Republic of Rwanda
Ministry of Trade and Industry

EIF Enhanced Integrated Framework
Trade for LDC development

# Country Programme Document for EIF Phase Three

Republic of Rwanda
Ministry of Trade and Industry

EIF Enhanced Integrated Framework
Trade for LDC development

**Annex 1: Prioritised Action Matrix**

**Country: Rwanda**

| # | Priority area | Priority action | Source of action | Lead Institution | Timeline *(Start-end years)* | Expected Results | Indicative Budget (USD) | Funding Secured *(USD)* | Source(s) of Secured Funding | Funding Gap *(USD)* | Status | Last Update *(add the date)* | Comments |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| 1 | Institutional strenghtening | Strengthen implementation and coordination of trade, Industrial, export and SME-related policies aligned with NST2, AfCFTA, EAC and COMESA | NST2, AfCFTA Strategy | *MINICOM* | *2026-2029* | Improved coherence and effectiveness of trade, industrial and SME policy implementation | 150,000 | | EIF phase III | | Planned for EIF Phase III | | |
| 2 | Institutional strenghtening | Establish and operationalize a national trade market intelligence function within MINICOM | NST2, AfCFTA Strategy | *MINICOM* | *2026-2028* | Functional trade market intelligence unit producing regular analytical outputs | 20,000 | | EIF phase III | | Planned for EIF Phase III | | |
| 3 | Training and capacity development | Build capacity of government officials and trade support institutions in trade data analytics, forecasting, rules of origin, and AI-supported trade diagnostics. | NST2 | *MINICOM* | *2026-2027* | Enhanced analytical capacity for evidence-based trade policymaking | 100,000 | | EIF phase III | | Planned for EIF Phase III | | |
| 4 | LDC graduation | Strengthen national coordination mechanisms for LDC graduation, including DPoA monitoring and reporting | DPoA, NST2 | *MINICOM* | 2022-2031 | Improved readiness for LDC graduation and transition | 30,000 | | EIF phase III | | Planned for EIF Phase III | | |
| 5 | Value chain development | Implement SME export readiness and upgrading programmes (diagnostics, productivity, packaging, labelling) | NST2, AfCFTA Strategy | *MINICOM* | 2026-2029 | SMEs upgraded to meet export market and quality requirements | 500,000 | | EIF phase III | | Planned for EIF Phase III | | |
| 6 | Value chain development | Support testing, conformity assessment and certification to meet EAC, COMESA, AfCFTA and international standards | NST2, AfCFTA Strategy | *MINICOM* | 2026-2029 | Increased SME compliance with regional and international standards | 400,000 | | EIF phase III | | Planned for EIF Phase III | | |
| 8 | Training and capacity development | Deliver targeted SME capacity development on export procedures, documentation, quality standards and digital trade | NST2, AfCFTA Strategy | *MINICOM* | 2026-2029 | SMEs will demonstrated improved knowledge | 30,000 | | EIF phase III | | Planned for EIF Phase III | | |
| 9 | Institutional strenghtening | Develop and deploy an AI-powered trade market intelligence platform | Trade policy | *MINICOM* | 2026-2030 | Operational AI platform supporting SME export decision-making | 400,000 | | EIF phase III | | Planned for EIF Phase III | | |
| 11 | Value chain development | Implement marketing, branding and promotion of Made in Rwanda products | NST2 | MINICOM | 2026-2029 | Improved visibility, perception and competitiveness of Made in Rwanda products | 400,000 | | EIF phase III | | Planned for EIF Phase III | | |
| 12 | Value chain development | Support SME integration into domestic, regional and AfCFTA value chains through targeted market access interventions | NST2, AfCFTA Strategy | MINICOM | 2026-2029 | Increased SME participation in value chains and market linkages | 250,000 | | EIF phase III | | Planned for EIF Phase III | | |
| 13 | Trade facilitation | Strengthen logistics and raw material supply networks through aggregation models and coordination mechanisms | NST2 | MINICOM | 2026-2029 | Reduced logistics bottlenecks and improved reliability of input supply for SMEs | 100,000 | | EIF phase III | | Planned for EIF Phase III | | |
| 14 | Institutional strenghtening | Upgrade and enhance the CMIS platform to serve as a centralized national data system | NST2 | MINICOM | 2026-2028 | Enhanced proper management of cooperatives | 70,000 | | EIF phase III | | Planned for EIF Phase III | | |
| 15 | Trade facilitation | Establish strategically located pilot small-scale selling points to improve last-mile market access and reduce distribution costs | NST2 | MINICOM | 2026-2029 | Improved last-mile market access and reduced distribution costs for SMEs | 380,000 | | EIF phase III | | Planned for EIF Phase III | | |
| 16 | Private sector development | Implement SME financing and investment readiness programmes, including blended finance pilots | NST2 | MINICOM | 2026-2030 | Improved SME access to finance and increased private investment | 500,000 | | EIF phase III | | Planned for EIF Phase III | | |
| 17 | Investment promotion | Conduct feasibility studies for Integrated Crafts Production Centres (ICPCs) to inform SME and export policy implementation | NST2 | MINICOM | 2026-2027 | Feasibilty studies availed to guide SME market facility investments | 100,000 | | EIF phase III | | Planned for EIF Phase III | | |
| 19 | Youth employment | Mainstream women and youth participation across SME competitiveness and market access interventions | NST2 | MINICOM | 2026-2029 | Increased participation | 70,000 | | EIF phase III | | Planned for EIF Phase III | | |
| 20 | Standards and quality infrastructure | Build and integrate National Quality Infrastructure Services under One Roof to offer seamless services for standardization, product testing, metrology, quality assurance and certification. | NST2 | MINICOM/RSB | 2024-2029 | Promote exports to regional and international markets | 41,765,000 | | EIF phase III | | TBD | | |
| 21 | Standards and quality infrastructure | Equip the Center with state-of-the-art Facilities for testing and Calibration through procuring equipment for testing | NST2 | MINICOM/RSB | 2024-2029 | Promote exports to regional and international markets | 8,434,000 | | EIF phase III | | TBD | | |
| 22 | Private sector development | Scale up sustainable industries and adopt sustainable practices.Establish and enforce waste management protocols within industrial parks to ensure efficient waste handling and environmental compliance. | NST2 | MINICOM | 2024-2029 | Achieved 10% annual growth in industry sector | 1,567,281 | | EIF phase III | | TBD | | |
| 23 | Private sector development | Set up new industries:fabrics production plant, glass manufacturing plant to support packaging and construction sectors, Lithium Refinery with a focus on production of high value lithium products for export | NST2 | MINICOM | 2024-2029 | Achieved 10% annual growth in industry sector | 23,516,832 | | EIF phase III | | TBD | | |
| 24 | | | | | | | | | | | | | |
| 25 | | | | | | **TOTAL** | **78,783,113** | | | | | | |

Republic of Rwanda
Ministry of Trade and Industry

**Mapping of ongoing and planned initiatives**

**Country:** **Rwanda**

| # | Title of the Initiative (Project/Programme) | Scope or Coverage | Priority Area | Lead Implementing Entity | Sub-Implementing Entities | EIF NIU/NIA Involvement | Timeline *(Start-ed years)* | Main Objectives or Expected Results | Budget (USD) | Funding Source(s) | Status | Key Achievements to Date | Contact Person *(Email address, Tel. #)* |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| 1 | KIGALI LOGISTIC PLATFORM CONNECTIVITY DEVELOPMENT PROJECT | National | Trade facilitation | MINICOM | Rwanda Standards Boa | Involved in project identification and/or the design process | 2024-2030 | To improve resilient and safe connectivity from the KLP (Masaka) to the regional logistics corridors and support local and regional economic activities along the corridors. | 26.510 Million | World Bank | Ongoing – currently being implemented. | The project has led to:<br>1. Conducting a feasibility study that will be used to develop basic infrastructure in the Rwamagana Industrial Park in the 2026–2027 financial year.<br>2. Conducting a feasibility study that will be used to construct two modern markets and four selling points.<br>3.Providing laboratory equipment to RSB (Rwanda Standards Board) to ensure quality standards.<br>4.Facilitating capacity building for MINICOM, RSB, and RDB staff. | ggakire@minicom.gov.rw<br>Tel : +250788301755 |
| 2 | STRENGHENING PRODUCTIVE CAPACITIES OF LEATHER MANUFACTURING INDUSTRIES AND SMES IN RWANDA | National | Value chain development | MINICOM | N/A | Involved in project identification and/or the design process | 2024-2027 | support Rwanda's inclusive and sustainable economic growth through the strengthening capacity of the leather manufacturing value chain in the country | 1 Million | AfDB | Ongoing – currently being implemented. | The project has led to:<br>1. Training 228 leather SMEs across the country.<br>2. Conducting a feasibility study that will be used to develop the tannery park. | ggakire@minicom.gov.rw<br>Tel : +250788301755 |
| 3 | Sustainable school feeding program | National | Trade facilitation | MINICOM | N/A | Involved in project iden | 2025-2029 | Build the capacity of local farmers, cooperatives, and local millers to become reliable and sustainable suppliers of high-quality food commodities to schools, by supporting agricultural cooperatives with governance and financial management skills, post-harvest management | 106,700 | WFP | Ongoing – currently being implemented. | The project has led to:<br>1. The training of 55 schools from 11 districts, namely Nyagatare, Kayonza, Burera, Rubavu, Karongi, Rusizi, Rutsiro, Nyaruguru, Nyamagabe, and Huye, on food safety and quality standards.<br>2. The training of 54 horticulture farmers from Musanze and Nyabihu Districts on food safety and quality practices.<br>3. The establishment of market linkages between schools and farmers across 30 districts | ggakire@minicom.gov.rw<br>Tel : +250788301755 |
| 4 | Amplifying digital opportunities in cross border trade | Regional | Trade facilitation | MINICOM | N/A | Involved in project identification and/or the design process | 2025-2027 | Improve trade and the livelihoods and overall well being of small Scale Cross border traders by adopting a three pronged approach to tackle existing gapsand challenges at the policy livel , service level and grassroot level while supporting collaration and promoting the trade for peace agenda | 100,000 | IOM | Ongoing – currently being implemented. | The training for 20 Cross border representative has been conducted | ggakire@minicom.gov.rw<br>Tel : +250788301755 |

| | | | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| 5 | Contribution to finance a technical and economic feasibility study for the establishment of Integrated Agro - industrial Parks in Nyagatare and Nyabihu regions | National | Value chain development | MINICOM | N/A | Involved in project identification and/or the design process | 2025-2026 | Contribute to industrialization strategy of government of Rwanda to help structural transformation of the economy and transition away from subsistence agriculture toward industrialization of food production in an incluvise and private sector led way in line with Rwanda's Vision 20250 and NST2 . | 500,000 | BADEA | Ongoing – currently being implemented. | The process of hiring a consultant is being done | ggakire@minicom.gov.rw Tel : +250788301755 |
| 6 | Export growth facility | National | Trade facilitation | MINICOM | N/A | Involved in funding intervention | 2015-2029 | The project aimed at supporting exporters by providing facilities in Guaranties, Grants and catalyst funds | 100,000 | GoR | Ongoing – currently being implemented. | The project managed to support exporters through matching grant and interest subsidy with a total of 6.5billion | ggakire@minicom.gov.rw Tel : +250788301755 |
| 7 | Rwanda Integrated Trade Logistics Project | National | Trade facilitation | MINICOM | N/A | Involved in project coordination | 2013-2029 | Turn Rwanda into a trade logistics hub in the East African Community | | GoR | Ongoing – currently being implemented. | The project supported in construction of trade facilties: Cross border markets and bonded warehouses. It also supports in quarterly monitoring of these trade facilities | ggakire@minicom.gov.rw Tel : +250788301755 |
| 8 | Construction of 4 provincia | National | Private sector development | MINICOM | NIRDA | Involved in project identification and/or the desig | | Attract more investors, creation of jobs, increase production | 10,000,000 | GoR | Ongoing – currently being implemented. | | |

