



RWANDA DAIRY COMPETITIVENESS PROGRAM II

Quarterly Report

April 1 – June 30, 2016

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Submitted to

**Fina Kayisanabo, AOR
USAID/Rwanda &
Martin Fischer
USAID AO**

Submitted by

**Land O'Lakes, Inc.
P.O. Box 64281
St. Paul, MN 55164-0281**

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Contact in Regional Office: Timothy Nzioka
Land O'Lakes/Kenya
[REDACTED]
[REDACTED]

Contact in Rwanda: Dennis Karamuzi
Kigali, Rwanda
[REDACTED]
[REDACTED]

Contact in the U.S.: LuAnn Werner
Land O'Lakes/USA
[REDACTED]
[REDACTED]

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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
DPPD	Dairy Public Private Dialogue
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 Collection Center
MINAGRI	Ministry of Agriculture and Animal Resources
MINECOFIN	Ministry of Economic Planning and Finance
MINEDUC	Ministry of Education
MINICOM	Ministry of Trade and Industry
MINALOC	Ministry of Local Government
MINISANTE	Ministry of Health
MS – DSWG’s	Milk Shed – Dairy Sector Working Groups
MSME	Micro, Small and Medium Enterprise
NAEB	National Agricultural Export Development Board
NDS	National Dairy Strategy
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
RCA	Rwanda Cooperatives Agency
RDB	Rwanda Development Board
RDCP II	Rwanda Dairy Competitiveness Program II
RMSA	Rwanda Milk Sellers Association
RNDP	Rwanda National Dairy Platform
SOQ	Seal of Quality
SP	Service Providers
TOT	Training of Trainers
UCD	University of California – Davis

Introduction and Highlights

This is the quarterly report for the period April 1 to June 30, 2016. This report precedes our final activity report as the program comes to the end of its final year implementation plan at the end of September 2016. Thereafter, the final quarter will focus on administrative close out of the grants, reporting and other related logistics. USAID's Rwanda Dairy Competitiveness Program II (RDCP II) was designed to reduce poverty through expanded marketing of quality milk that generates income and employment, and improves nutrition of rural households. RDCP II achieves this by linking existing and new smallholder dairy producers to an expanding market demand driven by improved quality, reduced transaction costs and increased investment along the dairy value chain.

During this reporting quarter, RDCP II focused on ensuring completion of district commitments through workplans ending the fiscal year to which the program contributed successfully across the 17 districts of operation with particular focus on upgrading dairy facilities, training of farmers as well as empowering value chain actors to ensure sustainability. The last quarter also marked the completion of district activities towards a smooth close out of the project in line with GoR reporting period. Efforts during this period were put to jointly identifying gaps and priority areas to focus on by district while mentoring the district partners and private sector to take the lead. This required close monitoring of the project implementation plan, the approach to execution and joint follow up of activities implemented. RDCP II plans to transition leadership of activities to local partners who have demonstrated commitment to sustain these developments. Notably, RNDP has taken a central role as the dairy private sector advocacy lead as they prepare for the upcoming ESADA dairy conference and exhibition obtaining GoR support through MINAGRI and RAB. ESADA conference will provide RNDP an opportunity as a national body to position themselves and their various clusters while showcasing various opportunities in Rwanda's dairy sector. Below is a selection of some project highlights during this period:

3rd annual Cheese expo and competition concludes on a high note



Figure 1: Cheese Expo 2016 showcasing a wide range of cheese products made in Rwanda

In collaboration with the Rwanda National Dairy Platform (RNDP), the program hosted the 3rd and final Cheese and Butter expo 2016 showcasing a wide range of cheese and butter products made in Rwanda. The expo was preceded by a competition of the products facilitated by International expert Kobus Mulder which further demonstrated the growth in both the quality and diversity of the local products. This was also used as a platform to call on the cheese and butter processors to embrace the need for compliance to national standards as set out by the Standards Board of Rwanda as a critical next step for the industry (Full consultant report in Annex 2).

RDCP II follow up of Model farmers

During the last quarter, the project enrolled the services of a production expert to support focused training of model farmers at selected sites on dry season feeding and improved animal husbandry. This approach was adopted as a need as the dry season set in with increasing difficulty to utilize available feed resources in the project areas. The expert trainer, Mr. Kagabo Andrew, worked in collaboration with district facilitators and sector extension staff to demonstrate hay and silage preparation. Further, he advised on fodder combinations that maximize yield during the dry season.

Assessment and training of distillery waste use for fodder preparation

With the increasing demand for alternative feed resources in the dry season, RDCPII in collaboration with 1000 Hills distillery, a new facility in the country, established a working partnership to introduce the distillery waste to the service provider network to enable farmers to access the waste as a potential source of food for their animals. Through Rwanda Agriculture Board (RAB) laboratory, the distillery waste was tested to establish the composition and determine proper feed combination before distribution to the service provider network. This was followed up with a training on the use of the waste conducted for service providers who expressed interest to supply the same to farmer cooperatives in their practice zones at a fee. While this is one way for the distillery to dispose of byproducts, it provides a much needed nutritional complement for dairy animals by making dry fodder more palatable and also acts as a source of energy.

RALIS concludes national sensitization and training workshops



Figure 2: RALIS/Minagri staff conducting pre-audit for quality compliance at MCC in Gicumbi

The national pilot testing and certification program under the Seal of Quality (SOQ) grant to RALIS has registered tremendous progress during this last quarter, training 210 managers and technicians of 121 MCCs and dairy SMEs to acquaint them with the concept of SOQ certification, principles of food hygiene (CAC/RCP 1-1969), the code of hygiene practice (CAC/RCP 57-2004), milk & milk product Standards and the Ministerial Order n° 001/11.30 of 10/02/2016 that regulates collection, transport, and selling of milk. The training prepared them for the subsequent pre-audit and quality compliance monitoring during the same period. A full audit for the seal of quality certification will be completed in the following quarter registering a key milestone in the Rwanda dairy sector.

Urunana community outreach events

Following a successful nutrition campaign through a well-designed sensitization approach that employs a combination of the radio soap opera, stage action, live feedback and Q&A sessions, RDCP II in collaboration with Urunana Development Communications completed the planned 8 community outreach events with four of them during this quarter. An estimated total of 32,500 people were reached during the community outreach events. The districts covered include Rulindo, Nyabihu, Nyagatare, and Kayonza. This is in addition to the districts completed in the previous reporting period which included Gisagara, Ruhango, Gicumbi and Bugesera districts. Combined, the community outreach events reached as estimated number of 72,000 people during the live shows (see full report in Annex 3).



Figure 3: Urunana milk consumption and family nutrition campaign in Gisagara district

RNDP prepares to host All Africa Dairy conference

Plans are underway for the All Africa Dairy conference and Exhibition due to take place from August 31 to September 2 at Kigali Convention Center with RNDP in the lead in mobilizing local industry actors to participate fully and raise the profile of Rwanda's growing dairy industry during the conference. RNDP has received strong support from the Ministry of Agriculture and Animal Resources (MINAGRI) signaling a strong endorsement of the platform.

Land O'Lakes Global Food Challenge comes to Rwanda

During the past quarter, RDCP II hosted Land O'Lakes annual Global Food challenge (GFC) visit to Rwanda visiting project sites in Gicumbi and Kigali on a leadership tour of university students under the GFC fellowship program. The program implemented through the Land O'Lakes Corporate Foundation mentors students selected from 5 US universities on a competitive basis to participate in a 2-year fellowship in which they visit International Development field activities and learn about agriculture challenges and how they can contribute to ending global hunger. The group of 10 students are accompanied by their professors and senior Land O'Lakes staff to Rwanda and Kenya during the month of June.



Figure 4: Global Food challenge (GFC) visit to project sites under the GFC fellowship program

IR1. Rwandan Dairy Products Meet COMESA Standards

Rwanda produces over 600 metric tons of milk annually, the bulk of which was marketed through poorly regulated informal routes until recently. This resulted in losses to the dairy sector, both in volume and value of dairy products marketed. RDCP II has continued positioning Rwanda as a hub for high quality dairy products by benchmarking local standards to regional COMESA standards and working with sector actors to achieve the same through a reward mechanism for implementing a range of improved dairy practices under the Rwanda Seal of Quality (SoQ) program. Through a grant to MINAGRI-Rwanda Agriculture and Livestock Inspection and Certification Services (RALIS), RDCP II envisions a fast growing sector free of the risks to human health by instituting a national milk certification program that takes into account all value chain actors. Further, the program delivered milk testing equipment to various dairy businesses providing a well prepared platform upon which RALIS inspection and certification program is anchored. Under the program, dairy actors that are found to comply with good milk handling practices as established by the Ministerial Order will be awarded the Rwanda dairy quality mark (Seal of Quality). During this quarter, RALIS completed pre-audit for all registered dairy businesses providing critical feedback as a basis of corrective measures for the businesses leading up to the final audit which will be undertaken in the following quarter. This has played a significant role to prepare the enterprises for the final audit process as a final step towards certification.

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

Dairy farmers training and model farmers extension system

Farmer to Farmer (F2F) extension system in Rwanda was adopted to help farmers to improve their wellbeing by improving farm practices through peer learning and was particularly encouraged to be incorporated with crop growers. The same approach was replicated by RDCP II through the Model Farmers extension system, in which a model farmer is identified by fellow farmers to receive intensive training. The objective of this approach is to mentor Model Farmers (lead farmers), support them with basic inputs to implement recommended best practices at their farms, and to influence adoption by

fellow farmers in the neighborhood. During this quarter, model farmers trained 3,658 (2,392 male, 1,266 females) dairy farmers. The trained farmers are in close proximity to model farmers, and the trainings focus on the recommended improved practices adopted at the model farmers farm. Cumulatively 12,346 farmers were trained by model farmers since this approach was adopted in 2014 significantly improving the extension outreach and scaling RDCP II activities. The model farmers approach has created a sustainable dairy farmer extension model linked with the national Twigire extension system that will continue running even beyond the life of RDCP II.



Figure 5: Model farmers in Nyabihu district. They are key actors in promoting adoption of best practices at farm level

In addition, RDCP II in collaboration with local service providers trained 5,151 dairy farmers, making a total of 8,809 dairy farmers trained during the quarter. The trainings main topics are milk production improved practices, animal health and disease control, milk handling and hygiene, dairy as business, gender and cooperative development.

Further, other actors in the value chain received training as follows, 112 individuals (87 male, 25 female) from government institutions and 1,321 (910 male, 411 female) from private sector (see details in related section below). Up to the end of this quarter, RDCP II had trained a total 63,149 (39,674 male & 23,475 female) individuals cumulatively, including dairy farmers, people from private sectors and government institutions against a scale up target of 56,500 that was supposed to be reached by the end of the program. The model farmers extension approach will continue under the supervision and support of sector and district livestock officers. The momentum of the model farmers' operations will keep up after the end of RDCP II because the government willingness to promote F2F extension system.

At the end of Q3, a total 49,887 (79%) farmers and other dairy actors have implemented at least one of the improved dairy best practices and technologies introduced by RDCP II program. Across project districts, improved technologies and dairy best practices adoption is currently being driven through the trained model farmers at the level of dairy farmers, milk collection centers and processors for other actors, which provide a basis for the sustainability of the practices.

However, currently in Rwanda, there is a prolonged dry period which started in May 2016 and is likely to stretch through September 2016. This has been a big challenge to farmers because of this long unpredicted period. This has affected negatively dairy activities across the country.

Training of Community Animal Health Workers in Rwamagana district



Figure 6: Community Animal Health Workers during a training session in Rwamagana District

Based on special request from Rwamagana district, RDCP II provided support for a training of 265 (male 214, female 51) Community Animal Health Workers (CAHW). The project responded positively to this request to bridge the gap in extension services identified by the district administration. Rwamagana has 14 sectors, and each sector was represented by

approximately 19 CAHW. The training aimed at improving extension system by equipping CAHW with needed skills to be able to provide proximity services to dairy farmers in the different sectors. The main topics covered by the training include: milk production, animal health and disease control, milk quality, BDS, Gender and Cooperative management. The training was comprised of two (2) segments/sessions--one for theory and another for practical sessions. They had nearly equal credits to make sure the hands-on practical session was given enough attention. This is seen by the program as a strong sustainability pillar and sign of trust for RDCP II training programs.

Silage demos set-up for practical training



Figure 7: Model farmers in Rwamagana introduced to Silage making. A long term fodder conservation technique

demonstration purposes. The model farmers provided almost all (90%) of required materials for silage making. We value these types of initiatives that were developed from model farmers as an example of future sustainability. RDCP II is planning to support set-up of more silage demos including at least one in the remaining district of operation. Fodder conservation technique is a major technology that can help farmers to sustain their dairy business. In some instances, during dry season cows starve to death due to failure to conserve feeds that can be used during the dry period.

Silage making is the long term fodder conservation technology that involves harvesting and conserving fodder. The conserved feed can stay up to 3 years without losing its nutritive values. During model farmers training, RDCP II taught farmers how to make silage and encouraged them to set-up some for their farms. This quarter, 4 silage demonstration sites were established at the model farmers' farms in 4 districts. These initiatives came from individuals (model farmers) who requested additional training from RDCP II to help in supervising the silage making which they were planning to set-up in their farms for

Mastitis prevention and testing training in dairy cattle:

Mastitis prevalence in cows remains high with about 50% of small holder farms are affected according to field research. Mastitis is one of the major factors affecting milk production in both quality and quantity. Affected milk will be rejected upon quality testing at collection centers leading to losses to the farmer while at the same time chronic infections may lead to partial or total loss in production by the affected cow due to obstruction of teats or udder. Previously, RDCP II partnered with the government of Rwanda in fighting against mastitis in dairy cows. RDCP II had actively participated in mastitis prevention and control workshops/conferences co-hosted by Rwanda Agriculture Board (RAB). This led to the development and eventual launch of a national mastitis control strategic plan that RAB zonal officials and extension teams utilize to develop dissemination and training plans in their respective locations. This quarter, RDCP II supported model farmers with practical training on mastitis prevention and control and equipped them with testing and



Figure 8: Model farmers following a demonstration session before receiving the mastitis prevention and control kits

prevention kits, to be used on their farms and during demonstrations while training their fellow farmers or when providing advice on a daily basis. This model farmer approach has demonstrated that technology introduced through this channel reaches many farmers and has a high chance of being adopted. Thus, 20 model farmers from each of the 17 districts of RDCP II intervention were given mastitis testing and prevention kits. During training on mastitis mentioned above, the participants conducted demos on usage of the kits by testing milk samples for mastitis and learning about prevention practices and techniques. These kits will help facilitate demonstrations as peers learn from each other to create awareness of control practices amongst dairy farmers.

Dairy feeds initiative

RDCP II has created linkages between 1000 Hill distillery Ltd and livestock service providers in Rwanda. This company generates brewer's wastes after extracting the intended product/spirits. After realizing that these residues are available in abundance, RDCP II took initiative to send samples of these distillery residues to RAB laboratory to determine the nutritional values and come up with ideas on possible combination with other non-conventional animal feeds. It's clear that these distillery residues can be rationed with non-conventional animal feeds like crop residues and rice and maize bran or straws to create a nutritious feed alternative that is high in energy, easily digested and palatable for livestock. This feed also has positive impacts on milk production. RDCP II has developed a ration training manual and hosted a training of all RDCP II engaged service providers and staff of 1000 Hills distillery Ltd on usage and combinations with other non-conventional feeds. The residues are available at very low cost (1Rwf/L) compared to other commercially available molasses (typically 100 Rwf/L), with the primary interest of the distillery to dispose of the distillery residue, an opportunity for dairy farmers to benefit during the long dry season. RDCP II has created linkages between this distillery with service providers for them to consider using these residues and take them for farmers use. The training provided broad overview of the nutritive value for these residues and highlighted relationship with other non-conventional animal feeds and possible combinations. The table below illustrates the possible combinations of distillery residues with other viable non-conventional animal feeds.

Table 1: Composition of distillery residues

Available combinations with Distillery Residues from molasses

Ingredient	% CP	% Soluble sugars	% CF	% Ca
Sorghum biomass	3.35	0.8	14.78	0.35
G/Nut pods	9.41	0.69	9.24	0.33
Maize cobs	4.37	0.75	12.71	0.22
Rice bran	11.46	0.72	0.82	0.75
Molasses	5.36	11.26	-	7.2
Bean p./haulms	1.76	2.91	-	6.4
Distillery resid.	6.26	6.59	4.2	1.13

Further, there is a high growth potential in the animal feed sector, with increasing investment in Rwanda. New businesses have been set up in different districts of Rwanda with current production capacity estimated at over 200 tons daily, compared to less than 50 tons produced in 2012.

Collaboration with Rwanda Council of veterinary Doctors (RCVD)

With the service contracts for artificial insemination (A.I.) and training services ending in the previous quarter, RDCP II continued to discuss with Rwanda Council of Veterinary Doctors (RCVD) about the support toward capacity building for 102 A.I. technicians under the direct supervision of the council. RCVD is a professional development organization established to support the growth of the veterinary professionals and paraprofessionals in Rwanda. The council is also mandated by law to ensure ethical conduct of professionals during their call of duty. Established in 2014, the council has requested a grant to train 102 selected veterinary technicians and qualified animal production assistants in areas of RDCP II activity with limited A.I services availability. The grant will cover costs of training, purchase of A.I supplies and monitoring of the project to ensure an extended service support to the selected areas in order to create a permanent service provider presence. The council will provide the role of facilitator in the selection and accreditation of the A.I technicians trained under this program. Further, field supervision will be conducted jointly between RCVD and the collaborating district extension veterinary services staff under the supervision of RAB. The approach will contribute to the RDCP II sustainability/exit plan which the RCVD will continue to build upon to deliver their mandate to continuously build capacity of professionals under their care. The request for approval of this funding was submitted to USAID.

RDCPII participated in International Learning Event on Twigire Muhinzi Extension model

The workshop was organized by MINAGRI in partnership with stakeholders. The event took place from 14 to 17 June, 2016, with participants from different countries and continents. The workshop was themed as International Learning Event, with a case study of the Twigire Extension model approach. The event was comprised of three major parts namely: presentations, debate and a field learning tour. In the Twigire extension model, farmer promoters (FP) and farmer field school (FFS) are key stakeholders to consider. The farmer promoter learns from FFS the new and best technologies, where the tested technology from FFS is being demonstrated in FP's demonstration plot. This method created excitement among participants; most of whom recommended the good approach that Rwanda has demonstrated. Many committed to suggest the same approach back to their countries. This FFS preaches that, "aplant is a teacher" and FP believe that, "seeing is believing." Twigire Muhinzi is an exciting extension model because it combines two different kinds of Farmer to Farmer Extension approaches: Farmer Promoters with demonstration plots and Farmer Field Schools with experimental plots. More than 1,000,000 farmers (>50% of all Rwandan Farmers) are already involved. Thanks to this model the access to advisory services in Rwanda has increased from 32% in 2012 to 68% in 2015. The results are spectacular: Farmers produce more, increase their income significantly, save in groups, buy and sell in groups and venture in all kinds of economic activities.

Villages = The heart of Twigire

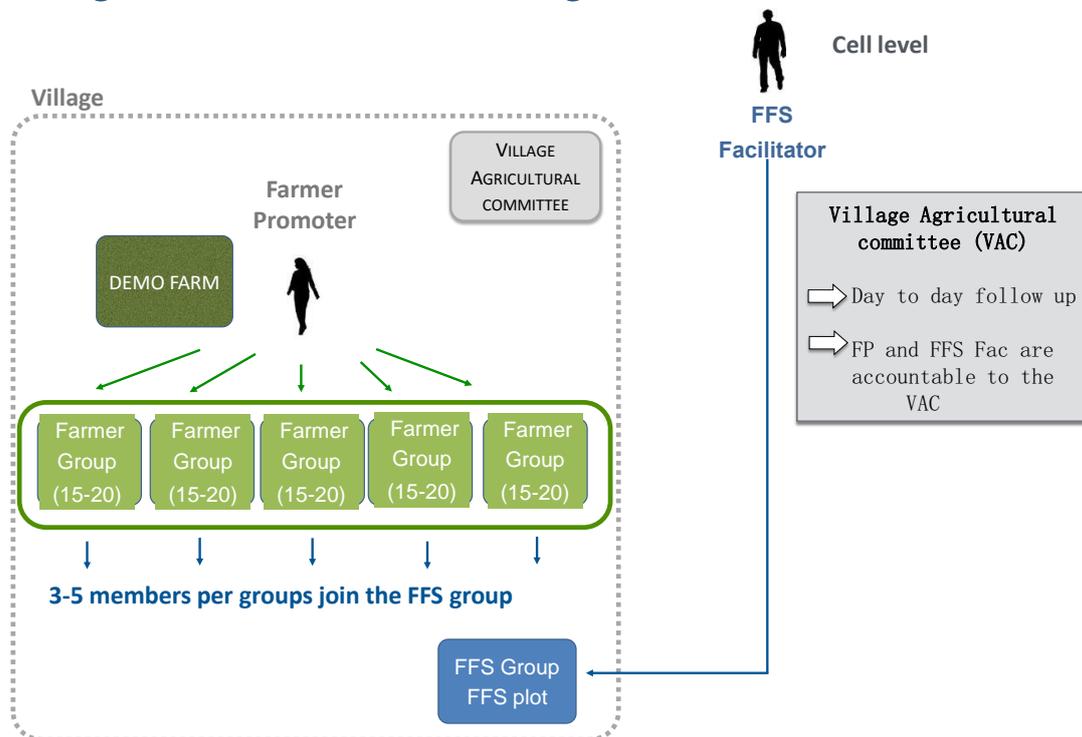


Figure 9: Farmer Field School Model

The above chart demonstrates the Twigire extension model, where all crop producers across the country have been mobilized to adopt this extension scheme. This extension system had been earlier emphasized for crop producers but gradually is integrating the livestock farmers as well in partnership with RDCP II.



Figure 10: International Twigire Learning event field study on Farmer Promoter's demo plot

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

Pre-audit of dairy enterprises by Rwanda Agricultural Livestock and Inspection Services (RALIS)

In the last quarter, a total of 210 managers and technicians of 121 MCCs, small/mid dairy processors, milk zones and milk kiosks operators were trained by RALIS in collaboration with RAB and RDCP II over a 2-week period. The objective was to acquaint them with the concept of SOQ certification, principles of food hygiene (CAC/RCP 1-1969), the code of hygiene practice (CAC/RCP 57-2004), milk & milk product Standards and the Ministerial Order n° 001/11.30 of 10/02/2016 that regulates collection, transport, and selling of milk. The MCCs and SMEs would subsequently be implicated in pre-audit and full audit in regard to the SOQ certification pilot project.



Figure 11: SoQ-related procedures developed at MCCs after RALIS training

During this quarter, RALIS conducted a pre-audit activity aimed at examining and assessing the level of compliance to the provisions of the guiding documents mentioned above to ensure that the knowledge obtained during these trainings is being applied and that the different documents developed are correctly and consistently being used. The pre-audit exercise was also done to create

preparedness for a full audit of the target dairy enterprises. With the help of a checklist, a number of elements such as premises, equipment & materials, hygiene practices, milk testing activities, milk delivery, reception, transportation, documentation and record keeping etc. were examined in accordance with the aforementioned guiding documents (see full report in Annex 5).

In summary, sixty-three (63) MCCs and eighteen (18) SMEs were audited and the following observations were made:

- 89% of the MCCs met at least 70% of the design and facilities requirements
- Less than 50% of the MCCs met over 70% of the equipment and materials requirements.
- Only 38% of the MCCs met over 70% of the hygiene requirements.
- None of the MCCs were using antibiotic residue kits to test for antibiotic residues in milk.
- Only 9.5% met over 70% of the documentation and recordkeeping requirements.



Figure 12: RALIS staff scrutinizing quality records during SoQ pre-audit exercise

The audited dairy enterprises were given numerous recommendations to put into practice in preparation for the full audit that will see complying MCCs and SMEs obtaining certificates of best practices. The full audit exercise that will also comprise of onsite re-assessment and milk sample testing; and subsequent issuance of certificates of best practices to complying MCCs are expected to take place in the next quarter.

Dairy Quality and Safety Improvement Practices

Monitoring of SoQ kits usage

RDCP II conducted monitoring the proper use of quality testing kits at MCCs, milk processors and kiosks was done as is routine during this quarter. In particular, consistency in the proper use of these kits was checked and technical advice given where necessary to ensure continuous improvement. Generally, the testing kits are used as appropriately as possible for the various parameters and recordings are taken. Following RALIS's training and pre-audit; MCCs and small-and-medium processors have improved dairy quality-related recordkeeping and documentation practices as it is a critical component for certification. Some MCCs such as IAKIB in Gicumbi, BMCC in Bugesera and others have developed example procedures for cleaning, visitors' schedule, work flow diagrams, etc. Dairy enterprises have also improved hygiene and sanitation practices, and safety measures such as installation of first aid boxes and fire extinguishers.

MCC Quality Best Practices Competition 2016

RDCP II in collaboration with MINAGRI conducted an MCC performance competition in order to recognize MCCs that have demonstrated improved dairy quality practices. This activity was completed with presentation of awards to the best performing MCCs in the National Agricultural Show grounds. The objective of this annual competition is to enhance continuous improvement of quality practices and MCC business profitability by recognizing MCCs that have demonstrated the

most improved practices through performance competition. This year's competition was entirely based on the implementation of the Rwandan Ministerial Order (n° 001/11.30 of 10/02/2016) that regulates milk collection, transport and selling, principles of food hygiene (CAC/RCP 1-1969), the code of hygiene practices for milk and milk products (CAC/RCP 57-2004) and the microbiological quality of raw milk. The competition was conducted in the manner below:

On-site Assessment of milk quality practices

A tailored checklist, interviews and direct observations were used to conduct on-site inspection of 63 participating MCCs. This was conducted to assess the level of compliance to the requirements of the Ministerial Order, principles of food hygiene and the code of hygiene practice, which they had been previously trained on. A team comprising of RDCP II and RALIS staff were involved in this activity. Consequently, 17 MCCs that attained a pass mark of 70% were subjected to a further final competition phase of milk quality testing.

Milk sampling and testing

Bulk milk samples (from the cooling tank) were collected from the best performing 17 MCCs for quality and submitted to the Dairy Quality Assurance Lab (DQAL), an independent laboratory for milk testing. Total bacteria count (TBC) and somatic cell count (SCC) was tested to establish the microbiological quality of milk. Total bacteria count establishes the bacteriological quality, whereas somatic cell count establishes the level of mastitis in herds.

Final Results

The scores were presented based upon scores from the checklist in addition to laboratory scores. Rukomo MCC, owned by IAKIB cooperative, emerged the National winner with 83.06% total score, whereas Nyankenke MCC (also owned by IAKIB) and MATWOKI MCC emerged second and third with 82.064% and 81.8% respectively

Awarding Exercise

The award ceremony took place on the closing day of the 11th National Agri-show with the Vice-Mayor of Gasabo District presenting the awards to the winners. As it was done last year, consideration was given to the overall National Winner and Runner-up.

Also, winners on a provincial level were given recognition as follows:



Figure 13: Best performing MCC receiving appreciation at national level during Agrishow

- Rukomo MCC was awarded a trophy and a certificate of award for being **overall winner at national level** and at Northern Provincial level
- Nyankenke MCC was also awarded a trophy and a certificate of award for being the **runner-up at National level**
- MATWOKI MCC was awarded a trophy and a certificate of award for being the **winner in the Eastern Province**

- COOPEKA MCC was awarded a trophy and a certificate of award for being the **winner in the Southern Province**
- Uprocenya MCC was awarded a trophy and a certificate of award for being the **winner in the Western Province**
- The remaining 12 MCCs were awarded certificate of merit for making it up to the final phase of the competition.

Participation in EAC Aflatoxin prevention & control strategy validation workshop

RDCP II represented by the Senior Milk Quality Specialist and ABS Coordinator attended a two-day workshop aimed at validating the East African Community (EAC) prevention and control strategy that was initially drafted by the EAC Secretariat. The meeting took place at Lemigo Hotel-Kigali on June 6-7, 2016. The objectives of the validation workshop were to:

- a) Provide a forum for internalization and ownership of the proposed EAC Aflatoxin Prevention and Control Strategy; and
- b) Validate and contribute to the improvement of the document by identifying gaps and suggesting inputs for improvement.

Review of the draft paper was made through break out groups constituting of individuals from the sectors of agriculture, environment, human health and standards for food, animal health and feed standards and trade, communication, research and technology for advancement of aflatoxin control. The meeting made the following recommendations:

- The EAC Secretariat and Partner States were recommended to conduct further research on the socio-economic and cultural factors that lead to aflatoxin contamination of food and feed to inform aflatoxin mitigation interventions.
- The EAC Secretariat was recommended to consider findings and recommendations of a study on Rwanda Mycotoxin project supported by USAID and the International Institute of Tropical Agriculture (IITA) in finalization of the EAC Aflatoxin Prevention and Control strategy.
- The EAC Secretariat to consider comments and inputs generated by the Republic of Rwanda stakeholders in the revision of the Aflatoxin Prevention and Control Strategy.
- The Republic of Rwanda to submit to the EAC Secretariat additional data and information from state and non-state actors through the Ministry of East Africa Community Affairs by 24th June, 2016.

IR 1.3 Consumer Preferences Drive Quality Improvements

Volumes of milk under Seal of Quality

Below is a table showing volumes and percentages of milk marketed under the seal of quality by MCCs that are receiving RDCP II support:

Table 2: Milk volumes marketed under the Seal of Quality

Month	Total milk volumes marketed	Volumes marketed under SoQ	Percentage (%) of milk volumes marketed under SoQ
April	4,582,461	3,160,531	69
May	4,581,702	3,114,986	68
June	4,310,480	3,549,822	82.4
Total	13,474,643	9,825,339	Mean: 73.1%

During this quarter, ***Nine million eight hundred twenty-five thousand three hundred thirty nine (9,825,339)*** liters of milk were sold under the seal of quality. The average percentage of milk marketed under SoQ is equivalent to 73.1%. This milk was sold by several Milk Collection Centers to Inyange Industries, Blessed Dairies, Crystal Industries, Zirakamwa Meza dairy and Nyanza milk industries

New dairy products developed

Fifteen (15) new dairy products were developed during this quarter as a result of milk quality improvement, processor innovations and consumer demand for new products. The newly developed products mainly consist of various varieties and packaging sizes of cheese, fermented milk, yoghurts and ghee as shown in the table below:

Table 3: New dairy products developed

District	Dairy enterprise	New products developed
Nyabihu	Ingabo Dairy	<ol style="list-style-type: none">1. Ricotta cheese (300g),2. Ricotta cheese (600g),3. Panimi cheese (600g),4. Panimi cheese (300g),5. Halloumi cheese (300g),6. Halloumi cheese (600g),

		<ul style="list-style-type: none"> 7. Feta cheese (300g), 8. Masdam cheese (1kg), 9. Masdam cheese (3kg) 10. Unsalted butter (250mg)
Rubavu	Fromagerie La Reine	<ul style="list-style-type: none"> 11. Fermented milk “ikivuguto”-500ml 12. Strawberry-flavoured yoghurt-250ml 13. Vanilla-flavoured yoghurt-250ml
Bugesera	KOPEZIRU Cooperative	<ul style="list-style-type: none"> 14. Fermented milk-5 litres
Gasabo	Lift-up Trading Company	<ul style="list-style-type: none"> 15. Fermented milk-5 liters

Two (2) of the new dairy products developed resulted from a learning trip organized by RDCP II. At the start of this quarter RDCP II facilitated a learning trip in which 14 individuals from 5 MCCs participated. These individuals visited Ruhango Zirikamwa cooperative (RUZICO), Haji enterprises Ltd and Rusatira Dairy Company (RUDACO) processing units and observed how fermented milk (ikivuguto) is processed, packaged, branded and marketed. Consequently, Lift UP trading Company and KOPEZIRU cooperative picked interest, knowledge and skills and decided to process and market fermented milk.



Figure 14: Fermented milk developed by Lift up Trading Company



Figure 15: Yoghurt processed by Fromagerie La Reine

Creating awareness of the Ministerial Order regulating milk collection, transport and milk selling

Through a grant awarded to RALIS, RDCP II in collaboration with MINAGRI, developed a communication strategy to create awareness of the Ministerial Order on milk collection, transport and selling following its publication in the National gazette. Workshops, radio talk shows, radio spots and small booklets have been designed to create awareness of the Ministerial Order.

