Association of Microfinance Institutions in Rwanda

AMIR Quarter Two Report

2025

June 2025

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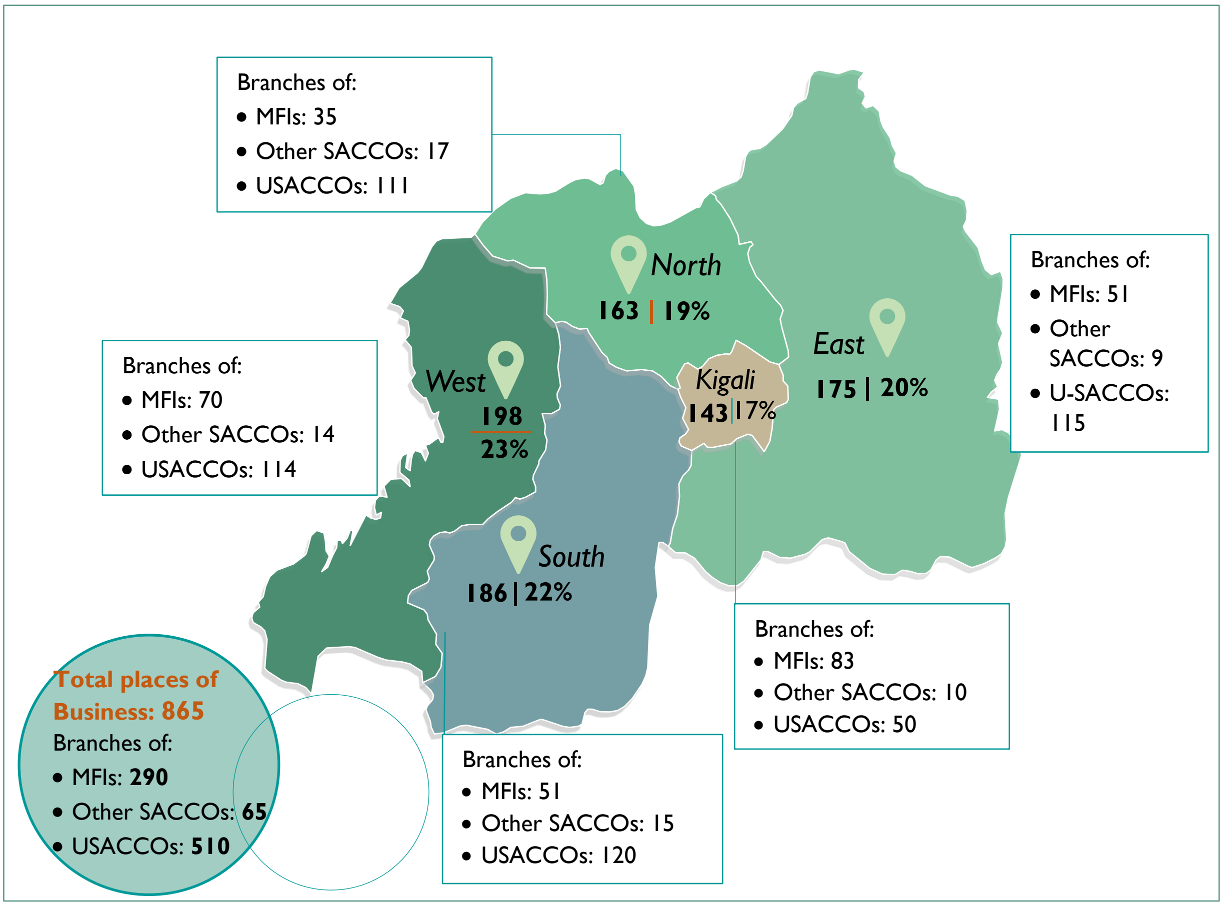
1. Introduction

The Association of Microfinance Institutions in Rwanda (AMIR), is the national body representing all the microfinance institutions in Rwanda. The association was created in 2007 with 32 founding members. Today, AMIR represents 457 MFIs and SACCOs whith 23 Microfinance Limited Companies, 18 non-Umurenge SACCOs and 416 Umurenge SACCOs. the microfinance sector has 865 places of business meaning 457 head offices of the MFIs and SACCOs, and 408 branches or outlets). Western province is the leading region with 23% of total access points, followed by Southern province at 22% and Eastern province at 20%. The Northen province and City of Kigali account for 19% and 17%, respectively.

The distribution of MFIs and SACCOs across the country



The microfinance institutions (MFIs) and Credit and Saving Cooperatives (SACCOs) aim to empower individuals and businesses by providing access to credit and financial services, enabling them to improve their livelihoods and economic status.

The MFIs/SACCOs play a crucial role in promoting the financial inclusion (96%) in Rwanda with a particularity of reaching in rural areas and remote areas.

Mission

The mission of AMIR is to offer diversified services to microfinance institutions to enable them to work professionally and contribute to poverty reduction in a sustainable manner.

