Association of Microfinance Institutions in Rwanda

AMIR Quarter Three Report

2025

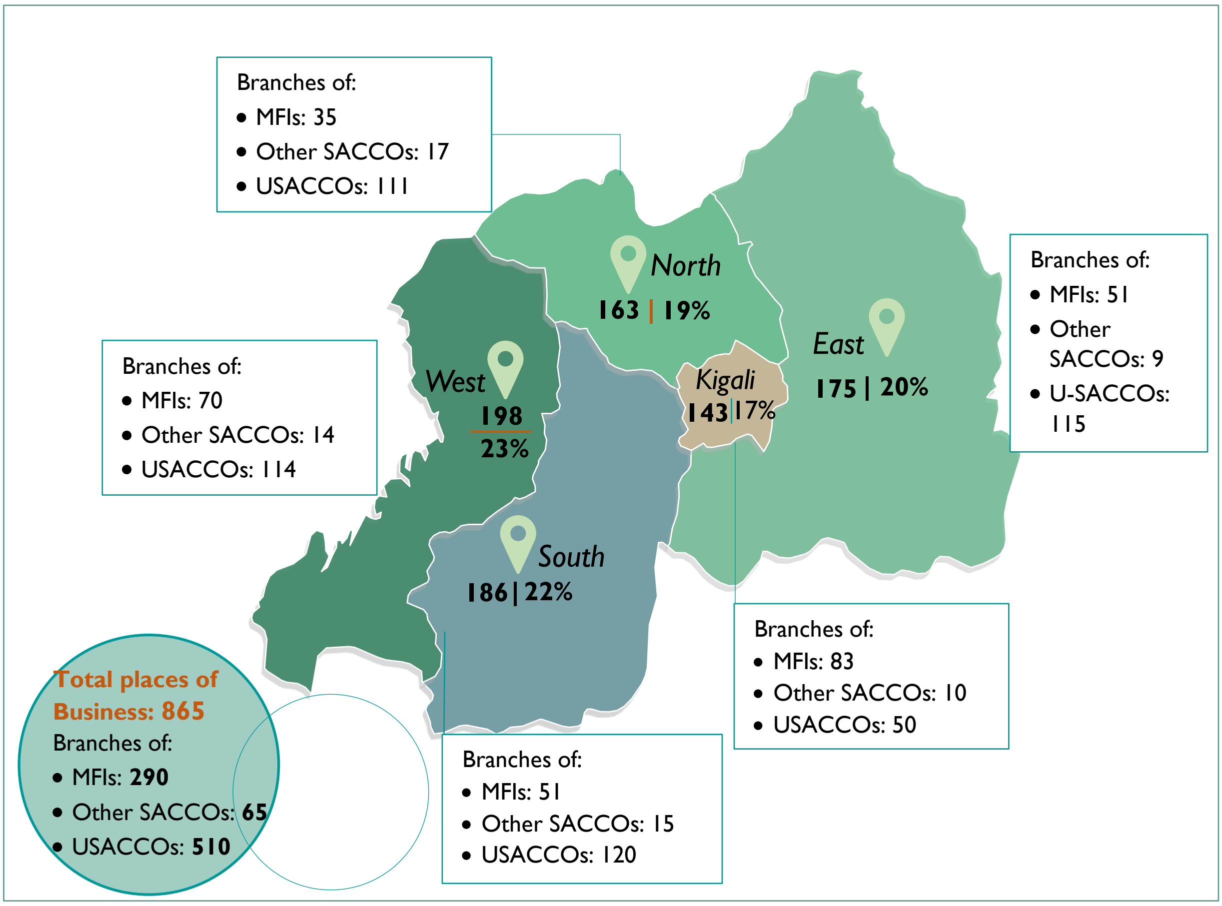
October 2025

Table of contents

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



Note that the Government of Rwanda has established so far 15 district SACCOs where the Umurenge SACCOs became the branches of the established district SACCOs.

District Savings and Credit Cooperatives (SACCOs) provide significant benefits, primarily by fostering financial inclusion in underserved areas, promoting local economic development, and operating under a democratic, member-owned model. The following are the key advantages of consolidating U-SACCOs.

