

NIRDA

National Industrial
Research and Development
Agency

UNITED NATIONAL INDUSTRIAL DEVELOPMENT ORGANIZATION AND THE
NATIONAL INDUSTRIAL RESEARCH AND DEVELOPMENT AGENCY

Open Call for Private Sector Led Value Chain Projects

Banana Wine Value Chain

Garment Value Chain

This document describes the process in which the United National Industrial Development Organization (UNIDO) supports the National Industrial Research and Development Agency (NIRDA) in the design and management of projects in the Banana Wine and Garment value chains in 2018.

This collaboration is supported by the Korea International Cooperation Agency (KOICA).

Draft

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MORE INFORMATION

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1 Introduction

1.1 Open call concept definition

The Open Call process is the key mechanism for the design of private sector-led projects supported by NIRDA.

1.2 Rationale and context

The rationale and context for NIRDA's support for value chain projects is presented in the NIRDA Strategic Plan 2018-2022 (Chapter 2).

1.3 Target beneficiaries and other stakeholders involved in implementation

All projects in these areas will involve a partnership between NIRDA and one or more private sector enterprises, with each party's responsibilities and rights clearly defined in a contract between NIRDA and its project partners.

The process of determining which projects will get support will be competitive. NIRDA will only support those projects that are most likely to contribute significantly to the achievement of its goals.

1.4 Objectives, outcomes and expected impact

NIRDA's mission is: enabling a generation of industrial innovators to become competitive through technology monitoring, acquisition, development and transfer and applied research.

Our vision for NIRDA is: 'to be recognised as a centre of excellence in the provision of technology support services to increase the competitiveness of Rwandan industries'.

NIRDA's objectives are to:

1. Improve the competitiveness of existing industries in order to increase their export potential or their potential to undertake import substitution.
2. Identify new sub-sectors or value chains where investment by the private sector would likely lead to export growth or import substitution.

These objectives are fully in line with government's industrial policy objectives of increased domestic production for local consumption and improved export competitiveness. They are also fully in line with government's trade policy objectives of:

- Increased productivity, competitiveness and diversified sustainable productive capacities for trading nationally, sub-regionally, regionally and internationally;
- Increasing investment, including foreign direct investment, into production of competitive goods and services for the export market; and
- Strengthened science, technology and innovation policies, strategies and institutions including intellectual property laws, in support of industrial development and creative knowledge-based industries.

NIRDA's theory of change describes the inter-connections of all its activities, outputs and outcomes required to achieve impact. The theory of change is depicted on a map known as a results chain. NIRDA's results chain is a simple but powerful management tool that is a visual representation of how NIRDA works. It maps out the sequence of events leading to the achievement of NIRDA's objectives.

A results chain for NIRDA has been developed through extensive interaction with key NIRDA staff, directors and stakeholders. This demonstrates how NIRDA’s activities are expected to bring about our high-level goals (i.e., increasing exports and decreasing imports) by depicting the pathway from activities through outputs and outcomes to impact. The results chain clearly demonstrates a summary of the change process and presents a set of indicators for measuring this.

Figure 1: NIRDA Theory of Change

IMPACT	Increased exports.		Decline in imports.	
	More enterprises invest in developing, acquiring or transferring technologies leading to increased sales, more jobs and better market share.			
OUTCOMES	NIRDA demonstrates independently verified success of supported enterprises in selected value chains			
	Increased competitiveness of supported enterprises in selected value chains			
	Additional enterprises in the selected value chains develop, acquire or transfer the technology tested or demonstrated in the NIRDA projects			
OUTPUTS	Knowledge products (e.g., lessons, case studies, guides) produced for distribution and use among Rwandan industry.			
	Technology is developed, acquired or transferred among project participants in the selected priority value chains.			
	Results of technology development, acquisition or transfer are assessed and documented.			
ENTERPRISE ACTIVITIES	NIRDA projects undertaken in partnership with strategic and private partners.			
	Private sector responds to Open Call by sharing their needs through submission of Project Concept Note and Project Applications.		NIRDA’s research interests and technology opportunities responds to the needs of the Private sector.	
NIRDA ACTIVITIES	Projects monitored and evaluated, with key lessons documents.			
	Projects selected and implemented.			
	Competitive Open Call for private sector partnership projects.	Engagement with private sector partners on applied R&D projects.	Research undertaken with strategic or private partners on new technologies.	
	Research into selected value chains (assessing industry demands).	Applied research into new and existing value chains.	Forecasting the use of new technologies.	

1.5 Programming and planning process

We are committed to focusing and specialising on those areas where we can have most impact and adopt matrix structures to allow us to be flexible and responsive, rather than develop 'knowledge silos' which reduce its agility.

1.6 Implementation process and approaches; piloting and replication

It was originally anticipated that NIRDA would have recruited new staff into its new staffing structure in time to initiate and manage the Open Call and manage projects. However, this has not been possible within the required period. Thus, the UNIDO-NIRDA Project Team will coordinate the process, in partnership with the NIRDA senior management team.

Ordinarily, when the staffing structure is in full operation capacity, the Operations and Programme Management Division would oversee the Open Call process.

1.7 Coordination and management

The UNIDO-NIRDA Project Team will coordinate and manage this process, in partnership with the NIRDA senior management team.

1.8 Funding and investment arrangements

1.8.1 Source of finance

The Korea International Cooperation Agency (KOICA) and the United National Industrial Development Organization (UNIDO) have provided the funds for this Open Call and the projects it leads to.

1.8.2 Financial management

NIRDA is responsible for the selection of projects.

The KOICA-UNIDO project is responsible for the distribution of funds, principally through the provision of technical assistance and equipment to the selected projects.

1.8.3 Project lifetime

Within this Open Call, projects will be conducted over a three-month period. All project expenditure must be completed by 31 December 2018.

Beyond this Open Call, NIRDA will design future calls in which projects may be designed over a longer time period.

1.8.4 Terms of financing –lease or grant?

In 2018, NIRDA's support for value chain projects in the Banana Wine and Garment value chains will be supported through a grant facility.

Beyond 2018 and within other value chains, NIRDA will consider the use of other financial support mechanisms, which may include equipment leasing arrangements and a range of combinations of grant, lease and equity finance mechanisms. Each Open Call will be designed to suit the identified needs of the selected value chain and the programme resources.

