policy guidelines and provisions for setting up STPs by 2002	2002			yellow		
	Facilitate the setting up STPs by 2003	2003			yellow		
	Establishment of private and public STPs to start by 2003	2003			yellow		
P3.5	**Develop and implement initiatives to adopt and enforce ISO standards and quality levels**						

	Year					
in the Software Development Industry.						
Develop and enforce ISO standards and quality levels in the Software Development Industry by 2002	2002				Blue	Red
P5.1 — **Prepare a report on developing and facilitating B2C, B2B and B2G e-commerce and e-trade in Rwanda**						
Commission and complete the Electronic Commerce and Trade Report by 2001	2001				Blue	Red
P5.2 — **Implement a Pilot *Business-to-Government* (B2G) e-commerce in the area of procurement of goods and services to involve a number of Government Ministries, PSOs and selected Suppliers and Service Providers**						
Ministry of Commerce, Industry and Tourism to facilitate the implementation of a Pilot B2G e-commerce system by 2002	2002			Yellow		Red
P5.3 — **Set-up E-commerce Resource Service Centers (ERSCs) and Electronic-Trade Point Centers (ETPCs) in a number of key Prefectures**						
Set-up pilot E-commerce Resource and Service Centers (ERSCs) or E-commerce Booths in Kigali, Butare and other major cities by 2001	2001			Yellow		Red
Set-up *Electronic Trade-Point Centers* (ETPCs) in Kigali, Butare and satellite ETPCs in other major provincial towns by 2001	2001			Yellow		Red
Increase the number of ERSCs and ETPCs by 50% by 2003	2003			Yellow		Red
Set-up ERSCs and ETPCs in all Prefectures by 2005	2005			Yellow		Red
P5.4 — **Programme to enact relevant cyberlaws and other legal and legislative provisions to support the development of e-commerce and e-trade in Rwanda**						
Enact relevant cyberlaws and necessary e-commerce and e-trade legal and legislative provisions by 2003	2003			Yellow		Red
P6.1 — **Implement a Programme to put in place the necessary banking and financial regulations and procedures to facilitate online banking and financial service provision in Rwanda and the Sub-region**						
Put in place relevant Banking and Financial Regulations and Procedures to facilitate online banking and financial service provision by 2002	2002				Blue	Red
P6.2 — **Implement an Initiative to promote and encourage Rwandan Commercial Banks and Financial Institutions to provide their services online to the public.**						
Put in place and implement an initiative aimed at encouraging the provision of online services by the Banks and other Financial Institutions by 2002	2002				Blue	Red
P6.3 — Implement a Programme aimed at facilitating and promoting Rwanda as the regional hub for online and Internet banking services as well as for the provision of online financial services.						
Put in place and implement an initiative aimed at facilitating and promoting Rwanda the regional hub for online banking and financial services 2003	2003				Blue	Red

P7.1	**Implement a Programme aimed at facilitating and promoting Rwanda as the regional hub for online and Internet banking services as well as for the provision of online financial services.**					
Put in place and implement an initiative aimed at facilitating and promoting Rwanda the regional hub for online banking and financial services 2003	2003			▆	▆
P7.6	**The Young IT Entrepreneurs (YITE) Business Support Scheme**					
Set-up the YITE Business Support Scheme by 2002	2002			▆	▆
P8.1	**Set-up Career and Business Development Advisory Centers (CABDACs)**					
Ministry of Commerce, Industry and Tourism in collaboration with the Private Sector Federation to commission a report for setting up CABDACs by 2001	2001			▆	▆
Set-up pilot CABDACs in selected Prefectures by 2003	2003			▆	▆
C3.1	**Initiative to set-up 'Public Data Processing Centers' (PDPCs)**					
Ministry of Commerce, Industry and Tourism to facilitate the setting-up of pilot PDPCs with private sector involvement by 2002	2002			▆	▆
Ministry of Commerce, Industry and Tourism to encourage and facilitate the setting up of PDPCs through individual private sector initiatives.	N/A			▆	▆
L3.5	**Implement the programme to set up Information Technology Divisions or Directorate (ITSDs) in Government Ministries and Public Service Organizations**					
All Government Ministries including the Office of the President and the Office of the Prime Minister to set-up their ITSD by 2002	2002			▆	▆
L4.1	**Commission and develop a programme to define standards to guide the importation of ICT products**					
Commission and complete the formulation of standards to guide the importation of ICT products by 2001	2001			▆	▆
L4.2	**Put in place and enforce standards for the importation of ICT products**					
Implement and enforce standards for the importation of ICT products by 2002	2002			▆	▆
L4.5	**Commission an initiative to define standards and best practices to guide the activities of companies and organization operating within the ICT production sector**					
Commission and complete the development of standards and best practices to guide the activities of companies and organization operating within the ICT production sector by 2002	2002			▆	▆
L4.6	**Put in place and enforce standards and best practices to guide the activities of companies and organization operating within the ICT production sector**					
Implement and enforce standards and best practices to guide the activities of companies and organization operating within the ICT production sector by 2002	2002			▆	▆

F2.1	**Develop a comprehensive fast-track programme for the creation of location-independent Export Processing and Free Zones (EPfZs) through-out the country targeted at the development, production, distribution and provision of ICT products, goods and services mainly for the export market**					
Develop a comprehensive fast-track programme for the creation of EPfZs for ICTs by 2001		2001			🟦	🟥
F2.4	**Develop and implement specific incentive programmes (tax holidays, investment incentives, grants, loans etc) to attract World-Class ICT companies to operate in the EPfZs**					
Implement in the 2001/2002 Budget and other subsequent Budgets (within NICI-2005 time-frame) special EPfZ promotion incentive to attract World-Class computer companies				🟨		🟥
Target to attract at least one major computer company per year to set up a regional base in Rwanda during the time-frame of NICI-2005				🟨		🟥
Target to attract a number of smaller and medium size computer companies per year during the time-frame of NICI-2005				🟨		🟥

F2.5	**Mount a national publicity drive and public awareness campaign to promote and sell the Rwandan *'EPfZ for ICTs'* Programme locally and in the sub-region through the electronic and print media and trade magazines.**					
Implement an initiative to publicize the Rwandan *'EPfZ for ICTs'* Programme locally and the sub-regional market by 2001		2001			🟦	🟥
F2.6	**Promote and market the Rwandan *'EPfZ for ICTs'* Programme internationally on the Web, at Trade Fairs, Foreign Mission and in the international mass media**					
Develop and implement an initiative to extensively publicize and market the Rwandan *'EPfZ for ICTs'* Programme internationally by 2001		2001			🟦	🟥
F5.3	**Set-up a Rwandan Export Promotion Agency (REPA)**					
The Ministry of Commerce, Industry and Tourism to consider the possibility of setting up REPA and if possible set-up it up by 2005		2005	🟩			
F5.4	**Set-up *One-Stop Export Promotion and Facilitation Centers***					
RIPA to set-up a One-Stop Export Promotion and Facilitation Center in Kigali by 2002.		2002	🟩			
Set-up Branches of the One-Stop Export Promotion and Facilitation Center at other suitable locations throughout the country by 2005		2005	🟩			
F5.5	**Set-up the *Virtual Trade Fair Site* to promote Rwandan Products and Services on the Internet.**					

RIPA in collaboration with the Ministry of Commerce, Industry and Tourism and the Private Sector Federation to set up the Virtual Trade Fair Site by 2002	2002		🟨		🟥

Caisse Sociale du Rwanda (C.S.R)

H5.1	Implement a Special Basic Computing and Internet Usage Training Programme for all Ministers and Secretary Generals as well as for Chief Executives and Senior staff of Public Sector Organizations (PSOs)	Due Date	Completed	Wk in Progress	Not Completed	Roll Over
All Ministers and Secretary Generals, as well as Chief Executives and Senior staff of (PSOs) should be trained in the use of Computers and the Internet by 2001		2001		🟨		🟥
H5.2	**Implement a Special Basic Computing and Internet Usage Training in all Ministries and Public Sector Organizations (PSOs) for the User Staff from Directors and down.**					
About 40% of the staff of each Ministry and PSO (including the National Transitional Assembly) should be trained in basic computing and Internet usage by 2002		2002		🟨		🟥
About 80% - 100% of the staff of each Ministry and PSO (including the National Transitional Assembly) should be trained in basic computing and Internet usage by 2004		2004		🟨		🟥
H5.3	**Introduce Special Professional Level ICT Training Programmes to train and upgrade the skill of professional IT staff in all Ministries and Public Sector Organizations including the National Transitional Assembly**					
Each Ministry and PSO depending on size and its operations should train/recruit a skeleton computer professional staff in the relevant key skill areas by 2002		2002	🟩			
Each Ministry and PSO should by 2004 train/recruit all the required professional computer staff (Programmers and Systems Developers, Network Managers, Engineers/Technicians, Computer Technicians etc)		2004	🟩			
H5.4	**Implement an *'Office Space-for-Service'* Initiative aimed at enabling Government Ministries and PSOs to rent their un-utilized office space to private computer service provision companies**					
The Ministry of Public Works, Transport and Communication in collaboration with the Ministry of Public Service to Commission a Report to set-out the Guidelines for Implementing the *'Office Space-for-Service'* Initiative by 2001		2001		🟨		🟥

Implement the *'Office Space-for-Service'* initiative starting from 2002	2002		yellow		red
H6.1 Institute periodic on-going short-term training programmes, workshops and seminars in management; policy formulation, execution and monitoring for selected number of civil servants from Government Ministries and PSOs					
<u>Short Term Target</u>: Train 50% of suitably identified civil and public servants in each Ministry or PSO by 2002	2002		yellow		red
<u>Long term Target</u>: Train all suitably identified civil and public servants in each Ministry or PSO by 2004	2004		yellow		red
G1.1 All Government Ministries, and Public Service Organizations (PSOs) and other relevant NICI-2005 Plan implementation agencies, establishments and entities to respectively set up a Plan Execution and Coordination Committee (PECC)					
All Government Ministries, PSOs and other identified NICI-2005 Implementation Agencies, Establishments and Entities to set up their respective PECC by early 2001	2001	green			
G1.2 All Ministries, PSOs and other NICI-Plan Implementation Entities to submit the list of the PECC members to the NITC and the ICT Advisor to the President					
List of members of PECCs to be submitted to the NITC and the ICT Advisor to the President by mid 2001	2001	green			
G1.2 All Ministries, PSOs and other NICI-Plan Implementation Entities to submit the list of the PECC members to the NITC and the ICT Advisor to the President					
List of members of PECCs to be submitted to the NITC and the ICT Advisor to the President by mid 2001	2001	green			
G2.1 All Government Ministries, Public Service Organizations (PSOs) as well as the National Transitional Assembly to develop their respective *ICT Policy Statement* on the deployment and exploitation of ICTs to support their organizational activities and operations within the framework of the NICI-2005 Plan.					
Each Government Ministry and PSO to formulate and make public their respective *ICT Policy Statement* by early 2001.	2001		yellow		red
Each Government Ministry and PSO to make available a copy of its *ICT Policy Statement* to NITC and the ICT Advisor to President by mid. 2001	2001			blue	red
G2.2 All Government Ministries, GOR Establishments, Public Service Organizations (PSOs) and the National Transitional Assembly to set-up their Information Technology Services Division or Directorate (ITSD).					
Fast Track Government Ministries and PSOs to set up their ITSD by 2001	2001	green			
All other Government Ministries and PSOs to set-up their ITSD by 2002	2002	green			

G2.3	**The Kick-Start-Your-ITSD Programme**					
Each Government Ministry (including the Office of the President and the Office of the Prime Minister), PSO and the National Transitional Assembly to set-up their respective skeleton ITSD by 2001 using the team trained under *A Fast-Track ICT Training Programme*	2001	🟩			
G2.4	**All Government Ministries and PSOs to develop their 5-Year IT Plan within the framework of the NICI-2005 Plan.**					
All Government Ministries (including the Office of the President and the Office of the Prime Minister) the PSOs and the National Transitional Assembly to develop their respective Five Year IT Plan by late 2001	2001		🟨		🟥
G2.5	**All Government Ministries, PSOs and the National Transitional Assembly to develop annual IT Budgets (within the time-frame of NICI-2005) to implement their respective IT Plans.**					
All Government Ministries (including the Office of the President and the Office of the Prime Minister) the PSOs and the National Transitional Assembly depending on their size, and operations to set aside (during the time-frame of NICI-2005) 5-10% of its annual budget as IT Budget to cover the purchase of IT products, services and training	N/A	🟩			
G2.6	**Programme for Organizational Process Re-engineering of Government Ministries and PSOs to facilitate Administrative Efficiency and Improved Service Delivery.**					
All Government Ministries and PSOs to by 2001 investigate the need to undertake a process re-engineering task before embarking on computerization.	2001	🟩			
G3.1	**Government Ministries, PSOs and the National Transitional Assembly to commission an Organization-wide Corporate Network Implementation Report**					
Each Government Ministry and PSO and the National Transitional Assembly to commission and complete its Organization-wide Corporate Network Implementation Report by 2002.	2002	🟩			
G3.2	**Each Government Ministries, PSOs and the National Transitional Assembly to implement a flexible organization-wide corporate network.**					
Fast-Track Government Ministries and PSOs to implement their corporate network (at least at the organizational headquarters) by 2002.	2002	🟩			
All other Government Ministries and PSOs to implement their corporate network (at least at the organizational headquarters) by 2003	2003		🟨		🟥
G3.3	**Each Government Ministry or PSO to identify and develop for its specific use relevant computer-based applications, information and database systems to support its administrative and service delivery activities.**					

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Description	Year				
Fast-Track Government Ministries and PSOs to implement their mission- critical computer-based applications, information and database systems by 2002.	2002	GREEN			
All other Government Ministries and PSOs to implement their mission- critical computer-based applications, information and database systems by 2003.	2003	GREEN			
Fast-Track Government Ministries and PSOs to implement their non-critical computer-based applications, information and database systems by 2003.	2003		YELLOW		RED
All other Government Ministries and PSOs to implement their non-critical computer-based applications, information and database systems by 2004.	2004		YELLOW		RED
G3.4 — **Each Government Ministry or PSO to connect their corporate network to GOV-NeT**					
Fast-track Government Ministries and PSOs to connect their corporate network to GOV-NeT by 2003.	2003		YELLOW		RED
All other Government Ministries and PSOs to connect their corporate network to GOV-NeT by 2004	2004		YELLOW		RED
G3.5 — **Each Government Ministry or PSO to spread access to the Internet within their organization**					
All Government Ministries and PSOs to spread access to the Internet within their respective establishments by 2003	2003		YELLOW		RED
G4.2 — **Implement the Nodes of GOV-Net**					
Implement the core system of GOV-NeT by 2002	2002		YELLOW		RED
Corporate Networks (nodes) of Fast track Ministries to be connected to GOV-NeT by 2003	2003		YELLOW		RED
Corporate Network of other Ministries to be connect to GOV-NeT by 2004	2004		YELLOW		RED
G5.2 — **Each Government Ministry and Public Service Organization to Develop their respective Web-site**					
Each Government Ministry and Public Service Organization to develop its Web-site by 2002.	2002.		YELLOW		RED
G5.3 — **Each Government Ministry and Public Service Organization Web-site to be linked to the GOR Official Web site**					
Each Government Ministry and Public Service Organization Web-site to be linked to the GOR Official Web site by 2002	2002		YELLOW		RED
G8.2 — **Government Electronic Procurement and Settlement System (GEPSS) Project**					
Commission and complete the GEPSS Project Implementation Report by 2002	2002		YELLOW		RED
Implement a fully operational Government Electronic Procurement and Settlement System (GEPSS) by 2004	2004		YELLOW		RED

G8.3	The Public Information Kiosks (PIKs) Initiative					
Commission and complete the PIK Initiative Implementation Report by 2002		2002		YELLOW		RED
Begin the implementation of the PIK Initiative by 2004		2004		YELLOW		RED
G8.4	The Smart Government Initiative (SGI) – Private Sector Partnership Programme					
Commission and complete the *SGI-Private Sector Partnership* Report by 2002		2002		YELLOW		RED
Begin pilot implementation of the *SGI-Private Sector Partnership* Programme by 2004		2004		YELLOW		RED
L3.5	Implement the programme to set up Information Technology Divisions or Directorate (ITSDs) in Government Ministries and Public Service Organizations					
All Government Ministries including the Office of the President and the Office of the Prime Minister to set-up their ITSD by 2002		2002	GREEN			

NUR, KIST, KIE, ULK, KHI & OTHER INSTITUTIONS & RESEARCH INSTITUTES

H5.1	Implement a Special Basic Computing and Internet Usage Training Programme for all Ministers and Secretary Generals as well as for Chief Executives and Senior staff of Public Sector Organizations (PSOs)	Due Date	Completed	Wk in Progress	Not Completed	Roll Over
All Ministers and Secretary Generals, as well as Chief Executives and Senior staff of (PSOs) should be trained in the use of Computers and the Internet by 2001		2001			BLUE	RED
H5.2	Implement a Special Basic Computing and Internet Usage Training in all Ministries and Public Sector Organizations (PSOs) for the User Staff from Directors and down					
About 40% of the staff of each Ministry and PSO (including the National Transitional Assembly) should be trained in basic computing and Internet usage by 2002		2002			BLUE	RED
About 80% - 100% of the staff of each Ministry and PSO should be trained in basic computing and Internet usage by 2004		2004		YELLOW		
H5.3	Introduce Special Professional Level ICT Training Programmes to train and upgrade the skill of professional IT staff in all Ministries and Public Sector Organizations including the National Transitional Assembly					
Each Ministry and PSO depending on size and its operations should train/recruit a skeleton computer		2002	GREEN			

professional staff in the relevant key skill areas by 2002		{green}			
Each Ministry and PSO should by 2004 train/recruit all the required professional computer staff (Programmers and Systems Developers, Network Managers, Engineers/Technicians, Computer Technicians etc)	2004	{green}			
H5.4	**Implement a *'Office Space-for-Service'* Initiative aimed at enabling Government Ministries and PSOs to rent their an utilized office space to private computer service provision companies**				
The Ministry of Public Works, Transport and Communication in collaboration with the Ministry of Public Service to Commission a Report to set-out the Guidelines for Implementing the *'Office Space-for-Service'* Initiative by 2001	2001	{green}			
Implement the *'Office Space-for-Service'* initiative starting from 2002	2002	{green}			
H6.1	**Institute periodic on-going short-term training programmes, workshops and seminars in management; policy formulation, execution and monitoring for selected number of civil servants from Government Ministries and PSOs**				
Short Term Target: Train 50% of suitably identified civil and public servants in each Ministry or PSO by 2002	2002		{yellow}		{red}
Long term Target: Train all suitably identified civil and public servants in each Ministry or PSO by 2004	2004		{yellow}		{red}
H7.1	**Train adequate number of Business Professionals, namely: Accountants, Bankers and Financial Service Personnel, Lawyers, Marketing and Sales Personnel and other Professional Corps for the Service Sector**				
Short-term Targets: Increase, by 2003, the Annual enrollment of students taking Business Professional level courses in Universities and Colleges by 30% to 50%. Upgrade the skill of Junior to middle level Business Professionals in Private Sector Establishments within the Service Sector and the ICT Industry by Year 2003 Upgrade the skill of Junior to middle level Business Professional Civil Servants in Key Ministries linked to the Service Sector or the ICT Industry by Year 2003	2003		{yellow}		{red}
Long-term Targets: Increase, by 2005, the Annual enrollment of students taking Business Professional level courses in Universities and Colleges by 50% to 75%.	2004	{green}			
H7.2.	**Train adequate number of Computer Professionals namely: Computer Scientists, System Developers and Analysts, Network and Telecommunication Engineers and Technicians, Programmers, Software Developers, Web and Content Developers etc**				
Short term Target: Increase, by 2003, the Annual enrollment of students taking Computer Professional level courses in	2003		{yellow}		{red}

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Universities and Colleges by 30% to 50%.			🟨		🟥
Long term Target: Increase, by 2005, the Annual enrollment of students taking Science and Engineering Courses in the Universities and Colleges from 50% to 75%.	2005		🟨		🟥
H7.3. Train adequate number of Computer Professionals namely: Computer Scientists, System Developers and Analysts, Network and Telecommunication Engineers and Technicians, Programmers, Software Developers, Web and Content Developers etc					
Short term Target: Increase, by 2003, the Annual enrollment of students taking Computer Professional level courses in Universities and Colleges by 30% to 50%.	2003			🟦	🟥
Long term Target: Increase, by 2005, the Annual enrollment of students taking Science and Engineering Courses in the Universities and Colleges from 50% to 75%.	2005			🟦	🟥
H8.1 Improve the facilities of NUR, KIST and KIE and make the necessary resources available to them to enable them increase enrollment of students on ICT-related courses and to introduce additional ICT types of programmes at the certificate, diploma and degree levels.					
Improve and upgrade on an on-going basis (within the time-frame of NICI-2005) the computing facilities and resources of the NUR, KIST and the KIE to accommodate additional students on ICT programmes.	2005			🟦	🟥
The Government (within the time-frame of NICI-2005) to increase the respective annual budgets of the NUR, KIST and the KIE by 50% to 75% to facilitate the acquisition of additional resources and facilities to meet increase in the enrollment of students on ICT-related programmes.	2005			🟦	🟥
E6.3 Train adequate number of Computer Professionals namely: Computer Scientists, System Developers and Analysts, Network and Telecommunication Engineers and Technicians, Programmers, Software Developers, Web and Content Developers etc					
Phase 1: Train and deploy the 1st Batch of **n/3** Teachers by 2001 (**n** is the critical mass of Computer Literacy Teachers- CLTs)	2001			🟦	🟥
Phase 2: Train and deploy the 2nd Batch of **n/3** additional Teachers by 2002	2002			🟦	🟥
Phase 3: Train and deploy the 3rd Batch of **n/3** additional Teachers by 2003	2003			🟦	🟥
Phase 4: Train CLTs annually thereafter to fill vacancies and to achieve the required critical mass of 'one CLT per school' by 2005	2005			🟦	🟥
E6.4 Teacher Training Colleges, Universities and other Colleges providing Teacher Training Education Programmes to make Computer Studies and Basic Computing an integral and a compulsory subject of these Programmes.					

Description	Year					
Ministry of Education to by 2001 issue and enforce a directive that will require Teacher Training Colleges, Universities and other Colleges to make Computer Studies and Basic Computing an integral and a compulsory subject within Teacher Training Education Programmes.	2001					**[red]**
E8.1 Implement a programme to set up Computer Science or Computing Departments in Universities and Colleges without these Departments.	[grey]	[grey]	[grey]	[grey]	[grey]	[grey]
Universities and Colleges without Computer Science or Computing Department to set up one by 2002.	2002	**[green]**				
E8.2 Implement a Programme to increase the annual intake of Computer Science, Computer Technology, Electronic and Electrical Engineering Students in the Universities and Colleges.	[grey]	[grey]	[grey]	[grey]	[grey]	[grey]
The annual output of Computer Science, Computer Tech./Engineering, Electronic and Electrical Engineering Graduates from the Universities and Colleges to be increase at an annual rate of 25% - 30% between 2001 and 2003	2003				**[blue]**	**[red]**
Universities and Colleges to at least triple their output of Computer Science, Computer Tech./Engineering, Electronic and Electrical Engineering Graduates by 2005	2005					**[red]**
E8.3 Universities and Colleges to equip all their Departments with Computer Systems	[grey]	[grey]	[grey]	[grey]	[grey]	[grey]
Universities and Colleges to at least triple their output of Computer Science, Computer Tech./Engineering, Electronic and Electrical Engineering Graduates by 2005	2005		**[yellow]**			**[red]**
E8.4 Universities and Colleges in collaboration with the Ministry of Education to in the first instance make computer education and training an integral part of all certificate, diploma and degree level programmes and later on make computer course module a compulsory component of all University and College level courses and programmes	[grey]	[grey]	[grey]	[grey]	[grey]	[grey]
Computer education and training to be made an integral component of all certificate, diploma and degree level programme at the Universities and Colleges by 2002.	2002	**[green]**				
Computer Course Module to be made a compulsory component of all Diploma, Degree and Certificate courses and programmes offered at all Rwandan Universities, and Colleges by 2004	2004	**[green]**				
E8.5 Internet Access to be made available to all Staff and Students at the Universities and Colleges	[grey]	[grey]	[grey]	[grey]	[grey]	[grey]
All Departments in Universities and Colleges to have access to the Internet by 2002	2002	**[yellow]**				**[red]**
E8.6 Improve and upgrade the resources and facilities of the existing Computer Science, Computer Tech./Engineering and related Departments in the Universities and	[grey]	[grey]	[grey]	[grey]	[grey]	[grey]

	Colleges					
	Improve and upgrade the resources and facilities of the existing Computer Science, Computer Tech./Engineering and related Departments in the Universities and Colleges during the time-frame of NICI-2005	2005		🟨		🟥
E8.7	**Set-up and operationalize on a phase-by-phase basis the proposed *Rwandan Academic & Research Network (RARN)* – Linking all Institutions of Higher Education into a Wide Area Network with a Gateway to the Internet.**					
	Phase 1: Implement and complete the 1st phase of the RARN Project to link NUR, KIST, KIE, KIH by 2001	2001			🟦	🟥
	Phase 2: Extend the RARN Project to link other Higher Institutions including National Research Institutes and Centers by 2003	2003			🟦	🟥
E8.8	**Universities and Colleges to facilitate the setting-up of Campus Companies/Units or Industrial Facilities and Parks to serve as Incubators for ICT-related production and service provision activities.**					
	Begin the setting-up of ICT-related Campus Companies or Industrial Facilities in selected Universities and Colleges by 2002	2002			🟦	🟥
	Begin the setting-up of Software Technology Parks (STPs) in selected Universities by 2002	2002			🟦	🟥
	Universities and Colleges to set-up other campus companies during the time-frame of NICI-2005	2005		🟨		🟥
E8.9	**Rwandan Institutions of Higher Learning and the National Research Institutes to implement a programme aimed at promoting academic and research collaboration and twining arrangements with International Centers of Excellence in ICT-related Research, Education or Training**					
	Begin the setting-up of Software Technology Parks (STPs) in selected Universities by 2002	2002			🟦	🟥
E8.1	**Universities, Colleges and National Research Institutes to set-up ICT R&D Units/Centers**					
	ICT R&D Units/Centers to be set up in a selected number of Universities and Colleges by 2003.	2003			🟦	🟥
	All Universities and Colleges to have R&D Centers by 2005	2005			🟦	🟥
E9.1	**The Ministry of Education in Collaboration with the Universities and Colleges to set up an AdHoc Team to prepare a Project Report for the implementation of Electronic Distance Education and Training (EDET) in Higher Educational Institutions**					

Action	Year				
Set-up the EDET Project Report Team by 2001	2001			🟦	🟥
Commission and complete the EDET in Higher Educational Institutions Project Report and Plan by 2001	2001			🟦	🟥
E9.2 **Ministry of Education to launch a Programme to implement EDET in the Higher Educational Institutions using the Internet, Educational and Multimedia presentation and delivery technologies.**					
Fast track Universities and Colleges to launch the implementation of EDET programmes by 2002	2002			🟦	🟥
All other Universities and Colleges to launch the implementation of EDET programmes by 2003	2003			🟦	🟥
E9.3 **Universities and Colleges to provide a selection of their courses and programmes to the public by EDET using the Internet, Educational and Multimedia presentation and delivery technologies.**					
Fast track Universities and Colleges to offer their courses and programmes to the public via EDET by 2003	2003			🟦	🟥
All other Universities and Colleges to offer their courses and programmes to the public via EDET by 2004	2004		🟨		🟥
E9.5 **The Ministry of Education to launch the *National Life-Long Learning Initiative* (NLLI) to promote and facilitate the concept of Life Long Learning in Rwanda.**					
Ministry of Education to Launch the NLLI by 2002	2002			🟦	🟥
Put in place Structures, Mechanisms to implement the NLLI starting from 2003	2003			🟦	🟥
G1.1 **All Government Ministries, and Public Service Organizations (PSOs) and other relevant NICI-2005 Plan implementation agencies, establishments and entities to respectively set up a Plan Execution and Coordination Committee (PECC)**					
All Government Ministries, PSOs and other identified NICI-2005 Implementation Agencies, Establishments and Entities to set up their respective PECC by early 2001	2001			🟦	🟥
G1.2 **All Ministries, PSOs and other NICI-Plan Implementation Entities to submit the list of the PECC members to the NITC and the ICT Advisor to the President**					
List of members of PECCs to be submitted to the NITC and the ICT Advisor to the President by mid 2001	2001			🟦	🟥
G2.1 **All Government Ministries, Public Service Organizations (PSOs) as well as the National Transitional Assembly to develop their respective *ICT Policy Statement* on the deployment and exploitation of ICTs to support their organizational activities and operations within the framework of the NICI-2005 Plan.**					

Description	Year					
Each Government Ministry and PSO to formulate and make public their respective *ICT Policy Statement* by early 2001.	2001				(blue)	(red)
Each Government Ministry and PSO to make available a copy of its *ICT Policy Statement* to NITC and the ICT Advisor to President by mid. 2001	2001				(blue)	(red)
G2.2 **All Government Ministries, GOR Establishments, Public Service Organizations (PSOs) and the National Transitional Assembly to set-up their Information Technology Services Division or Directorate (ITSD).**						
Fast Track Government Ministries and PSOs to set up their ITSD by 2001	2001		(yellow)			(red)
All other Government Ministries and PSOs to set-up their ITSD by 2002	2002				(blue)	(red)
G2.3 **The Kick-Start-Your-ITSD Programme**						
Each Government Ministry (including the Office of the President and the Office of the Prime Minister), PSO and the National Transitional Assembly to set-up their respective skeleton ITSD by 2001 using the team trained under *A Fast-Track ICT Training Programme*	2001		(yellow)			(red)
G2.4 **All Government Ministries and PSOs to develop their 5-Year IT Plan within the framework of the NICI-2005 Plan.**						
All Government Ministries (including the Office of the President and the Office of the Prime Minister) the PSOs and the National Transitional Assembly to develop their respective Five Year IT Plan by late 2001	2001				(blue)	(red)
G2.5 **All Government Ministries, PSOs and the National Transitional Assembly to develop annual IT Budgets (within the time-frame of NICI-2005) to implement their respective IT Plans.**						
All Government Ministries (including the Office of the President and the Office of the Prime Minister) the PSOs and the National Transitional Assembly depending on their size, and operations to set aside (during the time-frame of NICI-2005) 5-10% of its annual budget as IT Budget to cover the purchase of IT products, services and training	2005	(green)				
G2.6 **Programme for Organizational Process Re-engineering of Government Ministries and PSOs to facilitate Administrative Efficiency and Improved Service Delivery.**						
All Government Ministries and PSOs to by 2001 investigate the need to undertake a process re-engineering task before embarking on computerization	2001		(yellow)			(red)
G3.1 **Government Ministries, PSOs and the National Transitional Assembly to commission an Organization-wide Corporate Network Implementation Report**						

Description	Year					
Each Government Ministry and PSO and the National Transitional Assembly to commission and complete its Organization-wide Corporate Network Implementation Report by 2002	2002	GREEN				
G3.2 **Each Government Ministries, PSOs and the National Transitional Assembly to implement a flexible organization-wide corporate network.**						
Fast-Track Government Ministries and PSOs to implement their corporate network (at least at the organizational headquarters) by 2002	2002		YELLOW			RED
All other Government Ministries and PSOs to implement their corporate network (at least at the organizational headquarters) by 2003	2003	GREEN				
G3.3 **Each Government Ministry or PSO to identify and develop for its specific use relevant computer-based applications, information and database systems to support its administrative and service delivery activities.**						
Fast-Track Government Ministries and PSOs to implement their mission- critical computer-based applications, information and database systems by 2002.	2002		YELLOW			RED
All other Government Ministries and PSOs to implement their mission- critical computer-based applications, information and database systems by 2003.	2003		YELLOW			RED
Fast-Track Government Ministries and PSOs to implement their non-critical computer-based applications, information and database systems by 2003.	2003		YELLOW			RED
All other Government Ministries and PSOs to implement their non-critical computer-based applications, information and database systems by 2004	2004		YELLOW			RED
G3.4 **Each Government Ministry or PSO to connect their corporate network to GOV-NeT**						
Fast-track Government Ministries and PSOs to connect their corporate network to GOV-NeT by 2003	2003				BLUE	RED
All other Government Ministries and PSOs to connect their corporate network to GOV-NeT by 2004	2004				BLUE	RED
G3.5 **Each Government Ministry or PSO to spread access to the Internet within their organization**						
All Government Ministries and PSOs to spread access to the Internet within their respective establishments by 2003	2003		YELLOW			RED
G4.2 **Implement the Nodes of GOV-NeT**						
Implement the core system of GOV-NeT by 2003	2003				BLUE	RED
Corporate Networks (nodes) of Fast track Ministries to be connected to GOV-NeT by 2003	2003		YELLOW			RED

Description	Year				
Corporate Network of other Ministries to be connect to GOV-NeT by 2004	2004			🟦	🟥
G5.2 **Each Government Ministry and Public Service Organization to Develop their respective Web-site**					
Each Government Ministry and Public Service Organization to develop its Web-site by 2002	2002		🟨		🟥
G5.3 **Each Government Ministry and Public Service Organization Web-site to be linked to the GOR Official Web site**					
Each Government Ministry and Public Service Organization Web-site to be linked to the GOR Official Web site by 2002	2002		🟨		🟥
P2.6 **Develop and provide a 6-month computer hardware vocational course in the repair and servicing of computers targeted at school leavers to generate manpower for the local computer repair and servicing industry.**					
The NVTC Training Centers, NUR, KIST and other interested private and public ICT training institutions and establishments to develop and run and a 6-month Certificate Vocational course in computer hardware repair and servicing in collaboration with public and private technical vocational institutions by 2002	2002			🟦	🟥
P3.3 **Implement a National Project to set-up pilot public STPs in public institutions like NUR, KIST and in specially established Technology, Research and Development Parks**					
Set up a pilot public STPs at NUR, KIST and in specially established Technology, Research and Development Parks by 2002	2002			🟦	🟥
P7.2 **Ministry of Education to implement an initiative aimed at encouraging the Universities and Colleges to develop and offer special degree programmes targeted at producing Software Development oriented Applied Mathematics Graduates**					
Initiative to train Software Development oriented Applied Mathematics Graduates at the country's Universities and Colleges to begin by 2003	2003		🟨		🟥
C6.1 **Initiatives to increase the enrolment of women in ICT related educational and training programme in the Universities and Colleges**					
Ministry of Education in collaboration with the Ministry of Gender and the Universities to by 2001 commission a report on how best to increase the enrolment of girls on ICT-related programmed in the Higher Institutions of Learning	2001			🟦	🟥
All Universities and Colleges to put in place and implement an admission policy targeted at ICT-related programmes that positively discriminate in favour of women by 2002	2002		🟨		🟥
All Universities and Colleges to achieve a 50:50 (or better) male-to-female admission rate on all ICT-related programmes by 2005	2005		🟨		🟥

C6.5	**Initiatives to encourage girls to undertake science and technology education and training programmes**				
Ministry of Education to by 2001 develop and put in place a comprehensive policy and guidelines for promoting and facilitating the enrolment of girls in science and technology education and training programmes throughout the Rwandan school system	2001			■	■
The Universities and Colleges to by 2001 put in place and implement policies aimed at increasing (on an annual basis) the enrolment of female students on science and technology programmes.	2001			■	■
Ministry of Education to by 2002 put in place an initiative to increase the number of female science and technical teachers in the primary, secondary, vocational and technical schools	2002			■	■
The Ministry of Education to by 2002 institute an annual scholarship programme aimed at needy but bright girls that want to embark on science and technology education at the school level or at the University and College level.	2002			■	■
Universities and Colleges to institute by 2002 their own scholarships and financial support programmes targeted at needy female students embarking on science and technology courses.	2002			■	■
Ministry of Gender and Women in Development to by 2002 institute an annual Presidential Award to be awarded by the President to the Best Female Science Student in each Prefecture at the Secondary School Leaving Certificate Examinations.	2002			■	■
The Universities and Colleges to institute annual award for Best Female Science and Technology student from each of the Science and Technology Faculties.	-		■		■
L3.5	**Implement the programme to set up Information Technology Divisions or Directorate (ITSDs) in Government Ministries and Public Service Organizations**				
All Government Ministries including the Office of the President and the Office of the Prime Minister to set-up their ITSD by 2002	2002	■			

KIST

		Due Date	Completed	Wk in Progress	Not Completed	Roll Over
H5.1	**Implement a Special Basic Computing and Internet Usage Training Programme for all Ministers and Secretary Generals as well as for Chief Executives and Senior staff of Public Sector Organizations (PSOs)**					
All Ministers and Secretary Generals, as well as Chief Executives and Senior staff of (PSOs) should be trained in the use of Computers and the Internet by 2001		2001			(blue)	(red)
H5.2	**Implement a Special Basic Computing and Internet Usage Training in all Ministries and Public Sector Organizations (PSOs) for the User Staff from Directors and down**					
About 40% of the staff of each Ministry and PSO (including the National Transitional Assembly) should be trained in basic computing and Internet usage by 2002		2002	(green)			
About 80% - 100% of the staff of each Ministry and PSO should be trained in basic computing and Internet usage by 2004				(yellow)		(red)
H5.3	**Introduce Special Professional Level ICT Training Programmes to train and upgrade the skill of professional IT staff in all Ministries and Public Sector Organizations including the National Transitional Assembly**					
Each Ministry and PSO depending on size and its operations should train/recruit a skeleton computer professional staff in the relevant key skill areas by 2002		2002	(green)			
Each Ministry and PSO should by 2004 train/recruit all the required professional computer staff (Programmers and Systems Developers, Network Managers, Engineers/Technicians, Computer Technicians etc)		2004		(yellow)		(red)
H5.4	**Implement a 'Office Space-for-Service' Initiative aimed at enabling Government Ministries and PSOs to rent their an utilized office space to private computer service provision companies**					
The Ministry of Public Works, Transport and Communication in collaboration with the Ministry of Public Service to Commission a Report to set-out the Guidelines for Implementing the 'Office Space-for-Service' Initiative by 2001		2001			(blue)	(red)
Implement the 'Office Space-for-Service' initiative starting from 2002		2002			(blue)	(red)
H6.1	**Institute periodic on-going short-term training programmes, workshops and seminars in management; policy formulation, execution and monitoring for selected number of civil servants from Government Ministries and PSOs**					
Short Term Target: Train 50% of suitably identified civil and public servants in each Ministry or PSO by 2002		2002		(yellow)		(red)

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Target	Year					
Long term Target: Train all suitably identified civil and public servants in each Ministry or PSO by 2004	2004			■ (yellow)		■ (red)
H7.1 Train adequate number of Business Professionals, namely: Accountants, Bankers and Financial Service Personnel, Lawyers, Marketing and Sales Personnel and other Professional Corps for the Service Sector						
Short-term Targets: Increase, by 2003, the Annual enrollment of students taking Business Professional level courses in Universities and Colleges by 30% to 50%. Upgrade the skill of Junior to middle level Business Professionals in Private Sector Establishments within the Service Sector and the ICT Industry by Year 2003 Upgrade the skill of Junior to middle level Business Professional Civil Servants in Key Ministries linked to the Service Sector or the ICT Industry by Year 2003	2003			■ (yellow)		■ (red)
Long-term Targets: Increase, by 2005, the Annual enrollment of students taking Business Professional level courses in Universities and Colleges by 50% to 75%.	2004			■ (yellow)		■ (red)
H7.2. Train adequate number of Computer Professionals namely: Computer Scientists, System Developers and Analysts, Network and Telecommunication Engineers and Technicians, Programmers, Software Developers, Web and Content Developers						
Short term Target: Increase, by 2003, the Annual enrollment of students taking Computer Professional level courses in Universities and Colleges by 30% to 50%.	2003			■ (yellow)		■ (red)
Long term Target: Increase, by 2005, the Annual enrollment of students taking Science and Engineering Courses in the Universities and Colleges from 50% to 75%.	2005			■ (yellow)		■ (red)
H8.1 Improve the facilities of NUR, KIST and KIE and make the necessary resources available to them to enable them increase enrollment of students on ICT-related courses and to introduce additional ICT types of programmes at the certificate, diploma and degree levels.						
Improve and upgrade on an on-going basis (within the time-frame of NICI-2005) the computing facilities and resources of the NUR, KIST and the KIE to accommodate additional students on ICT programmes.	2005			■ (yellow)		■ (red)
The Government (within the time-frame of NICI-2005) to increase the respective annual budgets of the NUR, KIST and the KIE by 50% to 75% to facilitate the acquisition of additional resources and facilities to meet increase in the enrollment of students on ICT-related programmes.	2005			■ (yellow)		■ (red)

Ref	Description	Year					
E6.3	**Train adequate number of Computer Professionals namely: Computer Scientists, System Developers and Analysts, Network and Telecommunication Engineers and Technicians, Programmers, Software Developers, Web and Content Developers**						
	Phase 1: Train and deploy the 1st Batch of **n/3** Teachers by 2001 (**n** is the critical mass of Computer Literacy Teachers- CLTs)	2001				(blue)	(red)
	Phase 2: Train and deploy the 2nd Batch of **n/3** additional Teachers by 2002	2002				(blue)	(red)
	Phase 3: Train and deploy the 3rd Batch of **n/3** additional Teachers by 2003	2003				(blue)	(red)
	Phase 4: Train CLTs annually thereafter to fill vacancies and to achieve the required critical mass of 'one CLT per school' by 2005	2005			(yellow)		(red)
E6.4	**Teacher Training Colleges, Universities and other Colleges providing Teacher Training Education Programmes to make Computer Studies and Basic Computing an integral and a compulsory subject of these Programmes.**						
	Ministry of Education to by 2001 issue and enforce a directive that will require Teacher Training Colleges, Universities and other Colleges to make Computer Studies and Basic Computing an integral and a compulsory subject within Teacher Training Education Programmes.	2001			(yellow)		(red)
E8.1	**Implement a programme to set up Computer Science or Computing Departments in Universities and Colleges without these Departments.**						
	Universities and Colleges without Computer Science or Computing Department to set up one by 2002.	2002	(green)				
E8.1	**Implement a programme to set up Computer Science or Computing Departments in Universities and Colleges without these Departments.**						
	Universities and Colleges without Computer Science or Computing Department to set up one by 2002.	2002			(yellow)		(red)
	Universities and Colleges to at least triple their output of Computer Science, Computer Tech./Engineering, Electronic and Electrical Engineering Graduates by 2005	2005			(yellow)		(red)
E8.3	**Universities and Colleges to equip all their Departments with Computer Systems**						
	Departments within all Universities and Colleges to have access to computers by 2002.	2002			(yellow)		(red)
E8.4	**Universities and Colleges in collaboration with the Ministry of Education to in the first instance make computer education and training an integral part of all certificate, diploma and degree level programmes and later on make computer course module a compulsory component of all University and College level courses and programmes**						
	Computer education and training to be made an integral component of all certificate, diploma	2002	(green)				

	Year					
and degree level programme at the Universities and Colleges by 2002.			🟩			
Computer Course Module to be made a compulsory component of all Diploma, Degree and Certificate courses and programmes offered at all Rwandan Universities, and Colleges by 2004	2004		🟩			
E8.5 **Internet Access to be made available to all Staff and Students at the Universities and Colleges**						
All Departments in Universities and Colleges to have access to the Internet by 2002	2002		🟩			
E8.6 **Improve and upgrade the resources and facilities of the existing Computer Science, Computer Tech./Engineering and related Departments in the Universities and Colleges**						
Improve and upgrade the resources and facilities of the existing Computer Science, Computer Tech./Engineering and related Departments in the Universities and Colleges during the time-frame of NICI-2005	2005		🟩			
E8.7 **Set-up and operationalize on a phase-by-phase basis the proposed *Rwandan Academic & Research Network (RARN)* – Linking all Institutions of Higher Education into a Wide Area Network with a Gateway to the Internet.**						
Phase 1: Implement and complete the 1st phase of the RARN Project to link NUR, KIST, KIE, KIH by 2001	2001				🟦	🟥
Phase 2: Extend the RARN Project to link other Higher Institutions including National Research Institutes and Centers by 2003	2003				🟦	🟥
E8.8 **Universities and Colleges to facilitate the setting-up of Campus Companies/Units or Industrial Facilities and Parks to serve as Incubators for ICT-related production and service provision activities.**						
Begin the setting-up of ICT-related Campus Companies or Industrial Facilities in selected Universities and Colleges by 2002	2002				🟦	🟥
Begin the setting-up of Software Technology Parks (STPs) in selected Universities by 2002	2002				🟦	🟥
Universities and Colleges to set-up other campus companies during the time-frame of NICI-2005	2005				🟦	🟥
E8.9 **Rwandan Institutions of Higher Learning and the National Research Institutes to implement a programme aimed at promoting academic and research collaboration and twining arrangements with International Centers of Excellence in ICT-related Research, Education or Training**						
At least two linkages with International Centers of Excellence in ICT to be established by each	2003			🟨		🟥

