

**ANNUAL REPORT 2002
&
ANNUAL WORKPLAN 2003**

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1. Introduction

1.1. Background

The Agribusiness Development Assistance to Rwanda (ADAR) Project is a three year, \$5.7 million activity financed by USAID, under the RAISE Indefinite Quantity Contract (IQC). This document constitutes the second annual report covering the period of January 1, through December 31, 2002.

The project's mandate, as materialized in its Scope of Work (SOW) is to "revitalize agribusiness in Rwanda and recreate links between the rural sector and private sector traders and processors" through a targeted menu of technical assistance and training for Rwandan agribusiness entrepreneurs and cooperatives. The project focuses on processing and marketing activities targeting small and medium agribusiness firms but has expanded its involvement in horticultural production to address key sectoral constraints. The three Project Intermediate Results (PIR) expected from ADAR are: enhanced performance of project-assisted firms; improved product quality; increased access to finance.

Project staff comprises of three expatriate technical assistants, three national consultants and a fifteen support personnel.

ADAR activities focus on coffee processing, horticultural production (passion fruit, physalis, apple banana) for export and business development services. The project is also active in developing processing options (pyrethrum, paprika, dried tropical fruits), flower production for export and tea.

The original project completion date is November 13, 2003 but USAID/Rwanda has requested that the project extend through November of 2006. At the time of this writing, the Chemonics International extension proposal is under review by USAID.

1.2. 2002 Highlights

During its second year of operation, ADAR made significant strides towards achieving the project's intermediary results. Substantial and tangible progress was made in virtually all areas of project activity and, with one or two exceptions, all activities inscribed in the 2002 work plan were executed on schedule. The project is now considered to be a reference for agribusiness development in Rwanda.

Annual highlights include:

- The construction of five coffee washing stations (CWS) which will begin producing fully-washed coffee during the 2003 coffee season;
- The development of a core group of eight Rwandan civil engineers trained in washing station design and construction;
- The elaboration of two analytical tools for CWS cost accounting and estimation of financial feasibility;
- The initiation of passion fruit exports to Europe;
- The introduction and adoption of charcoal evaporative coolers to preserve perishable horticultural products;
- The renovation of the pyrethrum factory's laboratory facilities;
- The establishment of an ADAR small grants fund to provide financial support to project clients;
- The recruitment of a horticultural specialist as part of the long-term technical assistance team and the reallocation of project resources to increase short-term technical assistance in order to carry out ADAR's ambitious program;
- The invitation by USAID to extend the project through November 2006.

Based on results from the project's first two years of operation, ADAR is poised to make a lasting contribution to agribusiness development in the years ahead.

1.3. Organization of the Report:

The report is organized as follows. The first three sections of the report are devoted to project activities in coffee, horticulture and pyrethrum. The following section treats crosscutting issues involving business development, the environment and the activities of the ABC, the project's information and documentation center. A section is devoted to project administration and finance. The concluding section of the report deals with project monitoring and evaluation.

2. Coffee sub-sector

Coffee, traditionally Rwanda's leading export earner, has slipped behind tea in recent years, reflecting depressed market conditions and a consequent disinterest by the country's smallholder producers.

Despite current unfavorable world market prices for ordinary Arabica coffees, the sector is considered to be a key element in Rwanda's long-term economic development. It is widely recognized that Rwanda has the potential to produce world-class coffee and to command a premium price for its product. Because of this potential and the positive economic impact that improved coffee quality would have on country's 430,000 producers, coffee sector development continues to be a center piece of the Government's poverty reduction strategy.

At present, coffee cherry production in Rwanda is almost exclusively a small-holder activity which is characterized by minimal use of fertilizers and phytosanitary products, a consequent high level of insect infestation and disease, producing the lowest per tree cherry yields in the sub-region. Cherry processing is almost exclusively conducted on-farm, using rudimentary techniques, resulting in a semi-washed Arabica coffee which is sold to Rwandan exporters. The coffee is then deparched and marketed as "ordinary grade" coffee on oversupplied foreign markets at prices which reflect its mediocre quality.

In order for Rwanda to realize its very considerable inherent potential, virtually all aspects of coffee production and processing need to be reinforced. Cherry quality and yield must increase by way of improved crop husbandry practices, greater use of fertilizers and phytosanitary products and better access to financing to purchase inputs. Coffee washing stations (CWS) must be constructed and personnel trained in processing techniques to produce fully washed coffee which the premium quality market demands. Rwandan CWS owners, be they private operators or cooperatives, must master the business skills (accounting, cash flow management, raw material supply, financial projections, marketing etc.) necessary to steer their companies or cooperatives towards long-term financial profitability.

Given ADAR's large mandate, limited resources and its geographical location in Kigali, the project believed that it could have the greatest impact on the coffee sector by focusing its efforts on the creation of CWS and the training of personnel in coffee processing techniques and business management.

To a lesser degree, ADAR provided assistance in improved production techniques to its private sector and cooperative clients. Other critical aspects to the development of the sector such as improved producer access to finance for the purchase of inputs, improved rural road networks and the development of sustainable relationships between cherry producers and CWS owners were, and will continue to be promoted by leveraging resources and expertise of ADAR's partners.

2.1. Activities in Coffee Processing

The production of premium quality Arabica coffee requires adequate washing station infrastructure to wash, ferment and dry the coffee beans, as well as the technical and managerial knowledge to correctly process the product. This infrastructure is sorely lacking in Rwanda. In the beginning of 2002, Rwanda had two washing stations with a collective production capacity of 600 tons of fully washed coffee per year, compared to 2000 washing stations in Kenya and some 140 facilities in Burundi.

ADAR focused its efforts on providing assistance to 9 investors in washing station construction, equipment selection and training in coffee washing station management. In large part, because of these efforts, five new washing stations will process coffee during the coming season and at least three additional stations will be functioning during the 2004 coffee season.

2.1.1. Site Selection and Preparation

The selection of an appropriate site for washing station establishment is the first critical step in developing coffee processing capacity. Soil quality, availability of adequate water and local topography all are essential elements in site selection. During the year, ADAR assisted one cooperative in Gitarama and two private operators in Butare and Cyngugu to choose sites for washing station construction.

During 2002, ADAR played a pivotal role in assisting clients to establish CWS which will begin processing coffee during the 2003 season. Project experts elaborated construction drawings and processing diagrams for nine new washing stations, all of which included provisions for water recycling and disposal through percolation pits and composting pulp for use as soil amendments after decomposition.

ADAR consultants helped operators choose processing equipment for five of those facilities and identified appropriate requirements for energy and water sources. ADAR supervised ongoing construction work and equipment installation at all five of the future CWS sites.

