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MADE IN RWANDA TRADING POLICY AND THEIR EFFECT ON PERFORMANCE OF TEXTILE INDUSTRIES IN RWANDA: ANALYSIS OF ITS PILLARS

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Abstract
Domestic trading policies in Rwandaspecifically Made In Rwanda, represent a vital part of the economy, being the source of various economic contributions through the generation of income viaexporting, providing new job opportunities, introducing innovations, stimulating competition, and engine for employment. Present economy is known as a knowledgebase economy where, playing on Cost of production, Improving Quality and Mind-Set Change have more importance on exportation rather than importing the goods and services. The role and importance of domestic trading policies has been highly appreciated and acknowledged. Moreover, in the present economy, MIR products are facing tremendous challenges and threats to survive in a competitive environment.The study examined the influence of domestic trading policies on performance of textile industry in Rwanda. The study was guided by the following research objectives which include; finding out to what extent Cost of production, Improving Quality and Mind-Set Change influence the performance of textile industries in Rwanda. The study adopted descriptive survey and exploratory design. The study targeted 2 textile and clothing industries inRwanda who are registered by Ministry of Ministry of Trade, Industry and East African Community. Regression models was used to examine the domestic trading policies on performance of textile industry in Rwanda. The study found that MIR pillars (Cost of production, Improving Quality and Mind-Set Change) have a great positive influence on performance of textile industry.

Keywords: Trading Policies, Cost of production, Mindset change, Improving quality and Performance of Textile Industry

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INTRODUCTION

It is all too easy to forget that the various national economic performances as presently observed may be surprisingly deep rooted. For example, relatively poor American productivity performance is arguably an old, old storyand not the result of a sudden loss in American know-how. U.S. productivity growth has been relatively poor, not only for the past fifteen or twenty years, but for the better part of the past century (Maddison1982; Baumol, Blackman, and Wolff 1989).' Between 1899 and 1913, the U.S. growth rate was already lower than that of Sweden, France, Germany, Italy, and Japan. TheU.S. rate of productivity growth was again below all these countries (except for Germany) between 1913 and 1939. While U.S. productivity grew relatively rapidly during both world wars, this is in good part a result of the slowdown in the growth of other countries. And the American experience relativeto other countries in the four decades after the Second World War seems to differ only in detail from its experience in the four pre-Second World War decades.

Indeed, Japan's distinctive position can be pushed back still further. Already in the 1870s and 1880s Japan's level of economic accomplishment was well above the rest of Asia. Only in the 1950s and 1960s would other Asian economies reach the levels ofperformance that Japan had achieved eighty years earlier (Ohkawa 1978). This impressive achievement, in turn, rested on almost three hundred years of growth and structural change prior to the opening of Japan to international trade in the 1850s. While Tokugawa Japan missed the scientific and industrial revolutions of the seventeenth and eighteenth centuries, this by no means necessitated economic stagnation. For example, between1600 and 1870, Japanese agricultural output grew at an impressive average annual rate of 0.33 percent (Umemura 1973).

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The industrial sector in Rwanda is currently small contributing on average 19.2% of GDP. The government of Rwanda has however developed the following trade policy aimed at boosting the trade performance: Rwanda Wildlife policy, Rwanda Protected Areas Concessions Management policy, National Craft Industry policy, Rwanda Tourism Policy, special economic zone policy, Rwanda national export strategy (NES), national industrial policy, Rwanda Intellectual Property Policy, Small and Medium Enterprises (SMEs) Development Policy, Rwanda Competition, MIR Policy and Consumer Protection Policy. Manufacturing, especially, has witnessed considerable growth especially the production of; construction materials, pharmaceuticals, beverages, packaging and paper products, textiles and a great deal of agro processing (PSF, 2008).

