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**Rwanda Dairy  
Competitiveness  
Program II**



**RWANDA DAIRY COMPETITIVENESS PROGRAM II**

**Quarterly Report**

**October 1 – December 31, 2012**

**CA# USAID-696-A-12-00002**

**Submitted to**

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**RWANDA DAIRY COMPETITIVENESS PROGRAM II**  
**CA# USAID-696-A-12-00002**

**QUARTERLY REPORT**  
**October 1 2012 – December 31, 2012**

Name of Project:	Rwanda Dairy Competitiveness Program II
Regions:	Northern, Southern, Eastern and Kigali Milk Sheds
Dates of project:	January 6, 2012 – January 5, 2017

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## Acronyms and Abbreviations

ABS	African Breeders Services Total Cattle Management Limited
AI	Artificial Insemination
BDS	Business Development Services
COMESA	Common Market for Eastern and Southern Africa
COP	Chief of Party
DCA	Development Credit Authority
DCOP	Deputy Chief of Party
DSWG	Dairy Sector Working Group
DQAL	Dairy Quality Assessment Laboratory
EADD	East Africa Dairy Development project
EDPRS	Economic Development and Poverty Reduction Strategy
EMMP	Environmental Mitigation and Monitoring Plan
ESADA	East and Southern Africa Dairy Association
IEE	Initial Environmental Examination
INGO	International Non-Governmental Organization
GoR	Government of Rwanda
MCC	Milk Cooling Centers
MINAGRI	Ministry of Agriculture and Animal Resources
MINECOFIN	Ministry of Economic Planning and Finance
MINEDUC	Ministry of Education
MINICOM	Ministry of Trade & Industry
MINALOC	Ministry of Local Government
MINISANTE	Ministry of Health
NDS	National Dairy Strategy
NGOs	Non-governmental Organizations
PLWHA	People Living with HIV and AIDS
PMP	Performance Management Plan
PSF	Private Sector Federation
PSTA III	Strategic Plan for the Transformation of Agriculture in Rwanda – Phase III
RAB	Rwanda Agriculture Board
RALIS	Rwanda Agriculture and Livestock Inspection Services
RARDA	Rwanda Animal Resources Development Authority
RBS	Rwanda Bureau of Standards
RDB	Rwanda Development Board
RDCP II	Rwanda Dairy Competitiveness Program II
RMSA	Rwanda Milk Sellers Association
RNDB	Rwanda National Dairy Board
SOQ	Seal of Quality
UCD	University of California – Davis

## Introduction and Highlights

This is the quarterly report for the period October 1 2012 to December 31 2012. The Rwanda Dairy Competitiveness Program II (RDCP II) project was designed to reduce poverty through expanded marketing of quality milk that generates income and employment, and improves nutrition of rural households. RDCP II aims to achieve this by linking existing and new smallholder dairy producers to expanding market demand driven by improved quality, reduced transaction costs and increased investment all along the dairy value chain.

RDCP II continues to address the various challenges that the Rwandan dairy industry faces. A key step in this process was the request from USAID to RDCP II to facilitate development of the National Dairy Strategy (NDS) for the Government of Rwanda (GoR). This was a valuable activity, but not originally planned for under RDCP. The strategy process started mid-2012 and a draft document was ready for review in October 2012. This document, once validated, will act as the reference point /road map for the Ministry of Agriculture and Animal resources (MINAGRI) and the Ministry of Trade & Industry (MINICOM) and their respective implementing agencies on the implementation of a 5 year strategy for the dairy sector as a whole. Elements of the draft NDS were incorporated into the GoR Strategic Plan for the Transformation of Agriculture in Rwanda – Phase III (PSTA III) during preparation of the draft in November and December 2012.

During this quarter RDCP II made considerable progress with introduction of the testing and stakeholder buy-in aspects of the SoQ program, a key initiative designed to foundation to achieve the overarching goal and mission for RDCP II: **increase the competitiveness of Rwandan dairy products in regional markets to positively impact rural household incomes associated with dairy-related enterprises.** Briefly, the SoQ is designed to increase the quality of Rwandan dairy products through a voluntary testing regime, stakeholder buy-in to dairy quality through voluntary enrollment in the SoQ, and consumer perceptions and willingness to pay for products that carry the SoQ seal through marketing and development of the SoQ as category brand. It is foreseen that increased consumer willingness to pay for higher quality dairy products will be the engine that drives the sustainability of RDCP interventions at each level of the value chain.

Considerable time during the quarter was spent outlining the details of the program to the key partners in the process so that buy in and acceptance was in place in advance of implementation. A training plan for these players was finalized and training will commence in January 2013. This training will be targeted at both implementing partners and overseers of the program (i.e. RBS, RALIS and RAB) and also at field level to MCC's, aggregation points, transporters and producers.

RDCP II submitted to USAID in December initial grant applications for approval to commence the process of upgrading key points of the dairy value chain. The majority of the grant requests submitted in this first application focused on improving efficiencies around milk collection, aggregation and transport. In

addition a grant request was submitted to operationalize the SoQ which will grant testing kits to 36 MCC's and five processors across the four milk sheds. This activity will raise the visibility of the SoQ quality program at producer level and the kits will provide basic testing expertise at MCC level.

The NDS process established the importance of having the correct institutional framework in place for the Rwanda National Dairy Board (RNDB). This is critical if it is to achieve the credibility required to carryout it's key role – advocacy on behalf of the dairy sector. The current structure of the RNDB was officially and dissolved and notarized accordingly in December with Private Sector Federation (PSF) taking the lead in the process. RNDB will become a dairy platform under PSF this process will be completed during January 2013. RDCP II received a grant application from RNDB to support capacity building and creation of the RNDB secretariat. The application is currently under review and will be submitted to USAID for approval in early 2013.

INSPIRED received commitments from a number of banks and microfinance institutions to develop dairy specific goods and services following a presentation to CEOs in December. This process will be formalized in January and product design will commence in quarter two with product roll out in quarter three.

## Gender

In October 2012, RDCP II Gender Advisor, in collaboration with Land O'Lakes Gender and Livelihoods Practice Area Manager, based in Washington, DC, organized a successful training on Gender in The Value Chain (GVC) for RDCPII staff, other USAID Feed The Future implementing projects (FTF) and key governmental stakeholders. The purpose of the training was to familiarize Rwandan Feed the Future implementer staff, including those of the Rwanda Dairy Competitiveness Project II (RDCP II), and relevant governmental and private sector stakeholders of how gender should be integrated into targeted value chains to enhance agriculture-lead economic growth ensuring gender equality and women's empowerment. One of the training recommendations was for the Gender Advisor for RDCPII to continue to extend assistance to FTF gender focal points on how they can better mainstream gender in their work to benefit men as well as women; this is an ongoing assignment. The Gender Advisor has extended assistance to the gender focal point(s) of: Rwanda Rural Feeder Roads project, East Africa Dairy Development project, Send a Cow, and Ministry of Agriculture focal points among others.



Participants at RDCP II Gender training at RDCP II office Kigali

Since the first grant applications were received, the Gender Advisor and the grant evaluation team noticed a gap that very few women cooperatives and associations had applied. The Gender Advisor (GA) has now embarked on mobilizing new women cooperatives to start the process of forming and

registering dairy cooperatives so that they are eligible to apply for the second round of grants. To date, five cooperatives have been mobilized and now have committee leaders in place to foster the registration processes.

As part of the grant evaluation committee the GA worked with the RDCP II sub-award staff to ensure that gender was part of the evaluation criteria and emphasis was put on how the projects intend to mainstream gender as a result of the grant.

Training of IAKIB key cooperative members this quarter on gender mainstreaming in the cooperative and in the entire dairy sector was held. IAKIB members were also commissioned to train other cooperative members on how to ensure that women and men participate in the cooperative endeavors and position women like men in the same position to benefit from opportunities the project offers.