Workshops

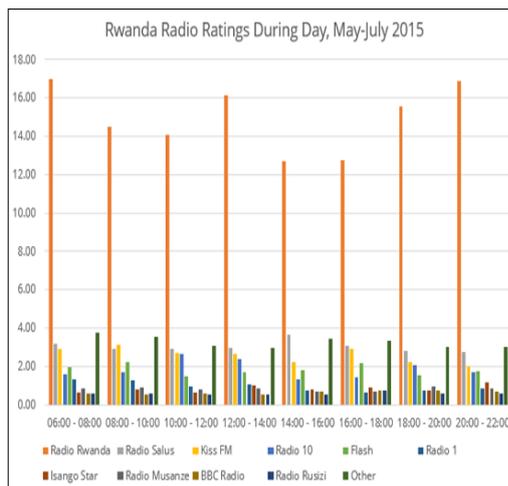
A national workshop to launch awareness of the Ministerial Order was held at La Palisse hotel in Kigali and in decentralized workshops



Figure 16: Booklet containing Ministerial Order provisions

held in all the 30 districts. The workshops brought together key dairy stakeholders in the country including the District authorities, Sector officials, MCC officials, security organizations, RNDP, media, relevant public institutions, milk processors, milk kiosk operators and dairy sector working group representatives. RALIS presented the Ministerial Order and the SoQ pilot project and participants were given a platform to discuss everyone's role in the enforcement of the order. The local authorities, Rwanda National Police, RAB and RNDP pledged full support to facilitate putting into practice the provisions stipulated in the Ministerial Order. One thousand booklets containing provisions of the Ministerial Order have been designed, printed and distributed to major dairy stakeholders such as MCCs and local authorities during the sensitization workshops.

Radio Spots



Radio spots carrying messages of the provisions of the Ministerial Order have been running on Radio Rwanda over a period of three (3) weeks. The pre-recorded radio spots have been running shortly after evening news in the local language. During this time, many Rwandese are listening to the radio. Research conducted from May to July 2015 by GeoPoll, a mobile surveying platform, proved that Radio Rwanda has the highest listenership compared to other local radio stations with over 50.3% audience share as shown in Figure 6.

Figure 17: Rwanda Radio Ratings. Source: Radio listenership in Rwanda

IR 2: Expanded Investment in Dairy Processing and Marketing

RDCP II aims to increase both public and private investment in human and financial capital to enable Rwandan dairy products to become locally and regionally competitive. This calls for concerted efforts and increased stakeholder engagement to improve both policy advocacy and leadership development within dairy organizations and businesses.

IR 2.1 Dairy Sector Leaders Empowered to Lead Development

Milk shed dairy sector working group meetings (DSWG)

Technical visits to processors

This quarter, two processors (Crystal bottling company and Masaka processing plant) were visited by RDCP II staff and offered technical advice on the need for hygienic regimes and product quality. Masaka proprietor was advised on cost saving measures, product quality assurance and proposed new products to offer to the market. A separate visit was made to Crystal Bottling, a soft drink manufacturer, who has entered the market with fresh milk and fermented milk products. The owners wanted advice on cheese manufacturing but after examining their current activities and capabilities, they were advised not to start making cheese until they have appointed staff with the necessary processing knowledge. The importance of the correct processing equipment and market knowledge were emphasized.

Dairy Stakeholder meetings conducted

In April, RDCP II organised and facilitated dairy stakeholder meetings. One stakeholder meeting was conducted in Kayonza for district partners. The meeting focused on progress and challenges that are still faced by dairy value chain players. Other meetings were held in Rubavu, Kicukiro and Gasabo with farmers, cheese makers, and processors. The meetings discussed issues affecting dairy stakeholders such as cooperative management, milk marketing, cheese competition and expo, and the upcoming ESADA Conference.

Facilitate institutional and association capacity building

Rwanda National Dairy Platform

The highlight of this period was the development, validation by the general assembly and approval by the board of RNDP's internal rules and procedures manual. Through this initiative, the RNDP's internal management and general operations have improved significantly. RNDP's progress toward self-sufficiency will be achieved after the application of adopted sustainability measures. Sustainability measures include contributions for each cluster toward running RNDP's day to day activities, positioning it to serve its member clusters better and boost the dairy sector as a whole (see report in Annex 6).

Further, during this quarter, RNDP carried out a situational analysis for all clusters and determined that provision of technical and managerial skills for leadership structures was one of the issues that needed to be addressed. As a result leadership training for the leaders was organized at provincial level and for this quarter the Producers' clusters leaders training was conducted at provincial level. The visibility and appreciation of the role of RNDP has increased and this is seen through their current strong ties with the line ministry of Agriculture and Animal Resources and affiliated Rwanda Agriculture Board (RAB).

Cheese handling and judges training

This quarter RDCP II organised and conducted several cheese related trainings for cheese makers, supermarket staff, hotel and restaurant chefs as well as judges. This assignment was ably delivered by Master Cheese trainer and Cheese expert Mr.Kobus Mulder on his last trip to Rwanda (details of the cheese trainings and competition are in Annex 2 of the report).



Figure 18: Cheese making training at Masaka incubation center

Business Development support to dairy businesses

This section of the report focuses on key achievement with regards to RDCP II support MCCs operations and management, MSMEs business development and Enterprises adoption of recommended technologies and management best practices.

Members of Producers organizations and community based organizations receiving RDCP II program assistance

During this quarter, a total of 300 (219 male and 81 female) new members joined dairy cooperatives across all milk shed.

The Support provided by RDCP II focused on the following key areas:

- Introduction and sensitization on the recently gazette ministerial order n° 001/11.30 of 10/02/2016 regulating the collection, transportation and selling of milk;

- Training coops members and employees on recommended dairy and coops management practices with regards to MCC cleaning procedures, milk hygiene, cooperative leadership, business planning and financial management practices;
- Identifying and engaging new cooperatives and SMEs such as Aborozi ba Buhanda cooperative in Nyabihu district and NKUS ltd in Ntarabana sector of Rulindo district;
- Support reopening of closed MCC: Gasabo zirakamwa MCC in Gasabo reopened after closing for 12 months. A new partner (Lift up Traders Company Ltd.) entered into partnership with the Coop members and signed an MOU which allowed reopening of milk collection and selling activities, with intention to put in place a small processing unit for fermented milk (Ikivuguto);
- Business opportunity seminars and market linkages workshops were organized for all dairy actors in milk sheds. Financial institutions, Insurance companies, agro-vet input suppliers, milk transporters, processors etc... participated and given opportunities to market and create linkages for their businesses. Dairy cooperatives in general appreciate opportunity to directly interact financial institution, insurance companies and inputs suppliers' representatives.

As mentioned above Cooperatives reported an increase number of new members recruited. Continuous mobilization, improved cooperative performance, and community engagement are potential benefits in the dairy sector and are the motivating factors behind the increase in cooperative membership, especially in Eastern and Northern Milk Sheds.

Figure 19 below indicates numbers of new members recruited in cooperatives per district for the last quarter:



Figure 19: numbers of new members recruited in cooperatives per district

I. Milk collected and sold through milk collection centers

During the quarter, volumes of milk that passed through MCCs were 13,474,642 liters from 82 active milk collection centers in 17 districts of program operation. Milk volumes increased by 1,249,471 liters (10% increase) compared to 2015 which was 12,225,172 liters.

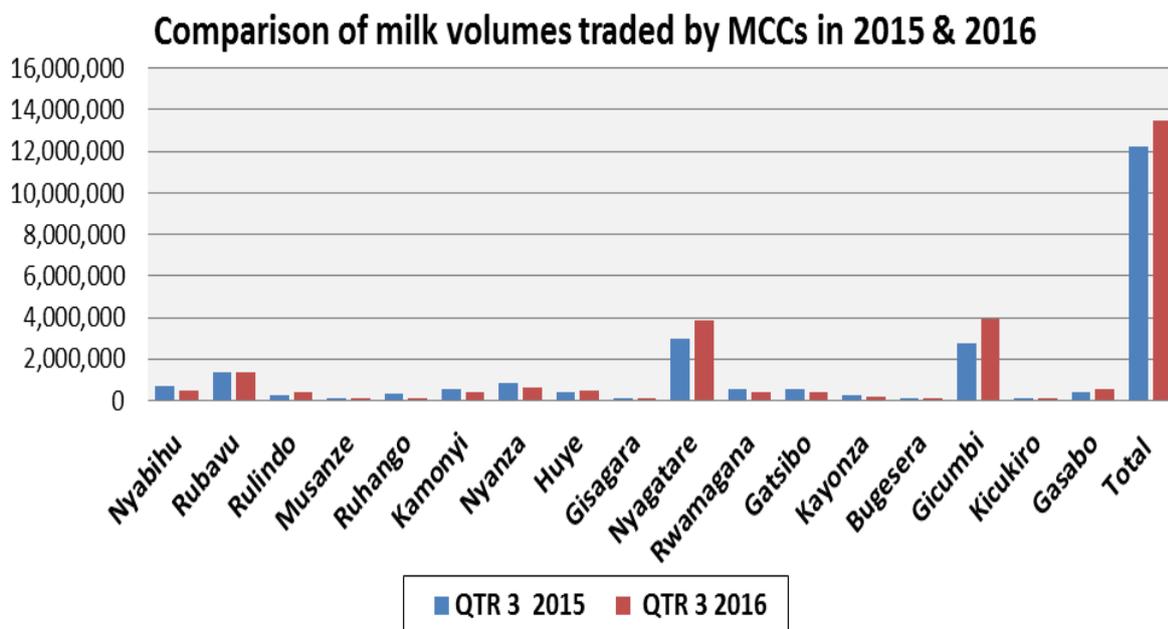


Figure 20: Milk volume traded by MCCs

This increase is believed to be associated with the decrease in milk rejections at the MCC level, which is influenced by the newly published ministerial order n° 001/11.30 of 10/02/2016 regulating the collection, transportation and selling of milk. This order helped the ministry to formalize their way of working, collaborate with local leadership, improve data collection & reporting and mentorship to enterprises including MCCs/cooperatives and SMEs under the AgPro program.

This quarter, 73 full time equivalent jobs (60 male; 13 female) were recorded and cumulatively a total of 11,913 (11,028 male, 885 female) jobs were created along the value chain since the beginning of the program. Most of the new jobs identified this quarter were believed to be associated with the increased opportunities in milk transportation from farms to milk collection centers especially in Eastern and Northern provinces which is reflected by the high volume of milk collected in those areas. It is expected that new jobs were created in a similar trend at farm level but exact numbers will be confirmed during the next quarter household semiannual survey planned in August 2016.

II. Trainings conducted under AgPro

Concerning trainings, during this quarter, the program has reached 835 beneficiaries (567 males, 268 females) from 59 cooperatives under AgPro program. The trainings focused on 6 key cooperative management area: leadership, adaptive capacity, management capacity, operations, supply, processing and marketing, productivity and financial performances.

Table 4: Beneficiaries trained under AgPro program

Milk Shed	Male	Female	S/Total
East	331	149	480
Kigali	50	38	88
North	152	69	221
South	34	12	46
Grand Total	567	268	835

In addition AgPro trainings provided coop members opportunities to do a self-assessment of the coop performance, problem analysis and to establish an action plan to improve performance. Details on coop self-assessment are in section below.

In the framework, two cooperatives in Kigali milk shed carried out a study tour in Southern province to learn from other cooperatives in the area. From the experience and knowledge acquired, two cooperatives moved a step ahead in developing and putting in place a small dairy processing units to make fermented milk.

Performance Measurement and Management (Ag-Pro implementation)

During this quarter, the AgPro team provided support and mentorship to 54 dairy cooperatives/ MCCs and 83 SMEs making 137 benefiting partners. One SMEs, NKUS Ltd was identified and engaged in Ntarabana Sector from Rulindo District.

An assessment was conducted on the six capacity areas of cooperative/SMEs including: leadership, adaptive capacity, management capacity, operational capacity, supply processing and management and finally productivity and financial performance.

As a part of the leadership capacity building, RDCP II assisted the 52 organizations to develop and review its mission, vision, values and shared beliefs. Board members were trained to increase its commitment in cooperative activities in order to increase its profitability. Board members and supervisory committee were also trained on proper bookkeeping and its importance in their business of documenting milk collected and sold. As a result, dairy cooperatives have improved their bookkeeping practices, for example their books of accounts are well-filed and monthly business reports are prepared and shared with board members on a monthly basis.

Under adaptive capacity, organizations were supported to develop strategic plans and action plans for 2016-2017. In addition, cooperatives were assisted in preparing contracts with milk transporters and were encouraged to work with financial services.

To ensure sustainability of mentorship delivered to cooperatives, RDCP II facilitated in the development of cooperative management procedure manual for eight cooperatives in the Kigali milk shed including: CODECOL, KOPEZIRU, KOINDAMU, BMCC, KOZAMGI, COPEMOBU, Borozi Twisungane Kabuga and Kora Mworozzi Cooperative. This manual highlights some points of leadership, adaptive capacity, operations, supply, processing, marketing, management capabilities, productivity and financial performances as parts of AgPro manual. The main objective of this manual is to ensure the sustainability of mentorship delivered to RDCP II partner's cooperatives due to the fact that leaders of all cooperatives have to be replaced after a certain time. Following are some key highlights of the manual: cooperative governance, roles and responsibilities of all cooperative leaders, sample of smart internal rules and regulations, human resource policies, bookkeeping and record keeping, business performance template (profit or loss statement), milk suppliers card, contract with buyers, suppliers and employees, business management, assets depreciation model, partner's logbook, values and beliefs, way of searching and managing funds, sample travel authorizations and marketing. This manual will be shared to all cooperatives that RDCP II supported under AgPro Program.

Membership in the AgPro supported cooperatives have increased by 204 (53 female and 151 male) from 4,515 in Q2 to 4,719 members in Q3. This has been as a result of creating more awareness and change in leadership in the supported cooperatives as well as positive collaboration of the leadership of these entities.

Cooperatives support and success stories

With the support of the AgPro short term assistants, of the cooperatives that were assessed one of the core issue highlighted was that some cooperatives needed strategic plans to guide their implementation to ensure profitability and professionalization. With the support of STTAs a number of cooperatives, under RDCP II support have at least held the general assembly meetings between March and April as required by the law and this allows for completion of the necessary agendas. In addition, procedures manuals have been drafted and for some cooperatives those have been validated and enacted.

Women as well as men have been seen on lists of cooperative members that accessed loans both from SACCOs and cooperative/MCC loans. This is an indication that females are breaking the stigma of accessing loans for solving their needs and for investment for development.

In cooperative meetings and forums we have noticed that men recognize that female members are capable of becoming leaders, for example, cooperatives that elected new leadership in March/April had 30% more positions occupied by female leaders and in core positions such as chairperson and vice chairperson.

Cooperatives continuously formalizing their way of doing business.

RDCP II efforts to support and facilitate partner cooperatives to formalize their way of doing business is bearing fruits; about 70% of partner cooperatives, supported by RDCP II, have a proper administrative filing systems, are well-staffed, and have strategic and business plans. Improved staffing has yielded great results because MCCs/cooperatives are now managed as business entities unlike in the past. For instance; most cooperatives have managers who oversee the activities at the cooperative/MCC. In general cooperatives supported by RDCP II are operating in a formal business manner.



Figure 21: Water source installed at Mugomero MCC

The other striking achievement this quarter that has trended in cooperatives is the issue of hygiene. In order to fulfill MCC safety nutrition and hygiene requirements, MCCs were advised and audited on hygiene standards and awarded for the improvements they have made.

IR 2.2 Increased Dairy-Related Investment

Dairy Investment and Financing Opportunity workshops

RDCP II continued to conduct financial and investment workshops in different districts. In April and May, RDPC II facilitated a workshop between financial institutions and dairy stakeholders operating in Musanze, Rulindo, Rwamagana, Kicukiro and Gasabo Districts. The purpose of the workshop was about showcasing investment opportunities in the dairy sector and linking dairy actors with financial institutions in order to increase access to finance for dairy investments.

The workshops were attended by dairy actors across the dairy value chain in the respective districts and the following financial institutions: Bank of Kigali (BK), Banque Populaire du Rwanda (BPR), I&M, Saccos and local government representatives.



Figure 22: Photo taken during the Financial workshop at Hilltop, Kicukiro District.

All workshops were well attended, with 48 participants in Rwamagana, 22 in Kicukiro and Gasabo, 58 in Musanze and 45 in Rulindo. Participants appreciated the workshops and highlighted some challenges that hinder access to finance and proposed the need for more sensitization about dairy financing and opportunities.

Following the workshops, we have observed more commitment from financial institutions by giving credit to dairy value chain actors and willingness to provide information. RDCP II will continue to work with the financial institutions to work with private sector players in the dairy sector for the remaining period before close out.

Investment brief for Q3, 2016

This brief, provides quarterly updates on total investments by districts, motive for investment, and the financial institutions that provided finance. In a general, a total of 308,002,778 Rwf was invested by dairy stakeholders across the four milk sheds as indicated in the table below:

Table 5: Value of Investment

Milk Shed	Value of Loans (in USD)	Equity Value (in USD)	TOTAL
East	79,926	963	80,888
Gatsibo	5,882		5,882
Kayonza	12,500		12,500
Nyagatare	50,731	963	51,694
Rwamagana	9,625		9,625
Rwamagana	1,188		1,188
Kigali	165,129	11,125	176,254
Bugesera	107,479		107,479
Gasabo	3,250		3,250
Gicumbi	51,538	11,125	62,663
Kicukiro	2,863		2,863
North	58,287	3,125	61,412
Musanze	375		375
Musanze	8,825		8,825
Musanze	1,375		1,375
Ngororero	0	3,125	3,125
Nyabihu	6,375		6,375
Rubavu	5,000		5,000
Rulindo	36,337		36,337
South	59,188	7,262	66,449
Gisagara	1,000		1,000
Huye	32,375		32,375
Kamonyi	25,000	7,073	32,073
Nyanza	813	74	887
Ruhango	0	115	115
Grand Total	362,529	22,474	385,003

Source: Field reports

Kigali milk shed had the largest investment worth of US\$ 176,254, followed by the Eastern milk shed with a total of US\$ 80,888. The Southern and Northern milk sheds followed each other with total investments of US\$ 66,449 , and US\$ 49,129,506 respectively. Most of the investments were made by small scale producers, cooperatives, Milk sellers as well as processors. Overall, the investments were low compared to last quarter. Financial Institutions (FI's) such as Urwego Opportunity Bank reported to be reviewing loan applications from farmers in Rubavu and Rwamagana.

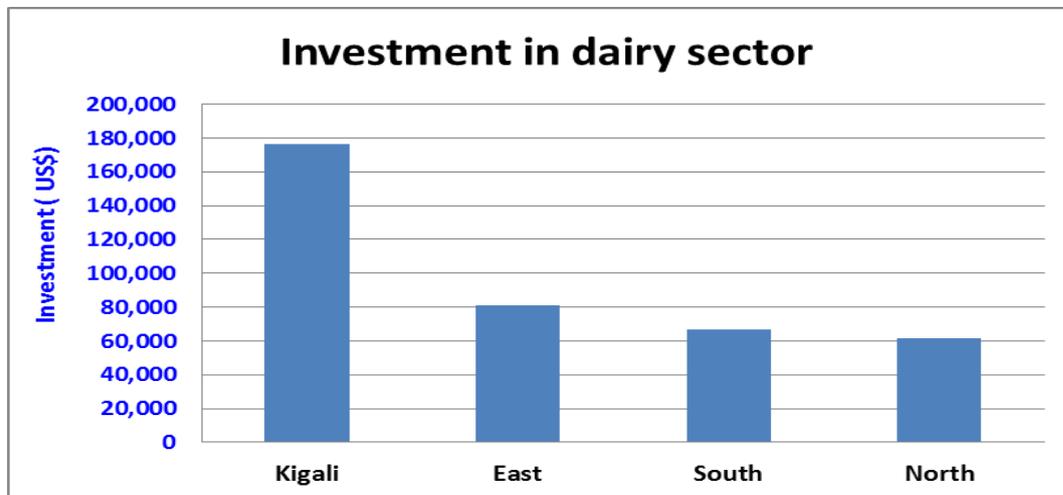


Figure 23: Total Investments by Milk Shed

Graph 1: Total Investments by Milk Shed.

Most producers invest in farm activities that included: purchasing of land, cows, equipment, furniture, and dam sheets for water storage. Other investments included: rehabilitation of MCCs and processing plants, construction of MCC buildings and renovation of laboratory store. In Gicumbi, for example, KOZAMGI acquired a grant from World Vision and used their own capital to rehabilitate an MCC while Kora Mworozi and Borozi Twisungane Kabuga acquired loans and grant from World Vision to build a new MCC. In Huye, a milk trader borrowed 22,500,0000 Rwf from KCB bank to construct a milk bar. In the eastern province, many producers in Nyagatare borrowed money from Saccos in order to buy cows, pasture and dam sheet for storing water for cows.

Dairy export

Dairy exports recorded since the beginning of fiscal year 2016 are estimated at USD 8,154,064. Compared to FY 2015, there is a decrease of 8% in dairy exports, as shown on the graph below. We believe the decrease can be attributed to, among other factors, instability in some neighboring countries such Burundi and increased market demand inside Rwanda. This increased demand could be attributed to themilk consumption campaign to improve family nutrition in rural area and increased demand in urban areas. As it appears in the National Institute of Statistics (NISR) statistical year book 2015, milk consumption per capita has increased from 44.2 L in 2011 to 59 L in 2015 and the trend is expected to continue to grow.

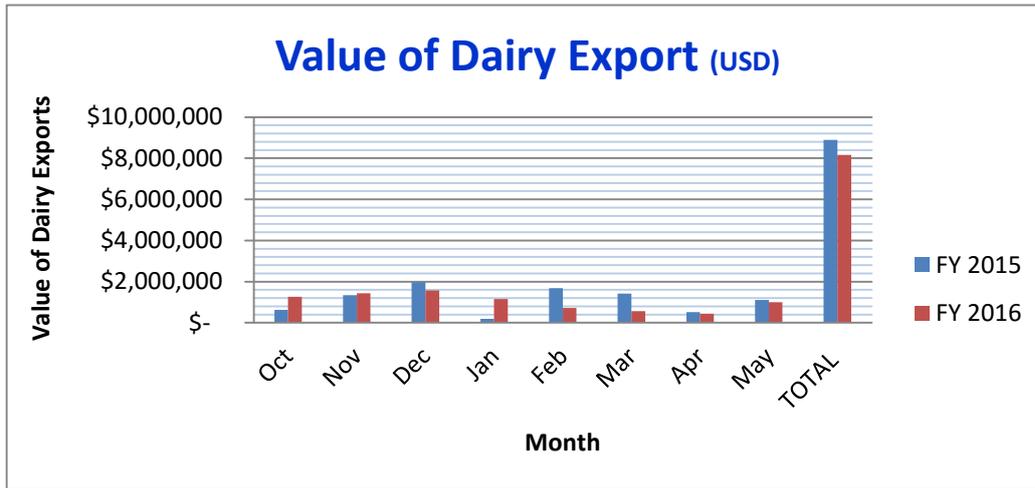


Figure 24: Value of Dairy Exports

Gender Mainstreaming

Female and Male participation in RDCP II activities

As in previous quarters, gender mainstreaming was implemented in all project activities. The target for female participation in program activities for this quarter was 50%, but the results from the field indicate this was achieved at 35%. This was generated from farmer trainings and participation in RDCP II meetings and service provider platforms. It was clear that women participated in the but their work at the farm and household level dominated their time. Women combine dairy business work such as animal feeding with domestic responsibilities, so the combination of the multiple roles women play inhibits their participation in trainings outside the household. However, with RDCP II efforts to ensure equal participation of women in the northern milk shed districts such as Musanze and Rulindo district is stronger where women participation was at 50%. Land O'Lakes strives to make RDCP's approaches more integrated by advocating for ways that can allow women to accomplish their traditional roles quickly such as mechanization of agriculture to create time for them to take part in other existing opportunities.



Figure 25: Participants taking keen interest as trainer demonstrates mastitis control techniques

As reported in the business section of this report, RDCP II female beneficiaries have continued to access loans from SACCOs and their cooperatives. Unlike in the past, they are now buying cows, paying school fees, paying medical bills and paying domestic expenses. In fact, women are continuously buying and owning cows which used to be a male dominated practice.

This quarter, dairy sector working group (DSWG) meetings were convened across all the four RDCP II milk sheds. More women participated in these meetings than in the past. The women who turned up at these meetings actively participated in discussions and brought to the fore dairy sector gender issues. As reported in the business section of this report, RDCP II female beneficiaries have continued to access loans from SACCOs and their cooperatives. Unlike in the past, they are now buying cows, paying school fees, paying medical bills and paying domestic expenses. In fact, women are continuously buying and owning cows which used to be a male dominated practice.

It is key to mention that continuously RDCP II female beneficiaries are making great strides regarding enhancing the operations of their dairy businesses for example our own Immaculée emerged as the

best dairy/livestock exhibitor through her Zirakamwa Meza Nyanza dairy at this years' annual agri-show with her excellent fermented milk. In addition, Immacullee's story was selected among the best case studies submitted to USAID and it will be published in the upcoming Agri-links issue. The key highlights behind her success and selection was her efforts toward running a profitable and quality-oriented business (now has a standardization mark) and the fact that her business has impacted so many lives especially those in the cooperative where she purchases her milk from as well as jobs her business has created for the youth created.

This quarter's additional training aimed at enhancing capacity of farmers to demonstrate best practices through distribution of best practice kits as well as giving more focus on gender mainstreaming in dairy farming.

Also in an effort to ensure sustainability of RDCP II trainings that promote best practices in the dairy business, some community animal health workers (CAHW) identified in collaboration with the district authorities were trained on cattle management & herd health best practices, common diseases control and prevention, milk quality and clean milk production, dairy business management and gender mainstreaming as well as cooperative development.



Figure 26: Model farmers receiving mastitis control demo kits

Women have continuously taken a lead in putting in action what RDCP II has transferred to them and as a result, one of the model female farmers who is a vulnerable genocide widow was selected to be supported by Land O'Lakes Global Food Challenge Team by repairing her cow shed.

In summary, challenges that exist in regards to gender integration and mainstreaming can be attributed to a general lack of an integrated approach as discussed above. A holistic integrated approach is needed to enable women to execute their day to day roles as well as take up opportunities that come up and trainings is among them.

Grant Updates

Grants and Grant Monitoring

This quarter, RDCP II requested and received USAID approval to increase the total value and scope of the approved subaward to Rwanda National Dairy Platform (RNDP). The subaward will increase from RWF 52,858,000 to RWF 105,716,000 to facilitate increased visibility of RNDP as the lead dairy advocacy organization. These additional funds will also support RNDP to successfully complete its mission of streamlining the dairy industry by providing technical and professional support to its cluster members involved in milk trade and value addition technologies. It will also support RNDP to take a leadership role in preparation for industry events, such as Milk Month, the International Trade Fair hosted by Private Sector Federation in July and the All-Africa Dairy Conference and Exhibition (ESADA) in August – September 2016. RDCP II is in the process of modifying RNDP subaward agreement and budget to include the above activities.

Again, RDCP II requested and received USAID approval to increase the total value of the approved subaward to Zirakamwa Meza Nyanza Dairy from approximately RWF 31,660,000 to approximately RWF 66,288,780. The reason for the increase in value was due to a change in the unit cost for equipment to be procured under this in-kind grant. RDCP II completed the procurement process and the equipment will be distributed in the next quarter.

During this quarter, RDCP II requested USAID approval for Rwanda Council of Veterinary Doctors (RCVD) which will increase the number of inseminators and equipping them to provide quality artificial insemination to dairy producers in Rwanda.

Sub-awards close-out and amendment

RDCP II amended subaward agreement with Rwanda National Dairy Platform (RNDP) to increase obligated amount from RWF 52,858,000 to RWF 105,716,000 to allow RNDP complete planned activities.

This quarter, the subaward agreements with 11 grantees ended as follows:

Table 6: Subaward agreement that ended

No	Organization	District	Sub award end date
1.	Agrojoy Ltd	Nyagatare	April 30, 2016
2.	Cooperative des Eleveurs de Kayenzi (COOPEKA)	Kamonyi	April 30, 2016
3.	Cooperative Gwuzumukamo Busoro	Nyanza	April 30, 2016
4.	Cooperative Giramoto Mworozu	Nyanza	April 30, 2016
5.	Cooperative Bwera Ntoma Rutungu Tworore	Nyagatare	April 30, 2016
6.	Cooperative Agiragitereka Kinigi	Musanze	April 30, 2016
7.	Kibondo Farmers Cooperative	Gatsibo	April 30, 2016
8.	Cooperative Amizero y'Aborozi	Kamonyi	April 30, 2016
9.	Cooperative y'Aborozi ba Ndego (COABONDE)	Kayonza	April 30, 2016
10.	Mubari Farmers Cooperative Society (MUFCOS)	Kayonza	April 30, 2016
11.	Rwimbogo Dairy Cooperative	Gatsibo	April 30, 2016

Upcoming grant approvals

RDCP II will submit new subaward approvals to USAID early in the next quarter for pre-selected grants including:

- New subaward to Dairy Quality Assurance Laboratory (DQAL) to improve milk product quality through provision of diverse testing services.
- New subaward to Bugesera Animal Nutrition Ltd (BAN Ltd) to provide animal feed processing equipment.

Environmental compliance

RDCP II has continued to provide mentorship and trainings to MCCs and SMEs on how to improve in regard to environment compliance by adoption of environmental best practices which include among others proper waste management, safety of personnel, Hygienic processing and compliance with sanitation standards, safe and appropriate product packaging and storage, functional laboratory & platform testing procedures, etc.

As a result of advice during trainings, some cooperative such as Agiragitereka Kinigi and Koperative Iwacu Zirakamwa (KOPIZI) have adopted these practices. Agiragitereka Kinigi Cooperative had a ventilation system not covered where flies and mosquitoes used to enter the MCC. After RDCP II mentorship and advice, the cooperative managed to cover the ventilation system. Also for safety measure, RDCP II has encouraged Milk Collection Centers (MCCs) to buy first aid box and fire extinguisher. It is in this context that KOPIZI bought a fire extinguisher.

Monitoring & Evaluation and Knowledge Management

Monitoring and Evaluation (M&E), is an integral part of RDCP II and is used to enrich the quality of RDCP II interventions. The RDCP II Performance Management Plan (PMP), approved by USAID, is a guide for RDCP II results management/measurement process and reporting. The PMP includes indicators to track results and progress made during the year. Particular emphasis is placed on tracking RDCP II impact on women and income generation as a result of project interventions at all levels of the dairy value chain. It is important to note that in addition to overall program progress assessment through monthly, quarterly reports and bi-annual surveys, RDCP II implements activities within approved district work plans that are periodically assessed.

District mid-term and annual reports

As required by the Directorate of Immigration coordinating international NGO activities in district, RDCP II submitted mid-term reports for 17 districts in our operational area. All reports were approved by respective districts after site visits and activities evaluation on the ground. The process of compiling annual reports (covering the period of July 2015 to June 2016) has started and report submission is expected by end July 2016.

Program activities closeout in district

During the upcoming three months of the next quarter, RDCP II plans to organize end of program workshops with partners in different milk sheds. The workshops will be opportunities to share experiences about the program activities with a cross section of beneficiaries and partners and draw lessons learnt from the program implementation. It will also be an opportunity to officially hand over some of the activities formerly under the program to various platforms created in the course of implementation.

