

U.S. Department of Justice

Washington, DC 20530

Exhibit A to Registration Statement**Pursuant to the Foreign Agents Registration Act of 1938, as amended**

INSTRUCTIONS. Furnish this exhibit for EACH foreign principal listed in an initial statement and for EACH additional foreign principal acquired subsequently. The filing of this document requires the payment of a filing fee as set forth in Rule (d)(1), 28 C.F.R. § 5.5(d)(1). Compliance is accomplished by filing an electronic Exhibit A form at <https://www.fara.gov>.

Privacy Act Statement. The filing of this document is required by the Foreign Agents Registration Act of 1938, as amended, 22 U.S.C. § 611 *et seq.*, for the purposes of registration under the Act and public disclosure. Provision of the information requested is mandatory, and failure to provide this information is subject to the penalty and enforcement provisions established in Section 8 of the Act. Every registration statement, short form registration statement, supplemental statement, exhibit, amendment, copy of informational materials or other document or information filed with the Attorney General under this Act is a public record open to public examination, inspection and copying during the posted business hours of the FARA Unit in Washington, DC. Statements are also available online at the FARA Unit's webpage: <https://www.fara.gov>. One copy of every such document, other than informational materials, is automatically provided to the Secretary of State pursuant to Section 6(b) of the Act, and copies of any and all documents are routinely made available to other agencies, departments and Congress pursuant to Section 6(c) of the Act. The Attorney General also transmits a semi-annual report to Congress on the administration of the Act which lists the names of all agents registered under the Act and the foreign principals they represent. This report is available to the public online at: <https://www.fara.gov>.

Public Reporting Burden. Public reporting burden for this collection of information is estimated to average .22 hours per response, including the time for reviewing instructions, searching existing data sources, gathering and maintaining the data needed, and completing and reviewing the collection of information. Send comments regarding this burden estimate or any other aspect of this collection of information, including suggestions for reducing this burden to Chief, FARA Unit, Counterintelligence and Export Control Section, National Security Division, U.S. Department of Justice, Washington, DC 20530; and to the Office of Information and Regulatory Affairs, Office of Management and Budget, Washington, DC 20503.

1. Name of Registrant MMGY Global, LLC	2. Registration Number 6492
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3. Primary Address of Registrant
7309 W. 80th Street, #400, Overland Park, KS 66204

4. Name of Foreign Principal The Embassy of the Republic of Rwanda	5. Address of Foreign Principal 1714 New Hampshire Ave NW Washington, DC RWANDA 20009
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6. Country/Region Represented
RWANDA

7. Indicate whether the foreign principal is one of the following:

- ☒ Government of a foreign country¹
- ☐ Foreign political party
- ☐ Foreign or domestic organization: If either, check one of the following:
- | | |
|--------------------------------------|---|
| ☐ Partnership | ☐ Committee |
| ☐ Corporation | ☐ Voluntary group |
| ☐ Association | ☐ Other (<i>specify</i>) _____ |
- ☐ Individual-State nationality _____

8. If the foreign principal is a foreign government, state:

- a) Branch or agency represented by the registrant
Tourism
- b) Name and title of official(s) with whom registrant engages
Mathilde Mukantabana, Ambassador Professor

¹ "Government of a foreign country," as defined in Section 1(e) of the Act, includes any person or group of persons exercising sovereign de facto or de jure political jurisdiction over any country, other than the United States, or over any part of such country, and includes any subdivision of any such group and any group or agency to which such sovereign de facto or de jure authority or functions are directly or indirectly delegated. Such term shall include any faction or body of insurgents within a country assuming to exercise governmental authority whether such faction or body of insurgents has or has not been recognized by the United States.

9. If the foreign principal is a foreign political party, state:

a) Name and title of official(s) with whom registrant engages

b) Aim, mission or objective of foreign political party

10. If the foreign principal is not a foreign government or a foreign political party:

a) State the nature of the business or activity of this foreign principal.

b) Is this foreign principal:

Supervised by a foreign government, foreign political party, or other foreign principal

Yes ☐ No ☐

Owned by a foreign government, foreign political party, or other foreign principal

Yes ☐ No ☐

Directed by a foreign government, foreign political party, or other foreign principal

Yes ☐ No ☐

Controlled by a foreign government, foreign political party, or other foreign principal

Yes ☐ No ☐

Financed by a foreign government, foreign political party, or other foreign principal

Yes ☐ No ☐

Subsidized in part by a foreign government, foreign political party, or other foreign principal

Yes ☐ No ☐

11. Explain fully all items answered "Yes" in Item 10(b).

12. If the foreign principal is an organization and is not owned or controlled by a foreign government, foreign political party or other foreign principal, state who owns and controls it.