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**Logframe template**

**Country:** Rwanda

**Period:** 2026-2031

| Results Chain | Indicator Code | Indicator | Baseline | Target | Activities | Means of Verification | Assumptions |
|---|---|---|---|---|---|---|---|
| **Goal: Enhanced competitiveness and market access of SMEs in domestic, regional, and international markets** | G.I1 | Percentage increase in total annual export sales by direct project beneficiary SMEs | NA | 15% | | Trade statistics, SMEs performance reports, SME surveys | SMEs maintain access to inputs, finance, and logistics services required for production and export |
| | G.I2 | Number of project beneficiaries SMEs accessing new markets | 0 | 30 | | | |
| | | | | | | | |
| **Outcome 1:<br>Trade governance, coordination, analytical systems, and investment pipeline enhanced to support SME competitiveness and export development** | OC1.I1 | Number of active and effective trade coordination mechanism supported by the project | 4 | 10 | 1) Establish inter-Institutional coordination platforms for SME export policy implementation (NTFC, IDEC,etc...)<br>2) Conduct regular joint planning and review meetings between government, private sector, and trade associations.<br>3)Promote public-private dialogue to ensure SME needs are reflected in policy execution. | Reports of meetings | Sustained institutional commitment, effective inter-institutional coordination, and the availability of reliable and timely data to support evidence-based decision-making |
| | OC1.I2 | Number of national trade and investment policy decisions that were informed by the project-enhanced analytical systems. | 5 | 8 | | | |
| **Output 1.1<br>Trade and Investment coordination and institutional mechanisms strengthened** | OP1.1.I1 | Number of policies reviewed and revised. | 5 | 7 | Organize quarterly strategic coordination meetings with relevant public institutions, private sector representatives, and other key stakeholders to review priority trade and industrial policy issues, provide strategic guidance, address implementation bottlenecks, agree on and follow up on coordinated actions aligned with NST2 and Vision 2050, and facilitate resource mobilization and development partner coordination for the implementation of EIF Phase III priorities. | Minutes of coordination meetings; Updated policies and studies. | Strong Institutional collaboration is maintained among different public and private agencies |
| | OP1.1.I2 | Number of coordination meeting organized that include women and youth representatives | 4 | 10 | Update the Cooperative Policy ( 2018 version) and the Entrepreneurship Development Policy (2020 version) and Prepare costed implementation plans for both policies, specifying priority actions, institutional responsibilities, timelines and monitoring arrangements. | | |
| | OP1.1.I3 | Coordination Framework adopted | 0 | 1 | | | |
| | OP1.1.I4 | Number of initiatives supported by the project that demonstrate Rwanda's increased engagement in the WTO, AfCFTA, EAC, COMESA,etc... | 0 | 2 | Establish a trade & SME policy coordination platform ( Industrial Development and Export Council (IDEC)) and Define the platform's mandate, governance arrangements, meeting schedule and mechanism for tracking agreed actions. | | |
| | | | | | Develop policy implementation guidelines | | |
| | | | | | Conduct targeted stakeholder consultation workshops to gather evidence, identify emerging trade and industrial development challenges, and formulate stakeholder recommendations to inform policy implementation, reforms, and programme interventions. | | |
| | | | | | Organize annual policy review forums to assess implementation progress, identify policy and regulatory constraints and agree on corrective actions for the following year. | | |
| | | | | | Develop and operationalize an integrated LDC graduation monitoring and coordination framework, including DPoA tracking, reporting systems, stakeholder coordination, and graduation preparedness analysis. | | |
| | | | | | Establish a coordination framework and develop an inclusion monitoring tool (track, measure, and report whether programs and investments in trade and industry are reaching all target groups: especially women, youth, persons with disabilities, and underserved regions) | | |
| | | | | | Develop feasibility studies for selected Integrated Craft Production Centers (ICPCs) to assess their technical, economic, financial, environmental, and market viability and support the development of investment-ready projects aimed at strengthening MSME productive capacity, value addition, and competitiveness | | |
| | | | | | Support the strengthening of investment policy and regulatory frameworks, including capacity building for the negotiation, implementation, and monitoring of Bilateral Investment Treaties, to improve investor confidence and attract quality investment. This will include hiring a consulting firm for technical assistance. | | |
| | | | | | | | |
| **Output 1.2<br>Trade market intelligence and analytical capacity strengthened** | OP1.2.I1 | Trade intelligence data tool developed | 0 | 1 | Develop a real-time trade dashboard that monitors trade performance, export opportunities, and critical trade metrics to support evidence-based government decisions and inform traders. | Training reports, Functional dashboard system, Workshops reports | Access to reliable national and international trade data sources through real-time data and skilled staff |
| | OP1.2.I2 | Number of Governement officials trained (gender-disaggregated) or Number of certification programs completed with the support of the project | 0 | 8 | Develop analytical tools and models for trade forecasting and market analysis and Produce regular trade intelligence reports, forecasts, and policy briefs | | |
| | OP1.2.I3 | Number of analytical reports produced in policymaking | 2 | 5 | Facilitate Trade and Investment negotiation meetings with stakeholders | | |
| | OP1.2.I4 | AI-powered trade intelligence Platform developed | 0 | 1 | Facilitate officials to attend specialized training for regional and international trade agreements, Trade negotiations or certified programs | | |
| | | | | | Facilitate technical exchanges and partnerships with institutions such as WTO, UNCTAD to strengthen trade-data analysis, market intelligence, negotiation capacity | | |
| | | | | | Organize learning workshops and knowledge-sharing sessions of the developed trade platforms | | |
| | | | | | Hire three Technical Assistants:<br>a) Software Engineer for Leading the system design and development for maintaining digital infrastructure and Managing automated data pipelines<br>b) AI engineer for Designing and deploying AI-ready data architecture, and AI models<br>c) Data Scientist for implementing analytics tools and visualization | | |
| | | | | | Establish data-sharing agreements | | |
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| **Output 1.3 Green trade and logistics enhanced** | OP1.3.I1 | Number of youth trained in EV maintenance | 0 | 50 | Select eligible youth and provide competency-based practical training in Electric Vehicle (EV) maintenance as an emerging economic opportunity, including linkages to apprenticeships, potential employers, and enterprise-support opportunities within the electric mobility ecosystem. | Training reports | The curricular development process succeeds to bring together all relevant stakeholders from academia and business to develop the curricular |
| | OP1.3.I2 | Curriculum developed in EV maintenance | 0 | 1 | Hire a consultant to develop and integrate an electric vehicle training curriculum in the national training programme. Assess industry skills requirements and develop, validate and support the formal adoption of a competency-based curriculum, including practical modules, trainer guidance, assessment requirements and equipment specifications. | | |
| **Output 1.4 WTO TFA Category C measures and the simplification of border procedures implemented** | OP1.4.I1 | Number of product procedures simplified | 7 | 15 | Conduct a Time Release Study (TRS) to assess the average time for the release of goods and identify bottlenecks in border procedures | Time release study | Inter-agency well coordinated and commitment to implement trade facilitation reforms |
| | | | | | Undertake a comprehensive assessment of documentation requirements for selected products to identify redundancies and inefficiencieses | | |
| | | | | | Support the implementation of Article 7.6 (Average Release Times) through regular monitoring and reporting | | |
| | | | | | Integrate simplified procedures into the Rwanda Trade Portal and other relevant platforms | | |
| | | | | | Organize training for border agencies on simplified procedures and TFA provisions | | |
| | | | | | Conduct awareness sessions for the private sector (SMEs) on new procedures and use of the Trade Portal | | |
| | | | | | Facilitate National Trade Facilitation Committee (NTFC) meetings to oversee implementation progress | | |
| **Outcome 2: Competitiveness and market participation of SMEs in priority value chains strengthened, contributing to increased exports and deeper integration into regional and international markets** | OC2.I1 | Number of new markets penetrated for supported SMEs | NA | 2 | | SME surveys, Export data, Programme reports | SMEs adopt new practices |
| | OC2.I2 | Number of additional jobs created by direct project beneficiairies | 0 | 100 | | | |
| **Output 2.1 Compliance with export standards and quality requirements strengthened** | OP2.1.I1 | Number of SMEs supported for testing/certification by the project | 0 | 30 | Conduct sector profiling to identify potential SMEs involved in the value chains, assess the level of compliance to relevant standards and export readness, and prepare enterprise-specific improvement plans identifying priority actions required to achieve compliance with relevant standards and export market requirements | | |
| | OP2.1.I2 | Number of accredited scheme established through the project supp | 0 | 1 | Establish a pool of quality experts to support in technical assistance and promotion of quality culture within the value chain, and deploy the quality experts to provide continuous advisory support to participating SMEs throughout the export-readiness and certification process | | |
| | OP2.1.I3 | Number of quality experts established with the project support | 0 | 30 | Provide technical assistance including awareness, training and coaching on the implementation of relevant standards such as HACCP, FSMS, GAP, Organic to selected MSMEs towards certification through Zamukana Ubuziranenge Maturity Model | | |
| | | | | | Implement accredited certification schemes including maintanance of accreditation, capacity building and provisions of certification services of relevant schemes | Reports | SMEs demonstrate commitment and willingness to adopt trade standards |
| | | | | | Facilitate a cohort of 30 SMEs to access Laboratories (Purchase of laboratory consumables, maintaince of equipment) | | |
| | | | | | Provide technical support for product development, packaging, and labelling improvements | | |
| | | | | | Facilitate SMEs to attend regional and international trade events and facilitate business-to-business meetings and monitor commercial leads, partnerships and export opportunities generated through participation. | | |
| **Output 2.2 Export marketing and digital promotion strengthened** | OP2.2.I1 | Branding strategy availed | 0 | 1 | Develop a Branding strategy that defines the Made in Rwanda brand positioning, target markets, key messages, visual identity, implementation arrangements and monitoring framework. | Strategy document | |
| | OP2.2.I2 | Number of participants in Made in Rwanda week | 0 | 750 | Organise Made in Rwanda Week on Annual basis (Promotional campaigns), , facilitating buyer engagement, business networking and promotion of priority export-ready SMEs and products during the campaigns. | Reports | |
| | OP2.2.I3 | Number of trade fairs and conferences participated in/organized with the project support | 0 | 15 | Organise Trade fairs, Market showcases, conferences and structured business-to-business meetings | | |
| | OP2.2.I4 | Made in Rwanda portal upgraded | 1 | 1 | Develop a social media influencers partnership which will contain short videos, interviews, and storytelling to connect with consumers, , promoting Made in Rwanda products through coordinated digital campaigns targeting priority domestic, regional and international markets. | | |
| | OP2.2.I5 | Number of major supermarkets adopting the Local Shelf Space Commitment framework with the support of the project | 0 | 10 | Build a Digital B2B platform within the Made in Rwanda Portal to enable SMEs to showcase products, connect with buyers, receive enquiries and access market information through the platform. | | |
| | OP2.2.I6 | Number of SMEs supported by the project to attend trade fair event | 0 | 225 | Establish a Local Shelf Space Commitment Framework for MiR products | | Supported SMEs products marketed and well branded |
| **Output 2.3 Cooperative Management Information System (CMIS) upgraded** | OP2.3.I1 | 1)CMIS platform Upgraded | 1 | 1 | Conduct a technical assessment of the existing Cooperative Management Information System (CMIS) to identify gaps in supporting cooperative productivity, export readiness, and value chain participation. | | |
| | OP2.3.I2 | 2)Percentage of cooperatives registered in the upgraded CMIS and capacitated | 6777 | 12,198 | Upgrade and enhance the CMIS platform to include modules for tracking cooperative production capacity, export potential, and participation in priority value chains. | CMIS operational | Enhanced proper management of cooperatives |
| | | | | | Develop integrated dashboards and analytics tools within CMIS to support real-time monitoring of cooperative performance and export-oriented activities. | | |
| | | | | | Integrate CMIS with other national digital trade and SME support platforms (such as the Made in Rwanda portal and trade intelligence systems) to improve data sharing and coordination. | | |
| **Output 2.4 SME logistics networks strengthened** | OP2.4.I1 | Number of aggregation pilots established | 0 | 2 | Establish an aggregation pilot programs ( Strengthen logistics and raw material supply networks) | Pilot reports | |
| | OP2.4.I2 | Number of small-scale selling points established | 0 | 2 | Organise Supply chain coordination workshops | selling points established | |
| | | | | | Develop Logistics feasibility studies, Partnership facilitation | | |
| | | | | | Establish pilot small-scale selling points to improve last-mile market access | | Aggregation and selling points established |

| | | | | | | | |
|---|---|---|---|---|---|---|---|
| **Output 2.5**<br>**SME financing and investment readiness strengthened** | OP2.5.I1 | Number of beneficiary SMEs that have participated in an investment ready-event | 0 | 300 | Conduct investment readiness training and business development support programmes for SMEs and cooperatives, including support for the preparation of bankable projects and investment proposals | | SMEs participating in investment-ready programme to access capital |
| | OP2.5.I2 | Number of SMEs receiving matching grants | 17 | 30 | Facilitate access to trade finance instruments, including MSME finance facilities, matching grants, export credit guarantees, and targeted export logistics support mechanisms for SMEs accessing regional and international markets | Training reports | |
| | OP2.5.I3 | Number of blended finance and de-risking instruments developed | 0 | 1 | Design and pilot blended finance mechanisms combining public/concessional funds with private investment | Projects financed | |
| | | | | | Organize investment matchmaking events linking SMEs with potential investors | | |

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| Project Monitoring Plan | | | | | | | |
|---|---|---|---|---|---|---|---|
| **Indicator** *(as per the project logframe)* | **Data Source** *(document or system from which indicator information is collected)* | **Means of Verification** *(specific evidence that allows the reported data to be checked and confirmed)* | **Collection Method** *(e.g. surveys, interviews, fieldwork, document reviews)* | **Frequency** | **Responsible Party** | **Estimated Budget** *(Your data source, data collection methods and frquency will inform your budget estimate for undertaking certain monitoring activities. Note that some monitoring activities can be undetaken without a budget, for instance when this involves collecting data from publicly avaliable secondary data sources)* | **Note** *(Provide any relevant additional information)* |
| Number of policies reviewed and revised. | Cooperative Policy ( 2018 version) and the Entrepreneurship Development Policy (2020 version) | Updated policies and studies | Document review, Key Informant interview | Quarterly/Annually | NIU Coordinator and EIF Focal person | See the Global work plan | |
| Number of coordination meeting organized that include women and youth representatives | Project quarterly and Annual report | Minutes of coordination meetings | Focus group discussion | Quarterly/Annually | NIU Coordinator and EIF Focal person | See the Global work plan | |
| Coordination Framework adopted | Project quarterly and Annual report | Minutes of coordination meetings | Focus group for discussion | Quarterly/Annually | NIU Coordinator and EIF Focal person | See the Global work plan | |
| Number of initiatives supported by the project that demonstrate Rwanda's increased engagement in the WTO, AfCFTA, EAC, COMESA,etc… | Project quarterly and Annual report | Minutes of coordination meetings | Focus group for discussion | Quarterly/Annually | NIU Coordinator and EIF Focal person | See the Global work plan | |
| Trade intelligence data tool developed | Trade and Industrial Analytics Dashboard | Functional dashboard system | Key informant Interview, Document review and Focus group for discussion | Quarterly/Annually | NIU Coordinator and EIF Focal person | See the Global work plan | |
| Number of Governement officials trained (gender-disaggregated) or Number of certification programs completed with the support of the project | Project quarterly and Annual report | Training reports | Focus group for discussion | Quarterly/Annually | NIU Coordinator and EIF Focal person | See the Global work plan | |
| Number of analytical reports produced in policymaking | Project quarterly and Annual report | Training reports | Document review | Quarterly/Annually | NIU Coordinator and EIF Focal person | See the Global work plan | |
| AI-powered trade intelligence Platform developed | Project quarterly and Annual report | Workshop reports | Focus group for discussion | Quarterly/Annually | NIU Coordinator and EIF Focal person | See the Global work plan | |
| Number of youth trained in EV maintenance | EV Training centers | Training reports and Certifactes | Document review | Quarterly/Annually | NIU Coordinator and EIF Focal person | 1,000 | |
| Curriculum developed in EV maintenance | Consultant reports | Curriculum manual on EV maintenance | Key informant Interview and Focus group for discussion | Quarterly | NIU Coordinator and EIF Focal person | See the Global work plan | |
| Number of SMEs supported for testing/certification by the project | Asessment report | SME assessment reports | Document review | Quarterly/Annually | NIU Coordinator and EIF Focal person | See the Global work plan | |
| Number of quality experts established with the pro | Project quarterly and Annual report | Training report, Attendance lists | Document review | Quarterly/Annually | NIU Coordinator and EIF Focal person | See the Global work plan | |
| Branding strategy availed | consumer feedback, stakeholder consultation reports | Strategy document | Document review | Quarterly/Annually | NIU Coordinator and EIF Focal person | See the Global work plan | |
| Number of participants in Made in Rwanda week | Reports | Training report, Attendance lists | Document review | Quarterly/Annually | NIU Coordinator and EIF Focal person | See the Global work plan | |
| Number of trade fairs and conferences participated in/organized with the project support | Reports | Participant lists | Document review and Key informant interview | Quarterly/Annually | NIU Coordinator and EIF Focal person | See the Global work plan | |
| Made in Rwanda portal upgraded | Made in Rwanda Portal | Made in Rwanda Portal | Campaign records | Quarterly/Annually | NIU Coordinator and EIF Focal person | See the Global work plan | |
| Number of major supermarkets adopting the Local Shelf Space Commitment framework with the support of the project | Project quarterly and Annual report | fied vists | structured interview and observation | Quarterly/Annually | NIU Coordinator and EIF Focal person | See the Global work plan | |
| Number of SMEs supported by the project to atten | Project quarterly and Annual report | Participant lists | Document review and Key informant interview | Quarterly/Annually | NIU Coordinator and EIF Focal person | See the Global work plan | |
| CMIS platform Upgraded | Cooperative management Information System | CMIS operatioal | Expert Judgement and Key Informant interview | Quarterly/Annually | NIU Coordinator and EIF Focal person | See the Global work plan | |

| | | | | | | | |
|---|---|---|---|---|---|---|---|
| Percentage of cooperatives registered in the upgraded CMIS and capacitated | Cooperative management Information System | CMIS operatioal | Expert Judgement and Key Informant interview | Quarterly/Annually | NIU Coordinator and EIF Focal person | See the Global work plan | |
| Number of aggregation pilots established | Developed aggregation pilots | Pilot reports | Document review, field visits, key informant interviews | Quarterly/Annually | NIU Coordinator and EIF Focal person | See the Global work plan | |
| Number of small-scale selling points established | Developed small-scale selling points | Launch report for the small-scale selling points | Document review , Focus group for Discussion | Quarterly/Annually | NIU Coordinator and EIF Focal person | See the Global work plan | |
| Number of beneficiary SMEs that have participated<br>in an investment ready-event | Project quarterly and Annual report | training reports and attendence lists | Document review , Focus group for Discussion | Quarterly/Annually | NIU Coordinator and EIF Focal person | See the Global work plan | |
| Number of SMEs receiving matching grants | Financial reports | Beneficiaries list ( SMEs) | Document review , observation and interview | Quarterly/Annually | NIU Coordinator and EIF Focal person | See the Global work plan | |
| Number of blended finance and de-risking instrum | Financial reports | List of project financed | Field visit and document review | Quarterly/Annually | NIU Coordinator and EIF Focal person | 1,000 | |
| | | | | | | | |
| | | | | | | | |
| **Reporting Plan** | | | | | | | |
| **Type of Report**<br>*(e.g quarterly, semi-annual). This should also list the NIU-specific reporting schedule to the EIF National Steering Committee (NSC) or to the EIF Focal Point* | | **Report destined to whom?**<br>*(key stakeholder, e.g., FP, NSC, Executive Secretariat for the EIF )* | **Purpose of Report** | | **Reporting Frequency** | **Person(s) Responsible** | |
| | Financial Report | 1.MINICOM<br>2.EIF Secretariat<br>3. MINECOFIN | Accountability and expenditure tracking | | Quarterly and annually | NIU Coordinator and EIF Focal person | |
| | Project monitoring report | 1.MINICOM<br>2.EIF Secretariat<br>3. MINECOFIN | Project implementation progress | | Quarterly and annually | NIU Coordinator and EIF Focal person | |
| | Project completion report | Executive Secretariat for the EIF | indicator project performance at end | | once for 5 years | NIU Coordinator and EIF Focal person | |
| | | | | | | | |
| **Evaluation Plan** | | | | | | | |
| **Type of Evaluation**<br>*(This will indicate all required CPD evaluations specified in the approval MOU, plus all other CPD assessments that might be undertaken by the in-country stakeholders or required by funding partners)* | **Evaluation Approach** | | **When (Start and End Date)** | **Contract Type** | **Person Responsible** | **Status** | |
| Project Completion Report | Internal-Self Evaluation | | Internal-Self Evaluation | Internal | NA | Planned | |

Republic of Rwanda
Ministry of Trade and Industry

EIF Enhanced Integrated Framework
Trade for LDC development

**Vision:** A competitive, export-driven, and investment-attractive economy that fosters SME growth, export diversification, and sustainable development.
**Mission:**To promote trade and investment opportunities by communicating programme results, mobilizing partnerships, and showcasing the catalytic impact of EIF-supported interventions.

