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RWANDA

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FY 1984 ANNUAL BUDGET SUBMISSION - RWANDA

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OAR RWANDA ACTION PLAN

The AID program goals which underlie U.S. assistance to Rwanda are (1) to increase per capita food production through appropriate interventions at the national and farm levels; and (2) to effect a general improvement in the health status of the Rwandan family.

The Mission strategy to achieve these broader objectives, as outlined in the Rwanda CDSS, is as follows:

1. Improve the level of agricultural technology and research through building institutional capability to collect and analyze small farm production data for utilization in policy formulation, support research institutions, and training agricultural extension agents.

Several AID activities will assist the government to conduct better socio-economic and agronomic research. An Office of Agricultural Statistics and Analysis was established in the Ministry for Agriculture and Livestock with AID assistance. This office, operating as a semi-independent branch of the Ministry has, in its first two years of operation, recruited a core head-quarters staff of statisticians, programmers, etc., trained field research assistants and enumerators, and completed the pilot phase of a countrywide agricultural survey. AID contribution to the agricultural survey effort will continue over the next three years. At the end of that period, a national survey of agriculture will be completed and analysis of the data should be well underway. A trained and experienced staff should be able to continue the agricultural survey, expand its area of survey research, and present the data analysis to government planners. AID will consider second phase funding in several years to expand the research and to improve the capacity of the government to analyze and use the data.

AID is beginning the design of a farming systems research project which, while adding a farming systems viewpoint to agricultural research, will have a major impact on two Rwandan institutions. First, this long range program will strengthen the Rwandan Agronomic Research Institute (ISAR) by providing commodity support and U.S. scientists as staff while ISAR personnel undergo training, and will strengthen linkages to the U.S. university research community (a Title XII university will implement the farming systems research) and to the international research centers (IITA will implement the sweet potatoes-manioc research element). Second, the extension service in the geographic area of the project will be strengthened through training and commodity support. Extension workers will be looking at production problems from the point of view of the farmer. Project design will be completed in mid-1984 with the Title XII university team in place shortly thereafter.

The Cropping Systems project is a beginning and dramatic results are not expected during the five year LOP. Agricultural research, particularly on the rainfed crops of Rwanda, is a slow, step-by-step approach and, assuming that the experience of the first five years warrants, AID will continue support to this research effort over the long-term.

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In addition to agronomic research and extension, OAR/R will strengthen Rwanda's capacity to conduct research in fish culture and to extend the developed technology. We are pursuing this interest through an on-farm fish production project and a Collaborative Research Support Project (CRSP) with Oregon State University.

Under the Fish Culture project the National Fisheries Center will become operational for the training of fisheries technicians and farmers, and the fish extension service should be fully functional in four of the country's 10 prefectures over the next several years. The CRSP, which provides an institutional link between Oregon State and the National University of Rwanda, will be conducting research in high altitude cool water ponds with research results being fed to the Fish Culture project.

At a recent Conference on Agricultural Research in Rwanda, sponsored by the World Bank, a decision was taken that the Faculty of Agronomy of the National University of Rwanda would play a much greater role in the country's agronomic research program. U.S. assistance to strengthen the University's capacity to carry out agricultural research (and participate in extension) has been requested unofficially by the government. Over the coming year, AID will be examining this possibility to determine (a) whether the University has a proper function in the AID strategy program in support of agricultural research, whether U.S. assistance is needed, and the form our assistance might take.

2. Reinforce local participatory organizations, particularly cooperatives, to enable them to make and implement the vital decisions relative to rural production.

The mission plans to achieve this objective through several ongoing projects and one scheduled to begin in FY 1985. The ongoing projects (1) provide assistance to the Office of Cooperative Development (Local Crop Storage project) in forming cooperatives, training managers, installing food crop storage facilities and providing a small line of credit to enable the cooperatives to market locally produced food crops; and (2) support a Cooperative Training and Research Center in cooperation with the Swiss Government. Over the near future, the projects should assist in upgrading 40 pre-cooperatives to cooperative status, all with a cadre trained in cooperative management, accounting and food storage techniques. Loan agreements will have been entered into by the cooperatives for the short-term use of the revolving fund which the project is providing. A network of cooperatives, trading amongst themselves and with the national food crop marketing agency, GRENARWA, should be operational.

Further assistance to cooperatives is planned through a project proposed to begin in FY 85. This project will continue AID support begun under the Local Crop Storage project, again focusing on training and food crop storage facilities, with more emphasis on credit to cooperatives. The

creation of a National Union of Cooperatives will be considered as a means of moving cooperatives from under government regulation and into the world of the private sector. This project will be designed over the coming year and will be based on an evaluation of the Local Crop Storage project to be conducted in June, 1983.

3. Provide information, education, training and services for maternal and child health and family planning.

Three on-going projects, two of them regionally funded, are the means to be used to achieve this objective.

The Expanded Program for Immunization project will be the subject of a joint WHO, UNICEF, CDC, AID and GOR evaluation scheduled for June, 1983. Based on our experience with this project over the past several years, we expect AID assistance to continue but to be oriented more to diarrheal diseases (rather than infectious diseases) through an oral rehydration program. Discussion with the GOR and WHO on our participation will take place immediately after the evaluation, with the design of the new program beginning in January, 1984, and the project in place by mid-1984. The new project will fall under the CDA initiative, Combatting Childhood Communicable Diseases, and may be jointly funded with another CDA donor.

AID assistance to the government's family planning program is expected to realize, over the coming several years, a completed nationwide fertility survey, the construction and equipping of three rural health centers, two nutrition centers, and a center for training health and social workers in family planning information, education and service provision. A substantial number of medical assistants and nurses will have been trained. By the end of 1983, 20,000 new family planning acceptors should be enrolled in the program. The numbers of new acceptors in 1984 and 1983 should be considerably greater, doubling in each of these years.

4. Provide technical and financial assistance to small Rwandan entrepreneurs engaged in foodcrop marketing, food processing, agro-industry and other rural services and industries.

The mission recently completed, through a PSC, a comprehensive study of the Rwandan private sector in order to identify the constraints to development of the sector and the assistance AID can provide to it. The mission will submit a PID by the end of July, 1984, which will outline what we propose to accomplish in support of this sector.

On-going project in support of cooperatives is also an important element of private sector development, particularly as the cooperatives with which we are working develop to the point where they can function autonomously and come out from under the tutellage of the government's Office of Cooperative Development.

Means to Achieve OAR Program Goals. Adequate and timely project technical assistance is the key to effective management of the OAR program. All of the on-going projects are now fully staffed or should be within the very near future. Technical Assistance contracts, for the most part, are institutional contracts which provide both long-term and consultant assistance, and substantial home office backstopping. Of the three projects proposed to begin in FY 84 and FY 85, the major agricultural research project will be implemented through a Title XII institution and the remaining two will be implemented under contracts with U.S. university, PVO or private sector firms, thus limiting AID's administrative role. The mission is discussing with the government, particularly the Ministry for Agriculture, the possibility of limited involvement of Peace Corps volunteers in our development projects.

AID staff should be adequate to meet our policy guidance and project monitoring responsibilities. The Health/Population Office plans to contract with a resident health expert to assist in project monitoring. The Agricultural Office should be fully staffed early in 1984 with an Agriculture Development Officer, an Assistant Ag. Development Officer and a USDA PASA Agronomist. The mission plans to hire a Rwandan agronomist as well. A JCC Development Anthropologist will provide support in this area to all of the projects.

The mission plans to request AID assistance to assess our Project Support Unit and the assistance we get from the Embassy Administrative Section in support of project technicians, to determine its adequacy and if better operational methods can be put into place (see Table VIII Narrative).

FY 1985 ANNUAL BUDGET SUBMISSION

TABLE I - LONG RANGE PLAN BY APPROPRIATION ACCOUNT ($000)

COUNTRY/OFFICE_____

		FY 1983 ESTIMATE	FY 1984 CP	FY 1984 ESTIMATE	FY 1985 AAPL	PLANNING PERIOD 1986	1987	1988	1989
DEVELOPMENT ASSISTANCE									
AGRICULTURE, RURAL DEVELOPMENT & NUTRITION	GRANTS	3615	2000	2000	6962	4000	5000	9000	6000
	LOANS								
POPULATION	GRANTS	1700	1800	1500	1538	-	-	1000	1000
	LOANS								
(OF WHICH CENTRALLY PROCURED CONTRACEPTIVES)									
HEALTH	GRANTS	-					1000	1000	1000
	LOANS								
EDUCATION	GRANTS	-				3500	2000	-	3000
	LOANS								
SEL.DEV.ACT.	GRANTS	-	1700	2000	-	2000	3000	-	-
	LOANS								
OTHER DA ACTS.	GRANTS								
	LOANS								
TOTAL DA ACTS	GRANTS	5315	5500	5500	8500	9500	11000	11000	11000
	LOANS								
ESF	GRANTS								
	LOANS								
DA & ESF	GRANTS	5315	5500	5500	8500	9500	11000	11000	11000
	LOANS								
PL 480 (NON ADD)									
TITLE I OF WHICH									
TITLE III									
TITLE II			3283	2400	2500	2600	2700	2900	3100
HOUSING GUARANTIES (NON ADD)									
TOTAL PERSONNEL									
USDH (WORKYEARS)		7	6	6	6	6			
FNDH (WORKYEARS)		4	4	4	4	3			

TABLE I. NARRATIVE

1. Mortgage

All ongoing projects, as of 9/30/83, are fully funded except MCH/FP (696-0113) which will require $3 million additional financing, to be obligated in FY 84 and 85. Two projects will receive first obligations in FY 84, Rwandan Private Enterprise Development (698-0121) and Cropping Systems Improvement (696-0110) both of which will require future year funding. With an OYB level of $8.5 million in FY 85, another project will be initiated.

2. Discussion of Pipeline

A. Local Crop Storage (LCS) (696-0107)

The relatively slow rate of expenditures to date results first from the fact that the LCS project is a follow-on to the Cooperative Grain Storage (CGS) project (696-0108) which was not completed until 12/31/82. The CGS project served as the pilot phase for the LCS project. While the CGS project was still ongoing, and seeking the same general objectives as LCS, expenditures were taken from CGS rather than LCS.

A major element of the project is the construction of silos. Before the silos can be constructed a considerable amount of work must be done with the cooperatives including assessing the interest of the cooperative and training of personnel. This is a long process and the speed with which it can be accomplished differs from cooperative to cooperative and is not entirely predictable.

A further element that has slowed expenditures has been that of obtaining agreement on implementation of the project research element. It took considerable negotiation with various GOR Ministries to reach agreement on the terms of reference for the research which will be financed jointly by LCS, FSM II and the new Cropping System Improvement project. AID/W is now in the process of selecting a University to implement the research component.

The rate of expenditure is reaching an acceptable rate. Of the total project funding of $2,573,000, $1,147,000 has been subobligated and $573,000 disbursed. Planned disbursements for the rest of FY 83 total $515,000.

B. Agricultural Education (696-0109)

Out of project funding of $5,1236,000, $2.3 million remains uncommitted as of April 30, 1983. This sum represents $1.7 million for the technical assistance team which arrived in March, 1983, and $500,000 for equipment for rural schools whose purchase is awaiting an anlysis of equipment needs by the technical assistance team; and the remainder for training and equipment in transit.

C. Fish Culture (696-0112)

The project was obligated late in FY 81 ($2.47 million LOP). The technical assistance team arrived in May, 1983. The TA team represents $900,000 of LOP funding. Contracting procedures for construction at the National Fisheries Center are completed with work to begin June, 1983. Other construction activities are phased over the life of the project. Expenditures for training and extension activities have awaited the arrival of the TA team. The PACD of the project was extended to March 31, 1987 to permit the TA team to complete four years of work.

D. Maternal and Child Health/Family Planning (696-0113)

The relatively large pipeline is due to slow project start up. The slow start up was not unexpected as this is a new project, working with a new organization (Rwanda National Population Office), in a country which had just established a positive family planning approach.

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TABLE III - PROJECT OBLIGATIONS BY APPROPRIATION ACCOUNT
FY 1983 to FY 1985 ($ thousands)

Country/Office RWANDA

APPROPRIATION ACCOUNT			FY 1983	FY 1984	FY 1985
Agriculture, Rural Development and Nutrition			3,045	2,000	6,962
696-0109	Agriculture Education	G	1,036	-	-
696-0110	Cropping Systems Improvement	G		2,000	4,962
696-0115	Agriculture Survey & Analysis	G	662	-	-
696-0116	Food Storage & Marketing II	G	1,100	-	-
696-0119	Cooperative Training Center (OPG)	G	247	-	-
696-0122	Cooperative Credit and Training	G	-	-	2,000
Population			1,700	1,500	1,538
696-0113	Maternal Child Health/ Family Planning	G	1,700	1,500	1,538
Selected Development Activities			-	2,000	-
696-0121	Rwandan Private Enterprise Development	G	-	2,000	-
	TOTAL ALL DA APPROPRIATION ACCOUNTS		5,315	5,500	8,500

TABLE IV PROJECT BUDGET DATA

Country/Office: RWANDA

PROJECT Number	Title	C/L	Obligation Date Initial	Obligation Date Final	Life of Project Cost Auth	Life of Project Cost Plan	Cum Pipeline As Of 9/30/82	FY 1983 OBL	FY 1983 EXP	FY 1984 OBL	FY 1984 EXP	FY OBLIGATIONS 1985 AAPL	FY OBLIGATIONS FUNDED TO MO/YR	FY OBLIGATIONS 1986	FY OBLIGATIONS FUTURE YEARS
							Estimated U.S. Dollar Cost ($000)								
	AGRICULTURE, RURAL DEVELOPMENT AND NUTRITION														
696-0100	Food Storage and Marketing	G	75	79	2910	2910	79		79						
696-0103	Farm Hand Tools	G	78	78	240	240	12		12						
696-0107	Local Crop Storage*	G	79	80	2573	2573	2013		800		800				
696-0109	Agricultural Education	G	79	83	5126	5126	2407	1036	700		850				
696-0110	Cropping Systems Improvement	G	83	87	-	12000	-	570	-	2000	1000	4962	12/86	3088	1380
696-0112	Fish Culture	G	81	82	2470	2450	2412	-	400	-	800				
696-0115	Agricultural Survey and Analysis	G	81	83	3706	3706	2403	662	450	-	1000				
696-0116	Food Storage and Marketing II	G	82	83	2100	2100	1000	1100	500	-	800				
696-0119	Cooperative Training Center (OPG)	G	81	83	935	897	592	247	300	-	330				
696-0122	Cooperative Credit and Training	G	85	87		4000	-	-	-	-	-	2000	12/87	-	2000
	APPROPRIATION TOTAL														
	GRANT				20060	36002	10918	3615	3241	2000	5580	6926		3088	3380
	LOAN														
	POPULATION PLANNING														
696-0113	Maternal Child Health/Family Planning	G	81	85	6250	6250	1453	1700	1165	1500	1500	1538			
	APPROPRIATION TOTAL														
	GRANT				6250	6250	1453	1700	1165	1500	1500	1538			
	LOAN														

*PVO(U) component

TABLE IV PROJECT BUDGET DATA

Country/Office: RWANDA

PROJECT Number	Title	G/L	Obligation Date Initial	Obligation Date Final	Life of Project Cost Auth	Life of Project Cost Plan	Cum Pipeline As Of 9/30/82	FY 1983 OBL	FY 1983 EXP	FY 1984 OBL	FY 1984 EXP	FY OBLIGATIONS 1985 AAPL	FY OBLIGATIONS FUNDED TO MO/YR	FY OBLIGATIONS 1986	FUTURE YEARS
							Estimated U.S. Dollar Cost ($000)								
	SELECTED DEVELOPMENT ACTIVITIES														
696-0121	Rwandan Private Enterprise Development	G	84	86	-	4000	-	-	-	2000	200	-		2000	
	APPROPRIATION TOTAL														
	GRANT				-	4000	-	-	-	2000	200	-		2000	
	LOAN														
	COUNTRY TOTAL GRANT				26310	42252	12371	5315	4406	5500	7280	8500		5088	6760
	LOAN														

NEW PROJECT NARRATIVE

Project	Cooperative Credit and Training
Project Number	696-0122
Proposed Funding	FY 85, $2,000; LOP, $4,000
Appropriation Account	Agriculture, Rural Development and Nutrition

Project Purpose. In order to strengthen the Rwandan Cooperative movement so that it can meet the needs of the Rwandan farm population, provide training, credit and crop storage facilities through the cooperative structure.

