

REPUBLIC OF RWANDA



**MINISTRY OF FINANCE AND ECONOMIC
PLANNING**

**Additional Financing for Access to
Finance for Recovery and Resilience
Project (P175273)**

**UPDATED STAKEHOLDER ENGAGEMENT PLAN
(SEP) FOR 2nd ADDITIONAL FINANCING**

February 2026

1. INTRODUCTION

1.1. Background

AFIRR project was conceived as a strategic initiative to support the government in addressing identified market failures to increase access to finance for businesses, including liquidity shortages, as well as long-term sources of finance to support investments for business expansion, and adaptation. This contributes to the existing efforts in addressing the widening financial gap and the persistent challenge of limited collateral among potential borrowers. By facilitating increased access to finance, the project aims to promote inclusive economic participation, support the growth of large, micro, small, and medium enterprises (MSMEs), and strengthen financial resilience across the project priority sectors.

AFIRR project includes (4) components, namely liquidity and recovery facility (Component 1), risk-sharing facility (Component 2), Institutional Strengthening and Implementation Support (Component 3), and Contingency Emergency Response (Component 4) and is implemented by the Development Bank of Rwanda Ltd (BRD) under the coordination of the Ministry of Finance and Economic Planning (MINECOFIN).

Despite the remarkable contribution of AFIRR project in supporting the recovery, resilience and creation of new businesses, the last 4 years of AFIRR project implementation revealed the deep financial gap and high market demand on the side of medium and small enterprises. To showcase the prevailing financial shortage, the budget that was allocated to micro business credit line and planned for 5 years was consumed in 4 Months.

Additional financing for the Access to Finance for Recovery and Resilience Project was introduced to respond to the growing demand for affordable financing and risk-sharing instruments among large, micro, small, and medium enterprises (MSMEs) that continue to face liquidity constraints. While the initial project has demonstrated strong uptake and positive impact, project resources were insufficient to meet the scale of financing required to support business recovery, job preservation, and climate-resilient investments. Additional financing will allow the project to deepen outreach to underserved segments particularly women-led enterprises, youth, and informal sector actors strengthen the capacity of participating financial institutions and expand credit guarantee and long-term financing mechanisms. This will help safeguard development gains, enhance financial system resilience, and accelerate inclusive and sustainable economic recovery.

1.2. Project Interventions

The Project design includes targeted technical assistance to MSMEs, participating financial institutions (PFIs) and government implementing agencies to address existing constraints for increasing ERF uptake, including through institutional strengthening and capacity building. This will be provided through three components:

Component 1 - Liquidity and Recovery Facility. The objective of this component is to alleviate the financial constraints of firms and help them adjust their business to the country financial access scenario. The facility provide lines of credit to Financial Institutions (FIs) for on-lending to strategically important sectors and firms with financial needs and thus enable business continuity. The facility also provide financing to support business expansion as well as new investments necessary for the recovery of the economy. It is open to both local and

foreign companies to support their operation and investment in Rwanda. BRD remains the implementer of both the investment and working capital credit lines targeting large companies, SMEs, and micro-businesses. The World Bank proceeds will support the two credit lines, while the AIIB proceeds will be channeled solely for large companies and SMEs.

Component 2 - Risk-sharing Facility. This component aims at enhancing, scaling up and expanding existing risk-sharing solutions – i.e., partial credit guarantee (PCG) and insurance schemes. Support provided under this component will be linked with credit for maintaining and scaling up production, and ensuring suppliers are paid on delivery and employees are kept working. Insurance support will help build a crisis response window, including offering farmers insurance against production shocks to stimulate investment.

Component 3 - Institutional Strengthening and Implementation Support: This component aims at strengthening MSMEs' capability for resilience and recovery through the provision of tailored Business Development Services (BDS) to address constraints on the demand side. As the success of the project heavily depends on the capacity of implementing agencies, the component will continue to enhance the capacity of these entities by financing technical assistance support to upgrade the operations of BRD. Finally, technical assistance will be provided to private sector financial service providers and government stakeholders.

Component 4 - Contingency Emergency Response Component (CERC) (US\$0 million). This component is a contingency component that can be activated in case of a relevant emergency event. Following an eligible crisis or emergency, the Borrower may request the World Bank to re-allocate project funds to support an emergency response. Once triggered, this component will draw from the uncommitted loan resources under the project to address the emergency. Definition of eligible emergency, as well as a positive list of activities are in the CERC Project Operations Manual.

This updated Stakeholder Engagement Plan (SEP) is with objective to identify new stakeholders, set up stakeholder consultation process and plans prior and during the additional financing design and the mechanism for information sharing and to ensure that beneficiaries can access information, provide feedback along with AFIRR project cycle or make complaints about project and any activities related to the project. Additionally, stakeholder engagement will be supported to a degree by the institutionalized Grievance Redress mechanisms that go beyond consumer protection and reporting of corruption, to provide a comprehensive framework for grievance handling. The involvement of all stakeholders is essential to the success of the project as it increases project ownership by beneficiaries, ensures smooth collaboration between project staff, affected and interested parties as well as local communities and authorities. Appropriate stakeholder engagement is key to minimizing and mitigating environmental and social risks related to the proposed project activities. The present stakeholder engagement plan is a mechanism for identifying and engaging project's stakeholders, strengthen Grievance Redress and Beneficiary Feedback Mechanisms and to allow intake of all citizens' inquiries and complaints. Information about the grievance redress mechanisms will be made available on BRD website, at public events, and in annual reports.

The Access to Finance for Recovery and Resilience (AFIRR) Project was prepared under the World's Bank Environment and Social Framework (ESF). As per the Environmental and Social Standard 10 (ESS10), the implementing agency should provide stakeholders with timely, relevant, understandable and accessible information, and consult with them in a culturally appropriate manner, which is free of manipulation, interference,

coercion, discrimination and intimidation.

The project is being implemented by Rwanda Development Bank (BRD) under the coordination of the Ministry of Finance and Economic Planning (MINECOFIN). BRD is currently staffed with qualified personnel capable of satisfactorily implementing all aspects of the project.

The PIU within BRD responsibilities include: (i) selection of and on-lending to PFIs; (ii) monitoring of PFIs to ensure compliance with project criteria; (iii) responsibility for adherence to all fiduciary and safeguard requirements of the World Bank for final borrowers; (iv) collecting relevant information from PFI on agreed results and information necessary for preparation of the financial records, as/where relevant and reporting to the World Bank.

