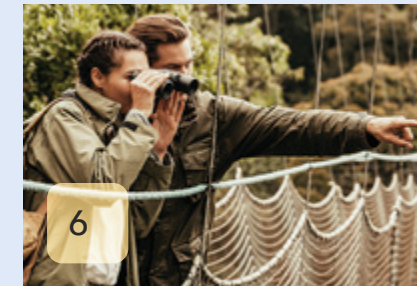




Tapping into the vibrant and welcoming **MICE AND TOURISM** industries in Rwanda:

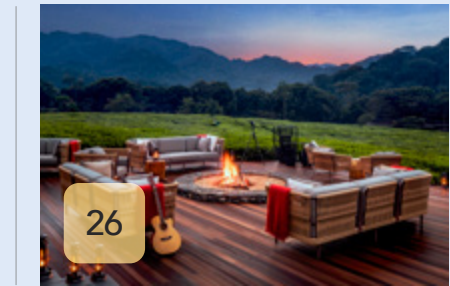
Promoting food safety and food value chains through
capacity building and certification of agrifood enterprises



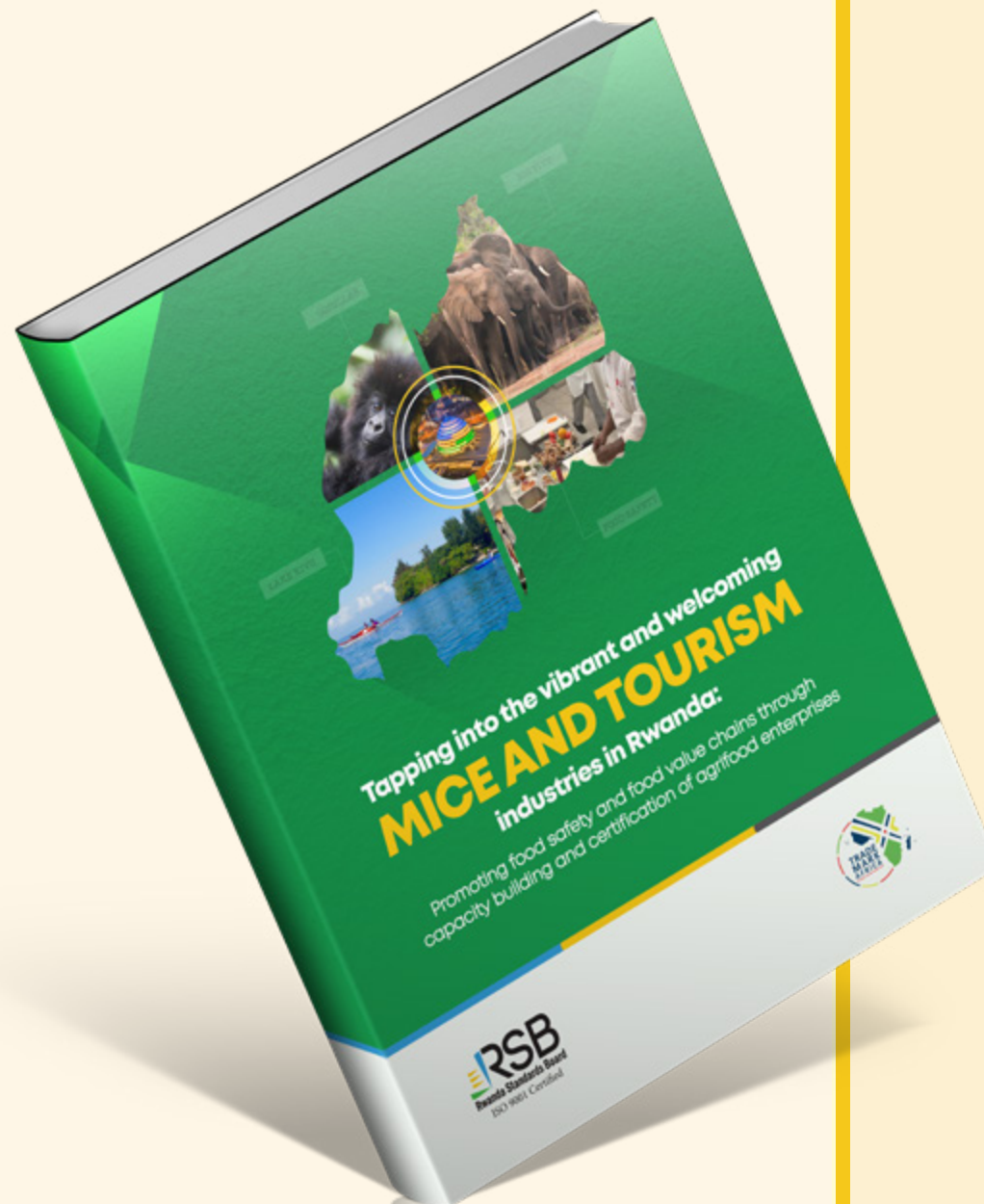
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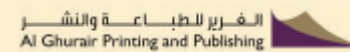


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Foreword



Our partnership with TMA went beyond what we had fixed as our goals to see what more could be done to ensure the business community and the country fully benefit from the established capacity. Our first opinion was to identify value chains in the sectors that impact the national economy the most and rapidly. Sectors that make position Rwanda to be competitive and continue the journey to realizing the set socio-economic transformational development goals.

MURENZI RAYMOND, DIRECTOR GENERAL, RSB

Welcome to this edition of the Rwanda Standards Journal focusing on the partnership of Rwanda Standards Board (RSB) and TradeMark Africa (TMA) in advancing standardization and conformity assessment in Rwanda. It is now over ten years! Rwanda Standards Board (RSB) expresses gratitude for TradeMark Africa (TMA)'s ten years' cooperation and partnership for a number of outstanding initiatives that helped shape the future of Standardization, Quality Testing, Certification and Metrology as we see the services today. It was a long journey that we made together step by step, trying all the possible to match developments in standardization worldwide with the capacity we build domestically.

From TMA and partners, we got the support that made us contribute in facilitating and fast-tracking trade through establishing hardware and software facilities that have remarkably advanced Standardization, Metrology, Quality Testing and Certification services offered to the business community and the general public at large. RSB appreciates TMA's efforts to build the capacity of staff through training and twinning partnerships with the leading standards bodies (like the British Standards Institution), upgrading our quality testing and metrology laboratories, and the support to get our quality testing and certification services accredited by world renown accreditation bodies. We also commend the partnership that led to the modernization of our processes and service delivery through automating RSB's business processes by developing a Management Information System (MIS) and an e-Portal from which traders and citizens can easily have access to all our services. Today everyone, from wherever they are, can access and buy a standard, request for any of our services, be able to monitor the progress of their application and get the service fully offered. This is an outstanding addition to the performance of our systems, and it is an incredible gain in the journey towards realizing our endeavours to be

a trusted party in delivering standards-based and customer-suited solutions that contribute in the country's socio-economic development.

Specifically, this issue brings to you the achievements that were registered in the partnership programme by RSB and TMA to build the capacity and certify agri-food enterprises in Rwanda in order to strengthen the food value chain, to ensure quality and safe food and animal feeds are produced locally and thus minimize the costs to import the products from foreign markets; and therefore contribute in the continuing development of the Tourism and Meetings, Incentives, Conferences and Exhibitions (MICE) sectors.

Our partnership with TMA went beyond what we had fixed as our goals to see what more could be done to ensure the business community and the country fully benefit from the established capacity. Our first opinion was to identify value chains in the sectors that impact the national economy the most and rapidly. Sectors that make position Rwanda to be competitive and continue the journey to realizing the set socio-economic transformational development goals. We could not look elsewhere than the MICE and Tourism sectors, and especially their enabling centrepiece which is the food sector.

We decided to design a program that would help promote and strengthen our food value chains from farm-to-folk. We decided to work on building the capacity and certifying agri-food enterprises against food safety management systems, namely ISO 22000 standard on Food Safety Management Systems (FSMS) and RS 184 Hazard Analysis and Critical Control Points (HACCP). The two standards are the most sought out certifications in the food value chains worldwide. Also, they bear an outstanding importance in the tourism and hospitality sector, as they are the beacons for trustworthy hotels, hospitality establishments and for other operators dealing with food.

We implemented the project in collaboration with TradeMark Africa and the facilitation by Millennium Management Consultancy Ltd (MMCL) Africa, a consultancy company. During that period, we were able to train 60 agri-food enterprises, built their capacity to enable them to implement the said standards, positioned some to certification and we are glad to have more than 20 enterprises certified against HACCP and FSMS, and the others are still in the journey to be certified. The certified enterprises include hotels, catering service

providers and animal feed processing industries. The targets also included training young graduates who would work with enterprises in their journey to implement the standards and identifying local consultants to work with them. We are very grateful for the achievements registered under this project as it is a tremendous value added to our blossoming MICE and tourism industries.

RSB encourages those who are still in the journey to keep working hard to acquire the certification as it is a strong marketing tool nationally and internationally. It is also the only way that assures them that they will consistently receive, process and deliver safe food and always be competitive. To those who did not join, there is still chance. RSB offers technical assistance services that accompany them throughout the process. We also have the *Zamukana Ubuziranenge Program* that was put in place by the Government of Rwanda and it supports stakeholders in any field to be aware of specific standards requirements and position them to be certified.

To TMA, we are very grateful for more than 10 years partnership. It helped revolutionize standardization and conformity assessment in the country and has made Made in Rwanda products more competitive at international markets. Capacity building and upgrading our services have made them more efficient, less costly and reduced the time for service provision. This is very important as we are mandated to serve the business community and competition in business leans on all those said elements.

We are grateful to our partnership with Rwanda Development Board (RDB) for the invaluable support to SMEs to implement standards and get certified. We further are grateful to the Private Sector Federation (PSF) for close collaboration to ensure businesses optimize benefits from standardization; and unequalled partnership with Rwanda Convention Bureau for collaboration and contribution in advancing operations in the MICE value chains.

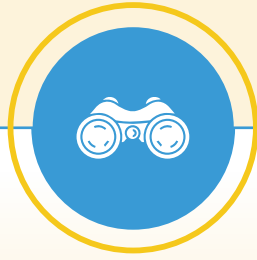
Special appreciation goes to the certified enterprises and we call them to optimize accrued benefits thereof.

Enjoy reading...

MURENZI Raymond
Director General, RSB

RSB Strategic Orientation

Mission



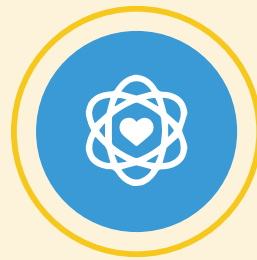
To be a highly reputed party in providing internationally recognized customer-suited standardization, metrology and conformity assessment services

Vision



To provide quality and safety solutions through the provision of standardization, metrology, testing and certification services for sustainable socio-economic development.

Core Values



Accountability

Customer focus

Integrity

Transparency

Teamwork

Professionalism

Strategic Pillars



Institutional Growth

Customer Focus

Operational Efficiency

Governance and Human Capital

Legal & Regulatory Framework

Strategic Objectives



SO 1: To maintain and increase the scale (establishing National Quality Infrastructure Complex (NQI)) and scope of standardization, metrology, quality testing and certification services

SO 2: Enhance customer and stakeholder's satisfaction

SO 3: Efficient allocation, use and optimization of resources

SO 4: To strengthen institutional capacity

SO 5: Position RSB as a service provider by aligning its legal framework to international best practices

Introduction

Food safety is a global concern because of the ever expanding food supply chains, and food safety being the cornerstone of having healthy people. Food is consumed by everyone, every day and our wellbeing mainly relies on the quality and safety of the food we consume. Foodstuffs, whether processed or unprocessed, have nowadays been ranked among major contributors of the economic development of the countries as they are sold at common markets, in hotels and tourism and hospitality establishments, and elsewhere.

Standards are critical for ensuring food quality and safety, consumer protection and promotion of fair trading practices. Within the context of global food trade, the standards developed by the Codex Alimentarius Commission (CAC) are deemed by the World Trade Organization Sanitary and Phytosanitary (WTO- SPS) Agreement as the reference point on matters of food safety. However, food standards developed and implemented by countries, regional economic blocks and organizations menus have fastly moved up to become key benchmarks for market access and conformity assessment. Both the

Codex Alimentarius, national and regional economic blocks standards are recognized as benchmarks because it is science-based, are subject to international scrutiny and review, and finally play a major role in acceptance and ease of free movement of food products.

Further, with the entry into force of the African Continental Free Trade Area (AfCFTA) Agreement, immense opportunities for producers, processors and those involved in the food value addition opened up. The SPS Annex VII of the AfCFTA Agreement specifically references how food standards will be instrumental in fast-tracking the implementation of the Agreement and standards and related measures' key role in promoting food trade in the AfCFTA.

In 2019, RSB entered into partnership with TradeMark Africa (TMA) to launch a program entitled Consultancy Services to Build the Capacity and Certification of Agrifood Enterprises in Rwanda. In the interview to follow, the TMA Rwanda Country Director provides details on the organization's programmes that support attainment of sustainable development of the country and specifically that initiative aimed to promote Rwanda MICE and Tourism sectors.



Our journey of more than a decade with RSB yielded important results

INTERVIEW WITH THE ACTING COUNTRY DIRECTOR OF TRADEMARK AFRICA-RWANDA

Over a decade now, Rwanda Standards Board (RSB) implemented a number of capacity building and accreditation projects that were supported by TradeMark Africa (TMA) and the process resulted into having RSB services of quality testing and certification accredited. The Rwanda Standards Journal (RSJ) conducted an interview with Mr. David Butera (DB), Acting Country Director for TMA Rwanda to learn more about the achievements registered so far and the impact that was created.

RSJ: Thank you for this time to brief our audience about RSB and TMA partnership. What are the functions of TradeMark Africa in supporting the envisioned sustainable development in Rwanda?

DB: TradeMark Africa (TMA) previously known as TradeMark East Africa (TMEA) is an aid-for-trade organization that was established in 2011 and we are present in approximately 13 countries now mostly Eastern African countries from the horn of Africa in Djibouti, Ethiopia, Kenya, Uganda, Tanzania, Burundi, South Sudan, Rwanda, Democratic Republic of Congo, all the way to Zambia and Mozambique. For the next phase of our work, we have extended to western Africa especially in Ghana where we have support to the African Continental Free



Mr. David BUTERA
Acting Country Director for TMA Rwanda

Trade Area (AfCFTA) Secretariat. That expansion saw our region-based name changing from TradeMark East Africa to TradeMark Africa to reflect our geographical expansion.

TMA has been in Rwanda since 2011 and we have supported the Government of Rwanda, Private Sector and Civil Society to improve trade through reduction of barriers, both physical barriers, non-tariff barriers and technical barriers to trade. We have also supported the private sector to improve their capacity to trade across the borders but also to advocate for improvement of the trading environment within the country. We have focused on mid-scale traders, especially women cross-border traders to work together to improve their cross-border trading environment. That has been our approach and that is how we continue to work towards improving trade in the region.

RSJ: It has been more than a decade since TMA started working with Rwanda Standards Board to ensure standards and conformity assessment services are at the heart of fast-tracking trade and industry in Rwanda. What have been key interventions in this specific aspect?

DB: Our support has been towards either the Government or the private sector. And for the Government, it has also been two-fold: one in infrastructure where we have supported the development of some key trade infrastructures the construction of Kagitumba One-stop Boarder Post, right now we are supporting the construction of Rusizi II One-stop Border Post, we have facilities on Lake Kivu. That is all about physical infrastructure. We have also supported the Government in digitalizing trade processes including the development of the Rwanda Electronic Single Window (RESW), the Single Window Information for Trade (SWIFT) that feeds into it as well as the development of industrial policy and other policies that support industrial development. For the private sector, we supported through access to standards for compliance with supporting them to access markets in new countries and new export markets and that is most importantly enabling them to meet standards and market requirements, and also be able to know and be able to negotiate for those markets.

RSJ: What impact has been created by this partnership?

DB: For other interventions we have multiple projects where for example we supported more than twenty thousand (20,000+) women, mainly women cross-border traders to access markets, and importantly to move from informal trade to formal trade. Those are just some of the achievements we registered over the last twelve years and our portfolio of projects has been very extensive, and hopefully it will continue to be for the next phase of our work.

RSJ: Specifically, on this program to build the capacity and certify agri-food enterprises against food safety standards, why did you find it important to intervene?

DB: One of our key partners has always been Rwanda Standards Board. And talking about the programme to build the capacity and certify agri-food enterprises in Rwanda, let me first appreciate the support of our partners and donors who have contributed to make this possible; the Foreign, Commonwealth and Development Office (FCDO), a department of the United Kingdom Government previously known as the DFID, USAID and the Government

of Finland. They have been very critical to ensure that what we developed with RSB get implemented with a generous funding.

What we have done so far, we implemented Strategy 1 that ran from 2011 to 2017, and Strategy 2 that ran from 2018 up to 2023. During Strategy 1 we focused on improving the capacity of Rwanda Standards Board to deliver on its mandate. That was done through the twinning with the British Standards Institution (BSI). We also supported automation of RSB processes and services to improve on efficiency through reducing on the cost of services and turn-around time. That involved supporting to improve the laboratory processes and establishing RSB SWIFT for automation of processes; but also supporting the institution to get the accreditation so that it can provide world-class quality certifications, and enabling international recognition of the services which is an important aspect in promoting trade. To that is added capacity building for RSB staff, young professionals and local consultants who take part in supporting industry and services to implement quality standards.

On this point, like in 2013, when you needed to conduct standards audit, you had to get someone from outside the

country to come and perform it. If you needed an adviser you had to get someone from other countries, but today it is no longer the case and it creates huge benefits to the business community. Today, we have qualified individuals within RSB and in the ecosystem, and we are proud of that as it increases the uptake of quality standards.

In Strategy 2, we expanded the Single Window Information for Trade (SWIFT) portal and also supported the establishment of Laboratory Information Management Systems (LIMS) which enables the easy sharing of information within the organization itself. The automation and capacity built has allowed RSB to reduce the time it took to offer the service from 60 days to less than a week now.