2.1.2. Development of Local Capacity in CWS Design and Engineering

If Rwanda is to fulfill its potential as a producer of premium quality coffee, the requisite coffee washing station infrastructure must be put into place to process the country's coffee cherries. For this to happen, Rwanda must have a nucleus of engineers capable of designing professional, state of the art washing stations. Until recently, Rwandan engineers had no knowledge of coffee processing or washing station construction, as the demand for this service is only just beginning.

In order to provide this critical strengthening of local engineering capacity, ADAR, in conjunction with ACDI-VOCA, implemented a three-week training program in coffee washing station construction techniques for eight Rwandan engineers and architects from eight different local firms. The objective of the training was two-fold: familiarize local engineering professionals with the basics of coffee washing station construction, including civil works, power and water supply, processing, water recycling and waste disposal; instruct local professionals in the application of AUTOCAD computer assisted drawing program to produce construction plans for coffee washing stations. An output of this training program was the confection of a complete set of engineering drawings for the future washing station in Ntongwe, Gitarama Province.

2.1.3. Training in CWS Technical Management

Washing station infrastructure alone is not sufficient to improve coffee quality. To produce premium quality coffee requires technical and administrative expertise. In an effort to develop this expertise, ADAR undertook several training initiatives for current and future washing station personnel and elaborated training manuals as didactic supports.

Personnel from COOPAC, Masaka and Rwamatamu washing stations received instruction in all aspects of CWS management and detailed technical notes were elaborated to accompany this training module. A reference manual entitled "A Resume of Management Techniques for Depulping Stations" covering depulping, washing, fermentation and drying was drafted and distributed to all active coffee investors and cooperatives.

In order to familiarize coffee investors with the realities of factory operation and management, ADAR organized a study tour for 16 people to functioning washing stations in northern Burundi. As a follow-up to this visit, four Rwandan technicians spent fifteen days at the Burundian stations to obtain on-the-job training. This training will be put to use during the upcoming 2003 coffee season.

During the fourth quarter of 2002, ADAR began recruiting seasoned washing station managers from Kenya. The managers will be assigned to Rwandan CWS for the entire 2003 season to serve as master trainers for Rwandan CWS personnel.

2.1.4. Training in CWS Financial Management

Producing premium quality coffee requires infrastructure and technical knowledge. It also requires financial management skills to track costs, project expenditures for coffee cherries, labor and equipment maintenance of the CWS. In order to develop this important skill set, ADAR elaborated a manual entitled “*Guide pour le Suivi des Coûts d’Exploitation des Stations de Lavage de Café*”. The manual details essential accounting procedures and provides all of the appropriate accounting forms necessary to monitor production costs. Prior to the outset of the 2003 season, appropriate personnel from all of Rwanda’s washing stations will undergo training in the application of this accounting system.

In addition to the aforementioned cost accounting module, the project developed an analytical tool on an Excel spreadsheet platform to estimate profitability of coffee washing station establishment and elaborated a companion instructional manual. Two three-day training sessions were given during the fourth quarter to fourteen participants from local banks, OCIR CAFÉ and donor projects involved in the coffee sector. The tool was found to be extremely useful and will help investors, consultants and bank loan officers approach financial analysis of CWS in a systematic way which will also greatly decrease the time needed to conduct feasibility studies.

In order to better familiarize coffee investors, bankers, GOR officials and project personnel with strategies to manage the inherent risks in coffee production, ADAR sponsored a seminar during the third quarter, which was attended by some 50 participants. ADAR’s consultant lead a discussion which covered such topics as price volatility in international markets, the impact of fluctuating exchange rates, assuring regular supplies of coffee cherries to the CWS and risks associated with

deterioration of coffee after processing. The seminar helped coffee sector actors better understand risks and develop appropriate strategies to attenuate those risks.

2.2. Activities in Coffee Production

Coffee cherry production in Rwanda, both in terms of volume and quality, is far below what could reasonably be expected, given the country's advantageous growing conditions. The prevalence of phytosanitary problems, notably coffee rust and coffee weevil infestation, coupled with the ignorance of appropriate crop husbandry techniques, has a substantial negative impact on the availability of good quality coffee cherries. In addition, the quality of coffee entering the processing phase is compromised by poor post-harvest coffee cherry selection and handling techniques.

ADAR's strategy to address these critical problems was twofold: reinforce the capacity of OCIR CAFÉ extension agents to provide correct technical advice to small producers and improve production techniques of CWS owners who possess large coffee plantations.

During the month of August, ADAR conducted a training program for 48 OCIR CAFE extension agents and production supervisors from large private coffee plantations. Training focused on appropriate pruning techniques, phytosanitary treatments and coffee nursery establishment and management. The training course was a follow-up to training provided to these same participants during the previous year and will reinforce participants' capacity to disseminate improved production techniques to producer organizations and individual small holders.

Training was provided to the technical staffs of the Masaka and COOPAC washing stations in post-harvest cherry handling and selection during the second quarter of the year. It was originally anticipated that three additional washing stations in Rwamatamu, Mwito and Kirambo would participate in this training module. Due to substantial delays in washing station construction, the three stations were unable to participate in this training course.

2.3. Activities in Coffee Marketing

Although ADAR's clients will only begin to produce fully-washed coffee during the 2003 season, several initiatives were undertaken to prepare Rwanda's entry into this new market segment.

A Chemonics' coffee processing specialist conducted a ten-day consultancy to develop a marketing strategy for future fully washed exports. During his visit, he assessed the potential for the production of specialty coffees and identified activities which ADAR can undertake to position Rwandan product on the fully washed and specialty markets.

One of the consultant's principal recommendations concerned the need to closely monitor coffee quality through frequent laboratory analyzes. Under the consultant's auspices, ADAR sent eleven samples of green coffee from five different regions of Rwanda to the United States for independent laboratory analysis. The analyzes, conducted by Coffee Lab International, were very encouraging. The coffee, prepared under less than ideal conditions, globally received high marks. Five of the samples were rated Good to Excellent, while the remainder were rated Fair to Good. Based on the results obtained under adverse circumstances, the potential to produce premium quality specialty coffee is clearly evident once the establishment of appropriate processing infrastructure and the acquisition of processing experience becomes a reality.

In order to expose future specialty coffee exporters to the market, ADAR sponsored a delegation to attend the European Specialty Coffee Association's annual conference in Oslo. Two of ADAR's coffee clients, along with ADAR senior staff and a representative of the Rwandan Development Bank, attended this important meeting. The conference provided the attendees with an opportunity to initiate commercial contacts, participate in seminars and gain a clearer idea of the competitive requirements of the international specialty coffee market. The participation of the banker was particularly important as it greatly expanded the understanding of the sector by Rwanda's principal funding source for agribusiness investment and will allow the *Banque Rwandaise de Développement* to make better-informed decisions regarding financial support of the sector.

