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# USAID POST-HARVEST HANDLING AND STORAGE PROJECT (PHHS)



Old cassava dryer in Gatsibo



Soybean plot adjacent to ABAHUJE soy processing facility



ICM Rwamagana - rice delivered above required moisture content

**Quarterly Progress Report**  
*January - March 2010*

# RWANDA POST-HARVEST HANDLING AND STORAGE QUARTERLY PROGRESS REPORT

**PROJECT # EEM-I-00-07-00006-00**  
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# ACRONYMS & ABBREVIATIONS

<b>ACDI/VOCA</b>	Agricultural Cooperatives Development International/Volunteers in Overseas Cooperative Assistance
<b>AGF</b>	Agriculture Guarantee Facility
<b>AFAR</b>	Access to Finance Rwanda
<b>AMIR</b>	Association of Microfinance Institutions in Rwanda
<b>ASARECA</b>	Association for Strengthening Agricultural Research in Eastern and Central Africa
<b>BAIR</b>	Bureau d'Appui aux Initiatives Rurales
<b>BCR</b>	Banque Commerciale du Rwanda
<b>BNR</b>	Banque Nationale du Rwanda
<b>BRD</b>	Banque Rwandaise de Developement
<b>CAF</b>	Caisse des Affaires Financières
<b>Centre IWACU</b>	Center of Training and Research Cooperatives
<b>CIAT</b>	Centre International d'Agriculture Tropicale
<b>CIP</b>	Crop Intensification Program
<b>CLECAM</b>	Coopérative Locale d'Épargne et Crédit Agricole Mutuelle
<b>COAMANYA</b>	Cooperative des Agriculteurs de Mais dans le district de Nyanza
<b>COAMV</b>	Coopérative des Agriculteurs des Maïs dans la Zone des Volcans
<b>CODERVAM</b>	Coopérative de Développement Rizicole des Vallées du Mutara
<b>COGEBANQUE</b>	Compagnie Générale des Banques
<b>COMICOKA</b>	Coopérative pour la Mise en Commun de Kanama
<b>COMPETE</b>	USAID Competitiveness and Trade Expansion Program
<b>COPRORIZ</b>	Coopérative de Producteurs de Riz
<b>COTRAVAM</b>	Cooperative de Transformation et de Valorisation du Manioc
<b>CSC UGAMA</b>	Centre de Services aux Coopératives
<b>CSS ZIGAMA</b>	Credit Savings Scheme ZIGAMA
<b>DfID</b>	Department for International Development
<b>DG</b>	Director General
<b>EAC</b>	East African Community
<b>EAGC</b>	East African Grain Council

<b>ENAS</b>	Ets Nkubili Alfred and Sons
<b>GCIP</b>	Gatsibo Cassava Initiative Platform
<b>GoR</b>	Government of Rwanda
<b>Ha</b>	Hectare
<b>IFDC CATALIST</b>	International Center for Soil Fertility and Agricultural Development Catalyze Accelerated Agricultural Intensification for Social and Environmental Stability
<b>IFPRI</b>	International Food Policy Research Institute
<b>IMF</b>	Institution de Microfinance
<b>KOAGIMITA</b>	Koperative y'abahinzi no Gukusanya Imisaruro ya Tare (Tare Production and Crop Collection Cooperative)
<b>MD</b>	Managing Director
<b>MFI</b>	Microfinance Institution
<b>MINAGRI</b>	Ministry of Agriculture and Animal Resources
<b>MINICOM</b>	Ministry of Commerce
<b>MLI</b>	USAID Market Linkages Initiative
<b>MT</b>	Metric Ton
<b>NGO</b>	Non-governmental Organization
<b>NYAMIG</b>	Nyagatare Maize Investment Group
<b>P4P</b>	Purchase for Progress
<b>PASAB</b>	Projet d'Appui a la Sécurité Alimentaire du Bugesera
<b>PEA</b>	Poles des Entreprises Agricoles
<b>PHHS</b>	USAID Post-Harvest Handling and Storage project
<b>PLWHA</b>	People Living With HIV/AIDS
<b>PMP</b>	Project Monitoring Plan
<b>RADA</b>	Rwanda Agricultural Development Authority
<b>RATIN</b>	Regional Agricultural Trade Network (of the East African Grain Council)
<b>RDB</b>	Rwanda Development Board
<b>RDI</b>	Rwanda Development Investment company
<b>RDO</b>	Rwanda Development Organization
<b>RIM</b>	Réseau Interdiocésain de Microfinance
<b>RIU</b>	Research Into Use
<b>RSSP</b>	World Bank Rural Sector Support Program
<b>RWF</b>	Rwandan Franc

<b>SOPAV</b>	Société de Production d'Aliments de Végétaux
<b>UCORIBU</b>	Union des Cooperatives Rizicoles de Butare
<b>UCORIVAM</b>	Union des Cooperatives rizicoles des Valles de Muvumba
<b>UNICOBLE</b>	Union des Cooperatives des Producteurs de Ble
<b>UNICOOPAGI</b>	Union des Cooperatives Agricoles de Gikongoro
<b>UNDP</b>	United Nations Development Program
<b>USAID</b>	United States Agency for International Development

## I. EXECUTIVE SUMMARY

The USAID Post-Harvest Handling and Storage (PHHS) project began activities in Rwanda in September 2009. The project's goal is to improve food security in Rwanda by linking producers of staple crops, who have surplus produce, to markets. Over its 2.5 year duration, the PHHS project will work with private sector agribusiness firms and processors to reduce post-harvest losses through investment in post-harvest infrastructure and process improvement, including crop conditioning, storage and processing. Investment in storage facilities will free smallholder farmers from the need to sell crops at harvest time when prices are at their lowest, and increasing the quality of crop for storage will help producers selling surpluses to compete in domestic and regional markets. The PHHS project is working in partnership with private sector firms and Rwanda's Ministry of Agriculture.

The PHHS project made considerable progress in the first quarter of 2010. The project's Investment Finance team was brought on board, and commenced work on gathering information on finance available in Rwanda, as well as the region, for staple crop post-harvest activities. The project's Market Linkages Specialist and Chief of Party continued to travel to cooperatives producing staple crops in different regions of Rwanda, meeting with representatives to ascertain their major post-harvest constraints and to discuss the potential for PHHS project intervention to overcome these challenges.

Additionally, the PHHS team met with support organizations working with the cooperatives to determine how best to incorporate PHHS project assistance into their existing activities. The regions visited included Nyagatare and Gatsibo in the Eastern Province, where large volumes of maize, rice, beans and cassava are produced. A semi-completed grain storage and drying facility, built with UNDP funds, was visited and, when District approval came through, discussions began with the organization to whom the facility was ceded, the Rwanda Development Organization (RDO), as to how the PHHS project could assist them to make the facility operational and set up a management structure. Another potential opportunity for project assistance was identified in Gatsibo District, where a group called the Cassava Initiative Platform wishes to take over and rehabilitate an abandoned cassava processing unit. In south-central Rwanda, the rice union Union des Cooperatives Rizicoles de Butare (UCORIBU), which supplies the ICM Ginkonko rice mill, was found to be well organized. UCORIBU already has a good relationship with the buyer (ICM), and possesses a list of their needs in terms of renovation or extension of post-harvest infrastructure in order to reduce losses and improve the quality of paddy delivered to the mill.