Because of the concerted efforts in developing the industrial performance in Rwanda, her exports to the East African Community partner states have increased while at the same time attracting more investors from the region and beyond. To accentuate the importance of manufacturing in Rwanda's economy, the government has established industrial parks that have seen industries getting cluster anchored in the Kigali Special Economic Zone and giving due support to the development of other industrial parks, not only in Kigali but all across the country

The Minister of Trade and Industry, Francois Kanimba, says the government has a good amount of confidence the industry sector oil pick up in the next few years and contribute significantly to the "when we look at the new industries that are coming up in the country, with some that have started operations, though not to 100% full capacity, we believe that production from the industry sector is increasing," the Minister is quoted as saying while on a recent tour of Bugesera and Kicukiro industrial parks. Minister Kanimba said industries in Rwanda still face lots of challenges starting with the ones he visited especially the infrastructure challenge such as electricity, water and good roads (Rwanda Development Board (RDB, 2008).

Due emphasis has also been put on improving quality of products and services to meet standards,

Implementing an appropriate trade information system that improves access to information on national and international trade, facilitate trade by removing barriers and fostering greater integration into regional and international trading networks. RDB has also provided sector specific support for viable new industries: silk, textiles, processed fruits and vegetables, dairy products, as well as value addition in existing sectors such as horticulture and leather production. Small and Medium Enterprises today make over 95% of the businesses in Rwanda, therefore a focus on manufacturing and trade fundamentally means a focus on these SMEs.

Hence, with the increasing variety of goods and services produced in Rwanda, it is as well imperative that Rwandans are encouraged to consume what is Rwandan. The first line of people to convince Rwandans to consume our own locally produced goods terms has not been given significant pomp to create an impact. It is important that consumption of locally produced services and goods is encouraged as one of the sure ways in reducing the international trade deficit which, apparently, stands at almost 15% and services are the producers/ manufacturers. And this attraction should not come by the word of advertising, but by ensuring quality and competitive products that meet national, regional and international standards.

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2. Statement of the Problem

Being a small, land-locked economy should not be taken as the end of the story and there are multiple avenues to pursue in order to promote productivity and competitiveness enhancements in Rwanda.

The persistent trade deficit continues to put pressure on overall macroeconomic stability in Rwanda. Recently, interventions to reduce the deficit are beginning to bear fruit, yet the underlying competitiveness drivers of the deficit growth remain unchanged. As mentioned, 2016 does mark the first time in more than a decade when the absolute trade deficit has decreased, which is a positive momentum to seize and build upon as a matter of priority.

Domestic consumer sentiment is shifting towards a preference for foreign products, meaning that this is a challenging time for domestic production to invest. Rwandan consumers express a preference for buying foreign products, yet have concerns over quality. It is therefore important to build on the momentum of the MIR Campaign and support producers to take advantage of the new opportunities generated.

Producers are constrained by a high-cost, low-efficiency economic environment, with many compounding factors negatively affecting their competitiveness. This is evident from the low scores on efficiency-enhancing competitiveness indicators from the Global Competitiveness Reports, from Rwanda's high firm mortality and from the responses from producers – limited access to skills, raw materials, finance and affordable transport all push up prices, forcing companies to compromise on quality and risk putting them out of business. Whilst some level of creative destruction is necessary for developing a competitive industrial sector, inefficiency bottlenecks should be removed to let Rwandan firms grow into sustainable long-term businesses that create jobs and economic diversification.

3. Objectives of the Study

The main purpose of this study was to investigate the influence of domestic trading policies on performance of textile industry in Rwanda whereas the specific objectives are as below

1. To evaluate the influence of cost of production as pillar of MIR policy on sales level of textile industries in Rwanda
2. To analyze the influence of Quality products improvement as part of MIR policy on sales and export levelof textile industries in Rwanda
3. To assess the influence of Mind-Set Change as factor of MIR Policy on sales and export levelof textile industries in Rwanda

4. Literature review

4.1 Theoretical review

4.1.1 Cost of production theory

The cost-of-production theory was developed by Karl Marx's critique of political economy in 1857-1858, the theory stipulating that the price of an object or condition is determined by the sum of the cost of the resources that went into making it. The cost can comprise any of the factors of production (including labor, capital, or land) and taxation. Among the cost include A. Fixed Cost which are costs that do not vary with different levels of production and fixed costs exists even if output is zero. Example: rent or salaries. B. Average Fixed Cost, which is Fixed Costs/Quantity. C. Variable Costs, which are costs, that varies with the level of output. Ex: electricity D. Marginal Cost which is the increase in cost caused by producing one more unit of the good. E. Total Cost equivalent to Fixed Cost + Variable Cost and F. Average Total Cost which is equal to total Cost/Quantity. (Total Cost = Fixed Cost + Variable Cost); Average Variable Cost = Variable Costs/Quantity.