Another activity in the current Strategy relates to building the capacity of stakeholders in the food value chain with regard to food safety management systems standards, and especially supporting players in the food and hospitality industries to implement the standards and acquire certification. We looked at the National Strategy for Transformation (NST1), we had to consider other important development strategies that the country put in place including the MICE Strategy and we discussed with RSB and agreed that supporting the tourism and MICE players to implement standards and get certified was the way to go.

When you have to attract global events in this country you have to put in place world class infrastructures, which the country has done; but also cater for softer issues that are very important to enable success for MICE destinations. That is standardization and getting players certified.

RSJ: What are TMA's future endeavours to pursue the started journey to support quality and safety promotion in the country ?

DB : Among our priorities, we will continue supporting hospitality industry players to build the capacity and implement standards to help those who are still in the process to get at the level of getting certified. Also, we will carry on building the capacity of agribusiness companies and more importantly support businesses to competitively participate in the AfCFTA.

Thank you



Kudos Rwanda on Enhancing Food Safety



We are especially proud of our work with the Rwanda Standards Board (RSB) that has achieved mainstreamed standards as a key means to enhance trade within the country and with our regional trade partners. We congratulate the many hotels certified through this project and who are now offering superior services and safer food, as well as the many other actors in the food chains and animal feeds value chains.

MR. DAVID BUTERA, ACTING COUNTRY DIRECTOR FOR TMA RWANDA

TradeMark Africa is privileged to have facilitated trade in the East African region over the last 13 years in among other countries Rwanda, Democratic Republic of Congo, Burundi, Tanzania, Uganda, and Kenya. Our key focus has been and remains growing trade volumes in both intra-African trade and trade the rest of the world. We do this by helping fix existing infrastructure gaps, automating business processes, supporting align regulatory environments and tackling diverse non-tariff barriers that slow down the wheels of trade. We are fortunate that our model has been successful in reducing time taken to cross leading borders by over 70 percent, cutting down cargo processing time in regional ports by half and significantly reducing cargo travel time along main trade routes.

In Rwanda in particular through partnership with government and her various ministries and agencies, TradeMark has invested approximately US\$ 150 Million over the last ten years. Our interventions in key thematic areas among them infrastructure upgrade, tech solutions to trade services, inclusive trade and enhancing transport with neighbouring countries have born much fruit. We have also supported modernisation of key trade processes such as trade standards and certification of various goods and services.

We are especially proud of our work with the Rwanda Standards Board (RSB) that has achieved mainstreamed standards as a key means to enhance trade within the country and with our regional trade partners. We congratulate the many hotels certified through this project and who are now offering superior services and safer food, as well as the many other actors in the food chains and animal feeds value chains. We also congratulate the Young Professionals and Local Consultants who have benefited from this

project and are now part of an ecosystem that's contributing immensely to Rwanda's quality infrastructure. This will catalyse trade by ensuring superior products and services to both the people of Rwanda and to international clients.

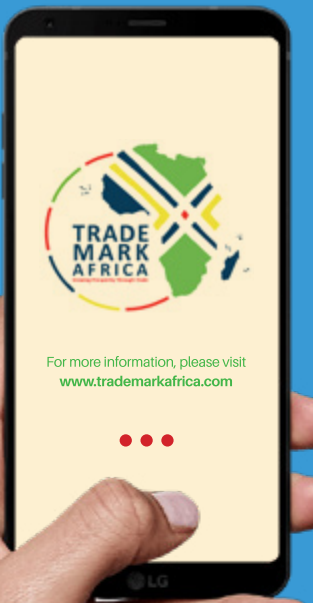
Thanks to generous funding from our donor partners, FCDO, USAID, and Finland, TMA has supported RSB to reduce testing turnaround time from 60 days in 2010 to 6 days in 2022. Through twinning partnerships with world renowned institutions like the British Standards Institute, RSB has established capacities to provide accredited services in line with international standards such as ISO22000 and ISO9001.

Trademark is keen to maintain and grow the momentum our trade facilitation work has already generated. As an organisation we are embarking on Strategy III covering the period 2023 to 2030. Under this plan we shall aim to grow Africa's export as a percentage of global trade by 33 percent, grow volume of intra-African trade by 25 percent, leverage investments worth US\$1.2 billion, leverage green investments worth US\$ 180 million, reduce CO2 emissions on key trade corridors by at least 15 percent while growing government revenue by 33 percent. We trust Rwanda will play a lead role in meeting this ambitious trade growth metrics.



About TradeMark Africa

TradeMark Africa (TMA), formerly TradeMark East Africa, is an Aid-for-Trade organisation that was established in 2010, with the aim of growing prosperity through increased trade. TMA operates on a not-for-profit basis and is funded by: Belgium, the Bill and Melinda Gates Foundation, Canada, Denmark, the European Union, Finland, France, Ireland, the Netherlands, Norway, the United Kingdom and the United States of America. TMA works closely with regional intergovernmental organisations, including the African Union (AU), the African Continental Free Trade Area (AfCFTA) Secretariat, the East Africa Community (EAC), the Intergovernmental Authority on Development (IGAD), the Common Market for East and Southern Africa (COMESA), the Southern Africa Customs Union (SACU), national Governments, the private sector and civil society organisations. The first two strategic periods of TMA (2010-2023) have contributed to substantial gains for trade and regional integration in East Africa and the Horn of Africa in terms of decreased cargo transit times (reduction of 16.5% on the Northern Corridor from Mombasa to Bujumbura), improved border efficiency (the time to cross targeted one stop border posts has been reduced by an average of 70%), and reduced barriers to trade. The continental-wide shift and rebrand to TMA was officially launched in West Africa in January 2023, with Ghana being the first country of operations in the region. TMA's headquarters are in Nairobi, Kenya. Operations and offices are in: EAC Secretariat - Arusha, Burundi, the Democratic Republic of Congo, Djibouti, Ethiopia, Ghana, Malawi, Mozambique, Rwanda, Somaliland, South Sudan, Tanzania, Uganda and Zambia.





About the Rwanda MICE strategy

The Government of Rwanda has identified the tourism sector as one of the paramount pillars of the national economic development. But one of the acknowledged key constraints to continuing growth of Rwanda's tourism industry is the lack of diversity of the tourism product. While the Gorilla-market was saturated, the country sees future growth to come from new tourism segments and products.

Rwanda subsequently identified deficit in MICE (Meetings, Incentives, Conventions, Events/Exhibitions) tourism. The MICE Market is a sector with evident potential to help broaden the product range and moreover attract new investment not only in tourism related segments. Rwanda's objective is therefore to open up this market for the country and to draw profits from it.

Since 2014, Rwanda through Rwanda Development Board (RDB) established the Rwanda National Meetings, Incentives, Conferences/Conventions and Events/Exhibitions (MICE) Tourism Strategy. The Strategy sits on the background analysis and out-coming results that showed that the country had the potential to become a successful

tourism and MICE destination. The then analysis of economic potential of the MICE sector for Rwanda revealed outstanding projections whereby the total revenues of the MICE sector of 42m US\$ in 2012 was expected to triple up to 150m US\$ in 2015, which would be 16% of all national export earnings or 34% of the overall tourism receipts. The growth of MICE receipts was projected to be above 500m US\$ in 2021, with further growth on the horizon in the years to follow.

According to the National Export Strategy, while the contribution to national exports in 2013 was 7.4%, projections showed that 16.6% could be achieved in 2015 and steadily continue to grow; and on the expected total export revenues equal to 890M US\$ in 2015 the MICE share was \$147.480.618 accounting for 16.6%.

The Rwanda Development Board (RDB) Annual Report of the year 2022 showed that Rwanda's MICE industry continued to grow with impressive results generating a total of US\$64.4 million from hosting 104 events that were attended by more than 35,000 delegates.



Keeping the track in supporting Visit Rwanda through vibrant and competitive tourism and MICE sectors

AN EXCLUSIVE INTERVIEW WITH MS MICHAELLA RUGWIZANGOGA, CHIEF TOURISM OFFICER, RWANDA DEVELOPMENT BOARD

Rwanda is a resilient, forward-looking country with a vision of becoming a globally competitive knowledge-based economy. In the last 28 years, Rwanda has redefined itself as the preferred investment and tourism destination of the world. Under H.E President Paul Kagame's leadership, Rwanda has become a reference good governance point in the region, political stability with well-functioning institutions, observance of the rule of law and zero tolerance on corruption.

Rwanda today prides itself in being among the easiest, safest and cleanest places to do business and travel to in the world.



Ms Michaella RUGWIZANGOGA
Chief Tourism Officer, Rwanda Development Board

Rwanda Development Board (RDB) has always been at the helm of promoting the Visit Rwanda brand, promoting tourism and ease of doing business. The RDB Chief Tourism Officer Ms Michaella Rugwizangoga (MR) held an encounter with the Rwanda Standards Journal (RSB) for a recapitulation of the country's sustainable development goals and ambitions, and what the Board is doing towards realization of the goals.

RSJ: What functions has Rwanda Development Board been undertaking to support the realization of the envisioned sustainable development of the country?

MR: The Rwanda journey is really about clear vision and ambitious objectives. Vision 2050 lays out the ambition for the nation, which is to become a high-income country within 30 years. Vision 2050 elaborates the country's long-term development goals, which are about ensuring high standards of living for all Rwandans, propelled by developing high-value and competitive sectors, to transition the population and economy toward industry and high-skilled services.

To achieve economic transformation, Rwanda, through the Rwanda Development Board has formulated a strategy around five (5) objectives:

- Attaining a structural shift in exports to high-value goods and services;
- Creating productive jobs by attracting targeted investments that generate exports and create jobs.
- Growing and supporting existing high potential businesses, increasing the domestic value addition to our products and services, and increasing domestic company linkages and reducing imports of inputs. For example, many restaurants are importing high quantities of food since they cannot find the necessary quality and reliability of inputs in the Rwandan market.
- Positioning Rwanda as the most competitive economy in Africa: Given its limited resources, we understand that it is important to focus and sequentially build competitiveness of selected clusters that have the

highest potential. In addition to supporting targeted sectors, catalytic investments are increasingly important to build a highly competitive ecosystem. For example, the sustainable development of our national carrier, RwandAir has significant spill-over effects on various sectors such as in the MICE industry where participants of events are reliant on good air connectivity.

- Positioning Rwanda as a hub for innovation and entrepreneurship. Innovation attracts and sustains high value economic activity. Rwanda is investing heavily in infrastructure but also skills development and has the foundations to become an innovation hub.

RSJ: How are RDB's interventions impacting the development of the tourism sector in Rwanda?

MR: The Rwanda Development Board champions Rwanda's conservation efforts and sustainable tourism development. Tourism is among Rwanda's biggest foreign exchange earners. The country earned US\$ 445 million from tourism in 2022, a 70% recovery rate compared to the US\$498 million earned in 2019, before the Covid-19 pandemic. It is also a key source of employment for the youth having employed over 160,000 people in 2019.

Thanks to initiatives undertaken by the Government of Rwanda, through RDB, Rwanda today is a leader in biodiversity conservation and sustainable tourism. The country is committed to sustainability - ensuring an ecological balance by avoiding the depletion of natural resources and taking appropriate steps to remediate the impact on wildlife resources.

The country offers world-class tourism and hospitality facilities and experiences. Some of the best eco-luxury lodges and hotels are operating in the country such as Radisson, Sheraton, Marriott, One&Only, and Singita. More international brands are entering the market with the most recent being Mövenpick, operated by Kasada, a leading independent investment platform dedicated to hospitality investments in Sub-Saharan Africa that acquired the former Umubano Hotel in Kacyiru.



Our work at RDB aims at attracting more tourists to come and visit the country's endangered mountain gorillas, the 'Big five' in Akagera National Park, lush tropical rainforests, ancient volcanoes and glistening lakes. The Government is also consistently working to develop the sector's niche MICE and sports tourism industries. Of the tourism revenues earned last year, MICE and sports tourism contributed US\$ 64 million and US\$ 7 million respectively thanks to hosting continental events like the Basketball Africa League, where RDB, through Visit Rwanda is a Founding and Host Partner.

These efforts enable us to create more economic opportunities for the people of Rwanda and increase jobs in the tourism industry and the larger ecosystem in the process.

RSJ: Specifically, the "Visit Rwanda" programme has been making headlines all over the world. How is that programme impacting Rwanda's tourism development?

MK: The Visit Rwanda campaign promotes Rwanda as a unique destination offering unique, once-in-a-lifetime experiences to global audiences who see the brand on almost a daily basis thanks to strategic marketing initiatives we have undertaken over recent years.

For example, in 2018, English football Premier League club, Arsenal signed a partnership agreement with RDB to promote the Visit Rwanda campaign. Today, 59% of Arsenal fans say the partnership has improved their perception of Rwanda compared to 11% in 2020.

This and other partnerships such as with Paris Saint-Germain football club in France, Basketball Africa League, IRONMAN Triathlon, and Tour du Rwanda and other initiatives such as participating in global travel shows and roadshows, online marketing, features in renowned travel publications and more enable us to showcase the modern Rwanda to the world and draw more visitors to Rwanda.

RSJ: What are RDB’s future endeavours to pursue the started journey towards enabling sustainable development of the country?

MK: We want to leverage our world-class facilities such as the 10,000-seater BK Arena, Kigali Convention Center and RwandAir to position Rwanda as a leading events and tourism destination in the continent.

The Government of Rwanda continues to invest heavily in infrastructure and we invite all major events organisers to consider Rwanda as their hosts for tournaments, conferences, exhibitions and other events.

Hosting global and continental events such as the Basketball Africa League (taking place at the BK Arena from 20 - 27 May 2023) in Rwanda creates employment and revenue opportunities for Rwandans in the sports, creative arts, and tourism and hospitality industries (in hotels, transport companies).

Rwanda provides an array of memorable experiences to visitors who come for the events and include tours of Rwanda’s beautiful attractions as part of their itineraries. We want to sustain Rwanda’s positioning as an eco-tourism and MICE destination in the African continent. We are strengthening our promotion efforts with a focus



on digital marketing and targeted promotional efforts to both traditional and emerging tourist source markets such as Nigeria. We will continue to partner with various stakeholders to attract new events to Rwanda and new investors to diversify our tourism offerings.

Rwanda will also continue investing in infrastructure that enables the country to become a travel hub. The airport in Bugesera District is a prime example and upon completion of its first phase in 2026 will be able to receive up to 8.2 million passengers per year, which would be a significant growth in traveller numbers to Rwanda compared to the 2.5 million visitors Kigali International Airport receives every year.

RSJ: What will be the stake of emphasizing quality service and quality and safety of products for all stakeholders in the tourism sector?

MR: Our priorities, specifically for the hospitality industry, are to continue attracting more investors to open more hotels in the country, and build capacities of Rwandans employed in the industry to deliver seamless and memorable experiences to visitors.

Today we have over 15,000 hotel rooms across the country thanks to the opening of leading international hotel and lodge brands. We also want to ensure we maintain high standards in service delivery across the country. Every year, hospitality establishments in the country are inspected and given star grading. Beyond inspections; we provide training together with partners such as the Mastercard Foundation, German Development Cooperation (GIZ Rwanda) and others for service providers in the tourism and hospitality industry to improve their service delivery skills.

We also appreciate the knowledge gained by the enterprises trained through the Rwanda Standards Board and TradeMark Africa partnership over the past two years. Thanks to the international sanitary and phyto-sanitary standards (SPS) requirements in food safety gained through the partnership, visitors to Rwanda can enjoy safe, seamless and world class experiences at the country’s hospitality establishments.



Rwanda MICE industry is promising and welcoming

The rationale of the Rwanda MICE strategy bedrocks on the aspirations to make the MICE industry an important driver for the creation of jobs and thus help to alleviate poverty. The overall objective is to evoke multiplier effects within different sectors and in different regions in Rwanda. The growth of the MICE market in Rwanda is expected to make the industry self-sustaining as the suppliers have a close network and co-operate intensively. Doing so, the local business networks are expected to gain from each others through supporting each other and one actor becoming the source of market for the other and therefore guarantee a high-

qualitative offer and best service for the visitor.

Thus, the MICE strategy requires all provinces of Rwanda to participate in the MICE market by focusing their offers according to their strengths. The City of Kigali is deemed to be the centre for big meetings and conventions, while incentives are offered in the National Parks. Other major cities starting from secondary cities including Musanze, Rubavu, Rusizi, Huye, Muhanga and Nyagatare are encouraged to further develop their infrastructure for events and meetings and make use of their specific profiles. This leads to the reduction of regional disparities.

To become a MICE hub and thus a model and lighthouse for the entire region and at best across Africa, the MICE Strategy articulates for close collaboration between demand drivers, intermediaries and suppliers to ensure a successful MICE offer. To professionalize this collaboration, the strategy provided for the implementation of a convention bureau to organize, facilitate and represent the Rwandan MICE sector in close collaboration with the private sector and public institutions.

The core products which destinations have to provide for MICE tourists consist of a range of meeting venues and excellent accommodation facilities on international standard, good accessibility and infrastructure on site, perfect customer service, as well as a high level of safety and security.

As echoed in the Rwanda's MICE strategy, a MICE business is a people's business and the on-going development of the MICE sector has to emphasize work-force development, capacity building, compliance with international standards and improvement of the service quality. All actors involved in the promotion of the national MICE sector should make the difference: qualified staff needed for the enlargement of the MICE sector, mainly coming from Rwanda so that the local labor market profits from the MICE development. A MICE network between the private sector, Rwanda Development Board (RDB), Rwanda Convention Bureau (RCB), relevant public institutions and educational institutions is at the epicenter of a fast growing MICE industry. Everyone has a role to play, and concerted efforts make the difference.



Building the capacity and certifying food value chain actors against food safety standards can have several benefits for the events sector

AN INTERVIEW WITH MADAM JANET KAREMERA, CHIEF EXECUTIVE OFFICER, RWANDA CONVENTION BUREAU

The Meetings, Incentives, Conference and Exhibitions (MICE) sector in Rwanda continues to flourish and become the beacon for the country's sustainable development and openness.