The team also met and discussed potential collaboration with support organizations such as CAF ISONGA, RDO/RDI and the Union des Cooperatives Agricoles de Gikongoro (UNICOOPAGI). The Investment Finance team held meetings with a wide range of local finance institutions such as Réseau Interdiocésain de Microfinance (RIM), the Banque Populaire du Rwanda (BPR) and the Banque Rwandaise de Développement (BRD), in order to assess their willingness to finance staple crop post-harvest activities. They additionally met with several of the major buyers/processors of staple crops, such as Ets Nkubili Alfred & Sons (ENAS), the managing director of the Miserie de Mukamira, and CAOMV, a large maize production cooperative. Initial plans for provision of assistance were drawn during these meetings which will be followed up in the third quarter of 2010.

The project also met with a number of local and regional partners, including the USAID-funded Market Linkages Initiative (MLI) based in Nairobi. The MLI project's Chief of Party visited the PHHS project in early February to explain how they plan to use their grants mechanism to address staple crop post-

harvest infrastructure constraints, and at the March 30<sup>th</sup> workshop mentioned below, the MLI Grants Manager provided a presentation on what type of activities are eligible for grant-support, and the initial steps to be followed in preparing grant applications. The MLI representative also spent considerable time working with the PHHS technical staff to explain how they should manage grant applications, and how to fine tune certain tools, such as the Expression of Interest form, to make them more applicable to Rwanda's unique situation. Another Nairobi-based USAID-funded project with a regional focus, COMPETE, sent several members of its team to Rwanda in February who met the PHHS team to discuss potential collaborative activities. Numerous meetings with local partners were also held to explore the possibility for working with the PHHS project.

In mid-March, the PHHS project compiled and submitted its Inception Assessment Report to USAID, and a workshop was held on March 30<sup>th</sup>, 2010 to present the report's findings to a group of 60 stakeholders. With the Inception Assessment phase completed at the end of March, the PHHS team switched its focus to full-time implementation of project activities.



March 30<sup>th</sup> Inception Assessment Workshop

## II. BACKGROUND

Launched in September 2009, the USAID Post-Harvest Handling and Storage Project is working to capitalize on increased Rwandan food crop productivity in order to improve food security by linking smallholder staple crop surpluses to markets. The project, which has a duration of 2.5 years, works with private sector agribusiness firms and processors to reduce post-harvest losses through investment in storage infrastructure and process improvement in the areas of post-harvest conditioning, grading, sorting and packaging. Investment in storage facilities will free smallholders from the need to sell crops at harvest time, when prices are at their lowest. At the same time, increasing the quality of crops for storage will help producers selling surpluses to compete domestically and regionally. The project is being carried out in partnership with private sector firms and the Ministry of Agriculture.

The Project's strategy focuses on:

- Mobilizing private investment in storage infrastructure;
- Improving management of crops by farmers, in partnership with agribusiness firms and processors, before they go into storage to reduce losses;
- Developing more robust linkages between farmers and the market by connecting associations and cooperatives directly to processors and traders; and
- Assisting farmer associations/cooperatives to develop their own warehouse infrastructure through schemes such as warehouse receipts systems, to increase value capture at the farm level.

The following is a report covering the activities of the second quarter of the project (January – March 2010) as well as a description of project plans for the third quarter of 2010.

### III. ACTIVITIES

#### A. Inception Assessment: Market Linkages and Post-Harvest Management

The first six months of the PHHS program were designated to focus on an assessment of the current situation in Rwanda with respect to market linkages, promotion of post-harvest investments, and post-harvest management for the seven targeted staple crops. The information generated by this assessment also served as the baseline for the Performance Monitoring Plan, which at project start could only be tentatively defined due to the paucity of information, particularly with respect to post-harvest losses.

The Market Linkages Specialist and Chief of Party continued to travel to and meet with staple crop cooperatives, support organizations and GoR officials in different parts of the country. Trips were made first to Nyagatare in Eastern Province, where numerous maize and rice producing cooperatives were visited and constraints with respect to post-harvest issues discussed. The visits were facilitated by an agronomist working for the Rwanda Development Organization/Rwanda Development Investment company (RDO/RDI). The RDI is an investment company which was established by the RDO in 2005, upon finding that producers are forced to sell their harvest immediately after harvest, when prices are low, thereby remaining trapped in a cycle of poverty.

The objective of RDI is to mobilize funds which are utilized to (i) purchase improved seeds and other inputs, which are distributed on a credit basis to producers, (ii) acquire and rent out agricultural equipment like sprayers, tractors, etc. and (iii) purchase and process the producer's harvested crops in order to guarantee them a profitable market. RDI collaborates with DUTERIMBERE's micro-finance facility in the District in order to access cash credit for producers. RDI works with maize, rice and cassava value chains.

In addition to their activities with RDI, RDO also provides technical assistance to cooperatives in the form of provision of agronomists, organization of training workshops, particularly on use of agricultural machinery, animal traction and cooperative management.

The Nyagatare RDO/RDI agronomist also introduced the PHHS team to the Nyagatare Maize Investment Group (NYAMIG), comprised of maize producers, input suppliers, support organizations, transporters, traders and processors. This organization has 560 members, and covers 14 sectors with some 12,000 ha under maize production during Rainy Season A, with beans grown during Rainy Season B. NYAMIG is a young organization but working towards purchase of maize for sale to the larger buyers. The GoR provided a few grain storage cocoons to serve as "strategic storage" for each sector, and training of technicians in use of same was provided by the United Nations Development Program (UNDP), but the number of trained technicians should increase. Nor are there adequate drying facilities, although a DfID sponsored NGO, Research into Use (RIU) had set up three cement platforms for



Dryer at Ryabega drying and storage facility – shelter needs to be constructed in order for facility to become operational

grain drying, and the maize producers share drying facilities with rice producers, the two crops being harvested at different times.

The group was counting on using a drying and storage facility constructed by UNDP for the District in Ryabega. However when visited the following day, the PHHS team were informed by District officials that the facility could not become operational until a protective shelter was built over the 12 T/H electronic dryer. Ideally, a shelter should also be constructed to protect the 50x60T cocoons provided together with supporting concrete platforms, and the receiving/grading facility set up at the entrance to the site. RDO/RDI expressed an interest in taking over the facilities from the District and setting up a management structure, following development of a business plan for the operations. Two months later,



A primary drying and storage facility which is far too small for the cooperative's needs, member of UCORIVAM in Nyagatare

union (UCORIVAM) and plans are underway for an additional 1500 ha to be set up for rice production over the next couple of years. The cooperatives lack adequate primary drying and storage facilities, as well as knowledge in improved crop conditioning, and the only rice mill, CODERVAM, is old and has an extremely low capacity of 10-12 tons of paddy/day, resulting in most of the cooperatives having to sell their paddy rice at a low price to whichever traders respond to their request for offers. The rice producers are also adversely affected by lack of access to credit; the union submitted a proposal for finance from the BRD, however the producers lack the guarantee required because the land they cultivate belongs to the GoR. Given the many obstacles faced by UCORIVAM at this juncture, PHHS assistance would be best placed in provision of training on improved harvesting and post-harvest handling techniques.