Main roles of AMIR

There are 5 key areas of interventions of AMIR described below:

- **Advocacy**: Addressing issues affecting our member institutions to promote a conducive operating environment.
- **Sector Professionalization**: Enhancing capacity-building efforts, institutional strengthening, and providing technical assistance.
- **Responsible and Inclusive Finance**: Promoting financial education and literacy, particularly targeting youth and women, and improving access to finance for underserved populations, including women, youth, people with disabilities, refugees, micro, small, and medium enterprises (MSMEs), and cooperatives.
- **Green Finance and Climate Resilience**: Encouraging eco-friendly financing solutions to adapt to climate change.
- **Performance Monitoring and Reporting**: Assessing sector performance and conducting research and surveys to inform policy.

2. Performed activities

2.1. Microfinance technology Summit 2025, 3rd Edition

According to NST2, Rwanda has the target of "facilitating universal access to smart devices and basic technology," To achieve this objective, digital literacy is planned to increase from 53% to 100%, equipping the Rwandan population with the necessary skills to fully benefit from digital transformation.

It is in this context that AMIR in collaboration with the association of microfinance institutions in Zimbabwe has organized the microfinance technology summit 2025 edition 3 from 12th to 13th June 2025 at Harare, Zimbabwe. This is the first summit organized outside the country and it was successfully conducted.

The summit was attended by more than 300 people including policy makers, financial institutions, fintech companies and investors to discuss on the theme ***"Unlocking the future of financial inclusion through technology."*** it was the time to learn digital solutions in finance sector from others and Rwandan companies to showcase their digital solutions.

Rwanda is positioning itself as a regional tech hub through the Fintech (mobile banking, digital payments), E-commerce and logistics platforms, Software development and IT services, and

Cybersecurity solutions. The microfinance technology summit is significantly contributing toward the achievement of the above-mentioned target of NST 2.

Photo 1: participants in the microfinance technology summit at Harare, Zimbabwe.

The main topics discussed are as follows:

a. The Future of Microfinance – Leveraging Technology for Financial Inclusion

The speakers explored how microfinance associations facilitate digital transformation, the roles of the fintech partnerships and financial inclusion; highlighted the regulatory and compliance challenges; embracing AI and data analytics for risk assessment.

b. The Role of Universities in Driving Technological Innovation for Microfinance

The discussion focused on University-led research on digital financial services, bridging the skills gap in fintech and microfinance, academic incubators and accelerators in fintech development.

c. The Role of Governments & Regulators in Supporting Digital Financial Inclusion

The participants explored how the Governments should enact clear financial and payment services policies to create a neutral, interoperable and viable market place properly and reinforce its implementation.

d. Cross Border Instant Inclusive Retail Payment Systems

Cross-border instant and inclusive retail payment systems aim to facilitate faster, cheaper, and more accessible international payments, particularly for individuals and small businesses. These systems leverage technology to overcome the challenges of traditional cross-border transactions, such as high costs, slow processing times, and limited accessibility.

e. Core Banking Solutions – Enhancing Efficiency and Scalability in Microfinance

The main focus was the evolution of core banking systems for MFIs, choosing the right technology for digital transformation, integration of core banking with mobile and digital platforms, cost and implementation challenges for MFIs.

f. Future Trends in Microfinance Technology

The participants learned about digital transformation beyond 2025, the role of AI and automation in microfinance and the innovations in alternative credit scoring.

Photo 2: Mvend Group Rwandan FinTech company showcasing its digital solution.

Photo 3: The team from Rwanda with Hon. Ambassador James Musoni, Ambassador of Republic of Rwanda in Zimbabwe.

Photo 4: Hon. Ambassador James Musoni, Ambassador of Republic of Rwanda; Dr Jesimen T. Chipika, Deputy Governor, Reserve Bank of Zimbabwe; Gatera Damien, Chairman of the board of Directors/AMIR