Note that if average costs are falling then marginal costs must be less than average while if average costs are rising then marginal must be more than average. Marginal cost on its way up must cut the cost curve at its minimum point.

If Marginal Cost is less than Average Variable Cost, then Average Cost goes down.

If Marginal Cost is higher than Average Variable Cost, then Average Cost goes up.

If Marginal Cost is equal to Average Variable Cost, then Average Cost will be at minimum.

The theory makes the most sense under assumptions of constant returns to scale and the existence of just one non-produced factor of production. These are the assumptions of the so-called non-substitution theorem. Under these assumptions, the long-run price of a commodity is equal to the sum of the cost of the inputs into that commodity, including interest charges.Definitely, this theory will be used to confirm my variable saying about the influence of cost of production on sales level

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4.1.2 Mindset Theory

Carol Dweck psychologist working at Stanford University in the USA developed the theory of mindset in 2012. He started with the question: your intelligence and other characteristics – where do they come from? Can they change?
People vary in the degree to which they attribute the causes of intelligence and other traits. Are they innate and fixed factors ("fixed" mindset) or are they variable factors that can be influenced through learning, effort, training, and practice ("growth" mindset)? A "growth" mindset is generally seen as more advantageous.
Carol S. Dweck, a psychologist on the faculty at Stanford University, proposed *mindset theory* as a way to understand the effects of the beliefs that individuals hold for the nature of intelligence. This in turn has implications for learning and education.

4.1.3 Quality improvement theory

This theory has had a long genesis. It began life in 2013by Klein man & Doughertyas a supplementary report to the Manchester Business School (MBS) evaluation of the Six Sigma training program run by the NHS Modernization Agency. The report was never formally published, but versions of it emerged whenever there were discussions about the nature and role of quality in the NHS. The NHS leaders who got access to it enthused about it. There was no other publication available that set out the principles and approaches to quality in healthcare so comprehensively or effectively. Word spread. Eventually, there was such a groundswell of interest in this clandestine, unofficial paper that the NHS Institute asked Manchester Business School to review and update the paper for publication and widespread dissemination. The timing of publication is fortuitous, just after Lord Darzi's report from the Next Stage Review of the NHS, High Quality Care for All. The Next Stage Review gives a significant and welcome prominence to quality improvement in the next stage of NHS reform. It also sets out, in chapter five, the "core elements of any approach to leadership". These include method: "the management method (leaders) will use for implementation, continuous improvement and measuring success". Quality healthcare is dependent on method. Each of us, whether commissioner or provider, needs to develop skills and knowledge in methods for improvement. The authors of this report have summarized the improvement approaches and methods that have been successfully utilized by industry over the past 50 years. They have evaluated all the approaches from a healthcare perspective. They have assessed the full spectrum, from the previous favorites such as Total Quality Management and Re-engineering, to current preferences like Lean and Six Sigma to concepts such as Mass Customization that are newly emerging from the international healthcare improvement movement. There are some key messages for NHS leaders in this report. Firstly, when we treat clinically led improvement (audit, clinical governance, etc) as a separate entity from managerially led performance improvement, we do so at our peril. Leading organizations in healthcare quality have aligned improvement objectives and operate with a definition of quality that covers both clinical and managerial domains. Secondly, from a research evidence viewpoint, none of the approaches stands out as being more successful in healthcare than any of the others. Having an improvement method or model can make a significant difference to achieving outcomes but it does not seem to matter which approach it is. The authors conclude that the process of improvement is more important than the specific approach or method. When quality improvement efforts fail to deliver, it is rarely an "approach" problem or a "tool" problem. Rather, it is a "human dynamics" or "leadership" problem. Thirdly, for healthcare leaders, seriously adopting and committing to the method for as long as it takes to deliver the results for patients is as important as selecting the specific method of improvement.
Fourthly, there are many paths (and many method options) to successful, sustained quality improvement. The most important factor is the leadership ability to address many simultaneous challenges and to adapt solutions and strategies to the organizations own context. I welcome this report as an important contribution to the body of evidence on quality in healthcare at a time when quality improvement is rightfully gaining a high strategic priority in the NHS. And I am delighted that, after four years, a report that has so much to teach those of us who want to provide safe, effective care and a great patient experience has finally seen the light of day!This theory will serve as reference to the researcher on the research objective entitled influence of Quality products improvement on sales and export level