Following the visit to Nyagatare, the Market Linkages Specialist and Chief of Party traveled to Gatsibo District to meet with members of the Gatsibo Cassava Initiative Platform (GCIP). Similar to NYAMIG, CIP is comprised of a range of actors in the cassava value chain, from producer-cooperatives, processors, traders, transporters, financial institutions and support organizations. GCIP was created in 2008 with assistance from the NGO RIU, which wanted to assist with a stronger organization of the cassava value chain. RIU set up Farmer Field

the District of Nyagatare signed an MOU with RDO, ceding the facilities to this organization with the understanding that NYAMIG would, once it has the capacity, take over management of the facilities. Given the large volumes of grain produced in Nyagatare and the presence of several buyers, namely WFP P4P, Ugandan traders and MINAGRI's "strategic reserves" program, provision of technical and financial assistance to complete the facilities with both PHHS and MLI project resources would have a significant impact on reducing grain losses, and adding value to the marketed product.

In addition to maize, there is a significant volume of rice produced in Nyagatare District. A total of 833 ha of rice are cultivated by three cooperatives, grouped into a



Abandoned cassava processing facility in Gatsibo

Schools with cassava producers in Gatsibo, and members of CIP began setting up an investment company, called the Cassava Investment Group. There is an abandoned cassava processing factory, constructed in 2005 by UGAMA CSC with USAID financing, which CIP is negotiating to take over from the District. While rehabilitation is needed to make the facility fully operational, much of the equipment is still functional, and if the PHHS project were to provide a consultant to develop a business plan for restoration and utilization of the facility, it is likely that the District would cede the facility to CIP. In addition to the abandoned processing facility, a cooperative in the District received financing from the RSSP program for construction of a semi-artisanal cassava processing unit. When visited, the facility was found to be only semi-complete, lacking in adequate washing/soaking facilities as well as having only rudimentary drying structures. The resulting flour is of inferior quality, and cannot be stored for any length of time. PHHS technical assistance, together with MLI grants or other sources of funding, could help the cooperative to complete the processing unit and master improved processing techniques so as to enable them to produce higher quality cassava flour.

The Market Linkages Specialist and Chief of Party subsequently traveled to southern Rwanda to meet with various staple crop producing cooperatives and affiliated support organizations. One of the most promising potential candidates for project assistance identified was the rice union supplying the ICM rice mill at Ginkonko. The Union des Cooperatives Rizicoles de Butare (UCORIBU) is comprised of nine cooperatives located in Gisagara and Nyanza Districts which cultivate over 2800 ha of rice with a total number of 14,765 members. UCORIBU is responsible for distribution of inputs, provision of extension services and the collection, verification, weighing and transport of paddy rice to the ICM mill. The cooperatives are responsible for production, harvest, drying of paddy as well as maintenance of irrigation and drying infrastructure. The UCORIBU agronomists have moisture meters, which are used to determine paddy moisture levels at the collection/drying areas.

UCORIBU charges a nominal fee for transporting the rice to the mill, and is in discussion with the district authorities regarding ceding the rice cultivation areas to the producers, so that they will have collateral to use to facilitate access to credit. UCORIBU owns 40% of the shares of the Ginkonko mill, and has a very good working relationship with ICM. Nonetheless, the member cooperatives are in great need of renovated and extended drying areas together with primary storage facilities to shelter the paddy from rain. They also would benefit from “appropriate technology” threshing and winnowing equipment to both reduce post-harvest losses incurred during these operations and labor costs, and training of their agronomists as well as lead farmers in improved harvest and post harvest handling techniques. Given the strong organization of UCORIBU and its member cooperatives along with good working relationship with the buyer (ICM), PHHS assistance, in conjunction with MLI grant money, would be likely to have considerable positive impact on a large number of rice producers.



COPRORIZ Mukunguri primary drying and storage facilities managed with assistance from CAF ISONGA

Other meetings were held in Musanga District with a cassava cooperative (COTRAVAM) and the soy-processing cooperative ABAHUJE in Ruhango; the former is poorly managed and in need of more assistance than the PHHS project can provide to improve operations, and the latter well supported already by other donors such as IFDC-CATALIST, a Belgium based association called UMUBANO and CSC UGAMA. The team also met CAF ISONGA, a micro-

finance institution involved in agriculture financing innovations. CAF ISONGA was established in 2004 by several Rwandans working with NGOs, notably staff of the German NGO Agro Action Allemande. Their goal was to make projects initiated by these NGOs sustainable beyond the life of the initial NGO support. At present, CAF ISONGA has approximately 12,000 clients and its equity capital has reached the level of RWF 320 million.

Amongst the largest clients of CAF ISONGA are COPRORIZ Mukunguri and COPRORIZ Gitwe, two rice cooperatives, and COAMANYA, a maize producing cooperative. The first tranche of finance provided to this cooperative resulted in failure, due particularly to the poor organization of the cooperative and its members' failure to follow up on repayment. CAF ISONGA subsequently established two products: (i) finance for producers to acquire inputs and pay for seasonal labor and (ii) finance for the cooperative at harvest so that it could purchase the paddy produced by its members. In this manner, CAF ISONGA is now able to recuperate the credit advanced to the producers at the beginning of the cropping season, and the paddy stocks purchased are co-managed between COPRORIZ and CAF ISONGA. This mechanism, together with the fact that all funds transit via CAF ISONGA's account have considerably reduced the risk of non-reimbursement of credit. CAF ISONGA is now planning to extend its operations to include other cooperatives working primarily in the Akanyaru Valleys, and to cover other value crops such as cassava, coffee and tomatoes. Further discussion of CAF ISONGA and its potential to work with the PHHS project is provided below under the Investment Finance Activities.

In Nyamagabe and Nyaruguru Districts, several meetings were held with unions and cooperatives involved in the wheat value chain. The Union des cooperatives agricoles de Gikongoro (UNICOOPAGI) provides inputs as well as technical assistance and linkages with a micro-finance institution (TWIZIGAMIRE). Wheat is the major value chain of interest for the cooperatives supported by UNICOOPAGI, with some 4000 ha under production to this crop in the two districts. The Union des cooperatives de production du ble (UNICOBLE) focuses exclusively on wheat producing cooperatives, selling members improved seeds and fertilizer as well as providing them with agronomists and assisting with finding markets for their wheat. Major post-harvest needs of wheat producers affiliated with UNICOOPAGI and UNICOBLE include drying and storage areas for their wheat, along with appropriate technology threshing and winnowing equipment, as these operations are performed manually with significant losses incurred during the process and the resulting grain contains a high level of impurities, which render it unsuitable for milling into flour. A meeting was also held with the Cooperative for agricultural production and harvest collection in the zone of Tare (KOAGIMITA), which is involved in production and storage of wheat in the District of Nyamagabe, Southern Province. Created by the Catholic Parish of Mbuga with assistance from CARITAS, KOAGIMITA has 29 individual members and is involved in the following activities:

- Cultivation of wheat on 10 ha belonging to the members and 2 ha close to the Parish which are cultivated in common, primarily for seed multiplication
- Purchase of wheat from members as well as other local producers for storage and later sale on the market when prices are higher



Wheat storage facility managed by KOAGMITA with assistance from RIM

The price paid to producers is negotiated each season in meetings held between the producers, Nyungwe Flour Mill and District authorities. Purchase takes place in designated collection areas, using seasonal credit loaned to the cooperative by RIM. Storage facilities were built for the Parish by CARITAS with TROCAIRE providing the finance. The facilities have all requirements for good storage conditions and contain equipment necessary for storage of wheat, including pallets and hessian sacks. The storage facility is rented by the Parish to the cooperative at the rate of RWF 1/kg of wheat/month. It is comprised of two storage rooms of 100 MT each, and an office for the management staff. The average duration of storage of wheat is three to five months. The facility is co-managed by KOAGIMITA and RIM, each organization having one key for their respective lock following the “warrantage” or credit inventory system. Primary purchasers of wheat from the cooperative are RADA and other organization supporting the wheat sector and the Nyungwe Flour Mill, as well as other private wheat traders. Technical assistance to the cooperative’s members is provided in the form of an agronomist whose salary is paid by CARITAS. The major challenge faced by KOAGIMITA, which has grown quite rapidly, is to access credit at harvest time in order to purchase the member’s harvest, thereby protecting them from speculative purchases at harvest time by traders.