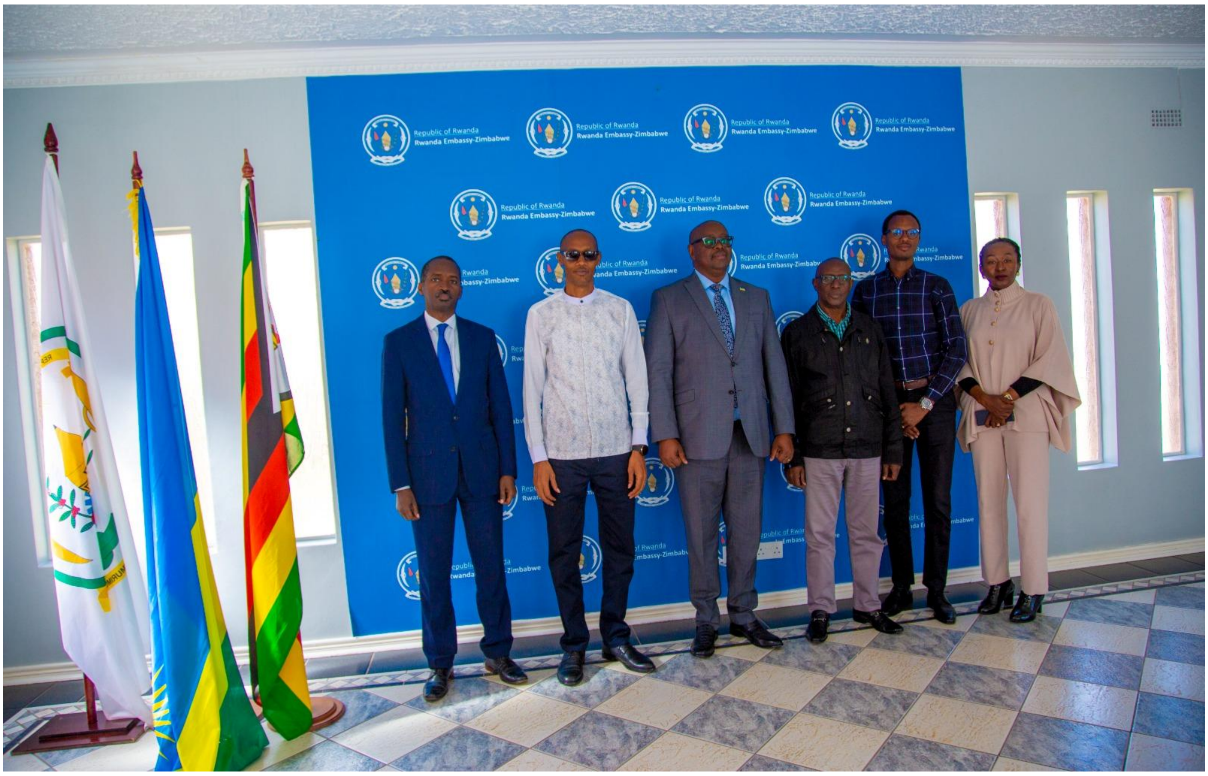


Photo 5: AMIR delegation visited and discussed with Ambassador of Rwanda in Zimbabwe.

This is a big achievement to AMIR that opens doors to more opportunities to conduct meetings outside the country.

2.2. Visit of Ugandan Financial institutions to Rwanda

A delegation of 21 financial professionals from Uganda, led by Dr. Sylivester Ndiroramukama, Chief Executive Officer of Uganda Cooperative Savings and Credit Union Limited (UCSCU), undertook a five-day benchmarking visit to Rwanda from June 23 to 27, 2025. The objective of the visit was to gain insights into Rwanda's thriving microfinance sector with the aim of revitalizing Uganda's SACCO sector through shared learning and best practices.

During the visit, the Ugandan team visited several leading microfinance institutions, including: Isonga SACCO (**Kicukiro District**) – A consolidated district SACCO, **CPF INEZA** – a reputable microfinance institution headquartered in **MUHANGA District**, Southern Province. **UMWALIMU SACCO**, the national teachers' savings and credit cooperative headquartered in **Gasabo District**, **City of Kigali**.

Photo 6: Ugandan delegation visited AMIR.

The benchmarking tour concluded with an insightful engagement with officials from the **Ministry of Finance and Economic Planning**, which shared the government's role in policy, regulation, and financial literacy.

2.3. Recruitment of DISTRICT SACCO's Staff

The District SACCOs are being established by consolidating previously existing Umurenge SACCOs (U-SACCOs) at the district level. This consolidation is part of a broader effort to professionalize and improve the efficiency of financial services, particularly in rural areas, through automation and strategic partnerships.

The District SACCOs offer a wide range of services, including savings, microloans, digital banking, and financial education. Regulated by the National Bank of Rwanda (BNR), they are part of the broader strategy to build a stable, inclusive, and modern financial system with improved governance structures, professional staffing, and integrated digital platforms, District SACCOs are better positioned to mobilize local savings, support small businesses and agriculture, and contribute to Rwanda's socio-economic development goals.

From June 1st to 11th, 2025, MINECOFIN, AMIR and D-SACCO BoD Members conducted the recruitment of 12 staff in 4 District SACCOs of Gicumbi, Rubavu, Rwamagana, and Nyamagabe to fill four key positions including the Head of Credit, Head of Operations, Head of Finance and Administration, and Managing Director.

2.4. Training of AMIR staff on Agriculture, tourism and hospitality value chain financing

AMIR staff were trained on Agriculture, Tourism and Hospitality value chain Financing from 24th – 27th June 2025. The training aimed to build the capacity of staff by equipping them with specialized knowledge and practical skills to effectively finance clients in the Agriculture, Tourism, and Hospitality sectors. The focus was on tailoring inclusive financial solutions that respond to the unique needs, opportunities, and challenges within these sectors.

The overall training objectives were the following:

- Equip AMIR staff with specialized knowledge and practical skills in Agriculture, Tourism and Hospitality value chain Financing
- Enable AMIR staff to analyze sector specific financing needs, challenges and opportunities
- Empower staff to design and develop customized, inclusive financial products tailored to the needs of clients in MFIs and SACCOs within these sectors.
- Promote best practices in responsible and sustainable sector specific financing among AMIR staff.

This training will help 6 staff to effectively provide the technical assistance to SACCOs and MFIs. The training successfully strengthened the technical and practical competencies of staff in delivering tailored financial services for agriculture, tourism, and hospitality clients. By promoting inclusive product design and sustainable financing practices, the program supports broader goals of economic development and financial inclusion in rural and underserved communities.

2.5. Awareness on developed financial product

As the Growth guides and village Agents are recruiting the MSMEs and VLSAs, AMIR raised awareness of the developed financial products to ensure both Growth guides and village Agents are aware of the features of the products. It was also a time to link them to the SACCOs to strengthen collaboration which in return will lead to effective disbursement of the loans to young women.

a. Participation

A total of 128 Village Agents, 147 Growth Guides, and 11 MFI Managers participated in the meeting, representing 10 districts namely Nyamasheke, Rusizi, Musanze, Rubavu, Nyabihu, Burera, Nyamagabe, Nyaruguru, Huye, and Nyanza where the Kataza Program is being implemented.