| Objective | Activity | Channel/Format | Responsible | Frequency | Timeline | Budget | Status |
|---|---|---|---|---|---|---|---|
| Raise awareness | Strategic Media Engagement:<br><br>-Develop and distribute press releases, media advisories, and feature stories;<br>-Organise media tours to project sites and beneficiaries. | Radio, TV, Website, Social media. | NIU Coordinator and Comms Specialist | Quarterly | Q1 launch and ongoing | Nil (Planned) | Planned |
| Share updates | Digital Communications and Social Media Campaign:<br><br>- Create and publish multimedia content (graphics, videos, testimonials, and infographics) across ministry digital platforms. | Social media | NIU Coordinator and Comms Specialist | Quarterly | As milestones occur | Nil (Planned) | Planned |
| Raise awareness | Content Development and Storytelling<br><br>- Produce human-interest stories highlighting project impact and beneficiary experiences.<br><br>- Document project milestones through photography and videography. | Social media | NIU Coordinator and Comms Specialist | Quarterly | Starting Year 2 | USD 1,000 | Planned |
| Stakeholder engagement | Stakeholder and Public Engagement<br><br>- Organise launch events, stakeholder dialogues, workshops, and community outreach activities.<br>- Strengthen engagement with the private sector, development partners, civil society, and beneficiaries. | Meeting, events. | NIU Coordinator and Comms Specialist | Event-based | As milestones occur | Nil (Planned) | Planned |
| Branding and Visibility Management | _Ensure consistent application of project branding across all communication materials.<br>- Produce banners, signage, branded merchandise, and visibility materials for events and project sites. | Press releases, Media briefings, Interviews | NIU Coordinator and Comms Specialist | Event-based | Annually | USD 1,000 | Planned |

| # | Risk Description | Type of risk | Probability (Low=1/Med=2/High=3) | Impact (Low=1/Med=2/High=3) | Risk Exposure (Impact*Probability) | Mitigation/Adaptation Strategy | Risk Mitigation Target Implementation Date | Status-related Mitigation Target Implementation Date | Responsible Party | Risk Status | Comment |
|---|---|---|---|---|---|---|---|---|---|---|---|
| 1 | Changes in policy direction, coordination challenges, or institutional capacity constraints may affect implementation effectiveness. | Institutional | 1 | 1 | | Strong anchoring within national frameworks; active oversight by the SPIU and Steering Committee; regular coordination meetings and stakeholder engagement. | Bi-Annual | On track | MINICOM | Open | A strong coordination mechanism in place |
| 2 | Market volatility, external economic shocks, or reduced demand may limit SME competitiveness and export performance. | Economic | 2 | 3 | | Diversification of markets and value chains; promotion of regional and AfCFTA trade; support to productivity and value addition. | Bi-Annual | On track | MINICOM | Open | |
| 3 | Limited technical may delay implementation or affect quality of outputs. | Institutional Capacity | 1 | 1 | | Targeted capacity-building, technical assistance, and clear role definition across implementing entities. | Bi-Annual | On track | MINICOM | Open | |
| 4 | Delays in fund disbursement, or weak financial controls. | Financial / Fiduciary | 2 | 3 | | Strong financial management systems, segregation of duties, internal controls, and regular external audits by the Office of the Auditor General. | Quarterly | On track | MINICOM | Open | A strong team in place |
| 5 | Unequal participation of women, youth, and vulnerable groups in programme benefits. | Social and Inclusion | 2 | 2 | | Targeted outreach, inclusive selection criteria, gender-responsive programming, and disaggregated monitoring. | Quarterly | On track | MINICOM | Open | |
| 6 | Climate shocks and environmental degradation affecting production and supply chains. | Environmental | 2 | 2 | | Integration of climate-resilient practices, environmental safeguards, and sustainable resource management. | Bi-Annual | On track | MINICOM | Open | |
| 7 | Weak procurement planning, procurement execution or contract management may delay programme implementation, affect value for money and compromise the timely delivery and | Operational / Fiduciary | 2 | 3 | 6 | Procurement will be undertaken in accordance with the national procurement framework and the approved Procurement Plan. Procurement packages, implementation timelines and contract management milestones will be monitored regularly. Competitive procurement procedures, contract | Continuous throughout programme implementation | On track | MINICOM | Open | |
| 8 | Weak reporting or data quality may undermine results evidence and timely reporting to EIF and stakeholders. | Operational / Fiduciary | 2 | 2 | 4 | Strengthen MEL tools; assign responsibilities; quarterly data checks; baseline and evaluation support. | Continuous throughout programme implementation | On track | MINICOM | Open | |
| 9 | Exchange rate volatility or inflation may increase costs and reduce purchasing power of approved budgets. | Operational / Fiduciary | 2 | 2 | 4 | Early procurement; periodic budget reviews; cost prioritization; rebudgeting if approved. | Annual review | On track | MINICOM | Open | |
| 10 | Weak coordination among SPIU and other entities may reduce programme efficiency or duplicate efforts. | Operational | 2 | 2 | 4 | Quarterly coordination meetings | Continuous throughout programme implementation | On track | MINICOM | Open | |

## Global work plan

**Country:** Rwanda

**Period:** 2026-2031

| Output Statement and Indicator Code | Activity Code | Description of the Activity | Inputs | Years 1 | 2 | 3 | 4 | 5 | Budget (USD) Funding Facility 1 | Funding Facility 2 | Source of Funding EIF Funding | Other Sources of Funding | Lead Entity | Execution Rate |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| **Outcome 1: Trade governance, coordination, analytical systems, and investment pipeline enhanced to support SME competitiveness and export development** | | | | | | | | | **796,143** | **-** | **796,143** | **-** | | |
| **Output 1.1 Trade and Investment coordination and institutional mechanisms strengthened** | | | | | | | | | 185,809 | - | 185,809 | - | | |
| OP1.1.I1 | OP1.1.I1.A1 | Update the Cooperative Policy ( 2018 version) and the Entrepreneurship Development Policy (2020 version) and Prepare costed implementation plans for both policies, specifying priority actions, institutional responsibilities, timelines and monitoring arrangements. | Consultant, policy drafting, and reporting | X | X | | | | 60,000 | | 60,000 | NA | MINICOM | NA |
| OP1.1.I1 | OP1.1.I1.A2 | Establish a trade & SME policy coordination platform ( Industrial Development and Export Council (IDEC)) and Define the platform's mandate, governance arrangements, meeting schedule and mechanism for tracking agreed actions. | Consultant, Meeting logistcis, and sector consultations | X | X | X | X | X | 25,000 | | 25,000 | NA | MINICOM | NA |
| OP1.1.I1 | OP1.1.I1.A3 | Develop feasibility studies for selected Integrated Craft Production Centers (ICPCs) to assess their technical, economic, financial, environmental, and market viability and support the development of investment-ready projects aimed at strengthening MSME productive capacity, value addition, and competitiveness | Consultant, Meeting logistcis, and reporting | X | X | X | | | 18,000 | | 18,000 | NA | MINICOM | NA |
| OP1.1.I2 | OP1.1.I2.A1 | Organize quarterly strategic coordination meetings with relevant public institutions, private sector representatives, and other key stakeholders to review priority trade and industrial policy issues, provide strategic guidance, address implementation bottlenecks, agree on and follow up on coordinated actions aligned with NST2 and Vision 2050, and facilitate resource mobilization and development partner coordination for the implementation of EIF Phase III priorities. | Stakeholders workshop, institutional coordination | X | X | X | X | X | 10,000 | | 10,000 | NA | MINICOM | NA |
| OP1.1.I2 | OP1.1.I2.A2 | Conduct targeted stakeholder consultation workshops to gather evidence, identify emerging trade and industrial development challenges, and formulate stakeholder recommendations to inform policy implementation, reforms, and programme interventions. | Stakeholders workshop, institutional coordination | X | X | X | X | X | 15,000 | | 15,000 | NA | MINICOM | NA |
| OP1.1.I2 | OP1.1.I2.A3 | Organize annual policy review forums to assess implementation progress, identify policy and regulatory constraints and agree on corrective actions for the following year. | Stakeholders workshop, institutional coordination | X | X | X | X | X | 3,750 | | 3,750 | NA | MINICOM | NA |
| OP1.1.I2 | OP1.1.I2.A4 | Develop and operationalize an integrated LDC graduation monitoring and coordination framework, including DPoA tracking, reporting systems, stakeholder coordination, and graduation preparedness analysis. | Stakeholders workshop, institutional coordination | X | X | X | X | X | 1,250 | | 1,250 | NA | MINICOM/MINECOFIN | NA |
| OP1.1.I3 | OP1.1.I3.A1 | Establish a coordination framework and develop an inclusion monitoring tool (track, measure, and report whether programs and investments in trade and industry are reaching all target groups: especially women, youth, persons with disabilities, and underserved regions) | Stakeholders workshop, institutional coordination, reporting tool | X | X | X | X | X | 3,000 | | 3,000 | NA | MINICOM | NA |
| OP1.1.I4 | OP1.1.I4.A1 | Support the strengthening of investment policy and regulatory frameworks, including capacity building for the negotiation, implementation, and monitoring of Bilateral Investment Treaties, to improve investor confidence and attract quality investment | Consultant, Institutional coordination, Meeting logistcis | X | X | X | X | X | 49,809 | | 49,809 | NA | MINICOM/RDB | NA |
| **Output 1.2 Trade market intelligence and analytical capacity strengthened** | | | | | | | | | 423,334 | | 423,334 | - | | |
| OP1.2.I4 | OP1.2.I4.A1 | Hire three Technical Assistants:<br>a) Software Engineer for Leading the system design and development for maintaining digital infrastructure and Managing automated data pipelines<br>b) AI engineer for Designing and deploying AI-ready data architecture, and AI models<br>c) Data Scientist for implementing analytics tools and visualization | consultancy fees, operational costs, Technical experts | X | X | X | | | 302,400 | | 302,400 | NA | MINICOM | NA |
| OP1.2.I1 | OP1.2.I1.A1 | Develop a real-time trade dashboard that monitors trade performance, export opportunities, and critical trade metrics to support evidence-based government decisions and inform traders. | Trade experts,Institutional coordination,Meeting logistics | x | x | x | x | | 10,000 | | 10,000 | NA | MINICOM | NA |

| Output Statement and Indicator Code | Activity Code | Description of the Activity | Inputs | Years | | | | | Budget (USD) | | Source of Funding | | Lead Entity | Execution Rate |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | | 1 | 2 | 3 | 4 | 5 | Funding Facility 1 | Funding Facility 2 | EIF Funding | Other Sources of Funding | | |
| OP1.2.I2 | OP1.2.I2.A1 | Facilitate Trade and Investment negotiation meetings with stakeholders | Institutional coordination,Meeting logistics | X | X | X | X | X | 7,600 | | 7,600 | NA | MINICOM | NA |
| | OP1.2.I2.A3 | Facilitate technical exchanges and partnerships with institutions such as WTO, UNCTAD to strengthen trade-data analysis, market intelligence, negotiation capacity | Stakeholders workshop, institutional coordination, and Meeting logistcis | X | X | X | X | X | 10,000 | | 10,000 | NA | MINICOM | NA |
| | OP1.2.I2.A2 | Facilitate officials to attend specialized training for regional and international trade agreements, Trade negotiations or certified programs | Coordination of participating officials, logistics, and reporting | X | X | X | | | 83,334 | | 83,334 | NA | MINICOM | NA |
| | OP1.2.I2.A4 | Organize learning workshops and knowledge-sharing sessions of the developed trade platforms | Meeting logistics, reporting | | X | X | X | X | 10,000 | | 10,000 | NA | MINICOM | NA |
| **Output 1.3 Green trade and logistics enhanced** | | | | | | | | | 75,000 | | 75,000 | - | | |
| OP1.3.I1 | OP1.3.I1.A1 | Select eligible youth and provide competency-based practical training in Electric Vehicle (EV) maintenance as an emerging economic opportunity, including linkages to apprenticeships, potential employers, and enterprise-support opportunities within the electric mobility ecosystem. | Coordination of selected participants, logistics, and reporting | X | X | X | X | | 50,000 | | 50,000 | NA | MINICOM/RTB | NA |
| OP1.3.I2 | OP1.3.I2.A1 | Hire a consultant to develop and integrate an electric vehicle training curriculum in the national training programme. Assess industry skills requirements and develop, validate and support the formal adoption of a competency-based curriculum, including practical modules, trainer guidance, assessment requirements and equipment specifications. | consultancy fees, operational costs, Technical experts | X | X | | | | 25,000 | | 25,000 | NA | MINICOM/RTB | NA |
| **Output 1.4 WTO TFA Category C measures and the simplification of border procedures implemented** | | | | | | | | | 112,000 | | 112,000 | - | | |
| OP1.4.I1 | OP1.4.I1.A1 | Conduct a Time Release Study (TRS) to assess the average time for the release of goods and identify bottlenecks in border procedures | consultancy fees, operational costs, Technical experts, Meeting logistics and stakeholders consultation | X | X | | | | 75,000 | | 75,000 | NA | MINICOM | NA |
| | OP1.4.I1.A2 | Facilitate National Trade Facilitation Committee (NTFC) meetings to oversee implementation progress | Stakeholders workshop, institutional coordination, and Meeting logistcis | X | X | X | X | X | 37,000 | | 37,000 | NA | MINICOM | NA |
| **Outcome 2: Competitiveness and market participation of SMEs in priority value chains strengthened, contributing to increased exports and deeper integration into regional and international markets** | | | | | | | | | | **2,400,614** | **2,400,614** | | | |
| **Output 2.1 Compliance with export standards and quality requirements strengthened** | | | | | | | | | | 747,565 | 747,565 | - | | |
| OP2.1.I1 | OP2.1.I1.A1 | Conduct sector profiling to identify potential SMEs involved in the value chains, assess the level of compliance to relevant standards and export readiness, and prepare enterprise-specific improvement plans identifying priority actions required to achieve compliance with relevant standards and export market requirements | Logistics facilitation, RSB Staff and external quality experts | X | | | | | | 25,000 | 25,000 | NA | MINICOM/RSB | NA |
| | OP2.1.I1.A2 | Facilitate a cohort of 30 SMEs to access Laboratories (Purchase of laboratory consumables, maintaince of equipment) | Operational costs for selected SMEs, logistics, Training package | X | X | X | X | | | 189,999 | 189,999 | NA | MINICOM/RSB | NA |
| | OP2.1.I1.A3 | Provide technical support for product development, packaging, and labelling improvements | Operational costs, Meeting logistics, stakeholders consultation,Product formulation expert | X | X | X | X | | | 50,000 | 50,000 | NA | MINICOM | NA |
| | OP2.1.I1.A4 | Facilitate SMEs to attend regional and international trade events and facilitate business-to-business meetings and monitor commercial leads, partnerships and export opportunities generated through participation. | Operational costs for selected SMEs, logistics facilitation | X | X | X | X | | | 195,018 | 195,018 | NA | MINICOM | NA |
| OP2.1.I2 | OP2.1.I2.A1 | Provide technical assistance including awareness, training and coaching on the implementation of relevant standards such as HACCP, FSMS, GAP, Organic to selected MSMEs towards certification through Zamukana Ubuziranenge Maturity Model | consultancy fees, operational costs, Technical experts, Meeting/training logistics facilitation, technical assistance materials | X | X | X | X | | | 92,048 | 92,048 | NA | MINICOM/RSB | NA |
| | OP2.1.I2.A2 | Implement accredited certification schemes including maintanance of accreditation, capacity building and provisions of certification services of relevant schemes | consultancy fees, operational costs, Accreditation body, Meeting logistics | X | X | X | X | X | | 165,500 | 165,500 | NA | MINICOM/RSB | NA |
| OP2.1.I3 | OP2.1.I3.A1 | Establish a pool of quality experts to support in technical assistance and promotion of quality culture within the value chain, and deploy the quality experts to provide continuous advisory support to participating SMEs throughout the export-readiness and certification process | consultancy fees, operational costs, Technical experts, Young graduates, Meeting logistics and stakeholders consultation | X | X | X | | | | 30,000 | 30,000 | NA | MINICOM/RSB | NA |
| **Output 2.2 Export marketing and digital promotion strengthened** | | | | | | | | | | 822,266 | 822,266 | - | | |
| OP2.2.I1 | OP2.2.I1.A1 | Develop a Branding strategy that defines the Made in Rwanda brand positioning, target markets, key messages, visual identity, implementation arrangements and monitoring framework. | consultancy fees, operational costs, Technical experts, Meeting logistics and stakeholders consultation | X | X | | | | | 24,960 | 24,960 | NA | MINICOM | NA |