The overall objective of this SEP is to define a program for stakeholder engagement, including public information disclosure and consultation, throughout the entire project cycle. The SEP outlines the ways in which the project team will communicate with stakeholders and includes a mechanism by which people can raise concerns, provide feedback, or make complaints about the project and any activities related to the project. The involvement of the local population is essential to the success of the project in order to ensure smooth collaboration between project staff and local communities and to minimize and mitigate environmental and social risks related to the proposed project activities.

1.3. Brief Summary of Previous Stakeholder Engagement Activities

From the start of AFIRR project to-date, a good number of awareness sessions were organized targeting various stakeholders including Affiliated Implementing Agencies, Local Government, Private Sector Federation, Financial institutions, potential beneficiaries, media, and local communities. Consultations started earlier during the project design and are still ongoing. The main focus was information sharing on project features, its operationalization, and the collection of feedback from project stakeholders.

Various stakeholder engagement activities conducted included media breakfast, road shows in provinces, presentation to Rwanda Bankers association, radio & television shows and ads, creation of Twitter space, physical meetings & Training to PFIs, and vox pop videos (AFIRR project challenges). The tables below show the description of the stakeholder engagement activities so far conducted.

Table 1. Stakeholder engagement activities organized by BRD.

Stakeholder engagement activity	Date	Audience	Activity description/ discussed points/ concerns raised
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Preliminary consultation with Potential beneficiaries of the additional financing	November 2022- February 2023	Association des transporteurs des personnes au Rwanda (ATPR), Rwanda Federation of transport cooperatives (RFTC), Transport agencies like Volcano, Yahoo, Kivu Belt, etc.	They had a concern about accessing the loan at a lower interest rate that can help them replace the fleet.
Roadshow in the western Province (Rubavu)	1st December 2022	53 Participants with businesses in Manufacturing, Textile, and agro-processing sectors	The audience was updated on the PFIs that partnered with AFIRR project. The eligibility criteria were also discussed, and companies raised their concerns about loan applications delays on the side of PFIs
Roadshow in the Northern Province (Musanze)	30th November 2022	45 Entrepreneurs in Manufacturing, Textile and agro-processing sectors	The Audience appreciated the activity of meeting them physically and raised concern about the time it takes to get feedback from PFI on the loan application.
Roadshow in the Southern Province (Huye)	17th November 2022	80 Business owners in the manufacturing, textile and agro processing sectors	The Audience was curious to know which financial institutions they could go to and apply for the AFIRR loan or whether they had to go to BRD to access the funds. In addition, they inquired about other BRD projects they can benefit.

Roadshow in the Eastern Province (Rwamagana)	10th November 2022	85 entrepreneurs in the manufacturing, textile, and agro-processing sectors	The AFIRR project requirements, eligibility criteria, and the list of banks that partnered with the project were shared. The audience expressed their worry of not knowing PFIs working with the project and showed interest in joining the project and benefiting from AFIRR finances
Media Breakfast	1st June 2022	Local media partners from Radio, television, and print. Radio 10, TV10, RTV, Radio Rwanda, Flash FM, Igihe.com, New times, City radio and Royal FM attended.	The project was explained in detail, and discussion was around how and where beneficiaries will access project funds. After this event, two articles were published by Igihe.com and New times newspaper and other media covered the event in their news.
AFIRR Project Launch Event	18th May 2022	Media, PFIs, Potential clients, Ministries, affiliates implementing agencies, Private sector federation, local government	The Prime Minister officially launched the project and called upon all stakeholders to play their role towards the success of the project
Breakfast with PSF (Manufacturers)	3rd May 2022	50 business owners in Manufacturing	The Breakfast was held at Marriott Kigali to raise awareness of the project and clarify the project eligibility criteria
PFIs Training	04/04/2022-05/04/2022	16 PFIs focal persons attended to the 2 days training	PFIs were given an overview of AFIRR Project and their role in community and stakeholder engagement and grievance resolution process.

Presentation to Rwanda Bankers Association (RBA)	10th March 2022	Bank of Kigali, Access Bank, Bank of Africa, BPR Bank Rwanda, Cogebank, Ecobank, Equity Bank, Guaranty Trust Bank Rwanda, I&M Bank, NCBA, Urwego bank, and Zigama CSS.	Some of the Banks showed interest in the project and committed to be part of it but they were concerned with some companies which may not be able to prove the 20% reduction in sales.
Radio & Television shows and ads	Ongoing	General Public	Radio and TV shows were conducted to let the community know that there is new fund at 8% interest rate going to support the economic recovery after covid-19 and indicated where they can access the fund. Adverts were also created with the message "At an interest rate as low as 8%, Hatana (ERF2) joins you on your business expansion journey from the effects of Covid 19. the Radio advert is also passing on Radio Rwanda and the Community radios, Radio1, Radio10, Flash FM, KISS FM and ROYAL FM
Twitter Space and Vox pop videos	Ongoing	Followers of BRD social platforms	The aim is to trigger conversations and responses from an audience that had access to the digital world. This activity targeted anyone who follows BRD's social platforms. Various tailor-made posters, videos and questions with interesting messages and imagery are being used for online stakeholder engagement. Vox Pop videos asking prompt questions were also recorded and posted to get the

			general public to comment.
ESG Community of Practice	Ongoing (Quarterly)	Bank of Kigali, I&M Bank, Bank Of Africa, NCBA Bank, Ecobank, Equity Bank, GT Bank, Access Bank, Zigama CSS, Urwego Bank, BPR Bank, BRD, Rwanda Bankers Association, BNR (adhoc)	<ul style="list-style-type: none"> • Shared knowledge and experiences on ESG integration. • Shared challenges and propose solutions. • Created a space for supporting one another.
Client satisfaction survey for AFIRR beneficiaries.	March 2024	All AFIRR beneficiaries who were financed by March 2024.	<p>This exercise was conducted to:</p> <ul style="list-style-type: none"> • Measure the overall satisfaction level of AFIRR beneficiaries. • Identify strengths and gaps in AFIRR service delivery. • Collect suggestions from beneficiaries for improving AFIRR interventions. <p>Assess the responsiveness and effectiveness of AFIRR support mechanisms.</p>

<p>Briefing meeting with District SACCOs and Microfinances on the integration of BDF into BRD.</p>	<p>February 2026</p>	<p>District SACCOs Managers and MFIs Managing Directors and CEOs.</p>	<ul style="list-style-type: none"> • Information on the BDF–BRD integration process was provided. • Discussed operational changes affecting SACCOs and Microfinances. • Feedback was gathered and ensured a common understanding among stakeholders.
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Table 2. Stakeholder engagement activities organized by BDF (Before its integration into BRD)