Item	Year					
University, College or National Research Institute by 2003				yellow		red
E8.10 **Universities, Colleges and National Research Institutes to set-up ICT R&D Units/Centers**						
ICT R&D Units/Centers to be set up in a selected number of Universities and Colleges by 2003.	2003				blue	red
All Universities and Colleges to have R&D Centers by 2005	2005				blue	red
E9.1 **The Ministry of Education in Collaboration with the Universities and Colleges to set up an AdHoc Team to prepare a Project Report for the implementation of Electronic Distance Education and Training (EDET) in Higher Educational Institutions**						
Set-up the EDET Project Report Team by 2001	2001				blue	red
Commission and complete the EDET in Higher Educational Institutions Project Report and Plan by 2001	2001				blue	red
E9.2 **Ministry of Education to launch a Programme to implement EDET in the Higher Educational Institutions using the Internet, Educational and Multimedia presentation and delivery technologies.**						
Fast track Universities and Colleges to launch the implementation of EDET programmes by 2002	2002			yellow		red
All other Universities and Colleges to launch the implementation of EDET programmes by 2003	2003			yellow		red
E9.3 **Universities and Colleges to provide a selection of their courses and programmes to the public by EDET using the Internet, Educational and Multimedia presentation and delivery technologies.**						
Fast track Universities and Colleges to offer their courses and programmes to the public via EDET by 2003	2003				blue	red
All other Universities and Colleges to offer their courses and programmes to the public via EDET by 2004	2004				blue	red
E9.5 **The Ministry of Education to launch the *National Life-Long Learning Initiative* (NLLI) to promote and facilitate the concept of Life Long Learning in Rwanda.**						
Ministry of Education to Launch the NLLI by 2002	2002				blue	red
Put in place Structures, Mechanisms to implement the NLLI starting from 2003	2003				blue	red
G1.1 **All Government Ministries, and Public Service Organizations (PSOs) and other relevant NICI-2005 Plan implementation agencies, establishments and entities to respectively set up a Plan Execution and Coordination Committee (PECC)**						
All Government Ministries, PSOs and other identified NICI-2005 Implementation Agencies,	2001	green				

	Description / Milestone	Year					
	Establishments and Entities to set up their respective PECC by early 2001		🟩				
G1.2	**All Ministries, PSOs and other NICI-Plan Implementation Entities to submit the list of the PECC members to the NITC and the ICT Advisor to the President**						
	List of members of PECCs to be submitted to the NITC and the ICT Advisor to the President by mid 2001	2001	🟩				
G2.1	**All Government Ministries, Public Service Organizations (PSOs) as well as the National Transitional Assembly to develop their respective *ICT Policy Statement* on the deployment and exploitation of ICTs to support their organizational activities and operations within the framework of the NICI-2005 Plan.**						
	Each Government Ministry and PSO to formulate and make public their respective *ICT Policy Statement* by early 2001.	2001	🟩				
	Each Government Ministry and PSO to make available a copy of its *ICT Policy Statement* to NITC and the ICT Advisor to President by mid. 2001	2001	🟩				
G2.2	**All Government Ministries, GOR Establishments, Public Service Organizations (PSOs) and the National Transitional Assembly to set-up their Information Technology Services Division or Directorate (ITSD).**						
	Fast Track Government Ministries and PSOs to set up their ITSD by 2001	2001	🟩				
	All other Government Ministries and PSOs to set-up their ITSD by 2002	2001	🟩				
G2.3	**The Kick-Start-Your-ITSD Programme**						
	Each Government Ministry (including the Office of the President and the Office of the Prime Minister), PSO and the National Transitional Assembly to set-up their respective skeleton ITSD by 2001 using the team trained under *A Fast-Track ICT Training Programme*	2001	🟩				
G2.4	**All Government Ministries and PSOs to develop their 5-Year IT Plan within the framework of the NICI-2005 Plan.**						
	All Government Ministries (including the Office of the President and the Office of the Prime Minister) the PSOs and the National Transitional Assembly to develop their respective Five Year IT Plan by late 2001	2001			🟨		🟥
G2.5	**All Government Ministries, PSOs and the National Transitional Assembly to develop annual IT Budgets (within the time-frame of NICI-2005) to implement their respective IT Plans.**						
	All Government Ministries (including the Office of the President and the Office of the Prime Minister) the PSOs and the National Transitional Assembly depending on their size, and	2005			🟨		🟥

Description	Year					
operations to set aside (during the time-frame of NICI-2005) 5-10% of its annual budget as IT Budget to cover the purchase of IT products, services and training				[yellow]		[red]
G2.6 **Programme for Organizational Process Re-engineering of Government Ministries and PSOs to facilitate Administrative Efficiency and Improved Service Delivery.**						
All Government Ministries and PSOs to by 2001 investigate the need to undertake a process re-engineering task before embarking on computerization	2001			[yellow]		[red]
G3.1 **Government Ministries, PSOs and the National Transitional Assembly to commission an Organization-wide Corporate Network Implementation Report**						
Each Government Ministry and PSO and the National Transitional Assembly to commission and complete its Organization-wide Corporate Network Implementation Report by 2002	2002	[green]				
G3.2 **Each Government Ministries, PSOs and the National Transitional Assembly to implement a flexible organization-wide corporate network.**						
Fast-Track Government Ministries and PSOs to implement their corporate network (at least at the organizational headquarters) by 2002	2002				[blue]	[red]
G3.3 **Each Government Ministry or PSO to identify and develop for its specific use relevant computer-based applications, information and database systems to support its administrative and service delivery activities.**						
Fast-Track Government Ministries and PSOs to implement their mission-critical computer-based applications, information and database systems by 2002.	2002			[yellow]		[red]
All other Government Ministries and PSOs to implement their mission-critical computer-based applications, information and database systems by 2003.	2003			[yellow]		[red]
Fast-Track Government Ministries and PSOs to implement their non-critical computer-based applications, information and database systems by 2003.	2003			[yellow]		[red]
All other Government Ministries and PSOs to implement their non-critical computer-based applications, information and database systems by 2004	2004			[yellow]		[red]
G3.4 **Each Government Ministry or PSO to connect their corporate network to GOV-NeT**						
Fast-track Government Ministries and PSOs to connect their corporate network to GOV-NeT by 2003	2003				[blue]	[red]
All other Government Ministries and PSOs to connect their corporate network to GOV-NeT by 2004	2004				[blue]	[red]

G3.5	**Each Government Ministry or PSO to spread access to the Internet within their organization**					
All Government Ministries and PSOs to spread access to the Internet within their respective establishments by 2003	2003		🟨		🟥
G4.2	**Implement the Nodes of GOV-NeT**					
Implement the core system of GOV-NeT by 2002 2003	2003			🟦	🟥
Corporate Networks (nodes) of Fast track Ministries to be connected to GOV-NeT by 2003	2003			🟦	🟥
Corporate Network of other Ministries to be connect to GOV-NeT by 2004	2004			🟦	🟥
G5.2	**Each Government Ministry and Public Service Organization to Develop their respective Web-site**					
Each Government Ministry and Public Service Organization to develop its Web-site by 2002	2002	🟩			
G5.3	**Each Government Ministry and Public Service Organization Web-site to be linked to the GOR Official Web site**					
Each Government Ministry and Public Service Organization Web-site to be linked to the GOR Official Web site by 2002	2002			🟦	🟥
P2.6	**Develop and provide a 6-month computer hardware vocational course in the repair and servicing of computers targeted at school leavers to generate manpower for the local computer repair and servicing industry.**					
The NVTC Training Centers, NUR, KIST and other interested private and public ICT training institutions and establishments to develop and run and a 6-month Certificate Vocational course in computer hardware repair and servicing in collaboration with public and private technical vocational institutions by 2002	2002		🟨		🟥
P3.3	**Implement a National Project to set-up pilot public STPs in public institutions like NUR, KIST and in specially established Technology, Research and Development Parks**					
Set up a pilot public STPs at NUR, KIST and in specially established Technology, Research and Development Parks by 2002	2002		🟨		🟥
P7.2	**Ministry of Education to implement an initiative aimed at encouraging the Universities and Colleges to develop and offer special degree programmes targeted at producing Software Development oriented Applied Mathematics Graduates**					

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		Year					
Initiative to train Software Development oriented Applied Mathematics Graduates at the country's Universities and Colleges to begin by 2003		2003			🟨		🟥
C6.1	**Initiatives to increase the enrolment of women in ICT related educational and training programme in the Universities and Colleges**						
Ministry of Education in collaboration with the Ministry of Gender and the Universities to by 2001 commission a report on how best to increase the enrolment of girls on ICT-related programmes in the Higher Institutions of Learning		2001			🟨		🟥
All Universities and Colleges to put in place and implement an admission policy targeted at ICT-related programmes that positively discriminate in favour of women by 2002		2002			🟨		🟥
All Universities and Colleges to achieve a 50:50 (or better) male-to-female admission rate on all ICT-related programmes by 2005		2005			🟨		🟥
C6.5	**Initiatives to encourage girls to undertake science and technology education and training programmes**						
Ministry of Education to by 2001 develop and put in place a comprehensive policy and guidelines for promoting and facilitating the enrolment of girls in science and technology education and training programmes throughout the Rwandan school system		2001			🟨		🟥
The Universities and Colleges to by 2001 put in place and implement policies aimed at increasing (on an annual basis) the enrolment of female students on science and technology programmes.		2001			🟨		🟥
Ministry of Education to by 2002 put in place an initiative to increase the number of female science and technical teachers in the primary, secondary, vocational and technical schools		2002			🟨		🟥
Universities and Colleges to institute by 2002 their own scholarships and financial support programmes targeted at needy female students embarking on science and technology courses.		2002			🟨		🟥
Ministry of Gender and Women in Development to by 2002 institute an annual Presidential Award to be awarded by the President to the Best Female Science Student in each Prefecture at the Secondary School Leaving Certificate Examinations.		2002			🟨		🟥
Ministry of Gender and Women in Development to by 2002 institute an annual Presidential Award to be awarded by the President to the Best Female Science Student in each Prefecture at the Secondary School Leaving Certificate Examinations.		2002			🟨		🟥
The Universities and Colleges to institute annual award for Best Female Science and Technology student from each of the Science and Technology Faculties.		-			🟨		🟥
L3.5	**Implement the programme to set up Information Technology Divisions or Directorate (ITSDs) in Government Ministries and Public Service Organizations**						
All Government Ministries including the Office of the President and the Office of the Prime		2002	🟩				

	Minister to set-up their ITSD by 2002			🟩			

MINISTRY OF DEFFENCE (MOD)

H5.1	Implement a Special Basic Computing and Internet Usage Training Programme for all Ministers and Secretary Generals as well as for Chief Executives and Senior staff of Public Sector Organizations (PSOs)	Due Date	Completed	Wk in Progress	Not Completed	Roll Over
	All Ministers and Secretary Generals, as well as Chief Executives and Senior staff of (PSOs) should be trained in the use of Computers and the Internet by 2001	2001	🟩			
H5.2	Implement a Special Basic Computing and Internet Usage Training in all Ministries and Public Sector Organizations (PSOs) for the User Staff from Directors and down.					
	About 40% of the staff of each Ministry and PSO (including the National Transitional Assembly) should be trained in basic computing and Internet usage by 2002.	2002	🟩			
	About 80% - 100% of the staff of each Ministry and PSO should be trained in basic computing and Internet usage by 2004	2004	🟩			
	About 80% - 100% of the staff of each Ministry and PSO (including the National Transitional Assembly) should be trained in basic computing and Internet usage by 2004	2004	🟩			
H5.3	Introduce Special Professional Level ICT Training Programmes to train and upgrade the skill of professional IT staff in all Ministries and Public Sector Organizations including the National Transitional Assembly					
	Each Ministry and PSO (including the National Transitional Assembly) depending on size and its operations should train/recruit a skeleton computer professional staff in the relevant key skill areas by 2002.	2002	🟩			
	Each Ministry and PSO (including the National Transitional Assembly) depending on size and its operations should by 2004 train/recruit all the required professional computer staff (Programmers and Systems Developers, Network Managers, Engineers and Technicians, Computer Technicians etc)	2004	🟩			
H5.4	Implement a *'Office Space-for-Service'* Initiative aimed at enabling Government Ministries and PSOs to rent their an utilized office space to private computer service provision companies					
	The Ministry of Public Works, Transport and Communication in collaboration with the Ministry	2001			🟦	🟥

of Public Service to Commission a Report to set-out the Guidelines for Implementing the *'Office Space-for-Service'* Initiative by 2001						🟦	🟥
Implement the *'Office Space-for-Service'* initiative starting from 2002.	2002					🟦	🟥
H6.1	**Institute periodic on-going short-term training programmes, workshops and seminars in management; policy formulation, execution and monitoring for selected number of civil servants from Government Ministries and PSOs**						
Short Term Target: Train 50% of suitably identified civil and public servants in each Ministry or PSO by 2002	2002	🟩					
Long term Target: Train all suitably identified civil and public servants in each Ministry or PSO by 2004	2004	🟩					
E7.1	**Ministry of Defense and National Security to Commission the development of a project proposal for a *6-Month Computer Training Programme* for Serving, Retire and Demobilized Military Personnel**						
The *'Computer-Skills for the Military'* Certificate Programme Report to be commission and completed by 2001	2001	🟩					
E7.2	**Ministry of Defense and National Security in collaboration with the Ministry of Education to identify Training Institutions to implement the *'Computer-Skills for the Military'* Certificate Programme.**						
Complete identification of training institutions by 2001	2001		🟨				🟥
E7.3	**Ministry of Defense and National Security to implement Computer Training Programme for Military Personnel on a phase-by-phase basis**						
Starting from 2001, train batches of serving Military Personnel from the MOD Headquarters and other Field Units in basic computing and Internet usage	2001	🟩					
Starting from 2002, train batches of retired and demobilized Military Personnel to serve as computer teachers in schools and Drop-in-IT Centers for the Youth and the unemployed.	2002	🟩					
Starting from 2002 train a special corps of servicing, retired and demobilized Military Personnel as computer technicians to install maintain and repair computer systems in Government Ministries and PSOs and private sector organizations	2002	🟩					
Starting from 2003 train demobilized Military Personnel in computer and entrepreneurial skills with the prospect of starting their own ICT service provision businesses within the cottage industry or the service sector	2003	🟩					
E10.3	**Special Initiative to deploy the expertise of ICT-trained serving, retired and demobilized military personnel to serve as a special IT corps for IT penetration in rural area schools.**						
Ministry of Education in collaboration with the Ministry of Defense and National Security and	2003		🟨				🟥

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	Year					
to by 2003 put in place a package and a programme to facilitate the deployment of ICT Military personnel in rural area schools				YELLOW		RED
G1.1 **All Government Ministries, and Public Service Organizations (PSOs) and other relevant NICI-2005 Plan implementation agencies, establishments and entities to respectively set up a Plan Execution and Coordination Committee (PECC)**						
All Government Ministries, PSOs and other identified NICI-2005 Implementation Agencies, Establishments and Entities to set up their respective PECC by early 2001	2001	GREEN				
G1.2 **All Ministries, PSOs and other NICI-Plan Implementation Entities to submit the list of the PECC members to the NITC and the ICT Advisor to the President**						
List of members of PECCs to be submitted to the NITC and the ICT Advisor to the President by mid 2001	2001				BLUE	RED
G2.1 **All Government Ministries, Public Service Organizations (PSOs) as well as the National Transitional Assembly to develop their respective *ICT Policy Statement* on the deployment and exploitation of ICTs to support their organizational activities and operations within the framework of the NICI-2005 Plan.**						
Each Government Ministry and PSO to formulate and make public their respective *ICT Policy Statement* by early 2001.	2001				BLUE	RED
Each Government Ministry and PSO to make available a copy of its *ICT Policy Statement* to NITC and the ICT Advisor to President by mid. 2001	2001				BLUE	RED
G2.2 **All Government Ministries, GOR Establishments, Public Service Organizations (PSOs) and the National Transitional Assembly to set-up their Information Technology Services Division or Directorate (ITSD).**						
Fast Track Government Ministries and PSOs to set up their ITSD by 2001	2001	GREEN				
All other Government Ministries and PSOs to set-up-their ITSD by 2002	2002	GREEN				
G2.3 **The Kick-Start-Your-ITSD Programme**						
Each Government Ministry (including the Office of the President and the Office of the Prime Minister), PSO and the National Transitional Assembly to set-up their respective skeleton ITSD by 2001 using the team trained under *A Fast-Track ICT Training Programme*	2001	GREEN				
G2.4 **All Government Ministries and PSOs to develop their 5-Year IT Plan within the framework of the NICI-2005 Plan.**						
All Government Ministries (including the Office of the President and the Office of the Prime Minister) the PSOs and the National Transitional Assembly to develop their respective Five Year IT Plan by late 2001	2001				BLUE	RED
G2.5 **All Government Ministries, PSOs and the National Transitional Assembly to develop annual IT Budgets (within the time-frame of NICI-2005) to implement**						

		Year					
	their respective IT Plans.						
	All Government Ministries (including the Office of the President and the Office of the Prime Minister) the PSOs and the National Transitional Assembly depending on their size, and operations to set aside (during the time-frame of NICI-2005) 5-10% of its annual budget as IT Budget to cover the purchase of IT products, services and training	2005				🟦	🟥
G3.1	**Government Ministries, PSOs and the National Transitional Assembly to commission an Organization-wide Corporate Network Implementation Report**						
	Each Government Ministry and PSO and the National Transitional Assembly to commission and complete its Organization-wide Corporate Network Implementation Report by 2002	2002	🟩				
G3.2	**Each Government Ministries, PSOs and the National Transitional Assembly to implement a flexible organization-wide corporate network.**						
	Fast-Track Government Ministries and PSOs to implement their corporate network (at least at the organizational headquarters) by 2002.	2002	🟩				
	All other Government Ministries and PSOs to implement their corporate network (at least at the organizational headquarters) by 2003.	2003	🟩				
G3.3	**Each Government Ministry or PSO to identify and develop for its specific use relevant computer-based applications, information and database systems to support its administrative and service delivery activities.**						
	Fast-Track Government Ministries and PSOs to implement their mission- critical computer-based applications, information and database systems by 2002.	2002		🟨			🟥
	All other Government Ministries and PSOs to implement their mission- critical computer-based applications, information and database systems by 2003.	2003		🟨			🟥
	Fast-Track Government Ministries and PSOs to implement their non-critical computer-based applications, information and database systems by 2003.	2003		🟨			🟥
	All other Government Ministries and PSOs to implement their non-critical computer-based applications, information and database systems by 2004.	2004		🟨			🟥
G3.4	**Each Government Ministry or PSO to connect their corporate network to GOV-NeT**						
	Fast-track Government Ministries and PSOs to connect their corporate network to GOV-NeT by 2003.	2003				🟦	🟥
	All other Government Ministries and PSOs to connect their corporate network to GOV-NeT by 2004.	2004				🟦	🟥
G3.5	**Each Government Ministry or PSO to spread access to the Internet within their organization**						
	All Government Ministries and PSOs to spread access to the Internet within their respective	2003	🟩				

Item	Year					
establishments by 2003		green				
G4.2 **Implement the Nodes of GOV-Net**						
Implement the core system of GOV-NeT by 2002	2002				blue	red
Corporate Networks (nodes) of Fast track Ministries to be connected to GOV-NeT by 2003	2003				blue	red
Corporate Network of other Ministries to be connect to GOV-NeT by 2004	2004				blue	red
G5.2 **Each Government Ministry and Public Service Organization to Develop their respective Web-site**						
Each Government Ministry and Public Service Organization to develop its Web-site by 2002.	2002		yellow			red
G5.3 **Each Government Ministry and Public Service Organization Web-site to be linked to the GOR Official Web site**						
Each Government Ministry and Public Service Organization Web-site to be linked to the GOR Official Web site by 2002.	2002				blue	red
G6.2 **Other relevant Ministries and Public Sector Organizations to implement suitable GIS applications under the auspices of the National GIS Project to support their respective administrative and service delivery services**						
Relevant Ministries to implement their component of the National GIS Project and implement 50% of their relevant GIS applications by 2003	2003				blue	red
Relevant Ministries to implement 100% of their GIS applications by 2005	2005				blue	red
Relevant Ministries to implement their component of the National GIS Project and implement 50% of their relevant GIS applications by 2003	2003				blue	red
Relevant Ministries to implement 100% of their GIS applications by 2005						
G7.3 **Military Personnel Information System (MIPIS)**						
Ministry of Defense and National Security to Commission and complete the Project Report for developing MIPIS by 2002.	2002		yellow			red
Develop MIPIS by 2004	2004				blue	red
G8.2 **Government Electronic Procurement and Settlement System (GEPSS) Project**						
Commission and complete the GEPSS Project Implementation Report by 2002.	2002				blue	red
Implement a fully operational Government Electronic Procurement and Settlement System (GEPSS) by 2004.	2004				blue	red
G8.3 **The Public Information Kiosks (PIKs) Initiative**						
Commission and complete the PIK Initiative Implementation Report by 2002	2002				blue	red
Begin the implementation of the PIK Initiative by 2004	2004				blue	red

G8.4	**The Smart Government Initiative (SGI) – Private Sector Partnership Programme**					
Commission and complete the *SGI-Private Sector Partnership* Report by 2002	2002				🟦	🟥
Begin pilot implementation of the *SGI-Private Sector Partnership* Programme by 2004	2004				🟦	🟥
P9.1	**Commission a Report on the establishment of a *Foundation for Military Engagement in Commerce* (FMEC) to serve as a National Agency for promoting and facilitating the involvement of serving, retired and demobilize military personnel as well as military establishments, organizations and associations in commercial ventures**					
Ministry of Defense and National Security to Commission and complete the FMEC Report by 2001	2001				🟦	🟥
Set-up FMEC by 2002	2002					
P9.2	**Implement an initiative to set-up Army Business Co-operatives (ABCs) and Army Business Entities (ABEs) to engage in business and commercial activities in all sectors of the economy.**					
Ministry of Defense and National Security to Commission and complete a Report on the Guidelines for setting-up ABCs and ABEs by 2002	2002		🟨			🟥
Begin setting up ABCs and ABEs by 2003	2003		🟨			🟥
P9.3	**Set-up a *'Military Fund for Entrepreneurship'* (MFE) under the auspices of FMEC to serve as a Special Fund to provide seed money, grants, start-up capital, and loans to ABC, ABEs and other qualified military personnel and organizations to facilitate their involvement in commercial ventures**					
Ministry of Defense and National Security in collaboration with FMEC to set-up and launch the '*Military Fund for Entrepreneurship'* (MFE) by late 2002	2002	🟩				
Ministry of Defense and National Security in collaboration with FMEC to set-up and launch the '*Military Fund for Entrepreneurship'* (MFE) by late 2002	2002	🟩				
The initial capital endowment of MFE should be increased by 50% by 2005	2005	🟩				
P9.4	**FMEC to develop on a pilot basis a number of ICT-related businesses ventures to kick-start the setting up of ABCs and ABEs in ICTs.**					
FMEC to develop on a pilot basis ICT-related business ventures to kick-start the setting up of ABCs and ABEs in ICTs by 2003					🟦	🟥

MINISTRY OF FOREIGN AFFAIRS AND REGIONAL COOPERATION

		Due Date	Completed	Wk in Progress	Not Completed	Roll Over
H5.1	**Implement a Special Basic Computing and Internet Usage Training Programme for all Ministers and Secretary Generals as well as for Chief Executives and Senior staff of Public Sector Organizations (PSOs)**					
All Ministers and Secretary Generals, as well as Chief Executives and Senior staff of (PSOs) should be trained in the use of Computers and the Internet by 2001		2001	🟩			
H5.2	**Implement a Special Basic Computing and Internet Usage Training in all Ministries and Public Sector Organizations (PSOs) for the User Staff from Directors and down**					
About 40% of the staff of each Ministry and PSO (including the National Transitional Assembly) should be trained in basic computing and Internet usage by 2002		2002	🟩			
About 80% - 100% of the staff of each Ministry and PSO should be trained in basic computing and Internet usage by 2004		2004	🟩			
H5.3	**Introduce Special Professional Level ICT Training Programmes to train and upgrade the skill of professional IT staff in all Ministries and Public Sector Organizations including the National Transitional Assembly**					
Each Ministry and PSO depending on size and its operations should train/recruit a skeleton computer professional staff in the relevant key skill areas by 2002		2002				
Each Ministry and PSO should by 2004 train/recruit all the required professional computer staff (Programmers and Systems Developers, Network Managers, Engineers/Technicians, Computer Technicians etc)		2004	🟩		🟦	🟥
H6.1	**Institute periodic on-going short-term training programmes, workshops and seminars in management; policy formulation, execution and monitoring for selected number of civil servants from Government Ministries and PSOs**					
Short Term Target: Train 50% of suitably identified civil and public servants in each Ministry or PSO by 2002		2002	🟩			
Long term Target: Train all suitably identified civil and public servants in each Ministry or PSO by 2004		2004	🟩			
E4.6	**The Ministry of Foreign Affairs, through the Diplomatic Missions Abroad to publicize and promote the new *Vision for Rwanda* (*VfR*) and the role that ICTs will be playing as part of Government policy to transform the Rwandan society and economy.**					
Implement by 2001, the '*Image of Rwanda*' Initiative focusing on promoting abroad the new *Vision for Rwanda* (*VfR*) and the role that ICTs will be playing as part of Government policy to transform the		2001			🟦	🟥

Rwandan society and economy.					🟦	🟥
G1.1 **All Government Ministries, and Public Service Organizations (PSOs) and other relevant NICI-2005 Plan implementation agencies, establishments and entities to respectively set up a Plan Execution and Coordination Committee (PECC)**						
All Government Ministries, PSOs and other identified NICI-2005 Implementation Agencies, Establishments and Entities to set up their respective PECC by early 2001	2001				🟦	🟥
G1.2 **All Ministries, PSOs and other NICI-Plan Implementation Entities to submit the list of the PECC members to the NITC and the ICT Advisor to the President**						
List of members of PECCs to be submitted to the NITC and the ICT Advisor to the President by mid 2001	2001	🟩				
G1.2 **All Ministries, PSOs and other NICI-Plan Implementation Entities to submit the list of the PECC members to the NITC and the ICT Advisor to the President**						
List of members of PECCs to be submitted to the NITC and the ICT Advisor to the President by mid 2001	2001	🟩				
G2.1 **All Government Ministries, Public Service Organizations (PSOs) as well as the National Transitional Assembly to develop their respective *ICT Policy Statement* on the deployment and exploitation of ICTs to support their organizational activities and operations within the framework of the NICI-2005 Plan.**						
Each Government Ministry and PSO to formulate and make public their respective *ICT Policy Statement* by early 2001.	2001				🟦	🟥
Each Government Ministry and PSO to make available a copy of its *ICT Policy Statement* to NITC and the ICT Advisor to President by mid. 2001	2001				🟦	🟥
G2.2 **All Government Ministries, GOR Establishments, Public Service Organizations (PSOs) and the National Transitional Assembly to set-up their Information Technology Services Division or Directorate (ITSD).**						
Fast Track Government Ministries and PSOs to set up their IT by 2001	2001				🟦	🟥
All other Government Ministries and PSOs to set-up their ITSD by 2002	2002	🟩				
G2.3 **The Kick-Start-Your-ITSD Programme**						
Each Government Ministry (including the Office of the President and the Office of the Prime Minister), PSO and the National Transitional Assembly to set-up their respective skeleton ITSD by 2001 using the team trained under *A Fast-Track ICT Training Programme*	2001	🟩				
G2.4 **All Government Ministries and PSOs to develop their 5-Year IT Plan within the framework of the NICI-2005 Plan.**						

Description	Year					
All Government Ministries (including the Office of the President and the Office of the Prime Minister) the PSOs and the National Transitional Assembly to develop their respective Five Year IT Plan by late 2001	2001	GREEN				
G2.5 — **All Government Ministries, PSOs and the National Transitional Assembly to develop annual IT Budgets (within the time-frame of NICI-2005) to implement their respective IT Plans.**	*(shaded)*					
All Government Ministries (including the Office of the President and the Office of the Prime Minister) the PSOs and the National Transitional Assembly depending on their size, and operations to set aside (during the time-frame of NICI-2005) 5-10% of its annual budget as IT Budget to cover the purchase of IT products, services and training	2005	GREEN				
G2.6 — **Programme for Organizational Process Re-engineering of Government Ministries and PSOs to facilitate Administrative Efficiency and Improved Service Delivery.**	*(shaded)*					
All Government Ministries and PSOs to by 2001 investigate the need to undertake a process re-engineering task before embarking on computerization	2001			YELLOW		RED
G3.1 — **Government Ministries, PSOs and the National Transitional Assembly to commission an Organization-wide Corporate Network Implementation Report**	*(shaded)*					
Each Government Ministry and PSO and the National Transitional Assembly to commission and complete its Organization-wide Corporate Network Implementation Report by 2002	2002	GREEN				
G3.2 — **Each Government Ministries, PSOs and the National Transitional Assembly to implement a flexible organization-wide corporate network.**	*(shaded)*					
Fast-Track Government Ministries and PSOs to implement their corporate network (at least at the organizational headquarters) by 2002	2002	GREEN				
All other Government Ministries and PSOs to implement their corporate network (at least at the organizational headquarters) by 2003	2003	GREEN				
G3.3 — **Each Government Ministry or PSO to identify and develop for its specific use relevant computer-based applications, information and database systems to support its administrative and service delivery activities.**	*(shaded)*					
Fast-Track Government Ministries and PSOs to implement their mission-critical computer-based applications, information and database systems by 2002.	2002				BLUE	RED
All other Government Ministries and PSOs to implement their mission-critical computer-based applications, information and database systems by 2003.	2003	GREEN				
Fast-Track Government Ministries and PSOs to implement their non-critical computer-based applications, information and database systems by 2003.	2003	GREEN				
All other Government Ministries and PSOs to implement their non-critical computer-based applications, information and database systems by 2004.	2004	GREEN				

Code / Objective	Year					
G3.4 **Each Government Ministry or PSO to connect their corporate network to GOV-NeT**						
Fast-track Government Ministries and PSOs to connect their corporate network to GOV-NeT by 2003	2003				🟦	🟥
All other Government Ministries and PSOs to connect their corporate network to GOV-NeT by 2004	2004	🟩				
G3.5 **Each Government Ministry or PSO to spread access to the Internet within their organization**						
All Government Ministries and PSOs to spread access to the Internet within their respective establishments by 2003	2003	🟩				
G4.2 **Implement the Nodes of GOV-Net**						
Implement the core system of GOV-NeT by 2002	2002				🟦	🟥
Corporate Networks (nodes) of Fast track Ministries to be connected to GOV-NeT by 2003	2003				🟦	🟥
Corporate Network of other Ministries to be connect to GOV-NeT by 2004	2004			🟨		🟥
G5.2 **Each Government Ministry and Public Service Organization to Develop their respective Web-site**						
Each Government Ministry and Public Service Organization to develop its Web-site by 2002.	2002			🟨		🟥
G5.3 **Each Government Ministry and Public Service Organization Web-site to be linked to the GOR Official Web site**						
Each Government Ministry and Public Service Organization Web-site to be linked to the GOR Official Web site by 2002.	2002			🟨		🟥
G6.2 **Other relevant Ministries and Public Sector Organizations to implement suitable GIS applications under the auspices of the National GIS Project to support their respective administrative and service delivery services**						
Relevant Ministries to implement their component of the National GIS Project and implement 50% of their relevant GIS applications by 2003	2003				🟦	🟥
Relevant Ministries to implement 100% of their GIS applications by 2005	2005				🟦	🟥
Relevant Ministries to implement their component of the National GIS Project and implement 50% of their relevant GIS applications by 2003	2003				🟦	🟥
Relevant Ministries to implement 100% of their GIS applications by 2005					🟦	🟥
G8.2 **Government Electronic Procurement and Settlement System (GEPSS) Project**						
Commission and complete the GEPSS Project Implementation Report by 2002	2002				🟦	🟥
Implement a fully operational Government Electronic Procurement and Settlement System (GEPSS) by 2004	2004				🟦	🟥
G8.3 **The Public Information Kiosks (PIKs) Initiative**						

	Due Date	Completed	Wk in Progress	Not Completed	Roll Over
Commission and complete the PIK Initiative Implementation Report by 2002	2002			🟦	🟥
Begin the implementation of the PIK Initiative by 2004	2004			🟦	🟥
G8.4 **The Smart Government Initiative (SGI) – Private Sector Partnership Programme**					
Commission and complete the *SGI-Private Sector Partnership* Report by 2002	2002			🟦	🟥
Begin pilot implementation of the *SGI-Private Sector Partnership* Programme by 2004	2004			🟦	🟥
L3.5 Implement the programme to set up Information Technology Divisions or Directorate (ITSDs) in Government Ministries and Public Service Organizations					
All Government Ministries including the Office of the President and the Office of the Prime Minister to set-up their ITSD by 2002	2002			🟦	🟥
F3.1 RIPA in collaboration with Ministry of Foreign Affairs to launch and implement an Initiative to promote software development and other Export Processing and Free Zones (EPfZs) opportunities in Rwanda via the Rwanda Foreign and Trade Missions					
Launch Initiative by 2001	2001			🟦	🟥

MINISTRY OF LOCAL GOVERNMENT AND SOCIAL AFFAIRS

H5.1 Implement a Special Basic Computing and Internet Usage Training Programme for all Ministers and Secretary Generals as well as for Chief Executives and Senior staff of Public Sector Organizations (PSOs)	Due Date	Completed	Wk in Progress	Not Completed	Roll Over
All Ministers and Secretary Generals, as well as Chief Executives and Senior staff of (PSOs) should be trained in the use of Computers and the Internet by 2001	2001		🟨		🟥
H5.2 Implement a Special Basic Computing and Internet Usage Training in all Ministries and Public Sector Organizations (PSOs) for the User Staff from Directors and down.					
About 40% of the staff of each Ministry and PSO (including the National Transitional Assembly) should be trained in basic computing and Internet usage by 2002	2002	🟩			
About 80% - 100% of the staff of each Ministry and PSO (including the National Transitional Assembly) should be trained in basic computing and Internet usage by 2004	2004	🟩			
H5.3 Introduce Special Professional Level ICT Training Programmes to train and upgrade the skill of professional IT staff in all Ministries and Public Sector Organizations including the National Transitional Assembly					

Activity	Year					
Each Ministry and PSO (including the National Transitional Assembly) depending on size and its operations should train/recruit a skeleton computer professional staff in the relevant key skill areas by 2002	2002	🟩				
Each Ministry and PSO (including the National Transitional Assembly) depending on size and its operations should by 2004 train/recruit all the required professional computer staff (Programmers and Systems Developers, Network Managers, Engineers and Technicians, Computer Technicians etc)	2004	🟩				
H5.4 **Implement a *'Office Space-for-Service'* Initiative aimed at enabling Government Ministries and PSOs to rent their an utilized office space to private computer service provision companies**						
The Ministry of Public Works, Transport and Communication in collaboration with the Ministry of Public Service to Commission a Report to set-out the Guidelines for Implementing the *'Office Space-for-Service'* Initiative by 2001	2001				🟦	🟥
Implement the *'Office Space-for-Service'* initiative starting from 2002.	2002				🟦	🟥
H6.1 **Institute periodic on-going short-term training programmes, workshops and seminars in management; policy formulation, execution and monitoring for selected number of civil servants from Government Ministries and PSOs**						
Short Term Target: Train 50% of suitably identified civil and public servants in each Ministry or PSO by 2002	2002	🟩				
Long term Target: Train all suitably identified civil and public servants in each Ministry or PSO by 2004	2004	🟩				
G1.1 **All Government Ministries, and Public Service Organizations (PSOs) and other relevant NICI-2005 Plan implementation agencies, establishments and entities to respectively set up a Plan Execution and Coordination Committee (PECC)**						
All Government Ministries, PSOs and other identified NICI-2005 Implementation Agencies, Establishments and Entities to set up their respective PECC by early 2001	2001				🟦	🟥
G1.2 **All Ministries, PSOs and other NICI-Plan Implementation Entities to submit the list of the PECC members to the NITC and the ICT Advisor to the President**						
List of members of PECCs to be submitted to the NITC and the ICT Advisor to the President by mid 2001	2001				🟦	🟥
G2.1 **All Government Ministries, Public Service Organizations (PSOs) as well as the National Transitional Assembly to develop their respective *ICT Policy Statement* on the deployment and exploitation of ICTs to support their organizational activities and operations within the framework of the NICI-2005 Plan.**						
Each Government Ministry and PSO to formulate and make public their respective *ICT Policy Statement* by early 2001.	2001		🟨			🟥

	Year					
				🟨		🟥
Each Government Ministry and PSO to make available a copy of its *ICT Policy Statement* to NITC and the ICT Advisor to President by mid. 2001	2001				🟦	🟥
G2.2 **All Government Ministries, GOR Establishments, Public Service Organizations (PSOs) and the National Transitional Assembly to set-up their Information Technology Services Division or Directorate (ITSD).**						
Fast Track Government Ministries and PSOs to set up their ITSD by 2001	2001				🟦	🟥
All other Government Ministries and PSOs to set-up their ITSD by 2002	2002				🟦	🟥
G2.3 The Kick-Start-Your-ITSD Programme						
Each Government Ministry (including the Office of the President and the Office of the Prime Minister), PSO and the National Transitional Assembly to set-up their respective skeleton ITSD by 2001 using the team trained under *A Fast-Track ICT Training Programme*	2001				🟦	🟥
G2.4 **All Government Ministries and PSOs to develop their 5-Year IT Plan within the framework of the NICI-2005 Plan.**						
All Government Ministries (including the Office of the President and the Office of the Prime Minister) the PSOs and the National Transitional Assembly to develop their respective Five Year IT Plan by late 2001	2001				🟦	🟥
G2.5 **All Government Ministries, PSOs and the National Transitional Assembly to develop annual IT Budgets (within the time-frame of NICI-2005) to implement their respective IT Plans.**						
All Government Ministries (including the Office of the President and the Office of the Prime Minister) the PSOs and the National Transitional Assembly depending on their size, and operations to set aside (during the time-frame of NICI-2005) 5-10% of its annual budget as IT Budget to cover the purchase of IT products, services and training	2005				🟦	🟥
G2.6 **Programme for Organizational Process Re-engineering of Government Ministries and PSOs to facilitate Administrative Efficiency and Improved Service Delivery.**						
All Government Ministries and PSOs to by 2001 investigate the need to undertake a process re-engineering task before embarking on computerization	2001	🟩				
G3.1 **Government Ministries, PSOs and the National Transitional Assembly to commission an Organization-wide Corporate Network Implementation Report**						
Each Government Ministry and PSO and the National Transitional Assembly to commission and complete its Organization-wide Corporate Network Implementation Report by 2002	2002	🟩				
G3.2 **Each Government Ministries, PSOs and the National Transitional Assembly to implement a flexible organization-wide corporate network.**						

Description	Year				
Fast-Track Government Ministries and PSOs to implement their corporate network (at least at the organizational headquarters) by 2002	2002	[green]			
All other Government Ministries and PSOs to implement their corporate network (at least at the organizational headquarters) by 2003	2003	[green]			
G3.3 **Each Government Ministry or PSO to identify and develop for its specific use relevant computer-based applications, information and database systems to support its administrative and service delivery activities.**					
Fast-Track Government Ministries and PSOs to implement their mission- critical computer-based applications, information and database systems by 2002.	2002	[green]			
All other Government Ministries and PSOs to implement their mission- critical computer-based applications, information and database systems by 2003.	2003			[blue]	[red]
Fast-Track Government Ministries and PSOs to implement their non-critical computer-based applications, information and database systems by 2003	2003			[blue]	[red]
All other Government Ministries and PSOs to implement their non-critical computer-based applications, information and database systems by 2004.	2004			[blue]	[red]
G3.4 **Each Government Ministry or PSO to connect their corporate network to GOV-NeT**					
Fast-track Government Ministries and PSOs to connect their corporate network to GOV-NeT by 2003	2003			[blue]	[red]
All other Government Ministries and PSOs to connect their corporate network to GOV-NeT by 2004	2004			[blue]	[red]
G3.5 **Each Government Ministry or PSO to spread access to the Internet within their organization**					
All Government Ministries and PSOs to spread access to the Internet within their respective establishments by 2003	2003	[green]			
G4.2 **Implement the Nodes of GOV-NeT**					
Implement the core system of GOV-NeT by 2002	2002			[blue]	[red]
Corporate Networks (nodes) of Fast track Ministries to be connected to GOV-NeT by 2003	2003			[blue]	[red]
Corporate Network of other Ministries to be connect to GOV-NeT by 2004	2004			[blue]	[red]
G5.2 **Each Government Ministry and Public Service Organization to Develop their respective Web-site**					
Each Government Ministry and Public Service Organization to develop its Web-site by 2002	2002	[green]			
G5.3 **Each Government Ministry and Public Service Organization Web-site to be linked to the GOR Official Web site**					
Each Government Ministry and Public Service Organization Web-site to be linked to the GOR Official	2002	[green]			

	Year					
Web site by 2002			🟢			

	Year					
G6.2 — **Ministry of Local Government and Social Affairs to implement suitable GIS applications under the auspices of the National GIS Project to support its administrative and service delivery services**						
Relevant Ministries to implement their component of the National GIS Project and implement 50% of their relevant GIS applications by 2003	2003				🔵	🔴
Relevant Ministries to implement 100% of their GIS applications by 2005	2005				🔵	🔴
Relevant Ministries to implement 100% of their GIS applications by 2005	2005				🔵	🔴
Relevant Ministries to implement their component of the National GIS Project and implement 50% of their relevant GIS applications by 2003	2003				🔵	🔴
Relevant Ministries to implement 100% of their GIS applications by 2005	2005				🔵	🔴
G7.1 — **The Local Government Computer Bureau (LGCB) Initiative**						
Ministry of Local Government and Social Affairs to commission and complete the Report on setting up the LGCB by 2002	2002	🟢				
Set-up the LGCB by 2004	2004	🟢				
G7.4 — **The National Identity (ID) Card System Computerization Project**						
Commission and complete the National ID Card System Computerization Project Report by 2002	2002		🟡			🔴
Project to computerize the National ID Card System to commerce by 2003	2003		🟡			🔴
G8.2 — **Government Electronic Procurement and Settlement System (GEPSS) Project**						
Commission and complete the GEPSS Project Implementation Report by 2002	2002				🔵	🔴
Implement a fully operational Government Electronic Procurement and Settlement System (GEPSS) by 2004	2004				🔵	🔴
G8.3 — **The Public Information Kiosks (PIKs) Initiative**						
Commission and complete the PIK Initiative Implementation Report by 2002	2002				🔵	🔴
Begin the implementation of the PIK Initiative by 2004	2002				🔵	🔴
G8.4 — **The Smart Government Initiative (SGI) – Private Sector Partnership Programme**						
Commission and complete the *SGI-Private Sector Partnership* Report by 2002	2002				🔵	🔴
Begin pilot implementation of the *SGI-Private Sector Partnership* Programme by 2004	2004				🔵	🔴

Code	Description	Year				
C1.1	**Commission the development of a *National Multipurpose Community Telecenter (MCT) Project Report* detailing the project plan and other implementation and funding issues**					
	The National MCT Project implementation Plan to be commissioned and completed by 2001	2001			▉	▉
C1.2	**The Ministry of Local Government and Social Affairs to set up Multipurpose Community Telecenters in selected Communes throughout the Country**					
	Establish at least ten MCTs per Prefecture by 2002	2002			▉	▉
	Double the number of MCTs per Prefecture by 2005	2005			▉	▉
C4.4	**Social Services Information System (SOSIS)**					
	The Ministry of Local Government and Social Affairs to commission and complete the SOSIS Project Implementation Report by 2002	2002			▉	▉
	Implement SOSIS by 2003	2003			▉	▉
C5.1	**Rural Development Information System (RUDIS)**					
	Ministry of Local Government and Social Affairs to commission and complete the RUDIS Project Implementation Report by 2003	2003			▉	▉
	Implement RUDIS by 2004	2004			▉	▉
C5.2	**Communal Information System (COMIS)**					
	Ministry of Local Government and Social Affairs to commission and complete the COMIS Project Implementation Report by 2003	2003			▉	▉
	Implement RUDIS by 2004	2004			▉	▉
L3.5	Implement the programme to set up Information Technology Divisions or Directorate (ITSDs) in Government Ministries and Public Service Organizations					
	All Government Ministries including the Office of the President and the Office of the Prime Minister to set-up their ITSD by 2002	2002			▉	▉