- **Increased Financial Inclusion:** SACCOs extend formal financial services, such as savings accounts and loans, to rural and low-income populations who often lack access to traditional commercial banks due to geographical barriers or high fees.
- **Local Economic Development:** They mobilize savings within the local community and then reinvest those funds as loans to members for various activities like agriculture, small businesses, and education. This keeps the money circulating within the area, stimulating local economic growth and job creation.
- **Member Ownership and Democratic Control:** Members are the owners of the SACCO and have equal voting rights in its management, typically electing a board of directors. This ensures the institution operates in the best interest of its members and the community it serves.
- **Accessibility and Trust:** Being locally based and managed by people known within the community fosters a strong sense of trust and collective ownership, which encourages more people to use their services.
- **Affordable Credit:** SACCOs generally offer loans at more reasonable or lower interest rates compared to other micro-credit providers or informal moneylenders, helping members avoid exploitative debt cycles.
- **Promotion of Savings Culture:** They encourage a habit of saving, even in small amounts, among people who might otherwise keep their money at home.
- **Tailored Financial Products:** Services can be adapted to meet specific local needs, such as agricultural loans with flexible terms that align with farming cycles, which commercial banks may not offer.
- **Financial Education:** Many SACCOs provide financial education and training to their members, improving their financial literacy and management skills, which leads to better-informed decisions about borrowing and investing.
- **Government Support and Integration:** In some contexts, like Rwanda, governments use district SACCOs as a channel for state social and economic programs (e.g., health insurance or agricultural assistance schemes), leveraging their wide reach and community trust to achieve national development goals.
- **Improved Living Standards:** Access to credit and savings opportunities helps members build assets (such as houses, land, or livestock), increase their income levels, and generally improve their household welfare and standard of living.

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. The overall progress implementation of activities

The overall progress implementation as of quarter 3 is at 81% showing an increase of 23% compared to the previous quarter. This promises that the annual target shall be achieved if keeping the same implementation effort. The table below shows the implementation level of planned activities on quarterly basis.

Intervention	Q1	Q2	Q3
Goal 1: Build the capacity of Rwandan microfinance sector actors	**52%**	**70%**	**82%**
SO1.1: Promote access to and the use of electronic MIS and new technologies uptake among MFIs	70%	60%	70%
SO1.2: Build the capacity of MFIs/SACCOs based on their needs	33%	80%	95%
Goal 2: Represent and coordinate the microfinance sector in Rwanda	**61%**	**80%**	**89%**

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.	59%	86%	89%
SO2.2: Advocate for conducive environment and facilitate market engagement to promote microfinance activities in Rwanda	64%	74%	90%
Goal 3: Increase the number of microfinance clients served responsibly in Rwanda	**27%**	**53%**	**75%**
SO3.1: Promote responsible finance in Rwanda through financial education and consumer protection	27%	53%	75%
Goal 4: Increase AMIR's organizational capacity and financial sustainability	**50%**	**60%**	**78%**
SO4.1: Build AMIR's staff and governance organs members' capacity to fulfil their responsibilities to the highest professional standards	80%	92%	84%
SO4.2: Strengthen representation and coordination of microfinance sector activities in Rwanda	21%	29%	72%
Overall achievements	**48%**	**66%**	**81%**

There is a need to put more effort on the activities under the strategic objective: promote access to and the use of electronic MIS and new technologies uptake among MFIs, and Strengthen representation and coordination of microfinance sector activities in Rwanda which are at 70% and 72%, respectively. The outperforming goal related to represent and coordinate the microfinance sector in Rwanda is at 89% which covering the knowledge exchange and advocacy related activities.

The section below describes in details what AMIR has contributed in the microfinance sector as of quarter 3.

