



TRAIDE Rwanda

Annual Report – December 2024



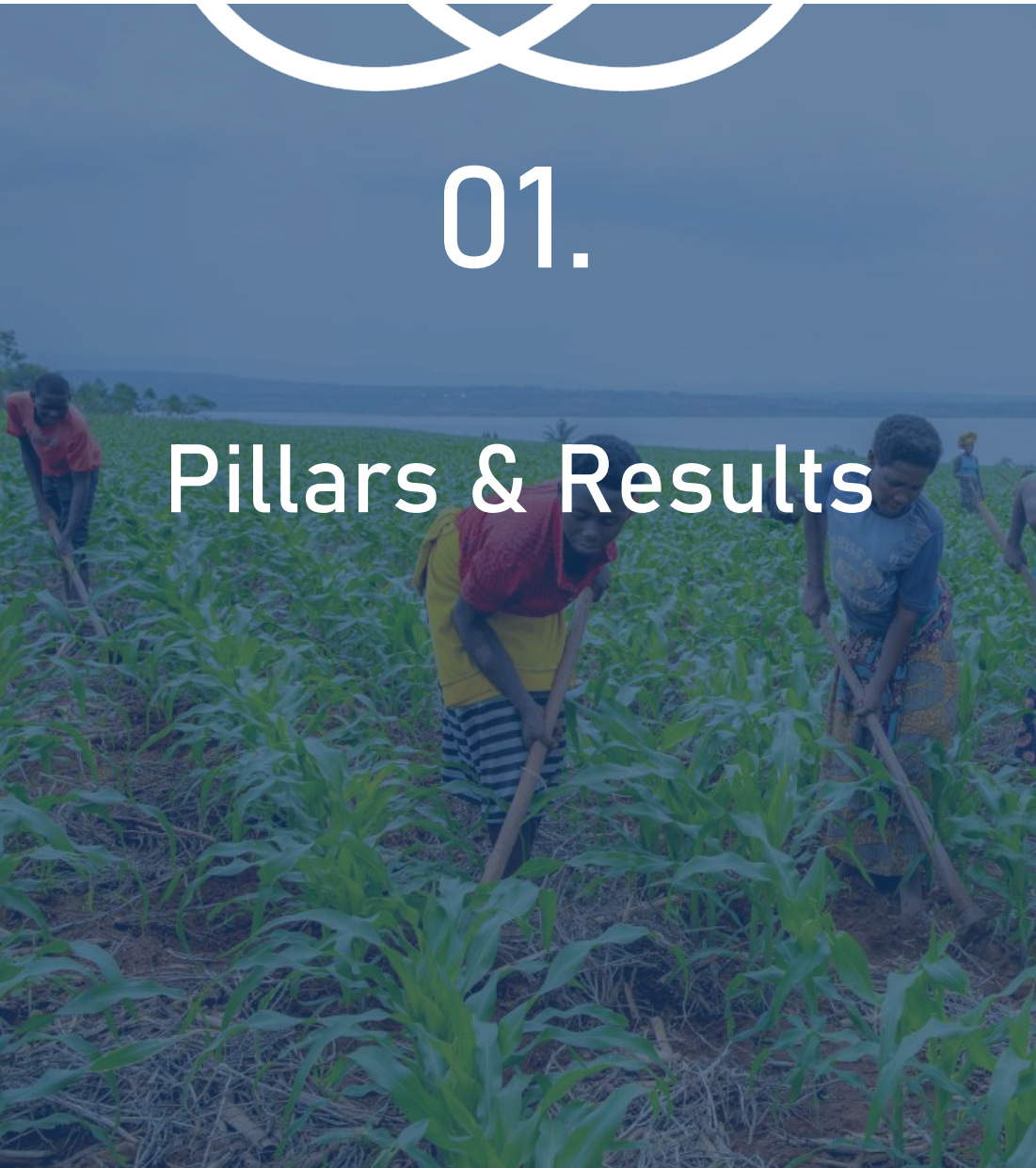
Outline

1. TRAIDE pillars & results 2024
2. Digitisation
3. Green Economy
4. Agriculture
5. Marketing
6. Learning Agenda
7. 2025 Q1 & 2 Planning
Transitioning in 2025
8. Finance Report
9. Organization and team



01.

Pillars & Results



Introduction

From January 2024 until December 2024 TRAIDE Rwanda has celebrated the official implementation of the renewed methodology, throughout the year we have worked on new iterations, learning continuously and finding new ways of initiating partnerships. In total, TRAIDE Rwanda initiated over 65 projects (in 'Start') of which 80% went through 'assess & validate' receiving a 'go' from the management team and continued into the 'partnership building' of the TRAIDE methodology. In December 2024 6 projects are in 'attract finance', 4 projects have landed funding and TRAIDE Rwanda is currently assessing three large partnerships with 6 companies and public sector parties.

In addition to our impact-driven partnership building efforts, individual events were organized within the wider ecosystem creating advocacy and exposure for (Dutch) companies looking to invest in Rwanda or expand their operations locally or regionally. Our indicators of success (page 7) based on connections between businesses, government agencies and NGO's show the progress made by the team. In addition, we believe that 2024 has proven how the indicators are in line with the adapted approach of TRAIDE. With over 40 connections made in only the first half of the year, we noticed that the adapted approach created synergies across the board and enhances the work TRAIDE focused on in 2023.

Together with our team in Ethiopia and The Netherlands, we have been working on the transition strategy and the learning agenda; the two last pillars of our program. The learning agenda has been adapted to the new approach and at present includes learning questions per phase of our methodology, enabling TRAIDE to learn iteratively and efficiently. The bi-monthly meetings we host throughout the organization has enabled the entire team to continuously learn and adapt our programming to meet the needs of the local context.

This year report presents our projects per focus sector and includes an annexes with the finance report, the learning agenda adaptation and the transition matrix.