Date	Venue	Stakeholder consulted	Topic	Issues Raised
4/5/2022	online	BNR, RCA, 431 SACCO Managers	Preliminary information on ERF 2 and its operationalization.	Clarification of project components and delivery mechanisms.
16/5/2022	Gasabo, Nyarugenge, and Kicukiro Districts (Physical)	102 SACCO Managers from City of Kigali (CoK)	AFIRR project features, implementation arrangement and E&S aspects	Partnership framework, Project components and eligibility criteria
30-31/5/2022	Former BDF head Office	Former BDF Branch Managers and Investment Analysts	<p>Environmental and Social safeguards focusing on environmental and social risk assessment and compliance. The session also tackled on webapp applications. The focus was on:</p> <ul style="list-style-type: none"> ➤ Rationale for E&S ➤ Social inclusiveness ➤ Risks and corresponding mitigation measures ➤ Catering for vulnerable groups ➤ Occupational health and safety ➤ Gender ➤ Disability ➤ Grievance redress mechanism ➤ Chance finds procedure protocol. <p>Role of PFIs and Sacco clients</p>	Issues around environmental screening and risk rating.
13-16/6/2022	Karongi, Musanze, Kayonza, Muhanga (Physical)	Former BDF staff at Branch Office	AFIRR project features, Environmental and Social safeguards aspect attach. Accessibility conditions	Issues around AFIRR project features, and its operationalization

8/07/2022	30 Districts (Physical)	1778 participants including District Vice Mayors, District directors of Business Development and Employment Unit, District Environmentalists, Sacco Managers, Sacco loan officers, Sector Business development and employment officers, Business Development Advisors	AFIRR project features, Environmental and Social safeguards aspect attach. Accessibility conditions	Issues around eligibility criteria, E&S screening and ranking of risks and impact
3/8/2022	Classic Hotel (Physical)	BPR and MSMEs that got loan from BPR	ERF 2 operationalization	Issues around ERF access
August 2022	Bank offices (Physical)	Bank of Kigali, BPR, Equity Bank, Duterimbere Micro-finance, BRD	Eligibility, accessibility conditions and environmental and social aspects of AFIRR Project.	Information On AFIRR project and partnership framework
17/11/2022	Former BDF Head Office (Physical)	BDF GRC members	Structure and functioning of GRCs	Roles and responsibilities of GRC members
12/12/2022	online	Training of 95 SACCOs on ESMS	ESMS content	Issues around Sacco obligations on ESMS implementation

28-29th December 2022	Kicukiro, Gasabo and Nyarugenge	Training of 83 MSMEs	E&S sensitivity, compliance, and costing	Issues around methods of costing and on E&S assessment.
June to August 2023	All 30 District of the country	Training of 259 GRC committee members	GRC pre-service training on their roles and responsibilities, Grievance recording and handling	Completing the grievance Log book.
20-24 May 2024	Nyarugenge	ToT training in Business advisors (30) and Business Analysts (27)	ToT training in financial management & E&S risk assessment and management	Issues around risk categorization
24 to 30 June 2024	At the level of each district	MSMEs trainings (401)	MSMEs training on financial management, E&S risk assessment and management	Concern on cost of implementation of mitigation measures.
June 2025	At the level of each district	420 MSMEs trained	MSMEs training on financial management, E&S risk assessment, and management	Trainees
November 2025	Online meeting	Business advisors and SACCO managers	Eligibility Criteria for AFIRR additional financing	CAP for each District, waiving some BNR prudential norms

The findings from Table 1&2 indicate that various stakeholders were consulted using different approaches such as media, physical meetings, virtual meetings, Trainings etc. Financial institutions (BNR, commercial banks, MFIs, SACCOs), business owners, local authorities, Associations (RBA, PSF, ATPR, etc.) are stakeholders met.

Table 3: PFIs engagement and discussions on partial credit guarantee, E&S risk assessment and compliance

No	PFI name	Team composition	Date
1	Unguka bank	HQ-Credit analysts, Head of operations, Marketing manager	5 th September 2023
2	Goshen Finance	Operations Manager and credit analysts	18 th September 2023
3	Duterimbere MFI	Branch managers, credit analysts, and Executive	22 nd September 2023
4	Bank of Africa	Branch managers and head office staff	19 th and 28 th September 2023
5	Clecam Ejoheza	Branch managers and head office staff	12 th October 2023
6	BRAC Rwanda Microfinance	Head office staff and Executive	17 th October 2023 and 23 rd November 2023
7	Bank of Kigali	Managers at Headquarters and credit department staff.	18 th January 2024

In the framework of interesting MFIs on the importance for E&S risk assessment and management, various consultation sessions were organized and above mentioned 7 MFIs were covered.

Table 4: Planned Engagement activities throughout projet cycles

No	Engagement Activity	Activity Description	Target audience	Timeframe
2.	Consultation meeting with PFIs	<u>Refreshing on eligibility criteria, application process and on any adjustment made</u>	<u>PFIs with focus on District Saccos</u>	<u>February to April 2026</u>
3..	<u>One to one support on ESMS development and adoption</u>	PFIs consultation on the rationale for ESMS development and adoption	<u>DSACCOs and MFIs</u>	<u>Feb to August 2026</u>
4	<u>GRC establishment</u>	<u>PFIs will be sensitized on the necessity for GRC establishment and operationalization</u>	<u>DSACCOs</u>	<u>Feb to August 2026</u>
5	<u>PFI and MSMEs training</u>	<u>Training PFIs staff on E&S risk assessment and compliance</u>	<u>MFIs DSACCOs</u>	Throughout project cycle
6	<u>MSMEs training</u>	<u>Training MSMEs on E&S risk assessment and compliance</u>	<u>MSMEs that benefited or under application process</u>	Throughout project cycle.

7	One to one support to PFI and MSMEs	E&S risk assessment and Management	PFI and MSMEs/companies	Throughout project cycle.
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1.4. Lessons learnt during the implementation of the parent project and first additional financing.

