

Rwanda

Support to the establishment of the European Business Association

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TPSD Facility

Final Report

June 2019

International Cooperation and Development

About the TPSD Facility

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Acknowledgements

Acknowledgements are sent to all those who contributed to this report, first of all to the Head of Delegation of the European Union to the Republic of Rwanda, Nicola Bellomo, as well as Thibaut Moyer, Head of Economics and good governance and his colleagues, Pacy Karemera Inyange and Marie-Josée UWAMUGIRA for their precious support before and during the mission. EBAR's committee members were also very supportive and involved and contributed greatly to the mission, with their insights and enthusiasm.

We would also like to thank Mrs. Laura Atienza-Urcelay, from Unit C4 of DG DEVCO, for her valuable information and clarifications contributing to a better understanding of the Sustainable Business for Africa (SB4A) platform.

It must also be acknowledged the contribution of Embassies from EU Member States in Rwanda, as well as the representatives from Government of Rwanda and from EU businesses, who provided their valuable insights on this project and the necessary information.

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LIST OF ACRONYMS

AFD	Agence Française de Développement
BICS	Business and Investment Climate Survey
CSR	Corporate Social Responsibility
EAC	East African Community
EBAR	European Business Association in Rwanda
EBM	Electronic Billing Machine
EBO	European Business Organisations
EBOWWN	European Business Organisations Wolrdwide Network
EC	European Commission
EED	EU Economic Diplomacy
EFSD	European Fund for Sustainable Development
EUBG	European Union Business Group
EUCC	European Chamber of Commerce
EUD	European Union Delegation
EIP	European Investment Plan
EPA	Economic Partnership Agreement
FDI	Foreign direct investment
FPC	Foreign Private Capital
FRW	Rwandan Francs
GDP	Gross Domestic Product
GoR	Government of Rwanda
ICT	Information, Communication and Technology
IFI	International Financial Institutions
MIFOTRA	Ministry of Public Service and Labour
MS	Member States
NISR	National Institute of Statistics of Rwanda
NIP	National Indicative Programme
NST	National Strategy for Transformation
PSF	Private Sector Federation
PPD	Public-Private Dialogue

RDB	Rwanda Development Board
RPPD	Rwanda Public-Private Dialogue
RRA	Rwanda Revenue Authority
SB4A	Sustainable Business for Africa
SDG	Sustainable Development Goal
SME	Small and Medium Enterprise
TA	Technical Assistance
TCF	Technical Cooperation Facility
TIN	Taxpayer's Identification Number
TPSD	Trade and Private Sector Development
TVET	Technical and Vocational Education Training
VAT	Value Added Tax

EXECUTIVE SUMMARY

Mapping of EU businesses in Rwanda

We evaluate that the number of EU businesses active in Rwanda is between 150 and 200. It is important to mention here that individual consultants (freelance) are also considered as businesses.

The main findings from NISR's data compilation are that: 1) EU share of total foreign private capital flows in Rwanda has increased from 11,9% in 2015 to 20,6% in 2017; 2) EU share of total foreign private capital stocks has remained at the same level in the same period, at around 17% since 2015; 3) The largest EU investment stocks in Rwanda come from the Netherlands, UK, Luxembourg and Germany.

In total, companies receiving EU investment contributed to 11% of the GDP in 2017 (1,045 billion USD on 9,137 billion USD). EU countries hold more than 400 million USD (20 percent) of total foreign private capital stock, 2nd after COMESA countries (25%) if compiled by regional groups.

Furthermore, EU is one of the major trade partners of Rwanda (16% of exports go to Europe, 17% of imports come from Europe). The total number of jobs generated by businesses recipient of EU capital is 51 619 (out of a total number of employed people of 3,186 million people employed in Rwanda), which represent 74,5% of jobs generated by all companies receiving foreign private capital in Rwanda.

Main constraints of EU companies

Business tax policies and administration is by far the key constraint for surveyed EU businesses, with 17 respondents (more than half of the survey sample) highlighting tax uncertainty, lack of transparency and complex tax payment procedures. The second biggest challenge of EU businesses is labour market and employment regulations in its broad definition (rules governing arrangements for individual contracts, mechanisms for collective action, and technical, TVET policies). The third business constraint expressed by respondents relates to trade regulations and policies.

EBAR's objective and services

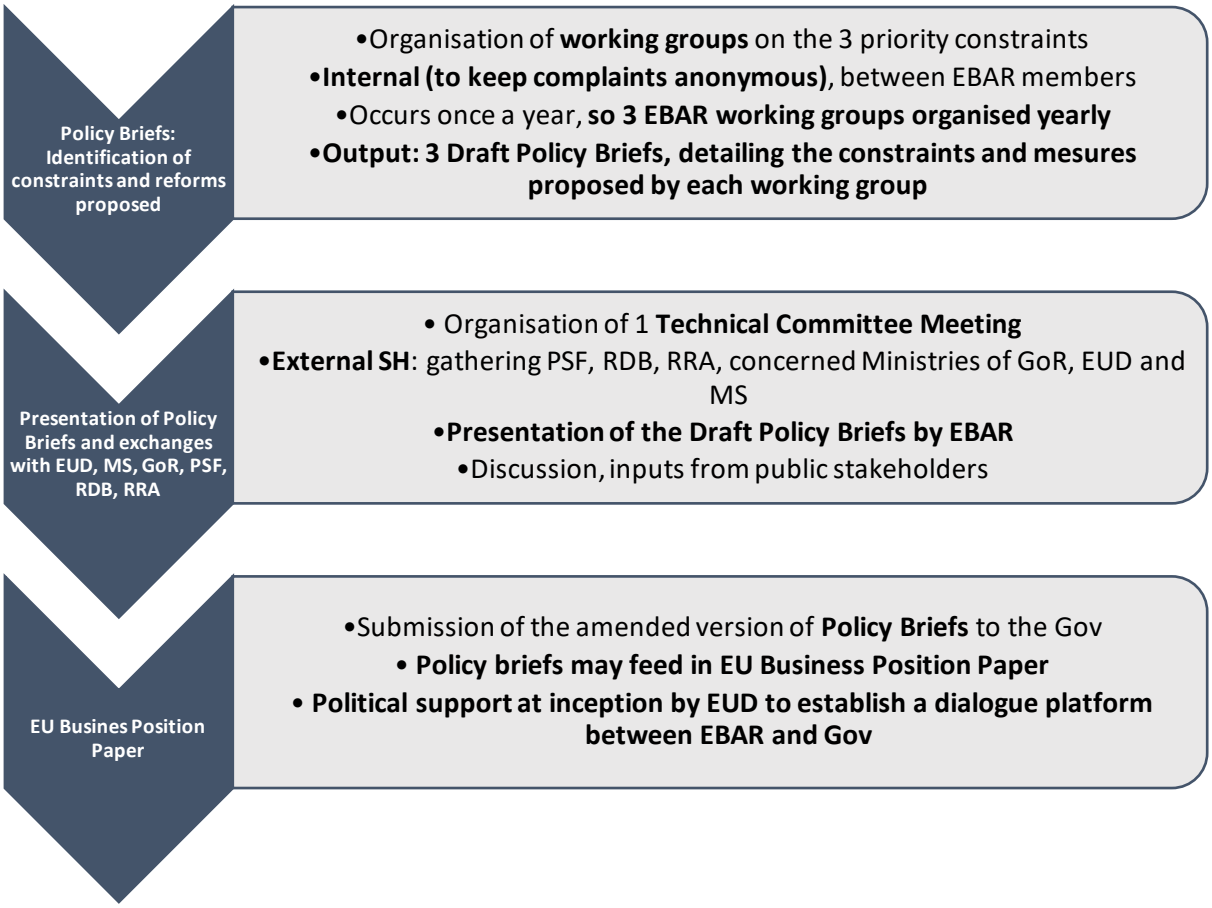
We suggest that EBAR pursues the following main objectives: promote trade and investment between Rwanda and the EU, represent the interest of EU businesses active in the country and provide them with relevant services, and improve the investment climate and business environment in Rwanda.

Based on the needs assessment carried out through the online survey and one-to-one interviews, we propose that EBAR's set of services include the exchange of information, networking, advocacy / lobbying, and promotion of EU values.

The specific analytical work that could be produced by EBAR includes: Regional Market Opportunities; Online tax portal and EBAR Starter Kit. This publication would target new potential investors interested to establish a business in Rwanda and provide them with comprehensive information to start operating.

An EU Investment Study could also provide an in-depth analysis of European companies active in Rwanda, their investments, their impact on the economy, society (jobs, training, etc.) and on taxation (contribution in terms of taxes collected) and sectoral features.

EBAR's structured dialogue strategy



Budget for year 1 and 2

We believe that a realistic scenario would be to have 25 members at the establishment of EBAR and 40 members after one year of existence (if a dedicated and operational executive secretariat is set up). Revenues from membership fees would be around 12 500 EUR for year 1, and 36 750 EUR for year 2, after differentiating the membership fees according to the turnover of member companies.

EBAR's budget for year 1 is 32 500 EUR, so revenues (membership fees plus TA from EUD for 20 000 EUR covering the Executive Director's remuneration) cover charges. For year 2, total budget is 35 374,5 EUR, so a surplus of 1,375.5 EUR if revenues of 36,750 EUR are generated through differentiated membership fees.

If expenses are carefully looked at, and unforeseen charges reduced to the maximum, revenues of year 2 should cover the charges. Moreover, this budget does not take into account the possible sponsorships and partnerships, which will be very important for EBAR's financial performance. Based on this budget, EBAR would be financially sustainable as of year 2, and would not depend on the EUD's support anymore.

Recommended EU support to EBAR

In order to support EBAR initially, and considering its current limitations, it is suggested that the EUD support the association through Technical Assistance (TA) for the recruitment of an Executive Director (based on the case of EUBG Tanzania) on a full-time basis for 6 months to one year. The budget for this

TA is 20 000 EUR for the recruitment of an Executive Director and can be sourced for instance from the NIP TCF.

A key success factor is that the Executive Director achieves rapid valuable results in terms of advocacy and networking and recruit new members, thus securing its financial sustainability.

Moreover, we also recommend that the EUD offers a TA to EBAR to develop analytical content. TA from EUD could also cover the production of analytical works (Regional Market Opportunities, Online tax portal, EU Investment Study, or EBAR starter kit).

Legal advice

If the process of registration of EBAR as an association under PSF takes too long, more than two months for instance, we suggest that EBAR be registered as a company limited by guarantee (as opposed to a company limited by shares), a legal status that falls in between a limited company and an NGO. Such companies are a quick substitute for NGOs or associations.

Such type of companies is characterized by the following features: a company limited by guarantee is an incorporated business structure that is considered a legal entity and is responsible for its own debts. There are no shares or shareholders in a company limited by guarantee. This type of company is owned by 'guarantors'. They are also referred to as 'members'. To become a guarantor, members must guarantee a fixed amount of money to the company that should be paid if the company becomes insolvent.

It is important to stress the fact that in Tanzania, EU Champions Group had registered EUBG as a Company Limited by Guarantee as well, for the sake of ease. This dates back to 2015, and EUBG is now in the process of becoming a non-profit association.

1 INTRODUCTION

The origins of the European Business Association in Rwanda (EBAR) date back to 2016 when the European Union Delegation (EUD) and EU Member States (MS) Embassies in Rwanda started to organize business mixers on a regular basis. These business mixers included networking activities and presentations from keynote speakers and became more and more structured.

In parallel, the Ambassador of Germany initiated the idea of setting up a German Business Association in 2015. This informal group of German entrepreneurs gathered 13 members, and soon faced limits due to the narrowness of the German businesses present in the country (a total of 20 to 30 German businesses are active in Rwanda). In October 2016, the decision was taken by the members to enlarge this association and become an European Business Association.

EBAR's committee members (10 volunteers, business owners) -which we will call "champions" in this report- have been involved on a voluntary basis, to support the establishment of their association. They have done research and interviewed other European Business Associations (e.g. EU Business Group in Tanzania), produced a survey that has proved EBAR was a relevant project, and organised meetings on a monthly basis. These activities allow participants (between 20 and 40 on average) to network, and to know more about specific themes like the latest news regarding tax reforms.

In terms of registration, EBAR has been struggling to become officially registered because on the one hand, the champions are very busy with running their own businesses, and on the other hand registering a non-profit association is not easy in Rwanda, as opposed to registering a business. Indeed, the Private Sector Federation (PSF), a public organisation under Ministry of Public Service and Labour (MIFOTRA), is dealing with all registration requests coming from non-profit association. Its organizational structure, as well as the administrative procedures related to registering associations, have so far impeded EBAR to register and become fully-fledged.

Right after the mission end, EBAR's statutes were notarized in Kigali, and handed out to PSF. PSF will submit the registration request to MIFOTRA, which will ultimately decide whether EBAR can or cannot be registered as an association under PSF. So far, EBAR is thus an informal group of European companies that has elected a temporary board, drafted a governance structure, a budget, some communication guidelines, and started to compile a database of EU companies.

This report includes the following: (a) a mapping of EU companies currently established in Rwanda, (b)legal and financial advice to setup EBAR as an association, (c) a communication plan to improve its visibility, (d) the proposal of a range of services that EBAR could offer to its members, (e) a list of specific information products to be prepared, and (f) a strategic review of the actions that EBAR could undertake to retain its affiliates and attract new members.

The policy background is as well presented– the European Investment Plan (EIP), the EU Economic Diplomacy (EED) and the Sustainable Business for Africa (SB4A) platform, the Government of Rwanda's National Strategy for Transformation (NST)- and, finally, an overview of the business climate in Rwanda.

2 POLICY BACKGROUND

2.1 European Investment Plan (EIP) and Sustainable Business for Africa (SB4A) Platform

Before offering recommendations to EBAR, it is worth contextualizing and reiterating the policy background and the aims of the Sustainable Business for Africa (SB4A) platform.

In 2014, the EC communication 'A Stronger Role of the Private Sector in Achieving Inclusive and Sustainable Growth in Developing Countries' stated that the '*EC will look for new ways of harnessing the potential of the private sector as a financing partner, implementing agent, advisor or intermediary to achieve more effective and efficient delivery of EU support, not only in the field of local private sector development, but also in other areas of EU development cooperation such as sustainable energy, sustainable agriculture and agribusiness, digital and physical infrastructure, and the green and social sectors*[1]'. This communication thus recognizes the private sector as a privileged partner to create jobs, contribute to poverty alleviation, support innovation and technology transfer, and bring financial resources in partner countries.

Furthermore, the EC Communication foresees that EU Delegations will play an active role in enabling inclusive public-private policy dialogue and by supporting *the functioning of existing or new dialogue mechanisms such as national employment, labour or export councils, and by targeted capacity building of private sector representatives, including chambers of commerce, social partners, and organizations representing micro, small and medium-sized enterprises, female entrepreneurs, and firms and workers in the informal sector, to improve their contribution to such dialogue mechanisms*[2].

In 2017, the European Union adopted the European Investment Plan (EIP) in order to remove constraints to private investment in partner country markets and to support priority reforms. The EIP provides for a comprehensive and integrated approach, linking investment mobilization (pillar 1) with technical assistance (pillar 2) and investment climate (pillar 3) [3]. Three key building blocks compose Pilar 3 and are closely interlinked: 1) investment climate analysis (Enhance market intelligence and understanding with evidence-based data and country analysis, identifying investment opportunities in key sectors and value chains – Jobs and Growth Compacts), 2) engaging in structured public-private dialogue (private sector engagement and structured dialogue for perspective on investment climate and business constraints – SB4A), and 3) interventions to support priority reforms, capacity building of public and private sector, value addition and entrepreneurship, can address investors' perceived risks[4].

The Sustainable Business for Africa (SB4A) Platform corresponds to the second building block of Pilar 3 aiming at engaging in public-private dialogue. The overarching objective of SB4A is to catalyze more private investment in partner countries to create more decent jobs, sustainable growth, and poverty reduction, with a focus on women and youth. SB4A's general objective is therefore aligned with the United Nations' 2030 Agenda for Sustainable Development and the Sustainable Development Goals (SDGs), the Addis Ababa Action Agenda on Financing for Development, and the new European Consensus on Development. Its specific objective is to facilitate structured dialogue with the private sector in the framework of the EIP, to identify key constraints to private investment and prioritise the investment climate reform agenda.

[1] EC, A Stronger Role of the Private Sector in Achieving Inclusive and Sustainable Growth in Developing Countries, May 2014, p3

[2] EC, A Stronger Role of the Private Sector in Achieving Inclusive and Sustainable Growth in Developing Countries, May 2014, p14

[3] https://ec.europa.eu/europeaid/eu-external-investment-plan-factsheet_en

[4] EC, Handbook on improving the Investment Climate through EU action, Implementation of Pillar 3 in the integrated approach of the External Investment Plan, p7

SB4A provides EU Delegations and the European Commission with a reference framework, guidelines and technical assistance support, for the establishment or reinforcement of a structured dialogue with the local and European private sector –as well as with other relevant stakeholders at country level- in African partner countries. Investment climate improvements should be observed with a long-term view, contributing to decent jobs creation, sustainable and inclusive growth. As a consequence, SB4A is an important lever for implementation of the EIP and constitutes the cornerstone of its third pillar (improvement of the investment climate).

An improved public-private dialogue is as well one of the actions included in the recent Africa-Europe Alliance Communication[5].

In the context of the SB4A Platform, EU Delegations have a central role to play, and will use structured dialogue with private sector and other stakeholders to support concertation and investment climate improvement in the sectors that have been identified in the Jobs and Growth Compacts as engines for inclusive growth and employment creation. In this process, close cooperation with on the one hand EU Member States (through joint programming and joint implementation), and on the other hand with International Financial Institutions (IFIs) is crucial, for instance to identify and propose bankable and sustainable investments and propose them under the windows of the EFSD Guarantee[6].

To facilitate structured dialogue, and improve the capacity of stakeholders, EU Delegations can mobilize technical assistance resources in support of investment climate reforms through national and regional indicative programmes. Furthermore, financial institutions and private sector can also benefit from technical assistance resources through blended finance operations and guarantee instruments of EIP Pilar 1. Finally, the EIP approach stresses the importance of linking Pilar 1 and 3 and using policy dialogue with national and regional authorities, national and international investors, as well as EU Member States and local private sector to identify, design and jointly implement blending projects

2.2 EU Economic Diplomacy (EED)

The European Commission published in May 2017 its *Reflection Paper on Harnessing Globalisation*, which stresses the need to adopt a more integrated and proactive approach: "*The EU and Member States should improve the coherence of external policies and tools to foster growth and jobs in Europe and become more efficient in pursuing our economic interests abroad. Depending on the country concerned, EU interests could include ensuring macroeconomic stability, supporting key economic and social reforms, or addressing market access barriers*."[7]

The EU external policy has to take into consideration the EU Economic Diplomacy (EED) and EU Delegations throughout the world are called to play a central role, in order to support EU businesses, especially SMEs, to tap into global markets. Different means are proposed, namely to take advantage of trade and investment agreements, reduce market access barriers, adopting and promoting international standards for new technologies and implement strategic pan-European business projects. Finally, supporting European Business Organisations (EBOs) abroad is considered by the EC as a tool to promote EED.

[5] European Commission, Communication from the Commission to the European Parliament, the European Council and the Council, Communication on a new Africa-Europe Alliance for Sustainable Investment and Jobs: Taking our partnership for investment and jobs to the next level, September 2018, p8

[6] EU Delegations, doing so, play a role of 'broker', implementation agent, and watchdog', see Handbook on improving the Investment Climate through EU action

[7] European Commission, Reflection Paper on Harnessing Globalisation, May 2017, p14

Following this Reflection Paper, some *Guidelines on EU Economic Diplomacy* have been sent to EUDs in July 2017 aiming at better identifying EU economic interests on a country basis, in cooperation with EU Member States and the EU business community (and possibly the European Investment Bank – EIB – office). These guidelines present the steps to follow once a year. For instance EUDs are asked to define proposals for realistic EED priorities likely to contribute to jobs, growth and competitiveness in Europe[8].

Regarding advocacy, these Guidelines indicate that EUDs are requested to coordinate with EC services, MS, the EIB and EU businesses, to identify key policy, regulatory, economic and political developments that impact positively or negatively EU economic interests. EUDs should then propose actions to reduce business constraints or seize new commercial opportunities and implement these actions when validated by the Headquarters. These actions might include engaging with partner countries' ministries, agencies, parliaments or para-governmental bodies[9].

Finally, the EU businesses active in partner countries should be fully involved to determine EED priorities and particular care should be given to the presence, organized voice of, and communication with these EU companies. Where there is no EBO, EUDs are encouraged to explore ways to create one, and where there exists one, EUDs are proposed to liaise with them to undertake the following tasks: economic analysis and prioritization, advocacy, public communication, support to coherence of instruments and actions. This liaison with EBOs should be established and maintained by Market Access Teams gathering EUDs, MS and EU business representatives. This engagement should relate to horizontal issues, for instance implementation of free trade agreements, business environment and market access issues[10].

The European Business Organisations Wolrdwide Network (EBOWWN), which is a network supported by DG Grow, mentions in its website that regarding EU Chambers of Commerce in third countries, these should be complementary and not overlap with local players'activities, where a local organization or an EU MS bilateral chamber exists. In countries where an EBO exists, the priority support from EU recommended by EBOWWN should target advocacy, market access and regulatory issues[11].

2.3 National Strategy for Transformation

The National Strategy for Transformation (NST1 2017-2024) represents Government of Rwanda's overarching framework for economic development and is built on three pillars: Economic Transformation Pillar; Social Transformation Pillar; and Transformational Governance Pillar. It aims at pursuing six specific objectives[12]:

1. Create decent jobs for economic development and poverty reduction
2. Accelerate urbanization to facilitate economic growth
3. Promote industrial development, export promotion and expansion of trade related infrastructure
4. Develop and promote a service-led and knowledge-based economy
5. Increase agriculture and livestock quality, productivity and production
6. Sustainably exploit natural resources and protect the environment

[8] European Commission, Guidelines for Delegations on EU Economic Diplomacy, July 20217, p2
[9] European Commission, Guidelines for Delegations on EU Economic Diplomacy, July 20217, p4
[10] European Commission, Guidelines for Delegations on EU Economic Diplomacy, July 2017, p6
[11] EBOWWN,
[12] The Republic of Rwanda, 7 Years Government Programme: National Strategy for Transformation (NST1) 2017-2024, p13

To achieve these objectives, especially the first one (with a key policy target of creating 1,5 million decent and productive jobs for economic development between 2017 and 2024), massive investment, as well as transfer of technologies and innovation will be therefore necessary to transform the Rwandan economy and generate more value addition, and increase production of tradeable products and services. NST1 mentions that the private investment increases will be based both on domestic private savings mobilization, and attraction of foreign direct investment (FDI) and net loans.

Regarding trade, Government of Rwanda (GoR) intends to deepen regional integration. Rwanda belongs to four regional integration blocs: East African Community (EAC), the Common Market for Eastern and Southern Africa (COMESA), the Economic Community of the Great Lakes Countries (CEPGL), and Economic Community of Central African States (ECCAS). In addition, Rwanda wants to take advantage of international trade agreements like the Economic Partnership Agreement (EPA) it has signed with the European Union in September 2016[13], and the Africa Growth and Opportunity Act (AGOA) with USA.

2.4 Overview of the business climate in Rwanda

Rwanda performs very well in the World Bank's Doing Business report. GoR gives priority to business environment reforms and deploys intensive efforts to promote Rwanda as an attractive business and investment destination. All these factors have resulted in important improvements in Rwanda's business environment. Rwanda ranked 29th out of 190 economies in the Doing Business 2019 report with an overall Ease of Doing Business score of 77.88. This makes it the only low-income country in the top 50 ranking. Rwanda has the most favorable business climate in the EAC and the second best in Africa, after Mauritius. Moreover, the 2019 report presents Rwanda as one of ten countries with the most notable business environment improvement over the past year[14].