The table below represents the participation growth guides, village agents and MFIs managers in the meeting

District	Total participants	Village agents			Growth guides			Grand total
		Male	Female	Total	Male	Female	Total	
Nyamasheke	25	4	6	10	8	7	15	25
Rusizi	30	3	14	17	6	7	13	30
Musanze	26	3	8	11	9	6	15	26
Rubavu	49	11	22	33	6	8	14	47
Nyabihu	24	1	10	11	6	7	13	24
Burera	26	1	9	10	9	7	16	26
Nyamagabe	22	1	7	8	7	7	14	22
Nyaruguru	16				8	8	16	16
Huye	31	4	11	15	8	8	16	31
Nyanza	28	3	10	13	8	7	15	28
TOTAL	**275**	**31**	**97**	**128**	**75**	**72**	**147**	**275**

The meeting was attended by the 11 MFIs representatives to ensure effective collaboration during the implementation of the project. These institutions include Inkunga Finance, Sager Ganza, Duterimbere Plc and Umutanguha Finance.

Photo: some pictorial illustration of the participants during the meeting.

b. Raised Concerns by the participants

The following concerns were raised by Growth Guides and Village Agents during the meeting:

- **Inconsistency in information**: There is a mismatch between the AMI system and the Kataza Rubyiruko product regarding the loan limit. The system indicates that clients seeking loans above 6 million RWF must be served by MFIs, while the Kataza Rubyiruko product indicates that only those requesting loans above 10 million RWF should be referred to MFIs.
- **Exclusion of livestock activities:** Growth Guides have registered youth and young women involved in livestock activities; however, the Kataza Rubyiruko product currently supports only agriculture-related initiatives, excluding livestock.

c. Recommendations

The meeting resulted in the following recommendations from Growth Guides and Village Agents.

- **Harmonization of Information:** AMIR and AMI should align and update the information in the AMI program participants registration system to reflect the correct details of the Kataza Rubyiruko financial product.
- **Inclusion of Livestock Activities:** Growth Guides and Village Agents recommend that individuals involved in livestock be considered for the program, as agriculture and livestock are closely interrelated and often practiced together.
- **Regular Capacity-Building Meetings:** It is recommended that regular meetings be organized to keep Growth Guides and Village Agents well-informed about AMIR's interventions under the Kataza program and to enhance their capacity to support beneficiaries effectively.

The meeting successfully brought together Growth Guides, Village Agents, and MFI/SACCO Managers from the ten Kataza Program districts to strengthen collaboration and enhance their understanding of their roles in supporting program beneficiaries. Through open dialogue and active participation, key issues were identified and constructive recommendations were made to address these concerns. Overall, the meeting reinforced the shared commitment to improving access to financial services for youth and young women and advancing the objectives of the Kataza Program.

2.6. Meeting between BRD and MFIs/SACCOs on the liquidity application process and requirements

AMIR organized a meeting attended by SACCOs, MFIs, AMIR BRD to discuss on the liquidity application process and its requirements. The primary objective of the meeting was to provide SACCOs and MFIs under Kataza program with detailed information regarding the liquidity application process, including the key requirements from BRD, ensuring financial institutions submit complete and compliant applications. Throughout the meeting, the following specific objectives were pursued:

- To present the necessary documentation for submitting liquidity applications.
- To create an open platform for SACCOs and MFIs to raise questions and seek clarification on the liquidity application process.

The meeting was attended by 15 financial institutions (11 SCCOs managers and 4 MFIs representatives) from ten districts where Kataza program is operating.

The participants were explained the application procedures and a list of required documents with other requirements. Most of the participants were curious about the terms and conditions for kataza liquidity fund. The participants were informed that BRD is going to provide a call for the liquidity and that they will be facilitated during the application process.

The updates on SACCOs which received liquidity facility

- ❖ SACCO Rwimiyaga, Gashenyi, Gatore, and Rwimbogo have already received the liquidity facility from BRD.
- ❖ SACCO Karangazi, Katabagemu, Kabarore, Nasho, Gahara, Jarama, and Rukumberi applied for the liquidity facility and are currently awaiting feedback from BRD
- ❖ However, there is a need of a strong follow up of the MFIs during the application process to ensure that they receive liquidity because they are expected to contribute a lot in loan disbursement based on their coverage areas where selected SACCOs cannot reach.

2.7. Annual JADF Partners' Expo

The Joint Action Development Forum (JADF) organizes open day exhibitions to showcase the work of various development partners in Rwanda. These events, often held at the district level, provide a platform for stakeholders from the public sector, private sector, and civil society to display their activities and achievements.

AMIR has supported SERVE Partner institutions to participate and showcase their financial services and products in the JADF expo in the districts of Ngoma, Kayonza, Rwamagana and Mulindi Agrishow with a special focus on Agri-finance products tailored to youth and women in agribusiness.

This marketing of financial products and services of SACCOs and MFIs enable them to raise awareness of those products and services, build a brand and reach potential customers. For SACCOs and MFIs, marketing and relationship-building are essential to attracting and maintaining clients.