Finally, the Market Linkage Specialist and Chief of Party visited rice and maize producing cooperatives in Ruzizi District. The rice cooperatives have only a weak organization, and suffer from a serious lack of adequate drying and primary storage facilities, which is particularly a problem given the District’s high levels of rainfall. Maize cooperatives are only at the early stages of formation, and similarly suffer from lack of drying and storage facilities; maize was observed spread out on sheeting on muddy ground to dry, lacking any protection from contamination with the soil, attacks by birds and other animals as well as exposure to rain. Given the short time-frame of the PHHS project, activities are unlikely to be undertaken in Ruzizi unless plans for a new rice mill and associated extension services are realized by a private investor as discussed below in the section covering collaboration with regional partners.

To complete and validate information gathered during visits to the field, meetings were organized with different institutions working at the national level, e.g. MINICOM, MINAGRI, Rwanda Development Board, World Food Program, as well as others working at the district level. The Nyagatare District authorities accepted the idea of ceding the management of the Ryabega drying and storage facility to a private operator. SOPAV, a company previously engaged in marketing of agricultural inputs, recognized the need to provide training and support to the rice cooperatives in Bugarama and informed PHHS staff that the company plans to build a rice mill in the region, in collaboration with the Catholic Diocese of Cyangugu and the Reseau Interdiocesain de Microfinance. This factory will have a processing capacity of 20,000MT paddy/year, and will be increased up to 30,000MT/year if the volumes of paddy rice produced in Bugarama increase. The Director General of SOPAV would like to collaborate with the PHHS project to rehabilitate and expand the drying, storage and collection infrastructure for paddy rice at the cooperative level.

MINAGRI and MINICOM informed the PHHS project of their plans to establish strategic grain storage reserves starting with the 2010 Season A harvest; they plan to purchase 7000 MT of maize and 3000 MT of beans for this purpose. The initiative will in part involve rehabilitation of the former GoR grain storage facilities abandoned after 1994, with the collection and purchase of grain from producers to be organized by private traders. MINAGRI hopes to eventually build two storage silos of 25,000 MT each to serve as strategic grain storage facilities, and to hand over the old strategic stores to private sector entities and/or cooperatives to manage. During this meeting, the MINAGRI staff repeated what had been cited elsewhere, namely that from their twice-yearly crop assessment surveys, and they estimated post harvest losses to be on the order of 25-30%.

MINICOM's Projet de Promotion des Petites et Micro Entreprises Rurales (PPPMER) project and the Rwanda Development Board (RDB) provided the PHHS project with business plans which had been elaborated for the development of certain value chains in Rwanda, like cassava, wheat and Irish potato, and which could serve as a starting point for provision of assistance to any investors interested in working in these value chains. The Maiserie of Mukamira provided the PHHS project with information on plans to develop collection centers in Nyabihu, Musanze, Burera and Gakenke districts in northwestern Rwanda. An organization called the "Pole des Entreprises Agricole" (PEA) has been established by various actors in the Irish potato, bean and maize value chains in the region and is interested in receiving PHHS assistance.

The problem of the difficulty encountered by cooperatives in accessing improved post-harvest technologies and equipment resulted in the Market Linkages Advisor and Chief of Party convening meetings with companies in the business of supplying such technologies and equipment. These two companies, Balton CP and BRAZAFRIC, confirmed that they are operational in Rwanda and could provide pro forma invoices on different types of post-harvest equipment requested by producer cooperatives, provided they are given sufficient details on numbers required, exact product specifications, etc.

Additional meetings were held with the World Food Program's Purchase for Progress (WFP P4P) team as one of the major buyers of maize and beans identified during the first quarter of project operations. The PHHS project learned which cooperatives located in the Eastern Province the P4P program is planning to work with for purchase of maize and beans, and agreed to work in collaboration with the P4P program to provide technical assistance as well as post harvest infrastructure and training for the best organized and most productive cooperatives.

In February 2010, the PHHS project engaged a local consultant to conduct a study on the maize value chain in the Akanyaru Valley. The consultant spent one week in the field, meeting with the three major maize cooperatives in the valley, visiting their crop conditioning and storage facilities and discussing possible solutions to the constraints faced by the cooperatives. All cited lack of adequate and appropriate crop conditioning and storage facilities as being the greatest constraint, with post harvest losses of maize at present being "enormous". The consultant recommended that the PHHS project engaged surveyors and architects to select the sites and produce the designs for the maize conditioning and storage facilities. The cooperative members are willing to contribute labor for fabrication of bricks and building of the facilities; however financial assistance is required to purchase cement, roofing materials and other components for the facilities such as plastic pallets, secure locking mechanisms, grading and cleaning equipment. The consultant recommended that a "warrantage" or investment credit facility be established between the cooperatives and micro-finance institutions to provide the cooperative members the credit they need, and that technical assistance also be provided to develop the cooperative's management skills so that they can, in conjunction with the microfinance institutions, properly manage the storage facilities and the investment credit scheme. The consultant recommended that immediate steps be taken so as to ensure that the Akanyaru maize cooperatives have adequate crop conditioning and storage facilities in time for the next January-February 2011 harvest.



Akanyaru maize cooperative  
with poor storage facility

## B. Investment Finance

Post-harvest investment financing remains a significant challenge in Rwanda. A number of constraints are behind this problem, including (i) very few public funds are dedicated to support staple crops post harvest activities, (ii) the financial sector engagement remains minimum in this area given the high risk associated to the long-term financing, particularly for borrowers who have limited collateral, (iii) lack of expertise and financial instruments/models to fund the staple crop post harvest domain and (iv) lack of sufficient funds on hand for MFI's to finance such activities.

On the side of the producers, producer organizations, which are mainly grouped into cooperatives, lack sufficient collateral, are often poorly organized and lacking in business management skills, which is an essential requirement for having access to credit.

The PHHS Investment Finance strategy is to identify pioneers on both sides that will benefit from the project's technical assistance. During the first quarter 2010, the Investment Finance Team's activities were focused on exploring the local financial sector. For the coming quarter, we intend to develop partnerships with financial institutions that appear willing to support post harvest activities and target producer organizations/buyers that are best organized and positioned to benefit from PHHS assistance with respect to accessing finance.