MINISTRY OF EDUCATION, SCIENCE, TECHNOLOGY AND SCIENTIFIC RESEARCH

H5.1	Implement a Special Basic Computing and Internet Usage Training Programme for all Ministers and Secretary Generals as well as for Chief Executives and Senior staff of Public Sector Organizations (PSOs)	Due Date	Completed	Wk in Progress	Not Completed	Roll Over
All Ministers and Secretary Generals, as well as Chief Executives and Senior staff of (PSOs) should be trained in the use of Computers and the Internet by 2001		2001			🟦	🟥
H5.2	Implement a Special Basic Computing and Internet Usage Training in all Ministries and Public Sector Organizations (PSOs) for the User Staff from Directors and down.					
About 40% of the staff of each Ministry and PSO (including the National Transitional Assembly) should be trained in basic computing and Internet usage by 2002		2002			🟦	🟥
About 80% - 100% of the staff of each Ministry and PSO should be trained in basic computing and Internet usage by 2004		2004			🟦	🟥
H5.3	Introduce Special Professional Level ICT Training Programmes to train and upgrade the skill of professional IT staff in all Ministries and Public Sector Organizations including the National Transitional Assembly					
Each Ministry and PSO depending on size and its operations should train/recruit a skeleton computer professional staff in the relevant key skill areas by 2002		2002	🟩			
Each Ministry and PSO should by 2004 train/recruit all the required professional computer staff (Programmers and Systems Developers, Network Managers, Engineers/Technicians, Computer Technicians etc)		2004	🟩			
H5.4	Implement a *'Office Space-for-Service'* Initiative aimed at enabling Government Ministries and PSOs to rent their an utilized office space to private computer service provision companies					
The Ministry of Public Works, Transport and Communication in collaboration with the Ministry of Public Service to Commission a Report to set-out the Guidelines for Implementing the *'Office Space-for-Service'* Initiative by 2001		2001			🟦	🟥
Implement the *'Office Space-for-Service'* initiative starting from 2002.		2002			🟦	🟥
H6.1	Institute periodic on-going short-term training programmes, workshops and seminars in management; policy formulation, execution and monitoring for selected number of civil servants from Government Ministries and PSOs					
<u>Short Term Target</u>: Train 50% of suitably identified civil and public servants in each Ministry or PSO by 2002		2002			🟦	🟥

Objective / Target	Date					
Long term Target: Train all suitably identified civil and public servants in each Ministry or PSO by 2004	2004				(blue)	(red)
H7.1 — **Train adequate number of Business Professionals, namely: Accountants, Bankers and Financial Service Personnel, Lawyers, Marketing and Sales Personnel and other Professional Corps for the Service Sector**	(gray)	(gray)	(gray)	(gray)	(gray)	(gray)
Increase, by 2003, the Annual enrollment of students taking Business Professional level courses in Universities and Colleges by 30% to 50%.	2003	(green)				
Upgrade the skill of Junior to middle level Business Professionals in Private Sector Establishments within the Service Sector and the ICT Industry by Year 2003	2003			(yellow)		(red)
Upgrade the skill of Junior to middle level Business Professional Civil Servants in Key Ministries linked to the Service Sector or the ICT Industry by Year 2003	2003			(yellow)		(red)
Increase, by 2005, the Annual enrollment of students taking Business Professional level courses in Universities and Colleges by 50% to 75%.	2005	(green)				
H7.2 — **Train adequate number of Computer Professionals namely: Computer Scientists, System Developers and Analysts, Network and Telecommunication Engineers and Technicians, Programmers, Software Developers, Web and Content Developers**	(gray)	(gray)	(gray)	(gray)	(gray)	(gray)
Increase, by 2003, the Annual enrollment of students taking Computer Professional level courses in Universities and Colleges by 30% to 50%.	2003			(yellow)		(red)
Increase, by 2005, the Annual enrollment of students taking Computer Professional level courses in Universities and Colleges by 50% to 75%.	2005	(green)				
H7.3 — **Train adequate number of Scientists (Pure Scientists, Computer Scientist, Mathematicians) as well as Engineers and Senior Level Technicians, (Electronic and Electrical Engineers and Technicians, Computer Engineers and Technicians, Mechanical Engineers and Technicians and Telecommunication Engineers and Technicians)**	(gray)	(gray)	(gray)	(gray)	(gray)	(gray)
Increase, by 2003, the Annual enrollment of students taking Science and Engineering Courses in the Universities and Colleges from 30% to 50%.	2003			(yellow)		(red)
Increase, by 2005, the Annual enrollment of students taking Science and Engineering Courses in the Universities and Colleges from 50% to 75%.	2005	(green)				
H8.1 — **Improve the facilities of NUR, KIST and KIE and make the necessary resources available to them to enable them increase enrollment of students on ICT-related courses and to introduce additional ICT types of programmes at the certificate, diploma and degree levels.**	(gray)	(gray)	(gray)	(gray)	(gray)	(gray)
The Government (within the time-frame of NICI-2005) to increase the respective annual budgets of the	NICI-			(yellow)		

Description	Time-Frame	Col1	Col2	Col3	Col4
NUR, KIST and the KIE by 50% to 75% to facilitate the acquisition of additional resources and facilities to meet increase in the enrollment of students on ICT-related programmes	2005 Time-Frame		🟨		
H8.2 **Make the necessary resources available to other private and public Institutions of Higher Learning to enable them increase student enrollment on recognized ICT programmes.**					
The Government (within the time-frame of NICI-2005) to make the necessary resources available to other private and public Institutions of Higher Learning to enable them increase student enrollment on recognized ICT programmes.	NICI-2005 Time-Frame			🟦	🟥
H12.1 **Ministry of Education to draw up enforceable guidelines for setting up private and public computer training centers, Institutes and Colleges in the country**					
Draw up and implement guidelines for setting up computer training Centers, Institutes and Colleges by 2001	2001			🟦	🟥
H12.2 **Ministry of Education to develop and implement an Accreditation System for accrediting Computer Training Centers, Institutes and Colleges in the country**					
Put in place an accreditation system for Computer Training Centers, Institutes and Colleges by 2001	2001			🟦	🟥
H12.3 **Ministry of Education in collaboration with the National Council of Computer Education (NCCE) to draw up an updateable list of approved Computer Courses and Programmes to be offered by accredited private and public Computer Training Centers, Institutes and Colleges in the country**					
Put in place a mechanism for drawing up an approve list of computer courses and programmes in the country.		🟩			
Draw up the first list of approve computer courses and programmes by 2001. This list should be adapted annually thereafter.	2001	🟩			
H13.1 **Ministry of Education in collaboration with the National Standards Organization and a recognized National ICT Professional Body or Association to draw up guidelines for ICT Professional Skill Certification in Rwanda**					
Draw up Guidelines for ICT Professional Skill Certification in Rwanda by 2002	2002			🟦	🟥
E1.4 **Put in place *'Adopt-and-Sponsor a School'* Initiative to encourage Businesses within the Private Sector; Civil Society Organizations (CSOs); and International and Donor Agencies (IDAs) operating in Rwanda to adopt schools with the aim to provide them with new and used computers and other educational facilities and resources on a periodic and sustained basis.**					

Activity	Time-Frame				
The Ministry of Education to launch the 'Adopt-and-*Sponsor a School*' Initiative by 2001.	2001			▮ (blue)	▮ (red)
The Ministry of Education to publicize the Initiatives and encourage targeted organizations to participate.	NICI-2005 Time-Frame		▮ (yellow)		▮ (red)
E2.1 **Ministry of Education to develop a comprehensive *Policy on Computer Education in Schools***					
Develop a comprehensive *Policy on Computer Education in Schools* by 2001	2001			▮ (blue)	▮ (red)
E2.2 **Ministry of Education to develop and implement a detailed Plan for the deployment of computers in schools**					
Ministry of Education to develop and implement a detailed Plan for the deployment of computers in schools by 2001	2001			▮ (blue)	▮ (red)
All Rwanda Schools depending on size should be equipped with at least 5 computers per school by 2002	2002			▮ (blue)	▮ (red)
All Rwanda Schools depending on size should be equipped with at least 10 computers per school by 2004	2004		▮ (yellow)		▮ (red)
The student-computer ratio in the schools should be 10-to-1 (or better) by 2005	2005		▮ (yellow)		▮ (red)
E2.3 **Ministry of Education to develop and implement a programme for setting up *Mobile-Computer-Laboratories* (MCLs) for schools**					
Set-up 5 MCLs to serve mainly rural Prefectures by 2002	2002			▮ (blue)	▮ (red)
Increase the number of MCLs serving the entire country to 10 by 2003	2003			▮ (blue)	▮ (red)
All rural Prefectures depending on size and number of schools should be served by at least 3 MCLs by 2005	2005			▮ (blue)	▮ (red)
Urban Prefectures depending on size and number of schools should be served by at least 2 MCLs by 2005	2005			▮ (blue)	▮ (red)
H8.1 **Improve the facilities of NUR, KIST and KIE and make the necessary resources available to them to enable them increase enrollment of students on ICT-related courses and to introduce additional ICT types of programmes at the certificate, diploma and degree levels.**					
The Government (within the time-frame of NICI-2005) to increase the respective annual budgets of the NUR, KIST and the KIE by 50% to 75% to facilitate the acquisition of additional resources and facilities to meet increase in the enrollment of students on ICT-related programmes	NICI-2005 Time-Frame		▮ (yellow)		▮ (red)

H8.2	**Make the necessary resources available to other private and public Institutions of Higher Learning to enable them increase student enrollment on recognized ICT programmes.**						
The Government (within the time-frame of NICI-2005) to make the necessary resources available to other private and public Institutions of Higher Learning to enable them increase student enrollment on recognized ICT programmes.		NICI-2005 Time-Frame				🟦	🟥
H12.1	**Ministry of Education to draw up enforceable guidelines for setting up private and public computer training centers, Institutes and Colleges in the country**						
Draw up and implement guidelines for setting up computer training Centers, Institutes and Colleges by 2001		2001				🟦	🟥
H12.2	**Ministry of Education to develop and implement an Accreditation System for accrediting Computer Training Centers, Institutes and Colleges in the country**						
Put in place an accreditation system for Computer Training Centers, Institutes and Colleges by 2001		2001				🟦	🟥
H12.3	**Ministry of Education in collaboration with the National Council of Computer Education (NCCE) to draw up an updateable list of approved Computer Courses and Programmes to be offered by accredited private and public Computer Training Centers, Institutes and Colleges in the country**						
Put in place a mechanism for drawing up an approve list of computer courses and programmes in the country.				🟩			
Draw up the first list of approve computer courses and programmes by 2001. This list should be adapted annually thereafter.		2001		🟩			
H13.1	**Ministry of Education in collaboration with the National Standards Organization and a recognized National ICT Professional Body or Association to draw up guidelines for ICT Professional Skill Certification in Rwanda**						
Draw up Guidelines for ICT Professional Skill Certification in Rwanda by 2002		2002				🟦	🟥
E1.4	**Put in place *'Adopt-and-Sponsor a School'* Initiative to encourage Businesses within the Private Sector; Civil Society Organizations (CSOs); and International and Donor Agencies (IDAs) operating in Rwanda to adopt schools with the aim to provide them with new and used computers and other educational facilities and resources on a periodic and sustained basis.**						
The Ministry of Education to launch the 'Adopt-and-*Sponsor a School*' Initiative by 2001.		2001				🟦	🟥
The Ministry of Education to publicize the Initiatives and encourage targeted organizations to participate.		NICI-2005 Time-			🟨		🟥

	Frame				
E2.1 **Ministry of Education to develop a comprehensive *Policy on Computer Education in Schools***					
Develop a comprehensive *Policy on Computer Education in Schools* by 2001	2001			🟦	🟥
E2.2 **Ministry of Education to develop and implement a detailed Plan for the deployment of computers in schools**					
Ministry of Education to develop and implement a detailed Plan for the deployment of computers in schools by 2001	2001			🟦	🟥
All Rwanda Schools depending on size should be equipped with at least 5 computers per school by 2002	2002			🟦	🟥
All Rwanda Schools depending on size should be equipped with at least 10 computers per school by 2004	2004		🟨		🟥
The student-computer ratio in the schools should be 10-to-1 (or better) by 2005	2005		🟨		🟥
E2.3 **Ministry of Education to develop and implement a programme for setting up *Mobile-Computer-Laboratories* (MCLs) for schools**					
Put in place a mechanism for drawing up an approve list of computer courses and programmes in the country.		🟩			
Draw up the first list of approve computer courses and programmes by 2001. This list should be adapted annually thereafter.	2001	🟩			
H13.1 **Ministry of Education in collaboration with the National Standards Organization and a recognized National ICT Professional Body or Association to draw up guidelines for ICT Professional Skill Certification in Rwanda**					
Draw up Guidelines for ICT Professional Skill Certification in Rwanda by 2002	2002			🟦	🟥
E1.4 **Put in place *'Adopt-and-Sponsor a School'* Initiative to encourage Businesses within the Private Sector; Civil Society Organizations (CSOs); and International and Donor Agencies (IDAs) operating in Rwanda to adopt schools with the aim to provide them with new and used computers and other educational facilities and resources on a periodic and sustained basis.**					
The Ministry of Education to launch the 'Adopt-and-*Sponsor a School*' Initiative by 2001.	2001			🟦	🟥
The Ministry of Education to publicize the Initiatives and encourage targeted organizations to participate.	NICI-2005 Time-Frame		🟨		🟥
E2.1 **Ministry of Education to develop a comprehensive *Policy on Computer Education in Schools***					

Description	Year					
Develop a comprehensive *Policy on Computer Education in Schools* by 2001	2001				BLUE	RED
E2.2 — **Ministry of Education to develop and implement a detailed Plan for the deployment of computers in schools**	(gray)	(gray)	(gray)	(gray)	(gray)	(gray)
Ministry of Education to develop and implement a detailed Plan for the deployment of computers in schools by 2001	2001				BLUE	RED
All Rwanda Schools depending on size should be equipped with at least 5 computers per school by 2002	2002				BLUE	RED
All Rwanda Schools depending on size should be equipped with at least 10 computers per school by 2004	2004			YELLOW		RED
The student-computer ratio in the schools should be 10-to-1 (or better) by 2005	2005			YELLOW		RED
H8.1 — **Improve the facilities of NUR, KIST and KIE and make the necessary resources available to them to enable them increase enrollment of students on ICT-related courses and to introduce additional ICT types of programmes at the certificate, diploma and degree levels.**	(gray)	(gray)	(gray)	(gray)	(gray)	(gray)
The Government (within the time-frame of NICI-2005) to increase the respective annual budgets of the NUR, KIST and the KIE by 50% to 75% to facilitate the acquisition of additional resources and facilities to meet increase in the enrollment of students on ICT-related programmes	NICI-2005 Time-Frame			YELLOW		RED
H8.2 — **Make the necessary resources available to other private and public Institutions of Higher Learning to enable them increase student enrollment on recognized ICT programmes.**	(gray)	(gray)	(gray)	(gray)	(gray)	(gray)
The Government (within the time-frame of NICI-2005) to make the necessary resources available to other private and public Institutions of Higher Learning to enable them increase student enrollment on recognized ICT programmes.	NICI-2005 Time-Frame				BLUE	RED
H12.1 — **Ministry of Education to draw up enforceable guidelines for setting up private and public computer training centers, Institutes and Colleges in the country**	(gray)	(gray)	(gray)	(gray)	(gray)	(gray)
Draw up and implement guidelines for setting up computer training Centers, Institutes and Colleges by 2001	2001				BLUE	RED
H12.2 — **Ministry of Education to develop and implement an Accreditation System for accrediting Computer Training Centers, Institutes and Colleges in the country**	(gray)	(gray)	(gray)	(gray)	(gray)	(gray)
Put in place an accreditation system for Computer Training Centers, Institutes and Colleges by 2001	2001				BLUE	RED
H12.3 — **Ministry of Education in collaboration with the National Council of Computer Education (NCCE) to draw up an updateable list of approved Computer Courses and Programmes to be offered by accredited private and public Computer Training**	(gray)	(gray)	(gray)	(gray)	(gray)	(gray)

	Centers, Institutes and Colleges in the country						
	Put in place a mechanism for drawing up an approve list of computer courses and programmes in the country.			🟩			
	Draw up the first list of approve computer courses and programmes by 2001. This list should be adapted annually thereafter.	2001		🟩			
H13.1	**Ministry of Education in collaboration with the National Standards Organization and a recognized National ICT Professional Body or Association to draw up guidelines for ICT Professional Skill Certification in Rwanda**						
	Draw up Guidelines for ICT Professional Skill Certification in Rwanda by 2002					🟦	🟥
E1.4	**Put in place *'Adopt-and-Sponsor a School'* Initiative to encourage Businesses within the Private Sector; Civil Society Organizations (CSOs); and International and Donor Agencies (IDAs) operating in Rwanda to adopt schools with the aim to provide them with new and used computers and other educational facilities and resources on a periodic and sustained basis.**						
	The Ministry of Education to launch the 'Adopt-and-*Sponsor a School*' Initiative by 2001.	2001				🟦	🟥
	The Ministry of Education to publicize the Initiatives and encourage targeted organizations to participate.	NICI-2005 Time-Frame			🟨		🟥
E2.1	**Ministry of Education to develop a comprehensive *Policy on Computer Education in Schools***						
	Develop a comprehensive *Policy on Computer Education in Schools* by 2001	2001				🟦	🟥
E2.2	**Ministry of Education to develop and implement a detailed Plan for the deployment of computers in schools**						
	Ministry of Education to develop and implement a detailed Plan for the deployment of computers in schools by 2001	2001				🟦	🟥
	All Rwanda Schools depending on size should be equipped with at least 5 computers per school by 2002	2002				🟦	🟥
	All Rwanda Schools depending on size should be equipped with at least 10 computers per school by 2004	2004			🟨		🟥
	The student-computer ratio in the schools should be 10-to-1 (or better) by 2005	2005			🟨		🟥
E2.3	**Ministry of Education to develop and implement a programme for setting up *Mobile-Computer-Laboratories* (MCLs) for schools**						
	Set-up 5 MCLs to serve mainly rural Prefectures by 2002	2002				🟦	🟥

Description	Year				
Increase the number of MCLs serving the entire country to 10 by 2003	2003			■ (blue)	■ (red)
All rural Prefectures depending on size and number of schools should be served by at least 3 MCLs by 2005	2005			■ (blue)	■ (red)
Urban Prefectures depending on size and number of schools should be served by at least 2 MCLs by 2005	2005			■ (blue)	■ (red)
E2.4 Ministry of Education to set-up a *"Computers-in-Schools'* Unit or Secretariat within the Ministry					
Set-up a *"Computers-in-Schools'* Unit/Secretariat within the Ministry of Education by 2001	2001			■ (blue)	■ (red)
E3.1 Set-up a *National SchoolNet Committee* with membership from the Ministry of Education, Ministry of Youth and Sports, RITA; the Private Sector, National Teachers Organizations, Parents Organizations (e.g. PTAs), the proposed National Council for Computer Education (NCCE) and the proposed Institute for Computer Professionals of Rwanda (ICPR).					
Ministry of Education to set-up the *National SchoolNet Committee* by 2001	2001			■ (blue)	■ (red)
E3.2 Ministry of Education to commission the development of the *Rwandan SchoolNet Project* Implementation Report					
Commission and complete by 2001 the *Rwandan SchoolNet Project* Implementation Report and Plan	2001			■ (blue)	■ (red)
E3.3 The Ministry of Education to launch the *National SchoolNet Project*					
Launch the *National SchoolNet Project* by 2001	2001			■ (blue)	■ (red)
E3.4 Implement 1st Phase of the National SchoolNet Project to involve 10 to 15 schools in about 5 rural and urban Prefectures					
Launch the Phase 1 of the National SchoolNet Project by 2001	2001			■ (blue)	■ (red)
E3.5 Implement 2nd Phase of the National SchoolNet Project to involve 10 to 15 schools in Prefectures not covered in the 1st Phase of the Project					
Launch the Phase 2 of the National SchoolNet Project by 2003	2003			■ (blue)	■ (red)
E3.6 Implement the Final Phase of the National SchoolNet Project to involve all schools (if not the majority of schools) in all Prefectures					
Launch the Final Phase of the National SchoolNet Project by 2005	2005			■ (blue)	■ (red)
E4.1 Launch a National Weekly ICT Public Awareness and Literacy Programme on Radio and TV					
Launch the National ICT Public Awareness and Literacy Programme on Radio and TV by 2001	2001			■ (blue)	■ (red)
E5.1 Ministry of Education to set-up a *Computer Curriculum Development Team* to develop the National Computer Curriculum for Primary and Secondary Schools					

	Year					
The *National Computer Curriculum Development Team* to be set-up and complete its work by 2001	2001				■(blue)	■(red)
E5.2 — **The implementation of the Computer Curriculum in Secondary Schools on a phase-by-phase basis**						
Introduce the implementation of Computer Curriculum in a selected number of schools in a selected Prefectures starting from 2002	2002				■(blue)	■(red)
Increase the number of schools implementing the Computer Curriculum by 50% by 2003 and ensure that the number of Prefectures covered also increase in number.	2003				■(blue)	■(red)
Introduce computer curriculum into all Rwandan schools by 2005	2005				■(blue)	■(red)
E5.3 — **Ministry of Education to set-up a *Computer Education Examination Board* to administer Computer-based Examinations at the Primary and Secondary Schools**						
The Computer *Education Examination Board* to be set-up by 2001	2001				■(blue)	■(red)
E5.4 — **The National Information Technology Commission (NITC) in collaboration with the Ministry of Education to set-up a *National Council for Computer Education* (NCCE) to serve as a Permanent Working Group of the NITC to advise on all matters relating to Computer Education in the country**						
The *National Council for Computer Education* (NCCE) under the auspices of the NITC to be established by 2001	2001				■(blue)	■(red)
E6.1 — **The Ministry of Education to commission the development of a project proposal for a Six Month *'Train-the-IT Teachers' (TITT) Certificate Programme in Basic Computing and Computer Studies**						
The 'Train-the-IT Teachers' Certificate Programme in Basic Computing and Computer Studies Project Report to be commission and completed by 2001.	2001				■(blue)	■(red)
E6.2 — **The Ministry of Education to identify Training Institutions to implement the TITT Project.**						
Complete identification of training institutions to implement the TITT Programme by 2001	2001				■(blue)	■(red)
E6.3 — **Ministry of Education to Implement the 'Train-the-Teachers' (TITT) programme on a phase-by-phase basis to train a critical mass of CLTs.**						
Phase 1: Train and deploy the 1st Batch of **n/3** Teachers by 2001	2001				■(blue)	■(red)
Phase 2: Train and deploy the 2nd Batch of **n/3** additional Teachers by 2002	2002				■(blue)	■(red)
Phase 3: Train and deploy the 3rd Batch of **n/3** additional Teachers by 2003	2003				■(blue)	■(red)
Phase 4: Train CLTs annually thereafter to fill vacancies and to achieve the required critical mass of 'one CLT per school' by 2005	2005			■(yellow)		■(red)
E6.4 — **Teacher Training Colleges, Universities and other Colleges providing Teacher**						

		Year					
	Training Education Programmes to make Computer Studies and Basic Computing an integral and a compulsory subject of these Programmes						
	Ministry of Education to by 2001 issue and enforce a directive that will require Teacher Training Colleges, Universities and other Colleges to make Computer Studies and Basic Computing an integral and a compulsory subject within Teacher Training Education Programmes	2001				BLUE	RED
E8.1	**Implement a programme to set up Computer Science or Computing Departments in Universities and Colleges without these Departments.**						
	Universities and Colleges without Computer Science or Computing Department to set up one by 2002	2002			YELLOW		RED
E8.2	**Implement a Programme to increase the annual intake of Computer Science, Computer Technology, Electronic and Electrical Engineering Students in the Universities and Colleges**						
	The annual output of Computer Science, Computer Tech./Engineering, Electronic and Electrical Engineering Graduates from the Universities and Colleges to be increase at an annual rate of 25% - 30% between 2001 and 2003	2003	GREEN				
	Universities and Colleges to at least triple their output of Computer Science, Computer Tech./Engineering, Electronic and Electrical Engineering Graduates by 2005	2005	GREEN				
E8.3	**Universities and Colleges to equip all their Departments with Computer Systems**						
	Departments within all Universities and Colleges to have access to computers by 2002.	2002			YELLOW		RED
E8.4	**Universities and Colleges in collaboration with the Ministry of Education to in the first instance make computer education and training an integral part of all certificate, diploma and degree level programmes and later on make computer course module a compulsory component of all University and College level courses and programmes**						
	Computer education and training to be made an integral component of all certificate, diploma and degree level programme at the Universities and Colleges by 2002	2002	GREEN				
	Computer Course Module to be made a compulsory component of all Diploma, Degree and Certificate courses and programmes offered at all Rwandan Universities, and Colleges by 2004	2004	GREEN				
E8.5	**Internet Access to be made available to all Staff and Students at the Universities and Colleges**						
	All Departments in Universities and Colleges to have access to the Internet by 2002.	2002			YELLOW		RED
E8.6	**Improve and upgrade the resources and facilities of the existing Computer Science, Computer Tech./Engineering and related Departments in the Universities and Colleges**						
	Improve and upgrade the resources and facilities of the existing Computer Science, Computer Tech./Engineering and related Departments in the Universities and Colleges during the time-frame of	NICI-2005			YELLOW		RED

NICI-2005	Time-Frame				
E9.1 **The Ministry of Education in Collaboration with the Universities and Colleges to set up an AdHoc Team to prepare a Project Report for the implementation of Electronic Distance Education and Training (EDET) in Higher Educational Institutions**					
Set-up the EDET Project Report Team by 2001	2001			(blue)	(red)
Commission and complete the EDET in Higher Educational Institutions Project Report and Plan by 2001	2001			(blue)	(red)
E9.2 **Ministry of Education to launch a Programme to implement EDET in the Higher Educational Institutions using the Internet, Educational and Multimedia presentation and delivery technologies.**					
Fast track Universities and Colleges to launch the implementation of EDET programmes by 2002	2002		(yellow)		(red)
All other Universities and Colleges to launch the implementation of EDET programmes by 2003	2003			(blue)	(red)
E9.4 **Ministry of Education to Launch a *'EDE-in-Schools'* Programme to promote the use of the resources of the Internet by schools to avail of relevant educational materials and facilities (e.g. electronic libraries, books, learning and teaching materials) to facilitate and compliment teaching and learning in Rwanda schools.**					
Ministry of Education to Launch the 'EDE-in-Schools' Initiative by 2002	2002			(blue)	(red)
E9.5 **The Ministry of Education to launch the *National Life-Long Learning Initiative* (NLLI) to promote and facilitate the concept of Life Long Learning in Rwanda.**					
Ministry of Education to Launch the NLLI by 2002	2002		(yellow)		(red)
Put in place Structures, Mechanisms to implement the NLLI starting from 2003	2003		(yellow)		(red)
E10.1 **Programme to encouraged Rwandan schools (secondary, vocational and technical) to engage in educational pairing arrangements with their counterparts in other countries to facilitate, academic exchanges and inter-student sharing of experiences and knowledge using the facilities of the Internet**					
Ministry of Education to by 2002 institute a nationwide programme to facilitate inter-school academic exchanges and twining arrangement between Rwanda Schools and their counterparts in other countries.	2002		(yellow)		(red)
Target twining at least five schools from each Prefecture with other schools outside Rwanda by 2005	2005		(yellow)		(red)
E10.2 **The Rwandan Experimental SMART Schools Initiative (RESSI)**					
Target designating two school per Prefecture as RESSI Experimental School by 2003	2003			(blue)	(red)
Double the number of RESSI Experimental Schools per Prefecture annually during the rest of the NICI-	2005			(blue)	(red)

Ref	Description	Year					
	2005 time frame.					🟦	🟥
E10.3	**Special Initiative to deploy the expertise of ICT-trained serving, retired and demobilized military personnel to serve as a special IT corps for IT penetration in rural area schools.**						
	Ministry of Education in collaboration with the Ministry of Defense and National Security and to by 2003 put in place a package and a programme to facilitate the deployment of ICT Military personnel in rural area schools	2003				🟦	🟥
E11.1	**NITC in collaboration with the Ministry of Education to commission a report on the establishment of RITI**						
	The NITC in collaboration with the Ministry of Education to Commission and complete a Report on the establishment of RITI by 2002	2002		🟨			🟥
E11.2	**Ministry of Education to facilitate the establishment of RITI**						
	Establish RITI by 2005	2005		🟨			🟥
G1.1	**All Government Ministries, and Public Service Organizations (PSOs) and other relevant NICI-2005 Plan implementation agencies, establishments and entities to respectively set up a Plan Execution and Coordination Committee (PECC)**						
	All Government Ministries, PSOs and other identified NICI-2005 Implementation Agencies, Establishments and Entities to set up their respective PECC by early 2001	2001				🟦	🟥
G1.2	**All Ministries, PSOs and other NICI-Plan Implementation Entities to submit the list of the PECC members to the NITC and the ICT Advisor to the President**						
	List of members of PECCs to be submitted to the NITC and the ICT Advisor to the President by mid 2001	2001				🟦	🟥
G2.1	**All Government Ministries, Public Service Organizations (PSOs) as well as the National Transitional Assembly to develop their respective *ICT Policy Statement* on the deployment and exploitation of ICTs to support their organizational activities and operations within the framework of the NICI-2005 Plan.**						
	Each Government Ministry and PSO to formulate and make public their respective *ICT Policy Statement* by early 2001.	2001				🟦	🟥
	Each Government Ministry and PSO to make available a copy of its *ICT Policy Statement* to NITC and the ICT Advisor to President by mid. 2001	2001				🟦	🟥
G2.2	**All Government Ministries, GOR Establishments, Public Service Organizations (PSOs) and the National Transitional Assembly to set-up their Information Technology Services Division or Directorate (ITSD).**						
	Fast Track Government Ministries and PSOs to set up their ITSD by 2001	2001					🟥

All other Government Ministries and PSOs to set-up their ITSD by 2002	2002					🟥
G2.3 **The Kick-Start-Your-ITSD Programme**						
Each Government Ministry (including the Office of the President and the Office of the Prime Minister), PSO and the National Transitional Assembly to set-up their respective skeleton ITSD by 2001 using the team trained under *A Fast-Track ICT Training Programme*	2001				🟦	🟥
G2.4 **All Government Ministries and PSOs to develop their 5-Year IT Plan within the framework of the NICI-2005 Plan.**						
All Government Ministries (including the Office of the President and the Office of the Prime Minister) the PSOs and the National Transitional Assembly to develop their respective Five Year IT Plan by late 2001	2001				🟦	🟥
G2.5 **All Government Ministries, PSOs and the National Transitional Assembly to develop annual IT Budgets (within the time-frame of NICI-2005) to implement their respective IT Plans.**						
All Government Ministries (including the Office of the President and the Office of the Prime Minister) the PSOs and the National Transitional Assembly depending on their size, and operations to set aside (during the time-frame of NICI-2005) 5-10% of its annual budget as IT Budget to cover the purchase of IT products, services and training	NICI-2005 Time-Frame	🟩				
G2.6 **Programme for Organizational Process Re-engineering of Government Ministries and PSOs to facilitate Administrative Efficiency and Improved Service Delivery.**						
All Government Ministries and PSOs to by 2001 investigate the need to undertake a process re-engineering task before embarking on computerization	2001				🟦	🟥
G3.1 **Government Ministries, PSOs and the National Transitional Assembly to commission an Organization-wide Corporate Network Implementation Report**						
Each Government Ministry and PSO and the National Transitional Assembly to commission and complete its Organization-wide Corporate Network Implementation Report by 2002	2002	🟩				
G3.2 **Each Government Ministries, PSOs and the National Transitional Assembly to implement a flexible organization-wide corporate network.**						
Fast-Track Government Ministries and PSOs to implement their corporate network (at least at the organizational headquarters) by 2002	2002	🟩				
All other Government Ministries and PSOs to implement their corporate network (at least at the organizational headquarters) by 2003	2003	🟩				
G3.3 **Each Government Ministry or PSO to identify and develop for its specific use relevant computer-based applications, information and database systems to support**						

	Year					
its administrative and service delivery activities.						
Fast-Track Government Ministries and PSOs to implement their mission- critical computer-based applications, information and database systems	2002	🟩 green				
PSOs to implement their mission- critical computer-based applications, information and database systems by 2003.	2003	🟩 green				
Fast-Track Government Ministries and PSOs to implement their non-critical computer-based applications, information and database systems by 2003.	2003	🟩 green				
All other Government Ministries and PSOs to implement their non-critical computer-based applications, information and database systems by 2004.	2004	🟩 green				
G3.4 **Each Government Ministry or PSO to connect their corporate network to GOV-NeT**						
Fast-track Government Ministries and PSOs to connect their corporate network to GOV-NeT by 2003	2003	🟩 green				
All other Government Ministries and PSOs to connect their corporate network to GOV-NeT by 2004	2004	🟩 green				
G3.5 **Each Government Ministry or PSO to spread access to the Internet within their organization**						
All Government Ministries and PSOs to spread access to the Internet within their respective establishments by 2003	2003	🟩 green				
G4.2 **Implement the Nodes of GOV-NeT**						
Implement the core system of GOV-NeT by 2002	2002		🟨 yellow		🟥 red	
Corporate Networks (nodes) of Fast track Ministries to be connected to GOV-NeT by 2003	2003	🟩 green				
Corporate Network of other Ministries to be connect to GOV-NeT by 2004	2004	🟩 green				
G5.2 **Each Government Ministry and Public Service Organization to Develop their respective Web-site**						
Each Government Ministry and Public Service Organization to develop its Web-site by 2002	2002	🟩 green				
G5.3 **Each Government Ministry and Public Service Organization Web-site to be linked to the GOR Official Web site**						
Each Government Ministry and Public Service Organization Web-site to be linked to the GOR Official Web site by 2002	2002	🟩 green				
G6.2 **Other relevant Ministries and Public Sector Organizations to implement suitable GIS applications under the auspices of the National GIS Project to support their respective administrative and service delivery services**						
Relevant Ministries to implement their component of the National GIS Project and implement 50% of their relevant GIS applications by 2003	2003	🟩 green				
Relevant Ministries to implement 100% of their GIS applications by 2005	2005				🟦 blue	🟥 red

	Year					
G8.2 **Government Electronic Procurement and Settlement System (GEPSS) Project**						
Commission and complete the GEPSS Project Implementation Report by 2002	2002				blue	red
Implement a fully operational Government Electronic Procurement and Settlement System (GEPSS) by 2004	2004				blue	red
G8.3 **The Public Information Kiosks (PIKs) Initiative**						
Commission and complete the PIK Initiative Implementation Report by 2002	2002				blue	red
Begin the implementation of the PIK Initiative by 2004	2004				blue	red
G8.4 **The Smart Government Initiative (SGI) – Private Sector Partnership Programme**						
Commission and complete the *SGI-Private Sector Partnership* Report by 2002	2002				blue	red
Begin pilot implementation of the *SGI-Private Sector Partnership* Programme by 2004	2004				blue	red
P7.2 **Ministry of Education to implement an initiative aimed at encouraging the Universities and Colleges to develop and offer special degree programmes targeted at producing Software Development oriented Applied Mathematics Graduates**						
Initiative to train Software Development oriented Applied Mathematics Graduates at the country's Universities and Colleges to begin by 2003	2003	green				
C3.3 **National Electronic Libraries and Archive (NELA) Project**						
The National Library Board to launch the NELA Project by 2002.	2002				blue	red
Implement RELI and set-up a pilot NeL in Kigali by 2003 and a number of pilot ReLs by 2005	2005				blue	red
Set-up and fully operational NeL and a number of ReLs by the 2nd Year of NICI-2010	2010				blue	red
Implement NEAP on a pilot basis by 2003	2003				blue	red
The National Archive Holdings to be fully computerized by 2005	2005				blue	red
C6.1 **Initiatives to increase the enrolment of women in ICT related educational and training programme in the Universities and Colleges**						
Ministry of Education in collaboration with the Ministry of Gender and the Universities to by 2001 commission a report on how best to increase the enrolment of girls on ICT-related programmes in the Higher Institutions of Learning	2001			yellow		red
All Universities and Colleges to put in place and implement an admission policy targeted at ICT-related programmes that positively discriminate in favour of women by 2002	2002			yellow		red
All Universities and Colleges to achieve a 50:50 (or better) male-to-female admission rate on all ICT-related programmes by 2005	2005			yellow		red
C6.5 **Initiatives to encourage girls to undertake science and technology education and training programmes**						
Ministry of Education to by 2001 develop and put in place a comprehensive policy and guidelines for	2001			yellow		red

Description	Time-frame				
promoting and facilitating the enrolment of girls in science and technology education and training programmes throughout the Rwandan school system.			yellow		red
The Universities and Colleges to by 2001 put in place and implement policies aimed at increasing (on an annual basis) the enrolment of female students on science and technology programmes.	2001		yellow		red
Ministry of Education to by 2002 put in place an initiative to increase the number of female science and technical teachers in the primary, secondary, vocational and technical schools	2002		yellow		red
The Ministry of Education to by 2002 institute an annual scholarship programme aimed at needy but bright girls that want to embark on science and technology education at the school level or at the University and College level.	2002		yellow		red
Universities and Colleges to institute by 2002 their own scholarships and financial support programmes targeted at needy female students embarking on science and technology courses.	2002		yellow		red
Ministry of Gender and Women in Development to by 2002 institute an annual Presidential Award to be awarded by the President to the Best Female Science Student in each Prefecture at the Secondary School Leaving Certificate Examinations.	2002		yellow		red
The Universities and Colleges to institute annual award for Best Female Science and Technology student from each of the Science and Technology Faculties.	NICI-2005 Time-Frame		yellow		red
L3.5 **Implement the programme to set up Information Technology Divisions or Directorate (ITSDs) in Government Ministries and Public Service Organizations**					
All Government Ministries including the Office of the President and the Office of the Prime Minister to set-up their ITSD by 2002	2002			blue	red
L4.3 **Commission a programme to formulate Guidelines and Standards for the provision of ICT training services by private computer training centers**					
Commission and complete the formulation of Guidelines and Standards for the provision of ICT training services by private computer training centers by 2002	2002		yellow		red
L4.4 **Put in place and enforce standards for the provision of ICT training services by private computer training centers**					
Implement and enforce Guidelines and Standards for the provision of ICT training services by private computer training centers by 2002	2002		yellow		red
L4.7 **Commission and develop a programme to define standards for the certification of ICT professional skills in Rwanda**					
Commission and complete the setting up of standards for the certification of ICT professional skills in Rwanda by 2002	2002		yellow		red
L4.8 **Put in place and enforce standards for the certification of ICT professional skills**					

	in Rwanda					
	Implement and enforce standards for the certification of ICT professional skills in Rwanda	NICI-2005 Time-Frame		🟨		🟥

MINISTRY OF INFRASTRUCTURE

		Due Date	Completed	Wk in Progress	Not Completed	Roll Over
H5.1	**Implement a Special Basic Computing and Internet Usage Training Programme for all Ministers and Secretary Generals as well as for Chief Executives and Senior staff of Public Sector Organizations (PSOs)**					
	All Ministers and Secretary Generals, as well as Chief Executives and Senior staff of (PSOs) should be trained in the use of Computers and the Internet by 2001	2001			🟦	🟥
H5.2	**Implement a Special Basic Computing and Internet Usage Training in all Ministries and Public Sector Organizations (PSOs) for the User Staff from Directors and down.**					
	About 40% of the staff of each Ministry and PSO (including the National Transitional Assembly) should be trained in basic computing and Internet usage by 2002	2002	🟩			
	About 80% - 100% of the staff of each Ministry and PSO should be trained in basic computing and Internet usage by 2004	2004	🟩			
H5.3	**Introduce Special Professional Level ICT Training Programmes to train and upgrade the skill of professional IT staff in all Ministries and Public Sector Organizations including the National Transitional Assembly**					
	Each Ministry and PSO depending on size and its operations should train/recruit a skeleton computer professional staff in the relevant key skill areas by 2002	2002		🟨		🟥
	Each Ministry and PSO should by 2004 train/recruit all the required professional computer staff (Programmers and Systems Developers, Network Managers, Engineers/Technicians, Computer Technicians etc)	2004		🟨		🟥
H5.4	Implement a *'Office Space-for-Service'* Initiative aimed at enabling Government Ministries and PSOs to rent their an utilized office space to private computer service provision companies					

Description	Year				
The Ministry of Public Works, Transport and Communication in collaboration with the Ministry of Public Service to Commission a Report to set-out the Guidelines for Implementing the *'Office Space-for-Service'* Initiative by 2001	2001			🟦	🟥
Implement the *'Office Space-for-Service'* initiative starting from 2002.	Starting from 2002			🟦	🟥
H6.1 **Institute periodic on-going short-term training programmes, workshops and seminars in management; policy formulation, execution and monitoring for selected number of civil servants from Government Ministries and PSOs**					
Short Term Target: Train 50% of suitably identified civil and public servants in each Ministry or PSO by 2002	2002		🟨		🟥
Long term Target: Train all suitably identified civil and public servants in each Ministry or PSO by 2004	2004		🟨		🟥
G1.1 **All Government Ministries, and Public Service Organizations (PSOs) and other relevant NICI-2005 Plan implementation agencies, establishments and entities to respectively set up a Plan Execution and Coordination Committee (PECC)**					
All Government Ministries, PSOs and other identified NICI-2005 Implementation Agencies, Establishments and Entities to set up their respective PECC by early 2001	2001	🟩			
G1.2 **All Ministries, PSOs and other NICI-Plan Implementation Entities to submit the list of the PECC members to the NITC and the ICT Advisor to the President**					
List of members of PECCs to be submitted to the NITC and the ICT Advisor to the President by mid 2001	2001	🟩			
G2.1 **All Government Ministries, Public Service Organizations (PSOs) as well as the National Transitional Assembly to develop their respective *ICT Policy Statement* on the deployment and exploitation of ICTs to support their organizational activities and operations within the framework of the NICI-2005 Plan.**					
Each Government Ministry and PSO to formulate and make public their respective *ICT Policy Statement* by early 2001.	2001			🟦	🟥
Each Government Ministry and PSO to make available a copy of its *ICT Policy Statement* to NITC and the ICT Advisor to President	2001			🟦	🟥
G2.2 **All Government Ministries, GOR Establishments, Public Service Organizations (PSOs) and the National Transitional Assembly to set-up their Information Technology Services Division or Directorate (ITSD).**					
Fast Track Government Ministries and PSOs to set up their ITSD by 2001	2001			🟦	🟥
All other Government Ministries and PSOs to set-up their ITSD	2002			🟦	🟥

G2.3	**The Kick-Start-Your-ITSD Programme** One of the nominees will be trained in basic computer networking, network support and administration skills; one in software and user support and training skills; one in basic hardware support, troubleshooting and computer technician skills; and one in system administration and management skills. For each Ministry and PSO, these 4 personnel on completion of their training programme will return to form the start-up skeleton staff of the ITSD.						
Each Government Ministry (including the Office of the President and the Office of the Prime Minister), PSO and the National Transitional Assembly to set-up their respective skeleton ITSD by 2001 using the team trained under *A Fast-Track ICT Training Programme*	2001				🟦	🟥	
G2.4	**All Government Ministries and PSOs to develop their 5-Year IT Plan within the framework of the NICI-2005 Plan.**						
All Government Ministries (including the Office of the President and the Office of the Prime Minister) the PSOs and the National Transitional Assembly to develop their respective Five Year IT Plan by late 2001	2001				🟦	🟥	
G2.5	**All Government Ministries, PSOs and the National Transitional Assembly to develop annual IT Budgets (within the time-frame of NICI-2005) to implement their respective IT Plans.**						
All Government Ministries (including the Office of the President and the Office of the Prime Minister) the PSOs and the National Transitional Assembly depending on their size, and operations to set aside (during the time-frame of NICI-2005) 5-10% of its annual budget as IT Budget to cover the purchase of IT products, services and training	NICI-2005 Time Frame				🟦	🟥	
G2.6	**Programme for Organizational Process Re-engineering of Government Ministries and PSOs to facilitate Administrative Efficiency and Improved Service Delivery.**						
All Government Ministries and PSOs to by 2001 investigate the need to undertake a process re-engineering task before embarking on computerization	2001	🟩					
G3.1	**Government Ministries, PSOs and the National Transitional Assembly to commission an Organization-wide Corporate Network Implementation Report**						
Each Government Ministry and PSO and the National Transitional Assembly to commission and complete its Organization-wide Corporate Network Implementation Report by 2002	2002	🟩					
G3.2	**Each Government Ministries, PSOs and the National Transitional Assembly to implement a flexible organization-wide corporate network.**						
Fast-Track Government Ministries and PSOs to implement their corporate network (at least at the organizational headquarters) by 2002	2002				🟦	🟥	

	Year				
All other Government Ministries and PSOs to implement their corporate network (at least at the organizational headquarters) by 2003	2003			🟦	🟥
G3.3 **Each Government Ministry or PSO to identify and develop for its specific use relevant computer-based applications, information and database systems to support its administrative and service delivery activities. Key applications include:**					
Fast-Track Government Ministries and PSOs to implement their mission- critical computer-based applications, information and database systems by 2002.	2002			🟦	🟥
All other Government Ministries and PSOs to implement their mission- critical computer-based applications, information and database systems by 2003.	2003			🟦	🟥
Fast-Track Government Ministries and PSOs to implement their non-critical computer-based applications, information and database systems by 2003.	2003			🟦	🟥
All other Government Ministries and PSOs to implement their non-critical computer-based applications, information and database systems by 2004.	2004			🟦	🟥
G3.4 **Each Government Ministry or PSO to connect their corporate network to GOV-NeT**					
Fast-track Government Ministries and PSOs to connect their corporate network to GOV-NeT by 2003	2003			🟦	🟥
All other Government Ministries and PSOs to connect their corporate network to GOV-NeT by 2004	2004			🟦	🟥
G3.5 **Each Government Ministry or PSO to spread access to the Internet within their organization**					
All Government Ministries and PSOs to spread access to the Internet within their respective establishments by 2003	2003	🟩			
G4.2 **Implement the Nodes of GOV-NeT**					
Implement the core system of GOV-NeT by 2002	2002			🟦	🟥
Corporate Networks (nodes) of Fast track Ministries to be connected to GOV-NeT by 2003	2003			🟦	🟥
Corporate Network of other Ministries to be connect to GOV-NeT by 2004	2004			🟦	🟥
G5.2 **Each Government Ministry and Public Service Organization to Develop their respective Web-site**					
Each Government Ministry and Public Service Organization to develop its Web-site by 2002	2002		🟨		🟥
G5.3 **Each Government Ministry and Public Service Organization Web-site to be linked to the GOR Official Web site**					
Each Government Ministry and Public Service Organization Web-site to be linked to the GOR	2002			🟦	🟥