4.2 Conceptual framework

In the study, the conceptual framework looked at the relationship between influences of domestic trading policies on performance of textile industry

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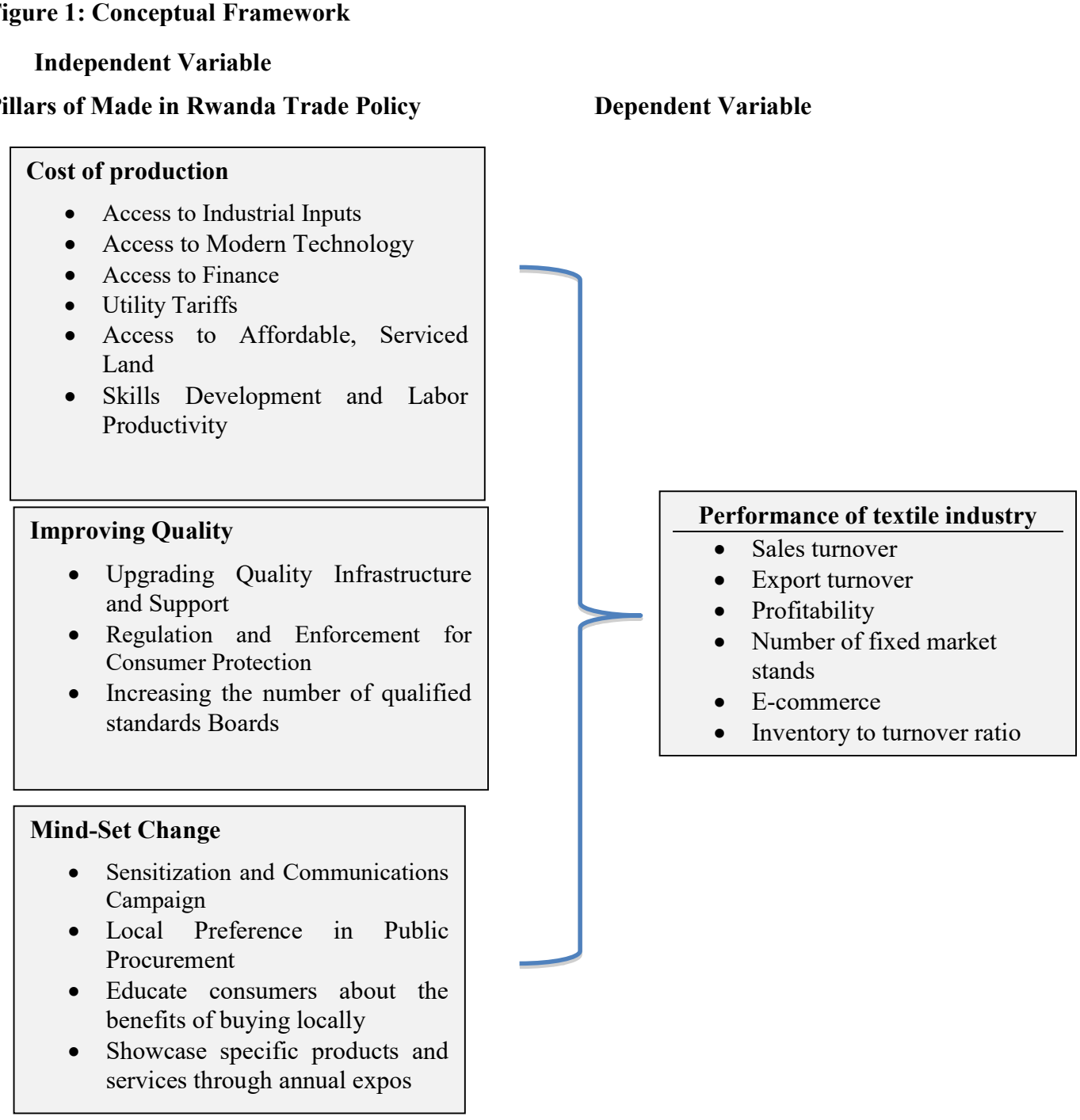
Figure 1: Conceptual Framework