EXECUTION

In accordance with 28 U.S.C. § 1746, and subject to the penalties of 18 U.S.C. § 1001 and 22 U.S.C. § 618, the undersigned swears or affirms under penalty of perjury that he/she has read the information set forth in this statement filed pursuant to the Foreign Agents Registration Act of 1938, as amended, 22 U.S.C. § 611 *et seq.*, that he/she is familiar with the contents thereof, and that such contents are in their entirety true and accurate to the best of his/her knowledge and belief.

Date	Printed Name	Signature
08/12/2026	Misti Borchers	Sign /s/Misti Borchers
		Sign
		Sign
		Sign

EXECUTION

In accordance with 28 U.S.C. § 1746, and subject to the penalties of 18 U.S.C. § 1001 and 22 U.S.C. § 618, the undersigned swears or affirms under penalty of perjury that he/she has read the information set forth in this statement filed pursuant to the Foreign Agents Registration Act of 1938, as amended, 22 U.S.C. § 611 *et seq.*, that he/she is familiar with the contents thereof, and that such contents are in their entirety true and accurate to the best of his/her knowledge and belief.

Date

Printed Name

Signature

8/12/2026

Misti Borchers



U.S. Department of Justice

Washington, DC 20530

Exhibit B to Registration Statement**Pursuant to the Foreign Agents Registration Act of 1938, as amended**

INSTRUCTIONS. A registrant must furnish as an Exhibit B copies of each written agreement and the terms and conditions of each oral agreement with his foreign principal, including all modifications of such agreements, or, where no contract exists, a full statement of all the circumstances by reason of which the registrant is acting as an agent of a foreign principal. Compliance is accomplished by filing an electronic Exhibit B form at <https://www.fara.gov>.

Privacy Act Statement. The filing of this document is required for the Foreign Agents Registration Act of 1938, as amended, 22 U.S.C. § 611 *et seq.*, for the purposes of registration under the Act and public disclosure. Provision of the information requested is mandatory, and failure to provide the information is subject to the penalty and enforcement provisions established in Section 8 of the Act. Every registration statement, short form registration statement, supplemental statement, exhibit, amendment, copy of informational materials or other document or information filed with the Attorney General under this Act is a public record open to public examination, inspection and copying during the posted business hours of the FARA Unit in Washington, DC. Statements are also available online at the FARA Unit's webpage: <https://www.fara.gov>. One copy of every such document, other than informational materials, is automatically provided to the Secretary of State pursuant to Section 6(b) of the Act, and copies of any and all documents are routinely made available to other agencies, departments and Congress pursuant to Section 6(c) of the Act. The Attorney General also transmits a semi-annual report to Congress on the administration of the Act which lists the names of all agents registered under the Act and the foreign principals they represent. This report is available to the public online at: <https://www.fara.gov>.

Public Reporting Burden. Public reporting burden for this collection of information is estimated to average .32 hours per response, including the time for reviewing instructions, searching existing data sources, gathering and maintaining the data needed, and completing and reviewing the collection of information. Send comments regarding this burden estimate or any other aspect of this collection of information, including suggestions for reducing this burden to Chief, FARA Unit, Counterintelligence and Export Control Section, National Security Division, U.S. Department of Justice, Washington, DC 20530; and to the Office of Information and Regulatory Affairs, Office of Management and Budget, Washington, DC 20503.

1. Name of Registrant

MMGY Global, LLC

2. Registration Number

6492

3. Name of Foreign Principal

The Embassy of the Republic of Rwanda

Check Appropriate Box:

4. ☒ The agreement between the registrant and the above-named foreign principal is a formal written contract. If this box is checked, attach a copy of the contract to this exhibit.
5. ☐ There is no formal written contract between the registrant and the foreign principal. The agreement with the above-named foreign principal has resulted from an exchange of correspondence. If this box is checked, attach a copy of all pertinent correspondence, including a copy of any initial proposal which has been adopted by reference in such correspondence.
6. ☐ The agreement or understanding between the registrant and the foreign principal is the result of neither a formal written contract nor an exchange of correspondence between the parties. If this box is checked, give a complete description below of the terms and conditions of the oral agreement or understanding, its duration, and the fees and expenses, if any, to be received.
7. What is the date of the contract or agreement with the foreign principal? 02/25/2026
8. Describe fully the nature and method of performance of the above indicated agreement or understanding.