AFIRR project has made considerable positive efforts to monitor the project implementation and integrate citizen engagement initiatives and stakeholder engagement requirements to improve project design and performance. During the implementation of the parent project, consultations with different categories of stakeholders were conducted using different techniques to raise awareness on the project and get feedback from beneficiaries for further improvement. The following comes as a lesson learnt from the project implementation:

- ✚ The use of various stakeholder engagement techniques (roadshows, radio/television shows & ads, media breakfast, breakfast with private sector federation, Twitter space, training, etc.) raised awareness among beneficiaries, attracted so many beneficiaries and sped up the use of funds.
- ✚ The support provided to PFIs by BRD and former BDF in the development of ESMSs also increased their participation in the project.
- ✚ The implementation of the parent project and first additional financing catered for gender and youth integration. Due to intense consultation meetings done, the participation of women and youth in the project has generally increased. The number of women who benefited from microbusiness loans reached 54% as of end December 2025 while the women-led businesses that benefited from the credit line reached 46%. Specific awareness and capacity building to these categories is very important to keep increasing their involvement in the project during the second AF implementation.
- ✚ The implementation of the parent project and first additional financing revealed a deep financial gap and a high market demand specifically for large companies and microbusinesses. However, the project overestimated the capacity of SMEs to apply for AFIRR funds because the most currently financed projects under the parent project are large and microbusinesses.
- ✚ The manufacturing sector also showed a huge need for funds in terms of working capital and emergency fund mainly due to the disruption caused by Russia-Ukraine war and most loan applications are falling into the sector of construction materials and linked supply chains.
- ✚ The use of Business Development Advisors' framework was found helpful for the E&S integration within the business plans. Business development advisors facilitated and fasted the application process and stood as reliable stakeholders. The reinforcement of their technical capacity and working relationship certainly contributed more to the smooth implementation of initial and 1st additional financing.

- ✚ Despite the existence of E&S regulations and necessity for E&S compliance, the project implementation showed that most PFIs, MSMEs and large companies are not familiar with World Bank Environmental and Social Framework (ESF) and do not have enough capacity to fully comply with ESSs requirements. Continuous project support in the development or review of E&S tools and capacity building on E&S aspects is still needed to ensure full integration of E&S aspects into projects operations.
- ✚ The early stakeholder engagement was found to be a prerequisite for grievances prevention or timely resolution. Various awareness campaigns, trainings and public media releases have been a way to collect stakeholder's concerns and the management of AFIRR project was to adjust to the prevailing changing environment.
- ✚ The creation of grievance redress committees (GRCs) made of the borrower (loan beneficiary), local authorities, and local communities in all financed subprojects operating from outside the Industrial parks helped in the effective resolution of complaints at the grassroots level and timely reporting and escalation of grievances to BRD. E&S training, including GRM, has also increased the awareness of the environmental and social aspects even though the buying-in remains low in the participating financial institutions.
- ✚ Preliminary consultations with potential beneficiaries of the additional financing conducted from November 2022 to February 2023 revealed that the transport and tourism sectors have a challenge of accessing loans at a lower interest rate that can help them replace the old fleet and buy the modern cars. Tourism and hospitality sectors need much investment to acquire modern equipment and innovations to attract and maintain their clients. This evidences their need for access to loans at a lower interest rate.

Moving forward and with AF, stakeholder engagement approach was reviewed and evaluated as part of the project's midterm evaluation through conducted beneficiary surveys.

2. STAKEHOLDER IDENTIFICATION AND ANALYSIS

Project stakeholders are defined as individuals, groups or other entities who:

- i. are impacted or likely to be impacted directly or indirectly, positively or adversely, by the Project (also known as 'affected parties'); and
- ii. may have an interest in the Project ('interested parties'). They include individuals or groups whose interests may be affected by the Project and who have the potential to influence the Project outcomes in any way.

Cooperation and negotiation with the stakeholders throughout Project development often also requires the identification of people within the groups who act as legitimate representatives of their respective stakeholder group, i.e., the individuals who have been entrusted by their fellow group members with advocating the group's interests in the process of engagement with the Project.

Community representatives may provide helpful insight into the local settings and act as main conduits for dissemination of the Project-related information and as a primary communication/liaison link between the Project and targeted communities and their established networks. Verification of stakeholder representatives (i.e. the process of confirming that they are legitimate and genuine advocates of the community they represent) remains an important task in establishing contact with the community stakeholders. Legitimacy of the community representatives can be verified by talking informally to a random sample of community members and heeding their views on who can be representing their interests in the most effective way

3. METHODOLOGY

To meet best practice approaches, the project applied and continue to apply the following principles for stakeholder consultations and engagement:

Openness and life-cycle approach: public consultations for the project(s) was arranged during previous project implementation phases and is still ongoing. It is being carried out in an open manner, free of external manipulation, interference, coercion or intimidation. Consultation with stakeholders is organized and conducted in a conducive environment, without disturbance and free of fear for giving own opinions. If need be and depending on culture context, specific sessions for women, youth and other special groups shall be organized to ensure their opinions are collected and considered during the project life cycle.

Informed participation and feedback: information is provided to and widely distributed among all stakeholders through BRD social media platforms, physical and online meetings, radio and Tv shows and roadshows, presentations, short messages, posters, images, photos, etc. All these platforms provide opportunities for communicating stakeholders' feedback, for analyzing and addressing comments and concerns.

Inclusiveness and sensitivity: stakeholder identification and consultations are undertaken to support better communications and build effective relationships. The participation process for the projects will continue to be inclusive. With the Additional Financing, all stakeholders including new targeted beneficiaries will have equal access to information through the use of different project awareness approaches like radio programs, posters, out of home communications, and physical meetings with PFIs and Private sector. Sensitivity to stakeholders' needs is the key principle underlying the selection of engagement methods. Special attention is given to vulnerable groups, including women, youth, elderly, persons with disabilities, refugees and displaced persons. The implementation of this additional financing will trigger the organization of various consultation sessions to get on board all targeted stakeholders and to collect their views.

For the purposes of effective and tailored engagement, stakeholders of the parent project and AF are divided into the following core categories:

- ✓ **Affected Parties** – persons, groups and other entities within the Project Area of Influence (PAI) that are directly influenced (actually or potentially) by the project and/or have been identified as most susceptible to change associated with the project, and who need to be closely engaged in identifying impacts and their significance, as well as in decision-making on mitigation and management measures. Specifically, and for this additional financing, affected people are still

MSMEs, large Companies and PFIs involved in project financed activities. Affected Parties also include local communities, community members and other parties that may be subject to direct impacts from the Project. Specifically, the following individuals and groups fall within this category:

Highly impacted and privately-owned MSMEs including large corporate companies or cooperatives, small and medium enterprises as well as microbusiness. Tour operators' companies and operators of bars and restaurants are also impacted in this category. Affected parties also include underserved enterprises and highly impacted vulnerable enterprises led by women, youth, elderly people, persons with disabilities, refugees and displaced persons.

Women-inclusive enterprises are defined as businesses (i) Firms owned by women with at least one female shareholder and with at least one female chief-level manager or (ii) firms employing a ratio of women that is higher than the average ratio observed in the respective sector.

