

## 1. M&E FRAMEWORK FOR THE ICT4COM STRATEGY AND IMPLEMENTATION PLAN

Strategic Priorities	Outcome	Output Indicators	Baseline	Target					Responsible Institution	
				2019/2020	2020/2021	2021/2022	2022/2023	2023/2024		
Enhance Access, Infrastructure and Enabling technologies	Enhanced convergence infrastructure that meets needs and demands of digitalized trade, industry and commerce	<p>Number of mobile commerce applications &amp; value added service providers serving a diverse range of services to businesses and consumers</p> <p>Number of interoperable services across multiple platforms</p> <p>Number of platforms developed</p>	To be established	<p>5 m-commerce VAS providers</p> <p>10 interoperable value-added services across industries (goods &amp; services)</p> <p>3 platforms</p>	<p>5 m-commerce VAS providers</p> <p>20 interoperable value-added services across industries (goods &amp; services)</p> <p>5 platforms</p>	<p>5 m-commerce VAS providers</p> <p>30 interoperable value-added services across industries (goods &amp; services)</p> <p>10 platforms</p>	<p>5 m-commerce VAS providers</p> <p>20 interoperable value-added services across industries (goods &amp; services)</p> <p>20 platforms</p>	<p>5 m-commerce VAS providers</p> <p>10 interoperable value-added services across industries (goods &amp; services)</p> <p>20 platforms</p>	RHA, RURA, MINICOM, LOCAL GVT AUTHORITIES	
	Functional EDI standards that are used to enhance the quality of integration of trade, industry and commerce	Number of established policies on EDI standards in the country	To be established	At least 1 new policy on EDI standards established	At least 1 new policy on EDI standards established	At least 1 new policy on EDI standards established	At least 1 new policy on EDI standards established	At least 1 new policy on EDI standards established	At least 1 new policy on EDI standards established	MINICOM, MINICT, RISA, RURA, RSB,
	Reliable, robust and low-cost electronic payment system (EPS) that links retail,	Number of wholesale and retail trade	To be established	At least 2,000 retail new trade	At least 2,500 retail new trade	At least 5,000 retail new trade	At least 8,000 retail new trade	At least 12,000 retail new trade	At least 12,000 retail new trade	MINICOM, BNR, RURA, PSF

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				2019/2020	2020/2021	2021/2022	2022/2023	2023/2024	
	wholesale and trade sector	businesses using EPS		businesses using EPS	businesses using EPS	businesses using EPS	businesses using EPS	businesses using EPS	
Develop adaptable and effective regulatory environment	A digitalized mechanism to trace/improve products and services from factory-to-shelf and farm-to-fork	Percentage of “Made in Rwanda” certified products traceable using digital mechanism	To be established	At least 20% of “Made in Rwanda” certified products traceable through online database	At least 35% of “Made in Rwanda” certified products traceable through online database	At least 45% of “Made in Rwanda” certified products traceable through online database	At least 60% of “Made in Rwanda” certified products traceable through online database	At least 75% of “Made in Rwanda” certified products traceable through online database	MINICT, RISA, MINICOM, NAEB, RURA
	A dynamic digital ecosystem capable of driving new digital products and services	Number of new digital products & services developed	To be established	At least 5 new digital products/ services developed	At least 5 new digital products/ services developed	At least 5 new digital products/ services developed	At least 5 new digital products/ services developed	At least 5 new digital products/ services developed	MINICT, RISA, MINICOM, RURA
	A secure and trusted digital ecosystem that drives sustainable production and consumption of goods and services	Number of consumer protection & data privacy policies developed and implemented  Number of Cumulative And Percentage compliance Cyber security Regulations per sector (energy,	To be established  To be established  To be established	Review existing consumer protection related policies  At least 2 regulations established	At least 1 new consumer protection policy established  At least 3 regulations established	At least 2 regulations established  6 regulations, 50% compliance level	At least 3 regulations established  8, regulations, 65% compliance level	At least 5 regulations established  10, regulations, 80% compliance level	RURA, RISA, RSB