The Rwanda Standards Journal (RSJ) caught up with Madam Janet Karemera (JK), Chief Executive Officer at Rwanda Convention Bureau (RCB) to update the audience on how the MICE sector is shaping and the impact of



Madam Janet KAREMERA
Chief Executive Officer, Rwanda Convention Bureau

certifying food businesses on the services offered in the events sector.

RSJ: Can you tell us about the functions of Rwanda Convention Bureau?

JK: The Rwanda Convention Bureau was established as an independent company in 2015 with the mandate to promote Rwanda as a premier MICE (Meetings, Incentives, Conferences/Conventions, Exhibitions) destination. By marketing our world-class conference facilities, state-of-the-art venues, and hospitality services, through several strategies, the Bureau encourages global event organizers to choose Rwanda as their preferred host country.

The Bureau's mandate and functions include:

- **Attracting business events to Rwanda:** The Bureau, in collaboration with local PCOs and associations/stakeholders, bids for events/conferences and provides pre- and post-bid support, destination expertise, meeting, event and convention planning support and on-site event services.
- **Market and Brand the Destination:** The Bureau positions Rwanda as a preferred destination, not only as a tourist destination but also as a destination for investment and to attract talent and trade.
- **Coordination of Events:** The Bureau serves as a one-stop solution for international event organizers and local PCOs for information and objective guidance on hosting and organizing MICE/business events at every step of event planning.
- **Delegates boosting** support via promotional materials and our platforms for delegates to attend events in Rwanda and sharing information on activities to be done while in country.

RSJ: How are RCB's interventions impacting the development of the MICE industry?

JK: MICE tourism in Rwanda has come a long way since 2014 when the Rwanda Convention Bureau was a mere



concept and "MICE tourism" was a division in the Rwanda Development Board and shortly after, the Rwanda Convention Bureau was established as an independent company in 2015.

Rwanda making the decision to prioritize MICE tourism as one of the drivers of its economic growth is the reason the MICE industry has evolved in Rwanda within a short period of just six (6) years and RCB has seen growth in the number and quality of Private Conference Organizers Rwanda now has, plus the impact MICE has had on the overall tourism value chain.

And due to the efforts, that are continuously being made, the International Congress and conference Association (ICCA) recently recognized and ranked Kigali the second most popular city in Africa to host association meetings and Rwanda the 3rd most popular in Africa.

Some key strategies that the Bureau implements to drive the growth of MICE tourism are:

- Promoting home-grown events that are created by local event planners.

- RCB has also invested in promoting and providing advisory in the organization to ensure standards and quality are maintained.
- Partnering with other Convention Bureaus to exchange knowledge and business.
- Working with diplomatic channels of different countries to attract conferences in their respective regions.
- Partnering with local hosts including government institutions, NGOs, corporate companies, and international organizations to attract conferences.
- Promoting Rwanda as a destination for MICE tourism through international MICE trade fairs and organizing road shows to meet MICE buyers in key strategic markets.

The Bureau continues to position Rwanda as a top choice for hosting international events by highlighting Rwanda's unique selling points such as:

- **A simplified visa process** that allows nationals of every country in the world to get a visa on arrival. The ease of

obtaining a visa is complemented by a waiver of entry visa requirements to the citizens of member States of the African Union, the Commonwealth and Francophone countries to foster the implementation of Rwanda's openness policy.

- **The availability of flight options connecting to Kigali** and the rest of Africa through RwandAir. Currently, RwandAir flies to 25 destinations around the globe. This is in addition to other international airlines that fly directly to Kigali.
- Rwanda also provides **a range of world-class MICE venues** including the BK Arena, the Kigali Convention Centre, the Intare Conference Arena and Kigali Cultural and Exhibition Village (KCEV).
- **Infrastructure** including a new airport and our hospitals are also good receipts that continue to support us to attract association meetings. Delegates are always attracted to cities that have the appropriate facilities.
- **Safety and cleanliness** are other major attractions for Association meetings, knowing that Kigali can offer these guaranteed luxuries, associations are fast to take the opportunity.

RSJ: Rwanda Standards Board (RSB) and TradeMark Africa (TMA) have embarked on the journey to build the capacity and certify food value chain actors against food safety standards. Do you see this initiative benefitting the MICE industry?

JK: Building the capacity and certifying food value chain actors against food safety standards can have several benefits for the events sector benefits in the following ways:

Ensuring Food Safety: By building the capacity of food value chain actors and certifying them against food safety standards, the risk of foodborne illnesses and related incidents can be significantly reduced. This is crucial for the MICE industry as it often involves hosting large-scale high calibre events where food safety and quality is key in enhancing overall experience and satisfaction.

Meeting Standards and Regulatory Requirements:

Many countries and regions have specific regulations and standards related to food safety. By certifying food value chain actors against these standards, the MICE industry can ensure compliance with the regulatory requirements and in the same vein, enhance the industry's reputation.

Enhancing Event Reputation: When food value chain actors are certified against food safety standards, it signals a commitment to quality and professionalism. Event organizers can market their events as being compliant with food safety regulations, thereby attracting more attendees and enhancing their reputation.

RSJ: How do you see Rwanda realizing the vision to become the MICE hub in the region and in Africa?

JK: Some key initiatives and developments that have contributed to Rwanda's progress as an events destination include:

- ▶ Advisory, guidance and input at every stage of events planning and implementation Rwanda that saw many successful events such as the Commonwealth Heads of Government Meeting (CHOGM 2022), the World Economic Forum 2016, the Africa CEO forum 2019, ICASA 2019, the Basketball Africa League of 2021 and many more.

- ▶ The Bureau is in the process of outlining an industry regulatory framework to guide various stakeholders across the sector such as venues, private conference organizers, service providers along with a safety and standards guideline/checklist that event organizers can refer to when hosting events in Rwanda.
- ▶ In consultation with the industry stakeholders, the Bureau is exploring training and capacity building opportunities to ensure that every meeting, conference, or exhibition held in Rwanda meets the highest standards of excellence.

RSJ: What are RCB's aims to pursue the started journey towards enabling sustainable development of the country through development of the MICE industry?

JK: During the upcoming year, RCB plans on facilitating the planning and implementation of more than two-hundred events and conferences that will see hundreds of thousands of delegates hosted in Rwanda. To achieve this, all stakeholders in the Rwandan events sector must consistently deliver exceptional services and ensure the highest standards of food safety. That will not only guarantee an unforgettable experience for visitors but will also contribute to Rwanda's reputation as a trustworthy and desirable location for events.

Thank you.



Rwanda's MICE vision:

The MICE Market Vision for Rwanda is:

Rwanda establishes itself as the hub for hybrid meetings and conventions in East and Central Africa. Moreover, Rwanda is perceived the leading African destination for first class incentives and events.

In this vision all three pillars of sustainability are paid attention to: The **economic sustainability** is aspired by the use of local providers, technology and products, which strengthen the inner economy and identification with the country's assets. **Social sustainability** is being aimed at by investing in education, capacity building and research, which ensures the independence of Rwanda from developed countries knowledge-wise. The **ecologic sustain-**

ability is foreseen as the hardest part to achieve as nature is exploited even by the most eco-conscious countries. Particularly the international convention business causes high environmental stress. With the offer of virtual and hybrid meetings technology, Rwanda takes the lead in the international MICE segment in demonstrating its high sense of responsibility in environmental protection.

To achieve the above vision, the MICE segment is striving to promote its members and the MICE related business community as well as the entire destination Rwanda as the East African MICE hub. The MICE strategy calls for the partnerships with stakeholders to help people move towards independence, maintain pride and dignity and realize their potential in the Rwandan MICE market.



We always aspire to a private sector-led sustainable development and driven by the quality service delivery

AN INTERVIEW WITH MR CALLIXTE KANAMUGIRE, THE CHIEF ADVOCACY OFFICER, PRIVATE SECTOR FEDERATION



Mr Callixte KANAMUGIRE
Chief Advocacy Officer, Private Sector Federation

The Government of Rwanda envisages a private sector-led socio-economic transformation and sustainable development. Against that background, the Private Sector Federation (PSF) leads the way to coordinate all members actions and advocate for the sector's continual capacity building and participation in the country's development agenda.

The Rwanda Standards Journal (RSJ) talked to Mr Callixte Kanamugire (CK), the Chief Advocacy Officer about the role of PSF Members in advancing the MICE and tourism sectors in Rwanda.

RSJ: What is the PSF doing to help the members grow?

CK: The Private Sector Federation – Rwanda (PSF) is a professional organization, dedicated to promote and represent the interests of the Rwandan business community. It is an

umbrella organization that groups 10 professional chambers. It was established in December 1999, replacing the former Rwanda Chamber of Commerce and Industry.

The Private Sector Federation (PSF) has registered major successes since its creation in 1999. Beyond a strong brand and membership base, PSF has pioneered Business Development Services (BDS), registered wins in advocacy and continues to play a strong national, regional and international role in ensuring business promotion and continuity to support national economic development anchors.

RSJ: MICE and Tourism sectors are among the pillars of our country's growth. How are PSF Members contributing in advancing the tourism and MICE sectors in Rwanda?

CK: Of course, MICE and tourism have proven to be attractive areas of investment and we appreciate the leadership of our country for unceasingly supporting those sectors. Huge innovative programs are being rolled out to ensure Rwanda is a tourism and MICE destination hub.

As the PSF and members, we are contributing two-fold. One, the PSF continues to collaborate with the Government and development partners to make sure that members are supported to have a major stake in availing world-class infrastructures, that they acquire necessary skills and are competitive to truly make Rwanda a tourism and MICE destination hub. PSF also participates and organizes MICE initiatives such as trade fairs with the famous Rwanda International Trade Fair (RITF) also known as Expo Rwanda organized annually. We host other investment events such as the Golden Business Forum which brings together more than 1000 business operators globally. This year's edition will be held from August 16th to 18th, 2023, just following the closing of the Expo.

Secondly, we are seeing investments by our members in the areas of tourism and MICE. Some are investing in hotels, others are in events management, others in branding and promotion, others in tour services, and many other services etc.

RSJ: How are the PSF Members liaising with other institutions in that move?

CK: PSF members are collaborating with Rwanda Development Board, Rwanda Convention Bureau and other service

providers and regulators in all activities linked to the tourism and MICE.

RSJ: Rwanda Standards Board (RSB) and TradeMark Africa (TMA) have embarked on the journey to build the capacity and certify food value chain actors against food safety standards. Do you see this initiative benefitting the Members and the tourism and MICE industry?

CK: Promoting the MICE and tourism industry are at the centerpiece of the PSF and Members mission. We always aspire to a PSF-led sustainable development and driven by the quality service delivery. Quality service is achieved with the contribution of all stakeholders and leans on safeguarding people's health and safety. We appreciate that initiative and others that aim to facilitate and support our Members to be competitive globally as they grow their businesses.

More specifically, we appreciate the Zamukana Ubuziranenge Program that supports start-up companies to meet the standards and other initiatives by the Government institutions both providing services and regulating different sectors to ensure they perform at the best and are business friendly. During and in the aftermath of the COVID-19 pandemic, tourism and MICE activities were very negatively impacted but we are glad to see that the activities are picking up.

RSJ: What is your message to the PSF Members in the continued journey to develop the tourism and MICE sectors?

CK: To start with, is to thank them for their contribution and good collaboration with each other, with institutions and partners; and dedication to play their role in MICE and tourism services. Also, our key message is to tell them to be tourists, and visit Rwanda's attractions moving from one province to another and getting to know our country better. That will make the room occupancy rates remain high and increase the profitability in the hospitality industry. Also, explore new areas like the cultural tourism.

In the end, we call the business community in Rwanda to keep innovating and learning from the trade fairs and other international meetings and gatherings hosted through different MICE activities.

Thank you



Standardization and food safety is paramount in promoting MICE tourism in Rwanda

Increasing Rwanda's participation in the East African market economy was listed among other Rwanda's MICE main topics. This topic has been further broadened to participating in regional, continental and international trade while steadfastly promoting and growing exports and positioning the country among the

most attractive places in the world for investments and to do business.

The food services sector and human resources capacity development are one of the sectors that are connected with the MICE market in Rwanda. On enhancing interactions among the services, the MICE Strategy reiterates

establishment of durable networks among MICE market suppliers. Rwandan companies which are able to fill existing gaps in the MICE service chain must be supported by funding and consulting of governmental institutions as also stated in the National Small and Medium Enterprises (SMEs) Development Policy, to attain the frame conditions for this development.

RSB partnered with TradeMark Africa to support the MICE & Tourism industries through promoting food safety and food value chains

Rwanda's MICE Strategy is vocal on durable stakeholder involvement as the practice that guarantees that local business networks can be developed and that local companies are involved in the economic development of the MICE sector. Among the stakeholders different groups that have to be taken into account include:

- ▶ Governmental stakeholders
- ▶ Province and community stakeholders
- ▶ Partner and private sector stakeholders

From this perspective originated the Rwanda Standards Board and TradeMark Africa Food Safety Food Safety Capacity Building and Certification Program for Agri-food Enterprises in Rwanda, a programme that started in 2019 and was implemented in collaboration with Millennium Management Consultants Ltd (MMCL).

About the RSB and TMA program to promote Agri-food Enterprises

TradeMark Africa (TMA) partnered with RSB to implement the Food Safety Food Safety Capacity Building and Certification Program for Agri-food Enterprises in Rwanda.

In that regard, MMCL was commissioned to provide consultancy services on food safety capacity building for agri-food enterprises in Rwanda.

The overall objective of the consultancy was to position agri-food enterprises through assisting them to comply with ISO 22000: 2015 Food Safety Management Systems (FSMS) International Standard, and RS 184: 2017 Hazard Analysis and Critical Control Points (HACCP) requirements; and assist in positioning the companies as well as acquiring third party certification against compliance with national and international food safety standards. To sustainably create an impact to promote food safety in the country, the programme also focused on building the capacity of local sector-specific food safety experts in selected food chain categories including RSB food safety Auditors and Trainers.

About the key standards against which the enterprises were certified

RS ISO 22000:2018

ISO 22000 is a standard developed by the International Organization for Standardization (ISO) dealing with food safety. It is a global food safety management standard used to establish and certify food safety management systems. ISO 22000:2018 has been developed within ISO by experts from the food industry, along with representatives of specialized international organizations and in close cooperation with the Codex Alimentarius Commission, the body jointly established by the United Nations' Food and Agriculture Organization (FAO) and World Health Organization (WHO) to develop food standards.

RS 184:2017 HACCP

Rwandan Standards are prepared by Technical Committees and approved by Rwanda Standards Board (RSB) Board of Directors in accordance with the procedures of RSB, in compliance with Annex 3 of the WTO/TBT agreement on the preparation, adoption and application of

standards. RS 184:2017 HACCP Food safety system based on Hazard Analysis and Critical Control Points (HACCP) was prepared by Technical Committee RSB/TC 017, on Pre-packaged and Prepared Foods.

The outcomes of the RSB and TMA programme were to position sixty (60) agrifood enterprises in Rwanda and ensure they meet the requirements for certification. Besides that, the project also envisioned capacity building of local consultants in Rwanda who would be instrumental for continuity of the programme beyond its shelf-life. Further, the programme also had focus on training the graduates with food safety background to enable them to participate in the project and gain skills that could maintain food safety standards within the country.

RSB auditors were also a target for that programme so as to equip them with necessary skills and capacity to ensure the enterprises and food companies in Rwanda are compliant with international and local food safety standards.

The Government of Rwanda created Rwanda Standards Board (RSB) and gave it the mandate to develop and publish national standards, disseminate information on standards, technical regulations and conformity assessment procedures, raise awareness and offer trainings on standardization, carry out research in the areas of standards, represent Rwanda in regional and international standardization, conformity assessment and metrology activities, assist regulators in development of technical regulations, provide certification, testing and metrology services.

In respect of this mandate, RSB has customized its vision as a trusted party in providing internationally recognized and customer suited standardization services and its mission is to provide standards based solutions for consumer protection and trade promotion for socio-economic growth in a safe and stable environment.

In pursuance of its vision and mission, RSB has managed to establish and implement food safety certification schemes for agri-food enterprises which are accredited by the Dutch Accreditation Council (RvA) in food manufacturing (Category C). RSB is also accredited in farming of plants (Category B) by RvA.



category B) by RvA. Besides, RSB operates a product certification scheme. Based on RSB experience in the certification service provision, it was crucial to support implementation of food safety management system along the entire food supply chain since it gives all interested parties more confidence that products manufactured in such environment are safe for consumption.

Despite the progress made by RSB in food safety systems' certification, majority of the agri-food enterprises currently certified by RSB are in Category C (food manufacturing) and a few in **Category A (farming of animals), B (farming of plants), and E (provision of catering services)**; yet a **"farm to fork"** approach was highly recommended in food safety management systems for sustainable food safety management.

On the other hand, while agrifood businesses constitute a significant percentage of potential Rwanda exports, there was low capacity in the implementation of food safety standards along the food supply chain and limitations in quality support systems and infrastructure; the number of local food safety experts from the point of view of practitioners was not sufficient to support the private sector while RSB was also facing a challenge of insufficient food safety sector specific expertise.

Against that background, RSB commissioned a twinning consultancy project with the financial support of TMA to boost the certification of agrifood enterprises in ISO 22000 FSMS /RS 184 HACCP as applicable along the food supply chain in the following food chain categories:

D - Animal Feed Production, D1- Production of Feed;

G - Provision of Transport and Storage Services,

E - Provision of Catering Services.

Before the beginning of the programme, TradeMark Africa was already supporting Category A - farming of animals and category B - Farming of plant through another project. Consideration was taken for RSB auditors and experts in capacity building since category A and B already had clients, and most enterprises extended to farming following RSB acquisition of international accreditation.

The program overall objective:

The overall objective of the consultancy is to position agri-food enterprises through assisting them to comply with ISO 22000 FSMS /RS 184 HACCP requirements and acquire third party certification, and to build capacity of local sector-specific food safety experts in selected food chain categories including RSB food safety Auditors/Trainers.