2.2. The achievements of AMIR as of quarter 3

Intervention	Indicators	Annual Target	Q3 Progress	Comments
Goal 1: Build the capacity of Rwandan microfinance sector actors				
SO1.1: Promote access to and the use of electronic MIS and new technologies uptake among MFIs/SACCOs.	Number of SACCOs/MFIs supported to use digital solutions.	14	14 FIs (100%)	2 MFIs supported through SERVE project; 12 SACCOs and 1 MFI using Pay As you harvest in collaboration with BRD.
	Number of MFIs and SACCOs using MIS	28	60%	60% of the MIS development progress and UAT was completed
	Number of farmers trained to use digital solutions	480	481	100% of target farmers were trained on digital finance services.
	Number of MFI actors participated in MFST2025	250	300	120% of expected participants in the MFTS2025 in Harare, Zimbabwe.
SO1.2: Build the capacity of MFIs/SACCOs based on their needs	Number of MFIs and SACCOs assisted to increase access to finance through AMIR's projects	68	68	32 MFIs and SACCOs under Kataza program and 40 FIs under SERVE project supported in product dvpt, training, access to liquidity, technical assistance and awareness.
	Number of staff from MFIs and SACCOs trained	436	500	500 staff were trained on different modules.
	Number of BDAs/GG/Village agents, farmer promoters and farmers trained.	4,360	3,586	82% of target farmers and facilitators was achieved.
SO1.3: Put in place a member-based refinancing mechanism	Microfinance investment fund established	Fund established	AMIR is working with AFR	Ongoing preliminary preparation based on findings from feasibility study.
Goal 2: Represent and coordinate the microfinance sector in Rwanda				
SO2. 1: Enhance knowledge generation and sharing of issues pertaining.	Number of people participated in the stakeholders' meetings organized	1,320	1,406	AMIR has organized different meetings focusing on knowledge sharing and advocacy for sector.

SO2.2: Advocate for conducive environment and facilitate market engagement to promote microfinance activities in Rwanda	Major issues advocated	2	2	1. High cost of liquidity for microfinance institutions; 2. Delay in loan collateral registration in RDB which delays loan processes.
	# of proposals for partnerships drafted	2	5	more than 5 proposals were drafted
	Number of meetings with MFIs and SACCOs representatives	20	18	So far, 18 meetings were organized, challenges and opportunities were discussed and the recommendations were noted for actions.
Goal 3: Increase the number of microfinance clients served responsibly in Rwanda				
SO3.1: Promote responsible finance in Rwanda	Number of FIs assisted to developed financial products and increase access to finance	68	32	AMIR assisted SACCOs and MFIs on product setup and access to Kataza liquidity as well as awareness campaigns. SACCOs were assisted through MINECOFIN in product setup.
	Number of people mobilized on financial products and services	23,100	21,483	Different campaigns were organized and financed by AMIR at institutional level.
	Number of youth and women opened accounts	2000	633	633 youth and women opened accounts due to SERVE and KATAZA project (32% of the target was achieved).
	Number of MSMEs receiving affordable loans.	600	336	56% of the targeted loans was provided to youth and women through Kataza and SERVE.
	Total value of loan disbursed to MSMEs	800 M Rwf	564,370,000	Loans offered to youth and women through Kataza (80%) and SERVE (20%).
Goal 4: Increase AMIR's organizational capacity and financial sustainability				
SO4.1: Build AMIR's staff and governance organs members' capacity to fulfil their responsibilities to the highest professional standards.	AMIR staff trained	18	17	94% of the staff to be trained was achieved
	BoD members trained	191	173	90% of targeted BoD members from SACCOs to be trained was achieved.

SO4.2: Strengthen representation and coordination of microfinance sector activities in Rwanda	Number of staff recruited for SACCOs	27	27	27 loan officers were recruited and deployed to 27 SACCOs and were trained on Kataza product and pay as you harvest product.
	MFI/SACCO staff participated in regional study tour.	2	4	AMIR supported 4 staff from SACCOs and MFIs to participate in Zimbabwe summit for learning purpose.
	Membership recovered	85%	32.80%	150 Members have paid their shares leading to 32.8% of the total budget. This has been affected by the consolidation of the SACCOs.
	Resources mobilized	8%	299%	AMIR created different initiatives aiming at mobilizing the resources.

As indicated in the above table a lot has been achieved including supporting 68 SACCOs and MFIs - 32 MFIs and SACCOs under Kataza program and 40 FIs under SERVE project supported in product development, training, access to liquidity, technical assistance and awareness.