Provide media relations services aimed at promoting Zürich's unique architecture, culture and arts within the U.S. market to increase bookings and visitor spend.

-
9. Describe fully the activities the registrant engages in or proposes to engage in on behalf of the above foreign principal.
refer to above

-
10. Will the activities on behalf of the above foreign principal include political activities as defined in Section 1(o) of the Act.¹

Yes ☐ No ☒

If yes, describe all such political activities indicating, among other things, the relations, interests or policies to be influenced together with the means to be employed to achieve this purpose. The response must include, but not be limited to, activities involving lobbying, promotion, perception management, public relations, economic development, and preparation and dissemination of informational materials.

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11. Prior to the date of registration² for this foreign principal has the registrant engaged in any registrable activities, including political activities, for this foreign principal?

Yes ☐ No ☒

If yes, describe in full detail all such activities. The response should include, among other things, the relations, interests, and policies sought to be influenced and the means employed to achieve this purpose. If the registrant arranged, sponsored, or delivered speeches, lectures, social media, internet postings, or media broadcasts, give details as to dates, places of delivery, names of speakers, and subject matter. The response must also include, but not be limited to, activities involving lobbying, promotion, perception management, public relations, economic development, and preparation and dissemination of informational materials.

Set forth below a general description of the registrant's activities, including political activities.

Set forth below in the required detail the registrant's political activities.

Date	Contact	Method	Purpose
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12. During the period beginning 60 days prior to the obligation to register³ to the date of registration for this foreign principal, has the registrant received from the foreign principal, or from any other source, for or in the interests of the foreign principal, any contributions, income, money, or thing of value either as compensation, or for disbursement, or otherwise?

Yes ☐ No ☒

If yes, set forth below in the required detail an account of such monies or things of value.

Date Received	From Whom	Purpose	Amount/Thing of Value
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13. During the period beginning 60 days prior to the obligation to register⁴ to the date of registration for this foreign principal, has the registrant disbursed or expended monies, or disposed of anything of value other than money, in connection with activity on behalf of the foreign principal or transmitted monies to any such foreign principal?

Yes ☐ No ☒

If yes, set forth below in the required detail an account of such monies or things of value.

Date	Recipient	Purpose	Amount/Thing of Value
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¹ "Political activity," as defined in Section 1(o) of the Act, means any activity which the person engaging in believes will, or that the person intends to, in any way influence any agency or official of the Government of the United States or any section of the public within the United States with reference to formulating, adopting, or changing the domestic or foreign policies of the United States or with reference to the political or public interests, policies, or relations of a government of a foreign country or a foreign political party.

^{2,3,4} Pursuant to Section 2(a) of the Act, an agent must register within ten days of becoming an agent, and before acting as such.

EXECUTION

In accordance with 28 U.S.C. § 1746, and subject to the penalties of 18 U.S.C. § 1001 and 22 U.S.C. § 618, the undersigned swears or affirms under penalty of perjury that he/she has read the information set forth in this statement filed pursuant to the Foreign Agents Registration Act of 1938, as amended, 22 U.S.C. § 611 *et seq.*, that he/she is familiar with the contents thereof, and that such contents are in their entirety true and accurate to the best of his/her knowledge and belief.

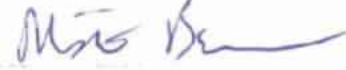
Date

Printed Name

Signature

8/12/2026

Misti Borchers





**EMBASSY OF THE REPUBLIC OF RWANDA
IN WASHINGTON, D.C-USA**

RENEWAL OF MARKETING SERVICES AGREEMENT

BETWEEN

THE EMBASSY OF THE REPUBLIC OF RWANDA IN WASHINGTON, D.C-USA

On behalf of Rwanda Development Board (RDB))

AND

An MMGYGLOBAL COMPANY/MYRIAD INTERNATIONAL MARKETING, LLC

REFERENCE TO THE INITIAL MARKETING SERVICE AGREEMENT SIGNED on 21 MAY 2018



This is a **renewal of Initial Marketing Service Agreement**, signed on 21 May 2018 and renewed for the sixth time on 23rd August 2024, and extended for Seven months from June to December 2025, between:

Embassy of the Republic of Rwanda in Washington, D.C-USA, on behalf of **Rwanda Development Board (RDB)**, (hereinafter referred to as "**The Client**"), The Embassy's mailing address: 1714 New Hampshire Ave NW, Washington, DC 20009, Phone:(202) 232-2882, email: [REDACTED], represented by **Ambassador Professor Mathilde Mukantabana**, Ambassador of the Republic of Rwanda in Washington, D.C-USA (RDB's Head Office is at KN 5 Rd, KG 9 Ave, Gishushu, P.O. Box 6239 Kigali), Email: [REDACTED]

And

Myriad International Marketing, LLC, a Delaware limited liability company with offices at 6033 West Century Boulevard, Suite 900, Los Angeles, California 90045 (hereinafter referred to as "**The Agency**"), represented by....., CEO/Managing Director,

WHEREAS:

Both Parties agree to make a Renewal of the initial Marketing Service Agreement in consideration of the same the terms and conditions,

Considering that this Renewal is consistent with Clauses 3 and 11 of the Initial Marketing Service Agreement,

Now, therefore, the Parties agree, without prejudice to other Clauses of the initial Marketing Service Agreement, as follows:



Article One: Renewal of Marketing Service Agreement

Pursuant to Articles 3 and 11 of the initial Marketing Service Agreement, Parties agree to extend the renewal of Marketing Service Agreement for SIX MONTHS effective from the expiry date of the previous one.

Article 2: Revised Plan of Action

Except, the revised Plan of Action, attached herewith in **the Appendix**, other Clauses than those mentioned in the present renewal shall remain in force in accordance with the Marketing Service Agreement.

IN WITNESS of the Parties hereto have subscribed to the renewal of the initial Marketing Service Agreement to the date of its signature.

Washington, D.C-USA, February 25th /2026

The Agency

Signature.....

ME Hugh McCann

Position.....

Myriad International Marketing, LLC

The Embassy of the Republic of Rwanda in
Washington, D.C-USA (on behalf of Rwanda
Development Board)

Signature.....

Ambassador Professor Mathilde Mukantabana
Embassy of the Republic of Rwanda in
Washington, D.C-USA



Appendix 1**TERMS OF REFERENCE TO HIRE MARKET REPRESENTATION SERVICES FOR RWANDA TOURISM IN NORTH AMERICA****I. BACKGROUND AND CONTEXT**

Rwanda Development Board (RDB) is a public institution with a vision of transforming Rwanda into a dynamic global hub for business, investment and innovation. The Rwanda Development Board (RDB) mission is to fast track economic development in Rwanda by enabling private sector growth.

Rwanda aims to be the premier eco-tourism destination on the African continent. Tourism goals include promoting Rwanda as a high-quality tourism destination, to serve as a regional meetings and conference hub for Central and Eastern Africa, and enhance Rwanda's diverse and unique tourism products in order to bring tourists to the country and generate revenues that contribute significantly to the country's overall socio-economic development.

For this purpose, a Sustainable Tourism Master Plan was finalized in 2015 to provide a broad vision for the promotion and development of the Rwanda Tourism Industry. The new strategy provides guidance for development of the tourism industry through special focus on aggressive marketing in Rwanda's traditional key source markets, but also new identified source markets with the view to achieving Rwanda's annual revenue growth target increase of 15%.

The strategic framework identified priority markets against which focused effort will be given so as to increase arrivals as well as tourism revenues thereby boosting the tourism sector in general.

Market representation needed to cover North American markets:

	Key Source market	Targeted Countries / Regions	Countries
	North America	2	USA and Canada



II. OBJECTIVE OF THE ASSIGNMENT

To increase Rwanda's share of arrivals from the above target markets by raising its profile through a range of channels that will reach consumers, travel trade and the media, and achieve a positive view of Rwanda as an attractive and sustainable 'must-see' destination.

The main purpose of the consultancy is to provide and implement an action plan that will allow reaching and attracting a greater number of visitors to Rwanda.

The Marketing Representation Company will be required:

- To develop together with RDB a marketing strategy for the region
- To ensure the marketing strategy is implemented;
- To ensure tourism arrivals and revenues are increased;
- To provide market intelligence on North American outbound tourism market;
- To ensure coordination of RDB's in-country activities for example during tourism fairs, road shows or where relevant trade missions in the respective countries, with the overall objective of raising awareness of Rwanda as a must visit tourism destination.