	Year				
Official Web site by 2002				[blue]	[red]
G6.2 **Other relevant Ministries and Public Sector Organizations to implement suitable GIS applications under the auspices of the National GIS Project to support their respective administrative and service delivery services**					
Relevant Ministries to implement their component of the National GIS Project and implement 50% of their relevant GIS applications by 2003	2003			[blue]	[red]
Relevant Ministries to implement 100% of their GIS applications by 2005	2005			[blue]	[red]
G7.2 **Roads Records Information System (RORIS)**					
Commission and complete the RORIS Project Implementation Report by 2003	2003			[blue]	[red]
Implement RORIS by 2004	2004			[blue]	[red]
G7.5 **The National Driving License and Vehicle Licensing and Registration Computerization Project**					
Ministry of Transport, Public Works and Communications to Commission and complete a Project Report by 2002	2002			[blue]	[red]
Project to computerize the Driving License, Vehicle Licensing and Registration system of Rwanda to be commenced by 2003	2003			[blue]	[red]
G8.2 **Government Electronic Procurement and Settlement System (GEPSS) Project**					
Commission and complete the GEPSS Project Implementation Report by 2002	2002			[blue]	[red]
Implement a fully operational Government Electronic Procurement and Settlement System (GEPSS) by 2004	2004			[blue]	[red]
G8.3 **The Public Information Kiosks (PIKs) Initiative**					
Commission and complete the PIK Initiative Implementation Report by 2002	2002			[blue]	[red]
Begin the implementation of the PIK Initiative by 2004	2004			[blue]	[red]
G8.4 **The Smart Government Initiative (SGI) – Private Sector Partnership Programme**					
Commission and complete the *SGI-Private Sector Partnership* Report by 2002	2002			[blue]	[red]
Begin pilot implementation of the *SGI-Private Sector Partnership* Programme by 2004	2004			[blue]	[red]
I1.1 **Implement plan to liberalize the communications sector**					
Formulate and complete policy initiatives on the liberation of the communication sector by 2002	2002	[green]			
I1.2 **Develop and implement a programme to facilitate universal access to basic and value added communications services**					
Develop policy and programme on universal access to basic and value added communication	2001	[green]			

		Time Frame					
services by 2001			🟩				
Implement and monitor the impact of the programme during NICI-2005 time frame		NICI-2005 Time-Frame	🟩				
I1.3	**Develop and enforce universal access and rural connectivity obligations within communication service operator licenses.**						
Enforce and monitor during NICI-2005 time frame compliance with universal access obligations stipulated in Communication Service Provision Licenses granted to Operators		NICI-2005 Time-Frame	🟩				
I1.4	**Develop and implement programme to diversify and improve the quality of information, and access**						
Develop programme for diversifying and improving quality of information and access by 2001		2001			🟨		🟥
Implement programme during NICI-2005 time frame		NICI-2005 Time-Frame			🟨		🟥
I2.1	**Implement programme of National Road Network, expansion, rehabilitation and upgrade**						
Carryout on-going expansion, rehabilitation and upgrade of the National Road Network during the time frame of NICI-2005		NICI-2005 Time-Frame			🟨		🟥
I2.2	**Implement programme to privatize Road maintenance and set-up a Road maintenance fund.**						
Privatize Road maintenance by 2002		2002				🟦	🟥
Set-up a Road maintenance fund by 2002		2002	🟩				
I2.4	**Implement programme for the rehabilitation and expansion and upgrade of the national telecommunication infrastructure**						
On-going rehabilitation and expansion and upgrade of the existing national telecommunication infrastructure to be completed by 2003		2003	🟩				
I2.5	**Develop and implement a comprehensive programme for rural roll-out of telecommunication and communication infrastructure and services**						
Develop a comprehensive programme to install public telephone access systems and mini-telecenters in rural communities (local trading shops, schools, local administration units, hospitals post offices etc) by 2001		2001			🟨		🟥
Implement programme to achieve 80% coverage of medium to high density rural communities 2003		2002			🟨		🟥
Achieve 100% coverage of medium to high density rural communities by 2005		2005			🟨		🟥
I2.8	**Government to formulate and implement a special initiative aimed at**						

	spreading Internet Access by promoting and facilitating the development of a competitive and vibrant ISP environment in Rwanda					
Ministry of Public Works, Transport and Communication in collaboration with other relevant Government Agencies to formulate and implement this special initiative by 2002	2002	🟩				
I3.1	**The Rapid National Broadband Backbone Development Facilitation Initiative**					
RIPA in collaboration with the Ministry of Public Works, Transport and Communications to by 2001 develop an attractive and competitive investment promotion package and incentives to facilitate the implementation of the *Rapid National Broadband Backbone Development Facilitation Initiative*.	2001	🟩				
RIPA to aggressively promote the *Rapid National Broadband Backbone Development Facilitation Initiative* domestically and international	NICI-2005 Time-Frame	🟩				
L1.1	**Implement a programme to separate government regulatory and operator duties**					
Separate government regulatory and operator duties by 2001	2001	🟩				
L1.2	**Implement a programme for the establishment of an independent National Communications Regulatory Authority**					
Ministry of Transport Public Works and Communications to establish the National Communication Authority by 2001	2001	🟩				
L1.3	**Implement a programme for the establishment of a mechanism for co-ordinated spectrum management and frequency planning**					
Establishment a mechanism for co-ordinated spectrum management and frequency planning by 2002	2002	🟩				
L2.1	**Enact the Telecommunication Law**					
Enact the Telecommunication Law by 2001	2001	🟩				
L2.2	**Put in place a programme to develop and enact laws and legislation relating communication sector liberalization**					
Develop and enact communication sector liberalization laws and legislation by 2002	2002	🟩				
L3.5	**Implement the programme to set up Information Technology Divisions or Directorate (ITSDs) in Government Ministries and Public Service Organizations**					
All Government Ministries including the Office of the President and the Office of the Prime Minister to set-up their ITSD by 2002	2002				🟦	🟥
F4.2	**Put in place a programme to facilitate the process of rapid acquisition of**					

	Time-Frame				
licenses and authorizations to install and operate communication equipment and systems as well as for providing communication-related services					
Develop a *Rapid Response Programme* to facilitate the process of speeding up license acquisition and authorizations to install and operate communication equipment and systems as well as for providing communication-related services by 2002	2002	GREEN			
Set-up a *Rapid Response and Service Unit (RRSU)* within the Ministry of Transport, Public Works and Communication to facilitate the implementation of the programme by 2001	2001	GREEN			
Implement programme throughout the NICI-2005 time frame.	NICI –2005 Time-Frame	GREEN			
F4.3 **Put in place and implement a programme to facilitate conditions for an investor friendly telecommunications environment**					
Develop a programme to facilitate conditions for investor friendly telecommunications environment by 2001	2001	GREEN			
Implement programme during NICI-2005 time frame	NICI-2005 Time-Frame	GREEN			
F4.4 **Develop and implement a programme to facilitate the development of local communications industry towards competitiveness**					
Develop a comprehensive programme to facilitate competition in the communications industry by 2001	2001		YELLOW		RED
Implement programme during NICI-2005 time frame	NICI-2005 Time-Frame		YELLOW		RED
Target achieving during the time frame of NICI-2005 an annual increase of at least 20% in the number of companies operating in each of the sectors of the industry	NICI-2005 Time-Frame			BLUE	RED

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MINISTRY OF INTERNAL SECURITY

		Due Date	Completed	Wk in Progress	Not Completed	Roll Over
H5.3	**Introduce Special Professional Level ICT Training Programmes to train and upgrade the skill of professional IT staff in all Ministries and Public Sector Organizations including the National Transitional Assembly**					
	All Ministers and Secretary Generals, as well as Chief Executives and Senior staff of (PSOs) should be trained in the use of Computers and the Internet by 2001	2001	🟩			
H5.2	**Implement a Special Basic Computing and Internet Usage Training in all Ministries and Public Sector Organizations (PSOs) for the User Staff from Directors and down**					
	About 40% of the staff of each Ministry and PSO (including the National Transitional Assembly) should be trained in basic computing and Internet usage by 2002	2002	🟩			
	Transitional Assembly) should be trained in basic computing and Internet usage by 2002	2004	🟩			
	About 80% - 100% of the staff of each Ministry and PSO should be trained in basic computing and Internet usage by 2004	2004	🟩			
H5.3	**Introduce Special Professional Level ICT Training Programmes to train and upgrade the skill of professional IT staff in all Ministries and Public Sector Organizations including the National Transitional Assembly**					
	Each Ministry and PSO depending on size and its operations should train/recruit a skeleton computer professional staff in the relevant key skill areas by 2002	2002	🟩			
	Each Ministry and PSO should by 2004 train/recruit all the required professional computer staff (Programmers and Systems Developers, Network Managers, Engineers/Technicians, Computer Technicians etc)	2004		🟨		🟥
H6.1	**Institute periodic on-going short-term training programmes, workshops and seminars in management; policy formulation, execution and monitoring for selected number of civil servants from Government Ministries and PSOs**					
	Short Term Target: Train 50% of suitably identified civil and public servants in each Ministry or PSO by 2002	2002	🟩			
	Long term Target: Train all suitably identified civil and public servants in each Ministry or PSO by 2004	2004	🟩			
G1.1	**All Government Ministries, and Public Service Organizations (PSOs) and other relevant**					

	NICI-2005 Plan implementation agencies, establishments and entities to respectively set up a Plan Execution and Coordination Committee (PECC) (PSOs)						
All Government Ministries, PSOs and other identified NICI-2005 Implementation Agencies, Establishments and Entities to set up their respective PECC by early 2001		2001	🟩				
G1.2	**All Ministries, PSOs and other NICI-Plan Implementation Entities to submit the list of the PECC members to the NITC and the ICT Advisor to the President**						
List of members of PECCs to be submitted to the NITC and the ICT Advisor to the President by mid 2001		2001	🟩				
G2.1	**All Government Ministries, Public Service Organizations (PSOs) as well as the National Transitional Assembly to develop their respective *ICT Policy Statement* on the deployment and exploitation of ICTs to support their organizational activities and operations within the framework of the NICI-2005 Plan.**						
Each Government Ministry and PSO to formulate and make public their respective *ICT Policy Statement* by early 2001		2001				🟦	🟥
Each Government Ministry and PSO to make available a copy of its *ICT Policy Statement* to NITC and the ICT Advisor to President by mid. 2001		2001		🟨			🟥
G2.2	**All Government Ministries, GOR Establishments, Public Service Organizations (PSOs) and the National Transitional Assembly to set-up their Information Technology Services Division or Directorate (ITSD).**						
Fast Track Government Ministries and PSOs to set up their ITSD by 2001		2001				🟦	🟥
All other Government Ministries and PSOs to set-up their ITSD by 2002		2002	🟩				
G2.3	**The Kick-Start-Your-ITSD Programme**						
Each Government Ministry (including the Office of the President and the Office of the Prime Minister), PSO and the National Transitional Assembly to set-up their respective skeleton ITSD by 2001 using the team trained under *A Fast-Track ICT Training Programme*		2001	🟩				
G2.4	**All Government Ministries and PSOs to develop their 5-Year IT Plan within the framework of the NICI-2005 Plan.**						
All Government Ministries (including the Office of the President and the Office of the Prime Minister) the PSOs and the National Transitional Assembly to develop their respective Five Year IT Plan by late 2001		2001				🟦	🟥
G2.5	**All Government Ministries, PSOs and the National Transitional Assembly to develop annual IT Budgets (within the time-frame of NICI-2005) to implement their respective IT Plans.**						
All Government Ministries (including the Office of the President and the Office of the Prime Minister) the PSOs and the National Transitional Assembly depending on their size, and operations to set aside		2005	🟩				

(during the time-frame of NICI-2005) 5-10% of its annual budget as IT Budget to cover the purchase of IT products, services and training		🟩			
G2.6 **Programme for Organizational Process Re-engineering of Government Ministries and PSOs to facilitate Administrative Efficiency and Improved Service Delivery**					
All Government Ministries and PSOs to by 2001 investigate the need to undertake a process re-engineering task before embarking on computerization	2001			🟦	🟥
G3.1 **Government Ministries, PSOs and the National Transitional Assembly to commission an Organization-wide Corporate Network Implementation Report**					
Each Government Ministry and PSO and the National Transitional Assembly to commission and complete its Organization-wide Corporate Network Implementation Report by 2002	2002			🟦	🟥
G3.2 **Each Government Ministries, PSOs and the National Transitional Assembly to implement a flexible organization-wide corporate network**					
Fast-Track Government Ministries and PSOs to implement their corporate network (at least at the organizational headquarters) by 2002	2002			🟦	🟥
All other Government Ministries and PSOs to implement their corporate network (at least at the organizational headquarters) by 2003	2003			🟦	🟥
G3.3 **Each Government Ministry or PSO to identify and develop for its specific use relevant computer-based applications, information and database systems to support its administrative and service delivery activities. Key applications include:**					
Fast-Track Government Ministries and PSOs to implement their mission- critical computer-based applications, information and database systems by 2002.	2002			🟦	🟥
Fast-Track Government Ministries and PSOs to implement their mission- critical computer-based applications, information and database systems by 2002.	2002			🟦	🟥
Fast-Track Government Ministries and PSOs to implement their mission- critical computer-based applications, information and database systems by 2002.	2002			🟦	🟥
All other Government Ministries and PSOs to implement their non-critical computer-based applications, information and database systems by 2004.	2004		🟨		🟥
G3.4 **Each Government Ministry or PSO to connect their corporate network to GOV-NeT**					
Fast-track Government Ministries and PSOs to connect their corporate network to GOV-NeT by 2003	2003			🟦	🟥
All other Government Ministries and PSOs to connect their corporate network to GOV-NeT by 2004	2003			🟦	🟥
G3.5 **Each Government Ministry or PSO to spread access to the Internet within their organization**					
All Government Ministries and PSOs to spread access to the Internet within their respective	2003		🟨		🟥

establishments by 2003				🟨		🟥
G4.2	**Implement the Nodes of GOV-NeT**					
Implement the core system of GOV-NeT by 2002	2002			🟦		🟥
Corporate Networks (nodes) of Fast track Ministries to be connected to GOV-NeT by 2003	2003			🟦		🟥
Corporate Network of other Ministries to be connect to GOV-NeT by 2004	2004			🟦		🟥
G5.2	**Each Government Ministry and Public Service Organization to Develop their respective Web-site**					
Each Government Ministry and Public Service Organization to develop its Web-site by 2002	2002			🟨		🟥
G5.3	**Each Government Ministry and Public Service Organization Web-site to be linked to the GOR Official Web site**					
Each Government Ministry and Public Service Organization Web-site to be linked to the GOR Official Web site	2002			🟦		🟥
G6.2	Ministry of Transport, Public Works and Communication to implement suitable GIS applications under the auspices of the National GIS Project to support its administrative and service delivery services Ministry of Lands, Resettlement and Environmental Protection to implement suitable GIS applications under the auspices of the National GIS Project to support its administrative and service delivery services Ministry of Health to implement suitable GIS applications under the auspices of the National GIS Project to support its administrative and service delivery services Ministry of Local Government and Social Affairs to implement suitable GIS applications under the auspices of the National GIS Project to support its administrative and service delivery services Ministry of Energy, Water and Natural Resources to implement suitable GIS applications under the auspices of the National GIS Project to support its administrative and service delivery services Ministry of Agriculture Animal Resources and Forestry to implement suitable GIS applications under the auspices of the National GIS Project to support its administrative and service delivery services Other relevant Ministries and Public Sector Organizations to implement suitable GIS						

Code	Description	Year					
	applications under the auspices of the National GIS Project to support their respective *administrative and service delivery services*						
	Relevant Ministries to implement their component of the National GIS Project and implement 50% of their relevant GIS applications by 2003	2003				(blue)	(red)
	Relevant Ministries to implement 100% of their GIS applications by 2005	2003				(blue)	(red)
	Relevant Ministries to implement their component of the National GIS Project and implement 50% of their relevant GIS applications by 2003	2003				(blue)	(red)
	Relevant Ministries to implement 100% of their GIS applications by 2005	2003				(blue)	(red)
G7.6	**Initiative to Computerize Key Operations and Support Services of the National Police Force**						
	Commission and complete Report on computerizing key operations and support services of the National Police Force by 2002	2002				(blue)	(red)
	Start computerizing key operations and support services of the National Police Force by 2003	2003				(blue)	(red)
G8.2	**Government Electronic Procurement and Settlement System (GEPSS) Project**						
	Commission and complete the GEPSS Project Implementation Report by 2002	2002				(blue)	(red)
	Implement a fully operational Government Electronic Procurement and Settlement System (GEPSS) by 2004	2004				(blue)	(red)
G8.3	**The Public Information Kiosks (PIKs) Initiative**						
	Commission and complete the PIK Initiative Implementation Report by 2002	2002				(blue)	(red)
	Begin the implementation of the PIK Initiative by 2004	2004				(blue)	(red)
G8.4	**The Smart Government Initiative (SGI) – Private Sector Partnership Programme**						
	Commission and complete the *SGI-Private Sector Partnership* Report by 2002	2002				(blue)	(red)
	Begin pilot implementation of the *SGI-Private Sector Partnership* Programme by 2004	2004				(blue)	(red)
L3.5	**Implement the programme to set up Information Technology Divisions or Directorate (ITSDs) in Government Ministries and Public Service Organizations**						
	All Government Ministries including the Office of the President and the Office of the Prime Minister to set-up their ITSD by 2002	2002	(green)				

NATIONAL POSTS OFFICE

H5.1	Implement a Special Basic Computing and Internet Usage Training Programme for all Ministers and Secretary Generals as well as for Chief Executives and Senior staff of Public Sector Organizations (PSOs)	Due Date	Completed	Wk in Progress	Not Completed	Roll Over
All Ministers and Secretary Generals, as well as Chief Executives and Senior staff of (PSOs) should be trained in the use of Computers and the Internet by 2001		2001			■	■
H5.2	Implement a Special Basic Computing and Internet Usage Training in all Ministries and Public Sector Organizations (PSOs) for the User Staff from Directors and down.					
About 40% of the staff of each Ministry and PSO (including the National Transitional Assembly) should be trained in basic computing and Internet usage by 2002		2002			■	■
About 80% - 100% of the staff of each Ministry and PSO (including the National Transitional Assembly) should be trained in basic computing and Internet usage by 2004		2004			■	■
H5.3	Introduce Special Professional Level ICT Training Programmes to train and upgrade the skill of professional IT staff in all Ministries and Public Sector Organizations including the National Transitional Assembly					
Each Ministry and PSO depending on size and its operations should train/recruit a skeleton computer professional staff in the relevant key skill areas by 2002		2002			■	■
Each Ministry and PSO should by 2004 train/recruit all the required professional computer staff (Programmers and Systems Developers, Network Managers, Engineers/Technicians, Computer Technicians etc)		2004			■	■
H5.4	Implement a *'Office Space-for-Service'* Initiative aimed at enabling Government Ministries and PSOs to rent their an utilized office space to private computer service provision companies.					
The Ministry of Public Works, Transport and Communication in collaboration with the Ministry of Public Service to Commission a Report to set-out the Guidelines for Implementing the *'Office Space-for-Service'* Initiative by 2001		2001			■	■
Implement the *'Office Space-for-Service'* initiative starting from 200**2**.		2002			■	■
H6.1	Institute periodic on-going short-term training programmes, workshops and seminars in management; policy formulation, execution and monitoring for selected number of					

	Description	Year					
	civil servants from Government Ministries and PSOs						
	Short Term Target: Train 50% of suitably identified civil and public servants in each Ministry or PSO by 2002	2002				■	■
	Long term Target: Train all suitably identified civil and public servants in each Ministry or PSO by 2004	2004				■	■
G1.1	**All Government Ministries, and Public Service Organizations (PSOs) and other relevant NICI-2005 Plan implementation agencies, establishments and entities to respectively set up a Plan Execution and Coordination Committee (PECC)**						
	All Government Ministries, PSOs and other identified NICI-2005 Implementation Agencies, Establishments and Entities to set up their respective PECC by early 2001	2001				■	■
G1.2	**All Ministries, PSOs and other NICI-Plan Implementation Entities to submit the list of the PECC members to the NITC and the ICT Advisor to the President**						
	List of members of PECCs to be submitted to the NITC and the ICT Advisor to the President by mid 2001	2001				■	■
G2.1	**All Government Ministries, Public Service Organizations (PSOs) as well as the National Transitional Assembly to develop their respective *ICT Policy Statement* on the deployment and exploitation of ICTs to support their organizational activities and operations within the framework of the NICI-2005 Plan.**						
	Each Government Ministry and PSO to formulate and make public their respective *ICT Policy Statement* by early 2001.	2001				■	■
	Each Government Ministry and PSO to make available a copy of its *ICT Policy Statement* to NITC and the ICT Advisor to President by mid. 2001	2001				■	■
G2.2	**All Government Ministries, GOR Establishments, Public Service Organizations (PSOs) and the National Transitional Assembly to set-up their Information Technology Services Division or Directorate (ITSD).**						
	Fast Track Government Ministries and PSOs to set up their ITSD by 2001	2001				■	■
	All other Government Ministries and PSOs to set-up their ITSD by 2002	2002				■	■
G2.3	**The Kick-Start-Your-ITSD Programme**						
	Each Government Ministry (including the Office of the President and the Office of the Prime Minister), PSO and the National Transitional Assembly to set-up their respective skeleton ITSD by 2001 using the team trained under *A Fast-Track ICT Training Programme*	2001				■	■
G2.4	**All Government Ministries and PSOs to develop their 5-Year IT Plan within the framework of the NICI-2005 Plan.**						

	Description	Year				
	All Government Ministries (including the Office of the President and the Office of the Prime Minister) the PSOs and the National Transitional Assembly to develop their respective Five Year IT Plan by late 2001	2001			■ (blue)	■ (red)
G2.5	**All Government Ministries, PSOs and the National Transitional Assembly to develop annual IT Budgets (within the time-frame of NICI-2005) to implement their respective IT Plans.**					
	All Government Ministries (including the Office of the President and the Office of the Prime Minister) the PSOs and the National Transitional Assembly depending on their size, and operations to set aside (during the time-frame of NICI-2005) 5-10% of its annual budget as IT Budget to cover the purchase of IT products, services and training	N/A			■ (blue)	■ (red)
G2.6	Programme for Organizational Process Re-engineering of Government Ministries and PSOs to facilitate Administrative Efficiency and Improved Service Delivery.					
	All Government Ministries and PSOs to by 2001 investigate the need to undertake a process re-engineering task before embarking on computerization.	2001			■ (blue)	■ (red)
G3.1	**Government Ministries, PSOs and the National Transitional Assembly to commission an Organization-wide Corporate Network Implementation Report**					
	Each Government Ministry and PSO and the National Transitional Assembly to commission and complete its Organization-wide Corporate Network Implementation Report by 2002.				■ (blue)	■ (red)
G3.2	**Each Government Ministries, PSOs and the National Transitional Assembly to implement a flexible organization-wide corporate network.**					
	Fast-Track Government Ministries and PSOs to implement their corporate network (at least at the organizational headquarters) by 2002.	2002	■ (green)			
	All other Government Ministries and PSOs to implement their corporate network (at least at the organizational headquarters) by 2003.	2003	■ (green)			
G3.3	**Each Government Ministry or PSO to identify and develop for its specific use relevant computer-based applications, information and database systems to support its administrative and service delivery activities.**					
	Fast-Track Government Ministries and PSOs to implement their mission- critical computer-based applications, information and database systems by 2002.	2002			■ (blue)	■ (red)
	All other Government Ministries and PSOs to implement their mission- critical computer-based applications, information and database systems by 2003.	2003			■ (blue)	■ (red)
	Fast-Track Government Ministries and PSOs to implement their non-critical computer-based applications, information and database systems by 2003.	2003			■ (blue)	■ (red)
	All other Government Ministries and PSOs to implement their non-critical computer-based applications,	2004			■ (blue)	■ (red)

	Year					
information and database systems by 2004.					⬛ blue	🟥 red
G3.4 **Each Government Ministry or PSO to connect their corporate network to GOV-NeT**						
Fast-track Government Ministries and PSOs to connect their corporate network to GOV-NeT by 2003.	2003				⬛ blue	🟥 red
All other Government Ministries and PSOs to connect their corporate network to GOV-NeT by 2004	2004			🟨 yellow		🟥 red
G3.5 **Each Government Ministry or PSO to spread access to the Internet within their organization**						
All Government Ministries and PSOs to spread access to the Internet within their respective establishments by 2003	2003			🟨 yellow		🟥 red
G4.2 **Implement the Nodes of GOV-Net**						
Implement the core system of GOV-NeT by 2002	2002			🟨 yellow		🟥 red
Corporate Networks (nodes) of Fast track Ministries to be connected to GOV-NeT by 2003	2003			🟨 yellow		🟥 red
Corporate Network of other Ministries to be connect to GOV-NeT by 2004	2004				⬛ blue	🟥 red
G5.2 **Each Government Ministry and Public Service Organization to Develop their respective Web-site**						
Each Government Ministry and Public Service Organization to develop its Web-site by 2002.	2002				⬛ blue	🟥 red
G5.3 **Each Government Ministry and Public Service Organization Web-site to be linked to the GOR Official Web site**						
Each Government Ministry and Public Service Organization Web-site to be linked to the GOR Official Web site by 2002	2002				⬛ blue	🟥 red
G8.2 **Government Electronic Procurement and Settlement System (GEPSS) Project**						
Commission and complete the GEPSS Project Implementation Report by 2002	2002				⬛ blue	🟥 red
Implement a fully operational Government Electronic Procurement and Settlement System (GEPSS) by 2004	2004				⬛ blue	🟥 red
G8.3 **The Public Information Kiosks (PIKs) Initiative**						
Commission and complete the PIK Initiative Implementation Report by 2002	2002				⬛ blue	🟥 red
Begin the implementation of the PIK Initiative by 2004	2004				⬛ blue	🟥 red
G8.4 **The Smart Government Initiative (SGI) – Private Sector Partnership Programme**						
Commission and complete the *SGI-Private Sector Partnership* Report by 2002	2002				⬛ blue	🟥 red
Begin pilot implementation of the *SGI-Private Sector Partnership* Programme by 2004	2004				⬛ blue	🟥 red

OFFICE OF THE PRESIDENT OF REPUBLIC

H5.1	Implement a Special Basic Computing and Internet Usage Training Programme for all Ministers and Secretary Generals as well as for Chief Executives and Senior staff of Public Sector Organizations (PSOs)	Due Date	Completed	Wk in Progress	Not Completed	Roll Over
All Ministers and Secretary Generals, as well as Chief Executives and Senior staff of (PSOs) should be trained in the use of Computers and the Internet by 2001		2001	🟩			
H5.2	Implement a Special Basic Computing and Internet Usage Training in all Ministries and Public Sector Organizations (PSOs) for the User Staff from Directors and down					
About 40% of the staff of each Ministry and PSO (including the National Transitional Assembly) should be trained in basic computing and Internet usage by 2002		2002	🟩			
About 80% - 100% of the staff of each Ministry and PSO should be trained in basic computing and Internet usage by 2004		2004	🟩			
H5.3	Introduce Special Professional Level ICT Training Programmes to train and upgrade the skill of professional IT staff in all Ministries and Public Sector Organizations including the National Transitional Assembly					
Each Ministry and PSO depending on size and its operations should train/recruit a skeleton computer professional staff in the relevant key skill areas by 2002		2002	🟩			
Each Ministry and PSO should by 2004 train/recruit all the required professional computer staff (Programmers and Systems Developers, Network Managers, Engineers/Technicians, Computer Technicians etc)		2004	🟩			
E4.4	Special Presidential Initiatives and Actions to Promote and Champion the Vision for Rwanda through the deployment, exploitation the development of ICTs to support Rwandan's rapid socio-economic development in the next 20 years					
Launch the 'ICTs for Development' (ICTfDev) Fund for Rwanda to raise US$500 million to support the implementation of NICI-2005		2001			🟦	🟥
Chair a Donor's Conference in Kigali (by early 2001) to launch and kick-start the US$500 million ICTfDev Initiative		2001			🟦	🟥
E4.5	Ministers, Senior Government Officials and other personalities, will from 2001 onwards regularly use the media and the opportunities provided by public meetings, press conferences and briefings both at home and abroad to refer to and promote the new *Vision for Rwanda* (*VfR*) and the role that ICTs will be playing as part of Government policy to transform the Rwandan society and economy.					
Initiate by 2001 the process of regular public briefings by Ministers, Senior Government Officials and		2001			🟦	🟥

	other Personalities on the new Vision for Rwanda (**VfR**) and the role of ICTs.					blue	red
G5.1	**The Office of the President to develop the GOR Official Web-site to host all GOR official documents and information.**						
	Implement a fully operational GOR Official Web-site by early 2001	2001(2002)	green				
	Note: The Office of the President will be responsible for the development and maintenance of the Official GOR Web-site.		green				
C4.3	**Implementation of Cabinet Decision Information System (CADIS)**						
	The Office of the President to commission and complete the CADIS Project Implementation Report by 2002	2003 (2004)			yellow		red
L3.1	**Implement the programme to set up the National Information Technology Committee (NITC) and its Working Groups**						
	Enact the Decree for setting up the NITC by early 2001	2001				blue	red
L3.2	**Appoint an ICT Advisor to the President**						
	Appoint an ICT Advisor to the President by 2001	2001	green				
L3.2	**An Initiative to Implement Project-RITA for the next three years (2001-2003)**						
	Commission and complete a by early 2001 a Project Report for the implementation of Project-RITA	2001	green				
	Mobilize Funds for the Implementation of **Project-RITA**	2001				blue	red
L3.4	**Implement a programme to expand and fully operationalize the activities and the operations of RITA**						
	Expand and fully operationalize the activities and the operations of RITA by 2003	2003			yellow		red

OFFICE RWANDAISE DU TOURISME ET DES PARCS NATIONAUX (ORTPN)

H5.1	Implement a Special Basic Computing and Internet Usage Training Programme for all Ministers and Secretary Generals as well as for Chief Executives and Senior staff of Public Sector Organizations (PSOs)	Due Date	Completed	Wk in Progress	Not Completed	Roll Over
All Ministers and Secretary Generals, as well as Chief Executives and Senior staff of (PSOs) should be trained in the use of Computers and the Internet by 2001		2001			■	■
H5.2	Implement a Special Basic Computing and Internet Usage Training in all Ministries and Public Sector Organizations (PSOs) for the User Staff from Directors and down					
About 40% of the staff of each Ministry and PSO (including the National Transitional Assembly) should be trained in basic computing and Internet usage by 2002		2002	■			
About 80% - 100% of the staff of each Ministry and PSO should be trained in basic computing and Internet usage by 2004		2004		■		■
H5.3	Introduce Special Professional Level ICT Training Programmes to train and upgrade the skill of professional IT staff in all Ministries and Public Sector Organizations including the National Transitional Assembly					
Each Ministry and PSO depending on size and its operations should train/recruit a skeleton computer professional staff in the relevant key skill areas by 2002		2002			■	■
Each Ministry and PSO should by 2004 train/recruit all the required professional computer staff (Programmers and Systems Developers, Network Managers, Engineers/Technicians, Computer Technicians etc)		2004			■	■
H5.4	Implement a *'Office Space-for-Service'* Initiative aimed at enabling Government Ministries and PSOs to rent their an utilized office space to private computer service provision companies					
The Ministry of Public Works, Transport and Communication in collaboration with the Ministry of Public Service to Commission a Report to set-out the Guidelines for Implementing the *'Office Space-for-Service'* Initiative by 2001		2001			■	■
Implement the *'Office Space-for-Service'* initiative starting from 200**2.**		2002			■	■
H6.1	Institute periodic on-going short-term training programmes, workshops and seminars in management; policy formulation, execution and monitoring for selected number of civil servants from Government Ministries and PSOs					
Short Term Target: Train 50% of suitably identified civil and public servants in each Ministry or PSO		2002		■		■

Description					
by 2002			yellow		red
Long term Target: Train all suitably identified civil and public servants in each Ministry or PSO by 2004	2004		yellow		red
G1.1 — **All Government Ministries, and Public Service Organizations (PSOs) and other relevant NICI-2005 Plan implementation agencies, establishments and entities to respectively set up a Plan Execution and Coordination Committee (PECC)**					
All Government Ministries, PSOs and other identified NICI-2005 Implementation Agencies, Establishments and Entities to set up their respective PECC by early 2001	2001			blue	red
G1.2 — **All Ministries, PSOs and other NICI-Plan Implementation Entities to submit the list of the PECC members to the NITC and the ICT Advisor to the President**					
List of members of PECCs to be submitted to the NITC and the ICT Advisor to the President by mid 2001	2001			blue	red
G2.1 — **All Government Ministries, Public Service Organizations (PSOs) as well as the National Transitional Assembly to develop their respective *ICT Policy Statement* on the deployment and exploitation of ICTs to support their organizational activities and operations within the framework of the NICI-2005 Plan.**					
Each Government Ministry and PSO to formulate and make public their respective *ICT Policy Statement* by early 2001	2001			blue	red
Each Government Ministry and PSO to make available a copy of its *ICT Policy Statement* to NITC and the ICT Advisor to President by mid. 2001	2001			blue	red
G2.2 — **All Government Ministries, GOR Establishments, Public Service Organizations (PSOs) and the National Transitional Assembly to set-up their Information Technology Services Division or Directorate (ITSD).**					
Fast Track Government Ministries and PSOs to set up their ITSD by 2001	2001			blue	red
All other Government Ministries and PSOs to set-up their ITSD by 2002	2002			blue	red
G2.3 — **The Kick-Start-Your-ITSD Programme**					
Each Government Ministry (including the Office of the President and the Office of the Prime Minister), PSO and the National Transitional Assembly to set-up their respective skeleton ITSD by 2001 using the team trained under *A Fast-Track ICT Training Programme*	2001			blue	red
G2.4 — **All Government Ministries and PSOs to develop their 5-Year IT Plan within the framework of the NICI-2005 Plan**					
All Government Ministries (including the Office of the President and the Office of the Prime Minister) the PSOs and the National Transitional Assembly to develop their respective Five Year IT Plan by late	2001			blue	red

	Description	Year				
	2001				🟦	🟥
G2.5	**All Government Ministries, PSOs and the National Transitional Assembly to develop annual IT Budgets (within the time-frame of NICI-2005) to implement their respective IT Plans.**					
	All Government Ministries (including the Office of the President and the Office of the Prime Minister) the PSOs and the National Transitional Assembly depending on their size, and operations to set aside (during the time-frame of NICI-2005) 5-10% of its annual budget as IT Budget to cover the purchase of IT products, services and training			🟨		🟥
G2.6	**Programme for Organizational Process Re-engineering of Government Ministries and PSOs to facilitate Administrative Efficiency and Improved Service Delivery**					
	All Government Ministries and PSOs to by 2001 investigate the need to undertake a process re-engineering task before embarking on computerization	2001		🟨		🟥
G3.1	**Government Ministries, PSOs and the National Transitional Assembly to commission an Organization-wide Corporate Network Implementation Report**					
	Each Government Ministry and PSO and the National Transitional Assembly to commission and complete its Organization-wide Corporate Network Implementation Report by 2002	2002			🟦	🟥
G3.2	**Each Government Ministries, PSOs and the National Transitional Assembly to implement a flexible organization-wide corporate network.**					
	Fast-Track Government Ministries and PSOs to implement their corporate network (at least at the organizational headquarters) by 2002	2002			🟦	🟥
	All other Government Ministries and PSOs to implement their corporate network (at least at the organizational headquarters) by 2003	2003			🟦	🟥
G3.2	**Each Government Ministries, PSOs and the National Transitional Assembly to implement a flexible organization-wide corporate network.**					
	Fast-Track Government Ministries and PSOs to implement their corporate network (at least at the organizational headquarters) by 2002	2002			🟦	🟥
	All other Government Ministries and PSOs to implement their corporate network (at least at the organizational headquarters) by 2003	2003			🟦	🟥
	Fast-Track Government Ministries and PSOs to implement their non-critical computer-based applications, information and database systems by 2003.	2003			🟦	🟥
	All other Government Ministries and PSOs to implement their non-critical computer-based applications, information and database systems by 2004.	2004			🟦	🟥
G3.4	**Each Government Ministry or PSO to connect their corporate network to GOV-NeT**					

Fast-track Government Ministries and PSOs to connect their corporate network to GOV-NeT by 2003	2003			■■■	■
All other Government Ministries and PSOs to connect their corporate network to GOV-NeT by 2004	2004			■■■	■
G3.5 **Each Government Ministry or PSO to spread access to the Internet within their organization**					
All Government Ministries and PSOs to spread access to the Internet within their respective establishments by 2003				■■■	■
G4.2 **Implement the Nodes of GOV-NeT**					
Implement the core system of GOV-NeT by 2002	2002			■■■	■
Corporate Networks (nodes) of Fast track Ministries to be connected to GOV-NeT by 2003	2003			■■■	■
Corporate Network of other Ministries to be connect to GOV-NeT by 2004	2004			■■■	■
G5.2 **Each Government Ministry and Public Service Organization to Develop their respective Web-site**					
Each Government Ministry and Public Service Organization to develop its Web-site by 2002	2002			■■■	■
G5.3 **Each Government Ministry and Public Service Organization Web-site to be linked to the GOR Official Web site**					
Each Government Ministry and Public Service Organization Web-site to be linked to the GOR Official Web site by 2002	2002			■■■	■
G5.3 **Each Government Ministry and Public Service Organization Web-site to be linked to the GOR Official Web site**					
Each Government Ministry and Public Service Organization Web-site to be linked to the GOR Official Web site by 2002	2002			■■■	■
Implement a fully operational Government Electronic Procurement and Settlement System (GEPSS) by 2004	2004			■■■	■
G8.3 **The Public Information Kiosks (PIKs) Initiative**					
Commission and complete the PIK Initiative Implementation Report by 2002	2002			■■■	■
Begin the implementation of the PIK Initiative by 2004	2004			■■■	■
G8.4 **The Smart Government Initiative (SGI) – Private Sector Partnership Programme**					
Commission and complete the *SGI-Private Sector Partnership* Report by 2002	2002			■■■	■
Begin pilot implementation of the *SGI-Private Sector Partnership* Programme by 2004	2004			■■■	■
C4.6 **Tourism Promotion Information System (TPIS)**					

		Due Date	Completed	Wk in Progress	Not Completed	Roll Over
	ORTPN to commission and complete the TPIS Project Implementation Report by 2001				(blue)	(red)
				(yellow)		(red)
F5.6	**Set-up and Virtual Tourism Promotion and Facilitation Site**					
	ORTPN to set-up the *Virtual Tourism Promotion and Facilitation Site* by 2001			(yellow)		(red)

NUR, KIST, KIE, ULK, KHI & OTHER INSTITUTIONS & RESEARCH INSTITUTES

		Due Date	Completed	Wk in Progress	Not Completed	Roll Over
H5.1	**Implement a Special Basic Computing and Internet Usage Training Programme for all Ministers and Secretary Generals as well as for Chief Executives and Senior staff of Public Sector Organizations (PSOs)**					
	All Ministers and Secretary Generals, as well as Chief Executives and Senior staff of (PSOs) should be trained in the use of Computers and the Internet by 2001	2001		(yellow)		(red)
H5.2	**Implement a Special Basic Computing and Internet Usage Training in all Ministries and Public Sector Organizations (PSOs) for the User Staff from Directors and down**					
	About 40% of the staff of each Ministry and PSO (including the National Transitional Assembly) should be trained in basic computing and Internet usage by 2002	2002		(yellow)		(red)
	About 80% - 100% of the staff of each Ministry and PSO should be trained in basic computing and Internet usage by 2004	2004		(yellow)		(red)
H5.3	**Introduce Special Professional Level ICT Training Programmes to train and upgrade the skill of professional IT staff in all Ministries and Public Sector Organizations including the National Transitional Assembly**					
	Each Ministry and PSO depending on size and its operations should train/recruit a skeleton computer professional staff in the relevant key skill areas by 2002	2002			(blue)	(red)
	Each Ministry and PSO should by 2004 train/recruit all the required professional computer staff (Programmers and Systems Developers, Network Managers, Engineers/Technicians, Computer Technicians etc)	2004			(blue)	(red)
H5.4	**Implement a *'Office Space-for-Service'* Initiative aimed at enabling Government Ministries and PSOs to rent their an utilized office space to private computer**					

	Year				
service provision companies					
The Ministry of Public Works, Transport and Communication in collaboration with the Ministry of Public Service to Commission a Report to set-out the Guidelines for Implementing the *'Office Space-for-Service'* Initiative by 2001	2001		yellow		red
Implement the *'Office Space-for-Service'* initiative starting from 200**2**	2002		yellow		red
H6.1 **Institute periodic on-going short-term training programmes, workshops and seminars in management; policy formulation, execution and monitoring for selected number of civil servants from Government Ministries and PSOs**					
Short Term Target: Train 50% of suitably identified civil and public servants in each Ministry or PSO by 2002	2002			blue	red
Long term Target: Train all suitably identified civil and public servants in each Ministry or PSO by 2004	2004			blue	red
H7.1 **Train adequate number of Business Professionals, namely: Accountants, Bankers and Financial Service Personnel, Lawyers, Marketing and Sales Personnel and other Professional Corps for the Service Sector**					
Short-term Targets: Increase, by 2003, the Annual enrollment of students taking Business Professional level courses in Universities and Colleges by 30% to 50%. Upgrade the skill of Junior to middle level Business Professionals in Private Sector Establishments within the Service Sector and the ICT Industry by Year 2003 Upgrade the skill of Junior to middle level Business Professional Civil Servants in Key Ministries linked to the Service Sector or the ICT Industry by Year 2003	2003			blue	red
Long-term Targets: Increase, by 2005, the Annual enrollment of students taking Business Professional level courses in Universities and Colleges by 50% to 75%.	2004			blue	red
H7.2 **Train adequate number of Computer Professionals namely: Computer Scientists, System Developers and Analysts, Network and Telecommunication Engineers and Technicians, Programmers, Software Developers, Web and Content Developers etc**					
Short term Target: Increase, by 2003, the Annual enrollment of students taking Computer Professional level courses in Universities and Colleges by 30% to 50%.	2003			blue	red
Long term Target: Increase, by 2005, the Annual enrollment of students taking Science and Engineering Courses in the Universities and Colleges from 50% to 75%.	2005			blue	red

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H7.3	**Train adequate number of Computer Professionals namely: Computer Scientists, System Developers and Analysts, Network and Telecommunication Engineers and Technicians, Programmers, Software Developers, Web and Content Developers etc**						
Short term Target: Increase, by 2003, the Annual enrollment of students taking Computer Professional level courses in Universities and Colleges by 30% to 50%.		2003				🟦	🟥
Long term Target: Increase, by 2005, the Annual enrollment of students taking Science and Engineering Courses in the Universities and Colleges from 50% to 75%.		2005				🟦	🟥
H8.1	Improve the facilities of NUR, KIST and KIE and make the necessary resources available to them to enable them increase enrollment of students on ICT-related courses and to introduce additional ICT types of programmes at the certificate, diploma and degree levels.						
Improve and upgrade on an on-going basis (within the time-frame of NICI-2005) the computing facilities and resources of the NUR, KIST and the KIE to accommodate additional students on ICT programmes.		2005				🟦	🟥
The Government (within the time-frame of NICI-2005) to increase the respective annual budgets of the NUR, KIST and the KIE by 50% to 75% to facilitate the acquisition of additional resources and facilities to meet increase in the enrollment of students on ICT-related programmes.		2005				🟦	🟥
E6.3	**Train adequate number of Computer Professionals namely: Computer Scientists, System Developers and Analysts, Network and Telecommunication Engineers and Technicians, Programmers, Software Developers, Web and Content Developers etc**						
Phase 1: Train and deploy the 1st Batch of **n/3** Teachers by 2001 (**n** is the critical mass of Computer Literacy Teachers- CLTs)		2001		🟨			🟥
Phase 2: Train and deploy the 2nd Batch of **n/3** additional Teachers by 2002		2002		🟨			🟥
Phase 3: Train and deploy the 3rd Batch of **n/3** additional Teachers by 2003		2003		🟨			🟥
Phase 4: Train CLTs annually thereafter to fill vacancies and to achieve the required critical mass of 'one CLT per school' by 2005		2005		🟨			🟥
E6.4	**Teacher Training Colleges, Universities and other Colleges providing Teacher Training Education Programmes to make Computer Studies and Basic Computing an integral and a compulsory subject of these Programmes.**						
Ministry of Education to by 2001 issue and enforce a directive that will require Teacher Training Colleges, Universities and other Colleges to make Computer Studies and Basic Computing an integral and a compulsory subject within Teacher Training Education Programmes.		2001	🟩				
E8.1	**Implement a programme to set up Computer Science or Computing Departments**						