Problem and Response. AID program goals which provide the basis for U. S. assistance to Rwanda are (1) to increase per capita food production through appropriate interventions at the national and farm levels; and (2) to effect a general improvement in the health status of the Rwandan family. To achieve these objectives, the AID strategy relies on project funds to, among other things, reinforce local participatory organizations, particularly cooperatives, to enable them to make and implement the vital decisions relative to rural production, particularly storage and marketing of their farm crops.

AID assistance to Rwandan cooperatives began in 1978 with a small program implemented for AID by the Cooperative League of the USA (CLUSA) and jointly financed with the United Nations Capital Development Fund. AID continues to work through CLUSA on two efforts to institutionalize a cooperative network of marketing facilities throughout the country. First, we are working with individual cooperatives to strengthen their capacity to manage their own affairs and to eventually emerge from under government oversight and regulation. Second, AID and the Swiss Government are establishing a Center for Cooperative Training and Research, a non-governmental center the direction of which is to be eventually assumed by a federation of Rwandan cooperatives. This institution can have important and far reaching effects on the future of cooperatives, their independency and their solvency.

Present AID financing in support of the Rwandan cooperative movement forms a good base of experience, but is only beginning to scratch the surface of cooperative needs in the country. The Local Crop Storage (LCS) project (696-0107) will construct 40 cooperatives with food storage facilities. It is estimated that the country can easily absorb over 500 such cooperatives and that they should be expanded to have multi-functional objectives. This will obviously be a long process, and it is proposed that AID continue with the process.

The LCS project will be evaluated in June, 1983. This will be a mid-project evaluation which will recommend changes in project direction, as necessary. The project proposed to begin in FY 85, the Cooperative Credit and Training project, will be based on this evaluation and will include the following elements:

1. Continue assistance to cooperative organization and training. A major element of the present program is assisting pre-cooperatives to move on to cooperative status. Working with both the Cooperative Training Center and the Ministry for Social Affairs and Community Development's Office of Cooperatives, the training program will be extended to other cooperatives and retraining will be provided for existing cooperatives.

2. Construction of cooperative food storage facilities. This element will continue the silo/warehouse program begun under the LCS project. An important element will be the establishment of a network of cooperative storage facilities which have the capacity to trade among themselves and move food from excess to deficit production areas, as needed.

3. Provide credit for cooperatives. Under the existing project, a revolving fund of $400,000 has been made available to provide each cooperative a fund with which to purchase beans and sorghum from their members. Based on the experience now being gained, this fund will be enlarged to provide purchasing funds to other cooperatives for food commercialization and for other cooperative ventures. This element of the project will be implemented through several existing organizations. First, the Ministry for Social Affairs and Community Development maintains a window for credit to cooperatives through which the LCS revolving fund is being implemented. Second the Banques Populaires, a Swiss Government supported village bank cooperative, is a possible source of management expertise for the revolving fund, as well as a possible source of some credit for cooperatives.

4. The project will also study the possibility of support to a union of cooperatives which can be self-sustaining and operate independently of government direction.

Policy Concerns. Before the 1966 cooperative law, there existed two kinds of cooperatives: Cooperatives de Commerce (private) and Cooperatives Indigenes (state-controlled). The 1966 code made all cooperatives state-controlled. A draft commercial code, finished in 1967 and discussed by the GOR in 1974, has not yet been finalized. It remains blocked by the refusal of some offices in the government to agree to cooperatives as a legal form of organization, existing without government control.

The AID position is that Rwandan cooperatives, though they begin with government support and assistance, have to be permitted to advance to the stage of a private, commercial cooperative, existing without government control.

AID has proposed to the government ministry in charge of cooperatives that we conduct a joint study on the present status of cooperatives and make recommendations on their future status. Meanwhile AID is continuing a dialogue with appropriate officials in the Ministry for Finance and in the Ministry for Social Affairs and Community Development, to promote a new cooperative policy that will permit cooperatives, once established and functioning, to graduate to private sector institutions.

Target Group. The target group are the vast majority of Rwandans not presently organized into cooperatives. It is also the segment of the farm population most likely to significantly increase crop production. Realistically the project could directly affect some 70,000 farm families who are presently cooperative members or would be members of newly formed cooperatives.

Issues. The major issue to be examined in developing the proposal is how to most effectively provide credit to cooperatives and their members. The experience to date will be reviewed shortly in the mid-project evaluation of the Local Crop Storage project.

TABLE V - FY 1985 PROPOSED PROGRAM RANKING — Country/Office Rwanda

RANK	PROGRAM ACTIVITY DESCRIPTION	ONGOING NEW	LOAN GRANT	APPR ACCT	PROGRAM FUNDING ($000) INCR	CUM
1	696-0110 - Cropping System Improvement	0	G	ARDN	4962	
2	PL 480 Title II - CRS	0	G		(1650)	
3	PL 480 Title II - SAWS	0	G		(850)	
4	696-0113 - Maternal Child Health/Family Planning	0	G	PN	1538	6500
5	696-0122 - Cooperative Credit and Training	N	G	ARDN	2000	8500

TABLE V. NARRATIVE

OAR/R has two primary objectives: 1) to increase the per capita availability of food; 2) to improve the maternal and child health while decreasing the population growth rate. These two objectives are clearly reflected in our funding priorities for FY 85.

Number one priority is the Cropping Systems Improvement Project (696-0110). It is a key project in the OAR/R portfolio because it will bring the benefits of adaptive agriculture research to Rwanda, and then link the results of this research to the extension system. The process will be long and hard but we anticipate that over time this will have a significantly positive impact on increasing per unit crop yields in Rwanda. Strengthening agricultural research institutions is one of the priority sectors presented in the Rwanda CDSS.

The Title II programs are high on the list of priorities, not only because of their developmental importance to AID strategy, but also because they cannot be abruptly terminated without causing serious disruption in the country's nutrition centers and schools. Any serious reduction in the program must be phased.

Funding is requested to continue several elements of the AID program to reduce infant mortality and improve the health of both infants and mothers. The CRS Title II program includes an important mother and child feeding component which is tied to nutrition education and self-help development efforts. This is more fully described in the PL 480 narrative in this document. The MCH/FP Project (696-0113) is oriented toward the family planning aspect of the AID mother and child health care strategy, and includes nutrition and health education and rural health care assistance. This project is essential in order to begin to reduce the growth rate of Rwanda's population.

Funding is also requested for one new start in the agriculture sector. The Cooperative Credit and Training Project (696-0122) is designed to build on the progress that has been made in previous and on-going AID projects supporting the storage and marketing of food crops in general and strengthening of the cooperative movement in particular. The project will continue assistance to cooperatives in the form of training, credit and crop storage facilities.

These priorities are addressable within the AAPL and assigned workforce levels.

TABLE VII. EVALUATION ISSUES NARRATIVE

For FY 1984 and 1983, OAR/Rwanda has scheduled four project evaluations, three of which are mid-project and the remaining an end-of-project evaluation. Mid-project evaluations will be completed on the Agricultural Education Project (696-0109) and the Fish Culture Project (696-0112). Both of these will be project specific, using the Logical Framework base to assess provision of inputs and the likelihood that project outputs and purpose will be achieved. The evaluations will look at the continuing validity of the project design and will help us determine if changes in emphasis and/or approach are required.

The third mid-project evaluation will be of the Maternal and Child Health/Family Planning Project (696-0113). The issues to be considered in this evaluation were discussed in the FY 83 Evaluation Plan submitted July 29, 1982, and are repeated here.

> "Population pressure on limited agricultural land is intense. The program to reduce infant mortality and improve the health of mothers is combined with an effort to reduce the population growth rate. The issues to be addressed in the evaluations planned for 1983-83 are:
> (a) Effectiveness of the GOR National Immunization Program especially:
> - extent of program coverage
> - adequacy of immunization infrastructure
> - ability of GOR to support recurrent program costs
> - accuracy of base line data systems
>
> (b) GOR progress in developing and implementing a national family planning program including:
> - efficacy of training, information, education and communication programs
> - availability of clinical family planning services
> - numbers of new family planning acceptors and continuing contraceptive users
> - adequacy of family planning service statistical system"

The end-of-project evaluation of the Agricultural Survey and Analysis Project (696-0115) will focus on the impact of this particular project but will also address our socio-economic research activities elsewhere in the agricultural sector. AID is involved in several efforts in Rwanda to collect data on the agricultural sector and the Agricultural Survey program is the most important to date and at the advanced stage which will give us some "lessons learned". The specific project issues to be evaluated are:

1) The adequacy of the data collection system
2) The adequacy of the data for policy determination
3) Success in establishing a self-sustaining system for providing appropriate information to GOR officials for use in agriculture policy making.

This evaluation is scheduled approximately six months prior to the PACD. The evaluation findings will help determine whether AID should continue to support the Rwandan Agricultural Survey Office in other aspects of agricultural data collection.

TABLE VII - LIST OF PLANNED EVALUATIONS
FY 1985 ANNUAL BUDGET SUBMISSION
COUNTRY/OFFICE RWANDA

Project List (Project No. & Title)	Last Eval Completed (Mo./Yr.)	FY 1984 Start (Qtr)	FY 1984 To AID/W (Qtr)	FY 1985 Start (Qtr)	FY 1985 To AID/W (Qtr)	Reasons/Issues	Funding Source	Funding ($000)	USAID Person Days	Collateral AID Assistance
Agriculture, Rural Development and Nutrition										
1. Agricultural Education (696-0109)	NA	4			1	PACD 12/86. This mid-project evaluation will review provision of inputs, use of buildings, and the progress in developing an appropriate curricula. Emphasis will be placed on determining the progress being made in making the schools more relevant to rural Rwanda.	Project	12	20	AID/W EHR specialist. REDSO/ESA evaluation officer. OAR/R agr. officer.
2. Fish Culture (696-0112)	NA			2	3	PACD 09/87. Evaluation was originally scheduled for FY 84 but has been put back in view of the fact that the TA team only arrived in May, 1983. This is a mid-project evaluation of construction and training elements and will address extent to which revitalized extension service is getting to farmers with resulting production increases.	Project	12	15	Fisheries expert under an IQC. REDSO/ESA evaluation officer. OAR/R Agriculture Officer.
3. Agricultural Survey and Analysis (696-0115)	6/83			2	3	PACD 09/85. The evaluation will assess how the project has contributed to its broader goal. A mid-project evaluation in July, 1983, will confirm or recommend changes in the project's Logical Framework. This end-of-project evaluation will determine if the system for gathering and analyzing agricultural data which the project has put into place, is adequate and if an effective system for utilizing the information in planning and policy making has been	Project	25	20	USBUCEN, REDSO/ESA and an independent agr. economist/ survey specialist. OAR/R Agriculture Officer

TABLE VII - LIST OF PLANNED EVALUATIONS
FY 1985 ANNUAL BUDGET SUBMISSION
COUNTRY/OFFICE RWANDA

Project List (Project No. & Title)	Last Eval Completed (Mo./Yr.)	FY 1984 Start (Qtr)	FY 1984 To AID/W (Qtr)	FY 1985 Start (Qtr)	FY 1985 To AID/W (Qtr)	Reasons/Issues	Funding Source	Funding ($000)	USAID Person Days	Collateral AID Assistance
Agricultural Survey and Analysis (continued)						developed. Evaluation findings will help determine AID continued assistance to the Rwanda Agricultural Sector Survey and Analysis program.				
Health/Population										
Maternal Child Health/ Family Planning (696-0113)	NA	1	2			PACD 09/86. The mid-project evaluation to assess ONAPO's progress in implementing AID financed components of the National FP program. The evaluation will examine programs developed in training, information, education and communication. It will also review the availability of MCH/FP services and the number of new family planning acceptors.	Project	25	30	FP specialist Demographer REDSO/EA Population Officer OAR/R H/P Officer

Mission Evaluation Officer: Norman L. Olsen

Annual work time devoted to evaluation: 20%

TABLE VIII - FY 1983

ORGANIZATION - OAR RWANDA

EXPENSE CATEGORY	FUNCTION CODE	OBJECT CLASS	DOLLAR FUNDED	TRUST FUNDED	TOTAL BUDGET	UNITS
U.S. DIRECT HIRE	U100					xxxxx
U.S. CITIZENS BASIC PAY	U101	110	210,758		210,758	53
PT/TEMP U.S. BASIC PAY	U102	112				
DIFFERENTIAL PAY	U103	116	52,689		52,689	xxxxx
OTHER AID/W FUNDED O.C. 11	U104	119				xxxxx
OTHER MISSION FUNDED O.C 11	U105	119				xxxxx
EDUCATION ALLOWANCES	U106	126	4,000		4,000	2
RETIREMENT - U.S.	U107	120	14,754		14,754	xxxxx
LIVING ALLOWANCES	U108	128	9,400		9,400	xxxxx
OTHER AID/W FUNDED O.C. 12	U109	129				xxxxx
OTHER MISSION FUNDED O.C.12	U110	129				xxxxx
POST ASSIGNMENT - TRAVEL	U111	212	7,000		7,000	2
POST ASSIGNMENT - FREIGHT	U112	22	20,000		20,000	2
HOME LEAVE - TRAVEL	U113	212	22,000		22,000	7
HOME LEAVE - FREIGHT	U114	22	7,000		7,000	5
EDUCATION TRAVEL	U115	215				
R AND R TRAVEL	U116	215	2,300		2,300	1
ALL OTHER CODE 215 TRAVEL	U117	215	9,000		9,000	8
FOREIGN NATIONAL DH	U200					xxxxx
BASIC PAY	U201	114	18,200		18,200	4
OVERTIME, HOLIDAY PAY	U202	115				
ALL OTHER CODE 11 - FN	U203	119				xxxxx
ALL OTHER CODE 12 - FN	U204	129	900		900	xxxxx
BENEFITS FORMER FN PERS.	U205	13				xxxxx
CONTRACT PERSONNEL	U300					xxxxx
PASA TECHNICIANS	U301	258				
U.S. PSC - SALARY/BENEFITS	U302	113				
ALL OTHER U.S. PSC COSTS	U303	255	30,000		30,000	xxxxx
F.N. PSC - SALARY/BENEFITS	U304	113				
ALL OTHER F.N. PSC COSTS	U305	255	19,000		19,000	xxxxx
HOUSING	U400					xxxxx
RENT	U401	235	65,500		65,500	5
UTILITIES	U402	235	15,500		15,500	xxxxx
RENOVATION AND MAINT.	U403	259	12,500		12,500	xxxxx
QUARTERS ALLOWANCE	U404	127				
PURCHASES RES. FURN/EQUIP.	U405	311	28,000		28,000	xxxxx
TRANS./FREIGHT - CODE 311	U406	22	25,000		25,000	xxxxx
SECURITY GUARD SERVICES	U407	254	25,000		25,000	xxxxx
OFFICIAL RESIDENCE ALLOW.	U408	254				xxxxx
REPRESENTATION ALLOWANCE	U409	252	500		500	xxxxx

TABLE VIII - FY 1983

ORGANIZATION OAR RWANDA

EXPENSE CATEGORY	FUNCTION CODE	OBJECT CLASS	DOLLAR FUNDED	TRUST FUNDED	TOTAL BUDGET	UNITS
OFFICE OPERATIONS	U500					xxxxx
RENT	U501	234				xxxxx
UTILITIES	U502	234	2,000		2,000	xxxxx
BUILDING MAINT./RENOV.	U503	259	11,000		11,000	xxxxx
OFFICE FURN./EQUIP.	U504	310	23,000		23,000	xxxxx
VEHICLES	U505	312	34,000		34,000	xxxxx
OTHER EQUIPMENT	U506	319	5,000		5,000	xxxxx
TRANSPORTATION/FREIGHT	U507	22	3,000		3,000	xxxxx
COMMUNICATIONS	U508	230	6,000		6,000	xxxxx
SECURITY GUARD SERVICES	U509	254	5,000		5,000	xxxxx
PRINTING	U510	24	500		500	xxxxx
RIG/II OPERATIONAL TRAVEL	U511	210				
SITE VISITS	U512	210	1,000		1,000	20
INFORMATION MEETINGS	U513	210	2,000		2,000	2
TRAINING ATTENDANCE	U514	210	4,700		4,700	1
CONFERENCE ATTENDANCE	U515	210	6,000		6,000	3
OTHER OPERATIONAL TRAVEL	U516	210	15,000		15,000	4
SUPPLIES AND MATERIALS	U517	26	17,000		17,000	xxxxx
FAAS	U518	257	45,000		45,000	xxxxx
CONSULTING SVCS - CONT.	U519	259				xxxxx
MGT./PROF. SVCS. - CONT.	U520	259				xxxxx
SPEC. STUDIES/ANALYSES CONT.	U521	259	10,000		10,000	xxxxx
ALL OTHER CODE 25	U522	259	19,000		19,000	xxxxx
TOTAL O.E. BUDGET			808,201		808,201	xxxxx
RECONCILIATION			323,201		323,201	xxxxx
OPERATING ALLOWANCE REQUEST			485,000		485,000	xxxxx