2.4. Policy Dialogue and Formation:

ADAR played an active role in coffee sector policy dialogue and formation during this past year. It was an active participant on the GOR's taskforce charting the privatization of Rwandex and contributed in a substantial manner to the promotion of private sector-oriented policies through its presentation on investment opportunities in agribusiness, and, in particular, coffee, at the Rwandan Private Sector Federation's conference. The project made a presentation for a conference sponsored by the *Banque Rwandaise de Développement* and ACDI-VOCA on "Agribusiness as a Motor for Development". ADAR also promoted investment in the coffee sector through a presentation of its activities for a conference organized by MINAGRI and attended by district mayors from coffee producing regions.

ADAR continued to work closely with the GOR's Competitiveness Project which is charged with elaborating a national coffee sector strategy. It was an active member of the coffee sector cluster and participated in the Boston Summit, which was organized by ontheFrontier, the implementing agency for the National Competitiveness Project.

3. Horticultural Sub-Sector

One of ADAR's key mandates, materialized in the project Scope of Work, is to serve as a catalyst for stimulating interest and investment in agribusiness. The horticultural sector, in contrast to the coffee sector, has minimal experience in producing for the increasingly demanding export market. The quantity of fruits such as passion fruit or physalis meeting export market quality requirements is negligible. Operators have no prior experience in production, conditioning, logistics and management for export. Moreover, the menu of crops that are produced locally which have export potential (if quality improves) is limited to passion fruit, physalis, tamarillo and apple banana, none of which are demanded in significant quantities by European consumers. Fruit and vegetable processing, particularly the production of jam and fruit concentrate for juices, is only sold on the local market and small volumes produced reflect weak purchasing power of the Rwandan consumer.

The floriculture sub-sector, which, prior to the genocide of 1994, supplied flowers to European markets, struggles to regain its former position; a recent major investment in an export rose farm is experiencing severe financial difficulties.

Given the situation described above, ADAR focused its efforts during 2002 on four areas: developing a model for passion fruit exports in order to stimulate interest in production for export; diversifying the menu of both fresh and processed horticultural crops which hold export potential; introducing a professional approach to horticultural production to a limited group of ADAR clients who have the requisite land and financial resources to develop an export-oriented production activity; providing technical assistance to two flower producers for enterprise restructuring.

Much was achieved during the past year: eight consignments of passion fruit were exported to Belgium and were well received by the importer; an operator benefited from comprehensive training in production, post-harvest handling and export logistics; over 200 farmers were trained in improved production techniques; four charcoal evaporative cold stores were introduced and adopted with good results by ADAR clients; diversification efforts continued for both fresh and processed

products and progress was made in preparing clients for organic certification. Results obtained during 2002 will be extended and reinforced during the coming year.

3.1. Developing a Model for Passion Fruit Exports:

3.1.1. Production

Despite the large quantities of fruit, especially passion fruit, produced in Rwanda, only a small proportion of the production is of a quality acceptable on the export markets. From a diagnostic study conducted in the first quarter of 2002, it was found that most passion fruit producers do not employ appropriate production techniques, specifically with respect to pruning and trellising the plants, and management of pests and diseases. Nor are they aware of the proper harvest and post harvest handling practices required for fruit destined for export.

To address this constraint, two training courses were developed and delivered to a total of 170 producers in the Nyirangarama (North Kigali) in June and Gashonga (Cyangugu) in November. The courses covered improved production practices at all levels, from seed selection to pruning and disease management. Production handouts were elaborated and distributed to training participants at the conclusion of the seminars.

A manual on passion fruit production and post harvest handling, including photographs and diagrams, was produced in French and Kinyarwanda and has been distributed to numerous ADAR clients, research institutes and donor projects. ADAR will continue to disseminate this information to passion fruit producers, in addition to assisting clients in establishing new plantings of the crop using improved production techniques. These will serve as demonstration plantations, in addition to boosting the supply of high quality passion fruit available for export.

3.1.2. Harvesting techniques and post-harvest handling

Correct harvesting techniques and post-harvest handling procedures are critical to insuring the maintenance of fruit quality from vine to packhouse. In Rwanda, passion fruit is generally harvested in such a way as to damage both the fruit and the plant. Produce is then transported from the hillsides to the packhouse or point of sale in the valleys in very large polypropylene sacks which cause substantial bruising and render the fruit inapt for the export market.

To address this problem, ADAR conducted a training program for seventy producers in Kigali Nord to demonstrate correct harvesting and handling procedures. Prototypes of appropriate cloth harvesting sacks were introduced and wooden field packing crates were constructed and diffused by ADAR's client.

To improve storage facilities for fruit destined for export, four appropriate technology evaporative coolers were constructed for ADAR clients in different parts of Rwanda. An instruction manual, including diagrams, for construction and use of the evaporative coolers was produced in Kinyarwanda in order to enable a wider range of Rwandans to have access to improved storage conditions for their fresh produce.

The evaporative coolers proved to be effective in reducing the rate of deterioration of fresh produce; one ADAR client found the technology to be so useful that he subsequently displayed a model cooler and discussed its usefulness at seminars held in various parts of the country.

3.1.3. Sorting, Conditioning and Packhouse Management

During 2002, the project provided extensive training for an ADAR client and his staff in passion fruit sorting, grading and conditioning for export to meet standards required by EU importers. Some fifteen staff members were trained and now possess the basic knowledge to condition perishable fruit for export.

The project assisted its client in establishing a temporary packhouse facility with sorting tables, washing tanks and provided instruction in basic record keeping to calculate pack out rate and to develop a supplier registry to identify those producers who supplied the best quality fruit.

A more permanent facility has been identified and will be renovated during the coming year.

3.1.4. Export Logistics

The project conducted a two-day seminar on export logistics at the Kigali International Airport for an ADAR client and his staff. The hands-on seminar covered all logistical tasks involved in exporting perishable products. Topics covered included: filing of the Euro 1 export form; completion of the Rwandan phytosanitary certificate; weighing and registering of consignments at MAGERWA; correct elaboration of the airway bill and relations with the freight forwarding agent at both origin and destination.