During RDCP II's needs assessment of dairy farmers and beneficiary identification process, the Gender Advisor established that women participants registered their husbands instead of registering themselves. This has been tackled through raising awareness and sensitizing women of the need to now register as project beneficiaries instilling the confidence in them that they are potential beneficiaries even if the cow is not in their name.

## Grants and Investment



RDCP II Potential grant recipients attending an Environmental Compliance presentation

RDCP II places particular emphasis on leveraging additional investment from both the public and private sectors. This investment helps to ensure ownership and shows a vested interest in long term success and growth. The project actively seeks to support partners willing to invest their own resources in the long term development of Rwanda's dairy sector. This vested interest provides the basis for RDCP II's exit strategy which is in

situ from year one.

Following the initial grant advertisement from which over 300 applications were received 63 candidates were invited to submit full proposals. The grant evaluation process proceeded during the first quarter and followed a rigorous internal review. As a result, a total of 16 individual grants were submitted for USAID approval of which 15 were from the business innovation fund and one was a capacity building grant. In addition, a SOQ grant request was submitted which involved granting milk quality testing kits to 36 MCC's and five dairy processors. The latter coupled with the engagement of key public sector partners will raise the bar on the quality of milk produced and distributed across the sector as a whole.

Additional grant applications are still under review and these will be submitted during the second quarter. It is intended to submit a sizeable grant for the reformed RNDB allowing it to become properly established so that it may advocate appropriately for means to advance the Rwanda dairy sector on behalf of the private sector which it represents. There will also be several capacity building grants issued to recipients across all milk sheds.

## **Stakeholder Collaboration**

RDCP II engaged with a wide range of stakeholders during this quarter with the aim of attaining consensus on the National Dairy Strategy (NDS) which was completed in November 2012. The NDS was also adopted by RDCP II as its Competitiveness Action Plan (CAP) 2012 against which customized planning for the four milk sheds was done to achieve the Milk Shed Action Plans. Dissemination and validation of the NDS draft document requires high level facilitation to ensure that essential institutions are on board. On this note, presentations and discussions were done with MINICOM, MINAGRI, RNDB, RDB, USAID and PSF with the aim of building consensus on the appropriate validation process for the NDS. It was evident that the validation would be a step-by-step process to allow stakeholders adequate consultations. PSF was identified as a potential driver and facilitator of dialogue in partnership with RDB towards a more interactive forum under the Public-Private Dialogue (PPD). The PPD framework allows for more private sector engagement and participation in key stakeholder meetings at which they have in the past been conspicuously absent.

RDCP II Seal of Quality Program (SOQ) is a new introduction to the subsector and requires a lot of buy-in from stakeholders so that ultimately, it becomes a national program ensuring adoption of best practices across the dairy supply chain. Various meetings were held with RBS, RALIS, RAB, USAID, private sector partners to provide clarity on the roll out and program description. In addition, financial institutions have come on board through a host of meetings to explore opportunities in the broad best practice program (SOQ) that incorporates provision of financial services.

The potential benefits from this program are numerous and deeper engagement with stakeholders has been a key focus during this period. By the end of the reporting period, RDCP II had received Expressions of Interest to participate from government agencies, commercial banks, processors, milk traders, transporters and dairy producers. The program will concretize with these partners on developing appropriate agreements on roles and responsibilities.

Milk Shed and District Collaboration: Through existing forums like the District Joint Action Forums at various districts, RDCP II took the opportunity to present and in some instances exhibit at District Open Days. This provided avenues for interaction with other stakeholders in the districts and provinces to understand our complementary roles. In the following quarter January to March 2013, RDCP II aims to facilitate Milk Shed Action Plan Validation Sessions a key outcome of which will be establishment of Milk Shed Dairy Working Groups. The MS-DWGs will be charged with fast-tracking partner commitments in Dairy development in the respective Milk Sheds. This is an important milestone and will lead to

decentralized planning and promotion of dairy related investments in both districts and milk sheds. It also allows for knowledge sharing among partners and stakeholders in the same area.

## **Monitoring & Evaluation and Knowledge Management**

The last quarter was a period for annual reporting. An annual report was submitted to USAID AOR / AO and to MEMS for the Year 2012 in December. Also the RDCP II annual work plan was developed for Year 2013 and is currently in final review stage. The M&E department with the assistance of MEMS provided information required by FTF monitoring system in the process of setting FTF targets and their disaggregation for 2013 and 2014.

Last quarter Land O'Lakes contracted Wakala East Africa Consultancy Services Limited (WAKALA) to perform the baseline assessment. The survey, started last quarter, was completed during this quarter and a draft report was submitted by the contracting company. Land O'Lakes is working with the firm throughout the quarter to refine their final baseline report in hopes that it will be finalized early in the next quarter.

## **Environmental Compliance**

The Land O'Lakes environmental officer visited in October and carried out training with RDCP II staff on environmental compliance on USAID projects. Specifically, she covered how this compliance relates to grantees and how to communicate the importance of monitoring and mitigation thereby ensuring environmental compliance by grantees. Additionally training was provided on how to complete the Environmental Review Forms (ERF) a requirement for the grant approval process. This training was very beneficial as it contributed to an efficient environmental review for each grant applicant and facilitated completion of each ERF.

## **Lessons Learned**

Significant progress was seen during quarter one; however the nature of many of RDCP II partnerships requires on going reiteration of the process to ensure collaboration, buy in and support for project interventions and approach. This at times can slow the pace of implementation but in the long run achieving a clear understanding ensures adoption and sustainability.

- Dairy Sector Working Groups: Private sector participation in the subsector working group is low. The objective of the working groups is to discuss topical issues pertaining to the sector and provide timely information to stakeholders as appropriate. RDCP II aims to achieve full participation. A joint Public-Private Dialogue (PPD) hosted by Private Sector Federation and Rwanda Development Board in January 2013 will provide a starting point for the dairy private sector to understand their complementary roles with other institutions in promoting investment in the sector.

- National Dairy Strategy validation: The NDS validation is overdue following completion of the NDS document in November 2012. Minagri, lead institution, has been delaying the validation due to their work on to completing the Agriculture sector Strategic Plan (PSTAIII), a high priority. RDCP II will use the opportunity of the January PPD to ensure that the private sector members through their participation appreciate their role in the NDS implementation and to secure validation in quarter two.
- Milk shed Action Planning: The Milk Shed Action Plans were finalized in quarter one with the intention of RDCP II presenting in the four milk sheds. Introduction and discussion of the plans with key implementing partners at district level including RAB has taken more time than anticipated however plans will now be delivered during quarter two. This delayed formation of Milk-shed dairy working groups linked to monitor and focus developments of the subsector at milk shed level. These groups will be a key output of these milk shed meetings during quarter two.
- Seal Of Quality (SOQ): The roll out of the SOQ program was preceded by a lengthy process of detailing the requirements and partner concept buy-in to ensure a smooth uptake of the program. The SOQ is tailored alongside other initiatives that include best practices in production, milk handling, and financial services making it a complex program. It therefore required significant effort to provide clarity both internally and externally for partners directly engaged with the program. Key among implementing partners include RAB, RBS, and RALIS.
- Grants process: The review, selection and approval process undertaken by RDCP II required considerable time and expertise to complete the evaluation and ensure adequate due diligence was followed. The additional information required for ERF and business feasibility was a learning curve for applicants and RDCP II staff alike. However familiarity gained from the initial process will mean that future evaluations will be less onerous.
- The pace of roll out of project activities in the various districts can be dependent on engagement of local government and cooperative leadership. Some districts and coops responded quickly while others lag behind. It remains a key responsibility of the RDCP II team to continue this mobilization for full participation of stakeholders. This necessitates ongoing discussions with leaders to progress activities in their respective districts.