Annexes

Annex I: FtF MS Table

Annex II: Consultant report on cheese events

Annex III: Urunana Final Community Outreach

Annex IV: Assessment of Twigire muhinzi Extension system

Annex V: Final report of pre-audit by RALIS

Annex VI: Final report of RNDP Internal Rules and Procedures Manual

Annex VII: Success Story: Dairy Cooperative Grows with Financial Investment

Annex I. FtF MS Table

Indicator / Disaggregation	Baseline Value	2012 Target	2016 Target	2016 Results				2016 Annual Achievement	Cumulative Achievement for all years
				Quarter 1 Oct-Dec 2015	Quarter 2 Jan-Mar 2016	Quarter 3 Apr-Jun 2016	Quarter 4 Jul-Sept 2016		
4.5(2): Number of jobs attributed to FTF implementation	0	500	11,745	10,817	11,809	11,882		11,882	11,882
Location			11,745	10,817	11,809	11,882		11,882	11,882
Urban	0	0	0	0	0	0		0	0
Rural	0	0	11,745	10,817	11,809	11,882		11,882	11,882
Disaggregates Not Available	0	0	0	0	0			0	0
New/Continuing			11,745	10,817	11,809	11,882		11,882	11,882
New	0	0	1,000	72	992	73		1,137	1,137
Continuing	0	0	10,745	10,745	10,817	11,809		10,745	10,745
Disaggregates Not Available	0	0						0	0
Sex of job-holder			11,745	10,817	11,809	11,882		11,882	11,882
Male	0	0	10,825	9,971	10,944	11,004		11,004	11,004
Female	0	0	920	846	865	878		878	878
Disaggregates Not Available	0	0	0	0	0			0	0
4.5(10): Total increase in installed storage capacity (m3)	0	10	30	10	5.5	1.3		16.80	183.30
Dry storage	0	0	0	0	0			0	0
Cold storage	0	0	30	10	5.5	1.3		16.80	183.30
Disaggregates Not Available	0	0	0	0	0			0	0
4.5.2(5): Number of farmers and others who have applied improved technologies or management practices as a result of USG assistance	0	2000	18,000	1,042	12,228	3,249		16,519	49,887
New/Continuing	0	0	18,000	1,042	12,228	3,249		16,519	49,887
New	0	0	18,000	1,042	12,228	3,249		16,519	49,887
Continuing	0	0	0	0				0	0
Disaggregates Not Available	0	0	0	0				0	0
Sex	0	2000	18,000	1,042	12,228	3,249		16,519	49,887
Male	0	1000	13,000	682	7,955	2,154		10,791	31,843
Female	0	1000	5,000	360	4,273	1,095		5,728	18,044
Disaggregates Not Available	0	0	0	0	0			0	0
4.5.2(7): Number of individuals who have received USG supported short-term agricultural sector productivity or food security training	0	3000	14,000	4,609	5,798	10,242		20,649	63,149
Type of individual	0	0	14,000	4,609	5,798	10,242		20,649	63,149
Producers	0	0	13,800	4,312	4,382	8,809		17,503	56,800
People in government	0	0	150	0	21	112		133	328
People in private sector firms	0	0	50	297	1,395	1,321		3,013	6,016
People in civil society	0	0	0	0	0			0	5
Disaggregates Not Available	0	0	0	0	0			0	0
Sex	0	0	14,000	4,609	5,798	10,242		20,649	63,149
Male	0	0	10,000	3,102	3,072	6,613		12,787	39,674

Female	0	0	4,000	1,507	2,726	3,629		7,862	23,475
Disaggregates Not Available	0	0	0	0	0	0		0	0
4.5.2(13): Number of rural households benefiting directly from USG interventions	0	2500	54,460	47,069	52,867	63,109		63,109	63,109
New/Continuing	0	0	54,460	47,069	52,867	63,109		63,109	63,109
New	0	0	12,000	4,609	5,798	10,242		20,649	20,649
Continuing	0	0	42,460	42,460	47,069	52,867		42,460	42,460
Disaggregates Not Available	0	0	0	0	0	0		0	0
Gendered Household Type	0	0	54,460	47,069	52,867	63,109		52,867	52,867
Adult Female no Adult Male (FNM)	0	0	8,850	7,747	8,438	9,934		8,438	8,438
Adult Male no Adult Female (MNF)	0	0	4,777	4,483	4,823	5,411		4,823	4,823
Male and Female Adults (M&F)	0	0	40,651	34,658	39,425	47,582		39,425	39,425
Child No Adults (CNA)	0	0	182	182	182	182		182	182
Disaggregates Not Available	0	0	0	0	0	0		0	0
4.5.2(14): Number of vulnerable households benefiting directly from USG interventions	0	1,000	22,656	20,367	23,695	29,664		29,664	29,664
New/Continuing	0	0	22,656	20,367	23,695	29,664		29,664	29,664
New	0	0	4800	2,511	3,328	5,969		11,808	11,808
Continuing	0	0	17856	17,856	20,367	23,695		17,856	17,856
Disaggregates Not Available	0	0	0	0	0	0		0	0
Gendered Household Type	0	0	22,656	20,367	23,695	29,664		29,664	29,664
Adult Female no Adult Male (FNM)	0	0	5398	4,561	5,481	6,667		6,667	6,667
Adult Male no Adult Female (MNF)	0	0	2053	1,917	2,110	2,548		2,548	2,548
Male and Female Adults (M&F)	0	0	15205	13,807	16,022	20,367		20,367	20,367
Child No Adults (CNA)	0	0	0	82	82	82		82	82
Disaggregates Not Available	0	0	0	0	0	0		0	0
4.5.2(23): Value of incremental sales (collected at farm-level) attributed to FTF implementation	\$4,606,135.00	\$0.00	\$31,535,461.30	\$0.00	\$1,168,832.88	\$0.00		1,168,833	56,776,325
FTF 4.5-4 : Gross margin per dairy cow	\$162.22	\$0.00	\$251.93	\$0.00	\$126.45	\$0.00		\$126.45	\$248.15
4.5.2(27): Number of members of producer organizations and community based organizations receiving USG assistance	0	4,000	2000	821	1,217	300		2,338	25,784
Type of organization	0	0	2,000	821	1,217	300		2,338	25,784
Producer organization	0	0	2,000	821	1,217	300		2,338	25,783
Non-producer-organization CBO	0	0	0	0	0	0		0	1
Disaggregates Not Available	0	0	0	0	0	0		0	0
Sex	0	0	2,000	821	1,217	300		2,338	25,784
Male	0	0	1500	467	562	219		1,248	16,017

Female	0	0	500	354	655	81		1,090	9,767
Disaggregates Not Available	0	0	0	0	0			0	0
4.5.2(28): Number of private enterprises (for profit), 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 assistance	0	100	1,166	1,144	1,202	1,202		1,202	1,202
Type of organization	0		1,166	1,144	1,202	1,202		1,202	1,202
Private enterprises (for profit)	0		806	778	806	806		806	806
Producers organizations	0	0	210	201	224	224		224	224
Water users associations	0	0	2	1	2	2		2	2
Women's groups	0	0	9	7	13	13		13	13
Trade and business associations	0	0	129	151	151	151		151	151
Community-based organizations (CBOs)	0	0	10	6	6	6		6	6
Disaggregates Not Available	0	0	0	0	0	0		0	0
New/Continuing	0	0	1,166	1,144	1,202	1,202		1,144	1,144
New	0	0	100	78	58	0		78	78
Continuing	0	0	1066	1,066	1,144	1,202		1,066	1,066
Disaggregates Not Available	0	0	0	0	0	0		0	0
4.5.2(29): Value of Agricultural and Rural Loans	\$0.00	\$100,000.00	\$800,000	\$ 610,961	\$ 332,910	\$ 362,529		\$ 1,306,401	\$ 3,159,606
Type of loan recipient	0	0	800,000	\$ 610,961	\$ 332,910	\$ 362,529		\$ 1,306,401	\$ 3,159,606
Producers	0	0	250000	\$ 415,465	\$ 292,470	\$ 288,379		\$ 996,314	\$ 1,424,213
Local traders / assemblers	0	0	300000	\$ 108,477	\$ 34,055	\$ 74,150		\$ 216,682	\$ 822,986
Wholesalers/processors	0	0	210000	\$ 87,020	\$ 6,386	0		\$ 93,406	\$ 898,678
Others	0	0	40000	0	0	0		\$ -	\$ 13,729.20
Disaggregates Not Available	0	0	0	0	0	0		0	0
Sex of recipient	0	0	800,000	\$ 610,961.00	\$ 332,910	\$ 362,529		\$ 1,306,401	\$ 3,159,606
Male	0	0	450000	\$ 381,760	\$ 120,130	\$ 189,149		\$ 691,040	\$ 1,566,942
Female	0	0	150000	\$ 77,281	\$ 26,999	\$ 28,624		\$ 132,904	\$ 297,536
Joint	0	0	200000	\$ 151,920	\$ 185,781	\$ 144,756		\$ 482,457	\$ 1,295,128
n/a	0	0	0					0	0
Disaggregates Not Available	0	0	0					0	0
4.5.2(36): Value of exports of targeted agricultural commodities as a result of USG assistance (for bilateral missions)	\$85,979.00	\$0.00	\$18,052,788.60	\$0.00	\$3,918,987.00	\$4,235,076.66		\$8,154,063.66	\$43,379,064.60

Stages of development	0	0	1	2	6	0	8	15
Stage 1 of 5 Number of policies / regulations / administrative procedures analyzed	0	0	1	0	0	0	0	2
Stage 2 of 5 Number of policies / regulations / administrative procedures drafted and presented for public/stakeholder consultation	0	0	0	2	3	0	5	6
Stage 3 of 5 Number of policies / regulations / administrative procedures presented for legislation/decrees	0	0	0	0	0	0	0	3
Stage 4 of 5 Number of policies / regulations / administrative procedures prepared with USG assistance passed/approved	0	0	0	0	0	0	0	3
Stage 5 of 5 Number of policies / regulations / administrative procedures passed for which implementation has begun	0	0	0	0	3	0	3	5
Disaggregates Not Available	0	0	0	0	0	0	0	0
							0	0
Custom Indicator 1 a : Volume of milk marketed by Milk Collection Centers (in Liters)	16,067,127	0	25,707,404	11,158,232	11,675,457	13,474,642	36,308,331	142,502,420
Custom Indicator 1.1.1 a: Value of inputs and services used by members of targeted cooperatives (USD)	\$1,782,168.68	\$0.00	\$7,364,539	\$0.00	\$1,685,546	\$0	\$ 1,685,546	\$18,989,253
Custom Indicator (a): Change in net dairy income among targeted households(in USD)	\$2,823,967.12	\$0.00	\$9,489,425	\$0.00	\$4,318,181	\$0	\$ 4,318,181	\$29,457,243
Custom Indicator 1.2 a: Number of new milk quality assessment technologies/protocols adapted/implemented	0	0	3	0	0	0	0	12
Custom Indicator 1.3 a: Number of new products awarded SOQ	0	0	9	0	20	15	35	58

Custom Indicator 1.3 b: Percentage of milk marketed under SOQ	0	0	35%	65%	66%	73%	68%	68%
Custom Indicator 2.1 a: Number of dairy related firms and organizations newly aligned within and provided a voice by dairy sector affinity organizations	0	0	40	250	0	0	250	320
Custom Indicator 2.2 a : Number of dairy enterprises with upgraded production facilities resulting from successful financing applications		0	400	29	112	53	194	266
Custom Indicator 2.2 b : Liters of additional daily milk processing resulting from financing assisted by RDCP II	0	0	40000	79,993	85,026	109,170	274,189	558,490
Number of promotional and educational events/program on dairy consumption implemented/conducted	0	0	10	11	4	4	19	42
Number of people reached during the milk consumption promotional campaign	0	0	200,000	824,715	39,500	77,000	941,215	1,591,215
Percentage of consumers that are aware of nutritional and health benefits of milk	0	0	100%	98%	98%	98%	98%	98%
GNDR-2 : Proportion of female participants in USG-assisted programs designed to increase access to productive economic resources (assets, credit, income or employment)	0	0	50%	33%	47%	35%	38%	38%

GNDR-3 : Proportion of females who report increased self-efficacy at the conclusion of USG supported training/programming	0	0	95%	76%	88%	88%		84%	84%
GNDR-4 : Proportion of target population reporting increased agreement with the concept that males and females should have equal access to social, economic, and political opportunities	0	0	90%	90.8%	95.0%	95.0%		93.6%	93.6%

The Rwandan Dairy Competitive Program II

Report as required per Par. 1c of the Consulting Agreement between Land O'Lakes and Consultant dated April 18, 2016.

Project Code: RD2101

Assignment Period: May 14 – 30, 2016

The Rwanda Dairy Competitiveness Program II (RDCP II) is funded by the US Agency for International Development (USAID) and implemented by Land O'Lakes International Development Division. The project was designed to reduce poverty in Rwanda 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 a market demand driven by improved quality, reduced transaction costs and increased investment all along the dairy value chain.

Cheese has the potential to make a greater contribution to the dairy value chain in Rwanda. Presently the cheese sector has grown to over 20 small scale processors gradually improving the quality of their product the majority of which is sold into the urban market of Kigali. Quality and presentation of product continues to be a focus of RDCP II in the final year.

Purpose of the Assignment:

The assignment will consist of some key activities all of which revolve around the continued promotion of cheese as a product of choice for Rwanda's dairy consumers. The primary activity will be to assist with the coordination and implementation of Rwanda's 3rd Annual Cheese & Butter Expo and Championship to be held in Kigali on May 26th & 27th in collaboration with Rwanda National Dairy Platform (RNDP) which will continue to host such industry events at the end of

RDCP II. The Consultant will also lead and design a series of events and workshops aimed at improving sustainable quality of Rwanda cheeses, heighten the awareness of cheese usage and increased consumption. This will include one chef training sessions in Kigali, additional training of cheese evaluators to officiate at future Rwanda Cheese Championship events and monitoring the quality specification of the new cheeses now made in Rwanda. In addition, two cheese training sessions have been organized in Kigali – for specialty cheeses now on demand and in Rubavu district for a new comer cooperative that featured at the last year (2015) cheese championship. The consultant will also organize supermarket staff training in addition to offering a special session to processors on certification requirements for the growing cluster. The events are aimed at further raising the profile of the cheese cluster in Rwanda, and to support increasing introduction of a range of recipes with cheese into the country's leading hotels/restaurants. In addition, the Rwandan cheese makers and industry leader RNDP will have an opportunity to learn and engage with the consultant about the specific requirements for cheese certification and how RNDP can position the cheese cluster to achieve the industry requirements. The international consultant will work closely with the RNDP and RDCP II teams in organising these events.

Technical Experience

- Detailed knowledge of cheese making (Gruyere, St. Paulin, Halloumi)
- Experienced in training/teaching cheese making
- Understanding of working with cheese makers in emerging markets (particularly Africa) with limited access to expertise and high-tech equipment
- Understanding of developing and realizing increased sales opportunities for cheese
- Experience in facilitating judging competitions and brand promotion
- Experience in working with Rwandan cheese makers is desired.

Key Deliverables

1. Rwanda's 3rd Cheese & Butter Expo and Championships held and associated preparations completed

2. Present one-day course to chefs in Kigali explaining and highlighting the use of cheese as a menu item and ingredient in dishes. The objectives of this action are to:

2.1 Inform the chefs of the value of cheese in the food chain

2.2 Create a demand for quality cheese and a larger variety

2.3 Establish closer cooperation between the cheese makers and the food service industry

2.4 Increase the use of cheese in the hospitality and institutional catering markets

3. Present a further sensory evaluation course to selected cheese makers and technologists. The objective of this action is to:

3.1 To equip cheese makers and more technologist to act as judges at future and successive Rwanda Cheese Championships.

3.2 To enlarge the pool of qualified persons to act at the Rwanda Cheese Championships

3.3 To highlight which attributes to evaluate and to recognise the thresholds of various cheese flavours and defects

3.4 To train local dairy role players in the organising and management of dairy product competitions

4. Present two in-cheesery theoretical and practical training workshops at selected cheeseries for cheese making technicians. Cheesery owners have attended training workshops in Kigali and have made improvements to the products now in the market. This training is aimed at providing technical knowledge to a newly established cooperative in Rubavu – Western Milk Processors Cooperative (WMPC) and a special request by cheesery owners to be trained about selected specialty cheeses in Kigali. The purpose of these two workshops will be:

4.1 To focus on transferring knowledge to the technicians at WMPC - a group of artisanal cheese makers who have formed a strong cooperative of technicians to increase the production of cheese in Rwanda.

4.2 To explain the theory of cheese making as these technicians have only been taught the practical side.

4.3 To focus on particular requirements to make the selected specialty cheeses as demanded by the cheesery owners. Emphasis will be paid to defects identified with existing cheeses such as St. Paulin, and Paneer.

4.4 To assist the technicians with practical and quality problems they encounter on a daily basis but are not recognised by them as defects due to them not knowing the specifications of the different cheeses.

5. Present a flavour and texture workshop to those cheese retailers who are selling cheese in their supermarkets but of which they do not know the true specifications. While these supermarket owners/staff are applauded for taking steps in offering a wider cheese selection to clients off the shelf however; the purpose of the workshop will be to:

5.1 To advise on the correct quality requirements and specifications for these cheeses

5.2 To demonstrate keeping defects associated with cheese with specific examples taken from the market.

5.3 Advise best ways to keep cheese clear of defects and ensure consumers purchase a healthy product

5.4 To encourage supermarket staff/owners to recognize locally made Rwandan cheeses and to promote them in their supermarkets including participation in the Annual cheese competition and expo.

Level of Effort

The consultant will be in Rwanda May 15 – May 28, 2016 leading events in collaboration with RNDP and a local assigned staff of RDCP II.

Key Outputs

- Cheese & butter expo and championships completed
- Supermarket staff training completed
- One day Chef Training completed
- Sensory evaluation course to cheese technologists presented
- Two theoretical and practical cheese making workshops completed
- A written report on above activities

Deliverable 1 (a)

The Rwanda Cheese & Butter Championship's main objective is to serve as instrument to improve Rwanda cheese and butter quality. Further secondary objectives are:

1. To showcase the quality improvements which has taken place since the start of RDCP II
2. To showcase the larger variety of cheeses and butter currently made in Rwanda
3. To showcase the technical knowledge and skills of the Rwanda dairy processors
4. To create and set quality benchmarks for Rwanda cheese and butter.

The popularity of the 3rd Championships was shown in the fact that two new processors entered their products bringing the total number of processors taking part to 13. The number of cheeses and butter entered has increased from 47 in 2015 to

54 for the current championship – an increase of 14.9%. Due to the wider variety of cheese and butter now made in Rwanda, the number of classes had to be increased from 12 to 14. During the 2015 championships the first unsalted butter made in Rwanda was entered while in the current championships both salted and unsalted butter samples were entered. Since the RDCP II executed the first butter making training in February 2015 the number of processors making butter has risen to four. Due to popular demand, many well-known cheeses such as Maasdammer and Paneer are now made and were entered as well as unique Rwanda cheeses with names such as St Marcellin and Rukoko.

The quality of Mozzarella, Ricotta and fresh cheeses have shown outstanding improvement and better prices are realised for these cheeses than for a commodity cheese such as Gouda. Packing of cheeses has also improved beyond expectations and it seems that cheese makers have found acceptable packaging materials to accommodate the ban of polyethylene in Rwanda. However, the competition also brought to the fore three quality problems, which still exists with Gouda and Feta. These are:

1. Gouda cheese is marketed too young which results in poor flavour delivery.
2. Poor fermentation management during the making of Feta. This is because pH meters are not used. Some do have meters but these are not in working conditions due to poor maintenance of these sensitive instruments.
3. Too high or too low moisture content of feta due to incorrect syneresis during the making process.

These quality issues were pointed out and discussed with the applicable cheese makers during their visit to Kigali for the Cheese & Butter Expo.

The following four cheese judges, trained during previous and the current RDCP II programs, were appointed to judge the entries on May 23, 2016:

1. Ms. Denyse Mukamana – MINAGRI
2. Mr. Savio Hakirumurame – MINAGRI
3. Ms. Euphrase Nyirazikwiye – MINAGRI
4. Mr. Shukuru Bizimungu – UNIDO

Consultant acted as fifth and chief judge.

Methodology of the Championship.

Cheese makers were actively encouraged to enter products during the two weeks prior to the championships and sample cheeses and completed entry forms were delivered to the Land O'Lakes offices on May 19 & 20. The rules, entry form, classes and score card are attached as Annexure K. Each entry was numbered and catalogued in a Judge's Register in order to make blind judging possible. The judging took place during early afternoon of May 23 at the correct room temperature. No discussions about the cheeses were allowed during the judging in order to obtain the independent opinions of each judge. The international 30-point scorecard was used and the highest average score of the five judges in a class determined the class winner. The same mathematical method was used to determine second and third places. The scores of the Chief Judge (consultant) were used to monitor those of the judges but the local judges, after officiating for the third time, performed their task admirably.



Above: Cheese and butter ready to be judged



Above from l.t.r.: Judges Shukuru Bizimungu, Savio Hakururame, Euphrase Nyirazikwiye & Denyse Mukamana busy judging the Gouda class

The complete results of the Championships are as follows:

Class no.	Class name	1 st	2nd	3 rd
1	Gouda	Muhe Farm	Ingabo Dairy	WMPC
2	Cheddar	Gishwati Farms	*WMPC	Ingabo Dairies
3	Feta	Ingabo Dairy	Gishwati Farms	Royal Dairies
4	Mozzarella	Gishwati Farms	Blessed Dairies	Fromagerie La Reine
5	Fresh cheese	Made in Italy Rwanda Ltd with Ricotta	WMPC with Halloumi	Gishwati Farms with Ricotta
6	Soft cheese	Les Caves de L'Abondance with		

		Karongi soft cheese		
7	Semi-soft cheese	WMPC with St Marcellin	WMPC with Paneer	Gishwati Farm with St Marcellin
8	Semi-hard cheese	Les Caves de L'Abondance with Rukoko cheese	Gishwati Farms with St Paulin	Ingabo Dairies with Grated cheese
9	Hard cheese	Muhe Farm with Gruyere	Gishwati Farms with Gruyere	
12	Processed cheese	Gishwati Farms	Local Cheese Promotion	
13	Goat or Mixed milk cheese	Les Caves de L'Abondance with Karongi cheese		
14	Salted butter	Inyange Industries	Blessed Dairies	
15	Unsalted butter	Blessed Dairies	Inyange Industries	Ingabo Dairies
Cheese of the Year		Rukoko cheese from Les Caves de L'Abondance		
Cheese maker of the Year		Emmanuel KAGERUKA - Gishwati Farms		
Runner-up Cheese maker of the Year		Danny TWAGIRAMUNGU – Muhe Farm		

*WMPC – Western Milk Processing Cooperative

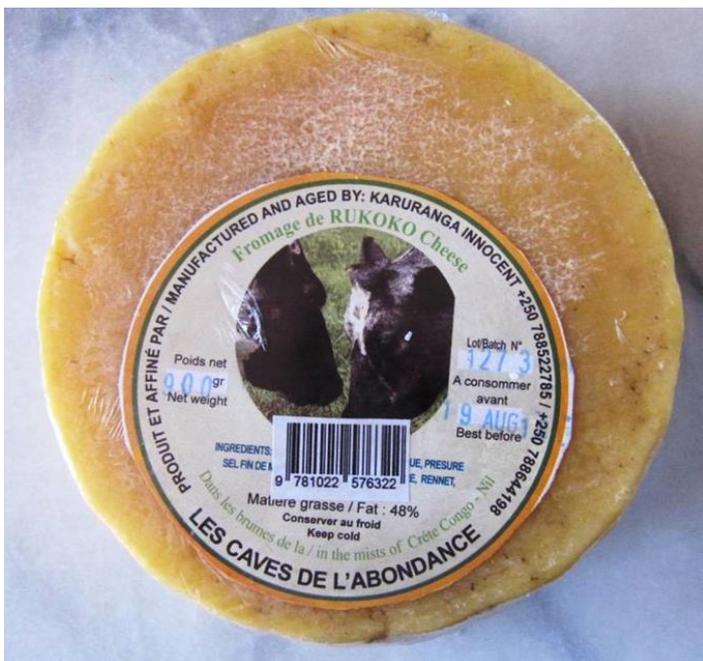
The Championship Prize giving event took place on the evening of May 26, to coincide with the first day of the Cheese & Butter Expo and was well attended by partners in the RDCP II and other role players. The invitation to the Awards Ceremony is attached as Annexure H. Welcoming remarks were made by Mr. Dennis Karamuzi, Chief of Party, RDCP II where after consultant explained the objective of the championships and what was learned from the cheeses entered. He stressed that although good progress was made about cheese quality and variety, the challenge remains to comply with the Rwanda certification standards for cheese

factories and cheese. He warned the cheese makers that this issue is of the utmost importance and that they will have to tackle it in all earnest. Following the hand out of the prizes and trophies by Ms. Florence Umurungi, Chairperson, Rwanda National Dairy Platform, who also concluded the handing over ceremony with encouraging remarks and advice.

A copy of the certificates is attached as Annexure J.



Above: Mr. Innocent Kararunga receives his prize for Cheese of the Year.



Above: Rukoko – Cheese of the Year



Above: Mr. Emmanuel Kageruka, Cheese maker of the Year



Above: Mr. Danny Twagiramungu, Runner-up Cheese maker of the Year.

Remarks were also made by Mr. Alex Ruzibukira, Director General, SME's, MINICOM. As keynote speaker Ambassador George William Kayonga, Director General of the National Agriculture Export Board, delivered a very informative and

uplifting speech which was warmly received by the audience and appreciated by the processors.



Above: Mr. Alex Ruzibukira delivering his remarks.



Above: Ambassador George William Kayonga delivering his keynote address.

Deliverable 1 (b) - Rwanda's cheese & butter expo held and associated preparations completed.

The 2nd Rwanda Cheese Expo was staged at the entrance to the Kigali City Tower; a busy complex housing offices and a shopping mall. Because of the excellent site, many more visitors visited the Expo and the 12 exhibiting cheese makers were kept busy at all times handling tastings, explaining and selling their cheeses.



Above: The Expo area at Kigali City Tower

The publicity for the Cheese Expo covered print, outdoor and electronic media and below a list of publicity items:

1. 1 000 Flyers handed out on busy streets one day before the start. See Annexure C
2. 100 catalogues with professional profiles of all the cheese makers exhibiting at the Expo. See Annexure F
3. 20 Radio jingles in English and Kinyarwanda during the preceding week
4. 6 Street banners at busy roundabouts. See Annexure A.
5. Teardrop parasols displayed near the venue. See Annexure B
6. Pull-up banner displayed around Expo venue. See Annexure D
7. T-shirts worn by all participants. See Annexure E



Above: Attractive and effective packaging in 2016 compared to packaging in 2013
below:





Above: Proud cheese maker from Ingabo Dairies explaining his cheeses to a visitor



Above: Many school children visited the Expo and it was encouraging to witness their interest in cheese.



Above: Mr. Alex Ruzibukira and Ambassador George William Kayonga visiting the Cheese Expo



Above and Below: Added attractions to the Expo were the tasting of wines imported by one of the cheese makers, "Made in Italy Rwanda"



Above: A professional chef displaying the versatility of using cheese as an ingredient in food. These stalls attracted many visitors who tasted the various wines and tasty food items

Media coverage of the Expo is attached as Annexure G & I

Deliverable 2 – Present a one-day course to chefs in the use of cheese as a menu item and in dishes.

Action: Wednesday May 18, Kigali

A one-day course was presented at the Top Tower Hotel, Kigali attended by chefs. In order to cover all the objectives of the deliverable, the presentation was divided into four sections namely:

- How is cheese made
- Sensory evaluation of cheese

- Cheese categories with tasting of cheeses from each category
- Cheese as an ingredient in dishes – ideas and dishes how to use cheese in dishes

Initially, questions regarding practical issues around cheese such as could it be frozen, what is the shelf life and which the best cheese to use as an ingredient were the most popular. Further questions such as why some cheeses melt better than others and why some are softer than others were followed. They were also interested to learn about the similarities between bread, wine and cheese making – all made with the processes of fermentation. The different lengths of maturation and how cheese flavour develops interested them and it was a good opportunity to explain how cheese could lend new flavours and textures to food.



Most chefs had only heard of Gouda cheese however, some did know about feta, mozzarella and blue cheese. The tasting of different cheeses from the eight cheese categories was enjoyed and for the first time they understood the wide variety of cheeses available. Although knowing about mozzarella in pizza and Gouda on macaroni, they did not know why these cheeses were specifically used. During the tasting it was explained how cheeses from each of the categories could be used to enhance the flavor and texture of many dishes. Chefs from high-end restaurants were encourage to start offering a very basic cheese platter on their menus under the title “Rwanda Cheese Selection”



Above: Some of the cheeses which were tasted did indeed taste a bit “funny”

A large part of the presentations was spent discussing dishes in which cheese is used and which dishes could be interesting new addition to their menus. Special attention was paid to the role cheese could play in a dish to obtain the correct food texture and flavor.

A further objective of the training session was to encourage a rapport between chefs and cheese makers and many of them indicated that they will in future interact with them when cheese makers do deliveries to the restaurants.

Deliverable 3 – Present a sensory evaluation course to selected technologists who will act as judges at the cheese & butter championships

Action: Monday May 23, at Land O’Lakes offices.

The following persons were selected to be trained as cheese judges:

Euphasie Nyirazikwiye – MINAGRIC

Savio Hakirumuramyie – MINAGRIC

Denyse Mukamana – MINAGRIC

Shukuru Bizimungu – UNIDO

The following curriculum was presented to them:

1. Sensory tests and its objectives in dairy products
2. Physiology of sensory evaluation
3. Selection of evaluators
4. Thresholds detection and aroma identification
5. Cheese defects identified
6. Practical cheese evaluation and judging
7. Score cards; converting opinion into numerical points

Due to their involvement in the dairy industry, the persons found the training interesting, and they were therefore receptive to the information. The determining of their ability to recognise aromas was one of the interesting lessons learned as it prepares them to be aware of their sensitivity to individual aromas. A variety of specially selected South African cheeses were used to identify particular attributes in the eight basic cheese categories. The persons from MINAGRI had many interesting questions as they are faced with standards and specification on a daily basis.



Above: Judges judging immediately after the judging training

Because of the interest all four persons showed in the training material, it did not come as a surprise to consultant that they performed very well during the judging of the cheeses entered in the Cheese & Butter Championship.

Deliverable 4 – Present two in-cheesery theoretical and practical training workshops at selected cheeseries for cheese making technicians.

4.1 Action: May 17, Rubavu, Rwanda.

This training was specifically arranged for technicians from the three factories forming the Western Milk Processing Cooperative (WMPC) which have not been part of earlier training sessions in Rwanda. Although 13 technicians and managers from WMPC attended, 9 technicians from other cheeseries also attended to learn more about the theory of cheese making.

The theory of cheese making covered the following aspects which were explained in detail.

1. Milk production and quality
2. Milk composition and structure
2. Milk grading and defects
3. Biosynthesis of cheese milk
4. Milk processing and heat treatments
5. The technological and process steps of cheese making
6. Manufacturing methods for the nine cheeses categories
7. Cheese ripening and storage
8. Defects and manufacturing problems
9. Cheese analysis
10. Sensory evaluation of cheese
11. Marketing of cheese
12. Certification of cheese making premises to meet RSB standards

As the technological and process steps were explained, the technicians asked many questions as they could now recognize why many of their cheeses did not achieve the required quality level. These technicians have only been undergoing practical training which stresses the practical things to do whereas now they understood the reasons for these steps.



Above: Cheese technicians attending the Rubavu training

A fair amount of time was spent on explaining the fermentation process and the importance of managing this process to produce quality cheese. Because they work without a pH meter to monitor the fermentation process, time was spent on explaining the concept of pH and the importance of the correct pH level for flavor development.

Because the Western Milk Processors Cooperative consists of three uncertified cheese factories in the mountainsides of northern Rwanda, a substantial time was spent explaining the Rwanda Standards Board (RSB) requirements. Two challenges became clear namely:

1. Coop members do not have copies of the standards as it has to be bought from RSB
2. They do not understand the purpose of certification and urgency of the matter.

The RSB standards were explained and the benefits of certification were explained and summarized as per below:

1. It's a proactive and preventative model which gives consumers more confidence in product safety which helps the cheese maker to get a better return on investment.
2. It focuses on identifying and preventing contaminated dairy products by enabling the cheese maker to focus on critical process points.
3. It shows government that cheese makers are serious about improving their facilities and products which strengthens the government's hand to support the industry.

Deliverable 4

Action 4.2 Friday May 20, Practical cheese making training at Masaka Incubator, Kigali

Attendance: 16 persons

During earlier meetings with staff of RDCP II the cheese makers requested an advance practical training session in Feta cheese with consultant as they recognized that the product they are currently manufacturing is not of good quality. The cheese makers must be complimented for the fact that they have recognized the shortcomings in the product which they are making. During the theoretical training part, consultant explained the manufacturing guide for Feta before starting the practical session. During this discussion three critical manufacturing points were highlighted namely:

1. That only homofermentative mesophilic cultures should be used for Feta. As only Hansen cultures are available in Rwanda the correct Hansen's culture codes were stipulated.
2. The correct fermentation speed and eventual pH of 4.6 is of utmost importance.

3. The addition of calcium chloride to the brine to prevent calcium leaching from the cheese into the brine and thereby rendering a soft and pasty cheese.

A batch of 50 litre milk was made into Feta with the cheese makers playing an active role in the making to make them au fait with the steps and pH readings. During the cutting of the coagulum the curd was curd too small however, this fault was used to explain, and demonstrate, how this misstep will affect the texture of the eventual cheese. One of the cheese makers present, Danny Twagiramungu, followed the guidelines supplied, two days later in his cheesery and made an excellent Feta which he exhibited at the Expo a few days later. This type of enthusiasm and commitment is applauded.



Above: Cheese makers watching the cutting of the coagulum



Above: The final whey is drained at the end of syneresis while recovering curd fines.



Above: The moulds are filled to drain for 18 hours.

The certification of cheese factories was discussed in detail and the same message was delivered as that which was given at the Rubavu training. Because of a meeting which consultant had with Mr. Desire Musangwa, Head of Industry Inspection, RSB on May 19, regarding factory and product certification, cheese makers were informed that RSB is serious about certification and that they should consider the matter as very urgent or face the closure of the factories. At the same time the cheese makers were informed that RSB will work with them if they are serious about certification.

Below a copy of an email received from Mr. Musangwa after the meeting at RSB:

*Dear Mr. Kobus Mulder,
I kindly drop this email just to show our deep appreciation for the very informative conversation held yesterday at our office.*

It is a pleasure getting to know someone your caliber. We look forward to a continued collaboration to make Rwandan cheese the best it could be.

Best,

*Desire MUSANGWA
Head of Industry Inspection Section
RSB.*

Below an email received from one of the cheese makers after the Masaka training, his request for mozzarella was supplied:

Dear Kobus,

I was one of your students at the training held at Masaka Training Centre in Rwanda. It was a great pleasure to be part of the training being trained by an expert like you and I hope I can still learn from you alot!

Kindly, I want to consult you on a document or written material for a process guidance of Mozzarella cheese processing.