III. SCOPE OF WORK

The marketing company will serve as RDB's Tourism Marketing Representation Company by carrying out marketing activities in identified markets namely:

- United States of America
- Canada

The recruited company will work under the direct supervision of RDB and Rwanda Embassies in target markets, and will cover the following:

Strategic Planning

- To work with RDB Tourism Department to design an appropriate market development / representation strategy for target market(s), including an agreed budget and marketing mix, to deliver Rwanda's objectives in the target market(s)
- To establish and extend a strategic network of stakeholders in the target market(s)
- To research and identify relevant marketing channels.
- To build the Rwanda's brand and to increase trade and consumer awareness
- To elaborate a 1-year marketing operation plan as the initial deliverable of the project and ensure proper management and reporting of the allocated budget



Content Development and online presence for the North American market

- Development and regular update of online tourism content in the language used in North American countries
- Contribute to Rwanda tourism social media activities for USA and Canada markets/generate and manage content.
- To monitor and evaluate impact of online activities and report against pre-determined targets on a quarterly basis.

Media Communication

- To advise on communication and represent Rwanda Tourism as official spokesperson in the target market(s)
- To be the first point of contact for media enquiries, maintaining relationships with leading journalists and helping to secure a reputation for Rwanda as a reliable media partner.
- To secure regular editorial space in consumer and trade media across all platforms (print, digital and broadcast) to promote Rwanda, preparing press releases and drafting statements for RDB officials and other opinion leaders.
- To monitor all media output
- To plan and facilitate press trips, after identification of relevant travel journalists. Close collaboration with airlines, hotels and local tour companies needed to co-fund the trip and make it cost effective.
- To respond appropriately to any reputational risk
- To support Rwanda's online media activity in relation to the target market(s)
- To monitor and evaluate impact of activities and report against pre-determined targets on a quarterly basis.

Advertising Campaigns

- To give input and design tactical and strategic advertising campaigns appropriate to the market, including print, online and involving competitions, sponsorship and events where relevant.
- To negotiate advertising space and optimum deals at cost effective rates for the client.
- To produce and distribute all marketing literature and campaign material, under guidance of RDB Tourism Department, and ensure they are consistent with Rwanda branding and market objectives.
- To monitor and evaluate impact of activities and report against pre-determined targets on a quarterly basis.



Trade Communication

- To establish and develop a database of travel tour operators, airlines and other stakeholders in the target market(s) and share this with RDB Tourism Department.
- To maintain communication through appropriate channels e.g. Newsletters, webinars, destination training programs.
- To plan and facilitate study tours and familiarization trips.
- To monitor travel advisories and, when appropriate, take remedial action.
- To attract travel trade.
- To monitor and evaluate performance and trade linkage activities and report against pre-determined targets on a quarterly basis

Events

- To manage RDB Tourism Department's participation at key tourism fairs, road shows and other market events, arranging a compelling programme of industry meetings and workshops, media interviews and press conferences.
- To pre-arrange appointments for RDB with stakeholders at events
- To identify additional event platforms with market partners and devise a strategic programme of complementary market events.
- To contribute to other events to promote the Rwanda brand
- To prepare briefing notes and media packs and produce event reports and assessments.
- To monitor and evaluate performance activities and report against pre-determined targets on a quarterly basis

IV. KEY -DELIVERABLES

- Market intelligence report for North American market developed and submitted. This should include USA and Canada outbound market, spending, outbound travel market to Africa, to EAC and to Rwanda where relevant, interest products, length of stay etc.
- One-year budget and marketing/ market representation plan developed and delivered.
- Quarterly report produced and submitted to RDB on activities against pre-determined target indicators.
- Database of tour operators in USA and Canada market(s), and specify the ones that are selling Africa tourism products.
- Database of Travel media / exposure featuring Rwanda tourism on a quarterly basis



- Increase visibility through articles featuring Rwanda published in key North American travel media platforms – online, broadcast and/or print an indication of the value of media exposure generated.
- Grow Rwanda's share of North American market visitors, by 15% per annum using 2016 RDB Tourism Arrival Statistics as a baseline.
- Tourism revenues from target markets increased using 2016 RDB Tourism Revenue Statistics as a baseline.
- Quality promotional materials available and distributed throughout the North American markets (Destination brochure, videos, maps, sales tool kit, press tool kit etc) should be developed considering the market official language and needs / preferences for ease of business, in consultation with RDB Tourism department.
- B2B/travel trade meetings successfully organized.
- International Tour Operator and Media familiarization trips organized.
- Identified tourism fairs and roadshows in target markets successfully organized.