## **RDCP II Performance and Results**

RDCP II has two Programme IRs (Figure 3):

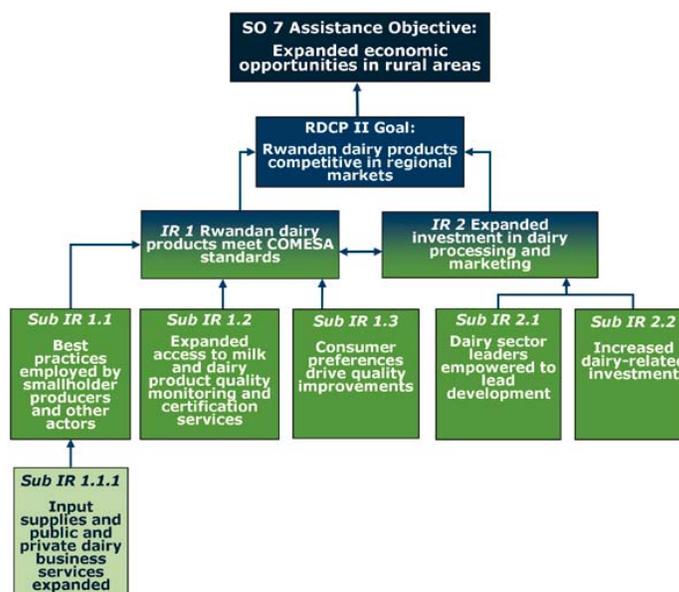
- IR 1: Rwanda dairy products meet COMESA standards; and
- IR 2: Expanded investment in dairy processing and marketing.

The following presents a summary of the main activities initiated during the reporting period.

### **Figure 3: RDCP II Results Framework**

## Rwanda Dairy Competitiveness Program II

### Results Framework



### IR 1: Rwandan Dairy Products Meet COMESA Standards

#### IR1.1 Best practices employed by small holder producers and other actors

This intermediate result will be tackled through adoption of technologies which enhance productivity and best practices which maintain the quality of milk as it passes through the value chain.

RDCP II has developed four core products/activities in relation to best practices i.e., the Feed Flow Plan, the Herd Health Plan, the Reproduction Plan, and the Clean Milk Production Plan and the SOQ. All are interlinked and depend on one another to achieve maximum output. Together, they are designed to lower costs and drive higher productivity, quality, and revenue at the farmer level, leading to their sustainability. They are part of an integrated best practices program that is expected, apart from other benefits, to increase milk production and improve milk quality. For example, feed flow plan implementation can directly increase daily milk production and extend cow lactation length; indirectly, a feed flow plan can increase cow fertility, and hence cow pregnancy rates. Increasing pregnancy rates is a key objective of the breeding plan. The feed plans also support the SOQ program through increase in milk production and improvement in milk quality. In this regard, farms that enroll and adopt the dairy production and quality best practices can be considered for certification under the SOQ program.

### *Feed Flow Plan*

The objective of the feed flow plan is to estimate the feed needs of a herd, particularly milking cows, and hence encourage farmers to source the feeds in advance. Feed accounts for at least 70% of dairy variable costs. It is the prime milk production driver that any serious dairy farmer should consider. Unlike previous approaches, the RDCP II feed flow plan includes estimates of annual quantity and quality of feed needed, minimum breed lactation length and annual milk production. Inclusion of these figures is intended to assist a farmer to check the adequacy of his feed resources. While scientific figures are given, they can be translated into quantities comprehended by farmers; for example, 3.5 tons of dry matter would be equivalent to 350 standard loosely packed bales of hay.

### *Breeding Plan*

The breeding plan ultimately aims to increase calving rate through achievement of the ideal calving interval of 12 to 13 months. Reducing calving interval leads to an increase in milk production because a cow will have more calvings, and hence more lactations during its life. Since breeding in modern dairy farming is AI based and, as is being promoted in Rwanda, the breeding plan covers training on the interdependence of the four components of the Equation of Reproduction that determine AI success rate as measured by pregnancy rate. These components are cow fertility, heat detection efficiency, semen quality, and inseminator efficiency. The breeding plan also covers the breeding calendar which sensitizes dairy farmers on key events and activities in a breeding cycle. It also includes key activities such as calf and replacement heifer rearing, routine pregnancy diagnosis, and breeding soundness examination, particularly when bulls are used for breeding.

### *Herd Health Plan*

The objective of the herd health plan is to reduce disease prevalence through routine practices including vaccinations, mastitis control, treatment of existing cases, tick control, de-worming, and introduction of a routine herd health program. Vaccination is a key preventive practice that can be effective in controlling diseases such as brucellosis. Introduction of a routine herd health program anchored at MCCs would allow monitoring of farmer herds on a regular basis rather than respond to emergencies. Mastitis control is also a key component of the herd health plan.

### *Clean Milk Production Plan*

The objective of this plan is to improve the bacteriological and compositional quality of milk. The plan will feed into the SOQ program. This plan covers the following practices and activities: potable water sources, milking environment, milking cow cleanliness, milker hygiene, milking routine, milk storage and transportation. However, it is likely to be successful when it is linked to milk quality premium payments at the MCC and processor.

### Implementation of the Plans

Consistent with the RDCP II practice and to facilitate tracking, interested MCC or Coop-based farmers will implement these best practices plans. In general, the plans will largely be implemented through partners. The Rwanda Agriculture Board (RAB), MCCs, some service providers, and grant recipients are expected to train farmers and assist them to implement the plans. The MCCs and cooperatives will lead plan implementation. To this end, RDCP II has begun working with service providers in individual milk sheds to devise improved service delivery in relation to these four core plans. To date RDCP II has trained service providers under ERAGIC (11) in Nyagatare District and IAKIB (12) in Gicumbi District in accordance with the content of the four core products. These two cooperatives will extend the training and their services to RDCP II beneficiary farmers. In addition, 607 farmers (26% female) were trained in legume establishment and received Mucuna legume seed (1 kg/farmer) to plant and create a seed base for cropping larger hectares. The legume forage and seed can be fed as protein sources for ruminants.

Strategic Objective 7: Expanded economic opportunities in rural areas						
<b>RDCP II Goal Rwandan dairy products competitive in regional markets</b> <b>LOP Target :</b> <ol style="list-style-type: none"> <li>1. 7,500 new dairy jobs created</li> <li>2. Value of dairy exports increased as a result of USG assistance – 60 % above baseline</li> <li>3. Number of rural households benefitting directly from USG assistance – 20,000</li> <li>4. Number of vulnerable households benefitting directly from USG assistance - 8,000</li> <li>5. Change in net household dairy income among targeted households – 60 % above baseline</li> <li>6. Gross margin per dairy – 60 % above baseline</li> </ol>						
<b>Intermediate Result 1: Rwandan Dairy Products Meet COMESA Standards</b> <b>IR1.1 Best practices employed by smallholder producers and other actors</b>						
IR1.1 Objective	Activity	Indicator	Baseline value (provisional)	Cumulative Target Year 1+2	Cumulative Achievement	Comment
Increase industry competitiveness by employing production level best practices via private and public extension services to increase	1.1: Increase smallholder adoption of best practices through delivery of extension services	Value of incremental milk sales (collected at farm- level) attributed to FTF implementation	579 USD	20% increase against baseline	0	No outcome to report at this stage of implementation
		Change in liters of milk marketed by Milk Collection Centers	16,067,127	20% increase against baseline	0	No outcome to report at this stage of implementation

supply of high quality milk		Number of farmers and others who have applied new technologies or management practices as a result of USG assistance	0	4,000	0	In total 943 farmers (male: 684, female: 259) were initially introduced to RDCP program. Among them 607 dairy farmers were trained on cattle feeding, herd health, and proper milk handling procedures.
		Number of individuals who have received USG supported short term agricultural sector productivity or food security training	0	4,500	607	With the help of identified ToTs through MCCs, farmers (Male: 451, Female: 156) established fodder plots (with mucuna seeds) which are expected to be harvested at end of rain season. Results on farmers implementing new technologies will be reported on in 2 <sup>nd</sup> quarter. Follow up is done at MCCs level.