| Output Statement and Indicator Code | Activity Code | Description of the Activity | Inputs | Years | | | | | Budget (USD) | | Source of Funding | | Lead Entity | Execution Rate |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | | 1 | 2 | 3 | 4 | 5 | Funding Facility 1 | Funding Facility 2 | EIF Funding | Other Sources of Funding | | |
| OP2.2.I2 | OP2.2.I2.A1 | Organise Made in Rwanda Week on Annual basis (Promotional campaigns), , facilitating buyer engagement, business networking and promotion of priority export-ready SMEs and products during the campaigns. | Logistics facilitation | X | X | X | X | X | | 185,673 | 185,673 | NA | MINICOM | NA |
| OP2.2.I3 | OP2.2.I3.A1 | Organise Trade fairs, Market showcases, conferences and structured business-to-business meetings | Logistics facilitation | X | X | X | X | X | | 200,000 | 200,000 | NA | MINICOM | NA |
| OP2.2.I4 | OP2.2.I4.A1 | Develop a social media influencers partnership which will contain short videos, interviews, and storytelling to connect with consumers, , promoting Made in Rwanda products through coordinated digital campaigns targeting priority domestic, regional and international markets. | Logistics facilitation | X | X | X | | | | 150,000 | 150,000 | NA | MINICOM | NA |
| OP2.2.I5 | OP2.2.I5.A1 | Build a Digital B2B platform within the Made in Rwanda Portal to enable SMEs to showcase products, connect with buyers, receive enquiries and access market information through the platform. | consultancy fees, operational costs, Technical experts, Meeting logistics and stakeholders consultation | X | X | | | | | 200,000 | 200,000 | NA | MINICOM | NA |
| OP2.2.I6 | OP2.2.I6.A1 | Establish a Local Shelf Space Commitment Framework for MiR products | Logistics facilitation | X | X | X | | | | 61,633 | 61,633 | NA | MINICOM | NA |
| **Output 2.3**<br>**Cooperative Management Information System (CMIS) upgraded** | | | | | | | | | | 67,600 | 67,600 | - | | |
| OP2.3.I1 | OP2.3.I1.A1 | Conduct a technical assessment of the existing Cooperative Management Information System (CMIS) to identify gaps in supporting cooperative productivity, export readiness, and value chain participation. | consultancy fees, operational costs, Technical experts, Meeting logistics and stakeholders consultation | X | | | | | | 7,600 | 7,600 | NA | MINICOM/RCA | NA |
| | OP2.3.I1.A2 | Develop integrated dashboards and analytics tools within CMIS to support real-time monitoring of cooperative performance and export-oriented activities. | consultancy fees, operational costs, Technical experts, Meeting logistics and stakeholders consultation | X | X | | | | | 20,000 | 20,000 | NA | MINICOM/RCA | NA |
| | OP2.3.I1.A4 | Integrate CMIS with other national digital trade and SME support platforms (such as the Made in Rwanda portal and trade intelligence systems) to improve data sharing and coordination. | consultancy fees, operational costs, Technical experts, Meeting logistics and stakeholders consultation | | | X | X | | | 20,000 | 20,000 | NA | MINICOM/RCA | NA |
| OP2.3.I2 | OP2.3.I2.A1 | Upgrade and enhance the CMIS platform to include modules for tracking cooperative production capacity, export potential, and participation in priority value chains. | consultancy fees, operational costs, Technical experts, Meeting logistics and stakeholders consultation | | | X | X | X | | 20,000 | 20,000 | NA | MINICOM/RCA | NA |
| **Output 2.4**<br>**SME logistics networks strengthened** | | | | | | | | | | 273,183 | 273,183 | - | | |
| OP2.4.I1 | OP2.4.I1.A1 | Establish an aggregation pilot programs ( Strengthen logistics and raw material supply networks) | Financial resources,logistical resources, technical resources | X | X | X | | | | 114,000 | 114,000 | NA | MINICOM | NA |
| | OP2.4.I1.A2 | Organise Supply chain coordination workshops | Logistics facilitation, meeting costs and stakeholders consultation | X | X | X | X | X | | 38,000 | 38,000 | NA | MINICOM | NA |
| | OP2.4.I1.A3 | Develop Logistics feasibility studies, Partnership facilitation | consultancy fees, operational costs, Technical experts, Meeting logistics and stakeholders consultation | X | X | X | X | X | | 57,000 | 57,000 | NA | MINICOM | NA |
| OP2.4.I2 | OP2.4.I2.A1 | Establish pilot small-scale selling points to improve last-mile market access | financial resources, technical resources,logistic resources | X | X | X | | | | 64,183 | 64,183 | NA | MINICOM | NA |
| **Output 2.5**<br>**SME financing and investment readiness strengthened** | | | | | | | | | | 490,000 | 490,000 | - | | |
| OP2.5.I1 | OP2.5.I1.A1 | Conduct investment readiness training and business development support programmes for SMEs and cooperatives, including support for the preparation of bankable projects and investment proposals | Technical resources,logistics facilitation, meeting costs | X | X | X | X | | | 10,000 | 10,000 | NA | MINICOM | NA |
| OP2.5.I2 | OP2.5.I2.A1 | Facilitate access to trade finance instruments, including MSME finance facilities, matching grants, export credit guarantees, and targeted export logistics support mechanisms for SMEs accessing regional and international markets | financial resources, technical resources,logistic facilitation | | X | X | X | | | 460,000 | 460,000 | NA | MINICOM | NA |
| OP2.5.I3 | OP2.5.I3.A1 | Design and pilot blended finance mechanisms combining public/concessional funds with private investment | financial resources, technical resources,logistic resources | X | X | | | | | 10,000 | 10,000 | NA | MINICOM | NA |
| | OP2.5.I3.A2 | Organize investment matchmaking events linking SMEs with potential investors | financial resources, technical resources,logistic resources | X | X | X | X | | | 10,000 | 10,000 | NA | MINICOM | NA |
| **Programme management and operations** | | | | | | | | | | 303,243 | 303,243 | | | |
| **Staffing and human resources** | | | | | | | | | | **216,251** | **216,251** | - | | |
| Project Manager | | | Human Resources | X | X | X | X | X | | 162,404 | 162,404 | NA | MINICOM | |
| Finance Manager | | | Human Resources | X | X | X | X | X | | 53,847 | 53,847 | | MINICOM | |

| Output Statement and Indicator Code | Activity Code | Description of the Activity | Inputs | Years | | | | | Budget (USD) | | Source of Funding | | Lead Entity | Execution Rate |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | | 1 | 2 | 3 | 4 | 5 | Funding Facility 1 | Funding Facility 2 | EIF Funding | Other Sources of Funding | | |
| **Operations and administration** | | | | | | | | | | **8,992** | **8,992** | - | | |
| Computer NIU/STAFF(Procurement of 2 laptop computer for the EIF Project Coordinator and SPIU Accountant, | | | Operating costs | X | | | | | | 4,992 | 4,992 | | MINICOM | |
| Coordination and logistics, communication, stationery, and visibility support | | | Operating costs | X | X | X | X | X | | 4,000 | 4,000 | | MINICOM | |
| **Monitoring, evaluation and learning** | | | | | | | | | | **78,000** | **78,000** | | | |
| NIUs Monitoring, evaluation | | | Monitoring, evaluation and learning | X | X | X | X | X | | 18,000 | 18,000 | NA | MINICOM | |
| Mid Term and Final Evaluation Report | | | Monitoring, evaluation and learning | | | X | | x | | 20,000 | 20,000 | | MINICOM | |
| SPIU Staff Trips/Travel for meeting participation | | | Monitoring, evaluation and learning | X | X | X | X | X | | 40,000 | 40,000 | | MINICOM | |
| | | | | | | | | | | | | | | |
| **Total budget per Funding Facility** | | | | | | | | | 796,143 | 2,703,857 | 3,500,000 | - | | |
| **Grand total** | | | | | | | | | | 3,500,000 | 3,500,000 | | | |

Republic of Rwanda
Ministry of Trade and Industry

EIF Enhanced Integrated Framework
Trade for LDC development

## Annual work plan

**Country:** **Rwanda** **350,000**

**Period:** **2026**

| Output Statement and Indicator Code | Activity Code | Description of the Activity | Inputs | Y1 | | | | | | | | | | | | Budget (USD) | | Source of Funding | | Lead Entity | Execution Rate |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 | Funding Facility 1 | Funding Facility 2 | EIF Funding | Other Sources of Funding | | |
| **Outcome 1: Trade governance, coordination, analytical systems, and investment pipeline enhanced to support SME competitiveness and export development** | | | | | | | | | | | | | | | | **120,187** | - | **120,187** | - | | |
| **Output 1.1 Trade and Investment coordination and institutional mechanisms strengthened** | | | | | | | | | | | | | | | | **36,300** | - | **36,300** | - | | |
| OP1.1.I1 | OP1.1.I1.A1 | Update the Cooperative Policy ( 2018 version) and the Entrepreneurship Development Policy (2020 version) and Prepare costed implementation plans for both policies, specifying priority actions, institutional responsibilities, timelines and monitoring arrangements. | Consultant, policy drafting, and reporting | X | X | X | X | X | X | X | X | X | X | X | X | 9,000 | | 9,000 | NA | MINICOM | NA |
| | OP1.1.I1.A2 | Establish a trade & SME policy coordination platform ( Industrial Development and Export Council (IDEC)) and Define the platform's mandate, governance arrangements, meeting schedule and mechanism for tracking agreed actions. | Consultant, Meeting logistcis, and sector consultations | X | X | X | X | X | X | X | X | X | X | X | X | 5,000 | | 5,000 | NA | MINICOM | NA |
| | OP1.1.I1.A3 | Develop feasibility studies for selected Integrated Craft Production Centers (ICPCs) to assess their technical, economic, financial, environmental, and market viability and support the development of investment-ready projects aimed at strengthening MSME productive capacity, value addition, and competitiveness | Consultant, Meeting logistcis, and reporting | X | X | X | X | X | X | X | X | X | X | X | X | 6,000 | | 6,000 | NA | MINICOM | NA |
| OP1.1.I2 | OP1.1.I2.A1 | Organize quarterly strategic coordination meetings with relevant public institutions, private sector representatives, and other key stakeholders to review priority trade and industrial policy issues, provide strategic guidance, address implementation bottlenecks, agree on and follow up on coordinated actions aligned with NST2 and Vision 2050, and facilitate resource mobilization and development partner coordination for the implementation of EIF Phase III priorities. | Stakeholders workshop, institutional coordination | | X | | | X | | | X | | | X | | 2,000 | | 2,000 | NA | MINICOM | NA |
| | OP1.1.I2.A2 | Conduct targeted stakeholder consultation workshops to gather evidence, identify emerging trade and industrial development challenges, and formulate stakeholder recommendations to inform policy implementation, reforms, and programme interventions. | Stakeholders workshop, institutional coordination | | X | | | X | | | X | | | X | | 3,000 | | 3,000 | NA | MINICOM | NA |
| | OP1.1.I2.A3 | Organize annual policy review forums to assess implementation progress, identify policy and regulatory constraints and agree on corrective actions for the following year. | Stakeholders workshop, institutional coordination | | X | | | X | | | X | | | X | | 750 | | 750 | NA | MINICOM | NA |
| | OP1.1.I2.A4 | Develop and operationalize an integrated LDC graduation monitoring and coordination framework, including DPoA tracking, reporting systems, stakeholder coordination, and graduation preparedness analysis. | Stakeholders workshop, institutional coordination | | X | | | X | | | X | | | X | | 250 | | 250 | NA | MINICOM/MINEC | NA |
| OP1.1.I3 | OP1.1.I3.A1 | Establish a coordination framework and develop an inclusion monitoring tool (track, measure, and report whether programs and investments in trade and industry are reaching all target groups: especially women, youth, persons with disabilities, and underserved regions) | Stakeholders workshop, institutional coordination, reporting tool | X | | | | X | | | X | | | X | | 600 | | 600 | NA | MINICOM | NA |
| OP1.1.I4 | OP1.1.I4.A1 | Support the strengthening of investment policy and regulatory frameworks, including capacity building for the negotiation, implementation, and monitoring of Bilateral Investment Treaties, to improve investor confidence and attract quality investment | Consultant, Institutional coordination, Meeting logistcis | | X | X | X | X | X | X | X | X | X | X | | 9,700 | | 9,700 | NA | MINICOM/RDB | NA |
| **Output 1.2 Trade market intelligence and analytical capacity strengthened** | | | | | | | | | | | | | | | | **46,487** | | **46,487** | - | | |

| Output Statement and Indicator Code | Activity Code | Description of the Activity | Inputs | Y1 | | | | | | | | | | | | Budget (USD) | | Source of Funding | | Lead Entity | Execution Rate |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 | Funding Facility 1 | Funding Facility 2 | EIF Funding | Other Sources of Funding | | |
| OP1.2.I4 | OP1.2.I4.A1 | Hire three Technical Assistants:<br>a) Software Engineer for Leading the system design and development for maintaining digital infrastructure and Managing automated data pipelines<br>b) AI engineer for Designing and deploying AI-ready data architecture, and AI models<br>c) Data Scientist for implementing analytics tools and visualization | consultancy fees, operational costs, Technical experts | X | X | X | X | X | X | X | X | X | X | X | X | 23,800 | | 23,800 | NA | MINICOM | NA |
| OP1.2.I1 | OP1.2.I1.A1 | Develop a real-time trade dashboard that monitors trade performance, export opportunities, and critical trade metrics to support evidence-based government decisions and inform traders. | Trade experts,Institutional coordination,Meeting logistics | X | X | X | X | X | X | X | X | X | X | X | X | 2,500 | | 2,500 | NA | MINICOM | NA |
| OP1.2.I2 | OP1.2.I2.A1 | Facilitate Trade and Investment negotiation meetings with stakeholders | Institutional coordination,Meeting logistics | | X | | | X | | | X | | | X | | 1,520 | | 1,520 | NA | MINICOM | NA |
| | OP1.2.I2.A3 | Facilitate technical exchanges and partnerships with institutions such as WTO, UNCTAD to strengthen trade-data analysis, market intelligence, negotiation capacity | Stakeholders workshop, institutional coordination, and Meeting logistcis | | | | | | | X | | | | | | 2,000 | | 2,000 | NA | MINICOM | NA |
| | OP1.2.I2.A2 | Facilitate officials to attend specialized training for regional and international trade agreements, Trade negotiations or certified programs | Coordination of participating officials, logistics, and reporting | | | | x | | | x | | | | x | | 16,667 | | 16,667 | NA | MINICOM | NA |
| | OP1.2.I2.A4 | Organize learning workshops and knowledge-sharing sessions of the developed trade platforms | Meeting logistics, reporting | | | | | | | | | | | | | | | | NA | MINICOM | NA |
| **Output 1.3 Green trade and logistics enhanced** | | | | | | | | | | | | | | | | **20,000** | | **20,000** | | | |
| OP1.3.I1 | OP1.3.I1.A1 | Select eligible youth and provide competency-based practical training in Electric Vehicle (EV) maintenance as an emerging economic opportunity, including linkages to apprenticeships, potential employers, and enterprise-support opportunities within the electric mobility ecosystem. | Coordination of selected participants, logistics, and reporting | | | | | | | | X | | | | | 15,000 | | 15,000 | NA | MINICOM/RTB | NA |
| OP1.3.I2 | OP1.3.I2.A1 | Hire a consultant to develop and integrate an electric vehicle training curriculum in the national training programme. Assess industry skills requirements and develop, validate and support the formal adoption of a competency-based curriculum, including practical modules, trainer guidance, assessment requirements and equipment specifications. | consultancy fees, operational costs, Technical experts | | X | X | X | X | X | X | X | X | X | X | X | 5,000 | | 5,000 | NA | MINICOM/RTB | NA |
| **Output 1.4 WTO TFA Category C measures and the simplification of border procedures implemented** | | | | | | | | | | | | | | | | **17,400** | | **17,400** | | | |
| OP1.4.I1 | OP1.4.I1.A1 | Conduct a Time Release Study (TRS) to assess the average time for the release of goods and identify bottlenecks in border procedures | consultancy fees, operational costs, Technical experts, Meeting logistics and stakeholders consultation | | X | X | X | X | X | X | X | X | X | X | X | 10,000 | | 10,000 | NA | MINICOM | NA |
| | OP1.4.I1.A2 | Facilitate National Trade Facilitation Committee (NTFC) meetings to oversee implementation progress | Stakeholders workshop, institutional coordination, and Meeting logistcis | | X | | | X | | | X | | | X | | 7,400 | | 7,400 | NA | MINICOM | NA |
| **Outcome 2: Competitiveness and market participation of SMEs in priority value chains strengthened, contributing to increased exports and deeper integration into regional and international markets** | | | | | | | | | | | | | | | | **-** | **169,171** | **169,171** | **-** | | |
| **Output 2.1 Compliance with export standards and quality requirements strengthened** | | | | | | | | | | | | | | | | **-** | **98,038** | **98,038** | **-** | | |
| OP2.1.I1 | OP2.1.I1.A1 | Conduct sector profiling to identify potential SMEs involved in the value chains, assess the level of compliance to relevant standards and export readness, and prepare enterprise-specific improvement plans identifying priority actions required to achieve compliance with relevant standards and export market requirements | Logistics facilitation, RSB Staff and external quality experts | | X | X | X | X | | | | | | | | | 25,000 | 25,000 | NA | MINICOM/RSB | NA |
| | OP2.1.I1.A2 | Facilitate a cohort of 30 SMEs to access Laboratories (Purchase of laboratory consumables, maintaince of equipment) | Operational costs for selected SMEs, logistics, Training package | | X | X | X | X | X | X | X | X | X | X | | | 7,485 | 7,485 | NA | MINICOM/RSB | NA |
| | OP2.1.I1.A3 | Provide technical support for product development, packaging, and labelling improvements | Operational costs, Meeting logistics, stakeholders consultation,Product formulation expert | | | | X | X | X | X | X | X | X | X | X | | 7,000 | 7,000 | NA | MINICOM | NA |