In line with the NST1, and thanks to its efforts to improve its business climate, Rwanda has indeed recorded in 2018 a dramatic increase of FDI, with a registered FDI stock worth USD 2.01 billion compared to USD 1.68 billion stock in 2017. This is an increase of USD 331 million or approximately 20%, when compared to the investments registered by Rwanda Development Board (RDB) in 2017. In the last 8 years, stock of registered investments in Rwanda jumped from USD 398 million in 2010 to slightly over USD 2 billion in 2018.

Infrastructures are quite good in Rwanda as the government, in line with its objective to position Rwanda as a regional hub for tourism, services, and logistics, has implemented since 2016 a series of large infrastructure projects including a new international airport (Bugesera), Kigali Innovation City[15], ring roads around Kigali, new facilities for wastewater treatment and water treatment. The government has also established Special Economic Zones (SEZ) and two new international business class hotels have been built in 2016.

Regarding access to electricity, the government has adopted a strategy to achieve 100% access to electricity by 2024. Rwanda has currently an installed generation capacity of 218 MW. Rwanda's

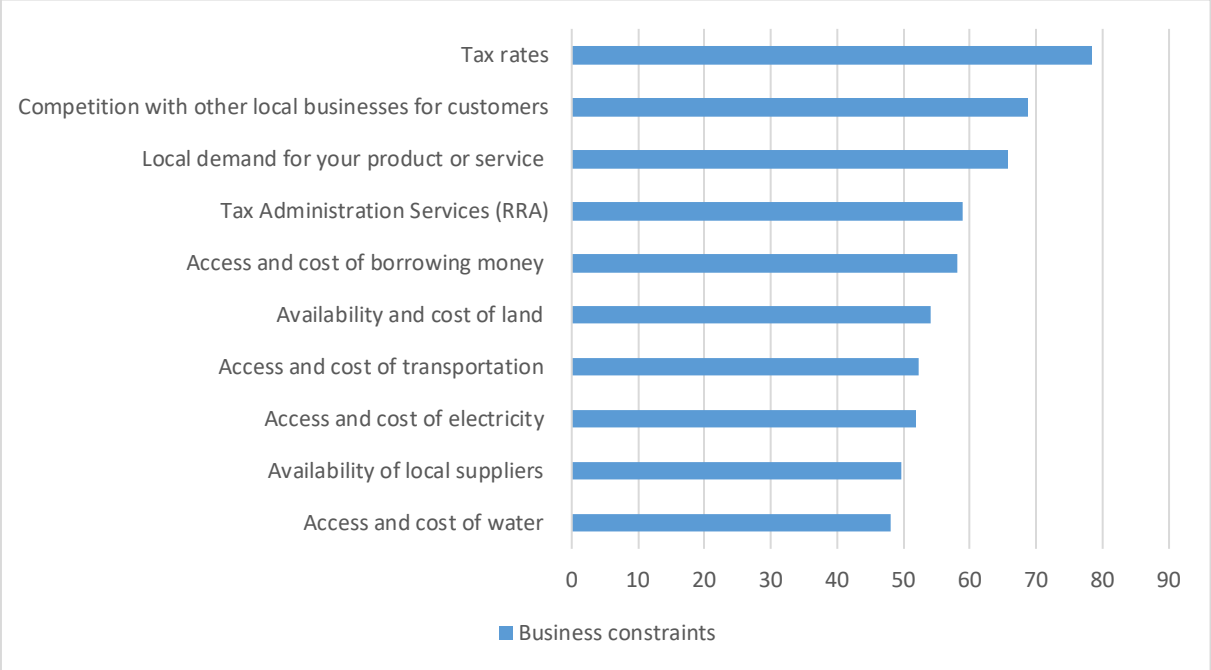
[13] The EPA between the EU and EAC countries has not been ratified yet by the EAS countries
[14] The World Bank Group, Doing Business 2019, p4
[15] Kigali Innovation City aims to accommodate world-class universities, technology companies, biotech firms, and commercial and retail real estate on 70 hectares of land, see https://www.newtimes.co.rw/news/africa-kigali-innovation-city

national electrification rate is estimated at 30% (12% in rural areas, 72% in urban areas)[16]. The energy deficit in rural areas will be reduced by a roughly even mix of on-grid and off-grid connections. As Rwanda is located in a strategic position to export to neighboring Burundi and eastern DRC, independent power production is now attracting many foreign investors looking to tap into that promising sector. In Kigali, electricity is available at a moderate cost, and without interruption, which is quite rare in Africa.

GoR also purses the goal of making Rwanda an Information, Communication and Technology (ICT) hub in East Africa, and supports the development of e-commerce and e-services, mobile technologies, applications development and automation. In the past years, more than 5,000 kilometers of optic fiber cable have been installed throughout Rwanda, as well as a national high-speed 4G LTE wireless broadband network.

Nonetheless, the reality about the ease of doing business perceived by local and foreign businesses operating in Rwanda is different than the theoretical indicators upon which the Doing Business report is based. To better understand the points of view of insiders and obtain a more holistic vision, GIZ has supported Private Sector Federation (PSF) to produce a series of studies called *Business and Investment Climate Survey (BICS)*, based on large-scale surveys (981 enterprises from the 5 provinces were surveyed for the 2019 edition). The main business constraints identified are presented below[17]:

Figure 1: BICS 2019 - Major top 10 constraints faced by businesses



The table above shows that 78.4% of the respondents perceive tax rates to be problematic. Competition with local businesses for customers (68.7%) comes second, before local demand for product or service (65.7%), tax administration services-RRA (58.9%) and access and cost of borrowing money (58.2%). The majority of businesses also considered access and cost of land (54%), trans-

[16] USAID, Energy Sector Review, Rwanda, 2018, p1
[17] Private Sector Federation, Business and Investment Climate Survey 2019, p35

portation (52.2%) and electricity (51.9%) as other key constraints for their business growth. It is important to highlight the fact that tax rates have represented the most pressing constraint since the first edition of BICS in 2008.

In order to better understand these constraints, we will briefly explain why taxes (and RRA), as well as limited size of the market and distortions to competition inhibit the development of the private sector.

2.4.1 Tax regulation and RRA

Many efforts have been done in the previous years by Rwanda to make paying taxes easier and less expensive, for instance by establishing an online tax clearance or reducing the property tax rate and business trading license fee. This has helped to reduce the queues in RRA offices, and has allowed Rwanda to be ranked in the top 30 countries in ease of paying taxes in 2014. In addition, RRA has made mandatory for businesses to install a software, the Electronic Billing Machine (EBM), allowing to capture every sales transaction, and identify it with the Taxpayer's Identification Number (TIN) and an electronic signature to avoid falsification.

Despite these efforts to facilitate paying taxes, the findings of BICS (as well as those from the Doing Business 2017), show that paying taxes has become more complicated because of the requirement for companies to file and pay social security contributions monthly instead of a quarterly basis. Furthermore, multiple taxation tends to decrease the competitiveness of locally produced goods (for instance, producers of wooden furniture have to pay permission to cut trees, timber tax, tax for industrial park, sales tax, corporate taxes and VAT).

Taxation is and could continue to be a major challenge for businesses operating in Rwanda. The Government has announced that it intends to increase its tax revenues in the years to come. Rwanda Revenue Authority (RRA)[18] has for instance enacted laws to facilitate the collection of taxes and reinforce compliance with tax laws. Tax exemptions and incentives for foreign investors will progressively disappear as well.

More generally, there is an insufficient information flow on reforms and tax laws can lead to unnecessary penalties and legal actions. That lack of information about tax regulations implies that affected businesses must pay penalty and compliance fees. Furthermore, frequent changes to tax laws and regulations and lack of communication about these changes on behalf of RRA create a perception of unpredictability and misinformation about the latest developments in tax regulations from the private sector. Moreover, PSF is does not fully play its role because its mandate is to be informed and inform the businesses under its umbrella about the latest changes in regulations.

The recent change of the income tax, in 2018, illustrates the increasing complexity of Rwanda's tax regime. In the new income tax, some new provisions concerning transfer pricing have been added. Those involved with the new controlled transactions must now be able to present to RRA documents in order to justify that their prices are *applied to arm's-length principle*[19]. In addition, if a company projects an annual revenue of more that Rwandan Francs (FRW) 400 million (400 000 EUR), it must plan to hire a Certified Public Accountant to audit and certify its tax return before submission to the RRA. It is also interesting to note that the new income tax also obliges Not for Profit Organisations (like

[18] Rwanda Revenue Authority (RRA) was established in 1997 by the Rwandan Parliament to collect taxes
[19] Ernst & Young, Rwanda Enacts New Income Tax, April 2018, p2

NGOs) whose revenues exceeds the corresponding expenses at the end of the financial period to declare and pay tax on their profit, otherwise the will have to pay fines.

Finally, concerning Value-Added Tax (VAT), VAT refunds also seem to create some issues in Rwanda as the RRA owes about RWF 30 billion (30 M EUR) to businesses[20]. For more than two years, delays in reimbursement of VAT have been mentioned as well as disagreements on application of VAT in specific sectors (e.g. coffee). VAT disputes seem to hamper the economic development of some specific business sectors.

2.4.2 Market size and competition

BICS 2018 survey revealed that regulatory provisions, low purchasing power of consumers, and weak consumer demand represent challenges for businesses in Rwanda. Even though domestic demand of emerging consumers ($5.51–$15.00 PPP/day) is expected to increase drastically from 10% in 2014 to 40-60% in 2040[21], the local demand remains today limited to a market of 12,21 million inhabitants among which 63% of the population still live in extreme poverty, defined by the World Bank as less than $1.25 a day. The Gross Domestic Product per capita in Rwanda was last recorded at 1854.20 USD in 2017, when adjusted by purchasing power parity (PPP). Compared regionally, GDP/capita in PPP is much lower in Rwanda than in its neighbors Kenya (2993 USD), and Tanzania (2683 USD).

In addition, when first introduced, some products and services are often perceived by the local consumers to be reserved for exports or expatriates and the demand for these products doesn't take off. Nonetheless, with increased awareness, local demand for such products and services progressively increases in the local market as well. For instance, the growing demand for local coffee and multiplication of good coffee shops across the country translates the changing nature of the coffee culture in Rwanda.

In the small Rwandan market, domestic competition also grows quickly between suppliers of products and services, and VAT-compliant businesses often face unfair competition from non-VAT registered companies. This unfair competition also concerns the opposition between formal (registered businesses paying taxes) and informal enterprises. According to a study realized by the United Nations Economic Commission for Africa (UNECA), informal sector employment in Rwanda accounts for 73.4% of total employment outside agriculture sector[22]. The EUD Jobs & Growth Compact evaluates that the proportion of informal sector represents 83 percent of total employment[23]. The most people active in the local informal sector include workers in restaurants, in tea plantations and mines, street vendors, taxi bicycles, domestic workers, hairdressers, among others.

In this context, exports to regional and international markets are crucial for the survival and development of small and medium enterprises (SMEs), and GoR has pushed for further regional integration with the country members of the East African Community (EAC). According to a report from the World Bank, the most promising regional opportunities to export from Rwanda arise for commodity-based processing and exports and services trade, especially in the agribusiness and food processing sectors, which currently benefit from comparative advantage[24]. Furthermore, the EAC

[20] https://www.newtimes.co.rw/business/rra-vat-refunds
[21] The World Bank Group, Future Drivers of Growth in Rwanda, 2014, p19
[22] https://www.newtimes.co.rw/section/read/215831
[23] European Union Delegation to Rwanda, Jobs and Growth Compact for Rwanda, Version 4, November 2018, p7
[24] The World Bank Group, Future Drivers of Growth in Rwanda, 2014, p106

market of over 200 million customers offers export opportunities for services, which already represent more than half of Rwanda's export revenues.

To stimulate demand for Rwandan value-added products, at home and abroad, GoR implemented Made in Rwanda (MIR) since 2015, as a component of its Domestic Market Recapturing Strategy (DMRS). MIR started as a campaign to raise awareness of the benefits of buying Rwandan-made products and evolved into a broader set of interventions aiming at improving economic competitiveness of goods and services locally produced[25].

3 MAPPING OF THE EU PRIVATE SECTOR IN RWANDA

3.1 Number of EU businesses in Rwanda

Through the mission, we have collected information related to the EU private sector active in Rwanda in three manners: 1) in a semi-structured manner, through interviews with businesses themselves; 2) through discussions with EU Member States representatives (as well as Switzerland[26]); and 3) in a structured manner, by obtaining data on EU private capital inflows from the National Institute of Statistics of Rwanda.

It is uneasy to assess the precise number of companies established under the laws of any EU Member State (foreign branch of EU companies), and/or having a substantial EU shareholder participation (company or joint venture) since no precise number was communicated to us by RDB or NISR. Some EU MS have communicated an estimated number of their respective national companies established in the country (Belgium: 20; France: 30; Germany: 20; Netherlands: 20) but all the EU MS could not be met during the mission (UK for instance) and some businesses are sometimes missing in their databases. **We can nonetheless evaluate that the number of EU businesses active in Rwanda is between 150 and 200**. It is important to mention here that individual consultants (freelance) are also considered as businesses.

3.2 EU businesses in Rwanda by sector

We will now provide an overview of the involvement of EU businesses in their main sectors of activity and provide details when specific companies were met in these latter.

3.2.1 Energy

Three EU companies active in the energy sector have been met during the mission, and are specialized in renewable energy: Bboxx, Mobisol and Munyax.

Bboxx Rwanda is a subsidiary of Bboxx, a UK-based company that manufactures and distributes solar home systems and kits in Africa and South Asia (turnover of Bboxx UK is 50 million EUR). In Rwanda, Bboxx employs permanently 330 people and indirectly 350 sales agents and generates revenues of 8 million EUR. The main constraint it faces in Rwanda is to obtain visas for expatriates.

Mobisol Rwanda is a subsidiary of Mobisol Group, a Germany-based company that develops off-grid solar solutions for home and business (solar kits of 40-60 W) and solar leasing (pay-as-you-go). Even if

[25] Ministry of Trade and Industry, Made in Rwanda Policy, December 2017, p 4

[26] Embassy Switzerland evaluates that around Swiss companies are active in Rwanda: Spedag and Fracht AG (transport and logistics), Esri (digital mapping), Edition Bakame (publishing), Skat and Swiss Contact (engineering), Roko (construction), Novartis (pharmaceuticals), KPMG (consulting) and Nestlé (agribusiness)

this subsidiary performs well in Rwanda (3,5 million EUR turnover), the Group is now facing financial uncertainty since Investec Asset Management (Investec), the main shareholder, decided to proceed to exit and sell its shares. Mobisol Rwanda currently employs 290 employees (80 full time, and 210 part-time sales, technicians, etc.), only one being an expatriate. The company expresses concern about the renewable energy regulatory framework that is still not fully defined, and the collaboration with Rwanda Energy Group (REG).

Munyax Eco is a much smaller company founded by two Belgo-Rwandan sisters in 2013 that specializes in installing solar systems (solar water heaters and minigrid photovoltaic systems). Munyax has today 13 employees and a turnover of 350 000 EUR. The same concern that Mobisol (regulatory framework and collaboration with REG) was raised by Munyax.

In addition to these companies we've interviewed, it is worth mentioning the presence of **KivuWatt Power Station,** a 26 MW methane gas-fired thermal power plant in Rwanda (Kibuye, more precisely). The KivuWatt project extracts methane from the Lake Kivu and use this gas to generate electricity. KivuWatt Limited, the company that operates the projects under a concession agreement made with the Government of Rwanda in 2009, is a subsidiary of ContourGlobal. The latter acquires, owns, develops, and operates wholesale power generation businesses in Europe, Latin America, Africa, and the Caribbean islands. It is listed on the London Stock Exchange and headquartered in London.

3.2.2 Agriculture and agribusiness

Agriculture and agribusiness attract many EU businesses in Rwanda, and some of them are major companies, for instance Heineken (Bralirwa), Skol and Africa Improved Foods. EU SMEs are also active in the sector, like Kigali Farms, 1000 Hills and Hollanda Fairfoods.

Bralirwa is the largest brewer and soft beverage company in Rwanda. This company listed on the Rwanda Stock Exchange, and Heineken Group owns 75 percent of the shares of Bralirwa. The remaining 25 percent are owned by individual and institutional investors. Its turnover is approximately 90 million EUR, it employs 550 employees in Rwanda and contributes up to 9% to the budget of GoR. Currently, the main concern of Bralirwa in regard to the tax framework relates to the dividends tax.

Skol represents Bralirwa's main competitor in Rwanda and is owned by Belgian Group Unibra, that was quoted on the stock exchange until 2011, when shareholders decided to delist the shares in a squeeze-out bid. Skol operates in Rwanda since 2010 and employs 350 full-time employees and 100 part-time workers. Its turnover in 2018 was 55 million EUR. It is worth mentioning that the group has invested around 50 million EUR in Rwanda, which is certainly one of the biggest European private investment in the country in the last ten years. Skol mainly reports constraints coming from the high logistics costs in Rwanda and complains about having to pay undue VAT on raw material transportation.

Africa Improved Foods (AIF) is a public-private partnership involving DSM (Dutch multinational active in the fields of health, nutrition and materials), Government of Rwanda, IFC, CDC Group (UK Development Finance Institution) and FMO (Dutch Development Finance Institution). AIF provides solutions to malnutrition through local production of highly nutritious foods. The initial investment was 55 million EUR and AIF operates since December 2016, generating a turnover of 40 million EUR and employing 300 direct employees.

Kigali Farms launched operations in Rwanda in 2010 as a project from a Belgian entrepreneur. This company produces substrate of tree oyster and white button mushrooms and cultivates these as well. Established in Musanze, the business produces 500 kg per week and exports the production to Kenya and Uganda where local market for such products did not exist before. In 2019, the company plans to

reach a turnover of 1 million EUR. The most pressing issue for this business is the export taxes (with a minimum custom tariff of 100 USD impacting negatively the competitivity of its products).

Hollanda Faifoods, was established in 2014 by a Dutch professional who invested in machinery from the Netherlands to produce potato crisps for the East African market (sales in 300 supermarkets throughout Rwanda, Burundi, Kenya and Tanzania). Hollanda Fairfoods has currently 40 employees. This company faces the same challenge than Kigali Farms, and complains about the high costs of exports to the East African Market.

3.2.3 Hospitality industry

The hospitality industry covers lodging, food and drink. Many EU nationals are involved in that sector in Rwanda, as the country offers interesting opportunities to foreigners for travel and conferences. International hotels (like **Radisson Blu**, Belgian group), **Hotel des Milles Colines** and **Onomo Hotel** (belonging to a French group based in Morocco) co-exist with small lodges (**Cormoran** and **Bugesera Lodges**). Some restaurants are owned and managed by EU nationals, like **Brioche**, **Bracheoto**, **Pili Pili**, **Sol E Luna** and **Poivre Noir**. EU nationals are also active in tour operators, for instance **Africa Riding Adventures Tours** (that organizes motorbike tours in East Africa), and **Rwanda Adventures** (owned by Joanna Nicholas, a UK national that was also Chairwoman of the Executive Committee of EBAR).

3.2.4 Consulting and services

The consulting and service sector in Rwanda is also crowded with EU companies. Multinational companies dominate the market, like **PricewaterhouseCoopers Rwanda** (foreign branch of PWC, based in the UK) which offers a range of services to manufacturing industries, to government and development partners, to energy / utility and mining and to the financial sector. PWC is known in Rwanda for its publications providing informed and strategic insights on developments in the tax arena, both locally and internationally, which we will see later is of particular importance for EU businesses.

Sher Consult is originally a branch of a Belgian company, before it was acquired in 2015 by Artelia (French group). In Rwanda, Sher Consult has 25 employees and a turnover of 2 million EUR. It provides clients with consulting and engineering services in the water and irrigation sector. The strategy of Sher Consult is to cover the East African market.

Mott McDonald Rwanda is the branch of Mott McDonald a global engineering, management and development consultancy firm based in the UK. Its turnover varies between 500 000 EUR and 2,5 million EUR according to the contracts awarded. It has 8 direct and 30 indirect employees.

A foreign branch of **Liedekerke Great Lakes** (subsidiary of law firm based in Belgium) has just been opened in Rwanda and employs only one individual. In addition, there is a myriad of individual consultants (for instance **Ines Escudero, Tobias Rothe, Jan Willem Eggink** – all members of EBAR's Executive Committee).

3.2.5 Financial sector

EU investors have minority shares in BPR and BOA, two major commercial banks in Rwanda. **Banque Populaire du Rwanda** (BPR), is the 6th largest bank in Rwanda. It is a retail bank, offering products like current and savings accounts, debit and credit cards, mortgages and loans. It also offers banking tools like mobile banking, as well as agricultural business expertise to corporate customers in the food and agri-business value chain. In 2008, Rabo Development (investment fund from Rabobank Group, based in the Netherlands) acquired 35% equity stake in BPR and brought technical assistance to boost its

agricultural finance products and transform the institution from a cooperative into a commercial bank. In 2016, Atlas Mara became the majority shareholder of BPR, but the investment fund **Arise BV** (African investment company based in the Netherlands backed by EU investors, namely Norfund, Rabobank, and FMO) still has 14,6% of BPR's shares. In April 2019, Equity Bank (based in Kenya, in which Arise BV also has 12% stake) announced its ambition to acquire 62% stake in BPR, in a swap deal with Atlas Mara. BPR currently has 987 employees.

Bank of Africa Rwanda (BOA) is the 11th largest commercial bank in the country and was born because of the transformation of Agaseke microfinance into a bank in 2011, and the acquisition of a 90% stake by the group Bank of Africa in 2015. The Bank of Africa Group includes several sectors (banking, insurance, investment fund) and covers 18 countries in Africa and Europe namely: Benin, Burkina Faso, Burundi, Djibouti, DRC, France, Ghana, Togo, Côte d'Ivoire, Kenya, Madagascar, Mali, Niger, Senegal, Ethiopia, Tanzania, Uganda and Rwanda. Its shareholders include BMCE Group (Morocco, 72,85%), FMO (Dutch Development Finance Institution, 8,94%), Proparco (French Development Finance Institution, 3,73%) and BIO (Belgian Development Finance Institution, 2%). BOA currently has 172 employees.

AB Bank Rwanda (ABR) is a leading microfinance bank in the country established in 2013 and serving retail and corporate clients (with a focus on MSMEs). Its products include deposits, money transfer services, SMS banking, performance guarantees, and foreign exchange. AB Bank Rwanda's capital is entirely owned by International institutions. It is affiliated with, and is subsidiary of AccessHolding, a commercial microfinance investment and holding company based in Germany (with capital from EU investors like European Investment Bank, FMO, CDC), with subsidiaries in Azerbaijan, Madagascar, Tanzania, Nigeria, Liberia, Tajikistan, and Zambia. KfW (the German Development Finance Institution) also has minority stake (11,3%) in ABR.

3.2.6 Transportation and logistics

EU Airlines operating in Rwanda include Brussels Airlines and Air France-KLM. With 5000 passengers per year, and a turnover of 6-7 million EUR, **Brussels Airlines** performs quite well in Rwanda even though Rwandair progresses quickly on the international flights, making the Belgian airlines lose 20% of its market share in the country. While Brussels Airlines has always been active in Rwanda, **KLM** has started in 2010 to operate flights between Kigali and Amsterdam five times a week.