Item	Description	Year	C1	C2	C3	C4	C5
	in Universities and Colleges without these Departments.						
	Universities and Colleges without Computer Science or Computing Department to set up one by 2002.	2002				(blue)	(red)
E8.2	**Implement a Programme to increase the annual intake of Computer Science, Computer Technology, Electronic and Electrical Engineering Students in the Universities and Colleges.**						
	The annual output of Computer Science, Computer Tech./Engineering, Electronic and Electrical Engineering Graduates from the Universities and Colleges to be increase at an annual rate of 25% - 30% between 2001 and 2003	2003				(blue)	(red)
	Universities and Colleges to at least triple their output of Computer Science, Computer Tech./Engineering, Electronic and Electrical Engineering Graduates by 2005	2005				(blue)	(red)
E8.3	**Universities and Colleges to equip all their Departments with Computer Systems**						
	Departments within all Universities and Colleges to have access to computers by 2002.	2002			(yellow)		(red)
E8.4	**Universities and Colleges in collaboration with the Ministry of Education to in the first instance make computer education and training an integral part of all certificate, diploma and degree level programmes and later on make computer course module a compulsory component of all University and College level courses and programmes**						
	Computer education and training to be made an integral component of all certificate, diploma and degree level programme at the Universities and Colleges by 2002.	2002				(blue)	(red)
	Computer Course Module to be made a compulsory component of all Diploma, Degree and Certificate courses and programmes offered at all Rwandan Universities, and Colleges by 2004	2004				(blue)	(red)
E8.5	**Internet Access to be made available to all Staff and Students at the Universities and Colleges**						
	All Departments in Universities and Colleges to have access to the Internet by 2002	2002	(green)				
E8.6	**Improve and upgrade the resources and facilities of the existing Computer Science, Computer Tech./Engineering and related Departments in the Universities and Colleges**						
	Improve and upgrade the resources and facilities of the existing Computer Science, Computer Tech./Engineering and related Departments in the Universities and Colleges during the time-frame of NICI-2005	2005				(blue)	(red)

E8.7	**Set-up and operationalize on a phase-by-phase basis the proposed *Rwandan Academic & Research Network (RARN)* – Linking all Institutions of Higher Education into a Wide Area Network with a Gateway to the Internet.**					
	Phase 1: Implement and complete the 1st phase of the RARN Project to link NUR, KIST, KIE, KIH by 2001	2001		■ (yellow)		■ (red)
	Phase 2: Extend the RARN Project to link other Higher Institutions including National Research Institutes and Centers by 2003	2003		■ (yellow)		■ (red)
E8.8	**Universities and Colleges to facilitate the setting-up of Campus Companies/Units or Industrial Facilities and Parks to serve as Incubators for ICT-related production and service provision activities.**					
	Begin the setting-up of ICT-related Campus Companies or Industrial Facilities in selected Universities and Colleges by 2002	2002			■ (blue)	■ (red)
	Begin the setting-up of Software Technology Parks (STPs) in selected Universities by 2002	2002			■ (blue)	■ (red)
	Universities and Colleges to set-up other campus companies during the time-frame of NICI-2005	2005			■ (blue)	■ (red)
E8.9	**Rwandan Institutions of Higher Learning and the National Research Institutes to implement a programme aimed at promoting academic and research collaboration and twining arrangements with International Centers of Excellence in ICT-related Research, Education or Training**					
	At least two linkages with International Centers of Excellence in ICT to be established by each University, College or National Research Institute by 2003	2003			■ (blue)	■ (red)
E8.10	**Universities, Colleges and National Research Institutes to set-up ICT R&D Units/Centers**					
	ICT R&D Units/Centers to be set up in a selected number of Universities and Colleges by 2003.	2003			■ (blue)	■ (red)
	All Universities and Colleges to have R&D Centers by 2005	2005			■ (blue)	■ (red)
E9.1	**The Ministry of Education in Collaboration with the Universities and Colleges to set up an AdHoc Team to prepare a Project Report for the implementation of Electronic Distance Education and Training (EDET) in Higher Educational Institutions**					
	Set-up the EDET Project Report Team by 2001	2001			■ (blue)	■ (red)
	Commission and complete the EDET in Higher Educational Institutions Project Report and Plan by 2001				■ (blue)	■ (red)
	Ministry of Education to launch a Programme to implement EDET in the Higher					

Code	Description	Year					
E9.2	**Educational Institutions using the Internet, Educational and Multimedia presentation and delivery technologies.**						
	Fast track Universities and Colleges to launch the implementation of EDET programmes by 2002	2002				🟦	🟥
	All other Universities and Colleges to launch the implementation of EDET programmes by 2003	2003				🟦	🟥
E9.3	**Universities and Colleges to provide a selection of their courses and programmes to the public by EDET using the Internet, Educational and Multimedia presentation and delivery technologies.**						
	Fast track Universities and Colleges to offer their courses and programmes to the public via EDET by 2003	2003				🟦	🟥
	All other Universities and Colleges to offer their courses and programmes to the public via EDET by 2004	2004				🟦	🟥
G1.1	**All Government Ministries, and Public Service Organizations (PSOs) and other relevant NICI-2005 Plan implementation agencies, establishments and entities to respectively set up a Plan Execution and Coordination Committee (PECC)**						
	All Government Ministries, PSOs and other identified NICI-2005 Implementation Agencies, Establishments and Entities to set up their respective PECC by early 2001	2001				🟦	🟥
G1.2	**All Ministries, PSOs and other NICI-Plan Implementation Entities to submit the list of the PECC members to the NITC and the ICT Advisor to the President**						
	List of members of PECCs to be submitted to the NITC and the ICT Advisor to the President by mid 2001	2001				🟦	🟥
G2.1	**All Government Ministries, Public Service Organizations (PSOs) as well as the National Transitional Assembly to develop their respective *ICT Policy Statement* on the deployment and exploitation of ICTs to support their organizational activities and operations within the framework of the NICI-2005 Plan.**						
	Each Government Ministry and PSO to formulate and make public their respective *ICT Policy Statement* by early 2001.	2001	🟩				
	Each Government Ministry and PSO to make available a copy of its *ICT Policy Statement* to NITC and the ICT Advisor to President by mid. 2001	2001	🟩				
G2.2	**All Government Ministries, GOR Establishments, Public Service Organizations (PSOs) and the National Transitional Assembly to set-up their Information Technology Services Division or Directorate (ITSD).**						
	Fast Track Government Ministries and PSOs to set up their ITSD by 2001	2001				🟦	🟥

All other Government Ministries and PSOs to set-up their ITSD by 2002	2001				🟦	🟥
G2.3	**The Kick-Start-Your-ITSD Programme**					
Each Government Ministry (including the Office of the President and the Office of the Prime Minister), PSO and the National Transitional Assembly to set-up their respective skeleton ITSD by 2001 using the team trained under *A Fast-Track ICT Training Programme*	2001				🟦	🟥
G2.4	**All Government Ministries and PSOs to develop their 5-Year IT Plan within the framework of the NICI-2005 Plan.**					
All Government Ministries (including the Office of the President and the Office of the Prime Minister) the PSOs and the National Transitional Assembly to develop their respective Five Year IT Plan by late 2001	2001				🟦	🟥
G2.5	**All Government Ministries, PSOs and the National Transitional Assembly to develop annual IT Budgets (within the time-frame of NICI-2005) to implement their respective IT Plans.**					
All Government Ministries (including the Office of the President and the Office of the Prime Minister) the PSOs and the National Transitional Assembly depending on their size, and operations to set aside (during the time-frame of NICI-2005) 5-10% of its annual budget as IT Budget to cover the purchase of IT products, services and training	2005				🟦	🟥
G2.6	**Programme for Organizational Process Re-engineering of Government Ministries and PSOs to facilitate Administrative Efficiency and Improved Service Delivery.**					
All Government Ministries and PSOs to by 2001 investigate the need to undertake a process re-engineering task before embarking on computerization	2001				🟦	🟥
G3.1	**Government Ministries, PSOs and the National Transitional Assembly to commission an Organization-wide Corporate Network Implementation Report**					
Each Government Ministry and PSO and the National Transitional Assembly to commission and complete its Organization-wide Corporate Network Implementation Report by 2002	2002				🟦	🟥
G3.2	**Each Government Ministries, PSOs and the National Transitional Assembly to implement a flexible organization-wide corporate network.**					
Fast-Track Government Ministries and PSOs to implement their corporate network (at least at the organizational headquarters) by 2002	2002				🟦	🟥

Description	Year					
All other Government Ministries and PSOs to implement their corporate network (at least at the organizational headquarters) by 2003	2003				🟦	🟥
G3.3 **Each Government Ministry or PSO to identify and develop for its specific use relevant computer-based applications, information and database systems to support its administrative and service delivery activities.**						
Fast-Track Government Ministries and PSOs to implement their mission- critical computer-based applications, information and database systems by 2002.	2002			🟨		🟥
All other Government Ministries and PSOs to implement their mission- critical computer-based applications, information and database systems by 2003.	2003			🟨		🟥
Fast-Track Government Ministries and PSOs to implement their non-critical computer-based applications, information and database systems by 2003.	2003			🟨		🟥
All other Government Ministries and PSOs to implement their non-critical computer-based applications, information and database systems by 2004	2004			🟨		🟥
G3.4 **Each Government Ministry or PSO to connect their corporate network to GOV-NeT**						
Fast-track Government Ministries and PSOs to connect their corporate network to GOV-NeT by 2003	2003				🟦	🟥
All other Government Ministries and PSOs to connect their corporate network to GOV-NeT by 2004	2004				🟦	🟥
G3.5 **Each Government Ministry or PSO to spread access to the Internet within their organization**						
All Government Ministries and PSOs to spread access to the Internet within their respective establishments by 2003	2003	🟩				
G4.2 **Implement the Nodes of GOV-NeT**						
Implement the core system of GOV-NeT by 2002 2003	2003				🟦	🟥
Corporate Networks (nodes) of Fast track Ministries to be connected to GOV-NeT by 2003	2003				🟦	🟥
Corporate Network of other Ministries to be connect to GOV-NeT by 2004	2004				🟦	🟥
G5.2 **Each Government Ministry and Public Service Organization to Develop their respective Web-site**						
Each Government Ministry and Public Service Organization to develop its Web-site by 2002	2002	🟩				

G5.3	**Each Government Ministry and Public Service Organization Web-site to be linked to the GOR Official Web site**				
Each Government Ministry and Public Service Organization Web-site to be linked to the GOR Official Web site by 2002	2002				
P2.6	**Develop and provide a 6-month computer hardware vocational course in the repair and servicing of computers targeted at school leavers to generate manpower for the local computer repair and servicing industry.**				
The NVTC Training Centers, NUR, KIST and other interested private and public ICT training institutions and establishments to develop and run and a 6-month Certificate Vocational course in computer hardware repair and servicing in collaboration with public and private technical vocational institutions by 2002	2002				
P3.3	**Implement a National Project to set-up pilot public STPs in public institutions like NUR, KIST and in specially established Technology, Research and Development Parks**				
Set up a pilot public STPs at NUR, KIST and in specially established Technology, Research and Development Parks by 2002	2002				
P7.2	**Ministry of Education to implement an initiative aimed at encouraging the Universities and Colleges to develop and offer special degree programmes targeted at producing Software Development oriented Applied Mathematics Graduates**				
Initiative to train Software Development oriented Applied Mathematics Graduates at the country's Universities and Colleges to begin by 2003	2003				
C6.1	**Initiatives to increase the enrolment of women in ICT related educational and training programme in the Universities and Colleges**				
Ministry of Education in collaboration with the Ministry of Gender and the Universities to by 2001 commission a report on how best to increase the enrolment of girls on ICT-related programmes in the Higher Institutions of Learning	2001				
All Universities and Colleges to put in place and implement an admission policy targeted at ICT-related programmes that positively discriminate in favour of women by 2002	2002				
All Universities and Colleges to achieve a 50:50 (or better) male-to-female admission rate on all ICT-related programmes by 2005	2005				
C6.5	**Initiatives to encourage girls to undertake science and technology education and training programmes**				
Ministry of Education to by 2001 develop and put in place a comprehensive policy and guidelines for	2001				

	Due Date	Completed	Wk in Progress	Not Completed	Roll Over
promoting and facilitating the enrolment of girls in science and technology education and training programmes throughout the Rwandan school system					
The Universities and Colleges to by 2001 put in place and implement policies aimed at increasing (on an annual basis) the enrolment of female students on science and technology programmes.	2001				
Ministry of Education to by 2002 put in place an initiative to increase the number of female science and technical teachers in the primary, secondary, vocational and technical schools	2002				
The Ministry of Education to by 2002 institute an annual scholarship programme aimed at needy but bright girls that want to embark on science and technology education at the school level or at the University and College level.	2002				
Universities and Colleges to institute by 2002 their own scholarships and financial support programmes targeted at needy female students embarking on science and technology courses.	2002				
Ministry of Gender and Women in Development to by 2002 institute an annual Presidential Award to be awarded by the President to the Best Female Science Student in each Prefecture at the Secondary School Leaving Certificate Examinations.	2002				
The Universities and Colleges to institute annual award for Best Female Science and Technology student from each of the Science and Technology Faculties.	-				
L3.5 **Implement the programme to set up Information Technology Divisions or Directorate (ITSDs) in Government Ministries and Public Service Organizations**					
All Government Ministries including the Office of the President and the Office of the Prime Minister to set-up their ITSD by 2002	2002				

MINISTRY OF FINANCE AND ECONOMIC PLANING

H2.1	Implement Tax Policy instruments to facilitate the importation of computers and other ICT equipment at special low import duty rates by the civil and public service.	Due Date	Completed	Wk in Progress	Not Completed	Roll Over
	Reduce Import and Excise Duties on Computer Products to Zero rate by 2002 – Targeted at the Civil Service and Selected Public Service Organizations.	2002				
H3.1	Implement Special Tax instruments and packages that enables companies to claim expenditure on human resource development as tax allowances or tax rebates.					

Description	Year				
Provide Private Sector organizations 100% Tax allowance on HRD-related expenditure by 2002.	2002		YELLOW		RED
About 80% - 100% of the staff of each Ministry and PSO should be trained in basic computing and Internet usage by 2004	2004			BLUE	RED
H4.1 **Implement Tax Policy instruments to make the price of computers affordable to the public at large**					
Reduce Import Duties on computers by 2001 to bring computer equipment price down.	2001		YELLOW		RED
Implement in the 2001/2002 Budget and other subsequent Budgets (within NICI-2005 time-frame) special tax provisions to facilitate the importation of computer components for local assembly.	2005		YELLOW		RED
H4.2 **Implement a special tax instrument to reduce or totally eliminate taxes on computers assembled locally to encourage the purchase of these computers to boast the local industry.**					
Implement in the 2001/2002 Budget and other subsequent Budgets (within NICI-2005 time-frame) special tax instrument to reduce or totally eliminate taxes on locally assembled computers.	2002		YELLOW		RED
H5.1 **Implement a Special Basic Computing and Internet Usage Training Programme for all Ministers and Secretary Generals as well as for Chief Executives and Senior staff of Public Sector Organizations (PSOs).**					
All Ministers and Secretary Generals, as well as Chief Executives and Senior staff of (PSOs) should be trained in the use of Computers and the Internet by 2001.	2001	GREEN			
H5.2 **Implement a Special Basic Computing and Internet Usage Training in all Ministries and Public Sector Organizations (PSOs) for the User Staff from Directors and down**		GREEN			
About 40% of the staff of each Ministry and PSO (including the National Transitional Assembly) should be trained in basic computing and Internet usage by 2002.	2002	GREEN			
About 80% - 100% of the staff of each Ministry and PSO (including the National Transitional Assembly) should be trained in basic computing and Internet usage by 2004.	2004	GREEN			
H5.3 **Introduce Special Professional Level ICT Training Programmes to train and upgrade the skill of professional IT staff in all Ministries and Public Sector Organizations including the National Transitional Assembly.**		GREEN			
Each Ministry and PSO (including the National Transitional Assembly) depending on size and its operations should train/recruit a skeleton computer professional staff in the relevant key skill areas by 2002.	2002	GREEN			
Each Ministry and PSO (including the National Transitional Assembly) depending on size and its operations should by 2004 train/recruit all the required professional computer staff .	2004	GREEN			
H5.4 **Implement a *'Office Space-for-Service'* Initiative** aimed at enabling Government Ministries and PSOs to rent their an utilized office space to private computer service provision					

		Year					
	companies.						
	The Ministry of Public Works, Transport and Communication in collaboration with the Ministry of Public Service to Commission a Report to set-out the Guidelines for Implementing the *'Office Space-for-Service'* Initiative by 2001.	2001				BLUE	RED
	Implement the *'Office Space-for-Service'* initiative starting from 200**2**.	2002				BLUE	RED
H6.1	**Institute periodic on-going short-term training programmes, workshops and seminars in management; policy formulation, execution and monitoring for selected number of civil servants from Government Ministries and PSOs.**						
	Short Term Target: Train 50% of suitably identified civil and public servants in each Ministry or PSO by 2002.	2002			YELLOW		RED
	Long term Target: Train all suitably identified civil and public servants in each Ministry or PSO by 2004.	2004			YELLOW		RED
H9.1	**Government to set aside US$10 million as its direct contribution to HRD Fund for the next five years** **Note:** This will constitute the GOR's contribution from the Treasury to the HRD Fund.						
	GOR to allocate US$**3** million from its resources for HRD by 2002	2002	GREEN				
	GOR to allocate US$**6** million from its resources for HRD by 2003	2003	GREEN				
	GOR to allocate US$**10** million from its resources for HRD by 2005	2005	GREEN				
H9.2	**Raise US$5 million from HRD levy on corporate income** **Note:** This will also constitute the GOR's contribution from the Treasury to the National HRD Fund						
	Raise US$**1** million from HRD levy on corporate income by 2002.	2002	GREEN				
	Raise US$**3** million from HRD levy on corporate income by 2003.	2003	GREEN				
	Raise US$**5** million from HRD levy on corporate income by 2005	2005	GREEN				
E1.1	**Implement Tax Policy instruments to facilitate the importation of computers and other ICT equipment at special low import duty rates – targeted at the Universities, Colleges, and the Schools.**						
	Reduce Import and Excise Duties on Computer Products to Zero rate by 2002 – targeted at the Universities, Colleges, and Schools.	2002			YELLOW		RED
E1.2	**Implement a tax policy initiative targeted at Donor Agencies and NGOs implementing education-related projects to import computer equipment and other related products at special low import duty rates.**						
	Reduce Import and Excise Duties on Computer Products to Zero rate by 2002 – targeted at Donor Agencies and Selected Educational NGOs.	2002			YELLOW		RED

Code	Description	Year					
E1.3	**Implement a National *'Computers for Schools'* Scheme to make it obligatory for Government Ministries, Agencies and Public Sector Organizations (PSOs) to donate their used computers to the primary and secondary schools**						
	Put in place and implement by 2001 Guidelines and Directives to facilitate the donation of used computers to schools by Government Ministries, Agencies and other (PSOs.	2001			(yellow)		(red)
G1.1	**All Government Ministries, and Public Service Organizations (PSOs) and other relevant NICI-2005 Plan implementation agencies, establishments and entities to respectively set up a Plan Execution and Coordination Committee (PECC)**						
	All Government Ministries, PSOs and other identified NICI-2005 Implementation Agencies, Establishments and Entities to set up their respective PECC by early 2001	2001	(green)				
G1.2	**All Ministries, PSOs and other NICI-Plan Implementation Entities to submit the list of the PECC members to the NITC and the ICT Advisor to the President**						
	List of members of PECCs to be submitted to the NITC and the ICT Advisor to the President by mid 2001	2001	(green)				
G2.1	**All Government Ministries, Public Service Organizations (PSOs) as well as the National Transitional Assembly to develop their respective *ICT Policy Statement* on the deployment and exploitation of ICTs to support their organizational activities and operations within the framework of the NICI-2005 Plan.**						
	Each Government Ministry and PSO to formulate and make public their respective *ICT Policy Statement* by early 2001.	2001	(green)				
G2.2	**All Government Ministries, GOR Establishments, Public Service Organizations (PSOs) and the National Transitional Assembly to set-up their Information Technology Services Division or Directorate (ITSD).**						
	Fast Track Government Ministries and PSOs to set up their ITSD by 2001	2001	(green)				
	All other Government Ministries and PSOs to set-up their ITSD by 2002	2002				(blue)	(red)
G2.3	**This Programme is designed to Kick-Start the setting-up the ITSDs in the Government Ministries, PSOs and the National Transitional Assembly. Each of these will be required under the Programme to nominate 4 of their employees to undergo a four to six months *Fast-Track ICT Training Programme* to prepare them to serve as the skeleton staff of the ITSD of their organization.**						
	Each Government Ministry, PSO and the National Transitional Assembly to set-up their respective skeleton ITSD by 2001 using the team trained under *A Fast-Track ICT Training Programme*	2001	(green)				
G2.4	All Government Ministries and PSOs to develop their 5-Year IT Plan within the framework of the NICI-2005 Plan.						

Description	Year					
All Government Ministries (including the Office of the President and the Office of the Prime Minister) the PSOs and the National Transitional Assembly to develop their respective Five Year IT Plan by late 2001	2001	🟩				
G2.5 — **All Government Ministries, PSOs and the National Transitional Assembly to develop annual IT Budgets (within the time-frame of NICI-2005) to implement their respective IT Plans.**						
All Government Ministries, PSOs and the National Transitional Assembly depending on their size, and operations to set aside (during the time-frame of NICI-2005) 5-10% of its annual budget as IT Budget to cover the purchase of IT products, services and training		🟩				
G2.6 — **Programme for Organizational Process Re-engineering of Government Ministries and PSOs to facilitate Administrative Efficiency and Improved Service Delivery.**						
All Government Ministries and PSOs to by 2001 investigate the need to undertake a process re-engineering task before embarking on computerization	2001	🟩				
G3.1 — **Government Ministries, PSOs and the National Transitional Assembly to commission an Organization-wide Corporate Network Implementation Report**						
Each Government Ministry and PSO and the National Transitional Assembly to commission and complete its Organization-wide Corporate Network Implementation Report by 2002	2002	🟩				
G3.2 — **Each Government Ministries, PSOs and the National Transitional Assembly to implement a flexible organization-wide corporate Network.**						
Fast-Track Government Ministries and PSOs to implement their corporate network (at least at the organizational headquarters) by 2002	2002	🟩				
All other Government Ministries and PSOs to implement their corporate network (at least at the organizational headquarters) by 2003	2002	🟩				
G3.3 — **Each Government Ministry or PSO to identify and develop for its specific use relevant computer-based applications, information and database systems to support its administrative and service delivery activities. Key applications include**						
Fast-Track Government Ministries and PSOs to implement their mission-critical computer-based applications, information and database systems by 2002.	2002	🟩				
All other Government Ministries and PSOs to implement their mission-critical computer-based applications, information and database systems by 2003.	2002	🟩				
G3.4 — **Each Government Ministry or PSO to connect their corporate network to GOV-NeT**						
Fast-track Government Ministries and PSOs to connect their corporate network to GOV-NeT by 2003	2003			🟨		🟥
All other Government Ministries and PSOs to connect their corporate network to GOV-NeT by 2004.	2004			🟨		🟥

ID	Description	Year					
G3.5	**Each Government Ministry or PSO to spread access to the Internet within their organization**						
	All Government Ministries and PSOs to spread access to the Internet within their respective establishments by 2003.	2003	🟩				
G4.2	**Implement the Nodes of GOV-NeT**						
	Implement the core system of GOV-NeT by 2002	2002			🟨		🟥
	Corporate Networks (nodes) of Fast track Ministries to be connected to GOV-NeT by 2003	2003			🟨		🟥
	Corporate Network of other Ministries to be connect to GOV-NeT by 2004	2004			🟨		🟥
G5.2	**Each Government Ministry and Public Service Organization to Develop their respective Web-site**						
	Each Government Ministry and Public Service Organization to develop its Web-site by 2002	2002	🟩				
G5.3	**Each Government Ministry and Public Service Organization Web-site to be linked to the GOR Official Web site**						
	Each Government Ministry and Public Service Organization Web-site to be linked to the GOR Official Web site by 2002.	2002	🟩				
G6.2	**Implement suitable GIS applications under the auspices of the National GIS Project to support its administrative and service delivery services**						
	Relevant Ministries to implement their component of the National GIS Project and implement 50% of their relevant GIS applications by 2003.	2003				🟦	🟥
	Relevant Ministries to implement 100% of their GIS applications by 2005	2005				🟦	🟥
G8.2	**Government Electronic Procurement and Settlement System (GEPSS) Project** **Note:** The GEPSS Project is designed to set-up a centralized electronic system to facilitate the tendering, procurement and the settlement of goods and services online to eliminate the need for duplicate systems operating in various Government Ministries and Agencies.						
	Commission and complete the GEPSS Project Implementation Report by 2002.	2002			🟨		🟥
	Implement a fully operational Government Electronic Procurement and Settlement System (GEPSS) by 2004	2004			🟨		🟥
G8.3	**The Public Information Kiosks (PIKs) Initiative** **Note:** This SGI initiative is designed to set-up public electronic information access kiosks to serve as public access points for information on ranges of subjects of public interest						
	Commission and complete the PIK Initiative Implementation Report by 2002.	2002				🟦	🟥
	Begin the implementation of the PIK Initiative by 2004	2004				🟦	🟥

G8.4	**The Smart Government Initiative (SGI) – Private Sector Partnership Programme** **Note**: This Programme will be aimed at involving the private sector in the provision and delivery of Government services to government institutions and to the public at large.					
Commission and complete the *SGI-Private Sector Partnership* Report by 2002.	2002	🟩			
Begin pilot implementation of the *SGI-Private Sector Partnership* Programme by 2004	2004	🟩			
P1.1	**The Government to ensure a stable ICT-related regulatory regime and policy making and implementation environment to facilitate the activities of private sector within the ICT service sector and industry**					
Government to within the time frame of NICI-2005 ensure a stable policy and regulatory regime within the ICT service sector and industry	2005			🟦	🟥
P1.2	**Design and implement special tax instruments and incentive packages in the Year 2000/2001 Budget specifically targeted at kick-starting the development of the ICT production sector in the areas of hardware, software and system development.**					
Implement special tax instruments and incentive packages in the 2000/2001 Budget to kick-start the ICT production sector.	2001		🟨		🟥
P1.3	**Design and implement special incentive packages in the Year 2000/2001 Budget specifically targeted at aiding the growth of the ICT-related service sector.**					
Implement special tax instruments and incentive packages in the 2000/2001 Budget to aid the growth of the ICT service sector	2001		🟨		🟥
P1.3	**Design and implement special incentive packages in the Year 2000/2001 Budget specifically targeted at aiding the growth of the ICT-related service sector.**					
Implement special tax instruments and incentive packages in the 2000/2001 Budget to aid the growth of the ICT service sector	2001		🟨		🟥
P1.4	**Design and implement follow-up tax instruments and incentive packages in subsequent Budgets (2002/2003, 2003/2004, 20004/2005, 2005/2006) aimed at broadening the base of the ICT industry and increasing its product range**					
Implement special tax instruments and incentive packages in the 2002/2003, 2003/2004, 20004/2005, 2005/2006 Budgets to the broaden ICT industry base and increase its product range	2002-2006		🟨		🟥
P1.5	**Design and implement special incentive packages in subsequent Budgets (2002/2003, 2003/2004, 20004/2005, 2005/2006) aimed at speeding up the growth of the ICT-related service sector and increasing its export capability within the region.**					
Implement special tax instruments and incentive packages in the 2002/2003, 2003/2004, 20004/2005, 2005/2006 Budgets to speed up the growth of the ICT-related service sector and increase its export capability	2002-2006		🟨		🟥

P2.1	**Implement special tax policy instruments and budgetary provisions targeted at making the importation of computer equipment in component form cheaper than the importation of assembled computers and related equipment.**					
	Implement in the 2001/2002 Budget and other subsequent Budgets (within NICI-2005 time-frame) special tax provisions to facilitate the importation of computer components for local assembly	2005		(yellow)		(red)
P2.2	**Implement a special tax instrument to reduce or totally eliminate taxes on locally assembled computers to encourage the purchase of these computers to boast the local computer assembly industry.**					
	Implement in the 2001/2002 Budget and other subsequent Budgets (within NICI-2005 time-frame) special tax instruments to reduce or totally eliminate taxes on locally assembled computers and related equipment.	2005		(yellow)		(red)
P2.3	**Put in place a government policy directive to encourage educational institutions, the civil and public services to purchase locally assembled computers and other peripheral equipment and devices to promote the development of the local computer industry**					
	Develop and implement by 2002 a Government Policy directive to encourage educational institutions, the civil and public service organizations to purchase locally assembled computers and peripheral equipment and devices.	2002		(yellow)		(red)
P2.4	**Put in place a government policy directive to encourage the educational institutions, the civil and public services to contract reputable local companies (especially SMEs in the cottage industry) to carry out the repair, servicing and maintenance of their computer equipment and other peripheral devices**					
	Develop and implement by 2002 Government Policy directive to encourage educational institutions, the civil and public services to contract local computer system repair, servicing and maintenance companies	2002		(yellow)		(red)
P3.2	**Develop and implement specific incentive programmes and packages (tax holidays, investment incentives, grants, loans etc) targeted at encouraging and facilitating local companies to set up of STPs within or outside the Export Processing and Free Zones (EPfZs)**					
	Implement in the 2002/2003 Budget and other subsequent Budgets (within NICI-2005 time-frame) special tax instrument to facilitate the setting up STPs within or outside the EPfZs.	2003		(yellow)		(red)
P3.4	**Develop and implement specific incentive programmes (tax holidays, investment incentives, grants, loans etc) to attract World-class Software Houses to set-up private STPs either as sole ventures or as joint ventures with local software development companies**					
	Implement within the 2001/2002 Budget and other subsequent Budgets (within NICI-2005 time-frame) special tax and incentive packages to attract World-class Software Houses to set-up STPs within or	2005		(yellow)		(red)

outside the Export Processing and Free Zones (EPfZs)				▨(yellow)		▨(red)
P3.5	**Develop and implement initiatives to adopt and enforce ISO standards and quality levels in the Software Development Industry.**					
Develop and enforce ISO standards and quality levels in the Software Development Industry by 2002.	2005		▨(yellow)		▨(red)	
P6.1	**Implement a Programme to put in place the necessary banking and financial regulations and procedures to facilitate online banking and financial service provision in Rwanda and the Sub-region**					
Put in place relevant Banking and Financial Regulations and Procedures to facilitate online banking and financial service provision by 2002	2002		▨(yellow)		▨(red)	
P6.2	**Implement an Initiative to promote and encourage Rwandan Commercial Banks and Financial Institutions to provide their services online to the public.**					
Put in place and implement an initiative aimed at encouraging the provision of online services by the Banks and other Financial Institutions by 2002	2002		▨(yellow)		▨(red)	
P7.7	**Initiative to encourage Export-oriented Software Development Companies and STPs to spend at least 20-25% of their total budget on training and software productivity and quality tools.**					
Ministry of Finance and Economic Planning to implement special tax instruments and incentive packages in the 2002/2003, Budget (and subsequent Budgets within the time frame of NICI-2005) to make expenditure on training and software productivity and quality tools by qualified Software Companies tax deductible.	2003		▨(yellow)		▨(red)	
P7.8	**Programme to allow STPs and other companies involve in developing software for the Export market to utilize part of their export earnings for re-investment to improve their regional and global competitiveness.**					
Ministry of Finance and Economic Planning to implement special tax instruments and incentive packages in the 2002/2003, Budget (and subsequent Budgets within the time frame of NICI-2005) to make export earnings use for re-investment by STPs and other Software Companies tax deductible.	2003		▨(yellow)		▨(red)	
C3.2	**Special Schemes to Promote PC Penetration into the Community** **Note:** These schemes will be targeted at implementing a number of special initiatives by Government, the Private Sector and other stakeholders to facilitate among other things: the lowering of the cost of PCs; the promotion of easy-installment payment schemes, the provision of bank loans to qualified individuals, and organization for the purchase of PCs; computer donations by computer companies and other businesses to schools, hospitals community-based organizations; bulk donations of used and new computers by Donor Agencies and International organizations; the arrangement large-volume bargain price imports of PCs; multi-lateral funding arrangements etc					
Ministry of Finance and Economic Planning in collaboration with other Agencies and Interested	2002			▨(blue)	▨(red)	

Stakeholders to by 2002 launch schemes to promote PC Penetration within the community						🟦	🟥
L3.2	**Develop and implement an ICT infrastructure development initiative specifically directed at promoting and encouraging both domestic and foreign investment into the development of high-speed broadband communication infrastructure to specifically support offshore software development activities and ICT out-sourcing services in Rwanda.**					
RIPA in collaboration with the Ministry of Finance and Economic Planning to by 2002 put in place and implement a special investment promotion package to encourage high-speed broadband communication infrastructure development to support offshore software development activities and ICT out-sourcing services in Rwanda.	2002			🟨		🟥
L3.5	**Implement the programme to set up Information Technology Divisions or Directorate (ITSDs) in Government Ministries and Public Service Organizations**					
All Government Ministries including the Office of the President and the Office of the Prime Minister to set-up their ITSD by 2002	2002	🟩				
F2.2	**Develop and implement specific incentive programmes (tax holidays, investment incentives, grants, loans etc) targeted at encouraging the participation of local businesses and institutions in the EPfZs**					
Implement in the 2001/2002 Budget and other subsequent Budgets (within NICI-2005 time-frame) special EPfZ promotion incentive programmes targeted at the domestic investor	2005			🟨		🟥
F2.3	**Develop and implement specially-targeted incentive packages (grants to SMEs) to promote the development of ICT products within the EPfZs for the export market**					
Implement in the 2001/2002 Budget and other subsequent Budgets (within NICI-2005 time-frame) special EPfZ promotion incentive programmes (grants to SMEs) targeted encouraging ICT production for export	2005				🟦	🟥
F2.4	**Develop and implement specific incentive programmes (tax holidays, investment incentives, grants, loans etc) to attract World-Class ICT companies to operate in the EPfZs**					
Implement in the 2001/2002 Budget and other subsequent Budgets (within NICI-2005 time-frame) special EPfZ promotion incentive to attract World-Class computer companies	2005			🟨		🟥
Target to attract at least one major computer company per year to set up a regional base in Rwanda during the time-frame of NICI-2005	2005 Time frame			🟨		🟥
Target to attract a number of smaller and medium size computer companies per year during the time-frame of NICI-2005	2005 Time frame			🟨		🟥

MINISTRY OF GENDER & WOMEN DEVELOPMENT (**MIGEPROF**)

H5.1	**Implement a Special Basic Computing and Internet Usage Training Programme for all Ministers and Secretary Generals as well as for Chief Executives and Senior staff of Public Sector Organizations (PSOs)**	Due Date	Completed	Wk in Progress	Not Completed	Roll Over
	All Ministers and Secretary Generals, as well as Chief Executives and Senior staff of (PSOs) should be trained in the use of Computers and the Internet by 2001	2001	🟩			
H5.2	**Implement a Special Basic Computing and Internet Usage Training in all Ministries and Public Sector Organizations (PSOs) for the User Staff from Directors and down.**					
	About 40% of the staff of each Ministry and PSO (including the National Transitional Assembly) should be trained in basic computing and Internet usage by 2002.	2002	🟩			
	About 80% - 100% of the staff of each Ministry and PSO (including the National Transitional Assembly) should be trained in basic computing and Internet usage by 2004	2004	🟩			
	About 80% - 100% of the staff of each Ministry and PSO should be trained in basic computing and Internet usage by 2004	2004	🟩			
H5.3	**Introduce Special Professional Level ICT Training Programmes to train and upgrade the skill of professional IT staff in all Ministries and Public Sector Organizations including the National Transitional Assembly**					
	Each Ministry and PSO (including the National Transitional Assembly) depending on size and its operations should train/recruit a skeleton computer professional staff in the relevant key skill areas by 2002 Each Ministry and PSO (including the National Transitional Assembly) depending on size and its operations should by 2004 train/recruit all the required professional computer staff (Programmers and Systems Developers, Network Managers, Engineers and Technicians, Computer Technicians etc)	2002		🟨		🟥
H5.4	**Implement a *'Office Space-for-Service'* Initiative aimed at enabling Government Ministries and PSOs to rent their an utilized office space to private computer service provision companies**					
	The Ministry of Public Works, Transport and Communication in collaboration with the Ministry of Public Service to Commission a Report to set-out the Guidelines for Implementing the *'Office Space-*	2001			🟦	🟥

for-Service' Initiative by 2001.					🟦	🟥
Implement the *'Office Space-for-Service'* initiative starting from 200**2**.	2002				🟦	🟥
H6.1 **Institute periodic on-going short-term training programmes, workshops and seminars in management; policy formulation, execution and monitoring for selected number of civil servants from Government Ministries and PSOs**						
Short Term Target: Train 50% of suitably identified civil and public servants in each Ministry or PSO by 2002.	2002	🟩				
Long term Target: Train all suitably identified civil and public servants in each Ministry or PSO by 2004.	2004	🟩				
G1.1 **All Government Ministries, and Public Service Organizations (PSOs) and other relevant NICI-2005 Plan implementation agencies, establishments and entities to respectively set up a Plan Execution and Coordination Committee (PECC)**						
All Government Ministries, PSOs and other identified NICI-2005 Implementation Agencies, Establishments and Entities to set up their respective PECC by early 2001	2001	🟩				
G1.2 **All Ministries, PSOs and other NICI-Plan Implementation Entities to submit the list of the PECC members to the NITC and the ICT Advisor to the President**						
List of members of PECCs to be submitted to the NITC and the ICT Advisor to the President by mid 2001	2001	🟩				
G2.1 **All Government Ministries, Public Service Organizations (PSOs) as well as the National Transitional Assembly to develop their respective *ICT Policy Statement* on the deployment and exploitation of ICTs to support their organizational activities and operations within the framework of the NICI-2005 Plan.**						
Each Government Ministry and PSO to formulate and make public their respective *ICT Policy Statement* by early 2001.	2001				🟦	🟥
Each Government Ministry and PSO to make available a copy of its *ICT Policy Statement* to NITC and the ICT Advisor to President by mid. 2001	2001				🟦	🟥
G2.2 **All Government Ministries, GOR Establishments, Public Service Organizations (PSOs) and the National Transitional Assembly to set-up their Information Technology Services Division or Directorate (ITSD).**						
Fast Track Government Ministries and PSOs to set up their ITSD by 2001	2002			🟨		🟥
All other Government Ministries and PSOs to set-up-their ITSD by 2002	2002			🟨		🟥
G2.3 The Kick-Start-Your-ITSD Programme						
Each Government Ministry (including the Office of the President and the Office of the Prime Minister), PSO and the National Transitional Assembly to set-up their respective skeleton ITSD by 2001 using the	2001				🟦	🟥

	Description	Year				
	team trained under *A Fast-Track ICT Training Programme*					BLUE	RED
G2.4	**All Government Ministries and PSOs to develop their 5-Year IT Plan within the framework of the NICI-2005 Plan.**					
	All Government Ministries (including the Office of the President and the Office of the Prime Minister) the PSOs and the National Transitional Assembly to develop their respective Five Year IT Plan by late 2001	2002			BLUE	RED
G2.5	**All Government Ministries, PSOs and the National Transitional Assembly to develop annual IT Budgets (within the time-frame of NICI-2005) to implement their respective IT Plans.**					
	All Government Ministries (including the Office of the President and the Office of the Prime Minister) the PSOs and the National Transitional Assembly depending on their size, and operations to set aside (during the time-frame of NICI-2005) 5-10% of its annual budget as IT Budget to cover the purchase of IT products, services and training	2005			BLUE	RED
G2.6	**Programme for Organizational Process Re-engineering of Government Ministries and PSOs to facilitate Administrative Efficiency and Improved Service Delivery.**					
	All Government Ministries and PSOs to by 2001 investigate the need to undertake a process re-engineering task before embarking on computerization	2001	GREEN			
G3.1	**Government Ministries, PSOs and the National Transitional Assembly to commission an Organization-wide Corporate Network Implementation Report**					
	Each Government Ministry and PSO and the National Transitional Assembly to commission and complete its Organization-wide Corporate Network Implementation Report by 2002	2002		YELLOW		RED
G3.2	**Each Government Ministries, PSOs and the National Transitional Assembly to implement a flexible organization-wide corporate network.**					
	Fast-Track Government Ministries and PSOs to implement their corporate network (at least at the organizational headquarters) by 2002	2002			BLUE	RED
	All other Government Ministries and PSOs to implement their corporate network (at least at the organizational headquarters) by 2003	2003			BLUE	RED
G3.3	**Each Government Ministry or PSO to identify and develop for its specific use relevant computer-based applications, information and database systems to support its administrative and service delivery activities. Key applications include:**					
	Fast-Track Government Ministries and PSOs to implement their mission-critical computer-based applications, information and database systems by 2002.	2002	GREEN			
	All other Government Ministries and PSOs to implement their mission-critical computer-based applications, information and database systems by 2003.	2003	GREEN			
	Fast-Track Government Ministries and PSOs to implement their non-critical computer-based	2003	GREEN			

Item	Year					
applications, information and database systems by 2003.		green				
All other Government Ministries and PSOs to implement their non-critical computer-based applications, information and database systems by 2004.	2004	green				
G3.4 **Each Government Ministry or PSO to connect their corporate network to GOV-NeT**						
Fast-track Government Ministries and PSOs to connect their corporate network to GOV-NeT by 2003	2003				blue	red
All other Government Ministries and PSOs to connect their corporate network to GOV-NeT by 2004	2004				blue	red
G4.2 **Implement the Nodes of GOV-Net**						
Implement the core system of GOV-NeT by 2002	2002				blue	red
Corporate Networks (nodes) of Fast track Ministries to be connected to GOV-NeT by 2003	2003				blue	red
Corporate Network of other Ministries to be connect to GOV-NeT by 2004	2004				blue	red
G5.2 **Each Government Ministry and Public Service Organization to Develop their respective Web-site**						
Each Government Ministry and Public Service Organization to develop its Web-site by 2002.	2002				blue	red
G5.3 **Each Government Ministry and Public Service Organization Web-site to be linked to the GOR Official Web site**						
Each Government Ministry and Public Service Organization Web-site to be linked to the GOR Official Web site by 2002.	2002				blue	red
G6.2 **Other relevant Ministries and Public Sector Organizations to implement suitable GIS applications under the auspices of the National GIS Project to support their respective administrative and service delivery services**						
Relevant Ministries to implement their component of the National GIS Project and implement 50% of their relevant GIS applications by 2003	2003				blue	red
Relevant Ministries to implement 100% of their GIS applications by 2005	2005				blue	red
Relevant Ministries to implement their component of the National GIS Project and implement 50% of their relevant GIS applications by 2003	2003				blue	red
Relevant Ministries to implement 100% of their GIS applications by 2005	2005				blue	red
G8.2 **Government Electronic Procurement and Settlement System (GEPSS) Project**						
Commission and complete the GEPSS Project Implementation Report by 2002	2002				blue	red
Implement a fully operational Government Electronic Procurement and Settlement System (GEPSS) by 2004	2004				blue	red
G8.3 **The Public Information Kiosks (PIKs) Initiative**						
Commission and complete the PIK Initiative Implementation Report by 2002	2002				blue	red