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				2019/2020	2020/2021	2021/2022	2022/2023	2023/2024	
		insurance, healthcare, retail, financial, industry, agriculture)  Percentage of secure & encrypted private data network traffic		2 regulations, 20% compliance level  At least 40% secure & encrypted private data network traffic	4 regulations 35% compliance level  At least 60% secure & encrypted private data network traffic	At least 80% secure & encrypted private data network traffic	At least 95% secure & encrypted private data network traffic	At least 99% secure & encrypted private data network traffic	
	A dynamic and growing digitalized Industrial sector	Percentage growth rate of digitalized Industrial sector	To be established	At least 2% growth of digitalized Industrial sector	At least 2% growth of digitalized Industrial sector	At least 2% growth of digitalized Industrial sector	At least 2% growth of digitalized Industrial sector	At least 2% growth of digitalized Industrial sector	MINICT, RISA, RURA
	A cost-competitive digitalized Trade, Industry, Commerce sector	Percentage rate of cost reduction in digitalized Trade, Industry, Commerce vs traditional industry	To be established	at least 2% cost reduction across Trade, Industry, Commerce	at least 2% cost reduction across Trade, Industry, Commerce	at least 5% cost reduction across Trade, Industry, Commerce	at least 7% cost reduction across Trade, Industry, Commerce	at least 15% cost reduction across Trade, Industry, Commerce	MINICOM, MINICT, RDB, RURA, NAEB, PSF

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				2019/2020	2020/2021	2021/2022	2022/2023	2023/2024	
Enhance Business Competitiveness	Enhanced investment in digitalized Trade, Industry, Commerce	Percentage increase of investment in digitalized Trade, Industry, Commerce	To be established	5% increase investments in digitalized Trade, Industry, Commerce	8% increase investments in digitalized Trade, Industry, Commerce	10% increase investments in digitalized Trade, Industry, Commerce	8% increase investments in digitalized Trade, Industry, Commerce	5% increase investments in digitalized Trade, Industry, Commerce	RDB, NAEB, RISA
	Enhanced utilization of existing eCommerce platforms in Rwanda	Percentage increase in utilization of eCommerce platforms	To be established	8% increased utilization by businesses and consumers	15% increased utilization by businesses and consumers	20% increased utilization by businesses and consumers	35% increased utilization by businesses and consumers	35% increased utilization by businesses and consumers	RISA, RURA
	Skilled workforce capable of harnessing new digital tools, knowhow and knowledge	Number of new digital skills created and deployed	To be established	5000 new skills with	8000 new skills	8000 new skills	10,000 new skills	8000 new skills	MINEDUC, RDB, NAEB, RISA
		3 sector experts hired and placed to strengthen ICT4COM strategy implementation	To be established	Digital Policy Expert, Smart Trade Logistics Expert & IT Expert hired					MINICOM
		Percentage rate of adoption of new tools, knowhow and	To be established	At least 5% adoption rate	At least 5% adoption rate	At least 5% adoption rate	At least 5% adoption rate	At least 5% adoption rate	RISA, PSF, NAEB, NIRDA

Strategic Priorities	Outcome	Output Indicators	Baseline	Target					Responsible Institution
				2019/2020	2020/2021	2021/2022	2022/2023	2023/2024	
		knowledge by the workforce							
Drive innovation	A digitalized innovative STEM and industrial sector	Number of digitalized industrial innovations registered/year	To be established	At least 5 new digitalized industrial innovations registered	At least 10 new digitalized industrial innovations registered	At least 10 new digitalized industrial innovations registered	At least 50 new digitalized industrial innovations registered	At least 50 new digitalized industrial innovations registered	MINICT,RISA,RDB,PSF,NIRDA,MINEDUC
	Increase in awareness of innovations of "Made In Rwanda" products & services	Percentage increase in domestic use of innovative products vs imports	To be established	5% per annum	5% per annum	5% per annum	5% per annum	5% per annum	MINICOM,MINALOC,RSB,MINICT,NIRDA,NAEB,PSF
	An integrated digital innovation ecosystem driving growth in trade, industry and commerce for local and export markets	Number of new certified digital products for domestic and export markets	To be established	At least 5 new digital products entering domestic and export markets	At least 10 new digital products entering domestic and export markets	At least 10 new digital products entering domestic and export markets	At least 10 new digital products entering domestic and export markets	At least 5 new digital products entering domestic and export markets	MINICOM,MINICT,RSB,NIRDA,NAEB,PSF