### Visits to Local Financial Institutions

The Investment Finance Advisor, Mr. Samuel Kouame, who was mobilized early in January 2010, conducted various meetings with the local financial institutions in order to:

- (i) introduce the PHHS Project to the Rwandan financial sector;
- (ii) gain a better understanding of the financial environment in Rwanda and the constraints encountered by the local financial sector with respect to the provision of agricultural finance; and,
- (iii) gain a better understanding of the financial institutions' current involvement in financing staple crop post-harvest related activities, and discuss the potential for using their lending programs to support such activities.

One of the first meetings held was with officials from the Association of Micro Finance Institutions in Rwanda (AMIR). AMIR is currently working to build the micro banking sector in Rwanda by introducing innovative savings and microloan products such as micro-insurance and micro-leasing in rural areas to entice the rural population to save and help develop microcredit systems in Rwanda .

With the assistance of AMIR, PHHS staff contacted the heads of three microfinance institutions (MFIs):

- (i) **RIM: Réseau Interdiocésain de Microfinance:** RIM has set up "warrantage" / inventory credit schemes in the Bugesera region, working with the MINAGRI Projet d'Appui à la Sécurité Alimentaire au Bugesera (PASAB) and CARITAS as technical assistance providers. RIM is the main institution participating in PASAB and supports related post harvest activities for sorghum, maize, groundnuts and beans. RIM currently works with nine cooperatives comprised of 80 members each; it finances as much as 70 percent of each cooperative's harvest and houses the cooperatives'

accounts. The harvest is stored in solid buildings containing storage rooms and grain cocoons, and the PASAB program is responsible for identifying buyers. After sale, the cooperatives' proceeds are directly deposited in the cooperatives' accounts, and RIM deducts its loan at a 1 percent interest rate. CARITAS has funded the entire program by depositing RWF 100 million in an escrow account housed at RIM and has set up a 30 percent loan guarantee to secure any loan default. CARITAS also provides technical assistance to cooperatives by training them on improved processing and storage practices and price calculation.

(ii) **COMICOKA: Cooperative pour la Mise en Commun de Kanama:** Engaged in financing pre-harvest activities of maize and potatoes in the Northwestern Province, COMICOKA is a young microfinance institution that has been selected to participate in the AMIR Micro Pilot Leasing Program. It is also a participating institution in the National Bank's RIF 2 Program. COMICOKA is proactive in seeking solutions to solve its members' constraints, making it a credible financial institution working to improve access to financing in the agriculture rural sector. It has, however, not yet begun financing staple crop post harvest activities, primarily because it lacks innovative agriculture products and qualified staff to make good assessments on viable post harvest projects.

(iii) **The union Coopérative Locale d'Épargne et Crédit Agricole Mutuelle (CLECAM)** is financing the production of maize, wheat, Irish potatoes and vegetables in the North-western region, based in Rubavu. CLECAM is lacking the expertise to properly analyze whether investing in financing post-harvest activities would be a profitable venture.

The MFIs are better positioned to finance the staple crop post-harvest activities in Rwanda because of their presence in rural areas. The PHHS Investment and Finance team will work with those MFIs already contacted who are willing to finance such activities and will provide assistance through staff training on financial analysis and, in addition, introducing innovative products such as the "warrantage system," which is currently operational in only a small part of the micro finance sector in Rwanda.

The Market Linkages Specialist and Chief of Party met with another microfinance institution, **CAF ISONGA**, as is mentioned above. One problem the cooperatives supported by CAF ISONGA encounter is that they have poor harvest and post harvest handling practices as well as poor crop conditioning and storage infrastructure. At present, CAF ISONGA does not have the means to provide the long term loans required for building the needed infrastructure or for purchasing post-harvest handling equipment. Even if they did, the cooperatives would have serious difficulties in repaying loans of this nature. It is necessary to seek other sources of finance. CAF ISONGA can collaborate with the PHHS project to elaborate and expand on business plans for those cooperatives wanting to approach other donors for larger and longer term loans, which could be facilitated through assistance from institutions such as Rabobank International. Another problem is the level of cooperation/collaboration between CAF ISONGA and GoR authorities at the district and sector levels. The nature of the assets (in general the swamplands, where crops are cultivated, are in the public domain) requires that in instances where contracts are not respected between different partners (producers, cooperatives, microfinance institutions, buyers, etc.), local authorities must intervene, and organizing such meetings is often very difficult. CAF ISONGA would also like to encourage other microfinance institutions, with the assistance of AMIR, to adopt the system of "warrantage" (inventory credit) following the model of their arrangement with COPRORIZ Mukunguri.

In addition to microfinance institutions, PHHS staff have been meeting with the major local banks, starting with the National Bank which is in charge of the administration of two government agriculture facilities: RIF2 and the AGF Program, both put in place to boost the agriculture sector in Rwanda. Other

banks visited include the Banque Rwandaise de Développement (BRD) and other commercial banks such as BCR, FINA Bank, Ecobank, COGEBANQUE, Bank of Kigali and the cooperative CSS ZIGAMA. The main objective was to introduce the project to bank staff and discuss their lending programs with respect to potential support for staple crop post harvest activities. The banks indicated they are only interested in what they perceive to be viable/ bankable projects, preferring to finance short term agriculture activities such as the coffee campaign and exports.

### **Inception Assessment Report Preparation**

On 22<sup>nd</sup> February 2010, Mrs. Alice Kwizera, the Investment Finance Specialist joined the PHHS Project. At this juncture, the PHHS Finance and Investment Team compiled the investment finance component of the PHHS project inception assessment report and made recommendations on the best strategy to undertake to raise the private sector interest in staple crop post harvest financing and investment.

### **Meeting with the Major Grain Buyers/Processors**

Toward the goal of leveraging private sector funds, the Finance and Investment team approached the major grain buyers and processors to introduce the Market Linkage Initiatives' Grants Mechanism and assess first-hand their interest in seeking financing for their post harvest investments.

The Team met with Alfred Nkubili, the owner of ENAS Company. The Company's core business is buying and selling agricultural products, mainly maize and beans. The company will soon be starting a project to construct storage facilities about 13 Km from Kigali city centre and has already its own land plot. Mr. Nkubili has approached the PHHS Project to request that the Project assist him in identifying financing for the acquisition and installation of grain drying and cleaning equipment at the company's grain storage facilities. PHHS visited and selected the company to be one of the 4 "first tracks" MLI grant applicants. Mr. Nkubili is interested in participating in the cost sharing structure of the Marketing Linkage Initiative grant to acquire his equipment. He provided the company business plan to the Project, and the preliminary valuation of the equipment is estimated at around \$130,259.

The team also traveled to Mukamira to meet with Enode Nduwayezu, Managing Director, of the Maizerie de Mukamira, a maize processing plant located in the Northwestern Province. Mr. Nduwayezu identified four strategic sites for the erection of collection centers and one site for a drying facility:

- Mukungwa marshaland/Gakenke District
- Cyuve/ Rubavu District
- Bazirete/Rubavu District
- Kamiranzovu/Burera District
- Mukamira/Nyabihu District (drying)

Mr. Nduwayezu plans to work with two local NGOs, IMBARAGA and BAIR, to identify suitable farming groups (maize cooperatives, other partners in agriculture development) that will be willing and capable to co-finance the activity. As of now, he has already met with maize cooperatives located in the districts cited above. They are interested in participating in the MLI application process and are receptive to the project cost sharing. A draft of their business plan is in process and will be provided to the PHHS Team soon.