*warm regards,
Bosco*

Deliverable 5 – Present a flavour and texture workshop to retailers offering cheese for sale.

Action: May 20 at RDCP II office, Kigali.

Attendance: 11 retailers and 4 marketing staff from cheese makers.

The training consisted of the following:

1. The history of cheese making
2. Manufacturing processes of cheese
3. The different cheese categories, which included tastings of samples from each category.
4. The uses of cheese by consumers and the food service industry.
5. Receiving, storing and merchandising of dairy products with special reference to cheese. The focus was on preventing losses through proper handling, attractive displays to enhance customers satisfaction and increased sales.



Above: *Supermarket staff training*

The training also included:

1. Showing examples of current cheese displays in Rwanda supermarkets compared to the correct manner to merchandise cheese.

2. The importance of maintaining the cold chain while the cheese is received and during merchandising.
3. Answering questions, which supermarket personnel regularly receive from customers.
4. How to interact with cheese makers when these make deliveries to supermarkets.

An impromptu visit on 05/24/2016 to KIME supermarket, whose staff attended the training, showed a much-improved display of dairy products and staff merchandising cheeses in the correct way.

Additional deliverables

1. A visit was brought to Masaka Farms, a dairy processor which has been closed by RSB before and has since been rehabilitated to comply with the standards. Advice was given about hygiene regimes and product quality. The new owner has no dairy processing experience and consultant could be of assistance regarding cost saving measures, product quality assurance and products to offer to the market.
2. A visit was also paid to Crystal Bottling, a soft drink manufacturer, who has entered the market with fresh milk and fermented milk products. The owners wanted advice on cheese manufacturing but after analysing their current activities and capabilities, they were advised not to start making cheese until they have appointed staff with the necessary processing knowledge. The importance of the correct processing equipment and market knowledge were stressed.

Observations & Recommendations

1. The biggest challenge facing Rwanda cheese makers is to obtain factory certification and for their cheeses to comply with the local product standards. The first step towards certification is to apply for certification with RSB. The subsequent inspection by RSB will identify the critical points to be addressed

in order to obtain certification. In order to maintain pressure on the corrective steps, cheese makers should consider the appointment of a dedicated quality assurance staff member to drive the certification aspects with the cooperation and support of the owner. This quality manager should work closely with RSB according to a project plan to finalise the corrective steps within a predetermined time frame. As most of the cheese makers occupy old or unsuitable buildings which were not designed, and build, as cheeseries, cheese makers must expect that the process will require capital input. The cheese makers of Rwanda play an important role in the dairy industry and it is suggested that the RNDP plays an active supportive role in facilitating finance for this task.

2. Simultaneously cheese should comply with the standards laid down by RSB however, currently RSB has only published Part 1 general standards for cheese (RS 61-1: 2005) and Part 2 for Gouda. As the cheese makers are currently making many more cheeses than Gouda, RSB will have to supply standards for the new cheeses as well. Quite correctly RSB bases its standards on Codex Alimentarius however, it must be remembered that the Codex standards are developed in countries where the dairy industries are centuries old while the Rwanda cheese industry is still in its infancy and patience should therefore be shown.
3. It is suggested that the RNDP convene a one-day seminar at which staff from the RSB explain the factory and product standards to all dairy processors. It will be a great public relationship exercise if the standards for buildings and cheese be made available free of charge to the processors during the seminar. Alternatively, the RNDP could purchase and supply these to the processors.
4. The annual Cheese & Butter Expo and Championship have created a large volume of excitement in the market around dairy products as well as amongst the processors. It is suggested that this event be repeated in future.
5. Currently Rwanda does not offer official and formal dairy processing training with the result that qualified technicians are not available. One offshoot is that technicians from Tanzania and Kenya are recruited. It is suggested that the

RNDP petitions the national government to offer formal training to strengthen the industry. Training could be in the form of one or two years diploma courses.

6. The results of what the cheese makers have learned during the last three years reflects in the current quality, variety and packaging of the cheeses. However, consultant was still peppered with manufacturing questions during the recent visit which shows that more can be learned. This is apart from the fact that cheese making technology is improving all the time and that cheese makers should stay up to date with these changes. It is therefore suggested that the RNDP present refresher courses from time to time at strategic geographical centres.
7. The microbiological quality of raw milk delivered to processors is to a large degree unknown as it is not analysed on a regular enough basis. It can however be assumed that it is not all of the required standard as laid down by RSB standards. It is suggested that a national scheme, managed by RNDP, is started to purchase milk on a quality and volume basis. Milk quality should be based on butterfat, protein, total bacterial count and volume. Only when this is done will the raw milk quality of Rwanda milk start to improve as required by the total industry.

Compiled by: Kobus MULDER

2 June 2016

Annexure A



Annexure B





3rd Cheese expo 2016

Free!!

**SHOWCASING
RWANDA'S CHEESE & BUTTER**

26 - 27 MAY, KCT ENTRANCE, 9am - 9pm



USAID
FROM THE AMERICAN PEOPLE

LAND O' LAKES, inc.
INTERNATIONAL DEVELOPMENT
Member of the Land O'Lakes Family



Rwanda Dairy Competitiveness Program II

Annexure D



Annexure E





Les Caves De L'Abondance Ltd (Cavabon)

Cavabon LTD is one of the growing Small and Medium Company, located in Karongi District. Cavabon Ltd, is owned by Mr. Innocent Karuranga and produces a range of goat cheese products that include; Goat Fresh cheese, Goat soft cheese, Herbal soft cheese and Fromagerie de Karongi (semi-hard mix cow-goat cheese)

Business Contact:
Tel: 0788522785
Email: ikarurunga@gmail.com



Made in Italy, Rwanda Ltd

Made in Italy Rwanda Ltd, is a small company located in Kicukiro District. The company makes mainly Mozzarella and Ricotta fresh cheese. Made in Italy Rwanda is a new entrant in the Rwanda cheese and butter Championship and Expo.

Business contact,
Tel: 0783430982;
Email: h.acham@madeitalyrwanda.com



Exhibitors showcase their products yesterday. *Faustin Niyigena.*

By Théogène Nsengimana

CHEESE MAKERS have been urged to be consistent in producing quality and well branded products that comply with international standards as a sure way of expanding their market.

Amb. George William Kayonga, the chief executive of National Agricultural Export Development Board (NAEB),

told cheese makers during the third edition of the Annual Cheese Expo that began Thursday at Kigali City Tower in downtown Kigali that they need to brand their products and comply with standards to guarantee quality.

"This will help Rwandan cheese to compete favourably with imported cheese. You need to expand business and market widely, and I am sure that

Cheese makers urged on quality

raw materials cannot be a problem as our government has put in place good policies for the dairy sector," Amb. Kayonga told the cheese makers.

Cheese produced in Rwanda include hard and soft cheese with different varieties including the traditional *gouda* and newer ones like *cheddar*, *feta*, *mozzarella*, *gruyere*, *halloumi*, *ricotta*, goat cheese, St Paulin, cream cheese, processed cheese, St Marceline cheese and paneer cheese, among others.

Alexis Ruzibukira, the director-general for Industry and SMEs at the Ministry of Trade and Industry, said the ministry was ready to support cheese industry as one way of promoting Made-in-Rwanda products, urging producers to prioritise clients' satisfaction.

The annual cheese expo is organised by USAID's Rwanda Dairy Competitiveness Programme II (RDCP II) that is implemented by Land'O Lakes International Development.

Standards certification

Dr Dennis Karamuzi, the RDCP II chief of party, urged cheese makers to seek standards certification for their products so that they can be able to market widely both locally and regionally.

"For the last three years, we have trained them on best practices in cheese value chain. It is now time for them to seek for certification to ensure compliance with standards," he said.

"Certification is a requirement for the trade, so much as you can make a product and market it, it is important that you comply with the quality of expectations," he added.

Emmanuel Kageruka, the owner of Gishwati Farms, who emerged the best cheese maker last year, said with determination and compliance with standards, cheese making can empower one economically.

editorial@newtimes.co.rw

Invitation

Cheese Awards Ceremony

To:

Dear Sir/Madam,

Rwanda National Dairy Platform (RNDP) in collaboration with USAID's Rwanda Dairy Competitiveness Program II, with pleasure invite you to a Cheese & Butter Awards Ceremony in honor of the Rwanda Cheese & Butter Expo and Championship.

Date & Time: 17h30, Thursday 26th May 2016

Venue: Bourbon Coffee, KCT Building

We look forward to receiving you.

Florence Umurungi
Chairperson,
RNDP

Dennis Karamuzi
Chief of Party
RDCP II

RSVP

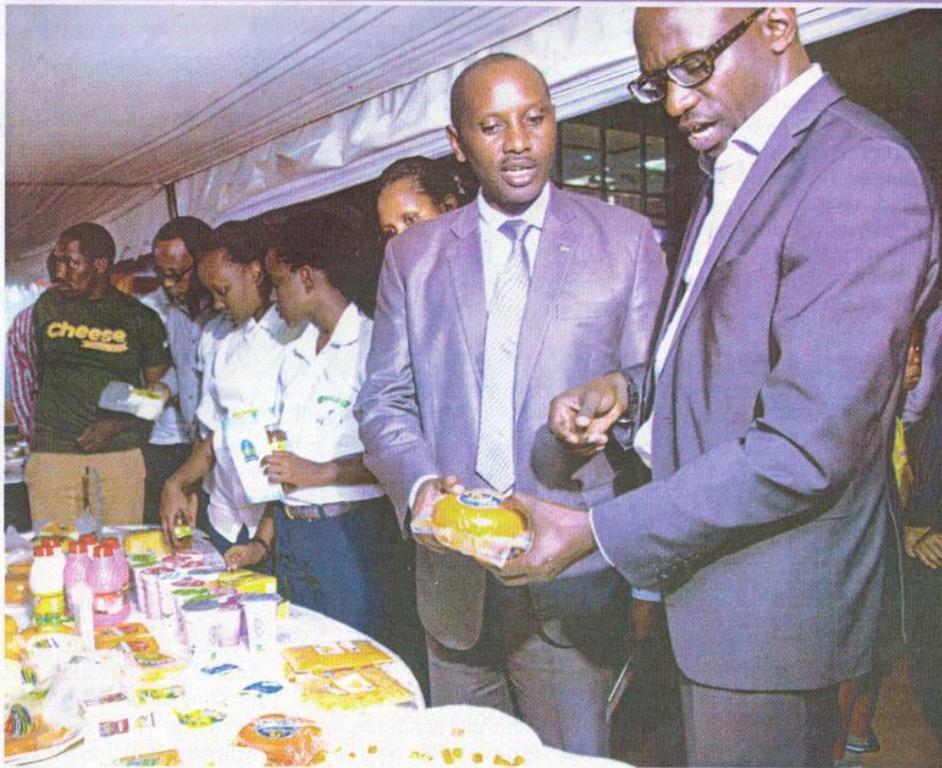
0788388182 / 0788305014

Agenda for the Rwanda Cheese and Butter Expo and Championship 2016

May 26th 2016 at Kigali City Tower (KCT)

Time	Items
17:30-18:00	Arrival of Invited Guests
18:00 - 18:45	Arrival of Guest of Honour and tour of exhibition stands
19:00-19:10	Welcoming remarks, Chief of Party RDCP II, Dennis Karamuzi
19:10- 19:20	Explanation on awards categories and recognition of judges- Kobus Mulder
19:20-19:45	<ul style="list-style-type: none">Awards and certificates giving session Florence Umurungi & Kobus MulderSpeech by Champion Cheese makerSpeech by Sponsor, Promaco limited
19:50-20:00	Remarks by The Chairperson, Rwanda National Dairy Platform (RNDP), Ms. Florence Umurungi
20:00 - 20:10	Remarks by USAID Representative
20:10-20:15	Remarks by Guest Speaker, DG - NAEB, Ambassador George William Kayonga
20:15- 20:25	Key Note Speech by Permanent Secretary Ministry of Trade and Industry (MINICOM), Mr. Emmanuel HATEGEKA
20:30 - 21:30	Networking
22:00	Guests Leave at leisure

Branding. Cheese makers urged on quality



NAEB Chief Executive George William Kayonga (L) and Alex Ruzibukira, the director of investments and industries at the Ministry of Trade and Industry, check out cheese on exhibition on Thursday. Cheese makers have been urged on consistency in producing quality and well branded products that comply with international standards as a sure way of expanding their market. **Story on Page 4.**

Faustin Niyigena.

Annexure J

CERTIFICATE

cheese

expo 2016

AWARDED TO

Muhe Farm

FOR PARTICIPATION IN THE
RWANDA CHEESE EXPO 2016

Dennis Karamuzi
Chief of Party

Ms. Florence Umurungi
Chairperson, RNDP



USAID
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LAND O' LAKES, INC.
INTERNATIONAL DEVELOPMENT
Innovative Solutions for Global Prosperity



Rwanda Dairy Competitiveness Program II



2016 Rwanda Cheese Championship

Rules

1. Cheese makers must enter their cheeses in the classes as indicated in the class list. Land O'Lakes or Consultant could give assistance with this.
2. The entry form must be used for this purpose
3. The completed entry forms must be handed to Ms. Grace Gasana at Land O'Lakes, Kigali
4. A cheese maker can enter more than one type of cheese per class but only one cheese of the same type per class. E.g. only one Gouda in the Gouda class.
5. **Cheeses entered must be delivered to Land O'Lakes offices in Kigali on 19 and 20 May 2016.**
6. Each cheese must be labelled with the cheese maker's name and the class number in which it was entered
7. Products must be delivered in the format in which it is sold or marketed. It is always better to deliver whole cheeses as it impresses the judges more than a small piece of vacuum packed cheese.
8. **Cheeses should be market ready and not under age.**
9. Number of sample send for judging:
 - 9.1 cheeses weighing 500 – 1 000gram: 2 cheeses
 - 9.2 cheeses weighing 100 – 500 gram: 4 cheeses

2016 Class list

- Class 1 Gouda. Any size or shape.
- Class 2 Cheddar. Any shape or size.
- Class 3 Feta. Any size, shape or packaging
- Class 4 Mozzarella. Any size, shape or packaging
- Class 5 Fresh cheese. Any size, shape or packaging
- Class 6 Soft cheese. Any size, shape or packaging
- Class 7 Semi-soft cheese. Any size, shape or packaging
- Class 8 Semi-hard cheese. Any size, shape or packaging
- Class 9 Hard cheese. Any size, shape or packaging
- Class 10 White mould cheese. Any size, shape or packaging
- Class 11 Blue veined cheese. Any size, shape or packaging
- Class 12 Processed cheese. Any size, shape or packaging
- Class 13 Goat or Mixed milk cheese. Any size, shape or packaging
- Class 14 Butter – salted
- Class 15 Butter – unsalted

2016 Rwanda Cheese Championship

Entry form

ENTRIES CLOSE ON 20 MAY 2016	
Company name	
Cheese maker	
Address	
Tel. no	
Email address	

No.	CLASS NUMBER	NAME & TYPE OF CHEESE
1		
2		
3		
4		
5		
6		
7		
8		
9		
10		

Signature

Date.....

2016 RWANDA CHEESE CHAMPIONSHIPS

SCORE CARD

CLASS No: (1) Score in units of 0.5 point
(2) Always award a first place

No	Appear & Colour Max. 4	Texture Max. 9	Flavour Max.17	Total Max 30	COMMENTS
1					
2					
3					
4					
5					
6					
7					
8					
9					
10					

Scoring guide

.....
SIGNATURE:

Quality	Appear& colour Max 4	Body & Texture Max. 9	Flavour Max. 17
Exceptional	4.0	8.0 – 9.0	14.0 – 17.0
Very Good	3.5	6.0 – 7.5	11.5 – 13.5
Good	3.0	4.0 – 5.5	8.5 – 11.0
Poor	<3.0	<4.0	<8.5



Urunana Development Communication (Urunana DC)



In partnership with

LAND O' LAKES, INC.

Project Title:

“Awareness Creation towards Improved Nutrition through Increased consumption of Milk and dairy products in Rwanda”

(ACINIM)

The report of the Community Outreach Theatre shows in Kayonza, Nyagatare, Rulindo and Nyabihu Districts

June, 2016

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List of Abbreviations

ACINIM	: Awareness Creation towards Improved Nutrition through Increased Consumption of Milk and dairy products in Rwanda
AIDS	: Acquired Immune-Deficiency Syndrome
BSCC	: Behaviour and Social Change Communication
CD	: Compact Disc
HC	: Health Centre
HIV	: Human Immune Virus
HPV	: Human Papilloma Virus
MCCH	: Maternal Child and Community Health
RBC	: Rwanda Biomedical Centre
RDCP II	: Rwanda Dairy Competitiveness Program II
SPIU	: Single project Implementation Unit
Urunana DC	: Urunana Development Communication
VPDP	: Vaccine Preventable Diseases Program

INTRODUCTION

Urunana Development Communication (Urunana DC) is a National Non-Government Organisation specialised in development Communication mainly focusing on behaviour and Social change Communication (BSCC) using innovative communication strategies through various communication channels. Urunana DC BSCC communication program aims at contributing to the improvement of health and social welfare of the population in Rwanda. Urunana DC disseminates a blend of educative and entertaining messages via a Radio Soap Opera, Urunana and other BCC products such as Umuhoza Radio Magazine, radio sketches, radio spots, mini drama, and etcetera.

What makes our productions unique is that Urunana DC balances a blend of entertainment and Education with a suspense that generates interest to track the next programme for connection especially in Urunana Radio Soap Opera. This kind of communication offers an advantage of increasing the audience's belief that people in similar circumstances can learn vicariously and model positive characters. Such entertaining and educative programmes positively reinforce beliefs and behaviours compatible with public health goals.

In partnership with **LAND O LAKES/Rwanda Dairy Competitiveness Program II (RDCPII)**, funded by the **USAID**, Urunana DC is implementing a communication project titled “*Awareness Creation towards Improved Nutrition through Increased consumption of Milk and dairy products in Rwanda (ACINIM)*”. Research findings have revealed that part of the causes of severe malnutrition in Rwanda is due to low consumption of milk and dairy products. The effect of malnutrition is widespread among children under five years and also among expectant as well as lactating mothers.

LAND O LAKES/Rwanda Dairy Competitiveness Program II (RDCPII), found it imperative to raise awareness among the Rwandan population to increase knowledge and improve attitude and behavior towards milk consumption. It is important also to highlight the nutritional benefits of milk and dairy products, among the target population. Milk is generally considered among the population, more of a source of economic income thus ends up selling it all without living any for home consumption. Prior to developing the key messages which could address the existing

gaps in knowledge, attitudes/behaviour and practices among the target population, LOL/**Rwanda Dairy Competitiveness Program I and II (RDCPII)** facilitated a orientation workshop for Urunana DC production team and other technical staff, to present and analyze the problem of malnutrition and the need to increase consumption of milk and dairy products by the target population. During the workshop, potential stakeholders in the dairy and nutrition Sector were identified and invited to the workshop. The workshop helped the production team of Urunana DC in exploring the existing communication gaps among the target population and also helped in identifying communication strategies which could challenge prevailing negative attitudes and behaviors.

1.2 Project purpose and objectives

The purpose of the project is to increase milk consumption in order to diversify diet towards improving nutrition of pregnant women/lactating mothers and children below five years.

1.2.1 Project objectives:

- (1) To increase knowledge about the nutritional benefits of milk and dairy products among the target population;
- (2) To improve attitude and behaviour about milk consumption among the target population.
- (3) To increase milk consumption in order to diversify diet towards improving nutrition of pregnant women/lactating mothers and children below five years.

During the current partnership with Land 'O' Lakes, Urunana DC aims to raise awareness towards improved consumption of milk and other dairy products, promote milk hygiene and handling practices among the Rwandan population.

Project Activities Implemented

This section describes the community outreach theatre activities which were carried out during the month of June 2016. On June 3, 4, 5 and 6, 2016, Urunana DC in collaboration with Land 'O' Lakes Inc. produced and performed community outreach theatre skits at selected sites in the districts of Kayonza, Nyagatare, Rurindo and Nyabihu districts, respectively. The community skits were performed live by the famous Urunana actors at the selected sites. All of the theatre shows were attended in large numbers ranging between 5000 – 10,000 people. Three (3)

community outreach theatre skits were performed at each of the four (4) sites. The key messages in the skits aimed at addressing the following communication objectives:

- To increase knowledge about the nutritional benefits of milk and dairy products;
- To increase milk consumption with the aim of improving nutrition of pregnant women/lactating mothers and children below five years.
- To improve attitude and behaviour about milk consumption
- To raise awareness on milk hygiene and handling practices

It was estimated that about forty thousand (39,500) people were reached with the key messages through the community outreach theatre skits performed at the four selected sites. A question and answer session (Quiz session) was conducted to ensure that the audience clearly understood the key messages. During the quiz session, participants who responded to the questions correctly were awarded with some promotional materials such as T-shirts and brochures.

The community theatre animators asked questions to assess whether the audience has understood the key messages portrayed within the skits performed and also assess the audience's capacity to retain the messages. The community theatre animators moved around among the audience picking at random any participants who wanted to share any lessons learn from the skits performed by Urunana actors.

Table 1: Sites where the community outreach theatre shows were performed

Date of the community theatre	District and Site of the Event/Place	Estimated attendance
03/06/2016	Kayonza, Nyamirama sector, Shyogo cell. Kiyanja playground	4500-5000
04/06/2016	Nyagatare, Katabagemu sector, Kigarama cell, Kigarama playground	6500-7000

05/06/2016	Rulindo, Taba cell, Burega sector. Taba playground	9500-10000
06/06/2016	Nyabihu, Bigogwe sector at Bigogwe playground	10000-10500
Sub-total		30,500-32,500
Sub-total for previous set of 4 community outreaches conducted March 2016		37,800-39,500
Cumulative Total		68,300 – 72,000

Photos showing cross-section of audience and actors on stage performing the skits at various sites



Photo 1: Actors on stage before a very attentive audience at Nyamirama sector, Kayonza district



Photo 2: Actors on stage before a very attentive audience at Nyamirama sector, Kayonza district



Photo 3: Actors on stage before a very attentive audience at Katabagemu sector, Nyagatare district



Photo 4: Actors on stage before a very attentive audience at Burega, Rulindo District



Photo 5: Actors on stage before a very attentive audience at Burega sector, Rulindo district



Photo 6: Actors on stage before a very attentive audience at Burega in Rulindo district during a skit aimed at raising awareness on milk handling practices



Photo 7: Local Authorities were also very attentive during the skits performed. This was during the performance at Burega in Rulindo district



Photo 8: Actors on stage before a very attentive audience at Burega in Rulindo district during a scene where a woman who took milk at the Milk Collection Centre late returned it



Photo 9: Actors on stage before a very attentive audience at Bigogwe sector, Nyabihu district



Photo 10: Actors on stage before a very attentive audience at Bigogwe in Nyabihu district during a scene where a veterinary officer advises on milk hygiene practices



Photo 11: Actors on stage before a very attentive audience at Bigogwe in Nyabihu district

Audience Testmonies

Name	Address	Testimony
Sibonyange Oliver	Gikaya, Nyamirama, Kayonza district	<i>“I was helped by Ruremesha’s family. We had the same disease (prolem) I compare to leprose; we used to sell all the milk without leaving some for the family. After hearing the effect of Ruremesha’s selling of all the milk, we changed and that disease is no longer in our family”</i>
<p>Iradukunda Patrick,</p> <p>A boy aged around 12-13 years, exasperated by his father who does not provide milk to the family.</p>		<p>In answering the question ‘<i>what is the role of milk in your health?</i>’, a child went direct to his problem where father is always seen collecting feeds for cows but deceives the family that he sold cows, the child reports that he only takes milk when he goes to his friends.</p> <p>A similar problem was revealed where another teenager reported that they have cows at home but drinks milk only when he visits his friend Emmanuel (Emmanuel is around 12 years). The boy who does not receive milk at home proposed that that either his parents give him milk or they sell off the cows.</p>

Sibo (adult)	Shyogo , Nyamirama Kayonza	<i>“Bushombe (character in Urunana soap opera) helped me to continue education and I have at least finished secondary education”.</i>
Bigirimana Job (adult)	Mburabuturo, Mukarange sector , Kayonza	<i>“Mariana (character in Urunana soap opera) helped me to improve hygiene in my home and in my neighbour’s homes. I used to think that keeping hygiene is the role of government”</i>
Mukeshimna Jeanne, health worker	Musumba, Nyamirama, KAYONZA	<i>“Mariana as community health worker like me she has motivated me to continue my voluntary work as a community health worker”.</i>
Mukamurenzi Esperance (adult)	Kayonza	<i>“I am helped by Devota who discusses all issues at home with her husband before embarking on any activity”.</i>
Adult participant	Rambura sector, Nyabihu district	<i>“I was an alcoholic, but due to Mugisha’ teachings and how he changed I also changed and am no longer alcoholic”</i>
Tuyishime Jean de Dieu	Gatsibo district	<i>“I like Bushombe for resuming school at an advanced age and how he managed. This motivated me to take my father aged 50 back to school; he is now in the fifth grade”</i>
Ngendahayo Emmanuel	Rubavu town, Rubavu district	<i>“I like the community health worker Mariana for helping me to advise other people, to</i>

		<i>take children for immunization. I like how Budensiyana resisted sexual harassments”</i>
Niyoniringiye Silvan	Bukinanyana, Jenda sector Nyabihu	<i>“Motivated by Petero to work hard, I started rearing rabbits but now I have cows and have milk and have no problem”</i>

LESSONS LEARNED:

- Community mobilization using the community outreach theatre approach with skits carrying the desired key messages is very effective considering the way messages reach huge numbers of the population who attend the events;
- The support of the partner, Land O’ Lakes Inc. contributed significantly towards the success of the community outreach theatre shows at the four sites.
- The increase in the availability of milk in Rwandan families due to various government and stakeholders initiatives is accompanied by increasing conflicts emanating from men who mainly aim at maximising direct economic gains (direct income) from the milk produced without catering for home consumption.
- The testimonies from the audience give a very clear indication that the effect of the messages among the target population is so strong and the impact of the communication program is felt. It was quite interesting to notice that testimonies from the audience related to the benefits from the various communication approaches used y Urunana DC during this campaign, notably; the community outreach theatre skits and the Urunana radio soap opera program.

CONCLUSION AND RECOMMENDATIONS:

The community outreach theatre performances were very successful at all of the four sites. About thirty nine thousand five people we reached with key messages aimed at raising awareness on improved nutrition through consumption of milk and dairy products. The key messages portrayed during the skits were so clear to the extent that some children who participated also voiced their concerns that some of them do not drink milk at home because it has been sold or supplied to the milk collection centres. Strong testimonies from the audience clearly indicate that the communication program is very effective and so more effort should be put in scaling up the community mobilization and sensitization activities on nutrition particularly aimed at increasing consumption of milk and dairy products to other sites.

Prepared by,

Sylvia MUTETELI
Project Officer

Approved by,

GAHENDA George
Managing Director, Urunana DC



Assessment of the Rwandan Twigire Muhinzi extension model by participants of the interactive Field Trip on 15 and 16 June 2017

	Success Factors	Risks	Sustainability aspects
<p>The approach/ The model</p>	<ul style="list-style-type: none"> • Integrated two successful approaches FFS and FP, which are complementary • Active participation of various actors with good task sharing between them • Demo & FFS plots address the three key factors (hear, see, and practice), plus the replication of best practices lead to successful extension services delivery • Establishment of plots for risk evaluation and experiment prior to adoption and ownership of the model • FFS facilitators and Farmer promoters trained on different modules • Peer influence from the use of farmer trainers and group approach for technology transfer and dissemination, experience exchange, and decision making • Model addresses the needs of the participants. • Participatory model, unique (lack of competition), practically oriented (bottom up), and adopted, outreaching the bigger population • Although it is a practical approach, it uses theories and different research • It invests in the human resources as well as the production inputs rather than focus only on the tangible tools • The selection process of farmer trainers by the farmers themselves • Enthusiasm and willingness of FFS facilitators • Specificity on the commodity in FFS • It creates great group dynamics and team work skills for participants • Easy accessibility for farmers to FFS Facilitators and Farmer Promoters 	<ul style="list-style-type: none"> • Over reliance on voluntarism and lack of regular and satisfactory financial motivation for farmer trainers • The voluntary approach is not sustainable. • Possible demotivation of actors involved in the model in case of lack of salary and/or monetary incentives. • Inadequate agricultural research involvement in the model (Or research involvement is from the background?) • How to ensure quality standards as the number of FFS increase? • Lack of feedback mechanism • In future time, the model might be too demanding and hard to meet the needs for service delivery, monitoring and evaluation. • Group dynamics might go wrong or trust issues come up • Lack of replacement of Facilitator (in case of sickness, death, ...) • Farmer trainers may give misleading information that leads to negative impact. • Possibility of inconsistency in quality of the work delivered due to incompetence of farmer trainers • Shift of the facilitators into private consultants who rely on donors/ Government, hence re-establishment of the Up-Down approach • Poor management of the facilitators' cooperative • Costs due to the organization of the FFS. • Substitution of facilitators to agronomists, hence incompetence to stand new challenges • Lack of innovations. • Inadequate funds to pay salaries, address transport needs, etc. 	<ul style="list-style-type: none"> • Sustainability of the model cannot be guaranteed if it continues to rely on voluntarism. Farmer trainers should therefore be paid • Regular refresher training for FFS facilitators and promoters are needed to cope up with new technological advancement and challenges • Cost sharing of cost of training and extension service delivery can improve the sustainability • Grass root involvement and implementation are key to be sustainable • There is a need for an establishment of an appropriate communication system within the Twigire Muhinzi Model • Agricultural extension services ought to be separated from the inputs providers • Knowledge transfer between and within FFS, FP, Agronomist and farmers need to continue • The extension organs should be financially independent • Collaboration contracts between facilitators /promoters and farmers should be be considered • Ensure replacement of farmer trainers • Continue the professionalization of the Twigire Muhinzi Model: The Cooperative FFS Facilitator's model. Ensure the that ability to pay the facilitators' salaries • Facilitate private services provision (through FFS Facilitators cooperatives) • Ensure that agricultural advisory services and innovations are sustained within the farmers' groups • Structure the organizational and financial services in the farmers grouping model for innovation and automation • Integrate the structuring process in a "service-commodity" approach. • Ensure proper ownership of the model • Implement an annual award and incentives for outstanding performance. • Establish an FFS federations and networks from village, cell, sector district and provincial level • Farmers should pay for the organization of the FFS facilitators (Purchase of inputs). • Diversification of local expertise

	Success Factors	Risks	Sustainability aspects
Empowering Farmers	<ul style="list-style-type: none"> • Strong farmers' involvement and commitment. • Ownership and inclusiveness • Experience sharing amongst farmers 	<ul style="list-style-type: none"> • Drop out of farmers • Irresponsibility and unaccountability 	<ul style="list-style-type: none"> • Sustain the enthusiasm of farmers • Continue to build on the Farmers' willingness to learn • Farmers should be the ones to validate the quality of the Facilitators and Promoters' service
Production & beyond	<ul style="list-style-type: none"> • Availability and timeliness of agro-input supply. • Increasing productivity through utilization of locally available resources in combination with modern fertilizer (e.g. Manure) • Increased production 	<ul style="list-style-type: none"> • Inadequate planting materials as more farmers acquire knowledge and skills • Over emphasis on fertilizers regardless the crops' needs • Great emphasis on production of commodities may eventually result in over production, if not properly monitored and regulated • Engagement and support limited to production technologies – no markets access support, this is key to realization of prime price is leveraged for produce by farmers • Lack of farmers involvement in product price determination; Lack of capacity to negotiate prices • Lack of adequate storage facilities (infrastructure) • Lack of some kits and working materials. • Climate Change and changeable needs and adjustments • Inexistent culture of farm record keeping 	<ul style="list-style-type: none"> • The model should look critically at building the capacity of farmers to add value to their produce • Groups should be empowered to add value to produce to avoid exploitation by buyers • Strengthening of value chain linkages • Link farmers to market and teach them marketing skills • Suppression of marketing through middlemen by adequate marketing of produce through farmer group/groups • Secure the transportation and infrastructure facilities • There is a need to introduce mechanization to minimize drudgery • Continued evaluation of the use of agricultural Inputs (seeds, fertilizers) through the role of facilitator is needed • Enhance productivity and farmers' incomes. • Aim at decreasing the production cost
Social aspects and group economics	<ul style="list-style-type: none"> • Economic resilience through group savings • Strong social cohesion among participating farmers • Crosscutting issues are addressed • Social interaction and income generation • Poverty alleviation • Gender highly integrated in the whole model • FFS Facilitators and Farmer Promoters' enhanced willingness in creation of cooperatives for agricultural credit and saving • The model offers a platform to solve other societal problems e.g. HIV/AIDs and conflicts at community level • Improved social capital at village level enhances adoption and expansion of ideas for further development 	<ul style="list-style-type: none"> • Group and individual conflicts • Possibility to loose the focus due to alternative cooperative benefits • Inadequate entrepreneurship and farming as a business/ Agribusiness along value chains • The structure of the cooperative may keep the facilitator away from his/her initial group • Gender balance (has the impact to convey the message) 	<ul style="list-style-type: none"> • Cooperatives and the group savings concept of the model are key in ensuring sustainability • Involvement of youth in the model is important • Establishment of cooperatives meant to become the source of agricultural income generation • Socioeconomic study should be conducted to assess the sustainability and effectiveness.