Specific objectives

1. To position sixty (60) enterprises for certification in D, E and G food chain categories.
2. To ensure that at least thirty (30) of the positioned enterprises will have been certified by end of project time frame.
3. To ensure that at least fifteen (15) general food safety local consultants will have been built capacity into sector specific food safety experts and twelve (12) RSB Auditors/trainers
4. To ensure that at least sixty (60) young graduates each per the enterprise will have been mentored into sector specific food safety experts.
5. To organize at least one (1) experience sharing session for each of the selected food chain category.

The objective of the project being to enhance sustainable food safety standards in the food industry, implementing sector specific food safety guidelines will enhance competitiveness within the Rwanda and outside market.

The Food safety capacity building and certification journey was enterprises-centered

As per the programme approved design and the enterprises that responded to the open-call to participate, MMCL and RSB identified local consultants, RSB staff and young graduates to conduct a gap analysis/situational analysis / blue printing to identify the gaps in the existing Food Safe-

ty Management System Processes of selected enterprises. The gap analysis was conducted to all the selected 60 enterprises through:

1. Visits to individual process owners
2. Interviewing process owners as applicable
3. Review sample of existing documentation based on ISO 22000 /RS 184 HACCP and related Technical Specifications

This review/analysis aimed at helping to identify the following:

- Various gaps identified regarding food safety management systems/ ISO 22000, related Technical Specification and HACCP
- and building solutions in order to provide a better option for ensuring the 60 enterprises would be ready for certification.
- The analysis was also to inform opportunities for improvement as per ISO 22000 and related Technical Standards and steps to be taken to address the gaps.
- To develop all documentation as required in ISO 22000, related Technical specifications and HACCP and any other documented information determined by the enterprises as being necessary for effective operation of its processes in relation to the FSMS and guide them on implementing the same.
- To develop customized training course material in soft copy (as well as hard copy) for conducting all the necessary trainings.

Upon completion of the enterprises understanding and gap analysis exercise, MMCL, RSB and TMA project team convened a meeting bringing together all assessed enterprises to brief them on the findings in the Gap analysis report and the process of implementing the Food Safety Management Systems and their role towards successful capacity building of their companies and subsequent certification process.

Participant-centered capacity building was made a priority

Successful implementation of a food safety management systems based on RS ISO 22000:2018 or RS 184:2017 HACCP standards in an organization depends on the level of understanding of the standard requirements by the process owners. As part of the steps in preparing the selected enterprises towards certification on FSMS, it was prudent that the recruited team of Local Consultants, Young Graduates and enterprise key staff be involved to champion the process. It was therefore necessary to build capacity of process owners and other key players in



the food supply chain on the requirements of the RS ISO 22000:2018 and RS 184:2017 food safety standards.

The selected team underwent FSMS training in order to gain in-depth knowledge of the FSMS standards that will aid in designing/redesign current documentation to the RS ISO 22000:2018/RS 184:2017 requirements and, ensure that the enterprise's FSMS is established, implemented and continually improved in readiness for the certification.

Capacity Building (training) was done in full consideration of what the participating enterprises, auditors, consultants and graduates needed most. Trainings were offered at different times to specific groups and at the end of the trainings, all groups (local consultants, enterprises trainees, young graduates and RSB auditors) trainees received

the planned content and sat for training assessments and appropriate practical sessions were conducted to impact skills based on knowledge gained in class.

Trainings included:

a) **Awareness training:** This was a five-day training on an overview of Food Safety Management System (FSMS) and related Pre-requisite Programmes (PRPs). Awareness training on food safety was conducted to local consultants, enterprises trainees, 60 young graduates and RSB auditors to bring them up to speed and enable appreciate the FSMS. That training was also to prepare them for the gap analysis exercise.

b) System requirements and documentation training

This was a detailed ten-day training on the requirements of the ISO 22000 series (ISO 22000 and related Technical specifications) and the RS 184 HACCP. Food handlers staff were trained on principles of hygiene. This aimed to build the capacity of the operators in the implementation of the Pre-requisite Programs within the workplace. The participants acquired knowledge on the standard requirements including documentation of the food safety management system. Also, the training enabled the food safety team acquire skills on hazard analysis.

The following are the topics that were covered, amongst others:

- i) Layout of the premises
- ii) Utilities -water, light, air
- iii) Equipment
- iv) Personnel hygiene
- v) Purchasing management
- vi) Cleaning and disinfection
- vii) Waste management
- viii) Pest control
- ix) Product recall and withdrawal
- x) Work wear/Personal Protective Equipment

- xi) Allergen management
- xii) Reworks
- xiii) Complaints reception, handling & management

After trainings, the delegates were guided on the documentation required by the system. That included as a minimum:

- i) Food safety policy
- ii) Food safety manual
- iii) Food safety objectives
- iv) Food safety systems procedures and work instructions
- v) Risks and opportunities registers
- vi) PRPs manual (Emergency preparedness and response, traceability systems, withdraw/recall, handling of unsafe products)
- vii) HACCP plans
- viii) Allergen management plan
- ix) Purchasing procedures
- x) Pest control procedure
- xi) Hygiene policy
- xii) Complaint procedure.

The trainings were based on the ISO 22000:2018 International Standard, ISO/TS 22002 series D, E & G categories, RS 184 and other relevant codes of practice. Category A and B, (farming of animals and plants) were also considered since most of the enterprises extend to farming. That aspect was further taken into account when developing the HACCP plan and mapping of the risks associated with food safety.

Output of the training was the draft food safety policies, manual outlines, procedures and prerequisite programmes and procedures. Ultimately, the trainings helped participants in improving significantly the methodical ways of performing work with food safety consciousness to im-



prove the recognition of the 60 enterprises in the production of safe food, feed and hospitality/ catering services to the customers and other interested parties.

C) Internal auditors training

The training of internal auditors was based on ISO 22000:2018 and related Technical Standards and HAC-CP (Food Safety Management Systems) and as per ISO 19011:2018 (Guidelines on auditing management systems).

The significance of auditing is that it enables the enterprises demonstrate their internal capabilities to comply and conform to the set system requirements. Through that course therefore, the enterprises were positioned to demonstrate their commitment towards the adherence to the above standards, other relevant statutory /legal requirements including codes of practice they choose to follow.

Ultimately, through that course, the enterprises could effectively implement the food safety management system that lead to certification by complying with international standard requirements for bodies providing management systems certification hence increasing the customer/ interested parties' confidence on its activities, processes, products, services ensuring competitiveness at the local and international markets and guaranteeing sound issues of concern.

The training content covered:

- Food Safety Management System (FSMS) requirements overview
- Introduction to FSMS Audits
- FSMS Audit Approach and Planning;
- FSMS audit Management program/implementation
- Use of FSMS audit checklists
- Audit opening and closing meeting
- Performing the FSMS Audit/objective evidence
- Nonconformity reporting (NCR's) and taking Correc-

tive Actions

- Reporting the FSMS Audit
- Audit review and Follow-Up
- Brief on FSMS certification auditing process
- Certification of FSMS Internal Auditors
- Correspondence to other Standards
- Exam

The training process also included practical audit on sites and qualification/certification of an Internal Auditors.

Selected RSB Auditors / Trainers undertook the PECB ISO 22000 Certified Lead Auditors Course

MMCL is registered with Professional Evaluation and Certification Board (PECB)-ANSI /IAS accredited,) and carries out trainings to certify accredited Lead Auditors. MMCL is the leading trainer with global Professional Evaluation and Certification Board -PECB (Equivalent of IRCA) to train and certify and accredit personnel.

PECB is accredited by American Standards Institute under ISO 17021 and International Accreditation Services (ISO 17024). See www.pecb.org.

The ISO 22000 Lead Auditor training enabled the RSB Auditors to develop the necessary expertise to perform a Food Safety Management System (FSMS) audit by applying widely recognized audit principles, procedures and techniques. During that training course, delegates acquired the knowledge and skills to plan and carry out internal and external audits in compliance with ISO 19011, Specific Accreditation Protocol for Certification of Food Safety Management Systems Document code: RvA-SAP-C001-UK Version 6, 28-2-2020 and ISO/IEC 17021-1 certification process.

Based on practical exercises, RSB auditors took that opportunity to master audit techniques and become competent to manage an audit program, audit team, communication with customers. During the five (5) day Lead Auditor course, RSB Auditors seeking to perform and lead Food Safety Management System (FSMS) certification audits were able to:

- ▶ Understand the operations of a Food Safety Management System (FSMS) based on ISO 22000
- ▶ Acknowledge the correlation between ISO 22000 and other standards and regulatory frameworks
- ▶ Understand an auditor's role to: plan, lead and follow-up on a management system audit in accordance with ISO 19011
- ▶ Learn how to lead an audit and audit team
- ▶ Learn how to interpret the requirements of ISO 22000 in the context of a FSMS audit
- ▶ Acquire the competencies of an auditor to: plan an audit, lead an audit, draft reports, and follow-up on an audit in compliance with ISO 19011

The Certified ISO 22000 Lead Auditor training enabled the selected delegates to develop the necessary expertise to perform a Food Safety Management System (FSMS) audit. Participants learned every phase of the audit process in order to lead their own audit teams to success.

- ▶ Solo and group activities reveal team dynamics and promote leadership skills.
- ▶ Leadership skills, interviewing techniques, objectiveness and diplomacy are all reinforced in the learning process.
- ▶ The delegates performed a full audit cycle from planning to reporting results.
- ▶ The delegates gained knowledge of the ISO 22000:2018 standard and HACCP and satisfy the training requirements for ISO 22000 Lead Auditor Certification.



Note: Delegates who have fully participated in the training sat for a written examination. Certificates of achievement were issued by PECB from Canada.

Enterprises established, documented and implemented their Food safety management systems

After training, selected enterprises documented their food safety management system based on ISO/TS 22002 series for each Food Category and HACCP. MMCL reviewed the existing documentation with the aim of improving them.

The review process consisted of identifying areas of improvement and the need for new documents. The process was guided by the ISO 22000:2018 International Standard ISO/TS 22002 and other relevant codes of practice for each category. After review, MMCL shared with the

process owners the feedback to verify that the reviewed/developed documented information reflected the practice on the ground. Visits with the process owners and the coordinator were conducted at mutually agreed dates within the project period to enhance understanding and promote good practices.

The outputs were the development and implementation of the following for every category:

- i) Food safety policy
- ii) Food safety manual
- iii) Food safety objectives
- iv) Food safety systems procedures and work instructions
- v) Risks and opportunities registers
- vi) PRPs manual (Emergency preparedness and response, traceability systems, withdraw/recall, handling of unsafe products)
- vii) HACCP plans
- viii) Allergen management plan

- ix) Purchasing procedures
- x) Pest control procedure
- xi) Hygiene policy
- xii) Complaint procedure

Internal audits were conducted in all enterprises to check on their system performance

The trained internal auditors conducted internal audits under the guidance of the consultants. MMCAFRICA thereafter guided the enterprises through the closure of any non-conformity identified. The internal audits were conducted by the local consultants or trainable staff from each enterprise auditing another enterprise with assistance from the trained young graduates. After the internal audits, auditors compiled and presented reports to the management of each enterprise.



The consultants therefore guided the top management of each enterprise in conducting a management review meeting to ensure the system is continually improved and remains relevant. MMCL guided the 60 enterprises to ensure that all the inputs items were continually addressed.

Those inputs included:

- ▶ The status of actions from previous management reviews
- ▶ Changes in external and internal issues that are relevant to the FSMS
- ▶ Information on the performance and effectiveness of the FSMS including trends in:
 - ▶ Customer satisfaction and feedback from relevant interested parties
 - ▶ The extent to which quality objectives have been met
 - ▶ Process performance and conformity of products and services
 - ▶ Non conformities & corrective actions
 - ▶ Monitoring and measurement results
 - ▶ Audit results (internal and external)
 - ▶ Inspections (e.g. regulatory, customer)
 - ▶ Analysis of the results of verification activities related to PRPs and the hazard control
- ▶ The performance of external providers;
 - ▶ Adequacy of resources
 - ▶ Any emergency situations, incidents or withdrawal/recall that occurred
 - ▶ The effectiveness of actions taken to address risks and opportunities
 - ▶ Opportunities for improvement

Pre-Assessment/ Pre-certification of selected enterprises

Prior to applying for certification, MMCL conducted pre-assessment audits and reported to assess the readiness of the coached enterprises for certification. That activity aimed to assist in evaluation/adequacy of implemented Food Safety Management System, assist enterprises to close all areas of non-conformities identified during audits, to guide the project team and the enterprises to take necessary corrective actions on identified non-conformities and final review of documents and guide the project team and enterprises in making an application for certification.

The two years journey resulted into certification of more than 20 enterprises & others still in progress!

Throughout the steps that have been described before, trainings were conducted, capacity building and coaching of enterprises done and the outcoming result has been the certification of more than 20 agrifood enterprises and the remaining 30 enterprises still in progress; an outstanding achievement for the food sector and the MICE and tourism sectors in Rwanda.

The programme supported implementation of food safety management system along the entire food supply chain and gave all interested parties more confidence that products manufactured in such environment are safe for consumption (manufacturing, packaging, transporting ,storage and catering among other) and improved marketing linkages).

Certified enterprises have a big say!



Testimonies from certified companies and hotels

LAKE KIVU SERENA HOTEL

Implementing international standards is the core mission of Lake Kivu Serena hotel to deliver beyond our customers expectations and promote Rwanda's tourism and MICE services



Mr Herman MWANDISHA
General Manager

Lake Kivu Serena Hotel is located in the resort Rwandan town of Gisenyi, on the shores of Lake Kivu, the sixth largest lake in Africa. The hotel is ideally situated on a sandy palm lined beach, with the nearby Virunga Volcanoes providing a spectacular backdrop on one side and a panoramic view of the lake on the other.

With a total number of 65 rooms and suites, the hotel is 160 kilometers from Kigali (20minute's flight from Kigali International Airport). Tour buses and taxis are also available. The hotel offers an air-conditioned ballroom, two spacious and interconnecting conference and event arenas, a private air-conditioned boardroom, a selection of indoor and outdoor reception areas, an interactive business center, free Wi-Fi connectivity, audio-visual facilities, translation and interpretation facilities, private entrance and function lobby and extensive private parking.

Visiting Lake Kivu Serena Hotel enlightens your Gorilla-trekking in the Volcanoes National Park experience, visits to the chimps and golden monkeys of Volcanoes National Park, coffee and tea experiences, primate or ornithological tours of Nyungwe Forest National Reserve, crater tours in the virungas, visit to the largest brewer and soft beverage company in Rwanda, hot springs and exploring recreational discoveries along the Kivu Belt.



All our services are centered on delivering tourism and hospitality services, and the Hazard Analysis and Critical Control Points (HACCP) certification we got is an enabling tour. We have the obligation to ensure that whatever we do is based on food safety and hygiene, meeting international standards.

When the program to certify agri-food enterprises was launched, we joined it as it was related to our Standards Operating Procedures (SOPs) in place and HACCP certification provides the greatest of assurance to our local, regional and international customers. Therefore, we needed to put in place a system that ascertains the compliance of our supply chain, our food handling handling and processes comply and that we serve the food that is safe.

The journey to certification was a long and an enjoyable one. Thanks to the close collaboration with Rwanda Standards Board (RSB) and Millennium Management Consultancy Limited (MMCL) Africa we trained our staff and they got to understand the requirements, identify all the food hazards Critical Control Points (CCP) all the way from purchasing system, receiving, storage, food processing and delivery. We took consideration of the "from farm to folk" approach and identified the CCPs and how to prevent associated hazards. Our



This HACCP Program and participating in the certification journey was the best thing that happened to me for my entire career of twenty-three (23) years now in culinary art. We learnt new skills, and today all of our staff are aware of HACCP requirements and how to implement a HACCP system in a hotel context.

We came to understand the importance of water quality analysis, monitoring and keeping the data for equipment calibration and consistently sharing information among the HACCP Team and the staff members to continue improving and complying with the requirements.

MS JOYCE SAIYOKI, EXECUTIVE CHEF



FATIMA HOTEL



With HACCP certified Fatima Hotel you are in safe hands enjoying world class services in the home of mountain gorillas



Father Celestin NIZEYIMANA
General Manager

FATIMA HOTEL, your four star breath-takingly welcoming home, provides world-class accommodation services, bar and restaurants services, conferencing facilities, spa and gym services and swimming services. We put at our esteemed customer's disposal a wide range of entertainment, sports, leisure and relaxing offers, providing attractive/beautiful treatment and service.

Since the year 2019, Fatima Hotel joined

the Hazard Analysis and Critical Control Point (HACCP) certification program seeking to properly implement food hygiene, safety and quality standards as proper implementation of HACCP program prevents and controls the major food safety Hazard concerns on the food process line; minimizing food safety risks on the product, and that HACCP allows food producers to offer safer product to the consumers, protecting their health and life.

All that motivation was learnt from Rwanda Standards Board (RSB) HACCP Certification of Hotels and Catering Industries awareness campaigns, and testimonies from other HACCP Certified Hotels. The HACCP Program enabled FATIMA Hotel to take our staff through training on RS 184:2017 HACCP Standard, Guidelines for auditing management systems training (RS ISO 19011), RS_ISOTS_220022_2013: Prerequisite Program for Catering Training, which increased their level of competence in as far as HACCP implementation and food safety is concerned.

Also, it helped in implementation and maintenance of effective hygiene in production line and the hotel as whole. Through that, we were able to identify, evaluate and control potential food safety hazards within the defined scope of our Food Safety and HACCP System: from (Reception/acceptance of food supplies, storage, Food Preparation, each stage of cooking, cooling and transport, Food/drinks service and outside Catering). Before, the scope of operation or food hazard identification and its mitigation was not defined.