OTHER INFORMATION:
Dollar requirement for local currency costs 218,250
Exchange rate used (as of May 1, 1983) 91.48 = $1.00

TABLE VIII - FY 1984

ORGANIZATION OAR/RWANDA

EXPENSE CATEGORY	FUNCTION CODE	OBJECT CLASS	DOLLAR FUNDED	TRUST FUNDED	TOTAL BUDGET	UNITS
U.S. DIRECT HIRE	U100					xxxxx
U.S. CITIZENS BASIC PAY	U101	110	238,910		238,910	6
PT/TEMP U.S. BASIC PAY	U102	112	-		-	-
DIFFERENTIAL PAY	U103	116	59,728		59,728	xxxxx
OTHER AID/W FUNDED O.C. 11	U104	119	0		0	xxxxx
OTHER MISSION FUNDED O.C 11	U105	119	0		0	xxxxx
EDUCATION ALLOWANCES	U106	126	4,500		4,500	2
RETIREMENT - U.S.	U107	120	16,724		16,724	xxxxx
LIVING ALLOWANCES	U108	128	9,000		9,000	xxxxx
OTHER AID/W FUNDED O.C. 12	U109	129	7,000		7,000	xxxxx
OTHER MISSION FUNDED O.C.12	U110	129	200		200	xxxxx
POST ASSIGNMENT - TRAVEL	U111	212	3,500		3,500	2
POST ASSIGNMENT - FREIGHT	U112	22	15,000		15,000	2
HOME LEAVE - TRAVEL	U113	212	-		-	-
HOME LEAVE - FREIGHT	U114	22	-		-	-
EDUCATION TRAVEL	U115	215	-		-	-
R AND R TRAVEL	U116	215	25,000		25,000	10
ALL OTHER CODE 215 TRAVEL	U117	215	12,000		12,000	10
FOREIGN NATIONAL DH	U200					xxxxx
BASIC PAY	U201	114	22,100		22,100	4
OVERTIME, HOLIDAY PAY	U202	115	500		500	4
ALL OTHER CODE 11 - FN	U203	119	-		-	xxxxx
ALL OTHER CODE 12 - FN	U204	129	1,000		1,000	xxxxx
BENEFITS FORMER FN PERS.	U205	13	-		-	xxxxx
CONTRACT PERSONNEL	U300					xxxxx
PASA TECHNICIANS	U301	258	58,000		58,000	1
U.S. PSC - SALARY/BENEFITS	U302	113	55,000		55,000	3
ALL OTHER U.S. PSC COSTS	U303	255	5,500		5,500	xxxxx
F.N. PSC - SALARY/BENEFITS	U304	113	-		-	-
ALL OTHER F.N. PSC COSTS	U305	255	20,600		20,600	xxxxx
HOUSING	U400					xxxxx
RENT	U401	235	60,000		60,000	5
UTILITIES	U402	235	19,000		19,000	xxxxx
RENOVATION AND MAINT.	U403	259	11,000		11,000	xxxxx
QUARTERS ALLOWANCE	U404	127	-		-	-
PURCHASES RES. FURN/EQUIP.	U405	311	17,000		17,000	xxxxx
TRANS./FREIGHT - CODE 311	U406	22	20,000		20,000	xxxxx
SECURITY GUARD SERVICES	U407	254	26,000		26,000	xxxxx
OFFICIAL RESIDENCE ALLOW.	U408	254	-		-	xxxxx
REPRESENTATION ALLOWANCE	U409	252	500		500	xxxxx

TABLE VIII - FY 1984

ORGANIZATION OAR/RWANDA

EXPENSE CATEGORY	FUNCTION CODE	OBJECT CLASS	DOLLAR FUNDED	TRUST FUNDED	TOTAL BUDGET	UNITS
OFFICE OPERATIONS	U500					xxxxx
RENT	U501	234	-	-	-	xxxxx
UTILITIES	U502	234	2,500		2,500	xxxxx
BUILDING MAINT./RENOV.	U503	259	9,000		9,000	xxxxx
OFFICE FURN./EQUIP.	U504	310	25,000		25,000	xxxxx
VEHICLES	U505	312	40,000		40,000	xxxxx
OTHER EQUIPMENT	U506	319	4,500		4,500	xxxxx
TRANSPORTATION/FREIGHT	U507	22	13,000		13,000	xxxxx
COMMUNICATIONS	U508	230	6,000		6,000	xxxxx
SECURITY GUARD SERVICES	U509	254	4,800		4,800	xxxxx
PRINTING	U510	24	500		500	xxxxx
RIG/II OPERATIONAL TRAVEL	U511	210	-		-	
SITE VISITS	U512	210	3,000		3,000	50
INFORMATION MEETINGS	U513	210	3,000		3,000	2
TRAINING ATTENDANCE	U514	210	8,000		8,000	2
CONFERENCE ATTENDANCE	U515	210	6,000		6,000	3
OTHER OPERATIONAL TRAVEL	U516	210	12,000		12,000	4
SUPPLIES AND MATERIALS	U517	26	22,000		22,000	xxxxx
FAAS	U518	257	111,000		111,000	xxxxx
CONSULTING SVCS - CONT.	U519	259	13,500		13,500	xxxxx
MGT./PROF. SVCS. - CONT.	U520	259	-		-	xxxxx
SPEC. STUDIES/ANALYSES CONT.	U521	259	10,000		10,000	xxxxx
ALL OTHER CODE 25	U522	259	21,800		21,800	xxxxx
TOTAL O.E. BUDGET			$ 1,023,362		$ 1,023,362	xxxxx
RECONCILIATION			426,362		426,362	xxxxx
OPERATING ALLOWANCE REQUEST			$ 590,000.		$ 590,000.	xxxxx

OTHER INFORMATION:

Dollar requirement for local currency costs	265,500
Exchange rate used (as of May 1, 1983)	91.48 = $1.00
Estimated Wage Increases - FY 1983 to FY 1984	5%
Estimated Price Increases - FY 1983 to FY 1984	12%

TABLE VIII - FY 1985

ORGANIZATION OAR/RWANDA

EXPENSE CATEGORY	FUNCTION CODE	OBJECT CLASS	DOLLAR FUNDED	TRUST FUNDED	TOTAL BUDGET	UNITS
U.S. DIRECT HIRE	U100					xxxxx
U.S. CITIZENS BASIC PAY	U101	110	265,360		265,360	7
PT/TEMP U.S. BASIC PAY	U102	112	-		-	
DIFFERENTIAL PAY	U103	116	66,340		66,340	xxxxx
OTHER AID/W FUNDED O.C. 11	U104	119	0		0	xxxxx
OTHER MISSION FUNDED O.C 11	U105	119	0		0	xxxxx
EDUCATION ALLOWANCES	U106	126	5,000		5,000	2
RETIREMENT - U.S.	U107	120	18,575		18,575	xxxxx
LIVING ALLOWANCES	U108	128	10,000		10,000	xxxxx
OTHER AID/W FUNDED O.C. 12	U109	129	-		-	xxxxx
OTHER MISSION FUNDED O.C.12	U110	129	800		800	xxxxx
POST ASSIGNMENT - TRAVEL	U111	212	20,000		20,000	4
POST ASSIGNMENT - FREIGHT	U112	22	55,000		55,000	4
HOME LEAVE - TRAVEL	U113	212	15,000		15,000	7
HOME LEAVE - FREIGHT	U114	22	20,000		20,000	7
EDUCATION TRAVEL	U115	215	0		0	0
R AND R TRAVEL	U116	215	6,000		6,000	4
ALL OTHER CODE 215 TRAVEL	U117	215	12,000		12,000	10
FOREIGN NATIONAL DH	U200					xxxxx
BASIC PAY	U201	114	24,000		24,000	4
OVERTIME, HOLIDAY PAY	U202	115	500		500	4
ALL OTHER CODE 11 - FN	U203	119	-		-	xxxxx
ALL OTHER CODE 12 - FN	U204	129	1,100		1,100	xxxxx
BENEFITS FORMER FN PERS.	U205	13				xxxxx
CONTRACT PERSONNEL	U300					xxxxx
PASA TECHNICIANS	U301	258	65,000		65,000	1
U.S. PSC - SALARY/BENEFITS	U302	113	60,000		60,000	3
ALL OTHER U.S. PSC COSTS	U303	255	8,200		8,200	xxxxx
F.N. PSC - SALARY/BENEFITS	U304	113	-		-	-
ALL OTHER F.N. PSC COSTS	U305	255	22,000		22,000	xxxxx
HOUSING	U400					xxxxx
RENT	U401	235	65,000		65,000	5
UTILITIES	U402	235	24,000		24,000	xxxxx
RENOVATION AND MAINT.	U403	259	12,000		12,000	xxxxx
QUARTERS ALLOWANCE	U404	127	-		-	
PURCHASES RES. FURN/EQUIP.	U405	311	15,000		15,000	xxxxx
TRANS./FREIGHT - CODE 311	U406	22	10,000		10,000	xxxxx
SECURITY GUARD SERVICES	U407	254	27,000		27,000	xxxxx
OFFICIAL RESIDENCE ALLOW.	U408	254	-		-	xxxxx
REPRESENTATION ALLOWANCE	U409	252	500		500	xxxxx

ORGANIZATION OAR/RWANDA

EXPENSE CATEGORY	FUNCTION CODE	OBJECT CLASS	DOLLAR FUNDED	TRUST FUNDED	TOTAL BUDGET	UNITS
OFFICE OPERATIONS	U500					xxxxx
RENT	U501	234	-		-	xxxxx
UTILITIES	U502	234	2,650		2,650	xxxxx
BUILDING MAINT./RENOV.	U503	259	11,000		11,000	xxxxx
OFFICE FURN./EQUIP.	U504	310	15,000		15,000	xxxxx
VEHICLES	U505	312	15,000		15,000	xxxxx
OTHER EQUIPMENT	U506	319	5,360		5,360	xxxxx
TRANSPORTATION/FREIGHT	U507	22	5,000		5,000	xxxxx
COMMUNICATIONS	U508	230	8,000		8,000	xxxxx
SECURITY GUARD SERVICES	U509	254	5,000		5,000	xxxxx
PRINTING	U510	24	500		500	xxxxx
RIG/II OPERATIONAL TRAVEL	U511	210	-		-	
SITE VISITS	U512	210	1,000		1,000	20
INFORMATION MEETINGS	U513	210	3,000		3,000	2
TRAINING ATTENDANCE	U514	210	8,000		8,000	2
CONFERENCE ATTENDANCE	U515	210	6,000		6,000	3
OTHER OPERATIONAL TRAVEL	U516	210	20,000		20,000	5
SUPPLIES AND MATERIALS	U517	26	28,000		28,000	xxxxx
FAAS	U518	257	120,000		120,000	xxxxx
CONSULTING SVCS - CONT.	U519	259	10,000		10,000	xxxxx
MGT./PROF. SVCS. - CONT.	U520	259	-		-	xxxxx
SPEC. STUDIES/ANALYSES CONT.	U521	259	10,000		10,000	xxxxx
ALL OTHER CODE 25	U522	259	23,750		23,750	xxxxx
TOTAL O.E. BUDGET			655,000.		655,000.	xxxxx
RECONCILIATION			470,275.		470,275.	xxxxx
OPERATING ALLOWANCE REQUEST			655,000		655,000.	xxxxx

OTHER INFORMATION:

Dollar requirement for local currency costs	$293,000
Exchange rate used (as of May 1, 1983)	91.48 = $1.00
Estimated Wage Increases - FY 1984 to FY 1985	
Estimated Price Increases - FY 1984 to FY 1985	7%

TABLE VIII. OPERATING EXPENSE NARRATIVE

A. The AID program will be increasing in size and complexity over the next several years. The management improvements which we hope to put into place will be aimed at maintaining the quality and quantity of our work without substantially increasing operating expenses. We hope to do this in several ways.

1. OAR will request AID/W assistance in examining two important elements of mission and program management. First, the Mission's Program Support Unit, staffed by one U.S. contract and three local hire staff, will be examined from the point of view of its role, its staffing and its funding. Presently the Program Support Unit is funded from OE funds. Given that this Unit provides substantial procurement and financial assistance to projects, it may be possible to transfer some of the costs to projects. Second, some support which the Embassy Administrative Section provides to projects is paid for directly by the OAR from OE funds. This will be examined to determine which of these costs should be reimbursed by projects and which are rightfully charged to O.E. budget.

2. We plan to continue to rely on a local contract with a U.S. citizen for management assistant support. Over the past three years, we have obtained this assistance at a cost of approximately $25,000/yr by contracting qualified U.S. dependent- located in Kigali. The alternative is to reSPAR a position for a USDH Management Officer at a cost of over $150,000/year. This would also mean that one of the technical specialties we need on the staff would be lost to us.

B. FY 83 to FY 84

F.C.	O.C.	
U-201	114	1. One FN was added in January 83, bringing our FN personnel level to 4. In 1983, salary for this position was required for only nine months; for FY 84 it will be required for the full year. 2. An increase of 6% on each FN salary is provided. 3. Per new regulations, as of FY 84 the equivalent of a full month salary will be given to each employee as a Christmas bonus in lieu of the equivalent of two weeks given in 83.
U-202	115	The amount budgeted reflects required overtime.
204	129	Additional Social Security payments occassioned by the additional FN, mentioned under F.C. 201.
301	258	The post anticipates adding a PASA technician in late FY 83.

F.C.	O.C.	
U-302	113	In Jan. 1983, mission contracted for two new U.S. dependents for GSO and management support. They will be paid over the entire year in FY 85, and one additional person will be hired.
402	235	20% yearly increase in utility costs.
502	234	Reflects 20% yearly increase in utility costs.
504	310	Purchase of word processor system.
505	312	Purchase of truck (Kigali 1321) and replacement of one mission vehicle.
507	22	Transportation cost of word processor.
512	210	Increase of active projects requiring site visits.
513	210	Fully staffed mission in 1984 which is expected to augment attendance at information meetings.
514	210	Post proposes to increase training attendance by two over FY 83.
517	26	Increased need for auto supplies,plus gas for increased site visits. Insurance for one more vehicle (truck) and gas and spare parts.
519	259	Post anticipates an additional requirement for consultants in FY 84 because of increased project activity.

FY 84 to FY 85

F.C.	O.C.	
106	126	Reflects expected increase in school fees.
108	128	Inflationary increase.
111	212	4 assignments in 85, assuming families with two children
112	22	Same as 111-212
113	212	Anticipates 4 transfers including one family of 2 children
114	22	Same as 113-212.
301	258	Funding for USDA PASA technician.

F.C.	O.C.	
302	113	Reflects expected increases in salary
303	255	Same as 302-113.
402	235	Past experience has shown a 20% yearly increase in utilities costs.
517	26	Supplies for a word processing system which will be purchases in FY 84.

TABLE VIII(b)
OBLIGATIONS FOR WP SYSTEMS
($000)

	Fiscal Year 1983	1984	1985
A. Capital Investments in W/P Equipment	10.0	20.0	25.0
B. W/P Equipment Rental and Supplies	0.0	6.0	10.0
C. Other W/P Costs	0.0	6.0	9.0
Total	10.0	32.0	44.0
Amount included in Mission allowance for existing systems	0.0	0.0	0.0
Amount included in Mission allowance for new/expanded systems	0.0	0.0	0.0

TABLE VIII(b). NARRATIVE

OAR/Rwanda has an approved level of six (6) USDH employees and an IDI, and this level will be met early in 1984. An agronomist under a USDH PASA and an anthropologist under the Joint Career Corps program will be joining the OAR at about the same time. The local staff includes four (4) semi-professionals. In addition, we average ten (10) TDY personnel per month. All of these persons spend a significant amount of their time producing material that needs to be typed and ultimately filed.

To handle the typing load, there are four secretaries--one American and three Rwandans. Because of various other demands, they cannot spend full time on exclusively clerical functions. The U.S. secretary spends much of her time on administrative functions leaving relatively little time for clerical functions. The local hire secretaries are, in turn, required to spend significant amounts of time keeping the files in order and working as receptionists. They are also engaged in arranging appointments and placing phone calls. All of this reduces the amount of time available to perform essential clerical functions.