	Success Factors	Risks	Sustainability aspects
Government and donor involvement	<ul style="list-style-type: none"> • Government involvement (Favorable policies on land, etc.) • Strong support of the central and local government (due to decentralization of planning development up to the village level) • Strong linkages between policy and implementation – RAB and RCA • Strong follow up and funding from RAB • Government support to the program is real • Involvement of the local authorities • Model closely mentored by RAB 	<ul style="list-style-type: none"> • Possible government's failure to monitor the model • Lack of government and donor funds. • Political instability 	<ul style="list-style-type: none"> • Strong monitoring and evaluation by the government is needed • Local government authorities should take interest and support the model; Support of the public authority is key to sustainability • Agriculture advisory systems should be funded by governments or and donors • Continued government financial injection and inclusion of a specific budget line at the districts to support the program • Abrupt withdrawal of donor support may demotivate FFS facilitators and performance of FPs.
Partnerships	<ul style="list-style-type: none"> • Multi stakeholders' collaboration at all levels of implementation • Increasing interest of various partners • A close working relation and cohesion between RAB, FFS facilitators, Farmer Promoters and farmers (Clear understanding of roles and walking the talk) • Enhanced stakeholder collaboration at all levels of implementation • Strong network of private, professional, and public actors • Financial assistance • Good collaboration between the technical services and farmers. 	<ul style="list-style-type: none"> • Possible lack of government and donor funds. • Over reliance on donor support • Weak collaboration between Twigire Muhinzi and other systems 	<ul style="list-style-type: none"> • MINAGRI and MINISANTE should collaborate on Twigire Muhinzi for food and nutritional security • Involvement of different stakeholders should continue • Strengthen the synergy of all initiatives benefitting farmers • Further raise the commitment of all involved organs • Establish a strong network of all innovative and advisory actors (Private sector, Government, Research, etc.).
M&E	<ul style="list-style-type: none"> • Evaluation and monitoring of the model 	<ul style="list-style-type: none"> • Inadequate mechanisms for follow up and monitoring the implementation of the learned skills/technologies • Possible (government's) failure to monitor the model. 	<ul style="list-style-type: none"> • There should be strong Monitoring and Evaluation system of the model to inform improvement of curriculum development • Strong monitoring and evaluation by the government is needed



Results of the field discussions

Introduction

In the discussion sessions during the field trip, the participants were asked to agree or disagree with specific statements. After writing their personal opinion, they discussed in groups of 3 to 4 people, later in groups of 6 to 8 and then with the whole group. Participants who agreed tried to convince the ones that disagreed and vice versa. The results shown in the tables below are the final individual opinions of the participants at the end of the exercise, after the group discussions.

Results of the Field discussion 1: Training approaches

Statements	%AGREE (ALL)	AGREE (Number of Participants)	DISAGREE (Number of Participants)	% Agree						
				South 1	South 2	South 3	West 1	West 2	North 1	East 1
The farmer promoter and the FFS Facilitator have actually the same function/role in their work of training farmers (Agree or Disagree?)	21	43	158	15	40	30	21	15	6	38
Training programs based on “demonstrations / seeing is believing” can have a similar impact as approaches based on experimentation and discovery based learning / the plant is the teacher approach (Agree or Disagree?)	41	80	117	12	100	71	21	54	54	28
The most important element of training programs that aim at increasing yields is to encourage farmers to increase the use of inputs such as improved seed and fertilizer (Agree or Disagree?)	37	73	123	18	70	21	55	82	0	38
Length of training	All %	Answer	Number of Participants	Percentage (%)						
				South 1	South 2	South 3	West 1	West 2	North 1	East 1
To be a good FFS Facilitators, which means that they are truly capable of facilitating the learning process through a process of discovery based learning in experimental plots, how long should the training in the first season/year be? About 1 week About 3 weeks About 6 weeks About 10 weeks	9	1w	17	3	10	0	0	46	0	6
	32	3w	59	35	20	43	27	36	9	31
	15	6w	27	9	20	13	32	18	22	6
	44	10w	82	53	50	43	41	0	70	56
To be a good Farmer Promoter how long should they be trained? About 3 days/season About 5 days/season About 7 days/season About 10 days/season	25	3d	43	0	0	6	51	61	25	6
	26	5d	45	35	10	6	24	14	63	31
	9	6d	15	9	0	18	14	0	13	6
	40	10d	69	56	90	71	11	25	0	56

Results of the Field discussion 2: Incentives & Sustainability

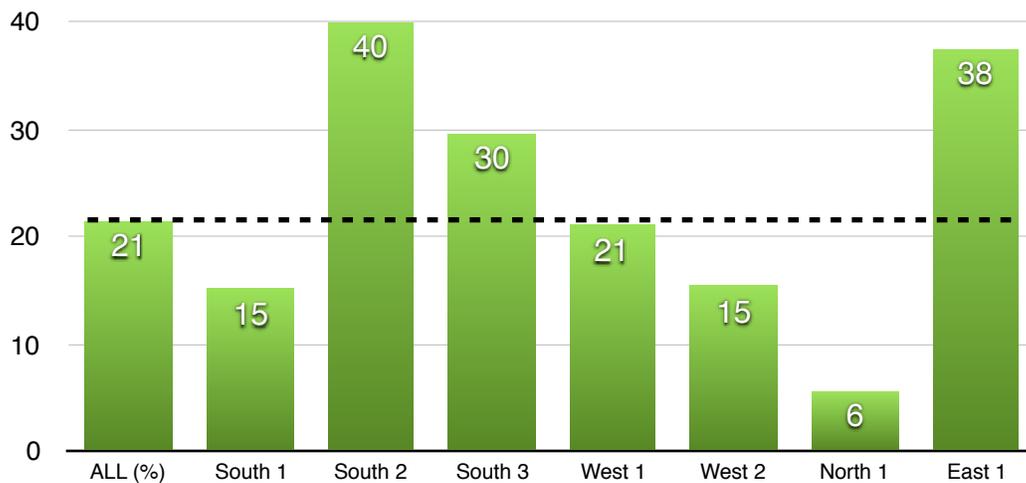
Statements	%AGREE (ALL)	AGREE (Number of Participants)	DISAGREE (Number of Participants)	% Agree						
				South 1	South 2	South 3	West 1	West 2	North 1	East 1
Farmer trainers should be volunteers who don't expect other benefits except from receiving training and training materials	19	37	159	9	60	5	18	36	14	16
Farmer trainers should receive non-financial benefits such as T-shirt, caps, tools and or inputs but never money	23	44	151	24	30	11	11	29	34	22
Farmer trainers should be considered as professional service providers and be financially awarded for their work	61	121	77	67	60	95	61	82	20	59
Agricultural advisory services should be financed by the Government with their own funds or with donor funds	76	149	48	79	40	71	66	93	83	75
The only way for sustainable advisory services is when services are paid for by the farmers themselves	42	82	115	30	70	38	66	68	9	31
The best way for sustainable services is when the services are embedded in the supply of inputs (supplier of inputs also provides advisory services)	56	110	85	55	22	35	39	71	86	56
The best way for sustainable services is when the services are embedded in the purchase of the agricultural products (buyer of produce also provides advisory services)	31	61	133	24	33	26	21	57	37	25

Results of the field discussions - Graphs

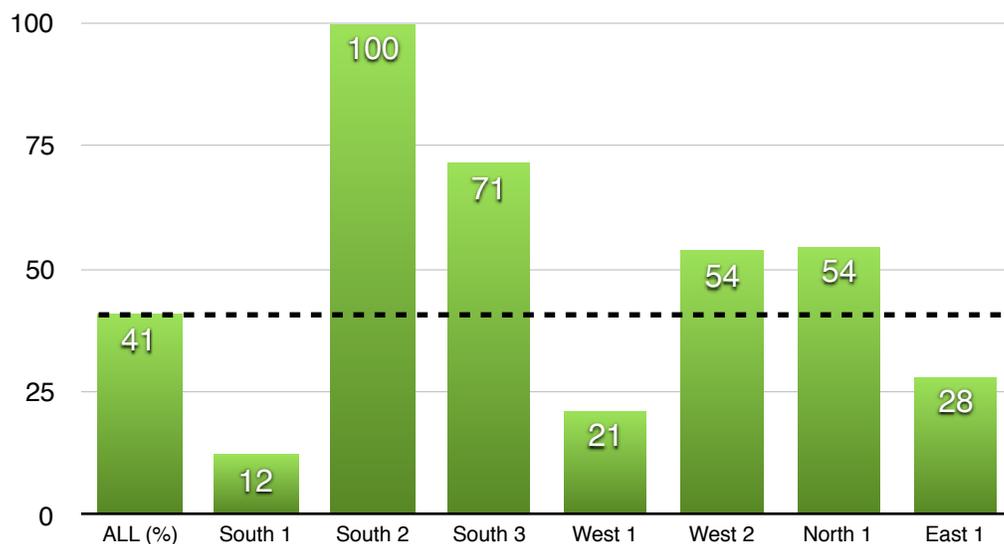
Results of the Field discussion 1: Training approaches

Percentage (%) of field trip participants that agreed with the statement at the end of the group discussion (for all participants and per field trip group)

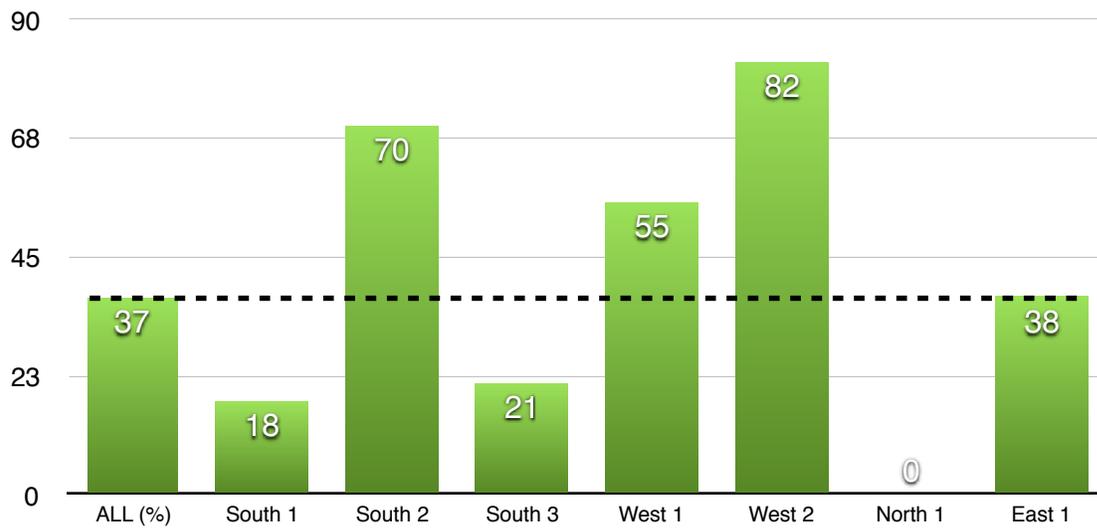
The farmer promoter and the FFS Facilitator have actually the same function/role in their work of training farmers



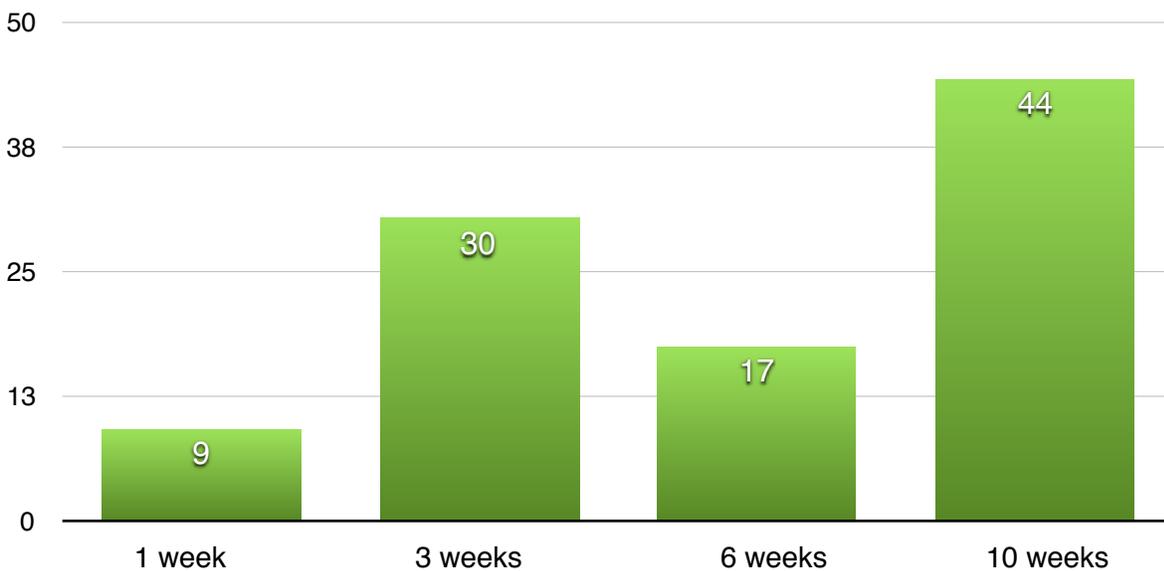
Training programs based on "demonstrations / seeing is believing" can have a similar impact as approaches based on experimentation and discovery based learning / the plant is the teacher approach



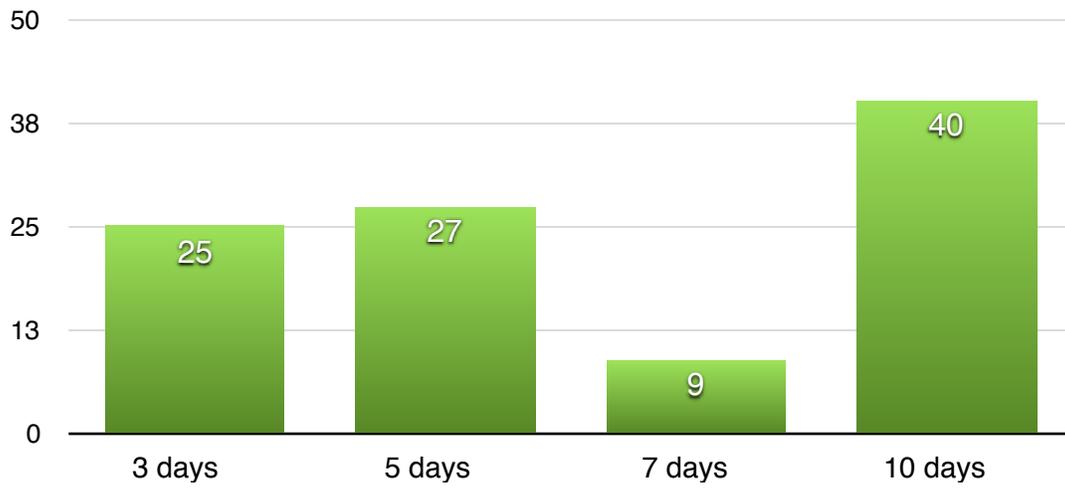
The most important element of training programs that aim at increasing yields is to encourage farmers to increase the use of inputs such as improved seed and fertilizer?



To be a good FFS Facilitators, which means that they are truly capable of facilitating the learning process through a process of discovery based learning in experimental plots, how long should the training in the first season/year be? (Results of all participants)



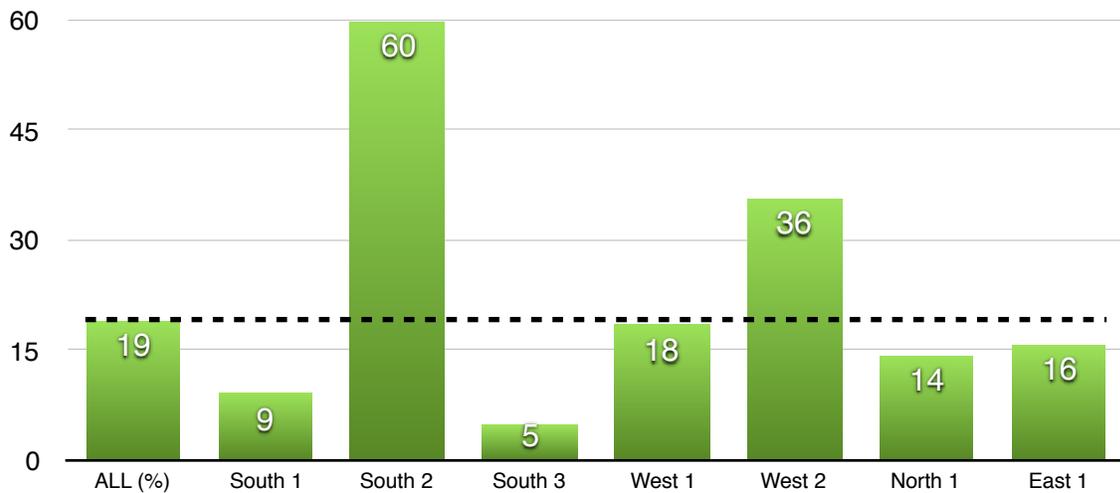
To be a good Farmer Promoter how long should they be trained? (Days/Season)
(Results of all participants)



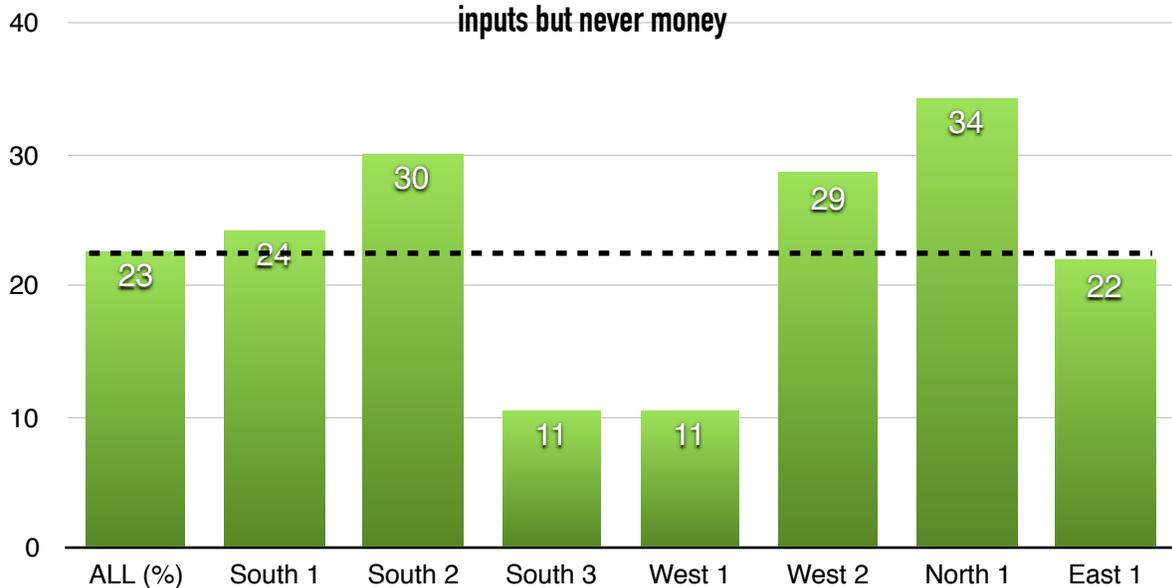
Results of the Field discussion 2: Incentives and Sustainability

Percentage (%) of field trip participants that agreed with the statement at the end of the group discussion (for all participants and per field trip group)

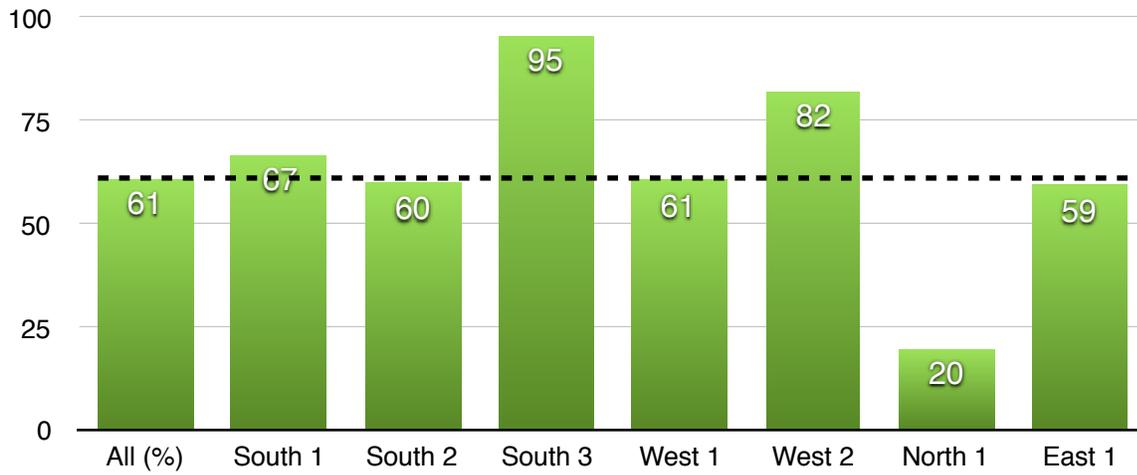
Farmer trainers should be volunteers who don't expect other benefits except from receiving training and training materials



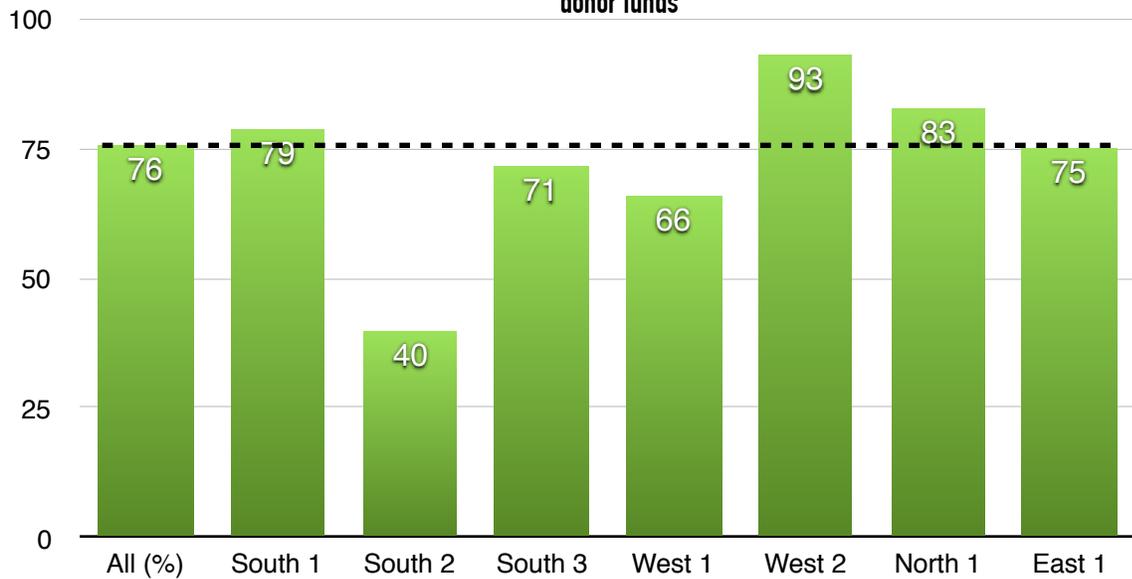
Farmer trainers should receive non-financial benefits such as T-shirt, caps, tools and or inputs but never money



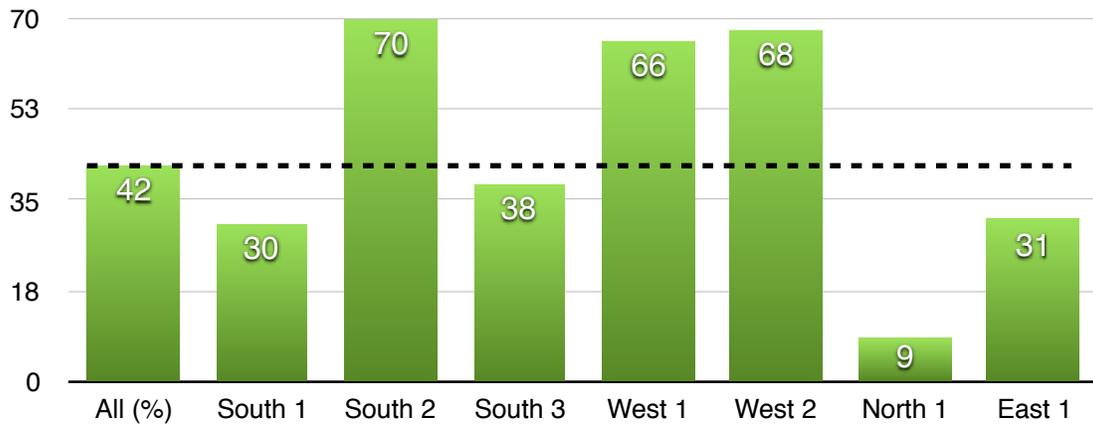
Farmer trainers should be considered as professional service providers and be financially awarded for their work



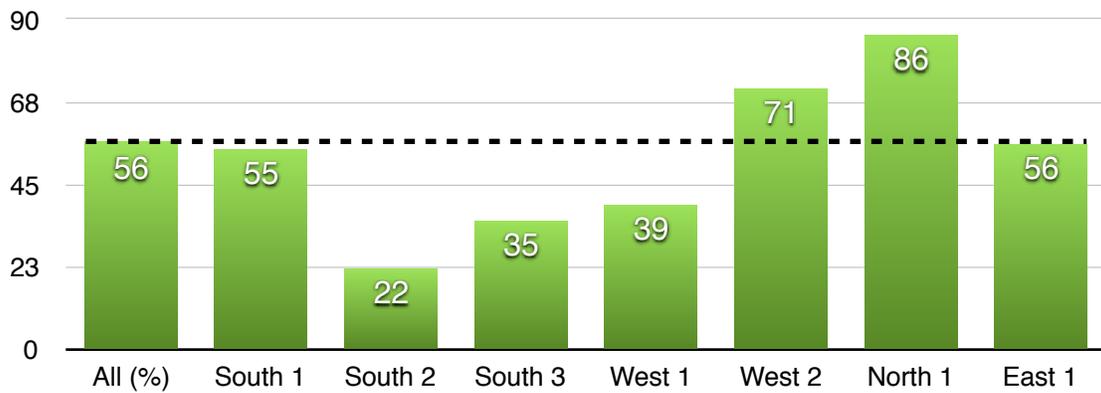
Agricultural advisory services should be financed by the Government with their own funds or with donor funds



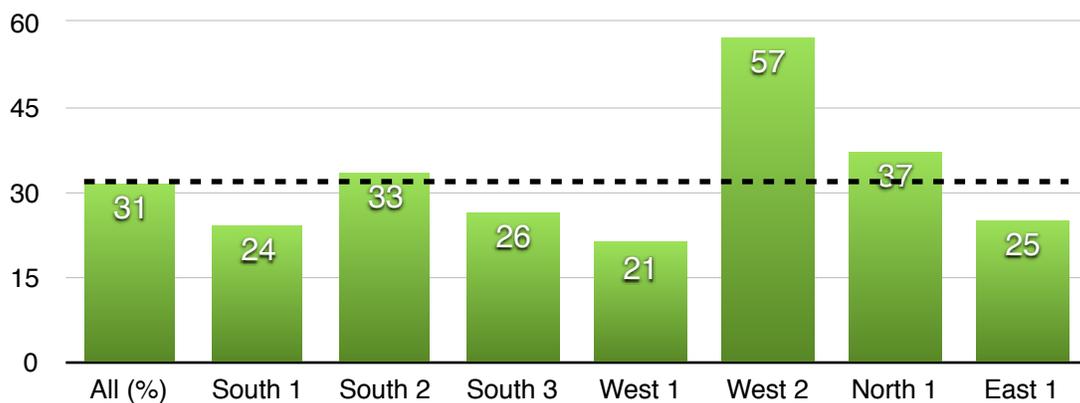
The only way for sustainable advisory services is when services are paid for by the farmers themselves



The best way for sustainable services is when the services are embedded in the supply of inputs (supplier of inputs also provides advisory services)



The best way for sustainable services is when the services are embedded in the purchase of the agricultural products (buyer of produce also provides advisory services)



Annex V. MINAGRI Pre-audit Final Report

PRE-AUDIT REPORT

1. Introduction

1.1. Background

Dairy Best Practices Certification Project for dairy related businesses was initiated through the collaboration of the USAID funded Rwanda Dairy Competitiveness Program II (RDCCP II) with MINAGRI and launched in May 2013 by the Ministry of Agriculture and Animal Resources. The project has been designed as a mechanism to enhance safety, quality, quantity and consistency of Rwandan milk following a system that involves training, inspection, auditing and certification of dairy value chain actors from farmers to milk kiosk outlets.

This pilot project is preparing RALIS for institutionalization and operationalization of the Dairy Best Practices certification program through enforcement of ministerial order on milk handling and standards requirements especially the mandatory standards on milk and milk products in the whole country for sustainability purpose.

Components of the project such as awareness creation on ministerial order, milk standards and their enforcement target all value chain actors, while other component of certification award for the Dairy best performers targets selected dairy actors.

To achieve the main goal of this project which is to enhance milk/milk product hygiene and quality through awarding Certificates of Best Practices, the following approach is being followed:

- Identification and selection of beneficiaries such as milk kiosks, Milk Collection Centers and milk processing SMEs (Small and Medium Enterprises)
- Training of identified actors on milk handling and hygiene standards' requirements as well as to ensure improved documentation and its implementation including recordkeeping
- Pre-audit of selected pilot dairy enterprises.
- Carry out full audit of pre-audited actors and milk sampling & testing. The audit reports will guide decision making on certificate awarding.
- Awarding certificates to dairy actors with complying systems.
- The awareness campaign on the ministerial order is crosscutting

Among the above mentioned activities, identification & selection of the beneficiaries and training of the selected ones were already completed, the following activity was the pre-audit of selected pilot dairy enterprises, to ensure that the knowledge obtained during trainings is being applied and the use of documents developed was consistently done. This pre-audit activity was conducted **from 18/04 to 13/05/2016**.

In addition to this pre-audit activity, the first session of the awareness campaign which is a crosscutting activity was conducted such as the Central Stakeholders Workshop (**see attached report**), a print out and distribution of the ministerial order booklets, media spot production and diffusion (**proforma invoices are attached**).

1.2. Pre-audit of selected pilot project beneficiaries

1.2.1. Objective

A pre-audit activity aimed at assessing and evaluating the level of compliance after the trainings that were previously done to ensure that the knowledge obtained during these trainings is being applied and different documents developed are consistently being used.

1.2.2. Methodology

The pre-audit was carried out by onsite inspections of beneficiaries (MCCs & SMEs) to assess/ or evaluate the level of compliance with the requirements vis a vis the premises, equipment & materials, hygiene practices, milk testing activities, milk delivery, reception, transportation, documentation and record keeping.

To achieve the objective and to avoid any omission of important information, a check list was developed and used (**See attached**) in addition to interviews and physical observations. The checklist was prepared to enable the inspector to mark each and every criteria of evaluation (requirements). The checklist was also prepared based on the requirements stated in the Ministerial Order n° 001/11.30 of 10/02/2016 and code of hygiene practice (cac/rcp 57-2007).

2. Findings

2.1 Findings at Milk Collection Centers level

2.1.1. Design and facilities

In general, the design and facilities are good since most of MCCs were built by MINAGRI and other partners. It means that 89% of MCCs pre-audited have scored over 70% of design and facilities requirements as it is illustrated in the table below. However, MCCs that have scored less than 70% are those with poor maintenance. In addition, few MCCs were built by private people regardless the MCC requirements in terms of design and facilities.