Further, it is important to note the relevance of implementation of standards in better shaping of our working environment design and improvement. When we built our hotel, we did not take care of the specific design that would be needed in some areas due to the nature of the

activities that would be performed there. For example, we designed the kitchen in the best and attractive way we wished but with no little knowledge and consideration of the design impact on food hazards, contamination and cross-contamination issues. After training on HACCP matters and requirements, we found out that it was imperative to redesign our kitchen to ensure proper receiving and storage of raw food, specific area for cold food and hot food, specific storage conditions to be fulfilled, storage management procedures, food preparation, etc. As per our commitment to offer world-class services to our guests and customers both local and international, we invested about a hundred million Franc Rwandais (FRW 100,000,000) to change the processing line, improve on the infrastructure and enable us to buy appropriate vehicle to facilitate in adequate transportation of cold and hot food and beverage for outside catering.

The HACCP certification journey also helped us to establish the Hotel Food Safety Policy and Food Safety Objectives, it helped us to effectively communicate food safety issues to our suppliers, customers and relevant interested parties in the food chain. It gave us a reason to take food, and water samples to the laboratory for the verification of effectiveness and performance of our established food safety system. Thus, upholds our level of confidence in services we offer to our esteemed customers.

Though, it is not long time spent after HACCP Certification, but the implementation HACCP in FATIMA Hotel benefits us to increase customer and consumer confidence, maintain and increase market access, improve control of production process, reduce costs through reduction of product losses and reworks, increase focus and ownership of food safety. The system also helps us to protect our business



liability, improve product quality and consistency and to simplify inspections both internal and external because of record keeping and documentation practices that we introduced in all our services.

To our esteemed existing customers and new ones both from Rwanda and abroad, we are ready and here to ensure you enjoy high quality and safe food products. Fatima Hotel has been **certified against HACCP (RS 184 :2017)** Food safety system based on **Hazard analysis and Critical Control Points (HACCP)**. Come to visit Rwanda, especially the Volcanoes National Park the home of Mountain Gorillas and many other irresistible attractions available in our country. Everything was put in place as we have positioned our hotel at high

dimension in offering quality service to become a top destination for meetings and conferences, accommodation and restaurant services in Musanze city, the tourism hub in Rwanda.

Last but not least, special gratitude goes to TradeMark Africa (TMA) and RSB, Rwanda's MICE industry promoters including Rwanda Development Board (RDB), Rwanda Convention Bureau (RCB) and the Private Sector Federation (PSF) for promoting tourism and hospitality industry, building the capacity of agri-food companies who are our suppliers, local consultants and young graduates who assist us in ensuring the established system keeps running at high gear and finally certifying us.



MANTIS EPIC HOTEL

Acquiring HACCP certification is an utmost assurance for quality and safe service to the local communities and visitors enjoying attractions in the eastern province



Didace Masai KWIZERA
Assistant HACCP Team Leader

Located near the northern entrance of Akagera National Park in Rwanda's Eastern Province district of Nyagatare, Mantis EPIC Hotel is the ultimate destination for both business and leisure travellers, offering 77 well-appointed rooms and exceptional facilities that cater to your every need.

At Mantis EPIC Hotel and Suites, being a four star hotel, we take pride in engaging with local communities and businesses to provide our guests with a richer experience that celebrates Rwandese culture and traditions. From our traditional Rwandese village walks to our modern and spacious guest areas, our hotel offers a blend of contemporary luxury and authentic local charm. We are committed to preserving the natural beauty of our surroundings and ensuring that our guests can experience the wonders of Rwanda's wildlife and natural landscapes in an eco-friendly way.

Our range of amenities caters to families, corporate guests, and leisure travellers of all ages. Whether you are looking to unwind in our serene pool area, hit the tennis or basketball courts, or relax in our spa and sauna, we have something for everyone. Families will love our fantastic children's playroom and large family rooms, while corporate guests can take advantage of our conference centre and banqueting venue.

Given our commitment to deliver to both



our local and international guests the best experience in the country of a thousand hills, since 2019 we joined the program that was introduced by Rwanda Standards Board (RSB) and TradeMark Africa (TMA) to position hotels to certification against food safety standards. Being in this industry requires third party attestation of conformity to the prescribed standards and regulations. Before, we used to get some services from RSB such as equipment calibration and kept checking on the safety of the food we deliver.

When the HACCP program was available, we joined it and made an enjoyable career journey for every professional in the hotel and food service industry. Training all staff and suppliers about food safety. Getting all processes documented, getting everyone involved including the hotel management. We worked hard, walking step-by-step with RSB and the consultants, progressively improving our system until it functioned perfectly and was consistently implemented. RSB conducted audits and we got certified!

To all our customers and guests, the certification against food safety we acquired goes hand in hand with ensuring that all the services we offer to you are the best. We are located in a place full of plenty of touristic attractions for all age categories. We prioritize consistency in quality service delivery, and from visiting the Akagera National Park to exploring other eye-catching sceneries, we make sure that you feel at home with Mantis Epic Hotel.

We invite you to join us at Mantis EPIC Hotel & Suites and experience the ultimate family adventure holiday destination. Our swanky bar and restaurant offer an array of delicious dining options, and our fitness centre provides a place to stay active and energized during your stay.

LA PALME HOTEL



The HACCP system we put in place helps us to identify, control and prevent food hazard-our customers are safe and enjoy unparalleled services



Mr Emmanuel MASENGESHO
Food and Beverages Manager and HACCP Team Leader

La Palme Hotel started in 2007 being a small hotel of twelve (12) rooms and one conference and meeting room. It further extended and improved the services to become a three-star hotel with 48 rooms and more than three conference rooms. The hotel now employs 80 permanent staff and more contractual staff who are hired whenever necessary.

We joined the Hazard Analysis and Critical Control Point (HACCP) programme

in 2020 during the COVID-19 pandemic. When we got the information about the programme we knew it was an opportunity to grab as we are in Musanze city, a tourism and MICE hub and very competitive hotel area. We joined the programme, got initial training and in-depth training about food safety and hygiene management systems standards, with a special focus on HACCP.

After training followed the time for documenting the learned practices and implementing the established system. It required us to change some of the facilities like the store rooms, change equipment that were not working properly or acquire the new ones including food-grade thermometers, regularly acquire services of equipment



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To our customers and guests, we are ready to keep serving you with the best and quality and safe food services. Coe one, come all.
MR EMMANUEL MASENGESHO,
FOOD & BEVERAGES MANAGER
AND HACCP TEAM LEADER

calibration, and other changes in food receiving and handling practices we used to have.

As we put the HACCP system and team in place, even before getting certified, our customers started to remark positive changes and they witnessed to us that they had no fear again for foodborne illnesses. We got certified in 2023 after a journey of three years in the process. After getting the HACCP certification from Rwanda Standards Board, we observed an increase in our clientele and through our customer satisfaction surveys and inquiries they tell us that they enjoy our services as they are good and safe.

Our HACCP team is closely following up on effecting implementation of the system throughout our services processes and the team is supported by the high level commitment by the hotel management. The proper functioning of the system relies on getting a committed management that allocates resources. Also, not only the HACCP team but the entire staff of the hotel work together and understand the benefits of having the system in place and complying



with what is required in everyone’s responsibilities is crucial as HACCP is a process-approach system.

To our customers and guests, we are ready to keep serving you with the

best and quality and safe food services. Come one, come all. The HACCP system in place helps us identify, control and prevent food hazards.



MATER BONI CONSILII HOTEL

We knew that acquiring certification would boost our business as we are in a tourism-blended attractions area



NGOGA Dominique
Operations Manager

Having started as Centre d'Accueil Mater Boni Consilii, we upgraded to become a three-star hospitality establishment, conveniently located in Huye City, offering a range of services to match every kind of visit from personal vacations to large conferences and special events. Our flexibility and our professionalism are the cornerstones of our services and our staffs make effort to ensure that your expectations are met.

DISCOVER WHAT MAKES US A THREE-STAR HOTEL

Our main services include: accommodation, bar and restaurant, conferencing services and catering services. The services are delivered with the highest level of customer care; and the hotel also hosts a wide range of rooms including Presidential suite, Executive suite, Standard King size, Standard Queen size and twin beds.

The hotel also offers wedding gardens that make your wedding ceremony a one to remember thus making Mater Boni Consilii your home in Rwanda. Our services and hospitality will surely touch your soul.

We are certified by Rwanda Standards Board (RSB) against Hazard Analysis and Critical Control Points (HACCP). When we joined the HACCP program in 2019, we knew that acquiring certifica-



We are happy that tourism and hospitality industry now fosters capacity building and implementing international food safety standards. Some of our partners and customers are highly demanding when it comes to food safety. They now feel at ease as we got certified.

NGOGA DOMINIQUE,
OPERATIONS MANAGER

tion would boost our business as we are in a tourism-blended attractions area. Not far from the National Ethnographic Museum, and University of Rwanda's College of Arts and Social Sciences, our customers in Huye as a secondary city enjoy quality service and thrive to contemplate the southern province beautiful sceneries ranging from tea plantations, natural forests and a less than two hours' drive to Nyungwe National Park.

Our HACCP team is engaged in all activities that safeguard food safety and food hygiene to curb any potential hazard. We are a well-trained and dynamic team. We put a system in place and every day, at night time or daytime the system is monitored to ensure consistency. We are happy that tourism and hospitality industry now fosters capacity building and implementing international food safety standards. Some of our partners and customers are highly demanding when it comes to food safety. They now feel at ease as we got certified.

LANDMARK SUITES



Landmark Suites strives for service excellence after getting HACCP certification



Sarah KIRENGA
General Manager

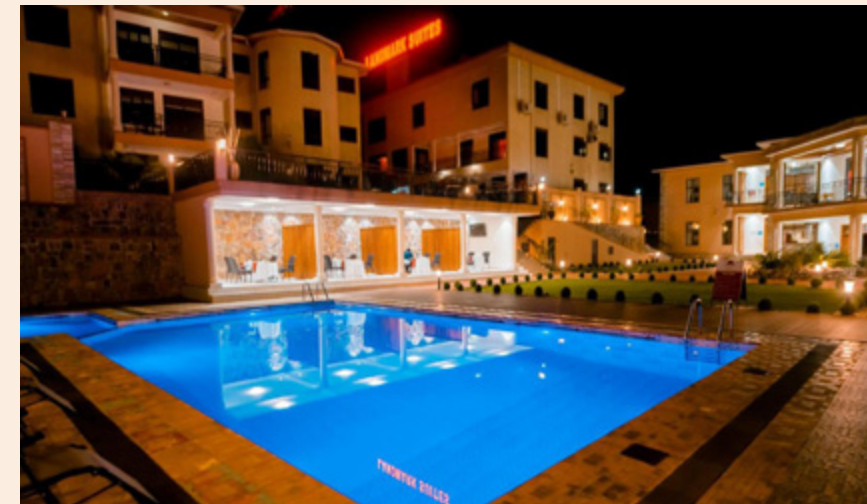


Landmark Suites is a favorite spot for many travellers and visitors who prefer a home away from home ambience.

SARAH KIRENGA, GENERAL
MANAGER

Landmark Suites was established in 2014 and in 2019 was rated as 3 Star Hotel by Rwanda Development Board (RDB). Landmark Suites provides a whole range of services including accommodation, banquet and conference services, swimming and spa center. In 2019, Landmark Suites was voted as the Best Mid-Range Hotel in Rwanda and this enabled us to work even harder as Management to meet our Customer service experience. It is against this background that we intentionally made it a priority to have all systems and standards to have the hotel operate from and hence our interest to participate in all programs including the Hazard Analysis and Critical Control Point (HACCP) program by Rwanda Standard Board.

When we joined the HACCP program, staff and management were very excited because the HACCP system was going to help us reduce the risks to consumers by controlling all potential hazards that may be found in food and in this way as a business entity we would be able to avoid associated costs that hazards bring such as stock destruction or product recalls. HACCP program enlightened staff and management of Landmark Suites to embrace Food Safety and solely understand that it is everyone's responsibility including our food suppliers and everyone else involved in the food process to take the food hygiene training very importantly. Everyone was reminded of the individual responsibilities when it comes to food safety from food handling, food storage to clean food preparation areas. One of the remarkable changes that I am pleased to report today is that every food staff and management is more keen at the food safety process and there is more team work in identifying any critical



control points and hence the focus now and always will be to remove all risks and hazards that may jeopardize our customers' food safety.

HACCP is an internationally recognized food system and is a legal requirement for any business in the food industry. It is a great milestone to be certified by RSB and this is very important for many positive reasons; increase focus and ownership of food safety by all stakeholders in the food process. This certification will also improve the product quality and consistency. Staff will be reminded to always record and report every non-food conformity. Our customers will be more confident with the food we serve them and hence will refer many other new customers. By being certified, the team will be more motivated and aware that HACCP is a system designed to help the hotel comply with official high standards for health and safety for food businesses and will be more accountable every day and all the time.

Landmark Suites is a favorite spot for many travellers and visitors who prefer a home away from home ambience. It is located in Kigali, Gasabo- Kagugu, twenty (20) minutes drive from the

Landmark Suites takes care of all your worries concerning pleasure and business! We have conference rooms with capacity to host from 10-200 persons attending meetings and seminars.

Our personal touch and commitment to exceed our customers' expectations has made Landmark Suites become the most preferred wedding and event venue. Our in-house Rendez-vous Night Club and Crystal Lounge gives our dancing and music lovers a place to chill and socialize.

Landmark Suites Spa and Fitness center gives our guests access to a swimming pool, Gym, Steam and Sauna. For those that enjoy walks, our beautiful garden gives you the opportunity to enjoy nature amidst the beautiful water fountain. We have an in-house saloon to take care of all your beauty and grooming needs.

Landmark Suites gift shop gives you an opportunity to buy Rwanda's souvenirs and our farm trips gives you an opportunity to interact with our local community.



Our personal touch and commitment to exceed our customers' expectations has made Landmark Suites become the most preferred wedding and event venue. Our in-house Rendez-vous Night Club and Crystal Lounge gives our dancing and music lovers a place to chill and socialize.

SARAH KIRENGA, GENERAL
MANAGER

CENTRE PASTORALE NOTRE DAME DE FATIMA HOTEL

Centre Pastorale Notre Dame de Fatima hotel keeps the invaluable track to provide internationally recognized services



With about twenty years of experience offering hotel services, Centre Pastoral Notre Dame de Fatima (CNDP) is a three-star hotel owned by the Catholic Church's Diocese of Ruhengeri in Musanze City, Northern Province. The hotel is situated at twenty-five kilometers from Cyanika border with the Republic of Uganda, a hundred and twenty-five kilometers (125km) from Rubavu border between Rwanda and the Democratic Republic of Congo, and only twenty-five kilometers (25km) from the Volcanoes National Park.

We offer accommodation services, restaurant services, conference facility services, café and related services. Having established a Hazard Analysis and Critical Control Points (HACCP) system and implementing it is one of our best achievements in our career of over twenty years. Awareness and capacity building by Rwanda Standards Board (RSB) and Millennium Management Consultancy Limited (MMCL) Africa was followed by conducting gap analysis to see what was missing in what we did. This was done in the pursuit of satisfac-



Sister Jacqueline NYIRANDAKUNZE
HACCP Team Leader



tion of our customers' needs and protecting them, as well as the need to update our system to ensure it embraces the requirements laid down in food safety and hygiene management standards. Further, we envisioned a stronger brand and becoming more competitive by implementing international standards.

Customers always want to be well hosted and that they are safe and enjoy safe food. That is the meaning of quality service, and you cannot achieve that without a food safety management system in place. We established a system, documented it and implemented it. We had to acquire all necessary facilities and make sure that



they conformed to what the standards require. That process involved mindset and practical change on the side of the hotel staff, changes on small aspects like diversifying the entrance of staff members and the receiving area, marking of areas and materials, always guaranteeing food hygiene and safety, among others.

As we got certified, we got important gains. For example, we have been able to extend some of our services and deliver them in Kigali as the HACCP certification is now a requirement in some tenders. In addition, this year we were

awarded to host an East African Community (EAC) meeting while other hotels that had neither certification nor were in the certification process were rejected. The market has different requirements that we need to conform to as service providers to remain competitive. Certification opens up more opportunities and builds customer trust.

At Centre National Notre Dame de Fatima Hotel, we work day and night to be assured of the safety of our customers and guests, and keep compliance with HACCP requirements.



We established a system, documented it and implemented it. We had to acquire all necessary facilities and make sure that they conformed to what the standards require. That process involved mindset and practical change on the side of the hotel staff, changes on small aspects like diversifying the entrance of staff members and the receiving area, marking of areas and materials, always guaranteeing food hygiene and safety, among others.

CENETRA HOTEL



When she arrived from Europe to temporarily join our team, she could not believe that the effectively performing system was in a hotel in Rwanda



We recorded many benefits from implementing HACCP system and getting certified. It starts with the confidence that what we are doing is acceptable and safe. Some simple but important changes occurred in our performance.

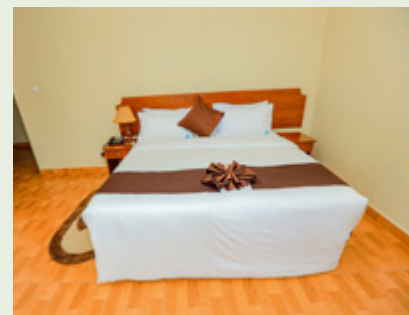


Sister Christine TURABAMARIYA
General Manager

We got the motivation to implement food safety management system standards from our desire to specialize in hospitality services delivery and education. We offer the services that are concerned with human and animal health, and we aspire to offer the best ever services for both our local and international customers.

Getting an opportunity to be trained by Rwanda Standards Board (RSB) and Millennium Management Consultancy Limited (MMCL) Africa, we therefore put in place a HACCP team to establish the system and start implementing it. Complying with the requirements required us to redesign our kitchen to avoid food hazards and contaminants, and we mobilized resources for that.

From the garden to housekeeping, everybody was trained. We started by documenting the system prior to implementing it, validating it and at all levels we made confirmation through laboratory tests for our food. That was the only measure that would let us know that we were offering safe food. We conducted many internal audits as self-assessment practices. Thereafter, RSB audited us twice always showing to



us non-conformities and what we had to improve. When everything was in order we got HACCP certified! That was an outstanding achievement for our hotel!