The requirements levied on OAR/Rwanda are beginning to approach those of larger posts. The primary difference is that there are fewer people available to meet those requirements. This workload is further increased by the problems of needing to work in English, French, and occasionally the local language of Kinyarwanda. At least 30 percent of the documents that are drafted in OAR/Rwanda need to be typed in both English and French versions for transmittal to the Government of Rwanda. Four originals (two in English and two in French) are required of documents for signature by both the GOR and USG, such as Grant Agreements, Implementation Letters, etc. Changes in one version inevitably mean changes in the other. Thus, the total work level for all employees is exceptionally high.

Acquisition of WP equipment will be of considerable assistance in meeting the workload. The time required for redrafting, editing, and retyping will be considerably reduced. Production of multiple originals will be considerably faster. The WP equipment will be especially valuable in handling the difficulties of producing documents in two languages. It will also be of great assistance in handling the problems of proofreading. The local hire secretaries will especially benefit. Because of their unfamiliarity with English, they cannot type final copies directly from handwritten drafts, and thus all documents now go through a minimum of two complete typewritten drafts. With WP equipment, this process would be considerably speeded up.

Based on an analysis of the OAR/R needs, the procurement of three WPS 5 systems to handle 12 users will be required. Procurement would be phased over FY 83, 84 and 85. The necessary peripheral systems such as printers, extra workstations, and interfaces will be required as well.

TABLE IX(a) - WORKFORCE REQUIREMENTS (U.S. DIRECT HIRE)

SKILL CODE	POSITION TITLE	WORKYEARS FY 83	FY 84	FY 85	FY 86
011	AID Representative	1	1	1	1
023	Program Officer	1	1	1	1
050	Secretary	1	1	1	1
103	Agricultural Dev.Off.		.5	1	1
103	IDI (Agr. Dev.)	.5			
103	Asst. Agr. Dev. Off.	.4	1		
502	Health Dev. Off	1	1	1	1
940	Project Dev. Off.*	.4	.5	1	1

*Position to be eliminated if 10% annual reduction required.

TABLE IX(b) - WORKFORCE REQUIREMENTS (F.N. DIRECT HIRE)

SKILL CODE	POSITION TITLE	WORKYEARS			
		FY 83	FY 84	FY 85	FY 86
	Adm. Asst.	1	1	1	1
	Procurement	1	1	1	1
	Accounting	1	1	1	1
	Sec. Receptionist*	1	1	1	

*Position to be eliminated if 10% annual reduction required.

TABLE IX(c) - JOINT CAREER CORPS

FY 1985

ORGANIZATION OAR RWANDA

EXPENSE CATEGORY	DOLLAR FUNDED	TRUST FUNDED	TOTAL BUDGET	UNITS
JOINT CAREER CORPS				xxxxx
BASIC PAY	42,000		42,000	1
DIFFERENTIAL PAY	10,400		10,400	xxxxx
EDUCATION ALLOWANCES	4,000		4,000	
RETIREMENT	3,000		3,000	xxxxx
LIVING ALLOWANCES	2,000		2,000	xxxxx
OTHER SALARIES/BENEFITS	1,000		1,000	xxxxx
POST ASSIGNMENT - TRAVEL	-		-	
POST ASSIGNMENT - FREIGHT	-		-	
HOME LEAVE - TRAVEL	7,000		7,000	4
HOME LEAVE - FREIGHT	9,000		9,000	4
EDUCATION TRAVEL	-		-	
R AND R TRAVEL	-		-	
ALL OTHER CODE 215 TRAVEL	-		-	
HOUSING				xxxxx
RENT	12,000		12,000	1
UTILITIES	5,000		5,000	xxxxx
RENOVATION AND MAINT.	1,000		1,000	xxxxx
QUARTERS ALLOWANCE	-			
PURCHASES RES. FURN/EQUIP.	-			xxxxx
TRANS./FREIGHT - CODE 311	-			xxxxx
SECURITY GUARD SERVICES	2,000		2,000	xxxxx
OFFICE OPERATIONS				xxxxx
OFFICE FURN./EQUIP	-		-	xxxxx
VEHICLES	-		-	xxxxx
OTHER EQUIPMENT	-		-	xxxxx
TRANSPORTATION/FREIGHT	-		-	xxxxx
SITE VISITS	600		600	
INFORMATION MEETINGS	-		-	
TRAINING ATTENDANCE	-		-	
CONFERENCE ATTENDANCE	-		-	
OTHER OPERATIONAL TRAVEL	1,500		1,500	
SUPPLIES AND MATERIALS	500		500	xxxxx
ALL OTHER COSTS	-		-	xxxxx
TOTAL O.E. BUDGET	101,000		101,000	xxxxx

TABLE IX(c) - JOINT CAREER CORPS

FY 1984

ORGANIZATION OAR RWANDA

EXPENSE CATEGORY	DOLLAR FUNDED	TRUST FUNDED	TOTAL BUDGET	UNITS
JOINT CAREER CORPS				xxxxx
BASIC PAY	40,000		40,000	1
DIFFERENTIAL PAY	10,000		10,000	xxxxx
EDUCATION ALLOWANCES	4,000		4,000	2
RETIREMENT	3,000		3,000	xxxxx
LIVING ALLOWANCES	2,000		2,000	xxxxx
OTHER SALARIES/BENEFITS	1,000		1,000	xxxxx
POST ASSIGNMENT - TRAVEL	7,000		7,000	4
POST ASSIGNMENT - FREIGHT	9,000		9,000	4
HOME LEAVE - TRAVEL	-		-	
HOME LEAVE - FREIGHT	-		-	
EDUCATION TRAVEL	-		-	
R AND R TRAVEL	7,000		7,000	4
ALL OTHER CODE 215 TRAVEL	-		-	
HOUSING				xxxxx
RENT	12,000		12,000	1
UTILITIES	5,000		5,000	xxxxx
RENOVATION AND MAINT.	1,000		1,000	xxxxx
QUARTERS ALLOWANCE	-		-	
PURCHASES RES. FURN/EQUIP.	11,000		11,000	xxxxx
TRANS./FREIGHT - CODE 311	9,000		9,000	xxxxx
SECURITY GUARD SERVICES	2,000		2,000	xxxxx
OFFICE OPERATIONS				xxxxx
OFFICE FURN./EQUIP	700		700	xxxxx
VEHICLES	-		-	xxxxx
OTHER EQUIPMENT	-		-	xxxxx
TRANSPORTATION/FREIGHT	-		-	xxxxx
SITE VISITS	500		500	10
INFORMATION MEETINGS	-		-	
TRAINING ATTENDANCE	-		-	
CONFERENCE ATTENDANCE	1,500		1,500	1
OTHER OPERATIONAL TRAVEL	-		-	
SUPPLIES AND MATERIALS	500		500	xxxxx
ALL OTHER COSTS	-		-	xxxxx
TOTAL O.E. BUDGET	126,200		126,200	xxxxx

TABLE IX NARRATIVE

The six positions allotted OAR Rwanda are the minimum requirements. Ideally, the USDH staff would number nine and include the six presented on Table IX(a), an economist, an agricultural project manager and a budget and accounting officer who would cover OAR Burundi as well. In this period of worldwide staffing decline, it appears unlikely that more slots will be allotted OAR Rwanda. Thus, the mission plans to obtain the necessary skill mix as follows:

1. We will continue with the six USDH positions for the foreseeable future.

2. To date, the mission has been able to fill the Management Officer requirement with a U.S. dependent under contract as Management Assistant and we are reasonably confident that we can continue this practice, provided that controller assistance is available from RFMC.

3. The mission is recruiting an agricultural specialist under a USDA PASA, planned to be in country early in FY 84 for approximately three years. This agronomist will assist in the development of several important agricultural projects and in their start-up phases. He/she will complement the mission Agricultural Development Officer, who is scheduled to arrive in April, 1984.

4. The mission will also participate in the Joint Career Corps program. A Development Anthropologist has already been identified and, if the position is approved, will arrive early in 1984.

5. Support staff, including economists and technical specialists, from REDSO will continue to be called upon to a great extent.

6. FNDH positions will be reduced to three by 1986 and will be reserved for semi-professionals. Other staff will be employed under a local institutional contract.

7. An important element in holding USDH staff to a minimum is the timely arrival of project technical assistance. Where the TA is not in country, day-to-day project implementation becomes the duty of the USDH staff, to the detriment of our policy guidance and project monitoring/evaluation responsibilities. To date, OAR Rwanda has had mixed success in fielding TA teams early in project life. Obviously, if we are to hold the line on direct hire positions, the record will have to be improved.

Personnel reduction. Ten percent annual reductions through FY 86 would be difficult to absorb and would depend, in large measure, on the skills mix available from AID/W and REDSO and whether we could continue to count on funding a PASA position and have a JCC specialist. In effect, a 10%

reduction through FY 86 would reduce mission authorized strength from 6 to 5 USDH positions. Within this level of reduction, a new start in FY 85 would probably be foregone, and later year new starts would be in jeopardy as well. In Rwanda, we would investigate other program approaches such as sector grants, which can transfer resources without the heavy monitoring requirements associated with project financing.

FY 84 - 86 NXP PROCUREMENT PLAN

FY 84 Procurement Plan - O.C. 310:

I. Replacement Property Requirements

QTY /	ITEM	UNIT COSTS	EXTEND COST.	PKG/SHPG.	TOTAL
1 EA -	Desk, Secty	420.	420.	420.	840.
4 EA -	Chair, Secty	100.	400.	400.	800.
2 EA -	File Cabinet	275.	550.	550.	1100.
3 EA -	Typewriters, Elec.	850.	2550.	600.	3150.
2 EA -	Bookcases,	150.	300.	300.	600.
A. Extended cost:			4220.		
B. Est. PKG/SHPG:				2270.	
C. CIF/KIGALI:					6490.

II. New Property Requirements

QTY /	ITEM	UNIT COSTS	EXTEND. COST.	PKG/SHPG	TOTAL
2	Desk, Secty	420.	840.	840.	1680.
2	Chairs, Desk	160.	320.	320.	640.
2	File Cabinet	275.	550.	550.	1100.
2	Typewriters, Elec.	850.	1700.	400.	2100.
2	Bookcases	150.	300.	300.	600.
A. Extended Cost.			3710.00		
B. Est. PKG/SHPG.				2410.00	
C. CIF/KIGALI					6120.00

III. TOTAL 310 REQUIREMENTS FY 84: 12,610.00

FY 84 PROCUREMENT PLAN - O.C. 311

I. Replacement Property Requirements

No Replacement Property Required

II. New Property Requirements

QTY	/ ITEM	UNIT COSTS	EXTEND. COST.	PKG/SHPG	TOTAL
1	Living Room	2967.00.	2967.00.	3000.	5967.00
1	Dining Room	2474.00.	2474.00.	2500.	4974.00
1	Master Bedroom	1676.00.	1676.00.	1700.	3376.00
2	Bedrooms	1567.00.	3134.00.	3200.	6334.00
A.	Extended Costs		10,251.00		
B.	Est. PKG/SHPG			10,400.00	
C.	CIF/KIGALI				20,651.00

III. TOTAL 311 REQUIREMENTS FY 84: 20,651.00

FY 84 PROCUREMENT PLAN - O.C. 312:

I. REPLACEMENT VEHICLES

TYPE AND QUANTITY	UNIT COST	PKG/SHPG	TOTAL	TO RETIRE
A. 1-EA, 1984, Station Wagon Model Peogeot 505	7000.	2700.	9700.	P.O.RWA 79-13
B. Estimated PKG/SHPG		2700.00		
C. CIF/KIGALI			9700.00	

II. NEW VEHICLES

TYPE AND QUANTITY	UNIT COST	PKG/SHPG	TOTAL	TO RETIRE
A. 1-EA, 1984, 3.5 TON Isuzu Dropside Truck	20,000.	7500.00	27,500.	N/A increase in Staff/Project Support
B. Estimated PKG/SHPG		7500.00		
C. CIF/KIGALI			27,500.	

III. TOTAL 312 REQUIREMENTS FY 84: 37,200.00

FY 84 PROCUREMENT PLAN - OC. 319

I. Replacement Property Required

No Replacement Property Required

II. New Property Required

QTY/ITEM	UNIT COSTS	EXTEND. COST.	PKG/SHPG	TOTAL
10 EA-ABC Fire Extinguishers 4A60	50.00	500.	500.	1000.
1 EA Truck Jack, 4 TON	400.00	400.	400.	800.00
4 EA Wheel Hubs	75.00	300.	200.	500.00
A. Extended Cost:		1200.00		
B. Est. PKG/SHPG:			1100.00	
C. CIF/KIGALI				2300.00

III. TOTAL 319 REQUIREMENTS FY 84: 2300.00

FY 85 PROCUREMENT PLAN - O.C. 310

I. Replacement Property Requirements

QTY/ITEM	UNIT COSTS	EXTENDED COST	PKG/SHPG.	TOTAL
1 EA Photocopier	3500.	3500.	0.0	3500.
1 EA Duplicating Machine	1100.	1100.	700.	1800.
2 EA Typewriters Elec.	900.	1800	500.	2300.
A. Extended Cost:		6400.00		
B. Estimated PKG/SHPG:			1200.	
C. CIF/KIGALI				7600.00

II. New Property Requirements
No New Property Required

III. TOTAL 310 REQUIREMENTS FY 85: 7600.00

FY 85 PROCUREMENT PLAN - O.C. 311

I. Replacement Property Requirements

QTY/ITEM	UNIT COST	EXTENDED COST	PKG/SHPG	TOTAL
3 - EA Refrigerators	850.	2550.	2550.	5050.
3 - EA Freezers	800.	2400.	2400.	4800.
3 - EA Ranges	700.	2100.	2100.	4200.
3 - EA Washers	500.	1500.	1500.	3000.
3 - EA Oryers	400.	1200.	1200.	2400.
18- EA Water Heaters	425.	5100.	5000.	10100.
A. Extended Cost:		14850.00		
B. Estimated PKG/SHPG:			14700.00	
C. CIF/KIGALI:				29,550.00

II. New Property Requirements

QTY/ITEM	UNIT COST	EXTEND COST	PKG/SHPG	TOTAL
8 - EA Patio Furniture, Set	400.	3200.	0.0.	3200.00
A. Extended Cost:		3200.		
B. Estimated PKG/SHPG			0.0.	
C. CIF/KIGALI				3200.00

III. TOTAL 311 REQUIREMENTS FY 85 : 32,750.00

FY 85 PROCUREMENT PLAN - O.C. 312

I. REPLACEMENT VEHICLES

TYPE AND QUANTITY	UNIT COST	PKG/SHPG	TOTAL	TO RETIRE:
A. 1 - EA, 1985 Station Wagon Model Peugeot 505	7500.	3000.	10,500.	P.O.-RWA-79-12
1 - EA, 50cc Suzuki Motorcycle	600.	400.	1,000.	P.O.-RWA-83-1
B. Estimated PKG/SHIPG:		3400.		
C. CIF/KIGALI:			11,500.00	

II. NEW VEHICLES

NO NEW VEHICLES REQUIRED.

III. TOTAL 312 REQUIREMENTS FY 85: 11,500.00

FY 86 PROCUREMENT PLAN - O.C. 310

I. Replacement Property Requirements

QTY/ ITEM	UNIT COSTS	EXTEND.COST.	PKG/SHPG.	TOTAL
1 EA - 4DR Safe	3800.	3800.	3500.	7300.
2 EA - File Cabinets	300.	600.	600.	1200.
2 EA - Typewriters Elec.	950.	1900.	550.	2450.
4 EA - Chairs, Desk	200.	800.	800.	1600.
A. Extended Cost:		7100.00		
B. Estimated PKG/SHPG:			5450.00	
C. CIF/KIGALI:				12,550.00

II. New Property Requirements

QTY/ ITEM	UNIT COSTS	EXTEND.COST.	PKG/SHPG	TOTAL
1 EA - Desk, Secty	480.	480.	480.	960.
1 EA - Chair Desk	180.	180.	180.	360.
A. Extended Cost:		660.00		
B. Estimated PKG/SHPG			660.00	
C. CIF/KIGALI:				1,320.00

III. TOTAL 310 REQUIREMENTS FY 86: 13,870.00

FY 85 PROCUREMENT PLAN - O.C. 319

I. Replacement Property Requirements

QTY/ITEM	UNIT COSTS	EXTEND. COST.	PKG/SHPG.	TOTAL
1 Filter, Water	75.	75.	75.	150.00
1 Refrigerator	850.	850.	800.	1650.00
A. Extended Cost:		925.00		
B. Estimated PKG/SHPG:			875	
C. CIF/KIGALI:				1800.00

II. New Property Requirements

QTY/ITEM	UNIT COST	EXTEND. COST.	PKG/SHPG	TOTAL
2 EA Wheel Hubs	85.	170.	100.	270.00
A. Extended Cost:		170.00		
B. Estimated PKG/SHPG:			100.00	
C. CIF/KIGALI:				270.00

III. TOTAL 319 REQUIREMENTS FY 85: 2070.00

FY 86 PROCUREMENT PLAN - O.C. 311

I. Replacement Property Requirements

QTY/ ITEM	UNIT COSTS	EXTEND.COST.	PKG/SHPG	TOTAL
2 - EA - Living Room	3250.	6500.	6000.	12,500.
2 - EA - Dining Room	2700.	5400.	5000.	10,400.
2 - EA - Master Bedroom	1850.	3700.	3500.	7,200.
4 - EA - Bedrooms	1750.	3500.	3250	6,750.
20- EA - Water Filters	110.	2200.	2000.	4,200.
A. Extended Costs:		21,300.00		
B. Estimated PKG/SHPG:			19,750.00	
C. CIF/KIGALI:				41,050.