1.8.5 Reporting

The UNIDO-NIRDA Project Team will oversee the reporting of this process as part of its overall project reporting requirements.

2 Implementation steps and processes

2.1 Selection and approval of priority value chains

Two value chains have been selected for this Open Call: Banana Wine and Garments.

Please see the relevant documents for further information on the selection and assessment of these value chains, including the relevant NIRDA value chain reports.

Beyond 2018, it is anticipated that NIRDA will select additional value chains in which to support project interventions. A critical first phase of this process is to determine which value chains offer the best prospects of achieving NIRDA's objectives goal (i.e., either increased exports or import substitution) in the most cost effective and efficient manner.

NIRDA reviews value chains considering the potential for:

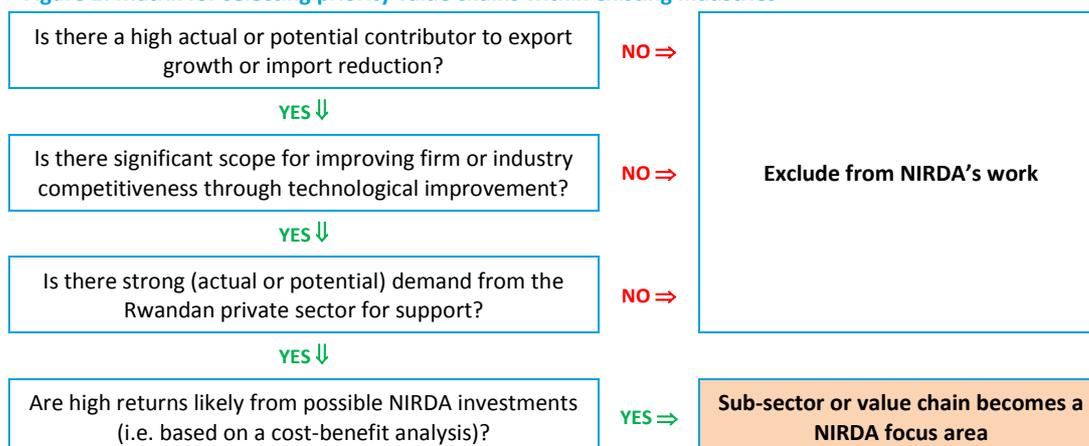
- Upgrading: actions to help Rwanda enterprises move to a higher value-added component of a value chain;
- Extending: actions to broaden an existing value chain to increase its full potential job creation and value-added impact;
- Optimising: actions to improve operation of certain links of the value chain to achieve greater value added); and
- Targeting: identification of a new value chain or sector that Rwanda has the required endowments for but that has not been developed, or adequately developed).

NIRDA selects value chains in the following manner:

- Using government's priority sector list as an initial longlist of sectors, sub-sector and value chains, NIRDA will determine which offer the best prospects of achieving its goal (i.e., either increased exports or import substitution) through the increased competitiveness of existing enterprises in the most cost effective and efficient manner;
- Undertake a brief market assessment to identify local, national and regional trends, market size, supply and demand gaps, imports and exports, distribution networks, technology requirement, etc.;
- Review the legal and regulatory environment in which the value chain operates. This review will focus on policies, incentives, available export promotion tools, financing of tangible and intangible capital outlays, training, employment, quality promotion, certification, standardization, competition, research and development, and partnerships.
- Develop a ranking score table to facilitate the selection process (using the selection matrix shown in the figure below).

NIRDA does not aspire to become a polytechnic or to provide undefined services to wide-ranging customer needs across the whole spectrum of Rwanda's industrial economy. Instead, we will partner with relevant public institutions and differentiate itself by its focus on technology and enhancing competitiveness.

Figure 2: Matrix for selecting priority value chains within existing industries

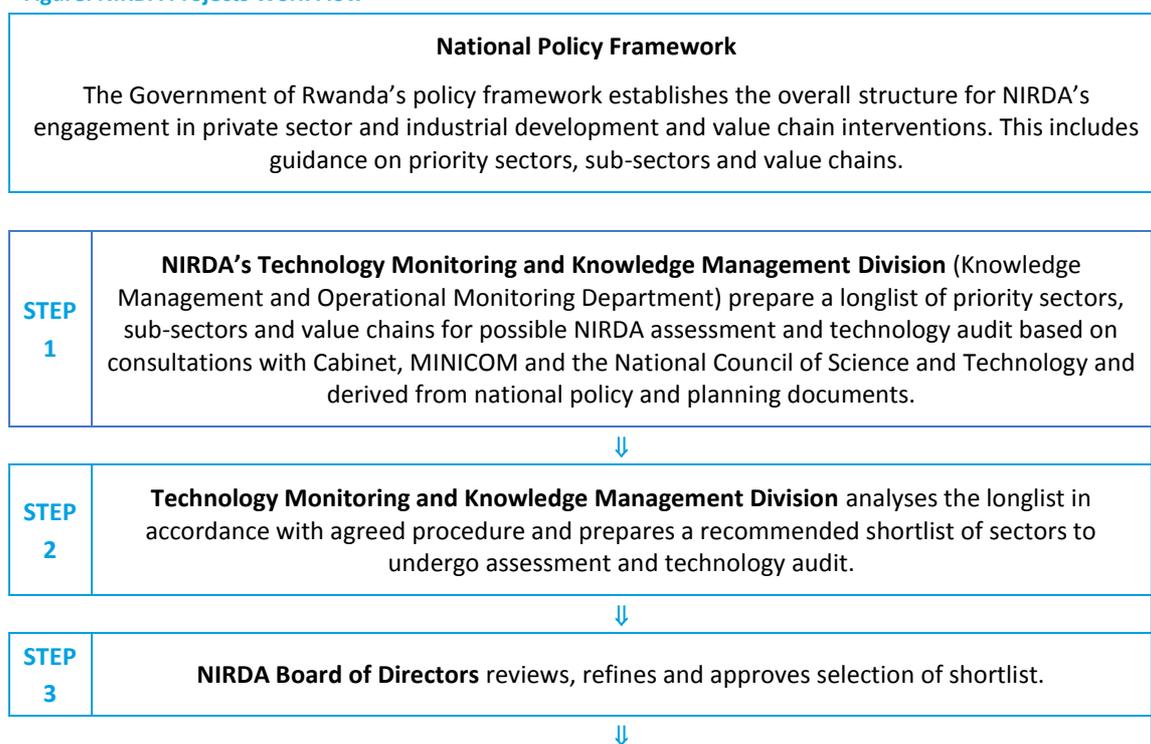


2.2 The work flow process for calling for, designing and selecting projects

The work flow process for identifying, designing, executing, evaluating, and replicating projects is presented in the figure below. This work flow is based on the NIRDA Strategic Plan and provides a basis for the steps to be taken in 2018. However, as all key staff have not been recruited, the UNIDO-NIRDA Project Team will be required to make provisions for any gaps in human resources.