The following are the major non compliances that were found out:

- Lack of fence for most MCCs
- Lack of waste management facilities
- Lack effective pest control facilities (window nets)
- Disposition of MCC rooms and compartments
- Damaged floors and walls without reparation
- Leaking roof

Table1. Level of compliance to design and facilities

No	MCC	Obtained mark/38	%
1	RUBENGERA MCC	29.5	77.6
2	TARE MCC	34	89.5
3	COOPERATIVE COCYANYA	35	92.1
4	ZIRAKAMWA – BUMAZI MCC	30	78.9
5	COOPRODEG	36	94.7
6	JYAMBERE MAYAGA MCC	22	57.9
7	GWIZUMUKAMO BUSORO	35	92.1
8	TWIYORORERE KIYAMBERE MUYIRA MCC	34	89.5
9	RUZICO MC	37	97.4
10	SARURA INVESTMENT GROUP /NDORA MCC	34	89.5
11	UCOASANYA KIBEHO	33	86.8

12	AGIRAGITEREKA MCC	33	86.8
13	KOPERATIVE AGIRAGITEREKA BYIMANA (KOAGIB)	30.5	80.3
14	TURENGERA ABOROZI MCC	34	89.5
15	MATIMBA TWORORE KIYAMBERE (MATWOKI)	34	89.5
16	ABARWANASHYAKA	25	65.8
17	KATABAGEMU FARMERS COOPERATIVE (KAFCO)	35	92.1
18	ZIRAHUMUJE DAIRY COOPERATIVE	27.5	72.4
19	ISANGANO GIRAMATA GACUNDEZI	35	92.1
20	BWERA NTOMA RUTUNGU TWORORE	29	76.3
21	MUVUMBA-ZIRAKAMWA DAIRY COOPERATIVE	35	92.1
22	BCRKDC	34	89.5
23	KAMADAMACO	31.5	82.9
24	RWIMBOGO DAIRY COOP	32	84.2
25	CODEN JYAMBERE-MWOROZI	33	86.8
26	KIZIGURO DAIRY COOP.	22.5	59.2
27	AGIRAGITEREKA-KINIGI	33	86.8
28	IWACU ZIRAKAMWA(COOPIZ)	32.5	85.5
29	AYERA DAIRY	23	60.5
30	INKA NI URUGANDA	27	71.1
31	COEZOMI/GAKENKE	32.5	85.5
32	COOPERATIVE DES ELEVEURS MODERNE	22	57.9
33	UPROCENYA	34	89.5
34	UMUBANO-NSIBO	34	89.5
35	CEZONYI	32.5	85.5
36	KOPERATIVE Y'ABOROZI BA MUHANDA(KAMU)	28	73.7
37	MCC MUGOMERO	34	89.5
38	MCC KAYENZI-COOPEKA	31	81.6
39	MCC RUGOBAGOBA	31	81.6
40	COOPERATIVE UMUHUZA	33.5	88.2
41	DUKUNDAMATUNGO(CDA)	33	86.8
42	COOP. DUFACO GISHARI	31	81.6
43	CECOLA ZIRAKAMWA	27	71.1
44	BMCC (BUGESERA MILK COLLECTION CENTER)	37	97.4
45	COAINDAMU	32	84.2

46	COOP.ZIRAKAMWA RUHUHA	35	92.1
47	GAHINI FARMERS COOP	26.5	69.7
48	COABONDE	34	89.5
49	MUFCOS	22	57.9
50	KIDAFACO	32	84.2
51	COOP INDAKEMWA	32	84.2
52	CODERU-RUBAVU	31	81.6
53	MCC NKOMANE	30	78.9
54	COAIBU URUMURI	35	92.1
55	IAKIB MCC MAYA	35	92.1
56	IAKIB MCC RUKOMO	35	92.1
57	IAKIB MCC MANYAGIRO	35	92.1
58	IAKIB MCC NGONDORE	33	86.8
59	IAKIB MCC RUSHAKI	34	89.5
60	IAKIB MCC NYANKENKE	34	89.5
61	MCC KOGIAG	25.5	67.1
62	MCC COPEMOBU – BUKURE	36	94.7
63	MCC KOZAMGI – RUTARE	21	55.3

2.1.2. Material & Equipment

The table below shows the level of compliance in terms of material and equipment requirements at the MCC. It means that less than 50% of pre-audited MCCs have managed to score over 70% of requirements related to material and equipment and unfortunately a great number of MCCs have scored less 70%.

In general, the main reasons behind this non compliance to the requirements are linked to the following points:

- Some equipments are present but not used and/or functional
- Lack of basic safety equipments
- Cooling tanks are not calibrated
- Lack of some basic equipments such as washing facilities for suppliers, hand washing facilities, refrigerators
- Generators that are not functional

Table 2: Level of compliance to material and equipment requirements

No	MCC	Obtained mark/27	%
1	RUBENGERA MCC	16	59.3
2	TARE MCC	15	55.6
3	COOPERATIVE COCYANYA	18	66.7
4	ZIRAKAMWA – BUMAZI MCC	12	44.4
5	COOPRODEG	14	51.9
6	JYAMBERE MAYAGA MCC	6	22.2
7	GWIZUMUKAMO BUSORO	23	85.2
8	TWIYORORERE KIYAMBERE MUYIRA MCC	13	48.1
9	RUZICO MC	17	63.0
10	SARURA INVESTMENT GROUP /NDORA MCC	14	51.9
11	UCOASANYA KIBEHO	14	51.9
12	AGIRAGITEREKA MCC	21	77.8
13	KOPERATIVE AGIRAGITEREKA BYIMANA (KOAGIB)	15	55.6
14	TURENGERA ABOROZI MCC	17	63.0
15	MATIMBA TWORORE KIYAMBERE (MATWOKI)	25	92.6
16	ABARWANASHYAKA	18	66.7
17	KATABAGEMU FARMERS COOPERATIVE (KAFCO)	16	59.3
18	ZIRAHUMUJE DAIRY COOPERATIVE	19	70.4
19	ISANGANO GIRAMATA GACUNDEZI	21	77.8
20	BWERA NTOMA RUTUNGU TWORORE	18	66.7
21	MUVUMBA-ZIRAKAMWA DAIRY COOPERATIVE	19	70.4
22	BCRKDC	18	66.7
23	KAMADAMACO	21	77.8
24	RWIMBOGO DAIRY COOP	24	88.9
25	CODEN JYAMBERE-MWOROZI	15	55.6
26	KIZIGURO DAIRY COOP.	21	77.8
27	AGIRAGITEREKA-KINIGI	21	77.8
28	IWACU ZIRAKAMWA(COOPIZ)	20	74.1
29	AYERA DAIRY	12	44.4
30	INKA NI URUGANDA	3	11.1

31	COEZOMI/GAKENKE	17	63.0
32	COOPERATIVE DES ELEVEURS MODERNE	12	44.4
33	UPROCENYA	19	70.4
34	UMUBANO-NSIBO	14	51.9
35	CEZONYI	18	66.7
36	KOPERATIVE Y'ABOR0ZI BA MUHANDA(KAMU)	14	51.9
37	MCC MUGOMERO	20	74.1
38	MCC KAYENZI-COOPEKA	25	92.6
39	MCC RUGOBAGOBA	21	77.8
40	COOPERATIVE UMUHUZA	17	63.0
41	DUKUNDAMATUNGO(CDA)	19	70.4
42	COOP. DUFACO GISHARI	16	59.3
43	CECOLA ZIRAKAMWA	14	51.9
44	BMCC (BUGESERA MILK COLLECTION CENTER)	17	63.0
45	COAINDAMU	14	51.9
46	COOP.ZIRAKAMWA RUHUHA	14	51.9
47	GAHINI FARMERS COOP	19.5	72.2
48	COABONDE	20	74.1
49	MUFCOS	17	63.0
50	KIDAFACO	9	33.3
51	COOP INDAKEMWA	16	59.3
52	CODERU-RUBAVU	16	59.3
53	MCC NKOMANE	20	74.1
54	COAIBU URUMURI	21	77.8
55	IAKIB MCC MAYA	21	77.8
56	IAKIB MCC RUKOMO	19	70.4
57	IAKIB MCC MANYAGIRO	19	70.4
58	IAKIB MCC NGONDORE	21	77.8
59	IAKIB MCC RUSHAKI	4	14.8
60	IAKIB MCC NYANKENKE	21	77.8
61	MCC KOGIAG	14	51.9
62	MCC COPEMOBU – BUKURE	14	51.9
63	MCC KOZAMGI – RUTARE	19	70.4

2.1.3. Hygiene practices

The following table illustrates the level of compliance with regard to hygiene practices at MCC establishment. Only 38% of pre-audited MCCs have scored over 70% of hygiene requirements. A great number of MCCs have not managed to score 70%

The main reasons of non compliance that might have caused this poor score are highlighted below:

- Lack of hygienic facilities such as hand washing facilities, detergent and sanitizers and proper waste management facilities
- Inadequate personal hygiene of the staff for some MCCs (clothing and medical checkup)
- Toilets are not always kept clean and covered for some MCCs
- Poor general hygiene of MCCs premises (floors, ceiling and walls)

Table 3: Level of compliance to hygiene practices requirements

No	MCC	Obtained mark/34	%
1	RUBENGERA MCC	27	79.4
2	TARE MCC	23	67.6
3	COOPERATIVE COCYANYA	23	67.6
4	ZIRAKAMWA – BUMAZI MCC	12	35.3
5	COOPRODEG	23	67.6
6	JYAMBERE MAYAGA MCC	16.5	48.5
7	GWIZUMUKAMO BUSORO	28	82.4
8	TWIYORORERE KIYAMBERE MUYIRA MCC	14.5	42.6
9	RUZICO MC	18	52.9
10	SARURA INVESTMENT GROUP /NDORA MCC	15	44.1
11	UCOASANYA KIBEHO	17	50.0
12	AGIRAGITEREKA MCC	25.5	75.0
13	KOAGIB	24.5	72.1
14	TURENGERA ABAOROZI MCC	21.5	63.2
15	MATIMBA TWORORE KIYAMBERE (MATWOKI)	30	88.2
16	ABARWANASHYAKA	24	70.6
17	KATABAGEMU FARMERS COOPERATIVE (KAFCO)	22	64.7
18	ZIRAHUMUJE DAIRY COOPERATIVE	22.5	66.2
19	ISANGANO GIRAMATA GACUNDEZI	22	64.7

20	BWERA NTOMA RUTUNGU TWORORE	20	58.8
21	MUVUMBA-ZIRAKAMWA DAIRY COOPERATIVE	30	88.2
22	BCRKDC	26.5	77.9
23	KAMADAMACO	23.5	69.1
24	RWIMBOGO DAIRY COOP	31	91.2
25	CODEN JYAMBERE-MWOROZI	25.5	75.0
26	KIZIGURO DAIRY COOP.	28	82.4
27	AGIRAGITEREKA-KINIGI	26	76.5
28	IWACU ZIRAKAMWA(COOPIZ)	26	76.5
29	AYERA DAIRY	23	67.6
30	INKA NI URUGANDA	15	44.1
31	COEZOMI/GAKENKE	18.5	54.4
32	COOPERATIVE DES ELEVEURS MODERNE	11	32.4
33	UPROCENYA	27.5	80.9
34	UMUBANO-NSIBO	20	58.8
35	CEZONYI	24	70.6
36	KOPERATIVE Y'ABOR0ZI BA MUHANDA(KAMU)	16	47.1
37	MCC MUGOMERO	26.5	77.9
38	MCC KAYENZI-COOPEKA	32.5	95.6
39	MCC RUGOBAGOBA	20	58.8
40	COOPERATIVE UMUHUZA	13	38.2
41	DUKUNDAMATUNGO(CDA)	30	88.2
42	COOP. DUFACO GISHARI	12	35.3
43	CECOLA ZIRAKAMWA	16.5	48.5
44	BMCC (BUGESERA MILK COLLECTION CENTER)	25.5	75.0
45	COAINDAMU	16	47.1
46	COOP.ZIRAKAMWA RUHUHA	13	38.2
47	GAHINI FARMERS COOP	23.5	69.1
48	COABONDE	17	50.0
49	MUFCOS	12.5	36.8
50	KIDAFACO	19.5	57.4
51	COOP INDAKEMWA	16	47.1
52	CODERU-RUBAVU	10	29.4
53	MCC NKOMANE	20.5	60.3

54	COAIBU URUMURI	21.5	63.2
55	IAKIB MCC MAYA	31	91.2
56	IAKIB MCC RUKOMO	32.5	95.6
57	IAKIB MCC MANYAGIRO	31	91.2
58	IAKIB MCC NGONDORE	28.5	83.8
59	IAKIB MCC RUSHAKI	21.5	63.2
60	IAKIB MCC NYANKENKE	30.5	89.7
61	MCC KOGIAG	18	52.9
62	MCC COPEMOBU – BUKURE	23.5	69.1
63	MCC KOZAMGI – RUTARE	18	52.9

2.1.4. Milk testing requirements

The table below shows the level of compliance with regard to milk testing. Only 30% of pre-audited MCCs have managed to score over 70% marks of milk testing requirements. The reasons for non compliance are due to some important milk tests which are not done:

- Temperature testing
- Mastitis Testing and
- Antibiotic residue testing

Table 3: Level of compliance to milk testing requirements

No	MCC	Obtained mark/6	%
1	RUBENGERA MCC	4	66.7
2	TARE MCC	4	66.7
3	COOPERATIVE COCYANYA	5	83.3
4	ZIRAKAMWA – BUMAZI MCC	2	33.3
5	COOPRODEG	4	66.7
6	JYAMBERE MAYAGA MCC	4	66.7
7	GWIZUMUKAMO BUSORO	5	83.3
8	TWIYORORERE KIYAMBERE MUYIRA MCC	3	50.0
9	RUZICO MC	4	66.7
10	SARURA INVESTMENT GROUP /NDORA MCC	3	50.0

11	UCOASANYA KIBEHO	2	33.3
12	AGIRAGITEREKA MCC	3	50.0
13	MCC KOAGIB	3	50.0
14	TURENGERA ABAOROZI MCC	3	50.0
15	MATWOKI MCC	5	83.3
16	ABARWANASHYAKA	4	66.7
17	KAFCO MCC	5	83.3
18	ZIRAHUMUJE DAIRY COOPERATIVE	3	50.0
19	ISANGANO GIRAMATA GACUNDEZI	5	83.3
20	BWERA NTOMA RUTUNGU TWORORE	5	83.3
21	MUVUMBA-ZIRAKAMWA DAIRY	4	66.7
22	BCRKDC	5	83.3
23	KAMADAMACO	4	66.7
24	RWIMBOGO DAIRY COOP	5	83.3
25	CODEN JYAMBERE-MWOROZI	3	50.0
26	KIZIGURO DAIRY COOP.	3	50.0
27	AGIRAGITEREKA-KINIGI	5	83.3
28	IWACU ZIRAKAMWA(COOPIZ)	5	83.3
29	AYERA DAIRY	4	66.7
30	INKA NI URUGANDA	3	50.0
31	COEZOMI/GAKENKE	4	66.7
32	COOPERATIVE DES ELEVEURS MODERNE	1	16.7
33	UPROCENYA	4	66.7
34	UMUBANO-NSIBO	3	50.0
35	CEZONYI	4	66.7
36	KAMU MCC	2	33.3
37	MCC MUGOMERO	5	83.3
38	MCC KAYENZI-COOPEKA	5	83.3
39	MCC RUGOBAGOBA	5	83.3
40	COOPERATIVE UMUHUZA	3	50.0
41	DUKUNDAMATUNGO(CDA)	4	66.7
42	COOP. DUFACO GISHARI	3	50.0
43	CECOLA ZIRAKAMWA	4	66.7
44	BMCC (BUGESERA MILK COLLECTION CENTER)	5	83.3

45	COAINDAMU	3	50.0
46	COOP.ZIRAKAMWA RUHUHA	3	50.0
47	GAHINI FARMERS COOP	4	66.7
48	COABONDE	4	66.7
49	MUFCOS	3	50.0
50	KIDAFACO	3	50.0
51	COOP INDAKEMWA	4	66.7
52	CODERU-RUBAVU	4	66.7
53	MCC NKOMANE	4	66.7
54	COAIBU URUMURI	5	83.3
55	IAKIB MCC MAYA	6	100.0
56	IAKIB MCC RUKOMO	5	83.3
57	IAKIB MCC MANYAGIRO	6	100.0
58	IAKIB MCC NGONDORE	6	100.0
59	IAKIB MCC RUSHAKI	4	66.7
60	IAKIB MCC NYANKENKE	6	100.0
61	MCC KOGIAG	3	50.0
62	MCC COPEMOBU – BUKURE	4	66.7
63	MCC KOZAMGI – RUTARE	4	66.7

2.1.5. Documentation and record keeping

The table below illustrates the level of compliance with regard to documentation and record keeping requirements. It is disappointing that only 9.5% of pre-audited MCC have managed to score over 70% of the marks.

The major non compliances are listed below among others:

- Lack of working flow diagrams
- Lack of working standard operating procedures (cleaning and sanitizing procedures, milk testing procedure and personal hygiene procedures)
- Lack of working instruction

Table 5: Level of compliance to document and record keeping requirements

No	MCC	Obtained mark/35	%
1	RUBENGERA MCC	19	54.3
2	TARE MCC	8	22.9
3	COOPERATIVE COCYANYA	6	17.1
4	ZIRAKAMWA – BUMAZI MCC	0	0.0
5	COOPRODEG	16	45.7
6	JYAMBERE MAYAGA MCC	20	57.1
7	GWIZUMUKAMO BUSORO	24	68.6
8	TWIYORORERE KIYAMBERE MUYIRA MCC	18	51.4
9	RUZICO MC	16	45.7
10	SARURA INVESTMENT GROUP /NDORA MCC	8	22.9
11	UCOASANYA KIBEHO	3	8.6
12	AGIRAGITEREKA MCC	10	28.6
13	KOPERATIVE AGIRAGITEREKA BYIMANA (KOAGIB)	21	60.0
14	TURENGERA ABAOROZI MCC	7	20.0
15	MATIMBA TWORORE KIYAMBERE (MATWOKI)	26	74.3
16	ABARWANASHYAKA	0	0.0
17	KATABAGEMU FARMERS COOPERATIVE (KAFCO)	3	8.6
18	ZIRAHUMUJE DAIRY COOPERATIVE	2.5	7.1
19	ISANGANO GIRAMATA GACUNDEZI	9	25.7
20	BWERA NTOMA RUTUNGU TWORORE	5	14.3

21	MUVUMBA-ZIRAKAMWA DAIRY COOPERATIVE	22	62.9
22	BCRKDC	10	28.6
23	KAMADAMACO	13	37.1
24	RWIMBOGO DAIRY COOP	20.5	58.6
25	CODEN JYAMBERE-MWOROZI	10	28.6
26	KIZIGURO DAIRY COOP.	18	51.4
27	AGIRAGITEREKA-KINIGI	34	97.1
28	IWACU ZIRAKAMWA(COOPIZ)	16	45.7
29	AYERA DAIRY	22	62.9
30	INKA NI URUGANDA	5	14.3
31	COEZOMI/GAKENKE	14.5	41.4
32	COOPERATIVE DES ELEVEURS MODERNE	5	14.3
33	UPROCENYA	14.5	41.4
34	UMUBANO-NSIBO	34	97.1
35	CEZONYI	9	25.7
36	KOPERATIVE Y'ABOR0ZI BA MUHANDA(KAMU)	2	5.7
37	MCC MUGOMERO	13	37.1
38	MCC KAYENZI-COOPEKA	22	62.9
39	MCC RUGOBAGOBA	7.5	21.4
40	COOPERATIVE UMUHUZA	3	8.6
41	DUKUNDAMATUNGO(CDA)	19	54.3
42	COOP. DUFACO GISHARI	2	5.7
43	CECOLA ZIRAKAMWA	4.5	12.9
44	BMCC (BUGESERA MILK COLLECTION CENTER)	17	48.6
45	COAINDAMU	4.5	12.9
46	COOP.ZIRAKAMWA RUHUHA	3	8.6
47	GAHINI FARMERS COOP	5	14.3
48	COABONDE	3	8.6
49	MUFCOS	6	17.1
50	KIDAFACO	4	11.4
51	COOP INDAKEMWA	7	20.0
52	CODERU-RUBAVU	3.5	10.0
53	MCC NKOMANE	8	22.9
54	COAIBU URUMURI	13	37.1

55	IAKIB MCC MAYA	26	74.3
56	IAKIB MCC RUKOMO	29	82.9
57	IAKIB MCC MANYAGIRO	29	82.9
58	IAKIB MCC NGONDORE	26	74.3
59	IAKIB MCC RUSHAKI	22	62.9
60	IAKIB MCC NYANKENKE	29	82.9
61	MCC KOGIAG	0	0.0
62	MCC COPEMOBU – BUKURE	24	68.6
63	MCC KOZAMGI – RUTARE	11.5	32.9

2.2. Findings at milk Small and Medium Enterprises level

Regarding the pre-audit of SMEs, the assessment was done using the same requirements criteria as for MCCs. However, there are some differences on design & facilities and material & equipment requirements.

Concerning the **design and facilities**, most of pre-audited SMEs were found to be in poor conditions because they are built without taking into consideration the standard requirements. The general hygiene is also poor since the design and facilities are considered as the prerequisite of all processing best practices.

Regarding the **equipments and material**, most of the SMEs are using crafts materials which do not facilitate cleaning and sanitizing activities

Other findings are similar to those of MCCs. SMEs ranking is found in **AnnexII**

3. Conclusion and recommendations

This pre-audit activity aimed at assessing the level of compliance for MCCs and SMEs with regard to milk ministerial order and milk code of hygiene practices. The findings showed that a great number of MCCs/SMEs have scored less than 70% which was considered as the passing mark.

As we move forward to the full auditing we recommend the following:

- All stakeholders in the milk value chain and RDCPII field technicians should continue to conduct onsite trainings especially on the component of hygiene practices, documentation and record keeping requirements
- As regard to MCCs maintenance, MINAGRI in collaboration with district officials should resolve the issue of MCCs which are not well maintained (rehabilitation activities)

Prepared by:

Savio HAKIRUMURAME

Professional in Charge of animal

Disease Surveillance

Approved by:

UWUMUKIZA Beatrice

DG Inspection and Certification/MINAGRI

4. ANNEXES

4.1. LIST OF MCCS INSPECTED AND THEIR RANKS

N°	MCC name	Location		Rank %	Contacts
		Province	District		
1	RUBENGERA MCC	WESTERN	KARONGI	68.33	0787942524 0788676771
2	TARE MCC	SOUTHERN	NYAMAGABE	58.66	0783571268 0728571268
3	COOPERATIVE COCYANYA	SOUTHERN	NYAMAGABE	60.66	0727041483 0722414701
4	ZIRAKAMWA – BUMAZI MCC	WESTERN	NYAMASHEKE	43.33	0783264775
5	COOPRODEG	WESTERN	RUSIZI	67.33	0788784565
6	JYAMBERE MAYAGA MCC	SOUTHERN	NYANZA	51.66	0788946933
7	GWIZUMUKAMO BUSORO	SOUTHERN	NYANZA	82	0788751231
8	TWIYORORERE KIYAMBERE MUYIRA MCC	SOUTHERN	NYANZA	60.33	0788215409 0727696976
9	RUZICO MC	SOUTHERN	RUHANGO	64.66	0783531830 0788810596
10	SARURA INVESTMENT GROUP /NDORA MCC	SOUTHERN	GISAGARA	54	0789209283 0722852752
11	UCOASANYA KIBEHO	SOUTHERN	NYARUGURU	46.66	0782200962 0786100254
12	AGIRAGITEREKA MCC	SOUTHERN	HUYE	66.33	0788462314 0783710083
13	KOPERATIVE AGIRAGITEREKA BYIMANA (KOAGIB)	SOUTHERN	RUHANGO	67	0788354996
14	TURENGERA ABAOROZI MCC	SOUTHERN	RUHANGO	58	0788831207 0782049488
15	MATIMBA TWORORE KIYAMBERE (MATWOKI)	EASTERN	NYAGATARE	86	0786924480
16	ABARWANASHYAKA	EASTERN	NYAGATARE	54	0784885481
17	KATABAGEMU FARMERS COOPERATIVE (KAFCO)	EASTERN	NYAGATARE	60.6	0788851820
18	ZIRAHUMUJE DAIRY COOPERATIVE	EASTERN	NYAGATARE	56.3	0788648183
19	ISANGANO GIRAMATA GACUNDEZI	EASTERN	NYAGATARE	66.6	0788771411
20	BWERA NTOMA RUTUNGU	EASTERN	NYAGATARE	57	0788703151

	TWORORE				
21	MUVUMBA-ZIRAKAMWA DAIRY COOPERATIVE	EASTERN	NYAGATARE	80	0788573902
22	BCRKDC	EASTERN	NYAGATARE	69	0788231674
23	KAMADAMACO	EASTERN	NYAGATARE	66.6	0787230430
24	RWIMBOGO DAIRY COOP	EASTERN	GATSIBO	81	0784055897 0788640005
25	CODEN JYAMBERE-MWOROZI	EASTERN	GATSIBO	64.3	0784452651 0788893181
26	KIZIGURO DAIRY COOP.	EASTERN	GATSIBO	66.3	0788757109
27	AGIRAGITEREKA-KINIGI	NORTHERN	MUSANZE	80.6	0786890478
28	IWACU ZIRAKAMWA(COOPIZ)	NORTHERN	MUSANZE	67.4	0788516018
29	AYERA DAIRY	NORTHERN	MUSANZE	55.3	0786312255
30	INKA NI URUGANDA	NORTHERN	BURERA	38	0788571815
31	COEZOMI/GAKENKE	NORTHERN	GAKENKE	63.6	0788489049
32	COOPERATIVE DES ELEVEURS MODERNE	WESTERN	NYABIHU	37.3	0788354185
33	UNION POUR LA PROMOTION DES COOPERATIVES DES ELEVEURS DE NYABIHU	WESTERN	NYABIHU	69	0788828719
34	UMUBANO-NSIBO	WESTERN	NGORORERO	53.5	0783206467
35	COOPERATIVE DES ELEVEURS DE ZONE NYIRAGIKOKORA (CEZONYI)	WESTERN	NYABIHU	61	0788590816 0785055250
36	KOPERATIVE Y'ABOROZI BA MUHANDA(KAMU)	WESTERN	NGORORERO	44.6	0783237660
37	MCC MUGOMERO	SOUTHERN	KAMONYI	71	0783125753
38	MCC KAYENZI-COOPEKA	SOUTHERN	KAMONYI	83	0785058213
39	MCC RUGOBAGOBA-COOPERATIVE AMIZERO Y'ABOROZI	SOUTHERN	KAMONYI	60	0788675665
40	COOPERATIVE UMUHUZA	SOUTHERN	KAMONYI	49.6	0783146572 0722897463
41	DUKUNDAMATUNGO(CDA)	Eastern	Rwamagana	77	0788521610
42	COOP. DUFACO GISHARI	Eastern	Rwamagana	48	0788523128
43	CECOLA ZIRAKAMWA	Eastern	Rwamagana	49	0785280892
44	BMCC (BUGESERA MILK COLLECTION CENTER)	Eastern	Bugesera	71	0788777902
45	COAINDAMU	Eastern	Bugesera	51	0783056511

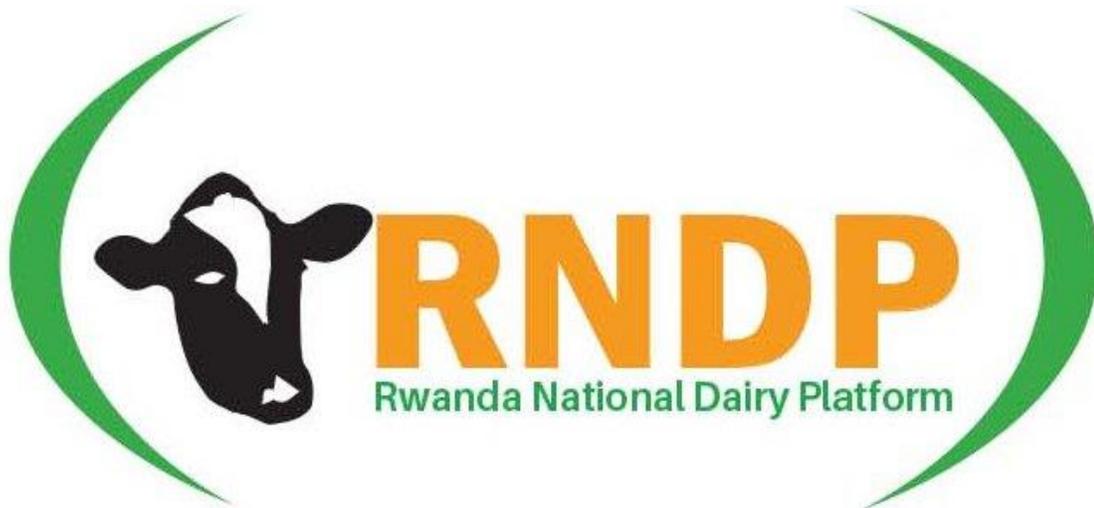
46	COOP.ZIRAKAMWA RUHUHA	Eastern	Bugesera	49	0787851545
47	GAHINI FARMERS COOP	Eastern	Kayonza	55	0782246590- 0788742893
48	COABONDE	Eastern	Kayonza	54	0788668478
49	MUFCOS	Eastern	Kayonza	43	0783143588
50	KIDAFACO	Eastern	Ngoma	50.6	0788656931
51	COOP INDAKEMWA	Eastern	Kirehe	62.3	0788590890
52	CODERU-RUBAVU	Western	Rubavu	47	0783514952
53	MCC NKOMANE	Western	Rubavu	48	0783221174
54	COAIBU URUMURI	Western	Rubavu	65	0785606062
55	IAKIB MCC MAYA	NORTHERN	GICUMBI	84.66	0788744892
56	IAKIB MCC RUKOMO	NORTHERN	GICUMBI	86.33	0785150761 0788532477
57	IAKIB MCC MANYAGIRO	NORTHERN	GICUMBI	86	0783246489
58	IAKIB MCC NGONDORE	NORTHERN	GICUMBI	81.66	0788578100
59	IAKIB MCC RUSHAKI	NORTHERN	GICUMBI	63.66	0788889673
60	IAKIB MCC NYANKENKE	NORTHERN	GICUMBI	86.33	0788969010
61	MCC KOGIAG	NORTHERN	GICUMBI	45	0728097293
62	MCC COPEMOBU – BUKURE	NORTHERN	GICUMBI	73	0783211405
63	MCC KOZAMGI - RUTARE	NORTHERN	GICUMBI	54.33	0784050543

4.2. LIST OF SMES INSPECTED AND THEIR RANKS

N°	SME name	Location		Rank %	Contacts
		Province	District		
1	FROMAGERIE IZIHIRWE	WESTERN	RUTSIRO	85.45	0785251037 0788494473
2	LES CAVES DE L'ABONDANCE LTD	WESTERN	KARONGI	60.30	078644198 0788522785
3	COOPERATIVE INDAKENWA - MUGANDAMURE	SOUTHERN	NYANZA	51.21	0788566510
4	KINAZI DAIRY COOPERATIVE (KIDACO)	SOUTHERN	NYANZA	80.60	0788813347 0788642929
5	RUSATIRA DAIRY CAMPANY (RUDACO)	SOUTHERN	HUYE	79.09	0783029220
6	ZIIRAKAMWA MEZA	SOUTHERN	NYANZA	95.75	0788520606 0788516215

7	HAJI ENTERPRISE	SOUTHERN	NYANZA	70.90	0788596936 0788397157
8	FROMAGERIE LA LUMIERE	NORTHERN	MUSANZE	85.7	0788448942
9	NYAGATARE YOGHURT AND ICECREAM PROCESSING LTD	EASTERN	NYAGATARE	49	0788416162
10	UNITE DE PRODUCTION LAITIRE/PAROISSE RULINDO	NORTHERN	RULINDO	36.3	0783098100
11	GISHWATI MOUNTAIN FARM	WESTERN	NGORORERO	43.9	0788623783
12	UBUMWE FARMING COMPANY	WESTERN	NYABIHU	67	0788836630
13	MUHE FARM FACTORY	WESTERN	NYABIHU	67.6	0786474744
14	GISHWATI FARM	Western	RUBAVU	77.2	0788745298
15	FROMAGERIE LA REINE	Western	RUBAVU	79.6	0788775176
16	INDATWA DIARY	Eastern	RWAMAGANA	79.6	0788487961
17	IMANZI GOUDA CHEESE LTD	NORTHERN	GICUMBI	29.69	0786006874
18	INGABO DIARY	WESTERN	NYABIHU	63.93	0788828719

RWANDA NATIONAL DAIRY PLATFORM



INTERNAL RULES OF PROCEDURES

May 2016

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1. Introduction:

Rwanda National Dairy Platform is a non-government organization , not for profit making professional body comprised of five key dairy industry operators; named as ;“ clusters of dairy value chain operators”

The platform was initiated and established by the Private Sector Federation through the assistance of Land O'Lakes International Development support in its Rwanda Dairy Competitiveness program II. It was established in June 2014, but gained its legal registration status and gazette in July 2015.

2. Members of the platform:

2.1. Dairy Producers Cluster

2.2. Dairy Processors Cluster

2.3. Milk and Dairy Products Sellers Cluster

2.4. Service Providers Cluster

2.5. The Rwanda Consumer's Rights Protection Organization(ADECOR)

3. Vision, Mission and Objectives of the Platform:

3.1. Strategic Vision

The production of high quality and competitive dairy products for health and poverty reduction by improving the livelihoods of the producers and ultimately contribute to the national economy

3.2. Strategic Mission

- To improve and strengthen the organisation of dairy industry stakeholders by empowering them to be able to own and manage the dairy industry business collectively and efficiently through the integration and linking all relevant stakeholders together for a common goal
- Improve the competitiveness of smallholder milk producers to provide more milk and better quality of milk and dairy products to Rwandan consumers and in the region

- Increased income and food security for all stakeholders in the milk value chain through sustainable development of the market oriented dairy industry in the country.
- Ending poverty and malnutrition at household level through increased production,
- Empowering change in skills, knowledge and attitudes of beneficiaries to sustainably integrate dairying into their livelihood systems as well as providing organizational development support.