V. DURATION OF THE ASSIGNMENT AND LOCATION

The contract shall be established for a period not exceeding one year, with a renewal upon performance satisfaction measured.

VI. REPORTING OF SUPERVISION ARRANGEMENTS

The Agency will report directly to Rwanda Development Board Tourism Department on monthly and quarterly basis, with weekly email flash reports. Report to be shared with Rwanda Embassies in Washington DC – USA and Ottawa – Canada.

VII. PROFILE OF THE FIRM

The Consultant Company should have tourism working experience in promotion of Africa and preferably the Sub/Saharan region and be able to demonstrate having worked within the target markets of this TOR. Preference will be given to organizations with proven relevant experience in undertaking a task of similar magnitude, and shall preferably, among others have, the following qualifications/experience:



- 10 years' experience of representing and advising tourism destinations
- Profound knowledge of the travel industry, consumers and media in the primary source market(s)
- A strong network of relationships across travel trade media platforms and channels
- A commitment to sustainable development and environmental management of tourism.
- Highly professional and motivated with an instinctive flair for creativity
- Superlative communication and networking skills
- Expertise in digital media and other emerging channels
- Committed to delivering outstanding results for Rwanda Tourism
- Proven track record to work in a multi-cultural and inter-disciplinary environment will be required.

The international firm must have local offices in or representative offices in both USA and Canada.



APPENDIX: MMGY MYRIAD SCOPE OF WORK JANUARY-JUNE 2026

ACTIVITY	RECOMMENDATION	BUDGET ASSIGNED	TIMING
MONTHLY RETAINER & ADMIN			
Representation Monthly Fee	Representation fee includes but is not limited to the following: - Account Management: Database management, client calls (biweekly), product audits, strategy planning, other account management activities - Reporting: Monthly reports, post-event reports - Training/Trade Meetings: organizing meetings with tour operators, travel time, attendance, general ongoing relationship management - Webinars: preparation, setup, invitations, presenting, follow-up - PR Services: Monthly pitching, drafting press materials - Fam Trips (Trade): Recruitment, attendance, itinerary coordinating, domestic travel coordinating - Press Trips: Recruitment, attendance, itinerary coordinating, domestic travel coordinating - Conferences in activity plan: Setting up meetings, travel arrangements, sponsorship organization, attendance, follow-up, expenses	\$48,000	January 1- June 30
Estimated Travel Costs	Held funds to cover the cost of flights/mileage, hotels, taxis, food, etc. for RDB-related travel, including but not limited to the following trade shows and activities: - ACTA Educational Roundtables - TTE Trade Show	\$6,000	January 1- June 30
TOTAL ADMIN		\$54,000	
PUBLIC RELATIONS			
Monthly Pitching	Pitching proactive story angles and reactive media leads where appropriate. Pitch angles may include,	10 Hours Per Month Included in	January-June



	but aren't limited to: new hotel openings, Rwanda's sustainable tourism, gorilla trekking, etc.	Monthly Retainer	
Press Releases	Press releases can be drafted and distributed in the instance that major news is released from the destination. Can be distributed manually at no cost via MMGY media database or through a release distribution channel (like PR Newswire or TravMedia) for a fee.	1 Included in Monthly Retainer (additional press releases may be drafted when relevant news is available)	Ad-hoc
Press Trips	One small group media trip in May, with 4-5 journalists from North America attending (and one MMGY PR rep) , focused on a yet-to-be-determined theme or story angle. Budgets outline airfare costs for up to four media to travel round trip to/from Kigali.	\$11,000	April-May 2026
TOTAL PR		\$11,000	
TRAVEL TRADE			
Trade Shows (ACTA Educational Roundtables)	ACTA – The Association of Canadian Travel Agencies and Travel Advisors – will host 3 educational round tables in 2026: Ottawa on March 24, Halifax on March 26, Montreal on April 28. These roundtable sessions bring together travel advisors, suppliers, and ACTA leadership for focused education, networking and advocacy updates. Each roundtable includes 15-25 suppliers, with each sponsor participating in 8-minute sessions with each advisor. Sponsorship is \$3,000 per event, and includes participation in the roundtables, as well as a light lunch with networking. MMGY suggests attending 2 events; open to discussions with RDB in regards to which 2 events are preferred (MMGY recommends Ottawa and Montreal based on population sizes)	\$6,000	March-April 2026
Trade Shows (TTE)	TTE takes place June 2026 in Arizona. Budget allocation includes hard costs for one delegate.	\$6,500	June 2026