| Output Statement and Indicator Code | Activity Code | Description of the Activity | Inputs | Y1 | | | | | | | | | | | | Budget (USD) | | Source of Funding | | Lead Entity | Execution Rate |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 | Funding Facility 1 | Funding Facility 2 | EIF Funding | Other Sources of Funding | | |
| | OP2.1.I1.A4 | Facilitate SMEs to attend regional and international trade events and facilitate business-to-business meetings and monitor commercial leads, partnerships and export opportunities generated through participation. | Operational costs for selected SMEs, logistics facilitation | | | | | | | X | | | | | | | 25,368 | 25,368 | NA | MINICOM | NA |
| OP2.1.I2 | OP2.1.I2.A1 | Provide technical assistance including awareness, training and coaching on the implementation of relevant standards such as HACCP, FSMS, GAP, Organic to selected MSMEs towards certification through Zamukana Ubuziranenge Maturity Model | consultancy fees, operational costs, Technical experts, Meeting/training logistics facilitation, technical assistance materials | | | | X | X | X | X | X | X | X | X | | | 15,341 | 15,341 | NA | MINICOM/RSB | NA |
| | OP2.1.I2.A2 | Implement accredited certification schemes including maintanance of accreditation, capacity building and provisions of certification services of relevant schemes | consultancy fees, operational costs, Accreditation body, Meeting logistics | | | | | | | | X | X | X | X | X | | 10,344 | 10,344 | NA | MINICOM/RSB | NA |
| OP2.1.I3 | OP2.1.I3.A1 | Establish a pool of quality experts to support in technical assistance and promotion of quality culture within the value chain, and deploy the quality experts to provide continuous advisory support to participating SMEs throughout the export-readiness and certification process | consultancy fees, operational costs, Technical experts, Young graduates, Meeting logistics and stakeholders consultation | X | X | X | X | X | X | X | X | X | X | X | | | 7,500 | 7,500 | NA | MINICOM/RSB | NA |
| **Output 2.2 Export marketing and digital promotion strengthened** | | | | | | | | | | | | | | | | | **37,200** | **37,200** | | | |
| OP2.2.I1 | OP2.2.I1.A1 | Develop a Branding strategy that defines the Made in Rwanda brand positioning, target markets, key messages, visual identity, implementation arrangements and monitoring framework. | consultancy fees, operational costs, Technical experts, Meeting logistics and stakeholders consultation | X | X | X | X | X | X | X | X | X | X | X | | | 9,984 | 9,984 | NA | MINICOM | NA |
| OP2.2.I2 | OP2.2.I2.A1 | Organise Made in Rwanda Week on Annual basis (Promotional campaigns), , facilitating buyer engagement, business networking and promotion of priority export-ready SMEs and products during the campaigns. | Logistics facilitation | | | | | | | | | | | X | | | 5,000 | 5,000 | NA | MINICOM | NA |
| OP2.2.I3 | OP2.2.I3.A1 | Organise Trade fairs, Market showcases, conferences and structured business-to-business meetings | Logistics facilitation | | | | | | | X | | X | | | | | 5,000 | 5,000 | NA | MINICOM | NA |
| OP2.2.I4 | OP2.2.I4.A1 | Develop a social media influencers partnership which will contain short videos, interviews, and storytelling to connect with consumers, , promoting Made in Rwanda products through coordinated digital campaigns targeting priority domestic, regional and international markets. | Logistics facilitation | | | | | | | X | X | X | X | X | X | | 5,000 | 5,000 | NA | MINICOM | NA |
| OP2.2.I5 | OP2.2.I5.A1 | Build a Digital B2B platform within the Made in Rwanda Portal to enable SMEs to showcase products, connect with buyers, receive enquiries and access market information through the platform. | consultancy fees, operational costs, Technical experts, Meeting logistics and stakeholders consultation | | X | X | X | X | X | X | X | X | X | X | | | 4,700 | 4,700 | NA | MINICOM | NA |
| OP2.2.I6 | OP2.2.I6.A1 | Establish a Local Shelf Space Commitment Framework for MiR products | Logistics facilitation | | | | | | | | | | | X | | | 7,516 | 7,516 | NA | MINICOM | NA |
| **Output 2.3 Cooperative Management Information System (CMIS) upgraded** | | | | | | | | | | | | | | | | | **12,600** | **12,600** | | | |
| OP2.3.I1 | OP2.3.I1.A1 | Conduct a technical assessment of the existing Cooperative Management Information System (CMIS) to identify gaps in supporting cooperative productivity, export readiness, and value chain participation. | consultancy fees, operational costs, Technical experts, Meeting logistics and stakeholders consultation | | X | X | X | X | X | X | X | X | X | X | X | | 7,600 | 7,600 | NA | MINICOM/RCA | NA |
| | OP2.3.I1.A2 | Develop integrated dashboards and analytics tools within CMIS to support real-time monitoring of cooperative performance and export-oriented activities. | consultancy fees, operational costs, Technical experts, Meeting logistics and stakeholders consultation | | X | X | X | X | X | X | X | X | X | X | X | | 5,000 | 5,000 | NA | MINICOM/RCA | NA |
| | OP2.3.I1.A4 | Integrate CMIS with other national digital trade and SME support platforms (such as the Made in Rwanda portal and trade intelligence systems) to improve data sharing and coordination. | consultancy fees, operational costs, Technical experts, Meeting logistics and stakeholders consultation | | | | | | | | | | | | | | - | - | | MINICOM/RCA | NA |
| | OP2.3.I2.A1 | Upgrade and enhance the CMIS platform to include modules for tracking cooperative production capacity, export potential, and participation in priority value chains. | consultancy fees, operational costs, Technical experts, Meeting logistics and stakeholders consultation | | | | | | | | | | | | | | - | - | | MINICOM/RCA | NA |
| **Output 2.4 SME logistics networks strengthened** | | | | | | | | | | | | | | | | - | **14,833** | **14,833** | - | | |

| Output Statement and Indicator Code | Activity Code | Description of the Activity | Inputs | Y1 | | | | | | | | | | | | Budget (USD) | | Source of Funding | | Lead Entity | Execution Rate |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 | Funding Facility 1 | Funding Facility 2 | EIF Funding | Other Sources of Funding | | |
| OP2.4.I1 | OP2.4.I1.A1 | Establish an aggregation pilot programs ( Strengthen logistics and raw material supply networks) | Financial resources,logistical resources, technical resources | X | X | X | X | X | X | X | X | X | X | X | | | 4,000 | 4,000 | NA | MINICOM | NA |
| | OP2.4.I1.A2 | Organise Supply chain coordination workshops | Meetings/Workshops logistics facilitation | | | | | | X | X | | | | | | | 2,000 | 2,000 | NA | MINICOM | NA |
| | OP2.4.I2.A1 | Establish pilot small-scale selling points to improve last-mile market access | financial resources, technical resources,logistic resources | | | | | | | | | | X | X | X | | 5,833 | 5,833 | NA | MINICOM | NA |
| | OP2.4.I1.A3 | Develop Logistics feasibility studies, Partnership facilitation | consultancy fees, operational costs, Technical experts, Meeting logistics and stakeholders consultation | | | | X | X | X | X | X | X | X | X | X | | 3,000 | 3,000 | NA | MINICOM | NA |
| **Output 2.5 SME financing and investment readiness strengthened** | | | | | | | | | | | | | | | | | **6,500** | **6,500** | | | |
| OP2.5.I1 | OP2.5.I1.A1 | Conduct investment readiness training and business development support programmes for SMEs and cooperatives, including support for the preparation of bankable projects and investment proposals | Technical resources,logistics facilitation, meeting costs | | X | X | X | | | | | | | | | | 2,500 | 2,500 | NA | MINICOM | NA |
| OP2.5.I2 | OP2.5.I2.A1 | Facilitate access to trade finance instruments, including MSME finance facilities, matching grants, export credit guarantees, and targeted export logistics support mechanisms for SMEs accessing regional and international markets | financial resources, technical resources,logistic facilitation | | | | | | | | | | | | | | - | - | NA | MINICOM | NA |
| OP2.5.I3.A1 | OP2.5.I3.A1 | Design and pilot blended finance mechanisms combining public/concessional funds with private investment | financial resources, technical resources,logistic resources | x | x | x | x | x | x | x | x | x | x | x | x | | 2,000 | 2,000 | NA | MINICOM | NA |
| OP2.5.I3.A2 | OP2.5.I3.A2 | Organize investment matchmaking events linking SMEs with potential investors | financial resources, technical resources,logistic resources | x | x | x | x | x | x | x | x | x | x | x | x | | 2,000 | 2,000 | NA | MINICOM | NA |
| **Programme management and operations** | | | | | | | | | | | | | | | | | **60,642** | 60,642 | - | | |
| **Staffing and human resources** | | | | | | | | | | | | | | | | | **43,250** | **43,250** | - | | |
| Project Manager | | | Human Resources | X | X | X | X | X | X | X | X | X | X | X | X | | 32,481 | 32,481 | | MINICOM | |
| Finance Manager | | | Human Resources | X | X | X | X | X | X | X | X | X | X | X | X | | 10,769 | 10,769 | | | |
| **Operations and administration** | | | | | | | | | | | | | | | | | **5,792** | **5,792** | - | | |
| Computer NIU/STAFF(Procurement of 2 laptop computer for the EIF Project Coordinator and SPIU Accountant, | | | operating costs | X | | | | | | | | | | | | | 4,992 | 4,992 | | MINICOM | |
| Coordination and logistics, communication, stationery, and visibility support | | | operating costs | X | X | X | X | X | X | X | X | X | X | X | X | | 800 | 800 | | MINICOM | |
| **Monitoring, evaluation and learning** | | | | | | | | | | | | | | | | | **11,600** | **11,600** | - | | |
| Provide facilitation for the staff who will follow up the implementation of the project as per the law governing public | | | operating costs | | X | X | X | X | X | X | X | X | X | X | X | | 3,600 | 3,600 | | MINICOM | |
| SPIU Staff Trips/Travel for meeting participation | | | | X | X | X | X | X | X | X | X | X | X | X | X | | 8,000 | 8,000 | | MINICOM | |
| | | | | | | | | | | | | | | | | | | | - | | |
| | | | | | | | | | | | | | | | | | | | | | |
| **Total budget per Funding Facility** | | | | | | | | | | | | | | | | **120,187** | **229,813** | **350,000** | **-** | | |
| **Grand total** | | | | | | | | | | | | | | | | | **350,000** | | | | |

Republic of Rwanda
Ministry of Trade and Industry

**Detailed Budget**

EIF Enhanced Integrated Framework
Trade for LDC development

| Activity code | Description of the activity | Input account and title | Input Description | Funding Facility | Unit | Year 1 | | | Year 2 | | | Year 3 | | | Year 4 | | | Year 5 | | | Total Budget |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | | | | No Units | Unit Cost | Total | No Units | Unit Cost | Total | No Units | Unit Cost | Total | No Units | Unit Cost | Total | No Units | Unit Cost | Total | |
| **Output 1.1 Trade and Investment coordination and institutional mechanisms strengthened** | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | | | | | | |
| OP1.1.I1.A1 | Update the Cooperative Policy ( 2018 version) and the Entrepreneurship Development Policy (2020 version) and Prepare costed implementation plans for both policies, specifying priority actions, institutional responsibilities, timelines and monitoring arrangements. | 71400 - National personnel - Technical - Output | Remuneration for two national consultants to be hired. Each consultancy will be conducted for 4 months (120days), total of days is 240. The daily rate for each consultant will be $250. Total: 240*250=60,000 | FF1 | Days | 36 | 250 | 9,000 | 204 | 250 | 51,000 | | | - | | | - | | | - | 60,000 |
| OP1.1.I1.A2 | Establish a trade & SME policy coordination platform ( Industrial Development and Export Council (IDEC)) and Define the platform's mandate, governance arrangements, meeting schedule and mechanism for tracking agreed actions. | 71400 - National personnel - Technical - Output | This budget line covers the payment of a consultant to be hired for a total of 100 days, spread over 5 years (20 days per year). The consultant will be paid at a daily rate of USD 225. The total cost is therefore calculated as 20 days × USD 225 × 5 years = USD 22,500. | FF1 | Days | 20 | 225 | 4,500 | 20 | 225 | 4,500 | 20 | 225 | 4,500 | 20 | 225 | 4,500 | 20 | 225 | 4,500 | 22,500 |
| | | 75700 - Learning and workshops (all inclusive) - Output | Hall rental cost per meeting: USD 200<br>Number of coordination meetings per year: 2. totalling 10<br>Total hall rental cost over 5 years: USD 2,000 | FF1 | Units | 2 | 200 | 400 | 2 | 200 | 400 | 2 | 200 | 400 | 2 | 200 | 400 | 2 | 200 | 400 | 2,000 |
| | | 75700 - Learning and workshops (all inclusive) - Output | 100 participants will receive transport support, with 20 participants supported each year. At a daily rate of US$5, the annual transport cost is US$100 (20 participants × US$5). Over 5 years, the total transport cost will be US$500 (US$100 × 5 years) | FF1 | Units | 20 | 5 | 100 | 20 | 5 | 100 | 20 | 5 | 100 | 20 | 5 | 100 | 20 | 5 | 100 | 500 |
| OP1.1.I1.A3 | Develop feasibility studies for selected Integrated Craft Production Centers (ICPCs) to assess their technical, economic, financial, environmental, and market viability and support the development of investment-ready projects aimed at strengthening MSME productive capacity, value addition, and competitiveness | 71400 - National personnel - Technical - Output | This budget line covers the payment of a consultant to be hired for a period of 120days (4 months). The daily rate for each consultant will be $137.5. For year,It will be $5,500(40*137.5). Total: 120*137.5=16,500 | FF1 | Days | 40 | 138 | 5,500 | 80 | 138 | 11,000 | | | | | | | | | | 16,500 |
| | | 75700 - Learning and workshops (all inclusive) - Output | Number of coordination meetings per year: 2<br>Total number of meetings: 2 × 3 = 6 meetings<br>Hall rental cost per meeting will be (2*200)=US$200<br><br>Total hall rental cost:<br>6 meetings × US$200 = US$1,200 | FF1 | Units | 2 | 200 | 400 | 2 | 200 | 400 | 2 | 200 | 400 | | | | | | | 1,200 |
| | | 75700 - Learning and workshops (all inclusive) - Output | Number of participants: 120<br>Participants supported in Year 1: 40<br>Transport support per participant: US$2.50<br><br>Year 1 transport cost:<br>40 participants × US$2.50 = US$100<br><br>Total participants' transport cost:<br>120 participants × US$2.50 = US$300 | FF1 | Units | 40 | 3 | 100 | 80 | 3 | 200 | | | | | | | | | | 300 |
| OP1.1.I2.A1 | Organize quarterly strategic coordination meetings with relevant public institutions, private sector representatives, and other key stakeholders to review priority trade and industrial policy issues, provide strategic guidance, address implementation bottlenecks, agree on and follow up on coordinated actions aligned with NST2 and Vision 2050, and facilitate resource mobilization and development partner coordination for the implementation of EIF | 75700 - Learning and workshops (all inclusive) - Output | Hotel service for 100 participants on quarterly basis:<br>Coffee breaks: 100 × US$4.66 = US$466<br>Lunch: 100 × US$6.10 = US$610<br>Water: 100 × US$1.24 = US$124<br>Total per quarterly event = US$1,200<br>Over 5 years = US$1,200 × 5 = US$6,000 | FF1 | Units | 4 | 300 | 1,200 | 4 | 300 | 1,200 | 4 | 300 | 1,200 | 4 | 300 | 1,200 | 4 | 300 | 1,200 | 6,000 |
| | | 75700 - Learning and workshops (all inclusive) - Output | Quarterly meetings with 80 participants X$2.5 for transport X 4 meetings. Total per year will be (80*2.5*4)=$800. For 5years, it will be (800*5)=$4000 | FF1 | Lumpsum | 1 | 800 | 800 | 1 | 800 | 800 | 1 | 800 | 800 | 1 | 800 | 800 | 1 | 800 | 800 | 4,000 |
| | Conduct targeted stakeholder consultation workshops to gather evidence, identify emerging trade and industrial development challenges, and formulate stakeholder recommendations to inform policy implementation, reforms, and programme interventions. | 75700 - Learning and workshops (all inclusive) - Output | The hotel service cost per event is calculated as follows:<br>Coffee breaks (2 times): 100 participants × US$9.18 = US$918<br>Lunch: 100 participants × US$11.18 = US$1,118<br>Water: 100 participants × US$2.14 = US$214<br><br>Total hotel service cost per year:<br>US$918 + US$1,118 + US$214 = US$2,250<br><br>Total hotel service cost over 5 years:<br>US$2,250 × 5 years = US$11,250 | FF1 | Units | 3 | 750 | 2,250 | 3 | 750 | 2,250 | 3 | 750 | 2,250 | 3 | 750 | 2,250 | 3 | 750 | 2,250 | 11,250 |
| | | 75700 - Learning and workshops (all inclusive) - Output | 80 participants attending three meetings per year over a 5-year project period.<br>80 participants × US$3.13 = US$250.40 per meeting<br>US$250.40 × 3 meetings = US$750 per year<br><br>Total transport cost over 5 years:<br>US$750 × 5 years = US$3,750 | FF1 | Units | 3 | 250 | 750 | 3 | 250 | 750 | 3 | 250 | 750 | 3 | 250 | 750 | 3 | 250 | 750 | 3,750 |
| | Organize annual policy review forums to assess implementation progress, identify policy and regulatory constraints and agree on corrective actions for the following year. | 75700 - Learning and workshops (all inclusive) - Output | The hotel service cost is calculated for 10 participants attending 4-day meetings per year.<br>Hotel service cost per day:<br>Coffee breaks (2 per day): USD 2.68 × 10 participants = USD 26.80<br>Lunch: USD 9.82 × 10 participants = USD 98.20<br>Total hotel service cost per day:<br>USD 26.80 + USD 98.20 = USD 125.00<br>Cost per 4-day meeting:<br>USD 125.00 × 4 days = USD 500.00. Total hotel cost over 5 years:<br>US$500 × 5 years = US$2,500 | FF1 | Units | 1 | 500 | 500 | 1 | 500 | 500 | 1 | 500 | 500 | 1 | 500 | 500 | 1 | 500 | 500 | 2,500 |
| | | 75700 - Learning and workshops (all inclusive) - Output | Mission allowance for 10 participants over 3 days<br>Total participants:<br>10 participants per year * USD per each 25=USD 250 per year .Total hotel cost over 5 years:<br>US$250 × 5 years = US$1,250 | FF1 | Units | 10 | 25 | 250 | 10 | 25 | 250 | 10 | 25 | 250 | 10 | 25 | 250 | 10 | 25 | 250 | 1,250 |
| | Develop and operationalize an integrated LDC graduation monitoring and coordination framework, including DPoA tracking, reporting systems, stakeholder coordination, and graduation preparedness analysis. | 71600 - Travel and missions - Output | Transport service/ car hired /airticket | FF1 | Lumpsum | 1 | 250 | 250 | 1 | 250 | 250 | 1 | 250 | 250 | 1 | 250 | 250 | 1 | 250 | 250 | 1,250 |