EU companies are also active in logistics, for instance **Bolloré Logistics Rwanda** (foreign branch of Bolloré Logistics, French group). Another French group is active in Rwanda with its branch, CMA-CGM, a world learder container transportation and shipping company. Finally, regarding the transportation sector, the Portuguese Portuguese firm **Mota Engil** will build Bugesera International Airport following an agreement with the Rwandan government in 2016. The initial agreement (PPP between GoR and Mota Engil) included that Mota Engil would operate the airport's facilities for 25 years with an optional extension of 15 years to recoup its total investment, estimated at about 720 million EUR.

3.2.7 Other sectors

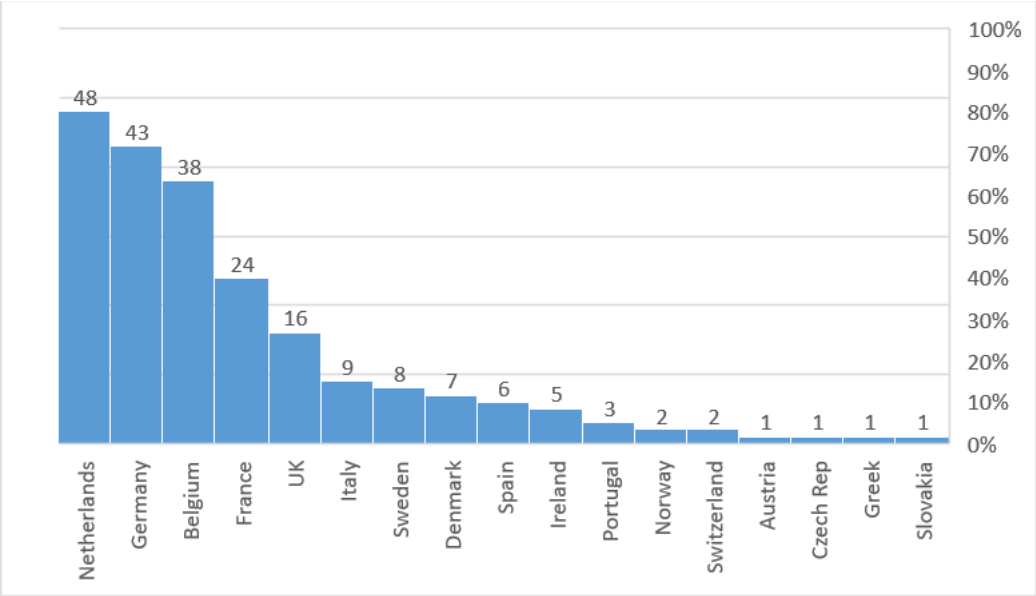
EU companies are also involved in other sectors like ICT (**Eltel Transmission International** - Sweden, **ESRI** for GIS - Germany, **Ericsson** - Sweden), automobile (**Volkswagen** – Germany, **AZ impex** – Belgium).

3.3 Number of EU professionals in Rwanda

EU professionals may or may not be business owners but are an important feature of the business dialogue, with good networks and active participation in local fora. An estimation of the number of EU

professionals[27] active in Rwanda was done by Mrs. Ines Escudero for EBAR in May 2018[28] and seems to confirm the impression we've had during the mission through meetings with EU companies and Member States representatives. **This census estimates that the total number of EU business professionals active in Rwanda is approximately 215**.

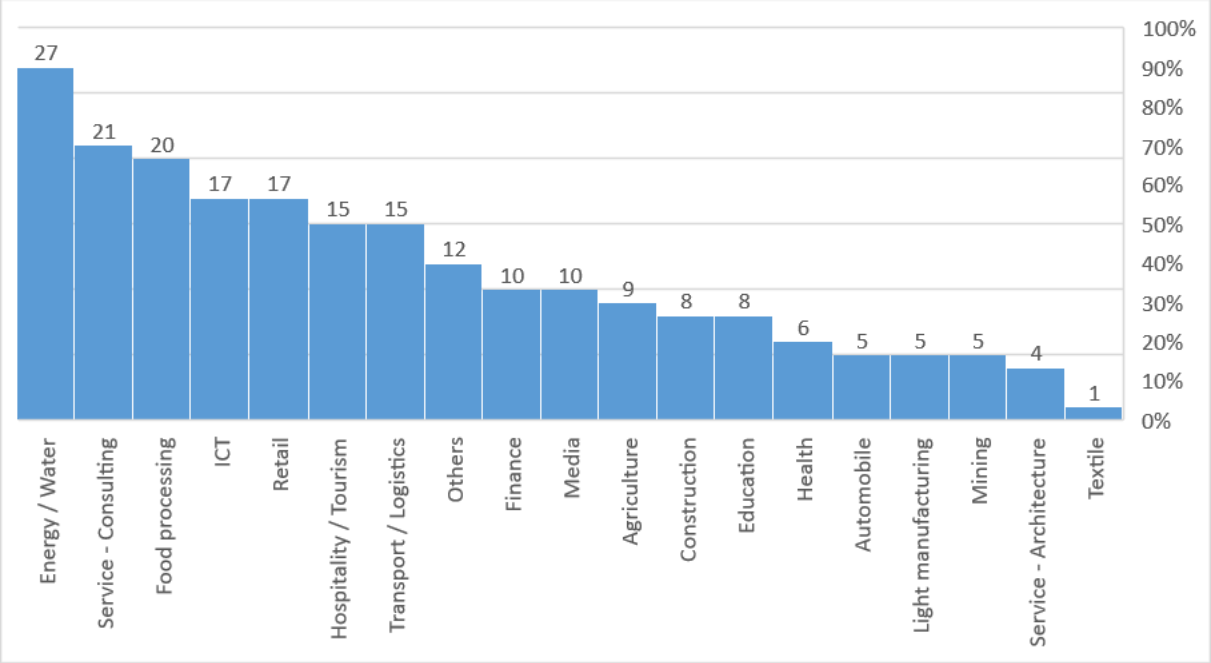
Figure 2: European Business representatives by country



According to Mrs. Escudero, while the nationality criteria is concentrated in Netherlands (22%), Germany (20%) and Belgium (18%), the sectors where the Europeans work are quite diversified with the 54% of them employed in energy/water, consultancy services, food processing, ICT, retail and tourism.

[27] EU nationals active in Rwanda, either business-owners or employees in EU businesses. An example would be the manager of the Marasa Umubano hotel is a French national who frequently participates to EBAR meetings.
[28] Ines Escudero, European Business representatives in Rwanda, May 2018

Figure 3: European Business professionals by sector



3.4 EU Private Capital inflow and stocks in Rwanda

We will now analyse the EU private capital inflow and stocks in Rwanda. The tables below present firstly the EU capital inflow by country of origin, and secondly the EU capital stocks by country of origin.

Figure 4: EU private capital inflow in Rwanda (by country of origin)[29] in USD

EU PC inflows	2015	2016	2017
Austria	-	-	15,475,255.1
Belgium	11,704,860.5	11,203,874.0	4,954,086.8
Denmark	-	-	-
EIB - European Investment Bank	13,506,646.1	9,976,496.7	21,623,163.1
Finland	-	-	5,351,882.0
France	233,428.2	1,112,155.3	1,856,153.7
Germany	669,724.3	3,277,954.7	5,022,859.8
Ireland, Republic of	1,215.0	-	-
Italy and Vatican City	1,638.4	3,341,263.2	250,581.0
KFW	-	314,407.6	408,169.3
Luxembourg	19,230,393.9	22,430,829.9	2,177,105.4
Netherlands	6,059,169.4	33,381,626.8	7,623,281.1
Norway	50,307.8	128,055.5	-
Romania	-	-	93,698.5
Spain	-	6,670.2	-
Sweden	549,857.9	-	-
United Kingdom	4,802,474.6	10,743,651.3	28,276,021.1

[29] Data compiled by National Institute of Statistics of Rwanda and received on 20th May 2019

Total FPC inflows from EU	56,759,408.2	95,788,929.8	93,112,257.0
Total FPC inflows	476,251,574.0	541,157,931.5	452,195,786.6
EU share of total FPC inflows	**11.9%**	**17.7%**	**20.6%**

Figure 5: EU private capital stocks in Rwanda (by country of origin) [30] in USD

EU PC stocks	2015	2016	2017
Austria	10,364,592.4	10,364,592.4	24,268,848.1
Belgium	15,476,282.6	21,699,799.3	18,548,323.8
Denmark	11,606.9	-	-
EIB - European Investment Bank	12,485,500.4	21,911,106.7	36,338,800.5
Finland	-	-	5,351,882.0
France	5,378,648.4	6,577,749.4	4,909,311.8
Germany	44,016,552.6	43,245,485.6	44,168,906.8
Ireland, Republic of	1,215.0	1,215.0	1,215.0
Italy and Vatican City	2,095,993.0	371,676.6	592,254.6
KFW	-	46,182.1	103,609.2
Luxembourg	56,979,755.0	73,207,724.5	72,618,910.6
Netherlands	122,213,465.6	150,556,160.8	151,599,358.9
Norway	2,030,792.0	2,158,847.5	2,141,578.6
Romania	567.5	567.5	94,266.0
Spain	528,364.2	535,034.4	535,034.4
Sweden	25,535,289.1	25,535,289.1	25,532,764.2
United Kingdom	71,857,811.1	79,032,501.2	97,989,166.7
Total FPC stocks from EU	366,945,643.7	433,085,084.5	482,652,652.7
Total FPC stocks	2,077,941,709.2	2,527,895,890.0	2,836,058,274.3
EU share of total FPC stocks	**17.7%**	**17.1%**	**17.0%**

The main findings from NISR's data compilation are that:

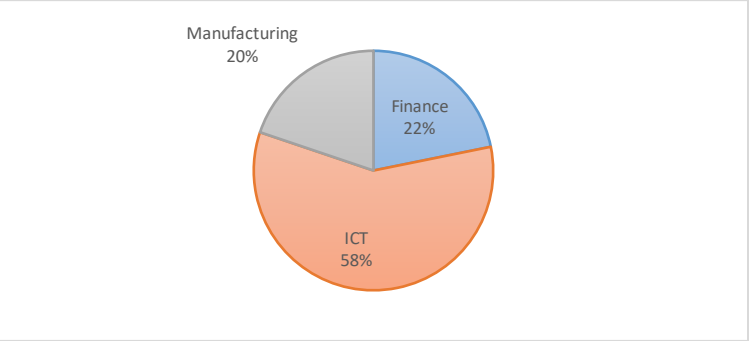
- EU share of total foreign private capital flows in Rwanda has increased from 11,9% in 2015 to 20,6% in 2017
- EU share of total foreign private capital stocks has remained at the same level in the same period, at around 17% since 2015
- The largest EU investment stocks in Rwanda come from the Netherlands, UK, Luxembourg and Germany

3.5 EU investment - Country profiles

For the three EU countries that invest the most in Rwanda (Luxembourg, Netherlands and United Kingdom), we will now present the distribution of their investment[31] by sector of activity (based on cumulated investment flows from 2015, 2016 and 2017).

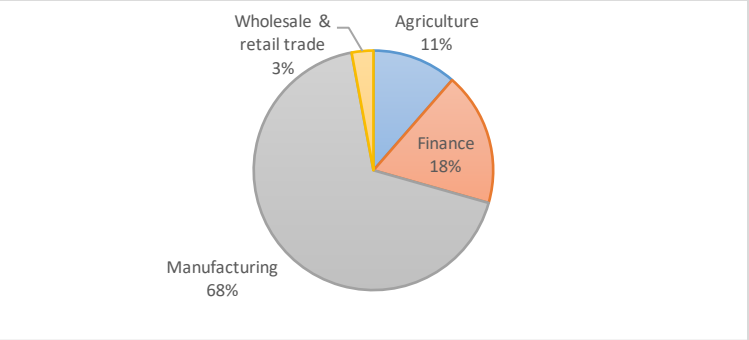
[30] Data compiled by National Institute of Statistics of Rwanda and received on 20th May 2019
[31] Only investment above 1 million USD were considered, for the sake of readability

3.5.1 Luxembourg



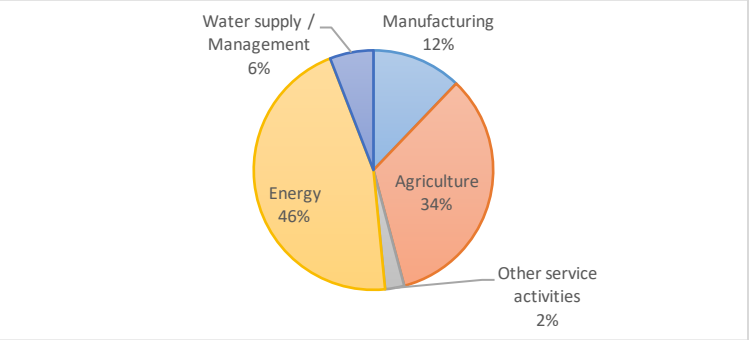
Cumulated private capital inflows coming from Luxembourg in 2015, 2016 and 2017 amounts to **43,8 million USD**. The top 3 sectors of investment are Information and Communication Technologies (25 million USD), followed by Finance & Insurance (9,5 million USD) and manufacturing (8,7 million USD).

3.5.2 Netherlands



Cumulated private capital inflows coming from the Netherlands in 2015, 2016 and 2017 amounts to **47 million USD**. The top 3 sectors of investment are manufacturing (31,7 million USD), followed by finance (8,4 million USD) and agriculture (5,3 million USD).

3.5.3 United Kingdom

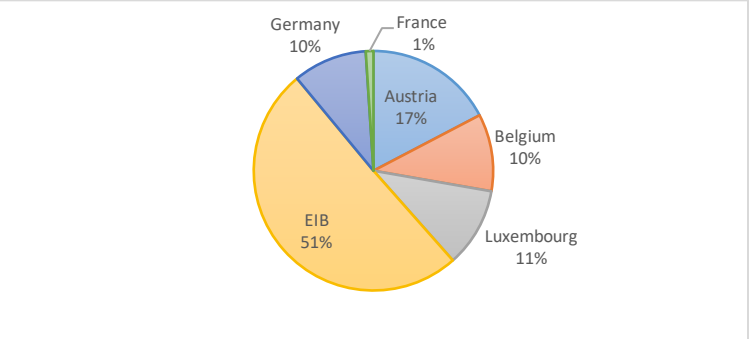


Cumulated private capital inflows coming from the UK in 2015, 2016 and 2017 amounts to **43,8 million USD**. The top 3 sectors of investment are energy (19,4 million USD), followed by agriculture (14,3 million USD) and manufacturing (5,1 million USD).

3.6 EU investment - Sector profiles

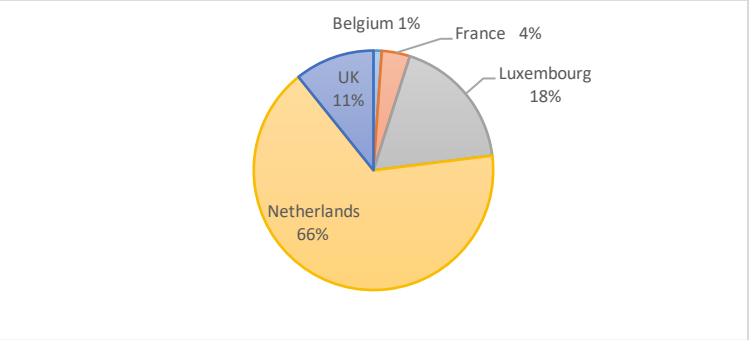
For each of the three sectors receiving the most EU investment (financial sector, manufacturing and agriculture), we will now present the origin of investment based on cumulated capital inflows from 2015, 2016 and 2017.

3.6.1 Financial Sector



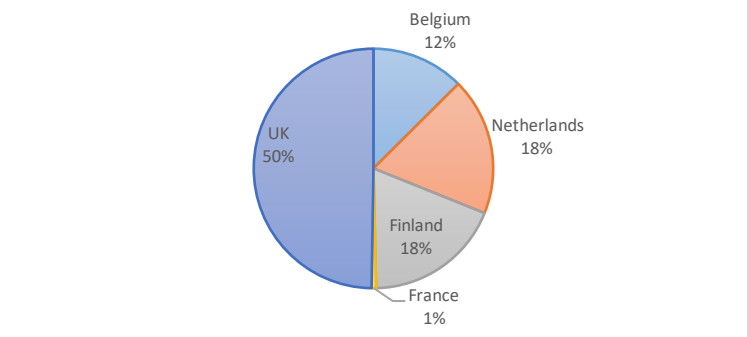
Cumulated EU private capital flows to the financial sector in 2015, 2016 and 2017 amounts to **73,8 million USD**. Top 3 countries of origin are Austria, Germany and Luxembourg but the most important single investor is the European Investment Bank, contributing to 51% of all EU investment to the sector.

3.6.2 Manufacturing Sector



Cumulated EU private capital flows to the financial sector in 2015, 2016 and 2017 amounts to **42,8 million USD**. Top 3 countries of origin are Netherlands (with an important majority of 66% of all EU investment in the sector), Luxembourg and UK.

3.6.3 Agricultural, forestry and fishing Sector



Cumulated EU private capital flows to the agricultural sector in 2015, 2016 and 2017 amounts to **28,8 million USD**. Top 3 countries of origin are UK, Netherlands and Finland. One remark: the Netherlands and Finland have both invested the same amount in 2017 (5,3 million USD each for a joint investment in a forestry project, New Forests Rwanda (NFR), a subsidiary of New Forests Company Holdings Ltd[32]).

3.7 EU investment – Contribution to GDP and job creation

Figure 6: Contribution of EU investment to GDP and job creation

Sectors of Activities	Turnover 2017 (in USD)	Employment (number of jobs)
Accommodation and food service activities services	14,927,957.3	851
Agriculture, forestry and fishing	68,335,012.4	31,560

[32] Interview with Finnfund, 13 June 2019, also see https://www.fmo.nl/project-detail/49755

Construction	2,802,472.3	946
Electricity, gas and air conditioning supply	14,201,180.2	2,362
Finance and Insurance activities	396,778,912.2	8,228
Information and communication	94,528,637.9	870
Manufacturing	184,880,079.1	3,566
Mining and quarrying	41,201,910.4	143
Other service activities	20,924,481.6	892
Professional, scientific and technical activities	6,383,613.4	272
Transportation and Storage	19,285,297.0	599
Wholesale & retail trade; repair of motor vehicles and motorcycles services	181,463,126.7	1,330
Turnover 2017 of companies receiving FPC from EU	**1,045,712,680.6**	**51,619.0**
Total FPC turnover 2017	**2,084,300,000.0**	**69,241.0**
Share of companies receiving FPC from EU	**50.2%**	**74.5%**

With this table, we perceive how companies receiving EU private capital contribute to GDP and job creation in Rwanda, with a distribution by sector. In terms of turnover, the sectors receiving EU investment contributing the most to Rwanda GDP are finance/insurance, manufacturing, and wholesale & retail trade (including repair of motor vehicles and motorcycles services). In terms of job creation, the sectors receiving EU investment contributing the most to the number of employed persons in Rwanda are agriculture/forestry/fishing (with an overwhelming 31 560 jobs), finance/insurance and manufacturing.

In total, companies receiving EU investment have a turnover equivalent to 11% of the GDP in 2017 (1,045 billion USD on 9,137 billion USD). EU countries hold more than 400 million USD (20 percent) of total foreign private capital stock, 2nd after COMESA countries (25%) if compiled by regional groups. Furthermore, EU is one of the major trade partners of Rwanda (16% of exports go to Europe, 17% of imports come from Europe). The total number of jobs generated by businesses recipient of EU capital is 51 619 (out of a total number of employed people of 3,186 million people employed in Rwanda[33]), which represent 74,5% of jobs generated by all companies receiving foreign private capital in Rwanda.

4 ANALYSIS OF THE DEMAND

In order to identify the main features of the EU businesses active in Rwanda, the constraints they face, and the priority services they would expect from EBAR, we have realized an online survey. Through this demand analysis, we have collected the responses from 32 EU companies active in Rwanda: Tactis Limited, Kigali Farms, Mobisol Rwanda Ltd, Poivre Noir Ltd, Liedekerke Great Lakes, Rwandan Adventures, SHER Ingénieurs Conseils S.A., The Farmfresh Food Company, BBOXX, Savings Banks Foundation for International Cooperation, Bank of Africa Rwanda, Individual Consultant, Africa Improved Foods, 1000 Hills Distillery, AGS Rwanda Ltd, Société Mutuelle de Garantie et de

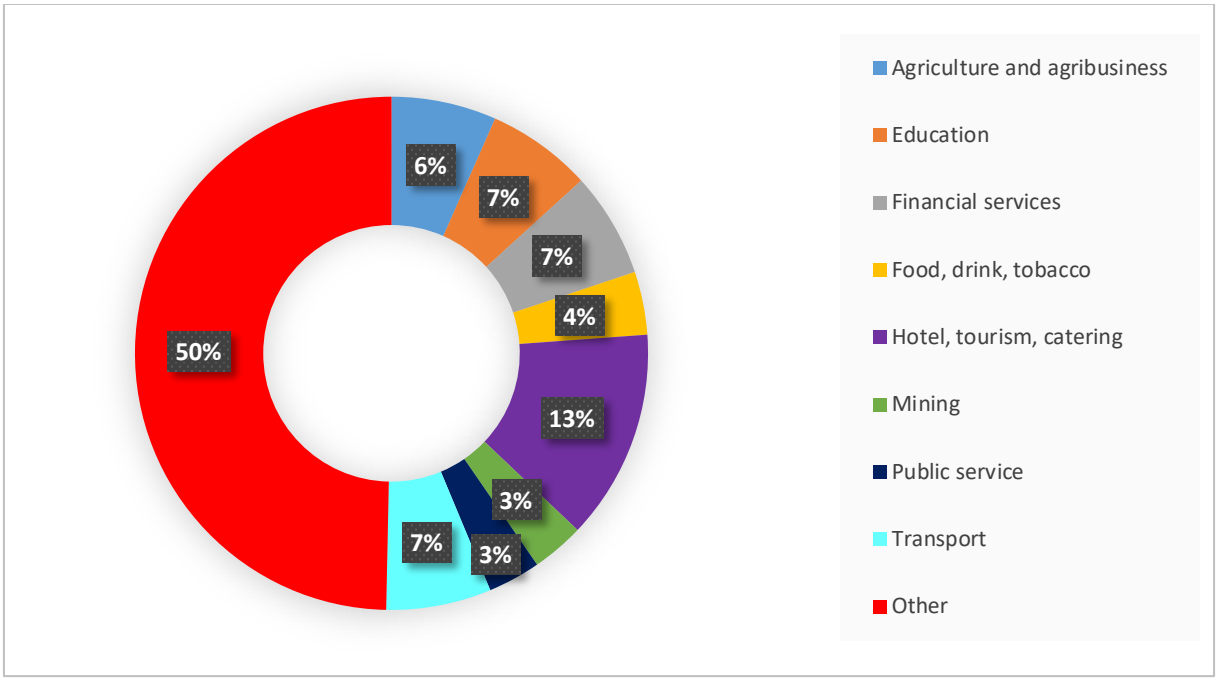
[33] National Institute of Statistics of Rwanda, Labour Force Survey, Trends Q1, April 2019, p1

Financement, Brussels Airlines, Green Business Hub Rwanda Ltd, Banque Populaire du Rwanda, Convergencium Ltd, Development We Want Ltd, Mott MacDonald, Sonatubes Ltd, Munyax Eco, Efficient to Effective, Hollanda Fairfoods, Kingfisher Journeys Ltd, Hard Metal Ltd, Ines Escudero Consultant, Three Mountains Learning Advisors, BAG Innovation. Please note that many companies interviewed during the mission, but likely to join EBAR, have not answered the survey, for instance Volkswagen, Bralirwa, Skol, and Bolloré.