Photo 7: SERVE participants showcasing their products.

2.8. Financial literacy training

AMIR staff in collaboration with managers from partner financial institutions, delivered financial literacy training to 533 youth led MSEs across 10 districts. The training aimed to equip youth with practical financial management skills, including planning and budgeting for agribusiness and household needs, setting financial goals, differentiate between needs and wants, managing money wisely, developing household and business budgets, and managing loans effectively.

Photo 8: AMIR staff providing the training on financial literacy

As a result, participants significantly enhanced their understanding of financial services and the use of newly developed agricultural finance products tailored to youth under the SERVE Project. Youth very much appreciated and committed to opening new accounts and applying for loans to invest in key agricultural value chains such as chili, tomato, poultry, and green beans. These commitments were formally documented, and a follow up will be established to monitor their financial engagement through the end of September 2025.

Photo 9: Group work during the training on financial literacy

Furthermore, the participatory nature of the training sessions increased the visibility of AMIR and its partners, strengthening stakeholder collaboration and fostering networks between youth and financial institutions. Despite the overall success, varying levels of financial literacy among participants required additional time and effort during the training sessions. Additionally, youth from refugee camps reported lacking any form of collateral to access loans for business investment, a challenge that calls for advocacy to the project leadership, as it may impact the achievement of targeted deliverables.

Photo 10: SERVE participants after the training on financial literacy

2.9. Reflection Workshop under the SERVE Project

The 4-days of Reflection Workshop under the SERVE Project, aimed at fostering youth-led Micro and Small Enterprises (MSEs) engagement in the uptake and use of newly developed Agricultural Finance Products that took place in Kirehe, Ngoma, Kayonza, and Rwamagana districts.

The workshop brought together youth MSEs from the chili, tomato, poultry, and green beans value chains, along with AMIR partner financial institutions piloting these products as well as mentors and Business Development Service Providers (BDS Ps).

Photo 11: Participants in the reflection workshop under SERVE project

Throughout the workshop, participants shared their experiences and testimonies on access to finance, Also, discussed barriers and opportunities to improve the accessibility of these financial products. Youth were actively participated and committed to take loans to expand their Businesses.

One critical challenge raised was the difficulty faced by youth MSEs located in refugee camps, who struggle to access loans due to the lack of collateral.

Also, participants, received communication materials (Brochures to support the uptake and usage). Those who are committed to take loans were recorded for next follow up.

2.10. AMIR and RICTA Sign MoU to Support Digital Transformation of Rwanda's Microfinance Sector

The Association of Microfinance Institutions in Rwanda signed a Memorandum of Understanding (MoU) with the Rwanda Community and Technology Alliance (RICTA) LTD.

The purpose of this MoU is to establish a strategic partnership between AMIR and RICTA aimed at promoting the digital transformation of Rwanda's microfinance sector.

Currently, many microfinance institutions in the country lack an online presence, limiting their ability to effectively reach customers and operate efficiently. This collaboration seeks to address these challenges by supporting AMIR member institutions in building a strong digital footprint and enhancing their digital capabilities.

Through this partnership, AMIR and RICTA will work together to support microfinance institutions in adopting digital tools and practices. This includes helping members establish an online presence and offering capacity-building programs to strengthen digital literacy and skills. AMIR members will also benefit from access to training sessions and workshops organized by both institutions to improve their knowledge of digital technologies.

The MoU was signed by Jackson KWIKIRIZA, the Executive Director of AMIR, and Grace Ingabire, Chief Executive Officer of RICTA.

2.11. Submission of Full Technical Proposal For YEFFA Project 2

AMIR in partnership with Kilimo Trust Rwanda and RYAF have developed and submitted a technical proposal for YEFFA Project 2 from AGRA. The title of this project is *"Scaling High-Impact Income Generating Productivity Enhancing, Processing and Resilience Programs in the Agri-Food Sector for Rural Youth."*

This project has the following milestones to be implemented:

- Milestone 1: Preparatory Phase (Baseline Activities)
- Milestone 2: Startup analysis for identification and selection of project beneficiaries
- Milestone 3: Enhanced crop productivity (climate-smart practices, access to inputs, and technology)
- Milestone 4: Income diversification (value-added processing, agro-processing hubs).
- Milestone 5: Market linkages (connecting youth to structured demand, digital platforms)
- Milestone 6: Gender-responsive interventions (addressing barriers like access to finance, land, and skills).
- Milestone 7: Monitoring and evaluation.

The consortium will be led by Kilimo Trust Rwanda. The proposal was submitted and waiting for the decision from AGRA.

2.12. Summary progress implementation status of activities

The overall performance level is 66% of the planned activities to be implemented as of quarter 2. However, the budget approvals for both SERVE and Kataza program has delays which affect the implementation timeline.