| Activity code | Description of the activity | Input account and title | Input Description | Funding Facility | Unit | Year 1 | | | Year 2 | | | Year 3 | | | Year 4 | | | Year 5 | | | Total Budget |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | | | | No Units | Unit Cost | Total | No Units | Unit Cost | Total | No Units | Unit Cost | Total | No Units | Unit Cost | Total | No Units | Unit Cost | Total | |
| OP1.1.I3.A1 | Establish a coordination framework and develop an inclusion monitoring tool (track, measure, and report whether programs and investments in trade and industry are reaching all target groups: especially women, youth, persons with disabilities, and underserved regions) | 75700 - Learning and workshops (all inclusive) - Output | Coordination Framework and Inclusion Monitoring Tool (year Activity; 1 session)<br>Participants: 15<br><br>Venue and coordination support: USD 120<br>Conference facilities (15 × USD 10): USD 150<br>Transport support (5 × USD 20): USD 100<br>Technical support and data management: USD 70<br>Printing and documentation: USD 30<br><br>Total per training USD 370<br><br>Total for 5 years: USD 1,850 | FF1 | Units | 1 | 370 | 370 | 1 | 370 | 370 | 1 | 370 | 370 | 1 | 370 | 370 | 1 | 370 | 370 | 1,850 |
| | | 75700 - Learning and workshops (all inclusive) - Output | For participants' transport for 15 persons per year, at daily rate of$15.33. Participants Transport cost for 15 persons :15*15.33=$230. For 5 years, it will be 230*5=$1150 | FF1 | Units | 15 | 15 | 230 | 15 | 15 | 230 | 15 | 15 | 230 | 15 | 15 | 230 | 15 | 15 | 230 | 1,150 |
| OP1.1.I4.A1 | Support the strengthening of investment policy and regulatory frameworks, including capacity building for the negotiation, implementation, and monitoring of Bilateral Investment Treaties, to improve investor confidence and attract quality investment | 71400 - National personnel - Technical - Output | This budget line covers the payment of a consultant to be hired for a period of 150 days (5 months). The consultant will be paid at a daily rate of USD 262.06. total per year (29*262.06)=$7600.The total cost is therefore calculated as 150 days × USD 262 = USD 39,309 | FF1 | Days | 29 | 262 | 7,600 | 90 | 262 | 23,585 | 31.00 | 262.06 | 8,124 | - | - | - | | | - | 39,309 |
| | | 75700 - Learning and workshops (all inclusive) - Output | The hotel service cost is calculated for 10 participants attending 5 meetings, with each meeting lasting 4 days per year.<br>Hotel service cost per day:<br>Coffee breaks (2 times): USD 2.68 × 10 participants = USD 26.80<br>Lunch: USD 9.82 × 10 participants = USD 98.20<br>Total hotel service cost per day:<br>USD 26.80 + USD 98.20 = USD 125.00<br>Cost per 4-day meeting:<br>USD 125.00 × 4 days = USD 500.00<br>Total cost for 5 meetings:<br>USD 500.00 × 5 meetings = USD 2,500.00 | FF1 | Units | 1 | 500 | 500 | 1 | 500 | 500 | 1 | 500 | 500 | 1 | 500 | 500 | 1 | 500 | 500 | 2,500 |
| | | 75700 - Learning and workshops (all inclusive) - Output | Transport cost for 50 participants per year will cost (50*$32 for each)=$1600. For 5 years, it will be 1600*5=$8,000 | FF1 | Units | 50 | 32 | 1,600 | 50 | 32 | 1,600 | 50 | 32 | 1,600 | 50 | 32 | 1,600 | 50 | 32 | 1,600 | 8,000 |
| Sub Total: 1 | | | | | | | | **36,300** | | | **99,885** | | | **22,224** | | | **13,700** | | | **13,700** | **185,809** |
| **Output 1.2 Trade market intelligence and analytical capacity strengthened** | | | | | | | | | | | | | | | | | | | | | |
| OP1.2.I4.A1 | Hire three Technical Assistants:<br>a) Software Engineer for Leading the system design and development for maintaining digital infrastructure and Managing automated data pipelines<br>b) AI engineer for Designing and deploying AI-ready data architecture, and AI models<br>c) Data Scientist for implementing analytics tools and visualization | 71400 - National personnel - Technical - Output | Remuneration for three national consultants to be hired. The consultancy will be conducted for 108 days, total of days is $2750 (916,66 per person per day). The daily rate for each consultant will be $2750. Total: 108*2750=$297,000 | FF1 | Days | 8 | 2,750 | 22,000 | 52 | 2,750 | 143,000 | 48 | 2,750 | 132,000 | - | - | - | - | - | - | 297,000 |
| | | 71400 - National personnel - Technical - Output | Communication and Related Operating Costs<br>The communication and related operating costs are calculated for 3 people receiving USD 50 per month each over a 3-year period.<br>Monthly cost for 3 people:<br>USD 50 × 3 people = USD 150 per month<br>Annual cost:<br>USD 150 × 12 months = USD 1,800 per year<br>Total cost for 3 years:<br>USD 1,800 × 3 years = USD 5,400 | FF1 | Lumpsum | 12 | 150 | 1,800 | 3 | 600 | 1,800 | 3 | 600 | 1,800 | - | - | - | - | - | - | 5,400 |
| OP1.2.I1.A1 | Develop a real-time trade dashboard that monitors trade performance, export opportunities, and critical trade metrics to support evidence-based government decisions and inform traders. | 75700 - Learning and workshops (all inclusive) - Output | Hotel service for 10 participants on quarterly basis within 4 days:<br>COFFEE BREAK (2 times) 2.68 USD per person = 26.8 USD<br>LUNCH 9.82 USD per person= 98.2 USD, the total is 124 USD per day*4 days= 500 USD*4 quarters=2,000 USD per quarter* 4 YEARS= 8,000 USD | FF1 | Units | 4 | 500 | 2,000 | 4 | 500 | 2,000 | 4 | 500 | 2,000 | 4 | 500 | 2,000 | - | - | - | 8,000 |
| | | 75700 - Learning and workshops (all inclusive) - Output | Transport Allowances for 25 participants over 4 Session once per year (including hired car).<br>Cost per participant per session: USD 20.00*25 participants=500 USD per year.<br>Cost per participant over 4 session:<br>USD 500 × 4 = USD 2,000 for 5 years | FF1 | Units | 25 | 20 | 500 | 25 | 20 | 500 | 25 | 20 | 500 | 25 | 20 | 500 | - | - | - | 2,000 |
| OP1.2.I2.A1 | Facilitate Trade and Investment negotiation meetings with stakeholders | 75700 - Learning and workshops (all inclusive) - Output | Hotel service for 20 participants:<br>COFFEE BREAK (2 times) 8.36 USD per person=167.2 USD<br>LUNCH 9.16 USD per person=183.2 USD<br>WATER: 1.48 USD per person=29.6 USD, Total Per year :(380 per quarter*4 quarters)=$1520. For 5 years, it will be (1520*5)= 7,600 USD | FF1 | Units | 4 | 380 | 1,520 | 4 | 380 | 1,520 | 4 | 380 | 1,520 | 4 | 380 | 1,520 | 4 | 380 | 1,520 | 7,600 |
| OP1.2.I2.A3 | Facilitate technical exchanges and partnerships with institutions such as WTO, UNCTAD to strengthen trade-data analysis, market intelligence, negotiation capacity | 75700 - Learning and workshops (all inclusive) - Output | Hotel service for 40 participants on quarterly basis within 4 days:<br>COFFEE BREAK (2 times) 2.68 USD per person = 107.2 USD<br>LUNCH 9.82 USD per person= 392.8 USD, the total is 500 USD*4 quarters=2,000 USD per year. For 5 YEARS(5*2000)=10,000 USD | FF1 | Units | 4 | 500 | 2,000 | 4 | 500 | 2,000 | 4 | 500 | 2,000 | 4 | 500 | 2,000 | 4 | 500 | 2,000 | 10,000 |
| OP1.2.I2.A2 | Facilitate officials to attend specialized training for regional and international trade agreements, Trade negotiations or certified programs | 75700 - Learning and workshops (all inclusive) - Output | Training fees of USD 3,326 per staff:<br><br>Year 1: 2 staff × USD 3,326 = USD 6,652<br>Year 2: 4 staff × USD 3,326 = USD 13,304<br>Year 3: 4 staff × USD 3,326 = USD 13,304<br><br>Total Budget:<br>USD 6,652 + USD 13,304 + USD 13,304 = USD 33,264 | FF1 | Units | 2 | 3,326 | 6,653 | 4 | 3,326 | 13,306 | 4 | 3,326 | 13,306 | - | - | - | - | - | - | 33,264 |
| | | 75700 - Learning and workshops (all inclusive) - Output | Air ticket cost of USD 1,207 and per diem of USD 3,800 per staff (total USD 5,007 per staff):<br><br>Year 1: 2 staff × USD 5,007 = USD 10,014<br>Year 2: 4 staff × USD 5,007 = USD 20,028<br>Year 3: 4 staff × USD 5,007 = USD 20,028<br><br>Total Budget:<br>USD 10,014 + USD 20,028 + USD 20,028 = USD 50,070 | FF1 | Units | 2 | 5,007 | 10,014 | 4 | 5,007 | 20,028 | 4 | 5,007 | 20,028 | - | - | - | - | - | - | 50,070 |

| Activity code | Description of the activity | Input account and title | Input Description | Funding Facility | Unit | Year 1 | | | Year 2 | | | Year 3 | | | Year 4 | | | Year 5 | | | Total Budget |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | | | | No Units | Unit Cost | Total | No Units | Unit Cost | Total | No Units | Unit Cost | Total | No Units | Unit Cost | Total | No Units | Unit Cost | Total | |
| OP1.2.I2.A4 | Organize learning workshops and knowledge-sharing sessions of the developed trade platforms | 75700 - Learning and workshops (all inclusive) - Output | Hotel service for 40 participants on quarterly basis within 5 days:<br>COFFEE BREAK (2 times) 2.68 USD per person = 107.2 USD<br>LUNCH 9.82 USD per person= 392.8 USD, the total is 500 USD* 5 days=2,500 USD per quarte. Total: 10,000 USD | FF1 | Units | - | - | - | 5 | 500 | **2,500** | 5 | 500 | **2,500** | 5 | 500 | **2,500** | 5 | 500 | **2,500** | **10,000** |
| **Sub Total: 2** | | | | | | | | **46,487** | | | **186,654** | | | **175,654** | | | **8,520** | | | **6,020** | **423,334** |
| **Output 1.3 Green trade and logistics enhanced** | | | | | | | | 0 | | | 0 | | | 0 | | | | | | | |
| OP1.3.I1.A1 | Select eligible youth and provide competency-based practical training in Electric Vehicle (EV) maintenance as an emerging economic opportunity, including linkages to apprenticeships, potential employers, and enterprise-support opportunities within the electric mobility ecosystem. | 75700 - Learning and workshops (all inclusive) - Output | Training fees: USD2,000 for each | FF1 | Lumpsum | 1 | 2,000 | 2,000 | 3 | 2,000 | 2,000 | 3 | 2,000 | 2,000 | 2 | 2,000 | 2,000 | | | - | 8,000 |
| | | 75700 - Learning and workshops (all inclusive) - Output | Airtickets:USD1,000 for each<br>Per diem: USD2,000 for each | FF1 | Lumpsum | 1 | 13,000 | 13,000 | | 13000 | 13,000 | 3 | 13,000 | 13,000 | | 3,000 | 3,000 | | | | 42,000 |
| OP1.3.I2 | Hire a consultant to develop and integrate an electric vehicle training curriculum in the national training programme. Assess industry skills requirements and develop, validate and support the formal adoption of a competency-based curriculum, including practical modules, trainer guidance, assessment requirements and equipment specifications. | 71400 - National personnel - Technical - Output | This budget line covers the payment of a consultant to be hired for a period of 100 days. The consultant will be paid at a daily rate of USD 250. consultancy cost per year1 will be (20*250)=$5000. The total cost is therefore calculated as:<br><br>100 days × USD 250/day = USD 25,000 | FF1 | Days | 20 | 250 | 5,000 | 80 | 250 | 20,000 | | | | | | | | | | 25,000 |
| **Sub Total: 3** | | | | | | | | **20,000** | | | **35,000** | | | **15,000** | | | **5,000** | | | **-** | **75,000** |
| **Output 1.4 WTO TFA Category C measures and the simplification of border procedures implemented** | | | | | | | | 0 | | | 0 | | | 0 | | | | | | | |
| OP1.4.I1 | Conduct a Time Release Study (TRS) to assess the average time for the release of goods and identify bottlenecks in border procedures | 71210 - International consultants - Technical - Output | This budget line covers the payment of a consultant to be hired for a period of 150 days (5 months). The consultant will be paid at a daily rate of USD 500. For year1,it will(20 days*$500)=$10,000.The total cost is therefore calculated as:<br><br>150 days × USD 500/day = USD 75,000<br><br>Total Consultancy Cost: USD 75,000 | FF1 | Days | 20 | 500 | 10,000 | 130 | 500 | 65,000 | - | - | - | - | - | - | - | - | - | 75,000 |
| | Facilitate National Trade Facilitation Committee (NTFC) meetings to oversee implementation progress | 75700 - Learning and workshops (all inclusive) - Output | Hotel service for 100 participants on quarterly basis within 4 days:<br>COFFEE BREAK (2 times) 2.68 USD per person = 268 USD<br>LUNCH 9.82 USD per person= 982 USD, the total is 1,250 USD per day*4 Quarters per year = 5,000 USD*5 years= 25,000 USD | FF1 | Units | 4 | 1,250 | 5,000 | 4 | 1,250 | 5,000 | 4 | 1,250 | 5,000 | 4 | 1,250 | 5,000 | 4 | 1,250 | 5,000 | 25,000 |
| | | 75700 - Learning and workshops (all inclusive) - Output | For mission allowance, participant transport fees, and hired car for 40 participants<br><br>Total participants:<br>40 participants × USD 60 for each =2,400 per participants per year* 5 years = USD 12,000 | FF1 | Units | 40 | 60 | 2,400 | 40 | 60 | 2,400 | 40 | 60 | 2,400 | 40 | 60 | 2,400 | 40 | 60 | 2,400 | 12,000 |
| Sub Total: 4 | | | | | | | | **17,400** | | | **72,400** | | | **7,400** | | | **7,400** | | | **7,400** | **112,000** |
| **Output 2.1 Compliance with export standards and quality requirements strengthened** | | | | | | | | | | | | | | | | | | | | | |
| | Conduct sector profiling to identify potential SMEs involved in the value chains, assess the level of compliance to relevant standards and export readiness, and prepare enterprise-specific improvement plans identifying priority actions required to achieve compliance with relevant standards and export market requirements | 75700 - Learning and workshops (all inclusive) - Output | Organization of stakeholder consultation and validation workshops (Organization of consultation and validation workshops involving SMEs, industry stakeholders, and relevant institutions to discuss sector profiling findings, assess standards compliance gaps, and validate recommendations for improving SME export readiness. Costs include venue, catering, workshop materials, and other logistical requirements)<br><br>Cost Breakdown per Workshop (4 Days):<br>Catering (Coffee Breaks & Lunch):<br>Estimated at 15 USD per person/day -15<br>USD × 80 participants = 1,200 USD<br>-175 USD Venue Hire<br>Estimated at 1,375 USD per day x 4 days = 5,500 USD<br>5500 USD x 4 workshops= 22,000 USD | FF2 | Units | 4 | 5,500 | 22,000 | - | - | - | - | - | - | - | - | - | - | - | - | 22,000 |
| | | 75700 - Learning and workshops (all inclusive) - Output | SME capacity building and knowledge-sharing workshops<br>(Conduct of learning and capacity-building workshops for SMEs to enhance knowledge on quality standards, certification requirements, product improvement, market access, and export readiness. Costs include training facilities, participant support, training materials, and other workshop-related expenses.)<br><br>Cost Breakdown per Workshop (1 Day):<br>Catering (Coffee Break & Lunch):<br>Estimated at 15 USD per person/day<br>→ 15 USD × 30 participants = 450 USD<br>Training Venue & Facilities:<br>Estimated at 300 USD per workshop<br>Training Materials & Facilitation Costs:<br>Estimated at 750 USD per workshop<br>Total Cost per Workshop:<br>450 + 300 + 750 = 1,500 USD* 2;Total Cost for All Workshops: 3,000 USD | FF2 | Units | 2 | 1,500 | 3,000 | - | - | - | - | - | - | - | - | - | - | - | - | 3,000 |
| | Facilitate a cohort of 30 SMEs to access Laboratories (Purchase of laboratory consumables, maintaince of equipment) | 72210 - Equipment for beneficiaries - Output | Cost Breakdown for Laboratory Access Services for 30 SMEs (Total Budget: USD 170,000)<br><br>Laboratory Testing Services: USD 120,000<br>Coordination and Laboratory Access Management: USD 20,000<br>Technical Support and Quality Improvement Guidance: USD 15,000<br>Sample Collection and Logistics Support: USD 10,000<br>Monitoring, Reporting, and Documentation: USD 5,000<br><br>Total Cost: USD 170,000 | FF2 | Lumpsum | 1 | 2,485 | 2,485 | 1 | 80,000 | 50,000 | 1 | 52,514 | 52,514 | 1 | 65,000 | 65,000 | - | - | - | 169,999 |