The process for the current Open Call for projects in the Banana Wine and Garments value chains will begin from Step 6, below.

Figure: NIRDA Projects Work Flow



STEP 4	Technology Monitoring and Knowledge Management Division undertakes assessment and technology audit on selected sectors, sub-sectors and value chains to identify potential areas for NIRDA's interventions.		
↓			
STEP 5	Technology Monitoring and Knowledge Management Division prepares a report on the value chain assessment and technology audit, with clear recommendations for future NIRDA action, which is submitted to the Director General .		
↓			
STEP 6	Based on the findings of the Technology Monitoring and Knowledge Management Division, the Operations and Programme Management Division (Technology Acquisition, Transfer and Commercialisations Department) prepares the terms of reference of an Open Call for NIRDA-supported projects (i.e., a demand-oriented project based on a call for Rwanda businesses operating in the selected value chain to submit requests for support for technology development).		
↓			
STEP 7	Operations and Programme Management Division launches the Open Call.		
	<table border="0" style="width: 100%;"> <tr> <td style="width: 50%; vertical-align: top;"> <p>Private enterprises respond to the Open Call</p> <p>Private sector enquiries to NIRDA for more information (NIRDA Help Desk)</p> <p>Private enterprises prepare and submit a Project Concept Note (i.e., brief summary of the proposed project) via the NIRDA Projects Portal.</p> </td> <td style="width: 50%; vertical-align: top;"> <p>NIRDA's Applied R&D Division prepares its own projects in response to the Open Call based on pre-commercial exploratory applied research and development to develop an area of capability or technology likely to lead to increase competitiveness or the opening of a new market opportunity</p> <p>NIRDA's Applied R&D Division prepare and submit a Project Concept Note (i.e., brief summary of the proposed project) via the NIRDA Projects Portal.</p> </td> </tr> </table>	<p>Private enterprises respond to the Open Call</p> <p>Private sector enquiries to NIRDA for more information (NIRDA Help Desk)</p> <p>Private enterprises prepare and submit a Project Concept Note (i.e., brief summary of the proposed project) via the NIRDA Projects Portal.</p>	<p>NIRDA's Applied R&D Division prepares its own projects in response to the Open Call based on pre-commercial exploratory applied research and development to develop an area of capability or technology likely to lead to increase competitiveness or the opening of a new market opportunity</p> <p>NIRDA's Applied R&D Division prepare and submit a Project Concept Note (i.e., brief summary of the proposed project) via the NIRDA Projects Portal.</p>
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↓			
STEP 8	Project Concept Notes received via the NIRDA Projects Portal by the due date.		
↓			
STEP 9	Operations and Programme Management Division Manager is responsible for the registration and coordination of all Project Concept Notes (and the Project Applications that follow) and transmits the submitted documents to the Director General for pre-selection before forwarding these to the NIRDA Projects Selection Committee . The Operations and Programme Management Division acts as a secretary to the Projects Selection Committee.		
↓			
STEP 10	NIRDA Project Selection Committee uses scoring matrix to review Project Concept Notes and selects those for that can proceed to the next stage, submission of a detailed Project Application.		
↓			
STEP 11	Operations and Programme Management Division works with private enterprises to advise and support the formulation of detailed Project Applications.		
↓			
STEP	Applicants, with the support of the Operations and Programme Management Division submit		

12	Project Applications via the NIRDA Projects Portal by the due date.	
↓		
STEP 13	The NIRDA Legal Services and Risk Mitigation Unit assesses all Project Applications to ensure they are complete and meet all legal and quality compliance requirements before submission to the Project Selection Committee .	
↓		
STEP 14	Project Selection Committee assesses all Project Applications and makes recommendations to the Board of Directors on which applications should be accepted.	
↓		
STEP 15	Board of Directors considers the recommendations of the Project Selection Committee and approves final list of NIRDA projects. NIRDA management, in consultation with the Board of Director, may place a threshold based on the total value of the project to assign project approvals. This will determine the appropriate approval mechanisms for projects of a certain value, and may include the Project Selection Committee, the Board Investment Committee and the full Board.	
↓		
STEP 16	Operations and Programme Management Division prepares a Project Document for each selected project (i.e., based on Project Application and any revisions or refinements recommended by the Board of Directors).	
↓		
STEP 17	NIRDA Legal Services and Risk Mitigation Unit prepare contract based on Project Documents to be signed by both the Director General and the private sector partner.	
↓		
STEP 18	Operations and Programme Management Division coordinates the formation of Project Matrix Teams to implement the project and proposes a Project Team Leader, which the Director General must confirm.	
↓		
STEP 19	Project Matrix Teams implement the project.	
	Project Matrix Team manage all aspects of the project in collaboration with the project partners.	NIRDA Operational Monitoring Division monitors progress of project and achievement of targets and provides regular reports to the Director General , with a copy to the Board of Directors .
↓		
STEP 20	Operations and Programme Management Division submits Final Project Report to the Director General .	
↓		
STEP 21	Knowledge Management and Operational Monitoring Department identifies lessons to learn from the project—from both successes and failures—and distributes this through the knowledge management and programme planning system.	
↓		
STEP 22	Replication: based on identifies lessons from the Knowledge Management and Operational Monitoring Department , the Operations and Programme Management Division prepares	

and submits to the Director General a replication and implementation plan, for approval.

2.2 Technology audit and approval of findings

This step has been completed for the Banana Wine and Garments value chain.

Please refer to Chapter 9 in the SOP Manual.

2.3 Call for project submissions – the Open Call

Please refer to Chapter 10 in the SOP Manual.

The Open Call creates an opportunity for the business community and other stakeholders to submit a Project Concept Note to NIRDA.