### **IR 1.1.1 Input supplies and Public and Private dairy business services expanded**

RDCP II reviewed grant proposals in quarter one from a range of potential service providers including animal feed companies, AI service providers and veterinary service providers across the various milk sheds. A number of the proposals met expectations in terms of scope and proposed method of service delivery. RDCP II worked with potential grantees to expand and or refine their proposals in line with RDCP II expected outputs and targets during the reporting period. These proposals and additional applications that meet requirements will be submitted in quarter two for USAID approval. ABS will work closely with service providers especially those delivering services related to enhanced milk production.

RDCP II continued training of service providers (e.g., IAKIB in Gicumbi District) to equip them with skills to serve farmers and in turn grow demand for their products and services. Through grant application discussions and evaluation visits, RDCP II engaged AI and veterinary service providers (e.g., IBAKWE, Southern Milk Shed, & ERAGIC & ITABAZA, Eastern Milk Shed); feed processors and suppliers (e.g., Terimbere Mworozzi and NADCO, Eastern Milk Shed; & VETOPROX, Southern Milk Shed); MCCs seeking milk quality improvement and expanded markets for milk (e.g., Angeana Fresh Dairy Ltd, Kigali Milk Shed; & MUDACOS, Eastern Milk Shed) ; and cheese processors (e.g., Fromagerie La Reine, Northern Milk Shed; & Matwoki, Eastern Milk Shed).

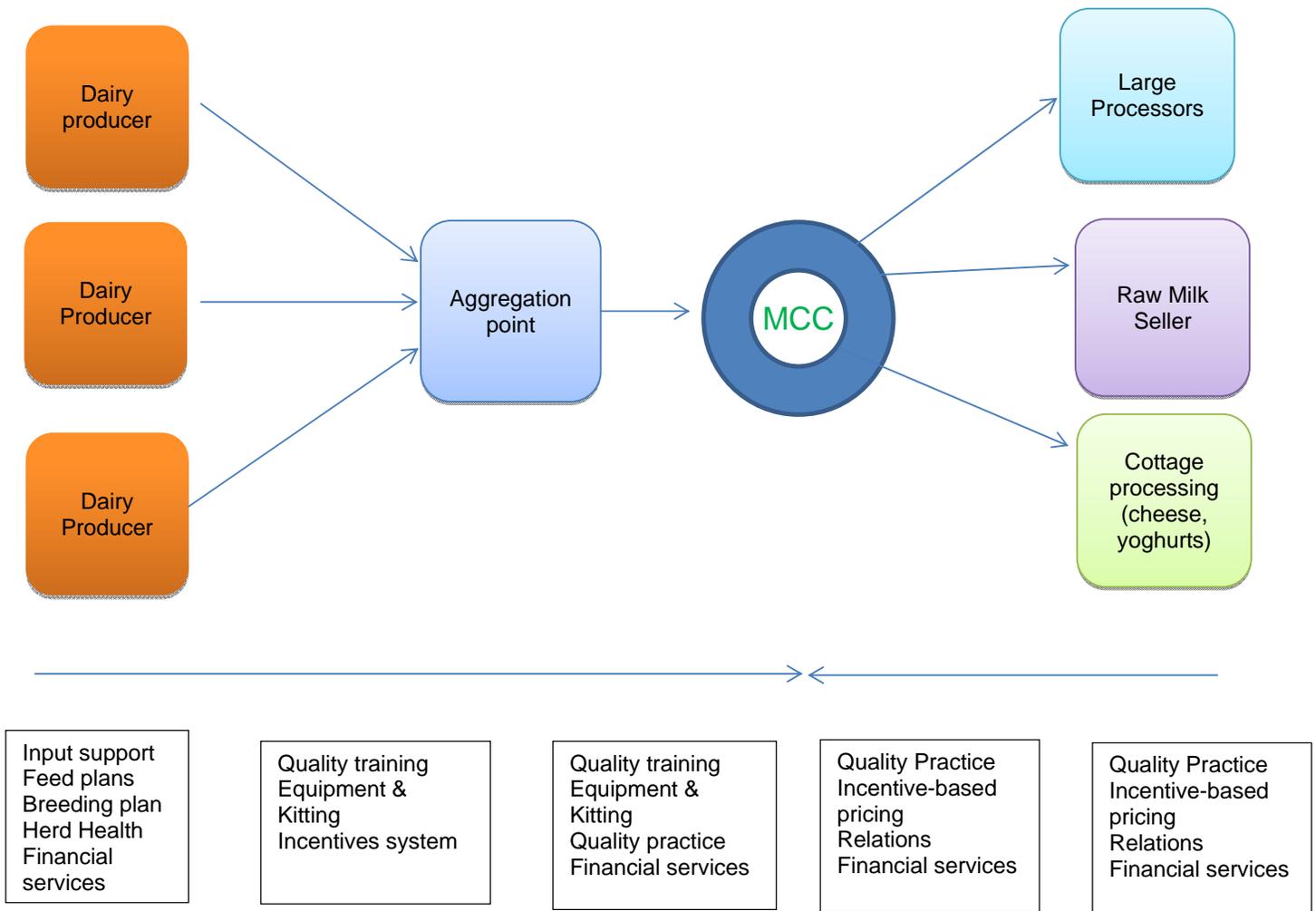
Most of these grant applicants aimed at providing services to farmers; however, RDCP II has worked with them to restructure their approach to emphasize sustainable business development through, among other strategies, growing demand for products and services.

IR Objective	Activity	Indicator	Baseline value	Cumulative Target year 2 & 1	Cumulative Achievement	Comment
Stimulate investments in new inputs and services; expand the number of innovative, low cost high impact services, inputs and technologies available, and serve as a catalyst to increase utilization of these goods and services	1.1.1a: Build capacity of private sector input and service providers	Number of MSMEs receiving business development services from USG assisted sources	0	500	113	1 additional since last quarter's report. 112 Service Providers and dairy MSMEs were trained during the previous quarter (July-Sept) the last quarter of FY 2012 on various dairy aspects (milk production, quality, and dairy business) and oriented on RDCP II approach and partnership possibilities; This quarter (Oct-Dec), IAKIB Cooperative (1) received technical assistance from program staff through training of 12 ToTs member of coop who are responsible in turn of training fellow members in coop. IAKIB coop based in Northern milk shed is owning and managing 3 MCCs and 2 more are currently under construction.
	1.1.1b: Stimulate demand for and provision of new inputs and services through business innovation grants	Value of inputs and services used by members of targeted producer cooperatives	124 USD per year	40% increase compared to baseline value	0	No outcome to report at this stage of implementation
	1.1.1c: Facilitate BDS solutions to meet industry needs					

### **IR 1.2 Expanded access to milk and dairy product quality monitoring and certification services**

During the quarter RDCP II, Quality Manager continued the groundwork for implementation of SOQ along the value chain (see Fig 1) and with the institutions concerned through direct discussions.

**Fig 1 - Seal of Quality Value Chain Linkages**



During the quarter RDCP II organized presentations and discussions with RAB, RALIS and RBS on how to integrate the proposed SOQ program into their current



I.A.K.I.B Cooperative Gicumbi, which has enrolled in RDCP II's Seal of Quality program

areas of responsibility. RALIS and RAB will support quality training for ToTs to operate as national inspectors and certifiers of SOQ system. These ToTs are the focal points in the roll-out of SOQ program in various milk sheds.

Discussions were held with three interested early adopters of the SOQ program namely Blessed Dairies (Northern & Kigali Milk sheds), Kivu Dairies (North) and Hajji enterprise (South) on regular sampling testing of fresh

milk and milk products and water quality supply at all value chain levels of operations by Dairy Quality Assurance Laboratory (DQAL). Promotion of best hygiene and handling practices will be led by the identified partners (RALIS, RAB and RBS) through training and inspections towards SOQ certification as well as the milk buyers as a means of maintaining milk quality.