The PHHS team conducted a field visit to Musanze in the Northern Province to meet with Thaddée Nibishaka of COAMV, a maize production and processing cooperative. Mr. Nibishaka is very interested in PHHS technical assistance as well as accessing finance through the MLI grants facility, since the

cooperative lacks adequate storage capacity and good crop conditioning techniques. Production can be 1,500 metric tons per season, while storage capacity is currently only 120 to 150 metric tons. Mr. Nibishaka is willing to finance their storage facilities extension at 50% matching funds and proposes two possible sources of funds:

- to request a loan from BRD, as the cooperative has already repaid more than one loan facility and is in good standing; or,
- to inject their own money from their maize processing and other activities. The cooperative has been certified by MINAGRI to distribute chemicals and fertilizers, and multiply seeds for potatoes, maize and beans in the region.

The COAVM Management is currently elaborating a business plan for approximately RWF 34 million that will be presented soon to the PHHS Team.

In Kigali, the team also met with Augustin Bahorana and Rwibasira Eugene of Rwanda Development Organization (RDO); Donatien Murenzi, Director General of Murenzi Supply; Dieudone Itigeli, DG of SOPAV and the DG of SOSOMA Industries.

Four of the institutions visited were presented to the MLI Grants Manager during his visit to Kigali. Among these, two institutions, RDO and ENAS NKUBILI, were recommended by the PHHS project as potential “fast track” grantees for the MLI grant.

### **Seminars**

The PHHS Investment Finance Advisor attended the Access to Finance Rwanda (AFAR) Seminar. The seminar was organized by DFID and the World Bank to announce the establishment of a £18 million rural financing initiative by UKAID and the World Bank. The Investment Finance Specialist and the Chief of Party are currently evaluating possible synergy between AFAR and PHHS. Plans will be made for a meeting with the World Bank in April.

### **C. Inception Assessment Workshop**

Following completion and submission of the Inception Assessment Report to USAID on 19 March 2010, the PHHS project organized a workshop to present the report’s findings to partners and other stakeholders, totaling 60 in number. The workshop participants seemed very interested in the presentation, and many expressed an interest in working with the PHHS project. The workshop also served as a means for the Market Linkages Initiative to explain how their Grants Facility is to be utilized in Rwanda, and the steps interested parties should follow to apply for a grant. Finally, an expert in Warehouse Receipts Systems and other storage-based financing, Sophie Walker, gave a brief presentation on her assessment of which storage-based systems are best suited to the Rwanda situation. This was followed by a meeting held at USAID where Ms. Walker further elaborated why she does not believe Warehouse Receipt Systems will be viable within the lifetime of the PHHS project, what she believes the project should do which will have positive impact on reducing post-harvest losses and enabling producers to meet market requirements in terms of quality, and her concerns about the potentially negative impact MINAGRI’s plans for establishment of strategic grain reserves could have on grain trade in Rwanda.

#### IV. COLLABORATION WITH PARTNERS

The PHHS project continued to collaborate with existing partners as well as reaching out to new ones.

Early in February, the Chief of Party for the USAID-funded, Nairobi-based Market Linkages Initiative (MLI) traveled to Kigali; the MLI project, which is also implemented by CARANA Corporation and ACDI/VOCA has a regional focus, and a mission to promote growth in food staples and food security by integrating smallholder staple food producers into national and regional markets. The Chief of Party, Anthony Ngosi, met with the PHHS staff and explained how their Grants Program could be applied in Rwanda. MLI has designated \$800,000 for projects in Rwanda which can be used for a variety of applications, from elaboration of business and legal plans to financing of renovation/expansion of post-harvest infrastructure. The grants cannot be used for new constructions, due to environmental implications, and at least 50 percent of the cost of any supported activity must be provided by the beneficiary, in cash and/or in kind. Mr. Ngosi asked the PHHS team to develop a list of potential activities to be supported by the MLI grants, which they did, submitting same to Mr. Ngosi by the end of February.

Also in early February, a team from the USAID-funded COMPETE project traveled to Rwanda to meet with PHHS staff as well as other partners. COMPETE, which is also based in Nairobi, partners with private sector-led Regional Trade Associations, the Common Market for East and Southern Africa (COMESA) and the East African Community (EAC) to enhance competitiveness and trade in targeted sectors, including staple crops and create tools that will allow small farmers to participate more effectively in regional trade. As the COMPETE team explained to the PHHS staff, they have plans to co-finance a factory in Kayonza for the production of soybean oil and soybean cake in partnership with MINADEP and local producer organizations. Additionally, they are exploring the financing of maize and bean collection/storage facilities for cooperatives in Kirehe District which are supplying the WFP P4P program, and a rice milling factory for a Rwandan company, SOPAV, in Rusizi. COMPETE expressed a strong interest in having the PHHS project provide technical assistance in the form of training on improved harvesting/post-harvest handling at the producer level for their Rwandan activities.

An organization working with the COMPETE project, namely the East African Grain Council (EAGC) visited the PHHS project in early February. The EAGC is well established in most member countries of the East African Community (EAC), and would like to expand its activities in Rwanda and Burundi. The EAGC will begin in Rwanda with collection of agricultural market information, which will be published on their web-site ([www.ratin.net](http://www.ratin.net)). In order to achieve this goal, EAGC wished to recruit Rwandans to collect data in the large cities of the country as well as at the border crossings with neighboring countries, a task which the Market Linkages Specialist undertook. Additionally, the EAGC would like to recruit Rwandan members to its organization, generally comprised of producer and trader organizations. The EAGC could serve as a valuable source of information for the PHHS project throughout the remainder of its duration.

The head of the joint CIAT/IFPRI HarvestPlus program, Harrie Hendricks, together with the Rwandan representative, Jean d'Amour Manirere, met with the PHHS team to discuss their program activities in the country and the potential for collaboration. Since HarvestPlus has recently launched an initiative to develop and promote consumption of biofortified beans rich in micro-nutrients iron and zinc, it was decided that the PHHS project would liaise with the bean-producer groups organized by HarvestPlus to provide training on improved post-harvest handling and storage, especially for bean seed which is prone to insect attack in storage. HarvestPlus is also interested in "branding" their biofortified beans, so as to

receive a price premium on the market place, and the PHHS project would be well placed to help them develop the necessary market linkages.

The PHHS project met with the IFDC CATALIST project which covers five countries in the Great Lakes region. In Rwanda, the CATALIST project expressed an interest in having the PHHS project provide training on improved harvest and post-harvest handling for cooperatives they are supporting, especially those growing wheat and Irish potato in rotation in north and northwestern Rwanda. If the PHHS project decides to recommend utilization of pesticides in crop storage facilities, CATALYST could assist with procurement and dissemination of same, however a strong training program in safe use of pesticides would have to be regularly conducted and recommended practices enforced.