4.1 Main features of surveyed EU businesses

4.1.1 Sector of Activity

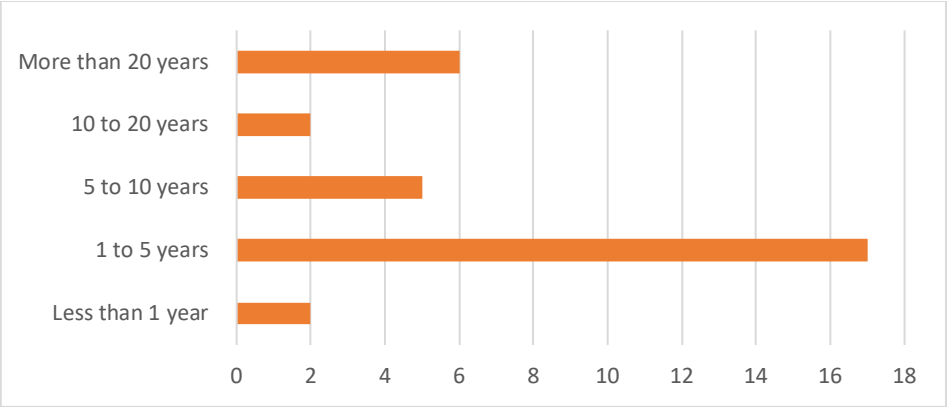
Figure 7: EU businesses' sectors of activity



This pie chart shows that a very diverse set of sectors of activity are represented, the most prominent being hotel, tourism and catering. The sectors education, financial services, transport are equally represented. The category 'other' includes the following answers: off-grid solar electrification/renewable energy, legal services, consulting (water/hydropower/irrigation/water supply), infant food, consultancy, and manufacturing and supply.

4.1.2 Age of companies

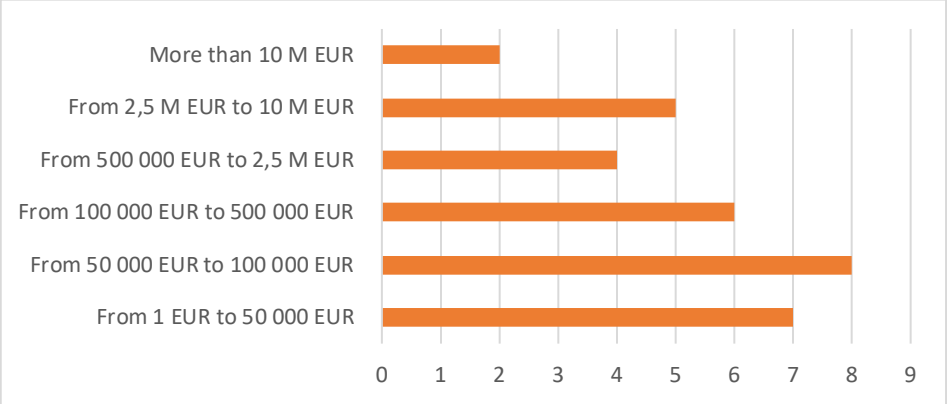
Figure 8: EU businesses' age



Most of the companies (17) have existed for 1 to 5 years, so more than 50% of total businesses surveyed. It shows that most respondent have established in Rwanda relatively recently. 6 companies have existed for more than 20 years, 2 for 10 to 20 years, and 5 for 1 to 5 years.

4.1.3 Turnover

Figure 9: EU businesses' turnovers

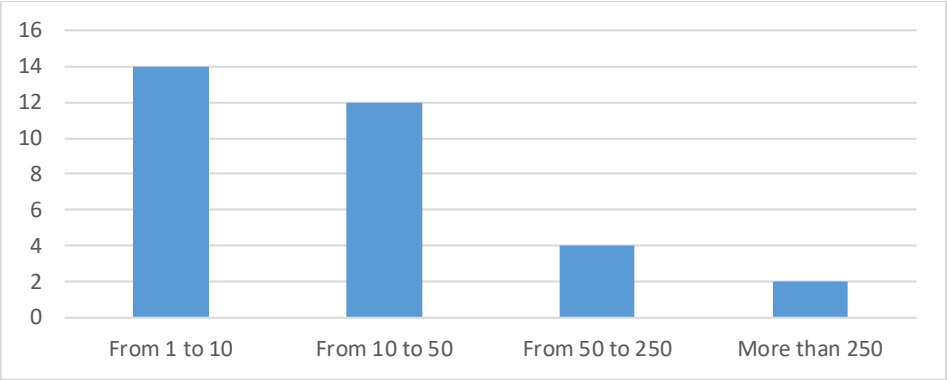


Again, the survey reveals a big disparity in the turnovers of respondents. Revenues from 50 000 EUR to 100 000 EUR is the most common answer (8 companies), before 1 to 50 000 EUR (7), and 100 000 EUR to 500 000 EUR (6). More than the majority (21 companies) report turnover below 500 000 EUR, which translates the fact that respondents are mostly small enterprises. It is interesting to note that according to the definition of the European Commission, these 21 companies would fit into the microenterprise category (turnover below 2 M EUR[34]), while for the Ministry of Trade and Industry of Rwanda, 25 respondents would be considered as large enterprises (turnover above 50 000 EUR[35]).

4.1.4 Number of employees

Figure 10: EU businesses' number of employees

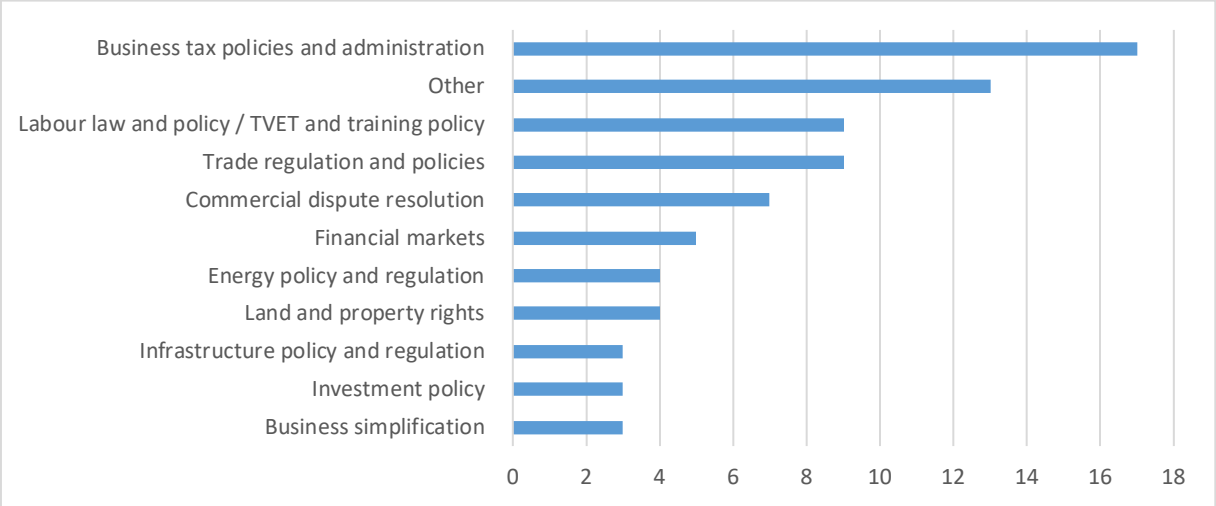
[34] https://ec.europa.eu/growth/smes/business-friendly-environment/sme-definition_en
[35] Ministry of Trade and Industry (GoR), Small and Medium Enterprise Development Policy, June 2010, p7



Most of the respondents are again micro and small enterprises, according to the definition of the European Commission, with 26 companies having less than 50 employees. One important remark: the number of employees can vary importantly if we take into account the type of employment contract. For instance, Mobisol reports 88 staff members on full time employment, 23 on part time, and 217 freelancers. The cumulated number of employees from the 32 respondents is 2521, with a split of 2255 direct employees and 266 indirect employees.

4.1.5 Main constraints faced by EU businesses

Figure 11: Main constraints of EU businesses



The different constraints proposed correspond to the business environment drivers of investment climate, as defined in the European Commission's *Handbook on improving the Investment Climate through EU action*[36]. Some definitions should be brought to define the terms used:

- *Business simplification*: includes all procedures required to start up and formally operate an industrial or commercial business
- *Business tax policy and administration*: refers to tax certainty, transparency and clear tax payment procedures
- *Investment policy*: include investment promotion, investment facilitation and the non-discrimination and protection of foreign investments
- *Land and property rights*: Secure and stable regulatory frameworks for expropriation and secure land tenure, efficient land administration, including the land registration system

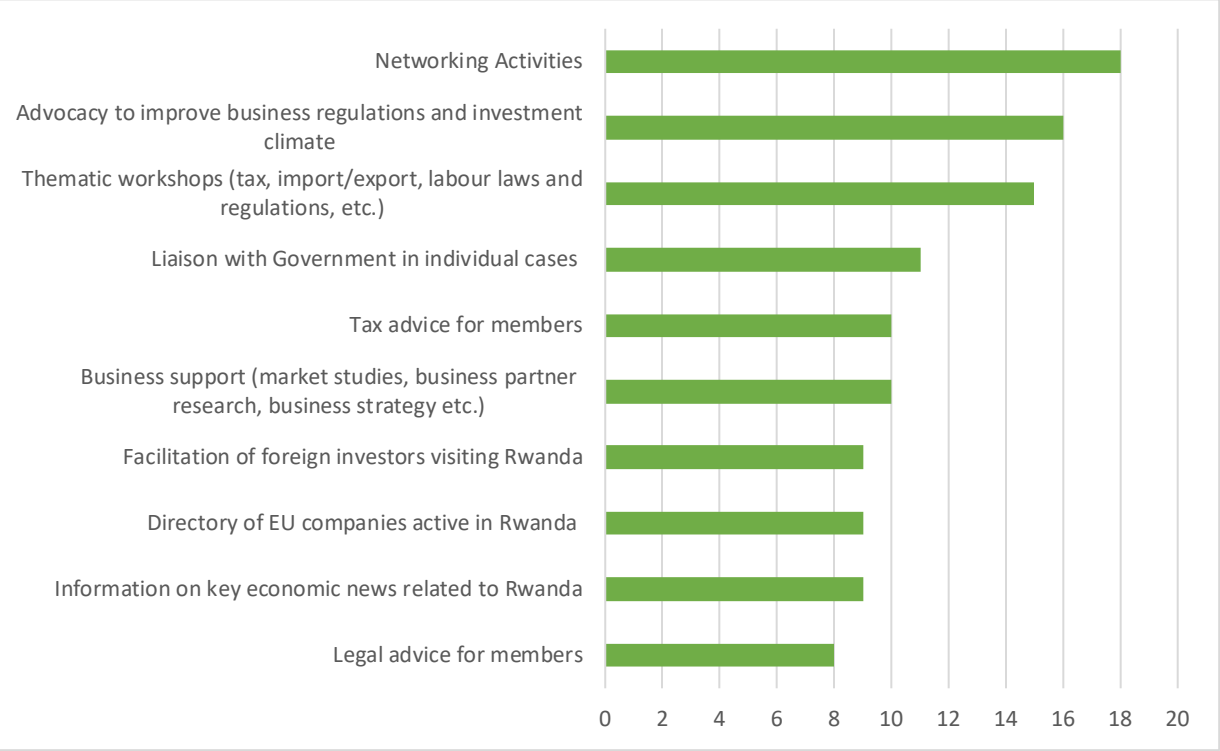
[36] European Commission, Handbook on improving the Investment Climate through EU action, 2019, pp11-16

- *Trade policy*: Regulation and agreements on import and exports, trade promotion and trade facilitation
- *Financial markets*: Access to finance
- *Commercial justice*: legal framework and judicial system that provide effective access to commercial courts and existence of alternative commercial dispute resolution mechanisms
- *Labour market and employment regulations*: includes rules governing arrangements for individual contracts, mechanisms for collective action, and technical, vocational education and training (VET) policies
- *Infrastructure policy and regulation*: comprises transport, urban development, water and sanitation, energy, and information and communication technology
- *Energy policies and regulations*: access to electricity, promotion of renewable energy and energy efficiency

Business tax policies and administration is by far the key constraint for surveyed EU businesses, with 17 respondents (more than half of the survey sample) highlighting tax uncertainty, lack of transparency and complex tax payment procedures. The second biggest challenge of EU businesses is labour market and employment regulations in its broad definition (rules governing arrangements for individual contracts, mechanisms for collective action, and technical, TVET policies). The third business constraint expressed by respondents relates to trade regulations and policies. In 'other', responses include: cost of exporting, low human capital distortion of competition (mentioned 3 times), compliance / accounting standards (bank), procurement regulations, uncertainty around the policy framework / multiplicity of laws (mentioned twice).

4.1.6 Top 10 services expected from EBAR

Figure 12: Top 10 services expected from EBAR



Networking activities come first in the top 10 services expected from EBAR. Second priority activity expected from this European Business Organisation (EBO) would be offering a platform to advocate in order to improve business regulations and investment climate, whose main drivers have been analysed

in the previous section. The third demand coming from EU businesses surveyed is to organize regular thematic workshops on issues like tax, import/export facilitation, as well as labour laws and regulations. In section 5.3, we will detail the specific services that EBAR could provide, based on the demand analysis.

4.1.7 Qualitative analysis of EU businesses' needs

During the mission, the consultant met more than 50 businesses and public bodies (like RRA, RDB, EU Member States, etc.) [37] - semi-structured interviews were carried out with them-. The main elements to underline from these exchanges are the following:

1) Interest towards EBAR comes from both small and medium-size enterprises, but also large companies. All the companies interviewed, except one (SEAL Ltd), have expressed interest to join EBAR once it is established, functional, offering professional services, and structured
2) Some of the expected services from EBAR are common to all types of companies (not depending of their size). For instance, banks like Bank of Africa and BPR (as well as SMEs) are emphasising the relevance of networking to find clients
3) The most pressing issues to be addressed by EBAR are crosscutting issues. First and foremost, tax regulation and compliance, then trade facilitation, VAT, labour regulations (getting a visa/ work permit), and recruiting skilled workforce. This confirms the adequacy of the survey findings (see section 4.1.5)
4) Some sectoral issues were raised (food packaging issue for Kigali Farms and Farmfresh, Sanitary regulations for restaurants and hotels like Poivre Noir and Umubano, regulatory issues related to Rwanda Energy Group – REG[38], considered to slow and cumbersome)

The quick-changing tax regulations, as well as difficulties to comply with these latter in order to avoid paying heavy fines, are obviously the most direct threats to EU businesses met during the mission. The lack of information about the adoption of new tax law creates confusion when tax declarations have to be submitted and checked. Local accountants are not always updated and finding a reliable (and not too expensive) tax expert is often challenging.

EU businesses do not complain about the high level of tax in Rwanda, because tax revenues are helping the country to build its infrastructures network and develop social services (healthcare, education, etc.), but rather about the complexity and unpredictability of the tax regime. **To make it simple, GoR is very dynamic to change and/or improve business regulations, but it goes sometimes so fast that private sector gets confused and can hardly comply with that business environment evolving too quickly.**

Regarding import and export, procedures seem to be complex and costly. The political turmoil between Rwanda and Uganda[39], and crisis in Burundi, are also impacting negatively both the supply of raw materials and equipment necessary for EU businesses to produce and sell goods (for instance wine and champagne bottles for restaurants, cartoon boxes to package vegetables, or reused glass bottles and beer lockers for beer manufacturers), as well as the evacuation of products manufactured in Rwanda. Undue taxes are also often collected at the boarders, for instance in the pharmaceutical sector (parapharmaceuticals like paracetamol shouldn't be taxed between EAC countries). A minimum tax of

[37] The agenda of the mission is in annex 2 of this report

[38] REG: public body in charge of the master plan for rural electrification

[39] Recently, Uganda accused Rwanda of implementing a trade embargo on bilateral trade. Rwanda depends for much of its imports on a trade route through Uganda to Kenya's Indian Ocean port of Mombasa, but is now considered to exploring alternative trade routes and corridors such as Central Corridor via Tanzania

100 USD is mandatory for custom clearance to export goods to EAC countries, whatever the quantity exported.

One other key-element that emerges from interviews is that registering a business is quite easy and fast in Rwanda. Once the business is operational issues arise. Newcomers and foreign investors do not get all the information they need to start operating their businesses, and do not comply with all the administrative and fiscal procedures with RDB, RRA, immigration services and employment contracts.

Finally, competition seems to be problematic in Rwanda. Counterfeit products also penetrate the Rwandan market because of weak controls at Mombasa and Dar Es Salam ports).

5 STRATEGIC ROLE, OPPORTUNITY AND SERVICES

5.1 Stakeholders' Analysis

To determine the strategic role of EBAR, we will firstly proceed to a stakeholders' analysis to understand the respective roles and interests of the following players: European Union Delegation, PSF, RDB, RRA, and EU Member States.

5.1.1 European Union Delegation to Rwanda

In its Jobs & Growth Compact, the European Union Delegation (EUD) to Rwanda notes that "*There is not yet a formal structure for consultation and involvement of the foreign private sector in the policy and political dialogue between the EU and the government of Rwanda. The EU Delegation in partnership with EU Embassies has been hosting bi-monthly European business mixers which serve as an opportunity to discuss various aspects of doing business in Rwanda and create an opportunity for the development of a European business identity in Rwanda. European businesses are consulted on an ad-hoc basis ahead of the high-level EU – Rwanda political/policy dialogue when trade and investment cooperation is part of the dialogue's agenda*[40]".

EBAR would indeed represent an ideal formal structure to implement a structured dialogue with the EU private sector in Rwanda, in line with SB4A's overarching goal, to catalyze more private investment in partner countries to create more decent jobs, sustainable growth, and poverty reduction, with a focus on women and youth. Moreover, the EUD would be well equipped to better identifying EU economic interests to be defended by EED on a country basis, in cooperation with EU Member States and the EU business community. Once EBAR will operate, the EUD will be able to liaise with it to undertake the following tasks: economic analysis and prioritization, advocacy, public communication, support to coherence of instruments and actions (see section on EU Economic Diplomacy).

5.1.2 Private Sector Federation

The Rwanda Private Sector Federation (PSF) was established in 1999 as the umbrella organisation for the private sector, replacing the Rwanda Chamber of Commerce and Industry. Its mission is to promote and represent the Rwandan businesses through lobbying and advocacy and provide its members with business development services. PSF federates 10 business chambers: Chamber of Agriculture and Livestock, Chamber of Industry, Chamber of Financial Institutions, Chamber of Tourism, Chamber of Young Entrepreneurs, Chamber of Women Entrepreneurs, Chamber of Commerce and Services,

[40] European Union Delegation to Rwanda, Jobs and Growth Compact for Rwanda, Version 4, November 2018, p24

Chamber of Arts, Crafts and Artisans, Chamber of Liberal Professions, Chamber of ICT. It also includes 77 associations (including Rwanda Manufacturers Association, Rwanda Association of Insurers, Rwanda Association of Clearing Agencies, Rwanda Association of Exporters, Rwanda Association of Wholesalers and Retailers, Rwanda Association of Traders and Agricultural Producers). PSF is a key local player and has a membership base of over 5000 members[41].

The specific objectives of PSF are[42]:

- ✓ To represent the interests of the private sector and improve the business climate through the economic partnership forum (private sector advocacy)
- ✓ To promote and develop business in Rwanda
- ✓ To sustain entrepreneurship and economic development
- ✓ Build private sector capacity
- ✓ Support regional and international trade
- ✓ Provide a range of services and communication

5.1.3 Rwanda Development Board

Rwanda Development Board (RDB), is a government institution that includes all government agencies in charge of the attraction, retention and facilitation of investments in the country. RDB was established in 2009 to support national economic development through several agencies dealing with business registration, investment promotion, environmental clearances, privatization and specialist agencies which support the priority sectors of ICT and tourism as well as SMEs and human capacity development in the private sector.

RDB adopts a pro-active approach to target investors on priority value chains identified by NST1 including agro-processing, construction materials, light manufacturing, meat and dairy, leather, textiles and garments, horticulture, tourism (comprising meetings, incentives, conferencing, exhibitions – MICE), ICT and knowledge based services, logistics and transport.

The investment promotion division is in charge of this, and implements its mission by reaching out investors with specific investment opportunities during international road show, individual business presentations, etc. This division also facilitates meetings and relations between new foreign investors and public and private players in Rwanda. It organizes conferences on specific sectors and B2B meetings and answers inquiries from investors.

After having registered their business in Rwanda, investors are support by RDB through its post investment assistance: an aftercare officer will deal with the follow-up and aftercare newly established investors would need including addressing issues related to land, utilities and special requests to government bodies. In order to further encourage investment, RDB hosts annually an investor awards ceremony (RDB Business Excellence Award) to highlight the contribution of investors to the country's economic and social development[43].

RDB is praised internationally for the quality of its services and its dynamism, but some EU businesses have shared concerns regarding the lack of information concerning tax compliance with RRA, and could not find answers to questions like: what to do when you start generating revenues; how to invoice; how to make a pricing. This could be explained by the fact that there might be divergent priorities between RDB (willing to facilitate new investment, register quickly newcomers, offer tax exemptions

[41] Private Sector Federation Rwanda, Corporate Brochure, pp1-2
[42] http://comesabusinesscouncil.org/Home/Countries/rwanda
[43] http://rdb.rw/departments/investment-promotion/#tab-1-3

for investors) and RDB (desiring to extend corporate tax base), which leads to a lack of information exchange[44]

5.1.4 Rwanda Public-Private Dialogue

The Rwanda Public-Private Dialogue (RPPD) was established in 2012 by GoR as a platform between the private and public sector in Rwanda to address constraints faced by the private sector. RDB and PSF jointly coordinate and sponsor this mechanism and a Secretariat was set up to manage its implementation, with the financial and technical support of GIZ. At the national level, this Secretariat is hosted by RDB and a support department is located at PSF, and some concertation is also carried out by champions[45] at the sub-national level (under the initiative Eco-Employ – Economic and Employment Promotion Programme, implemented by GIZ). Through the RDB, RPPD has a direct access to the President of Rwanda.

The RPPD Secretariat is responsible to coordinate PPD activities, and collect business constraints expressed by the private sector in high level working groups and sub-national PPDs. The Secretariat provides research and analysis through evidence-based reports and reports directly to the Joint Advisory Board (JAB), who transfers the issues raised and reforms proposed to GoR and other public administrations. The JAB also fixes an annual agenda and action plan for the implementation of RPPD[46]. For instance, the Event calendar of RPPD activities 2016-2017[47] included the following dialogue sessions:

- *Grass-root PPDs*: Migration cause of Nyagatare District businessmen, entrepreneur's late payment by the District, agri-PPD, illegal businesses/EBM; etc.
- *Sector PPDs*: Packaging, plastic bag, cross border issues and movement of labor, export issues, logistic Issues, cross Cutting for Women; etc.

The RPPD action plan 2016-2017[48] proposed, for instance, the below activities to be carried out by various players (PSF, RDB, MINICOM, GIZ, USAID, MIFOTRA, etc.):

- *Local PPDs operationalization*: Monitor resolutions from previous dialogues where two field visits shall be held in different District; Carry out situation analysis of business issues that were not resolved and implemented resolutions and propose green papers; 5 Provincial coordination PPDs/Exhibitions and dialogues to increase the District incorporation of Performance contract related to PPDs; etc.
- *Sector PPDs*: ICT Sector Platform; Tourism platform; Operationalize Agri-PPD Platform, train 60 champions in all Districts in Kigali; etc.
- *Thematic PPDs:* Standard issue forum; environment cross issue platform; utility issue forum; etc.
- *Regional and global PPDs:* Engage Tanzania Bureau of Standard and Tanzania Drug and Food Authority refusing Rwandan made products to enter into Tanzania market. Analysis of the issues will be developed and concerns advocated across; etc.