We recorded many benefits from implementing HACCP system and getting certified. It starts with the confidence that what we are doing is acceptable and safe. Some simple but important changes occurred in our performance. The language that we talk to each other or to our clients is all about quality and safety, calibration, verification of equipment, ...! We also have remarked improvement in collecting the feedback from our customers; and we are getting more positive feedbacks from our local and international customers. They actually found it amazing to learn that we are certified.

Recently, for example, we had a volunteer who came to work with us in the kitchen. When she arrived from Europe to temporarily join our team, she could not believe that the effectively performing system was in a hotel in Rwanda.



We aspire to offer the best ever services for both our local and international customers.

SISTER CHRISTINE TURABAMARIYA,
GENERAL MANAGER

She was frank with us saying that not many people outside Rwanda could believe that in the country there was a high performing two-star hotel like ours did. This is thanks to the HACCP system that made everything more orderly.

At CENETRA Hotel, we are open and passionate to serve our customers at the best standards ever and beyond their expectations. Any concern, share it with us and we will handle it professionally to keep improving our services and assure our customers are always satisfied.



HUYE FEEDS LIMITED

The HACCP system we introduced at Huye Feeds helped us to map all the Critical Control Points (CCPs) in our production value chain and how to monitor them



Nyirishema Felix
HACCP Team Leader

Huye Feeds Ltd produces different animal feeds based in Huye District, Southern Province.

Huye Feeds factory was constructed with the support from the Republic of Korea, and the Animal Feeds factory, is worth about \$ 4 million, with installed capacity to produce 40 tons of feeds for Chicken, Cows and Pigs and 4 tons of extruded feeds for fish per day. It also serves as drier for post-harvest treatment.



In animal feeds production we mostly use cereals and tubers and those products are prone to food contamination and easily attracting hazards when not properly handled, stored and transported.

NYIRISHEMA FELIX, HACCP
TEAM LEADER

Considering this capacity and the number of live animal in Southern Province, the factory is an important player in the development of livestock in this province and other parts of the country. We employ experts that have extensive knowledge in



livestock farming who guide and advise local farmers on how well they can treat and feed their livestock. The maize, rice, soybean, cassava and wheat growers are the suppliers of raw materials to the factory.



The HACCP system we introduced at Huye Feeds helped us to map all the Critical Control Points (CCPs) in our production value chain and how to monitor them. We made farmers who supply us with the raw materials aware about the quality of acceptable raw materials.



Joining the Hazard Analysis and Critical Control Point (HACCP) program was important for us. In animal feeds production we mostly use cereals and tubers and those products are prone to food contamination and easily attracting hazards when not properly handled, stored and transported. Animal feeds are important products for the food value chain, as they are considered a start point. If the animal is not fed with safe and quality feed, its health is in danger and it will endanger human health. It is a cycle that has to be well understood and observed.

The HACCP system we introduced at Huye Feeds helped us to map all the Critical Control Points (CCPs) in our production value chain and how to monitor them. We made farmers who supply us with the raw materials aware about the quality of acceptable raw materials. We also took the initiatives to visit them to provide advice from the farms as most of the agriculture produce is usually damaged at farm and post-harvest levels, especially harvesting, handling, transportation and storage points.

Here at the factory, we also introduced a documented system that is able to be monitored and which avails information at every production stage. HACCP system was a strong foundation to conducting self-assessment, improvement and planning future upgrades. Animal feeds are highly sought out products and in the last months we received representatives of the neighboring country, the Republic of Burundi who came to witness what we do in order to see if we could export our products there. HACCP certification will be an important export market access tool when time is due. Also locally, we still have an enormous market which is not sufficiently served and clients have been telling us that they cannot buy from non-certified feed manufacturer.

KIGALI SERENA HOTEL



As Serena hotels, we always make food hygiene and food safety our top priorities and that leads us to implementing international standards



Mr. Duncan LEWA
Food & Beverages Department Manager

Set in a prime location of Kigali, Kigali Sereazna Hotel puts everything the city has to offer just outside your doorstep. We offer our guests a range of services and amenities designed to provide comfort and convenience. Our service-minded staff will welcome and guide you at the Hotel. Each guestroom is elegantly furnished and equipped with handy amenities.

Kigali Serena Hotel is a stunning five-star property located close to the center of the bustling Rwanda's capital. At 67.94km away from the Akagera National Park in the eastern province and at 82.74 kilometers away from the Volcanoes National Park in the Northern Province. Our beautiful hotel tastefully combines luxury facilities with locally inspired style and fine cuisine to ensure that guests feel welcome and well cared for during their stay here.

The spacious rooms feature classical style furniture, opulent bedding and top-quality amenities, from satellite TVs and minibars to soft comfortable bathrobes and designer toiletries.

When you venture out of your luxurious room you will find a variety of magnificent facilities at your disposal, most notably the impressive outdoor swimming pool. A restaurant, café, 24-hour front desk, gift shop, hair salon, childcare amenities, concierge, dry cleaning/laundry service, currency exchange and a well-equipped business center are some of the other high-quality amenities you can expect to find at the Kigali Serena Hotel.



OUR FACILITIES

- Gift Shop
- Mini-Bar
- Room Service
- 24 hour front desk
- Fitness Center
- Alarm Clock
- Babysitting Services
- Balcony
- Barbecue Grills
- Car Rental
- Coffee Maker
- Concierge
- Currency Exchange
- Full Kitchen
- Hair Dryer
- Hot Tub or Spa
- Lounge/Bar
- Non-Smoking Facility
- Restaurant
- Swimming Pool - Indoor
- Swimming Pool - Outdoor
- Wheelchair Access
- Contactless check-in and check-out

WE GOT HACCP CERTIFIED TO OFFER OUR GUESTS UNFORGETTABLE STAY

Implementing world-class Standards Operating procedures has been our utmost duty and interest to excel in service delivery. Being one of the pioneers in the hospitality industry in Rwanda, we joined the Hazard Analysis and Critical Control Points (HACCP) program that was started by Rwanda Standards Board (RSB) and TradeMark Africa. As Serena Hotels, we always make food hygiene and food safety our top priorities and that leads us to implementing international standards. Establishing the system required collaboration among all services from cooks, chefs, cleaners, colleagues in the specialized departments like housekeeping, maintenance, and others.

We are proud of being among the five-star food safety certified hotels in Kigali and in the country. The hotel services are becoming too much demanding. We are no longer serving the domestic guests only as Rwanda is wide open to the world and welcoming, and we felt it was very timely to join the and we are finally got certified. After certification, our commitment is to continue implementing the standards.

To our esteemed customers, you are safe to eat our food; you are safe to stay with us and you are safe when you take our drinks!



UBUMWE GRANDE HOTEL

We are committed to continue abiding by the requirements and let our system help us deliver quality, safe and delicious food



Paul KAMUGISHA
Executive Chef and HACCP Team Leader

At Ubumwe Grande Legacy Hotel, food safety is the first thing that we consider in our business. We take into account the hygiene and safety of the food we prepare and deliver to our guests and customers. We are also mindful that food should be of good quality and try our best to capitalize on the variety as we receive customers from all parts of the world. In a hotel context, everyone comes requesting for a specific diet and special cuisine aspects due to dietary and cultural determinants.



We are committed to continue abiding by the requirements and let our system help us deliver quality, safe and delicious food.

To achieve that goal, it was important to establish and implement a Hazard Analysis and Critical Control Points (HACCP) system. When a hotel is certified against a food safety management system, it gets more clients. It is the same case with us as we receive international guests, some of them ask us if we are certified. The journey to establish and implement a HACCP system in our hotel was not an easy one as many of our staff had not been introduced to that system and food safety standards before to be conversant with food safety terminologies, food hygiene standards, establishing and operating a food system, and many other issues.

We appointed a HACCP team, set prerequisite programmes (PRPs), documented the system and lastly started to implement it. Now, the system is easily operated throughout all the activities of our food handling and processing chain. It has impetuously helped the hotel to safeguard the safety of food and has impacted greatly on the smoothness of the services flow. When you enter our kitchen, the first thing you see are records that are regularly taken. We record temperatures shown by fridges, we check calibrations of the equipment, we check on hygiene; as a HACCP Team Leader it is easier for me now to check and monitor the system performance. It has reduced pressure on the side of hotel management and staff. Everyone knows what to do and when and that records for everything done are kept. To ease traceability and remove uncertainties on what could happen. The system assures us of what we do.

Our guests are all happy and trust our services as we informed them that we are implementing a HACCP system. We are committed to continue abiding by the requirements and let our system help us deliver quality, safe and delicious food.



MILLE COLLINES HOTEL



We march heads-up as we have acquired certification against HACCP



Ms Claire KANGWAGE
General Manager

I have seventeen years experience now in the hospitality industry. I grew up in this industry that cherish greatly. Mille Collines Hotel was inaugurated in 1973 as the premier grand hotel of the country and is surely the most famous hotel in Rwanda!

We are located in the central business district, and at Mille Collines hotel we allow you to enjoy the breathtaking views over the hills of Kigali while indulging in culinary delights from casual to fine dining, international cuisine to local signature dishes!



The hotel has also for long been known to promote local artists as well as the Rwandan Culture and produce. This is evident through the display of local art around the hotel which not only beautifies it but generates income for the local artists as the art pieces are sold; A 'Cultural Night' is held every Friday, dedicated to give our guests a taste of the Rwandan culture through live performances of song and dance; and the hotel uses 90% of local produce!

In 2019 we were happy to learn about the Rwanda Standards Board (RSB) and TradeMark Africa (TMA) partnership to launch a capacity building and certification program for operators in the food value chain. We joined among the first comers. By the time, we had our own Standards operating Procedures (SOPs) but we wanted to benchmark with international standards and align with them to know at which level we performed, what could be done further to add value to what we do. We receive



We established and implement a food safety system that begins from farm level to our services at receiving point, handling, processing until the serving point. Establishing the system educated both us and the farmer about what is acceptable to be used in farming and protecting animal health, how to transport the food and what are do's and don'ts.

Ms CLAIRES KANGWAGE,
GENERAL MANAGER

local and international guests and we wanted to show our customers that we can do it, and that we are ready to do whatever is needed to offer optimally trusted services.

We established and implement a food safety system that begins from farm level to our services at receiving point, handling, processing until the serving point. Establishing the system educated both us and the farmer about what is acceptable to be used in farming and protecting animal health, how to transport the food and what are do's and don'ts. It enables us to be aware and monitor all those critical control points and areas.

We are proud that anyone receiving our products is safe and certification against HACCP has been a powerful marketing tool for us when we present our quotations or in tendering processes competing for contracts. We march heads-up! Now, we can compete locally and internationally. We are a hotel that implements and complies with international standards.

All these achievements are due to the good leadership of our country. We appreciate efforts by the Government of Rwanda to support the economic recovery process for the service and hospitality industry. Not only economic recovery, Rwanda Development Board and Rwanda Convention Bureau are al-

ways by our side to promote the tourism and MICE sectors. Rwanda is now a big brand, and we do business under that brand. This all the good leadership is all about.

Come to Mille Collines and combine business with pleasure! Located at the top floor of the building, the ballroom and meeting rooms benefit from stunning views and a skilled set-up team willing to fulfill your needs. Hôtel Des Mille Collines is the ideal place for your events. Home of glamorous cocktails, international conferences, board meetings and unforgettable weddings, all venues are designed to accommodate your needs.

We also offer catering services. No matter what the occasion, no matter what the location, our catering team will be delighted to assist you in outside event according to your wishes and your vision. We will advise you, organize, prepare and execute your special event - whenever and wherever you entertain. Delicious gala meals or themed buffets - your guests will rave about the food for months to come. The tables are set to perfection. The venue, flowers, lighting, décor - a job well -done, stunningly and in style, not a point missed.

To our customers, both in the country and outside, keep trusting your hotel and keeping good memories from Mille Collines Hotel!



GREEN LEAF COOPERATIVE

We appreciate the capacity built to implement HACCP system and we plan to move forward to optimize international market opportunities

Green Leaf Cooperative was formed by 10 highly skilled women entrepreneurs with the extensive knowledge to horticulture export market. The idea of coming together was backed up by the passion for these women entrepreneurs to commercialize Rwandan horticulture products as well as economically impact the lives of small holder farmers.

The aforementioned knowledge and understanding of the export market and ecosystem informed the cooperative about sourcing and preparing high standard products and fulfilling all the required standards demanded by international buyers. It is in this regard

that the cooperative joined the program to build the capacity of staff and establish a Hazard Analysis and Critical Control Point (HACCP) system to assure the safety of our products and get international recognition. We underwent the training and audits by Rwanda Standards Board (RSB) as part of the ending

process towards certification. Our quality journey is not yet over, after HACCP certification we plan to move further to get certification against ISO 22000 Food Safety Management System. All this is meant to position ourselves in a good stand as far as required standards for international markets are concerned.



GRAND LEGACY HOTEL



We have got what we targeted- assured food safety system and increased efficiency and competitiveness



Eduard BAGIRE
Assistant Food and Beverage Manager

The HACCP (Hazard Analysis and Critical Control Points) program is a systematic approach to food safety management that aims to prevent, control, and reduce the risk of hazards in food production. Implementing a HACCP program can help a company to identify, evaluate and control potential hazards at every stage of the food production process, from raw materials to finished products.

By join the program, we aimed to benefit in several ways, including:

- **Improved food safety:** By identifying and controlling potential hazards, companies can improve the safety and quality of their products, which can lead to increased customer satisfaction, enhanced reputation and the ability to meet regulatory requirements.

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Overall, certification by RSB has proved to be an excellent way to showcase the company's reliability, quality, and safety.

- **Increased efficiency and productivity:** Being certified can help companies to streamline their processes, reduce waste and increase efficiency. By focusing on critical control points, companies can ensure that resources are used effectively and that production costs are minimized.
- **Enhanced market access and competitiveness:** Many customers and food service providers require hotel to have HACCP certification before they evaluate and give out a business. Certification therefore helps to open up new markets and increase sales.
- **Increased compliance:** Acquiring the certification helped us to comply with national and international food safety standards and regulations, which can prevent costly recalls, fines, and legal action.

Intensive trainings on HACCP system made positive impact on the business and generated positive results to the employees and the customers that are step in the hotel. Staff keep the records and secure the information obtained during daily activity monitoring on food safety. Grand Legacy Hotel was involved in building the capacity of any particular staff. Hotels that effectively utilized the opportunity provided by RSB and TradeMark Africa reported positive changes in their operations and customer service; from handling a range of tasks, answering questions to processing orders and providing support. By automating these tasks, the company has improved on its efficiency and free up human staff to focus on more complex tasks and enhancing the customer experience.

Our certification against HACCP standards brought to us a new status in the hospitality business and thus associated with significant benefits. Certifica-



tion demonstrates that the company meets international food safety standards as was approved by RSB, which can have enhanced our hotel's reputation and credibility. We have been seeing this, in turn, attracting more customers and enhancing customer loyalty.

Additionally, certification has also helped the hotel to improve processes, products, and services since we needed to meet specific quality and safety standards to achieve certification. The efforts resulted into increased efficiency, reduced costs and improved customer satisfaction.

Overall, certification by Rwanda Standards Board has proved to be an excellent way to showcase a company's reliability, quality, and safety, resulting in increased customer satisfaction and loyalty.

To the customers of the MICE and tourism industries, we understand that the pandemic has significantly impacted the industry and we appreciate your support and understanding. We encourage you to continue to prioritize your health and safety when planning and participating in events and travel. Look for nowhere, Grand Legacy Hotel is always here for YOU!

To potential new customers in the MICE and tourism industries, we want to assure you that the industry is working hard to implement new health and safety protocols to protect both customers and employees. We encourage you to consider booking with us for your future events and travel as we are a trusted partner who is committed to upholding these standards.

Let us work together to support local communities, protect the environment, and leave a positive impact on the places we visit. By doing so, we can create a better future for everyone involved in the MICE and tourism industries.

ABOUT THE HOTEL

The Grand Legacy Hotel was built by EGH/Grand Legacy Hotel Ltd Company and launched in May 2014. With a mission to offer "True Tranquility"; it is an incredible harmony of shapes and colors and stands out as a remarkable adventure in hospitality.

This elegant, conspicuous four-star hotel is classified among the top best hotels in Kigali City. It located at three

kilometers (3km) and against the impressive backdrop of Kigali International Airport, laying just 5 minutes drive away from Kigali International Airport, 5 minutes drive to Kigali Convention Centre and about fifteen (15) minutes drive to the City center.

Grand Legacy Hotel is located at REMERA, a new Kigali developed Commercial area, nearby, a host of business facilities, restaurants, shops and Amahoro National Stadium.

There is something effortless and refreshing about Grand Legacy Hotel with its elegant appointed entrance to special courtesies that are provided in an elegant, refined setting in the hotel spacious accommodations; from the king bed to twin bed superior rooms and not to mention our executive suite which are all ideal for the busy business traveler.

ACCOMMODATION FACILITIES

The hotel boasts a total of 43 en-suite rooms, which include spacious 33 Superior Rooms, 9 Superior Twin bedded rooms and one Executive suite.

Two of the 9 twin rooms inter-lead with a King room to create a family room. Each of our spacious room con-

tains: air-conditioned system, en-suite bathroom, Mini Bar, satellite flat screen TV's, all-in-one desktop computer, free Wi-Fi, tea and coffee making facilities, hairdryer, electronic safe, porter service and wakeup facility.

Apart from the exclusive complementary technology and amenities, each room is tastefully furnished and carpeted to create the unforgettable cozy experience of your stay in Kigali.