At lower level, kiosks, transporters and Milk Collection Centers also enrolled in SOQ program. Collaboration involves capacity building in the form of training, regular sampling and testing and technical assistance with basic milk testing kits for various partners committed to SOQ program.

**Table 1 : Items contained in SOQ Kits**

<b>Items in each MCC Kit</b>	<b>Items in each Aggregation point Kit</b>	<b>Items in processor kit</b>
-Measuring cylinder (250ml)	-Measuring cylinder (250ml)	Measuring cylinder ( 250 ml)
- Alcohol gun	- Alcohol gun	Alcohol gun
- Digital thermometer	- Digital thermometer	Digital thermometer
- Lactometer	- Lactometer	Lactometer
-Cooler box	-Dipper (small)	Cooler box
-Dipper (small)	-Stainless sieves	Dipper stainless steel
-Stainless sieves	-Equipment storage box	Stainless steel sieves
-Refrigerator with deep freezer	-White overcoats	Burette ( acidity test)
-Brushes	-White gumboots	Ph meter
-Icebags	-Disposable gloves	Colour coded brushes
-CMT Kit	-Disposable masks	Ice bags
-Portacheck	-Bicycle	Antibiotic residue ( Delvo test)
-White head cover		White head caps
-White overcoats		Gumboots
-White gumboots		Disposable masks
-Disposable gloves		Disposable gloves
-Disposable masks		

Farmers will be involved in the program through their MCCs and aggregation points where milk testing officers will be trained and supported to ensure quality standards. Enrollment of MCCs and farmers (through aggregation points) is progressing well. See in Annex II, list of MCCs, aggregation points and processors enrolled.

Poor quality standards were found in almost all milk sheds during a survey conducted by DQAL in November 2012, as shown in the table below.

**Table 2: Results of Milk Quality Tests Carried out by DQAL (November 2012)**

Milk Shed	District	TBC (% of samples)			SCC (% of samples)		Coliform (% of samples)		
		Grade I	Grade II	Grade III	Neg	Pos	Grade I	Grade II	Grade III
Eastern	Bugesera	8.33	8.33	25.00	58.33	41.67	8.33	25.00	58.33
	Gatsibo	73.33	13.33	0.00	53.33	46.67	33.33	66.67	0.00
	Rwamagana	42.86	35.71	14.29	57.14	42.86	35.71	57.14	7.14
North-Western	Gicumbi	31.25	68.75	0.00	18.75	81.25	12.50	81.25	6.25
	Musanze	7.14	28.57	21.43	57.14	42.86	7.14	71.43	21.43
	Rubavu	57.14	42.86	0.00	42.86	57.14	14.29	85.71	0.00
Southern	Nyanza	0.00	42.86	14.29	21.43	78.57	14.29	71.43	7.14
	Huye	0.00	21.43	64.29	85.71	14.29	0.00	21.43	64.29
<b>COMESA / EAC STANDARDS</b>									
		<b>TBC</b>		<b>SCC</b>		<b>Coliform</b>			
<b>Grade I</b>	<200,000	Neg		<50,000	<b>Grade I</b>	0-1,000 CFU/ml			
<b>Grade II</b>	200,000-1,000,000	Pos		>50,000	<b>Grade II</b>	1,000-50,000 CFU/ml			
<b>Grade III</b>	1,000,000-2,000,000				<b>Grade III</b>	50,000-500,000 CFU/ml			

RDCP II in collaboration with IAKIB Cooperative organized farmer training at milk shed level on proper milk handling procedures and other dairy technologies (feeding, breeding, herd health etc.) In total, 607 farmers participated.

From 10<sup>th</sup> to 12<sup>th</sup> of December 2012 RDCP II participated in Gisagara District field day where various milk quality testing technologies and protocols were show cased. 180 participants visited the RDCP II stand, 13 sector JADF (Joint Action Development Forum) representatives visited our show booth. JADF representatives are responsible for replicating JADF activities at sector level.



IR 1.2 Objective	Activity	Indicator	Baseline value	Cumulative Target Year 1 +2	Cumulative Achievement	Comment
Enhance milk quality standards and certification, and laboratory testing services	1.2.a Clarify roles and strategy of key partners	Number of new milk quality assessment technologies \protocols adapted\implemented	0	2	0	New milk quality technologies or protocols are expected to be introduced among various dairy value chain partners with the introduction of new milk testing kits under the SOQ program
	1.2.b Build capacity of RBS and MINAGRI					
	1.2.c Build capacity of DQAL					
	1.2.d Enhance marketing of services					

### IR 1.3 Consumer preferences drive quality improvements

A key target of the draft NDS is increasing Rwanda per capita milk consumption to 80 liters per year by 2017 from the current estimate of 40 liters per capita. The NDS recommends a coordinated, GoR-approved consumption campaign aimed at school children through school milk feeding programs, initiation of a generic promotion program for milk targeted at milk drinkers and non-milk drinkers, and increased accessibility of milk and dairy products to a wide range of consumers. In addition, regional opportunities particularly in the Eastern DRC and Burundi were identified. These opportunities would require a policy shift towards markets facilitation (e.g., relaxing packaging materials restrictions for export products).

The plan for implementation of the SOQ was introduced to key partners during the reporting quarter with broad acceptance of how it would be implemented in quarter two. Once the testing aspects of SOQ are operational, a marketing campaign to promote consumer demand and willingness to pay for improved quality will be designed and launched during 2013. The campaign will highlight the availability and health benefits of clean, traceable quality milk and milk products and will promote the importance of selection of these products instead of products with no quality checks.

In quarter one, Minicom expressed interest in ways to advance into regional dairy opportunities as highlighted in NDS. RDCP II acknowledged closer collaboration with Minicom was required on how best to explore these opportunities in quarter two. Following ongoing discussions around the NDS in quarter one, it is clear that RDCP II will become increasingly engaged on marketing interventions both domestic and regional with Minicom acknowledging its role as a collaborating partner in implementation of the NDS.

IR 1.3 Objective	Activity	Indicator	Baseline value	Cumulative Target Year 1+2	Cumulative Achievement	Comment
Rwanda National Dairy Board (RNDB) leading a rigorous SOQ program that provides accountability to consumers from farm to processing plant	1.3.a Develop SOQ strategy with RNDB and processors support within first 90 days	Number of new products awarded SOQ	0	5	0	The plan for implementation of the SOQ was introduced to key partners (public and private institutions) with broad acceptance of how it would be implemented in quarter two
	1.3.b Design SOQ product testing and certification program with RNDP and processors within six months	% of milk marketed under national seal of quality	0	10%	0	SOQ test kits procured and early adopters partners identified and enrolled.
	1.3.c Increase demand for SOQ products					
	1.3.d Facilitate regional market expansion					

## IR 2: Expanded Investment in Dairy Processing and Marketing

### 2.1 Dairy Sector Leaders empowered to lead development

A functioning RNDB that advocates for an enabling environment for the dairy sector was a key recommendation of the NDS. The importance of establishing the correct institutional home for the RNDB was highlighted by the NDS process. Following much consultation between RNDB and PSF it was decided to formally dissolve the RNDB so that it would be reestablished under the umbrella of PSF. This process was completed during quarter one and the registration of the new entity was well underway by end of December. It is anticipated that the new RNDB will be fully established during quarter two.

The PSF dairy platform with a voice through the dairy Public Private Dialogue, as advocated for by Minicom and implemented by RDB, is the correct framework in which the RNDB will reside. This 'home' provides the credibility, previously missing, from which the RNDB can press for dairy sector reform and to ensure the key elements of the NDS are implemented through engagement with the NDS host - Minagri.