| Activity code | Description of the activity | Input account and title | Input Description | Funding Facility | Unit | Year 1 | | | Year 2 | | | Year 3 | | | Year 4 | | | Year 5 | | | Total Budget |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | | | | No Units | Unit Cost | Total | No Units | Unit Cost | Total | No Units | Unit Cost | Total | No Units | Unit Cost | Total | No Units | Unit Cost | Total | |
| OP2.1.I1 | | 72210 - Equipment for beneficiaries - Output | Reagents (analytical reagents, test kits, calibration materials)<br>:$1,200;Chemicals (solvents, acids, buffers, laboratory chemicals)<br>:$600;Sampling Materials (sample containers, sterile bags, swabs, labels):$400;Protective Equipment (laboratory coats, gloves, masks, safety goggles):<br>$400;Other Essential Laboratory Supplies (pipette tips, tubes, filters, glassware, cleaning materials, disposable laboratory items):<br>$400. Total Annual Budget:$3,000 | FF2 | Lumpsum | 1 | 3,000 | 3,000 | 1 | 3,000 | 3,000 | 1 | 3,000 | 3,000 | 1 | 3,000.00 | 3,000 | - | - | - | 12,000 |
| | | 75700 - Learning and workshops (all inclusive) - Output | Training to SMEs:<br>Coffee breaks: US$2.68 × 40 participants × 2 breaks = US$214.40<br>Lunch: US$7.14 × 40 participants = US$285.60<br><u>Total per workshop:</u> US$214.40 + US$285.60 = US$500<br>The workshop lasts 4 days, the annual cost is:<br><br>US$500 per day × 4 days = US$2,000 per year<br>US$2,000 × 4 years = US$8,000 | FF2 | Units | 4 | 500 | 2,000 | 4 | 500 | 2,000 | 4 | 500 | 2,000 | 4 | 500 | 2,000 | - | - | - | 8,000 |
| | Provide technical support for product development, packaging, and labelling improvements | 71400 - National personnel - Technical - Output | Two consultants will be hired to provide technical support for a period of 50 days each. Each consultant will be remunerated at a daily rate of USD 500.<br>Cost Calculation:<br>Consultant 1: 50 days × USD 500 = USD 25,000<br>Consultant 2: 50 days × USD 500 = USD 25,000; Total Consultancy Cost: USD 25,000 + USD 25,000 = USD 50,000. | FF2 | Units | 14 | 500 | 7,000 | 86 | 500 | 43,000 | - | - | - | - | - | - | - | - | - | 50,000 |
| | Facilitate SMEs to attend regional and international trade events and facilitate business-to-business meetings and monitor commercial leads, partnerships and export opportunities generated through participation. | 72100 – Sub-contract – Entities – Output | Hire a company for SMEs' Exhibition Booths (30 SMEs)<br>Exhibition Booth Rental and Participation Fees: USD 75,000<br>Booth Design, Setup, and Branding: USD 20,000<br>Exhibition Equipment and Display Materials: USD 12,000<br>Transportation and Handling of SME Products and Materials: USD 10,000<br>On-site Logistics and Event Support: USD 3,000<br>Administrative and Coordination Support: USD 3,018<br><br>Total Cost: USD 123,018<br><br>Estimated Cost per SME:<br>USD 123,018 ÷ 30 SMEs = USD 4,101 | FF2 | Lumpsum | 1 | 7,368 | 7,368 | 1 | 40,000 | 40,000 | 2 | 20,000 | 40,000 | 1 | 35,650 | 35,650 | - | - | - | 123,018 |
| | | 71600 - Travel and missions - Output | 32 SMES will be facilitated to attend regional and internal trade events at a rate of $1,000 per each SME; For year1, it will cost ($1,000*8SMEs)=$8,000.The total=8000*4)=$32,000 | FF2 | Units | 8 | 1,000 | 8,000 | 8 | 1,000 | 8,000 | 8 | 1,000 | 8,000 | 8 | 1,000 | 8,000 | - | - | - | 32,000 |
| | | 71600 - Travel and missions - Output | Transport service/ Airtickets for participants .<br>Cost per participant: USD 2,500<br>Number of years: 4<br>Annual transport/air ticket cost:<br>4 participants × USD 2,500 = USD 10,000 per year<br>Total cost over 4 years:<br>USD 10,000 × 4 years = USD 40,000 | FF2 | Units | 4 | 2,500 | 10,000 | 4 | 2,500 | 10,000 | 4 | 2,500 | 10,000 | 4 | 2,500 | 10,000 | - | - | - | 40,000 |
| OP2.1.I2 | Provide technical assistance including awareness, training and coaching on the implementation of relevant standards such as HACCP, FSMS, GAP, Organic to selected MSMEs towards certification through Zamukana Ubuziranenge Maturity Model | 75700 - Learning and workshops (all inclusive) - Output | Coaching services and capacity builsing activities for selected MSMEs over 4 years:<br>Technical Experts/Consultants Support:<br>USD 1,000 × 60 MSMEs = USD 60,000<br>(Covers awareness, training, coaching, and support for implementation of standards.)<br>Training Materials and Guidelines:<br>USD 150 × 60 MSMEs = USD 9,000<br>(Covers preparation and provision of training materials and implementation tools.)<br>Awareness and Training Workshops:<br>USD 1,500 × 10 workshops = USD 15,000<br>(Covers training sessions on HACCP, FSMS, GAP, and Organic standards.)<br>Monitoring and Follow-up Support:<br>USD 8,048<br>(Covers MSME assessments, follow-up, and progress reporting.)<br>Total Cost:<br>USD 60,000 + USD 9,000 + USD 15,000 + USD 8,048 = USD 92,048. | FF2 | Units | 30 | 511 | **15,341** | 60 | 511 | **30,683** | 45 | 511 | **23,012** | 45 | 511 | **23,012** | - | - | - | **92,048** |
| | Implement accredited certification schemes including maintanance of accreditation, capacity building and provisions of certification services of relevant schemes | 71400 - National personnel - Technical - Output | The consultant remuneration cost is calculated based on a consultancy period of 208 working days at a daily rate of USD 795.67. The total per year1 (8 days*$795.67)=$10,344. Total for 5 years (208*795.67)=$165,499 | FF2 | Days | 13 | 796 | 10,344 | 52 | 796 | 41,375 | 58 | 796 | 46,149 | 40 | 796 | 31,827 | 45 | 796 | 35,805 | 165,499 |
| OP2.1.I3 | Establish a pool of quality experts to support in technical assistance and promotion of quality culture within the value chain, and deploy the quality experts to provide continuous advisory support to participating SMEs throughout the export-readiness and certification process | 71400 - National personnel - Technical - Output | Remuneration for the national consultant to be hired. The consultancy will take 120 days (4 months) at a daily rate of USD 250. Total per year (30*250)=$7,500. The total for years (120*250)=$30,000 | FF2 | Days | 30 | 250 | 7,500 | 40 | 250 | 10,000 | 50 | 250 | 12,500 | | | - | | | | 30,000 |
| **Sub Total: 1** | | | | | | | | **98,038** | | | **238,058** | | | **197,175** | | | **178,489** | | | **35,805** | **747,565** |
| **Output 2.2 Export marketing and digital promotion strengthened** | | | | | | | | | | | | | | | | | | | | | |
| OP2.2.I1 | Develop a Branding strategy that defines the Made in Rwanda brand positioning, target markets, key messages, visual identity, implementation arrangements and monitoring framework. | 71210 - International consultants - Technical - Output | Recruitment and remuneration of one international consultant to develop a branding strategy. The consultancy assignment will be conducted for 120 days at a daily rate of USD 208 per day. Total consultancy cost: 120 days × USD 208 = USD 24,960. | FF2 | Days | 48 | 208 | 9,984 | 72 | 208 | 14,976 | - | - | - | - | - | - | - | - | - | 24,960 |

| Activity code | Description of the activity | Input account and title | Input Description | Funding Facility | Unit | Year 1 | | | Year 2 | | | Year 3 | | | Year 4 | | | Year 5 | | | Total Budget |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | | | | No Units | Unit Cost | Total | No Units | Unit Cost | Total | No Units | Unit Cost | Total | No Units | Unit Cost | Total | No Units | Unit Cost | Total | |
| OP2.2.I2 | Organise Made in Rwanda Week on Annual basis (Promotional campaigns), , facilitating buyer engagement, business networking and promotion of priority export-ready SMEs and products during the campaigns. | 72100 – Sub-contract – Entities – Output | The estimated budget for communication materials and visibility activities is detailed as follows:<br>Design, printing, and production of brochures, product catalogues, flyers, and promotional leaflets: USD 30,000<br>Production of banners, posters, roll-up banners, directional signs, and event branding materials: USD 40,000<br>Exhibition booth branding, product display materials, and promotional stands: USD 50,000<br>Photography, video coverage, and production of promotional content: USD 25,000<br>Digital communication materials and online promotional campaigns: USD 25,000<br>Other visibility materials and communication logistics: USD 15,673<br>Total Cost: USD 185,673. | FF2 | Lumpsum | 1 | 5,000 | 5,000 | 1 | 55,000 | 55,000 | 1 | 45,673 | 45,673 | 1 | 30,000 | 50,000 | 1 | 30,000 | 30,000 | 185,673 |
| OP2.2.I3 | Organise Trade fairs, Market showcases, conferences and structured business-to-business meetings | 72100 – Sub-contract – Entities – Output | Hire a company to design and develop visibility and marketing materials:<br>Logistics facilitation: costs of communication Materials/Items are detailed as follows as well as their Estimated Budget (USD):<br>Exhibition booth design, construction, branding and decoration materials: 60,000;Product display equipment and showcase materials:35,000; Printing of brochures, catalogues, flyers, business cards and promotional materials:30,000;Event branding materials (banners, posters, signage, backdrops and banners):25,000; Audio-visual materials, photography, video recording and documentation:20,000;Conference materials (folders, notebooks, badges, stationery and participant materials):15,000; Digital marketing and communication support materials:15,000; Total :200,000 | FF2 | Lumpsum | 1 | 5,000 | 5,000 | 1 | 40,000 | 40,000 | 1 | 50,000 | 50,000 | 1 | 65,000 | 65,000 | 1 | 40,000 | 40,000 | 200,000 |
| OP2.2.I4 | Develop a social media influencers partnership which will contain short videos, interviews, and storytelling to connect with consumers, , promoting Made in Rwanda products through coordinated digital campaigns targeting priority domestic, regional and international markets. | 72100 – Sub-contract – Entities – Output | Hire a company to develop a social media campaign: Logistics facilitation: costs of the framework partnesrship (Material/Service Description) are detailed as follows as well as their Estimated Budget (USD):<br>Development of social media campaign strategy and content planning: 20,000; Production of short promotional videos and product storytelling content: 50,000; Influencer partnership fees and consumer engagement campaigns:45,000; Product photography, video editing and graphic design materials: 20,000; Social media promotional materials and digital advertising content: 15,000<br>Total150,000 | FF2 | Lumpsum | 1 | 5,000 | 5,000 | 1 | 70,000 | 70,000 | 1 | 75,000 | 75,000 | - | - | - | - | - | - | 150,000 |
| OP2.2.I5 | Build a Digital B2B platform within the Made in Rwanda Portal to enable SMEs to showcase products, connect with buyers, receive enquiries and access market information through the platform. | 75700 - Learning and workshops (all inclusive) - Output | Catering (Coffee Break & Lunch): Estimated at USD 4.00 per person/day. → USD 4.00 × 80 participants = USD 320<br>Venue Hire & Logistics: Estimated at USD 300 per workshop<br>Workshop Materials & Facilitation Costs:<br>Estimated at USD 555 per workshop (aprox. $6.93 per person)<br>Total Cost per Workshop:<br>320 + 300 + 555 = USD 1,175<br>Total Cost for All Workshops:<br>4 workshops per year 1 × USD 1,175 = USD 4,700; | FF2 | Units | 4 | 1,175 | 4,700 | | | | - | - | - | - | - | - | - | - | - | 4,700 |
| | | 72100 – Sub-contract – Entities – Output | For Year 2, the Ministry will hire a consulting firm to design, develop, test, and launch the Digital B2B Platform and connect it to the Made in Rwanda Portal for 300 days no daily rate of $651 =300 days*$651=$195,300 | FF2 | | | | | 300 | 651 | 195,300 | | | | | | | | | | 195,300 |
| OP2.2.I6 | Establish a Local Shelf Space Commitment Framework for MiR products | 72100 – Sub-contract – Entities – Output | Hired a company to develop branding materials. The breakdown cost is detailed as follows:<br>Shelf branding materials (labels, stickers, product tags, and signs): USD 15,000<br>Retail outlet branding materials (banners, posters, display signs): USD 15,000<br>Promotional materials (brochures, flyers, product catalogues): USD 10,000<br>Product display materials (stands, shelf branding, visibility items): USD 12,000<br>Digital promotional materials: USD 9,633<br>Total Cost: USD 61,633. | FF2 | Lumpum | 1 | 7,516 | 7,516 | 1 | 34,117 | 34,117 | 1 | 20,000 | 20,000 | - | - | - | - | - | - | 61,633 |
| Sub Total: 2 | | | | | | | | **37,200** | | | **409,393** | | | **190,673** | | | **115,000** | | | **70,000** | **822,266** |
| **Output 2.3 Cooperative Management Information System (CMIS) upgraded** | | | | | | | | | | | | | | | | | | | | | |
| OP2.3.I1.A1 | Conduct a technical assessment of the existing Cooperative Management Information System (CMIS) to identify gaps in supporting cooperative productivity, export readiness, and value chain participation. | 71400 - National personnel - Technical - Output | Remuneration for the consultant to be hired. The consultancy will take 20 days at a daily rate of USD 380. Total (20*380)=$7600 | FF2 | Days | 20 | 380 | 7,600 | - | - | - | - | - | - | - | - | - | - | - | - | 7,600 |
| OP2.3.I1.A2 | Develop integrated dashboards and analytics tools within CMIS to support real-time monitoring of cooperative performance and export-oriented activities. | 71210 - International consultants - Technical - Output | Remuneration for an international technical consultant to be hired. The consultancy will be conducted for 40 days at a daily rate of USD 500. The consultancy will cover the development of integrated dashboards and analytics tools within CMIS, including system analysis, dashboard development, data integration, system customization, testing, stakeholder consultations, validation meetings, and technical delivery. Total per year1(10*$500)=5000;Total consultancy cost: 40 days × USD 500 = USD 20,000. | FF2 | Days | 10 | 500 | 5,000 | 30 | 500 | 15,000 | - | - | - | - | - | - | - | - | - | 20,000 |
| OP2.3.I1.A4 | Integrate CMIS with other national digital trade and SME support platforms (such as the Made in Rwanda portal and trade intelligence systems) to improve data sharing and coordination. | 71400 - National personnel - Technical - Output | Remuneration for the consultant to be hired. The consultancy will take 40 days at a daily rate of USD 500. Total (40*500)=20,000 | FF2 | Days | - | - | **-** | - | - | **-** | 20 | 500 | **10,000** | 20 | 500 | **10,000** | - | - | **-** | **20,000** |
| OP2.3.I2.A1 | Upgrade and enhance the CMIS platform to include modules for tracking cooperative production capacity, export potential, and participation in priority value chains. | 71400 - National personnel - Technical - Output | Remuneration for the consultant to be hired. The consultancy will take 60 days at a daily rate of USD 333.33.Total (60*333.33)=20,000 | FF2 | Days | - | - | **-** | - | - | **-** | 20 | 333 | **6,667** | 20 | 333 | **6,667** | 20 | 333 | **6,667** | **20,000** |
| Sub Total: 3 | | | | | | | | **12,600** | | | **15,000** | | | **16,667** | | | **16,667** | | | **6,667** | **67,600** |
| **Output 2.4 SME logistics networks strengthened** | | | | | | | | | | | | | | | | | | | | | |
| OP2.4.I1.A1 | Establish an aggregation pilot programs ( Strengthen logistics and raw material supply networks) | 71400 - National personnel - Technical - Output | This budget line covers the payment of two consultants to be hired for a consultancy period o 57 working days. Each consultant will be paid at a daily rate of USD 1,000.<br><br>Total per year: (USD 1,000*2consultancies*2days)=$4,000<br><br>Total consultancy cost:<br>57 days × 2 consultants × USD 1,000 = USD 114,000 | FF2 | Days | 2 | 2,000 | 4,000 | 25 | 2,000 | 50,000 | 30 | 2,000 | 60,000 | - | - | - | - | - | - | 114,000 |