OUR SERVICES

Within the rest of the hotel, you can enjoy many other services and facilities designed at making your stay enjoyable. Guests have the assurance of friendly and highly professional staff combined with the advantage of all the latest business and entertainment systems, in rooms and throughout the hotel in where other following facilities are offered to the customers:

- Outdoor pool
- Onsite gym and aerobic
- Fully equipped business centre
- Laundry services
- Sauna, Steam rooms and massage services separated for all for females and males



LEMIGO HOTEL



It was imperative that we get certified in order to gain a competitive edge through a food safety management system



The hotel now has a documented Food Safety system which ensures safety of food served to clients through a preventive mechanism across all stages of food production.

JOHN ONG'ELE, OPERATIONS MANAGER



John ONG'ELE
Operations Manager

The world is currently controlled by systems and Lemigo Hotel being a major player in food service industry it was imperative that we be part of the programme in order to gain a competitive edge through a food safety management system.

Thanks to this programme that was started by Rwanda Standards Board (RSB) and TradeMark Africa (TMA), Lemigo Hotel has benefited immensely through various training and assessments carried out by Millennium Management Consultants Limited (MMCL) and our core team were taken through the Hazard Analysis and Critical Control Point (HACCP) food safety principles and the implementation process which necessitated changes in the kitchen organization and acquisition of temperature monitoring devices. The hotel now has a documented Food Safety system which ensures safety of food served to clients through a preventive mechanism across all stages of food production.

Quality service culture is achieved with the contribution of all stakeholders and is anchored on safeguarding people's health and safety through provision of safe food. Food safety is amongst the most critical component of any hotel's competitive edge in terms of satisfying the needs and expectations of its



guests; therefore, by implementing HACCP food safety management system Lemigo Hotel is improving the overall reputation and image of Rwanda as a sustainable and safe MICE destination. With HACCP certification, Lemigo hotel is now able to favorably compete for the ever-increasing Food Safety conscious

clientele from both local and international markets.

We assure our customers, Lemigo Hotel's management we are concerned about health and safety of our guests hence the deliberate effort in implementing HACCP Food Safety Management system.



YOUR HEALTH AND SAFETY IS OUR PRIORITY!

Lemigo Hotel opened its doors in **September 2010**; since then, the hotel has continued to provide refreshing and friendly customer experience in Rwanda where it brings a unique business lifestyle that blends well with luxurious living rooms complete with sumptuous meals prepared to your taste by our well trained and experienced chefs!

Lemigo Hotel's conference rooms compliments well to the country's ever-increasing demands in accommodation for top business travelers as well as local and international clientele attending meetings and conventions in Rwanda.

The **four-star hotel** currently boasts of **176 room keys inventory** of various categories which includes **Standard room, Deluxe room, Junior suite, Executive suite, Executive Apartment and Presidential suite** well and sufficiently equipped to cater comprehensively to the needs of the discerning business travelers in an environment of luxury, tranquility and absolute serenity.

THE GARDEN PALACE HOTEL



HACCP system has equipped us with the capacity and enabled us to serve with confidence and make our guests stay a memorable one



Rev. Dieudonné NAHIMANA
General Manager

The Garden Place Hotel, a hotel located in the heart of the city of Musanze in Musanze District in the Northern province, is a tourists and visitors' destination operating under the Shyira Diocese of the Anglican Church of Rwanda.

At the Garden Place Hotel, we are committed to serving our customers and guests with the best services to remember. When the program to train and help companies in the tourism and hospitality industry was started by Rwanda Standards Board (RSB) and TradeMark Africa

(TMA) about food safety standards in 2019, we knew that an opportunity not to mess up with was in front of us. This city of Musanze is mainly busy with tourists coming from across the world to visit the mountain gorillas and other attractions in the northern province. So, we joined the Hazard Analysis and Critical Control Points (HACCP) program.

We were trained on the requirements in food handling, food safety and identifying food hazards critical control points in a hotel settlement and how to control the hazards. A hotel business

is all about keeping the guests and customers happy, and this is achieved by serving safe and quality food, making quality service delivery a priority and always improving on what you do through innovations based on customer feedbacks. After training, we appreciated the program and were helped by Millennium Management Consultants Africa (MMCL) Africa to document, establish and implement the HACCP system in our hotel. It was not an easy process but worth doing. We needed to reconstruct our restaurant to have a design fitting the food safety hazards controlling requirements. We needed to replace some of the non-conforming hotel equipment. We introduced criteria and new prices to record the data prior to receiving raw food and other products used in the hotel services, how we select suppliers, checking and timely recording food safety data, controlling danger zones and temperatures to avoid food contamination, and many other practices that were not existent at the hotel before.

When we got certified against HACCP standard, it immediately impacted our customer trust. At our surprise, we did not know before that customers wondered about the recognition of the services we offered. We got appreciation messages from every corner. Since then, the flow of our services is impeccable and self-controlled. The HACCP certification is a strong marketing tool and the system has tremendously improved the services we offer and the way we offer them to our guests and customers to make our guests' stay a memorable one.

The Garden Palace Hotel is committed to keeping the best and quality services to our visitors.

The Garden Place Hotel is a strikingly clean, modern and high touch secure hotel located in the heart of Musanze town. We opened in January 2015 and are run by passionate staff ready to serve your needs.



The HACCP certification is a strong marketing tool and the system has tremendously improved the services we offer and the way we offer them to our guests and customers to make our guests' stay a memorable one.

REV. DIEUDONNÉ NAHIMANA,
GENERAL MANAGER

ROOMS AND ACCOMODATION

The rooms of the Garden Place Hotel are extremely comfortable equipped with precious materials.

OUR SERVICES

Features: Free internet in all rooms and public areas for guests. Our restaurant offers a selection of international cuisine and healthy meals delivered by good service and value for money. These make it an ideal **"The Place you would rather be"**.



SAINTE FAMILLE HOTEL

Implementing a HACCP system and acquiring certification has helped us to maintain customers and win contracts



Didace KIBOGO
Executive Chef at Sainte Famille Hotel and
HACCP Team Leader

As a new hotel that only started a very short period before the COVID-19 pandemic, we knew that competitiveness hinges nowhere other than having a trusted and well-functioning system in place to trigger customer confidence. We decided to join the Hazard Analysis and Critical Control Points (HACCP) program by Rwanda Standards Board (RSB) and TradeMark Africa and we undertook trainings and audits in order to be certified by RSB. After trainings,



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Sainte Famille Hotel aspires to become the first choice and a leader in the hospitality industry in Rwanda & beyond borders, exceeding the expectations of all travelers and businessmen from all over the world.

DIDACE KIBOGO, EXECUTIVE CHEF
AT SAINTE FAMILLE HOTEL & HACCP
TEAM LEADER



we got skills that enabled us to identify the hazards in our food processing and delivery activities, determine how to monitor the identified Critical Control Points (CCPs) to prevent or minimize the level of hazards across the food value chain. Following the implementation of the system that was put in place, we got certified. In this industry, just a few professionals have all necessary skills to effectively and safely attend to their responsibilities. Myself learned new skills that have tremendously changed my knowledge level and acceptable practices.

Certification has been paramount in our continuing process to recover from the setbacks of the COVID-19. Thanks to it, we gained new customers and more guests are coming to stay at our hotel. In addition, providing hotel services in Kigali is not easy as it requires the high level of competitiveness due to the increasing number of hospitality establishment in the city. Implementing a HACCP system and acquiring certification has been helping us to maintain customers and to get contracts. When we got certified, we received congratulations from all corners of the world and we have seen Non-Governmental Organizations and other clients coming for our services.

We will continue to improve our system

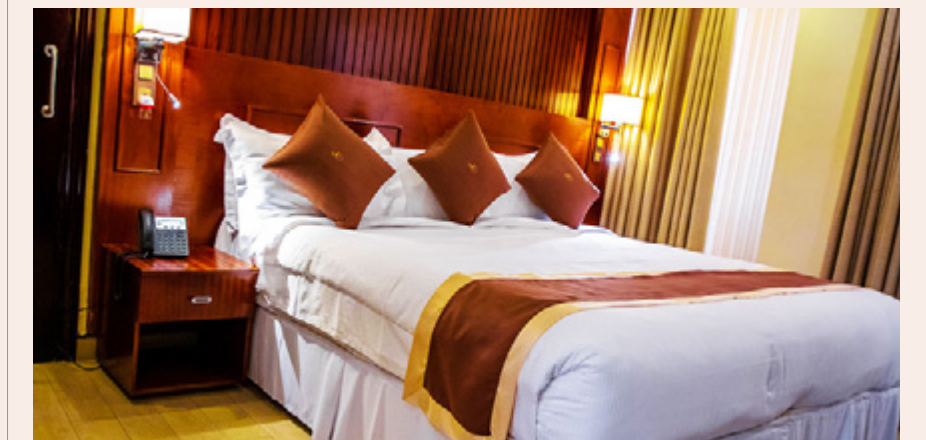
in order to remain as competitive as possible.

Sainte Famille Hotel is a 3-star hotel located in the City centre, with luxurious services. We offer a warm welcome to all our guests and aim to help them maximize their leisure during their stay.

Our Hotel is built on and follows our core values, which that determines how we treat our guests with kindness, gentleness, and high integrity. We are conveniently located in the City Centre Roundabout, and that provides our guests and clients with easily accessing every need in town within a walkable distance.

We provide an affordable and relaxing stay, to ensure our guests receive a warm welcome in a quiet and luxurious space, making sure all our guests leave refreshed with renewed strength and mark those moments unforgettable throughout their journey. Every guest is treated like a king/queen in our hotel.

Sainte Famille Hotel aspires to become the first choice and a leader in the hospitality industry in Rwanda & beyond borders, exceeding the expectations of all travelers and businessmen from all over the world. After establishing a firm foundation in Rwanda, we will expand beyond borders for the convenience of our loyal customers.



PRODEV RWANDA LTD



Our certification against food safety management systems is a strong foundation to producing quality and safe animal feeds and exploring export markets



As a company that has a system in place it helps us conduct checks and balances and it assists us for consistency in our operations flow. Producing quality and safe animal feeds leads to having safe live animals that will produce safe animal products (milk, meat and derived products).



Mr. Manasseh NDAHABWA
Operations Manager

PRODEV Rwanda Ltd is a company that is located in Rwamagana District in the Eastern Rwanda. We produce animal feeds namely poultry feeds, swine feeds and dairy. Very soon we are expanding the capacity to put up a new line for fish feeds. We also have post-harvest handling unit but the certification scope only covers production of animal feeds. The factory was established in 2016 and uses 70 % of the installed capacity. The feeds produced are sold at local market and other markets in the region.

The program to build the capacity of agri-food enterprises in Rwanda was very important to us as it involved too much technical support from Rwanda Standards Board (RSB) and Millennium Management Consultancy Africa (MMCL) Ltd. We started the process after awareness campaign that was conducted by RSB and TradeMark Africa (TMA). We noted the importance of the program as it was in line with our vision to produce safe and quality feeds. We decided to implement ISO 22000: 2018 Food Safety Management Systems (FSMS).

The system began with building the capacity of our staff and conducting an assessment to start establishing a food safety management system that

would fit our operations. We wrote down manuals, procedures and other documentations that explain what we do and how we do it to safeguard food safety. Our documents were aligned with the requirements of ISO 22000 standard. MMCL accompanied us in the journey and thereafter RSB came for audits to check compliance and we got certified in 2022.

As a company that has a system in place it helps us conduct checks and balances and it assists us for consistency in our operations flow. Producing quality and safe animal feeds leads to having safe live animals that will produce safe animal products (milk, meat and derived products).

We are looking very much forward to venturing into export markets, and this certification we acquired is a passport to accessing those markets. In the near future, we start the process to upgrade the capacity of the factory to make our local market have enough feeds and have enough quantities for export. We are growing with the targets to expand the markets. We are confident that our FSMS system functions effectively, our



customers know that we are certified and this has boosted their confidence in our products. With the certification, our products can be traded in any market in the region or elsewhere because we are certified against an international standard and our Certification Body (RSB) is an internationally accredited certification service provider. Actually, this is something that everyone should be proud of and use this opportunity to grow businesses.

We are the only feed miller certified against ISO 22000 standard in Rwanda, and this speaks volumes in production of quality and safe feeds.

**ABOUT PRODEV**

PRODEV Rwanda Limited (ProDev) was founded as an agribusiness processor and trader in 2006 by ProDev Group Holding. Today, it is the largest local maize buyer in Rwanda. The company has strong ties with farming communities and cooperatives. It trains farmers in quality management, which has led to a significant reduction of post-harvest losses.

The company has its own drying, cleaning and storage facilities in Rwamagana district, Eastern Province, the main maize-growing region of Rwanda. ProDev plays a crucial role in a number of agricultural value chains in Rwanda, particularly in the maize value chain and animal feed production.

In addition to collecting, storage and markets a range of cereals, including maize, beans the company also deals with livestock feeds production by the trade name "TUNGA FEEDS". It is also active as an international trader of food commodities such as rice and sugar. ProDev sources its products from around 26,000 individual farmers and cooperative members via an extensive supply chain with more than 175 collection points (2017). In addition to providing permanent employment to community members, a large number of casual jobs are available during the peak harvest season.

Customers Voice



ELIZAPHAN PHILOS MUJYANAMA

I usually use hotel services especially coming for lunch and other events with my family, friends or attend meetings or other celebrations. One day, I had lunch in a hotel (the name of which I will not disclose) and caught up food intoxication which caused me serious problems until I stayed in the hospital for some time. I reported the case to the regulatory body (Rwanda Development Board) and they conducted follow up. After follow up on my case, the measures were taken and the hotel was fined. I decided to change the hotel and today am very happy as since then I have my lunch at this certified hotel, I have never experienced any food-related issue nor bad service.

I appreciate the Government of Rwanda's initiative to certify hotels as food safety and quality service are the two main pillars in the hospitality industry.



ASSIAH ISHIMWE

Pastry services and HACCP Team Member at Lemigo Hotel

Hotel services are all about receiving customers and guests with the best courtesy and ensuring that they stay safe and have a here-to-stay stay experience. As kitchen staff, we keep safe and clean to avoid any hazards or contaminants. Our clothes are always clean, we keep body hygiene and we ensure hand washing before entering the work premises and after every activity that could be the source of pathogens. We keep monitoring all points and activities where food safety could be compromised. We always are conscious of any practice that is not allowed in the food preparation and delivering process. We deal with fruits and vegetables hygiene and food hygiene in the whole handling process.

Other testimonies from food processing industries on upgrading of RSB testing laboratories

BENEFICIARY ATTEST ACCRUED BUSINESS OPPORTUNITIES



MR. JEAN PIERRE BAJENEZA

**Ag. Division Manager, National Certification Services,
Rwanda Standards Board (RSB)**

“Acquisition of the HPLC for Rwanda Standards Board Testing Laboratories was good news for us as the Division offering certification services under the same roof. It resulted in an increase of testing parameters and thus permitting us to easily get testing services for mycotoxins especially aflatoxins M1, M2, B1, B2 and total

aflatoxins, which we greatly needed for certification and quality inspection purposes. Before, we barely relied on the results of yeast and moulds to make decision on the safety of products. Today, with the new HPLC equipment, we can get more parameters tested and have accurate and reliable results. This enables evidence-based approach for certification decision making.

Further, Certification being a process, acquisition of the HPLC helps the industry to close the non-conformity raised while monitoring their in-house processes and taking corrective actions as recommended by the Certification Body. Before the equipment was availed, we had some industries and partners who requested us to test their products for export or to comply with any other market requirements; and we referred them to foreign laboratories because some of the parameters we could not test for them. That implied more expenses than they could pay if given the service in the country.

We are grateful that we have in hand the possibility to test for the full package at a-go to determine the safety of products.”



MINIMEX LTD

“Aflatoxin has recently become a hot topic of discussion in the food business world. In our day to day food safety checks, we perform Liquid Chromatography with a limited level of accuracy. Thanks to TradeMark East Africa’s support to the Rwanda Standards Board to avail the HPLC, we are now comfortable with the testing results generated. It provides more accuracy.

Some of our clients are high quality demanding due to the nature of the service they offer. We supply our products especially to United Nations Peace Keeping Mission (MONUSCO) in the Democratic Republic of Congo, some breweries, etc. We also export our product to other countries in the region. Before RSB acquired that equipment, we used to seek conformity assessment services abroad as the third-party

attestation of quality was a requirement for some of our clients. This caused delays and high costs on our side. With high technology testing equipment, we are happy with the results and it also helps us maintain our clients. Our products are effectively tested, and our clients are

happy today as they have never complained of the quality or safety of our products. We are glad that the new equipment will be instrumental in streamlining the compliance of cereal products with quality standards in Rwanda.”



MR JOHN KARENGA

**Plant Director,
Inyange Industries Ltd**

“We analyze the levels of Aflatoxin M1 in Inyange products to ensure compliance with quality standards. Before Rwanda Standards Board acquired the HPLC testing equipment, some of our clients would not rely on the test results provided by Inyange itself as producer but rather required third party tests, which we acquired from Europe or other continents. The results could be available in longer periods of time and at high costs. It is now pleasant that RSB testing laboratory has the capacity and whenever we submit our samples, we get the results in lesser time and testing costs are relatively lower. It has helped us fast-track our business, deliver in convenient time and the countries where we export our products have never complained about the quality of our products.”



MS BLANDINE INGABIRE

**Quality Manager,
Africa Improved Foods**

“Africa Improved Foods engages in processing of fortified flours. Our Nootri products are consumed in the health sector in collaboration with the Ministry of Health to fight malnutrition in children and are also used by pregnant and breastfeeding mothers. We have Super-cereal Plus product that is supplied to the World Food Programme to be fed to infants between six to 24 months of age. Other Nootri products are available on the market for general use. Given the nature of our work, there is inevitable need for aflatoxin analysis in raw materials (maize) and finished products. We usually perform quality tests in our laboratory but also need to compare the results by our test kits with those provided by Rwanda Standards Board testing laboratories. In our

raw materials selection, we refer to national standards and company requirements to ensure the products to be received are aflatoxin-free. The nature of our products and their intended use require high accuracy testing equipment, so RSB acquiring HPLC has been an opportunity for us as its high level of accuracy has greatly assured our quality control. Before the equipment was acquired, we had challenges that would be due either to the testing capacity of the equipment used or our internal controls. With the new HPLC, we no longer

observe such challenges. In addition, sometimes we could request RSB to test for some parameters but they could not. We are happy today that RSB laboratories have the capacity to answer all our requests.”