Goal 1: Build the capacity of Rwandan microfinance sector actors	70%
SO1.1: Promote access to and the use of electronic MIS and new technologies uptake among MFIs	60%
SO1.2: Build the capacity of MFIs/SACCOs based on their needs	80%
Goal 2: Represent and coordinate the microfinance sector in Rwanda	80%
SO2. 1: Enhance knowledge generation and sharing of issues pertaining to inclusive financial services in Rwanda and establish Rwanda's microfinance sector information hub at AMIR.	86%
SO2.2: Advocate for conducive environment and facilitate market engagement to promote microfinance activities in Rwanda	74%
Goal 3: Increase the number of microfinance clients served responsibly in Rwanda	54%
SO3.1: Promote responsible finance in Rwanda through financial education and consumer protection	54%
Goal 4: Increase AMIR's organizational capacity and financial sustainability	60%
SO4.1: Build AMIR's staff and governance organs members' capacity to fulfil their responsibilities to the highest professional standards	92%
SO4.2: Strengthen representation and coordination of microfinance sector activities in Rwanda	29%
Overall performance	**66%**

2.13. Detailed Implementation Status of activities in Quarter 2, 2025

S/N	Goals/Specific Objectives/Activities	Indicators	Q1	Achievements	%	Comments
	Goal 1: Build the capacity of Rwandan microfinance sector actors				***70%***	
	SO1.1: Promote access to and the use of electronic MIS and new technologies uptake among MFIs				**60%**	
1	Develop the management information system (MIS) for AMIR to strengthen coordination mechanisms of microfinance institutions.	MIS developed	1	1. System development: - Fact sheet we a demo all functionalities has been to Amir team including some SACCO/MFI, Asigma team is fixing provided feedbacks and still working reporting module finasation - ERP a demo for finance administration and HR modules has been done. Asigma team is fixing feedbacks and working on remaining modules - by next week MIS may configured on AMIR hosting environment 2. Hosting: The hosting service provider has been provisionally notified, by begining next week, the contract will be signed 3. After system configure on AMIR Hosting environment, we will plan for system testing and deployment	50%	
2	Hire a FinTech company to develop digital agriculture financing products, informed by the financial needs assessment (Prototyping), including platforms for agric info etc	# FIs with digital products developed	2	Vision fund has developed the digital solution: M Hano and loan origination. the training of staff will take place in April 2025, the solutions are expected to be operation on the market in May 2025.	90%	

3	Develop and host infrastructure solutions for fintech solutions	# users	2	Vision fund is hosting the developed solutions	100%	
4	Bank's share in support of farmers in need to acquire devices	# devices	2000	This activity was not done because of the guidance from CARE, the project will not buy devices but they will be training on fanacial literacy.	0%	To be removed during revision of the operating plan
5	Presentation and adoption of developed digital solutions to teclos, MNO and regulators	# participants	2	Not yet done due to development process which is still ongoing	0%	To be done in quarter 3
	SO1.2: Build the capacity of MFIs/SACCOs based on their needs				**80%**	
6	Identify and train the potential users of the agriculture financial product during the pilot phase	# potential users trained	320	524 farmers were trained on financial literacy and agriculture financial products	164%	Completed
7	Training of staff on usage of developed solutions and the presentation of technics to targets customers for easy adoption.	# staffs	40	Not yet done	-	The delay of approval of year 3 budget is the main constraint of the not implementing the activity
8	Training of growth guide on financial products together with MFI/SACCOS	Number of growth guide	240	246 growth guides (Rusizi & Nyamasheke: 31; Huye: 65; Musanze: 76; and Kayonza: 74) were trained on product and linked to MFIs and SACCOs	100%	Completed
9	ToT to SACCOs for financial literacy for farmers and innovative SACCOs-led BDS model design	SACCO staff	65	Not yet done due to the suspension of USAID affected this activity	-	To be removed in the revision
10	Training of SACCO staff and BoD members on developed products	SACCO staff and BoD members	36	62 SACCOs staff were developed financial products	100%	

11	Training to farmers on use and benefit of developed solutions.	# farmers	2000	Not yet done because the consultant is not yet finished the development of the solution	0%	
12	Train TOTs from MFIs and SACCOs (40 in total)	# of SACCOs/MFIs staff	80	79 Managers were trained as ToTs to facilitate the training of farmers	99%	Completed
13	Conduct training sessions to the staff of MFIs/SACCOs on the usage and adoption of developed financial products.	Number of staff trained	224	224 staff were trained on Kataza Rubyiruko product	100%	Completed
14	Provide training to MFIs/SACCOs' staff on agriculture loan analysis tools.	Number of staff	56	not yet done due to the delay of budget appral under Kataza program.	0%	
15	Validation Workshop in Kigali: Validate & disseminate information on the new financial products; risk assessment tools & BDS model	Participants	100	Not yet done due to the suspension of USAID affected this activity	-	To be removed in the revision
	Goal 2: Represent and coordinate the microfinance sector in Rwanda				**80%**	
	SO2. 1: Enhance knowledge generation and sharing of issues pertaining to inclusive financial services in Rwanda and establish Rwanda's microfinance sector information hub at AMIR.				**86%**	
16	Develop partnerships with insurers and their sensitization into insuring target products	# of partnership established	2	The advocy for insurance of tomatoes was done and it has been included in crop insurance	100%	
17	Roll out-Train consortium members (project staff) on the agriculture financial products	# of staff	40	A meeting with 40 Managers for Piloting planning was conducted in Kigali. AMIR raised awareness for 303 MSMEs for engagement in piloting phase.	100%	the testing is ongoing and the 17 loans were disbursed