II.New Property Requirements

No New Property Requirements

III. TOTAL 311 REQUIREMENTS FY 86: 41.050.

FY 86 PROCUREMENT PLAN - O.C. 312

I. REPLACEMENT VEHICLES

TYPE AND QUANTITY	UNIT COST	PKG/SHPG	TOTAL	TO RETIRE:
A. 1 EA, 1986 Station Wagon Model Peugeot 505	8000.	3500.	11,500.	P.O.RWA 83-2
B. Estimated PKG/SHPG		3500.00		
C. CIF/KIGALI			11,500.00	

II. NEW VEHICLES

No New vehicles Required

III. TOTAL 312 REQUIREMENTS FY 86: 11,500.00

FY 86 PROCUREMENT PLAN O.C. 319

I. Replacement Requirements

QTY/ ITEM	UNIT COSTS	EXTEND.COST.	PKG/SHPG	TOTAL
10 EA - ABC Fire Extinguishers 4 A 60	65.00	650.	600.	1,250.00
4 EA - Vehicle Tool Kits	100.00	400.00	300.00	700.00
2 EA - Motorcycle Helmets	125.00	250.00	-	250.00
A. Extended Cost:		1,300.00		
B. Estimated PKG/SHPG			900.00	
C. CIF/KIGALI				2,200.00

II. New Requirements.

QTY/ ITEM	UNIT COSTS	EXTEND.COST.	PKG/SHPG	TOTAL
2 EA - Wheels Hubs	95.	190.	120.	310.00
A. Extended Cost:		190.00		
B. Estimated PKG/SHPG:			120.00	
C. CIF/KIGALI:				310.00

III. TOTAL 319 REQUIREMENTS FY 86: 2,510.00

PL 480 TITLE II NARRATIVE

PL 480 Title II is the only Food for Peace program currently being implemented in Rwanda. Catholic Relief Services (CRS) and Seventh Day Adventist World Service (SAWS) are responsible for the administration of the program. OAR/R continues to find that the programs are effectively administered and serve both a useful humanitarian and developmental purpose. This view is supported by the FVA evaluation of outreach grants completed in January, 1983.

The PL 480 Title II programs fall directly in the USAID development strategy and the development priorities outlined in the GOR's Third Five Year Plan, 1982-1986. Through the CRS and SAWS programs, the U.S. makes a major contribution in bringing nutritional education and increased food resources to the rural population.

Developmental objectives are met by encouraging local participation in the gardening, small-animal raising and resettlement activities required of CRS centers and SAWS recipients. By engaging in these exercises, the agencies promote the notion and practice of improving cultivation techniques so that agricultural output may be increased. They also introduce new varieties of food so that nutritional impact per unit will improve. The food distribution offered at the CRS nutrition centers is targeted at raising the nutritional status of the very young and pregnant and lactating mothers. The goals of this program are in line with the Mission's priority of improving maternal and child health in order to slow the rate of population growth. By improving child and infant health through better nutrition and thus decreasing the infant mortality rate, families are less inclined to seek the security of additional children.

In their recently developed Third Five Year Plan, the GOR has stressed the importance of instructing the rural population in the urgency of accepting new methods of agricultural production. The plan also urges the appropriate ministries to try to raise nutritional levels in order to assure the rural population's effective involvement in development schemes throughout the country. The SAWS FFW activities are in line with the priorities put forth by the GOR to develop the rural sector by clearing new lands for cultivation to meet present and future food needs.

Both of the programs administered under PL 480 Title II are directed at improving the nutritional status of the young. The largest program which CRS operates (approximately 70,000 recipients) is the maternal and child health program for "pre-school" children. This program assures an increase in the nutritional status of the most vulnerable age group--children between the ages of six months and five years. Another segment of the MCH program provides a food supplement to pregnant and lactating mothers. In addition to food intervention, the two programs provided participants with the opportunity for instruction in improved methods of food selection and preparation. CRS also participates in a school-feeding program which provides food aid to approximately 24,000 recipients in post-primary schools located throughout the country.

CRS has incorporated specific development-related activities as part of the programs followed by all nutrition centers. CRS requires that all centers undertake development activities in return for the food aid received. In an effort to assist the centers to maintain an acceptable financial position and in part to provide materials for the nutrition education and cooking lessons, the centers engage in small animal raising activities and vegetable gardens. These local agricultural programs introduce new techniques and food resources to the rural population, increasing the long-term food variety and improving breeding and cultivation methods. The fact that the participants pay a monthly sum and contribute to the center's garden activities assures that the nutrition centers are seen as something more than simply distribution centers. The families participating in the program are required to give a verbal commitment of their intention to follow the program conscientiously and to make the required contribution. In the event that these commitments are not kept, the family is asked to leave the program.

The SAWS program includes a large FFW program with some 8,000 recipients in the easternmost region of Rwanda in the area of Rusumo. Here SAWS implements a resettlement program involving 1,000 families. The project includes land clearing and planting of home gardens and subsistence crops.

Over the recent past there have been two changes in the Title II program. The first was the determination by AID/W/FFP that the CRS secondary school feeding program be phased out. The second was the decision by the Government of Rwanda to terminate primary school feeding programs. Both decisions relate to concerns with creating a dependency on food imports. The phase-out of secondary school feeding programs is summarized in Kigali 01213 (copy attached) which requested a one year moratorium on the phase-out. The moratorium was agreed to by AID/W and CRS is about to begin the in-depth study for an appropriate phase-out plan. The primary school feeding program was terminated following the AID decision to phase-out the secondary school program. The GOR is reluctant to get into another dependency situation only to have the program phased out in the future. Also, in the view of the GOR, primary school students are fed at home and have less need of the food. The additional food supplement is viewed as unlikely to result in many additional students getting through primary school. Thus one risks creating a dependency for minimal future benefit. OAR/R is not in agreement with the rationale but it is clear that the GOR is determined not to continue with the primary school feeding program.

Given these decisions there has necessarily been an adjustment in programs. In the case of CRS this will be minimal, both because of the gradual phase-out and because the largest elements of their program is in MCH. In the case of SAWS there is greater change. SAWS has proposed, and OAR/R and REDSO/ESA/FFPO concur with, expanding the FFW element of the SAWS program. The work will involve the construction, repair, and maintenance of housing, schools and dispensaries, and some reforestation and land reclamation activities. Total recipients for the FFW program are estimated at 18,200. This is less than SAWS could manage effectively but was selected to stay within budget limitations.

The total projected recipients for the SAWS program for FY 85 are 22,500 in FFW and 1,600 in General Relief. For CRS the FY 85 projected recipient levels are 86,900 in MCH, 12,000 in Secondary School Feeding, 14,000 Vocational School Feeding, 1,000 Other Child Feeding and 5,000 General Relief. Total SAWS recipients are 24,100. Total CRS recipients are 118,900.

The projected value of the CRS and SAWS FY 85 programs is $2,884,000 of which $1,780,700 is for CRS and $1,103,000 is for SAWS. The APPL level for FY 85 is $2.5 million. We have used the APPL level in Table V and believe there should be little difficulty adjusting the actual program amounts to this level in FY 85.

The Operational Plans for CRS and SAWS are well done. Their procedures conform both to AID regulations and to the actual requirements for implementation of effective field programs. OAR/R is confident that the management of each organization is adequate to put its plans into operation.

CRS has experienced occasional difficulties over the past 6-9 months in monitoring its regular programs because of the extra demands imposed by its active role in the refugee relief program. These difficulties were exacerbated by the unexpected death of the newly appointed CRS Director early in the refugee crisis. This left CRS without a director over a four month period of exceptional demand. A new CRS Director has recently arrived and is in the process of reviewing management of the program. Furthermore, CRS has largely disengaged itself from an active role in the management of the refugee relief program. Thus OAR/R believes that the traditionally effective management of the CRS/Rwanda program will be maintained.

In past years SAWS management experienced occasional difficulty with record keeping and end use requirements of the Title II program. This year significant progress has been made in overcoming these difficulties. Record keeping procedures are much more closely followed, reports now meet deadlines, and an end use checker has been employed. On the most recent visit of the Regional FFP Officer, she indicated her pleasure in the progress SAWS had made and her confidence in the management of the program.

OAR/Rwanda makes periodic visits to SAWS and CRS warehouse facilities to verify that storage facilities are adequate. At intervals during the year the AID Representative, Health Officer, and other staff members visit the school feeding and nutritional centers accompanied by SAWS or CRS representatives. Several times yearly the REDSO/ESA/FFP Officer visits Rwanda to review the CRS and SAWS programs. OAR/Rwanda handles all contacts between AID/W, REDSO/ESA and the Volags including submitting all reports and calls forward.

VZCZCKIG *
RR RUEHC RUEHNR
DE RUEHLGB #1213/01 089 **
ZNR UUUUU ZZH
R 301420Z MAR 83
FM AMEMBASSY KIGALI
TO RUEHC/SECSTATE WASHDC 5684
RUEHNR/AMEMBASSY NAIROBI 2852
BT
UNCLAS KIGALI 01213

CLASS: UNCLASSIFIED
CHRGE: AID 03/29/83
APPRV: AR:FRCHIAVAROLI
DRFTD: REFPO:NMETCALF:JAL
CLEAR: 1. AVGETSON
2. NIOLSEN
DISTR: AID 2 AMB DCM
CHRON

AIDAC

SECSTATE FOR FVA/FFP/II FROM REFPO METCALF
NAIROBI FOR REDSO/E/FFP

E.O. 12356: N/A
SUBJECT: PL 480 TITLE II CRS/RWANDA FY 1984 AER

REF: A) STATE 64236, B) KIGALI 933, C) STATE 122239,
D) STATE 189172, E) STATE 195666

1. REFPO VISITED KIGALI MARCH 21-29 TO ASSIST VOLAGS IN AER PREPARATION AND TO REVIEW REQUEST FOR ONE-YEAR SECONDARY/VOCATIONAL SCHOOL MORITORIUM, PER REF D.
2. AS REPORTED, NOTICE THAT USG FOOD SUPPORT TO SECONDARY AND VOCATIONAL SCHOOLS WOULD BE PHASED OUT HAS CAUSED CONSTERNATION AND DISTRESS BOTH IN RWANDAN GOVERNMENT CIRCLES AND IN THE SCHOOLS THEMSELVES.
3. TO RECAPITULATE THE EVENTS LEADING TO THE PRESENT CRISIS OF CONCERN: REF C (1983 GUIDANCE MESSAGE) SUGGESTED A 30,800 SF LEVEL AND A TOTAL PROGRAM DOLLAR VALUE OF 1,666.9 MILLION. THIS DOLLAR LEVEL WAS ARRIVED AT BY CUTTING THE OIL RATION IN ALL CATEGORIES IN AN EFFORT TO REDUCE PROGRAM COST WITHOUT JEOPARDIZING PROGRAM GOALS. CRS REQUESTED A REINSTATEMENT OF THE ONE KILO OIL RATION IN THE MCH PROGRAM AND WASHINGTON AGREED. TO MINIMIZE THE COST IMPACT OF THIS INCREASE ON AN EXTREMELY TIGHT PL 480 BUDGET, AID/W IN REF D SUGGESTED REDUCTION OF BOTH RATION AND RECIPIENTS IN THE LOWER PRIORITY SF CATEGORY. CRS AGREED TO RATION CUTS, TO A REDUCED SF LEVEL OF 27,000 AND TO A FIVE-YEAR PHASEOVER. AID/W RESPONSE, REF E, FURTHER REDUCED SF LEVEL TO 26,000 AND RECOMMENDED THREE-YEAR PHASEOVER. THIS WAS THE FINAL APPROVAL MESSAGE. CRS AND USAID ACCEPTED THE CUTS AND THE PHASEOVER. CRS NOTIFIED ALL SCHOOLS AND INSTITUTED THE REDUCED RATION. WHEN THE MINISTRY OF FOREIGN AFFAIRS ASKED FOR RECONSIDERATION, THE AMBASSADOR REITERATED THE INTENT TO PHASEOVER THIS LOWER PRIORITY CATEGORY IN FAVOR OF MOTHER-CHILD FEEDING.
4. WE NOW BELIEVE THAT NEITHER AID/W, CRS NOR THE USAID FULLY UNDERSTOOD THE IMPACT WITHDRAWAL OF SCHOOL FEEDING SUPPORT WILL HAVE ON THE GOR EDUCATIONAL SYSTEM. EDUCATION IS ONE OF THE HIGHEST PRIORITIES OF THE GOR, AND IS THE LARGEST EXPENDITURE ITEM IN THE NATIONAL BUDGET. THE GOR PRIORITY ON EDUCATION SEEMS WELL PLACED AS ONE OF THE MAJOR CONSTRAINTS TO DEVELOPMENT IN RWANDA IS THE LACK OF TRAINED MANPOWER AT ALL LEVELS. THE GOR HAS RECENT

STITUTED AN EDUCATIONAL REFORM PROGRAM AIMED AT PROVIDING UNIVERSAL PRIMARY EDUCATION, WITH 90 PERCENT OF PRIMARY GRADUATES SLATED TO RECEIVE PRACTICAL AGRICULTURAL TRAINING AND 10 PERCENT HIGHER LEVEL ACADEMIC TRAINING. THEY WILL HAVE DIFFICULTY IN MEETING THEIR PRESENT BUDGETARY COMMITMENTS TO THE EDUCATIONAL SYSTEM, MUCH LESS INCREASING THEM. ALTHOUGH THE GOR INTENT WAS TO FULLY SUPPORT THE ENTIRE SECONDARY SCHOOL SYSTEM, BUDGETARY CONSTRAINTS HAVE LIMITED ITS CONTRIBUTION TO 30 PERCENT; 70 PERCENT BEING MET BY STUDENTS, SCHOOLS THEMSELVES AND DONORS. IN MOST SCHOOLS STUDENTS CONTRIBUTE 10 PERCENT OF COSTS AND THE CRS-SUPPLIED FOOD ACCOUNTS FOR ANOTHER 10 PERCENT.