- AMIR has trained so far 500 staff from MFIs and SACCOs and 173 BoD members of SACCOs on different modules including product development, cooperate governance and loan management.
- 3,586 BDAs/GGs/Village agents, farmer promoters and farmers trained on financial literacy and other related topics and 481 farmers were trained on digital solutions which is crucial for economic empowerment, improving livelihoods, and fostering sustainable rural development. It equips them with the skills to make informed decisions about saving, borrowing, investing, and risk management, which are critical in the volatile agricultural sector. The Village agents, Growth guides, business advisors and farmer promoters serve as a crucial link between farmers and information sources, including financial institutions and government programs. The training ensures they are well-equipped to provide accurate and relevant financial education to farmers.
- 1,406 financial actors including policy makers, financial institutions, development partners and community representatives have participated in the discussion related to access and usage of financial services looking at the challenges, opportunities and recommendations for furthers actions.
- 21,483 people mostly youth and women have participated in the organized awareness campaigns such as consumer protection and marketing of financial products and services.
- As results, 633 youth and women have opened accounts targeting the benefits from KATAZA program and SERVE project and the total value of affordable loans is 564,370,000 Rwandan francs offered to 336 youth and women mostly in rural areas.

2.3. MoU between AMIR and Orion Systems and Design Ltd

AMIR signs MoU with Orion Systems and Design Ltd to implement Shared Agency Banking Service for Rwanda's microfinance sector on 23rd July 2025.

The partnership is specifically aimed at achieving the following objectives:

- Increase the uptake and usage of financial services among Rwandans, especially in rural areas;
- Reach out to the unserved, least served, and underserved communities with convenient and inclusive financial access;
- Minimize the cost of services for clients of Microfinance Institutions (MFIs) and Savings and Credit Cooperatives (SACCOs);
- Reduce the distance and time required for clients to access financial services by bringing services closer to their homes and businesses;
- Expand the penetration and operational reach of Financial Service Providers (FSPs) across the country.

Photo: The MoU was signed by Kwikiriza Jackson, Executive Director of AMIR, and Jean Claude Nkinzingabo, Chief Executive Officer of Orion Systems and Design Ltd.

2.4. Financial linkage campaign for youth Micro and Small Enterprises (MSEs)

AMIR staff in collaboration with AMIR partners SACCOs/ MFIs under SERVE Project successfully conducted a financial linkage campaign for youth Micro and Small Enterprises (MSEs) across SERVE districts. The MSEs from different value chains (Poultry, Tomato, Green Bean, and chili pepper) including mentors, FPs, and BDPs participated in these events, which aimed to raise awareness and encourage engagement with financial institutions to boost the uptake and usage of newly developed financial products. This campaign was conducted in partnership with Duhamic Adri, Radiant, BDF, and districts and sectors leadership, the campaign proved highly successful, resulting in a noticeable increase in youth MSEs commitments to opening bank accounts and expressing willingness to secure loans for business investment, a testament to the SERVE project's effective interventions aligned with government priorities for employment promotion.

Photo: Youth participated in the linkage campaigns

2.5. Training on Vulnerability Management and Green Financing

A three-day regional training on Management and Assessment of Vulnerabilities, with a special focus on green financing took place at the Grand Legacy Hotel in Kigali on July 28, 2025. The training brought together CEOs and leaders of Microfinance Associations and Microfinance Institutions (MFIs) from the following countries kenya, Uganda, Ethiopia, Togo and Rwanda. This training aims to build the capacity of microfinance institutions in addressing current and emerging vulnerabilities, while also promoting sustainable financial practices across the continent. The training program includes risk management, institutional resilience, and financing for projects that contribute to environmental sustainability. The training was organized by Microfinance African Institutions Network (MAIN) in collaboration with AMIR.

Photo: Participants in the training on vulnerability management and green financing.

2.6. CEOs Breakfast Meeting at M-Hotel in Kigali

AMIR organized the CEOs Breakfast Meeting at M-Hotel in Kigali on August 6th 2025 which has focused on strategic dialogue around the future of Rwanda's microfinance sector.