Source: Conceptualization 2019

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4.3 The empirical review

According to Oliver Morrissey and Nicodemus Rudaheranwa (2016) in their study on Ugandan trade policy and export performance, they asked how effective have the reforms been in increasing the incentives to exporters. Uganda has made significant progress in reducing the anti-export bias in its trade policy. Taxes on exports have been abolished, the foreign exchange market is liberalized and exporters are allowed to retain their export earnings. Import protection has also been reduced considerably. However, while the relative incentives to exporting have improved, export earnings have not. The real problem facing Uganda is the severe lack of export diversification and the fact that it is a price taker on world markets. Uganda can take measures to encourage export diversification, both in terms of quality and niche markets for traditional commodities and in terms of encouraging non-traditional exports. Trade policy reforms are only part of such a strategy. Improved infrastructure and institutional support are an important component of export support, to reduce the adverse effects of natural barriers. They conclude that the principal trade policy reforms have been implemented, and the policy environment is right now for export support, through investment in infrastructure and institutional support.

In the research carried out by Charles Ackah and Oliver Morrissey (2013) on Trade Policy and Performance in Sub-Saharan Africa Since the 1980s.This paper reviews trade policy reform and performance in Africa since the 1980s. African countries have implemented significant trade liberalization in this period, in particular reducing tariffs. This has usually resulted in an increase in imports, but export growth has often been sluggish so that in many countries the trade deficit has increased. The paper documents trends and performance and reviews the explanations for poor export response. While trade policy reform has been beneficial, the impact has not been as great as expected and the core challenge facing African countries is how to diversify and increase exports.

Conferring to the Analysis of Hong Kong Export Performance by Yin-Wong Cheung (2015). The article examines the Hong Kong export performance. A standard export demand formulation is used as the benchmark. Then, we investigate the effects of real exchange rate volatility, third country competition, domestic wages, and costs of imports from China on export volume. The study models the Hong Kong domestic exports and re-exports separately, compares the performance of exports to the rest of the world, US and Japan, and uses destination-and-export-type specific unit value indexes to construct real exchange rates. It is found that Hong Kong export performance varies across export types and across destinations. In general, Hong Kong exports display mean-reverting dynamics, are positively influenced by foreign income, and are adversely affected by high value of its currency. The lagged export variable, foreign income, and real exchange rate provide most of the explanatory power. The other variables contribute only marginally in explaining the variability of Hong Kong exports.

5. RESEARCH METHODOLOGY

The research methodology is a science of studying how research is to be carried out. So, the study adopted an exploratory approach using a descriptive survey design. Data available from the Ministry of Trade and industry (2018) reveal that there are only 2 textiles and clothes industries named UTEXRWA and C&H Garments Ltd. Therefore, the study targeted the 344 staff where the 185 staff were sampled for study purpose. The questionnaire, interview, documentation and observation were used to collect the data. A pilot study waspurposively undertaken on 5 staff from MINEACOM as parent ministry overseeing trade policies to test the reliability and validity of the questionnaire. After data collection from textile industry staff, they were Processed follows tallying the respondent's answers through editing, coding, recording, classifying, makes the tabulation of data collected and been analyzed using STATA