- ✓ **Interested Parties** – individuals/groups/entities like cooperatives owning car parks or institutions like Rwanda Utility Regulatory Authority (RURA) or Rwanda Transport Development Agency (RTDA), Rwanda Development Board (RDB), local authorities (City of Kigali, Districts), Faith based organization, Civil Society organization, etc. that may not experience direct impacts from the Project but who consider or perceive their interests as being affected by the project and/or who could affect the project and the process of its implementation in some way.

- ✓ **Other Interested Parties**

The projects' stakeholders also include parties other than the directly affected communities, including:

- Ministry of Trade and Industry (MINICOM)
- Ministry of Infrastructure (MININFRA)
- Ministry of Public Investment and Privatization
- Rwanda Development Board (RDB)
- Private Sector Federation (PSF)
- Rwanda Bankers' Association (RBA)
- Association of Microfinance Institutions of Rwanda (AMIR)
- Rwanda Cooperative Agency (RCA)

- National Employment Program (NEP)
- Local authorities, including Districts and Kigali City
- National utilities and service providers
- National Women Council (NWC)
- National Youth Council (NYC)
- National Council of Persons with Disabilities (NCPD)
- Rwanda Utilities Regulatory Authority (RURA)
- Transport companies and associations
- Civil Society Organizations
- Individual Business owners

Local communities residing in the districts where the MSMEs and large enterprises are located and will indirectly benefit from the project.

- ✓ **Vulnerable Groups** – persons who may be disproportionately impacted or further disadvantaged by the project(s) as compared with any other groups due to their vulnerable status¹, and that may require special engagement efforts to ensure their equal representation in the consultation and decision-making process associated with the project. The vulnerable groups include but not limited to people with disabilities, women, youth, displaced people, refugees, etc.

3.1. Disadvantaged / Vulnerable individuals or groups

It is particularly important to understand whether project impacts may disproportionately fall on disadvantaged or vulnerable individuals or groups, who often do not have a voice to express their concerns or understand the impacts of a project, and to ensure that awareness raising and stakeholder engagement with disadvantaged or vulnerable individuals or groups be efficient, individuals particular sensitivities, concerns and cultural norms will be taken into account to ensure a full understanding of project activities and benefits. The vulnerability may stem from person's origin, gender, age, differently abled people, health condition, economic deficiency and financial insecurity, disadvantaged status in the community (e.g., minorities or fringe groups), dependence on other individuals or natural resources, etc.

¹ Vulnerable status may stem from an individual's or group's race, national, ethnic or social origin, color, gender, language, religion, political or other opinion, property, age, culture, literacy, sickness, physical or mental disability, poverty or economic disadvantage, and dependence on unique natural resources.

Engagement with vulnerable groups and individuals often requires the application of specific measures and assistance aimed at the facilitation of their participation in the project-related decision making so that their awareness of and input to the overall process are commensurate to those of the other stakeholders.

Within the AFIRR Parent project and AF Project, the vulnerable or disadvantaged groups will include but not limited to the following:

- Women-inclusive enterprises
- Newly established enterprises
- Enterprises located in less developed areas
- People with disabilities inclusive enterprises
- Displaced people and refugees’ business
- Youth led businesses

Vulnerable groups within the communities affected by the project will be further confirmed and consulted through dedicated means, as appropriate. Description of the methods of engagement that will be undertaken by the project are provided in the following sections.

4. STAKEHOLDER ENGAGEMENT PROGRAM

4.1. Purpose and timing of stakeholder engagement plan

This Stakeholder Engagement Plan (SEP) has been prepared to provide timely and accessible information to project stakeholders inside and outside BRD and to give them the opportunity to express their views and concerns related to the Project and its impact. SEP specifies at which stages in the project life cycle and at what periods these activities will take place.

The following methods will be used during the whole project life cycle by consulting key stakeholder groups and considering the needs of the final beneficiaries, and in particular vulnerable groups. Proposed methods vary according to target audience.

Table 3. Stakeholder Engagement techniques in targeted audience

Stakeholder group	Engagement reason	Engagement tool	Engagement frequency	Responsible party	Timeline
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Non-governmental stakeholders					
Partner FIs	These partner institutions need to comply with financial, environmental, and social regulations and policies guiding AFIRR project	<ul style="list-style-type: none"> ▪ Face to face meetings ▪ Telephone calls (if needed) ▪ Notices and notifications ▪ E-mails ▪ Virtual meetings 	quarterly	BRD PIU	4 times in the years for the Whole Project Period
Enterprises	As the main recipient of the loans, they will continue to be directly impacted by the project	<ul style="list-style-type: none"> ▪ Face to face meetings ▪ Telephone calls(if needed) ▪ Notices and notifications ▪ Social media account, telegram, whatsapps. ▪ E-mails, ▪ Virtual meetings 	quarterly	BRD PIU	4 times in the year for the Whole Project Period
Underserved MSMEs: Women-inclusive enterprises. Young enterprises; Enterprises located in less developed areas	These are also considered as the beneficiaries of the project. In addition, sub-projects neighborhood and vulnerable groups will be informed and consulted following their capabilities and best cultural approach	<ul style="list-style-type: none"> ▪ Physical meetings, ▪ Focus groups meetings ▪ Audioconference ▪ Videoconference ▪ Virtual meeting ▪ Toll free hotline and call center 	Based on need/ every six months	BRD PIU	The Whole Project Period
Rwanda Federation of Private Sector	umbrella organization that groups professional chambers dedicated to promoting and	<ul style="list-style-type: none"> ▪ Face to face meetings ▪ Notification/E-mail ▪ Virtual meetings 	every six months	BRD PIU	The Whole Project Period

	representing the interests of the Rwandan business community				
Local communities	Local community welfare will be impacted by the project.	<ul style="list-style-type: none"> ▪ Information disclosure on website ▪ Community meetings ▪ Notices and notifications ▪ Social media account ▪ Toll free telephone & call center 	Based on need/ every six months	BRD PIU	It will be based on the need
Traditional and social media	They are the main medium for information dissemination to the public about the lending facility.	<ul style="list-style-type: none"> ▪ Commercials Press releases. 	Semi-annual	BRD PIU	Once in a year for the whole project period