| Activity code | Description of the activity | Input account and title | Input Description | Funding Facility | Unit | Year 1 | | | Year 2 | | | Year 3 | | | Year 4 | | | Year 5 | | | Total Budget |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | | | | No Units | Unit Cost | Total | No Units | Unit Cost | Total | No Units | Unit Cost | Total | No Units | Unit Cost | Total | No Units | Unit Cost | Total | |
| OP2.4.I1.A2 | Organise Supply chain coordination workshops | 75700 - Learning and workshops (all inclusive) - Output | 19 trainings organisez during the project cycle. The hotel service cost is calculated for 40 participants<br>Hotel service cost per day:<br>Coffee breaks (2 times): USD 2.68 × 40 participants = USD 107.2<br>Lunch: USD 4.12 × 40 participants = USD 164.8<br>meeting room: $228<br>total=228+164.8+107.2= USD 500*4 days= USD 2,000 per year. The total 2,000 * 19 meeting in 5 years = USD 38,000. | FF2 | Lumpsum | 1 | 2,000 | 2,000 | 4 | 2,000 | 8,000 | 4 | 2,000 | 8,000 | 6 | 2,000 | 12,000 | 4 | 2,000 | 8,000 | 38,000 |
| OP2.4.I2.A1 | Establish pilot small-scale selling points to improve last-mile market access | 72600 - Sub-grants - Output | Provision of sub-grants to 55 selected cooperatives, SMEs, and local retail operators to establish and operationalize pilot small-scale selling points aimed at improving last-mile market access for Made in Rwanda (MiR) products over a 3-year period.<br><br>Cost Breakdown:<br><br>Year 1: USD 5,833<br>Year 2: USD 23,340<br>Year 3: USD 35,010<br><br>Total Sub-grant Allocation: USD 64,183. | FF2 | Lumpsum | 5 | 1,167 | 5,833 | 20 | 1,167 | 23,340 | 30 | 1,167 | 35,010 | - | - | - | - | - | - | 64,183 |
| OP2.4.I1 | Develop Logistics feasibility studies, Partnership facilitation | 71400 - National personnel - Technical - Output | Remuneration for national consultant to be hired. Consultancy will be conducted for a total of 95 days. The daily rate will be $600. Total per year (240*250)=$3,000. The total for 5 years (95 consultant-days × USD 600/day) = USD 57,000. | FF2 | Days | 5 | 600 | 3,000 | 20 | 600 | 12,000 | 20 | 600 | 12,000 | 30 | 600 | 18,000 | 20 | 600 | 12,000 | 57,000 |
| Sub Total: 4 | | | | | | | | 14,833 | | | 93,340 | | | 115,010 | | | 30,000 | | | 20,000 | 273,183 |
| **Output 2.5 SME financing and investment readiness strengthened** | | | | | | | | | | | | | | | | | | | | | |
| OP2.5.I1 | Conduct investment readiness training and business development support programmes for SMEs and cooperatives, including support for the preparation of bankable projects and investment proposals | 75700 - Learning and workshops (all inclusive) - Output | Hotel service for 40 participants on quarterly basis within 5 days:<br>COFFEE BREAK (2 times) 2.68 USD per person = 107.2 USD<br>LUNCH 9.82 USD per person= 392.8 USD, the total per workshop is 500 USD* 5 trainings=2,500 USD per quarter* 4 YEARS= 10,000 USD | FF2 | Units | 5 | 500 | 2,500 | 5 | 500 | 2,500 | 5 | 500 | 2,500 | 5 | 500 | 2,500 | | | | 10,000 |
| OP2.5.I2.A1 | Facilitate access to trade finance instruments, including MSME finance facilities, matching grants, export credit guarantees, and targeted export logistics support mechanisms for SMEs accessing regional and international markets | 72100 – Sub-contract – Entities – Output | 1.Transportation of SME products from production sites to export destinations : 120,000; 2.International and regional freight services for export shipments:100,000; 3.Export packaging materials and preparation of products for shipment 55,000;<br>4.Loading, unloading, handling, and cargo management services:40,000;<br>5.Customs clearance services and export documentation support:45,000;<br>6.Logistics coordination and shipment tracking services:25,000;7<br>Product delivery and last-mile logistics support to buyers:<br>30,000; 8.Insurance and risk management support for exported consignments:20,000; 9.Export logistics advisory support and coordination with service providers:25,000<br>Budget description:<br>Provision of targeted export logistics support to selected SMEs through transportation, freight, packaging, handling, storage, customs clearance, export documentation, shipment coordination, insurance, and other related logistics services to facilitate access to regional and international markets. The support will cover logistics and transport services for products from 3 selected SMEs with a total estimated budget of USD 460,000 | FF2 | Lumpsum | | - | - | 1 | 115,000 | 115,000 | 1 | 115,000 | 115,000 | 1 | 115,000 | 115,000 | 1 | 115,000 | 115,000 | 460,000 |
| OP2.5.I3.A1 | Design and pilot blended finance mechanisms combining public/concessional funds with private investment | 75700 - Learning and workshops (all inclusive) - Output | SME Blended Finance Capacity Building Workshops<br>Total Budget: USD 10,000 (USD 2,000 per year for 5 years)<br>Catering (Coffee Break & Lunch): USD 600<br>Training Venue & Facilities: USD 400<br>Training Materials & Facilitation Costs: USD 1000<br>Total Cost per Year: USD 2,000<br>Implementation Period: 5 years<br>Total Cost: USD 2,000 × 5 = USD 10,000. | FF2 | Unit | 1 | 2,000 | 2,000 | 1 | 2,000 | 2,000 | 1 | 2,000 | 2,000 | 1 | 2,000 | 2,000 | 1 | 2,000 | 2,000 | 10,000 |
| OP2.5.I3.A2 | Organize investment matchmaking events linking SMEs with potential investors | 75700 - Learning and workshops (all inclusive) - Output | Organization of investment sharing knowledge events to connect SMEs with potential investors, including event facilitation, participant support, materials, and coordination costs.<br>Cost Breakdown per Event/Year:<br>Venue and Event Facilities: USD 500<br>Catering and Participant Support: USD 600<br>Investment Promotion Materials and Documentation: USD 500<br>Coordination and Logistics Support: USD 400<br>Total Cost per Year: USD 2,000<br>Implementation Period: 5 years<br>Total Cost:<br>USD 2,000 × 5 years = USD 10,000. | FF2 | Unit | 1 | 2,000 | 2,000 | 1 | 2,000 | 2,000 | 1 | 2,000 | 2,000 | 1 | 2,000 | 2,000 | 1 | 2,000 | 2,000 | 10,000 |
| Sub Total: 5 | | | | | | | | 6,500 | | | 121,500 | | | 121,500 | | | 121,500 | | | 119,000 | 490,000 |
| **Staffing and human resources** | | | | | | | | | | | | | | | | | | | | | |
| Project Manager | Staffing and human resources | 71300 - National personnel - Management | Salary for National/NIU Staff.Payment of salaries for National/NIU project management staff responsible for coordination, monitoring, reporting, administrative follow-up, and overall implementation support of project activities | FF2 | Units | 12 | 2,707 | 32,481 | 12 | 2,707 | 32,481 | 12 | 2,707 | 32,481 | 12 | 2,707 | 32,481 | 12 | 2,707 | 32,481 | 162,404 |
| Finance Manager (Accountant) | Staffing and human resources | 71300 - National personnel - Management | Salary for an Accountant of the project | FF2 | Units | 12 | 897 | 10,769 | 12 | 897 | 10,769 | 12 | 897 | 10,769 | 12 | 897 | 10,769 | 12 | 897 | 10,769 | 53,847 |
| Computer | Operations and administration | 72220 - Equipment for IP - Management | Procurement of 2 laptop computer for the EIF Project Coordinator and SPIU Accountant, including operating software and accessories. | FF2 | Unit | 2 | 2,496 | 4,992 | - | - | - | - | - | - | - | - | - | - | - | - | 4,992 |
| M&E Reports - DSAs | NIUs Monitoring, evaluation | 74110 - Evaluation - Management | Travel Allowance for Monitoring Missions and Field Verification Activities – Cost Calculation<br>Implementation Period: 5 years<br>Number of monitoring missions: 30 missions<br>Average cost per mission: USD 600<br>Cost per monitoring mission:<br>Travel allowance and local transport support: USD 400<br>Meals and daily subsistence allowance: USD 150<br>Other field verification-related costs: USD 50<br>Total per mission: USD 600<br>Total Budget:<br>USD 600 × 30 missions = USD 18,000<br>Annual Budget:<br>USD 18,000 ÷ 5 years = USD 3,600 per year | FF2 | Units | 6 | 600 | 3,600 | 6 | 600 | 3,600 | 6 | 600 | 3,600 | 6 | 600 | 3,600 | 6 | 600 | 3,600 | 18,000 |

| Activity code | Description of the activity | Input account and title | Input Description | Funding Facility | Unit | Year 1 | | | Year 2 | | | Year 3 | | | Year 4 | | | Year 5 | | | Total Budget |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | | | | No Units | Unit Cost | Total | No Units | Unit Cost | Total | No Units | Unit Cost | Total | No Units | Unit Cost | Total | No Units | Unit Cost | Total | |
| SPIU realated operating cost | Operations and administration | 74000 - Operating costs - Management | Coordination and logistics, communication, stationery, and visibility support<br>Breakdown per Year:<br>Coordination and logistics support: USD 250<br>Communication costs: USD 150<br>Stationery and office supplies: USD 150<br>Visibility materials: USD 200<br>Bank charges USD 50<br>Total Budget: USD 800 x 5 = USD 4,000 | FF2 | Lumpsum | 1 | 800 | 800 | 1 | 800 | 800 | 1 | 800 | 800 | 1 | 800 | 800 | 1 | 800 | 800 | 4,000 |
| Mid Term and Final Evaluation Report | Evaluation | 74110 - Evaluation - Management | Provide an independent assessment of progress, performance and emerging results at the midpoint of implementation. | FF2 | Lumpsum | - | - | - | | | | 1 | 10,000 | 10,000 | | | - | 1 | 10,000 | 10,000 | 20,000 |
| DSAs | Trips/Travel for meeting participation | 75700 - Learning and workshops (all inclusive) - Output | Travel Allowance and Air Ticket for 1 Person (Annual Missions/Travel)<br>Annual cost: 1 person × USD 8,000 = USD 8,000 per year<br>Five-year cost: USD 8,000 × 5 years = USD 40,000<br>Input description:<br>Provision of travel allowance and air ticket costs for one staff member/participant to facilitate participation in approved missions, meetings, trainings, or international engagements over a five-year implementation period. | FF2 | Lumpsum | 1 | 8,000 | 8,000 | 1 | 8,000 | 8,000 | 1 | 8,000 | 8,000 | 1 | 8,000 | 8,000 | 1 | 8,000 | 8,000 | 40,000 |
| **Sub Total: 6** | | | | | | | | **60,642** | | | **55,650** | | | **65,650** | | | **55,650** | | | **65,650** | **303,243** |
| **Grand TOTAL** | | | | | | | | **350,000** | | | **1,326,880** | | | **926,952** | | | **551,926** | | | **344,242** | **3,500,000** |

Republic of Rwanda
Ministry of Trade and Industry

## Summary budget per account

**Country:** Rwanda

**Start date:** Jan-27

**End date:** Dec-31

EIF Enhanced Integrated Framework
Trade for LDC development

| Funding Facility | Input Account | Input Account Title | Budget per (Calendar) Year | | | | | | Remarks |
|---|---|---|---|---|---|---|---|---|---|
| | | | Year 1 | Year 2 | Year 3 | Year 4 | Year 5 | Total | |
| Funding Facility 1 | 71210 | International consultants - Technical - Output | 10,000 | 65,000 | | | | 75,000.00 | |
| | 71300 | National personnel - Management | | | | | | - | |
| | 71400 | National personnel - Technical - Output | 55,400 | 254,885 | 146,424 | 4,500 | 4,500 | 465,709.40 | |
| | 71600 | Travel and missions - Output | 250 | 250 | 250 | 250 | 250 | 1,250.00 | |
| | 72100 | Sub-contract – Entities – Output | | | | | | - | |
| | 72210 | Equipment for beneficiaries - Output | | | | | | - | |
| | 72220 | Equipment for IP - Management | | | | | | - | |
| | 72600 | Sub-grants - Output | | | | | | - | |
| | 74000 | Operating costs - Management | | | | | | - | |
| | 74110 | Evaluation - Management | | | | | | - | |
| | 75700 | Learning and workshops (all inclusive) - Output | 54,537 | 73,804 | 73,604 | 29,870 | 22,370 | 254,183.59 | |
| **Sub-total Funding Facility 1** | | | **120,187** | **393,939** | **220,278** | **34,620** | **27,120** | **796,143** | |
| Funding Facility 2 | 71210 | International consultants - Technical - Output | 14,984 | 29,976 | | | | 44,960.00 | |
| | 71300 | National personnel - Management | 43,250 | 43,250 | 43,250 | 43,250 | 43,250 | 216,250.00 | |
| | 71400 | National personnel - Technical - Output | 39,444 | 156,375 | 147,315 | 66,493 | 54,472 | 464,099.16 | |
| | 71600 | Travel and missions - Output | 18,000 | 18,000 | 18,000 | 18,000 | | 72,000.00 | |
| | 72100 | Sub-contract – Entities – Output | 29,884 | 549,417 | 345,673 | 265,650 | 185,000 | 1,375,624.00 | |
| | 72210 | Equipment for beneficiaries - Output | 5,485 | 53,000 | 55,515 | 68,000 | | 182,000.00 | |
| | 72220 | Equipment for IP - Management | 4,992 | | | | | 4,992.00 | |
| | 72600 | Sub-grants - Output | 5,833 | 23,340 | 35,010 | | | 64,183.00 | |
| | 74000 | Operating costs - Management | 800 | 800 | 800 | 800 | 800 | 4,000.00 | |
| | 74110 | Evaluation - Management | 3,600 | 3,600 | 13,600 | 3,600 | 13,600 | 38,000.00 | |
| | 75700 | Learning and workshops (all inclusive) - Output | 63,541 | 55,183 | 47,512 | 51,513 | 20,000 | 237,749.30 | |
| **Sub-total Funding Facility 2** | | | **229,813** | **932,941** | **706,676** | **517,306** | **317,122** | **2,703,857** | |
| **Total EIF funding** | | | **350,000** | **1,326,880** | **926,953** | **551,926** | **344,242** | **3,500,000** | |