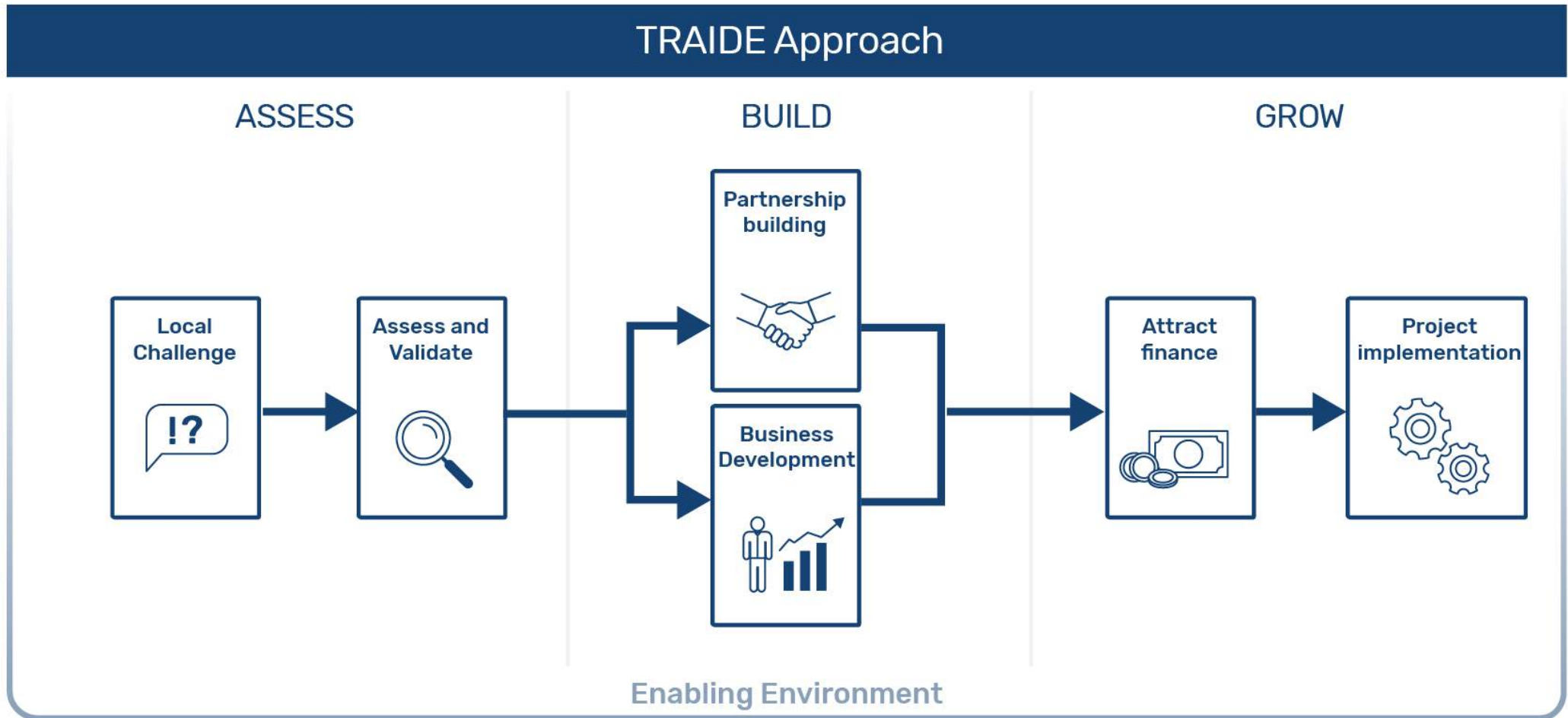
Pillars

Activities and outputs of the TRAIDE Rwanda programme are categorised in four pillars



The TRAIDE Approach

TRAIDE Approach



Outputs TRAIDE Rwanda Dec 2024

OUTPUT		Targets	Expected Results end 2024	Cumulative results 2023-2024
	Information provision			
	# of publications (Business opportunity reports, factsheets, quick scans published and external learning products)	6	4	10
	# of organisations provided information	36	36	238
	Connections			
	# of B2B	60	86	153
	# of B2G	10	19	28
	Financiers			
	# of connections	40	27	71
	# of applications in the pipeline	20	22	41
	Events			
	# of events	3	9	16
	# of attendees at our TRAIDE events	150	177	448
	# of companies at events	100	54	238
	Supported plans			
	# of supported plans	20	22	33
	Estimated value of supported plans (estimate in euro's)	€4.000.000	€16.799.080	€21.427.067
	Learning agenda			
	# of learning activities	3	3	21
	# of learning products	20	10	32

Indicators of success

INDICATOR		Targets 2024	Expected Results 2024	Cumulative results 2023-2024
DDE 1	Number of companies with a supported plan to invest, trade or provide services	19	21	40
DDE 2	Number of MSMEs that utilise business development services	140	105	288
PSD 1a	Number of parties formally starting a business collaboration and/or partnership.	6 Public	2 Public	8
	Distinguish between 1) Public 2) Private and 3) NGO. Within these categories, distinguish between A) Dutch and B) Local (non-Dutch)	19 Private	19 Private	40
PSD 6a	Number of investable business plans developed through training and support	20	28	22
PSD 7c	Number of identified opportunities for investment and/or follow-up PSD projects	5	19	38
PSD 3a	Number of strengthened organisations for a sustainable business climate.	9	13	26
	Distinguish between 1) Government 2) Semi-government and 3) Other			
TRAIDE 1	Number of identified opportunities in partnerships for investment and/or projects	15	19	38
TRAIDE 2	Number of supported plans developed to invest, trade or provide service	20	29	42
TRAIDE 3	Number of successful plans implemented by TRAIDE	3	2	4
TRAIDE 4	Number of companies proceeding with independent implementation	3	0	0

Supported plans

TRAIDE foundation holds a coordination role

Project/Partner	Grant	Type	Amount	Description	Status
FACS	LuxDev BPF	Grant	€ 395,000	Financial access to smallholder farmers	Selected for the next round
Pineapple consortium	Mastercard Foundation	Grant	€ 2.224.454	Circular solutions for pineapple post- harvest losses - holistic approach	Proposal handed in for approval
Pineapple consortium	Mastercard foundation	Grant	€ 1.946.664	Circular solutions for pineapple post harvest losses with waste focus	Proposal handed in for approval
CREATE	Developp	Grant	€ 360,000	Capacity building on digitising TVET content	Approved, in the feedback phase
Hollanda Fairfoods, HGT, Agriseeds, Simbuka, HZPC	RVO	Donation/Grant	€ 1.100.000	Potato seed multiplication impact cluster	Approved, in implementation phase
Safe stove cooking consortium	DANIDA	Donation/Grant	€ 1.500.000	Scaling up the pellets and save stoves	Proposal rejected after a round
Pineapple Consortium	Achmea Foundation	Donation/Grant	€ 460.000.00	Circular solutions for pineapple post harvest losses with waste focus	One-pager request by Achmea after initial pitch
Pineapple consortium	Thrive Global Impact Challenge	Donation/Grant	€ 1.000.000	Circular solutions for Pineapple post -harvest losses with Bromeline and BSF focus	Proposal handed in for approval
Smartfarming Consortium	IFAD	Grant	€600.000	Research and implementation grant from IFAD together with Smartfarming	Proposal handed in for approval
Maize consortium	Mastercard Foundation	Grant	€1.500.000	AIF, MoneyPhone, Envocare a proposal around fertilizer with maize waste extraction	Proposal handed in for approval