Government stakeholders

Stakeholder group	Engagement reason	Engagement tool	Engagement frequency	Responsible party	Timeline
Ministry of Finance and Economic Planning	As the intermediary ministry for the project, MINECOFIN will continue to be involved for planning, design, strategic decisions as well as in coordination and	<ul style="list-style-type: none"> ▪ Audioconference ▪ Normal written communication. ▪ Notification ▪ E-mail ▪ Face to face meetings ▪ Virtual meetings 	quarterly	BRD PIU MINECOFI N PCT	4 times a year for the whole project period

	reporting				
Relevant counterpart Ministries and affiliated institutions	Participation in project planning and management	<ul style="list-style-type: none"> ▪ Virtual meetings ▪ Formal written / notification ▪ E-mail ▪ Face to face meetings 	Based on demand	BRD PIU MINECO FIN PCT	It will be based on the demand
Local governments	Participation in project implementation ensure MSM E compliance with national and local regulations	<ul style="list-style-type: none"> ▪ Virtual meetings ▪ Formal written / notification ▪ E-mail ▪ Face to face meetings 	Annually	BRD PIU	Once a year for the whole project period
Development agencies, NGOS and CBOs	Participating in project planning, design and supervision	<ul style="list-style-type: none"> ▪ Virtual meetings ▪ Formal written / notification ▪ E-mail ▪ Face to face meetings 	Based on demand/ semi annual	BRD PIU	It will be based on the demand

4.2. Stakeholder engagement in the context of additional Financing.

Since there will be no changes in the project subcomponent and targeted sectors, stakeholder consultations under AFIRR AF are more focused on various areas of improvement to understand

constraints faced by large, MSMEs, PFIs, and women throughout previous project phases. Challenges may still include high collateral requirements, limited financial literacy, and affordability of credit. Attention is also to be paid to inclusiveness, ensuring that women-owned businesses, youth, informal enterprises, and rural populations are meaningfully engaged and their specific needs reflected and responded to. In addition, stakeholders will continue to be consulted on environmental and social risk management requirements, grievance redress mechanisms, and the capacity of participating financial institutions to implement ESMS. Clear communication on eligibility criteria, roles of PFIs, and project benefits will be essential to manage expectations and strengthen ownership and sustainability of AFIRR interventions. On the other hand, the project is expected to support new beneficiaries, including micro, small, and medium enterprises (MSMEs), participating financial institutions (PFIs), and new GRC committees are to be established. These stakeholders will need to clearly understand the project’s objectives, design features, eligibility criteria, financing instruments, and applicable environmental and social requirements.

Following the Government’s strategic decision to integrate the Business Development Fund (BDF) into Development Bank of Rwanda (BRD), Participating Financial Institutions (PFIs) and beneficiaries are being consulted by BRD. The purpose of these consultations is to provide information and updates on the new working arrangements, including how beneficiaries will access additional financing under the integrated structure.

Under the new arrangement, Small and micro enterprises will be served through district SACCOs (d-SACCOs), which were established through the merger of sector SACCOs. SMEs and large enterprises will also continue to access financing through commercial banks.

As part of these changes:

- The newly established d-SACCOs will be required to appoint an Environmental and Social (E&S) focal person at the district level and develop an Environmental and Social Management System (ESMS).
- The existing Grievance Redress Mechanism (GRM) of BDF will be harmonized and integrated with BRD’s existing GRM to ensure a unified system.

These measures aim to ensure a smooth transition, strengthen environmental and social risk management, and improve access to finance across all business segments.

In line with the above area of focus, different engagement methods are proposed and cover different needs of the stakeholders as below:

4.3. Proposed strategy for information disclosure

Table 4. Proposed strategy for information disclosure

Project stage	Target stakeholders	List of information to be disclosed	Methods	Responsible party

Design and preparation of AFIRR AF	Enterprises PFI Relevant counterpart ministries Other interested parties.	Project summary SEP	<ul style="list-style-type: none"> ▪ Information on website ▪ E-mail ▪ Social media ▪ Disclose on relevant citizen engagement platform ▪ Focus groups 	BRD
Implementation	Enterprises PFI Relevant counterpart Ministries Including CBOs and labor organizations Vulnerable groups	Project Appraisal Document Project Preparation and Implementation Guidelines GRM reports SEP Environmental and Social risk Screening and implementation,	<ul style="list-style-type: none"> ▪ Beneficiary assessment to verify project performance ▪ Radio, TV, social media announcement, ▪ newspapers and leaflets ▪ announcements on websites and social media FI accounts ▪ Disclose on relevant citizen engagement platform 	BRD PIU
Closing	Enterprises PFI Other stakeholders Including CBOs and labor organizations Vulnerable groups	Periodic Progress Reports	<ul style="list-style-type: none"> ▪ Press Releases ▪ Website announcements ▪ Disclose on relevant citizen engagement platform ▪ Focus groups 	BRD PIU

4.4. Proposed strategy to incorporate views of vulnerable groups

The project will take special measures to ensure that disadvantaged and vulnerable groups have equal opportunity to access information, provide feedback, and/or submit grievances. Focus groups devoted specifically to vulnerable groups may also be envisaged as appropriate, Review of comments and their Incorporation

Suggestions and comments received during consultations (via e-mail, online feedback and face-to-face) and through website (feedback discussion form developed on PIUs websites), are progressively reviewed as a

standard practice, and to the extent possible, and as appropriate, they are informing changes during project implementation. The PIU holds weekly internal meetings where it can review the stakeholders' comments and suggestions and if not addressed in this platform it can be taken to the project technical committee and the Steering committee if necessary depending on the suggestions.

Suggestions and comments received during consultations whether via email, online feedback, face-to-face meetings, or through the feedback form on the PIUs' websites will be reviewed and, where appropriate and feasible, will inform adjustments during project implementation.

The PIU holds weekly internal meetings to review stakeholders' comments and suggestions. Issues that cannot be addressed at this level may be escalated to the Project Technical Committee and, if necessary, to the Steering Committee, depending on the nature and significance of the suggestion. If a comment or suggestion is reviewed and deemed necessary to incorporate, the Project Implementation Manual is updated to reflect the change.

Stakeholders will be informed on how their observations were taken into consideration in the project implementation through the periodic progress reports that will be disclosed in the FIs websites and other media.

Reporting back to stakeholders

Stakeholders will be kept informed as the project develops, including reporting on project environmental and social performance and implementation of the SEP and GRM, as part of the periodic progress reports that will be prepared on a quarterly basis during the implementation phase of the project.