3.1.5. Development of Appropriate Packaging

ADAR assisted one of its clients in developing appropriate packaging for passion fruit exports. The project engaged the services of a graphic artist who elaborated an attractive design and logo for the exporter. The design was forwarded to a packaging manufacturer in Kenya and will be used to produce 2000 cartons during the first quarter of 2003. ADAR also ordered 2000 generic cartons to expedite samples and start-up commercial shipments for ADAR clients.

3.1.6. Passion Fruit Marketing

ADAR facilitated the development of a contract between an ADAR client and a large Kenyan producer and exporter of tropical and off-season products to export passion fruit on behalf of the Kenyan firm.

The Kenyan company supplied market contacts and packaging and the Rwandan firm delivered boxed fruit to the Kigali Airport at a fixed price per two-kilo box, reflecting 50% of the estimated profits from the sale to the European importer. Shipments began in late May and continued through July.

The number of boxes shipped never exceeded 150 per week, attesting to the paucity of available premium quality fruit. Although the quality of the fruit received was considered to be very good by the Belgium importer, the low volume of exports could not sustain interest. Moreover, low European market prices could not justify returns which had to be shared between the Kenyan and Rwandan firms.

During the coming year, increased volumes of export quality fruit should be available from ADAR's client once improved production and pest management techniques translate into higher yields. ADAR will assist its client to export directly to Europe, thereby doubling profit margins and allowing for acceptable returns even under depressed market conditions

3.2. Diversifying Product Offerings

In order to expand the range of products which have export potential, ADAR provided assistance to improve production practices for bird's eye chilli, tamarillo and the Queen Victoria variety of pineapple. In association with SO3 partners, it conducted a study to identify promising essential and pressed oils, herbs and spices for export in the context of the ASNAPP program and endeavoured to assist three ADAR clients to obtain organic certification.

In conjunction with PEARL and ACDI/VOCA, a pilot project for production of Bird's Eye Chilli peppers (*Capsicum frutescens*) was started with individual producers and associations in the Butare area in October 2002. The total area planted will be around 25 ha, and it is anticipated the crop will remain productive over a two-year period.

ADAR provided technical assistance in the form of sourcing good quality seed, setting up the nurseries and developing a manual on production, drying and grading that will enable the producers to aim for the export market.

During the past year, ADAR began working with a Rwandan producer of tamarillo (also known as tree tomato) to determine whether this commodity could be of interest to EU importers. ADAR is assisting the producer with procurement of information on improved production of this crop, traditionally grown as a garden plant in Rwanda, and linking the producer with EU fruit importers. Samples of tamarillo will be sent to various EU importers in the coming months, when demand for exotic fruit in Europe is high. Should the fruit be received favourably, ADAR will work together with Rwandan tamarillo producers and exporters to establish regular production and exportation of this commodity.

After learning of a high demand for "Queen" type pineapple fruit in EU markets, ADAR procured planting material from Zimbabwe, and is working with one of ADAR's clients to evaluate and

multiply the variety. If the crop performs well under Rwandan conditions, ways of adding value to exported products (e.g. organic certification, dehydration) may be undertaken.

In a search for new crops and products for export, ADAR provided assistance for the Agribusiness in Sustainable Natural African Plant Products (ASNAPP) exploratory mission to Rwanda. Specifically, ADAR identified and recruited two expatriate and one local consultant, and provided complete logistical support for the implementation of the study over a four week period in June-July 2002. The results of the study were encouraging in that a number of potential products were identified, in particular cineole rich oil from *Eucalyptus* species, which is important in medicinal products, cleaners/detergents and aromatherapy. Given the large plantings of *Eucalyptus* in Rwanda which are routinely harvested for wood, there is an abundant supply of leaf material which could easily be gathered for processing.

Another essential oil of interest is geranium oil from *Pelargonium graveolens*, plantings which exist already in Rwanda and were reported to produce oil of acceptable quality (for the international market) in the past. These oils can be extracted using simple wood-fired distillation units and would have additional added value if certified organic, which should be feasible to achieve given the very low usage of chemical fertilizers and pesticides in the country. ADAR will pursue the production of these, as well as other natural plant products, over the coming year and provide interested clients with technical assistance on aspects of production and processing, as well as market linkages.

3.2.1. Organic Certification

Rwandan exporters who applied for organic certification were provided further training on the requirements for certification. Specifically, they were instructed on how to set up and maintain an internal control system for the farmers supplying them with fruit. This is required by all international certification bodies in order to trace the source of products labelled as organic, especially when certification is granted to an exporter who procures raw material from a large number of producers, as will be the case for ADAR's clients.

Despite many efforts on the part of ADAR and the staff at the Chemonics home office, no agreement could be reached with ECOCERT, the organic certification body to whom applications had been submitted, regarding the modalities of payment for the certification procedure. Upon learning that another European certification body, the Institut Fur Marktökologie (IMO) has an

office with inspectors based in Kampala, Uganda, ADAR has been assisting the Rwandan exporters seeking organic certification with their applications to IMO. It is hoped that the IMO inspection will be conducted in the early part of 2003.

Despite contractual problems, which impeded the implementation of an organic inspection mission during 2002, the three Rwandan exporters who are working towards certification visited the largest international organic trade fair, Biofach, which was held in Nuremberg, Germany in February. With guidance from ADAR's organic consultant, the exporters learned what is required to enter into the international organic market place, how products are packaged and presented, the specifications for organic passion fruit, physalis and apple banana and who the major importers are in Europe. They also gleaned information on equipment available for dehydrating their fruit, and talked with importers about the potential market for dried organic fruit, along with other organic products (for example, dried beans which are often grown as an intercrop with passion fruit and physalis). Discussions were held with potential importers, and these contacts will undoubtedly be pursued once organic certification has been obtained.

3.3. Promoting New Processing Options

A food technologist from CIRAD, the renowned tropical agronomic research institute, based in Montpellier, France, conducted a pre-feasibility study for ADAR, to identify potentially promising opportunities in fruit and vegetable processing for local, regional and international markets.

He examined existing infrastructure and procedures at Rwandan fruit processing facilities, evaluated inherent quality parameters of apple banana, passion fruit, physalis, pineapple and tamarillo and conducted controlled drying experiments on several of these fruits.

The food technologist concluded that fruit processing opportunities for local consumption were limited due to weak internal purchasing power and the substantial offer of products already existing on the market.

Interesting opportunities, however, were identified for export, particularly for the organic market segment. Fruit and vegetable drying was considered to be a promising investment as demand for dried products continues to increase in Europe. In particular, apple banana, pineapple and Bird's Eye Chilli were considered to hold promise. Other identified opportunities included pre-cooked plantain banana presented in air-tight plastic packaging for the ethnic food segment of the European market and physalis in syrup for use by industrial bakers.