The Project Concept Note is an initial outline of a project idea, which can be quickly assessed before further effort is put toward developing a full Project Application.

The Call for Submissions will be posted on the NIRDA website and distributed by email to all sub-sector stakeholders. Social media as well as traditional media (e.g., television and radio) will also be used to direct followers to the NIRDA website for more information. As outlined in the template, the Open Call will specify:

- Purpose and objective of the Call;
- Range of possible activities that can be considered within a NIRDA project;
- Rules for application;
- Criteria for assessing proposals;
- Deadline for submissions;
- Links to online template for a Project Concept Note.

In addition, NIRDA will organise at least one workshop with sub-sector stakeholders and any other interested parties to present the value chain assessment report and outline the parameters of the Open Call.

2.4 Development and approval of Project Concept Note

Please refer to Chapter 10 in the SOP Manual.

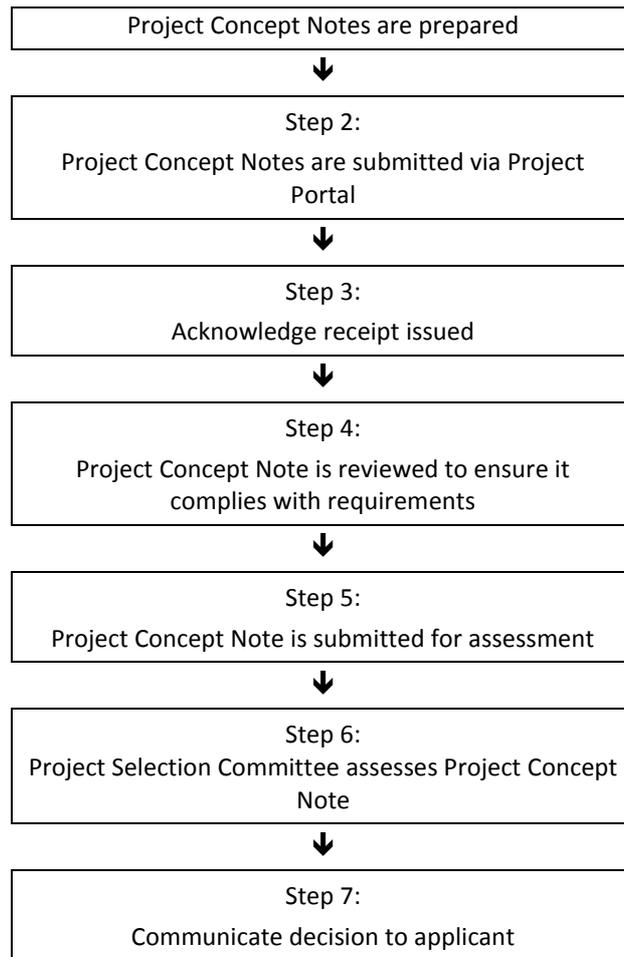
Project Concept Notes can be prepared and submitted by the private sector with or without assistance from NIRDA.

Please refer to Template 6 of the SOP Manual: Project Concept Notes.

Project Concept Notes are submitted to NIRDA through a Project Portal providing an online facility within the NIRDA website to submit Project Concept Notes and, later, Project Applications. **However, this Open Call may not be managed through the portal if it has not been established in time. This decision will be made on 31 May 2018.**

The following steps describe the process of preparing, submitting and assessing a Project Concept Note.

Step 1:



The Project Selection Committee will assess the Project Concept Notes.

Please refer to Template 8 of the SOP Manual: Project Concept Note Assessment Sheet.

The Project Concept Note will be assessed according to the following criteria:

1. Alignment with NIRDA Strategy: the proposed project is aligned with the NIRDA strategy (achieving this ensures the proposed project is aligned to the national industrial policy framework);
2. Alignment with NIRDA selected value chains: the proposed project falls within a NIRDA selected value chain;
3. Private sector partner: project will engage a private sector partner;
4. Capacity of proposed private sector partner: the proposed partner appears to have the capacity to participate in the project at the level described;
5. Scale: the proposed project presents an opportunity to be taken to scale (i.e., to affect the broader industrial sector);
6. Budget: the indicative budget for the project is within the scope of possible projects;
7. Budget: the indicative budget for the project includes financial input from the private sector.

2.5 Development and approval of Project Applications

Please refer to Chapter 10 in the SOP Manual.

Only if and when the Project Selection Committee has approved a Project Concept Note can the project applicant proceed with the development of a full Project Application.

Please refer to Template 10 of the SOP Manual: Project Application Form.

The Projects Selection Committee will assess the project applications.

Please refer to Template 13 of the SOP Manual: Project Application Assessment Sheet.

2.6 Development of the eligibility criteria for the applicants

In order to be eligible for support, applicants must:

- Be a legal person;
- Be a private sector enterprise or cooperative registered in Rwanda (>*INSERT MORE DETAIL IF REQUIRED*<);
- Be directly responsible for the preparation and management of the project with their partners (i.e., not acting as an intermediary);
- Have stable and sufficient financial resources to ensure the continuity of their organisation throughout the project and, if necessary, to play a part in financing it; and
- Be able to demonstrate their experience and capacity to manage activities corresponding in scale and complexity with those defined in the project.

Potential applicants may not participate in calls for proposals or be awarded support if, at the time of the call for proposals, they:

- Are subject to a conflict of interests;
- Are guilty of misrepresentation in supplying the information required by NIRDA as a condition of participation in the call for proposals or fail to supply this information;
- Have attempted to obtain confidential information or influence the selection committee or NIRDA during the evaluation process of current or previous calls for proposals.
- Applicants' partners participate in designing and implementing the action, and the costs they incur are eligible in the same way as those incurred by the Beneficiary. They must therefore satisfy the same eligibility criteria as applicants.

2.7 Open Call Details

The focus of the Open Call and its specific details are outlined in Annex 1.

These will be refined by the value chain experts in the coming weeks.

2.8 Project Contracts

Annex 2 provides a template for the contracts NIRDA will establish with the project beneficiaries.

3 Project performance monitoring, evaluation and reporting

Please refer to the NIRDA M&E manual. This manual is currently being updated and from June to August 2018, will be further developed in consultation with NIRDA, value chain experts, public and private stakeholders, MINICOM and project beneficiaries. These details are outlined in the project work plan.