The PHHS team also met with another new potential partner in Rwanda, the NGO CHF's Economic Development Program. The Team Leader, Elly Kaganzi, discussed their plans to build resilience in the communities they assist primarily People Living with Aids, PLWA through economic growth, and strengthening household food security. CHF will, after having selected three targeted value chains, provide capacity building through promotion of household savings, strengthening cooperative development and business development/market linkages for targeted communities. CHF is interested in applying for an MLI grant, and in the provision of technical assistance from the PHHS project once their new initiative has been more clearly developed.

In February and March, representatives from the Netherlands-based Rabobank and the Program Lending Manager of the Banque Populaire du Rwanda met to discuss a possible collaborative activity with rice cooperatives belonging to UCORIBU. Rabobank wants to increase access to finance in rural areas so as to improve targeted value chains, with the ultimate goal that farmers gain higher profits, and cooperatives become self-sustaining commercial entities. While still in the planning stage, Rabobank is likely to provide training and financial support to the rice cooperatives, and at the same time, Rabobank's mandate is to support "bankable projects only", hence their need to carefully study and plan their interventions with the rice cooperatives. Their program provides training and organizes their loans in such a manner as to reduce the risk of creditors' defaulting on same. Rabobank Foundation will at the same time provide capacity building of the cooperatives in "corporate governance structure, development of business plans", as well as training of staff in the BPR in how to "proactively" seek bankable projects for financing. Rabobank and BPR are interested, should they go ahead with this pilot project, in receiving technical assistance from the PHHS project on improved crop harvest and post-harvest handling, as well as any provision of crop conditioning and storage infrastructure which may be procured through MLI or other funding. If the pilot project succeeds, they plan to extend it to other rice cooperatives over the next two to three years, and then look for other value chains to support in Rwanda.

## **V. PLANNED ACTIVITIES AND UPCOMING EVENTS**

In the next quarter, the PHHS project will move ahead with identified MLI grant applicants as well as continue to process new applications, start rolling out training activities and continue to identify potential project beneficiaries and sources of finance for staple crop post-harvest activities.

### **A. MLI Grants**

- Work with the four identified "fast track" opportunities : ENAS drying and grading equipment, RDO-Rayebega drying and storage facilities, UCORIBU rice cooperatives and Akanyaru maize cooperatives, to ensure their grant applications are prepared and submitted as soon as possible

- Process all other applications and work with selected applicants who best fulfill the grant criteria and have the greatest likelihood for success in the remaining time-frame

**B. Post-Harvest management**

- Training of trainers on improved harvest and post-harvest handling techniques. Trainers will in turn complete the first round of training down to the last level, namely cooperative representatives' training, other cooperatives' members prior to the beginning of 2010 Season B harvest.
- Development, testing and implementation of techniques for measuring the qualitative and quantitative impact of project activities on post-harvest losses.
- Contact individuals/institutions involved in research and development of appropriate technology post-harvest equipment to determine how they can meet the needs of producer cooperatives, for example for threshers and winnowers for rice and wheat.

**C. Market Linkages**

- Continue to evaluate the strengths and weaknesses in each value chain in order to identify new opportunities for PHHS intervention, especially in the Districts of Kirehe and Gicumbi.
- Organize at least one meeting for value chain actors working with the PHHS project following the priorities presented in the Inception Assessment Report.
- Schedule a study tour to a neighboring country in Uganda or Kenya to learn more about marketing initiatives and tools developed by other USAID-funded projects (MLI, COMPETE) and/or regional institutions (EAGC, ASARECA).

**D. Investment Finance**

- Leverage financing for post harvest activities from the local financial sector: (a) Provision of technical assistance to the most strongly organized staple crops producer organizations and buyers so that they can more easily access private sector financing; and, (b) Pushing forward our collaboration with financial institutions that have been targeted during our inception assessment as being most likely to finance staple crop post harvest activities.
- Planned meetings, visits and training: Reference to above point "Leverage financing for post harvest activities from the local financial sector", we are planning to meet with and visit, but not limited to the following:
  - AMIR and some MFI's AMIR' members
  - Banque Populaire du Rwanda
  - BRD
- Schedule visits to the regions not yet visited by the PHHS Project Team to explore more financing opportunities.
- Training with various PHHS Project partners.

**E. Financial Information**

a.	Overall contract budget	\$4,474,990
b.	Expenditures during Quarter 2 of 2010	\$329,863
c.	Cumulative expenditures through Quarter 2	\$601,610
d.	Remaining budget (a-c)	\$3,873,380
e.	Obligated amount	\$2,500,000
f.	Remaining obligated amount (e-c)	\$1,898,390

**ANNEX I – Performance Monitoring Plan**

	Indicator	Unit of Measure	Baseline (FY 2008)	Q1	Q2 <sup>1</sup>	Year 1 Target
1	Construction for post-harvest/ processing units commenced	storage units	n/a	n/a	n/a	115
2	No. of post-harvest storage/ processing centers for which site selection finalized	storage units	n/a	n/a	n/a	150
3	No. of storage/processing centers constructed/ purchased with PHHS assistance	storage units	0	n/a	n/a	100
4	Amount of private sector funds leveraged to support post-harvest storage/ processing centers	dollars	n/a	n/a	n/a	\$50,000
5	% decrease in post-harvest food losses in project sites	percentage	30% <sup>2</sup>	n/a	n/a	5%
6	No. of farmers using storage/processing centers	farmers	0	n/a	n/a	18,000
7	Quantity of selected commodities stored in improved storage facilities	metric tons (MT)	n/a	n/a	n/a	5,000
8	Number of rural households benefiting directly from PHHS assistance	# of households	n/a	n/a	n/a	1,000
9	Number of producer organizations, water users associations, trade + business associations, and community-based organizations receiving PHHS assistance	# of organizations/ associations	n/a	n/a	n/a	50
10	Number of agriculture-related firms benefiting directly from PHHS assistance	# of firms	n/a	n/a	n/a	12
11	Number of individuals who have received short-term agricultural sector productivity training	# of people	n/a	n/a	n/a	11,000
12	Number of farmers, processors, and others who have adopted new technologies or management practices	# of people	n/a	n/a	n/a	11,000
13	Number of agricultural organizations that successfully access bank loans or private equity	# of organizations	n/a	n/a	n/a	6
14	Number of firms receiving assistance to invest in improved technologies	# of firms	n/a	n/a	n/a	7

<sup>1</sup> Given that the PHHS project only completed its Inception Assessment phase by the end of March 2010, no progress was made towards achieving the project's targeted indicators. With project implementation beginning in April 2010, we anticipate launching activities in the second quarter of 2010 which will bring about the first series of results which will be used to measure the project's success in meeting its targets by the end of the next reporting period.