As a follow-on to the aforementioned study, ADAR, after having identified an interested investor, undertook a comprehensive technical and financial feasibility study for a fruit and vegetable drying facility during the fourth quarter of the year. ADAR's consulting financial analyst and food technologist, in close collaboration with the promoter, implemented a four-week study which concluded that the production of organically certified dehydrated apple banana and pineapple presented a particularly attractive investment opportunity. The study examined European demand for dried tropical fruits, analyzed current national apple banana and pineapple production, developed a project implementation strategy, identified the technical characteristics of the drying facility and elaborated associated financing strategies, cash flow projections and income statements. During the coming year, ADAR will provide additional assistance in business plan development for the promoter.

3.4. Assistance to Flower Producers:

In response to a request from Highland Flowers, the only Rwandan company producing flowers for export, a consultant was brought to Rwanda to conduct a diagnostic study of the operations in order to provide recommendations on how the company could improve its profitability. The study concluded that Highland Flowers could become profitable if managerial capacity was reinforced, structural changes were made to the greenhouses, the number of rose varieties produced was decreased and field staff received comprehensive training in production and post-harvest techniques.

The consultant developed a multifaceted plan, covering all aspects of production, transport and marketing, which if adopted could result in Highland Flowers becoming the first successful horticultural exporter in Rwanda, rather than facing closure. ADAR will assist Highland Flowers in following through with the consultant's recommendations by providing short term technical assistance in identified problem areas, such as improved post harvest handling and quality control.

Another flower production unit, Plantor Nursery, benefited from ADAR assistance over the year. The nursery, which produces Anthurium, in addition to other flowers and ornamental plants, was visited by an Anthurium specialist from The Netherlands, under ADAR sponsorship. After studying the operation in detail, the specialist provided Plantor with a range of options for expanding and improving production, including recommendations which could lead eventually to the company's entering into export of Anthurium to the EU.

3.5. Study Tours and Marketing Missions

ADAR sponsored the participation of clients in two international trade fairs and undertook one marketing mission by project technical team members during 2002. Two Rwandan flower producers attended the HORTEC 2002 trade fair in Nairobi in March to visit with equipment suppliers and European flower importers. The ADAR Chief of Party lead a delegation composed of a Rwandan pineapple producer/processor and an exporter of organically certified fruits and vegetables to the Brussels and Paris wholesale markets, to CIRAD, the French tropical product research institute and to the *Salon International de l'Agro-Alimentaire* (SIAL). During the trips to the wholesale markets and to the international trade fair, the delegation met with several importers and wholesalers of conventional and organic tropical products. The visits permitted the participants to have a clearer idea of seasonal demand, desired product characteristics and regulatory requirements pertaining to banana import quotas and organic certification.

During the day spent at CIRAD, the delegation visited the fruit processing laboratory examining different technologies for juicing and drying of tropical products. A visit was also made to a processing equipment manufacturer who specializes in elaborating and installing small-scale processing equipment in developing countries.

3.6. Policy Dialogue and Formation

ADAR continued to contribute to GOR policy dialogue and formation for horticulture. ADAR publications in horticulture were solicited by the Office of the President to provide the basis for discussions among key policy makers. The project presented its analysis of the sector before key government advisors, donors and financial institutions. The project has also been a source of current research and advise to Rwanda's different agronomic research institutions.

During the coming year, ADAR will actively contribute to a dialogue which promotes increasing private investment in horticultural-based agribusiness investments.

4. Pyrethrum Sub-Sector

SOPYRWA, the privately owned pyrethrum extraction plant located in Northwestern Rwanda, provides income to some 14,000 producers and their families and is clearly the principal motor for development in the region. In order for the factory to move towards sustainable profitability, it must

improve its capacity to monitor the quality of its brute extract and rehabilitate the dormant refining unit which was damaged during the civil war in order to capture the significant added value accruing to a refined product.

During this past year, ADAR continued to provide highly specialized technical assistance for the renovation of the quality control laboratory and refining unit.

During 2002, ADAR's consulting industrial chemist assisted SOPYRWA in the renovation of its quality control laboratory and the training of its laboratory staff. During a first mission in April, the consultant conducted an inventory of laboratory equipment and chemical supplies and ordered needed equipment to undertake testing of pyrethrum in all stages of extraction. During a second visit in August, the industrial chemist installed a recently purchased spectrophotometer, reorganized the laboratory, including inventory systems, and trained seven technicians in analytical protocols to determine pyrethin content of both the flower and the extract. The renovation of SOPYRWA's laboratory now allows the company to monitor product quality with exactitude and to make required changes in processing to increase the purity of the extracted product.

ADAR undertook a comprehensive investigation into requirements for the rehabilitation of the SOPYRWA refinery which was conducted by a processing and an electrical engineer. The refining unit has stood idle for the last 18 years and was partially damaged by mortar attack during the civil war of 1994. The rehabilitation of the refinery is critical to the financial success of the SOPYRWA investment as refining adds significant value to the crude extract currently produced and would permit the company much greater latitude and negotiating room for the marketing of their output if they could manufacture a fully refined product.

The report examined in detail all component parts of the refinery and concluded that an investment of \$550,000 would be required to rehabilitate the factory so that it could return to producing the superlative quality refined pyrethrum which it previously had at refinery start-up in 1986. It was estimated that rehabilitation could be completed over a six-month period. Attention was drawn to the critical need of reinforcing health, safety and fire fighting measures in the near future. The report also underlined the need to provide training in virtually all aspects of plant maintenance and management from mechanical and electrical repairs through accounting, record keeping and computing.

5. Crosscutting Issues

5.1. Business Development:

ADAR provided substantial business development support to both private operators and cooperatives during 2002. Activities focused on business plan elaboration, training in business skills development and the development of the small grants cost sharing program.

ADAR implemented several business plans on behalf of its clients. In the coffee sector, project consultants elaborated business plans for ENAS, Sake Coffee Plantation and NNK sarl. Both ENAS and Sake received substantial funding for CWS construction from local banks. The project assisted two other clients (COOPAC Coffee Cooperative and SONAFRUIT, a passion fruit juice producer) in the finalization of loan applications, both of which subsequently received bank funding. Two additional clients received assistance in drafting concept papers for submission to the Business Linkages Challenge Fund, a cost sharing fund sponsored by DFID which promotes joint ventures with foreign companies. Six loan applications (four coffee and two horticulture) were submitted for funding to the Rwanda Women's Network.