Supported plans without TRAIDE

TRAIDE foundation does not hold the coordination role

Project/Partner	Grant	Type	Amount	Description	Status
FACS	Ireme invest	Grant	€ 80,000	Financial access to smallholder farmers	Proposal handed in for approval
FACS/Climate Finance	Achmea Foundation	Donation/Grant	€ 280.000.00	Financial access to smallholder farmers	One-pager request by Achmea after initial pitch
FACS-TAHMO	EIT Food Collective	Donation/Grant	€ 945,000	Financial access to smallholder farmers	Proposal handed in for approval
FACS	Developp	Donation/Grant	€ 200.000	Financial access to smallholder farmers	Proposal handed in for approval
CREATE	L'Expertise France	Grant	€ 200,000	Capacity building on digitising TVET content	Approved, in the feedback phase
Design Innovation Group	GSMA	Grant	€600.000	Secondary cities research grant	Proposal handed in for approval
Safisana	Dutch fund for Climate Development	Origination fund	1.000.000	Safisana was asked to hand in a concept note to DFCD	Proposal handed in for approval
Marula ProTeen – IKIC	USAID	Grant	€2.000.000	Setting up BSF breeding hub, waste to fertilizer operation and cold transport	Proposal handed in for approval

Other TRAIDE Rwanda activities

IV. Marketing communication strategy

- I. TRAIDE started publishing [case studies](#) and [success stories](#) on our website to showcase our impact and communicate the way we work. Additionally to increase visibility and showcase our impact we are working on a video about the CREATE project to showcase our success stories in other formats.

V. Learning agenda & transition strategy

- I. Since January, we have been adapting our learning questions to align with the new TRAIDE methodology. We have created an outline of deliverables that emphasizes template learning throughout the entire organization. Constructive learning questions have been formulated, which we aim to answer on a quarterly basis. For more information, please see the section on 'Learning Agenda' below.

Digitalisation



General update 2024

Sector		Q1	Q2	Q3	Q4
Digitalisation	1. TVET digitalisation				
	RTB Partnership signing for content creation and access to digital platform				
	Digital devices proposal approved				
	Digital Chromebooks - RTB proposal approved				
	Capacity building for teachers implementation				
	2. Climate de-risking of investments (Fintech)				
	Co-creation of concept				
	Partners identified and approached				
	Financial instrument identified and proposal submitted				
	Implementation of plan in Rwanda				
	3. Job creation in GBS sector				
	Contribution to collaborative skills development initiative (led by GBS GI)				
	Trade mission to Europe in collaboration with GBS GI and GIZ				

- 1. TVET Digitalisation:** Within CREATE, 3 successes were booked in 2024: (1) SDC funded the launch of the BUKU platform of BUKU in Rwanda and the creation of 156 digital books, (2) GIZ DeveloPPP contract was signed in Q4 of 2024 kicking off a project to capacitate RTB staff across Rwanda on digital content creation and (3) a deal was made between RTB, Close the Gap and the Ministry of Education for a pilot shipment of devices to be used by RTB students and staff.
- 2. Climate Finance:** TRAIDE facilitated a partnership between Financial Access (FACS), operating through its digital credit platform LendXS, and the Trans-African Hydro-Meteorological Observatory (TAHMO). This partnership proposed a model to enhance smallholder farmers' access to finance by integrating climate data into digital credit scoring. FACS uses its 'Data2Deal' methodology to convert farmer data into personalized credit risk scores, enhancing lending decisions.
- 3. ITO Roadshow:** To enhance the visibility and marketability of IT outsourcing in Rwanda, a roadshow will be organized in Europe (May 2025) in collaboration with GIZ, GBS Growth Initiative. During this roadshow Rwandan developers and companies will travel through Brussels to the Netherlands and from there most likely will visit a large IT event in NL. Market linkages from this roadshow will impact enhanced job and consultancy opportunities for Rwandan developers.
- 4. Skills-to-Jobs Platform:** The Ministry of ICT has been requesting a platform to connect and create more jobs in the IT sector in Rwanda. A Dutch company, Komensky, has been invited to demonstrate their platform and is in discussions with two local companies (Awesomity and BAG Innovation) to co-create such a platform.

Climate finance: De-risking agri-loans for improved smallholder access to finance.

In Rwanda, smallholder farmers have limited access to finance and financial services. In 2020, only 26% of farmers secured loans and 46% used other financial services (AFR Finscope 2020). This hinders productivity, growth, and climate resilience. Financial institutions are hesitant to invest in agriculture due to high costs, risks, and insufficient data, leading to a mismatch between financial products and farmers' needs.

In addressing the challenge, TRAIDE facilitated a partnership between Financial Access (FACS), operating through its digital credit platform LendXS, and the Trans-African Hydro-Meteorological Observatory (TAHMO). This partnership proposed a model to enhance smallholder farmers' access to finance by integrating climate data into digital credit scoring. FACS uses its 'Data2Deal' methodology to convert farmer data into personalized credit risk scores, enhancing lending decisions.

How it will work:

FACS works with agribusinesses to acquire data on farmers, which are analyzed using the 'LendXS Score' tool to generate credit scores. These scores, combined with a digital loan management platform, are sold to financial institutions, reducing operational costs and risks of lending to farmers. TAHMO's climate data will be integrated into a LendXS+ version of the tool to map climate risks of farmers, enabling Rwandan financial institutions to make informed decisions on loan disbursements. This initiative aims to increase financial access for smallholder farmers, improve farming practices, boost productivity and yields, and render farmers climate resilient.

Where we are now:

- To expand the scope of impact, TRAIDE is talking to other partners including agriculture insurance providers like ACRE Africa and agro-advisory providers like IWMI.
- To attract finance for this approach TRAIDE handed in a proposal at Ireme Invest for approximately €80.000 and applied for DeveloPPP Ventures for €200.000 and still looking into other financial instruments.

Celebrations:

- The Association of Microfinance Institutions in Rwanda (AMIR) has shown interest in the FACS approach, in the digitization capabilities of the LendXS loan platform for its MFI members and signed an MOU with LendXS.
- To fund this approach TRAIDE applied for BPF LuxDev and we were selected for the second and final round (€395.000)



ITO Roadshow

In Rwanda, TRAIDE has been following the development of the digital economy, amongst others, with a strong focus on the Global Business Services (GBS) sector – a priority economic sector due to its potential for large-scale exports and decent job creation. One of the sub-sectors amongst the GBS sector is IT outsourcing (ITO), which includes software development and engineering, TRAIDE has proactively collaborating with other partners in this sector such as GIZ, Harambee Youth Employment Accelerator, and the GBS industry association, the GBS Growth Initiative (GBS GI). The initiative has been endorsed by the Rwandan government's Ministry of ICT and Innovation (MINICT) and the Rwanda Development Board (RDB).