6. RESULTS ANALYSIS AND DISCUSSION

6.1 Reliability analysis results

This study investigated the reliability of the independent variables (cost of production, quality improvement and mindset change) and the dependent variable (performance) in order to check for internal consistency. Internal consistency of measures was tested by computing Cronbach's alpha coefficients and after running all the 5 items in SPSS, the reliability test results are illustrated in table below

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Table 1: Reliability Test of Constructs

Cronbach's Alpha Based on Standardized Items	Number of Items
.748	5

Cronbach's alpha as a measure of internal consistency, measuring how closely related a set of items are as a group. It is observed to be of scale reliability. From such result obtained, the questionnaire is reliable at 74.8% hence used for research purpose.

Table 2: Friedman's Chi-Square

ANOVA with Friedman's Test

		Sum of Squares	df	Mean Square	Friedman's Chi-Square	Sig
Between People		3.067	4	.767		
	Between Items	.933[a]	2	.467	3.500	.174
Within People	Residual	1.733	8	.217		
	Total	2.667	10	.267		
Total		5.733	14	.410		

Grand Mean = 1.8667

a. Kendall's coefficient of concordance W = .163.

There was a statistically significant difference in perceived effort depending on which type of factor whilst running, $\chi^2(2) = 3.500$, $p = 0.174$. Post hoc analysis with Wilcoxon signed-rank tests was conducted with a Bonferroni correction applied, resulting in a significance level set at $p<0.163$. However, there was a statistically significant domestic trading policies on performance of textile industry($Z = 3.500$, $p = 174$).

6.2 Regression Analysis

Table 3: model of performance of textile industries

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.987[a]	.974	.974	.010224

a. Predictors: (Constant), Mindset Change, Improving Quality, Cost of Production

The results shown in table 3 above indicate that Mindset Change, Improving Quality, Cost of Productionhave a significantpositive influence on performance of textile industries. This is shown by the regression analysis value of R –Calculated which is sufficient (i.e 98.7%) and P Value is 0.010224 at 95% level ofsignificance that is less than 5%.

Table 4: ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	70.995	3	23.665	2264.064	.000[b]
	Residual	1.892	181	.010		
	Total	72.886	184			

a. Dependent Variable: Performance of textile industry

b. Predictors: (Constant), Mindset Change, Improving Quality, Cost of Production

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The tables 4.6 show the results of ANOVA test which reveal that the working capital management have significant effect on profitability of consumer goods industry in Rwanda. Since the P value is less than 5% level of significance. This is depicted by linear regression model
GPM = $\beta 0+ B1X_1+ B2X_2+ B3X_3+ B4X_4+ B5X_5+£$, the P value was 0.010 implying that the model GPM = $\beta 0+ B1X_1+ B2X_2+ B3X_3+ B4X_4+ B5X_5+£$, is significant.

Table 5: Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-.090	.029		-3.146	.002
	Cost of Production	.036	.052	.034	.686	.494
	Improving Quality	-.018	.031	-.019	-.583	.561
	Mindset Change	1.018	.059	.971	17.149	.000

a. Dependent Variable: Performance of textile industry

Table 4.22 indicates that P value = 0.000 which is less than 5%. This shows that the overall model is significant. It further implies that Mindset Change, Improving Quality, Cost of Productionhave a significant effect on Performance of textile industry

6.3 Correlations

Table 6: Correlations

			Cost of Production	Improving Quality	Mindset Change	Performance of textile industry
Spearman's rho	Cost of Production	Correlation Coefficient	1.000	.915**	.971**	.971**
		Sig. (2-tailed)	.	.000	.000	.000
		N	185	185	185	185
	Improving Quality	Correlation Coefficient	.915**	1.000	.938**	.937**
		Sig. (2-tailed)	.000	.	.000	.000
		N	185	185	185	185
	Mindset Change	Correlation Coefficient	.971**	.938**	1.000	1.000**
		Sig. (2-tailed)	.000	.000	.	.000
		N	185	185	185	185
	Performance of textile industry	Correlation Coefficient	.971**	.937**	1.000**	1.000
		Sig. (2-tailed)	.000	.000	.000	.
		N	185	185	185	185

**. Correlation is significant at the 0.01 level (2-tailed).

From the table 4.2, there is only great relationship between MIR policy and profitability of consumer good industry, therefore, there is a positive and very strong correlation between Mindset Change, Improving Quality, Cost of Production and Performance of textile industry.This is correlated at high level where correlation is found in exact sciences.