4 Project closure

Refer to Chapter 12 of the SOP Manual, as well as Chapters 14 and 15.

Annex 1: Open Call Banana Wine and Garments

This document will be publicly circulated. Prior to this, it will be revised by the Value Chain Experts.



NIRDA PROJECT SUPPORT Open Call for Project Proposals 2018

Introduction

NIRDA's objective is to: 'Increase the competitiveness of Rwandan industries in order to increase domestic production and exports'. This objective is fully in line with the government's industrial policy objectives of increasing domestic production for local consumption and improving Rwanda's export competitiveness.

NIRDA's mission is to enable a generation of makers to become competitive through technology monitoring, acquisition, development and transfer and applied research.

A major approach to achieving this objective is through a focus on priority industrial value chains, including agricultural value chains. NIRDA specialises on those areas where it can have most impact and adopt matrix structures to allow it to be flexible and responsive.

A value chain describes the full range of activities that are required to bring a product or service from conception, through the different phases of production (i.e., involving a combination of physical transformation and the input of various producer services), delivery to final consumers and final disposal after use. It is a sequence of target-oriented combinations of production factors that create a marketable product or service from conception to the final consumption. This includes activities such as design, production, marketing, distribution and support services to the final consumer. The activities that comprise the value chain can be contained within a single firm or divided among different firms, as well as within a single geographical location or spread over wider areas.

NIRDA selects priority value chains that offer the best prospects of achieving its objectives, considering the potential for:

- **Upgrading:** actions to help Rwanda enterprises move to a higher value-added component of a value chain;
- **Extending:** actions to broaden an existing value chain to increase its full potential job creation and value-added impact;
- **Optimising:** actions to improve operation of certain links of the value chain to achieve greater value added;
- **Targeting:** identification of a new value chain or sector that Rwanda has the required endowments for but that has not been developed, or adequately developed.

Following a assessment of priority value chains in 2017, which included audits of the use of technology by firms within these value chains, NIRDA has chosen to support the upgrading and improved competitiveness of firms in two value chains: **garments** and **banana wine**.

Value chain assessment and technology audit reports inform and guide the development of project partnerships between NIRDA and selected private enterprises operating in these value chains.

For further information on NIRDA's approach see the NIRDA Strategic Plan 2018-2022 and the NIRDA Standard Operating Procedures Manual (Chapter 10).

NIRDA Projects

NIRDA projects are designed to support innovation through the acquisition, commercialisation and transfer of technology that improves the competitiveness of Rwandan enterprises in strategic national and international markets.

All projects involve a partnership between NIRDA and one or more private sector enterprises, with each party's responsibilities and rights clearly defined in a contract between NIRDA and its project partners.

All NIRDA projects share the following, high-level objective: **to introduce firm-level innovations, which improve the ability and capacity of Rwandan enterprises to compete in strategic national and international markets, leading to increased profits, exports and the creation of decent and productive employment.**

NIRDA projects help Rwandan enterprises to:

1. Acquire specific technologies needed to improve their competitiveness;
2. Commercialise the use of the new technologies to improve their competitiveness and productivity; and
3. Develop new or adapted technologies that can improve their productivity and competitiveness.

Support will be available in the form of both technical advice and assistance and with the procurement of appropriate technology or equipment rights or equipment, including the installation of such equipment. Thus, NIRDA projects provide technical and financial support to pilot enterprises in the value chain to:

- Acquire, adapt and make productive use of the specific technologies needed to improve their competitiveness;
- Acquire the technical support and expertise necessary to maximise the use of equipment, processes or systems for technologies to improve their competitiveness;
- Train their staff to maximise their productivity through the use of new or the adaptation of existing technologies to improve their competitiveness.

While NIRDA projects can vary in their size, focus, type and number of partners, they may include:

- Pilot projects to test the acquisition, commercialisation and transfer of technology;
- Support to improve firm-level procurement, production, packaging, marketing and distribution management processes and business models;
- Other
- Other

All NIRDA projects place strong attention on **lesson learning** and **replication**. This is to ensure the longer-term outcomes of projects have a larger and more significant impact across the value chain and throughout the national economy.

Project design and selection

NIRDA supports innovation in response to demand from the private sector. It applies a competitive process through which Rwandan enterprises apply for support and demonstrate their willingness and commitment to collaborating in a partnership with NIRDA.

NIRDA only supports projects that are most likely to contribute significantly to the achievement of its overall objectives.

All private sector project partners must be existing businesses, not new or emerging start-ups.

NIRDA issues an Open Call for Project Proposals via its website and through its public and private networks. This Open Call defines the purpose, process and timeframe for project design.

There are two major steps in the development of a NIRDA project:

1. **Submission of a Project Concept Note:** this is a short summary of the overall concept of the proposed project.
2. **Submission of a Project Application:** should NIRDA approve a Project Concept Note, then a full Project Application will be submitted for assessment (only applicants who have Project Concept Notes approved can submit a full Project Application).

The 2018 Open Call: Banana Wine and Garments

Under the UNIDO-KOICA 2018 programme support, US\$400,000 is available for NIRDA projects.

NIRDA projects: Garments	Total call allocation: US\$175,000 [~RWF 150 million] Estimated number of projects: 4-5 projects Proposed size range: US\$15,000 to US\$50,000 (i.e., approx. Rwf 12million to Rwf 42million) Enterprise contribution to total project value (in cash or in kind): at least 20 per cent
NIRDA projects: Banana Wine	Total call allocation: US\$175,000 [~RWF 150 million] Estimated number of projects: 5-6 projects Proposed size range: US\$20,000 to US\$50,000 (i.e., approx. Rwf 17million to Rwf 42million) Enterprise contribution to total project value (in cash or in kind): at least 10 per cent
Possible NIRDA project activities: Garments	Value chain interventions: <ul style="list-style-type: none"> • Procurement • Production (designing, cutting, sewing, ironing) and management (QMS, balancing the machines) • Packaging • Marketing Purchase and installation of equipment (possible lease option via BDF) Technical and management assistance Technical and factory management training (workers and middle managers)