Begin the implementation of the PIK Initiative by 2004	2004			■	■
G8.4 **The Smart Government Initiative (SGI) – Private Sector Partnership Programme**					
Commission and complete the *SGI-Private Sector Partnership* Report by 2002	2002			■	■
Begin pilot implementation of the *SGI-Private Sector Partnership* Programme by 2004	2004			■	■
C1.4 **The Ministry of Gender and Women in Development to set up MCTs in Women Centers throughout the country**					
Implement MCTs in existing Women Centers in key Prefectures by 2002	2002			■	■
Implement MCTs in Women Centers in all Prefectures by 2005	2005			■	■
C6.1 **Initiatives to increase the enrolment of women in ICT related educational and training programme in the Universities and Colleges**					
Ministry of Education in collaboration with the Ministry of Gender and the Universities to by 2001 commission a report on how best to increase the enrolment of girls on ICT-related programmes in the Higher Institutions of Learning	2002	■ (green)			■
All Universities and Colleges to put in place and implement an admission policy targeted at ICT-related programmes that positively discriminate in favour of women by 2002	2002	■ (green)			■
All Universities and Colleges to achieve a 50:50 (or better) male-to-female admission rate on all ICT-related programmes by 2005	2005	■ (green)			■
C6.2 **Initiatives to increase the representation of women in the ICT-related professions**					
The Ministry of Public Service and Labour and the PSOs to by 2002 put in place and implement an ICT staff recruitment and promotion policy that will encourage women to embarked on an ICT-related career within the civil and public service.	2002			■	■
The Ministry of Public Service and Labour to by 2001 issue a directive that obliges the Ministries and PSOs to ensure that women are given the same chance to embarked on and avail of ICT training and skill update programmes and opportunities.	2001			■	■
The Ministry of Public Service to by 2001 issue a directive that ensures that women are represented on the ITSD management and technical staff of the various Ministries and PSOs.	2001			■	■
The Private Sector Federation to encourage its members to take steps to facilitate a fair representation of women on their ICT-related technical and managerial staff	--			■	■
C6.3 **Programme to facilitate the active involvement of women in the ICT service sector and Industry**					
Programme to facilitate the active involvement of women in the ICT service sector and Industry	2002			■	■
Ministry of Gender and Women in Development in collaboration with the local Banks, the Donor Agencies and Micro Finance Support Organization to by 2002 set-up a Micro-finance and loan scheme to assist women organization and individual women to embark on ICT service sector/industry related	2002			■	■

business ventures							
C6.4	**Initiatives to increase the number of women in management positions in the ICT Service sector and Industry**						
Initiatives to increase the number of women in management positions in the ICT Service sector and Industry	2002					
Ministry of Gender and Women in Development to by 2002 put in place and implement a special initiative targeted at lobbying the Private Sector to facilitate the representation of women in management positions in their respective organizations.	2002					
Ministry of Gender and Women in Development to by 2002 institute a Presidential Award to be awarded by the President to the organization or company that best promote the career advancement of women in ICTs.	2002					
Ministry of Gender and Women Development to by 2002 institute an annual Presidential Award to be awarded by the President to the top woman ICT Executive	2002					
C6.5	**Initiatives to encourage girls to undertake science and technology education and training programmes**						
Ministry of Education to by 2001 develop and put in place a comprehensive policy and guidelines for promoting and facilitating the enrolment of girls in science and technology education and training programmes throughout the Rwandan school system.	2002					
The Universities and Colleges to by 2001 put in place and implement policies aimed at increasing (on an annual basis) the enrolment of female students on science and technology programmes.	2001					
Ministry of Education to by 2002 put in place an initiative to increase the number of female science and technical teachers in the primary, secondary, vocational and technical schools	2002					
The Ministry of Education to by 2002 institute an annual scholarship programme aimed at needy but bright girls that want to embark on science and technology education at the school level or at the University and College level	2002					
Universities and Colleges to institute by 2002 their own scholarships and financial support programmes targeted at needy female students embarking on science and technology courses.	2002					
Ministry of Gender and Women in Development to by 2002 institute an annual Presidential Award to be awarded by the President to the Best Female Science Student in each Prefecture at the Secondary School Leaving Certificate Examinations.	2002					
The Universities and Colleges to institute annual award for Best Female Science and Technology student from each of the Science and Technology Faculties	-					
L3.5	**Implement the programme to set up Information Technology Divisions or Directorate (ITSDs) in Government Ministries and Public Service Organizations**						
All Government Ministries including the Office of the President and the Office of the Prime Minister to	2002					

set-up their ITSD by 2002					
				🟦	🟥

MINISTRY OF AGRICULTURE, ANIMAL RESOURCES & FORESTRY

		Due Date	Completed	Wk in Progress	Not Completed	Roll Over
H5.1	**Implement a Special Basic Computing and Internet Usage Training Programme for all Ministers and Secretary Generals as well as for Chief Executives and Senior staff of Public Sector Organizations (PSOs)**					
All Ministers and Secretary Generals, as well as Chief Executives and Senior staff of (PSOs) should be trained in the use of Computers and the Internet by 2001		2001	🟩			
H5.2	**Implement a Special Basic Computing and Internet Usage Training in all Ministries and Public Sector Organizations (PSOs) for the User Staff from Directors and down.**					
About 40% of the staff of each Ministry and PSO (including the National Transitional Assembly) should be trained in basic computing and Internet usage by 2002.		2002		🟨		🟥
About 80% - 100% of the staff of each Ministry and PSO should be trained in basic computing and Internet usage by 2004		2004		🟨		🟥
About 80% - 100% of the staff of each Ministry and PSO (including the National Transitional Assembly) should be trained in basic computing and Internet usage by 2004		2004		🟨		🟥
H5.3	**Introduce Special Professional Level ICT Training Programmes to train and upgrade the skill of professional IT staff in all Ministries and Public Sector Organizations including the National Transitional Assembly**					
Each Ministry and PSO (including the National Transitional Assembly) depending on size and its				🟨		🟥

operations should train/recruit a skeleton computer professional staff in the relevant key skill areas by 2002.	2002		yellow		red
Each Ministry and PSO (including the National Transitional Assembly) depending on size and its operations should by 2004 train/recruit all the required professional computer staff (Programmers and Systems Developers, Network Managers, Engineers and Technicians, Computer Technicians etc)	2004		yellow		red
H5.4 **Implement a *'Office Space-for-Service'* Initiative** aimed at enabling Government Ministries and PSOs to rent their an utilized office space to private computer service provision companies					
The Ministry of Public Works, Transport and Communication in collaboration with the Ministry of Public Service to Commission a Report to set-out the Guidelines for Implementing the *'Office Space-for-Service'* Initiative by 2001	2001			blue	red
Implement the *'Office Space-for-Service'* initiative starting from 200**2.**	2002			blue	red
H6.1 **Institute periodic on-going short-term training programmes, workshops and seminars in management; policy formulation, execution and monitoring for selected number of civil servants from Government Ministries and PSOs**					
Short Term Target: Train 50% of suitably identified civil and public servants in each Ministry or PSO by 2002	2002		yellow		red
Long term Target: Train all suitably identified civil and public servants in each Ministry or PSO by 2004	2004		yellow		red
G1.1 **All Government Ministries, and Public Service Organizations (PSOs) and other relevant NICI-2005 Plan implementation agencies, establishments and entities to respectively set up a Plan Execution and Coordination Committee (PECC)**					
All Government Ministries, PSOs and other identified NICI-2005 Implementation Agencies, Establishments and Entities to set up their respective PECC by early 2001	2001			blue	red
G1.2 **All Ministries, PSOs and other NICI-Plan Implementation Entities to submit the list of the PECC members to the NITC and the ICT Advisor to the President**					
List of members of PECCs to be submitted to the NITC and the ICT Advisor to the President by mid 2001	2001			blue	red
G2.1 **All Government Ministries, Public Service Organizations (PSOs) as well as the National Transitional Assembly to develop their respective *ICT Policy Statement* on the deployment and exploitation of ICTs to support their organizational activities and operations within the framework of the NICI-2005 Plan.**					
Each Government Ministry and PSO to formulate and make public their respective *ICT Policy*	2001			blue	red

Activity / Milestone	Year					
Statement by early 2001.					■ (blue)	■ (red)
Each Government Ministry and PSO to make available a copy of its *ICT Policy Statement* to NITC and the ICT Advisor to President by mid. 2001	2001				■ (blue)	■ (red)
G2.2 **All Government Ministries, GOR Establishments, Public Service Organizations (PSOs) and the National Transitional Assembly to set-up their Information Technology Services Division or Directorate (ITSD).**						
Fast Track Government Ministries and PSOs to set up their ITSD by 2001	2001				■ (blue)	■ (red)
All other Government Ministries and PSOs to set-up-their ITSD by 2002	2002				■ (blue)	■ (red)
G2.3 **The Kick-Start-Your-ITSD Programme**						
Each Government Ministry (including the Office of the President and the Office of the Prime Minister), PSO and the National Transitional Assembly to set-up their respective skeleton ITSD by 2001 using the team trained under *A Fast-Track ICT Training Programme*	2001				■ (blue)	■ (red)
G2.4 **All Government Ministries and PSOs to develop their 5-Year IT Plan within the framework of the NICI-2005 Plan.**						
All Government Ministries (including the Office of the President and the Office of the Prime Minister) the PSOs and the National Transitional Assembly to develop their respective Five Year IT Plan by late 2001	2001				■ (blue)	■ (red)
G2.5 **All Government Ministries, PSOs and the National Transitional Assembly to develop annual IT Budgets (within the time-frame of NICI-2005) to implement their respective IT Plans.**						
All Government Ministries (including the Office of the President and the Office of the Prime Minister) the PSOs and the National Transitional Assembly depending on their size, and operations to set aside (during the time-frame of NICI-2005) 5-10% of its annual budget as IT Budget to cover the purchase of IT products, services and training	2005				■ (blue)	■ (red)
G2.6 **Programme for Organizational Process Re-engineering of Government Ministries and PSOs to facilitate Administrative Efficiency and Improved Service Delivery.**						
All Government Ministries and PSOs to by 2001 investigate the need to undertake a process re-engineering task before embarking on computerization	2001				■ (blue)	■ (red)
G3.1 **Government Ministries, PSOs and the National Transitional Assembly to commission an Organization-wide Corporate Network Implementation Report**						
Each Government Ministry and PSO and the National Transitional Assembly to commission and complete its Organization-wide Corporate Network Implementation Report by 2002	2002			■ (yellow)		■ (red)
G3.2 **Each Government Ministries, PSOs and the National Transitional Assembly to implement a flexible organization-wide corporate network.**						
Fast-Track Government Ministries and PSOs to implement their corporate network (at least at the	2002				■ (blue)	■ (red)

Ref	Description	Year					
	organizational headquarters) by 2002.					🟦	🟥
	All other Government Ministries and PSOs to implement their corporate network (at least at the organizational headquarters) by 2003.	2003				🟦	🟥
G3.3	**Each Government Ministry or PSO to identify and develop for its specific use relevant computer-based applications, information and database systems to support its administrative and service delivery activities. Key applications include:**						
	Fast-Track Government Ministries and PSOs to implement their mission- critical computer-based applications, information and database systems by 2002.	2002			🟨		🟥
	All other Government Ministries and PSOs to implement their mission- critical computer-based applications, information and database systems by 2003.	2003				🟦	🟥
	Fast-Track Government Ministries and PSOs to implement their non-critical computer-based applications, information and database systems by 2003.	2003				🟦	🟥
	All other Government Ministries and PSOs to implement their non-critical computer-based applications, information and database systems by 2004.	2004				🟦	🟥
G3.4	**Each Government Ministry or PSO to connect their corporate network to GOV-NeT**						
	Fast-track Government Ministries and PSOs to connect their corporate network to GOV-NeT by 2003.	2003				🟦	🟥
	All other Government Ministries and PSOs to connect their corporate network to GOV-NeT by 2004.	2004				🟦	🟥
G3.5	Each Government Ministry or PSO to spread access to the Internet within their organization						
	All Government Ministries and PSOs to spread access to the Internet within their respective establishments by 2003	2003				🟦	🟥
G4.2	**Implement the Nodes of GOV-Net**						
	Implement the core system of GOV-NeT by 2002	2002				🟦	🟥
	Corporate Networks (nodes) of Fast track Ministries to be connected to GOV-NeT by 2003	2003				🟦	🟥
	Corporate Network of other Ministries to be connect to GOV-NeT by 2004	2004				🟦	🟥
G5.2	**Each Government Ministry and Public Service Organization to Develop their respective Web-site**						
	Each Government Ministry and Public Service Organization to develop its Web-site by 2002.	2002	🟩				
G5.3	**Each Government Ministry and Public Service Organization Web-site to be linked to the GOR Official Web site**						
	Each Government Ministry and Public Service Organization Web-site to be linked to the GOR Official Web site by 2002.	2002	🟩				
G6.2	**Other relevant Ministries and Public Sector Organizations to implement suitable GIS**						

	Year					
applications under the auspices of the National GIS Project to support their respective administrative and service delivery services						
Relevant Ministries to implement their component of the National GIS Project and implement 50% of their relevant GIS applications by 2003	2003	🟩				
Relevant Ministries to implement 100% of their GIS applications by 2005	2005	🟩				
Relevant Ministries to implement their component of the National GIS Project and implement 50% of their relevant GIS applications by 2003	2003	🟩				
Relevant Ministries to implement 100% of their GIS applications by 2005	2005	🟩				
G8.2 **Government Electronic Procurement and Settlement System (GEPSS) Project**						
Commission and complete the GEPSS Project Implementation Report by 2002.	2002				🟦	🟥
Implement a fully operational Government Electronic Procurement and Settlement System (GEPSS) by 2004.	2004				🟦	🟥
G8.3 **The Public Information Kiosks (PIKs) Initiative**						
Commission and complete the PIK Initiative Implementation Report by 2002	2002				🟦	🟥
Begin the implementation of the PIK Initiative by 2004	2004				🟦	🟥
G8.4 **The Smart Government Initiative (SGI) – Private Sector Partnership Programme**						
Commission and complete the *SGI-Private Sector Partnership* Report by 2002	2002				🟦	🟥
Begin pilot implementation of the *SGI-Private Sector Partnership* Programme by 2004	2004				🟦	🟥
C4.9 **National Food Security and Early Warning Information System (FEWIS**						
The Ministry of Agriculture, Animal Resources and Forestry to commission and complete the FEWIS Project Implementation Report by 2001	2001		🟨			🟥
Implement FEWIS by 2002	2002		🟨			🟥
C5.3 **The Rwanda Agricultural Information System (RAGRIS)**						
Ministry of Agriculture, Animal Resources and Forestry to commission and complete the RAGRIS Project Implementation Report by 2003	2003				🟦	🟥
Implement RAGRIS by 2004	2004				🟦	🟥
L3.5 **Implement the programme to set up Information Technology Divisions or Directorate (ITSDs) in Government Ministries and Public Service Organizations**						
All Government Ministries including the Office of the President and the Office of the Prime Minister to set-up their ITSD by 2002	2002				🟦	🟥

		Due Date	Completed	Wk in Progress	Not Completed	Roll Over
	MINISTRY OF HEALTH					
H5.1	**Implement a Special Basic Computing and Internet Usage Training Programme for all Ministers and Secretary Generals as well as for Chief Executives and Senior staff of Public Sector Organizations (PSOs)**					
	All Ministers and Secretary Generals, as well as Chief Executives and Senior staff of (PSOs) should be trained in the use of Computers and the Internet by 2001	2001			🟦	🟥
H5.2	**Implement a Special Basic Computing and Internet Usage Training in all Ministries and Public Sector Organizations (PSOs) for the User Staff from Directors and down**					
	About 40% of the staff of each Ministry and PSO (including the National Transitional Assembly) should be trained in basic computing and Internet usage by 2002	2002			🟦	🟥
	About 80% - 100% of the staff of each Ministry and PSO should be trained in basic computing and Internet usage by 2004	2004			🟦	🟥
H5.3	**Introduce Special Professional Level ICT Training Programmes to train and upgrade the skill of professional IT staff in all Ministries and Public Sector Organizations including the National Transitional Assembly**		🟩			
	Each Ministry and PSO depending on size and its operations should train/recruit a skeleton computer professional staff in the relevant key skill areas by 2002	2002	🟩			
	Each Ministry and PSO should by 2004 train/recruit all the required professional computer staff (Programmers and Systems Developers, Network Managers, Engineers/Technicians, Computer Technicians etc)	2004	🟩			
H6.1	**Institute periodic on-going short-term training programmes, workshops and seminars in management; policy formulation, execution and monitoring for selected number of civil servants from Government Ministries and PSOs**					
	Short Term Target: Train 50% of suitably identified civil and public servants in each Ministry or PSO by 2002	2002	🟩			

Description	Year					
<u>Long term Target</u>: Train all suitably identified civil and public servants in each Ministry or PSO by 2004	2004	🟩				
G1.1 — **All Government Ministries, and Public Service Organizations (PSOs) and other relevant NICI-2005 Plan implementation agencies, establishments and entities to respectively set up a Plan Execution and Coordination Committee (PECC)**						
All Government Ministries, PSOs and other identified NICI-2005 Implementation Agencies, Establishments and Entities to set up their respective PECC by early 2001	2001				🟦	🟥
G1.2 — All Ministries, PSOs and other NICI-Plan Implementation Entities to submit the list of the PECC members to the NITC and the ICT Advisor to the President.						
List of members of PECCs to be submitted to the NITC and the ICT Advisor to the President by mid 2001	2001				🟦	🟥
G2.1 — **All Government Ministries, Public Service Organizations (PSOs) as well as the National Transitional Assembly to develop their respective *ICT Policy Statement* on the deployment and exploitation of ICTs to support their organizational activities and operations within the framework of the NICI-2005 Plan.**						
Each Government Ministry and PSO to formulate and make public their respective *ICT Policy Statement* by early 2001.	2001				🟦	🟥
Each Government Ministry and PSO to make available a copy of its *ICT Policy Statement* to NITC and the ICT Advisor to President by mid. 2001.	2001				🟦	🟥
G2.2 — **All Government Ministries, GOR Establishments, Public Service Organizations (PSOs) and the National Transitional Assembly to set-up their Information Technology Services Division or Directorate (ITSD).**						
Fast Track Government Ministries and PSOs to set up their ITSD by 2001	2002				🟦	🟥
All other Government Ministries and PSOs to set-up their ITSD by 2002	2002				🟦	🟥
G2.3 — **The Kick-Start-Your-ITSD Programme**						
Each Government Ministry (including the Office of the President and the Office of the Prime Minister), PSO and the National Transitional Assembly to set-up their respective skeleton ITSD by 2001 using the team trained under *A Fast-Track ICT Training Programme*	2001				🟦	🟥
G2.4 — **All Government Ministries and PSOs to develop their 5-Year IT Plan within the framework of the NICI-2005 Plan.**						
All Government Ministries (including the Office of the President and the Office of the Prime Minister) the PSOs and the National Transitional Assembly to develop their respective Five Year IT Plan by late 2001	2001				🟦	🟥

Ref	Description	Year					
G2.5	**All Government Ministries, PSOs and the National Transitional Assembly to develop annual IT Budgets (within the time-frame of NICI-2005) to implement their respective IT Plans.**						
	All Government Ministries (including the Office of the President and the Office of the Prime Minister) the PSOs and the National Transitional Assembly depending on their size, and operations to set aside (during the time-frame of NICI-2005) 5-10% of its annual budget as IT Budget to cover the purchase of IT products, services and training	2005				BLUE	RED
G2.6	**Programme for Organizational Process Re-engineering of Government Ministries and PSOs to facilitate Administrative Efficiency and Improved Service Delivery.**						
	All Government Ministries and PSOs to by 2001 investigate the need to undertake a process re-engineering task before embarking on computerization	2001				BLUE	RED
G3.1	**Government Ministries, PSOs and the National Transitional Assembly to commission an Organization-wide Corporate Network Implementation Report.**						
	Each Government Ministry and PSO and the National Transitional Assembly to commission and complete its Organization-wide Corporate Network Implementation Report by 2002	2002				BLUE	RED
G3.2	**Each Government Ministries, PSOs and the National Transitional Assembly to implement a flexible organization-wide corporate network.**						
	Fast-Track Government Ministries and PSOs to implement their corporate network (at least at the organizational headquarters) by 2002	2002				BLUE	RED
	All other Government Ministries and PSOs to implement their corporate network (at least at the organizational headquarters) by 2003	2003			YELLOW		RED
G3.2	**Each Government Ministries, PSOs and the National Transitional Assembly to implement a flexible organization-wide corporate network.**						
	Fast-Track Government Ministries and PSOs to implement their mission-critical computer-based applications, information and database systems by 2002.	2002			YELLOW		RED
	All other Government Ministries and PSOs to implement their mission-critical computer-based applications, information and database systems by 2003.	2003			YELLOW		RED
	Fast-Track Government Ministries and PSOs to implement their non-critical computer-based applications, information and database systems by 2003.	2004			YELLOW		RED
	All other Government Ministries and PSOs to implement their non-critical computer-based applications, information and database systems by 2004.					BLUE	RED
G3.4	**Each Government Ministry or PSO to connect their corporate network to GOV-NeT**						
	Fast-track Government Ministries and PSOs to connect their corporate network to GOV-NeT by 2003	2003				BLUE	RED
	All other Government Ministries and PSOs to connect their corporate network to GOV-NeT by 2004	2004			YELLOW		RED

ID	Description	Year					
G3.5	**Each Government Ministry or PSO to spread access to the Internet within their organization**						
	All Government Ministries and PSOs to spread access to the Internet within their respective establishments by 2003	2003			🟨		🟥
G4.2	**Implement the Nodes of GOV-Net**						
	Implement the core system of GOV-NeT by 2002	2002				🟦	🟥
	Corporate Networks (nodes) of Fast track Ministries to be connected to GOV-NeT by 2003	2003			🟨		🟥
	Corporate Network of other Ministries to be connect to GOV-NeT by 2004	2004			🟨		🟥
G5.2	**Each Government Ministry and Public Service Organization to Develop their respective Web-site**						
	Each Government Ministry and Public Service Organization to develop its Web-site by 2002.	2002				🟦	🟥
G5.3	**Each Government Ministry and Public Service Organization Web-site to be linked to the GOR Official Web site**						
	Each Government Ministry and Public Service Organization Web-site to be linked to the GOR Official Web site by 2002.	2002				🟦	🟥
G6.2	**Other relevant Ministries and Public Sector Organizations to implement suitable GIS applications under the auspices of the National GIS Project to support their respective administrative and service delivery services**						
	Relevant Ministries to implement their component of the National GIS Project and implement 50% of their relevant GIS applications by 2003.	2003				🟦	🟥
	Relevant Ministries to implement 100% of their GIS applications by 2005.	2005				🟦	🟥
	Relevant Ministries to implement their component of the National GIS Project and implement 50% of their relevant GIS applications by 2003.	2003				🟦	🟥
	Relevant Ministries to implement 100% of their GIS applications by 2005.	2005				🟦	🟥
G8.2	**Government Electronic Procurement and Settlement System (GEPSS) Project**						
	Commission and complete the GEPSS Project Implementation Report by 2002.	2002				🟦	🟥
	Implement a fully operational Government Electronic Procurement and Settlement System (GEPSS) by 2004.	2004				🟦	🟥
G8.3	**The Public Information Kiosks (PIKs) Initiative**						
	Commission and complete the PIK Initiative Implementation Report by 2002	2002				🟦	🟥
	Begin the implementation of the PIK Initiative by 2004	2004				🟦	🟥
G8.4	**The Smart Government Initiative (SGI) – Private Sector Partnership Programme**						

	Year					
Commission and complete the *SGI-Private Sector Partnership* Report by 2002	2002				🟦	🟥
Begin pilot implementation of the *SGI-Private Sector Partnership* Programme by 2004	2004				🟦	🟥
C2.1 — **The Ministry of Health to commission the development of a *National Telemedicine Project Implementation Plan* for Rwanda**						
The Ministry of Health to commission and complete the National Telemedicine Project implementation framework and Plan 2001	2001				🟦	🟥
C2.2 — **The Ministry of Health to facilitate the implementation of Telemedicine systems in a selected number of Regional Hospitals and Community-based Health Centers**						
Implement Telemedicine Systems in 50% of the Regional Hospitals and Community-based Health Centers by 2003	2003				🟦	🟥
Implement Telemedicine Systems in 50% of the Regional Hospitals and Community-based Health Centers by 2003	2003				🟦	🟥
C2.3 — **Medical and Nursing Training Institutions to pilot Continuing Medical Education (CME) using the resources of Telemedicine systems**						
Implement Telemedicine-Assisted CME in the majority of Medical and Nursing Training Establishments by 2004	2004				🟦	🟥
C4.7 — **The National Health Information System (NAHIS)**						
The Ministry of Health to commission and complete the NAHIS Project Implementation Report by 2001	2001				🟦	🟥
Implement NAHIS by 2002	2002	🟩				
C4.8 — **National Nutritional Surveillance Information System (NANSIS)**						
The Ministry of Health to commission and complete the NANSIS Project Implementation Report by 2001	2001	🟩				
Implement NANSIS by 2002	2002				🟦	🟥
L3.5 — **Implement the programme to set up Information Technology Divisions or Directorate (ITSDs) in Government Ministries and Public Service Organizations**						
All Government Ministries including the Office of the President and the Office of the Prime Minister to set-up their ITSD by 2002	2002				🟦	🟥

MINISTRY OF LANDS, HUMAN RESETTLEMENT & ENVIRONMENTAL PROTECTION						
H5.1	**Implement a Special Basic Computing and Internet Usage Training Programme for all Ministers and Secretary Generals as well as for Chief Executives and Senior staff of Public Sector Organizations (PSOs)**	**Due Date**	**Completed**	**Wk in Progress**	**Not Completed**	**Roll Over**
All Ministers and Secretary Generals, as well as Chief Executives and Senior staff of (PSOs) should be trained in the use of Computers and the Internet by 2001		2001	🟩			
H5.2	**Implement a Special Basic Computing and Internet Usage Training in all Ministries and Public Sector Organizations (PSOs) for the User Staff from Directors and down.**					
About 40% of the staff of each Ministry and PSO (including the National Transitional Assembly) should be trained in basic computing and Internet usage by 2002		2002	🟩			
About 80% - 100% of the staff of each Ministry and PSO (including the National Transitional Assembly) should be trained in basic computing and Internet usage by 2004		2004	🟩			
H5.3	**Introduce Special Professional Level ICT Training Programmes to train and upgrade the skill of professional IT staff in all Ministries and Public Sector Organizations including the National Transitional Assembly**					
Each Ministry and PSO (including the National Transitional Assembly) depending on size and its operations should train/recruit a skeleton computer professional staff in the relevant key skill areas by 2002.		2002	🟩			
Each Ministry and PSO (including the National Transitional Assembly) depending on size and its operations should by 2004 train/recruit all the required professional computer staff (Programmers and Systems Developers, Network Managers, Engineers and Technicians, Computer Technicians etc)		2004			🟦	🟥
H5.4	**Implement a *'Office Space-for-Service'* Initiative** aimed at enabling Government Ministries and PSOs to rent their an utilized office space to private computer service provision companies					
The Ministry of Public Works, Transport and Communication in collaboration with the Ministry of Public Service to Commission a Report to set-out the Guidelines for Implementing the *'Office Space-for-Service'* Initiative by 2001		2001			🟦	🟥
Implement the *'Office Space-for-Service'* initiative starting from 200**2**.		2002			🟦	🟥
H6.1	**Institute periodic on-going short-term training programmes, workshops and**					

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	Year					
seminars in management; policy formulation, execution and monitoring for selected number of civil servants from Government Ministries and PSOs						
Short Term Target: Train 50% of suitably identified civil and public servants in each Ministry or PSO by 2002	2002	🟩				
Long term Target: Train all suitably identified civil and public servants in each Ministry or PSO by 2004	2004	🟩				
G1.1 **All Government Ministries, and Public Service Organizations (PSOs) and other relevant NICI-2005 Plan implementation agencies, establishments and entities to respectively set up a Plan Execution and Coordination Committee (PECC)**						
All Government Ministries, PSOs and other identified NICI-2005 Implementation Agencies, Establishments and Entities to set up their respective PECC by early 2001	2001				🟦	🟥
G1.2 All Ministries, PSOs and other NICI-Plan Implementation Entities to submit the list of the PECC members to the NITC and the ICT Advisor to the President						
List of members of PECCs to be submitted to the NITC and the ICT Advisor to the President by mid 2001	2001				🟦	🟥
G2.1 **All Government Ministries, Public Service Organizations (PSOs) as well as the National Transitional Assembly to develop their respective *ICT Policy Statement* on the deployment and exploitation of ICTs to support their organizational activities and operations within the framework of the NICI-2005 Plan.**						
Each Government Ministry and PSO to formulate and make public their respective *ICT Policy Statement* by early 2001.	2001				🟦	🟥
Each Government Ministry and PSO to make available a copy of its *ICT Policy Statement* to NITC and the ICT Advisor to President by mid. 2001	2001				🟦	🟥
G2.2 **All Government Ministries, GOR Establishments, Public Service Organizations (PSOs) and the National Transitional Assembly to set-up their Information Technology Services Division or Directorate (ITSD).**						
Fast Track Government Ministries and PSOs to set up their ITSD by 2001	2001	🟩				
All other Government Ministries and PSOs to set-up-their ITSD by 2002	2002	🟩				
G2.3 **The Kick-Start-Your-ITSD Programme**						
Each Government Ministry (including the Office of the President and the Office of the Prime Minister), PSO and the National Transitional Assembly to set-up their respective skeleton ITSD by 2001 using the team trained under *A Fast-Track ICT Training Programme*	2001	🟩				

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	Year					
G2.4 **All Government Ministries and PSOs to develop their 5-Year IT Plan within the framework of the NICI-2005 Plan.**						
All Government Ministries (including the Office of the President and the Office of the Prime Minister) the PSOs and the National Transitional Assembly to develop their respective Five Year IT Plan by late 2001	2001				(blue)	(red)
G2.5 **All Government Ministries, PSOs and the National Transitional Assembly to develop annual IT Budgets (within the time-frame of NICI-2005) to implement their respective IT Plans.**						
All Government Ministries (including the Office of the President and the Office of the Prime Minister) the PSOs and the National Transitional Assembly depending on their size, and operations to set aside (during the time-frame of NICI-2005) 5-10% of its annual budget as IT Budget to cover the purchase of IT products, services and training	2005				(blue)	(red)
G2.6 **Programme for Organizational Process Re-engineering of Government Ministries and PSOs to facilitate Administrative Efficiency and Improved Service Delivery.**						
All Government Ministries and PSOs to by 2001 investigate the need to undertake a process re-engineering task before embarking on computerization	2001				(blue)	(red)
G3.1 **Government Ministries, PSOs and the National Transitional Assembly to commission an Organization-wide Corporate Network Implementation Report**						
Each Government Ministry and PSO and the National Transitional Assembly to commission and complete its Organization-wide Corporate Network Implementation Report by 2002	2002				(blue)	(red)
G3.2 **Each Government Ministries, PSOs and the National Transitional Assembly to implement a flexible organization-wide corporate network.**						
Fast-Track Government Ministries and PSOs to implement their corporate network (at least at the organizational headquarters) by 2002.	2002				(blue)	(red)
All other Government Ministries and PSOs to implement their corporate network (at least at the organizational headquarters) by 2003.	2003				(blue)	(red)
G3.3 **Each Government Ministry or PSO to identify and develop for its specific use relevant computer-based applications, information and database systems to support its administrative and service delivery activities. Key applications include:**						
Fast-Track Government Ministries and PSOs to implement their mission- critical computer-based applications, information and database systems by 2002.	2002				(blue)	(red)
All other Government Ministries and PSOs to implement their mission- critical computer-based applications, information and database systems by 2003.	2003	(green)			(blue)	
Fast-Track Government Ministries and PSOs to implement their non-critical computer-based applications, information and database systems by 2003.	2003				(blue)	(red)

	Year					
All other Government Ministries and PSOs to implement their non-critical computer-based applications, information and database systems by 2004.	2004					⬛(red)
G3.4 **Each Government Ministry or PSO to connect their corporate network to GOV-NeT**						
Fast-track Government Ministries and PSOs to connect their corporate network to GOV-NeT by 2003.	2003				⬛(blue)	⬛(red)
All other Government Ministries and PSOs to connect their corporate network to GOV-NeT by 2004.	2004				⬛(blue)	⬛(red)
G3.5 **Each Government Ministry or PSO to spread access to the Internet within their organization**						
All Government Ministries and PSOs to spread access to the Internet within their respective establishments by 2003	2003	⬛(green)				
G4.2 Implement the Nodes of GOV-Net						
Implement the core system of GOV-NeT by 2002	2002				⬛(blue)	⬛(red)
Corporate Networks (nodes) of Fast track Ministries to be connected to GOV-NeT by 2003	2003				⬛(blue)	⬛(red)
Corporate Network of other Ministries to be connect to GOV-NeT by 2004	2004				⬛(blue)	⬛(red)
G5.2 **Each Government Ministry and Public Service Organization to Develop their respective Web-site**						
Each Government Ministry and Public Service Organization to develop its Web-site by 2002.	2002			⬛(yellow)		⬛(red)
G5.3 **Each Government Ministry and Public Service Organization Web-site to be linked to the GOR Official Web site**						
Each Government Ministry and Public Service Organization Web-site to be linked to the GOR Official Web site by 2002.	2002			⬛(yellow)		⬛(red)
G6.2 **Other relevant Ministries and Public Sector Organizations to implement suitable GIS applications under the auspices of the National GIS Project to support their respective administrative and service delivery services**						
Relevant Ministries to implement their component of the National GIS Project and implement 50% of their relevant GIS applications by 2003	2003			⬛(yellow)		⬛(red)
Relevant Ministries to implement 100% of their GIS applications by 2005	2005			⬛(yellow)		⬛(red)
Relevant Ministries to implement their component of the National GIS Project and implement 50% of their relevant GIS applications by 2003	2003			⬛(yellow)		⬛(red)
Relevant Ministries to implement 100% of their GIS applications by 2005	2005			⬛(yellow)		⬛(red)
G8.2 **Government Electronic Procurement and Settlement System (GEPSS) Project**						
Commission and complete the GEPSS Project Implementation Report by 2002.	2002				⬛(blue)	⬛(red)
Implement a fully operational Government Electronic Procurement and Settlement System (GEPSS)	2004				⬛(blue)	⬛(red)

	Due Date	Completed	Wk in Progress	Not Completed	Roll Over
by 2004.				🟦	🟥
G8.3 **The Public Information Kiosks (PIKs) Initiative**					
Commission and complete the PIK Initiative Implementation Report by 2002	2002			🟦	🟥
Begin the implementation of the PIK Initiative by 2004	2004			🟦	🟥
G8.4 **The Smart Government Initiative (SGI) – Private Sector Partnership Programme**					
Commission and complete the *SGI-Private Sector Partnership* Report by 2002	2002			🟦	🟥
Begin pilot implementation of the *SGI-Private Sector Partnership* Programme by 2004	2004			🟦	🟥
C1.3 **The Ministry of Lands, Human Resettlements and Environmental Protection to set up MCTs in a selected number of existing and new Villages to be set-up under the Villagization Programme**					
A selected number of existing Villagization Programme villages with basic facilities like electricity and telephone access should be equipped with an MCT by 2002	2002			🟦	🟥
All villages created under the Villagization programme should be equipped with MCTs by 2005	2005			🟦	🟥
C4.10 **The Environmental Monitoring Information System (EMIS)**					
The Ministry of Lands, Human Resettlement and Environmental Protection to commission and complete the EMIS Project Implementation Report by 2001	2001		🟨		🟥
Implement EMIS by 2002	2002		🟨		🟥
C5.4 **Land Records Information System (LARIS)**					
Ministry of Lands, Human Resettlement and Environmental Protection to commission and complete the LARIS Project Implementation Report by 2003	2003		🟨		🟥
Implement LARIS by 2004	2004		🟨		🟥

OFFICE OF THE PRIME MINISTER

H5.1 **Implement a Special Basic Computing and Internet Usage Training Programme for all Ministers and Secretary Generals as well as for Chief Executives and Senior staff of Public Sector Organizations (PSOs)**	Due Date	Completed	Wk in Progress	Not Completed	Roll Over
All Ministers and Secretary Generals, as well as Chief Executives and Senior staff of (PSOs) should be trained in the use of Computers and the Internet by 2001	2001	🟩			
H5.2 **Implement a Special Basic Computing and Internet Usage Training in all Ministries and**					

		Year					
	Public Sector Organizations (PSOs) for the User Staff from Directors and down.						
	About 40% of the staff of each Ministry and PSO (including the National Transitional Assembly) should be trained in basic computing and Internet usage by 2002	2002	🟩				
	About 80% - 100% of the staff of each Ministry and PSO (including the National Transitional Assembly) should be trained in basic computing and Internet usage by 2004	2004	🟩				
H5.3	**Introduce Special Professional Level ICT Training Programmes to train and upgrade the skill of professional IT staff in all Ministries and Public Sector Organizations including the National Transitional Assembly**						
	Each Ministry and PSO depending on size and its operations should train/recruit a skeleton computer professional staff in the relevant key skill areas by 2002	2002	🟩				
	Each Ministry and PSO should by 2004 train/recruit all the required professional computer staff (Programmers and Systems Developers, Network Managers, Engineers/Technicians, Computer Technicians etc)	2004	🟩				
H5.4	**Implement an *'Office Space-for-Service'* Initiative** aimed at enabling Government Ministries and PSOs to rent their un-utilized office space to private computer service provision companies.						
	The Ministry of Public Works, Transport and Communication in collaboration with the Ministry of Public Service to Commission a Report to set-out the Guidelines for Implementing the *'Office Space-for-Service'* Initiative by 2001	2001			🟦	🟥	
	Implement the *'Office Space-for-Service'* initiative starting from **2002.**	2002			🟦	🟥	
H6.1	**Institute periodic on-going short-term training programmes, workshops and seminars in management; policy formulation, execution and monitoring for selected number of civil servants from Government Ministries and PSOs**						
	Short Term Target: Train 50% of suitably identified civil and public servants in each Ministry or PSO by 2002	2002		🟨		🟥	
	Long term Target: Train all suitably identified civil and public servants in each Ministry or PSO by 2004	2004		🟨		🟥	
G1.1	**All Government Ministries, and Public Service Organizations (PSOs) and other relevant NICI-2005 Plan implementation agencies, establishments and entities to respectively set up a Plan Execution and Coordination Committee (PECC)**						
	All Government Ministries, PSOs and other identified NICI-2005 Implementation Agencies, Establishments and Entities to set up their respective PECC by early 2001	2001	🟩				
G1.2	**All Ministries, PSOs and other NICI-Plan Implementation Entities to submit the list of the PECC members to the NITC and the ICT Advisor to the President**						

List of members of PECCs to be submitted to the NITC and the ICT Advisor to the President by mid 2001	2001	🟩				
G2.1	**All Government Ministries, Public Service Organizations (PSOs) as well as the National Transitional Assembly to develop their respective *ICT Policy Statement* on the deployment and exploitation of ICTs to support their organizational activities and operations within the framework of the NICI-2005 Plan.**					
Each Government Ministry and PSO to formulate and make public their respective *ICT Policy Statement* by early 2001.	2001	🟩				
Each Government Ministry and PSO to make available a copy of its *ICT Policy Statement* to NITC and the ICT Advisor to President by mid. 2001	2001	🟩				
G2.2	**All Government Ministries, GOR Establishments, Public Service Organizations (PSOs) and the National Transitional Assembly to set-up their Information Technology Services Division or Directorate (ITSD).**					
Fast Track Government Ministries and PSOs to set up their ITSD by 2001	2001	🟩				
All other Government Ministries and PSOs to set-up their ITSD by 2002	2002	🟩				
G2.3 **The Kick-Start-Your-ITSD Programme**						
Each Government Ministry (including the Office of the President and the Office of the Prime Minister), PSO and the National Transitional Assembly to set-up their respective skeleton ITSD by 2001 using the team trained under *A Fast-Track ICT Training Programme*	2001	🟩				
G2.4 **All Government Ministries and PSOs to develop their 5-Year IT Plan within the framework of the NICI-2005 Plan.**						
All Government Ministries (including the Office of the President and the Office of the Prime Minister) the PSOs and the National Transitional Assembly to develop their respective Five Year IT Plan by late 2001	2001			🟦	🟥	
G2.5 **All Government Ministries, PSOs and the National Transitional Assembly to develop annual IT Budgets (within the time-frame of NICI-2005) to implement their respective IT Plans.**						
All Government Ministries (including the Office of the President and the Office of the Prime Minister) the PSOs and the National Transitional Assembly depending on their size, and operations to set aside (during the time-frame of NICI-2005) 5-10% of its annual budget as IT Budget to cover the purchase of IT products, services and training	N/A	🟩				
G2.6 Programme for Organizational Process Re-engineering of Government Ministries and PSOs to facilitate Administrative Efficiency and Improved Service Delivery.						