[44] This lack of coordination also seem to concern other Ministries and public bodies, whose employees are all tied to a performance contract and pursue the tasks they are assigned, not more.
[45] A champion is a facilitator of the RPPD mechanism at the district level. These people are trained with moderation and dialogic change model skills to drive and facilitate dialogues for consensus building at the local level. At the national level, champions have also been identified and are smart and dynamic business people.
[46] RDB (Robert Nkubito), RPPD mechanism status and progress, pp1-5
[47] RPPD, Event calendar of RPPD activities 2016-2017 (tentative), pp1-2
[48] RPPD Agenda 2016-2017, pp2-5

- ***Country investment based reform forum*: discussion with FDI best countries (France, Germany, USA, Belgium, etc.) about issues raised by foreign investors (responsible: PSF and RDB)**

Sector Working Groups (SWGs) managed at specific ministries do exist where private sector participates together with development partners. The SWGs are organized at a quarterly basis.

It is also important to note that PSF organizes and centralizes the thematic discussion groups on crosscutting issues like tax, standards, transport / infrastructure / logistics, and GIZ supports PSF to propose and follow the implementation of reforms. To illustrate the outcomes of the tax platforms meetings, here is an extract of the issues raised[49] (no concrete solutions has been proposed as of today):

1- *Tourism*: travel agencies are charged VAT when they distribute airline products (air tickets), yet the law exempts airlines from paying VAT
2- *Agriculture*: Issue of VAT on parchment and green tea: the representative of agriculture chamber explained the coffee washing process and concluded that parchment and green coffee (not consumed as green coffee) should be exempted from VAT because the process does not add value. Contrary, roasted coffee is consumed and should pay VAT
3- *VAT refund*: RRA commissioner acknowledges the issue of delays. In July 2018, RRA had 65 Billion to be refund and a 12% refund rate was granted by that time. The process should be speeded up.

Nonetheless, RPPD is now inactive as there was no PPD organized since 2016 because PSF and RDB do not implement it anymore. The mechanism also suffers poor documentation and follow-up. Only some limited achievements and enacted reforms can be attributed to RPPD, like the inclusion of the President of Private Sector Federation at District level in the District Councilors Committee, and the Tourism Bill. In addition, RPPD is often criticized for its lack of two-way dialogue, lack of coordination on cross-cutting issues and little space for discussion. Others note a general reluctance to discuss and resolve the issues raised by the private sector.

5.1.5 EU Member states

EU Member states also play an important role to support their respective national companies active in Rwanda, promote investment and more generally improve the investment climate and support local private sector development. During the mission, we have had the opportunity to meet three EU Member States diplomatic missions:

Belgium: the Belgian Embassy intervenes sporadically to solve sectoral and specific business constraints like the regulations related to livestock. It has hosted several meetings with EBAR in the past, and is interested to continue and support this association, for instant on a project-basis. This could include supporting EBAR to develop content on a specific issue related to improvement of business climate (Johan Debar, Economic Attaché, suggested a 2-year project on the tax regulation / compliance). The Embassy should receive from EBAR a project concept note, and will submit it to DGD (Direction Générale du Développement, Belgian Ministry of Development Cooperation) to obtain a budget (up to 200 000 EUR). The Embassy also hosts business delegations from Belgian investors in order to facilitate investment in specific sectors like livestock (feedstock, poultry farming, etc.).

[49] Minutes of the Technical Meeting of the Tax Platform, held on 19 March 2019 at the Grand Legacy Hotel, pp1-3

Germany: the Embassy of Germany has been involved in the business mixers, and has from the start supported the creation of a German Business Association, later transformed into EBAR. We've seen that GIZ is also very active in trying to support RPPD. Moreover, BMZ (German Ministry of Economic Cooperation and Development) will soon implement a new programme to support EU investment in Rwanda, in line with its Marshall Plan with Africa: the Special Initiative on Training and Job Creation[50]. Under this initiative, engagement with the private sector will be used on a cluster approach to address obstacles to investment and collaborations are considered with a variety of partners from the private sector (chambers of commerce, industry federations, civil society, academia, etc.).

Areas of intervention will include:

- Improving the attractiveness of business locations and industries on a cluster approach by supporting industrial and business parks, improving export capacities, and address obstacles to investment through capacity building on custom clearance for instance
- Support sustainable investment by providing information and analysis, develop training and strengthen value chains
- Promote the SME sector by improving the business environment, facilitating trade and boosting cooperation between African and German SMEs

Netherlands: as the Dutch business community is too small and lacks the critical mass necessary to establish an association, the Netherlands Embassy supports morally the initiative of creating EBAR. The Dutch government is implementing two projects in Rwanda, the first one targets food security and nutrition, and the second one the justice sector. The Netherlands is currently phasing out these two projects and intends to focus its action on trade and investment, mainly through its programme HortInvest (budget: 16,2 M EUR from the NL Embassy). This programme will be implemented from 2017 to 2021 in partnership with Agriterra, Holland Greentech, IDH Sustainable Trade Initiative and CDI Wageningen, and will be based on four components: production for domestic and regional markets; food and nutrition security improvement; supply chains for export markets; and strengthening the enabling environment[51]. With a dedicated investment fund, it aims at also catalysing investment to the horticultural sector in Rwanda.

5.2 Strategic role and opportunity

5.2.1 Strategic role and general objectives

We will now propose a strategy for EBAR to serve as an instrument for EED and structured dialogue within the framework of SB4A. One of the objectives of EBAR should be to advocate for improving relevant and priority reforms to enable sustainable business development and investments in the country. This is in line with pillar 3 of the External Investment Plan and SB4A approach of reinforcing public-private dialogue with this end.

One should present some counterparty principles mentioned by the DG Trade and DG Grow for the EU Chambers of Commerce (EUCC)[52]:

[50] BMZ, Special Initiative on Training and Job Creation, 2018, pp1-2

[51] http://www.snv.org/project/hortinvest-rwanda

[52] Information shared by MM Coupleux, Pilser (DG Trade), and Ravanelli (DG Grow) during a meeting in Brussels in January 2018

A- *Ownership*: the members of an EBO should express their interests with a single voice, so it is important that a fair distribution of EU nationalities is reached, above all at the Committee level of the EUCC

B- *Independence*: it is important to maintain the operation of an EBO independent from the EM Member States, and from the EU Delegation. An honorary presidency of an EBO by a member of the EUD (the Head of Delegation – Ambassador, in this case) might nonetheless be envisaged; the main point is that the position occupied is not managerial and that decisions are taken by the EU businesses members of that EBO

C- *Autonomy*: EUCCs in partner countries cannot be financed or managed by the EU. However, in the initial phases (startup phase), certain activities might be supported by the EUDs

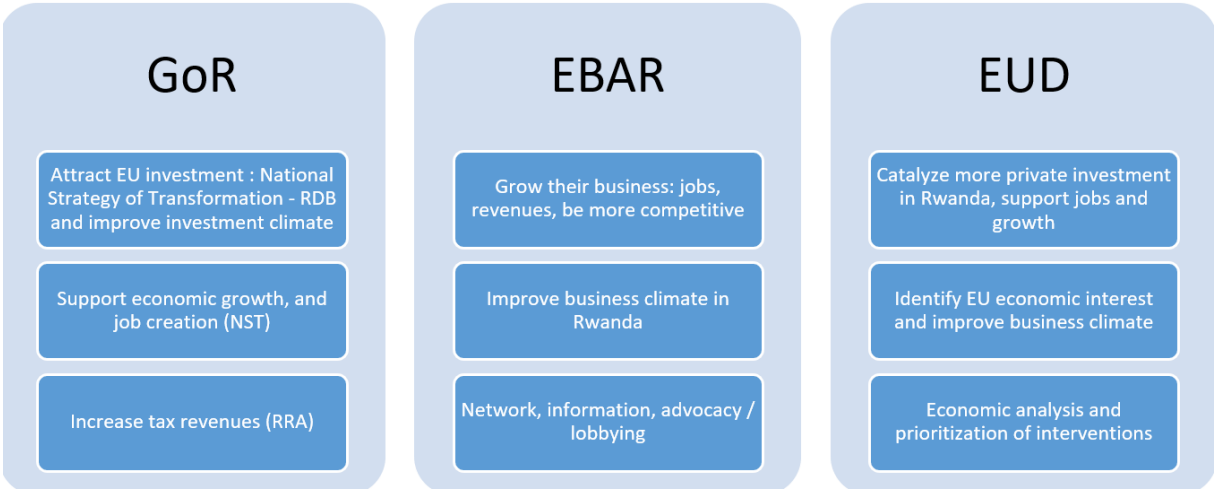
D- *Availability*: EUCC should be available for the EUD and Member States, and joint meetings should be organized periodically (for example once every six months). The EUD, and EU Member States, should have visibility over the activities of the EBO planned over a period of twelve months

EBAR, as usually do EUCCs, could have the following main objectives: promote trade and investment between Rwanda and the EU, represent the interest of EU businesses active in the country and provide them with relevant services, and improve the investment climate and business environment in Rwanda.

5.2.2 Opportunity

EBAR could fit perfectly in the Rwandan economic ecosystem. As the stakeholders' analysis has highlighted, there exists a convergence of interests between the GoR (and its public bodies like RDB and RRA), EUD (and EU MS), and EBAR.

Figure 13: Convergence of interests



Once established, EBAR would therefore contribute to pursuing the strategies of both the EUD and the GoR:

- *For the Government of Rwanda*, EBAR would bring added value to improve the business climate, and to feed the Public-Private Dialogue (PPD)/SB4A process in the country. It would also contribute to attract new EU investment in strategic sectors of the Rwandan economy. In addition, if EU businesses grow (and eventually regionalize), they will contribute as well to job creation, increase revenues and tax generation. Finally, a secondary role of EBAR could also be to bridge the communication gap existing between RRA and RDB and help EU businesses to better comply with tax regulations;
- *For the EU*, EBAR would serve as a tool for EED, help to attract more EU investment, facilitate more trade from and to Rwanda, and improve the investment climate. Furthermore, establishing a structured dialogue with EBAR would help the EUD to better tailor its interventions to the private sector (for instance in regard to TVET) and obtain first-hand information on how businesses operate in the country, and the constraints they're facing

EU MS will also take advantage of EBAR's functions, because this latter would provide information and analysis on how EU businesses operate, improve the investment climate, and serve as an entry point for new potential EU investors, thus promoting Rwanda's attractiveness.

EBAR's strategic role is therefore demonstrated, well-anchored among the main stakeholders, and its relevance might increase as EU investment will flow to Rwanda, new EU companies will establish in the country. Furthermore, business climate is currently positive in Rwanda, because GoR proves its willingness to enable private sector development and registration of businesses for instance. But this situation can deteriorate (due to a political transition, for example), and in this case, EBAR would be even more necessary to represent EU businesses interests and advocate for the adoption of reforms.

5.3 Specific objectives and services

Based on the needs assessment carried out through the online survey and one-to-one interviews, we propose that EBAR's specific objectives will be the exchange of information, networking, advocacy / lobbying, and promotion of EU values.

5.3.1 Exchange of information

To gain visibility, EBAR will first develop **communication material** (website, corporate brochures, roll-ups, etc.) and adopt a communication plan (see section 8). This communication plan will include a **monthly newsletter** aiming at providing members with strategic information on the business environment and regulatory changes in Rwanda, as well as on the business opportunities (regional / international markets opportunities, projects), events and national and regional economic trends.

EBAR will organize **thematic conferences with keynote speakers and industry experts** to exchange first-hand information on the three current priority crosscutting constraints (tax – including VAT, import/export and employment law / TVET).

The **specific analytical work** that could be produced by EBAR is listed below:

- ***Regional Market Opportunities***: As domestic market is small in Rwanda, being informed of and seizing regional opportunities matter a lot for EU businesses trying to tap into the EAC and SADC markets. Reports could be produced and disseminated by EBAR on export opportunities existing in the region: this could market surveys, case studies, and research partnerships, insight into emerging consumer needs and trends, direct-marketing trends
- ***Online tax portal***: Complying with tax regulation is complex in Rwanda, and RRA does not communicate sufficiently. PricewaterhouseCoopers (PWC), KPMG, Deloitte, and HLB have all produced guides to taxation in Rwanda. According to EU entrepreneurs met, they are quite

exhaustive and qualitative, but lack pragmatism. The added value of developing an online tax portal would be to provide EBAR's members with a hands-on tool to understand what tax they have to pay, when, and how, according to the nature of their businesses

- ***EBAR Starter Kit***: That publication would target new potential investors interested to establish a business in Rwanda, and provide them with comprehensive information to start operating. The list of subjects could include: general overview of Rwanda; business culture in Rwanda; entering and launching in the market (business plan, strategy, branding); creating a legal entity (choosing a corporate identity; entering Rwanda through an acquisition; due diligence for an equity acquisition; business licensing; renting an office); understanding legal practices (contracts and practice, litigation / arbitration, protecting IP, business risks); financing a company (sources of investment and banking procedures); accounting and fiscal policies (accounting policies and audits, main taxes, invoice system, transfer pricing, tax liabilities for expatriates in Rwanda); Human Resources (labour legislation, salaries and benefits); import/export (import/export procedures, payment conditions in international trade, logistics in Rwanda)[53]
- ***EU Investment Study***: that study would provide an in-depth analysis of European companies active in Rwanda, their investments, their impact on the economy, society (jobs, training, etc.) and on taxation (contribution in terms of taxes collected) and sectoral features. It could include the following aspects: overview of the Rwandan business environment; EU investment in figures (contribution to FDI, contribution to tax generation, contribution to employment, number / nationalities / location / sectors of EU companies); agriculture (sector profile, policy context, supply / marketing chain, key sub-sectors, main challenges), and same content for ICT, Tourism, Renewable Energy, etc[54]. This document would be useful for two purposes: on the one hand, presenting the EU's economic weight in Rwanda, allowing EBAR to gain bargaining power for advocacy; on the other hand, it could also help potential investors to have a clear picture of the sectoral opportunities and key challenges

It is important to note that EBAR will in principle not have the internal financial nor technical capacities to produce these analytical works. A technical and financial support from the EUD and / or MS or development partners (GIZ) could be necessary to help EBAR to develop these contents through technical assistance. For instance, EUBG Tanzania was supported by the EUD to produce an EU Investment Study, see Section 6.1.2.

5.3.2 Networking

EBAR will offer a platform enabling members to strengthen EU businesses solidarity (problem solving between members) and find potential technical/commercial/financial partners to grow their companies.

Networking events will be organized by the association on a monthly basis in order to stimulate the creation of business linkages between EU companies, exchanges of best practices as well as attracting EU investors and regional partners. Additional networking events could include:

[53] Content extracted from BenCham Starter Kit, Benelux Chamber of Commerce in China
[54] Content extracted from EU Investment Study, EUBG Tanzania

a) **Targeted networking cocktails**: hosted in restaurants / hotels with a specific focus, with potential participation of high-ranked EU officials like Ambassador of the EU, Ambassadors of EU MS, EIB senior staff, etc.).
b) **Field visits** will also be part of EBAR's activities, for instance to specific companies premises – plants, farms, etc.

It will moreover **establish partnerships and exchanges with national organisations** (PSF, RDB, RRA, Ministries, and sector associations like the Rwanda Manufacturers Association). EBAR will be represented and actively participate to partners' meetings and national platforms of public-private dialogue: RPPD (if reactivated), and thematic working groups (organized once a year by PSF on Tax, Infrastructure, Standards and Logistics, see section 5.1.4). Moreover, representatives from public bodies and high-ranked officials from GoR will be invited to EBAR's networking events and thematic conferences.

EBAR will also **liaise with international associations** (like Business France, Business Europe, EBOWWN, Private Investors for Africa, NABC, Afrika-Verein, CBL-ACB, BID Network, East African Business Council, etc.) in order to share best practices, promote EU investment and Trade between EU and Rwanda, become a privileged partner of the public sector to improve the business climate. EBAR will take part in events at a local and an international level, for instance the Annual EBOWWN Conference in Brussels and other international trade fairs and exhibitions. EBAR will welcome incoming trade missions (for instance, organized by MS Embassies).

5.3.3 Advocacy and lobbying

EBAR will establish a platform for structured dialogue between company members, and the GoR authorities and public administrations on thematic and sectoral issues pertaining to the improvement of the business climate with the aim of proposing measures and reforms to be adopted by the Government of Rwanda. EU DEL might support politically the establishment of this platform. EU businesses would be stronger together, and EBAR would constitute a shield for individual companies to express their concerns to GoR authorities.

As the size of EBAR will be limited (due to small number of EU businesses active in Rwanda), and that members have various profiles (big disparities of size of businesses, sector of activity), we propose to adopt a focused advocacy strategy and suggest that EBAR establishes internal **Working Groups on the three current priority crosscutting issues (cf. section 3.2.1): tax (including VAT), import/export and employment law / TVET**. These working groups, held once a year, would aim at identifying the key challenges and provide recommendations for improvement. The outcomes of these internal working groups would be to produce **Draft Policy Briefs** on the three issues[55], outlining the current regulatory situation in tax, import/export and employment law, and providing clarity on the regulations and also recommendations for improvements.

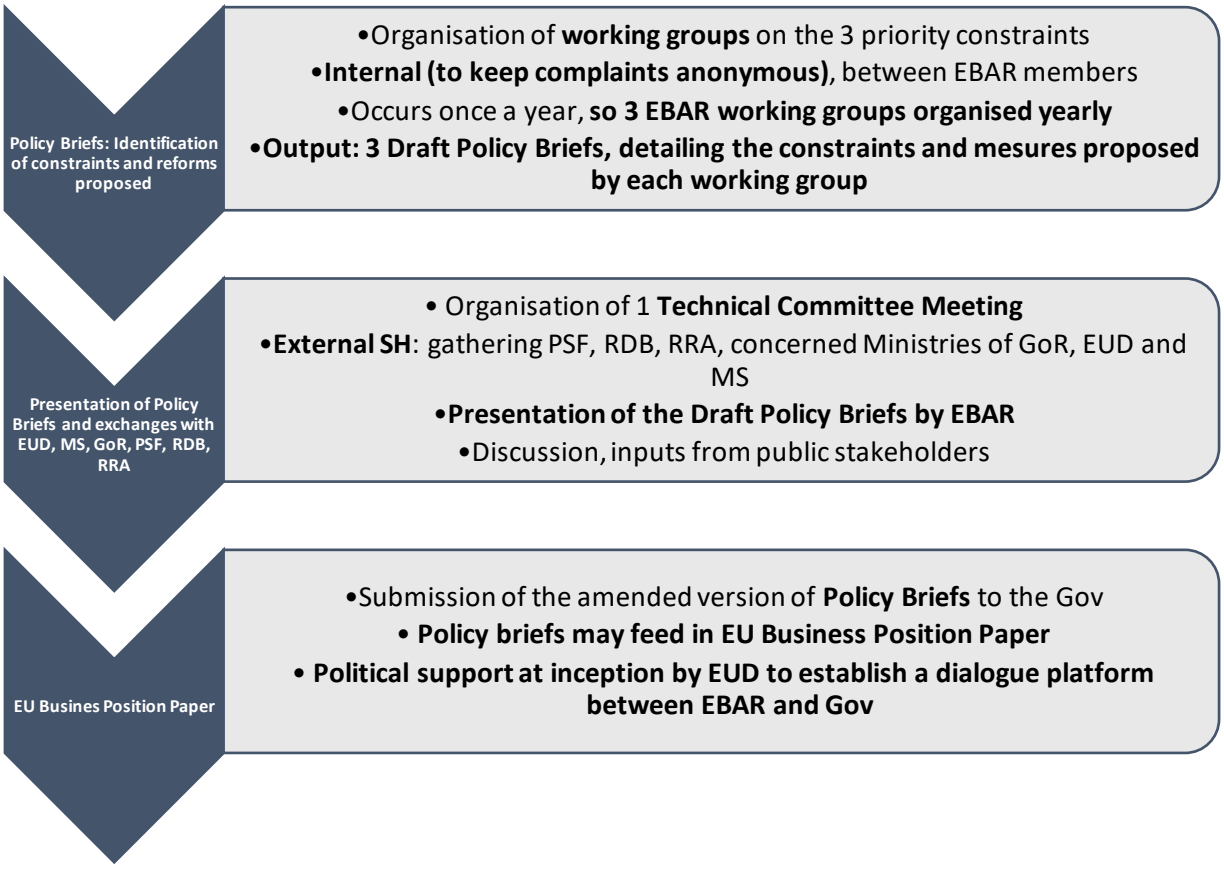
[55] For example, the Policy Brief on Tax produced by EUBG Tanzania include the following content: Taxation rate; role of the Tanzanian Revenue Authority; EU investors' contribution to tax; types of taxes; key challenges (multiplication of taxes, compliance, lack of consistency, lack of transparency, VAT, multinational taxation challenges, etc.); tax reform (recent improvements, ombudsman); recommendations (reducing the number of tax paid, reducing the number of regulatory agencies, transfer pricing, making tax computation transparent, enhancing tax collection efficiency, establishing an independent taxpayers' advisory service) – total number of pages : 13 (without annexes)

After the internal working groups (three per year), **one Technical Committee Meeting** could be held on a yearly basis, and gather EBAR and external stakeholders among which RRA, RDB, PSF, concerned Ministries, and EU member States. The objectives of the Technical Committee would be to present the 3 Draft Policy Briefs, and discuss with the external stakeholders about the recommendations and their practical implementation. EUD and MS could also use that information to conceive new technical assistance programmes (for instance, aiming at building capacities of Government bodies). After the Technical Committee, the Draft Position Papers would be amended according to the external partners' inputs, and then submitted by EBAR to EUD for information.

The objective is that each year, an **EU Business Position Paper** would be produced by EBAR, composed of the 3 Final Policy Briefs (Tax, Import/Export, Employment Law / TVET), including all the concerns and recommendations of EU Businesses on these three subjects, and presented at an official event with media coverage (for example a Rwanda-EU Economic Forum). The EU Business Position Paper could represent an important lever enabling EBAR to use it vis-à-vis GoR for the adoption of reforms improving the business climate in Rwanda.

EU Business Position Papers will be presented officially, shortly before the budget vote by the Parliament of Rwanda (the ideal timing would be to hold the official event in April each year, since the budget vote takes place in May/June each year). The subjects dealt with would evolve each year to include other crosscutting or sectoral constraints (like agriculture or renewable energy). Below, a figure presenting the way in which we suggest to structure the dialogue with EBAR.

Figure 14: Structure dialogue with EBAR



5.3.4 Promotion of EU values

According to the Economist, China has deployed many efforts in recent years to expand its 'soft power' in Africa. Cultural exhibitions and performances, as well as education and language institutes (Confucius Institutes[56]) nurture geopolitical allies, export its economic model and values and make African countries lean towards China because they want to, and not only because they want to secure funds for their infrastructure projects. In this context, an additional function of EBAR could be to promote European Union's values: respect for human dignity and human rights, freedom, democracy, equality and the rule of law. To do so, EBAR could organize a conference on corporate social responsibility once a year to showcase specific corporate initiatives from its members that contribute to improve social and environmental aspects in Rwanda. EBAR could add to the event a charity initiative (for instance, a donation of blood – this activity was organized by Eurocham Benin, which collected 400 blood bags).

5.4 Action Plan

The table below details the expected results and the proposed actions to be undertaken in order to achieve the specific objectives of the EBAR at mature stage. To define a timeframe during the first year of operations, we will also propose a GANTT chart (see section 9).