3.3. Overall goal

To advocate for the promotion and support activities operated by stakeholders' clusters in the dairy development value chain aimed at scaling up the performance of the dairy industry business in Rwanda.

This goal will be achieved through pursuing the following programs to support stakeholders' clusters operating in the dairy sector;

- Dissemination and enlightenment programs on milk value chain activities,
- Operational support and capacity development programs for milk value chain activities,
- Promotion of research and advocacy campaign programs on milk value chain activities

3.4. Strategic Objectives

- To improve the organizational and operational capacity of stakeholders involved in the dairy production value chain along their value chain based cluster management arrangements
- To define and commit all stakeholders and make them each have role and ownership of actions aimed at improving dairy industry business

- To chart out inputs and outputs for the whole chain development aimed at avoiding or reducing production losses
- To respond for the emerging potentials of new production technologies
- To improve marketing of dairy products domestically and abroad
- To advocate, promote and improve Public-Private Partnership in dairy business
- To assess impacts of country and regional consumption trends for improved dairy products business transactions
- To link smallholder farmers to emerging products markets
- To develop capable human resources and knowledge management in dairy sector development and its supporting organizations; to be carried out through direct collaboration with line Ministries and other supporting organizations
- To improve production of quality milk and milk products
- To streamline and improve milk supply system
- To holistically engage the private sector in the dairy development business
- To improve dairy sector competitive position in dairy products marketing and for factors of production
- To support dairy farmers to become more productive and profitable
- To put smallholder dairy farmer as an instrument for rural poverty reduction and improve food security and nutrition
- To advocate and facilitate the formulation of production enhancing laws and regulatory framework
- To improve to safety and quality of the products through a pricing system which provides strong incentives for farmers and other value chain actors to improve product quality
- To enhance market access through formal market channels and better meet consumer needs and affordability

- Advocate and facilitate financial development of the sector including investment by smallholder dairy farmers, SME's, cooperatives as well as public investment in infrastructure and support services
- Ensuring the dairy sector develops in a socially and environmentally responsible manner

3.5. The Motto

“Our milk, our health, our future”

4. Organizational Structure

The platform has the following management structure based on and comprising all members from five mentioned clusters:

This is the highest administrative organ of the Platform. It is made up of 35 delegates; seven (7) members from each of five clusters making the Platform. The General Assembly is led by the following persons; The Chairperson who is also the chairperson of the Board of Directors; the 1st Vice Chairperson who is also the 1st chairperson of the Board of Directors; the 2nd Vice Chairperson who is also the 2nd chairperson of the Board of Directors; the Treasurer; the secretary and two advisers. The roles and responsibilities for the GA have been elaborated and provided in the Finance and Administration Manual of the Platform.

4.1. The Board of Directors.

This is the Platform's administrative body. As described in 4.1 above, it is comprised of 7 members, derived from five member clusters making the Platform. The Board has a secretariat which is run by employed staff as stipulated in the Finance and Administrative Manual. The Secretariat is headed by the Executive Director. The roles and functions of the Board and its leaders have been elaborated clearly in the Finance and Administrative Manual of the Platform.

4.2. The oversight Committees of the Platform

The Platform has two important oversight committees as follows; The Audit committee and Disciplinary and arbitration committee. Each committee has three members. The roles and responsibilities for each committee have been clearly elaborated in the Finance and Administration Manual of the Platform.

4.3. The Standing Committees of the Platform.

The platform has four technical standing committees to oversee the functioning of the works of the Platform in collaboration with the technical teams of the secretariat under the Board of Directors. The above said committees include the following;

- i) The Finance Committee
- ii) The Committee on Research for Development, Innovation and Extension Dissemination
- iii) Committee on Mobilization of Resources and Access to Inputs
- iv) Committee on Dairy Products Diversification and Marketing

The roles and functions of each committee have been clearly elaborated and stipulated in the Finance and Administration manual of the Platform.

5. The Supporting Documents in Place.

The Platform has three important documents that are functioning and could be used to advocate its roles and importance in the development of the dairy industry in Rwanda and beyond the boarder. These documents include;

5.1 The Statute:

This is the document which gives and provides legal powers for the establishment and functioning of the organisation in the country and elsewhere. It is appropriately stated and guided by the laws of the government of Rwanda; this should be modified after the request of Board of Directors and approval of the General Assembly.

5.2 The Finance and Administrative Manual:

This is the document which contains all information for the day to day functioning of the Platform and it also provides guidelines for resources mobilisation, human resources management, financial control and many other issues and cross-cutting assignments.

5.3 The Five Years Strategic Plan:

This is medium term strategic plan for the Platform. The document contains detailed account of the actions to be undertaken or implemented by the platform over the period of five years since its inception in June 2014. The strategic plan document was developed based on the national dairy sector's five years strategy;

5.4 The national Dairy Strategy:

This is the detailed document which elaborates all important milestones for the development of dairy industry of Rwanda. The document highlights strengths, weaknesses, opportunities and threats plus other factors relevant for the development of dairy industry of Rwanda. Furthermore, the document charts out in detail strategic options earmarked for the development of dairy industry of Rwanda.

Based on the above, the Platform is hereby present its internal rules for procedures for the day to day management of the organisation. The rules of procedure stipulated and operating under the statute establishing the organisation shall remain and function as the internal by laws of the platform and shall be used to defend, summon or punish anybody or any member acting in contravention of these rules of procedures.

RULE1: Meetings of the General Assembly (GA);

There shall be two constitutional meetings of the General Assembly per year. All members must attend GA meetings as shall be provided by the Board of Directors of the Platform and approved by the GA. However, extraordinary GA meetings shall be conducted when appropriate, in which case the reasons for such meetings shall be communicated to all members.

- a) The Invitation to the GA meeting shall be communicated to all delegates and any other person to whom the Platform wishes to attend the meeting at least two weeks (14 days) before the date of the meeting.
- b) The documents or any other material to be used during the meeting shall as well be sent to all members at least seven (7) days before the date of the meeting
- c) Members who for any reason may not be able to attend the meeting should notify the chairperson of the Platform one week (7 days) before the date of the meeting; any reason provided after the scheduled meeting shall not be accepted as valid reason and the delegate shall be assumed absentee without reason
- d) The agenda for the meeting shall be sent to all delegates for observation and possible suggestions 14 days before the scheduled meeting day. Delegates with any issue to be included to the agenda must be communicated to the chairperson 7 days before the date of the meeting.
- e) All changes made to the agenda must be communicated to all delegates at least 5 days before the meeting date.

- f) The General Assembly is invited by the Chairperson of the platform after consultation and approval of Board of Directors
- g) The invitation letters will be sent to RNDP delegates in official manners by the chairperson or the Secretary elected by the General Assembly.
- h) The venue for the GA meeting shall be determined by the Secretariat of the Platform after consultation with the Chairperson of the Board of Directors. However, in future, the GA meetings will be conducted at the premises owned by the platform.
- i) The board of Directors shall provide writing materials including note books and pens; filing of documents in an appropriate document holder for each delegate and shall keep all such document holders containing pre-prepared documents in the premises of the secretariat and shall present the same during next meeting with additional documents attached for that particular assembly.
- j) All documents sent to the delegates shall be done electronically. All delegates shall be requested to operate email accounts for this purpose. Members who shall have not yet opened email accounts by the time these rules have been endorsed for use shall receive the documents only upon arrival to the meeting unless otherwise stated.
- k) Minutes of the GA meetings shall be taken by the secretary to the Board and must be made available and distributed to members seven (7) days after the meeting
- l) After reception of the minutes members present must react to the minutes and provide feedback within a period of seven (7) days after reception, failure to that, observations coming in later shall not be considered unless otherwise decided by the GA upon its next meeting.
- m) Extraordinary GA meeting will be specific to the raised issues and shall not under any circumstance dwell into matters schedules for or that have been discussed during ordinary GA meetings
- n) Extraordinary GA meetings shall be communicated to all delegates at least seven (7) days before the date of the meeting and must be accompanied by the specific agenda for the same meeting. Members who by one reason or another will not be able to attend the meeting must inform the chairperson at least three (3) days before the meeting date. Absent notice coming later shall not be valid.

- o) The Board of Directors shall provide annual calendar indicating dates earmarked for the GA meetings. Should there be any alteration to the set date, an update must with immediate effect be made and communicated to all delegates as soon as possible or within reasonable period of time.
- p) Delegates will be informed of the meeting through the following means;
 - ✓ emails
 - ✓ what's up
 - ✓ face book account
 - ✓ sms
 - ✓ twitter account
 - ✓ post office where it exists (Letter parcels)
 - ✓ or any means as shall be decided by the GA
 - ✓
- q) The general assembly shall be summoned and presided over by the President of the Board of Directors; and in case of his/her absence, by the 1st Vice President or the 2nd Vice President in case of the absence of the latter. In case of the absence or refusal to summon the General Assembly by the President, 1st Vice President and 2nd Vice President of the Board of Directors, the assembly can be summoned in writing by one of third of the voting members of the General Assembly. In that case, the General Assembly elects among the present members, a president for the session as well as a secretary.
- r) The general assembly meets and takes valid decisions when at least two third (2/3) and the voting members are present in the persons. If the quorum is not attained, a new summon is sent within 15 days. At this second setting, the General Assembly meets and makes valid decisions no matter the number of participants.

RULE 2: Meetings of the Board of Directors.

There shall be conducted four (4) Board meetings each year. There shall be conducted one board meeting every quarter. The board shall provide a calendar for the meeting. However, due to an avoidable reasons or any urgent important reason, extraordinary Board meeting shall be conducted. The procedures governing board meetings shall be as stipulated hereunder;

- a. The Invitation to the Board meeting shall be communicated to all Board members at least fourteen days (14) before the date of the meeting.

- b. The documents or any other materials to be used during the meeting shall be sent to all Board members at least seven (7) days before the date of the meeting
- c. Members who for any reason shall not be able to attend the meeting will notify the chairperson of the Platform Five (5) days before the date of the meeting; any reason provided after the scheduled meeting shall not be accepted as valid reason and the delegate shall be assumed absentee without reason
- d. The agenda for the meeting shall be sent to all Board members for observation and possible suggestions 10 days before the scheduled meeting day. Delegates with any issue to be included on the agenda must be communicated to the chairperson 5 days before the date of the meeting.
- e. All changes made to the agenda shall have to be communicated to all Board members at least three (3) days before the meeting date.
- f. The venue for the Board meeting shall be determined by the Secretariat of the Platform after consultation with the Chairperson of the Board of Directors. However, in future, the Board meetings will be conducted at the premises owned by the platform.
- g. The secretariat of the RNDP shall provide writing materials including note books and pens; filing of documents in an appropriate document holder for each board member and shall keep all such document holders containing pre-prepared documents in the premises of the secretariat and shall present the same during next meeting with additional documents attached for that particular board meeting.
- h. All documents sent to the delegates shall be done electronically. All delegates shall be requested to operate email accounts for this purpose. Members who shall have not yet opened email accounts by the time these rules have been endorsed for use shall receive the documents only upon arrival to the meeting unless otherwise stated.
- i. Extraordinary Board meetings shall be communicated to all Board members at least seven (7) days before the date of the meeting and must be accompanied by the specific agenda for the same meeting. Members who by one reason or another will not be able to attend the meeting must inform the chairperson at least three (3) days before the meeting date. Absent notice coming later shall not be valid.

- j. Minutes of the Board meetings shall be taken by the secretary to the Board and must be made available and distributed to members seven (7) days after the meeting
- k. After reception of the minutes members present must react to the minutes and provide feedback within a period of seven (7) days after reception, failure to that, observations coming in later shall not be considered unless otherwise decided by the Board upon its next meeting.
- l. Extraordinary Board meeting will be specific to the raised issues and shall not under any circumstance dwell into matters scheduled for or that have been discussed during ordinary board meetings.
- m. Delegates will be informed of the meeting through the following means;
 - ✓ emails
 - ✓ what's up
 - ✓ face book account
 - ✓ gsm
 - ✓ twitter account
 - ✓ post office where it exists (Letter parcels)
 - ✓ or any means as shall be decided by the Board
- n. The Board of Directors meetings shall be summoned and presided over by the President of the Board of Directors; and in case of his/her absence, by the 1st Vice President. In case of his/her absence, impediments or refusal it is summoned by the second Vice President.
The Board of Directors is convened if 2/3 of effective members are present. The decision shall be taken by the simple majority of effective present members. In case of a tie of the vote, the one president over the session shall have a casting vote

RULE 3:Meetings of the Oversight Committees of the Platform

As indicated in the Finance and Administrative Manual of the Platform, there are two strong oversight committee for the organization; the Audit committee and Disciplinary and arbitration committee; whose roles and specific functions for each committee has been explicitly elaborated in the administration manual. Each committee shall conduct at least four (4) meetings per annum according to financial calendar i.e.they shall conduct one meeting in each quarter.Each committee shall elect the chairperson who by this rule shall be the spokesperson of the committee. The roles and functions for each committee have been elaborated in the FAPM of the Platform.

- The chairperson of each committee shall inform the chairperson of the Board of a planned meeting at least seven (7) days prior to the scheduled date
- The chairperson shall present the schedule and the agenda for the meeting to the secretariat for preparation of venue and facilitation as well as inviting members for a meeting
- Any committee member who for one reason or another shall not attend the meeting must inform the chairperson of the committee three (3) days before the date of the meeting. Failure to that any reason coming in after shall not be valid; unless otherwise decided by the next committee meeting
- Each committee shall elect amongst its members other than the chairperson, a person to take minutes.
- Minutes taken must be made available at least seven (7) days post the meeting date and must be availed to all members for comments.
- Committee members must provide comments if any within three (3) days after reception of the minutes.
- Comments coming in later after the above stated period shall not be valid unless otherwise decided by the committee members upon their next meeting.
- The minutes of the committees shall be kept in a special cabinet within the secretariat and due to its confidentiality such documents must be kept confidential and shall only be handled by the chairperson of the committee; unless otherwise directed by the chairperson of the committee for any other person in the committee to access it.
- The Board of Directors can request an extra ordinary meeting for audit, disciplinary and arbitration committees. They are independent organs and report directly to the Board of Directors or General Assembly.

RULE 4: Meetings of the standing Committees:

There shall be four (4) technical standing committees as outlined in the FAPM of the Platform. These committees have been formed to provide technical support to the secretariat of the Board of Directors. The committees in question are as follows;

- i) The committee on Finance and budget

- ii) The Committee on Research for development, innovation and extension dissemination
- iii) Committee on mobilization of resources and access to inputs
- iv) the committee on diversification of dairy products and marketing

The roles and responsibilities for each of these committees have been clearly elaborated in the FAPM of the Platform.

Each committee shall conduct four (4) meetings in each calendar year, one per every quarter.

- i) Each committee shall elect one person amongst members to become the chairperson and another person to act as the secretary to the committee. Each committee shall be comprised of five members.
- ii) Members who shall be nominated by the GA to join these committees should have a minimum knowledge on the committee to which he/she has been nominated to join.
- iii) the chairperson of the committee shall inform by writing the chairperson of the board on the intended meeting at least seven (7) days before the date of the meeting and copy to the executive secretary of the board for action
- iv) the executive Director shall prepare and facilitate the meeting after approval from the chairperson of the board
- v) the secretariat shall prepare letters of invitation, agenda for the meeting and send to members at least seven (7) days prior to the meeting date
- vi) any member of the committee whose for one reason or another shall not make it to the meeting must inform the chairperson of the committee at least three (3) days before the date for the meeting
- vii) any excuse coming in later shall not be valid unless otherwise decided by the committee upon the next meeting of the committee in question
- viii) Documents and any other written materials for committees shall be kept at the secretariat in file folders with names for each of the committee member.

- ix) in the event where an extraordinary meeting has been suggested, the chairperson of the committee in question shall inform the chairperson of the Board in writing or by the use of any acceptable electronic means, at least seven (7) days before the date of the extraordinary meeting.
- x) When approved, the procedure for calling members for the meeting shall be as outlined above.

RULE 5: Meetings of Clusters of RNDP:

As stipulated above, there are five clusters that comprise the RNDP. These are;

- 1) The producers
- 2) The processors
- 3) The Milk Sellers
- 4) The Service Providers and
- 5) the Rwanda Consumer's Rights Protection Organization (ADECOR)

Each cluster shall be independent on its functions and shall conduct meetings according to their internal rules of procedures in relation to the statute establishing each cluster. For proper follow up of the functioning of these clusters, each cluster must fulfill the following conditions;

- i) Each cluster must have the legal status obtained from recognized or responsible institution of the government structures or any other body authorized to provide such document
- ii) Clusters must have leadership structures, democratically decided and adopted by members and such structures should where appropriate, reach as far down to lower levels with respect to established national local administrative structures (district, provinces etc) and according to the size of the cluster
- iii) Clusters must put in place mandates depicting their roles and responsibilities
- iv) In collaboration with RNDP secretariat, each cluster must prepare and put in place its strategic plans and work plan for the implementation of such strategies

- v) Clusters must put in place internal communication arrangements/ structure as well as communication with other clusters within RNDP fraternity by the support of RNDP
- vi) Clusters must recruit as many members as possible to join the cluster as one way of bringing them closely together for a common approach towards solving challenges affecting their businesses; the plan for mobilization of members must be elaborated and submitted to their Boards for approval and support to the activity
- vii) Each cluster shall subscribe to RNDP and the amount to be subscribed shall be determined, discussed and agreed in the board of directors and approved by the GA
- viii) Each cluster has the full right of entering into partnership with any organization for the interest of its members but it should inform the board by writing or through email
- ix) Clusters are free to enter into joint ventures independently without the involvement of the Board or GA. However, in the event where such ventures requires the support or guarantee from the Platform, then the cluster shall have to write and submit a letter to the board seeking such approval or support
- x) The letter seeking support or guarantee must be addressed to the chairperson of the board and should be accompanied with detailed information on the state and benefit of the business for the interest of all members
- xi) No cluster shall be allowed to use the name of the Platform for gains without the permission of the Board or the GA.
- xii) The Board shall formulate and put in place a template which shall be used by clusters seeking support and guarantee of the Platform to be filled when appropriate as a way of serving time
- xiii) Individual members of clusters are also free to enter into partnerships, joint ventures, shareholdings and any other form of

business relationship independent of the cluster as long as such individual has not used the name of the cluster he/she belongs.

- xiv) However, in the event whereby such individual uses the brand of the cluster or of the platform, he/she should seek approval from the cluster or from the Platform.
- xv) A letter detailing the reason and benefit anticipated from such business should be submitted to the board or the leadership of the cluster in question.
- xvi) Upon receipt of the letter, the responsible authority must respond to the request within a period of fifteen (15) days.
- xvii) Failure to that such individual /cluster shall continue with the proposed project/ venture as if it has been approved by the authority to which the request was submitted.

RULE 6: Quorum of Platform Meetings:

In order for any of the meetings to take place there must be a minimum number of persons within each category to be present for the meeting to begin. Such minimum number of members is called a “quorum”. By this simple definition therefore, the following shall apply for each of the categories of meetings mentioned above;

- i) The chairpersons or the vice chairpersons must precede the meeting as per constitution for ordinary constitutional meetings
- ii) In the event where all persons in charge of chairmanship are not available the meeting shall be postponed until a time when one of them is available upon notification to the members of the reasons, why the meeting has been postponed. The meeting shall be recalled seven (7) days after the date of adjournment.
- iii) For each meeting to take place there must be present at least two thirds (2/3) of all committee members.

- iv) When a meeting has been called and in the event where the quorum has not been reached, the meeting shall be postponed for another time as may be determined by the office of the chairperson.
- v) When for the second time the meeting did not receive the required quorum, then the meeting shall proceed even though the quorum has not been met and the resolutions so reached shall be taken as legal and shall apply for the intended application.
- vi) In the event where there is an urgent issue for which members wishes to be tabled for discussion and the chairpersons of the platform are not willing to call for a meeting, after reasonable attempt to persuade the top leadership has failed, then, members upon signing of the memo of at least one third of all members, a meeting couldbe called.
- vii) When such a meeting has been summoned by a group of members, the members present shall nominate one person amongst themselves to chair the meeting and the resolutions derived from the meeting shall be taken as legal and shall be applied as might be needed.
- viii) Summons to members who have failed to attend the meeting for two or more consecutive meetings of either category shall be done by the authority at every category. Such individuals shall be summoned to appear before the disciplinary committee of the Platform or of the cluster in question.
- ix) The decisions taken against such individuals shall be forwarded to the Board of Directors of RNDP for consideration before it is tabled before the general assembly for final approval.
- x) The platform shall provide guidelines (to be named “ the procedure of summoning platform members”) for summoning individuals who have failed to attend two or more consecutive meetings of the organization
- xi) The action/ resolutions reached against members who have failed to attend GA, Board and committee meetings shall be determined by the GA and shall be applied as legal and final decision.

- xii)The actions taken by the GA must be communicated back to the cluster in which such individual (s) belong.

RULE 7: Process of Meetings of RNDP:

The meetings in all categories as mentioned above shall be presided over by the Chairperson. When the Chairperson is not present, the Immediate Vice Chairperson will take over and lead the process. This trend shall apply in all of the categories mentioned in this document.

7.1 Steps to follow:

- i. Opening of the meeting by the chairperson
- ii. Adoption of the agenda
- iii. Reading of the minutes of the previous meeting if any
- iv. Discussions: During the discussion each member shall be allowed to contribute to one item within reasonable time to achieve the required output
- v. In certain circumstances where there shall be an item to be dissolved through voting, the chairperson's vote shall be a decisive vote. such chairpersons vote shall be cast only after the second tie of votes
- vi. Only legal members will be allowed to vote
- vii. All meetings of the GA of the platform shall be free for all members of the platform even those who are not part of the delegates to those meetings. Except only when confidential issues are on course for discussion. Such members shall not be allowed to contribute in the meeting and will not access any facility provided by platform.
- viii. Underspecial circumstance whereby a member to the meeting has to be discussed in the same sitting, that member in question shall be temporarily withheld from participating during the discussion of that

particular item on the agenda. However, that same member has the right to ask for clarification as to why the meeting has dismissed his/her presence in the meeting

- ix. The chairperson of the meeting shall call the end to the meeting if all the items on the agenda have been discussed or if the meeting has been postponed
- x. A list of attendance must be signed by members only and shall be kept in document files and referred to during writing of the minutes of the meeting.
- xi. Other categories of Platform meetings shall be conducted and shall follow the same process as stipulated above. However, such other meetings shall not be held in public unless otherwise determined by the respective authority

NB: The Secretary shall be introducing an item on the agenda one after another

RULE 8: Membership; Quitting/ Loosing Membership to the Platform

8.1 Accessing membership of RNDP

- ✓ The Platform is made up of five founder clusters that signed the statute
- ✓ Individuals wanting to become members of the Platform will do so through the clusters where their businesses appropriately belong. No person shall become part of the PLATFORM without having an affiliation with any of the clusters of the Platform.
- ✓ All Members in each member cluster should be registered in the registers of the cluster they belong in.
- ✓ New members within the member clusters shall have to register in the clusters where they belong
- ✓ Each cluster will design membership application format appropriate and particular for the cluster

- ✓ New clusters wanting to join RNDP shall have to apply to the Board of Directors of RNDP. Such an application shall have details justifying why the cluster needs to join the platform.
- ✓ The application shall have to be accompanied by the minutes of the GA of the applying cluster to justify the cause. The minutes must be signed by members present and counter-signed on each page by all.
- ✓ The Board shall provide conditions for any cluster in need of joining the Platform. Such conditions shall be provided on the website of the platform and also at the secretariat of the Board of RNDP.
- ✓ Upon receiving the application, the Board shall examine the contents and make appropriate proposition to the GA for final decision.
- ✓ Upon examining the Board's recommendations, the GA shall subsequently respond to the applicant by writing through the Board of RNDP.
- ✓ The Board shall inform the applicant at least 30 days after the GA's order of response.
- ✓ All persons who have registered to become members of the clusters of RNDP are automatically members of RNDP through their cluster organizations
- ✓ All cluster members of RNDP have equal rights on the properties and resources of the platform

8.2 Quitting membership to RNDP

8.2.1 Voluntary Resignation

- ✓ Any Cluster member of RNDP can renounce membership upon writing to the Board of RNDP indicating the reasons why it has decided to quit the Platform. Such information should include the minutes of the GA of the cluster over the same matter; dully signed by members present and counter-signed on each page.
- ✓ The Board of RNDP shall, after examining the document make recommendations and submit to the extra-ordinary GA of RNDP for final decision.

- ✓ The GA shall within reasonable period of time provide the feedback by writing through the Board of Directors of RNDP

8.2.2 Dismissal of the cluster member.

- ✓ A cluster member of the Platform can lose membership only if such cluster has lost credibility to be a member of the Platform. If such cluster has failed to observe the constitution and regulations of the Platform
- ✓ Before the cluster member is dismissed from membership of RNDP, the Platform must have exhausted all processes required to reach to that point of dismissal.
- ✓ such processes include but not limited to the following; regular advices from the Board of RNDP; Interventions of the disciplinary and audit committees of RNDP on the issues under question; responses received from the leadership of the cluster including decisions made by the extra-ordinary GA of the cluster.
- ✓ The Board of RNDP shall in the first place inform the cluster in writing, requesting the member in question to provide sufficient reasons in writing to the Board justifying there has been misconduct.
- ✓ The cluster in question shall respond to the Board's demand within the period of three (3) months after receiving the letter.
- ✓ If the explanations provided by the cluster in question have been accepted by the Board, the issue shall be dissolved directly by the Board of RNDP and shall with immediate effect inform the cluster that the matter is closed.
- ✓ In the event whereby the Board has not been satisfied by explanations provided by the cluster, it shall subsequently examine the dossier, and make decisions to be forwarded to the extra-ordinary GA for final action
- ✓ Upon examination of the dossier, the GA shall make decision and respond by writing through the Board of RNDP. However, the GA shall request the presence of the cluster under question to appear before the meeting of the GA for clarification

- ✓ In the event when the cluster member has not been satisfied by the decision of the GA, the cluster may approach the legal structures for arbitration or refer the case to the court of law.
- ✓ If there has not been any response from the summoned cluster, and after the Board has, obtained proof beyond reasonable doubt that, the cluster has failed to respond without apparent reason, the Board shall take immediate action of stopping the membership of the cluster temporarily and forward the case to the extra-ordinary GA for final decision

8.2.3. Cluster member of RNDP has been dissolved by Competent Authority.

A cluster shall cease to become member to the Platform in the event whereby, for reasons of importance (as provided by the laws of the land) or any other reasons provided by an authority counted to be the highest and legally responsible, has determined and ordered the cluster to be dissolved completely and for good. Such decision could be taken unilaterally or upon discussions according to the laws and regulations as might be deemed necessary.

8.2.4 In the event whereby the Platform has been dissolved by Competent authority

For reasons provided by the competent government authority and upon the laws determining the establishment of the roles and responsibilities of such an authority, such authority, based on its legal powers could determine for the dissolution of the Platform at any time provided the reasons for such dissolution are within the mandate and have been proven beyond reasonable doubt that the decision is valid and appropriate.

8.2 Delegates to lose representation to RNDP

- ✓ A delegate shall loose delegation power when his/her mandate is over
- ✓ When the cluster has recalled him/her from continuing to represent it in the GA of RNDP

- ✓ when a delegate has not complied with RNDP principles and values
- ✓ The process for dismissal for such a delegate shall be as outlined in this internal rules of procedure of the Platform
- ✓ When the cluster has been dissolved by competent authority
- ✓ When the delegate has ceased to exist upon death.
- ✓ When the Platform has been dissolved by competent authority

8.2.1 Board of Directors and Committees

- ✓ When a member has voluntarily decided to stop his / her membership. Under such circumstance the member shall write a letter of resignation indicating the reasons for resignation.
- ✓ The Board shall after reception of the letter hold a meeting to discuss the matter and submit its resolutions to the GA for approval
- ✓ A board member will stop to be member when his/her term of office has ended
- ✓ When the cluster has recalled him/her from continuing to represent it in the GA of RNDP
- ✓ When he/she has not complied with rules and regulations governing board and RNDP
- ✓ He/She will cease to be a member of the Board upon death
- ✓ The process of dismissal for such a delegate shall be as outlined in this Internal Rules of Procedure of the Platform

RULE 9: RNDP's Intercommunication Network:

The Platform is comprised of five clusters as has been described in the aforementioned sections of this text. In order for these clusters to function smoothly, there must be established a sustainable intercommunication system that shall bring all clusters to work together in a harmonized way. Such inter-cluster and in-house cluster communication mechanism should be well established and should serve the interest of all members of the clusters comprising the Platform.

As stipulated in the FAPM of the Platform, the following shall be established and made functional;

- i) In collaboration with the Platform, each cluster shall design its internal communication system to serve its members and such system must be sustainable and easily accessible.
- ii) Each cluster shall put in place its visibility strategy through designing and development of visibility materials and submit to the board for further development and display on various visibility facilities available for the Platform
- iii) The Platform shall design and develop the intra-cluster communication system as well as visibility arrangements on a sustainable manner.
- iv) The Platform shall put in place an internal communication system with cluster members and such system must be efficient and easily accessible by all clusters as well as their members; such communication system could be in the form of land telephones; mobile phones; walk talks etc as might be found necessary at any particular time and according to current communication dynamics
- v) The platform shall put in place a website on which all clusters shall have a space for visibility and advertisement
- vi) Each cluster shall be required to design and make available its clusterspecific identity (in form of a LOGO) which shall be displayed and used on various visibility materials posted on the website or to be used internally by the cluster on various documents developed within.
- vii) The Platform shall from time to time update its inter-communication system to suit the dynamics and rapidly changing global telecommunication systems.

RULE 10: Human Resources Management:

The Platform shall have several technical staff members who shall occupy various positions of the secretariat (senior and junior staff). These personnel shall be deployed in the vacant positions through a transparency and fair system of recruitment. Human resources management department for the Platform shall therefore assume the following principles;

10.1. Recruitment of Staff;

- a) All senior and junior staff for the platform will be recruited as stipulated in the FAPM of the Platform. The Board of Directors shall nominate a team of able members from the Board or from the GA to form a small committee called the “Recruitment Committee”.
- b) Positions to be filled shall be advertised in the media groups after development of the terms of reference for each position for a specified period of time as shall be determined by the Board of RNDP.
- c) The time taken for advertisement shall be determined by the board, but where not provided, it will comply with public principles.
- d) Short listed candidates shall seat for qualifying written examination tests. Those who scores 70% marks and above shall be invited for oral interview.
- e) The oral interview shall carry the same weight as written examination
- f) The winner (s) shall be those who have passed both examinations and got higher marks than the rest and shall be selected for the job offer
- g) The person who passes successfully will be called for signing of the contract. The contract shall be on annual basis. A temporally contract lasting between three and six months which could be increased once shall be considered according to the position offered.
- h) All recruited workers shall have to be approved by the Board of RNDP before assuming their posts.

- i) The work at the secretariat shall begin at 7.00 AM and end at 5PM with an interlude of one hour spent for lunch from 12.30 to 1.30 PM. Working days are from Monday to Friday every week.
- j) Platform employees shall be obliged to provide their annual work plan which will conform to the terms of reference provided on the contract
- k) However, under certain circumstances as shall be determined by the Board of directors, the secretariat employees could be assigned other work during the weekends or after office hours
- l) The Platform shall provide specific code of conducts guiding its employees
- m) Employees of the Platform may be allowed to join any of the trade unions
- n) Public holidays shall also apply to RNDP employees.
- o) Other issues regarding the employees of the platform will be as provided in the public services of the Republic of Rwanda

10.2. Remuneration and Fringe Benefits:

- a) The Platform shall set the amount of salaries to be paid for each category of employees and according to the positions occupied.
- b) However, salaries and fringe benefits shall be adjusted from time to time in respect to the labour laws of Rwanda.
- c) Fringe benefits which will be offered shall be determined by the board and approved by the GA
- d) The Board of Directors shall from time to time provide ceiling of staff salaries and table it for approval to the GA.
- e) The Platform staff shall be eligible for any training or capacity building provided under various arrangements. such training or capacity building shall have to be approved by the Board

- f) Platform employees shall be required to conduct internal travel during execution of their duties. The Platform shall set rates of allowances for internal travel. Where it is not provided, there shall be used government rates or the rates provided by the funding organization.
- g) International travel for Platform staff, shall be approved by the board of RNDP
- h) When such travel has been authorized and the Platform shall have to commit its resources, the Board shall decide on the amount of travel allowance to be provided for such abroad journey. However, where it is not provided, the Board shall apply rates provided by government of Rwanda on public servants.

10.3 Payment Modalities for Salaried Employees

The modality of paying out Platform moneys in terms of salaries and other payments has been clearly outlined in chapter two of FAPM.