5. RESOURCES AND RESPONSIBILITIES FOR IMPLEMENTING STAKEHOLDER ENGAGEMENT ACTIVITIES

5.1. Resources

The BRD will remain in charge of the cost for stakeholder engagement activities. SEP activities will be funded under project subcomponent 3.3 – Project management. The table below provides information on the cost estimate for the stakeholders' engagement activities, taking into consideration the COVID-19 crisis:

Engagement techniques/tools/facilitation	Cost estimate/Frw
Meetings (Project steering committee meetings, technical team meetings, monthly coordination meetings, public meetings including with vulnerable groups)	100,000,000
Workshops (for Grievance Redress Committees, Implementing partners staff)	60,000,000
Special events (project launch & subprojects inauguration)	20,000,000
Radio & Television programs	150,000,000
Correspondences by phone	5,000,000
Websites and social media	0
Brochures, Stickers with messages, leaflets/flyers, posters, Reports, booklets, etc.	100,000,000
Travel allowances	70,000,000
Total	505,000,000

The total cost allocated to stakeholder engagement activities throughout the project implementation period (both parent and AF project) is estimated to 505,000,000 Frw (or US\$ 462,243).

5.2. Management functions and responsibilities

The project implementation arrangements are as follows: The BRD PIU are staffed with qualified personnel capable of satisfactorily implementing all aspects of the updated SEP. After the integration of

BDF, BRD ensures continuity of stakeholder engagement by:

- Integrating BDF functions into BRD's governance structure
- Updating and implementing the SEP under BRD systems
- Maintaining structured communication channels
- Operating a unified grievance redress mechanism
- Monitoring, reporting, and ensuring compliance

This approach ensures transparency, accountability, and sustained stakeholder trust during and after the institutional transition. Additionally, some of the staff were moved to BRD to ensure business continuity and the passing of the institutional memory.

The responsibility of PIU includes:

- Responsibility for adherence to all fiduciary and safeguard requirements of the WB for final borrowers.
- Develop, update and implementation of SEP.
- Conducting E&S risk assessment for received applications
- Leading stakeholder engagement activities and reporting.
- Ensuring that stakeholder engagement fully integrates the detailed CE activities under the project
- Managing GRM
- Monitoring and Evaluation based on key indicators.
- Coordination of trainings and preparation of training materials.

In addition to PIUs, the Project Coordination Team (PCT) established within the MINECOFIN ensure overall M&E and reporting of the project to the World Bank.

6. GRIEVANCE REDRESS MECHANISM

The main objective of a Grievance Redress Mechanism (GRM) is to help resolve complaints and grievances from stakeholders and affected people in a timely, effective and efficient manner that satisfies all parties involved. Specifically, it provides a transparent and credible process for fair, effective and lasting outcomes. It also builds trust and cooperation as an integral component of broader community engagement that facilitates corrective actions.

Specifically, the GRM:

- Provides affected people with avenues for making a complaint or resolving any dispute that may arise during the implementation of projects.
- Responds in a timely manner, and with sensitivity to the needs of complainants.
- Ensure that appropriate and mutually acceptable redress actions are identified and implemented to the satisfaction of complainants; and
- Avoids the need to resort to judicial proceedings.

6.1. Description of GRM

6.1.1 Introduction

The Development Bank of Rwanda (BRD) has upgraded its policy that was mostly focusing on customers' services aiming to prevent corruption and discrimination and incorporated mechanism to address all citizen complaints and requests.

The purpose of GRM includes the following:

- To ensure that all grievances, complaints, or concerns arising during project implementation are timely recorded and resolved in a fair, transparent, and easily accessible manner.
- To ensure careful documentation and reporting of grievances, complaints, concerns, and remedial actions.
- To ensure that all issues, concerns, complaints and grievances raised are resolved in a timely manner.
- To provide an avenue for escalation for resolution of grievances.

6.1.2 Organizational structure

BRD activities, both direct and on-lending investments, are implemented nationwide. Depending on the type of activity and nature of impacts associated with projects and implementers, the GRM was established at project site (sub-project), PFI and Implementing agency levels. In any case, after subproject approval for funding, a grievance handling mechanism is established and operationalized through different mechanisms including but not limited to trainings, creation of platform for group discussions , issuance of grievance recording log book, etc.

GRC at BRD level is a multi-disciplinary committee composed of representatives from key departments, including Business, Risk Management, Legal, Environmental, and Social staff. This structure ensures

that grievances are reviewed in a comprehensive and timely manner, integrating operational, legal, risk, and environmental and social considerations.

Supported banks under the project maintain functional GRCs at the institutional level and this is an ongoing process as new banks are engaged. As of February 2026, 10 GRCs at bank level are in place.

For companies operating within Industrial Parks, grievances are managed through the companies' existing internal conflict management structures or committees. These internal mechanisms are assessed to ensure they are functional, accessible, and aligned with project requirements and applicable Environmental and Social Standards. Where gaps are identified, appropriate measures are proposed and implemented to strengthen these mechanisms to ensure effective grievance redress.

For project-supported companies operating outside designated Industrial Parks, GRCs are established at the enterprise level. These committees are composed by company employees, representatives of local authorities and/or cooperatives, and community representatives, ensuring inclusiveness, transparency, and community participation in grievance handling.

Former BDF had established 95 GRCs at the SACCO level. However, following the integration of BDF into BRD and taking into consideration the recent merger of Sector SACCOs into District SACCOs, the GRC structure will be adjusted accordingly.

GRCs will now be established at the district level, and the project will maintain 30 District GRCs, corresponding to the total number of DSACCOs nationwide.

To ensure they are operational and accessible, the District GRC committees will be supported by designated focal points at each branch level. These focal points will be responsible for receiving, registering, and channeling complaints to the respective DSACCO for assessment and handling.

Regarding the existing Grievance Redress Mechanism (GRM), a total of 104 grievances were received through the BRD mechanism, and 17 grievances were received through the BDF mechanism. All reported grievances were fully resolved and officially closed.

Throughout the implementation of the GRM, key lessons were learned, and the following best practices have been implemented and are also recommended for the additional financing phase:

- 1. Publicly post the members of the Grievance Redress Committee (GRC) and their contact information:**
This helps complainants know exactly where and how to submit their grievances. Clear visibility of contact details also improves accessibility and encourages timely reporting.
- 2. Include local leaders in the GRCs of companies operating within Special Economic Zones:**
The involvement of local government officials promotes effective and impartial resolution of grievances. Their participation provides an unbiased perspective, enhances credibility, and helps ensure that fair and balanced solutions are reached.
- 3. Monitor and ensure that employees can report concerns freely and anonymously:**
It is important to regularly verify that all employees feel safe and confident to raise concerns without fear of retaliation. Providing anonymous reporting channels strengthens accountability and encourages early identification and resolution of issues.