Recognizing the need to enhance Rwanda's visibility as a global ITO outsourcing destination, TRAIDE proposed organizing a roadshow in collaboration with the EKN to promote Rwanda's ITO sector in the Netherlands. The roadshow will connect industry leaders, investors, and key stakeholders from Rwanda and the Netherlands, providing Dutch companies with valuable insights into Rwanda's thriving ITO ecosystem. In addition to working with EKN, other partners (i.e., GBS GI, GIZ, and RVO) have committed resources and expertise as well, aiming to scale the initiative into a broader European effort for greater impact.

The roadshow would span over 3-5 days (Q4 2024) across various IT hubs in the Netherlands (e.g., Amsterdam, Eindhoven, and the Hague) and Brussels including a series of networking events and company visits to discuss the potential for outsourcing high-skilled IT work to Rwanda.

This roadshow follows last year's example of GIZ Invest for Jobs when they organized the "Invest in Rwanda: German-Rwandan IT & Business Services Summit 2024" on June 6th, 2024. This event provided a valuable platform for investors and clients to connect with Rwanda's talent pool and explore a range of outsourcing opportunities. Notably, during the summit, Awesomity, a Dutch-Rwandan company, successfully onboarded a new client.

Key Achievements

- In Q2, after an unfortunate delay (in part due to Rwanda's procurement system), the contract between BUKU and RTB was signed based on the funding of the Swiss Agency for Development and Cooperation (SDC). Through the CREATE partnership, the first steps towards creating, digitally formatted, manuals were taken. BUKU hired 3 local representatives who hosted locally-led writing sessions to create in total 156 manuals in under 3 months. Currently, with the landing of the GIZ DeveloPPP project, we can continue building the capacity of teachers and industry experts to create more e-manuals in 2025-2026-2027.
- An important pillar within CREATE is the lack of devices for RTB teachers and students. These devices are crucial to RTB's digital strategy which aligns itself to the Ministry of Education of Rwanda and their strategic plans. In order to access the BUKU platform including the international and local manuals, the students are in dire need of devices, including tablets, laptops, and PC's. TRAIDE facilitated a partnership with Close the Gap, a Belgian company also operating in the Netherlands. Close the Gap is expert in refurbishing devices (i.e., sourced mainly in Europe) and providing these to service suppliers in Africa. As a result of this partnership, TRAIDE facilitated a pilot shipment of 30 devices between CTG and RTB to test the feasibility of a larger proposal for supplying refurbished computers from Europe to Rwandan TVET schools. Currently, CTG and RTB are reviewing import requirements and finalizing government approval. TRAIDE is in continuous communication with stakeholders such as Expertise France, Enabel, GIZ, and LuxDev regarding CREATE, focusing on content creation and platform access. As a result of these discussions, BUKU has submitted a proposal for content creation issued by Expertise France. Additionally, we are in close contact with LuxDev about tenders for content creation expected in early 2025. LuxDev has also shown interest in collaborating on refurbished devices.
- TRAIDE supported in the preparation of a Women in Tech Hackathon in Ethiopia in May 2024. This Hackathon was hosted by TRAIDE, Iceaddis, and a Dutch company called STUDIO.WHY, and sponsored by UN Women and CARE Ethiopia. The EKN in Ethiopia called it a resounding success and TRAIDE has been working with the UN Women and the challenge owners to see what follow up we can co-create.

Green Economy



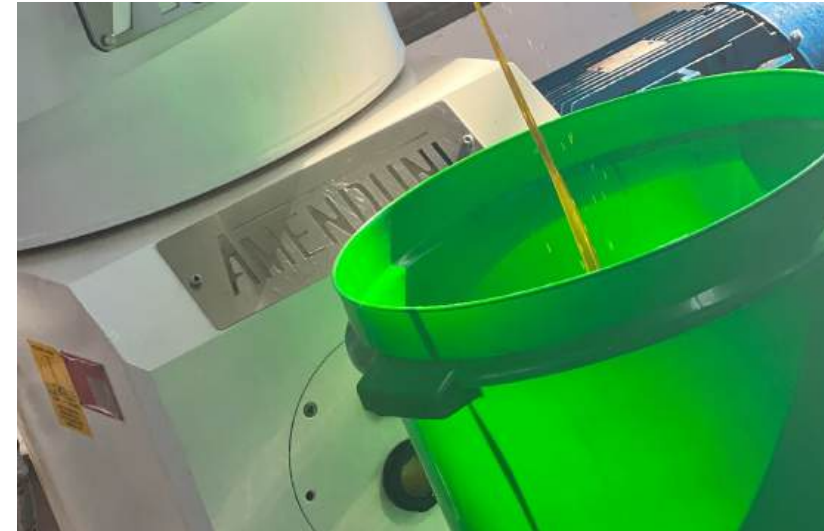
Updates

Sector		Q1	Q2	Q3	Q4
Renewable energy	1. Infrastructure E-mobility				
	Research phase 2 in Kigali				
	Report distribution to EU and other relevant partners				
	Building partnership on findings				
	2. Upscaling Clean Energy Partners in Pellets				
	Partners in Pellets concept discussions with financiers (i.e Fair Climate Fund)				
	3. Circular Fashion solutions				
	Researching DHI options				
	SSF Quickscan applications				

- 1. E-mobility:** NTCS Greenbee concluded their study funded by the EU in Q2 and provided advice and recommendations to the ministry of Infrastructure in Rwanda. On that basis, they have decided to move forward with funding provided by Invest international.
- 2. Upscaling clean energy:** one of the partners in the Partners in Pellets impact cluster has been collecting investments (private equity) in order to build a second factory in Rwanda. TRAIDE has supported this process from a coordination point of view and has supported by introducing Biomasters to the Dutch Fund for Climate Development (origination facility).
- 3. Circular fashion solutions:** after careful consideration, we have decided to stop working on circular fashion solutions, the impact assessment that was created showed that the impact in terms of jobs and the role that TRAIDE could play with regard to innovative solutions was minimal.
- 4. BSF+Avocado factory visit:** TRAIDE and the Embassy of the Kingdom of the Netherlands in Rwanda visited the facility of Avocado Oil Industries, which exports avocado oil to the Netherlands through Trade Link. TRAIDE facilitated a partnership between Avocado Oil Industries and Marula Proteen, with funding from the Rwanda Green Fund to establish a massive waste-to-fertilizer facility, processing 300MT waste into 100MT organic fertilizer per month, scaling operations as the processing capacity increases.