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6.4 Test of Normality

Table 7: Test of Normality on performance of textile industries

Performance of textile industry		Kolmogorov-Smirnov[a]			Shapiro-Wilk		
		Statistic	df	Sig.	Statistic	df	Sig.
Cost of production	1	0.455	54	0	0.562	54	0
Improving quality	1	0.418	39	0	0.615	39	0
Mindset change	1	0.49	55	0	0.59	55	0
	2	0.465	100	0	0.525	100	0

a. Lilliefors Significance Correction

In the further test for normality, the Shapiro-Wilk test shows that the Standardized residuals are significantly normally distributed with a significance which is greater than 0.05. The stepwise regression model was aimed at determining how MIR policy influences the performance of consumer good industry. The unstandardized beta coefficients also showed that mindset change ($\beta = 0.455$) contributes the most, followed by cost of production ($\beta = 0.455$)and improving quality ($\beta = 0.418$). All of those variables were significant with p-values < 0.05.

7. Conclusion

Rwandan government's Made-in-Rwanda campaign launched in 2015 has had a positive impact on both industrial output and the country's trade balance, Rwanda's total export receipts increased from 559 million U.S. dollars in 2015 to 944 million dollars in 2017 while total imports decreased by 4 percent from 1.849 billion dollars in 2015 to 1.772 billion dollars in 2017, according to statistics from Rwandan ministry of trade revealed at the official launch of the Made-in-Rwanda policy and brand in Rwandan capital city Kigali.

The Made-in-Rwanda policy boosted local industrial contribution to the economic growth while promoting the brand of the Rwandan locally made products at the global stage, which will reduce the country's burden of relying on imports while promote locally made products from Rwanda, she said.The policy was, among other things, help entrepreneurs get access to raw materials and markets for their products, according to her.It is expected to significantly narrow trade deficit by almost 450 million dollars annually in the next seven years, according to the Ministry of Trade and Industry.

8. Recommendations

Identify raw/intermediate inputs that should be eligible for import duty exemption under Duty Remission Scheme and under the EAC Common External Tariffs.

Develop and implement a strategy to improve or reform the VAT refund process.

Explore the potential for strategic partnership with high-profile multinationals (e.g. Apple) to strengthen value chain and certification.

Help connect Rwandan firms to potential regional buyers and suppliers by establishing a local content unit.

Strengthen Made in Rwanda by identifying and tackling the specific constraints of local suppliers to firms that currently rely on imports.

Strengthen Made in Rwanda's certification by establishing a database that reports on a firm's reliability through historical trade relationships with buyers and suppliers.

Made in Rwanda should strengthen its coffee brand, as Kenya has done. Start a trial engagement with an international reputation firm for support.

Establish an overarching institute for all tourism, such as a Ministry of Tourism.

RCB should link up with tourism intermediaries to offer/recommend integrated workshop plus leisure packages.

Develop a Services Strategy focused on backbone service sectors (transport, finance, business services, logistics, IT, professional services) with focus on service efficiency and uptake.

Develop a strategy to increase Rwanda's benefits from cross-border trade with the DRC. This should include improvement in data collection of cross-border trade, adjustment of border regulations to better facilitate repeated entry, and strengthening of cross-border market agreements (e.g. provision of emergency health care and facilitation

of cross-border mobile payment).
Ensure the E-Commerce Strategy explicitly tackles internet access, facilitates customs regulations for SMEs, addresses challenges to postal services, and considers international money transfer and e-payment systems.
Reform consumer protection laws and intellectual property rights to better protect consumers and producers engaging in E-Commerce.
Promote training of programmers at vocational/university level.

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