There is a clear need to reinforce the analytical ability of bank loan officers and consultants to evaluate agribusiness loan applications and assess inherent risk in proposed projects. To respond to this need, the project conducted two training sessions in agricultural risk assessment. The two five-day training sessions, conducted by international and Rwandan banking consultants provided a case study approach to examining different types of loans adapted to the needs of the agriculture sector. Fourteen loan officers from local banks and eleven financial consultants participated in these sessions. The courses focused on the various types of financing mechanisms appropriate for the agribusiness sector, operating principles for agricultural loans, lender guarantees, short-term agricultural credit schemes and project investment analysis.

The cost sharing grant program proposed by ADAR during the fourth quarter of 2001 received final approval by the USAID contracts office in the third quarter of 2002. During the year, the project finalized the companion instructional manuals and translated the document into French. To date, three requests for cost sharing have been received by the project. These requests will be processed during the first quarter of the coming year.

5.2. Environment

Agricultural development in Rwanda operates on a fragile natural resource base, prone to environmental degradation from both natural and man-made causes. The country's topography, heavy rainfall and high population density make it susceptible to deforestation and soil erosion. Processing of many of its industrial crops, in particular, coffee, tea and pyrethrum, can have substantial negative impacts if appropriate measures are not taken to establish and enforce sound environmental management practices.

Conscious that responsible environmental stewardship is a cornerstone to sustainable development, ADAR has incorporated environmental activities within its commodity sub-sector programs. During this past year in the coffee sub-sector, CWS designs financed by ADAR have systematically included provisions for water recirculation, the construction of composting pits for coffee pulp and percolation pits to responsibly dispose of effluent emanating from the coffee washing process. In the pyrethrum sub-sector, technical assistance missions to assess the feasibility of rehabilitating the extract plant and refinery have addressed basic industrial hygiene, minimizing energy use and the conversion of CFC-based refrigeration units.

In large measure, due to project initiatives, SOPYRWA, the pyrethrum producer, has virtually abandoned the use of fuel wood to dry flowers and now uses solar energy with excellent results.

In the horticultural sub-sector, project activities have promoted organic production and soil conservation through improved production practices

In April, Chemonics' home office experts undertook an environmental assessment of project activities and developed a tool to guide the Quality and Environmental Management Review (QEMR) of Rwandan agribusinesses. The QEMR provides a tool to help raise awareness of quality and environmental management issues among agribusinesses in Rwanda, as well as a means to assess the likely environmental impacts of agribusinesses with which the project is working. The QEMR questionnaire will be administered to ADAR clients during the first quarter of 2003.

Following this mission, an evaluation of environmental problems was conducted at the SORWATHE tea plantation. The report recommended a number of measures to mitigate persistent hillside erosion and advised that civil engineering works be conducted to reinforce hillsides.

5.3. The Agribusiness Center

The Agribusiness Center continued to be a focal point for the production and diffusion of pertinent and timely information to Rwanda's agribusiness community. Over 450 individual visits were made to the center during 2002, attesting to the relevance of services offered at the ABC.

In 2002, the ABC began producing and electronically distributing weekly European wholesale price bulletins to some 100 entrepreneurs, projects and GOR institutions. Articles of interest from regularly received specialized publications such as The Public Ledger, the Coffee & Tea Trade Journal and International Fruit World were scanned and sent to concerned parties.

In addition to diffusing information from publications, the ABC provided specialized research for many of ADAR's clients. Tailored internet searches were conducted for passion fruit, tamarillo, vanilla, essential oils and avocado oil, among other products. Information searches covered production, processing, packaging, marketing, organic certification and regulatory issues.

Several sessions to train clients in internet search techniques were given during the year. Ten clients benefited from these sessions.

6. Project Management

6.1. Administration

During the second year of project operation, ADAR's administrative unit continued to provide competent logistical, procedural and contractual support for project implementation despite a substantially expanded workload resulting from both an increase in project staffing and the number of technical activities implemented by the project.

The new Office Manager assumed the responsibilities of the Chemonics home office Operations Manager in April. One long-term horticulturalist, an administrative assistant, two chauffeurs and one gardener were hired during the course of the year.

Several pieces of office equipment were procured in 2002, including a photocopier, a fax/scanner/printer and household furnishing for two expatriate technical assistants who joined the project team during the past twelve months. The project's computer network was greatly improved in 2002. Following a diagnostic study by a network consulting administrator, software licensing agreements were brought up to date, additional network outlets were created to allow consultants access to the ADAR network and a larger hub was installed to accommodate more work stations. Two additional laptops and one printer were also purchased. A new computer assistance service provider was also hired to provide network and software support.

A number of administrative trackers were elaborated over the past twelve months. A CTI/CO approval data base was created to monitor the approval process for project consultants and international travel. A medical allowance tracker was developed to follow medical claims submitted by local staff. A vacation tracker and vehicle tracker were also developed to facilitate project planning. An improved inventory control system was also developed which will facilitate monthly consumables accounting.

The ADAR Policy and Procedures Manual was updated and an Emergency Evacuation Plan was developed with the assistance of the home office.

6.2. Project Finance

Financial Overview

While the official contract Year 2 covers the period of November 14, 2001 – November 13, 2002, financial data for this annual report will cover January 2002 – December 31, 2002. We use these reporting dates in order to be consistent with last year's reporting, which was based on a delayed contract award and the in-country arrival of the technical team in January 2001.

Total expenditures over the second year reflect a slightly increased spending level from the first year, reflective of the increased short-term and long-term technical support provided in the field. The chart below is a summary of the budget, expenditures for the period of this report, and total expenditures to date:

	Current Budget	Jan. 1, 2002– Dec. 31, 2002	Total Expenditures thru December 31, 2002	Amount Remaining
Labor	\$ 3,023,070	\$ 1,121,850.18	\$ 1,864,852.66	\$ 1,158,217.34
Materials	\$ 2,689,844	\$ 792,532.02	\$ 1,613,694.96	\$ 1,076,149.04
Total	\$ 5,712,914	\$ 1,914,382.20	\$ 3,478,547.62	\$ 2,234,366.38

Overall Expenditures. From the ceiling price of \$5,712,914, a total of \$3,478,548 (61%) was billed through December 31, 2002. We have recently signed a modification which will increase the obligated amount to 100%. While we do not project spending the entire \$2,234,366 by the current contract end date mid-November 2003, we have proposed an extension budget which assumes approximately \$600,000 of that will carry over into the extension period. Reasons for under spending were explained in more detail in last year’s report, but include an unspent loan guarantee fund, absence of a budgeted Operations Manager, and lower “Other Direct Cost” expenditures than anticipated.