	<p>Access to working capital</p> <p>Introduction of QMS</p> <p>Certification (RBS – sizing, stitching quality)</p> <p>Improved market information</p>
<p>Possible NIRDA project activities:</p> <p>Banana Wine</p>	<p>Value chain interventions:</p> <ul style="list-style-type: none"> • Production (pressing, distilling, pasteurising, storing, QMS) • Testing and certification • Packaging (bottling) • Marketing (labelling) <p>Purchase and installation of production equipment, including quality control equipment (possible lease option via BDF) (up to US\$50,000)</p> <p>Introduction of QMS (i.e., diagnosis, design of QMS, preparation of QMS manual, training of staff)</p> <p>Support for laboratory testing and certification (less than five firms currently certified)</p> <p>Access to working capital (microfinance)</p> <p>Innovations in equipment</p> <p>Innovations in bottling</p> <p>Innovations in branding and market segmentation</p>
<p>Key stakeholders and potential partners:</p> <p>Garments</p>	<p>Rwanda Bureau of Standards</p> <p>Business Development Fund</p> <p>Development Bank of Rwanda</p> <p>Workforce Development Agency</p> <p>Private Sector Federation</p> <p>Commercial Banks?</p> <p>Association of Professional Tailors</p> <p>COCOKI – Tailor cooperative</p> <p>City Market Tailors Group</p> <p>MINICOM?</p>
<p>Key stakeholders and potential partners:</p> <p>Banana Wine</p>	<p>Rwanda Bureau of Standards</p> <p>Business Development Fund</p> <p>Development Bank of Rwanda</p> <p>Private Sector Federation</p> <p>Commercial Banks</p> <p>APPROJUBAAR (<i>Association pour la promotion des producteurs de jus, boissons alcooliques et alcoolisées au Rwanda</i>)</p> <p>MINIAGRI?</p> <p>MINICOM?</p>



NIRDA
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Open Call for Project Proposals 2018

TEMPLATE: GARMENTS AND BANANA WINE

NIRDA project support to >INSERT SELECTED VALUE CHAIN NAME<

Background

>INSERT THE FOLLOWING INFORMATION (NO MORE THEN 2 PAGES):

- *Description of the value chain in Rwanda*
- *Description of global developments in the value chain*
- *Description of the main issues identified by the technology audit*
- *Description of how technology might address some of the issues<*

Objectives of the proposed project

NIRDA's objective is to provide technology support to Rwandan enterprises to improve their competitiveness. This should lead either to increased exports or increased production for domestic consumption.

NIRDA wishes to help Rwandan enterprises to:

4. Acquire specific technologies needed to improve their competitiveness;
5. Commercialise the use of the new technologies to improve their competitiveness and productivity;
6. Develop new or adapted technologies that can improve their productivity and competitiveness.

Support will be available in the form of both technical advice and assistance and with the procurement of appropriate technology or equipment rights or equipment (including the installation of such equipment). Thus, the programme will provide technical and financial support to pilot enterprises in the value chain to:

- Acquire, adapt and make productive use of the specific technologies needed to improve their competitiveness;
- Acquire the technical support and expertise necessary to maximise the use of equipment, processes or systems for technologies to improve their competitiveness;
- Train their staff to maximise their productivity through the use of new or the adaptation of existing technologies to improve their competitiveness.

Value of the support available for NIRDA project

NIRDA does not disburse finances to Beneficiaries or Project Partners. NIRDA will manage all project budgets. However, it is necessary to ensure projects are contained within a specific budget range.

The overall indicative amount made available for NIRDA projects under this Call for Proposals is >INSERT AMOUNT<.

The minimum amount of a NIRDA project is:	>INSERT AMOUNT<
The maximum amount of a NIRDA project is:	>INSERT AMOUNT<

Supported project activities

NIRDA will manage all project funds, including the procurement of equipment (i.e., purchase and installation), technical support services, intellectual property rights, etc.

Ownership of the equipment will be transferred to the Project Partner over a period of time in accordance with the contract signed between NIRDA and the Applicant.

Eligible project activities supported under this Call for Action include:

- >INSERT LIST OF ELIGIBLE PROJECT ACTIVITIES<
- *Examples include:*
- *Procurement, transportation and installation of equipment and training in its use*
- *Procurement of the intellectual property rights for equipment, systems and processes for use in Rwanda*
- *Technical assistance specifically for the purposes defined in the agreed project;*
- *Costs of training of staff as necessary and defined in the agreed project;*
- *All costs deriving directly from the requirements of the Contract (dissemination of information, evaluation specific to the project, audits, insurance, etc.).*

In addition, NIRDA projects must be completed within a period of >INSERT TIMEFRAME< (e.g., 12 months).

All project activities must occur in Rwanda.

Project activities NIRDA **does not support** are:

- Activities likely to lead to damage the environment;
- Activities that conflict, either directly or indirectly, with the policies of NIRDA or the Government of Rwanda or which may be linked to a prejudicial image; and
- Actions that are not in accord with the Laws of the Republic of Rwanda.

Rules

These guidelines set out the rules for the submission, selection and implementation of actions financed under this call.

KEY TERMS	
Applicant	The lead organisation within the partnership submitting the proposal. Applicants must be a private enterprise. Applicants may act individually or with partner organisations.
Project Partners	The group of organisations involved in the project, i.e., the applicant and its partners. While Applicants must be private enterprises, eligible Project Partners can include universities, research institutions, government and non-governmental organisations.

Partner(s)	Organisations, other than the applicant, which are members of the partnership.
Beneficiary	The project applicant with whom a Memorandum of Understanding will be entered into with NIRDA.

Eligibility criteria: who may apply?

In order to be eligible for support, Applicants must:

- Be a legal person;
- Be a private sector enterprise or cooperative registered in Rwanda (>INSERT MORE DETAIL IF REQUIRED<);
- Be directly responsible for the preparation and management of the project with their partners (i.e., not acting as an intermediary);
- Have stable and sufficient financial resources to ensure the continuity of their organisation throughout the project and, if necessary, to play a part in financing it; and
- Be able to demonstrate their experience and capacity to manage activities corresponding in scale and complexity with those defined in the project.

Potential applicants may not participate in calls for proposals or be awarded support if, at the time of the call for proposals, they:

- Are subject to a conflict of interests;
- Are guilty of misrepresentation in supplying the information required by NIRDA as a condition of participation in the call for proposals or fail to supply this information;
- Have attempted to obtain confidential information or influence the selection committee or NIRDA during the evaluation process of current or previous calls for proposals.
- Applicants' partners participate in designing and implementing the action, and the costs they incur are eligible in the same way as those incurred by the Beneficiary. They must therefore satisfy the same eligibility criteria as applicants.