A key highlight of the event was the presentation of the "Zose" Shared Agency System which is a transformative platform that enables a single agent to serve multiple customers from different banks and MFIs. Through services like deposits, withdrawals, remittances, bill payments, and account opening, Zose promises to lower transaction costs, enhance accessibility, and expand financial inclusion across Rwanda.

This initiative stems from a recently signed MoU between AMIR and Orion Systems and Design Ltd, the tech company behind the Zose platform. The CEOs welcomed the innovation with enthusiasm and expressed strong commitment to its rollout. Beyond Zose, the meeting fostered peer exchange, addressed key sector challenges, and featured AMIR's progress report, highlighting achievements and the recommendations.

Photo: Participants in the CEOs breakfast meeting organized by AMIR.

2.7. Kataza massive awareness campaign

Access to tailored and affordable financial services remains a major challenge for many youths and women in Rwanda, especially in rural areas. Despite SACCOs and MFIs offering various products such as savings, micro-loans, and green finance instruments the uptake among these groups remains low due to limited awareness, trust gaps, and inadequate financial literacy. The main objective of the campaign was to promote access and uptake of financial services for youth and women across multiple districts in Rwanda.

a. Objective of the Campaign

To increase awareness, trust, and uptake of SACCO and MFI financial products among youth and women by providing clear information, demonstrating benefits, and promoting success stories through community-centered and digital platforms.

b. Specific objectives

- Promote tailored financial products designed for youth and women under Kataza program.
- Build financial literacy and confidence in engaging with formal financial institutions.
- Strengthen linkages between SACCOs/MFIs and community groups under the Kataza program.
- Increase membership and loan uptake.

Photo: Participants in the awareness campaign for Kataza products.

c. Approaches used for conducting the awareness campaigns

The following three approaches were used to effectively conduct the awareness campaign for Kataza product.

i. Community Mobilization

- Organize community financial fairs showcasing SACCO/MFI products.
- Conduct interactive roadshows and local market-day campaigns.
- Use testimonies from successful youth and women clients as motivators.

ii. Media Outreach

- Leverage social media awareness.

iii. Institutional engagement

- Facilitate partnership dialogues between SACCOs/MFIs and local youth/women farmers, cooperatives and VLSAs.
- Support the design of inclusive loan products based on campaign feedback.

2.8. 2025 Microfinance Winter School

The winter school was organized by AMIR in collaboration with Zimbabwe Association of Microfinance Institutions (ZAMFI) and took place from 18th to 19th August 2025 at St famille Hotel. The forum was attended by 90 delegates from 67% of them (60) were from Zimbabwe, Kenya and Uganda and 33% of them (30) were CEOs from Rwanda.

The theme was: "Forging and Strengthening Sustainable Partnerships in Microfinance Ecosystems through Knowledge Exchange and Collaboration."

The official opening was done by Godfrey Kabera, Minister of State for National Treasury in the Ministry of Finance and Economic Planning.

Microfinance experts have called for urgent action to tackle key challenges hindering the growth of Africa's microfinance sector, stressing the need for stronger collaboration across borders.

The main topics discussed during the winter school were as follows:

- Digital Transformation and Artificial Intelligence in Microfinance: Perception vs Reality in the Digital Era;
- Technology & ICT Integration: Driving efficiency, outreach, and inclusion;
- Green and Climate Financing: Opportunities for sustainable microfinance models;
- Leadership and Strategic Partnerships: Collaborative pathways to sector transformation.

Photo: Participants in the 2025 Winter School at St Famille, Kigali.

The expected outcomes from Winter school were as follows:

- Strengthened collaboration between microfinance institutions in Rwanda and Zimbabwe.
- A documented agenda and action points for inclusive and innovative sector growth.
- Enhanced knowledge on the role of technology, green financing, and AI in financial inclusion.
- New networks and partnerships formed among CEOs and practitioners.

Photo: participants in the training sessions in the 2025 Winter School.

Photo: Zimbabwe ambassador to Rwanda addresses delegates at the event.

The identified 10 major challenges to scaling up the sector

The table below shows the identified 10 challenges which require collective action, knowledge exchange, and cross-border collaboration to resolve.