Avocado factory visit

- TRAIDE and the Embassy of the Kingdom of the Netherlands in Rwanda visited the facility of Avocado Oil Industries, which exports avocado oil to the Netherlands through Trade Link.
- Avocado Oil Industries is the largest avocado processor in Rwanda and is owned jointly by Impact4Africa and the Smallholders Resilience Ventures branch from One Acre Fund. Since its inception in 2022, it has grown its farmer base, working with >60,000 farmers.
- TRAIDE helped facilitate a partnership between Avocado Oil Industries and Marula ProTeen, with funding from the Rwanda Green Fund to establish a massive waste-to-fertilizer facility, processing 300MT waste into 100MT organic fertilizer per month, scaling operations as the processing capacity increases.
- Impact4Africa, Smallholder Resilience Ventures and Marula ProTeen have expressed an interest in expanding this model to Burundi.



A person is holding a large, shallow wooden bowl filled with light-colored wooden pellets. The person's arms and hands are visible, wearing a white shirt. The background is slightly blurred, showing more of the person and the bowl.

Key Achievements

- TRAIDE has actively supported Spark energy, E-bee, WTS energy and SolarChef to land and start their operation in Rwanda. Spark and E-bee operations are going well as they are scaling their activities. WTS Energy officially registered in Rwanda and is working with two clients, whilst SolarChef visited Rwanda to scope target groups for a potential pilot and to showcase their solution.
- In Q3, TRAIDE supported Energy Private Developers (EPD) in finding potential Dutch participants during their Energy Week Conference and Exhibition in Rwanda in September. Dutch companies in the renewable energy sector were able to network with Rwandan and international companies in active in the sector. Among others, SolarChef visited Rwanda to attend this event and showcase their clean cooking solution.
- TRAIDE is also active in the e-mobility sector by collaborating with Ox Delivers/Ox Rwanda, and e-mobility company operating e-trucks that are tailor-made for difficult terrain and harvest collection. Ox Rwanda is a partner in the pineapple project to reduce post-harvest losses. Yet, TRAIDE is also working on an initial collaboration between Ox Rwanda and IKIC Impact Ventures on e-mobility cold transport solutions. IKIC's cold box solutions are suitable to enable Ox Rwanda's electric and cold transport of products such as meat and fish. Regulations prohibit different products from being transported together, however the boxes can solve this issue, hence making the business case viable. The parties are now far in discussions on a collaborative pilot.

Agriculture



Update

Sector		Q1	Q2	Q3	Q4
Agriculture	1. Nematodes Soil Research				
	Concept note approval by RAB (supported by EKN)				
	Implementation & coordination of partners				
	Final reporting & succession concept note written and applied for LNV				
	2. Post-harvest loss Pineapple Partnership				
	Kick off meeting with partners				
	Co-creation of concept				
	Financial connections/market mapped for Partnership				

- 1. Reducing Post-Harvest Loss in the pineapple value chain:** TRAIDE has been working to attract funding for the pineapple consortium around dried pineapple, adopting a zero-waste model to tackle post-harvest loss. A proposal for a donation of €460,000 is currently being reviewed by the Achmea Foundation, with the partnership consisting of TRAIDE, TechForce Projects B.V. (market linkage), Agasaro Organic (pineapple drying) and Marula Proteen (waste-to-fertilizer).
- 2. Maize partnership:** TRAIDE partnered with MoneyPhone, AgroEnable, and Africa Improved Foods to tackle 30-40% post-harvest losses in Rwanda's maize sector. The consortium's circular approach converts maize waste into organic fertilizer (AgroEnable) and provides farmers with microfinance (MoneyPhone) to boost yields, reducing reliance on imports for Africa Improved Foods. A proposal was submitted to the Mastercard Agribusiness Challenge Fund.
- 3. Agasaro demo plots** TRAIDE partnered with Marula Proteen, Agasaro, and pineapple cooperatives in September to set up demo plots with 15 lead farmers, showcasing the application and benefits of Black Soldier Fly (BSF) organic fertilizer alongside other fertilizers on beans and potatoes. The initiative aims to demonstrate fertilizer impacts on crop growth and soil restoration, with results expected post-harvest at year-end.
- 4. Avocado :** Sea freight trials revealed significant post-harvest losses in avocado exports. To address the waste management challenge, TRAIDE initiated a partnership between the Avocado Oil Industry and Proteen. The collaboration focuses on converting avocado waste into organic fertilizer using Black Soldier Flies, promoting sustainability and enhancing farmers' incomes.



Solutions to low yield in the maize value chain in Rwanda.

In **2023**, the maize value chain in Rwanda produced approximately **445,158** metric tons of maize and experienced a loss of **30-40%** of this total production*. This was influenced by several factors:

- Absence of **drying facilities**
- Limited **access to markets** (maize processing)
- **Inadequate post-harvest practices**, including transportation and harvesting techniques.
- Farmers lost over 1/3 of their income in **transport** and harvest solutions
- **Investment in quality produce** requires financial loans of which only **12%** of all farmers in Rwanda received a loan worth over \$500 in 2022.

Approximately **100 cooperatives** farm maize, with over **90,000 farmers** belonging to these cooperatives not receiving their desired income.

TRAIDE has created a partnership between MoneyPhone, AgroEnable (Envocare), and Africa Improved Foods. Together we handed in a proposal to the Mastercard Agribusiness Challenge Fund.

The consortium's circular approach focuses on using maize processing waste, which AgroEnable converts into organic fertilizer. Through digital microfinance funding from MoneyPhone, farmers can access this fertilizer to grow higher yields of quality maize, reducing the need for imports currently required by Africa Improved Foods.

Agasaro& Proteen Demo plots

- In September, TRAIDE organized an event with Marula Proteen, Agasaro and two pineapple cooperatives to set up demonstration plots. With participation of 15 lead farmers, we set up demo plots showcasing fertilizers and its application.
- Agasaro and Marula Proteen are partners in TRAIDE's pineapple project. Agasaro currently lacks a solution to its waste stream and Marula Proteen is able to transform the pineapple waste using Black Soldier Flies into high-quality organic fertilizer.
- The demo event was organized to show farmers how to apply BSF and other fertilizers in the planting process and to showcase the benefits of BSF fertilizer.
- The demonstration includes four plots of two different crops: 1) beans and 2) potatoes. These crops are each planted in four plots, to compare the growth effects using 1) no fertilizer, 2) BSF organic fertilizer, 3) Cow manure and 4) imported NPK chemical fertilizer.
- The first round of harvesting is expected at the end of the year. After this, the demo will be repeated to demonstrate the effects of fertilizer on soil restoration post-harvest.