Description	Year	C1	C2	C3	C4	C5
All Government Ministries and PSOs to by 2001 investigate the need to undertake a process re-engineering task before embarking on computerization.	2001			Yellow		Red
G3.1 Government Ministries, PSOs and the National Transitional Assembly to commission an Organization-wide Corporate Network Implementation Report						
Each Government Ministry and PSO and the National Transitional Assembly to commission and complete its Organization-wide Corporate Network Implementation Report by 2002.	2002				Blue	Red
G3.2 Each Government Ministries, PSOs and the National Transitional Assembly to implement a flexible organization-wide corporate network.						
Fast-Track Government Ministries and PSOs to implement their corporate network (at least at the organizational headquarters) by 2002.	2002	Green				
All other Government Ministries and PSOs to implement their corporate network (at least at the organizational headquarters) by 2003.	2003	Green				
G3.3 Each Government Ministry or PSO to identify and develop for its specific use relevant computer-based applications, information and database systems to support its administrative and service delivery activities.						
Fast-Track Government Ministries and PSOs to implement their mission- critical computer-based applications, information and database systems by 2002.	2002				Blue	Red
All other Government Ministries and PSOs to implement their mission- critical computer-based applications, information and database systems by 2003.	2003				Blue	Red
G3.4 Each Government Ministry or PSO to connect their corporate network to GOV-NeT						
Fast-track Government Ministries and PSOs to connect their corporate network to GOV-NeT by 2003.	2003				Blue	Red
All other Government Ministries and PSOs to connect their corporate network to GOV-NeT by 2004	2004				Blue	Red
G3.5 Each Government Ministry or PSO to spread access to the Internet within their organization						
All Government Ministries and PSOs to spread access to the Internet within their respective establishments by 2003	2003	Green				
G4.2 Implement the Nodes of GOV-Net						
Implement the core system of GOV-NeT by 2002	2002				Blue	Red
Corporate Networks (nodes) of Fast track Ministries to be connected to GOV-NeT by 2003	2003	Green				
Corporate Network of other Ministries to be connect to GOV-NeT by 2004	2004	Green				
G5.2 Each Government Ministry and Public Service Organization to Develop their respective Web-site						

	Due Date	Completed	Wk in Progress	Not Completed	Roll Over
Each Government Ministry and Public Service Organization to develop its Web-site by 2002.	2002		YELLOW		RED
G5.3 **Each Government Ministry and Public Service Organization Web-site to be linked to the GOR Official Web site**					
Each Government Ministry and Public Service Organization Web-site to be linked to the GOR Official Web site by 2002	2002			BLUE	RED
G6.2 *Other relevant Ministries and Public Sector Organizations to implement suitable GIS applications under the auspices of the National GIS Project to support their respective administrative and service delivery services*					
Relevant Ministries to implement their component of the National GIS Project and implement 50% of their relevant GIS applications by 2003	2003			BLUE	RED
Relevant Ministries to implement 100% of their GIS applications by 2005	2005			BLUE	RED
G8.2 Government Electronic Procurement and Settlement System (GEPSS) Project					
Commission and complete the GEPSS Project Implementation Report by 2002.	2002			BLUE	RED
Implement a fully operational Government Electronic Procurement and Settlement System (GEPSS) by 2004.	2004			BLUE	RED
G8.3 **The Public Information Kiosks (PIKs) Initiative**					
Commission and complete the PIK Initiative Implementation Report by 2002	2002			BLUE	RED
Begin the implementation of the PIK Initiative by 2004	2004			BLUE	RED

LA RWANDAISE D'ASSURANCE MALADIE (R.A.M.A)

	Due Date	Completed	Wk in Progress	Not Completed	Roll Over
H5.1 **Implement a Special Basic Computing and Internet Usage Training Programme for all Ministers and Secretary Generals as well as for Chief Executives and Senior staff of Public Sector Organizations (PSOs)**					
All Ministers and Secretary Generals, as well as Chief Executives and Senior staff of (PSOs) should be trained in the use of Computers and the Internet by 2001	2001			BLUE	RED
H5.2 **Implement a Special Basic Computing and Internet Usage Training in all Ministries and Public Sector Organizations (PSOs) for the User Staff from Directors and down.**					
About 40% of the staff of each Ministry and PSO (including the National Transitional Assembly) should be trained in basic computing and Internet usage by 2002	2002			BLUE	RED

		Year					
About 80% - 100% of the staff of each Ministry and PSO (including the National Transitional Assembly) should be trained in basic computing and Internet usage by 2004		2004				🟦	🟥
H5.3	**Introduce Special Professional Level ICT Training Programmes to train and upgrade the skill of professional IT staff in all Ministries and Public Sector Organizations including the National Transitional Assembly**						
Each Ministry and PSO depending on size and its operations should train/recruit a skeleton computer professional staff in the relevant key skill areas by 2002		2002				🟦	🟥
Each Ministry and PSO should by 2004 train/recruit all the required professional computer staff (Programmers and Systems Developers, Network Managers, Engineers/Technicians, Computer Technicians etc)		2004				🟦	🟥
H5.4	**Implement a *'Office Space-for-Service'* Initiative aimed at enabling Government Ministries and PSOs to rent their an utilized office space to private computer service provision companies.**						
The Ministry of Public Works, Transport and Communication in collaboration with the Ministry of Public Service to Commission a Report to set-out the Guidelines for Implementing the *'Office Space-for-Service'* Initiative by 2001		2001				🟦	🟥
Implement the *'Office Space-for-Service'* initiative starting from 200**2**.		2002				🟦	🟥
H6.1	**Institute periodic on-going short-term training programmes, workshops and seminars in management; policy formulation, execution and monitoring for selected number of civil servants from Government Ministries and PSOs**						
Short Term Target: Train 50% of suitably identified civil and public servants in each Ministry or PSO by 2002		2002	🟩				
Long term Target: Train all suitably identified civil and public servants in each Ministry or PSO by 2004		2004		🟨			🟥
G1.1	**All Government Ministries, and Public Service Organizations (PSOs) and other relevant NICI-2005 Plan implementation agencies, establishments and entities to respectively set up a Plan Execution and Coordination Committee (PECC)**						
All Government Ministries, PSOs and other identified NICI-2005 Implementation Agencies, Establishments and Entities to set up their respective PECC by early 2001		2001	🟩				
G1.2	**All Ministries, PSOs and other NICI-Plan Implementation Entities to submit the list of the PECC members to the NITC and the ICT Advisor to the President**						
List of members of PECCs to be submitted to the NITC and the ICT Advisor to the President by mid 2001		2001	🟩				
G2.1	**All Government Ministries, Public Service Organizations (PSOs) as well as the National Transitional Assembly to develop their respective *ICT Policy Statement* on the**						

	deployment and exploitation of ICTs to support their organizational activities and operations within the framework of the NICI-2005 Plan.				
Each Government Ministry and PSO to formulate and make public their respective *ICT Policy Statement* by early 2001.	2001			🟦	🟥
Each Government Ministry and PSO to make available a copy of its *ICT Policy Statement* to NITC and the ICT Advisor to President by mid. 2001	2001			🟦	🟥
G2.2	**All Government Ministries, GOR Establishments, Public Service Organizations (PSOs) and the National Transitional Assembly to set-up their Information Technology Services Division or Directorate (ITSD).**				
Fast Track Government Ministries and PSOs to set up their ITSD by 2001	2001	🟩			
All other Government Ministries and PSOs to set-up their ITSD by 2002	2002	🟩			
G2.3	**The Kick-Start-Your-ITSD Programme**				
Each Government Ministry (including the Office of the President and the Office of the Prime Minister), PSO and the National Transitional Assembly to set-up their respective skeleton ITSD by 2001 using the team trained under *A Fast-Track ICT Training Programme*	2001			🟦	🟥
G2.4	**All Government Ministries and PSOs to develop their 5-Year IT Plan within the framework of the NICI-2005 Plan.**				
All Government Ministries (including the Office of the President and the Office of the Prime Minister) the PSOs and the National Transitional Assembly to develop their respective Five Year IT Plan by late 2001	2001	🟩			
G2.5	**All Government Ministries, PSOs and the National Transitional Assembly to develop annual IT Budgets (within the time-frame of NICI-2005) to implement their respective IT Plans.**				
All Government Ministries (including the Office of the President and the Office of the Prime Minister) the PSOs and the National Transitional Assembly depending on their size, and operations to set aside (during the time-frame of NICI-2005) 5-10% of its annual budget as IT Budget to cover the purchase of IT products, services and training	N/A			🟦	🟥
G2.6	Programme for Organizational Process Re-engineering of Government Ministries and PSOs to facilitate Administrative Efficiency and Improved Service Delivery.				
All Government Ministries and PSOs to by 2001 investigate the need to undertake a process re-engineering task before embarking on computerization.	2001			🟦	🟥
G3.1	**Government Ministries, PSOs and the National Transitional Assembly to commission an Organization-wide Corporate Network Implementation Report**				

Description	Year				
Each Government Ministry and PSO and the National Transitional Assembly to commission and complete its Organization-wide Corporate Network Implementation Report by 2002.	2002	GREEN			
G3.2 **Each Government Ministries, PSOs and the National Transitional Assembly to implement a flexible organization-wide corporate network.**					
Fast-Track Government Ministries and PSOs to implement their corporate network (at least at the organizational headquarters) by 2002.	2002	GREEN			
All other Government Ministries and PSOs to implement their corporate network (at least at the organizational headquarters) by 2003.	2003	GREEN			
G3.3 **Each Government Ministry or PSO to identify and develop for its specific use relevant computer-based applications, information and database systems to support its administrative and service delivery activities.**					
Fast-Track Government Ministries and PSOs to implement their mission- critical computer-based applications, information and database systems by 2002.	2002		YELLOW		RED
All other Government Ministries and PSOs to implement their mission- critical computer-based applications, information and database systems by 2003.	2003		YELLOW		RED
Fast-Track Government Ministries and PSOs to implement their non-critical computer-based applications, information and database systems by 2003.	2003		YELLOW		RED
All other Government Ministries and PSOs to implement their non-critical computer-based applications, information and database systems by 2004.	2004		YELLOW		RED
G3.4 **Each Government Ministry or PSO to connect their corporate network to GOV-NeT**					
Fast-track Government Ministries and PSOs to connect their corporate network to GOV-NeT by 2003.	2003			BLUE	RED
All other Government Ministries and PSOs to connect their corporate network to GOV-NeT by 2004	2004			BLUE	RED
G3.5 **Each Government Ministry or PSO to spread access to the Internet within their organization**					
All Government Ministries and PSOs to spread access to the Internet within their respective establishments by 2003	2003		YELLOW		RED
G4.2 **Implement the Nodes of GOV-Net**					
Implement the core system of GOV-NeT by 2002	2002		YELLOW		RED
Corporate Networks (nodes) of Fast track Ministries to be connected to GOV-NeT by 2003	2003		YELLOW		RED
Corporate Network of other Ministries to be connect to GOV-NeT by 2004	2004		YELLOW		RED
G5.2 **Each Government Ministry and Public Service Organization to Develop their respective Web-site**					

	Due Date	Completed	Wk in Progress	Not Completed	Roll Over
Each Government Ministry and Public Service Organization to develop its Web-site by 2002.	2002	🟩			
G5.3 **Each Government Ministry and Public Service Organization Web-site to be linked to the GOR Official Web site**					
Each Government Ministry and Public Service Organization Web-site to be linked to the GOR Official Web site by 2002	2002			🟦	🟥
G8.2 **Government Electronic Procurement and Settlement System (GEPSS) Project**					
Commission and complete the GEPSS Project Implementation Report by 2002	2002			🟦	🟥
Implement a fully operational Government Electronic Procurement and Settlement System (GEPSS) by 2004	2004			🟦	🟥
G8.3 **The Public Information Kiosks (PIKs) Initiative**					
Commission and complete the PIK Initiative Implementation Report by 2002	2002			🟦	🟥
Begin the implementation of the PIK Initiative by 2004	2004			🟦	🟥
G8.4 **The Smart Government Initiative (SGI) – Private Sector Partnership Programme**					
Commission and complete the *SGI-Private Sector Partnership* Report by 2002	2002			🟦	🟥
Begin pilot implementation of the *SGI-Private Sector Partnership* Programme by 2004	2004			🟦	🟥
L3.5 **Implement the programme to set up Information Technology Divisions or Directorate (ITSDs) in Government Ministries and Public Service Organizations**					
All Government Ministries including the Office of the President and the Office of the Prime Minister to set-up their ITSD by 2002	2002		🟨		🟥

MINISTRY OF PUBLIC SERVICE, SKILLS DEVELOPMENT, VOCATIONAL TRAINING AND LABOUR (MIFOTRA)					
H1.2 **Set-up the National Human Resource Development Agency (NHRDA)**	**Due Date**	**Completed**	**Wk in Progress**	**Not Completed**	**Roll Over**
Set-up the National Human Resource Development Agency (NHRDA) by 2002	2001		🟨		🟥
H5.1 **Implement a Special Basic Computing and Internet Usage Training Programme for all**					

	Ministers and Secretary Generals as well as for Chief Executives and Senior staff of Public Sector Organizations (PSOs)						
	All Ministers and Secretary Generals, as well as Chief Executives and Senior staff of (PSOs) should be trained in the use of Computers and the Internet by 2001.	2001	GREEN				
H5.2	**Implement a Special Basic Computing and Internet Usage Training in all Ministries and Public Sector Organizations (PSOs) for the User Staff from Directors and down.**						
	About 40% of the staff of each Ministry and PSO (including the National Transitional Assembly) should be trained in basic computing and Internet usage by 2002. About 80% - 100% of the staff of each Ministry and PSO (including the National Transitional Assembly) should be trained in basic computing and Internet usage by 2004	2002	GREEN				
	About 80% - 100% of the staff of each Ministry and PSO should be trained in basic computing and Internet usage by 2004	2004	GREEN				
H5.3	**Introduce Special Professional Level ICT Training Programmes to train and upgrade the skill of professional IT staff in all Ministries and Public Sector Organizations including the National Transitional Assembly**						
	Each Ministry and PSO (including the National Transitional Assembly) depending on size and its operations should train/recruit a skeleton computer professional staff in the relevant key skill areas by 2002.	2002	GREEN				
	Each Ministry and PSO (including the National Transitional Assembly) depending on size and its operations should by 2004 train/recruit all the required professional computer staff (Programmers and Systems Developers, Network Managers, Engineers and Technicians, Computer Technicians etc)	2004	GREEN				
H5.4	**Implement a 'Office Space-for-Service' Initiative** aimed at enabling Government Ministries and PSOs to rent their an utilized office space to private computer service provision companies.						
	The Ministry of Public Works, Transport and Communication in collaboration with the Ministry of Public Service to Commission a Report to set-out the Guidelines for Implementing the 'Office Space-for-Service' Initiative by 2001.	2001				BLUE	RED
	Implement the 'Office Space-for-Service' initiative starting from 2002.	2002				BLUE	RED
H5.5	**Government to issue a directive to make** IT literacy an essential requirement for all future Government and public sector employment.						
	The Ministry of Public Service to by 2001 issue a Directive to make IT literacy a basic requirement for future employment and promotions within the Civil and Public Service.	2001				BLUE	RED
H6.1	**Institute periodic on-going short-term training programmes, workshops and seminars in management; policy formulation, execution and monitoring for selected number of civil servants from Government Ministries and PSOs**						

Description	Year					
Short Term Target: Train 50% of suitably identified civil and public servants in each Ministry or PSO by 2002	2002	🟩				
Long term Target: Train all suitably identified civil and public servants in each Ministry or PSO by 2004	2004	🟩				
H7.1 **Train adequate number of Business Professionals, namely: Accountants, Bankers and Financial Service Personnel, Lawyers, Marketing and Sales Personnel and other Professional Corps for the Service Sector**						
Short-term Targets: Increase, by 2003, the Annual enrollment of students taking Business Professional level courses in Universities and Colleges by 30% to 50%.	2003	🟩				
Upgrade the skill of Junior to middle level Business Professionals in Private Sector Establishments within the Service Sector and the ICT Industry by Year 2003	2003	🟩				
Upgrade the skill of Junior to middle level Business Professional Civil Servants in Key Ministries linked to the Service Sector or the ICT Industry by Year 2003	2003	🟩				
H10.1 **Set up a National Youth Training (YTS) Scheme**						
The Ministry of Youth Sports and Culture in Collaboration with the Ministry of Public Service and Labour and the National Human Resource Development Agency to by 2001 commission and complete a Report on the setting up of the YTS	2001		🟨			🟥
The Human Resource Development Agency to establish and YTS scheme by 2002	2002		🟨			🟥
H10.2 **Set up a National YTS Grant with Funds from the HRD Funds and other sources and Implement the YTS Scheme**						
Set-up the YTS Grant by 2002	2002				🟦	🟥
A total of at least 2000-4000 Youths should benefit from the YTS Training Scheme annually by 2003	2003				🟦	🟥
H10.4 **Programme to set-up the *Rwanda Worker's College* and associated Regional Training Centers for Human Resource Development and Skill Update.**						
The NHRDA in collaboration with the Ministry of Public Service and Labour, the National Labour Union, the Private Sector Federation to commission and complete a Report for setting up the RWC by 2002.	2002	🟩				
Establish the RWC in Kigali by 2005	2005	🟩				
Set-up a number of Regional Centers of the RWC in key Prefectures within the time frame of NICI-2010	2010	🟩				
H11.1 **Commission a Report for setting up the National Vocational Training Commission (NVTC).**						
The Ministry of Public Service and Labour to commission and complete the NVTC set-up Report by 2001	2001				🟦	🟥

H11.2	**Commission a Report for setting up the National Vocational Training Commission (NVTC)**					
The Ministry of Public Service and Labour in collaboration with the National Human Resource Development Agency to set-up the NVTC by 2003	2003				▆	▆
H12.4	**The Human Resource Development Agency, in collaboration with the Ministry of Public Service and Labour, the National Labour Union, the National Employers Association, relevant CSOs and other Industry Groupings and Associations, to draw up from time to time, industry manpower requirements in the area of ICT manpower and skills**					
Set-up by 2001 an *Industry ICT Manpower Requirements Advisory Committee* as an AdHoc Committee with membership from the Human Resource Development Agency, the Ministry of Public Service and Labour, the National Labour Union, the National Employers Association and other Industry Groupings and Associations including relevant CSOs	2001				▆	▆
E1.3	**Implement a National *'Computers for Schools'* Scheme to make it obligatory for Government Ministries, Agencies and Public Sector Organizations (PSOs) to donate their used computers to the primary and secondary schools**					
Put in place and implement by 2001 Guidelines and Directives to facilitate the donation of used computers to schools by Government Ministries, Agencies and other (PSOs)	2001				▆	▆
E9.6	**The Ministry of Public Service and Labour to establish and operationalize a *National In-service Training and Skill Update Initiative* via EDE for the Civil and Public Service**					
1. Launch the National EDET-base In-service Training and Skill Update Initiative for the Civil and Public service by 2002	2002				▆	▆
Start the implementation of the Initiative within the Civil Service and PSOs by 2003	2003				▆	▆
G1.1	**All Government Ministries, and Public Service Organizations (PSOs) and other relevant NICI-2005 Plan implementation agencies, establishments and entities to respectively set up a Plan Execution and Coordination Committee (PECC)**					
All Government Ministries, PSOs and other identified NICI-2005 Implementation Agencies, Establishments and Entities to set up their respective PECC by early 2001	2005	▆			
G1.2	**All Ministries, PSOs and other NICI-Plan Implementation Entities to submit the list of the PECC members to the NITC and the ICT Advisor to the President**					
List of members of PECCs to be submitted to the NITC and the ICT Advisor to the President by mid 2001	2001	▆			
G2.1	**All Government Ministries, Public Service Organizations (PSOs) as well as the National Transitional Assembly to develop their respective *ICT Policy Statement* on the deployment and exploitation of ICTs to support their organizational activities and operations within the framework of the NICI-2005 Plan.**					

	Year				
Each Government Ministry and PSO to formulate and make public their respective *ICT Policy Statement* by early 2001.	2001	🟩			
Each Government Ministry and PSO to make available a copy of its *ICT Policy Statement* to NITC and the ICT Advisor to President by mid. 2001	2001	🟩			
G2.2 **All Government Ministries, GOR Establishments, Public Service Organizations (PSOs) and the National Transitional Assembly to set-up their Information Technology Services Division or Directorate (ITSD).**					
Fast Track Government Ministries and PSOs to set up their ITSD by 2001	2001	🟩			
All other Government Ministries and PSOs to set-up their ITSD by 2002	2002	🟩			
G2.3 **The Kick-Start-Your-ITSD Programme**					
Each Government Ministry (including the Office of the President and the Office of the Prime Minister), PSO and the National Transitional Assembly to set-up their respective skeleton ITSD by 2001 using the team trained under *A Fast-Track ICT Training Programme*	2001	🟩			
G2.4 **All Government Ministries and PSOs to develop their 5-Year IT Plan within the framework of the NICI-2005 Plan.**					
All Government Ministries (including the Office of the President and the Office of the Prime Minister) the PSOs and the National Transitional Assembly to develop their respective Five Year IT Plan by late 2001	2001	🟩			
G2.5 **All Government Ministries, PSOs and the National Transitional Assembly to develop annual IT Budgets (within the time-frame of NICI-2005) to implement their respective IT Plans.**					
All Government Ministries (including the Office of the President and the Office of the Prime Minister) the PSOs and the National Transitional Assembly depending on their size, and operations to set aside (during the time-frame of NICI-2005) 5-10% of its annual budget as IT Budget to cover the purchase of IT products, services and training	2005	🟩			
G2.6 **Programme for Organizational Process Re-engineering of Government Ministries and PSOs to facilitate Administrative Efficiency and Improved Service Delivery.**					
All Government Ministries and PSOs to by 2001 investigate the need to undertake a process re-engineering task before embarking on computerization	2001		🟨		🟥
G3.1 **Government Ministries, PSOs and the National Transitional Assembly to commission an Organization-wide Corporate Network Implementation Report**					
Each Government Ministry and PSO and the National Transitional Assembly to commission and	2002	🟩			

	Year				
complete its Organization-wide Corporate Network Implementation Report by 2002		GREEN			
G3.2 Each Government Ministries, PSOs and the National Transitional Assembly to implement a flexible organization-wide corporate network.					
Fast-Track Government Ministries and PSOs to implement their corporate network (at least at the organizational headquarters) by 2002	2002		YELLOW		RED
All other Government Ministries and PSOs to implement their corporate network (at least at the organizational headquarters) by 2003	2003			BLUE	RED
G3.3 Each Government Ministry or PSO to identify and develop for its specific use relevant computer-based applications, information and database systems to support its administrative and service delivery activities. Key applications include:					
Fast-Track Government Ministries and PSOs to implement their mission- critical computer-based applications, information and database systems by 2002.	2002		YELLOW		RED
All other Government Ministries and PSOs to implement their mission- critical computer-based applications, information and database systems by 2003.	2003		YELLOW		RED
Fast-Track Government Ministries and PSOs to implement their non-critical computer-based applications, information and database systems by 2003.	2003		YELLOW		RED
All other Government Ministries and PSOs to implement their non-critical computer-based applications, information and database systems by 2004.	2004		YELLOW		RED
G3.4 Each Government Ministry or PSO to connect their corporate network to GOV-NeT					
Fast-track Government Ministries and PSOs to connect their corporate network to GOV-NeT by 2003	2003		YELLOW		RED
All other Government Ministries and PSOs to connect their corporate network to GOV-NeT by 2004	2004		YELLOW		RED
G3.5 Each Government Ministry or PSO to spread access to the Internet within their organization					
All Government Ministries and PSOs to spread access to the Internet within their respective establishments by 2003	2003		YELLOW		RED
G4.1 Commission a Project Report for the Implementation of GOV-NeT					
Commission and complete the *GOV-NeT Project Implementation Report* by 2001	2001		YELLOW		RED
G4.2 Implement the Nodes of GOV-Net					
Implement the core system of GOV-Net by 2002	2002		YELLOW		RED
Corporate Networks (nodes) of Fast track Ministries to be connected to GOV-Net by 2003	2003		YELLOW		RED
Corporate Network of other Ministries to be connect to GOV-Net by 2004	2004		YELLOW		RED
G4.3 Implement the GOV-NeT common Internet Gateway					
Implement the GOV-NeT Internet Gateway by 2002	2003		YELLOW		RED

		Year					
G4.4	**Implement Suitable Application Systems to facilitate information access, interchange and exchange over GOV-NeT within the civil and public service**						
Information interchange and exchange application system to be implemented on GOV-NeT by 2003		2003			🟨		🟥
G5.2	**Each Government Ministry and Public Service Organization to Develop their respective Web-site**						
Each Government Ministry and Public Service Organization to develop its Web-site by 2002.		2002	🟩				
G5.3	**Each Government Ministry and Public Service Organization Web-site to be linked to the GOR Official Web site**						
Each Government Ministry and Public Service Organization Web-site to be linked to the GOR Official Web site by 2002.		2002				🟦	🟥
G6.2	**Other relevant Ministries and Public Sector Organizations to implement suitable GIS applications under the auspices of the National GIS Project to support their respective administrative and service delivery services**						
Relevant Ministries to implement their component of the National GIS Project and implement 50% of their relevant GIS applications by 2003		2003				🟦	🟥
Relevant Ministries to implement 100% of their GIS applications by 2005		2005				🟦	🟥
Relevant Ministries to implement their component of the National GIS Project and implement 50% of their relevant GIS applications by 2003		2003				🟦	🟥
Relevant Ministries to implement 100% of their GIS applications by 2005		2005				🟦	🟥
G8.2	**Government Electronic Procurement and Settlement System (GEPSS) Project**						
Commission and complete the GEPSS Project Implementation Report by 2002		2002				🟦	🟥
Implement a fully operational Government Electronic Procurement and Settlement System (GEPSS) by 2004		2004				🟦	🟥
G8.3	**The Public Information Kiosks (PIKs) Initiative**						
Commission and complete the PIK Initiative Implementation Report by 2002		2002				🟦	🟥
Begin the implementation of the PIK Initiative by 2004		2004				🟦	🟥
G8.4	**The Smart Government Initiative (SGI) – Private Sector Partnership Programme**						
Commission and complete the *SGI-Private Sector Partnership* Report by 2002		2002			🟨		🟥
Begin pilot implementation of the *SGI-Private Sector Partnership* Programme by 2004		2004			🟨		🟥
C6.2	**Initiatives to increase the representation of women in the ICT-related professions**						
The Ministry of Public Service and Labour and the PSOs to by 2002 put in place and implement an ICT staff recruitment and promotion policy that will encourage women to embarked on an ICT-related career within the civil and public service.		2002				🟦	🟥

	Due Date	Completed	Wk in Progress	Not Completed	Roll Over
The Ministry of Public Service and Labour to by 2001 issue a directive that obliges the Ministries and PSOs to ensure that women are given the same chance to embarked on and avail of ICT training and skill update programmes and opportunities.	2001			■	■
The Ministry of Public Service to by 2001 issue a directive that ensures that women are represented on the ITSD management and technical staff of the various Ministries and PSOs.	2001			■	■
The Private Sector Federation to encourage its members to take steps to facilitate a fair representation of women on their ICT-related technical and managerial staff	2005			■	■
L3.5 **Implement the programme to set up Information Technology Divisions or Directorate (ITSDs) in Government Ministries and Public Service Organizations**					
All Government Ministries including the Office of the President and the Office of the Prime Minister to set-up their ITSD by 2002	2002			■	■

THE RWANDA NATIONAL POLICE FORCE

H5.1 **Implement a Special Basic Computing and Internet Usage Training Programme for all Ministers and Secretary Generals as well as for Chief Executives and Senior staff of Public Sector Organizations (PSOs)**	Due Date	Completed	Wk in Progress	Not Completed	Roll Over
All Ministers and Secretary Generals, as well as Chief Executives and Senior staff of (PSOs) should be trained in the use of Computers and the Internet by 2001	2001			■	■
H5.2 **Implement a Special Basic Computing and Internet Usage Training in all Ministries and Public Sector Organizations (PSOs) for the User Staff from Directors and down.**					
About 40% of the staff of each Ministry and PSO (including the National Transitional Assembly) should be trained in basic computing and Internet usage by 2002	2002			■	■
About 80% - 100% of the staff of each Ministry and PSO (including the National Transitional Assembly) should be trained in basic computing and Internet usage by 2004	2004			■	■
H5.3 **Introduce Special Professional Level ICT Training Programmes to train and upgrade the skill of professional IT staff in all Ministries and Public Sector Organizations including the National Transitional Assembly**					

Description	Year					
Each Ministry and PSO depending on size and its operations should train/recruit a skeleton computer professional staff in the relevant key skill areas by 2002	2002			Yellow		Red
Each Ministry and PSO should by 2004 train/recruit all the required professional computer staff (Programmers and Systems Developers, Network Managers, Engineers/Technicians, Computer Technicians etc)	2004	Green				
H5.4 Implement a *'Office Space-for-Service'* **Initiative** aimed at enabling Government Ministries and PSOs to rent their an utilized office space to private computer service provision companies.						
The Ministry of Public Works, Transport and Communication in collaboration with the Ministry of Public Service to Commission a Report to set-out the Guidelines for Implementing the *'Office Space-for-Service'* Initiative by 2001	2001				Blue	Red
Implement the *'Office Space-for-Service'* initiative starting from 2002.	2002				Blue	Red
H6.1 Institute periodic on-going short-term training programmes, workshops and seminars in management; policy formulation, execution and monitoring for selected number of civil servants from Government Ministries and PSOs						
<u>Short Term Target</u>: Train 50% of suitably identified civil and public servants in each Ministry or PSO by 2002	2002			Yellow		
<u>Long term Target</u>: Train all suitably identified civil and public servants in each Ministry or PSO by 2004	2004			Yellow		
G1.1 All Government Ministries, and Public Service Organizations (PSOs) and other relevant NICI-2005 Plan implementation agencies, establishments and entities to respectively set up a Plan Execution and Coordination Committee (PECC)						
All Government Ministries, PSOs and other identified NICI-2005 Implementation Agencies, Establishments and Entities to set up their respective PECC by early 2001	2001	Green				
G1.2 All Ministries, PSOs and other NICI-Plan Implementation Entities to submit the list of the PECC members to the NITC and the ICT Advisor to the President						
List of members of PECCs to be submitted to the NITC and the ICT Advisor to the President by mid 2001	2001	Green				
G2.1 All Government Ministries, Public Service Organizations (PSOs) as well as the National Transitional Assembly to develop their respective *ICT Policy Statement* on the deployment and exploitation of ICTs to support their organizational activities and operations within the framework of the NICI-2005 Plan.						
Each Government Ministry and PSO to formulate and make public their respective *ICT Policy Statement* by early 2001.	2001				Blue	Red
Each Government Ministry and PSO to make available a copy of its *ICT Policy Statement* to NITC and	2001				Blue	Red

	Description	Date				
	the ICT Advisor to President by mid. 2001					[BLUE]	[RED]
G2.2	**All Government Ministries, GOR Establishments, Public Service Organizations (PSOs) and the National Transitional Assembly to set-up their Information Technology Services Division or Directorate (ITSD).**						
	Fast Track Government Ministries and PSOs to set up their ITSD by 2001	2001				[BLUE]	[RED]
	All other Government Ministries and PSOs to set-up their ITSD by 2002	2002					
G2.3	**The Kick-Start-Your-ITSD Programme**						
	Each Government Ministry (including the Office of the President and the Office of the Prime Minister), PSO and the National Transitional Assembly to set-up their respective skeleton ITSD by 2001 using the team trained under *A Fast-Track ICT Training Programme*	2001				[BLUE]	[RED]
G2.4	**All Government Ministries and PSOs to develop their 5-Year IT Plan within the framework of the NICI-2005 Plan.**						
	All Government Ministries (including the Office of the President and the Office of the Prime Minister) the PSOs and the National Transitional Assembly to develop their respective Five Year IT Plan by late 2001	2001				[BLUE]	[RED]
G2.5	**All Government Ministries, PSOs and the National Transitional Assembly to develop annual IT Budgets (within the time-frame of NICI-2005) to implement their respective IT Plans.**						
	All Government Ministries (including the Office of the President and the Office of the Prime Minister) the PSOs and the National Transitional Assembly depending on their size, and operations to set aside (during the time-frame of NICI-2005) 5-10% of its annual budget as IT Budget to cover the purchase of IT products, services and training	N/A		[YELLOW]			[RED]
G2.6	Programme for Organizational Process Re-engineering of Government Ministries and PSOs to facilitate Administrative Efficiency and Improved Service Delivery.						
	All Government Ministries and PSOs to by 2001 investigate the need to undertake a process re-engineering task before embarking on computerization.	2001				[BLUE]	[RED]
G3.1	**Government Ministries, PSOs and the National Transitional Assembly to commission an Organization-wide Corporate Network Implementation Report**						
	Each Government Ministry and PSO and the National Transitional Assembly to commission and complete its Organization-wide Corporate Network Implementation Report by 2002.	2002				[BLUE]	[RED]
G3.2	**Each Government Ministries, PSOs and the National Transitional Assembly to implement a flexible organization-wide corporate network.**						

Ref	Description	Year				
	Fast-Track Government Ministries and PSOs to implement their corporate network (at least at the organizational headquarters) by 2002.	2002			BLUE	RED
	All other Government Ministries and PSOs to implement their corporate network (at least at the organizational headquarters) by 2003.	2003		YELLOW		RED
G3.3	**Each Government Ministry or PSO to identify and develop for its specific use relevant computer-based applications, information and database systems to support its administrative and service delivery activities.**					
	Fast-Track Government Ministries and PSOs to implement their mission- critical computer-based applications, information and database systems by 2002.	2002			BLUE	RED
	All other Government Ministries and PSOs to implement their mission- critical computer-based applications, information and database systems by 2003.	2003			BLUE	RED
	Fast-Track Government Ministries and PSOs to implement their non-critical computer-based applications, information and database systems by 2003.	2003			BLUE	RED
	All other Government Ministries and PSOs to implement their non-critical computer-based applications, information and database systems by 2004.	2004			BLUE	RED
G3.4	**Each Government Ministry or PSO to connect their corporate network to GOV-NeT**					
	Fast-track Government Ministries and PSOs to connect their corporate network to GOV-NeT by 2003.	2003			BLUE	RED
	All other Government Ministries and PSOs to connect their corporate network to GOV-NeT by 2004	2004			BLUE	RED
G3.5	**Each Government Ministry or PSO to spread access to the Internet within their organization**					
	All Government Ministries and PSOs to spread access to the Internet within their respective establishments by 2003	2003			BLUE	RED
G4.2	**Implement the Nodes of GOV-Net**					
	Implement the core system of GOV-NeT by 2002	2002			BLUE	RED
	Corporate Networks (nodes) of Fast track Ministries to be connected to GOV-NeT by 2003	2003			BLUE	RED
	Corporate Network of other Ministries to be connect to GOV-NeT by 2004	2004			BLUE	RED
G5.2	**Each Government Ministry and Public Service Organization to Develop their respective Web-site**					
	Each Government Ministry and Public Service Organization to develop its Web-site by 2002.	2002		YELLOW		RED
G5.3	**Each Government Ministry and Public Service Organization Web-site to be linked to the GOR Official Web site**					
	Each Government Ministry and Public Service Organization Web-site to be linked to the GOR Official Web site by 2002.	2002		YELLOW		RED

			Due Date	Completed	Wk in Progress	Not Completed	Roll Over
G6.2	**Other relevant Ministries and Public Sector Organizations to implement suitable GIS applications under the auspices of the National GIS Project to support their respective administrative and service delivery services**						
	Relevant Ministries to implement their component of the National GIS Project and implement 50% of their relevant GIS applications by 2003		2003			■	■
	Relevant Ministries to implement 100% of their GIS applications by 2005		2005			■	■
	Relevant Ministries to implement their component of the National GIS Project and implement 50% of their relevant GIS applications by 2003		2003			■	■
	Relevant Ministries to implement 100% of their GIS applications by 2005		2005			■	■
G7.6	**Initiative to Computerize Key Operations and Support Services of the National Police Force**						
	Commission and complete Report on computerizing key operations and support services of the National Police Force by 2002		2002			■	■
	Start computerizing key operations and support services of the National Police Force by 2003		2003			■	■
G8.2	**Government Electronic Procurement and Settlement System (GEPSS) Project**						
	Commission and complete the GEPSS Project Implementation Report by 2002		2002			■	■
	Implement a fully operational Government Electronic Procurement and Settlement System (GEPSS) by 2004		2004			■	■
G8.3	**The Public Information Kiosks (PIKs) Initiative**						
	Commission and complete the PIK Initiative Implementation Report by 2002		2002			■	■
	Begin the implementation of the PIK Initiative by 2004		2004			■	■
G8.4	**The Smart Government Initiative (SGI) – Private Sector Partnership Programme**						
	Commission and complete the *SGI-Private Sector Partnership* Report by 2002		2002			■	■
	Begin pilot implementation of the *SGI-Private Sector Partnership* Programme by 2004		2004			■	■

RWANDA INVESTMENT AND EXPORTATION PROMOTION AGENCY (RIEPA)

		Due Date	Completed	Wk in Progress	Not Completed	Roll Over
H5.1	**Implement a Special Basic Computing and Internet Usage Training Programme for all Ministers and Secretary Generals as well as for Chief Executives and Senior staff of Public Sector Organizations (PSOs)**					

All Ministers and Secretary Generals, as well as Chief Executives and Senior staff of (PSOs) should be trained in the use of Computers and the Internet by 2001	2001				🟦	🟥
H5.2	**Implement a Special Basic Computing and Internet Usage Training in all Ministries and Public Sector Organizations (PSOs) for the User Staff from Directors and down**					
About 40% of the staff of each Ministry and PSO (including the National Transitional Assembly) should be trained in basic computing and Internet usage by 2002	2002	🟩				
About 80% - 100% of the staff of each Ministry and PSO should be trained in basic computing and Internet usage by 2004	2004	🟩				
H5.3	**Introduce Special Professional Level ICT Training Programmes to train and upgrade the skill of professional IT staff in all Ministries and Public Sector Organizations including the National Transitional Assembly**					
Each Ministry and PSO depending on size and its operations should train/recruit a skeleton computer professional staff in the relevant key skill areas by 2002	2002				🟦	🟥
Each Ministry and PSO should by 2004 train/recruit all the required professional computer staff (Programmers and Systems Developers, Network Managers, Engineers/Technicians, Computer Technicians etc)	2004				🟦	🟥
H5.4	**Implement a *'Office Space-for-Service'* Initiative aimed at enabling Government Ministries and PSOs to rent their an utilized office space to private computer service provision companies**					
The Ministry of Public Works, Transport and Communication in collaboration with the Ministry of Public Service to Commission a Report to set-out the Guidelines for Implementing the *'Office Space-for-Service'* Initiative by 2001	2001				🟦	🟥
Implement the *'Office Space-for-Service'* initiative starting from 2002.	2002				🟦	🟥
H6.1	**Institute periodic on-going short-term training programmes, workshops and seminars in management; policy formulation, execution and monitoring for selected number of civil servants from Government Ministries and PSOs**					
Short Term Target: Train 50% of suitably identified civil and public servants in each Ministry or PSO by 2002	2002		🟨			🟥
Long term Target: Train all suitably identified civil and public servants in each Ministry or PSO by 2004	2003		🟨			🟥
Establishment of private and public STPs to start by 2003	2003		🟨			🟥
G1.1	**All Government Ministries, and Public Service Organizations (PSOs) and other relevant NICI-2005 Plan implementation agencies, establishments and entities to respectively set up a Plan Execution and Coordination Committee (PECC)**					

All Government Ministries, PSOs and other identified NICI-2005 Implementation Agencies, Establishments and Entities to set up their respective PECC by early 2001	2002			▉	▉
G1.2 **All Ministries, PSOs and other NICI-Plan Implementation Entities to submit the list of the PECC members to the NITC and the ICT Advisor to the President**					
List of members of PECCs to be submitted to the NITC and the ICT Advisor to the President by mid 2001	2001			▉	▉
G2.1 **All Government Ministries, Public Service Organizations (PSOs) as well as the National Transitional Assembly to develop their respective *ICT Policy Statement* on the deployment and exploitation of ICTs to support their organizational activities and operations within the framework of the NICI-2005 Plan.**					
Each Government Ministry and PSO to formulate and make public their respective *ICT Policy Statement* by early 2001.	2001			▉	▉
Each Government Ministry and PSO to make available a copy of its *ICT Policy Statement* to NITC and the ICT Advisor to President by mid. 2001	2001			▉	▉
G2.2 **All Government Ministries, GOR Establishments, Public Service Organizations (PSOs) and the National Transitional Assembly to set-up their Information Technology Services Division or Directorate (ITSD).**					
Fast Track Government Ministries and PSOs to set up their ITSD by 2001	2001			▉	▉
All other Government Ministries and PSOs to set-up their ITSD by 2002	2002			▉	▉
G2.3 **The Kick-Start-Your-ITSD Programme**					
Each Government Ministry (including the Office of the President and the Office of the Prime Minister), PSO and the National Transitional Assembly to set-up their respective skeleton ITSD by 2001 using the team trained under *A Fast-Track ICT Training Programme*	2001			▉	▉
G2.4 **All Government Ministries and PSOs to develop their 5-Year IT Plan within the framework of the NICI-2005 Plan**					
All Government Ministries (including the Office of the President and the Office of the Prime Minister) the PSOs and the National Transitional Assembly to develop their respective Five Year IT Plan by late 2001	2001			▉	▉
G2.5 **All Government Ministries, PSOs and the National Transitional Assembly to develop annual IT Budgets (within the time-frame of NICI-2005) to implement their respective IT Plans.**					
All Government Ministries (including the Office of the President and the Office of the Prime Minister) the PSOs and the National Transitional Assembly depending on their size, and operations to set aside	2005			▉	▉

		Year					
(during the time-frame of NICI-2005) 5-10% of its annual budget as IT Budget to cover the purchase of IT products, services and training						🟦	🟥
G2.6	**Programme for Organizational Process Re-engineering of Government Ministries and PSOs to facilitate Administrative Efficiency and Improved Service Delivery**						
All Government Ministries and PSOs to by 2001 investigate the need to undertake a process re-engineering task before embarking on computerization		2001	🟩				
G3.1	**Government Ministries, PSOs and the National Transitional Assembly to commission an Organization-wide Corporate Network Implementation Report**						
Each Government Ministry and PSO and the National Transitional Assembly to commission and complete its Organization-wide Corporate Network Implementation Report by 2002		2002				🟦	🟥
G3.2	**Each Government Ministries, PSOs and the National Transitional Assembly to implement a flexible organization-wide corporate network.**						
Fast-Track Government Ministries and PSOs to implement their corporate network (at least at the organizational headquarters) by 2002		2002	🟩				
All other Government Ministries and PSOs to implement their corporate network (at least at the organizational headquarters) by 2003		2003	🟩				
G3.3	**Programme for Organizational Process Re-engineering of Government Ministries and PSOs to facilitate Administrative Efficiency and Improved Service Delivery**						
Fast-Track Government Ministries and PSOs to implement their mission- critical computer-based applications, information and database systems by 2002.		2002				🟦	🟥
All other Government Ministries and PSOs to implement their mission- critical computer-based applications, information and database systems by 2003.		2003				🟦	🟥
Fast-Track Government Ministries and PSOs to implement their non-critical computer-based applications, information and database systems by 2003.		2003				🟦	🟥
All other Government Ministries and PSOs to implement their non-critical computer-based applications, information and database systems by 2004.		2004				🟦	🟥
G3.4	**Each Government Ministry or PSO to connect their corporate network to GOV-NeT**						
Fast-track Government Ministries and PSOs to connect their corporate network to GOV-NeT by 2003		2003				🟦	🟥
All other Government Ministries and PSOs to connect their corporate network to GOV-NeT by 2004		2004				🟦	🟥
G3.5	**Each Government Ministry or PSO to spread access to the Internet within their organization**						
All Government Ministries and PSOs to spread access to the Internet within their respective		2003	🟩				

Item	Description	Year					
	establishments by 2003		[green]				
G4.2	**Implement the Nodes of GOV-NeT**						
	Implement the core system of GOV-NeT by 2002	2002				[blue]	[red]
	Corporate Networks (nodes) of Fast track Ministries to be connected to GOV-NeT by 2003	2003				[blue]	[red]
	Corporate Network of other Ministries to be connect to GOV-NeT by 2004	2004				[blue]	[red]
G5.2	**Each Government Ministry and Public Service Organization to Develop their respective Web-site**						
	Each Government Ministry and Public Service Organization to develop its Web-site by 2002	2002	[green]				
G5.3	**Each Government Ministry and Public Service Organization Web-site to be linked to the GOR Official Web site**						
	Each Government Ministry and Public Service Organization Web-site to be linked to the GOR Official Web site by 2002	2002	[green]				
G8.2	**Government Electronic Procurement and Settlement System (GEPSS) Project**						
	Commission and complete the GEPSS Project Implementation Report by 2002	2002				[blue]	[red]
	Implement a fully operational Government Electronic Procurement and Settlement System (GEPSS) by 2004	2004				[blue]	[red]
G8.3	**The Public Information Kiosks (PIKs) Initiative**						
	Commission and complete the PIK Initiative Implementation Report by 2002	2002				[blue]	[red]
	Begin the implementation of the PIK Initiative by 2004	2004				[blue]	[red]
G8.4	**The Smart Government Initiative (SGI) – Private Sector Partnership Programme**						
	Commission and complete the *SGI-Private Sector Partnership* Report by 2002	2002				[blue]	[red]
	Begin pilot implementation of the *SGI-Private Sector Partnership* Programme by 2004	2004				[blue]	[red]
P7.4	**Implement an Initiative aim at attracting at least 5 Fortune 500 companies to out-source computer services and software development in Rwanda by 2005**						
	RIPA to put in place and implement an initiative to attract at least 5 Fortune 500 companies to out-source computer services and software development in Rwanda by 2005	2005				[blue]	[red]
I3.1	**The Rapid National Broadband Backbone Development Facilitation Initiative**						
	RIPA in collaboration with the Ministry of Public Works, Transport and Communications to by 2001 develop an attractive and competitive investment promotion package and incentives to facilitate the implementation of the *Rapid National Broadband Backbone Development Facilitation Initiative*.	2001				[blue]	[red]

Ref	Description	Year				
	RIPA to aggressively promote the *Rapid National Broadband Backbone Development Facilitation Initiative* domestically and international				(blue)	(red)
I3.2	**Develop and implement an ICT infrastructure development initiative specifically directed at promoting and encouraging both domestic and foreign investment into the development of high-speed broadband communication infrastructure to specifically support offshore software development activities and ICT out-sourcing services in Rwanda**					
	RIPA in collaboration with the Ministry of Finance and Economic Planning to by 2002 put in place and implement a special investment promotion package to encourage high-speed broadband communication infrastructure development to support offshore software development activities and ICT out-sourcing services in Rwanda.	2002			(blue)	(red)
L3.5	**Implement the programme to set up Information Technology Divisions or Directorate (ITSDs) in Government Ministries and Public Service Organizations**					
	All Government Ministries including the Office of the President and the Office of the Prime Minister to set-up their ITSD by 2002	2002			(blue)	(red)
F1.1	**FDI Study-1: Commission a Study to evaluate Rwanda's capacity and potential to attract FDI in ICTs and other key areas**					
	RIPA to commission and complete the **FDI Study-1** by 2001	2001				
F1.2	***FDI Study-2*: Commission a Report to draw on the findings of FDI Study-1 to make specific recommendations as to how best Rwanda can tackle and overcome the identified barriers to attracting FDI and specifically promote Rwanda as a regional destination for ICT Foreign Direct Investment**					
	RIPA to commission and complete the **FDI Study-2** Report by early 2002	2002			(blue)	(red)
F1.3	**Implement the Recommendations of FDI Study-2**					
	RIPA in collaboration with relevant Public and Private Sector Agencies to implement the recommendations of the **FDI Study- 2 Report** by 2002	2002			(blue)	(red)
F2.1	**Develop a comprehensive fast-track programme for the creation of location-independent Export Processing and Free Zones (EPfZs) through-out the country targeted at the development, production, distribution and provision of ICT products, goods and services mainly for the export market**					
	Develop a comprehensive fast-track programme for the creation of EPfZs for ICTs by 2001	2001		(yellow)		(red)
F2.4	**Develop and implement specific incentive programmes (tax holidays, investment incentives, grants, loans etc) to attract World-Class ICT companies to operate in the EPfZs**					
	Implement in the 2001/2002 Budget and other subsequent Budgets (within NICI-2005 time-frame)	2005		(yellow)		(red)

special EPfZ promotion incentive to attract World-Class computer companies				🟨		🟥
Target to attract at least one major computer company per year to set up a regional base in Rwanda during the time-frame of NICI-2005	2005			🟨		🟥
Target to attract a number of smaller and medium size computer companies per year during the time-frame of NICI-2005	2005			🟨		🟥
F2.5	**Mount a national publicity drive and public awareness campaign to promote and sell the Rwandan *'EPfZ for ICTs'* Programme locally and in the sub-region through the electronic and print media and trade magazines.**					
Implement an initiative to publicize the Rwandan *'EPfZ for ICTs'* Programme locally and the sub-regional market by 2001	2001				🟦	🟥
F2.6	**Promote and market the Rwandan *'EPfZ for ICTs'* Programme internationally on the Web, at Trade Fairs, Foreign Mission and in the international mass media**					
Develop and implement an initiative to extensively publicize and market the Rwandan *'EPfZ for ICTs'* Programme internationally by 2001	2001				🟦	🟥
F3.1	**RIPA in collaboration with Ministry of Foreign Affairs to launch and implement an Initiative to promote software development and other Export Processing and Free Zones (EPfZs) opportunities in Rwanda via the Rwanda Foreign and Trade Missions**					
Launch Initiative by 2001	2001				🟦	🟥
F3.2	**Implement a Programme to set up a special Trade Fair Promotion Division within RIPA with special responsibilities for promoting investment opportunities and the EPfZ for ICTs initiative at international trade fairs and other trade and investment promotion meetings in the region and internationally**					
Launch Programme by 2001	2001				🟦	🟥
F3.3	**Launch an initiative aimed at positioning and promoting Rwanda as a regional hub for ICT-enabled Services**					
RIPA to develop a proposal on how to implement this initiative by 2001	2001				🟦	🟥
Implement Initiative by 2002	2002				🟦	🟥
F4.1	**Develop and implement a comprehensive programme to promote domestic investment and attract foreign capital, and joint ventures to support the rapid development of the ICT infrastructure**					
Develop ICT infrastructure development investment promotion programme by 2001	2001				🟦	🟥
Promote and implement programme throughout-out NICI-2005 time frame	2005				🟦	🟥
Target attracting $**200** million domestic investment into ICT infrastructure development by 2005	2005				🟦	🟥