Reporting Period Expenditures. Considering total budgeted Materials of \$2,689,844, \$792,532 or 29% of this total was spent during the reporting period. Of the \$1.25 million originally budgeted under Materials for a Loan Guarantee Fund, \$300,000 will now be used for a cost-sharing grants program, with the remainder to be reprogrammed for project purposes. From the total labor budgeted of \$3,023,070, \$1,121,850.18 or 37% of this total was spent during the reporting period.

Rwanda ADAR anticipates a demanding and eventful Year 3 with continued spending focus on the areas of training and Short-Term Technical Assistance, principally in the coffee and horticultural areas.

7. Monitoring and Evaluation

Annexes

Annexe 1: Workshops/meetings, seminars/trainings and forums organized in 2002

Desrciption	Facilitator	Participants	Date
Workshops/meetings			
Debriefing on BIOFACH Fair	Anne Turner	5	March 12
Debriefing on the seminar "Credit for Agribusiness in Rwanda"	Warren Chase & José Habimana	9	March 26
Access to Financing / RSSP Project	ADAR	13	March 28
Debriefing of the visit to Ndera coffee plantation	Alan Finney	2	April 14
Debriefing on Environmental Management mission	Dave Gibson, John Lichte, Gaspard Bikwemu	9	April 16
Identifying constraints to development of Rwandan fruit for export	Anne Turner	10	April 17
Debriefing on Fruit and Vegetables Processing	Fabrice Vaillant	20	May 20
Debriefing on Appropriate Technology Cold Store Construction (<i>Evaporative Coolers</i>)	Ngoni Nenguwo	4	June 3
Report of participants on their 2 week training « Technical management of a coffee washing station » in Ngozi/Burundi	ADAR	3	June 25
Debriefing of the diagnostic mission on Production of High Quality Milk for Export	M. Shem Ndabikunze	12	June 28
Debriefing ASNAPP on Natural Product Assessment	Noah Zimba & Nicholas Hitimana	13	July 2
Debriefing of the visits to Masaka Washing Station	Alan Finney	20	Jul - Dec.
Debriefing of the visit to UCAR coffee site	Alan Finney	1	July 10
Debriefing ASNAPP Natural Product Market Assessment	Mike Jack & Nicholas Hitimana	18	July 19
Briefing on the Training Program of Nairobi for the Civil Engineers	Log Associates	19	August 2
Debriefing of the visits to Nyakizu Coffee site	Alan Finney	1	August 12
Debriefing of the visits to Sake Coffee Plantation	Alan Finney	1	August 17
Debriefing on the Training Program of Nairobi for the Civil Engineers	ADAR	9	August 21
Debriefing of the visits to Gashonga Coffee site	Alan Finney	2	August 22
Presentation of a USAID Grant to Coffee Associations	ADAR	7	August 22
Presentation of a USAID Grant to Associations of Producers of Passion Fruit	ADAR	3	August 22
Briefing on the Training Program in Rwanda for the Civil Engineers	Log Associates	9	August 26
Assistance to Associations of Passion fruit producers for application on a USAID Grant	ADAR	2	September 7
Assistance to Coffee Associations for application on a USAID Grant	ADAR	4	September 6
Debriefing of the visits to Nyamwenda Coffee site	Alan Finney	2	September 8
Debriefing of the visit to the Coffee Washing Stations under construction of Mwito and Kirambo	Alan Finney	5	May – Nov.
Debriefing of the visit to APROJUFUGI (Association of passion fruit producers) to Gashonga/Cyangugu)	ADAR	3	September 24
Presentation of AUTOCAD model (for a coffee washing station) by civil engineers, to ADAR clients	ADAR	8	October 2
Preparation of the inspection by ECOCERT (organic)	Anne Turner	4	October 3
Presentation to ADAR clients of the program on Coffee Technician Managers for washing stations	ADAR	7	October 16
Debriefing of the visit to Masaka Coffee Washing Station	A. Finney & J.P. Rwagasana	2	October 28

Follow-up on packaging with ADAR client	ADAR	2	October 18
Debriefing on Investigation of the SOPYRWA Refinery	R. Binnington	5	November 12
Debriefing of the diagnostic mission for Highland Flowers and follow-up	L. Koop (BRD)	4	November 22
	L. Koop (ADAR)	2	November 27
Debriefing of 3 reports on Rwamatamu coffee plantation	J.P. Rwagasana	3	March - Dec

Debriefing meetings on Vegetable drying	N. Monkam / J Kabuye	1 + 1	Dec.17 & 19
Debriefing of the visit to Masaka Coffee Washing Station	Alan Finney	2	December 18
S/TOT		250	
Seminars / Local Trainings			
Credit for Agribusiness in Rwanda (Banks)	Warren Chase & José Habimana	14	March 11
Credit for Agribusiness in Rwanda (Service Providers)	Warren Chase & José Habimana	11	March 18
Techniques of production for cape gooseberry - Byumba	Jumapili Rwahungu	34	March 24
Techniques of production, harvest and handling of passion fruit - Nyirangarama	Anne Turner	94	June 21
		71	June 26
Techniques on coffee pruning, disease, fight against rust, phytosanitary control - Kabusunzu/Masaka	Alan Finney	45	August 8 & 9
Risk Management of a Coffee Washing Station, and the place of Rwanda in the international coffee market	John Schluter	49	September 10
Techniques of production, harvest and handling of passion fruit - Gashonga (Cyangugu)	ADAR	67	November 12
Coffee Washing Station Financial Analysis	Andrew Farnum	7	November 27-29
		6	December 2-4
S/TOT		398	
Forums			
Introduction of ADAR to students of Butare University	ADAR	34	April 25
Introduction of East Africa Pyrethrum Institute (EAPI)	ADAR/EAPI	18	August 26
ACDI/VOCA-ADAR dairy issue meeting	ACDI/VOCA	3	October 10
3 rd Advisory Group Meeting	ADAR	11	October 11
Rural Development Association Long Range Plan	ACDI/VOCA	8	October 18
Debriefing on Fish Farming Development Needs	ACDI/VOCA	5	November 5
Meeting with consultants from a World Bank project	ADAR	3	December 10
S/TOT		82	
Study tours/Events/Trainings abroad			
East African Fine Coffees Association/EAFCA Program & Cupping Competition Planning meeting - Kampala	ADAR (MW-AM)	3	January 17-18
BIOFACH 2002 - Germany	Anne Turner	3	February 13-18
Horticultural & Floricultural Trade Exhibition - Nairobi	ADAR (GL)	2	March 13-15
Visit of washing stations - Ngozi, Burundi	ADAR (MW-JBS)	17	April 26-28
Training "Technical Management of a coffee washing station" - Ngozi/Burundi	SOGESTAL Ngozi	4	June 2-16
Annual conference and exhibition of the Speciality Coffee Association of Europe/SCAE, Oslo Norway	John Schluter	3	June 14-16
Training of Civil Engineers on AUTOCAD - Nairobi	Log Associates	8	August 5-17
Visit to the Uganda Manufacturers Association- Kampala	ADAR (MW-AM)	1	October 6-9
Visit to Salon International de l'Agroalimentaire/SIAL - Paris France	ADAR (GL)	2	October 15-23
S/TOT		43	
TOTAL		773	