Key achievements

- The “Mapping Potato Cyst Nematodes in Rwanda” project has been approved. TRAIDE, RAB, RICA, and Agriterro, supported by the Embassy, will collaborate to map affected potato production areas, understand farmers’ perceptions, estimate yield loss, educate farmers on PCN management, and lay the groundwork for integrated PCN control in Rwanda
- TRAIDE, in partnership with Hollanda Fairfoods, Holland GreenTech, VDS-Acampo, Agriseed, and Simbuka, won The Potato Impact Alliance Rwanda (renamed Eza Potato+). This consortium will help farmers produce high-quality seed and ware potatoes and improve the potato value chain through GAP training, disease control, seed and soil maintenance, storage solutions, and improve access to finance through risk assessments and alternative collateral loan options.
- Supported EnvoCare, a Rwandan company, in converting organic waste into biochar and pellets as part of their circular economy efforts. TRAIDE is exploring the potential for a partnership project to assist EnvoCare and maximize their impact.
- Identified significant post-harvest loss of avocados after reviewing the report on sea freight trials conducted by EKN Rwanda in collaboration with IDH and other stakeholders. To address this issue, TRAIDE is scoping a project to collect the fresh avocados that are not exported for processing into avocado oil. This aims to ensure farmers can still profit from all their harvested produce.
- Handed in 2 proposals to the MasterCard foundation about the post-harvest loss reduction in the pineapple value chain, and we are still looking for other funds that we could apply for.
- As part of the LVVN project for Rwanda, Uganda, Tanzania, Kenya, and Ethiopia, the team compiled an extensive list of leads through research and sector analysis, focusing on agro-logistics and potatoes. From this list, the Agriculture Counsellors selected five promising leads. TRAIDE team is now developing concepts and business cases for these selected opportunities.

Marketing



Marketing Activities 2024

The marketing team has welcomed a new marketing specialist, bringing expertise and new perspectives. New success stories have been published on our website, and our social media presence has expanded significantly. We are now developing next year's marketing strategy, focusing on helping our network better understand our approach and communicating our vision effectively. Additionally, we plan to showcase the impact and insights from our partnerships through engaging formats such as videos and regular polished LinkedIn posts.

Building on Success



LinkedIn:

1. From 2802 followers in July 2024 to 3500 followers in December
2. 26 posts with 63.135 unique impressions, an average of 943 reactions, and an engagement rate of 20.713



Youtube:

- From 27 videos in July 2024 to 28 videos in December 2024
- From 226 subscribers July 2024 to 289 subscribers in December 2024



02.

Learning Agenda



Update

Sector		Q1	Q2	Q3	Q4
Learning agenda	1. TOC revision				
	Revision on basis of restructured methodology				
	Approval for restructured TOC of TRAIDE				
	2. Methodology testing				
	Go/no-go documents created				
	Testing on all aspects of the methodology				

1. TOC revision

During the initial months of 2024, TRAIDE managed to implement the adapted TRAIDE methodology and busied itself with the reformulating of the learning questions as had been created previously. As the methodology had iterations along the way, the templates and the learning questions adapted. At the end of Q1, the latest learning questions and products had been approved by RVO

2. Methodology testing

As the methodology had been designed, developed and implemented in Q3-4 of 2023, the implementation occurred in the first months of 2024, combined with the new learning questions this entailed a new way of communicating with the team. Through our bi-monthly meetings we remained sharp on learnings and implementation of the go-no/go moments.

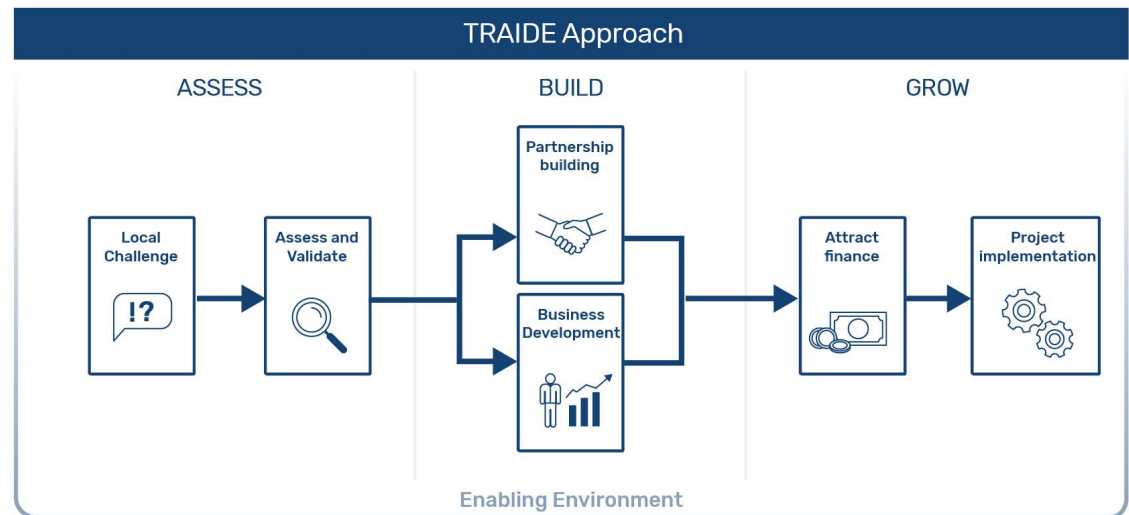
Every week on Friday we have a go-no/go during which team members from Ethiopia, Rwanda and the Netherlands can send the templates to the Management Team a day prior to the meeting and we discuss in depth the projects at hand. Other templates concern the start of a project for which an online session is not relevant, as a result these templates are shared with the management team and feedback is provided by those who hold expertise on the subject.

Revised learning questions

Revised Learning Questions

Our starting point has changed from the Dutch/local companies being the centre of our work to the development challenge and solution being the focal point, with the (Dutch) private sector as a vehicle to support these solutions.

In line with this, we have structured our methodology (see figure on the side) to guide our work towards creating more impact.