		Year					
Target attracting $**700** million foreign investment into ICT infrastructure development by 2005		2005				🔵	🔴
F4.2	**Put in place a programme to facilitate the process of rapid acquisition of licenses and authorizations to install and operate communication equipment and systems as well as for providing communication-related services**						
Develop a *Rapid Response Programme* to facilitate the process of speeding up license acquisition and authorizations to install and operate communication equipment and systems as well as for providing communication-related services by 2002		2002				🔵	🔴
Set-up a *Rapid Response and Service Unit (RRSU)* within the Ministry of Transport, Public Works and Communication to facilitate the implementation of the programme by 2001		2001				🔵	🔴
Implement programme throughout the NICI-2005 time frame.		2005				🔵	🔴
F4.3	**Put in place and implement a programme to facilitate conditions for an investor friendly telecommunications environment**						
Develop a programme to facilitate conditions for investor friendly telecommunications environment by 2001		2001				🔵	🔴
Implement programme during NICI-2005 time frame		2005				🔵	🔴
F4.4	**Develop and implement a programme to facilitate the development of local communications industry towards competitiveness**						
Develop a comprehensive programme to facilitate competition in the communications industry by 2001		2001				🔵	🔴
Implement programme during NICI-2005 time frame.		2005				🔵	🔴
Target achieving during the time frame of NICI-2005 an annual increase of at least 20% in the number of companies operating in each of the sectors of the industry		2005				🔵	🔴
F5.1	**Set-up the One-Stop Investment Facilitation Center**						
RIPA to set-up the *One-Stop Investment Facilitation Center* by 2001		2001	🟢				
F5.2	**Set-up a Virtual One-Stop Investment Promotion and Facilitation Site**						
RIPA to set-up the Virtual One-Stop Investment Promotion and Facilitation Site on the Web by 2001		2001	🟢				
F5.4	**Set-up One-Stop Export Promotion and Facilitation Centers**						
RIPA to set-up a One-Stop Export Promotion and Facilitation Center in Kigali by 2002.		2002				🔵	🔴
Set-up Branches of the One-Stop Export Promotion and Facilitation Center at other suitable locations throughout the country by 2005		2005				🔵	🔴
F5.5	**Set-up the *Virtual Trade Fair Site* to promote Rwandan Products and Services on the Internet**						
RIPA in collaboration with the Ministry of Commerce, Industry and Tourism and the Private Sector		2002				🔵	🔴

Federation to set up the Virtual Trade Fair Site by 2002					🟦	🟥

MINISTRY OF YOUTH, SPORTS & CULTURE (**MIJESPOC**)

		Due Date	Completed	Wk in Progress	Not Completed	Roll Over
H5.1	**Implement a Special Basic Computing and Internet Usage Training Programme for all Ministers and Secretary Generals as well as for Chief Executives and Senior staff of Public Sector Organizations (PSOs)**					
All Ministers and Secretary Generals, as well as Chief Executives and Senior staff of (PSOs) should be trained in the use of Computers and the Internet by 2001		2001	🟩			
H5.2	**Implement a Special Basic Computing and Internet Usage Training in all Ministries and Public Sector Organizations (PSOs) for the User Staff from Directors and down.**					
About 40% of the staff of each Ministry and PSO (including the National Transitional Assembly) should be trained in basic computing and Internet usage by 2002		2002	🟩			
About 80% - 100% of the staff of each Ministry and PSO (including the National Transitional Assembly) should be trained in basic computing and Internet usage by 2004		2004	🟩			
H5.3	Introduce Special Professional Level ICT Training Programmes to train and upgrade the skill of professional IT staff in all Ministries and Public Sector Organizations including the National Transitional Assembly					
Each Ministry and PSO (including the National Transitional Assembly) depending on size and its operations should train/recruit a skeleton computer professional staff in the relevant key skill areas by 2002.		2002	🟩			
Each Ministry and PSO (including the National Transitional Assembly) depending on size and its operations should by 2004 train/recruit all the required professional computer staff (Programmers and Systems Developers, Network Managers, Engineers and Technicians, Computer Technicians etc)		2004	🟩			
H5.4	**Implement a *'Office Space-for-Service'* Initiative** aimed at enabling Government Ministries and PSOs to rent their an utilized office space to private computer service provision companies.					
The Ministry of Public Works, Transport and Communication in collaboration with the Ministry of Public Service to Commission a Report to set-out the Guidelines for Implementing the *'Office Space-for-Service'* Initiative by 2001.		2001			🟦	🟥
Implement the *'Office Space-for-Service'* initiative starting from 200**2.**		2002			🟦	🟥

Code	Description	Year				
H6.1	**Institute periodic on-going short-term training programmes, workshops and seminars in management; policy formulation, execution and monitoring for selected number of civil servants from Government Ministries and PSOs**					
	Short Term Target: Train 50% of suitably identified civil and public servants in each Ministry or PSO by 2002	2002	🟩			
	Long term Target: Train all suitably identified civil and public servants in each Ministry or PSO by 2004	2004		🟨		🟥
H10.1	Set up a National Youth Training (YTS) Scheme					
	The Ministry of Youth Sports and Culture in Collaboration with the Ministry of Public Service and Labour and the National Human Resource Development Agency to by 2001 commission and complete a Report on the setting up of the YTS	2001			🟦	🟥
	The Human Resource Development Agency to establish and YTS scheme by 2002	2002			🟦	🟥
H10.2	**Set up a National YTS Grant with Funds from the HRD Funds and other sources and Implement the YTS Scheme**					
	Set-up the YTS Grant by 2002	2002			🟦	🟥
	A total of at least 2000-4000 Youths should benefit from the YTS Training Scheme annually by 2003	2003			🟦	🟥
G1.1	**All Government Ministries, and Public Service Organizations (PSOs) and other relevant NICI-2005 Plan implementation agencies, establishments and entities to respectively set up a Plan Execution and Coordination Committee (PECC)**					
	All Government Ministries, PSOs and other identified NICI-2005 Implementation Agencies, Establishments and Entities to set up their respective PECC by early 2001	2001			🟦	🟥
G1.2	**All Ministries, PSOs and other NICI-Plan Implementation Entities to submit the list of the PECC members to the NITC and the ICT Advisor to the President**					
	List of members of PECCs to be submitted to the NITC and the ICT Advisor to the President by mid 2001	2001	🟩			
G2.1	**All Government Ministries, Public Service Organizations (PSOs) as well as the National Transitional Assembly to develop their respective *ICT Policy Statement* on the deployment and exploitation of ICTs to support their organizational activities and operations within the framework of the NICI-2005 Plan.**					
	Each Government Ministry and PSO to formulate and make public their respective *ICT Policy Statement* by early 2001.	2001			🟦	🟥
	Each Government Ministry and PSO to make available a copy of its *ICT Policy Statement* to NITC and the ICT Advisor to President by mid. 2001	2001			🟦	🟥
G2.2	**All Government Ministries, GOR Establishments, Public Service Organizations (PSOs)**					

	and the National Transitional Assembly to set-up their Information Technology Services Division or Directorate (ITSD).				
Fast Track Government Ministries and PSOs to set up their ITSD by 2001	2001			🟦	🟥
All other Government Ministries and PSOs to set-up their ITSD by 2002	2002			🟦	🟥
G2.3	**The Kick-Start-Your-ITSD Programme**				
Each Government Ministry (including the Office of the President and the Office of the Prime Minister), PSO and the National Transitional Assembly to set-up their respective skeleton ITSD by 2001 using the team trained under *A Fast-Track ICT Training Programme*	2001			🟦	🟥
G2.4	**All Government Ministries and PSOs to develop their 5-Year IT Plan within the framework of the NICI-2005 Plan.**				
All Government Ministries (including the Office of the President and the Office of the Prime Minister) the PSOs and the National Transitional Assembly to develop their respective Five Year IT Plan by late 2001	2001			🟦	🟥
G2.5	**All Government Ministries, PSOs and the National Transitional Assembly to develop annual IT Budgets (within the time-frame of NICI-2005) to implement their respective IT Plans.**				
All Government Ministries (including the Office of the President and the Office of the Prime Minister) the PSOs and the National Transitional Assembly depending on their size, and operations to set aside (during the time-frame of NICI-2005) 5-10% of its annual budget as IT Budget to cover the purchase of IT products, services and training	2005		🟨		🟥
G2.6	**Programme for Organizational Process Re-engineering of Government Ministries and PSOs to facilitate Administrative Efficiency and Improved Service Delivery.**				
All Government Ministries and PSOs to by 2001 investigate the need to undertake a process re-engineering task before embarking on computerization	2001			🟦	🟥
G3.1	**Government Ministries, PSOs and the National Transitional Assembly to commission an Organization-wide Corporate Network Implementation Report**				
Each Government Ministry and PSO and the National Transitional Assembly to commission and complete its Organization-wide Corporate Network Implementation Report by 2002	2002			🟦	🟥
G3.2	**Each Government Ministries, PSOs and the National Transitional Assembly to implement a flexible organization-wide corporate network.**				
Fast-Track Government Ministries and PSOs to implement their corporate network (at least at the organizational headquarters) by 2002	2002			🟦	🟥

All other Government Ministries and PSOs to implement their corporate network (at least at the organizational headquarters) by 2003	2003				⬛	🟥
G3.3	**Each Government Ministry or PSO to identify and develop for its specific use relevant computer-based applications, information and database systems to support its administrative and service delivery activities.**					
Fast-Track Government Ministries and PSOs to implement their mission- critical computer-based applications, information and database systems by 2002.	2002				⬛	🟥
All other Government Ministries and PSOs to implement their mission- critical computer-based applications, information and database systems by 2003.	2003				⬛	🟥
Fast-Track Government Ministries and PSOs to implement their non-critical computer-based applications, information and database systems by 2003.	2003				⬛	🟥
All other Government Ministries and PSOs to implement their non-critical computer-based applications, information and database systems by 2004.	2004				⬛	🟥
G3.4	**Each Government Ministry or PSO to connect their corporate network to GOV-NeT**					
Fast-track Government Ministries and PSOs to connect their corporate network to GOV-NeT by 2003	2003				⬛	🟥
All other Government Ministries and PSOs to connect their corporate network to GOV-NeT by 2004	2004				⬛	🟥
G3.5	**Each Government Ministry or PSO to spread access to the Internet within their organization**					
All Government Ministries and PSOs to spread access to the Internet within their respective establishments by 2003	2003				⬛	🟥
G4.2	**Implement the Nodes of GOV-Net**					
Implement the core system of GOV-Net by 2002	2002				⬛	🟥
Corporate Networks (nodes) of Fast track Ministries to be connected to GOV-Net by 2003	2003				⬛	🟥
Corporate Network of other Ministries to be connect to GOV-Net by 2004	2004				⬛	🟥
G5.2	**Each Government Ministry and Public Service Organization to Develop their respective Web-site**					
Each Government Ministry and Public Service Organization to develop its Web-site by 2002.	2002				⬛	🟥
G5.3	**Each Government Ministry and Public Service Organization Web-site to be linked to the GOR Official Web site**					
Each Government Ministry and Public Service Organization Web-site to be linked to the GOR Official Web site by 2002.	2002				⬛	🟥
G6.2	**Other relevant Ministries and Public Sector Organizations to implement suitable GIS applications under the auspices of the National GIS Project to support their respective administrative and service delivery services**					

Description	Due Date	Completed	Wk in Progress	Not Completed	Roll Over
Relevant Ministries to implement their component of the National GIS Project and implement 50% of their relevant GIS applications by 2003	2003			🟦	🟥
Relevant Ministries to implement 100% of their GIS applications by 2005	2005			🟦	🟥
Relevant Ministries to implement their component of the National GIS Project and implement 50% of their relevant GIS applications by 2003	2003			🟦	🟥
Relevant Ministries to implement 100% of their GIS applications by 2005	2005			🟦	🟥
G8.2 **Government Electronic Procurement and Settlement System (GEPSS) Project**					
Commission and complete the GEPSS Project Implementation Report by 2002	2002			🟦	🟥
Implement a fully operational Government Electronic Procurement and Settlement System (GEPSS) by 2004	2004			🟦	🟥
G8.3 **The Public Information Kiosks (PIKs) Initiative**					
Commission and complete the PIK Initiative Implementation Report by 2002	2002			🟦	🟥
Begin the implementation of the PIK Initiative by 2004	2004			🟦	🟥
G8.4 **The Smart Government Initiative (SGI) – Private Sector Partnership Programme**					
Commission and complete the *SGI-Private Sector Partnership* Report by 2002	2002			🟦	🟥
Begin pilot implementation of the *SGI-Private Sector Partnership* Programme by 2004	2004			🟦	🟥

MINISTRY OF JUSTICE (MINIJUST)

		Due Date	Completed	Wk in Progress	Not Completed	Roll Over
H5.1	**Implement a Special Basic Computing and Internet Usage Training Programme for all Ministers and Secretary Generals as well as for Chief Executives and Senior staff of Public Sector Organizations (PSOs)**					
	All Ministers and Secretary Generals, as well as Chief Executives and Senior staff of (PSOs) should be trained in the use of Computers and the Internet by 2001	2001	🟩			
H5.2	**Implement a Special Basic Computing and Internet Usage Training in all Ministries and Public Sector Organizations (PSOs) for the User Staff from Directors and down**					
	About 40% of the staff of each Ministry and PSO (including the National Transitional Assembly) should be trained in basic computing and Internet usage by 2002	2002	🟩			
	About 80% - 100% of the staff of each Ministry and PSO should be trained in basic computing and Internet usage by 2004	2004	🟩			

H5.3	**Introduce Special Professional Level ICT Training Programmes to train and upgrade the skill of professional IT staff in all Ministries and Public Sector Organizations including the National Transitional Assembly**						
	Each Ministry and PSO depending on size and its operations should train/recruit a skeleton computer professional staff in the relevant key skill areas by 2002	2002	🟩				
	Each Ministry and PSO should by 2004 train/recruit all the required professional computer staff (Programmers and Systems Developers, Network Managers, Engineers/Technicians, Computer Technicians etc)	2004	🟩				
H6.1	**Institute periodic on-going short-term training programmes, workshops and seminars in management; policy formulation, execution and monitoring for selected number of civil servants from Government Ministries and PSOs**						
	Short Term Target: Train 50% of suitably identified civil and public servants in each Ministry or PSO by 2002	2002		🟨		🟥	
	Long term Target: Train all suitably identified civil and public servants in each Ministry or PSO by 2004	2004		🟨		🟥	
G1.1	All Government Ministries, and Public Service Organizations (PSOs) and other relevant NICI-2005 Plan implementation agencies, establishments and entities to respectively set up a Plan Execution and Coordination Committee (**PECC**)						
	All Government Ministries, PSOs and other identified NICI-2005 Implementation Agencies, Establishments and Entities to set up their respective PECC by early 2001	2001			🟦	🟥	
G2.1	All Government Ministries, Public Service Organizations (PSOs) as well as the National Transitional Assembly to develop their respective *ICT Policy Statement* on the deployment and exploitation of ICTs to support their organizational activities and operations within the framework of the NICI-2005 Plan.						
	Each Government Ministry and PSO to formulate and make public their respective *ICT Policy Statement* by early 2001.	2001			🟦	🟥	
	Each Government Ministry and PSO to make available a copy of its *ICT Policy Statement* to NITC and the ICT Advisor to President by mid. 2001	2001			🟦	🟥	
G2.2	**All Government Ministries, GOR Establishments, Public Service Organizations (PSOs) and the National Transitional Assembly to set-up their Information Technology Services Division or Directorate (ITSD).**						
	Fast Track Government Ministries and PSOs to set up their ITSD by 2001	2001	🟩				
	All other Government Ministries and PSOs to set-up their ITSD, by 2002	2002	🟩				
G2.3	**The Kick-Start-Your-ITSD Programme**						

	Year					
Each Government Ministry (including the Office of the President and the Office of the Prime Minister), PSO and the National Transitional Assembly to set-up their respective skeleton ITSD by 2001 using the team trained under *A Fast-Track ICT Training Programme*	2001	GREEN				
G2.4	**All Government Ministries and PSOs to develop their 5-Year IT Plan within the framework of the NICI-2005 Plan.**					
All Government Ministries (including the Office of the President and the Office of the Prime Minister) the PSOs and the National Transitional Assembly to develop their respective Five Year IT Plan by late 2001	2001				BLUE	RED
G2.5	**All Government Ministries, PSOs and the National Transitional Assembly to develop annual IT Budgets (within the time-frame of NICI-2005) to implement their respective IT Plans.**					
All Government Ministries (including the Office of the President and the Office of the Prime Minister) the PSOs and the National Transitional Assembly depending on their size, and operations to set aside (during the time-frame of NICI-2005) 5-10% of its annual budget as IT Budget to cover the purchase of IT products, services and training	2005	GREEN				
G2.6	**Programme for Organizational Process Re-engineering of Government Ministries and PSOs to facilitate Administrative Efficiency and Improved Service Delivery**.					
All Government Ministries and PSOs to by 2001 investigate the need to undertake a process re-engineering task before embarking on computerization	2001		YELLOW			RED
G3.1	**Government Ministries, PSOs and the National Transitional Assembly to commission an Organization-wide Corporate Network Implementation Report**					
Each Government Ministry and PSO and the National Transitional Assembly to commission and complete its Organization-wide Corporate Network Implementation Report by 2002	2002	GREEN				
G3.2	**Each Government Ministries, PSOs and the National Transitional Assembly to implement a flexible organization-wide corporate network.**					
Fast-Track Government Ministries and PSOs to implement their corporate network (at least at the organizational headquarters) by 2002	2002	GREEN				
All other Government Ministries and PSOs to implement their corporate network (at least at the organizational headquarters) by 2003	2003	GREEN				
G3.3	**Each Government Ministry or PSO to identify and develop for its specific use relevant computer-based applications, information and database systems to support its administrative and service delivery activities. Key applications include:**					
Fast-Track Government Ministries and PSOs to implement their mission- critical computer-based applications, information and database systems by 2002.	2002				BLUE	RED
All other Government Ministries and PSOs to implement their mission- critical computer-based	2003				BLUE	RED

applications, information and database systems by 2003.					🟦	🟥
Fast-Track Government Ministries and PSOs to implement their non-critical computer-based applications, information and database systems by 2003.	2003				🟦	🟥
All other Government Ministries and PSOs to implement their non-critical computer-based applications, information and database systems by 2004.	2004				🟦	🟥
G3.4	**Each Government Ministry or PSO to connect their corporate network to GOV-NeT**					
Fast-track Government Ministries and PSOs to connect their corporate network to GOV-NeT by 2003	2002				🟦	🟥
All other Government Ministries and PSOs to connect their corporate network to GOV-NeT by 2004	2004				🟦	🟥
G3.5	**Each Government Ministry or PSO to spread access to the Internet within their organization**					
All Government Ministries and PSOs to spread access to the Internet within their respective establishments by 2003	2003	🟩				
G4.2	**Implement the Nodes of GOV-Net**					
Implement the core system of GOV-NeT by 2002	2002	🟩				
Corporate Networks (nodes) of Fast track Ministries to be connected to GOV-NeT by 2003	2003				🟦	🟥
Corporate Network of other Ministries to be connect to GOV-NeT by 2004	2004				🟦	🟥
G5.2	**Each Government Ministry and Public Service Organization to Develop their respective Web-site**					
Each Government Ministry and Public Service Organization to develop its Web-site by 2002.	2002	🟩				
G5.3	**Each Government Ministry and Public Service Organization Web-site to be linked to the GOR Official Web site**					
Each Government Ministry and Public Service Organization Web-site to be linked to the GOR Official Web site by 2002.	2002	🟩				
G6.2	**Other relevant Ministries and Public Sector Organizations to implement suitable GIS applications under the auspices of the National GIS Project to support their respective administrative and service delivery services**					
Relevant Ministries to implement their component of the National GIS Project and implement 50% of their relevant GIS applications by 2003	2003				🟦	🟥
Relevant Ministries to implement 100% of their GIS applications by 2005	2005				🟦	🟥
Relevant Ministries to implement their component of the National GIS Project and implement 50% of their relevant GIS applications by 2003	2003				🟦	🟥
Relevant Ministries to implement 100% of their GIS applications by 2005	2005				🟦	🟥
G8.2	**Government Electronic Procurement and Settlement System (GEPSS) Project**					

Description	Year					
Commission and complete the GEPSS Project Implementation Report by 2002	2002				■blue	■red
Implement a fully operational Government Electronic Procurement and Settlement System (GEPSS) by 2004	2004				■blue	■red
G8.3 **The Public Information Kiosks (PIKs) Initiative**						
Commission and complete the PIK Initiative Implementation Report by 2002	2002				■blue	■red
Begin the implementation of the PIK Initiative by 2004	2004				■blue	■red
G8.4 **The Smart Government Initiative (SGI) – Private Sector Partnership Programme**						
Commission and complete the *SGI-Private Sector Partnership* Report by 2002	2002			■yellow		■red
Begin pilot implementation of the *SGI-Private Sector Partnership* Programme by 2004	2004			■yellow		■red
P5.4 **Programme to enact relevant cyberlaws and other legal and legislative provisions to support the development of e-commerce and e-trade in Rwanda**						
Enact relevant cyberlaws and necessary e-commerce and e-trade legal and legislative provisions by 2003	2003			■yellow		■red
P7.3 **Implement a Programme to enact enforceable copyright and Intellectual Property Rights laws directed at encouraging the inflow of Software Development related foreign direct investments (FDIs) by International Software Houses and Computer Companies into Rwanda**						
Enact enforceable copyright and Intellectual Property Rights laws to attract Software Development related foreign direct investments (FDIs) by 2003	2003			■yellow		■red
C4.1 **Criminal Justice Information and System (CRIJIS)**						
Ministry of Justice and Institutional Relations to commission and complete the CRIJIS Project Implementation Report by 2002	2002				■blue	■red
Implement CRIJIS by 2003	2003				■blue	■red
L2.1 **Enact the Telecommunication Law**						
Enact the Telecommunication Law by 2001	2001	■green				
L2.2 **Put in place a programme to develop and enact laws and legislation relating communication sector liberalization**						
Develop and enact communication sector liberalization laws and legislation by 2002	2002			■yellow		■red
L2.3 **Implement a programme to enact the necessary cyberlaws to support e-commerce and other Internet related activities**						
Progressively enact the following cyberlaws during the time frame of NICI-2005: (i) Legislation for the Prevention of computer crimes (ii) Laws relating to Security including Digital Signatures, Cryptography and Encryption etc (iii) Copyright and Intellectual Property Right Laws (iv) Electronic	2005				■blue	■red

Government Legislation (v) Laws relating to Privacy of data, etc. (vi) Freedom of Access to Information Laws and other relevant cyberlaws by 2005.				🟦	🟥
L3.5	**Implement the programme to set up Information Technology Divisions or Directorate (ITSDs) in Government Ministries and Public Service Organizations**				
All Government Ministries including the Office of the President and the Office of the Prime Minister to set-up their ITSD by 2002	2002	🟩			

Appendix D: Survey of ICT/NICI-2005 Plan Projects and Initiatives Supported/Implemented by International Development in Rwanda [1999 to-date]

Name of Organization/Agency	USAID
Type of Organization [UN Agency, High Commission/Embassy/Consulate Donor/ Bilateral/Multilateral Agency, NGO, Others]	Donor Agency
Name of Project/Programme [Complete One Form per Project being supported]	Kigali institute of Education (KIE) distance Education Project.
Brief Description of Project/Programme [Objectives, Expected Deliverables etc]	KIE provided instruction in the of ICTs as a tool to complement traditional teaching by in-service teachers in secondary schools and to pre-service teachers for training centers
Scope/Focus of Project [Organizational/ Ministry or Sectoral/Sector]	Sectorial
Project Time Frame [Duration and Start Date]	July 2002 –July 2004
Stage of Project [e.g. Pre-Feasibility, Feasibility, Pilot, or Full Implementation Stage/Phase]	Completed

Type of and Level of Support	**Funds**: ■ Grant Amount(US$): 500,000
	
	 Loan/Credit Amount($): _____
	
	■ **In-Kind**: Equipment/Materials
	         Consultancy
	         Services
	Others ■

List of Beneficiary Organizations [Public Sector, Private Sector, Civil Society]	Public Sector
Total Anticipated/Estimated Cost of the entire Project/Programme (US$)	$ 500,000
Funding Sources for the Project [Donor Agency, Foreign Government Sources etc]	Donor

Name of Organization/Agency	USAID
Type of Organization [UN Agency, High Commission/Embassy/Consulate Donor/ Bilateral/Multilateral Agency, NGO, Others]	Donor Agency
Name of Project/Programme [Complete One Form per Project being supported]	Information, communication and technology for basic education/World Links Global development Alliance (GDA)/private –public alliance
Brief Description of Project/Programme [Objectives, Expected Deliverables etc]	Project started in Feb 2003 and will end in Aug 2005. USAID committed $1,091,475 to develop basic computer literacy among the youth and primary school teachers with the goal to introduce them to ICTs for improved access to educational content & economic opportunities
Scope/Focus of Project [Organizational/ Ministry or Sectoral/Sector]	Sectorial
Project Time Frame [Duration and Start Date]	February 2003-August 2005
Stage of Project [e.g. Pre-Feasibility, Feasibility, Pilot, or Full Implementation Stage/Phase]	Full implementation stage
Type of and Level of Support	▮ **Funds**: Grant Amount($): 1,091,475 USAID Loan/Credit Amount($): _____ ▮ **In-Kind**: Equipment/Materials Consultancy Services Others ▮ $5,443,400
List of Beneficiary Organizations [Public Sector, Private Sector, Civil Society]	Public Sector
Total Anticipated/Estimated Cost of the entire Project/Programme (US$)	$ 6,534,875
Funding Sources for the Project [Donor Agency, Foreign Government Sources etc]	USAID Sources: $ 1,091,475 Other Sources: $5,443,400. Including funding from: AlphaSmart, ComputerAid International, Device Global Technology, Microsoft Corporation, Birchfield Interactive PLC,GOR & WorldLinks

Name of Organization/Agency	USAID
Type of Organization [UN Agency, High Commission/Embassy/Consulate Donor/ Bilateral/Multilateral Agency, NGO, Others]	Donor Agency
Name of Project/Programme [Complete One Form per Project being supported]	AED/Digital opportunity through Technology and community organization (DOT-ORG) community internet centers (CICS) project
Brief Description of Project/Programme [Objectives, Expected Deliverables etc]	Four community centers were established in underserved Rwandan communities with the aim to expand public access to ICT resources and training through a partnership with private sector actors. Project provided 106 PDAS to the national election commission to assist in election polling in the 106 district in Rwanda organization
Scope/Focus of Project [Organizational/ Ministry or Sectoral/Sector]	Sectorial
Project Time Frame [Duration and Start Date]	July 2002 – July 2005
Stage of Project [e.g. Pre-Feasibility, Feasibility, Pilot, or Full Implementation Stage/Phase]	Full implementation stage
Type of and Level of Support	■ **Funds**: ■ Grant Amount($): 430,880 Loan/Credit Amount($): _____ **In-Kind**: Equipment/Materials Consultancy Services Others ■
List of Beneficiary Organizations [Public Sector, Private Sector, Civil Society]	1.Public Sector 2.Privat sector
Total Anticipated/Estimated Cost of the entire Project/Programme (US$)	$ 430,880
Funding Sources for the Project [Donor Agency, Foreign Government Sources etc]	Donor agency

Name of Organization/Agency	USAID
Type of Organization [UN Agency, High Commission/Embassy/Consulate Donor/ Bilateral/Multilateral Agency, NGO, Others]	Donor Agency
Name of Project/Programme [Complete One Form per Project being supported]	Kigali Institute of Science and Technology (KIST) technical support to strengthening computerized. Gacaca Date Entry system and technical capacity building activity.
Brief Description of Project/Programme [Objectives, Expected Deliverables etc]	Project to be implemented by KIST. It is aimed at strengthening the Gacaca Communication infrastructure using KIST capacity to reinforce data entry centers in six provinces follow up technical support. System to support database entry work and compilation of statistics on Gacaca jurisdictions trials.
Scope/Focus of Project [Organizational/ Ministry or Sectoral/Sector]	Activity will be implemented in close coordination with MINIJUST and Gacaca National Service Organization and Ministry/GNS
Project Time Frame [Duration and Start Date]	Approval is pending Minister of Finance's signature April 24,2005 start anticipated
Stage of Project [e.g. Pre-Feasibility, Feasibility, Pilot, or Full Implementation Stage/Phase]	Pending-start of activity

Type of and Level of Support	■ **Funds**: ■ Grant Amount($): 400,000
	
	Loan/Credit Amount($): _____
	
	In-Kind: Equipment/Materials
	         Consultancy
	         Services
	      Others

List of Beneficiary Organizations [Public Sector, Private Sector, Civil Society]	Public Sector
Total Anticipated/Estimated Cost of the entire Project/Programme (US$)	$ 400,000
Funding Sources for the Project [Donor Agency, Foreign Government Sources etc]	Donor Agency

Name of Organization/Agency	GTZ
Type of Organization [UN Agency, High Commission/Embassy/Consulate Donor/ Bilateral/Multilateral Agency, NGO, Others]	Donor
Name of Project/Programme [Complete One Form per Project being supported]	Promouvoir du KIST-ICT
Brief Description of Project/Programme [Objectives, Expected Deliverables etc]	Formations des Ingenieurs technique dans le domaine de ICT
Scope/Focus of Project [Organizational/ Ministry or Sectoral/Sector]	Education
Project Time Frame [Duration and Start Date]	2004 - 2006
Stage of Project [e.g. Pre-Feasibility, Feasibility, Pilot, or Full Implementation Stage/Phase]	1 ere phase

Type of and Level of Support	**Funds**: Grant Amount($): 1,500,000 Euro
	
	        Loan/Credit Amount($): _____
	
	■ **In-Kind**: Equipment/Materials ■
	        Consultancy ■
	        Services
	        Others

List of Beneficiary Organizations [Public Sector, Private Sector, Civil Society]	Public Sector - KIST
Total Anticipated/Estimated Cost of the entire Project/Programme (US$)	1,500,000 Euro
Funding Sources for the Project [Donor Agency, Foreign Government Sources etc]	Donor

Name of Organization/Agency	Swedish International Development Cooperation Agency (SIDA)
Type of Organization [UN Agency, High Commission/Embassy/Consulate Donor/ Bilateral/Multilateral Agency, NGO, Others]	Donor/ Bilateral
Name of Project/Programme [Complete One Form per Project being supported]	Support to Rwanda IT Authority (RITA)
Brief Description of Project/Programme [Objectives, Expected Deliverables etc]	Institution building and Capacity development at RITA, capacity building in E-governance, Support to the establishment of a National Computing Center.
Scope/Focus of Project [Organizational/ Ministry or Sectoral/Sector]	Organizational and sector
Project Time Frame [Duration and Start Date]	2003-2005
Stage of Project [e.g. Pre-Feasibility, Feasibility, Pilot, or Full Implementation Stage/Phase]	Full implementation

Type of and Level of Support	■ **Funds**:
	 ■ Grant Amount($): _1 700 000__
	
	     Loan/Credit Amount($): _____
	
	 In-Kind: Equipment/Materials
	      Consultancy
	      Services
	      Others

List of Beneficiary Organizations [Public Sector, Private Sector, Civil Society]	Public Sector
Total Anticipated/Estimated Cost of the entire Project/Programme (US$)	
Funding Sources for the Project [Donor Agency, Foreign Government Sources etc]	Donor Agencies, Government

Name of Organization/Agency	Swedish International Development Cooperation Agency (SIDA)
Type of Organization [UN Agency, High Commission/Embassy/Consulate Donor/ Bilateral/Multilateral Agency, NGO, Others]	Donor/ Bilateral
Name of Project/Programme [Complete One Form per Project being supported]	Rwanda Internet Exchange
Brief Description of Project/Programme [Objectives, Expected Deliverables etc]	Establishment of an Internet Exchange point in Kigali and connect as many ISPs as possible
Scope/Focus of Project [Organizational/ Ministry or Sectoral/Sector]	Sectorial
Project Time Frame [Duration and Start Date]	2004
Stage of Project [e.g. Pre-Feasibility, Feasibility, Pilot, or Full Implementation Stage/Phase]	Full implementation, Finalized

Type of and Level of Support	■ **Funds**:
	 ■ Grant Amount($): __114 000___
	
	 Loan/Credit Amount($): _____
	
	 In-Kind: Equipment/Materials
	        Consultancy
	        Services
	        Others

List of Beneficiary Organizations [Public Sector, Private Sector, Civil Society]	1. Private sector 2. Public sector
Total Anticipated/Estimated Cost of the entire Project/Programme (US$)	US$ 114 000
Funding Sources for the Project [Donor Agency, Foreign Government Sources etc]	Donor Agency

Name of Organization/Agency	Swedish International Development Cooperation Agency (SIDA)
Type of Organization [UN Agency, High Commission/Embassy/Consulate Donor/ Bilateral/Multilateral Agency, NGO, Others]	Donor/ Bilateral
Name of Project/Programme [Complete One Form per Project being supported]	ICT development at National University of Rwanda
Brief Description of Project/Programme [Objectives, Expected Deliverables etc]	Establishment of Master Degree Course Infrastructure Development
Scope/Focus of Project [Organizational/ Ministry or Sectoral/Sector]	Organizational (NUR) and Sector
Project Time Frame [Duration and Start Date]	2003-2005
Stage of Project [e.g. Pre-Feasibility, Feasibility, Pilot, or Full Implementation Stage/Phase]	Full implementation

Type of and Level of Support	■ **Funds**:
	■ Grant Amount($): ___3 900 000__
	
	      Loan/Credit Amount($): _____
	
	In-Kind: Equipment/Materials
	        Consultancy
	        Services
	        Others

List of Beneficiary Organizations [Public Sector, Private Sector, Civil Society]	1. Public Sector 2. Indirectly private sector
Total Anticipated/Estimated Cost of the entire Project/Programme (US$)	
Funding Sources for the Project [Donor Agency, Foreign Government Sources etc]	Donor Agencies

Name of Organization/Agency	United Nations Economic Commission for Africa (UNECA)
Type of Organization [UN Agency, High Commission/Embassy/Consulate Donor/ Bilateral/Multilateral Agency, NGO, Others]	UN Agency
Name of Project/Programme [Complete One Form per Project being supported]	The Rwanda ICT4D Process: Preparation of the Framework Doc, the ICT4D Policy and the NICI-2005 Plan
Brief Description of Project/Programme [Objectives, Expected Deliverables etc]	Support for the Rwanda ICT4D Process: Preparation of Various Documents and Facilitating the National Consultative Exercise of the ICT4D Process
Scope/Focus of Project [Organizational/ Ministry or Sectoral/Sector]	Public Sector
Project Time Frame [Duration and Start Date]	1998 to 2000
Stage of Project [e.g. Pre-Feasibility, Feasibility, Pilot, or Full Implementation Stage/Phase]	Full Implementation Stage
Type of and Level of Support	■ **Funds**: ■ Grant Amount($): **100,000.00** ☐ Loan/Credit Amount($): _____ **In-Kind**: Equipment/Materials ■ Consultancy ☐ Services ☐ Others
List of Beneficiary Organizations [Public Sector, Private Sector, Civil Society]	Government of Rwanda
Total Anticipated/Estimated Cost of the entire Project/Programme (US$)	US$100,000
Funding Sources for the Project [Donor Agency, Foreign Government Sources etc]	UNECA

Name of Organization/Agency	United Nations Economic Commission for Africa (UNECA)
Type of Organization [UN Agency, High Commission/Embassy/Consulate Donor/ Bilateral/Multilateral Agency, NGO, Others]	UN Agency
Name of Project/Programme [Complete One Form per Project being supported]	Preparation of NICI Plan follow-up Documents.
Brief Description of Project/Programme [Objectives, Expected Deliverables etc]	E-Government Assessment study to supplement the implementation efforts of the NICI Plan 2001-2005.
Scope/Focus of Project [Organizational/ Ministry or Sectoral/Sector]	Public Sector
Project Time Frame [Duration and Start Date]	N/A
Stage of Project [e.g. Pre-Feasibility, Feasibility, Pilot, or Full Implementation Stage/Phase]	Feasibility study
Type of and Level of Support	■ **Funds**: ■ Grant Amount($): **70,500.0** ☐ Loan/Credit Amount($): _____ **In-Kind**: Equipment/Materials ■ Consultancy ☐ Services ☐ Others
List of Beneficiary Organizations [Public Sector, Private Sector, Civil Society]	Government of Rwanda
Total Anticipated/Estimated Cost of the entire Project/Programme (US$)	US$70,500
Funding Sources for the Project [Donor Agency, Foreign Government Sources etc]	UNECA

Name of Organization/Agency	United Nations Economic Commission for Africa (UNECA)
Type of Organization [UN Agency, High Commission/Embassy/Consulate Donor/ Bilateral/Multilateral Agency, NGO, Others]	UN Agency
Name of Project/Programme [Complete One Form per Project being supported]	Preparation of NICI Plan follow-up Documents
Brief Description of Project/Programme [Objectives, Expected Deliverables etc]	E-Assessment study for the Ministry of Education (MINEDUC) to supplement the implementation efforts of the NICI Plan 2001-2005.
Scope/Focus of Project [Organizational/ Ministry or Sectoral/Sector]	Public Sector
Project Time Frame [Duration and Start Date]	N/A
Stage of Project [e.g. Pre-Feasibility, Feasibility, Pilot, or Full Implementation Stage/Phase]	Feasibility study

Type of and Level of Support	■ **Funds**:
	   ■ Grant Amount($): **20,000.00**
	   ☐ Loan/Credit Amount($): _____
	
	 In-Kind: Equipment/Materials
	 ■ Consultancy
	 ☐ Services
	 ☐ Others

List of Beneficiary Organizations [Public Sector, Private Sector, Civil Society]	1. Government of Rwanda - MINEDUC
Total Anticipated/Estimated Cost of the entire Project/Programme (US$)	US$ 20,000.00
Funding Sources for the Project [Donor Agency, Foreign Government Sources etc]	UNECA

Type of Organization [UN Agency, High Commission/Embassy/Consulate Donor/ Bilateral/Multilateral Agency, NGO, Others]	UN Agency
Name of Project/Programme [Complete One Form per Project being supported]	Set up of ICT Training Facility for top government officials.
Brief Description of Project/Programme [Objectives, Expected Deliverables etc]	MININFRA was to set up an ICT Training Facility (within the Ministry's premises) for top government officials.
Scope/Focus of Project [Organizational/ Ministry or Sectoral/Sector]	Public Sector
Project Time Frame [Duration and Start Date]	N/A
Stage of Project [e.g. Pre-Feasibility, Feasibility, Pilot, or Full Implementation Stage/Phase]	Not started.
Type of and Level of Support	■ **Funds**: 　■ Grant　Amount($): **114,000.00** 　☐ Loan/Credit Amount($): _____ **In-Kind**: Equipment/Materials 　☐ Consultancy 　☐ Services 　☐ Others
List of Beneficiary Organizations [Public Sector, Private Sector, Civil Society]	Government of Rwanda
Total Anticipated/Estimated Cost of the entire Project/Programme (US$)	US$114,000.00
Funding Sources for the Project [Donor Agency, Foreign Government Sources etc]	UNECA and UNDP

Appendix E.1: Expenditure in 2004 on ICT/ICT4D Projects and Initiatives by Various Implementation Agencies as Part of the Implementation of the NICI-2005 Plan

Implementation Agency	Amount (Rwanda Francs)
PARLEMENT	92,643,833
PRESIREP	40,683,586
PRIMATURE	22,106,509
COURS.SUP	1,312,762
MININTER	359,309,444
MINAFFET	24,065,365
MINAGRI	36,074,181
MINICOM	25,029,468
MINECOFIN	65,884,728
MINIJUST	68,792,780
MINEDUC	486,530,320
MIJESPOC	16,903,401
MINISANTE	65,164,334
MININFRA	797,138,949
MIGEPROF	17,380,000
MIFOTRA	46,600,000
MINITERE	27,216,934
MINALOC	23,270,800
UMUTARA	9,900,000
RUHENGERI	15,060,024
GISENYI	6,712,356
CYANGUGU	9,672,518
GIKONGORO	14,665,000
KIBUNGO	19,500,000
KIGALI-NGALI	11,106,806
BUTARE	11,811,250
KIBUYE	8,716,000
BYUMBA	9,289,000
GITARAMA	8,232,000
TOTAL	**2,340,772,348**

Implementation Agency	Amount (Rwanda Francs)
01 PARLEMENT	60,258,778
0117 AUDITEUR GÉNÉRAL DES FINANCES DE L'ETAT	10,803,703
0208 COMMISSION NATIONALE POUR L'UNITE ET RECONCILIATION	13,470,145
0211 SECRETARIAT GENERAL NSS	4,150,000
0212 SECURITE INTERIEURE NSS	2,000,000
0214 IMMIGRATION ET EMIGRATION NSS	55,000,000
0215 BUREAU D'OMBUDSMAN	6,000,000
04 PRIMATURE	6,800,000
0407 ORINFOR	5,634,399
05 COURS.SUP	24,085,003
06 MINADEF	120,000,000
07 MININTER	3,456,750
0701 POLICE NATIONALE	20,500,000
08 MINAFFET	3,500,000
09 MINAGRI	46,909,343
0904 COUVOIR NATIONAL DE RUBIRIZI	1,476,506
0905 CENTRE NATIONAL D'INSEMINATION ARTIFICIELLE	3,460,009
0906 LABORATOIRE VETERINAIRE NATIONAL DE RUBIRIZI	363,654
0912 INSTITUT DES SCIENCES AGRONOMIQUES DU RWANDA	1,412,249
0913 SERVICE NATIONAL SEMENCIER	174,925
10 MINICOM	1,500,000
1007 OFFICE RWANDAIS DE NORMALISATION	18,119,151
1008 OFFICE RWANDAIS DU TOURISME ET DES PARCS NATIONAUX	8,970,674
1009 AGENCE RWANDAISE DE PROMOTION DES INVESTISSEMENTS	8,826,555
12 MINECOFIN	26,950,700
1211 OFFICE RWANDAISE DES STATISTIQUES	6,143,280
1214 SÉCRÉTARIAT DE PRIVATISATION	353,062
1215 NATIONAL TENDER BOARD	8,826,554
1218 SCHOOL OF FINANCE AND BANKING (S.F.B)	7,061,244
1219 SERVICE NATIONAL DE RECENSEMENT DE LA POPULATION (SNP)	0
1223 FONDS DE GARANTIE POUR VEHICULES AUTO MOTEUR	6,628,389
1224 COMMISSION NATIONALE DE CONTROLE DES ASSURANCES	1,871,229
1225 INSTITUTE OF POLICY ANALYSIS AND RESEARCH	4,236,746
13 MINIJUST	9,894,219
1308 COMMISSION NATIONALE DES DROITS DE L'HOMME	2,259,597
1310 CENTRE NATIONAL DE FORMATION ET DE DEVELOPPEMENT JUDICIAIRE	706,124
1313 SECRETARIAT GENERAL DU TIG	6,000,000
14 MINEDUC	460,025,000

1409 UNIVERSITE NATIONALE DU RWANDA	26,484,000
1410 KIST	8,000,000
1411 KHI	10,000,000
1412 KIE	5,500,000
1413 ISAE	10,290,000
1417 IRST	15,500,000
15 MIJESPOC	10,500,000
1506 REGIE DU MUSEE NATIONALE DU RWANDA	564,899
1508 CONSEIL NATIONAL DE LA JEUNESSE	1,080,371
16 MINISANTE	151,158,000
1611 PROGRAMME NATIONAL DE LUTTE CONTRE LE PALUDISME	852,000
1637 HÔPITAL UNIVERSITAIRE	2,500,000
1638 COMMISSION NATIONALE DE LUTTE CONTRE LE SIDA	1,234,092
18 MININFRA	129,665,000
1810 RWANDA INFORMATION TECHNOLOGY AUTHORITY (RITA)	18,000,000
1816 UNITE GAZ METHANE	800,000
1818 AGENCE DE REGULATION MULTISECTORIELLE	14,240,005
19 MIGEPROF	14,410,000
20 MIFOTRA	34,324,498
22 MINITERE	46,976,596
2211 REMA	24,000,000
23 MINALOC	20,136,541
2309 COMMISSION ELECTORALE	2,579,724
2315 FORUM DE CONCERTATION DES FORMATIONS POLITIQUES	1,129,799
51 UMUTARA	7,400,000
52 RUHENGERI	5,100,000
53 GISENYI	6,082,356
54 CYANGUGU	3,908,296
55 GIKONGORO	9,515,000
56 KIBUNGO	6,700,000
57 KIGALI-NGALI	7,063,728
58 BUTARE	11,905,000
59 KIBUYE	8,495,850
60 BYUMBA	9,113,000
61 GITARAMA	20,004,000
TOTAL	**1,613,040,743**