Annexe 2: Reports published during 2002

N°	Report Title	Date of visit	Report status	Author
19	Annual Report 2001 + Annual Work Plan 2002		Final	Geoffrey Livingston
20	5 reports on visits of the coffee site of Rwamatamu, Kibuye/Ets KANOCK	Feb. - Oct.	Final	Alan Finney
21	Ubuhinzi bw'igihingwa nziramuze (Agriculture biologique)	March	Final	Jumapili Rwahungu
22	Coffee of Rwanda : Summary on techniques for the management of a depulping coffee station	March	Final	Alan Finney
23	Ikawa y'u Rwanda: Incamake y'Uburyo bwo Gukoresha Uruganda rutunganya Kawa y'Ibitumbwe (translation in Kinyarwanda of the Report n°22)	March	Final	Jean Paul Rwagasana
24	Module of training for private operators on procedures and documentation for export	March	Final	Jumapili Rwahungu
25	Rwanda : Pre-inspection preparation for Organic Certification and Germany : Biofach International Organic Trade Fair	March	Final	Anne Turner
26	Report of Seminar on credit for agribusiness in Rwanda (2 annexes: Guide du Formateur vol. 1 & 2)	March	Final	Warren Chase & José Habimana
27	Diagnostic mission to determine constraints of production and exportation of high quality fruit (Passion fruit, Physalis and Apple banana) from Rwanda	March - April	Final	Anne Turner
28	Feasibility Study for the implementation of a Coffee Washing Station at Ndera, Kigali Rural	April	Final	Emmanuel Ntaganda
29	Feasibility Study for the implementation of a Coffee Washing Station at Nyarubuye, Kibungo / Ets ENAS	April	Final	François Sihimbiro
30	Feasibility Study for the implementation of a Coffee Washing Station at Kibungo / Sake Coffee Plantation	April	Final	François Sihimbiro
31	ADAR 2002 - First Quarter Progress Report	April	Final	Geoffrey Livingston
32	Report : Assistance on the Development of the <i>AgriBusiness Centre</i>	April	Final	Alain Houyoux
33	Report of the visit to the coffee site of Ndera	April	Final	Alan Finney
34	Rwanda: Quality and Environmental Management Incentives for Agricultural Trade	April	Final	Dave Gibson, Gaspard Bikwemu & John Lichte
35	8 reports on the visits to the Masaka Coffee Factory/Seven Lakes Trading Company, Kigali Rural	April - Dec.	Final	Alan Finney
36	Developing the horticultural export industry in Rwanda	May-June	Final	Anne Turner
37	Guide for follow up on cost accounting in coffee washing stations	May	Draft	Célestin Nizeyimana
38	Considerations for initiating a Speciality Coffee Industry in Rwanda	May	Final	Mike Schwartz
39	7 reports on visits of the Nyamwenda coffee site / COOPAC	May - Nov.	Final	Alan Finney
40	ADAR 2002 - Second Quarter Progress Report	June	Final	Geoffrey Livingston
41	Speciality Coffee Association of Europe, Oslo exhibition and conference	June	Final	John Schluter
42	Diagnostic mission for the Production of Hygienic Milk for Export in Rwanda	June	Final	Martin Shem Ndabikunze
43	Report: Identification of Opportunities in Fruit and Vegetable Processing for Rwanda	June	Final	Fabrice Vaillant/ CIRAD
44	MS Outlook 2000 Training Manual, version 1.0	June	Final	Hassan Taher

45	Evaluation of environmental issues on the tea unit of SORWATHE and ASSOPTHÉ in the District of Kinihira, Byumba	June	Final	Gaspard Bikwemu
46	Report: ASNAPP natural products assessment, potential for economic growth and trade in Rwanda. Category: Market assessment. Targeted recipients: USAID country partners, Rwanda.	June	Final	Mike Jack & Nicholas Hitimana
47	Appropriate technology cold store construction and review of postharvest transport and handling practices for export of Fresh produce from Rwanda	June	Final	Ngoni Nenguwo
48	Report of the visit of Ntongwe coffee site - UCAR	July	Final	Alan Finney
49	Report on the visit to the nursery Plantor for growing anthurium in Rwanda	July	Final	Harmen Hummelen
50	Report of the visit to the coffee site of Nyakizu	August	Final	Alan Finney
51	Report of the visit to the coffee site of Gashonga	August	Final	Alan Finney
52	Rehabilitation of the Quality Laboratory Control of SOPYRWA	July & Sept.	Final	Stafford Head
53	4 reports of the 4 visits to Mpanga coffee plantation - Ets ENAS	Aug. - Dec.	Final	Alan Finney
54	ADAR 2002 - Third Quarter Progress Report	September	Final	Geoffrey Livingston
55	Reports of the visit to the coffee sites of Mwito and Kirambo - SICAF	September	Final	Alan Finney
56	3 reports of the 3 visits to Sake Coffee Plantation	Aug. - Dec.	Final	Alan Finney
57	Revised ADAR Monitoring and Evaluation Plan	October	Final	Geoffrey Livingston
58	Small Grants Cost Sharing Program, Operating and Instruction Manual	October	Final	Geoffrey Livingston
59	Diagnostic mission to establish a dry mill at the Masaka Coffee Washing Station	November	Final	Peter Jones
60	Investigations for rehabilitation of the electrical and equipment installation in the SOPYRWA Refinery	November	Final	Richard Binnington Ian Watson-Walker
61	Diagnostic study of Highland Flowers	November	Final	Loek Koop
62	Coffee Washing Station – Financial model	November	Final	Andrew Farnum
63	3 reports of the 3 visits to the coffee site of Rwamatamu	March - Dec.	Final	Jn-Paul Rwagasana
64	2 reports of the 2 visits at Masaka Coffee Wash. Station	Oct - Dec.	Final	Jn-Paul Rwagasana
65	Feasibility Study of a Fruit and Vegetable Drying Facility	December	Draft	Norbert Monkam Jacques Kaboyi
66	Annual Report 2002 and Annual Work Plan 2003		Draft	Geoffrey Livingston