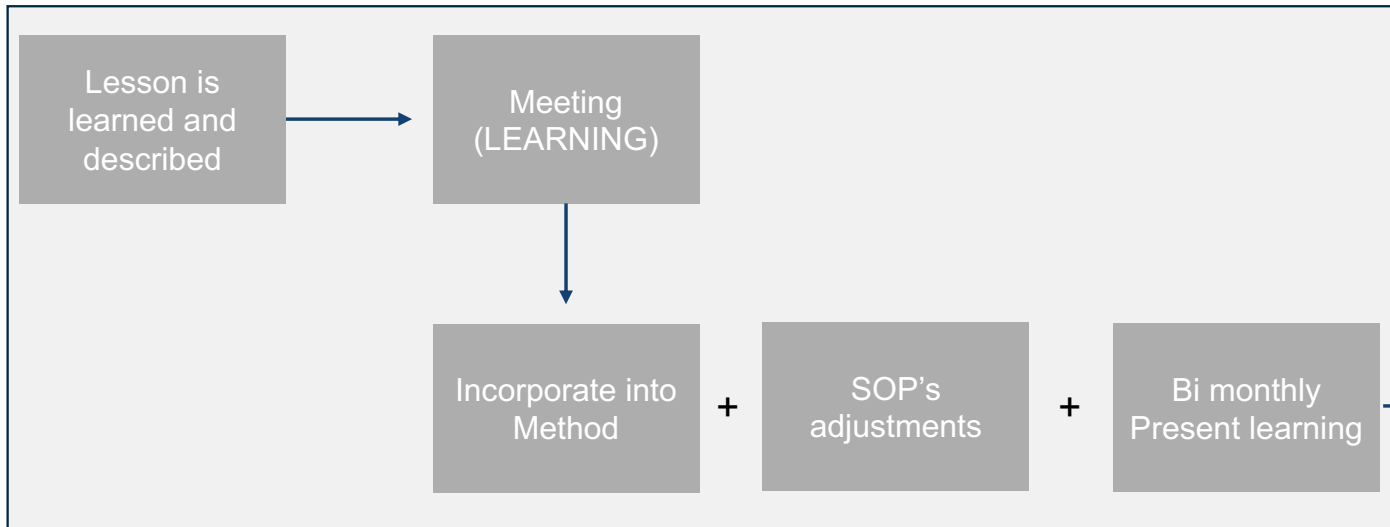


Learning agenda

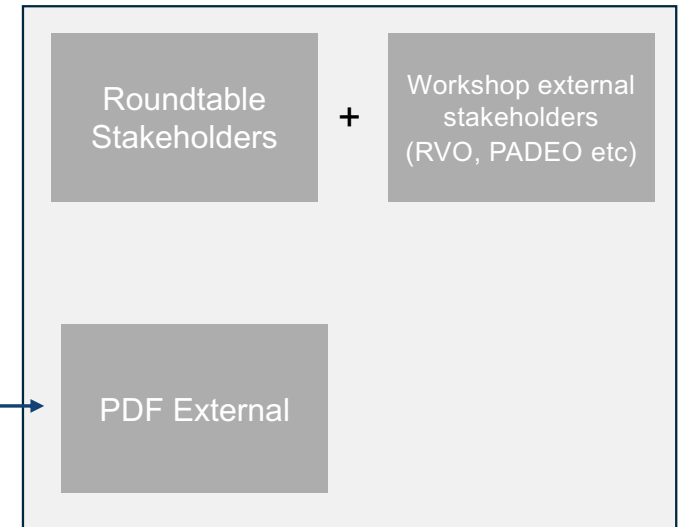
<i>Learning Activities</i>	<i>Frequency</i>	<i>Stakeholders</i>			
		TRAIDE	RVO	MinBuza (PADEO)	External stakeholders (trade facilitators)
Bi-monthly learning session (internal)	Bi-monthly	X			
Sessions per methodology step (internal)	Monthly	X			
External Expert sessions on methodology steps	Quarterly	X	(X)		
External learning update (Bi-monthly)	Bi-monthly		X		
Yearly learning report (externally) - case studies	End of year		X	X	X
Workshop on TRAIDE methodology	One time		X	X	
Roundtable on the HOW of trade facilitation	One time				X
SOP's on methodology steps	Continious	X	X		

Learning Flow

Internal Flow



External



Learning agenda

[Learning Document](#) (link)

Way of working:

A **structured learning approach**, e.g. with **topical leads** who keep track of weekly lessons related to their topic, **and organize team meetings** to deep dive on those topics (1-2 times / year).

On top of that, **1-2 people per country team** will be able to free time to **explore more strategic questions** such as cost-efficiency, impact, comparative positioning in relation with peers and other key development actors.



Capturing lessons

- What did you learn?
- How did you come to learn this? Describe briefly the event / incident, what you expected to happen and what occurred instead.
- How does this lesson affect your regular workflow / approach / tools? Do you have to reconsider some targets?
- What will you do differently from now on (integrating what you have learned from this lesson)?
- What do you expect to happen as a result of this adoption to your work approach? (important to verify later on if this assumptions stands or needs adjustment)
- *Remember: a lesson can be both something that went wrong, thereby inviting you to change your approach; or it can be a confirmation of a hypothesis or assumption, thereby inviting you to strengthen this approach as to increase its impact.*

Learning cases

Learning Case	
Briefly describe the situation:	
What happened?	I needed to know what the revenue streams of FACS was, to be able to demonstrate to the funder that the model is commercially viable. I set a deadline with FACS to deliver this, and they did not deliver.
What was the effect?	We lost faith in their business case, we delivered details late and we couldn't check, we were unable to ensure sound quality.
What did you do? <i>(Start with the high level learning and then describe the situation in more detail)</i>	<p>We handed in a proposal that we couldn't guarantee the business case.</p> <ul style="list-style-type: none"> - We shifted deadlines to accomodate a partner - I accepted a business case that was erroneous - I worked with the partner through their business case - I developed their business case/revenue growth model
What did you expect to happen and what occurred instead?	I expected the partner to take responsibility for their part in the proposal and they did not
What will you differently from now on? (how have you integrated your lesson? Different tools, approach, workflow?)	<ul style="list-style-type: none"> - I want to create an agreement on paper with roles & responsibilities when we decide to start writing a proposal - Build in safeguards via project lead and MT to be able to stop
What do you expect to happen as a result of the adoption of the change	TRAIDE remains in control of the quality and content of proposals internally due to safeguarding and externally due to agreements

Learnings 2024

Phase 1 – Start, Phase 2 - Assess and Validate , Phase 3 - Outreach

Learning question 1: How can we identify the most impactful challenges? (impactful meaning; scaleable, contributing towards the SDG's in general and contextual terms).

Learning question 2: How do we find the business opportunities that can solve the identified challenges?

Learning question 3: How do we find companies that are interested in developing the business opportunity into a concrete business case, selecting only those companies that strive towards RBC.