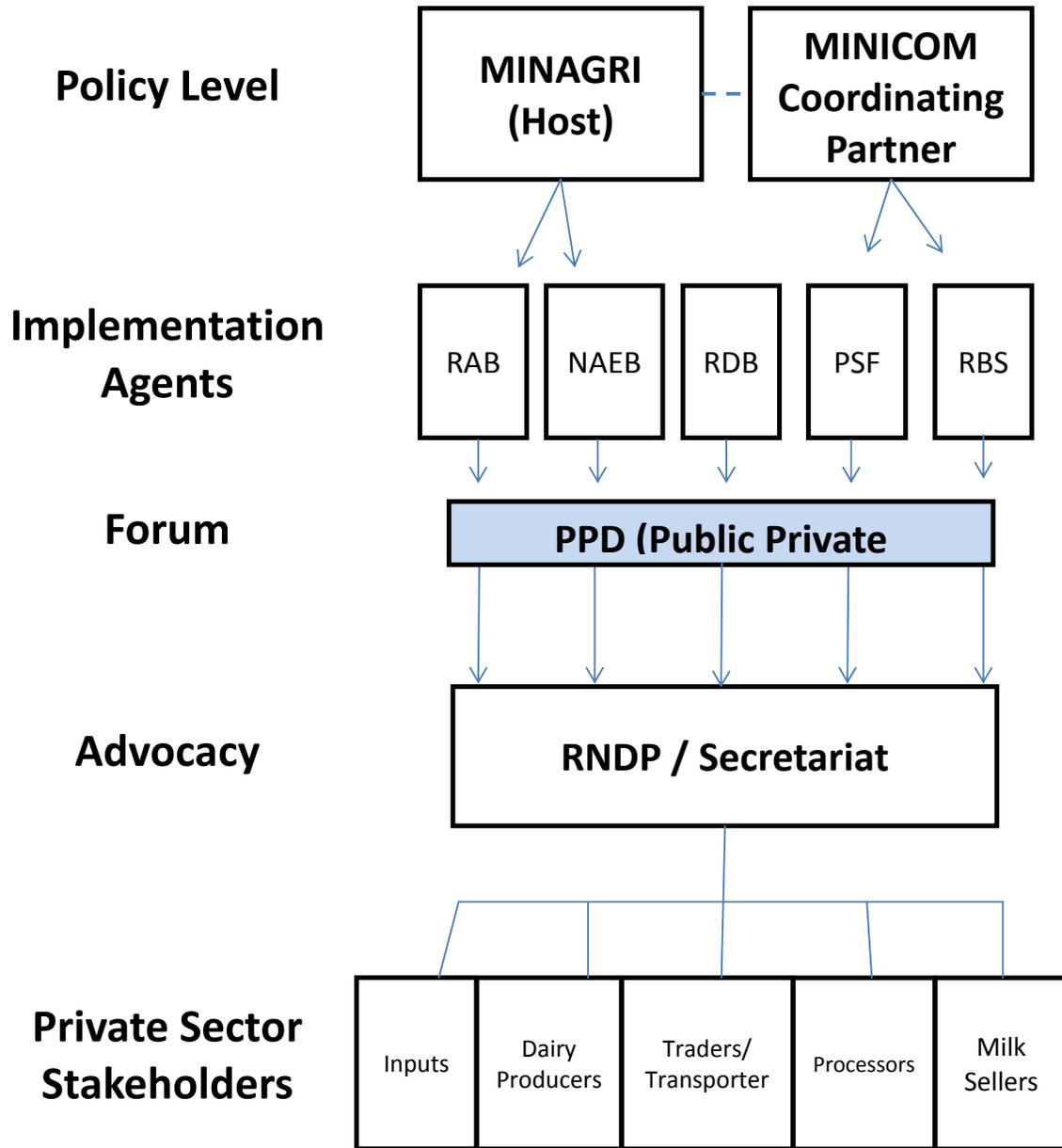
Without the correct institutional home for the RNDB it is difficult for it to operate in a credible manner within the dairy sector. The next step is supporting and operationalizing a capable secretariat which is able to relate to and represent all levels of the dairy sector. Appointing the secretariat and supplying the appropriate resources will be an important activity for the RDCP II grant process. The grant application by RNDB is at an advanced stage and will be ready to be submitted for USAID approval early in quarter two.

Key elements of the NDS have been inserted into the draft PSTA III document which was prepared in December. This document will be finalized and incorporated into EPDRS in February 2013. On two occasions, dates for validation of the NDS had been agreed upon, Nov. 15 and Nov. 29, and on both occasions postponed.

It is acknowledged that Minagri is the host of the NDS with Minicom as a key collaborating partner. The involvement of PSF as a bridge between the two ministries presents the solution required to facilitate the required collaboration while the revised RNDB becomes established. PSF is very committed to this role and through the forum of a dairy PPD will cohost with RDB a presentation of the NDS from a private sector perspective. This important meeting is scheduled for end of January and demonstrates the level of interest in prioritizing development of the dairy sector. It will help empower industry institutions and leaders driving industry competitiveness through increased stakeholder engagement and stakeholder advocacy.

Schematic of the NDS is below.

Schematic of NDS Implementation



<b>IR 2.1 Objective</b>	<b>Activity</b>	<b>Indicator</b>	<b>Baseline value</b>	<b>Cumulative Target Year 1+2</b>	<b>Cumulative Achievement</b>	<b>Comment</b>
Empower industry institutions and leaders to drive industry competitiveness through increased stakeholder engagement, leadership development and stakeholder advocacy	2.1.a Build capacity of RNDB and DSWG	Number of policies, regulations, and admin procedures in development, passed or being implemented as a result of USG assistance	0	3	0	These IRs are to be provided direction by the NDS under the leadership of MINAGRI and MINICOM; NDS is yet to be validated
	2.1.b Facilitate institutional and association capacity building	Number of dairy related firms and organizations newly aligned within and provided a voice by dairy sector affinity orgs	0	70	0	RNDB is in its final stage of legal and institutional reforms before being operational again.
	2.1.c Foster competitiveness-enabling environment	Number of food security private enterprises (for profit), producers orgs, water users associations, women's groups, trade and business associations, and CBOs receiving USG assistance	0	600	0	
	2.1.d Leadership training, mentorship and networking	Number of private enterprises, producers orgs, water users associations, women's groups, trade and business associations and CBOs that applied new technologies or management practices as a result of USG assistance	0	250	0	At this stage no new technologies have been implemented. But various partners have been identified and engaged through partners/stakeholders meetings and workshops.
		Number of members of producer orgs and CBOs receiving USG assistance	0	4000	0	So far RDCP II has enrolled 36 MCCs in SOQ program and 10 among them submitted their proposal for grant. Benefits for members are expected from implementation of SOQ activities and funded grants projects

## **IR 2.2 Increased dairy related investment**

This IR continued to be driven by the grants component coupled with creating increased awareness of opportunities of investment across the dairy sector as a whole and stimulating engagement to meet these opportunities. RDCP II submitted 15 business innovation grants for approval to USAID in December all of which involve purchase of equipment and or technology to update existing activities at MCC's and processors. Grants approval requests were submitted from each of the four milk sheds with improved and more efficient milk collection a common theme. Product diversification and additional technology to improve and increase value addition ability and capacity was also the prime objective of many of the grant requests especially in the area of cheese making. RDCP II will commence procurement of items as soon as USAID approval is received.

To support these additional investments RDCP II also submitted a grant request for the parallel the SOQ program. All grant recipients involved in purchase of milk are enrolled in the SOQ program. This will help ensure each recipient has at their disposal resources and technical support to work towards having a supply of quality milk which will be part of a program that includes testing on an ongoing basis. Clean milk is the basis for the manufacture of quality value dairy products. The SOQ is a best practices program which helps to provide and maintain clean and traceable raw milk as it moves through the supply chain to the processors. This grant will support a total of 36 MCC's and 5 processors all directly involved in milk procurement and collection. The grant to each entity comprises of testing kits which will raise the visibility of the SOQ process at MCC and milk aggregation points.