Testing with high accuracy paves the way for our clients and consumer confidence. As we have started exporting our products to other countries in the region, reliable test results establish the foundation for ease of market access.”

SUCCESS STORIES ON ACCREDITATION OF HACCP AND FSMS SCHEMES



Ms CLAUDINE S NGUTETE

**Occupational Environment, Hygiene & Safety Manager,
Inyange Industries**

Getting to know that Rwanda Standards Board food safety certification schemes have been internationally accredited was good news to us. We had been certified by an external Certification Body, but after getting that information, we have now already applied to be re-certified by RSB and are ready for their services soon.

Acquiring the service from RSB, which is a domestic Certification Body, has many advantages to us. The service cost will be undoubtedly lower because we were required to pay for the service cost, pay accommodation fees for experts to conduct certification audits and other related expenses. Having internationally accredited services is value added to RSB services; and to Inyange as a company dealing in food products which requires food safety management system certification. Accredited certification gives the global market more confidence in Inyange products.



ANGÉLIQUE KAREKEZI

**Managing Director
RWASHOSCCO Ltd**

Our company is Hazard Analysis and Critical Control Point (HACCP) and ISO 22000 Food Safety Management Systems certified. We acquired certification from Rwanda Standards Board and we knew it would be a start point to our customers' conviction, but not all it needed. Those certifications eased acquisition of our FAIRTRADE certification since our systems had been well established. However, we have been waiting for this important addition-accreditation of RSB Food Safety certification schemes.

Accreditation of our Certification service provider is very important as it enhances marketing of our coffee within our ever growing international customer base. The process of our product is wholly done in Rwanda until the finished product. Accreditation of RSB food safety schemes assures our international customers that our processes comply with standards requirement, and that the certification body having attested the compliance is internationally credited to be competent to do so.

Our product “**MARABA Coffee**” is among the best selling Rwanda Coffee brands worldwide. Our international coffee selling partners are heavily contented that our system certification body is internationally accredited because product and system certification means a big thing in coffee trading. In addition, accreditation of certification systems is key to unlocking competitiveness and sustaining businesses on global markets.

As we interact with our business partners and customers worldwide, certification of our systems has greatly contributed in building our brand; and we believe accreditation of RSB services will also underpin customer confidence of our customers in America, Europe, Asia, Australia and African countries where we export our products.



MR JEROME BIZIMANA

**Chief Executive Officer,
Kinazi Cassava Plant**

Accreditation of Rwanda Standards Board Food safety certification schemes is very important in a country with fast-growing industry sector like Rwanda. It is a mark of confidence to our customers and hence a powerful marketing tool for our products. Customer confidence is one of the priorities to boost any business.

Many times, we were asked by our customers on the status of the Certification Body in our country and we always explained that Rwanda competes on quality rather than quantity, and thus Rwanda Standards

Board has the capacity to test and certify the products to ensure their quality and safety. However, customers showed not to be fully convinced as they wanted us to be certified with an accredited body. In the case where certificates delivered by an accredited service provider was a market requirement, we used to request the service from other certification bodies in the region. Clients consider much the level of trust they could allot to a Certification Body, and this is only witnessed by acquiring accreditation.

We are glad that RSB acquired accreditation of its food safety certification schemes. It adds value to our product (Kinazi Cassava Flour) wherever we export it as we trade in all 52 states in the United States of America, in Canada, Italy, Australia, United Kingdom and Belgium. In Africa we export to Democratic Republic of Congo, Morocco and we are exploring other markets on the continent.



JANE NYAMVUMBA

Director Systems Certification Unit
Rwanda Standards Board

Without the TMEA project and its special design, we would not be talking about accreditation of Rwanda Standards Board Food Safety Schemes today; as

accreditation is international recognition of a Certification Body's competence to offer certification services.

Certification only comes when industries or organizations have implemented standards and have been able to attest compliance. This, for any industry, does not happen easily without Top Management commitment, involvement and readiness to avail resources (competent human resources, adequate infrastructure, equipment and technology). If customers did not comply with the standards, RSB would not had clients to certify. In the same sense, without a Certification Body certifying industries, it would not be in position to apply for accreditation as accreditation process leans on assessing competence in service delivery; which is acknowledged through offering certification services.

I appreciate very much TMEA support and highly commend its project model which enabled us achieve outstanding results. Besides this, I do not see any other model that anyone would apply for the sake of acquiring accreditation for systems to be built from scratch. The model includes the sustainability plan component which is built on gradual interoperability, i.e involving local consultants mentored under regional and international consultants. It permitted SMEs capacity building through exchange of feedbacks back and forth within the whole cycle: from the industry to the international consultant level and vice-versa; as well as enhancing RSB staff capacity and system building on the other hand.



RSB and TMA partnership opened new markets for Rwandan exports

Background

To overcome technical barriers to trade, Rwanda has been working hard to develop a reliable quality and regulatory infrastructure in line with the international best practices and the East Africa Community (EAC) standards, quality assurance, metrology and testing (SQMT) requirements enshrined through the EAC SQMT Act 2006. The EAC SQMT Act 2006 is the most detailed Standards, Conformity assessment and Metrology legislation at the EAC Level. This Act spells out the necessary Quality Infrastructure needed

in partner states for them to meet international requirements and allow smooth trade and consumer protection as required under the WTO TBT and SPS Agreements.

Rwanda Standards Board (RSB) received technical assistance support from TradeMark East Africa (TMEA) through the procurement of a select number of pieces of testing equipment able to test an array of testing parameters (e.g. mycotoxins, including aflatoxins in cereals etc.), as well as the provision of additional training to expedite RSB's staff knowledge and confidence in using this cutting-edge technology.

The objective from the outset was to upskill the Rwanda Standards Board's (RSB) staff capacity to conduct quality and safety tests of Rwanda products in support of trade in Rwanda and export to the East African Community (EAC) region and beyond. The testing competences focused on the main export products namely: coffee, honey, tea and minerals and essential oils, covering product quality and contaminants such as antibiotics and pesticides residues. The specific objective of the TradeMark Africa (TMA) technical assistance interventions were to provide RSB with the capabilities to undertake quality tests of commodities to international standards to enable producers and exporters to expand trade and increase exports of their products on the regional and international markets. The partnership also supported RSB in attaining ISO/IEC 17025:2005 level of quality management that has helped to facilitate the fast-tracking of RSB's application for international recognition of its testing laboratories and services through the process of accreditation by RvA (Dutch Accreditation Council).

Without an effective and properly resourced testing facility at the National Standards Body, RSB, the private sector immediately has less opportunity to test their products in Rwanda, and instead are forced to have various product samples tested in neighbouring countries, increasing cost but also causing a longer lead time in receiving back the test results. Without effective publicly available testing facilities, Rwanda was falling behind other African countries, and therefore, took the initiative to strengthen and develop its testing facilities and in-house capabilities for the benefit of Rwandan industry and its citizens.

Samples can now be tested at RSB for mycotoxins upon request. These improvements have helped to facilitate business leaders in Rwanda to make their testing transactions in the shortest possible time instead of having to wait 60 days before receiving their laboratory test reports. Considering that product certification includes laboratory testing, the number of days to acquire the S-mark, for example, has also reduced. It should be noted it is not easy to estimate the exact quantitative cost reduction (albeit it be substantial) but it is recognized that the opportunity cost of waiting for 60 days before putting products on the market

is very high. Previously, samples were being subcontracted abroad and the cost of transporting those samples was also a logistical and administrative burden for businesses. Having effective laboratory testing at RSB allows for better access and regular communications with RSB laboratory technicians, saving on costs, and assurances that test reports will be available within 7 working days (minimizing the amount of opportunity time lost). This is a service the businesses of Rwanda cannot afford to miss!

Opportunities for the industry and cross-border trade

This important initiative to support RSB with their testing operations presented the Rwanda private sector with a great opportunity to lower their overhead costs through removing the need to send samples abroad. In addition, having domestic testing services available will support the Government's "Made in Rwanda" policy and remove the reliance on foreign testing laboratories.

As the time for testing mycotoxins has been considerably reduced, this has an impact on the time to obtain the S-Mark of RSB for products requiring testing of mycotoxins. It also eased market access to the EAC for locally made products where the S-Mark is a requirement as stipulated in the EAC SQMT Act and mutual recognition of quality marks.



The Zamukana Ubuziranenge program by RSB uses a "grow as you can" approach to offer technical assistance to small and medium enterprises in Rwanda



Zamukana Ubuziranenge Program (also known as Small and Medium Enterprises (SMEs) and MSMEs Maturity Model) is a program that was introduced by Government of Rwanda through the Ministry of Trade and Industry (MINICOM) and Rwanda Standards Board (RSB) in 2017. The program aims to gradually support Small and Medium Enterprises towards compliance with standards requirements and hence position them to acquire product and system certification.

Specifically, for industries and service providers, this program intends to systematically develop and support MSMEs/SMES to reach the desired quality and safety performance but also build a strong quality and safety culture. The maturity model serves as a strategic tool that benchmarks the company's quality and safety management system but also serves as performance measurement systems (PMS) implying that SME's are evolving and transformed from lower food safety performance to the better level. In addition, it gives businesses a clear picture of both strengths and weaknesses within the quality and safety management system, giving insights on the potential needs for changes and adjustment. The maturity model recognizes systems problems and factors which are involved in attaining quality and safety goals. The key characteristics of the model is that it reflects the company's status in terms of standards or procedures' compliance and robustness of safety systems in comparison with where it is targeting to be. It also maps where the business think they are currently against where they actually are, which is eventually the gap in the quality and safety systems helping in the development of improvement roadmap.

The **Zamukana Ubuziranenge Program** is linked to the existing RSB certification systems. As such, it prepares SMEs to enter into products (S-Mark) and systems certification (Hazard Analysis and Critical Control Points (HACCP) and Food Safety Management Systems (FSMS) as well as other certification schemes. The standards requirements are structured in way that consider the context and nature of SMEs and are associated with different quality and safety performance levels. For each maturity level, the model defines the key measurable factors and tools that a

company needs to move from lower safety performance to the higher. In the event that a company's quality and safety performance level has been established, there would be a time allowed to stay at this stage to build a strong foundation which will help the SME to move to the better performance level. This level can also be used to develop product quality and safety improvement roadmap using key measurable factors and tools of the upper level. Each standard level has the minimum requirements which an SME needs to fulfill so as to be qualified to that particular level and encourage further growth.

In the beginning, the Program focused on promoting food safety and targeted Small and Medium Enterprises (SMEs) and Micro, Small and Medium Enterprises (MSMEs) owned by Women, Youth and People with Disability. As a result of the instant impact it created, the program scope was later expanded to include all industry startups in sectors (food, non-food and services). The Program is based on conducting MSME or SMEs initial assessment to establish their standing vis-à-vis relevant standard requirements, and therefore assessed industries are categorized according to **Red, Yellow, Orange and Green Colors**.

An industry-centered "grow as you can approach" is put forward

Following initial assessment results, the enterprise undertakes training and coaching process prior to undergoing the final assessment to evaluate the industry's performance and its readiness to be certified. Zamukana Ubuziranenge Programm is implemented in an industry-centered approach, accompanying the SME in the journey to compliance with quality and safety standards through training and coaching activities carried out in an on-plant basis.

Through the Zamukana Ubuziranenge Program (based on accompanying an SME following a Food Safety Maturity Model), more than 700 SMEs and Cooperatives were assessed, trained and coached on relevant standards; and the big number was from the agro-processing cluster.

Gana Gahunda ya Zamukana Ubuziranenge



Abashishikarizwa kwitabira iyi gahunda ku ikubitiro:

- Inganda Zitunganya Ibiribwa
- Ibigo Bihunika /bibika ibiribwa bitarunganywa
- Serivisi ziteka zikanagaburira ibiribwa
- Serivisi zigemura ibiribwa bitunganyijwe
- Amasoko acururizwamo ibiribwa
- Imodoka zigemurwa ibiribwa

Rwanda Standards Board conducts countrywide awareness campaigns to all interested MSMEs, SMES and Cooperatives to join. Thanks to the support by the Government of Rwanda, all services under Zamukana Ubuziranenge including on-firm technical assistance are offered free-of-charge. In addition to this, to support and promote certification and value addition of Made in Rwanda products that are able to compete at domestic and export markets, the Rwanda Development Board (RDB) supports MSMEs, SMEs or Cooperatives that are positioned to acquire product certification through granting 50% of the total product certification cost. RSB

has also facilitated SMEs to pay the remaining 50% in installments to ensure that no one is left behind in the process to acquire certification marks.

Through the Zamukana Ubuziranenge Programme, since 2017, capacity development for more than 700 SMEs was done and of those more than 500 SMEs were positioned to certification. As a result, By May 2023, 134 banana and plant-based alcoholic beverages have been certified with S-Mark; 47 dairy products have been certified with S-Mark; 18 honey products certified with S-Mark and 57 cereal based products certified with S-Mark. The Zamukana Ubu-

ziranenge program immensely impacted Rwanda's quality journey as certified products rose from two (2) in 2010 to more than 730 products certified with S-mark; 20 companies were certified on food safety management system (FSMS), more than 30 companies certified with hazards analysis and critical control Point (HACCP) and 192 products acquired Made in Rwanda certification.

How to join the Zamukana Ubuziranenge Program

- Visit RSB website: www.rsb.gov.rw and fill the application form;
- Submit your application via e-mail to info@rsb.gov.rw
- Also get all information you need by contacting RSB at telephone 0788303492 or 3250 (toll-free)
- For physical contact, you can visit RSB Head Office in Kicukiro, at KK 15 Rd, 49


Technical Assistance service is provided for industries and services with urgent need to meet standards requirements

The Entrepreneurship Development policy published in April, 2020 defines the capacity building, awareness and know how as enabling factors to promote productivity and enhanced market access, increased competitiveness and improved health and safety of domestic products and export commodities. This raises a need to promote awareness and uptake of standards in the targeted value chains as to maximize exploration of the existing opportunities and positioning local farmers, processors and manufacturers in expanding their access to domestic and export markets through certification to the existing product/service quality and safety standards as stipulated in the applicable international best practices (protocols, agreements, trea-

ties, conventions, regulations among others) guiding the global trade.

Further, in August 2020, after observing challenges faced by MSMEs and Industries in standards compliance, the Government of Rwanda mandated RSB to provide technical assistance on quality standards implementation with a main focus to the identified Made in Rwanda Policy identified priority sectors, where their development is seen as one of the strategic interventions to drive the NST1 economic transformation pillar. Any client in need for technical assistance applies and pays for the services via normal RSB service acquisition channels.





HOW TO APPLY FOR THE MADE IN RWANDA LOGO

- 1 FILL AND SUBMIT THE ONLINE APPLICATION FORM AVAILABLE ON RSB website www.rsb.gov.rw
- 2 FILL-IN MADE IN RWANDA LOGO APPLICATION FORM AVAILABLE ON RSB WEBSITE www.rsb.gov.rw
- 3 SUBMIT THE APPLICATION FORM IN HAND TO RSB OR VIA EMAIL: madeinrwanda@rsb.gov.rw



UKO WASABA IKIRANGO CYA MADE IN RWANDA

- 1 UZUZA INYANDIKO ISABA IBONEKA KU RUBUGA RWA RSB www.rsb.gov.rw MAZE UHITE UYOHEREZA UNYUZE KURI URWO RUBUGA
- 2 UZUZA INYANDIKO ISABA GUHABWA IKIRANGO CYA MADE IN RWANDA IBONEKA KU RUBUGA RWA RSB www.rsb.gov.rw
- 3 SHYIKIRIZA RSB KU BIRO BIKURU INYANDIKO WUJUJE USABA IKIRANGO CYANGWA UYOHEREZE UKOKESHEJE UBUTUMWA BWA INTERINETI KURI EMAIL madeinrwanda@rsb.gov.rw



CRITERIA TO ACQUIRE MADE IN RWANDA LOGO

<ol style="list-style-type: none"> 1 ISSUED TO THE COMPANY REGISTERED AND AUTHORIZED TO MANUFACTURE THE PRODUCT 2 THE PRODUCT NAME AND BRAND NAMES ARE REGISTERED AS THE COMPANY'S INTELLECTUAL PROPERTY 	<ol style="list-style-type: none"> 3 THE PRODUCT SHALL BE IN COMPLIANCE WITH THE PROVISIONS OF THE RULES OF ORIGIN AS APPLIED IN RWANDA 4 THE PRODUCT SHALL HAVE A VALID CERTIFICATION (S-MARK) TO ATTEST ITS QUALITY AND SAFETY
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IBISABWA KUGIRA NGO USABA AHABWE IKIRANGO CYA MADE IN RWANDA

<ol style="list-style-type: none"> 1 IKIRANGO GIHABWA IKIGO/URUGANDA RWANDITSWE RUKANAHABWA UBURENGAZIRA BWO GUTUGANYA IGICURUZA CYANGWA GUTANGA SERIVISI ISABIRWA 2 IZINA RY'IGICURUZA/SERIVISI NDETSE N'IZINA RIKOKESHWA MU BUCURUZI BIGOMBA KUBA BYARANDIKISHIJE N'USABA GUHABWA IKIRANGO NK'UMUTUNGO KAMERE MU BY'UBWENGE (INTELLECTUAL PROPERTY) 	<ol style="list-style-type: none"> 3 IGICURUZA/SERIVISI KIGOMBA KUBA CYUJUJE IBISABWA N'AMABWIRIZA AGENGA INKOMOKO (RULES OF ORIGIN) NK'UKO ATEGANYWA MU RWANDA 4 IGICURUZA/SERIVISI KIGOMBA KUBA GIFITE IKIRANGO CY'UBUZIRANENGE (S-MARK) CYANGWA IBINDI BHAMYA KO CYUJUJE IBISABWA N'AMABWIRIZA Y'UBUZIRANENGE
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