	Results	Actions
Specific objective 1: exchange of information	Members are informed of the activities of EBAR, potential members are made aware of the existence of EBAR and know its action and the advantages of becoming a member	• Development of communication material (website, brochures, roll-up, etc.); • Adoption of a communication plan; • Information on forthcoming events on EBAR's website;
	Members receive regular information concerning economic trends, business environment in Rwanda, business opportunities (regional markets, tenders, projects), events and national and regional economic trends and job opportunities	• Production and dissemination of a **monthly newsletter** with strategic economic information (economic trends, regulatory reforms, tenders, regional markets opportunities, etc.); new members and upcoming EBAR (and partners') events • **3 Thematic conferences** with keynote speakers and industry experts to exchange first-hand information on the three current priority crosscutting constraints organized yearly • Dissemination of external reports and relevant information on EBAR website

[56] Since 2004 the number of Confucius Institutes in Africa has jumped from zero to 48, according to the international consulting firm Development Reimagined

	Potential European investors are informed of investment opportunities in Rwanda and receive support to establish	• Production and dissemination of analytical works and investment / trade facilitation material: study of European investments in Rwanda; Regional Market Opportunities; Online tax portal; EBAR Starter Kit • Membership and exchanges of information with EBOWWN, Business Europe, Business France, NABC, Afrika Verein, BID Network, Private Investors for Africa, etc. and participation in international trade fairs and salons • Identification and participation in international business forums in Rwanda (possible sponsorship, stand); • Participation in incoming economic missions initiated by EU Member States and organization of networking meetings • Participation in the annual EBOWWN Conference (possibility to obtain sponsor from DG Trade)

	Results	**Actions**
Specific objective 2: networking	EBAR stimulates the creation of business linkages between EU companies, and spurs exchanges of best practices	• **10 Monthly Networking Cocktails** organized in various places • **2 Targeted Networking Cocktails** are organized yearly with potential participation of high-ranked. Focus could be put on HR, for instance. • **2 field visits are done** every year in places of economic interest (cargo area of Kigali Airport, mushroom farms, beer factory, etc.) • **1 Gala dinner** is organized every year
	EBAR fosters business linkages with the Rwandan private sector	• EBAR members participates to events organized with the local private sector (exhibitions, trade fairs, B2B events)

		• EBAR invites local industry experts to its thematic conferences
	EBAR becomes a privileged partner for EUD, MS and local public institutions (RDB, PSF, RRA, GoR)	• EBAR builds partnerships with key public stakeholders (GoR, PSF, RDB, RRA, EUD, MS, WB, etc.) • EBAR representatives attend meetings organized by PSF, RRA, EUD and MS • EBAR invites high-ranked government official to its conferences and networking events (with the support of EUD initially)

	Results	**Actions**
Specific objective 3: Advocacy and lobbying	EBAR identifies the interests of its members and their recommendations to improve the business climate	• Yearly, **3 working groups** are organized internally with EBAR members in order to identify the constraints they encounter and the recommendations they make to lift the constraints on three crosscutting issues: taxation, import/export, and employment law / TVET • Production of **3 draft policy briefs** on the basis of the results of working groups, and additional analysis work;
	EBAR develops a structured dialogue with GoR	• Organisation of **1 Technical Committee Meeting** • Technical Committee would bring together PSF, RDB, RRA, concerned Ministries of GoR, and possibly EUD and MS • Presentation of the 3 draft policy briefs by EBAR + discussion, inputs from public stakeholders • Draft Policy Briefs are shared with the EUD • **1 EU Business Position Paper** is produced out of the 3 Policy Briefs

		• Annual organization of **an official event for presentation of the EU Business Position Paper** (preferably in April, before vote of budget law)

	Results	Actions
Specific objective 4: Promote EU values and CSR	EBAR promotes EU values (respect for human dignity and human rights, freedom, democracy, equality and the rule of law) and CSR among the member companies and the local public and private sector	• CSR activities from member companies are promoted in EBAR's communications • **1 conference on CSR** is organized yearly, and the local business and political community is invited • **1 charity event** is organized each year during the conference on CSR (for instance, collection of blood bags)

6 FINANCIAL ADVICE

6.1 Benchmarking with other European Business Organisations

Below we present some best practices of EBOs in Africa in order to illustrate how these may serve as platform for structured dialogue, attract investment and improve the business climate. To that end, we have selected the cases of Benin, Tanzania and Ethiopia. EU support of these EBOs is also detailed. This benchmarking will allow us to compare budgets and activities/services according to the sizes of EBOs.

6.1.1 Eurocham Benin

The European Chamber of Commerce (CCEB) was established in 2015 by Mr. Michel Glazman, a businessman active in Cotonou for 10 years. Initially, 18 companies were members of this chamber. When Mr. Glazman left Benin in 2018, Eurocham was still not structured, and services from the chamber were not very professional as there was no secretariat carrying out the daily operational work. This is why the membership base declined to 10 members.

After Mr. Glazman, Mr. Pascal Demarchi (Managing Director of Golden Tulip) took over the presidency of CCEB and transformed it into Eurocham Benin and formed an executive committee with Canal+, Brussels Airlines (Mrs. Coline Everard, Country Manager, now in Rwanda and member of EBAR's committee), Havas Group (French communication group), Société Générale (French Bank) and SMT (Volvo dealer). A part-time executive director (Mr. Arnaud Thomée) was recruited with a salary of 750 EUR/month and could really add professionalism and contributed to give a new face to Eurocham.

A website[57] was developed, and new services provided to members (monthly business news, targeted networking cocktails, thematic conferences, CSR conference and initiatives, advocacy/lobbying in a semi-structured way). With a pro-active approach, including individual interviews of members to

[57] www.cce-benin.com

understand key constraints in a more discrete way, the executive director could increase the number of members from 10 to 40 in one year (end 2018).

The budget of Eurocham Benin is today around 20 000 EUR - 25 000 EUR, and 40% of it is used to cover the part-time executive director's salary. A partnership was established with Eurocham Côte d'Ivoire to exchange best practices. Finally, one should mention that even though Eurocham Benin did not receive any financial support from the EUD in Benin, the Head of the Economic Section (Mr. Claudi Ferrer) meets Eurocham's delegate regularly (twice a month) in order to keep track of its development and push for the adoption of the regulatory reforms proposed by its members[58].

6.1.2 EUBG Tanzania

The EU Business Group in Tanzania (EUBG Tanzania) is considered to be a success story in establishing partnerships and constituting a structured dialogue platform for dialogue between the private sector and the government of an EU partner country. EUBG Tanzania was created as a result of the joint efforts of the EU Delegation, the Member States and certain European companies active in Tanzania in 2015. It has more than 100 European company members and advocates by participating in platforms of public-private dialogue of different types like the budget review working group with the Ministry of Finance or workshops with the Ministry of Commerce and Industry.

Partnerships established include organisations in the local private sector (Tanzania National Business Council, Tanzania Private Sector Foundation) or regional private sector (East African Business Council) and sector associations like the association of shippers and horticulturalists. At a PPD level, the EUBG Tanzania has structured its work around working sessions on taxation, investments, transport and work permits (themed actions). These working sessions bring together company members of the EUBG Tanzania, the EU Delegation and Member States. The EUBG Tanzania also produces briefing notes on specific points like VAT between Zanzibar and Tanzania. EUBG Tanzania has today 107 members and operates with a budget of 71 500 EUR (80 000 USD).

In terms of financial sustainability, the success of the EUBG Tanzania rests in the differentiation of subscriptions from members: subscriptions are progressive depending on the number of employees, as presented below:

Figure 10: Membership fees differentiation by EUBG Tanzania

Number of employees	Subscription amount (in USD)
From 1 to 10	200
From 10 to 50	750
From 50 to 150	1250
More than 150	2500

The EUBG in Tanzania has enjoyed the financial support from the European Union through the NIP TCF for **two technical supports which proved crucial to its development**:

[58] Recently, Eurocham Benin, with the support of EUD Benin, have contributed to make the Government of Benin adopt a measure to facilitate repatriation of funds, for instance

1. **Recruitment of an executive secretary** (European consultant) for the first six months: contract for 20 000 EUR. His role consisted of developing a strategy, consolidating the budget and increasing the number of members (from 0 to 40 between April and December 2015, then 105 in December 2016, 130 in July 2017, and 107 as of today)
2. **Study of European investments in Tanzania and policy briefs**: contract for EUR 200,000 proposed by the EU Delegation in Tanzania in 2015. The study of European investments in Tanzania contained an economic diagnosis (market study and cartography) of European companies active in Tanzania, their investments, their impact on the economy, society (jobs, training, etc.) and taxation (contribution in terms of taxes collected). This study enabled the EUBG Tanzania to increase its dialogue with the Tanzanian authorities for improvement of the business climate and to give more weight to its advocacy. Moreover, the consultant responsible for the study also produced **policy briefs** aimed at presenting the priority improvements demanded by European companies Europeans on three problems: harbor operations, taxes and administration and work and residence permits. In addition to these two deliverables (market study and policy briefs), the **contract also included the production of communication material for the EUBG Tanzania**: development of a website, design of the logo and production of pens, USB sticks, advertising banners, brochures and finally the organization of a major event (more than 150 participants) aimed at presenting this market study and the policy briefs, and two work seminars for gathering information and awareness work.

6.1.3 European Business Forum to Ethiopia (EUBFE)

EUBFE was created in 2012 and is a good example of the implementation of a platform for dialogue with the local private sector. The EUBFE is a dynamic organisation bringing together more or less one hundred European companies active in Ethiopia (out of the 300 European companies present in Ethiopia in total). It provides its members with a forum for discussion and intervenes with the Ethiopian Government.

EUBFE benefited from the technical support of the BizClim Facility for the Business Climate. In fact BizClim financed the EUBFE project (2014-2015), including a study of the business climate in Ethiopia, a mapping of European investments in Ethiopia, a survey of the main legal and bureaucratic constraints on European companies in Ethiopia and eight case studies of the real problems encountered by European operators. The consultant responsible for implementing this project then established a road map for the creation of a structured dialogue between European companies and the Ethiopian Government.

As a result of that, the EUBF Ethiopia and the EUD established a Technical Committee formed of the EUBFE, the EU Delegation and the Government of Ethiopia to deal with the problems associated with the business specific to companies from the EU. The EUBFE collaborated with other associations of foreign companies (United States, India, Turkey, China) to improve dialogue in 2017 in a new platform also run by the Ethiopian Investment Commission.

It should be mentioned that the situation in Rwanda is different to Tanzania or Ethiopia. In fact, the number of European companies active in those two countries is much higher: some 300 European companies are active in Ethiopia (creating more than 520,000 jobs), and more than 1,000 European companies are active in Tanzania (EUR 2 billion of commercial exchanges between the EU and Tanzania) against only 150-200 companies established in Rwanda. This has implications in terms of the

financial resources available for EBAR, and also reduces the scope of its activities in comparison with the two examples mentioned.

6.2 Number of EU businesses likely to become members

To evaluate the number of EU businesses that could potentially become members of EBAR, and contribute to its membership base, let us propose the following comparison. Benin and Rwanda present interesting similarities under several aspects: GDP (9,13 billion USD for Rwanda, 9,27 billion USD for Benin in 2017) population (12,21 million inhabitants for Rwanda, 11,18 million inhabitants for Benin in 2017), number of EU businesses in Rwanda and Benin (approximately 200).

In Benin, Eurocham-Benin (the EBO established in 2015 in the country) has now more or less 40 members and operates with budget of 20 000 to 25 000 EUR[59]. This means that, at a mature stage, Eurocham-Benin has achieved a conversion rate of 1/5 (number of members/total number of EU businesses), which is high compared to EUBG Tanzania where this conversion rate is 1/8 (roughly 120 members for 1000 EU companies established in Tanzania). This difference might be explained by the geographic concentration of EU economic interests in Cotonou, while EU businesses are more scattered in Tanzania.

It's important to note that the services and the action plan proposed in this report to EBAR were conceived on the model on Eurocham-Benin because of the similarities presented in this section. The idea is to propose a realistic format for EBAR, and a credible business plan in regard to the potential membership base. In addition, one should note that Eurocham-Benin did not benefit from any financial support from the EU (except official / symbolic support), as opposed to EUBG Tanzania.

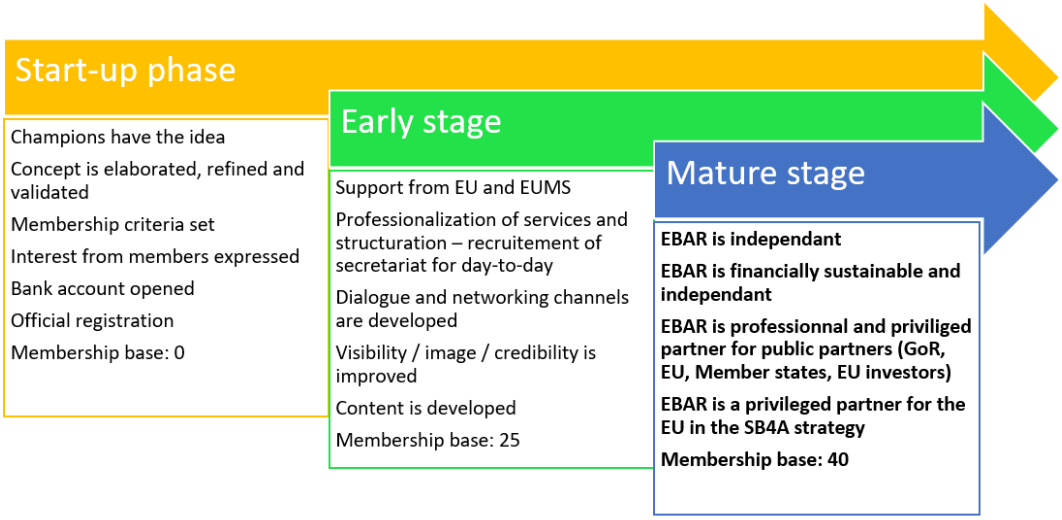
Considering the similarities with Benin, we believe that a realistic scenario would be to have 25 members at the establishment of EBAR and 40 members after one year of existence (if a dedicated and operational executive secretariat is set up).

6.3 Development stages

To plan EBAR's development, it should be considered to adopt a phased approach to help EBAR to grow. Below, we present a figure sequencing EBAR's development in three phases: start-up, early stage and mature stage.

Figure 10: Development Stages of EBAR

[59] Compared to Tanzania, EUBG Tanzania has today 107 members and operates with a budget of 71 500 EUR (80 000 USD).



Once EBAR will be established, it will enter the early-stage phase of development. During this phase, it will only rely on a limited membership base of approximately 25 members paying reduced membership fees to cover its charges. At this stage, the support from EUD will be crucial to support the professionalization of its services and structure the nascent association. Indeed, EBAR could not offer quality services without setting up a dedicated executive secretariat that carries out the operational work on a day-to-day basis. In this sense, the recruitment of an Executive Director is recommended. Eventually, support from MS and development partners could help EBAR to develop specific analytical work.

6.4 Initial support from EUD

In order to support EBAR initially, and considering its current limitations, it is suggested that the EUD support the association through Technical Assistance (TA) for the recruitment of an Executive Director (based on the case of EUBG Tanzania). A key success factor is that the Executive Director achieves rapid valuable results in terms of advocacy and networking and recruit new members, thus securing its financial sustainability. There are two key criteria for the selection of the executive director. First the ideal candidate should already have a large network of contacts within both the EU business community in Rwanda and with the Rwandan authorities. Second it is key that the executive director enjoys the full support of the executive board of EBAR.

6.4.1 Recruitment of an Executive Director[60]

We suggest that the EUD finances the recruitment of a consultant for one year on a full-time basis.

This consultant will be responsible for the following activities:

- ✓ *Advocacy and lobbying*: under the supervision of the Executive Committee of EBAR, the Executive Director will meet members of EBAR and communicate their concerns to the commercial attachés of the diplomatic representations of EU MS, to the EUD and to the GoR partners (RDB, RRA, PSF, concerned Ministries), lead the analytical work necessary to improve the business environment in Rwanda, and respond to requests from members of EBAR in research and support on questions associated with the regulatory framework (for example in relation to taxation, customs clearance, employment law, etc.). The Executive Director will also represent EBAR in themed meetings as well as other pertinent events such as workshops, forums and networking events.
- ✓ *Production of the policy briefs and EU Business Position Paper*: based on the outcomes of the working groups and the technical committee, the Executive Director will draft 3 policy briefs on taxation, import/export and employment law/TVET aimed at presenting the priority improvements requested by European companies on these three constraints. Then, an EU Business Position Paper is drafted to present the Policy Briefs in an integrated manner.
- ✓ *Communication*: coordinating mailings to members, updating the website and implementing the communication plan via other social media, answering telephone calls and emails from members, attending all meetings, taking and distributing the minutes, keeping in contact with members of EBAR and providing them with information and the appropriate resources.
- ✓ *Accounting and finances*: paying invoices, manage accounting, completing tax forms, preparing files for audit, invoicing and collecting subscription from members, developing and managing the global budget of EBAR and preparing and maintaining financial statements, submitting tax declarations.
- ✓ *Meetings and events*: manage the content of all meetings (particularly Working Groups, Technical Committees) and events of EBAR, as well as taking part in outside events and meetings. Organization of an official event aimed at presenting the EU Business Position Paper and an annual Gala Dinner. The Executive Director will develop new products / services / sponsorship and exchange opportunities to increase EBAR's revenues.
- ✓ *Membership*: To build and maintain a good relationship with existing members and potential members via day-to-day communications. To implement the membership strategy of EBAR, focusing on membership benefits and incentives that will enhance the value of its offering to members and where appropriate generate revenue through sponsorship activities. To contribute to membership growth, the Executive Director will develop a pipeline of potential members to ensure transparent communication when conveying the benefits of EBAR membership. To retain existing members, the Executive Director will ensure that EBAR has a good understanding of Member needs, and to ensure that benefits of members are felt by all relevant contacts.
- ✓ *Designing and developing the communication package of EBAR*: design/development of a dedicated website with the help of a **contractor**, corporate communication brochure and visual elements (logo, corporate communication elements: logo, roll-ups, etc.).
- ✓ *Fine-tuning / Designing and implementing the communication plan:* equip EBAR with the most relevant communication tools (IT tools/apps like Twitter, WhatsApp, phone, group mailing, Google Contact, Google Agenda, Outlook, Instagram, Facebook, LinkedIn, etc.); produce and send out the first monthly newsletters

- ✓ *Establish partnerships with EBOs and other organizations:* create linkages and exchange best practices with other EBOs (for instance, EUBG Tanzania, and Eurocham Benin), EBOWWN, and investment promotion organizations (Private Investors for Africa, CBL-ACP, AWEX, Afrika Verein, Business France, Flanders Investment and Trade, NABC, etc.); share relevant documents with these organizations

6.4.2 Technical Assistance to develop analytical work

In addition, we recommend that the EUD supports EBAR by providing technical assistance to produce analytical work. We have seen that an EU Investment Study was financed by EUBG in Tanzania through NIP TCF (contract value: 200,000 EUR). This TA also included the development of a website, design of the logo and production of pens, USB sticks, advertising banners, brochures and finally the organization of a major event (more than 150 participants) aimed at presenting this market study and the policy briefs, and two work seminars for gathering information and awareness work.

For EBAR, the TA from EUD could consist in producing EBAR starter kit (the list of subjects could include: general overview of Rwanda; business culture in Rwanda; entering and launching in the market; creating a legal entity; understanding legal practices; financing a company; accounting and fiscal policies; Human Resources; import/export) and cover other costs like the event to present the starter kit, and consultation / awareness campaign. This would reduce the financial risk of EBAR, especially at the end of the year since if EBAR does not generate enough revenues, it could have a negative cashflow in year 1 as membership fees are collected along the year see section 6.7 (budget).

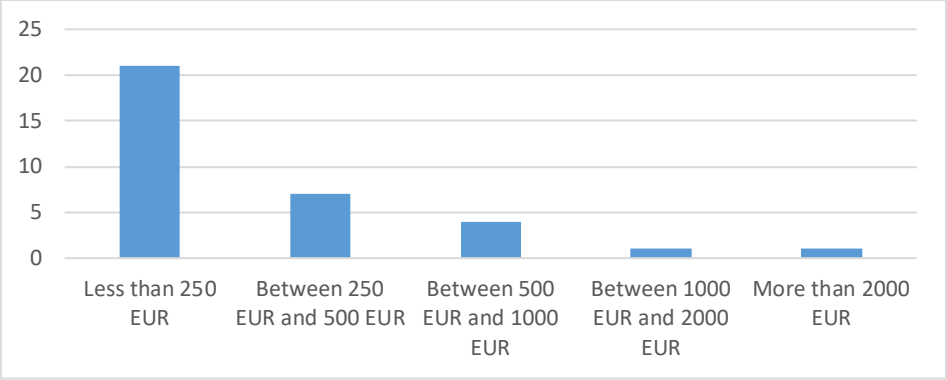
The technical assistance could also target the development of other analytical works, Regional Market Opportunities, Online tax portal, EU Investment Study.

6.5 Membership Fees

During the early stage of EBAR, only reduced fees could be collected to cover the budget of the association. Indeed, as this latter needs to become structured and offer quality services, higher membership fees should not be asked to members, in order to attract them initially. **During the early stage of EBAR, we believe that 25 members could register at least, and the membership fees should be fixed at 500 EUR**.

Based on the online survey we've done, the question about how much would your company like to pay was asked to respondents. Of course, when asked this question, participants to a survey tend to respond the minimum amount, but some of them replied objectively and below is what comes out:

Figure 15: Membership fees proposed by EU companies



With a view to ensuring the financial sustainability of the EBAR, we suggest that when passing to the mature stage after one year, members' subscriptions will be differentiated depending on their turnover (as in the case of the EUBG Tanzania). Such differentiation of subscriptions should take place after the two recommended support actions (recruitment of an Executive Director and the study of European investments in Benin / 1st EU Business Position Paper).

The objective is not to dissuade certain existing members by increasing subscriptions without justification, but to wait that EBAR improves the quality of its services and obtain *early wins* enabling it to demonstrate the need to increase subscriptions. In addition, the large European company members of EBAR have a greater "return on investment" than small and medium-sized companies, so it is logical that these contribute more to the association's budget. Here's the membership fees differentiation we propose after one year:

Table 16: Members' subscriptions – Mature Stage (hypothesis of differentiation)[61]

Turnover (in EUR)	Amount of subscription (in EUR)	Number of members	Total amount of subscriptions
Less than 100 000 EUR	500 EUR	19	9500 EUR
From 100 000 EUR to 500 000 EUR	750 EUR	7	5250 EUR
From 500 000 EUR to 2,5 M EUR	1250 EUR	5	6250 EUR
More than to 2,5 M EUR	1750 EUR	9	15 750 EUR
Total		**40**	**36 750 EUR**

6.6 Sponsorship and partnerships

In order to offer members the possibility to increase visibility, promote their products and activities, and allow EBAR to offer more with the same revenues, it will be crucial to propose sponsorship and partnerships opportunities. These partnerships and sponsorships could for instance include:

- Bralirwa, 1000 Hills, etc. to sponsors networking cocktails
- PWC to deal with the tax compliance and submit tax declarations on behalf of EBAR, or cover the charges of its experts contributing to EBAR's workshops on tax regulations
- EUD to sponsor the yearly event to present the EU Business Position Paper
- Any company that has enough space in its office to host the Secretariat of EBAR for free
- Kigali Farms, Bralirwa, Africa Improved Foods to host and cover the charges of the organization of a field visit at their premises (mainly bus transportation and food/beverages)
- Hotel Onomo provides conference rooms for free during thematic conferences

[61] Members' subscription evaluated on the basis of the online survey (turnover question), number of members multiplied by 1,25 (from 32 companies to 40).