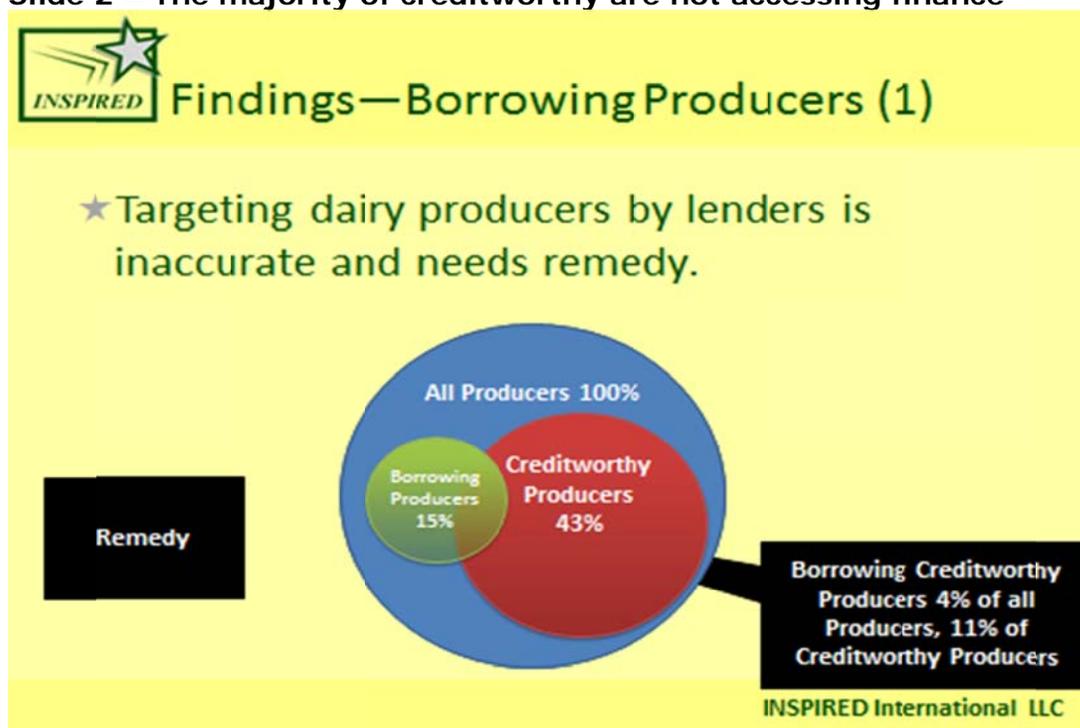
INSPIRED, Land O'Lakes sub-partner on RDCP II, completed analysis of their financial services survey during the quarter and established that 43% of producers are creditworthy (i.e. income was 2x the prevailing interest rate). Creditworthiness was not a function of size but was linked to key criteria such having a market for afternoon milk and availability of fodder. Slide 1 below from INSPIRED presentation summarizes this finding. Another key finding is demonstrated in slide 2 (i.e. the targeting of dairy lenders) is inaccurate with the majority of dairy borrowers not categorized as creditworthy. This finding requires urgent attention so that lenders know how to identify and appraise the right dairy producer borrows to avoid situations of loan default.

Visits were made to all financial institutions to establish their interest in developing dairy related financial products and services. Those who expressed interest were invited to a CEO presentation on December 6 in Kigali where key findings and recommendations of the survey were presented from an investment perspective. Following on from this meeting those banks and microfinance institutions who wanted to dedicate resources to dairy products development were invited to sign an MOU which would provide the basis of forthcoming technical assistance.

**Slide 1 – Increased returns from selling afternoon milk**

Return on Cost Creditworthy Producers from Morning Milk Sales											
		Gasabo	Kicukiro	Rwamagana	Musanze	Nyagatare	Rubavu	Nyanza	Ruhango	Huye	Sample Average
Morning Only	Minimum	-13%	0%	-19%	-15%	-1%	-9%	5%	-1%	-14%	-19%
	Average	16%	37%	93%	37%	53%	113%	50%	24%	80%	67%
	Maximum	54%	93%	200%	134%	199%	249%	99%	48%	251%	174%
Return on Cost Creditworthy Producers from Morning and Evening Milk Sales											
		Gasabo	Kicukiro	Rwamagana	Musanze	Nyagatare	Rubavu	Nyanza	Ruhango	Huye	Sample Average
Morning and Evening	Minimum	49%	37%	37%	45%	38%	39%	38%	39%	37%	37%
	Average	69%	87%	181%	100%	108%	155%	91%	67%	143%	128%
	Maximum	94%	162%	328%	250%	240%	264%	163%	96%	350%	295%

**Slide 2 – The majority of creditworthy are not accessing finance**



It is anticipated that up to five institutions will sign the MOU and the product development process will commence in January. Products will be tailored to each bank or microfinance institution depending on their specific need or request. It is expected that structured finance will be a key product area to be developed. It was agreed that details of who signs an MOU be kept confidential

until product development was complete and the bank was ready to make the announcement that their product was ready to be made public. Inspired will return mid-January 2013 to move forward with those banks that have signed an MOU.

<b>IR 2.2 Objective</b>	<b>Activity</b>	<b>Indicator</b>	<b>Baseline value</b>	<b>Cumulative Target year 2 &amp; 1</b>	<b>Cumulative Achievement</b>	<b>Comment</b>
Stimulate and leverage capital investments needed to upgrade the dairy value chain	2.2.a Coordinate and leverage industry investment	Value of non-program resources leveraged by the project	0	USD 4 Million	0	These IR is to be is directed by NDS, investments and upgrades will be support by RDCP II sub awards process  RDCP II not yet engaged with financial institutions. Each interested institution will sign an MOU and dairy specific products development process will commence in January
	2.2.b Promote investment at all levels in the dairy sector	Total increase in installed storage capacity (Cubic meters)	0	20 Cubic meters	0	
	2.2.c Stimulate supply and demand for dairy-related financial services	Value of agricultural and rural loans	0	USD 200,000	0	
	2.2.d Facilitate investment in underserved markets	# of dairy farms and enterprises w/ upgraded production facilities resulting from successful financing applications	0	500	0	
		Liters of additional daily milk processing resulting from financing assistd by RDCP II	0	100,000	0	

## ANNEX I: Performance Data Table

Agreement #	CA USAID 696-A-12- 00002	End Current Year	30-Sept- 2013	End Project	05-Jan- 2017	Quarter	1	December 2012
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Performance Indicator	Baseline Value	LOP Target	Targets 2012 & 2013 Cumulative	Actual Q 1 2013	Actual Cumulative	Comments
<b>Program Objective: Rwanda Dairy Products competitive in Regional markets</b>						
Value of dairy products exports as a result of USG assistance (in USD)	85,979	60% increase over baseline value	20%	0	0	Outcome level indicators. No results to report yet
Number of jobs attributed to FTF implementation	0	7,500	1,500	0	0	
Number of rural households benefiting directly from USG assistance	0	20,000	5,000	607	607	These are households of beneficiaries who received training on herd management and through their coops started implementing mucuna legume plots to serve as fodder for cattle
Number of vulnerable households benefiting directly from USG assistance	0	8,000	2,000	0	0	Details on vulnerability status of beneficiaries not yet updated
Change in net dairy income among targeted household (per year in USD, rate 1USD=660 Rwf)	460	60%	20%	0	0	No results to report at this stage of implementation

Performance Indicator	Baseline Value	LOP Target	Targets 2012 & 2013 Cumulative	Actual Q 1 2013	Actual Cumulative	Comments
<b>IR 1.0: Rwanda Dairy Products Meet COMESA Standards</b>						
Value of incremental milk sales (collected at farm- level) attributed to FTF implementation (in USD /year/HH)	579	60% increase over baseline value	20% increase over baseline value	0	0	No results to report at this stage of implementation
Change in liters of milk marketed by Milk Collection Centers (per year)	16,067,127	60%	20%	0	0	No results to report at this stage of implementation
<b>IR 1.1: Best practices employed by smallholder producers and other actors</b>						
Number of farmers and others who have applied new technologies or management practices as a result of USG assistance	0	16,000	4,000	0	0	Actual activities with farmers still at early stage.
Number of individuals who have received USG supported short term agricultural sector productivity or food security training	0	18,000	4,500	607	607	Farmers trained on dairy best practices including best production and milk quality practices, business and cooperative development, and gender mainstreaming
<b>IR 1.1.1: Input supplies and public and dairy business services expanded</b>						
Number of MSMEs receiving business development services from USG assisted sources	0	1,500	500	1	113	These are Service Providers and Dairy MSMEs identified and oriented on RDCP II program and implementation approach so far. They will be involved in actual implementation of activities on field through grants support or other form of partnership.
Value of inputs and services used by members of targeted cooperatives (in USD, rate 1USD=660 Rwf)	118	80% increase over baseline value	40% increase over baseline value	0	0	Outcome indicator. Actual activities with partners still at early stage.