Annex 2: Project Contract

This contract is presented in the NIRDA SOP Manual.



NIRDA
National Industrial
Research and Development
Agency

PROJECT CONTRACT

This contract template is presented as a guide.

The NIRDA Legal Unit must approve all project contracts before they are presented to the Project Beneficiary for signature.

PROJECT NUMBER:	>INSERT PROJECT NUMBER<
PROJECT TITLE:	>INSERT TITLE OF THE PROJECT<
CONTRACTING AUTHORITY:	<i>National Industrial Research and Development Agency (hereafter referred to as the "NIRDA")</i>
BENEFICIARY:	>INSERT NAME OF BENEFICIARY< (hereafter referred to as the "Beneficiary")

This is a contract established between the NIRDA, on the one part, and the Beneficiary, of the other part, hereafter referred to as the "Parties" in the following agreements have been made:

Article 1 - General obligations

1.1 The Beneficiary shall implement the Project under its own responsibility and in accordance with the Project Document in Annex I with a view to achieving the objectives laid down therein.

1.2 The Beneficiary shall implement the Project with the requisite care, efficiency, transparency, and diligence, in line with best practice in the field concerned and in compliance with this contract. For this purpose the Beneficiary is responsible for the project's implementation as specified in the Project Document (**Annex I**).

1.3 The Beneficiary shall act alone or in partnership with one or more partners identified in the Project Document. While Partners take part in the implementation of the Project, the Beneficiary alone shall be accountable to NIRDA for the implementation of the Project and shall undertake that the conditions applicable to it shall also apply to its partners and to all its contractors. It shall include provisions to that effect as appropriate in its contracts with them.

1.4 The Beneficiary and NIRDA are the only parties to this Memorandum.

Article 2 - Purpose

2.1 The purpose of this Memorandum is to govern the execution of the Project entitled: >INSERT TITLE OF THE PROJECT< (the "Project") described in **Annex I**.

2.2 The Beneficiary shall receive support from NIRDA on the terms and conditions set out in this contract, which consists of this document and its annexes, which the Beneficiary hereby declares it has noted and accepted.

2.3 The Beneficiary undertakes to carry out the Project under its own responsibility.

Article 3 - Implementation period of the Project

3.1 This contract shall enter into force on the date when the last of the two Parties signs.

3.2 Implementation of the Project shall begin on the day following that on which the last of the two Parties signs

3.3 The Project's implementation period, as laid down in **Annex I**, is >INSERT NUMBER OF MONTHS<. The obligations of all parties under this Contract shall end **18 months** after the implementation period unless the Contract is terminated under Article 11.

3.4 The Beneficiary must inform NIRDA without delay of any circumstances likely to hamper or delay the implementation of the Project. The Beneficiary may request an extension of the Project's implementation period in accordance with the terms of this contract for contract amendment. All the supporting evidence needed for its appraisal must accompany this request.

3.5 The Beneficiary may suspend implementation of all or part of the Project if circumstances (chiefly *force majeure*) make it too difficult or dangerous to continue. The Beneficiary must inform NIRDA without delay and provide all the necessary details. Each party may terminate the Contract in accordance with Article 11. If the Contract is not terminated, the Beneficiary shall endeavour to minimise the time of its suspension and shall resume implementation once circumstances allow, and shall inform NIRDA accordingly.

3.6 The implementation period of the Project shall be extended by a period equivalent to the length of suspension, without prejudice to any amendment to the Contract that may be necessary to adapt the Project to the new implementing conditions.

3.7 *Force majeure* shall mean any unforeseeable exceptional situation or event beyond the parties' control which prevents either of them from fulfilling any of their contractual obligations, is not attributable to error or negligence on their part (or the part of their subcontractors, agents or employees), and proves insurmountable in spite of all due diligence. Defects in equipment or material or delays in making them available, labour disputes, strikes or financial difficulties cannot be invoked as force majeure. A party shall not be held in breach of its contractual obligations if it is prevented from fulfilling them by force majeure. The party faced with force majeure shall inform the other party without delay, stating the nature, probable duration and foreseeable effects of the problem, and take any measure to minimise possible damage.

Article 4 - Reporting arrangements

4.1 NIRDA retains ownership of the capital investments made in the Project until the end of the project period.

4.2 NIRDA will ensure that all capital investments it has made it makes are insured by the Beneficiary. The Beneficiary is responsible for implementing any security, fire safety or other obligations that the insurers may make with respect to the investment.

4.3 The Beneficiary is responsible for the proper use and maintenance of all Project equipment.

4.4 The Beneficiary must provide NIRDA with all required information on the implementation of the Project. To that end, the Beneficiary will prepare and submit quarterly reports and a final report, which shall be forwarded no later than three (3) months after the project implementation period. These reports shall conform to the model in **Annex II** and will be used for monitoring and evaluation purposes. Each report must provide a full account of all aspects of the Project's implementation for the period covered.

4.5 NIRDA may request additional information at any time and that information must be supplied within 30 days of the request.

4.6 The reports shall be drafted in English.

4.7 If the Beneficiary fails to supply NIRDA with a final report by the final report deadline and fails to furnish an acceptable and sufficient written explanation of the reasons why it is unable to comply with this obligation, NIRDA may terminate the Memorandum and reclaim any equipment provided.

Article 5 - Commercial confidentiality and intellectual property

5.1 While NIRDA supports projects to demonstrate their potential for commercial success, care will be taken to ensure all information on the Project has been approved by NIRDA for public release.

5.2 The Beneficiary agrees to provide NIRDA will access to all commercial information so that NIRDA can assess changes in productivity, profitability, and other key, project-related metrics, in order to assess the effects of the project on business performance.

5.3 NIRDA and the Beneficiary undertake to preserve the confidentiality of any internal documentation communicated to them in confidence. However, it is understood that NIRDA may wish to share project information on the success or failure of the project to inform the future replication of the intervention (e.g., the introduction of a new technology).

5.4 Ownership of, and title and intellectual and industrial property rights to, the Project's reports and other documents relating to it shall be vested in NIRDA.

Article 6 - Liability

6.1. NIRDA cannot, under any circumstances or for any reason whatsoever, be held liable for damage or injury sustained by the staff or property of the Beneficiary while the Project is being carried out or as a consequence of the Project. NIRDA cannot therefore accept any claim for compensation or increases in payment in connection with such damage or injury.