- EBAR membership cards allowing members to receive special discounts

6.7 Budget for year 1 (in EUR)

	Quantity	Cost per unit	Total cost
A. Expenses			
A.1. Costs associated with renting an office and furnishings for EBAR			
A.1.1 Office lease costs – **borne by a member company**			
A.1.2. Costs associated with the purchase of equipment			
Purchase of office furniture and IT equipment *			2,200
Unforeseen (5%)			110
Total			**2,310**
A.2. EBAR working capital requirements			
A.2.1. Operating costs			
Electricity, water, internet, etc.	Inclusive (annual)		1,500
Unforeseen (5%)			75
Total			**1,575**
A.2.2. Staff remuneration *			
Salary of executive director (month)	12	1500	18,000
Total			**18,000**
A.2.3. Communication and promotional material			
Development of a website and corp. design	1	5000	5000
Printing of brochures, USB sticks and pens	150	5	750
Roll-ups	2	50	100
Unforeseen (5%)			292,5
Total			**6142.5**
A.2.3. Costs of events and membership to other organisations			
EBAR annual Gala Dinner	1	1000	1,000
Annual event to present the EU Business Position Paper**			**Borne by the European Union**
Networking cocktails	12	105	1,260
Thematic Conferences	2	1000	2,000

Field visits	2	**Borne by the hosting companies**	
Unforeseen (5%)			213
Total			**4473**
B. Revenues			
B.1. Members' subscriptions (year)	25	500	12,500
C. Funding requirement for the first year			
A.1. Costs associated with the purchase of equipment			2,310
A.2. Working capital budget			30,190.5
Total budget (investment and operating budget) for the first year			**32,500.5**
B.1. Revenues from members' subscriptions			12,500
A.2.2 TA from EUD (max 20,000 EUR)			20,000
Total Revenues			**32,500**
Budget deficit			**0.5**

This budget represents the total investment costs (purchase of office equipment, see below) and working capital necessary for the establishment and operation of EBAR for one year, **after it has received the recommended technical assistance**, therefore with EUD covering the remuneration of the Executive Director– if EUD pays this remuneration, it could be exonerated of tax due to international agreements with the EU[62] (to be double-checked) - plus 2000 EUR or other costs (two thematic conferences, for instance). In order to lighten EBAR's budget, we have considered that its office should be housed cost-free by a company member. **Another interesting solution would be to host EBAR in a coworking space**: Kigali offers many solutions to rent a space with limited rent (for instance Westerwelle Start-up Haus or Waka Work[63]), which could be very convenient for the first year of existence.

Figure 17: Budget for office supplies and other equipment *

Equipment	Number	Price (EUR)	Total (EUR)
Computer	1	500	500
Telephone	1	100	100
Video projector	1	500	500

[62] https://www.pwc.com/gx/en/services/people-organisation/global-employee-mobility/global-mobility-country-guides/assets/pwc-gm-folio-rwanda.pdf

[63] Waka Work is a coworking space in Kigali Centre, run by a Danish citizen. Renting options include semi-private offices (dedicated enclosed, lockable private office for exclusive use, up to 3 hours per month in any conference room (capacity up to 30 people) and reception services for **100 EUR / month (69 EUR/month for more than 6 months subscription)**, see http://wakafitness.com/w2018/wp-content/uploads/2018/09/waka_work_features_pricing_b.pdf

Office supplies	1	800	800
Printer / photocopier	1	300	300
Total			**2200**

Regarding the presentation of the EU Business Position Paper, we suggest that the EU Delegation annually co-organises a Rwanda-Europe Economic Forum with EBAR, as Eurocham did in Ivory Coast. That event would be a perfect opportunity to invite Rwanda and European officials, private and public investors and members of the EU and Rwandan business community. **The financial support of the European Union is recommended to cover the budget for this event.

6.8 Budget for year 2 (in EUR)

	Quantity	Cost per unit	Total cost
A. Expenses			
A.1. Costs associated with renting an office and furnishings for EBAR			
A.1.1 Office lease costs – **borne by a member company**			
A.1.2. Depreciation of equipment			
Depreciation of office furniture and IT equipment (20%)			440
Unforeseen (5%)			22
Total			**462**
A.2. EBAR working capital requirements			
A.2.1. Operating costs			
Electricity, water, internet, etc.	Inclusive (annual)		1,500
Unforeseen (5%)			75
Total			**1,575**
A.2.2. Staff remuneration			
Salary of executive director (month)*	12	1,950	23,400
Unforeseen (5%)			1,170
Total			**24,570**
A.2.3. Communication and promotional material			
Printing of brochures, USB sticks and pens	150	5	750
Unforeseen (10%)			37,5
Total			**787 ,5**

A.2.3. Costs of events and membership to other organizations			
EBAR annual Gala Dinner	1	1,500	1,500
Annual event to present the EU Business Position Paper			**Borne by the European Union**
Networking cocktails	12	150	1,800
Thematic Conferences	3	1,000	3,000
Field visits	2		**Borne by the hosting companies**
CSR conference	1	1,000	1,000
Annual membership of EBOWWN	1	300	300
Unforeseen (5%)			380
Total			**7,980**
B. Revenues			
B.1. Members' subscriptions (year)	40		36,750
C. Funding requirement for the first year			
A.1. Depreciation of equipment			462
A.2. Working capital budget			34,912.5
Total budget (investment and operating budget) for the second year			**35,374.5**
B.1. Revenues from members' subscriptions			36,750
Budget surplus			**1,375.5**

*Remuneration of year 2: the Executive Director's remuneration would fall into the regular individual income tax system, meaning that PAYE (pay-as-you-earn), employee social security contribution (3%), employee maternity benefits contribution (0,3%) should be added, so overall 30% more than year 1.

The budget for year 2 is calculated with an increase of the number of events (and a CSR conference has been added), and the annual membership to EBOWWN is also included.

We see that EBAR's budget for year 2 is total 35 374,5 EUR, so a surplus of 1,375.5 EUR if revenues of 36,750 EUR are generated through differentiated membership fees. If expenses are carefully looked at, and unforeseen charges reduced to the maximum, revenues of year 2 should cover the charges. Moreover, this budget does not take into account the possible sponsorships and partnerships, which will be very important for EBAR's financial performance. **Based on this budget, EBAR would be financially sustainable as of year 2, and would not depend on the EUD's support anymore.**

More generally, we have conceived activities of EBAR, and consequently assessed its budget, taking account of the fact that the number of European companies in Rwanda is limited (150-200) and that the potential for increasing the number of members is also tight. This explains why we have not provided a budget over the medium term, since we have very little visibility over the possible increase of the number of members. This will depend on numerous factors like the quality of services offered by EBAR, its leadership, its accomplishments, the evolution of the business climate and the national and regional macroeconomic environment and the arrival (or departure) of European investors.

7 LEGAL ADVICE AND ORGANIZATIONAL STRUCTURE

7.1 Registration of EBAR as a business or as an association?

When writing this report, the Executive Committee of EBAR had just handed over the notarized statuses to PSF to request an official registration as non-profit association. In its turn, PSF shall send the registration request to MIFOTRA in order to obtain the official confirmation, sanctioned by the publication of the legal status of EBAR in the Official Gazette. As we've described it in section 5.1.2, PSF is an umbrella organization for 10 business chambers and 77 associations. MIFOTRA has to decide whether or not registering EBAR is legal in regard to the Labour Law since it is a cross-sectoral association[64].

If that decision process takes too long, there is a risk to create fatigue on behalf of the Executive Committee, who has invested much time and efforts in trying to establish EBAR so far, and to lose the interest of large EU companies, EUD and Member States whose awareness has been raised during the TPSD Mission in Rwanda. In addition, PSF's structure doesn't seem to be flexible nor fitted to the realities of the economy in Rwanda and the two Chambers that fall out of the sectoral structure (Chamber of Young Entrepreneurs and Chamber of Women Entrepreneurs) tend to be captured and look more like empty shells, since they are totally controlled by PSF.

Furthermore, a risk of registering EBAR under PSF is that it could be considered as a competitor to PSF's Golden Circle. This VIP business club within PSF offers special services to its members against the payment of registration fees (5000 EUR/year). They have privileged access to high-level meetings, even at the presidential level. They also benefit from priority access to marketing opportunities at PSF events. Member companies of PSF's Golden Circle include:

- **ICT**: MTN, Airtel, TIGO, Tele10;
- **Finance**: Bank of Kigali, Development Bank of Rwanda (BRD), Cogebank, Ecobank, GT Bank Rwanda;
- **Manufacturers**: Bralirwa, Inyange Industries, Safari Center, Rwanda Foam, Bourbon Coffee, ESE Urwibutso, Sulfo, Ameki Color, Ruliba, Rwanda Mountain Tea, Speranza, Coopac, Trust Industries, Sorwathe;
- **Petroleum**: SP, Kobil, Merez Petroleum;
- **Hospitality**: Serena Hotels, Hotel de Mille Collines, Gorillas Hotels, Sports View Hotel, Chez Lando, Chez Robert, The Golf Eden Rock Hotel, Country Inn, Four Seasons Hotel;
- **Mining**: Minerals Supply Africa, Eagi, Wolfram Mining and Processing,Rwanda Minning Association;
- **Construction**: Real Contractors, Kigali Heighs Development, CVL Developers, Fair Construction, NPD Cotraco, Ecoat, ETS Kazoza Justin & CIE, Hygebat, Urukumeuzi;

[64] Apparently, MIFOTRA is currently considering to adopt a decree related to the Labour Law in order to make it easier for non-profit association gathering different sectors to register under PSF.

- **Transport**: KBS, Trinity, Promo Car, Tact;
- **General Trading**: CVL Group, ATC, Rwanda Investment Group, Champions Investment, Sofaru, Bellecom, Kigali Investment Company, Kamo & Sons, EMC, Mutara Enterprises, Matare Ltd, Simba Supermarket, Quincaillerie Beta, Onducor, Transport & Trade Services, ETS Birahagwa Janvier;
- **Airline**: RwandAir, KLM;
- **Education**: RTUC, ULK;
- **Service & Consultants**: Magerwa, MFK, Made in Kigali, GPO, Green Growth, Intersec, KK Security, Leo Investments.

If the process of registration of EBAR as an association under PSF takes too long, more than two months for instance, we suggest that EBAR is registered as a **company limited by guarantee** (as opposed to a company limited by shares), that has falls in between a limited company and an NGO. Such companies are a quick substitute for NGOs or associations.

Such type of companies are characterized by the following features: a company limited by guarantee is an incorporated business structure that is considered as a legal 'person' and is responsible for its own debts. There are no shares or shareholders in a company limited by guarantee. This type of company is owned by 'guarantors'. They are also referred to as 'members'. To become a guarantor, members must guarantee a fixed amount of money to the company that should be paid if the company becomes insolvent.

Guarantors appoint directors to manage day-to-day activities. In most limited by guarantee companies, the guarantors appoint themselves as directors. Usually, companies limited by guarantee are registered to run non-profit organizations or charities and only generate income for non-profit or charitable purposes, rather than for personal benefit. They present the advantage to provide limited liability to the people who own the non-profit organization or charity[65].

Companies limited by guarantee can be registered at RDB, following the same procedures than companies limited by shares, except that memorandum of association[66] for a company limited by guarantee shall also indicate that liability is limited and that every member shall undertake to contribute to the assets of the company in the event of its being wound up. This registration would allow EBAR to start operating, and receive a TIN (Tax Identification Number).

It is important to stress the fact that in Tanzania, EU Champions Group had registered EUBG as a Company Limited by Guarantee as well, for the sake of ease. This dates back to 2015, and EUBG is now in the process of becoming a non-profit association.

The risks of establishing EBAR as a company limited by guarantee are the following:

1- *Tax compliance*: According to Mr. Frobisher Mugambwa, Associate Director of PWC Rwanda, as EBAR will start operate, there are number of tax issues that will have to be considered and sometimes these become complex. For example will EBAR be required to charge VAT on membership fees? Could the RRA argue that the membership fees are charged to members in return for services, therefore constituting a consideration for VAT purposes? All these questions need to be fixed quickly, and tax advice would be useful (for instance, in exchange of free membership).

   More generally, it has to be determined the taxability of EBAR, as the way companies are taxed in Rwanda depend more on their activities than on their type/nature. For instance, an NGO

[65] http://www.m-advocates.com/read/business/limited-by-shares-vs-limited-by-guarantee/

[66] Memorandum of association must include the following elements : name of the company; address of the head office of the company; particulars of any business to be conducted

providing advisory/consultancy services is taxed like a business while a limited company receiving donations would not be taxed on these donations since they are not considered business incomes. The financial burden of tax compliance (time spent, and eventually the cost of contracting an external accountant for the yearly tax declaration) would nevertheless remain light as the EBAR should have limited revenues, as we've seen in the budget section.

2- *Support from donors to EBAR:* as donors generally support financially non-profit entities (like NGOs and associations) due to their contractual procedures, EBAR could be in a position to have difficult access to external funding. This could be the case of the possible support from the Belgian Embassy (via DGD). This issue does not concern the recruitment of an Executive Director by the EUD, as the same kind of support was implemented by the EUD in Tanzania for the EUBG (registered as a business as well)

3- *Boycott EBAR from PPD structures:* there might be a risk (equal to the risk of institutional capture if EBAR is established as an association under PSF) that setting up EBAR as a business would be perceived by public authorities as a plan B to avoid the regular procedures of registering associations. In this scenario, EBAR could be kept away from the established PPD structures, or its political weight diminished. A strong support from the EUD, as well as other MS Embassies, would then be crucial to allow EBAR to gain direct to access high-ranked government officials and advocate / lobby more efficiently. It is nonetheless important to repeat that established PPD platforms are currently not efficient, as explained in section 5.1.4.

Finally, and this is a risk for the two scenarios – association or business, as the EUD would support the professionalization of EBAR (recruitment of a consultants for the Executive Director position and TA to develop analytical work), difficulties could be faced by the EUD to make National Authorising Office (NAO) accept this intervention as it only suits the EU interests. To mitigate this risk, the EUD support to EBAR could be part of a larger interventions package including attracting EU investment, improving PPD, or untacking barriers to facilitate regional and international trade. This would facilitate negotiation with MINECOFIN.

7.2 Organizational structure

For EBAR, we suggest establishing a light and simple organizational structure based on Eurocham-Benin, and composed of: 1) a General Assembly, 2) an Executive Committee, and 3) a Secretariat. An option would be to add an advisory board[67].

7.2.1 General Assembly

The General Assembly is composed of all the active members, having paid their membership fees. Each active member present or represented at the General Assembly, has one vote. The Annual General Meeting aims at approving the financial statements of the past financial year, elect the President and members of the Executive Committee, validate the action plans and the association's budget for the coming year. Once established, EBAR will thus hold its first Annual General Meeting (AGM), will elect a new Executive Committee, replacing the current interim Executive Committee, and adopt an action plan for the year to come.

[67] In Tanzania, EUBG has an advisory board composed of 18 members including the Ambassador of the EU, EU MS Trade Counsellors, up to two representatives from the Tanzanian Government or public bodies (like Tanzania Investment Centre). The Advisory Board of EUBG Tanzania meets at least twice a year to discuss and make recommendations on the ongoing activities and priorities of the EUBG and its members. Through the Advisory Board the EUBG can request political guidance, support, and information from EU Delegation, EU Embassies, and the Tanzanian Government.

7.2.2 Executive Committee

The activities of EBAR will be supervised by the Executive Committee elected by the Ordinary Members during the General Assembly and shall consist of 5 to 10 persons (for instance, EUBG Tanzania has 7 board members, Eurocham Benin has 6) who are either Representatives of Ordinary Corporate Members or Ordinary Individual Members. **The composition of the Executive Committee should reflect the various European nationalities of the member companies.**

The Committee will supervise the governance of the association, oversee the proper functioning of the secretariat, plan the activities and validate the actions. The Executive Committee members' role will thus be limited to the strategic planning and decision-making of EBAR according to the mission, vision and values of the organization.

It will meet once a month and its members will all be volunteers. The Executive Committee will be at least composed of a President, a Vice-President, a Treasurer, a Secretary General and at least one Permanent Member. Members of the Executive Committee shall be members of EBAR, and passport holders of an EU State and shall be elected at the General Assembly for a term of office of two years and may be re-elected for subsequent terms (case of EUBG Tanzania).

7.2.3 Secretariat

The secretariat will be composed of the Executive Director. The EUD could provide technical assistance (TA) to EBAR in the form of a global price contract. The general objective could be supporting an enabling business environment in Rwanda and the expansion of the private sector in order to encourage investments by European companies. Specific objectives could include providing EBAR with TA to customize its structure, define its dialogue strategy with Government of Rwanda and the private sector to promote a conducive business environment in Rwanda[68]. This TA would allow EBAR's Executive Committee to recruit the Executive Director directly, as it was the case for EUBG Tanzania.

After the TA of EUD, the Executive Director will within the budget annually collected though membership fees and sponsorship and under the full responsibility of the Executive Committee.

7.3 Membership

Based on EUBG Tanzania[69], EBAR could propose two types of membership:

1. **Ordinary members**: can be either corporate members, or individual members:

   Ordinary Corporate Members: companies which are: i) established under the laws of any EU Member State, and/or have a substantial EU shareholder participation, ii) have a legal presence in Rwanda. Corporate Members shall appoint one (or more, depending on the size of the company) of its officers or employees to represent it at EBAR meetings.

   Ordinary Individual Members: individuals who are residents in Rwanda and are nationals of any EU States and that are actively involved in business, consultancy, trade, or investment in Rwanda.

2. **Honorary members**: Honorary members are individuals who would make a special contribution to EBAR and that would be invited by the Executive Committee to become such

[68] Inspired from TOR, Technical Assistance to EUBG Tanzania, 2015
[69] EUBG Tanzania, Action Plan, Presentation to the Champions, May 2014, p5

members. Honorary members may attend meetings as observers, but may not vote or be elected to the Executive Committee (for instance, EUD, MS Embassies, etc.)

Every candidate wishing to apply for admission to EBAR as a member shall submit its application to the Executive Committee. Applicants should sign EBAR's Business Code of Conduct, which will be drafted and approved by the Executive Committee. Application requests should then be validated by the majority of the Executive Committee.

Finally, as the number of EU businesses in Rwanda is small, membership to EBAR should also be open to companies from countries members of the European Free Trade Area (EFTA) such as Switzerland and Norway.

8 COMMUNICATION PLAN

8.1 Objectives

This communication plan contributes to EBAR's objective, which is to promote trade and investment between Rwanda and the EU, represent the interest of EU businesses active in the country and provide them with relevant services, and improve the investment climate and business environment in Rwanda.

8.2 Target audience

EBAR's activities are mostly directed towards EU businesses active in Rwanda. They will also target a diverse external audience, in particular:

- Government of Rwanda and private sector representatives
- EU and international private sector and investors
- EU MS and other donors
- Local and regional private sector
- CSOs, NGOs
- Opinion leaders (the media, think tanks, academics).

8.3 Communication tools and channels

EBAR will make use of a variety of communication tools and channels. The main ones are listed below and aim to reach out to target audiences spread across the globe in an efficient and effective way. Therefore, online or digitalized tools will be preferred to traditional media and tools. Furthermore, the challenge will be to transform initial technical documents, into user-friendly material.

8.3.1 Tools

- *Website:* EBAR will develop a website to showcase its activities. It will include different sections: about us (history, facts and figures about EU businesses in Rwanda, organization and governance, location and contacts); list of services to its members; list of publications; eventually a secured portal to access the members' directory; news and upcoming events and how to become member.
- *Publications*: Reports (EU Business Position Paper, Policy Briefs), studies and surveys that can be shared with external audiences will be turned into publications illustrated with photos and graphics, with EBAR visual identity format.

- *Marketing material:* EBAR will produce and distribute marketing material (corporate brochures, USB sticks and pens) and improve its visibility with a dedicated logo and promotion material (roll-ups, banners, etc.)
- *Infographics:* Using the analytical work produced by TPSD Facility (mapping of EU businesses and investment in Rwanda), or developed by future consultants, EBAR will make sure to translate key and complex processes or messages into simple visual graphics and data visualization proposals. These infographics can then be useful for advocacy purposes and publications.
- *Video formats*[70]*:* Very short 1 to 5-minute videos (series of interviews, success stories) could be produced by EBAR in a later stage in order to catch the attention of its audience, or to illustrate its action in a concrete manner through story-telling.

8.3.2 Channels

- *EBAR monthly newsletter*: Production and dissemination of a monthly newsletter with strategic economic information (economic trends, regulatory reforms, tenders, regional markets opportunities, etc.); new members and upcoming EBAR (and partners') events.
- *Social media*: IT tools/apps like Twitter, WhatsApp, phone, group mailing, Google Contact, Google Agenda, Outlook, Instagram, Facebook, LinkedIn, etc.
- *Direct contact with EU Delegation and EC HQ:* EBAR will build relationships with the EUD and with the European Commission (DG DEVCO, DG TRADE), through regular contacts by email, video-conferencing, phone, or face-to-face meetings.
- *Direct contact with other EUCCs:* EBAR will build relationships with other EUCCs and possibly EBOWWN, through regular contacts by email, video-conferencing, phone, or face-to-face meetings. These contacts will aim at exchanging best practices, and promote EBAR's activities and spreading its analytical work worldwide
- *Meetings and workshops:* The work plan includes a series of thematic conferences, working groups, technical committees, CSR event, Gala Dinner and 1 annual event to present the EU Business Position Paper. These events will represent perfect occasions to promote EBAR
- *External Events:* Incoming trade missions, local public and/or private sector events, EU MS and EUD events will be as many opportunities for EBAR to promote its activities and disseminate its reports. EBAR could also participate to the annual EBOWWN event and attend regional business events.