	three nights lodging as well as meals for 2026 show attendance.		
taCONNECT Database	Advisor database via taCONNECT, a database management platform, with the goal of generating awareness of the destination and increasing Rwanda's travel agent database. The platform also includes CRM capabilities, which will allow us to manage and interact with this database and allow advisors to self-manage their information ensuring our database remains up to date. RDB will be provided with access to the platform and instructions for use.	\$1,074	January - June
Memberships (APTA - Virtual)	APTA Corporate Membership, providing the opportunity to network with the travel agents and operators who sell Africa, attend any networking events, opportunities to participate in lectures, provide product updates and more. This membership includes a listing in the online directory, ability to submit news and events, feature in the annual brochure, and more. Since 1980 APTA, as one of the leading trade organizations in North America specializing in promoting tourism to Africa, has provided the travel community with exceptional educational programs, weekly APTA News, educational study trips and participation in travel industry all orchestrated in partnership with our African suppliers. APTA is a non-profit, volunteer, B-2-B association of travel professionals on a mission to promote Africa and her islands as tourist destinations to the retail travel agents and tour operators in North America. APTA's memberships includes of over 250 active travel agent and tour operator members and over 75 corporate members, representing hotel, safari lodges, destination management companies, airlines and tourism organizations across the African continent.	\$400	Year-round



	APTA organizational structure comprises of a national executive board and local chapters throughout the U.S., which are geographically located in the Northeast (New York), Florida, Midwest (Chicago), Rocky Mountain (Denver), San Diego, Sacramento and Orange County (California).		
Rwanda Specialist Program - Maintenance and Hosting Costs	MMGY will continue to host microsite dedicated to a Rwanda Specialist program for interested advisors, which was initiated and built within the 24/25 FY. The cost here includes ongoing program maintenance and hosting costs. The program website includes previously recorded webinars, hotel and DMC information, destination maps, trekking information and more all presented in themed "segments" that can each be completed in a set amount of time. All travel advisors who complete the full program will be able to call themselves "Rwanda specialists," allowing them to promote Rwanda to their clients. This also provides us with a dedicated pool of advisors who are strong contenders for famil trips. The specialist program is applicable to the UK market and US markets.	\$13,200	January - June
Rwanda Specialist Program - Management	MMGY fee for launch and ongoing maintenance of microsite.	\$1,000	January - June
Rwanda Specialist Program - Promotional Campaign	MMGY to utilize funds in the marketing partnership and promotional uses of the Rwanda Specialist Program. This can include but is not limited to newsletter publications, marketing partnerships with outlets such as Travel Weekly, Travel Market Report, Luxury Travel Advisor, etc. While specifics of the campaign would depend on total investment amounts and vendor proposals, these campaigns	\$30,000	January - June 2026



	are likely to include the following promotional tactics: banner ads, dedicated newsletters, social media ads, custom content articles and/or print ads. The objective is to raise awareness of the Rwanda Specialist Program (and secondarily of Rwanda as a travel destination) with a B2B audience of suitable travel advisors. MMGY will request proposals from several vendors and evaluate them before providing a recommendation to RDB on which publication(s)/vendor(s) to proceed with.		
USTOA 2026 Registration	"Participation at USTOA 2026. Budget allocation includes event attendance for 1 MMGY delegate and 2 RDB delegates. The 2026 USTOA Annual Conference & Marketplace will take place from Monday, November 30 to Friday, December 4 at the San Francisco Marriott Marquis in San Francisco, CA. USTOA will focus on delivering a program with the content most important to attendees, including one-on-one Marketplace appointments, sponsors' messages and educational sessions. All activities are planned to give Associate Members plenty of opportunities to meet with some of America's most respected and renowned tour operators. The investment we make to attend the conference offers the potential to make an important impact and deliver long lasting returns.	\$8,500	
USTOA Sponsorship Opportunity – Future Lights	The USTOA Future Lights Sponsorship will position Rwanda as a supporter of sustainability, diversity, equity, and inclusion while aligning the destination with emerging leaders in the U.S. travel trade. The program honors individuals who have committed their efforts to sustainability through their work in the travel industry with awards granted to 3 individuals each year. The sponsorship delivers year-round visibility through USTOA's website, member communications, PR, social media, webinars, and industry thought leadership, but the	\$33,000	Year-round