18	Consultation meetings with BDF, ACELI Africa, FAGAS, BRD, Fis (AMIR members in 10 districts/ representatives), and secure MOUs	# MOUs signed	3	663 participated in awareness raising on agricultural financial products features for BDSPs, FPs, V.A, and MSEs representatives at institutional level	50%	
19	Organize semi-annual review meetings with FSPs and MSEs owners	# meetings & Report is available	1	240 participated in semi-annual review meetings	100%	
20	Organize stakeholders Engagement and Dialogues on available opportunities and solicit support for the MFI/saccos in promoting the products	Number of participants	100	A meeting held at Mariot Hotel on 14th March 2025, and attended by 100 people. the meeting discussed on access to finance for all: opportunities, challenges and solutions.	100%	
21	Revise advocacy and communication strategy to update the current communication channels	Strategy is updated	1	The draft of communication strategy is available and ready for review	50%	The strategy was done by AMIR team since there is no budget for external person.
22	Share information with stakeholders through e-newsletter; publications, Instagram, LinkedIn, Facebook, X, Threads and Friker	new information posted on monthly basis	3 months	ongoing activities where regularly shared through AMIR platforms.	100%	
	SO2.2: Advocate for conducive environment and facilitate market engagement to promote microfinance activities in Rwanda				**74%**	
23	Advocate for the support of MFIs and SACCOs in the implementation of interventions related to green finance and climate adaptability initiatives.	partnership established	1	A meeting with Rwanda Green Fund was conducted, both AMIR and RGF agreed to start with electric motorcycle loan facility and a document with possible activity was developed and shared for resource mobilization.	100%	

24	Organize microfinance technology summit 2025	# of participants	250	300 people have attended the MFTS2025 held in Zimbabwe	120%	
25	Organize quarterly Deans' meetings	# of Deans' meetings.	1	21 Deans were attended the meeting on 14th March 2025. the discussion focused on increasing access to finance for all.	100%	
26	Organize CEO retreat (CEOs, 5 Deans and Non-USACCOs)	CEO retreat	1	Not yet done due to bueget constraints	0%	
27	Organize CEO breakfast meeting	# of meetings	1	The CEO are always engaged in different meetings and contribute to the microfinance sector development. They have participated in banking sector conference.	50%	Through there is a budget constraints to convene a meeting, the CEOs are always engaged in different meetings.
28	Organize AMIR General Assembly meeting	# of participants	1	Due to the changes mainly for establishment of district SACCOs the meeting will be done in Q4	0%	
29	Engage continuously with policymakers and other key stakeholders through formal and informal meetings	# of meeting/ MoUs	2	Meeting with the United Nations Capital Development Fund (UNCDF), and a meeting with RICTA, as well as other different meetings were held to ensure advocacy for microfinance sector.	100%	
30	AMIR identify and advocate for sector related matters	# of issues advocated	2	Some of the issues identified includes**: 1.** High cost of liquidity for microfinance institutions; **2.** Delay in loan collateral registration in RDB which delays loan processes.	100%	
31	Member outreach	Number institutions visited	25	50 SACCOs and MFIs were visited during consumer week and visits under Kataza program. ED has visited members and respective districts	100%	

32	Assess the liquidity capability of MFIs and SACCOs in collaboration with BRD and consortium members	Assessment	X	Not done because it depends on disbursement of liquidity facility from BRD.	0%	This activity was shifted in year 4 of Kataza program
	Goal 3: Increase the number of microfinance clients served responsibly in Rwanda				**54%**	
	SO3.1: Promote responsible finance in Rwanda through financial education and consumer protection				**54%**	
33	Develop new finanical products for MFIs and SACCOs	Number of products under Kataza	3	Three products were developed and upon the request from BRD they were merged into on product for youth MSMEs named: "Kataza Rubyiruko Product"	100%	
34	Test the developed financial products with a test group	Number of test groups	56	not yet done due to the delay of budget appral under Kataza program.	0%	
35	Support MFI /SACCOs to roll out the customized products to MSMEs.	Number of participants in the meetings	2800	However, AMIR raise awareness at institutions level where the meetings were attended; AMIR, BRD, AMI,MVend, RWAMREC help meetings with GGs, VAs, SACCOs, and Local authorities, that is in total 800 people have participated in the meetings on kataza product	29%	
36	Assist MFIs/SACCOs to review internal policies and procedures to be aligned with the developed financial products.	Number of policies	56	Not yet done	0%	Since the product for Kataza was approved in March 2025, this activity will be done in the year 3.
37	Support MFIs/SACCOs to put in place agriculture loan analysis tools.	Number of tools developed	5	The ToRs as developed, tender was is ogoing	30%	To be done in quarter 3