5. RFFPO, AID AND CRS REPS DID LIMITED SURVEY OF SOME SCHOOLS RECEIVING U.S. FOOD AID. IN ALL SCHOOLS VISITED CURICULA FOCUS WAS ON MEETING GAPS IN NEEDED DEVELOPMENT SKILLS. SCHOOLS VISITED RANGED FROM LARGEST SECONDARY SCHOOL IN RWANDA, WHERE STUDENTS RECEIVE EITHER TRAINING IN MID-LEVEL SKILLS SUCH AS PUBLIC HEALTH, AGRICULTURAL SCIENCE, AND ANIMAL HUSBANDRY OR PREUNIVERSITY TRAINING IN SUCH FIELDS AS MEDICINE AND ECONOMICS, TO AGRICULTURAL CERAIS WHERE STUDENTS ARE TAUGHT BASIC SKILLS SUCH AS CARPENTRY, METALWORK, MASONRY, HOME ECONOMICS AND AGRICULTURAL TECHNIQUES. REACTION TO THE PHASEOUT OF U.S. SUPPORT, WHILE VARYING IN DEGREE, WAS UNIFORMLY OF CONCERN FOR THE FUTURE OF THEIR INSTITUTIONS. WHILE THE LARGEST SCHOOL FELT THAT GIVEN A REASONABLE PHASEOUT TIME, THEY COULD FIND OTHER SUPPORT OR REBUDGET EXPENDITURES TO CONTINUE PROVIDING MEALS, SMALLER SCHOOLS FELT THEY WOULD HAVE TO CLOSE THEIR DOORS. IN THIS CATEGORY WAS A SCHOOL TURNING OUT THE FIRST FULLY CERTIFIED NUTRITIONALISTS TRAINED IN RWANDA. A DIRECTOR OF AN AGRICULTURAL TRAINING CENTER (CERAI) SAID THEY WOULD REMAIN OPEN AND STUDENTS WOULD CONTINUE TO COME BECAUSE THEY REALIZE THE IMPORTANCE OF THE TRAINING GIVEN, BUT WITHOUT A MEAL THE LEVEL OF MOTIVATION AND EFFORT WILL BE DETRIMENTALLY AFFECTED, PARTICULARLY GIVEN THE PHYSICAL LABOR REQUIRED TO CULTIVATE FIELDS, WORK ON THE FORGE, ETC. HE SAW NO ALTERNATIVE AT THIS TIME TO THE STUDENTS GOING ALL DAY WITHOUT A MEAL IF THE AID IS DISCONTINUED. ALL SCHOOLS VISITED HAD GARDENS AND LIVESTOCK AND MOST HAD INCOME-PRODUCING ACTIVITIES, SUCH AS FURNITURE AND TOOL MAKING. THERE MAY BE SCOPE FOR INCREASING THESE ACTIVITIES, BUT GIVEN PRESENT LAND AND STUDENT TIME CONSTRAINTS PROJECT EXPANSION WILL BE

DIFFICULT. PRESENT RESOURCE GENERATIONS ARE ALREADY BEING USED FOR SCHOOL SUPPORT SO HOW MUCH ADDITIONAL REVENUE CAN BE GENERATED IS UNKNOWN AT THIS TIME.

6. GIVEN THE RESULTS OF THE PRELIMINARY SURVEY, WE STRONGLY SUPPORT CRS'S REQUEST FOR A ONE-YEAR MORITORIUM ON SF LEVELS TO ALLOW TIME TO DO AN IN-DEPTH STUDY OF THE SECONDARY AND VOCATIONAL SCHOOL, TO DESIGN AN APPROPRIATE PHASEOUT PLAN, AND TO WORK WITH INSTITUTIONS AND SCHOOL COORDINATING BODIES TO IDENTIFY ALTERNATIVE SOURCES OF SUPPORT. THE SCHOOLS ARE STILL ADJUSTING TO THE MAJOR RATION CUT WHICH OCCURRED IN SEPTEMBER. RATIONS WERE CUT IN HALF, AND THIS IN ITSELF WILL TAKE MAJOR READJUSTMENT AND REBUDGETING ON THE SCHOOLS' PART.

7. CRS WILL DRAFT THE TERMS OF REFERENCE FOR A SECONDARY/VOCATIONAL SCHOOL SURVEY WITHIN THE NEXT FEW MONTHS, WHICH WILL BE TRANSMITTED TO AID/W FOR CONCURRENCE AND COMMENT. IN THE MEANTIME, ANY SUGGESTIONS FOR AREAS/QUESTIONS TO BE INCLUDED WOULD BE WELCOMED.

8. TRANSMITTAL OF CRS'S AER MAY BE DELAYED BY NECESSITY TO CLEAR PROGRAM CHANGES WITH GOR AND CRS REGIONAL HEADQUARTERS. BESIDE THE SCHOOL FEEDING MORITORIUM SUCH CHANGES MAY BE INCLUSION OF BOTH MOTHERS ATTENDING PRENATAL CLINICS AND MAJORITY OF OCF RECIPIENTS IN MCH PROGRAM AND EXPANSION OF MCH LEVELS IN 24 CLINICS. LATER CHANGE, IF APPROVED, WOULD OFFER OPPORTUNITY TO COMPARE NUTRITIONAL IMPACT AND FAMILY COMMITMENT WHEN MORE THAN ONE FAMILY MEMBER IS ENROLLED IN PROGRAM TO SAME RESULTS IN GROUPS WHERE ONLY ONE PARTICIPANT PER FAMILY IS ENROLLED.

9. WE HAVE PRICED OUT THE PROGRAM, WITH THE SF MORITORIUM LEVEL AND WITH COMMODITY CHANGES BELIEVE FINAL PROGRAM REQUEST WILL BE CLOSE TO CP PLANNING LEVEL. COMMODITY CHANGES SUGGESTED BY CRS ARE ELIMINATION OF RICE AND HALF OIL TONNAGE IN DRUMS.

10. WE WOULD APPRECIATE AID/W COMMENTS/CONCURRENCE WITH ABOVE STRATEGY PRIOR TO DEADLINE DATE FOR SUBMISSION OF AER. BLANK

BT

CATHOLIC RELIEF SERVICES-USCC

PL 480 TITLE II - OPERATIONAL PLAN

ELEMENTS OF OPERATIONS

IDENTIFICATION :

Cooperating Sponsor	: Catholic Relief Services-United States Catholic Conference, 1011 First Avenue, New York, N.Y. 10022.
Local Address	: Catholic Relief Services-USCC B.P. 65 Kigali, Rwanda
Counry	: RWANDA
Date submitted	: May 6, 1983
Counterparts	: Ministry of Social Affairs and Community Development, B.P. 60 Kigali, Rwanda Caritas/Rwanda, B.P.124 Kigali, Rwanda

Supervisory Staff

American	: Steven Browne - Director Pauline Wilson - Program Assistant Walter Williams-National Nutrition Supervisor
Rwandese	: Françoise Nambaza -Administrative Assistant Xavérine Niwemutoni-Assistant Supervisor Bernadette Mukangarambe " " François Kayihura- Oilseed Manager Aloys Muhikira - Shipping Manager Peter Gisimba-Customs & Claims Manager Zacharie Kamanzi- Warehouse Supervisor Mary Rose Mukabuzizi-Logistics Supervisor Juvénal Kabiligi- Projects Manager Evariste Nayigizente-Projects Assistant Eugène Gasana- School Feeding Manager Mary Rose Ngendahimana- Accountant Kaganda Manga-Motor Department Manager.

.../...

AREA - SCOPE - CONDITIONS OF OPERATIONS:

The estimated population of Rwanda is 5.2 million persons. Current estimates place the growth rate at about 3.9 %. Total land area is estimated at 26,000 Km^2, of which about 30 % is considered arable. Primary (non-exporting) food crops are : beans, sorghum, yams, maize and bananas, with the latter covering 24 % of available arable acreage.

The program of Catholic Relief Services is country-wide, including all 10 prefectures.

Distribution of Title II PL 480 commodities is made from a central warehousing facility located in Kigali. A small fleet of 4 large trucks, each of different tonnage, is leased from a local transporter who provides the transportation at a lower-than-going-market price. Other trucks can be rented on short notice as they are needed. The normal distribution to all recipient categories, including pre-school centers, boarding schools, vocational centers, and the various other child feeding programs, is made in three-month allotments. In areas made inaccessible due to annual rains, it often become necessary to provide six months worth of commodities at one time. Distribution is made on the basis of monthly status reports submitted by the centers, referencing, among other things, the number of beneficiaries and the stocks on hand of each commodity.

All centers who request CRS to transport PL 480 commodities to their centers pay 3 francs per Kg (about $ 0.03) for this service. Starting in 1981, we have required all Nutrition Centers and strongly encouraged all Secondary Schools to utilize this method in order to provide enough volume of business to our transporter to keep transport fees from increasing. In addition, all centers pay a small storage and handling fee to defray these costs. Nutrition centers pay 1.5 francs per Kg (1.5 ¢) while all others pay 2 francs per Kg. Some secondary schools which choose to provide their own transport pay 3 francs per Kg.

Under the term of the agreement which was signed on October 22, 1963 between the Government of Rwanda and Catholic Relief Services, the Government of Rwanda agrees to admit free of all duties and taxes, all the relief supplies imported by Catholic Relief Services-USCC. Thus far, this agreement has been observed.

CRS personnel have all latitude to control the distribution of PL 480 Title II commodities. The GOR is not able to meet the costs of warehousing, handling and inland transport from Kigali to the different recipient centers. It agrees, however, to pay the 1% Ad Valorem charge that must be paid to the bonded warehouse for each consignment. (This charge was lowered from 2 % in early 1978). The recipient centers have agreed to bear all the expenses involved in the receiving, handling, warehousing and transportation of the supplies intended for them, once they are delivered at Kigali.

At the present time, there is only one other American Voluntary Agency, SAWS, working with a PL 480 Title II Food distribution program in Rwanda.

According to present FAO estimates, the nutritional status of rural Rwandans has declined 16 % between 1959 and 1975 - and Rwandans consume only 80-85 % of the minimum daily caloric intake necessary for maintenance of nutritional health. 60.5 % of nutritional deaths in the country occur in the 0 to 4 age group, 85% of deaths occuring in the 0 to 15 age group are directly attributable to malnutrition. Of the AID-approved Food for Peace recipients for FY '84, 71 % are concentrated in the sector of Maternal Child Health, recognized as the highest priority in the nutrition sector by both the GOR and AID. 23 % of the approved recipients are students in secondary (boarding) schools and institutions engaged in vocational pursuits, including teaching improved agricultural methods. Proposed level for FY '85 will again emphasize MCH (72 %) and secondary/vocational education (22 %). These recipient groups do not participate in the market economy. Additionally, when considered in light of Rwanda's currently estimated population of more than 5 million, the FY '84 recipient levels is less than 2 % of the population.

The proposed FY '85 Title II commodities, consisting of plain cornmeal, non fat dry milk, edible oil and bread flour, are not produced or processed in Rwanda. This provision of blended-fortified foods, in the MCH context, is meant to be a nutritional supplement to the diet being provided by participating mothers and as an economic assistance to the family.

In view of the evidence above, which indicates wide discrepancy between food needs and food availability in Rwanda, and in view of the fact that CRS serves a portion of the population which lives at a subsistence level, but which is, nevertheless, according to nutrition bureau statistics, unable to produce enough food to maintain adequate nutritional levels, CRS believes that Title II imports represent no disincentive for food production in Rwanda.

Rwanda is listed by the United Nations as being among the six least developed countries of the world, with a per capita income of about $ 150.

Malnutrition was recognized as the first health problem of the country in the first five-year Plan. The second and Third Plan aim at "improving the feeding of the population". Certain steps have been taken to combat malnutrition but the problem of increasing food production and improving its availability to the poorer segments of the population, the vast majority, is so great that it will take time to overcome.

The steadily increasing population, coupled with a limited overall area, has resulted in the present use of all agriculturally productive land. Faced with this dilemma, the practice of "intensive farming" is being introduced to the rural population in an effort to make what little land each farmer has, more viable and productive. Although substantial attempts are being made toward this "Outreach", results have been slow in coming. The relatively unstable weather conditions, which vary from hillside to hillside, often cause either too much rain to fall or too little. If this should occur, or if the rains come at the wrong time during the planting cycle, entire harvests may be lost resulting in regional food shortages and famines.

This has occurred several times in recent years, notably during the first two months of 1980, and has necessitated additional food being brought into the country as emergency aid.

Considering the overall situation in Rwanda, it does not seem realistic to forecast a phasing-out of the PL 480 Title II Food Program in the near future. It is felt by CRS/Rwanda that because of the above, Rwanda desserves special consideration in the granting of food aid.

The CRS PL 480 Title II Program for FY 1984 and 1985 is made up of 6 categories:

Maternal/Child Health - Child :

This program makes available food supplies and other forms of aid to agencies and institutions of the developing areas to assist families to improve the food consumption, primarily of the most vulnerable household members, against a commitment that, in return for the economic aid received and within the limits of their ability, these households will undertake an income generating activity, or will offer labour to the public sector. Presently, most nutrition centers have demonstration gardens, small animal raising projects and fruit tree nurseries. During FY 1985, FY 1986 and FY 1987, a major goal of the CRS pre-school program will be to diffuse these activities among the participating families. Additionally, CRS, with the cooperation of the Rwandan Government, initiated a sunflower oil extracting project to be carried out in 8 Nutrition Centers. Encouraged by the nutritional and economic value of sunflower oil and its high protein containing residue, participating families at three centers planted this crop in September 1982. Harvesting ended in February 1983 and oil extracting (using a mobile unit consisting of a 5 Ton truck, a decorticator and an oil press) began in late March 1983. Participation in this project will be expanded to include 5 other centers by FY 1985.

This program is aimed at children between the age of 6 months and 5 years, defined as the most nutritionally vulnerable group. A supplement of PL 480 foods, or its local equivalent, is designed to provide at least 1/3 of the child's daily requirement, for normal growth (to be given along with the regular diets) is provided to the mothers of these children.

It is CRS-Africa Regional philosophy that CRS increase the likelyhood of the child receiving this supplement, and simultaneouly address the nutritional and economic needs of the participating households. With one pre-school aged child enrolled in the program, the family shall receive two rations; households with two or more pre-school aged children enrolled shall receive three rations. Plans are to experimentally begin distributing the increased supplement at 10 Nutrition Centers in FY 1984, 20 in FY 1985 and 30 in FY 1986. Our goal is to gradually introduce in all nutrition centers the concept of a family ration which provides a significant economic aid to the household. By so doing we attack the principal cause of malnutrition - Poverty. With this goal accomplished, the CRS Rwanda Pre-school Program should have an impact on the improved nutritional status of enrolled children and simultaneouly comply with the already successful CRS Africa Regional Program.

The distribution of the food supplement is accompanied by a monthly health/ nutrition class, as well as the weighing of the child and recording of the weight on a growth chart. In addition to the individual growth chart, a group chart (Master Chart) is kept to provide the overall nutritional status of the children attending the center. This chart is used by both the center personnel and CRS supervisory staff to monitor the progress or lack of progress longitudinally, to pinpoint problem areas and regions and generally for planning and programming.

Nutrition levels in Rwanda are inadequate and declining. The population receives an estimated 80-85 % of the minimum daily requirement of calories and 90-95 % of that of protein. The most recent World Bank Agricultural Sector Review, using 1973-75 figures, estimated adult nutritional availability at 75 % of the required level. Sigh among the major causes of infant mortality in Rwanda are protein and caloric deficiency. The average Rwandan family gives birth to 4.1 children; of these an average of 3.1 survive. This means that 72 % survive the first four years of life and 28 % do not.

A new activity of the Pre-School Program has begun to be initiated in 1981. It consists of an intensive program on a weekly basis for children who fail to grow adequately. If a child's individual chart shows that he is below 70 % standard, he is considered to be growing inadequately and his mother must bring him back weekly instead of monthly to the center.
The idea behind this is two fold :

1) Since the child is not growing adequately, giving small portions of the ration more frequently should make it easier for the mother to save some of the food for the child each week and to give him a better chance of getting the food he needs to grow adequately;

2) Since the mother, upon joining the program, made a commitment to feed her child adequately, bringing him back once a week is a reminder to her that she has not kept this commitment and that she must work harder to try and fulfill it.

Currently the program is carried out through 93 Nutrition Centers throughout the country which are operated with a mixture of private (mostly missions) and public support. Mothers contribute 75 Rw.Fr (about $ .82) per month to help defray the cost of food storage, transport and supervision of the centers. All centers are staffed by Government-trained nutrition teachers. The proper monitoring and control of the program is assured by four CRS supervisors who travel to centers regularly and frequently to ensure a constant contact with the center personnel. For FY 1984, the recipient level will be 66,000 children, and for FY 1985, 70,000.

Maternal/Child Health - Mother :

This is a relatively new program designed to provide pregnant and lactating women with the same ration as the MCH-Child in order to insure sufficient nutrition intake for the unborn child and for the breastfeeding mother. The projected recipient level for FY 1984 will be 13,000 and for FY 1985, 16,900.

School Feeding - Secondary :

In Rwanda, all secondary schools were founded, before independence in 1962, by private entities, mainly the Protestant and Catholic Missions. Although a law was enacted in 1966, by which the government made know its intention of taking over all secondary schools of the country, this did not happen , due in most part to the fact that the government was unable to provide an adequate budget to fully support them, even though education represented by far the largest expenditures of the GOR. The percentage of the costs of each student that is financed by the GOR amounts to approximately 30 % each year. The remaining cost of 70 % must be met by the student, the school: and outside agencies. In past years, the student has provided approximately 10 % while CRS through its food aid program has provided 20 %.

The measures already adopted and/or being contemplated by the GOR indicate that it is conscientious in its effort to support education in the country and that it strives to progressively realize high goals. This is why CRS feels that, considering the food context of Rwanda, the continuation of food aid to this category is justified.