<sup>2</sup> Current percentage post-harvest losses as estimated by MINAGRI

**POST-HARVEST HANDLING AND STORAGE PROJECT**  
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**ANNEX 2 - List of Interviews and Stakeholders Met**

<b>A. Buyers/Traders/Processors</b>				
Organization	Contact	Title	Tel.	Email
<b>World Food Program P4P</b>	Emmanuela Mashaya	Coordinator	078 518 6324	<a href="mailto:emmanuela.mashaya@wfp.org">emmanuela.mashaya@wfp.org</a>
<b>World Food Program P4P</b>	Denis Mupenzi	Procurement Officer	0788 845 8200	<a href="mailto:denis.mupenzi@wfp.org">denis.mupenzi@wfp.org</a>
<b>MURENZI SUPPLY</b>	Donatien Murenzi	CEO	078 830 0759	<a href="mailto:murenzidon@yahoo.fr">murenzidon@yahoo.fr</a>
<b>ENAS</b>	Alfred Nkubili	CEO	0788301967	
<b>SOSOMA INDUSTRIES S.A.</b>	Thadée Musabyimana	Managing Director	0788304189	<a href="mailto:thaddemu@yahoo.fr">thaddemu@yahoo.fr</a>
<b>MAISERIE DE MUKAMIRA</b>	Enode Nduwayezu	Managing Director	0788346225 or 0788604394	<a href="mailto:nduwenode@yahoo.fr">nduwenode@yahoo.fr</a> or <a href="mailto:maizemanco@yahoo.fr">maizemanco@yahoo.fr</a>
<b>KOAGIMITA</b>	Vénantie Mukashyaka	Warehouse Manager	0783333857	
<b>SOPAV</b>	Dieudonné Itegegi	CEO	0788301643	<a href="mailto:ditegegi@yahoo.fr">ditegegi@yahoo.fr</a>

<b>B. Government Institutions</b>				
Organization	Contact	Title	Tel.	Email
<b>MINAGRI</b>	Gilbert Kayitare	Head, RADA Post-harvest Program	0788 594474	<a href="mailto:kagicade@yahoo.fr">kagicade@yahoo.fr</a>
<b>MINAGRI</b>	Rhoda Rubaiza	Consultant, Department of Planning	0783 342425	<a href="mailto:rubaiza@gmail.com">rubaiza@gmail.com</a>
<b>MINICOM</b>	Philippe Rumenera	Post-Harvest Team	0788418733	<a href="mailto:rumphilippe@yahoo.fr">rumphilippe@yahoo.fr</a>
<b>Nyagatare District</b>	Philippe Mutarambirwa	Coordinator Economic Development	078 848 2478	<a href="mailto:Mutarambirwa77@yahoo.fr">Mutarambirwa77@yahoo.fr</a>
<b>Rwanda Development Board</b>	Rosemary MBABAZI	Director General Investment Promotion Unit	0788306391	<a href="mailto:rmbabazi@rwandainvest.com.rw">rmbabazi@rwandainvest.com.rw</a>

<b>C. Support and Umbrella Organizations</b>				
Organization	Contact	Title	Tel.	Email
<b>HARVEST PLUS</b>	Harrie Hendrickx	Head of Product Delivery		<a href="mailto:h.hendrickx@cgiar.org">h.hendrickx@cgiar.org</a>
<b>HARVEST PLUS</b>	Jean d'Amour MANIRERE	Country Manager for Iron-Rich Bean	0788306916	<a href="mailto:j.manirere@cgiar.org">j.manirere@cgiar.org</a>
<b>RWANDA DEVELOPMENT ORGANIZATION (RDO)</b>	Augustin BAHORANA	Deputy Coordinator	078 821 2604	
<b>ISAE</b>	Patrice HAKIZIMANA	Vice Rector Academic & Research Affairs	0788300474	<a href="mailto:phakiza@yahoo.co.uk">phakiza@yahoo.co.uk</a>
<b>UCORIVAM</b>	Onesphore Habamenshi	President	078 377 2821	
<b>UNION TWIBUMBE</b>	JMV HABAMENSHI	President	0788438759	
<b>UCORIBU</b>	Thaddée Manirareba	Coordinateur	0788454526	<a href="mailto:manirareba44@yahoo.fr">manirareba44@yahoo.fr</a>
<b>UNICOOPAGI</b>	Joseph Ndabamenye	Coordinateur	078 846 5660	<a href="mailto:jndabamenye@yahoo.fr">jndabamenye@yahoo.fr</a>
<b>UNICOBLE</b>	Daniel Nzamurambaho	President du C.A.	078874 2720	
<b>UNICOBLE</b>	Alfonse Habamungu	Coordinateur	078 844 4300	

<b>D. Cooperatives</b>				
Organization	Contact	Title	Tel.	
<b>COAMV</b>	Thadee NIBISHAKA	President of the Board	078 886 9830	
<b>UVA (Umutara Veterans Association)</b>	Stanislas Mutabaruka	President of the Board	078 880 6585	
<b>COAMN</b>	JMV Nshimyumuremyi	President	078 822 1874	
<b>COPRORIKA</b>	Boniface Bimenyimana	Secretary of the Board	0788289406	

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<b>COTRAVAM</b>	Felix Ndagijimana	Agronomist/ President of the Board	078 326 6359
<b>Coopérative ABAHUJE</b>	Beatrice UWARUREMA	Présidente	0788755571
<b>Coopérative JYAMBERE MUHINZI GISAGARA (COJYAMUGI)</b>	Onesphore Rudakubana	Président	078 526 0698
<b>COPRORIZ NYIRAMAGENI</b>	Jean Damascène Sindikubwabo	President of the Board	078 866 0954
<b>COPAKI</b>	Juvenal Mushinzimana	President of the Board	0788452840
<b>COPAPEF</b>	Theophile Rubanzangabo	President of the Board	0788639245

<b>E. International Institutions and Partner Projects</b>				
<b>Organization</b>	<b>Contact</b>	<b>Title</b>	<b>Tel.</b>	<b>Email</b>
<b>The World Bank</b>	Valens Mwumvaneza	Agriculture & Rural Development Specialist	0788464196	<a href="mailto:vmwumvaneza@worldbank.org">vmwumvaneza@worldbank.org</a>
<b>Market Linkages initiative (MLI)</b>	Anthony Moses A. Ngosi	Chief of Party		<a href="mailto:angosi@eamli.com">angosi@eamli.com</a>
<b>MLI</b>	Bizuwork Negussie	Grants Manager		<a href="mailto:bnegussie@eamli.com">bnegussie@eamli.com</a>
<b>MLI</b>	Sophie Walker	Commodity Marketing Manager		<a href="mailto:swalker@eamli.com">swalker@eamli.com</a>
<b>KARISIMBI BUSINESS PARTNERS</b>	Dano Jukanovich	Co-founder	078 554 9062	<a href="mailto:dano@karisimbipartners.com">dano@karisimbipartners.com</a>
<b>East African Grain Council (EAGC)</b>	Harriet Nabirye	Uganda Country Manager		<a href="mailto:hnabirye@eagc.org">hnabirye@eagc.org</a>
<b>EAGC</b>	J. Kiraka	Market Information specialist		<a href="mailto:jkiraka@eagc.org">jkiraka@eagc.org</a>
<b>CHF International</b>	Elly Kaganzi Mwesigwa	Team Leader Economic Development	0788 305642	<a href="mailto:ekaganzi@chfrwanda.org.rw">ekaganzi@chfrwanda.org.rw</a>
<b>COMPETE</b>	Steven Humphreys	Staple crops Specialist		<a href="mailto:shumphreys@competeafrica.org">shumphreys@competeafrica.org</a>
<b>COMPETE</b>	Martin Wamaniala	Staple Foods Advisor		<a href="mailto:mwamaniala@competeafrica.org">mwamaniala@competeafrica.org</a>
<b>COMPETE</b>	Isaac Tallam	Private Sector Grain Trade Advisor		<a href="mailto:itallam@competeafrica.org">itallam@competeafrica.org</a>
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