Challenge	Description	Recommendation
Regulatory and supervision frameworks	Varying rules and regulations across countries make it costly and unattractive for MFIs and Savings and Credit Cooperatives (SACCOs) to expand regionally.	Harmonise minimum regulatory standards and pursue mutual recognition of licenses under the frameworks of AfCFTA, COMESA, and EAC.
Weak cross-border payment interoperability	The lack of interoperable digital payment systems across borders, which drives up transaction costs.	A harmonised approach or even a regional common digital currency could ease these barriers and enhance regional trade and financial inclusion
Limited access to affordable funding	Access to stable and affordable capital remains a major constraint. Reliance on costly deposits, even for SACCOs, due to the convergence of financial services, and decreasing donor funds, limits growth.	A regional refinancing facilities, blended finance vehicles, and tax incentives to attract both international and local capital
Digital divide and uneven infrastructure	Poor internet connectivity and low smartphone penetration in rural	Invest in digital infrastructure and support low-tech delivery

	areas significantly hinder digital microfinance expansion.	channels such as USSD and agent banking.
High operating costs	High per-unit operating costs and the relatively small size of target clients make microfinance expensive and less scalable. Serving rural clients is costly given the small loan sizes.	Digitizing processes, bundling services, and promoting group lending are critical solutions.
Weak institutional capacity	Many MFIs lack robust governance frameworks, risk management systems, and IT capacity.	To invest in regional training hubs, standardised training accreditation, and incentives to build institutional resilience.
Limited credit information	Lack of comprehensive and interoperable credit information systems: sparse credit bureaus and fragmented Know Your Customer (KYC) systems increase default risk.	The development of interoperable regional credit registries and harmonised KYC standards, alongside a broader culture of repayment.
Macroeconomic and political risks	Currency volatility, inflation, and political instability undermine investor confidence and increase the cost of borrowing.	Risk-sharing instruments, forex hedging mechanisms, and political risk guarantees are needed to reduce exposure.
Financial literacy and consumer protection	Gaps in financial literacy, over-indebtedness, and inadequate consumer protection regulations are also significant barriers.	Harmonize consumer protection laws and implement nationwide financial education campaigns.
Fragmented markets and unregulated competition	Unregulated players such as informal lenders (shylocks) and some fintechs pose a threat to formal microfinance institutions.	A fair taxation and regulation for digital lenders and credit-only organizations. Formalization incentives can also level the playing field.

2.9. Detailed progress of the activity implementation as of quarter 3

S/N	Goals/Specific Objectives/Activities	Indicators	Q3	Achievements	%
	Goal 1: Build the capacity of Rwandan microfinance sector actors				**82%**
	SO1.1: Promote access to and the use of electronic MIS and new technologies uptake among MFIs				**70%**
1	Develop the management information system (MIS)	MIS developed	1	MIS and ERP was developed and UAT was ongoing	60%
2	Hire a FinTech company to develop digital agriculture financing products	# FIs with digital products developed	2	The system M Hano was completed and it is under the pilot phase by the staff of Vision fund. while loan origination is on going.	90%
3	Develop and host infrastructure solutions for fintech solutions	# users	2	Vision fund is hosting the developed solutions	100%
4	Train farmers on digital solutions	#Loan officers and farmers	480	481 loan officers and participants were trained with 308 females and 173 males.	100%
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%
	SO1.2: Build the capacity of MFIs/SACCOs based on their needs				**95%**
6	Identify and train the potential users of the agriculture financial product during the pilot phase	# potential users trained	320	306 farmers were trained 193 females and 113 males	96%
7	Training of staff on usage of developed solutions and the presentation of technics to targets customers for easy adoption.	# staffs	40	38 staff trained	95%
8	Training of growth guide on financial products together with MFI/SACCOS	Number of growth guide	240	246 growth guides and Managers were trained	100%
9	Training of SACCO staff and BoD members on developed products	SACCO staff and BoD members	36	62 SACCOs staff were developed financial products	172%