38	Support MFIs/SACCOs to conduct awareness on the available financial products and opportunities to increase the uptake and usage of financial services among youth and young women.	Number of participants	2800	The concept note was developed and approved; the communication materials were developed. AMIR and BRD agreed on the plan. It is expected to start from 15th of April 2025.	50%	This awareness was aligned with the timeline of loan facility disbursement to FIs to ensure the mobilization take place in the areas where the fund will be allocated.
39	Support MFI/SACCO to develop outreach and awareness plans and join them in executing the plan	Number of plans	28	23 institutions have submitted their plan for outreach awareness under kataza program.	82%	
40	Sensitization campaign to create awareness of developed solutions	# campains	2	283 participated have participate in different workshops	100%	
41	Development of various tools like manuals, guidelines, fliers for developed digital solutions	# tools developped	2,000	Communication materials were designed	100%	
42	Develop agriculture financial products communication materials (flyers, banner, kepts)	# materials	2,000	the communication materials were developed for readiness of awareness under Kataza program	100%	
43	Leverage annual JADF partners expos to market agriculture based financial products (FSPs) and MSEs businesses	# of FIs supported	5	4 institutions were facilitated to participated in JADF expo in the districts of Ngoma, Kayonza, Rwamagana and Mulindi Agrishow	80%	
44	Support and participate in the annual financial services consumer week	Number of participants	5,000	841 participants where 521 Female, 320 Male in 4 districts (Rulindo, Nyabihu, Kirehe, Kayonza)	17%	The awareness focused only for youth participants in the SERVE project while it was planned to have open campaigns. So, the budget covered only 4 districts.

45	In collaboration with MFI/Saccos Organize meetings with youth and women associations, farmers cooperatives and district cooperative officers to promote responsible lending for farmers and MSMEs in tourism and hospitality.	Number of youth	plan	172 Village Agents participated in the meeting the product under Kataza and understand the available opportunities in MFIs and SACCOs	100%	The village agents will be training VSLA members to ensure more people have access to financial information.
46	Technical assistance to MFIs/SACCOs to facilate access to finance for youth and women involved in agriculture, tourism and hospitality.	Number of MSMEs opened accounts	1000	50 youth opened accounts in SACCOs	5%	
		Number of MSMEs accessed loans	2313	17 loans were disbursed under SERVE project, the number of jobs created will be followed up next quarter	20%	
		Total value of loan disbursed	1.4 M USD			
		Number of jobs created	6938			
	Goal 4: Increase AMIR's organizational capacity and financial sustainability				**60%**	
	SO4.1: Build AMIR's staff and governance organs members' capacity to fulfil their responsibilities to the highest professional standards				**92%**	
47	Training of staff in the project on insurance schemes	# of staffs	20	Not yet done	-	The delay of approval of year 3 budget is the main constraint of the not implementing the activity
48	ToT of AMIR staff on product development	# of staff trained	14	8 staff were trained for 3 days on product development at Fatima Hotel from 11th to 14th February 2025/	100%	
49	Conduct annual reviews of the AMIR operational plan	OP reviewed	1	Due to the delay of approving the budget for Kataza, this will be done in Q3		

50	Capacity of buiding AMIR staff on responsible and inclusive lending and value chain financing.	# of staff trained	10	6 staff were training on agriculture, tourism and hospitality value chain financing	60%	
51	Develop annual procurement plan	procurement plan	1	A procurement plan for 2025 was developed	100%	
52	Establish the pre-qualified list of suppliers (Including framework contracts: 2Hotels in Kigali, 1Hotel in each province)	List	1	Framework contracts were offered to 17 hotels in 15 districts and City of Kigali	100%	
53	Establish online document management system	system	1	Shared folder was created through outlook for online documents filling and accessible for all staff.	100%	
	SO4.2: Strengthen representation and coordination of microfinance sector activities in Rwanda				**29%**	
54	Work with BRD to recruit SACCOs credit and recovery officers for the selected saccos under this program.	Number of staff	28	Kataza Steering committee recommended to transfer the budget for this activity to AMIR. The process is ongoing.	40%	This activity was shifted in year 3of Kataza program
55	Collect membership fees	% of recovery	85%	more than 72 out 450 members have paid their contributions. That is, 51 SACCOs, 16 Plcs and 5 Other SACCOs.	30%	The recovery was done by AMIR but due to D-SACCOs formation
56	Identify new income streams and develop strategies to tap into them (e.g. organizing events, high-level quality trainings, etc.)	% of annual budget mobilized	8%	A meeting with Rwanda Green Fund was conducted, both AMIR and RGF agreed to start with electric motorcycle loan facility and a document with possible activity was developed and shared for resource mobilization.	100%	AMIR is making follow up for partnership agreement
57	Recruit new members to increase membership based-fees	% of market penetration	100%	Not done	0%	

58	Shared staff recruitment for SACCOs	# SACCOs supported	30	3 out of 5 planned institutions were support in the recruitment of 3 staff	60%	This activity is done upon the request of FIs.
59	Develop AMIR resource mobilization strategy	Strategy in place	1	This activity will be done in the second quarter using the budget from Kataza program starting from April	0%	Budget constraint
60	Review of AMIR strategic plan to accommodate green finance aspects and be gender sensitive	strategy revised	1	This activity will be done in the second quarter using the budget from Kataza program starting from April		Budget constraint
61	Organize microfinance tournament in Rwanda	Number of matches organized	5	Not done	0%	Budget constraints
62	Follow up on uptake of financial products and services through MFIs and SACCOs	# of accounts opened	100	40 institutions onboarded in SERVE project are not yet providing loans to youth participants;	0%	Enhancing regular monitoring activities to ensure that youth have opened accounts and accessed loans which will inform the impact of 40 FIs in the implementation of SERVE project.
		# of loans offered	10	Mobilization awareness on the products for youth and FIs and agreed that FIs continue mobilization and report to AMIR on the uptake of the products.		
		Value of loans offered (Frw)	5,000,000			
		# of loans provided through digital solutions	100			
	Overall achievements				**66%**	