	big moment for the sponsorship culminates with on-stage recognition at the 2026 USTOA Annual Conference & Marketplace in front of USTOA's full membership. During the opening keynote session at USTOA, the Future Lights sponsor is welcomed on stage with sponsor branding on the big screen, and is given an opportunity to introduce themselves, their brand, and the connection to sustainability before presenting the 3 award winners with the Future Lights awards. This sponsorship would allow Visit Rwanda sponsorship exposure to the full USTOA audience on the mainstage during a keynote session and would closely align Visit Rwanda with the sustainability efforts of USTOA and its community.		
FAM Trips	Host 1 small familiarization trips for retail travel advisors and or / sales managers for tour operators to drive sales to Rwanda. Costs do not include flights, but do include ground support costs including that for park admission fees.	\$20,000	March 2026
Webinars	Host 2 travel advisor webinars with content to focus on relevant topics for advisors and tour operators, including Rwanda's culture, wildlife, adventure experiences, the specialist program and more. Timing is flexible but recommended months are March and May. The estimated budget includes the creation of webinar invitations and distributions.	\$2,500	March 2026 May 2026
Newsletters	Bimonthly newsletters to be sent to our trade database. Newsletters will include recent news and updates from the destination and suppliers such as hotel properties, DMCs, etc. The estimated budget includes buildout of each newsletter volume by the MMGY creative team.	\$7,500	February 2026 April 2026
TOTAL TRADE		\$129,674	



CONSUMER ACTIVITIES			
Broadcast Activity – Sam Brown Places to Love	Samantha Brown's Places to Love is an award-winning travel television series airing nationally on PBS and distributed by public television stations, featuring 30-minute episodes in which host and executive producer Samantha Brown explores destinations through their people, culture, and everyday experiences rather than just the typical tourist highlights. The show emphasizes thoughtful, human-centered storytelling that invites viewers to connect more deeply with the places featured and continues into 2026 with new seasons premiering early in the year. Brown's engaging approach and trusted public television platform provide partners with wide broadcast and digital visibility through PBS stations and PBS's online app and streaming options. Audience Information: As PBS is a public broadcasting channel, specific viewership numbers are not available, but PBS reaches all households with basic cable and/or streaming services in nearly every U.S. city. Additionally, full episodes are posted to YouTube, where the Places to Love channel has nearly 100K followers. The Samantha Brown Places to Love target audience is curious, adventurous travelers typically aged 40+ with a high propensity to travel. The content follows the format of a traditional travel show, exploring a destination's food and drink, culture, natural attractions, museums, and any location that makes that destination truly special. Filming would be likely to take place in late 2026 or early 2027, though the MMGY team is working to confirm date ranges and cast/crew headcounts with the Places to Love team. In our previous experience working with the show's production	\$80,000	Late 2026/early 2027 (TBC)



	team, a crew of 5 traveled in destination to film for a span of 5-6 days. Visit Rwanda and MMGY will be able to work closely alongside the Places to Love team to outline what experiences, locations and personalities are profiled within the show. \$80,000 includes filming fee alone, Visit Rwanda would also be responsible for the ground costs (hotels, driver/guide, activities, etc.) for the cast and crew. The Places to Love team typically covers the cost of their own airfare.		
MMGY Project Fee –Places to Love	MMGY Project Fee for time and dedicated support of Places to Love filming requirements, logistical planning and liaising between production and RDB.	\$7,500	Late 2026/early 2027 (TBC)
TOTAL CONSUMER ACTIVITIES		\$87,500	
GRAND TOTAL		\$282,174	



KPI	Goal	Actual
Trade		
Travel trade professionals hosted in-destination	5	
New itineraries	2-5	
Webinar attendees	100	
Trade engaged at trade shows and roadshows	100	
Trade announcements distributed	5	
New contacts in trade database	400	
Sales calls and partner trainings conducted	15	
Newsletter reach	5000	
Articles secured	42	
Media impressions	650 million	
Estimated ad value	\$15 million	
Press releases distributed		
Media hosted on press trips	8-10	
Media met for 1:1 meetings	35	
Conversions from trade events and famtrips		
Visitation to Rwanda from North America	100% or + of 2019 level	

