



Rwanda Nguriza Nshore Process and Flow Chart

1 Source Partners

Using the following methods, Feed the Future Rwanda Nguriza Nshore will source partners seeking innovative solutions to unlock financing for established SMEs unable to access capital for profitable and sustained growth.

| Financial Institutions | Small and Medium Enterprises | Government of Rwanda |
|---|--|--|
| <ul style="list-style-type: none"> Respond to open calls for expressions of interest (EOIs) and requests for proposals (RFPs) Referred to Nguriza Nshore by other USAID partners, donor agencies or business service providers (BSPs) Contact Nguriza Nshore (NN) directly through our website, social media, email or in person | <ul style="list-style-type: none"> Submit application through NN website Respond to open calls for EOIs and RFPs Referred to NN by other USAID partners, donor agencies, or BSPs Contact NN directly | <ul style="list-style-type: none"> NN will coordinate Government of Rwanda support through MINICOM, our line ministry |



2 Selection of Partners

A review committee of NN members, comprised of business development experts, investment specialists, and project management will review each potential partner along the minimum criteria below in relationship to the goals of the project

| Financial Institutions | Small and Medium Enterprises | Government of Rwanda |
|---|---|--|
| <p>Criteria for Selection Include:</p> <ul style="list-style-type: none"> Registration with Rwanda's Central Bank Broad institutional approval for an increase in lending to SMEs and/or agribusinesses Alignment of the needs outlined in the initial concept note with NN targets of increased access to finance for SMEs The replicability of approach and outputs in the initial concept note Interest and willingness to work with NN consortium partners to reach the project's goals | <p>Criteria for Selection Include:</p> <ul style="list-style-type: none"> Legally registered to operate in Rwanda Linkage, directly or indirectly, to agriculture and related support value-chains Stage of business growth -- must have established client base and revenue generations Two years of financial statements (preferably audited) Alignment of expected outcomes with NN targets of increased annual sales, job creation, and improved business performance | <p>Criteria for Selection Include:</p> <ul style="list-style-type: none"> Intersection of proposed policy reform efforts with NN project goal of strengthening the finance and investment climate to increase business performance for and investability of SMEs |



3 Collaboration & Co-Creation

Once a partner has received initial acceptance, based on the above criteria, the co-creation process begins to design and tailor NN support to the unique needs of the partner. Each partner requires a tailored approach to maximize their impact. Partners will collaborate with a technical point-of-contact in NN to design the scope of work together.

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|--|------------------------------|----------------------|
| <ul style="list-style-type: none"> Co-design a scope of work and memorandum of understanding Co-design measurable outcomes of the collaboration and a reporting schedule | | |





FEED THE FUTURE

The U.S. Government's Global Hunger & Food Security Initiative

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Investment Readiness, Deal Making and Advisory Services

Customized partner SOWs outline the investment readiness and advisory services. NN will provide investment readiness services to SMEs and advisory services to financial institutions and the GoR. If agreed, NN will continue assistance after the SOW period.

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|--|---|--|
| <p>Advisory Services:</p> <ul style="list-style-type: none"> • Strategy development • Technical assistance in asset allocation, structures, systems, and skills • Targeted training on products, loan application analysis, etc. • Process enhancement and improving internal efficiencies • Product design and implementation • Market studies and assessments • De-risking new products/services • Embedded advice to support implementation • Accessing growth capital • Monitoring/evaluation | <p>Investment readiness and deal making support:</p> <ul style="list-style-type: none"> • Business plan development • Financial modeling/projections • Investment plan preparation • Pitch deck and marketing materials • Workshops and trainings on business pitch, financial services, etc. • Monitoring and evaluation framework design and support • Financial, HR, communications support • Investor mapping • Matching SMEs to investors • Transaction support • Financial close • Customized technical assistance to leverage additional investment | <p>Advisory Services:</p> <ul style="list-style-type: none"> • Market studies and assessments • Policy research, design, and implementation • Policy advocacy • Financial and investment sector dialogue • Technical assistance and monitoring/evaluation during policy implementation |





Business Support and Technical Services


- Open calls for business support services and technical experts will be published on social media and other forums through public calls for proposals and quotations
- Business service providers and technical advisors will be contracted on an as-needed basis to support financial institutions, SME capacity development and the GoR

Transaction Advisory Services

- Open calls (EOIs, RFPs) will be published through public outlets and on Nguriza Nshore's social and mainstream media channels to seek out new ideas and opportunities from all interested transaction advisors and investment facilitators
- Nguriza Nshore will partner with transaction advisors and investment facilitators to prepare SMEs for private capital

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