In 1982, following the decision of AID/Washington to phase out all secondary school feeding program, CRS reduced both the recipient level and the ration of its school feeding program. This caused significant concern throughout the country, as CRS presently supports over 80 % of all secondary schools in Rwanda. Due to the degree of the concern expressed officially and unofficially, CRS requested and was granted a one year moratorium on the phase out of the secondary school feeding program. During FY '84, CRS intends to study in depth the probable results of a continued phase out and investigate other possible approaches toward resolving the issue.

School Feeding - Vocational :

This category includes two previously separate categories : Girls Training Schools (Sections Familiales) and Boys Training Schools (CERAR's, and Centres de Formation). The girls and boys training schools have been combined under the Ministry of Primary and Secondary Education as the CERAI (Centre d'Enseignement Rural et Artisanal Intégrée) for boys and girls. The Centre de Formation remain separate under the Ministry of Youth and Sports. These schools aim at training rural youth in trades and improved agricultural methods, as well as domestic science for women. This field activity has been given ever increasing attention by GOR authorities and private and international organisations and has been recognized as a viable alternative educational system. As only about 10 % of primary school graduates can go on the normal secondary schools, these training centers are seen as a potential solution to the problem of idle youth. All centers use the food commodities to provide a daily noon meal. The concerns expressed over the phase out of the secondary school feeding program have also been expressed to the same degree over the planned phase out of the vocational school feeding program. CRS shall therefore include vocational schools in its forthcoming study.

Other Child Feeding :

The category "Other Child" includes orphanages and homes for handicapped children. Most of the orphanages are run by Protestant and Catholic missions. The orphans are kept in the orphanages until they are three years old. The lack of space and financial support compels the missions to reject the children after they reach that age.

In FY '84 CRS intends to transfer all "semi-orphans" ie. those with only one parent - under the age of five to the Mother/Child Health program where they and their families can benefit from the additional education and services offered by the Nutrition Centers. The orphanage beneficiary level for FY '84 has, therefore, been correspondingly reduced.

The home for handicapped children treat children who have been hit by polio, other disabling diseases, or who are deaf or mute. Besides following treatment, the children are, to the extent possible, trained in handicraft, joinery, — and the making of clothing for young polio vistims.

General Relief (Welfare):

This special category is not to exceed 5 % of total PL 480 recipients. It is intended to enable CRS to demonstrate the compassion of the American people by charitable distribution to the institutionalized helpless, lame and hungry. Examples of such institutions are leprosariums, and homes for the aged, which also house the abandoned, handicapped and mentally ill.

CONTROL AND RECEIPTING-RECORDS PROCEDURES AND AUDITS

Upon receipt of the Bills of Lading, the CRS representative endorses them and forwards them to the appropriate Shipping Line Agent in Kigali and or the port of Mombasa.

An independent Survey Report is then conducted at the port of Mombasa, Kenya, for every shipment of PL 480 Title II commodities. This survey is then forwarded to the CRS headquarters in New York. It shows the actual quantity of commodities received and shortlanded, as well as losses and method of disposal of any food found unfit for human consumption.

From Mombasa, the commodities are sent via closed trucks through Uganda to the customs office outside the city of Kigali. After customs formalities are completed, the trucks are offloaded at the CRS warehouse where a receiving report is completed, noting any differences between actual receipt and the waybill listed amounts. This report later serves as the basis for an inland claim preparation. The report is signed and witnessed by :

- one representative from Catholic Relief Services (usually in exceptional situation only);
- one representative from the Shipping Agent (TRANSINTRA);
- the driver of the truck and
- the warehouse foreman.

The distribution of the commodities to the recipient centers is made according to a distribution list established by CRS/Rwanda and revised each year.

A waybill (bordereau de transport) is prepared in four copies for each distribution. The original and two copies are sent with the commodities to the recipient centers where each is signed for receipt. The original copy is filed at the warehouse and the third stays at the recipient center. The fourth copy remains in the CRS Office. Each waybill is numbered sequentially.

The warehouse maintains, under supervision of CRS/Rwanda, a daily inventory of the commodities. At the end of each month a physical inventory is taken by the warehouseman and a representative of the CRS office (usually the shipping clerk).

Following audits of the CRS Title II Food program in Rwanda by CRS/NY and AID, CRS/Rwanda has initiated several new procedures for the control and receipting of Title II food.

Stock control cards are now kept by individual shipment. These cards provide a record by stock in the warehouse of the quantity, date and shipment of each commodity received. They also provide a record of the actual distributions by date, waybill, quantity and shipment. The sum of the totals on all the current stock control cards always provides the actual stock on hand and assists in following the first-in-first-out inventory rotation system.

A new and more complete warehouse stock register has been put into use. This register identifies the shipments received, by ship's name, packing list number and CDA (Inland bill of lading) number.

In addition, the warehouse stock register shows the daily distribution, by commodity, to recipients. Therefore, by using the warehouse stock register in conjunction with the stock control cards, it is now possible to trace the receipt of all commodities, by shipment, from Mombasa to recipient centers in Rwanda.

At the end of each month, each recipient center is required to provide CRS/ Rwanda with an inventory report. In this manner the movement of the food commodities is charted from the warehouses and arrival to the recipient center and destination.

The reviewing of the program at each level of operation, inspection of food commodities and storage, end-use checks, examination and control of records present no problem.

All these records are available in Rwanda for examination or audit.

Losses involving PL 480 Title II food commodities while en route to Mombasa, Kenya, and during the unloading of the ships, are covered by the survey reports and out-turn reports. Settlements of claims, made by the CRS headquarters in New York, are made on behalf of the Department of Agriculture.

Losses occuring in the transport of commodities from Mombasa to Kigali are processed against the freight forwarder, while those occurring from Kigali to the recipient centers are instituted against the local carrier.

In addition to the above mentioned records, the following documents are maintained by CRS/Rwanda :

- shipping control ledger;
- shipping files
- individual record/reconciliation of each shipment;
- running balance ledger;
- claims ledger and related files;
- unfit food file;
- end-use check reports file;
- physical inventory files, and
- commodity, loss and recipient status report.

PORT FACILITIES - PRACTICES :

Offloading facilities at Mombasa are adequate to handle foods required under the FY 84-FY 85 CRS PL 480 Title II Program.

Duty-free entry presents no problem at present.

Cargo surveys are performed at the port of Mombasa in Kenya. A survey is also made by CRS in conjunction with the shipping agent in Kigali.

Port charges are levied at Mombasa port by the East Africa Railways and Harbours (Kenya authorities).

IN COUNTRY STORAGE AND TRANSPORTATION :

CRS/Rwanda maintains permanent central warehouse facilities at the College St André, a secondary school located in Kigali. As of January 1981, with the assistance of an Outreach Grant, CRS was able to effectively double this warehouse capacity to approximately 2,000 MT with the construction of a second major storage facility, and a smaller building (to be used primarily for reconditioning of damaged commodities). These buildings are of fired-bricks and cement construction with concrete floors and corrugated metal roofs. These facilities are more than adequate to prevent spoilage and waste, since their capacity is more than one-fourth of the total annual tonnage expected. Each individual recipient center maintains its own storage facilities, usually large enough to hold three-months food supply. Before a new recipient center is added to the CRS distribution list, an end-use checker makes a visit to the center to insure, among other things, that the center maintains adequate storage facilities. During periodic visits by the end-use checkers, an examination of the storage facilities is made and appropriate recommendations are made as required.
Occasional inland transport problems are limited to difficulties in passage of roads during the two rainy seasons. Sometimes food shipments cannot be sent to certain centers because roads are impassable during certain times of the year. In these cases, usually a two quarter supply of food is sent to these centers to avoid stock disruption.

CRS maintains effective control of the commodities until it is consumed by the recipients.

PROCESSING-REPROCESSING-REPACKAGING :

Schools bake bread from the flour on their premises. Those which are not able to do so have baking contracts which require :

- prohibition to pay for the making of the bread with flour;
- 15 % more weight in bread than in weight of flour that the baker receives;
- the return of the empty bags;
- representatives of USAID and CRS may inspect the baker's premises and the condition of the stored flour;
- both the bakery and the school will maintain records relating to the PL 480 flour for a period of three years after the close of the U.S. final year in which food was delivered.

FINANCING

The cost of the handling, storage and inland transportation of the commodities once they arrive in Kigali, is borne by the recipient centers.

The warehouse (College St André) pays the salaries of the warehousemen and the workers needed for the unloading, loading and general cleanliness of the warehouse, as well as the insurance on the building. These expenses are paid out of the per kilo charge paid by the recipient centers.

The Government of Rwanda is responsible for the payment of the transit fee, payable to the bonded warehouse, which amounts to 1 % of the declared value of each CRS consignment of commodities.

Catholic Relief Services-USCC pays for its own administrative expenses, informative materials and its staff.

The recipient centers each pay the salaries of their staff including those personnel responsible for food preparation and serving.

The empty commodity containers are sold by the pre-school centers. 50 % of the proceeds from these sales are remitted to the CRS account (government transaction account) maintained at the Banque Commerciale du Rwanda.

ACCEPTABILITY OF AVAILABLE FOOD - COMPUTATION OF FOOD REQUIREMENTS :

The food commodity rates in kilos planned for Rwanda are as follows : per person per month :

CATEGORY	Cornmeal	Milk	Oil	Wheat Flour
MCH - Mother	2	2	1	-
MCH - Child	2	2	1	-
Other Child	1.5	1	.5	2
School Feeding-Secondary	2	1	.25	3
General Relief	3.5	-	.5	2
School Feeding-Vocational	1	.5	.25	1

PROGRAM PUBLICITY :

When a new recipient center is added to the distribution list of CRS, an agreement between the center and CRS is signed. Among other things, this agreement states clearly the source of the food commodities, program requirements (i.e. monthly stock reports, etc...) and various preparations and uses of the food are discussed at the moment of signatures. Also, when the end-use checkers make their periodic visits, all of the points are mentioned on their report forms.

Program publicity is carried in the above manner. All recipient center administrators are required to explain to their respective recipients the above points.

CONTRIBUTIONS TO THE PROGRAM :

During the Calendar Year 1982, the GOR, through the Ministry of Social Affairs and Community Development, contributed approximately $ 55,000 to pay the 1 % service charge of the bonded warehouse "MAGERWA". During this same period the recipient centers contributed $ 249,409.52 to the PL 480 Program to cover the following charges :

- warehousing and handling costs;
- transportation costs from Kigali to recipient centers;
- personnel costs at St. André warehouse, and
- personnel and supervision costs relating directly to food at recipient centers.

A Belgian organization, FSNAC (Education Sanitaire et Nutritionnelle de l'Afrique Centrale) contributed over $ 21,000 to Nutrition Centers as well as assorted medicines. The GOR greatly increased its contribution toward the salaries of Nutrition Center personnel to over $ 82,000 during 1982.

Catholic Relief Services-USCC contributed over $ 150,000 for the supervision and extension of the PL 480 Title II program. This money was used for national and international salaries, administrative support and the subsidization of local transport of Title II commodities to those Nutrition Centers which could not support all of the costs themselves.

Steven K. Browne
Program Director
CRS/Rwanda

FY 1965 ANNUAL BUDGET SUBMISSION

TABLE XIII

PL 480 TITLE II

I. Country : GHANA

Sponsor's Name : Catholic Relief Services-NCWC

A. Maternal and Child Health .....Total Recipients 86,900

No. of Recipients by Commodity	Name of Commodity	(Thousands) KGS	Dollars
86,900	Corn Meal	2 085.6	356.6
86,900	NFD Milk	2 085.6	229.4
86,900	Veg.Oil	1 042.3	839.0
Total MCH		5 213,5	1420.0

B. School Feeding (Secondary) .....Total Recipients 12,000

No. of Recipients by Commodity	Name of Commodity	(Thousands) KGS	Dollars
12,000	Wheat Flour	324	81.0
12,000	NFD Milk	108	11.8
12,000	Veg.Oil	27	21.7
	Corn Meal	216	36.9
Total School Feeding (Secondary)		675	151.4

C. Other Child Feeding (Orphanages)..... Total Recipients 1,000

No. of Recipients by Commodity	Name of Commodity	(Thousands) KGS	Dollars
1,000	Wheat Flour	24	6.0
1,000	NFD Milk	12	1.3
1,000	Veg.Oil	6	4.8
1,000	Corn Meal	18	3.0
Total Other Child Feeding		60	15.1

D. School Feeding (Vocational)..... Total Recipients 14,000

No. of Recipients by Commodity	Name of Commodity	(Thousands) KGS	Dollars
14,000	Wheat Flour	154	38.5
14,000	NFD Milk	27	8.4
14,000	Veg.Oil	38.5	30.9
14,000	Corn Meal	154	26.3
Total School Feeding (Vocational)		423.5	104.10

E. Other (Specify) General Relief..... Total Recipients 5 000

No. of Recipients by Commodity	Name of Commodity	KGS	Dollars
5,000	Wheat Flour	120	30.0
5,000	Veg.Oil	30	24.2
5,000	Corn meal	210	39.5
Total Other		360	90.1
GRAND TOTAL		6,732	1780.7

FY 1986 ANNUAL BUDGET SUBMISSION

TABLE XIII

PL 480 TITLE II

I. Country : RWANDA

Sponsor's Name : Catholic Relief Services-USCC

A. Maternal and Child Health .....Total Recipients 92,000

No.of Recipients by Commodity	Name of Commodity	(Thousands) KGS	Dollars
92,000	Cornmeal	2,208	370.9
92,000	NFD Milk	2,208	242.8
92,000	Veg.Oil	1,104	916.3
Total MCH		5,520	1530.0

B. School Feeding (Secondary) .....Total Recipients 13,200

No.of Recipients by Commodity	Name of Commodity	(Tousands) KGS	Dollars
13,200	Wheat Flour	356.4	89.4
13,200	NFD Milk	118.8	13.0
13,200	Veg. Oil	29.7	24.6
13,200	Corn Meal	237.6	39.9
Total School Feeding (Secondary)		742.5	166.9

C. Other Child Feeding (Orphanages)..... Total Recipients 1,000

No.of Recipients by Commodity	Name of Commodity	(Thousands) KGS	Dollars
1,000	Wheat Flour	24	6.0
1,000	N.F.D. Milk	12	1.3
1,000	Veg. Oil	6	4.9
1,000	Corn meal	18	3.0
Total Other Child Feeding		60	15.2

D. School Feeding (Vocational)..... Total Recipients 15,400

No.of Recipients by Commodity	Name of Commodity	(Thousands) KGS	Dollars
15,400	Wheat Flour	169.4	42.5
15,400	N.F.D. Milk	84.7	9.3
15,400	Veg. Oil	42.4	35.2
15,400	Corn Meal	169.8	28.3
Total School Feeding (Vocational)		465.9	115.3

E. Other (Specify) General Relief..... Total Recipients 5,500

No.of Recipients by Commodity	Name of Commodity	KGS	Dollars
5,500	Wheat Flour	132	33.1
5,500	Veg. Oil	33	3.6
5,500	Cornmeal	231	38.8
Total Other		396	75.5

KGS (Thousands)

GRAND TOTAL

FY 1967 ANNUAL BUDGET SUBMISSION

TABLE XIII

PL 480 TITLE II

I. Country : RWANDA

Sponsor's Name : Catholic Relief Services-USCC

A. Maternal and Child Health .....Total Recipients 101,200

No. of Recipients by Commodity	Name of Commodity	(Thousands) KGS	Dollars
101,200	Corn Meal	2,428.8	408.0
101,200	NFD Milk	2,428.8	267.1
101,200	Veg.Oil	1 214.4	1007.9
Total MCH		6 072	1683.0

B. School Feeding (Secondary) .....Total Recipients 14,550

No. of Recipients by Commodity	Name of Commodity	(Thousands) KGS	Dollars
14 550	Wheat Flour	392.9	98.6
14,550	NFD Milk	131	14.4
14,550	Veg.Oil	33	27.3
14,550	Corn Meal	261.9	44.0
Total School Feeding (Secondary)		818.8	184.3

C. Other Child Feeding (Orphanages)..... Total Recipients 1 000

No. of Recipients by Commodity	Name of Commodity	(Thousands) KGS	Dollars
1 000	Wheat Flour	24	6.0
1 000	NFD Milk	12	1.3
1 000	Veg.Oil	6	4.9
1 000	Corn Meal	18	3.0
Total Other Child Feeding		60	15.2

D. School Feeding (Vocational)..... Total Recipients 17,000

No. of Recipients by Commodity	Name of Commodity	(Thousands) KGS	Dollars
17,000	Wheat Flour	187	46.9
17 000	NFD Milk	93.5	10.2
17,000	Veg.Oil	46.8	38.8
17,000	Corn Meal	187	31.4
Total School Feeding (Vocational)		514.3	127.3

E. Other (Specify) General Relief..... Total Recipients 6,500

No. of Recipients by Commodity	Name of Commodity	KGS	Dollars
6,500	Wheat Flour	156	39.1
6,500	Veg.Oil	39	32.3
6,500	Corn Meal	273	45.8
Total Other		468	117.2
GRAND TOTAL		7,933.1	2127.00

SECOURS MONDIAL
ADVENTISTE

SEVENTH-DAY ADVENTIST WORLD SERVICE
BUREAU RWANDAIS
Boite Postale 2, Kigali, Rwanda, Afrique
Telephone: Kigali 2570,2571 Telex: Rwanda 596

PL 480 TITLE II FOOD FOR PEACE
OPERATIONAL PLAN FOR SAWS-RWANDA
FY 1985

I. ELEMENTS OF OPERATIONS

A. Identification

Seventh-day Adventist World Service (SAWS) is the philanthropical arm of the Seventh-day Adventist Church. It is now operating in more than fifty-five countries, bringing relief to hundreds of thousands of the world's less fortunate in the form of food, clothing and medical assistance.