6.2. The Beneficiary shall assume sole liability towards third parties, including liability for damage or injury of any kind sustained by them while the Project is being carried out or as a consequence of the Project. The Beneficiary shall discharge NIRDA of all liability arising from any claim or Project brought as a result of an infringement by the Beneficiary or the Beneficiary's employees or individuals for whom those employees are responsible of rules or regulations, or as a result of violation of a third party's rights.

Article 7 - Conflict of interests

7.1 The Beneficiary undertakes to take all necessary precautions to avoid conflicts of interests and shall inform NIRDA without delay of any situation constituting or likely to lead to any such conflict.

7.2 There is a conflict of interests where the impartial and objective exercise of the functions of any person under this Memorandum is compromised for reasons involving family, emotional life, political or national affinity, economic interest or any other shared interest with another person.

Article 8 - Accounts and technical and financial checks

8.1 The Beneficiary shall allow NIRDA to verify its technical or financial records for the purposes of Project monitoring and evaluation. To this end, the Beneficiary undertakes to give appropriate access to staff or agents of NIRDA to the sites and locations at which the Project is implemented, including its information systems, as well as all documents and databases concerning the technical and financial management of the Project and to take all steps to facilitate their work. Access given to agents of NIRDA shall be on the basis of confidentiality with respect to third parties, without prejudice to the obligations of public law to which they are subject. Documents must be easily accessible and filed so as to facilitate their examination and the Beneficiary must inform NIRDA of their precise location.

Article 9 – Monitoring and evaluation of the Project

9.1 If NIRDA carries out an interim or ex post evaluation or a monitoring mission, the Beneficiary shall undertake to provide it or the persons authorised by it with any document or information which will assist with the evaluation or monitoring mission, and grant them the access rights.

9.2 If either party carries out or commissions an evaluation in the course of the Project, it must provide the other party with a copy of the evaluation report.

Article 10 - Amendment of the Memorandum

10.1 Any amendment to this Memorandum, including the annexes thereto, must be set out in writing in an addendum. This Memorandum can be modified only during its execution period. If the Beneficiary requests an amendment, it must submit that request to NIRDA thirty (30) days before the date on which the amendment should enter into force, unless there are special circumstances duly substantiated by the Beneficiary and accepted by NIRDA.

10.2. Where the amendment to the Project Document does not affect the basic purpose of the Project, NIRDA may amend the Project Document and inform the Beneficiary in writing.

Article 11 - Termination of the Memorandum

11.1. If a party believes that the Memorandum can no longer be executed effectively or appropriately, it shall consult the other party. Failing agreement on a solution, either party may terminate the Memorandum by serving thirty (30) days written notice.

11.2. NIRDA may terminate the Memorandum, by giving seven (7) days' notice and without paying compensation of any kind:

- i. Where the Beneficiary fails, without justification, to fulfil any of the obligations incumbent on it and, after being given notice by letter to comply with those obligations, still fails to do so or to furnish a satisfactory explanation within 30 days of sending of the letter;
- ii. Where the Beneficiary is bankrupt or being wound up, is having its affairs administered by the courts, has entered into an arrangement with creditors, has suspended business activities, is the subject of proceedings concerning those matters or is in any analogous situation arising from a similar procedure provided for in Rwanda legislation or regulations;
- iii. Where NIRDA has evidence on the Beneficiary or any related entity or person, of grave professional misconduct; this also applies to partners and agents of the Beneficiary;

- iv. Where NIRDA has evidence on the Beneficiary or any related entity or person, of fraud, corruption, involvement in a criminal organisation or any other illegal activity detrimental to the Government of Rwanda's financial interests; this also applies to partners and agents of the Beneficiary;
- v. Where the Beneficiary changes legal personality, unless an addendum recording that fact is drawn up;
- vi. Where the Beneficiary does not comply with the terms of this Memorandum;
- vii. Where the Beneficiary makes false or incomplete statements to obtain the grant provided for in the Memorandum or provides reports that do not reflect reality;
- viii. Where the Beneficiary has not fulfilled obligations relating to the payment of social security contributions or the payment of taxes in accordance with the legal provisions of Rwanda;
- ix. Where NIRDA has evidence on the Beneficiary or any related entity or person, of substantial errors, irregularities or fraud in the award procedure; this also applies to partners and agents of the Beneficiary;
- x. In the cases referred to above, any related person shall mean any physical person with powers of representation, decision-making or control in relation to the Beneficiary.

11.3 The Beneficiary who has made false declarations, has made substantial errors or committed irregularities and fraud, or has been found in serious breach of its contractual obligations may be excluded from all NIRDA contracts for a maximum of five years from the date on which the infringement is established, as confirmed following the adversarial procedure with the Beneficiary. This period can be extended to ten (10) years in the event of a repeated offence within five (5) years of the date referred above.

11.4 In the event of Project termination, NIRDA reserves the right to retrieve any fixed assets provided to the Beneficiary.

Article 12 - Dispute settlement

12.1 The Parties shall do everything possible to settle amicably any dispute arising between them during implementation of this Memorandum. To that end, they shall communicate their positions and any solution that they consider possible in writing, and meet each other at either's request. A party must reply to a request for an amicable settlement within thirty (30) days. Once this period has expired, or if the attempt to reach amicable settlement has not produced agreement within sixty (60) days of the first request, each party may notify the other that it considers the procedure to have failed

Article 13 - Contact addresses

13.1 Any communication relating to this Memorandum must be in writing, state the number and title of the Project and be sent to the following addresses:

For NIRDA

>INSERT NIRDA ADDRESS<

For the Beneficiary

>INSERT ADDRESS OF THE BENEFICIARY FOR CORRESPONDENCE<

Article 14 - Annexes

14.1 The following documents are annexed to these Special Conditions and form an integral part of the Memorandum:

Annex I: Project Document

Annex II: Model report

14.2 In the event of conflict between the provisions of the present Memorandum and any Annex thereto, the provisions of the Memorandum shall take precedence.

Done in English in two originals: one original being for NIRDA and one original being for the Beneficiary.

FOR THE BENEFICIARY	FOR NIRDA
Name	Name
Title	Title
Signature	Signature
Date	Date