- i. The employer must adhere to the rules and regulations of the Republic of Rwanda when computing salaries and incentives for workers.
- ii. All components and deduction from gross incomes are known and the accountant must base on those elements to reach net pay for the employee.
- iii. All payments for salaried workers shall be effected through their bank accounts and salary payment slips will be provided to every staff each month.

10.4 Salary advance

The Platform may grant a salary advance to its staff member when deemed necessary. Such decision to grant a salary advance must be approved by the office of the Board of Directors (The chairperson, Vice Chairpersons and the secretary).

10.5 Loans

The Platform shall not provide any direct loan to its members or staff using its funds earmarked for development and day to day functioning of the

office. Salaried employees shall be advised to use the services provided by banks where such employee's account is located. However, the Board may provide a proof of employment if requested by the bank.

10.6 Staff evaluation

- iv. During execution of its staff related evaluation functions, the Platform will abide to the labour laws of the republic of Rwanda.
- v. All workers of the Platform will have to provide their performance work plans through which their evaluation shall be based on
- vi. Evaluation of workers shall be carried out annually upon filing specific form that will be provided by the Board of RNDP.
- vii. The Board of RNDP will set evaluation criteria for employees. Where such arrangement is not provided, the Board can make use of the one used by public service of Rwanda.
- viii. The Board shall make evaluation and provide feedback to the employee and make recommendations for improvement where necessary.

10.7 Annual leave

- ix. All employees are entitled to one month's salaried leave.
- x. If the employee is denied his/her annual leave due to Platform's management request, then the Platform could either pay the same amount to the employee or prepare to offer him/her the same leave in the coming year.
- xi. In the event when the employee has not taken the annual leave for reasons best known to him/her, the Platform has no obligation to offer such person another leave.
- xii. The recommended leave days shall be 28 working days

10.8. Maternity leave:

The Platform shall provide maternity leave to pregnant and baby feeding women as provided in the public service law

10.9. Circumstance leave

The Platform may provide a leave to its employee under certain circumstance that has happened beyond the employee's will. Such leave must be

requested and accompanied with documents to justify the cause that has made the employee to request for a leave. Such leaves of absence could be due to physiological issues in pregnancy, medical related illness in need of a short period of time.

10.10 Staff Summoning and Dismissal

- a) The Board of Directors will make use of the committee on disciplinary matters to study any staff misconduct reported by any of the authority.
- b) The committee shall upon satisfactory and beyond reasonable doubt recommend to the board steps and action to be taken against such an employee.
- c) The Board shall after having received report from the disciplinary committee, take necessary measures as to what is provided in the public labor laws and according to the magnitude of the misconduct.
- d) Decisions that shall be taken by the Board shall be forwarded to the GA for approval
- e) In the event when the Platform has no law to effect on employee's gross misconduct, laws provided by the Public Services of Rwanda shall be applied.

10.11 Terms of Reference / Staff Obligations

Platform's employees shall be served each with a contract of employment. Such contracts will be accompanied with Terms of Service and shall define obligations and roles of the position the employee have been given. The contract may be annual or unlimited according to the decision of the board.

RULE 11: Sustainability Program of RNDP

The Platform must sustain itself by implementing a number of its programs using its internally generated resources.

The sustainability of the Platform will depend entirely on the resources generated within clusters comprising the organization. The Board of Directors shall set appropriate mechanism that shall direct and drive each member cluster to decide on the modalities for supporting the development of the Platform.

Each cluster member shall upon consultation with its members, companies as well as analyzing the real businesses conducted by individual members of the cluster in terms of scope, size and profits gained, determine the amount (in cash money) to be subscribed by each member to the cluster.

The cluster will upon collection of subscriptions from members, determine the amount to be subscribed to the Platform

However, under certain circumstances, the Board of Directors may determine the rate to be subscribed by any specific individual company/ Business entity/Organization who is a member of a cluster member of RNDP. Such rate shall be agreed by the payee before it is presented to the GA for approval.

Overall, the Board of Directors shall propose the rates to be subscribed by each cluster member or any of the company/organization that have membership of one of the RNDP cluster members.

Each cluster member shall operate a bank account opened in one of the banks operating in Rwanda whereby, subscription fees will be deposited.

The Clusters of RNDP were committed for membership subscriptions each year as Follows:

- ✚ Service Providers Cluster: 27,000,000 annually and the members are classified in categories: Manufacturers : 250,000 Frw; Importers : 200,000 Frw ; the rest with the amount between 10,000 and 50,000 Frw depending on the size and turnover of the business

- ✚ Milk and dairy products Sellers Cluster: 10,000,000 Frw
- ✚ Dairy Processors Cluster : 5,000,000
- ✚ Dairy Producers Cluster : 3,000,000 Frw
- ✚ Rwanda Consumer's Rights Protection Organization (ADECOR) : 1,000,000 Frw

RNDP will open a separate Bank account for the purpose of membership contribution. The Board of Directors will designate the signatories on this account.

RULE 12: Financial Administration and Accountability issues

12.1 Allowances:

12.1.1 Per Diem Rates:

The Board of Directors shall propose per-dime for members of the Platform on official duties. Such rates shall be based on the financial capacity of the organization as well as the place of visit. The following rates have been proposed;

- a. Rates within the country shall include accommodation, meals and breakfast as follows:
 - ✓ Accommodation including breakfast, lunch and dinner: 80,000 Frw per day; in case where the above proposed rates are not applicable and according to the status of the city or province visited, the Platform shall apply the government recommended rates for that particular place.
 - ✓ These shall apply only to the chairperson and the vice chairpersons and secretary of the Platform.
 - ✓ Other members of the Platform such as the treasurers and councilors, the rate shall be 60,000 frw per day.
- b. Rates when travelling abroad. The platform shall apply rates relevant to every country in respect and as it is provided and applied by the public service of Rwanda.
- c. The Platform shall provide transport facility during in country traveling. A 1st class vehicle shall be provided for Board members of the platform.

d. Other members in the cluster who may travel under the platform's support activities, shall be provided with 2nd class vehicle and their allowances shall be as follows;

- ✓ Accommodation, breakfast, lunch and dinner: 50,000 frw
- ✓ other benefits as it will be provided within their clusters

e. For members travelling abroad:

- ✓ The platform shall provide economy class air ticket for all members of the platform irrespective of their positions.
- ✓ However, in the vent whereby, the Platform has got enough financial strength the top leaders of the organization may be given business class air travel.

i. Fringe Benefits If Any

The Platform shall provide a sitting allowance for its members during constitutional meetings as provided in the statute of the organization. Such allowance shall be as follows;

- i. Chairpersons: **50,000 Frw per day**;
- ii. Other Board members: **45,000 Frw**
- iii. Audit, disciplinary and arbitration committees : **40,000 Frw**
- iv. Delegates to the GA: **35,000 Frw**;

12.1.2Representation allowance

The Platform shall provide funds for top leaders/ spokespersons of the Platform as representation fees as follows;

- ✓ The chairperson will be allocated with 400,000 frw
- ✓ Vice chairpersons: 200,000 Frw

12.1.3. Communication allowance.

The Platform shall provide the following allowance for communication to its board members as follows;

- ✓ Chairperson and Vice Chairpersons: 50,000 Frw
 - ✓ Secretary: 40,000 Frw
 - ✓ Others Board members: 20,000 Frw
 - ✓ The Executive Secretary: 50,000 Frw
 - ✓ Director of Finance and Administration: 30,000 Frw
- 1 The Platform shall from time to time adjust these rates but also could add other benefits as might be found appropriate in future.

5. Sources of Funds

5.1 Self Generated Funds

As proposed in Sustainability program (rule 12) above.

- ✓ The Platform shall generate funds from its membership clusters as described and proposed above.
- ✓ The funds could also be obtained as revenue generated from various engagements it is involved in which could involve some payments for the service it has provided.
- ✓ Such ventures when available shall be assumed as part of income generating line of the Platform and shall be included in the budget of the organization.

- ✓ It is proposed that in future, the Platform shall hold live cattle show, exhibitions for various dairy products as well as other related income generating programs for the interest of its members.

5.2 Donations

The Platform shall from time to time receive funds or materials from various well-wishers, development partners and institutions during the course of implementation of its development initiatives. Such donations will be assumed and received as a source of revenue to the organization. The donations will be used to implement the activities/ programs such donations have been provided for.

5.3 Grants

The Platform shall receive grants from various public institutions, private and partner organizations. When such grants have been realized, they shall be received as source of revenue to the Platform and shall be used to implement activities for which the grant has been provided for.

5.4 Loans

The Platform intends to receive loans from the various financial institutions eitherto facilitate its highlighted programs or on behalf of one or more of its member clusters. When such loans have been accessed, the funds shall be used to implement the intended activities and not otherwise.

5.5 Any other Income

The Platform may have an opportunity to get income from any other source not yet known. When such an opportunity arises, then the funds received shall be directed towards the implementation of key Platform activities that shall be determined by the organization at that particular period.

6. Procurement Process

The process of transparent procurement of the Platform has been described in detail and was agreed and became part of the Finance and Administrative Procedures Manual(FAPM) document of the Platform.

- i. However, the Board shall from time elect members to the committee in-charge of procurement as a means of fighting corruption and unfair competition as well as any situation that can bring in the conflict of interests.

- ii. The procurement process guidelines shall be as provided in the Public procurement arrangement for all categories of procurement.
- iii. However, the Platform may follow the procurement process of the organization that has provided or has financed a particular program.

7. Use of Platform's equipment

The platform's equipment and materials shall be used by the staff only and where provided, members of the Board of Directors may be allowed to use some of the equipments of the Platform for a specific activity or for the continued use by the office of the chairperson. All users of the platform's properties must use them with extreme care and should be responsible on their safety and shall be obliged to make sure such items are always protected.

7.1 Loss of property

Under very common circumstances, properties of the Platform might disappear, get damaged or lost due to various reasons such as theft, negligence or damages due to poor handling.

7.1.1. Loss due to theft

Losses of Platform's properties due to theft shall be reported to the security organs within reasonable period of time after incident. However, reporting should not be more than five hours after the incident. The details of such theft should be provided in writing to the Board of directors.

7.1.2. Loss due to negligence

In the event whereby the platform's property has been lost due to gross negligence of the person in custody of the equipment, that particular individual shall be held responsible for the loss and will be required to replace the lost equipment within a specified period of time. Such period should not exceed six months. If it is an employee of the platform, the Board may determine an amount of money to be deducted from the salary in accordance with the value of the property. However, such amount should not exceed one third of the gross salary of the person in question.

7.1.3. Damages due to poor mismanagement

In the event when the Platform's item has been damaged and was found beyond reasonable doubt that it was due to mishandling or poor management by the

individual in custody of the property, such person shall be required to provide detailed explanation to the board on how and why such damage happened. The Board upon being satisfied by the explanations shall make decision for the way forward by either requesting the person to replace or repair the item (if repairable) or otherwise.

7.2. Loss report format

The Secretariat of the Board of Directors shall design a format for reporting of all types of losses of properties of the Platform. Such template should be inclusive enough to accommodate all necessary details in connection with the reported loss.

RULE 13: Miscellaneous Arrangements:

This section involves development of various policies regarding each item as provided hereunder, but also it will be done in the same way for any other item not currently mentioned. The board shall from time to time cause to develop various types or forms of policies suitable for its development based on the interest of its members. The policies so far needed to be formulated should dwell into the following;

13.1 Collaboration and Partnership

Due to the pervasive and wide-ranging nature of activities operated by various stakeholders in the Platform, it is without doubt that for effective realization of the Platform's objectives, a collaborative arrangement and partnership with other related private organizations and government agencies is inevitable.

- i. The Platform will therefore stand to attract interested private entities to forge collaborative arrangements or investment with any of the Platform's stakeholders at the level of production, processing, transportation, marketing, handling and storage as well as in puts supply chains.
- ii. The Secretariat, as the day to day functioning wing of the Platform, with approval of the Board of Directors shall guide and create such collaborations by preparing legal and binding documents committing the parties to work together in mutual trust, recognition and with transparency.
- iii. The Platform will also under specific subject, request to partner with government agencies and public bodies for the implementation of

particular activities aimed at effective delivery of critical services with direct impact to the dairy value chain.

- iv. Such Public-Private –Partnerships (PPP) will help reduce the burden to the government departments and agencies that were mandated to deliver the same services but could not do it effectively due to various reasons.
- v. The Board will initiate and solicit for such partnerships upon consultation with all members of the Platform, and in collaboration with the entity that the Platform has sought partnership with.
- vi. A Memorandum of Understanding shall be prepared, made available for all parties to read, understand and affirm, then to be signed by both parties for the interest of all.
- vii. The Memorandum of Understanding will in its contents provide for each party's roles and responsibilities clearly underlining the expected outcome for the interested parties.
- viii. For the purpose of empowering and creating effective services delivery amongst stakeholders of the Platform, each stakeholder cluster may forge partnerships with any business oriented organizations, be it public or private in its totality, as long as the benefits accrued from such partnerships will reach all beneficiaries of the Platform directly or indirectly regardless of the binding principles for which partnerships have been based on.

13.2 Hiring of experts and Consultants

During the implementation of some of the activities operated through partnership by both parties, or bind by the collaborative arrangements to be carried out unilaterally by the Platform, and in the event where the Platform has no such technical capacity to undertake such activity (s), may hire qualified technical expertise from any private company or individual expert to implement such services (s) on its behalf.

- i. During the implementation of such functions as a service provider to the Platform, the hired company/ individual expert must observe principles of mutual partnerships and respect to one another as per signed implementation contract.
- ii. The company/ individual should be highly committed to provide desired services diligently at its maximum performance and deliverables must

reach all stakeholders as expected and as per time scheduled in the signed performance contract.

- iii. When deemed necessary and funds are available, the Platform in agreement with the recipient cluster can hire a service providing company/ expert to execute a specific assignment in the interest of the member stakeholder.
- iv. Any stakeholder member of the Platform may as well hire the services of the experts to implement particular activities for the funds that have been received through the Platform.
- v. The Platform shall permit the recipient stakeholders cluster to process the procurement procedures during the recruitment of the service providers.
- vi. However, it would be the responsibility of the Board to directly follow up and where necessary guide the procurement process as well as the effective implementation of the activities for which the funds have been granted for.
- vii. The Platform will be part of recruitment process only if the funds for that particular activity were received in the name of the Platform or whether the beneficiary cluster used the name of the Platform to get such funding.
- viii. In the event where Platform has permitted the member stakeholder to hire directly the service provider for a particular program, the beneficiary stakeholder shall be responsible for submitting necessary financial and implementation reports to the Board on regular basis as shall be provided in the implementation agreement or protocol.
- ix. The board may however decide to disburse funds to the accounts of the beneficiary member stakeholder cluster upon having been satisfied of the effectiveness of its financial management system.
- x. When the Board hasn't been technically convinced, the beneficiary member stakeholder shall submit documents for payment at the Board's finance department.

A) Fund Raising and Gifts Solicitation Policy

It is anticipated that, the Platform or any of its cluster of stakeholders will at any time receive grants from one or more of the key industry supporting government institutions and partners.

- i. For the case of the Platform, the Board shall be responsible for identifying grant funding opportunities which will enhance the accomplishment of the Platform's mission and objectives.
- ii. However, any cluster of stakeholders may develop a grant proposal by submitting a concept idea and recommendation to initiate such a proposal to the Executive Secretary of the Board of Directors.
- iii. The concept note should include a brief synopsis of the grant, its relationship with the cluster's mission and the requirement of Platform's resources such as staff to develop the grant full proposal, space requirement for accommodating grant activities, and Platform's or cluster's matching funds requirements.
- iv. The grant proposal must be the one intended for the completion of identified activities for the benefit of all members of the cluster or the Platform.
- v. Individuals within the cluster seeking for grants will do it on their own as long as it is not involving in any way the Platform or its Board.
- vi. In the event where the individual has involved the Platform in his/her grant proposal, then the Board shall have to scrutinize the document and appropriately approve or reject according to the level of commitment of the Platform as presented in the proposal document.
- vii. The Platform will prepare a uniform grant request application format for development of concepts proposals.
- viii. Gifts may be in the form of cash, checks, marketable securities, personal property, or real property; gifts may be received from individuals, organizations, corporations, or foundations;
- ix. gifts may be designated for the outright use of or for endowments that benefit Platform activity, or approved member stakeholder. Such gifts must be managed appropriately.
- x. The Platform will put in place, in its internal rules, regulations and procedures mechanisms for receiving and management of gifts received.

- xi. Gifts channeled directly to either of the Platform cluster stakeholders will be managed by the beneficiary cluster only when such gifts were not solicited and committed in the name of the Platform.
- xii. The Board will submit a report to the GA detailing gifts and grants received through the Platform.
- xiii. The Platform shall then write letters of appreciation and also notify the ministries responsible as well as key supporters of dairy industry.

b) Grants, gifts and loans management policy

- i. It will be the responsibility of the Board of Directors to coordinate gift or charity solicitation and fund raising activities for the Platform.
- ii. The office of the Executive Secretary will authorize and assist activities aimed at fund raising and solicitation of funds from all possible private partners and government entities within the country and abroad.
- iii. Solicitations for money, in-kind items and any other donations should be approved by the Board of Directors.
- iv. Scrutiny will be conducted to ascertain whether potential donors are not being solicited from more than one cluster of stakeholders. This will enable the Board to monitor and manage multiple fundraisers and solicitations for funds and items.
- v. All Platform cluster stakeholders intending to conduct fund raising and solicitation of funds should first seek approval of the Board of Directors prior to soliciting funds or gifts.
- vi. Any of the member stakeholder clusters may organize for fund raising or solicitation of funds from any potential donor for the benefit of all members in the cluster.
- vii. Such cluster should inform the Board of the intention by submitting the concept idea detailing the activity for which the money raised will do as well as the expected output. No individual member of any cluster will be allowed to organize fund raising activities for his/her own benefit using the name of the Platform or the cluster which he/she belongs.
- viii. Charity offers from any of the well-wishers individuals, good Samaritans institutions, industry sympathizers or any interested

supporter will be allowed to provide such services to any of the members of the Platform stakeholders.

- ix. The beneficiary stakeholders will notify the Board of Directors by all means possible.
- x. The Board may inform all member stakeholders of the event but will have no mandate to stop the charity work as long as its intention and use does not compromise the integrity and value of beneficiaries' establishment and the nation at large.

c). Loans and Loans management policy

The Platform may on behalf of either of its partner cluster stakeholders, decide to seek for loans from any of the commercial banks or microfinance loaning institutions, for the implementation of its core functions.

- i. Any loan application must first be approved by the General Assembly.
- ii. The Board will prepare the guidelines and put in place procedures which shall be used during the development and application for loans for the implementation of Platform's activities.
- iii. It will be the responsibility of all cluster stakeholders management teams to monitor the execution of loans solicited and granted to the Platform.
- iv. Before the loan is solicited from any bank, the Board will first prepare and submit a justification concept note to the General Assembly indicating the amount needed, activities intended for, time frame, expected output, how and when it will be done, who will do it etc.
- v. In general, a business plan for the loan, schedule for payment of the loan, as well as risk assessment and management should be clearly detailed.
- vi. However, any of the member cluster stakeholder may initiate the same process of soliciting for loans for activities that will benefit all stakeholders in the same cluster only when the proposal does not commit in any way the management of the Platform.
- vii. In the event where the Platform's name has been mentioned in such a business plan for loan application, then the General Assembly will have

to approve the proposal as a sign of commitment to support the activities of its partners.

- viii. However, under special circumstances the board of directors may approve such loans to be granted but should notify the GA during its next scheduled meeting.
- ix. The Platform will assess in the first place, the level at which it has been committed and make decisions accordingly or reject where it sees there would be serious consequences to the Platform.
- x. The Platform shall however, as an apex of stakeholders cluster framework, prepare to act as guarantee to loaning institutions for all of its member stakeholder clusters when necessary.
- xi. In collaboration with various banking and loaning institutions, the Board will prepare Memorandum of Understandings that shall offer special agreements in terms of interest rates for livestock enterprises, maximum amounts to be loaned, risk management, follow up of defaulters, the guaranteeing security mechanism etc.

d) Dairy investment policy

- i. In collaboration with RDB and MINAGRI, the Platform will attract and put in place dairy business investment conducive guidelines for both domestic and foreign companies.
- ii. The potential investors in the dairy industry will be required to submit to the Platform a written or electronic concept paper detailing the type of investment they plan to put up, justification, value of investment, the location where they want to invest, the beneficiaries, and other related matters.
- iii. The Platform has no power whatsoever, to deny any of the investors to establish their business anywhere in the country; they will only provide technical assistance, advices and guidance.
- iv. The Platform will set up an amount of fees to be subscribed by foreign companies that have invested in the dairy value chain business.
- v. Local companies who are not members of the Platform will subscribe as per internal rules, regulations and procedures of the Platform.

- vi. When foreign companies have joined the Platform, they will be required to pay a membership subscription fee which will be determined by the GA.

e) Livestock show and Exhibition Policy

- i. In collaboration with the MINAGRI and MINICOM, the Platform may organize livestock shows and competitions for the purpose of selecting the best bred breeds of dairy cattle (all age categories) and provide special awards for the best and high quality producing dairy breeds.
- ii. Technical criteria for selection of candidates for competition will be set, and the parameters for best breed performers shall be technically elaborated and communicated to all potential competing participant breeders.
- iii. The Platform will also through PSF, organize exhibitions for the promotion of various types of dairy products, equipments, farm implements, drugs, utensils, forage seeds, animal feeds, concentrates, feed additives, technical appliances, as well as dairy farming educational programs.
- iv. During exhibitions, livestock shows and competitions, a fee will be charged for all participants.
- v. The fee will be determined and fixed by responsible partners in the preparation of the event.
- vi. In the event when the activity has been organized by the Platform, the Board will determine the participation fee, but when the event has been organized by government agencies or by PSF, then some kind of agreement for the fee and its management among beneficiaries of the event shall be underscored

i) Marketing of Dairy Related Products

- i. Promotion and advertisement of dairy products and inputs by stakeholders should be consistent and accurate, and represent the Platform in the most professional as possible.
- ii. Any marketing material intended for distribution to an audience must be approved by the Board through the responsible department.

- iii. The in charge of the marketing and promotion of dairy products office, under the directives of the ED, bears the sole responsibility of interpreting and implementing this policy.
- iv. The authority to design and formatting of all such materials rest solely with the office of marketing for each stakeholder's cluster

f) Board of Trustees

The Platform may in its deliberations decide to put in place the Board of Trustees. These are the persons who shall ensure that the Platform resources are used to further its establishment purposes.

- i. Trustees need to meet regularly to ensure that they are carrying out their responsibilities properly.
- ii. The Platform shall set out in its internal rules and procedures on the number of trustees, and how their meetings would be organized as well as other matters related to their power of intervention and respect to their decisions.
- iii. Usually trustees are not salaried persons.
- iv. Trustees legally own the trust property, and are responsible for trust management. They have legal duties imposed on them.
- v. They must act in the interest of the Platform stakeholders. However, their overriding duty is to obey the terms of the trusted endeavor.
- vi. Under certain circumstance, depending on the level of trust imposed on them by law, trustees can be held personally liable for trust debts and transactions. Trustees must have basic trust law responsibilities as follows;
 - To be honest in all matters affecting the trust
 - To exercise a degree of care, skill and diligence as an ordinary person
 - To act impartially between beneficiaries
 - To avoid any conflict between their personal interests and those of the Platform

- Not to do anything which would impede the performance and function of the trust

g)The Patron

- The Platform shall have a person whose roles and responsibility will be patronage to the organization.
- The General Assembly of the Platform shall decide on such person upon presentation of proposed names of high caliber persons with individual credibility and respect. Such persons must be pro-dairy industry and must have shown through various actions and attitudes that they love the industry in total and are passionate upon its continued development.
- This person must be capable of supporting the sector and capable of promoting it through various ways including advocacy and political support in various levels of national development scenarios.
- The Patron is always ONE and shall be the only one for the rest of his/her time unless he or she decides to quit the role of patronage for the platform.

h)Gender and Youth development policy

The Platform shall, during implementation of its activities treat all member stakeholders rationally and equally without discrimination of any sort, based either on the economic capability /capacity, level of participation in the sector or any other undertakings or weaknesses affecting the contribution to the sector by any of the stakeholders.

- The Platform shall also take into consideration and respect the gender aggregation for all persons involved in the dairy industry without discrimination of sex, age or any other disability or illness.
- Women and youth who comprise the majority of dairy farm work in the country, their contribution towards dairy sector development shall be specially recognized and honored.
- Women as well as youth groups will be assisted to access finance from microfinance institutions for the development of their dairy enterprises.
- The Platform shall respect the independence of each member stakeholder, as it performs duties directly benefiting its members that

are not directly affecting the Platform's programs by compromising or conflicting with the beneficial interests of any of the Platforms' stakeholders.

j) Social Obligations and HIV-AIDS

- i. The Platform will put more emphasis in providing job opportunities to persons living with HIV/AIDS but also encourage them to venture into dairy business enterprises.
- ii. Youth and Orphans will also be sensitized to seek and start dairy cattle production related jobs and businesses

k) Environmental Issues

- i. The Platform in collaboration with responsible institutions shall assist and advocate for the formulation of sound environmental farmer-friendly policies that shall incorporate dairy sector enterprises within the natural equal system production environment.
- ii. The platform shall strive to advocate for increased establishment of environmental friendly innovations such as use of biogas and fertilizing farm fields with farm yard manure/ cow dung and slurry from kraals and biogas digesters.

f) Regional and International Cooperation

- i. The Platform will utilize the existing national policies and economic frameworks on regional and international cooperation on trade and partnerships.
- ii. In the event where certain policies are not provided for, the Platform shall seek advisory services from the responsible institutions, and advocate for such policies to be formulated or be ratified for the benefit of the dairy business in the country.
- iii. The Platform may however, propose any dairy business enhancing International Policy to be formulated as long as such policy does not compromise the political and economic integrity of the nation.

g) Research for development

The Platform will put in place sustainable policies and mechanisms for easy access to new research and innovations in the dairy industry, and create appropriate models for dissemination to the stakeholders. In view of this;

- i. The Platform shall establish **Dairy Farm Models** where demonstrations could take place as best means of disseminating innovations and research findings related to dairy production value chain to all stakeholders.
- ii. The Platform shall establish **Dairy Industry Business Innovation Center** which shall have all required elements and provide services for its members.

h) Quality certification

The rate of dairying business and milk production in Rwanda is steadily increasing. The rapid increase in milk production is attributed by the national dairy cattle restocking program “One cow per poor family”. Since the launching of the program, rural milk production has increased leading to general improvement of the livelihoods of the population. It has however, been noted with concern that most of the milk produced reaches the market through informal channels and due to this, its quality goes unchecked creating great health risk to our population.

Having realized this particular challenge;

- i. The RNDP in collaboration with Public Inspectorate Institutions (RBS, RALIS) will advocate for the control of quality of dairy products through the introduction of the “Seal of Quality” program.
- ii. Through this program, a system will be developed that shall guide and enhance production of quality milk throughout the value chain.
- iii. Milk for human consumption will be certified and branded with a seal of quality mark.
- iv. The program encompasses all key value chain actors from producers to kiosk operators.
- v. The Platform will advocate and facilitate measures aimed at introducing “Quality Based Milk Payment System” in the country by giving it strong support and enhancing its piloting as well as its scaling up for use in the whole country.

RULE 14: Resolution of Conflicts:

1. Conflicts of Interest

Platform members; as individuals or in clusters must be aware of their outside obligations, financial interests, or employments that may affect their responsibilities and decisions as members of the Platform.

- i. The Platform recognizes that, involvement of any Platform individual member or in cluster in activities that would appear to compromise the work of the Platform shall have acted fraudulently in breach of the internal rules and regulations of the Platform or the cluster where he/she belongs.
- ii. Platform stakeholder members in clusters or as individuals should restrain themselves from engaging into businesses or policy issues that they clearly understand that, such activities or policies compromises the mission, vision, values and objectives of the Platform.
- iii. The Board shall elaborate such conflicting activities and provide them as appendix in the in the internal rules of procedures.

n) Grievances and Dispute Claims.

- i. The Platform will deal directly with dairy business issues through the disciplinary and arbitration committee.
- ii. However, personal disputes not related to industry issues will not be part of the Platform's business.
- iii. Such personal disputes may follow government set structures for settlement and where need be the Platform may testify or provide necessary evidence if it would appear that such evidence sought for could help settle down the matter.

RULE 15: Modification and Change of items in the FAPM

- i. The document in question is not static, it is dynamic.
- ii. Therefore updates, additions and deletions to the Administrative and Financial Procedures Manual are inevitable.

- iii. Any intended change of part (s) or additions in the document shall be approved by the GA. Should there arise any need for additions or removal or modification of some parts, the initiator of such changes must first express the idea in writing to the Chairperson of the Board.
- iv. After receiving the request for modification to the FAPM, the Board will scrutinize the purpose, justification and forward it to the GA for further discussion and approval.

RULE 16: Concluding Remarks:

The Finance and Administrative Procedures Manual document has been equipped with details regarding financial procedures as well as roles and responsibilities of various management structure levels, personnel, departments of the Platform, and many other issues not mentioned under this document. It is therefore recommended that, the FAPM should be consulted on any subject not included in this document.



SNAPSHOT

Dairy cooperative grows with financial investment

Rwandan financial institution ventures into a co-op dairy investment



Members of the Dukunde Amatugo Cooperative stand proudly in front of the truck bought with a loan from the Urwego Opportunity Bank. Patrick Byabagamba, cooperative founder and former Chairperson, is featured on the far right.

"In collaboration with the bank, 36 of our members have received a loan to grow their dairy business. This benefit is attracting new members to the cooperative. In 2007 we had 12 members. Today we have 157. And during this time our production has accelerated from 50 liters a day to 4,000." says Patrick Byabagamba, CDA member.

Telling Our Story

U.S. Agency for International Development
Washington, DC 20523-1000
<http://stories.usaid.gov>

Around every hillside of Rwanda, it's easy to spot a cow, a bicyclist carrying a milk container or a milk collection center. So it may come as a surprise that the dairy industry here was once considered a high risk investment for financial institutions. With so many factors threatening the reliability of the dairy value chain, banks weren't confident that they would see returns on their investments. As a result, those in the industry struggled to get ahead.

Mr. Patrick Byabagamba has been a dairy farmer in East Africa his whole life and understands the challenges so many face. Like how long distances can easily turn morning milk sour, and how finding a reliable milk buyer is difficult without formal relationships. These factors and more make for inconsistent incomes – not an ideal equation for a banking institution. For Patrick and others in his community, a cooperative model was the answer. After participating in an informal association for ten years, he and eleven other farmers legally registered and joined the Dukunde Amatugo Cooperative (CDA) in 2007.

This business decision opened a number of opportunities for CDA members. By doing business together, farmers held each other accountable not only for the quantity of milk collected and sold, but also the quality of their product. As a result of their success, they now have reliable daily buyers including local households, schools, restaurants, a local police academy and Inyange, Rwanda's largest dairy processor. In the years following their launch, CDA saw a lot of progress, but they still struggled with inefficiencies. One being a \$1,000 US a month rental truck fee for transporting their milk to Inyange. CDA knew that buying a truck would be more cost effective, but the banks were still wary of dairy investment.

Implemented by Land O'Lakes International Development, the U.S. Agency for International Development's Rwanda Dairy Competitiveness Program II (RDCEP II) helped CDA make this connection. Since 2012 the program has been training and working with dairy stakeholders across the entire value chain to strengthen quality standards for industry growth and investment. RDCEP II worked with institutions like Urwego Opportunity Bank (UoB) to establish a path for low-risk, high impact investments to reliable dairy stakeholders like CDA.

“Land O’Lakes mobilized us to consider service to dairy farmers. We had worked with agricultural partners in coffee, beans and crops before, but never dairy. With standards now in place across the dairy sector, we were ready to try through facilitation with Land O’Lakes to work with dairy value chain players,” says Jackson Munyaneza, UoB Financial Officer. “We now work directly with the cooperatives and local Small Micro Financing Institutions to get them the loans they need.”

In 2014, UoB provided CDA a \$29,000 US (23 million Rwandan Francs) loan to purchase a truck to transport their milk from the cooperative collection center to Inyange Industries. They are now making payments of \$600 a month to UoB, nearly half of what they were paying previously for the rental. With demonstrated credibility as a business, UoB is now also distributing loans to individual cooperative members.

“In collaboration with the bank, 36 of our members have received a loan to grow their dairy business. This benefit is attracting new members to the cooperative. In 2007 we had 12 members. Today we have 157. And during this time our production has accelerated from 50 liters a day to 4,000.” says Patrick.

CDA is just one of several cooperatives UoB is working with as a result of RDCP II’s facilitated relationship. Since July 2014 UoB has distributed 500 Million Rwandan Francs in loans to farmers and cooperatives in three Rwandan districts (Rwamagana, Musanze and Rubavu). Loan recipients have purchased cows, equipment, transportation vehicles and tricycles to expand their dairy businesses. While this lending program by UoB is new, not one loan has been defaulted to date. UoB continues to seek new partners in the dairy industry.