The Seventh-day Adventist World Service and The Government of Rwanda entered into an agreement, signed by the Minister of Plan and the SAWS Representative in Rwanda, on January 23, 1979. The agreement, which is renewable after five years, extends duty free entry of all goods of SAWS overseas personnel and all items such as PL 480 foods, medicine, hospital supplies,and equipment, which are pertinent to the operation of SAWS' humanitarian program. It is under this agreement that SAWS initiated a PL 480 Title II program beginning in CY 1980.

The operating board of SAWS Rwanda consists of the following persons:

President	Robert Patterson (Acting)
Treasurer	Robert Patterson (U.S. citizen)
Secretary	Wallace Amundson, SAWS Director (U.S. citizen devoting full-time to SAWS activities)
Medical Advisor	Dr. Barry Wecker
Others	T. Rwamiheto
	S. Sebujisho
	A. Iymuremye
	E. Sembeba

B. Area - Scope - Conditions of Operations

1. Food For Work

a) Background and justification. Most recent figures available from the Ministry of Plan (August 1978 census) gave Rwanda the questionable honor of being, with 192 inhabitants per square kilometer, the most densely populated country in sub-saharan Africa. Based on the arable land available, this figure jumps to 385 inhabitants per

square kilometer, and at an estimated growth rate of 3.5%, the figure reached 467 inhabitants per square kilometer of arable land in August 1980.

Because of the high population growth rate and the limited amount of arable land available for farming, Rwanda falls short of its estimated food needs in energy and protein. Although energy needs are estimated to be around 2.1 K calories per inhabitant per day, the FAO and the Ministry of Plan have completed surveys showing that only about 1.8 K calories per day are actually available to the population.

b) SAWS has found FFW projects to be very successful in food deficit areas of Rwanda. FFW projects include road construction, fabrication of bricks, construction of community centers and classrooms, and adult education. During FY 83 SAWS completed six road building projects which provided the population in remote areas with approximately 100 kms of new roads. These roads have shortened distances to markets, health care facilities, and primary schools. In some cases new and perishable foods have been introduced to a region because the roads permitted more direct access to a major market. FFW projects provided one million burned bricks which are being used for construction of commune centers, classrooms, and housing for the abatwa (Pigmye) population. SAWS is exploring the possibility of monetizing surplus bricks to provide materials such as cement, roofing, windows and doors, needed to complete the projects.

SAWS maintains 42 adult education centers in 21 different communes of 4 prefectures: Gitarama, Kibuye, Gikongoro, and Kigali. During FY 83 SAWS employed 226 instructors on a FFW basis. The average enrollment in these centers was about 5,500 per month. These activities will be modestly increased during FY 84. In addition SAWS is introducing reforestation and land reclamation to FFW activities.

FFW RATION: Kilograms/Person/Month

Rice	9.1
Veg. Oil	0.5
NFD Milk	1.0
Total/Ration	10.6

2. General Relief

This category is to allow a margin of food for charitable activities involving the poor, handicapped and aged, and for cases of emergency.

General Relief Ration:	Kilograms/person/month:
Non-fat dry milk	1.0
Soy bean oil	0.5
Bulgur	4.5
Total ration	6.0

C. Storage, inventories and logistics

SAWS completed construction of an Outreach Grant-funded 600 MT warehouse during the second year of operation. The facility has excellent security, and is well-ventilated and conducive to rodent and insect control measures. It accommodates 600 MT, with ample space for food rotation and aisles which permits easy in and out loading and unloading. It satisfies Bellmon Amendment requirements for levels of food imports planned during the first five years of the SAWS program. Insect sprays of the fogging type, and rodent control and fumigation materials are available to ensure proper care of stored foods. A warehouseman, under direct supervision of a food control officer, is responsinle for regulating and documenting commodity movements. The warehouseman is also responsible for cleanliness of the warehouse and rotation of foods.

Current storage capacity at each level is as follows:

(1) The central warehouse in Kigali has a 600 MT capacity with a projected continuous inventory of 400-500 tons. Since food deliveries to Rwanda are made irregularly by long and difficult supply lines, warehousing problems are predictable. SAWS facilities, however, can provide storage even under the most difficult conditions we can foresee.

(2) The prefecture-level warehouse and commune level warehouses available near the FFW projects can accommodate 50-100 tons per month. Food will be delivered to these facilities by 10 ton truck.

D. Bellmon Amendment/Storage Capacity

The storage and distribution system described above meets requirements of the Bellmon Amendment. These facilities will prove adequate to store and protect PL 480 Title II foods in the amounts planned for import and distribution by SAWS through FY 1984.

E. Control and Receipting - Records, Procedures and Audits

Receipt. Upon receipt of original shipping invoices, the SAWS' Director signs and forwards them to the shipping agent for processing. A copy is also forwarded to an independent surveyor in Mombasa. Survey reports are forwarded to SAWS headquarters in Washington, D.C. for adjustments of claims or losses. Inland loss reports, or reports of damage due to

infestations, are filed by the SAWS central office in Rwanda. Any foods damaged in transport or through infestation are reported to the AID office in Kigali, and are disposed of according to that office's instructions. All commodity records are kept at the central office and will be available for inspection and audit at all times.

Worksheets are utilized to maintain daily inventories. Food stacks are marked with placards to indicate arrivals in order that rotation of foods may be made to ensure that oldest foods are used first.

Withdrawal. The food controller provides papers to the warehouse to be signed by receivers and warehouseman. Documents are prepared, in triplicate, indicating numbers of sacks or cans of food of each category which have been delivered to drivers. These are signed by the driver upon receipt of food and by responsible persons at project level upon delivery. These records are delivered to and maintained at the central office. Project administrators also maintain and regularly forward recipient status reports to the central office.

End-use Checking. SAWS has engaged a full-time end-use checker, initially with Title II Outreach funds, whose duties are to ensure that U.S. Government guidelines are adhered to, and that any misuse of PL 480 Title II foods is held to a minimum. The end-use checker takes inventories at every visit, and reports on storage conditions and quality of food preparation. This report is signed by the person responsible at project level and the end-use inspector. Every precaution has been taken to ensure that PL 480 foods will reach their ultimate goal at project level.

Every effort is made both by word and use of visual materials at each project site to inform recipients that PL 480 foods are a gift of the people of the United States.

F. Port Facilities - Practices

Off-loading facilities at Mombasa are adequate to handle foods for FY 84-85 under Title II program.

Port charges are levied at Mombasa port by East African Railway and Harbours (Kenya Government).

No problem exists as to duty or port charges by the host government. Although there is a one percent fee levied on landed values of commodities by a non-governmental agency attached to the Rwandan customs office, this fee is for storage and documentation during liberation. The fee is not a tax.

G. Processing - Reprocessing - Repackaging

SAWS will not enter into a program of processing, reprocessing or repackaging.

H. Financing

Administrative costs are funded by SAWS. Normal costs for warehousing, transportation, materials for construction of project-level storage facilities (except those materials to be supplied by communes at project-level and, initially, by an Outreach Grant from the U.S. Government) are the direct responsibility of SAWS.

I. Acceptability of Available Foods

SAWS will import only those foods which have been found acceptable by other voluntary agencies.

J. Bellmon Amendment/Possible Disincentives

Current and proposed SAWS Title II imports are made up of foods which are, with the exception of rice which is grown on an experimental basis, not locally grown in Rwanda. These are distributed to a portion of the population which lives by subsistence farming, is undernourished, poor and not normally actively engaged in the market economy. Since the food program is designed to provide a supplement to recipients who would not, even in the absence of PL 480 foods, be able or be inclined to purchase locally marketed foods, there is little possibility that the Title II foods serve as any disincentive to local production or marketing.

While the average Rwandan receives only about 85% of nutritional requirements, total U.S. Title II imports serve as a food supplement to only 1.5 to 1.8% of Rwanda's more than five million people. The disparity between that portion of the population which the 85% figure would indicate is undernourished and that portion which receives U.S. food assistance is so great that this relatively small amount of food clearly is not a disincentive factor to Rwandan agricultural production or commercial markets. If there are factors preventing increased production and marketing of agricultural goods in Rwanda, these may be attributable to the cycle of poverty and ignorance which the Title II program is attempting to address.

II. CONTRIBUTIONS TO PROGRAM

SAWS. Per Outreach Grant requirements, SAWS provides financial assistance to the program equal to at least 10% of Outreach Grant outlays, and provides continuing support in the following manner:

1. Administrative personnel (Director) $15,000 per year;
2. Travel budget for Director;
3. Medicine and hospital supplies (approximately $75,000);
4. Clothing, shoes and baby foodstuffs (approximately $50,000).

Development impact of Title II activities

SAWS realizes it can broaden the impact of Title II activities in Rwanda by encouraging community development in exchange for commodities distributed. Given the relatively low cash flow in the rural areas of Rwanda, Food for Work projects have been highly successful in the Gikongoro and Kibuye Prefectures where SAWS has completed FFW projects consisting of rural roads which link small commercial centers, hospitals and schools. Bricks for several community buildings have been made and fired on a FFW basis also.

SAWS will continue to promote Food for Work activities in the food deficit regions of Rwanda. It should be noted that these regions are usually far from the capital and other commercial centers. Long distances to the project sites have increased the demands on SAWS infrastructure and have increased costs. SAWS considers, however, the Food for Work activities in Rwanda cost effective, and SAWS is continuing to explore new types of Food for Work activities applicable to this area of Africa.

Wallace Amundson
SAWS Director

FY 1984 ANNUAL BUDGET SUBMISSION

TABLE XIII

PL 480 TITLE II

I. Country: Rwanda

Sponsor's name: Seventh-day Adventist World Service (SAWS)

. Food for Work.....Total Recipients: 17,000

No. of recipients by Commodity	Name of Commodity	KGS	Dollars
17.0	Rice	1,856.4	631,2
17.0	Veg. Oil	102	84.7
17.0	NFD Milk	204	22.5
Total Food for Work		2,162.4	738.4

. Other: General Relief.....Total Recipients: 1,200

No. of Recipients by Commodity	Name of Commodity	KGS	Dollars
1.2	Bulgur (SF)	64.8	17.0
1.2	Veg. Oil	7.2	6.0
1.2	NFD Milk	14.4	1.6
Total Other: General Relief		86.4	24.6

II. Sponsor's Name: SAWS

TABLE XIII

FY 1983 PROJECTION

PL 480 TITLE II

I. Country: Rwanda

Sponsor's Name: Seventh-day Adventist World Service (SAWS)

. Food for Work ..... Total Recipients: 22,500

No. of Recipients by Commodity	Name of Commodity	Kgs	Dollars
22.5	Rice	2,457.0	933.6
22.5	Veg. Oil	135.0	108.6
22.5	NFD Milk	270.0	29.7
Total Food for Work		2,862.0	1,071.9

. Other: General Relief ..... Total Recipients: 1,600

No. of Recipients by Commodity	Name of Commodity	Kgs	Dollars
1.6	Bulgur (SF)	86.4	21.6
1.6	Veg. Oil	9.6	7.7
1.6	NFD Milk	19.2	2.1
Total Other: General Relief		115.2	31.4

II. Sponsor's Name: SAWS

Table XIII

FY 1986 PROJECTION

PL 480 TITLE II

I. Country: Rwanda

Sponsor's Name: Seventh-day Adventist World Service (SAWS)

. Food for Work..... Total Recipients: 28,100

No. of Recipients by Commodity	Name of Commodity	KGS	Dollars (Thousands)
28.1	Rice	3,068.5	1,043.3
28.1	Veg. Oil	168.6	139.9
28.1	NFD Milk	337.2	37.1
Total Food for Work		3,574.3	1,220.3

. Other: General Relief..... Total Recipients: 1,900

No. of Recipients by Commodity	Name of Commodity	KGS	Dollars (Thousands)
1.9	Bulgur (SF)	102.6	27.0
1.9	Veg. Oil	11.4	9.5
1.9	NFB Milk	22.8	2.5
Total Other		136.8	39.0

II. Sponsor's Name: SAWS

TABLE XIII

FY 1987 PROJECTION

PL 480 TITLE II

I. Country: Rwanda

Sponsor's Name: Seventh-day Adventist World Service (SAWS)

. Food for Work..... Total Recipients: 33,700

No. of Recipients by Commodity	Name of Commodity	KGS	Dollars (Thousands)
33.7	Rice	3,680	1,251.2
33.7	Veg. Oil	202.2	167.8
33.7	NFD Milk	404.4	44.5
Total Food for Work		4,286.6	1,463,5

. Other: General Relief..... Total Recipients: 2,400

No. of Recipients by Commodity	Name of Commodity	KGS	Dollars (Thousands)
2.4	Bulgur (SF)	129.6	34.1
2.4	Veg. Oil	14.4	12.0
2.4	NFD Milk	28.8	3,2
Total Other		172.8	49.3

II. Sponsor's Name: SAWS

AID NON-BILATERAL FUNDED ACTIVITIES IN RWANDA

PROJECT TITLE AND NUMBER	DATE STARTED	TERMINAL DATE	RESPONSIBLE AID/W OFFICE	LOP COST	PRIORITY
Project 698-0384.23 African Manpower Development	Continuing	-	AFR/RA	$150,000 per year estimate	High
Project 698-0407.25 IRT--Giciye Commune Water Supply	08/04/81	08/30/83	AFR/RA	60,000	Low
Project 698-0410.22 Rwanda Renewable and Improved Traditional Energy	05/10/79	12/31/83	AFR/RA	487,000	Medium
Project 698-0410.29 Expanded Program for Immunization	08/26/80	08/30/83	AFR/RA	495,000	High
Project 698-0413.10 Support to Regional Organizations:Organization for the Management and Development of the Kagera River Basin	11/20/81	12/31/85	AFR/RA	578,000	Medium
Project 698-0413.20 Support to Regional Organizations: Economic Community of the Great Lakes	06/29/79	06/30/84	AFR/RA	422,000	Low
Project 698-0427 Ruhengeri Management Activity	FY 83	FY 85	AFR/RA	2,000,000	Medium
Project 698-0662.01 Rwanda Family Health Initiatives	03/03/80	12/31/83	AFR/RA	500,000	Medium
Project 698-0135.08 P.D.S.	Continuing	-	AFR/RA	50,000 per year	High
Project 698-0425 EIA Communal Forestry	FY 83	FY 86	AFR/RA	500,000	Medium
*Project 938-1306-3803010 Mugonero Hospital	08/12/80	09/30/83	FVA/ASHA	750,000	Low

Approximately 30% of total OAR/R staff time is spent on management of non-bilateral funded activities in Rwanda.

*OAR has minimal oversight responsibility for this ASHA project

P.D.S. REQUIREMENTS - RWANDA

FY 1984

1.	Cropping Systems Improvement Project (696-0110) PP design. (Alternate funding for PP design of this project may be available through an FY 83 obligation, in which case FY 84 PDS funds will not be required).	$ 130,000
2.	Rwandan Private Enterprise Development (696-0121) PP design.	15,000
3.	Special study on possibility of AID support to University of Rwanda, Faculty of Agronomy, in agricultural research.	10,000
4.	Cooperative Credit and Training (696-0122) PID design	30,000
5.	General Purpose Activities	10,000
	Total	$ 195,000

FY 1985

1.	Cooperative Credit and Training (696-0122) PP design	$ 40,000
2.	University Agricultural Research PID design	20,000
3.	General Purpose Activities	15,000
	Total	$ 75,000