Below learnings have served the team in 2024 in start, assess & validate and outreach:

1. In our process of identification of impactful challenges, finding the business opportunities and finding companies, we have noticed that a deeper understanding of these three items result in higher success rates. Where initially we looked only from a challenge to a solution and attempted to search for a lead organisation, the team now understands that without a clear *lead* organisation, there is no business case nor a solution to a challenge. As a result, we move from start to assess and validate only once we've found a lead organisation that can provide a solution to challenge.
2. In addition to the above, we have realised that where our strengths lie in our network and ability to assess items on the ground (desk and field research), our focus also needs to shift to building out a business case as soon as possible and talk about financial solutions before moving forward. We need to have a clear understanding of the scalability of a project (scalability in terms of what the financial instrument is asking for). For example in the Partners for Water financial solution, their definition of 'scalability' focussed on including local public partners, rather than the business case (which was our focus).
3. Due to the many start and assess & validates, the team has moved away from a meeting for every go/no go. We now fill templates and answer online rather than having continuous meetings on the basis of pre-filled out templates. Every Friday, somebody from the management team attends a Go-No/Go meeting for anybody seeking advice on next steps in their partnerships.
4. The 'outreach' part of our methodology has proven insignificant as a phase, which is why we have combined outreach into assess & validate (the reasoning being that in assess & validate we conduct outreach as part of the research, without reaching out, we cannot build the case and test the potential of the solution).

Learnings 2024

Phase 4a - Partnership Building, Phase 4b - Business Development, Phase 5 - Attract Finance

Learning question 4a: How do we build a partnership of companies that can develop and implement the business case?

Learning question 4b: How do we create an enabling environment for companies to develop and implement the business case?

Learning question 5: How do we find the right type of finance to complement the business case and implement a pilot?

Below learnings have served the team in 2024 in partnership building & attract finance:

1. In building a partnership it is essential to talk about roles, responsibilities and budget as soon as possible. The most successful funds that have been written were those in which the partnership was strong, clear and could work together quickly to discuss potential budgets. In order to move quickly (deadlines always appear quickly), the partnership and concept needs to be clear and communication lines as short as possible. We have now added in the need for a partnership agreement amongst partners, as we noticed one partnership fell apart due to a lack of commitment (a written agreement would have solved this).
2. Communication with funds and networking with the fund managers has proven to include many insights such as:
 1. Where with some of our partnerships (for example Partners for Water in Ethiopia) we applied for one fund at a time, it has become clear that funds such as Mastercard Foundation allow multiple applications in one wave of funding (in fact it is often encouraged).
 2. Questions and webinars should be followed as they often provide many insights into the exact search within a fund
 3. Some funds, once in direct communication, such as Achmea Foundation or BPF LuxDev, have provided us with new partners making it more likely for us to win the proposals but also provide insightful information about the focus of funds and what they look for exactly.
 4. From the onset it is important to position TRAIDE's role and understand the need from funds to discuss the coordination role.
3. Internally we have now seen the need for internal and external reviewers that remain outside of a proposal and can edit with a fresh insights.



03.

2025
Q1 & Q2 planning



Year plan 2025 – Sector activities

Sector	Activities	Q1	Q2	Q3	Q4
Digitalisation	CREATE - TVET Digitalisation				
	1. Digital devices contract signed, imported and implemented				
	2. Ensuring continuation of TVET digitalisation beyond June 2025				
	Climate derisking of investments (Fintech)				
	1. Building out partnerships with local partners and collecting financial instruments				
Agriculture	Avocado Oil Export & investments				
	1. Partnership agreement signed, concept developed				
	2. SPVO quickscan handed in early 2025				
	Maize Consortium				
	1. Building out partnerships with AIF				
	2. Concepts built around maize waste, solar irrigation				
	Pineapple consortium				
	1. Achmea Foundation follow up and grant decisions				
	2. Research into new circular grants, solar drying of fruits and waste solutions in pineapple				
Green Economy	Avocado waste consortium				
	1. Build partnerships and concepts around investment possibilities for avocado waste in Rwanda				
	Black Soldier Flies solutions				
	1. Attract finance for building out breeding hub in Rwanda				

Current projects moving into Q1

ASSESS

1. Avocado oil export & SPVO scoping (Sust. Value chain)

BUILD

1. Maize (AIF & solar partnership)
2. Black Solder Flies – organic fertilizer, breeding hub

GROW

1. CREATE - Devices Close the Gap + new round BUKU
2. Climate Finance – BPF final pitch round in Luxembourg
3. Pineapple - Achmea Foundation
4. Circular Maize production - Mastercard AgriBusiness Fund
5. Avocado Waste (BSF) – Ireme invest (Rwanda Green Fund)

Other Activities 2025 Q1

OTHER PROJECTS

1. Learning agenda
 1. Workshop planning
 2. Stakeholder meetings
2. EKN Strategy meetings
 1. Follow up from joint TRAIDE and EKN strategy meeting Q4 2024
 2. New roles and activities EKN and TRAIDE
3. Events, Marketing & Linkages
 1. EBCR East Africa Trade conference (together with EKN)
 2. Website linked to methodology

Exit & Transition Strategy



2025 Transition & Exit

Scenario 1 → Transition Strategy: finding funding, runway of 1 year:

Traide remains in Rwanda beyond 2025 :

- EBCR and EU grant collaboration (2 years)
- Implementing projects (% of total funding is covered)
- Core financing via Ministry of Foreign Affairs (DDE & DIO) and EKN Rwanda funds

Transfer of knowledge:

- Transition matrix shows per outcome and activity how TRAIDE Foundation will already transfer parts of the activities they currently conduct towards the EKN Rwanda.

****** note please read transition & exit matrix for full details.***

2025 Transition & Exit

Scenario 2 → Exit Strategy.

TRAIDE Rwanda stops all operations in Rwanda.

Host a NO GO meeting in September and devise a plan on how to transfer knowledge and activities to stakeholders.

Transfer of knowledge:

- Transition matrix shows per outcome and activity how TRAIDE Foundation seeks to transfer parts of the activities they currently conduct towards other (local) stakeholders and the EKN.

****** note please read transition & exit matrix for full details.***





Finance Report 2024



Finance report

The finance report Q1 & Q2 will be sent as a separate ANNEX



06.

Organization and Team



Ethiopia team



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Country Director



Elham Mohammed
Project Officer



Thomas Meijer
Project Officer



Hiwot Tadesse
Project Officer



Kiya Girma
Project officer



Mehari Kettema
Project officer



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The Netherlands team



Gertjan Becx
Global Director



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Country Director



Saya Berzinji
Project Officer

Rwanda team



Diwy Tomassen
Country Director



Marie Fidele
Project Officer



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Project Officer &
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Gretta Ishyaka
Project Officer



Titus van Boekel
Project Officer



Keith Kamoso
Project Officer



For more information, visit:
www.traide.org