10	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%
11	Conduct training sessions to the staff of MFIs/SACCOs on the usage and adaptation of developed financial products.	Number of staff trained	224	224 staff were trained on Kataza Rubyiruko product	100%
12	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%
	Goal 2: Represent and coordinate the microfinance sector in Rwanda				**89%**
	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.				**89%**
13	Develop partnerships with insurers and their sensitization into insuring target products	# of partnership established	2	The advocacy meeting with for insurance of tomatoes was done and it has been included in crop insurance	100%
14	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%
15	Consultation meetings with BDF, ACELI Africa, FAGAS, BRD, Fis (AMIR members in 10 districts/ representatives), and secure MOUs	# participants	600	663 participants in awareness raising on agricultural financial products features for BDSPs, FPs, V.A, and MSEs representatives at institutional level	111%
16	Organize semi-annual review meetings with FSPs and MSEs owners	# participants	200	203 project participants from 37 FSPs	102%
17	Organize stakeholders Engagement and Dialogues on available opportunities and solicit support for the MFI/saccos in promoting the products	Number of participants	100	100 people attended at Mariot hotel the meeting discussed on access to finance for all: opportunities, challenges and solutions.	100%

	Review and evaluation of effective usage and delivered impact among targeted beneficiaries	survey report	1	Not yet done	0%
18	Revise advocacy and communication strategy to update the current communication channels	Strategy is updated	1	The communication strategy was developed and approved	100%
19	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				**90%**
20	Advocate for the support of MFIs and SACCOs in the implementation of interventions related to green finance and climate adaptability initiatives.	# particpants in the advocacy meetings	100	1. Meeting with Rwanda Green Fund to explore and introduce green finance products in MFIs and SACCOs. 2. B2B meeting on green finance and climate resilient investment: 93 policy makers, Impact investors, FIs and farmers attended.	93%
21	Organize microfinance technology summit 2025	# of participants	250	300 people have attended the MFTS2025 held in Zimbabwe	120%
22	Organize quarterly Deans' meetings	# of Deans' meetings.	4	One dean's meeting was conducted; due to establishment of D-SACCOs, AMIR conducted on site meetings with D-SACCOs.	100%
23	Organize CEO breakfast meeting	# of meetings	4	The CEO breakfast meetings recommended agent banking and salary survey. The concepts and MoUs were prepared; Winter school with the delegation from Zimbabwe	100%
24	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%

25	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%
26	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%
27	Member outreach	Number institutions visited	75	80 SACCOs and MFIs were visited including the newly established district SACCOs; more than 160 member's staff participated in the outreach meetings	107%
	Goal 3: Increase the number of microfinance clients served responsibly in Rwanda				**75%**
	SO3.1: Promote responsible finance in Rwanda through financial education and consumer protection				**75%**
28	Develop new financial products for MFIs and SACCOs	Number of products under Kataza	1	Kataza Rubyiruko Product were developed, 16 SACCOs and 3 MFIs were granted Kataza liquidity to sell at 9% for youth and women.	100%
29	Support MFI /SACCOs to roll out the customized products to MSMEs.	Number of participants in the meetings	300	280 staff from SACCOs have attended meetings to discuss on the implementation of the developed financial products	93%
30	Assist MFIs/SACCOs to review internal policies and procedures to be aligned with the developed financial products.	Number of policies	56	Due to establishment of district SACCOs in the area od Kataza, this activity will be done in Q4.	0%
31	Train Youth MSEs on financial literacy	Nbr of youth MSMEs trained	600	640 youth MSMEs with 436 females and 204 males	107%
32	Support MFIs/SACCOs to put in place agriculture loan analysis tools.	Number of FIs	5	Consultant was hired, the inception report is under the review.	40%