[70] Optional (depending on future financial resources)

9 GANTT CHART

		Lead Input	Additional Input	2019				2020				2021			
				Q2	Q3	Q4		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Pre-registration of EBAR				M4-6	M7-9	M10-12		M13-15	M16-18	M19-21	M22-24	M25-27	M28-30	M31-33	M34-36
	Drafting EBAR's business plan (BP)	TPSD Facility	EBAR Exec Committee												
	Ownership of the BP by EBAR and presentation / validation by members (pre-registration roadmap)	EBAR Exec Committee	EBAR Members												
	Finalize TA agreement / contract with the EUD, liaise with other EU MS for possible support (develop	EBAR Exec Committee	EUD and EU MS												
	Develop partnerships w/ potential members (i.e. for hosting EBAR, or managing the tax compliance)	EBAR Exec Committee													
	Registration of EBAR as a non-profil association (or as a company limited by guarantee)	EBAR Exec Committee	Tax advisor (if company)												
	Open a bank account for EBAR	EBAR Exec Committee													
	Organization of the official opening ceremony (development of material, content, invitation, logistics) - ceremony preferably hosted by EUD/EU HoM	EBAR Exec Committee	EUD												
	Start of registration of members	EBAR Exec Committee	EUD												
	Recruitment of the Executive Director (job advert, selection, contracting) and start of work	EBAR Exec Committee	EUD												
1	**Exchange of informatiion**			M4-6	M7-9	M10-12		M13-15	M16-18	M19-21	M22-24	M25-27	M28-30	M19-21	M22-24
1.1	**Communication**														
	Development of communication material (website, brochures, etc.) and adoption of a communication plan	Executive Director	Provider												
	EBAR website operational and regularly updated with upcoming events and relevant information	Executive Director													
1.2	**Strategic Information**														
	Monthly newsletter to members	Executive Director													
	Thematic Conferences (2 for year 1, 3 for year 2)	Executive Director	Guest speakers												
	Production / dissemination of analytical work (for instance EBAR starter kit) - 5 analytical works planned for	Consultant (TA) / EBAR	EUD / EU MS												
	Exchange of information / best practices with other EUCCs, membership to EBOWWN, participation to trade	Executive Director	EBAR Members												
2	**Networking**			M4-6	M7-9	M10-12		M13-15	M16-18	M19-21	M22-24	M25-27	M28-30	M19-21	M22-24
2.2	**EBAR networking events**														
	Monthly general and targeted networking cocktails (10 regular and 2 targeted networking cocktails per year)	Executive Director	EBAR Members												
	2 field visits per year	Executive Director	EBAR Members												
	Gala Dinner	Executive Director	EBAR Members												
2.3	**EBAR fosters linkages with the Rwandan private sector**														
	Invitation of local industry leaders to EBAR events, participation to local PS events	Executive Director	EBAR Members												
2.4	**EBAR builds partnerships with public institutions (EUD, EU MS, GoR and public administration)**														
	Build partnerships with key institutions, attending meetings and inviting high-ranked officials	Executive Director	EUD and EU MS												
3	**Advocacy and lobbying**			M4-6	M7-9	M10-12		M13-15	M16-18	M19-21	M22-24	M25-27	M28-30	M19-21	M22-24
3.1	**Identification of business constraints and production of policy briefs**														
	3 working groups are organized per year	Executive Director	EBAR Members												
	3 draft policy briefs are produced	Executive Director													
3.2	**Structured dialogue with the EUD, MS and GoR**														
	1 Technical Committee Meeting at EUD	Executive Director	EBAR, EUD, EU MS, GoR												
	1 EU Business Position paper is produced	Executive Director													
	Organisation of an annuel event for the presentation of the EU Business Position Paper	Executive Director	EUD												
4	**Promotion of EU values and CSR**			M4-6	M7-9	M10-12		M13-15	M16-18	M19-21	M22-24	M25-27	M28-30	M19-21	M22-24
3.1	**EBAR promotes EU values and CSR**														
	1 conference on CSR organized yearly	Executive Director													
	1 charity event is organized yearly	Executive Director													

Start date : 1st April 2019

Deliverable

Ongoing activity

10 CONCLUSION

With this report, we hope that EBAR will be equipped with a pertinent strategy and a solid business plan to become registered, start operating, achieve financial sustainability and rapidly enjoy autonomy from donors' support. Through the field work and based on the analysis of other EUCCs in Africa, this TPSD Facility report proposes a model that both fits the context of Rwanda and is inspired from best practices of similar structures.

Even if the number of EU businesses active in Rwanda is relatively low, the existence of a Chamber of Commerce representing the European Union's economic interests remains very pertinent and could serve the EU businesses' goals on the one hand, and the European Economic Diplomacy's objectives on the other hand. Consequently, EBAR's advocacy activities will be crucial to express the constraints EU businesses face in Rwanda, and to contribute to improve the investment climate.

Needless to say that the Government of Rwanda has already enacted many reforms and achieved outstanding result to enable business in the country, but there is still space for improvement, as research and interviews have proven. In that sense, EBAR's objectives will also be in line with the Government of Rwanda's National Strategy for Transformation, aiming at increasing foreign direct investment to support economic growth and job creation. In order to make it a useful tool for that purpose, the European Union could support EBAR in its early stage, when this structure would be the most vulnerable.

Finally, the evolution of this Chamber of Commerce will also depend on individuals, whose ability to devote themselves for EBAR's cause, to quickly adapt to changing realities, to find compromise and to speak one voice to key stakeholders will be of utmost importance for the purpose of becoming a privileged partner for public private dialogue.

11 ANNEXES

11.1 Terms of Reference

TERMS OF REFERENCE
Mission of the TPSD Facility to the delegation of the European Union to Rwanda
April-May 2019

1. BACKGROUND

The Republic of Rwanda and the European Union (EU) have a long-standing trade and investment relationship. The EU is the third biggest trading partner of Rwanda (EUR 260 million in 2017) and the leading source of Foreign Direct Investment (FDIs) in the country. Portugal, United Kingdom, Germany and Spain account collectively for total investments in excess of EUR 800 million (2017). Many European companies have operated in Rwanda for decades; others have started working in Rwanda more recently or are exploring opportunities for doing business here. The profile of European companies doing business in/with Rwanda is diverse, whether in terms of national background, the type and size, ownership structure of the business and the amount of experience each company has in the country. Nevertheless, as European, all of the companies share common values, institutions and identities which bind them together. They also share the interest of doing well in Rwanda, helping Rwanda to develop and to continue to explore new opportunities for expansion of their activities, generating revenue and creating jobs.

Rwanda enjoys an excellent reputation for its zero tolerance policy on corruption, the very good functioning of its administration and the cleanliness of the streets of its capital. The government of Rwanda has the ambition to transform its capital into a conferences and seminars hub and attract increasing investment to create jobs for its growing young population. Standard international indicators consider Rwanda a very good place to do business. According to World Bank's Doing Business Report 2018, Rwanda ranks 2 out of the 48 sub-Saharan countries. Rwanda's remains one of the most competitive African countries. Its competitiveness index is 58/137 (World Economic Forum)[71] and is second only to Mauritius among African countries.

Rwanda has however substantial room for improvement when it comes to its business environment and its success in attracting foreign investors that can create productive employment for population. In contrast to the international indicators, international investors with practical experience in the country perceive many obstacles to doing business in Rwanda. Some investors point out poor responsiveness of public administration to the needs of business, poor business service aftercare, lack of skilled labour and largely inexistent purchase power among large strata of population. Lack of predictability and consistency in policy making and government spending are also identified as other factors that negatively impact Rwanda's attractiveness. It is against this background that the idea of supporting an EU business group emerged to develop positive synergies among European business community and enter into a dialogue with the government with the objective of making further improvements to the business climate in the country.

Delegation of the European Union to Rwanda and EU embassies in Kigali have taken steps since middle of 2016 to stimulate development of EU business association in Rwanda through hosting of regular business mixers. More recently this activity has been taken over by a small group of European companies, which former and temporary board and elected a temporary chair with the objective of

[71] http://reports.weforum.org/global-competitiveness-index-2017-2018/countryeconomy-profiles/?doing_wp_cron=1534754186.5976669788360595703125#economy=RWA

launching a fully-fledged and registered European Business Association in Rwanda (EUBAR) by the end of the 2018. All activities of the future association at this stage rely on voluntary involvement of individual companies – the group has no former administrative support; no fees are being collected; there is no bank account.

Once formally established, EUBAR intends to focus on promoting and increasing business between Rwanda and the European Union (EU), the European Economic Area (EEA) and European Free Trade Agreement (EFTA). The activities will also aim at promoting European business interests in Rwanda for the benefits of Members. It could be set up with the purpose to better assess the requirements and make it easier for EU companies to do business in Rwanda by providing a powerful platform to exchange information, facilitate business linkages between companies and engage – perhaps in a second phase - in a structured dialogue with the Government of Rwanda, as well as with the Rwandan business sector, in coordination with the Private Sector Federation (PSF) to advocate in favour of conducive business environment.

2. OBJECTIVES AND EXPECTED OUTPUTS OF THE TPSDE FACILITY MISSION

GLOBAL OBJECTIVE

The global objective is to support an enabling business environment in Rwanda and the expansion of the private sector in order to encourage investments by European companies.

SPECIFIC OBJECTIVES:

The specific objective of this assignment is to provide the EU business association with:

- A mapping of the EU companies currently established in Rwanda. This will facilitate networking and also provide for the basis of potential members of the association
- Legal and financial advice on the setting-up of the association as well as a strategic review of the business case for an association of European business in Rwanda. This review should include an analysis of the role of the association in the SB4A process with the objective of improving the public-private dialogue on investment climate matters.
- A marketing and communication plan to improve visibility of the association and increase membership, including a set-up of main communication channels and basic visibility materials
- Definition of services to offer to member states and companies as well as an assessment of how to best deliver these services taking into account the human and financial capacity of EUBAR (e.g. networking, legal advice, advocacy, information products, etc.)
- Definition of preliminary list of specific information products to be prepared by EUBAR (studies; information packages, etc.) during the first year of existence
- A strategic review of the actions that a European association of business shall undertake to increase interest from members and active and fruitful participation of stakeholders

REQUESTED SERVICES AND REQUIRED OUTPUTS

In order to set-up and run smoothly the EU business association, there is a need for expertise to support the association in identifying interested stakeholders and incentivise them to contribute to this project. This includes but is not limited to:

- Mapping of EU business established in Rwanda (contacts, profiles, ownership) preferably in an easily usable format
- A marketing and communication costed action plan
- A strategic review of the role (including the role in the SB4A process) and value added of the association in Rwanda
- A proposed structure and sustainable business plan

- List of products to be developed by EUBAR during the first year of the existence of the association along with potential sources of funding
- Establishment of main communication channels/platforms and development of basic communication/corporate identity materials

3. ACTIVITIES

- Meet with the EU delegation, the EU business people, the existing association members, the private sector federation as well as the appropriate government institutions
- Establish a comprehensive mapping of EU business currently (or about to be) established in Rwanda
- Strategically review the business case of a business association and suggest most appropriate set-up, legal structure, fee structure and funding model
- Strategically review the actions that the association shall undertake at the benefit of its members
- Establish a marketing and communication plan to improve visibility and increase membership

4. LOCATION, DATES AND DURATION

The assignment is located in Kigali, Rwanda. No field visits are planned unless necessary to meet with European business people not based in the capital.

Provisional start of the assignment: the estimated starting date is April 2019.

Implementation period: the contract is scheduled over a period of just over 1 month. The assignment comprises an effective amount of 30 man days to be carried out within the implementation period. .

5. FOCAL POINTS WITHIN THE TPSDE FACILITY AND THE EUROPEAN UNION DELEGATION TO RWANDA

Thibaut Moyer
Head of Section
Economics and good governance
EU Delegation to Rwanda
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Post box 515
Kigali-RWANDA
Direct line (+250) 788 198 158

TPSD Facility:
DEVCO C4 – Laura Atienza Urcelay : laura.atienza-urcelay@ec.europa.eu
Team Leader of the Facility – Emmanuel Moyart: emmanuel_moyart@dai.com

6. TENTATIVE AGENDA

Day/month	Activities	Location	WD	Other costs
April 22-26	Videoconference with EUD Data collection Fix meetings	Homebased	5	
April 27/28	Flight Brussels-Kigali	Kigali		Flight
April 29-May 10	Data collection and face-to-face interviews	Kigali	10	13-14 perdiems (depending on flight)
May 10/11	Flight Accra-Brussels			Flight
May 13 - 28	Drafting and submission of draft mapping and brochure	Homebased	12	
May 31	Submission of comments from EUD and EUBAR	Homebased		
June 3 – 5	Drafting and submission of final mapping and report	Homebased	3	
TOTAL DAYS			**30**	

11.2 List of meetings

April 2019

Mon Apr 29	11:00am - 12:00pm	**Kick off meeting with EUD** • Calendar Calendar 1 • Who FK,TM,Pacy • Where EUD
Mon Apr 29	2:00pm - 3:00pm	**Meeting with PSF** • Calendar Calendar 1 • Who FK • Where Gikondo expo
Mon Apr 29	3:00pm - 4:00pm	**Meeting with Joanna** • Calendar Calendar 1 • Who FK, Joanna • Where Petite salle du 4ème étage
Mon Apr 29	4:00pm - 5:00pm	**Briefing EUD** • Calendar Calendar 1 • Who FK, Lénaic, Bellomo, Ondrej • Where EUD salle du 2ème Briefing about TPSD mission, its objectives and methodology
Tue Apr 30	8:30am - 9:30am	**Gregory Thijs - Azimut** • Calendar Calendar 1 • Who FK • Where TBC Wakalife a cote de la brioche centre ville
Tue Apr 30	10:00am - 11:00am	**Meeting with RDB** • Calendar Calendar 1 • Who Richard KAYIBANDA , FK • Where RDB Office **Richard KAYIBANDA** Registrar General, Email : richard.kayibanda@rdb.rw Mob: +250 788811718
Tue Apr 30	11:30am - 12:30pm	**SEAL** • Calendar Calendar 1 • Who FK, Agnis Magelinskas

		• Where Address: 56, KN1RD, Muhima, Nyarugenge, Kigali, Rwanda
Tue Apr 30	1:30pm - 3:00pm	**Lunch with some EBAR members** • Calendar Calendar 1 • Who EBAR members
Tue Apr 30	3:00pm - 4:00pm	**Meeting with MINICOM** • Calendar Calendar 1 • Who Mr Cedric BIMENYIMANA, Private Sector development Specialist TEL:0786662390 • Where MINICOM
Tue Apr 30	4:30pm - 5:30pm	**bpr** • Calendar Calendar 1 • Who fk, fabrice munyakazi,Jan Willem Eggink • Where bpr
Tue Apr 30	5:30pm - 6:30pm	**Meeting with DG NISR (Yusuf MURANGWA)** • Calendar Calendar 1
Tue Apr 30	5:30pm - 6:30pm	**National Statistics Institute** • Calendar Calendar 1 • Who Thibaut, FK, Managing Director • Where NSI HQ

May 2019

Wed May 1	All day	**Labour day** • Calendar Calendar 1
Wed May 1	9:00am - 9:00am	**JJ MUTABARUKA watsapp call** • Calendar Calendar 1 • Who fk • Where Tel: +33 6 46 17 89 20 Jean Jacques MUTABARUKA Tel: +33 6 46 17 89 20
Wed May 1	9:30am - 10:30am	**Marc Peters** • Calendar Calendar 1 • Who FK • Where Umubano hotel
Wed May 1	10:00am - 11:00am	Umubano hotel MD **Folkert Castelijn** • Calendar Calendar 1 • Who FK, Folkert Castelijn • Where Umubano
Wed May 1	3:00pm - 4:00pm	**Gilles Barchman**

		• Calendar Calendar 1 • Who FK
Wed May 1	5:00pm - 6:00pm	**Poivre noir** • Calendar Calendar 1 • Who Thibaut, FK
Wed May 1	6:00pm - 7:00pm	**Epicurien** • Calendar Calendar 1 • Who Thibaut FK
Thu May 2	8:30am - 9:30am	**Brussels Airlines** • Calendar Calendar 1 • Who FK, Coline Everard • Where EUD
Thu May 2	10:00am - 11:00am	**Meeting with Bolloré** • Calendar Calendar 1 • Who Miravumba Jean-Luc and Mukeragabiro Thierry;Tobias Rothe • Where Kigali Prime Economic Zone Phase 1 Masoro, Gasabo Dist. Plot Number 2150 Thierry Mukera His phone +250 789 076 210
Thu May 2	11:30am - 1:00pm	**Meeting with 1000Hills** • Calendar Calendar 1 • Who FK, Thibaut Moyer • Where A cote de chez Pacy
Thu May 2	2:30pm - 3:30pm	**Meeting with HoC - Belgium** • Calendar Calendar 1 • Who Johan Debar; FK; TM,Jo • Where Kiyovu
Thu May 2	4:00pm - 5:00pm	**bbox** • Calendar Calendar 1 • Who FK, Amaury Fastenackels,Jo,Coline • Where avenue KN 5 Kami House
Thu May 2	6:30pm - 7:30pm	**Rencontre avec des opérateurs organisée par Marc Peters** • Calendar Calendar 1 • Who FK, ??? • Where Umubano
Fri May 3	8:30am - 9:30am	**Mobisol** • Calendar Calendar 1

		• Who Dario,Tobias Rothe • Where Mobisol, Plot Number 280 KN 14 Ave, Kigali, Rwanda
Fri May 3	10:00am - 11:00am	NL Embassy TBC • Calendar Calendar 1 • Who FK,Tobias Rothe • Where Près de EUD
Fri May 3	11:00am - 12:00pm	Meeting with Inga Klünder-Preuß(Deputy HoC/Germany) • Calendar Calendar 1 • Who FK,Tobias Rothe
Fri May 3	12:30pm - 1:30pm	Meeting with VW • Calendar Calendar 1 • Who Michaella RUGWIZANGOGA,Tobias Rothe,Coline,Jo • Where VW Offices
Fri May 3	3:00pm - 4:00pm	AGS Movers • Calendar Calendar 1 • Who Iris MUGISHA BECQUART , FK **Iris MUGISHA BECQUART | Country Manager – Rwanda** **Tel:** +250 788 300 906 **Email:** manager-rwanda@agsmovers.com **Skype:** irisbecquart
Fri May 3	4:00pm - 5:00pm	Africa Improved Foods • Calendar Calendar 1 • Who Prosper Ndayiragije, FK,Jan Willem Eggink • Where Special Economic Zone
Fri May 3	6:00pm - 7:00pm	ONOMO • Calendar Calendar 1 • Who Jorge ERAZO (Hotel General Manager), FK • Where ONOMO Kigali Hotel, KN1 Avenue, Rugenge – Nyarugenge District T : (+250) 252554700 C : (+250) 788310270 ONOMO Kigali Hotel KN1 Avenue, Rugenge – Nyarugenge District PO Box 1437 – Kigali, Rwanda jorge.erazo@onomohotel.com www.onomohotel.com
Sat May 4	11:00am - 12:00pm	MUNYAX • Calendar Calendar 1

		• Who FK, Francine • Where Umubano
Sun May 5	12:00pm - 1:00pm	**Bank of Africa lunch** • Calendar Calendar 1 • Who FK, CEO of BOA • Where Umubano
Mon May 6	8:30am - 9:30am	**CMA CGM** • Calendar Calendar 1 • Who Aaron Nzeyimana, FK,Tobias Rothe • Where MIC Building, 2nd Floor KN 2 Av , Nyarugenge (city centre) **Aaron Nzeyimana** **Deputy General Manager** CMA CGM Rwanda Ltd MIC Building, 2nd Floor KN 2 Av , Nyarugenge Po Box 5232 Kigali/Rwanda Mob: +250 788 751 065 **Email:** kgl.anzeyimana@cma-cgm.com **Website:** www.cma-cgm.com
Mon May 6	10:00am - 11:00am	**Sparkassestiftung TBC** • Calendar Calendar 2 • Who FK, Maria Knappstein, Thomas Konitzer • Where Sent map +250 782843002
Mon May 6	11:15am - 12:30pm	**Briefing EUD** • Calendar Calendar 1 • Who Thibaut, Pacy, FK • Where EUD
Mon May 6	2:30pm - 3:15pm	**Meeting with Thijs Boer-Managing Director/Founder Hollanda Fair Food(tbc)** • Calendar Calendar 1 • Who FK
Mon May 6	4:00pm - 5:00pm	**SHER Consult** • Calendar Calendar 1 • Who FK, Bourge • Where Caplaki Craft Village (close to University)
Tue May 7	9:00am - 10:00am	**Mott Mc Donald** • Calendar Calendar 1

Tue May 7	10:30am - 11:30am	**Proxifresh** • Calendar Calendar 1 • Who FK, Kevin Daboval,Jan Willem Eggink • Where TBD 0780 303 403
Tue May 7	12:00pm - 1:00pm	**Pharmacie Conseil TBC** • Calendar Calendar 1 • Where Nyarutarama facility on KG521 Street No. 1
Tue May 7	1:00pm - 2:00pm	**Delphy NL (TBC)** • Calendar Calendar 1 • Who Sam, FK • Where TBD
Tue May 7	2:00pm - 3:00pm	**MOTA ENGIL** • Calendar Calendar 1 • Who FK, Antonio AZEVEDO,Coline • Where KG 415 Avenue, Gate nº 6, Gacuriro KG 415 Avenue, Gate nº 6, Gacuriro P.O Box 2179 Kigali RWANDA www.mota-engil.com
Tue May 7	4:00pm - 5:00pm	**George Hermann TBC** • Calendar Calendar 1
Tue May 7	5:30pm - 6:30pm	**Liedekerke** • Calendar Calendar 1 • Who Gilbert Nyatanyi, FK • Where Umubano +250786041479
Wed May 8	8:30am - 9:30am	**Ronald nkusi minecofin** • Calendar Calendar 1 • Who Fk ronald nkusi
Wed May 8	10:30am - 11:30am	**Africa riding adventure tours** • Calendar Calendar 1 • Who Humbert • Where Africa Riding Adventures Tours Kazza City Building, Ground Floor Nr. 7, KK 31 Ave, Kigali 0789 901 085 https://maps.app.goo.gl/2nv7Tr5z3cGUUUA69
Wed May 8	12:00pm - 1:00pm	**Kigali Farms Confirmed**

		• Calendar Calendar 1 • Who Elisabeth Bulcke • Where TBD
Wed May 8	2:30pm - 3:30pm	**Meeting with Peter lindenmann-Deputy Head of Cooperation(SDC)** • Calendar Calendar 1 • Where SDC Regional Office-Town
Wed May 8	4:00pm - 5:00pm	**Debriefing mission** • Calendar Calendar 1 • Who thibaut, Pacy, Ondrej
Wed May 8	6:00pm - 8:00pm	**Soiree mensuelle EBAR** • Calendar Calendar 1 • Who EBAR members • Where Restaurant Gusto
Thu May 9	8:30am - 9:30am	**Bakhresa Grain Milling Rwanda** • Calendar Calendar 1 • Who Fk, Mounir Bakhressa • Where Bakhresa Grain Milling (Rwanda)ltd , Special Economic Zone BAKHRESA GRAIN MILLING RWANDA TEL: +250788387291/+250738387291
Thu May 9	10:00am - 11:00am	**CEO PSF** • Calendar Calendar 2 • Who EU Ambassador, FK • Where PSF
Thu May 9	11:00am - 12:00pm	**Meeting with RRA(Nshimiyimana Fikiri Ziggy)** • Calendar Calendar 1 • Who FK,Jan Willem Eggink • Where RRA Authority 5th Floor Mr FIKIRI Ziggy Phone nr 0788760037
Thu May 9	12:30pm - 1:30pm	**Farmfresh** • Calendar Calendar 1 • Who FK, Herremans • Where Umubano
Thu May 9	2:00pm - 3:00pm	**Veronique Gamard TBC** • Calendar Calendar 1 • Who Veronique Gamard • Where Umubano Tel 0671263337

Thu May 9	4:00pm - 5:00pm	**TACTIS** • Calendar Calendar 1 • Who FK, Bernard Binagwaho • Where Westerwell stiftung (chez Jo)) **Bernard Binagwaho** Africa & Middle East Director | Tactis **@mail :** bbinagwaho@tactis.africa **Cell 1 :** + 250 780 14 06 74 **Cell 2 :** +33 660 31 65 92 (WhatsApp) www.tactis.fr
Thu May 9	6:30pm - 9:00pm	**Soiree Europe - EU Residence** • Calendar Calendar 1 • Where EU Residence (500m de la DEL - a cote du nouveau centre commercial KCB et en face de l'ambassade NL)
Fri May 10	8:30am - 9:30am	**Debrief with EUD** • Calendar Calendar 1 • Who Ondrej, Lenaic, Thibaut and FK • Where EUD
Fri May 10	10:00am - 11:00am	**Bralirwa** • Calendar Calendar 1 • Who Merid Demissie, CFO, FK,Coline,Jo • Where kk 500 st
Fri May 10	11:30am - 12:30pm	**BUGESERA LODGE** • Calendar Calendar 1 • Who Jocelyne Mulera, FK • Where Umubano Jocelyne Mulera 0782776930
Fri May 10	1:00pm - 2:00pm	**SKOL** • Calendar Calendar 1 • Who FK, Ivan Wulffaert • Where P.O. BOX: 2200 Kigali - Rwanda +32 473 898997+250 788 319 088 +250 788 319 088
Fri May 10	3:30pm - 4:30pm	**Arnaud Thomme** • Calendar Calendar 1 • Who FK, Arnaud Thommé • Where Umubani
Fri May 10	4:30pm - 5:30pm	**Claudia Sperlich GIZ**