6.1.3 Complaints resolution procedures

Entering complaints from PFIs and subprojects are assessed through existing GRC committees. In case of failure to handle lodged complaints, they are referred using established GRC referral mechanisms. ... The resolution of complaints arising from a given financed business follow the procedures below:

- Step 1: *Reception and records of grievances, complaints, or concerns*
- Step 2: Investigation/enquiry on received and recorded grievances
- Step 3: *Resolving and responding to the complaint*
- Step 4: Closure, monitoring, and reporting

All steps are well detailed in the updated ESMF and BRD ESMS. The grievance form is available on PIU - BRD, PFIs platforms and complaints can be submitted through various channels including but not limited to e-mail, phone call, SMS, face to face meeting etc. Lodging complaints are free of any cost.

Sub-borrowers will have copies of grievance form available on their respective sites. The grievances may be also submitted anonymously and orally but all will be recorded, assessed and resolved. Availability and manner of functioning of grievance redress mechanism shall be communicated through public events, community of practice, stakeholder engagement meetings, MSMEs trainings, flyers, local radios, and in annual reports.

Grievances are recorded into complaints Registry and issued a confirmation on receipt thereof within seven calendar days.

Each complaint is recorded in the Registry (logbook) with the following information:

- Complainant name and contact
- Complaint description,
- Complaint receipt date and date of sending confirmation there on the complainant,
- Description of the action taken (investigation, corrective measures, preventive measure) and
- Complaint addressing/feedback sending date.

PIU make all reasonable efforts to address complaints specified therein. In case PIU are unable to address the problem by immediate corrective measures, long-term corrective measures are be identified. Complainants are notified of the corrective action within 15 calendar days after confirmation on grievance receipt is sent and

Preventive measures are identified and taken to prevent the same problem from happening again in the future, and complainants are informed of such preventive actions. In an emergency, to encourage proactive beneficiary engagement, outreach messages and information are communicated through mass media and social media to reach people at large and targeted groups. According to the entity-level laws on freedom of access to information, public authorities are required to provide requested information to citizens and legal entities within a period of 15 days.

6.2 Monitoring and evaluation of grievances redress mechanism

The monitoring and evaluation information include the following data organized by location:

- Number of grievances received.
- Type of grievances.
- Number and percentage of grievances resolved.
- Number of agreed actions implemented.

6.3 World Bank Grievance Redress System

Communities and individuals who believe that they are adversely affected by a World Bank (WB) supported project may submit complaints to existing project-level grievance redress mechanisms or the WB's Grievance Redress Service (GRS). The GRS ensures that complaints received are promptly reviewed in order to address project-related concerns. Project affected communities and individuals may submit their complaint to the WB's independent Inspection Panel which determines whether harm occurred, or could occur, as a result of WB non-compliance with its policies and procedures.

Complaints may be submitted at any time after concerns have been brought directly to the World Bank's attention, and Bank Management has been given an opportunity to respond.

For information on how to submit complaints to the World Bank's corporate Grievance Redress Service (GRS), visit <http://www.worldbank.org/en/projects-operations/products-and-services/grievanceredress-service>. For information on how to submit complaints to the World Bank Inspection Panel, please visit www.inspectionpanel.org.

7. MONITORING, REPORTING, AND SEP REVISION

7.1. Reporting back to stakeholder groups

The SEP will be periodically revised and updated as necessary in the course of project implementation by the project coordination team in partnership with PIU BRD, in order to ensure that the information presented here is consistent and is the most recent, and that the identified methods of engagement remain appropriate and effective in relation to the project context and specific phases of the development. Any major changes to the project related activities and to its schedule will be duly reflected in SEP.

Quarterly summaries and internal reports on public grievances, enquiries and related incidents, together with the status of implementation of associated corrective/preventative actions are collated by responsible staff and referred to the senior management of the project. The quarterly summaries provide a mechanism for assessing both the number and the nature of complaints and requests for information, along with the Project's ability to address those in a timely and effective manner.

8. ANNEXES

Annex 1: Pictures of the roadshows



Figure 1: roadshow in the southern Province



Figure 2: Roadshow in the Eastern Province

Annex2: Pictures of the AFIRR Project Launch Event



Annex3: pictures of the Twitter space created

Development Bank of Rwanda, PLC. @BRDbank · Nov 28, 2022

Hamwe n'inguzanyo ya #Hatana #ERF2 Ihera ku nyungu y'8% wa kwagura ubucuruzi bwawe.
Sura urubuga rwacu [Hatana.brd.rw](https://hatana.brd.rw)

At an interest as low as 8% #Hatana #ERF2 is here to support your expansion journey.
Apply now at [Hatana.brd.rw](https://hatana.brd.rw)

#Hatana #Turagushyigikiye

0:19 406 views

6 5 19

Development Bank of Rwanda, PLC. @BRDbank

MWARAKOZE

We've been #inspired by your #Secrettosuccess shared, which is why as the lending component of #ERF2, we named the fund #HATANA because we want to support the resilient businesses to recover from the effects of Covid- 19. Visit hatana.brd.rw #turagushyigikiye

#Inspired HATANA

Annex4: Media Coverage



The image shows a collage of media coverage. On the left is a screenshot of a news article from 'The New Times' dated Thursday, March 02, 2022. The headline reads: 'BRD's HATANA (ERF2) fund empowering business recovery post-COVID-19'. Below the headline is a photograph of a man in a suit, with the 'HATANA BRD ERF 2' logo overlaid. To the right are three screenshots from the IGIHE social media page. The top one is a Facebook post with the headline 'Iburasirazuba: Basobanuriwe amahirwe y'ikigega nzahurabukungu ku mishinga yahombeje na Covid-19'. The middle one is a tweet with the headline 'Hatana ni umushinga w'imyaka itanu uzafasha kugabanya ibihombo by'ubucuruzi, kuzamura by'ihuse umusaruro w'imbere mu gihugu no kongera ubudahangarwa bw'ubukungu ku bibazo bituruka na ngaruka za Covid-19'. The bottom one is another tweet with the headline 'Umukozi mu Ishami rishinzwe ishoramari muri BRD, Kayonde Richard yavuze ko igikorwa batangirije muri aka karere'.

Annex5: Radio Advert Links

Kinyarwanda script:

https://drive.google.com/file/d/1u1BMHsMhgs2qtXDXssEbkeYMO7geWYCG/view?usp=share_link

English Script:

<https://drive.google.com/file/d/1nb36XR7TD55Br7ktaysQApQH1F6jULbC/view>

Annex 6: District and PFIs training, Ngororero District, 8/7/2022



Annex7: Training of GRC members in Gicumbi District, 23/5/2023



Annex7: MSMEs training, Rubavu, June 2024



Annex9: Pictures from the training of MSMEs, 2025