33	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	11,200	11,545 youth and women participated in the awareness to rollout the products.	50%
34	Support MFI/SACCO to develop outreach and awareness plans and join them in executing the plan	Number of plans	28	28 institutions have submitted their plan for outreach awareness under kataza program.	100%
		Number of people attended outreach	600	800 people have attended the outreach awareness conducted through community meetings	133%
36	Sensitization campaign to create awareness of developed solutions	# participants in the campaigns	1200	1316 youth have attended the campaign with 882 females and 434 males.	100%
37	Development of various tools like manuals, guidelines, fliers for developed digital solutions	# tools developed	2,000	2000 Communication materials were developed	100%
38	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%
39	Leverage annual JADF partners expos to market agriculture based financial products (FSPs) and MSEs businesses	# of FIs supported	20	5 FIs in 4 districts with participants: 192	33%
40	Support and participate in the annual financial services consumer week	Number of participants	1,000	841 participants where 521 Female, 320 Male in 4 districts (Rulindo, Nyabihu, Kirehe, Kayonza)	84%
41	Organize a linkage campaign	Number of people linked to FIs	2,000	1981 youth with 1407 females and 574 males	99%

42	Organize community radio talk shows to disseminate information on agriculture financing best practices and advocate for addressing market linkages barriers (media engagement and learning briefs)	#Radios and Gingos	10	10 radio talks and TV shows were conducted focusing on consumer protection, savings, Financial Literacy, Showcasing available financial products and other opportunities.	100%
43	Develop and disseminate agriculture financing learning materials/briefs	# materials	500	The ToR to hire the consultant was developed	0%
44	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 youths	2800	2,200 Village Agents, GGs, and Youths have participated in the meeting focusing on financial product and services.	79%
45	Technical assistance to MFIs/SACCOs to facilate access to finance for youth and women	Number MFIs and SACCOs technically assisted	68	72 FIs were assisted and support in product development, awareness, access to liquidity and disbursement of loans to youth	106%
		Number of MSMEs opened accounts	2,000	633 youth and women opened accounts due to SERVE and KATAZA project (32% of the target was achieved).	32%
		Number of MSMEs accessed loans	600	336	56%
		Total value of loan disbursed	800 M Rwf	564,370,000	71%
	Goal 4: Increase AMIR's organizational capacity and financial sustainability				**78%**
	SO4.1: Build AMIR's staff and governance organs members' capacity to fulfil their responsibilities to the highest professional standards				**84%**

46	Training of staff in the project on insurance schemes	# of staffs	20	Not done due to the assessment done by Radiant recommended that tomatoes is ont potential. This activity shall be done in next year after developing insurance product.	0%
47	ToT of AMIR staff on product development	# of staff trained	8	8 staff were trained for 3 days on product development at Fatima Hotel from 11th to 14th February 2025/	100%
48	Conduct annual reviews of the AMIR operational plan	OP reviewed	1	The OP was reviewed based on some changes including USAID HW suspended, SERVE guidance, delay in project budget aprovals	100%
49	Capacity of buiding AMIR staff on responsible and inclusive lending and value chain financing.	# of staff trained	10	9 staff were training on agriculture, tourism and hospitality value chain financing	90%
50	Develop annual procurement plan	procurement plan	1	A procurement plan for 2025 was developed	100%
51	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%
52	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				**72%**
53	Work with BRD to recruit SACCOs credit and recovery officers for the selected saccos under this program.	Number of staff	27	27 loan officers were recruited and deployed to 27 SACCOs and were trained on Kataza product and pay as you harvest product.	100%
54	Organize study tours and learning events for best practices sharing among MFIs/SACCOs.	Number of staff	2	4 MFIs and SACCOs staff supported to participate in technlogy sumit in Zimbabwe.	200%

55	Collect membership fees	% of recovery	85%	150 Members have paid their shares leading to 32.8% of the total budget. This has been affected by the consolidation of the SACCOs.	50%
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%	299% of targeted rate was achieved. AMIR's own budget was 123,085,000Rwf. So far, 29.4 M Rwf (24%) was mobilized through MFTS2025, B2B, recruitment services, Winter school and others.	100%
57	Shared staff recruitment for SACCOs	# SACCOs supported	30	63 staff recruited in 17 USACCOs and DSACCOs	57%
58	Develop AMIR resource mobilization strategy	Strategy in place	1	Not done due to budget constraint	0%
59	Review of AMIR strategic plan to accommodate green finance aspects and be gender sensitive	strategy revised	1	The activity was aligned with activity of internal policies review under Kataza program which will be done in Q4.	0%
	Overall achievements				**81%**

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