Performance Indicator	Baseline Value	LOP Target	Targets 2012 & 2013 Cumulative	Actual Q 1 2013	Actual Cumulative	Comments	
<b>IR 1.2: Milk and dairy product quality monitoring and certification services available</b>							
Number of new milk quality assessment technologies\protocols adapted\implemented	0	10	2	0	0	Still at the stage of introducing SOQ program at level of building partnership with key public and private actors	
<b>IR 1.3: Consumer preferences drive quality improvement</b>							
Number of new products awarded RSOQ	0	30	5	0	0		
Percentage of milk marketed under RSOQ	0	35%	10%	0	0		
<b>IR 2.0: Expanded investment in dairy processing and marketing</b>							
Value of new private sector investment in the agriculture sector or food chain leveraged by FTF implementation	0	20 M USD	4 M USD	0	0	These IRs are to be provided direction by the National Dairy Strategy (NDS) under the leadership of MINAGRI and MINICOM.	
<b>IR 2.1: Dairy sector leaders empowered to lead development</b>							
Number of policies, regulations, and administrative procedures in development, passed or being implemented as a result of USG assistance <sup>1</sup>	0	9	2	1	1	NDS draft document completed, awaiting official validation	
Number of dairy related firms and organizations newly aligned within and provided a voice by dairy sector affinity organizations	0	250	50	0	0	Dairy sector leadership will be under the responsibility of RNDB which is currently undergoing legal and institutional reforms to better serve the industry. No results to report.	
Number of private enterprises, producers organizations, water users associations, women's groups, trade and business associations and community-based organizations (CBOs) that applied new technologies or management practices as a result of USG	0	750	250	0	0		

<sup>1</sup>This indicator will include all 5 policy stages. RDCP II will count the highest stage completed during the reporting year

Performance Indicator	Baseline Value	LOP Target	Targets 2012 & 2013 Cumulative	Actual Q 1 2013	Actual Cumulative	Comments
assistance						
Number of members of producer organizations and community based organizations receiving USG assistance	0	15,000	8,000	607	607	Farmers trained on dairy best practices including best production and milk quality practices, business and cooperative development, and gender mainstreaming. Through their coops, they received seeds to establish legume plots for cattle feeding
<b>IR 2.2: Increased dairy related investment</b>						
Total increase in installed storage capacity (cubic meters)	0	100	10	0	0	Activities to be implemented in partnership with "INSPIRED". INSPIRED received commitments from a number of banks and microfinance institutions to develop dairy specific goods and services for dairy sector. This process is yet to be formalized
Value of Agricultural and Rural Loans	0	USD 1Million	USD 200,000	0	0	
Number of dairy enterprises with upgraded production facilities resulting from successful financing applications	0	2,000	500	0	0	
Liters of additional daily milk processing resulting from financing assisted by RDCP II	0	300,000	100,000	0	0	

## ANNEX II: Partners Enrolled in Seal of Quality Program

Milk Shed	MCC Name	Aggregation Points
Kigali Milk Shed	1. GASABO ZIRAKAMWA	None
	2. ANGEANA	None
Southern Milk Shed	3. TWIYORORERE KIYAMBERE	None
	4. GWIZUMUKAMO	None
	5. GIRAMATAMWOROZI	None
	6. AMIZERO YABOROZI COOP	None
	7. KAYENZI MCC	None
	8. TURENGERABOROZI	None
	9. AGIRAGITEREKA	None
	10. HAJI ENTERPRISES	None
	11. KIDACO	None
	Eastern Milk Shed	12. MATWOKI
13. TERIMBERE MWOROZI		None
14. ISANGANO		None
15. KIREBE		None
16. MUDACOS		None
17. RWABIHARAMBA		None
18. DUKUNDAMATUNGO		None
19. ABASHUMBA BEZA		None
20. ABARWANASHYAKA		None
21. BMCC		None
22. CODECOL		None
23. COOPAG		None
24. CEKOLA		None

<b>Northern Milk Shed</b>	25. ZIRAKAMWA	Gacaca
		Kimoyi
		Busogo
		Shingiro
		Mukamira
		Muhoza
		Nkotsi
	26. ZIRAKAMWA MIZIGO	Mukamira 1
		Mukamira 2
		Kinamba
		Gataraga 1
		Gataraga 2
		Gapfunda
		Bank
		Tugemure amata
		KABU-Uragatunga
	27. KIVU DAIRY	Mizigo
		Nyiragikokora
	28. CEZENYO	Rambura 1
		Rambura 2
		Rambura 3
		Rambura 4
	29. I.A.KI.B	Gatuna
		Maya
		Ngondore
		Gabiro
		Rwasama
Rukomo		
Kampanga 1		
Kampanga 2		
Kampanga 3		

	30. AGIRAGITEREKA	Kivugiza Nyonirima
	31. CEMO	Bigogwe
	32. CODERU	None
	33. KAMU-ZIRAKAMWA	None
	34. CODAMIN	None
	35. KOAIBU-URUMURI	None
	36. CTSOR	None
	<b>Total MCCs</b>	<b>36</b>

<b>Processors</b>		
	1. YAMI FOODS LTD	
	2. MATWOKI CHEESE PLANT	
	3. BLESSED DAIRIES	
	4. FROMAGERIE LA REINE	
	5. MUHE FARM	
	6. GISHWATI FARM	
	<b>Total Processors</b>	<b>6</b>

**ANNEX III: List of Service providers identified, their location and service offered**

<b>MILK SHED</b>	<b>#</b>	<b>NAME OF SERVICE PROVIDER</b>	<b>SERVICE OFFERED</b>
<b>Kigali MS (13)</b>	1	Miconsult	Consultancy
	2	Ideal Agri Consult	Consultancy
	3	IAKIB	Extension & Milk seller
	4	Ambulant Vet Center	Extension & Vet. clinic
	5	INYANYE	Processor
	6	Blessed Dairies	Processor
	7	Agrotech Ltd	Extension & Inputs supply
	8	DQAL	Testing Lab.
	9	COTEVR	Extension
	10	Nyamata Bright Dairy Association	Milk seller
	11	AGROSA Ltd	Inputs suppliers
	12	GASABO Zirakamwa	Extension & MCC
	13	COPEMUKA	Extension, Milk transportation & mobilization
<b>Eastern MS (7)</b>	14	Umutara Polytechnic	Extension
	15	NIABS	AI
	16	AGROTECH	Inputs & Extension
	17	ERAGIC	AI
	18	LEEWAY Ltd	Extension
	19	COOTEVIRWA	AI
	20	MUVUMBA Zirakamwa	Milk collection & Extension
<b>Southern MS (5)</b>	21	COTITUGI	AI
	22	IMBARAGA	Extension service
	23	VETROPROX	Extension service

	24	HADJI ENTERPRISE	Milk seller & Extension
	25	Nyanza Diary	Processor
<b>Northern MS (5)</b>	26	ISAE-BUSOGO	Extension
	27	NZABANITA APOLLINAIRE	AI (Private)
	28	Zirakamwa Cooperative	Extension
	29	Kivu Diary	Milk collection & selling
	30	ATVET	Extension